



**THE IUCN SPECIES SURVIVAL COMMISSION:
DESIGN FOR THE FUTURE**

*SSC Steering Committee
December 2007*

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THE IUCN SPECIES SURVIVAL COMMISSION: DESIGN FOR THE FUTURE

1.0 Executive Summary

The Species Survival Commission (SSC) launched a Restructuring Task Force in 2005 in response to various external reviews of the Commission and other study findings and in an effort to realign the SSC to meet expanding and emerging threats and opportunities. The organization design that emerged separates Red List assessment process from conservation work, sets the stage for better and more rational use of resources to support both kinds of activities, while protecting the independent and objective status of the SSC's contributions. It paves the way for securing a broader base of funding and for easier partnerships with IUCN's regional and other thematic programmes, as well as with external groups. It also responds to SSC volunteer network issues and needs surfaced in a variety of recent studies and interviews.

The new structure better delineates roles and relationships, thus making it easier for various groups to work together with clearer expectations. It clearly defines Red List Authority (RLA) roles (Red List Authority Coordinator – a salaried position, Assessment Group Chairs, Evaluators, Assessors, Data Providers) and the relationship between RLA's and supporting institutions. It refines and clarifies how the Species Programme (SP) will relate to and support SSC in Red Listing, thus potentially making expectation levels more realistic on all sides.

In the new structure, Specialist Groups will focus only on providing conservation action for species, identifying and analyzing threats and developing tools and actions to mitigate these threats. These groups will draw on and contribute to but not perform Red List assessments. In addition this report identifies what others in IUCN can do to support and ensure success.

2.0 Background

The SSC is almost 60 years old. It attracts many of the world's best species and conservation experts and is known globally for the IUCN Red List of Threatened Species™, a trusted information and decision source for governments, NGO's, communities, and others. External evaluations of SSC, while pointing out improvement areas, consistently laud the contributions of the Commission's network of over 7,000 expert volunteers, and the fact that SSC's strategic vision and leadership guides IUCN in recognizing and adapting to changing requirements. But, as the Commission approaches the end of another Quadrennium, it is clear that major redefinitions of purpose and, therefore, of structure and processes, are needed. These changes affect everyone in the SSC, from members and Specialist Group Chairs to the SSC Chair and IUCN itself.

IUCN has moved to a “One Programme” agenda that in addition to conserving biodiversity largely focuses on environmental issues as they affect humans: greening of the world economy, energy, climate change, ecosystems for human well-being. The world’s attention is focused on these areas, donor funds concentrate there, and SSC finds itself in an environment where both its species data and its ability to identify threats and respond to needs coupled with IUCN’s own strategic agenda are more critical than ever.

Changes are also being driven by forces inside the SSC itself. The 2001 Voluntarism Study¹ and subsequent telephonic interviews with Chairs identified a variety of issues and needs that can’t be addressed within the current organization structure. These include issues related to fit within the larger IUCN, support for conservation action, communication, recognition of volunteers, managing multi-purpose groups, and other issues arising from increasing difficulties matching the SSC Network and its capabilities and passions to opportunities and needs.

SSC is not being forced to change. Rather its leaders have proactively been rethinking the organization’s design to be fit for purpose in the emerging world. There are many expected *benefits* of SSC’s taking action now. The Commission:

- takes charge of its future and leads rather than follows changes
- helps shape thinking and provides more coherent messages for supporting institutions
- safeguards its scientific reputation, remaining at the leading edge
- aligns behind IUCN’s “One Programme” approach and helps shape its implementation and maturation
- creates the responsible and strategic governance that will be needed to meet the challenges ahead
- proactively enhances its ability to optimize biodiversity impact
- achieves a better balance regarding its internal tensions (see Annex B), thus ensuring that optimal energy is dedicated to achieving goals

Alternatively, there are serious *consequences* of not acting, among them:

- SSC will rapidly lose credibility if it does not define and respond to the new realities. There is a growing perceived irrelevance of species within and outside IUCN. The species messages will be lost without repackaging and reframing them for relevance in today’s world.
- SSC’s objectivity and independence are increasingly important assets as SSC data becomes more central in conservation and development decisions and litigations that may be associated with them. The restructuring decisions take cognizance of this.
- Without major change, the current drain on scarce resources of having to support the SSC “reserve army” of experts will continue. SSC’s ability to do priority work will be severely compromised.

¹Stanley-Price, M. (2001) Voluntarism in the Species Survival Commission of IUCN, The World Conservation Union. Final Report.

- There will be a continuing lack of synergy or ability to contribute to one program due to the ad hoc growth of specialist groups and acceptance of non-priority projects.
- Fund-raising will continue to be opportunistic rather than strategic.
- Unresolved or inappropriately resolved tensions will increasingly drain motivation and productivity at all levels in the SSC.

SSC's redesign takes into account the above benefits of action and potential consequences of inaction. It assumes that a more strategic approach is needed. It also assumes that SSC is an organization whose work can be optimally described by the State-Pressure-Response model: SSC assesses biodiversity status (State), identifies threats (Pressure), and guides action (Response), while pursuing SSC's broad goal:

The extinction crisis and massive loss of biodiversity (will be) universally adopted as a shared responsibility and addressed by concerted actions throughout the world.

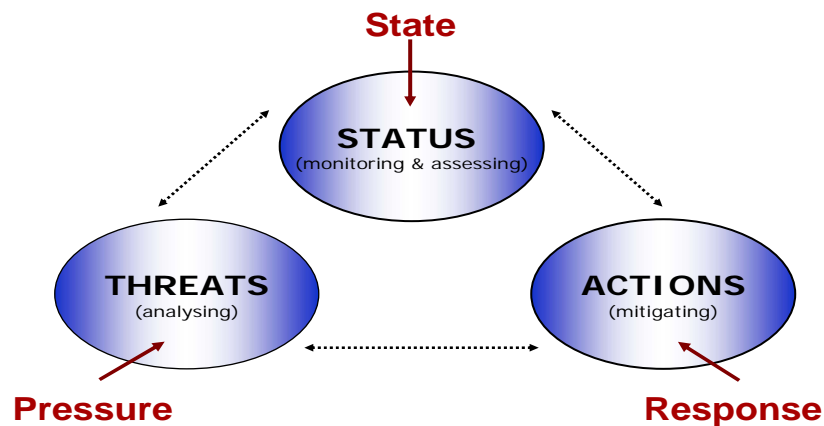


Figure 1: SSC's conceptual approach

3.0 The New SSC Structure

The central role of species in biodiversity conservation has, to some extent, been deflected by the current focus on human development, poverty alleviation and environmental management over recent decades. Many governments and donors have lost sight of the importance of species conservation at a time when the need for conservation action has never been more acute. While IUCN SSC has contributed significantly to improving knowledge about species concerns and through its Red List highlighted the current extinction crisis, IUCN SSC and other conservationists have failed to convince people that species are in any way fundamental to human livelihoods, health and well being.

In truth success stories in species conservation are few and many areas designated for wildlife protection remain largely on paper and ineffectual on the ground. Conservationists must face this reality. If global conservation agencies continue on the historical track, society will be left with little more than an archive of species names and a record of mass extinctions. The SSC, through IUCN, is in a unique position to help change this but it can only do so if it changes, to meet the challenge. The SSC is the core of IUCN and unless change happens here it is unlikely there will be any progress on the species conservation front. This is the background which necessitates redesign of the SSC so it can move the conservation agenda forward and become more relevant to the process of reversing the rate of species losses.

