



NATIONAL CONSERVATION AGENDA

Trout Unlimited Canada

BRIEF #4 – PROGRAM PROCESS

Program Process and Organizational Structure to Implement the NCA

September 26, 2006

Program development is a key component of the National Conservation Agenda and flows from the establishment of the Substantive Conservation Themes and National Policy associated with each Theme. The process by which we as an organization develop Programs should follow a logical and transparent structure as illustrated in Figure 1. There are a number of types of programs that can be developed by Trout Unlimited Canada and some of these are discussed in Brief #3.

A number of key areas need to be discussed in order to develop meaningful programs that support the Mission, Conservation Themes and core policies of Trout Unlimited Canada: the approach to program development; roles of each level of the organization in Program development; program structure; and organizational considerations.

Program Development Approach

During the National Resource Board's second Workshop, the NRB discussed and developed the specific components that would constitute the structure for programs developed to address the major Conservation Themes and Policy statements of the National Conservation Agenda. These specific components are:

- Conservation Theme(s)
- Program Title
- Program Description
- Objectives of the Program
- Program requirements
- Program Budget
- Program activities/outputs
- Program outcomes

These components would be used to summarize the more detailed analyses and assessments undertaken in program development.

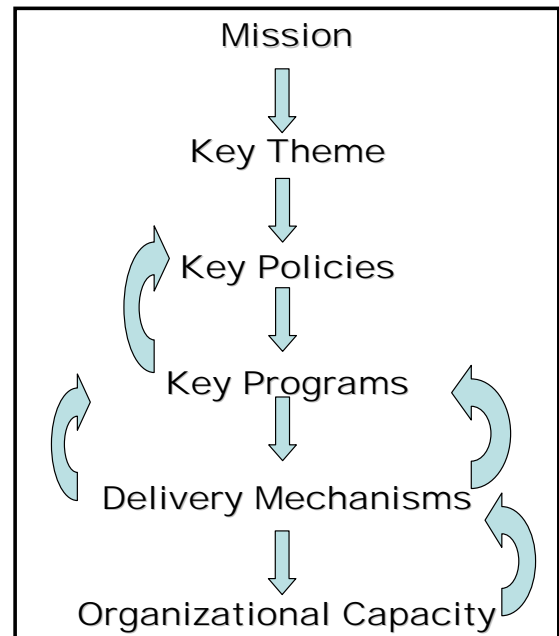


Figure 1: Process of Program Development

There are a number of criteria that should be used to determine the appropriateness of a specific program for the organization. These criteria include:

- Key values that should be achieved by the Program
- Readiness (is it the right time for this type of program)
- Opportunity (for buy in or uptake for a specific program)
- Priorities and Strategic Placement (is program strategic to the Conservation Agenda, a specific core theme and policy and Business Plan...is there a “market” for it at this time?)
- Is the program contextually sensitive? (is it a good fit with our Mission and Themes and does it have application to all levels of the organization?)
- Specific potential outcomes (are these outcome substantive and worth the investment)

Role of Each Level of the Organization in Program Development

Given the grassroots nature of our organization, development of meaningful programs and their delivery will require careful assessment of the need and nature of a program, its National application and appropriateness, and its application to each level of the organization. Chapters need to see the linkage of broad-based programs to the specific and practical activities that they undertake. This may require demonstrating how a National Program flows from National activities to Provincial to Local activities.

Program development can occur at all levels of the organizations but should be coordinated at the National level to ensure congruency with the Mission, Conservation Themes and core policies of the organization.

At a chapter level, most members are concerned about the nature of the local problem or issue at hand, rather than determining whether the organization should develop a Provincial or National Program. However, a series of similar issues or problems arising amongst a variety of chapters in a particular Province or in several Provinces should be a policy/program trigger. There is a key role for Provincial councils in program development. The ability of Chapters to effect substantive policy or program change to resolve local issues is limited because at a local level, issues are managed by local agencies. Provincial Councils can leverage local concerns upscale to a Provincial or National exposure. At this level, TUC can then develop programs and initiatives that can help influence government policy to address the local issues.

Programs will fall into one or more types: research/monitoring; management; education; advocacy; planning. The process of program development must be iterative. Input and testing through our Provincial Councils and local Chapters is essential in order to ensure that key components of these programs are relevant to the people that will implement many of these programs through their local projects and initiatives.

Program Development Process

A program development process and structure has been developed by the National Resource Board. It includes a set of key functional steps or filters that allow the program developers to assess the need, appropriateness, functional and program type for the particular issue/policy it is meant to address. The program development process also

identifies the appropriate roles and responsibilities of each level of the organization in the implementation and delivery of the proposed program. The structure of the program development process is summarized below and illustrated in Figure 2.

