

Structure

HOW IP IS STRUCTURED

The RCEN is distinguished by its caucuses that facilitate national coordinated efforts around subject sectors (such as energy and forestry). The International Program (IP) is guided directly by a national steering committee (NSC) that is involved in implementing a management team, monitoring and evaluating the program and cooperating directly with the member ENGOs in ensuring that this is done in a collaborative approach. The IP is a recognized "teamnet" that is distinguished by five fundamental organizing principles*:

- 1) Unifying Purpose - These are the common views, values and goals that hold the IP together and can be loosely defined as an interest in international partnerships and recognition of the need for global solutions to environmental problems including networking as a tool.
- 2) Independent Members - This is key to understanding IP and the RCEN. All members are independent of each other and can stand on their own and yet they benefit from being part of the whole.
- 3) Voluntary Links - The distinguishing feature of networks are their links which have been partially identified through the previous work of the IP and are both regional, national and international in scope. They are profuse and omnidirectional and because they are voluntary they have an inherent value.
- 4) Multiple Leaders - Networks are leaderful not leaderless. The IP has recently adopted a teamnet approach to management which has increased its resilience as each participating group has brought something unique to the process of networking.
- 5) Integrated Levels - The IP approach has been multilevel not flat. There are partnerships within networks and networks within networks. These are structures that avoid hierarchies and emphasize cooperation. While a much more complex and at times slower way of organizing, it is nevertheless, a more beneficial relationship over the long term.

* For more information on networking and this approach, see *The Age of the Network*.

Management

Previous and Current Models

In 1997, management of the International Liaison Unit (ILU) was carried out by the RCEN executive with oversight of an advisory committee. However, recommendations were not binding. The management of the ICBP project was carried out on an activity and administration basis with activities handled by a teamnet of three regional representatives and administration handled by the executive director of the RCEN.

The current model of IP implements a regional teamnet from eastern and western Canada with Quebec as its own region. Administration tasks are split between the teamnet according to appropriate skills. Some basic administration activities still take place out of the Ottawa office including bookkeeping. However, direct liaison activities, reporting and monitoring of activities are delegated to the teamnet members. All decisions regarding the daily activities of IP are made by the teamnet members on a consensual basis. Final strategic or policy decisions lie directly with the NSC of the RCEN.

ENGO responsibilities include active participation in activities such as newsletter articles, participation at events, financial contributions toward shared activities and involvement in monitoring, planning and evaluating activities. Women are involved at every stage of management including at the NSC level. By actively participating in the management of the IP, ENGOs have the opportunity to share ideas and experience regarding management and increase their capacity to share these experiences with their Southern partners.