The new structure is intended to achieve these objectives and to:

- better *suit the structure to required functions*, creating a more logical, purpose-built organization capable of directly delivering valuable pressure-state-response outputs within IUCN's "One Programme" agenda and the programmatic and strategic plans of IUCN and the SSC.
- respond to *recommendations in previous External Reviews* of Commissions and the 2001 SSC Voluntarism Study, while increasing participation and responsibility of Chairs.
- create a more focused and *manageable Commission* (more targeted operations, and clearer roles, relationships and responsibilities) while simultaneously creating more and more focused opportunities for the volunteer network.
- increase and clarify *opportunities for contributions* from partners, supporters and donors.
- strengthen the *focus, flexibility, and consistency* of the Red Listing process.
- better ensure *transparency, accountability, objectivity and scientific independence* of the Red List process.
- make it easier for *Specialist Groups to have an explicit work plan* and be more effective due to greater focus and role clarity.
- enhance *the contribution of Specialist Groups to more powerful, collective action* on behalf of species conservation.
- increase the Network's opportunities for *conservation-related collaboration and synergies* with other components of IUCN.
- provide a *clearer, more realistic, definition of mutual expectations* between the SSC and Species Programme (SP), including assisting the SP in focusing and tailoring its support to SSC priorities.

In service to these redesign objectives; the new SSC structure includes several significant changes for the network.

3.1 Changes Related to Red Listing

It is imperative to maintain high standards for identifying the world's most threatened species, providing an overall measure of the state of biodiversity and monitoring the results of conservation actions at the species level. The Red List is the optimal tool for

this. In order to further develop this world standard two fundamental the SSC redesign provides for two fundamental Red List-related changes:

1. *Completely separate the Red List process from other activities of SSC, including Specialist Group activities.* The Red List continues to grow in number of species assessed. It is increasingly used by external institutions and cited in international treaties. It is a key factor in calculating the cost of mitigation for economic activities. Its management, credibility and integrity are increasingly being scrutinized especially by those who are most affected by RL categorization. In order to preempt any criticism related to Red List validity and to ensure the efficient and effective operation of all assessment-related activities, it is both urgent and mandatory that a transparent structure and process with clear separation of the roles in assessing and evaluating species be put in place.
2. *Given this separation of Red List-related activities from conservation activities, establish a limited number of Red List Authorities at high taxonomic levels and manage related Red List activities within these larger taxonomic groups.* The current Red List activities, although they separate assessment from evaluation, occur within a medley of different structures, overseen by the Biodiversity Assessment Sub-Committee (BASC). However, there are often problems at various stages of the process, resulting in increased pressure on the Species Programme and BASC to sort out anomalies. In addition, SSC has several ways it manages assessments, some involving partners or in-kind or funding donors. The new design provides for a consistent and practical restructuring that will lead to better use of resources, clearer roles and recognition, and a better funding rationale.

The new design includes establishing a limited number of Red List Authorities (RLA's) and a clear hierarchical structure to allow easier management of the complex array of roles and responsibilities within the RLA. The exact or appropriate number of RLA's has not yet been defined (perhaps 10-15), but it will be substantially less than the 74 currently in operation, and probably a few more than the number of major taxa (mammals, plants, etc.). The intention is that the new, generally larger RLA's will be managed by paid (by Red List Partners or supporters and donors) Coordinators who will work through Assessment Groups and/or individual Evaluators and Assessors. Coordinators and/or Assessment Group Chairs will then oversee the assessments and provisions of data, and liaise with the Species Programme which is responsible for the final checking and publishing of evaluated data.

Figure 2 illustrates the optimal structure of an SSC Red List Authority. However, sufficient flexibility is built into the new structure to adjust to the diversity of taxonomic networks. For example, in the absence of a Coordinator, the Assessment Group Chair would perform Coordinator functions. In the absence of an Assessment Group Chair, Evaluators would (as is currently done) manage the assessors. Data Providers and Assessors will frequently be the same individual experts, though not playing the role of

Assessor and Evaluator and for the same species, at the same time. In fact, data may be provided by anyone within or outside the SSC. See Annex A for a detailed description of SSC Red List roles, responsibilities, and operations.

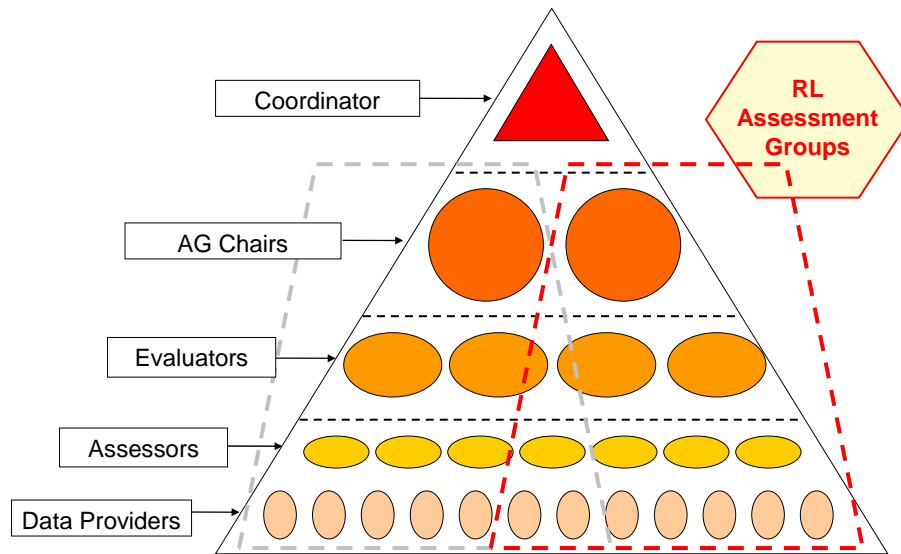


Figure 2: Structure of an SSC Red List Authority

This structure assumes that there will be more rational taxonomic arrangements resulting in more homogeneous representation on the BASC. The structure also opens up the RL process to more external institutions, who will be invited to support, with funding or in-kind, an entire RLA, the key position of RLA Coordinator, or any of the RL functions and positions. Red List Partners will not directly manage the RLA's but the RL process will be open to their technical contributions at all levels within the RLA's. The structure also ensures that the assessments received by the Species Programme will be of high quality, thus freeing SP staff members from the evaluation re-work they frequently must do when they receive poor quality assessments.

Figure 3, below, puts RLA activities into the larger context of the entire Red List process.