Institutional Justification (Filter 1)

- Is the proposed program congruent with the mission statement?
- Is there a National/Provincial Role?
- Relevancy or Redundancy to the Issues?

Support Level (Filter 2)

- Is there support by the grassroots/chapter membership
- Do you have the political support internally and externally?
- Is there a level of agency support for this type of program?
- Would a National/Provincial Program be useful?
- Is there good science/knowledge to support this?

Programmatic Scan

- Is the problem clearly specified (scanned)?
- Where is the support for this program (National, Provincial, Chapter, other?)
- Options for response (Analyze and choose)
 - urgency
 - effectiveness
 - innovation
 - leadership
 - capacity

Functional Assessment (Filter 3a)

- Funding requirements and availability
- Human Resource Capacity (staff and volunteer)
- Effect of Program on Issue
- Benefit/Cost

Program design (Filter 3b)

- Tools/Types
 - education
 - advocacy
 - research
 - implementation
 - monitoring
- Feasibility Analysis

Implementation

- delivery type
- timing
- administration and management
- evaluation
- communication

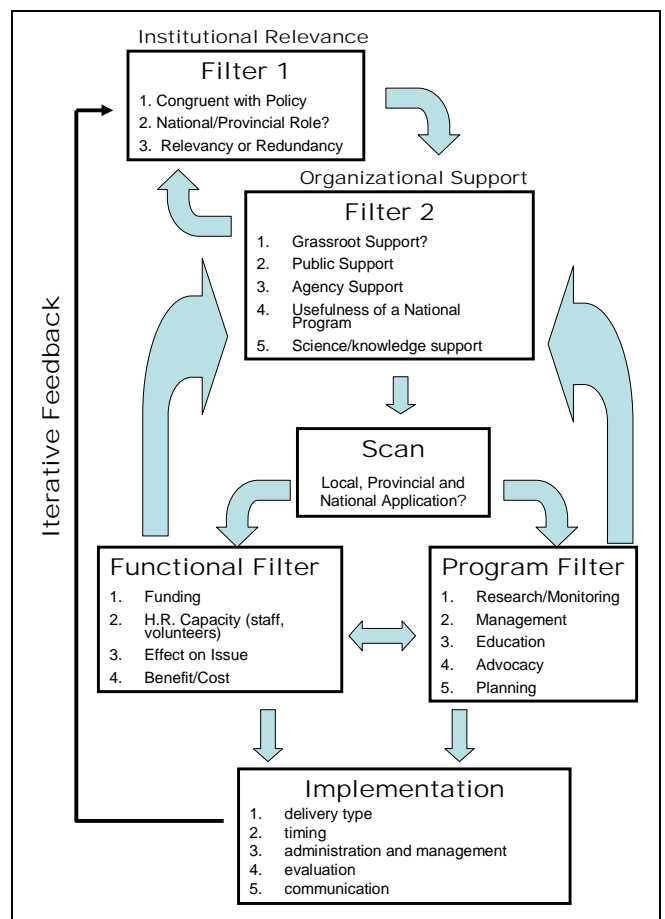


Figure 2: Demonstrating Program Development Structure.

Importance of Organizational Structure

The success in implementing the National Conservation Agenda will depend upon how well Trout Unlimited Canada links the NCA's Policy and Programmatic Development Structure to TUC's Organizational Policy Structure. They are inseparable. The National Resource Board urges the Board of Directors to explore and articulate the roles and responsibilities of the organization at all three major levels: Chapter, Council and National. It is critical as TUC moves forward with its National Conservation Agenda that there be a clear link between the programmatic or substantive elements of the NCA and the Organizational Policies, Structure and Activities of TUC.

A set of important ORGANIZATIONAL PRINCIPLES were articulated by the NRB.

- Everyone in TUC holds part of the franchise with its inherent benefits and obligations
- Each Organizational level has its own functional advantage in the organization
- Meaningful National programs can be one form of subtle organizational development

Based upon the principles above, it is important that Trout Unlimited Canada answer the question, "Who is the Constituency of Trout Unlimited Canada?" Answering this question will help the organization craft and operationalize its National Conservation Agenda, engage its members and engage other communities of interest that share many of our values.

By determining our Constituency, we will understand who we are trying to reach and who might be interested in supporting us. As we broaden our constituency, we will need to broaden our messaging and programs. Presently, our constituency appears to be those that love clean, healthy rivers, streams and lakes and the coldwater fish species that reside in them.

Brief analysis of the organization during the NRB Workshop #2 suggested that a well constituted Provincial Council is essential to the organization. It is at the Provincial level where policy and programs hit reality. Provincial Councils should be charged with the responsibility of interpreting National Policy and implementing National Programs in the context of Provincial realities and conditions. This interpretation helps to refine program delivery to chapters and provides a way to identify emerging issues and to provide input to National Policy and Program development.