In the new SSC there will be no Red List activities conducted outside the RLA structure, and Red Listing will not occur within the new Specialist Groups (described below). This will ensure process rigor and consistency, objectivity and independence, better opportunities to improve the body of standards and procedures for species assessments, and overall greater effectiveness and better management of the entire Red Listing process,

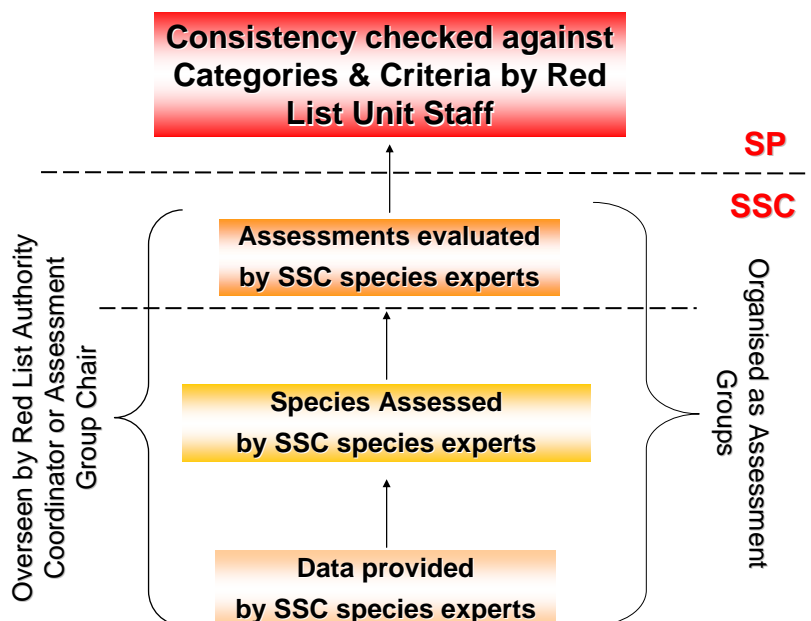


Figure 3: The SSC network and SP functions in the Red List Process

3.2 Changes Related to SSC's Conservation Work: analysing and mitigating threats

The new design will clarify SSC's work on species, the threats to their conservation and the actions required to mitigate these threats.

1. Function: The activities of Specialist Groups (SGs) are not expected to change dramatically. However, the following changes are anticipated:
 - They will focus more explicitly on guiding and influencing conservation action.
 - They will ensure that the core of their work fits within, and contributes to, the SSC Strategic Plan and will explore opportunities to work more closely with other parts of IUCN.
 - They will draw on, but not perform Red List assessments.

It is expected that Specialist Groups will focus more on conservation action. Most of their activity will continue to deal with **enabling** action, such as their analysis of threats, development of tools, surveys and research. However they should also focus on how to leverage and support **direct** conservation activities, such as creating new formal and informal protected areas, habitat management, law enforcement, changing legislation, mobilising resources, and education.

Importantly, they will be expected to work in areas where combined action and the sharing of knowledge and experience across the network is most crucial. SGs will strive to deliver collectively what individual members or individual

institutions could not contribute on their own. This approach will demonstrate the added value of acting together and play to IUCN's strengths in convening, facilitating and providing technical guidance. The activities of SGs may include, but not be limited to, the analysis of threats (e.g. emerging diseases, inadequate protection systems, etc), the preparation of technical guidelines and conservation tools, the development of strategies and actions plans for species conservation, including the convening, facilitating and implementing of conservation processes on behalf of species and the building of capacity in species conservation.

The new design also envisions SG's actively seeking out and participating in collective conservation action at the operational level. As IUCN works to create a 'One Programme' approach to its activities, it is expected that SGs will participate actively through closer and more collaborative relationships with IUCN's regional and thematic programmes and with IUCN Members to further the conservation of concerned taxa. As the SGs and their members seek out synergies with other components of IUCN, this may require varying degrees of mindset and behaviour shifts for everyone in the SSC network as well as for others in IUCN.

Notably, SGs may have to think beyond their own priorities and the synergies may not always be obvious. However, it should bring significant additional benefits, namely:

- SGs will be able to tap into the global scope, influence, contacts and resources of IUCN Regional and Country Offices, other Commissions, thematic programmes and member institutions. Since most direct conservation action takes place at the national level or lower, IUCN's network and unique position amongst government bodies and conservation organizations should facilitate leveraging of SGs efforts. This new approach will require SSC and IUCN to address new issues related to communication of opportunities, sourcing of funds for SSC members to deliver services and products, engaging SGs and their members in project design and implementation, policy formulation, convening and facilitating, deepening connections and establishing working agreements with IUCN and its broader membership.
- There will be more opportunity to engage with the rest of IUCN to raise the profile and importance of species conservation within the organisation.

2. Form: The new SSC structure defines "Specialist Groups" as *groups that focus on analyzing and understanding threats and developing tools and interventions to address conservation action*. These groups may be structured around (see Figure 4, below):
 - a. species or taxonomic groupings (e.g., canids, marine turtles or flamingos)
 - b. threats, focusing on analyzing and understanding (e.g., invasive alien species, wildlife health or climate change)
 - c. tools and conservation approaches (e.g., reintroduction, captive breeding, strategic species or area-based conservation planning)

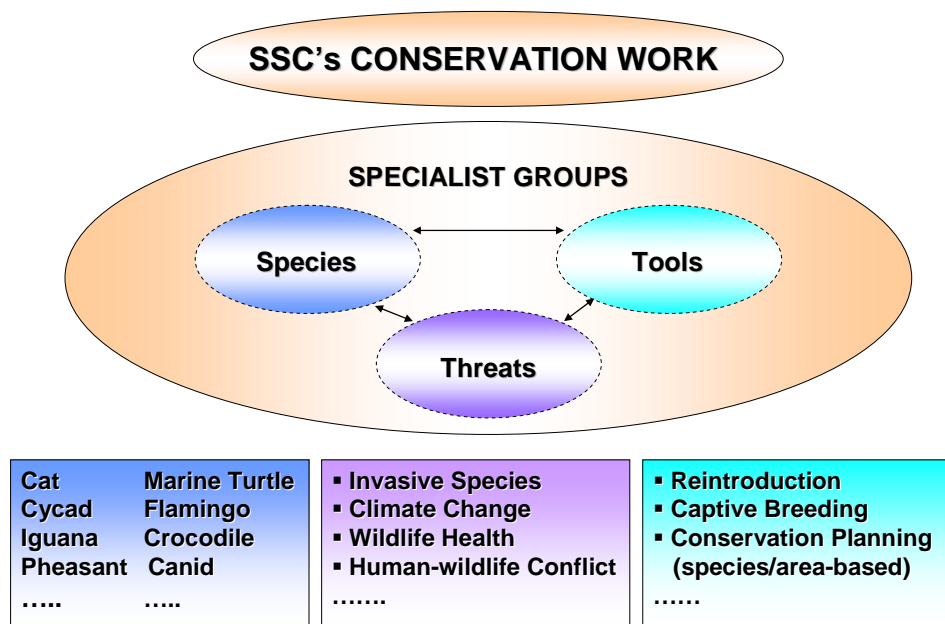


Figure 4: SSC Specialist Groups focusing on: species, the threats to their conservation and relevant mitigation tools

A critical implication is that many current SGs will need to revisit and reflect on their function and form. Accordingly, this may require re-thinking the focus of their programmes of work and the composition of their membership. SGs will vary from one another in scope, structure, and specific roles and responsibilities, but they will all have a defined link to the SSC strategic plan and IUCN’s intersessional programme. This clarification of focus should not, however, prevent SG’s from doing other work that is not a priority for SSC, but it will have implications for the distribution of SSC and the SP network support resources.

As Specialist Groups will no longer perform Red List functions, groups that currently perform both Red List activities and conservation-related work will have to decide how to parse membership in support of the new model. There will no longer be “hybrid” groups that perform both roles and while individuals may be members of both Red List Assessment Groups and Specialist Groups these roles will be distinct and separate. This is an important separation in order for SSC to retain its reputation for objectivity, technical rigor and independence, while better meeting its objectives.

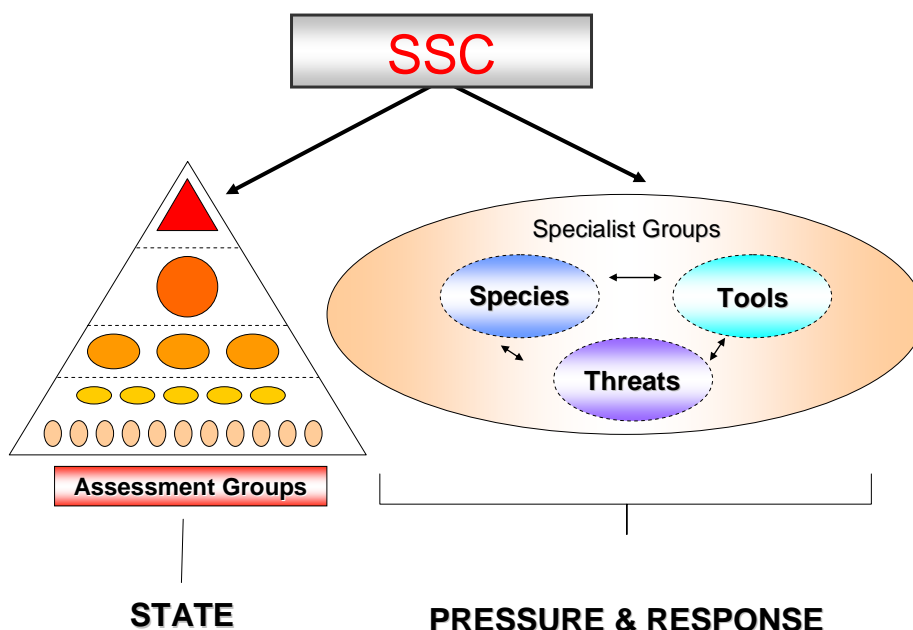


Figure 5: The Overall SSC Structure

3.3 The Big Picture View of SSC's New Internal Structure

Figure 5 shows the new internal structure of the SSC, including both the Red List and Specialist Group structure. This structure will optimize SSC's contribution across the Pressure-State-Response continuum and position it for proactive success in the future.

3.4 Implications for other SSC and IUCN Roles

Red List and conservation activities and the structure that organizes them are part of the larger SSC and IUCN system. All related roles within and around SSC are affected by the contextual and structural changes described in introductory sections above. Annex A provides a detailed description of all affected roles and new responsibilities, including for RLA's and Assessment Groups, Specialist Groups, other SSC roles, and related roles in IUCN. Obviously, roles outside SSC and the SP must be negotiated and further clarified.

Following are highlights related to broader changes:

- *SSC Chair, Steering Committee, Sub-Committees.* These are the major SSC governance roles. Their role is to guide, manage and motivate the Network as well as facilitate the transition to the new structure. The new structure also has implications for the future composition of the Steering Committee and Sub-Committees. While it is possible at this time to make generic statements about the roles, the Commission Chair must, in the next Quadrennium, ensure that there is an optimal governance alignment to increase the likelihood of successful implementation and strategic follow-through.

- The *Species Programme*. There are major implications for the SP vis-à-vis the new SSC structure. In particular, the Species Programme will perform all support duties related to Red List assessments and production, except those defined as BASC responsibilities. The Species Programme and other IUCN roles in support of Conservation Specialist Groups are still being clarified and further defined as part of this restructuring effort. Decisions are also pending at the Director General level regarding possible additional IUCN actions in support of all Commissions.
- *Regional and other IUCN Global Thematic Programmes*. As with all other planning for the delivery of “One Programme”, this will require new forms of planning and collaboration with SSC. Conversations are underway to further move in this direction.
- *IUCN Senior Management*. SSC’s changes require support and sponsorship from the IUCN senior leadership, including the Regional Directors, the Deputy Director General, the Director General and others. Important requests from SSC to them appear in Annex B.

The figure below shows the critical interdependencies within SSC and between the SSC and other parts of IUCN.

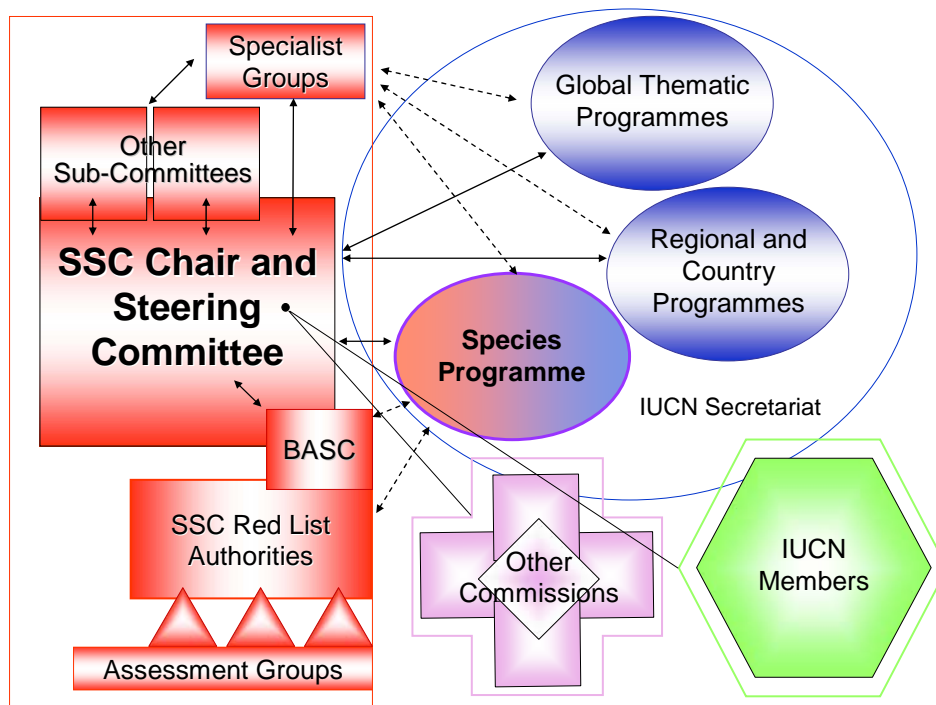


Figure 6: The relationship of SSC to other parts of IUCN

Annex B is a key source document explaining some of the most critical relationship “touch points” depicted in Figure 6.

4.0 Managing the Change: the Challenge Ahead

The changes in SSC roles and structure present, at first glance, a relatively minor shift. However, the restructuring is happening at a time when many major changes are happening in IUCN and in the conservation world in general. Therefore it is important to see the SSC restructuring as merely the tip of an iceberg whose depths contain important related changes for both SSC and IUCN and, given IUCN's and SSC's global influence, changes beyond IUCN. The change challenge is major, but clearly driven by internal, external and strategic forces.

The structure change sets a new performance bar for Specialist Groups, requiring closer connections with other IUCN entities, new commitments to action and impact, and rigour in support of synergistic agendas. It also brings more discipline, consistency, and focus to Red List-related activities. It means a separation of duties and synergies that will not be easy to implement, partly because of the complexity in and around SSC.

Many talk ruefully about IUCN's *complexity*. IUCN and its components *are* complex, with interactions occurring among governments, NGO's, the UN, Commissions, Regional and Country Offices, Programmes, IUCN members, Red List Partners and other supporters and donors, the Secretariat. Some players are elected, some appointed, others volunteer, still others participate in special ways via contract-defined collaborations. Relationships are complex, with many key players wearing a variety of hats: Council member, institutional representative, volunteer, Steering Committee member, Group Chair, Network supporter, staff member, fund-raiser or donor. This complexity makes it difficult to work within defined roles and with common cause. It also increases the likelihood of interpersonal issues and stress – change management challenges.

While complexity brings many challenges, it is also a salient strength of the IUCN family, for underlying it is a real advantage: *diversity*. Diversity, while always creating challenges, is also critical to the kind of creative and integrative thinking that complex problems like those related to conservation require. Given this fact, more, not less must be done to optimize IUCN's and SSC's complexity (diversity). But it is not enough to sort out, focus and streamline SSC roles, for SSC sits within a larger system whose roles and processes are affected by and affect any SSC change. It's also not enough to just focus on structure and roles. Aspects of SSC's, and to some extent, IUCN's larger organization design (processes and technology, people-related actions, culture, rewards and recognition) must also be addressed to ensure that the new design works.

Another reason for going beyond restructuring relates to the fact that the many interests in and around SSC create inevitable tensions that must continually be balanced regardless of the structure. Focusing on the larger organization design as part of the change management process will both help support the new structure and keep the endemic tensions in constructive balance.

The following are eight tension continua that are endemic to SSC and IUCN at this stage of the organisation's evolution. These tensions are neither inherently good nor bad. However, most are not currently in optimal balance. The new SSC structure will help bring things into better internal and external alignment along these continua. Beyond that it will be up to every SSC and IUCN leader to be conscious that these tensions will always exist. Effective leaders will ensure that all voices are heard and that effective processes are in place to optimally draw on the variety of highly diverse resources.

1. *Red List Assessment <> Conservation Action*
2. *Volunteer passion Driven <> Top down and Programme Driven*
3. *Voluntary Group Interests <> Institutional Partner Interests*
4. *Accountability and Professional Management <> Laissez-faire*
5. *Focused Network Support <> Ad hoc Network Support*
6. *Strategic Fund-raising <> Opportunistic Fund-raising*
7. *Collaboration <> Self Interest*
8. *Role Clarity <> Role Ambiguity*

Annex B describes these tensions and their implications in greater detail. Also, the need to better balance these tensions underlies some of the change management recommendations in the following section.

5.0 Conclusion

The new SSC design responds to and anticipates many challenges and opportunities. It reflects conclusions and recommendations from many studies and discussions with stakeholders within both SSC and IUCN – including SSC Chairs. Beyond that, the new design is courageous in the sense that, while it responds to various study observations, it reflects a full-fledged exploration of future and “One Programme-related” opportunities being scoped by the IUCN Global Programme and SSC’s own evolving view of the species and conservation world. It also probes deeper relationships and issues within and around SSC.

By taking a systemic and proactive view, the new SSC design charts a robust path forward for the Commission. It provides for both a powerful SSC structure and other design actions to support and enable the structure to work. Now the exciting work of implementation can begin in hopes that future Red Listing, conservation actions, collaborations within and outside IUCN, and SSC’s scientific leadership will significantly strengthen and that SSC will be well positioned for a successful, high impact future.

Annex A

Detailed roles, responsibilities and operations within the new SSC design

The chart below details key roles in SSC and in IUCN relative to the SSC Restructuring. The first section describes the major work/activity areas for SSC roles, how they are established and how they will work. The second section identifies the role implications for various other parts of IUCN.

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>SSC CHAIR/STEERING COMMITTEE (The Steering Committee has delegated duties in support of Chair and the Network)</p> <p>RESPONSIBILITIES/ACTIVITIES</p> <p>Governance</p> <ul style="list-style-type: none"> • Providing creative, dynamic and visionary leadership; high level strategic and technical direction • Representing IUCN in the substantive field of SSC's expertise • Participating in IUCN Council • Establishing Steering Committee and overseeing its operations • Establishing of Sub-Committees, Specialist Groups, Conservation Specialist Groups, Task Forces, Red List Authorities, Red List Coordinators, and, in the absence of Coordinators, Assessment Group Chairs. • Establishing Commission membership • Managing and accounting for Commission funds (including Commission Operations Fund) • Representing the SSC at national and international fora • Providing technical and policy advice at the highest levels • Formally reporting to the Council and the World Conservation Congress <p>Network Management and Support</p> <ul style="list-style-type: none"> • Managing and supervising of the voluntary network 	<p>Establishment</p> <ul style="list-style-type: none"> • Chair is elected for four-year term of office by the Council • Chair appoints Steering Committee and Sub-Committees <p>How it operates</p> <ul style="list-style-type: none"> • Chair is a funded, full time position • No clear need for an Executive Committee • Steering Committee <ul style="list-style-type: none"> – Approved by Council on advice of Chair – Has delegated duties in support of the Chair – Approximately 15-20 people – Comprised of people with expertise in science, practice and policy, at all levels, and with explicit roles to play – SC membership should be designed to deliver the mandate (No need for taxonomic or geographic coverage) • Species Programme Focal Point participates in Steering Committee meetings; other staff participate by invitation of the SSC Chair • Managed such that volunteer needs for networking, recognition, credibility, and opportunity are considered

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<ul style="list-style-type: none"> • Overseeing and providing strategic guidance to all Sub-Committees, Groups, and RLA's • Securing Letters of Agreement with: Specialist Group Chairs, Red List Coordinators, and, in the absence of Coordinators, Assessment Group Chairs. • Supplementary fund-raising for Commission priorities • Preparing SSC/SP work plan (joint with SP) • Establishing SSC group and member rewards and recognition • Developing network communication strategy and key communications (with SP) <p>Network Development</p> <ul style="list-style-type: none"> • Designing and developing new products and tools (e.g. SIS strategy, Strategic Species Conservation Planning process) • Identifying and forming new partnerships (with Species Programme for Red List Partners) <p>IUCN Linkages</p> <ul style="list-style-type: none"> • Alerting the Species Programme of anticipated or actual species-related issues • Making operational linkages with Regional and Country Offices keeping the Species Programme informed • Making operational linkages across thematic programmes and Commissions (e.g., area-based conservation planning) 	
<p>SUB-COMMITTEES</p> <p>Biodiversity Assessment Sub-Committee (BASC)</p> <ul style="list-style-type: none"> • Assisting in identification of species assessment priorities and methodologies • Providing technical oversight for conducting of assessments and evaluating petitions • Monitoring of ongoing assessment work; recommending adjustments to work plans as 	<p><i>Establishment</i></p> <ul style="list-style-type: none"> • Established by the SSC Chair as extension of the Chair/SC work • Chaired by a member of the Steering Committee unless by special appointment • In effect as long as the SSC Chair deems necessary

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>needed</p> <ul style="list-style-type: none"> • Development of Red List Index/Sampled Red List Index • Overseeing the review of and making recommendations on the implementation of global species assessments • Preparing guidelines regarding use of the IUCN Red List Categories and Criteria, including the national and regional guidelines • Setting standards of scientific quality for SSC's work on biodiversity assessments • Overseeing working groups on the following issues: national and regional issues, standards and petitions, user data needs, red list index, classification schemes, taxonomic standards • Advising on the development of SIS to ensure it meets needs of overall programme of SSC work • Developing methodologies to address emerging issues, including the livelihood importance of species, ecosystems services provided by species, impacts of invasive species, climate change. • Referring issues to Steering Committee against criteria to be developed. <p>Other Sub-Committees have responsibilities according to their TOR's (n addition to BASC, the current Sub-Committees are: Biodiversity Indicators, Marine, Invertebrate, Plants, Sustainable Use). Responsibilities may include such activities as:</p> <ul style="list-style-type: none"> • Developing responses in areas identified in their remit • Strengthening links with Network and other expertise networks outside IUCN relevant to their focus • Defining assessment priorities within their 	<p><i>How BASC operates</i></p> <ul style="list-style-type: none"> • Composed of Chairs of BASC working groups and representatives of other Sub Committees and Red List Authorities (as required, RLA Coordinators may represent the technical contribution of Red List Partners, including the chairing of BASC Working Groups, but will not serve as designated representatives of their institutions). • Delegates detailed technical work to working groups and, if necessary, task forces. • Per SSC priorities, actively searches for Red List Coordinators and Assessment Group Chairs • Advises SSC SC on the establishment of RLA's and, where appropriate, Assessment Groups • Reports directly to the SSC Chair. • Species Programme performs support functions and linkages to implementation • Nothing is formally approved at working group level...working groups do nuts and bolts work • BASC Chair organizes recommendations to Chair • Working groups and task forces have ToR's • Managed such that volunteer needs for networking, recognition, credibility, and opportunity are considered <p><i>Establishment</i></p> <ul style="list-style-type: none"> • Established and discontinued at the discretion of the Chair to address needs or emerging issues for whole Quadrennium • Members are technical experts • Members are appointed by Sub-Committee Chair in their individual capacity <p><i>How Sub-Committees Operate</i></p> <ul style="list-style-type: none"> • Per agreement with Chair, with TOR's • Represented on the Steering Committee after appointed

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>remit</p> <ul style="list-style-type: none"> • Forging linkages between themselves and their parts of the greater Network (RLA's, SG's, CSG's). • Strengthening links between the SSC Network and other parts of IUCN (Commissions, Regions, other thematic) 	<ul style="list-style-type: none"> • May be co-chaired • Species Programme provides support • Managed such that volunteer needs for networking, recognition, credibility, and opportunity are considered
<p>COMMISSION-LEVEL TASK FORCES (e.g., Restructuring Task Force, Species Conservation Planning TF, Joint – with WCPA - Systematic Conservation Planning)</p> <ul style="list-style-type: none"> • Conducting extensive cross-taxa and high level analyses • Conducting analytical work on major threats to species and the conservation responses that have been taken or are still needed • Responding to emerging conservation issues (e.g. global climate change, disease transmission); • Exploring new conceptual and methodological issues (e.g. systematic conservation planning, agro-environmental measures, measuring effectiveness of conservation actions, etc.) • Designing and implementing new ways to raise awareness of species' needs in current conservation policies and paradigms (e.g. poverty alleviation, private sector development; invasive alien species, the impacts of epidemic human and wildlife disease, etc.) 	<p><i>Establishment</i></p> <ul style="list-style-type: none"> • Established by the Chair to address specific needs or emerging issues • Members are technical experts • Members are appointed by Task Force Chair in their individual capacity <p><i>How they operate</i></p> <ul style="list-style-type: none"> • Assigned for a specific undertaking • Chair may or may not be represented on the Steering Committee • Have a finite life and clear deliverables • May involve additional participation of external experts and IUCN staff, as appropriate • Some may morph into full fledged SG's, if appropriate • Managed such that volunteer needs for networking, recognition, credibility, and opportunity are considered
<p>RED LIST AUTHORITIES (RLA's) An RLA focuses on assessing species within a large taxonomy. The optimal composition of a RLA includes: Data Providers, Assessors, Evaluators, Assessment Groups, and an overall Coordinator, but can be reduced, if required, to Assessors, Evaluators and an Assessment Group Leader or a Coordinator.</p>	<p><i>Establishment</i></p> <ul style="list-style-type: none"> • With advice from BASC and considering the number of prioritized species to be assessed and available expertise, SSC Chair identifies the number and scope of RLA's organized at the highest feasible taxonomic level (e.g. mammals, birds, legumes). • Evaluators and Assessors are organized into

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>Red List Authority Overview</p> <p>The Red List Process must ensure that the functions of assessment, evaluation and consistency checking are maintained separate and independent from one another. This shall be done by clearly articulating the functions of individuals within the RLA's as set out below:</p> <ul style="list-style-type: none"> • Data are gathered and provided to the RL process by individual Data Providers • Data from Providers are compiled by Assessors according to the SIS format. The number of Assessors for a species is not limited. • In accordance with standard peer-review approaches, data for each species are reviewed by at least two Evaluators, neither of whom can be an assessor for that species, to ensure that all compulsory data fields are completed, that all relevant data are included, that the data presented conform to the Red List Categories and criteria, and that the assessment is carried out consistently among the group of species represented. • These processes are overseen by an Assessment Group Chair who is responsible for keeping the work to agreed schedules and passing the evaluated assessments to the Red List Coordinator or to the Species Programme if no Coordinator is in place. • The Red List Authority Coordinator manages the entire process of species assessment and evaluation, including training and maintains relationship with Species Programme and relevant Red List Partners. • Species Programme reviews evaluated assessments to ensure overall consistency of approach in applying the red list categories and criteria across the full array of prioritized species assessed, with particular attention to the application of the uncertainty guidelines. 	<p>appropriate Assessment Groups for efficiency and synergy</p> <ul style="list-style-type: none"> • All participants are invited to be SSC members • Once established, documentation (i.e. signed Letters of Agreement) is handed over to the Red List Unit of the Species Programme. • Red List Authorities require financial and/or in kind support from one or more Red List Partners in order to be established. • Additional RLA's (geographic or taxonomic) may be established on a case-by-case basis to suit special projects or needs. <p>How they operate</p> <ul style="list-style-type: none"> • RLA Coordinators or Assessment Groups Chairs represented on BASC, as required (they may represent the technical contribution of Red List Partners but will not serve as designated representatives of their institutions). • There is continued RLA oversight from SSC/SP for control on the quality of the Red Listing process. • RLA's incorporate assessment data from all relevant sources and ensure that contributions from various groups are acknowledged. • SSC, via BASC, provides quality oversight of overall process. • For those assessments prioritized by the SSC but not taken up through partnership agreements, IUCN would either need to find the funds or not do them at all. • Red List is delivered via SIS. • Managed such that volunteer needs for networking, recognition, credibility, and opportunity are considered. <p>Species Programme staff provide the required support:</p> <ul style="list-style-type: none"> • Technical assistance to the RLAs (through increased support from the RL Unit and

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<ul style="list-style-type: none"> • The entire process may be iterative. • Upon completion of this process the <i>Species Programme</i> includes the data in the next update of the IUCN Red List. <p>A. Red List Data Providers</p> <ul style="list-style-type: none"> • Gathering and providing data for assessments <p>B. Red List Assessors</p> <ul style="list-style-type: none"> • Compiling all relevant data • Writing the species account • Signing off on what goes to the Evaluators 	<p>other Biodiversity Assessment Units);</p> <ul style="list-style-type: none"> • Handling of the SIS database (within the Red List Unit); and • The delivery of products approved and designed by SC and BASC/BISC, including the RL itself and other related products (e.g. GSA, GAA, GMA, GRA, GMSA, freshwater assessments, RLI, SRLI). <p>Red List Data Providers</p> <p><i>Establishment</i></p> <ul style="list-style-type: none"> • Assessment Group Chair or Coordinator identifies and requests their contribution to individual species assessments and handles <i>ad hoc</i> submissions which come from individuals outside the SSC Network • Red List Data Providers are automatically invited to become members of SSC <p><i>How they Operate</i></p> <ul style="list-style-type: none"> • May be organized, with other Data Providers and Assessors into a Red List Assessment Team for a given taxa with an appointed Assessment Group Chair • Clearly agree the subsequent uses of the data they provide • Must be different from Evaluators of those species for which they provide data <p>Red List Assessors</p> <p><i>Establishment</i></p> <ul style="list-style-type: none"> • Must have done one or more species assessments accepted into the Red List in order to be formally recognised as an IUCN SSC Red List Assessor • Once assessment is accepted, are formally recognized as Red List assessors with name associated on IUCN Red List website • Red List Assessors are automatically invited to become members of the SSC

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>C. Red List Evaluators</p> <ul style="list-style-type: none"> • Reviewing data from assessments to ensure: <ul style="list-style-type: none"> - that all compulsory data fields are completed, - that all relevant data are included - that the data presented conform to the Red List Categories and criteria - that the assessment is carried out consistently among the group of species represented. • If no Coordinator, Assessment Group Chair establishing the Red List Assessment Group, assigns tasks, and coordinates the process. <p>D. Assessment Group Chairs</p> <ul style="list-style-type: none"> • Identifying Assessors and appoint Evaluators • Overseeing the assessment and evaluation process <ul style="list-style-type: none"> - keep the work to agreed schedules - pass the evaluated assessments to the Red List Coordinator or to the Species Programme if no Coordinator is in place. 	<p>How they operate</p> <ul style="list-style-type: none"> • May, and often will, be Red List Data Providers • Red List assessments by RL assessors contribute to the work of a Red List Authority • May be organized, with other Red List Data Providers, into a Red List Assessment Group with an Assessment Group Chair • Must be different from Evaluators of those species for which they provide data <p>Red List Evaluators</p> <p>Establishment</p> <ul style="list-style-type: none"> • Appointed by Coordinator on advice of Assessment Group Chair (or by Assessment Group Chair if no coordinator) based on capacity to apply the Red List categories and criteria • SSC Chair appoints if no Coordinator or Assessment Group Chair • Red List Evaluators are automatically invited to become members of SSC <p>How they operate</p> <ul style="list-style-type: none"> • Must work in groups of at least two • Do not do evaluations on species they have personally assessed. <p>Assessment Group Chairs</p> <p>Establishment</p> <ul style="list-style-type: none"> • Coordinator appoints Assessment Group Chairs and SSC Chair ratifies the appointment in writing, or in absence of Coordinator, the SSC Chair appoints and ratifies the Assessment Group Chairs • Have ability to identify expertise and effectively motivate and lead a team of volunteers.

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>E. Assessment Groups</p> <ul style="list-style-type: none"> • Undertaking assessments of species within a taxonomy (e.g. < 1000 species) <p>F. Red List Authority Coordinators (For large taxonomic groups, thousands or tens of thousands of species, e.g., mammals, amphibians, palms, legumes)</p> <ul style="list-style-type: none"> • Setting up the RLA structure, consistent with the approach described here, with the number of levels and extent of sub-division into teams as appropriate for the particular assessment being carried out. • Appointing Assessment Group Chairs and pass names to the SSC Chair for ratification in writing. • Appointing Evaluators on advice of Assessment Group Chairs (may veto Evaluator nominations if they feel the Evaluator is not qualified for the task). • Managing the entire process and one or more Assessment Groups focused on species assessment and evaluation • Organizing training as necessary for Assessors and Evaluators. • Maintaining relationship with Species Programme and relevant Red List Partners. 	<p>How they operate</p> <ul style="list-style-type: none"> • Report to Coordinator or interface with the Species Programme <p>Assessment Groups</p> <p>Establishment</p> <ul style="list-style-type: none"> • Lead by Assessment Group Chair, and composed of Data Providers, Assessors and Evaluators • The Assessment Group Chair establishes Assessment Groups by appointing Evaluators and identifying Data Providers and Assessors. <p>How they operate</p> <ul style="list-style-type: none"> • Carry out assessments and evaluations of the species within their brief, and provide evaluated assessments to their Assessment Group Chair <p>Red List Authority Coordinators</p> <p>Establishment</p> <ul style="list-style-type: none"> • Identified in consultation with the relevant existing and potential Red List Partners, other supporters and Species Programme. • Appointed by SSC Chair <p>How they operate</p> <ul style="list-style-type: none"> • Are paid positions

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>RED LIST PARTNERS, SUPPORTERS AND DONORS</p> <p>A. Red List Partners</p> <ul style="list-style-type: none"> • Contributing to IUCN is defined generally in the Red List Partnership Agreement and in bi-lateral contracts or agreements, where the input of their technical expertise and resources at all levels of the RL process are specified. • Providing substantive technical expertise and resources (cash or in-kind) at the level of \$100,000 per annum or above. • Supporting (through donation of money or “in kind” contribution) all or some of the roles of one or more RL authorities, such as the secondment of staff as RL Coordinators. • Where appropriate, providing expertise of individuals on their staff to other RL processes and products, including the technical development of the RL and, where appropriate, data analyses. 	<p>Red List Partners</p> <p><i>Establishment</i></p> <ul style="list-style-type: none"> • IUCN develops the formal Red List Partnership Agreement • Per formal Red List Partnership Agreement with IUCN and SSC, agrees to conditions set up to ensure objectivity, independence, consistency and defensibility of the Red List process) and accepts all considerations laid out, including: <ul style="list-style-type: none"> - Commitment to funding at agreed minimum level - Willingness to fund specific assessments, some part of a larger assessment process or individuals engaged in formal roles in the RL process - Commitment for the time span of specific assessment projects or mutually-agreed undertakings - Willingness to support the Red List Authority, Coordinator, Assessment Group Chair, or Evaluator roles - Willingness to consider contributing to or assisting with fund-raising for IUCN’s consistency check process • May be any institution: government, NGO, academic institution, private sector, etc. <p><i>How they operate</i></p> <ul style="list-style-type: none"> • IUCN Secretariat, in consultation and in agreement with SSC Chair, develops and maintains formal, bi-lateral contractual agreements and relations with various Red List Partners as required • In order to provide technical input and share information and ideas relevant to the Red List process and products, meetings of IUCN’s Red List Partners will be convened by IUCN. These will be organized through the Species Programme, with input from the SSC Chair,

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>B. Red List (or SSC) Supporters and Donors</p> <ul style="list-style-type: none"> • Providing resources to the Red List process on a smaller financial and technical scale (cash or in-kind below the level of \$100,000 per annum). • Providing resources to the Red List process without technical contributions. 	<p>and held separately from meetings of the BASC.</p> <ul style="list-style-type: none"> • RL Partners will not share responsibility for the policies or governance of the SSC, its BASC or the RL process. <p>Red List (or SSC) Supporters and Donors</p> <p><i>Establishment</i></p> <ul style="list-style-type: none"> • IUCN, SP or SSC identify and approach potential RL Supporters and Donors • May be an institution or an individual <p><i>How they operate</i></p> <ul style="list-style-type: none"> • RL (SSC) Supporters and Donors’ contributions will be regulated through bi-lateral agreements or contracts or ad-hoc agreements for “in kind” support • RL (SSC) Supporters and Donors do not share responsibility for the governance of SSC, BASC or the RL process.
<p>SPECIALIST GROUPS</p> <p>Focus will be on the SSC’s conservation work directed to analyzing threats and designing tools and approaches for their mitigation.</p> <p>SGs will be expected to contribute to the SSC Strategic Plan. Within this, prioritisation of work will be guided but not dictated by the SSC Strategic Plan and the IUCN Intersessional Programme.</p> <p>They will be free to do more but any Network support provided will be for the SSC priority-related actions.</p> <p>SGs will perform substantial collective work in any combination of the following areas:</p> <p>Technical/expert inputs and interventions</p> <ul style="list-style-type: none"> • Analysing state-of-the-art knowledge and practice on thematic/taxonomic issues and tools • Planning for joint activities with IUCN 	<p><i>Establishment</i></p> <ul style="list-style-type: none"> • Established by the SSC Chair with reference to a priority or substantive contribution: <ul style="list-style-type: none"> – following his/her active search for suitable chair and pool of experts – responding to a specific request by a potential chair or pool of experts. • Set up to make a substantial contribution to the SSC Strategic Plan as judged by the following criteria: <ul style="list-style-type: none"> – Creating species information (deeper than RL assessments) useful in support of conservation action – Influencing, assisting in developing, and promoting policies relevant to their themes and tools • Composed of : <ul style="list-style-type: none"> – A Chair or Co-Chairs <ul style="list-style-type: none"> ▪ Chairs or Co-Chairs cannot be Assessment Group Chairs or RL Coordinators – May have a Steering Committee

RESPONSIBILITIES/ACTIVITIES	ESTABLISHMENT & HOW IT OPERATES
<p>Regional and thematic programmes and other Commissions</p> <ul style="list-style-type: none"> • Advising on proposed actions • Establishing systems for prioritising and endorsing projects • Facilitating and convening in areas of technical expertise • Facilitating the development of species conservation strategies and action plans through collaborative engagement • Promoting implementation of species conservation strategies • Contributing to implementation of species conservation strategies • Providing high-level technical advice and expertise to IUCN, private sector and others • Participating in Expert Panels • Moderating list-serve dialogues in their area of expertise and interest • Assisting with conducting and review of CITES analyses • Identify relevant, emerging issues and major species threats • Influencing, assisting in developing, and promoting policies and interventions relevant to their theme/species • Organising and conducting workshops and seminars relevant to their themes/species <p>Products</p> <ul style="list-style-type: none"> • Species conservation strategies and action plans • Technical guidelines • Technical booklets • Newsletters • Database updates – on species, populations and geo-referenced info at relevant levels • Population and other species information (deeper than RL assessments) useful in support of conservation action • Website – oversee content and necessary updates • Special analyses on population status, trends, threats and spatial patterns 	<ul style="list-style-type: none"> – Unlimited, but reasonable/manageable membership <ul style="list-style-type: none"> • May adopt/require a regional or other substructure to make the linkages to IUCN’s regional or thematic programmes. • SG Chairs <ul style="list-style-type: none"> – Have leadership abilities – Have peer acceptance and recognition – Sign a Letter of Agreement with SSC Chair – Appoint membership – Interact directly with the SSC Chair’s Office, especially with regard to policy and scientific or technical matters. <p><i>How they operate</i></p> <p>As has always been the case, SGs are not legal entities and cannot legally represent IUCN or directly manage funded projects under IUCN’s name but can do so under the auspices of other organizations, which are willing to host them.</p> <ul style="list-style-type: none"> • Report on performance against the Strategic Plan • Report on other activities • Managed such that volunteer needs for networking, recognition, credibility, and opportunity are considered. • Collaborate as necessary with other IUCN units (Commissions, Regions, thematic programmes, IUCN Members) • Participate as requested with outside bodies • SP provides support and service for: <ul style="list-style-type: none"> – Communications (e.g., web site design and management, media, publications) – Fund-raising for priorities – Registration of members in CoReg

The above descriptions of Roles and Operations raise many additional questions that will no doubt surface as the SSC redesign is implemented. The following further clarifies the intent of the redesign plan and attempts to pre-empt likely questions.

- ***Regarding the Red List Process***

- *Further implications for the SSC and SP*
 - Assessments emanating from opportunistic funding or efforts will not take priority over formally established SSC priorities (i.e. as identified in the SSC/SP operational plans) and will, thus, be treated as a secondary priority by the Red List Unit.
 - Such opportunistic assessments will be checked and entered by the Red List Unit as long as there are resources to complete their priority work in a timely manner or if the required staff time has been directly budgeted for in the development of a non-priority assessment project.
 - The SSC/SP will not deliver or endorse National Red Lists. As such, “red listing” activities that occur outside the SSC process will not carry the IUCN imprimatur. If countries wish to do national or regional level Red List assessments, SSC and SP will share our priorities (by taxa) with them and provide training, where possible.
 - National, regional, and global Red List assessments that contribute to SSC priorities, adhere to the IUCN RL categories and criteria and arrive in acceptable format will be encouraged and accepted for consistency checking and admission to the IUCN Red List.
- *Further implications for the SP:*
 - In near term SP will continue to assist with evaluations of RL assessments in addition to completing the mandatory consistency checks, but this must be minimized and plans implemented to phase out this practice.
 - In the longer term there will be a need for significant fund raising and training for the Network so that SP can phase out of doing evaluations.
 - In the interim all new, big projects must be budgeted to include sufficient funds to support the entire RL process.
 - The SP will not take on the consistency checking of non-priority Red List assessments unless all priority work has been completed or such non-priority assessments are accompanied by funding for additional dedicated staff time in the Red List Unit.
- *Further implications for the SSC:*
 - SSC Sub-Committees may recommend the establishment of priority assessments and subsequent RLA’s but only BASC will forward final recommendations for assessment priorities to the SSC SC for approval.
 - This will have implications for the establishment of SSC Assessment Groups and RLA’s in the next Quadrennium, especially for speciose groups such as plants and invertebrates.

- *Further implications for the Red List Partners or other Supporters or Donors:*
 - RL Partners, Supporters or Donors may fund or second Coordinators or Evaluators but the Coordinator (and, in the absence of a Coordinator, the Assessment Group Chair and/or the Evaluators) will be formally appointed by the SSC Chair.
 - RL Partner or other supporting institutions may host SSC RLA's, Coordinators, or Evaluators but will not be SSC RLA's.
 - RL Partner or other supporting institutions may fund large assessment projects (e.g. the Global Mammal Assessment) or various roles (i.e. assessments or evaluations).

- ***Regarding the SSC's conservation work***
 - *Further implications for Specialist Group operations*
 - SGs working on the mitigation of threats will be encouraged to work with IUCN Regional Offices, other Commissions and other global thematic programmes of IUCN, as and where possible.
 - SGs will catalyze actions through developing relationships with conservation partners (IUCN, NGO's, private sector, governments, communities, etc.).
 - SG Chairs will manage toward set objectives and outputs, helping volunteer members to focus on collaboration and on delivery of their collective contributions, reporting regularly on their achievements.
 - With advice from the SSC, SG Chairs will identify quality membership and determine how best to retain it.
 - Policy/Position statements will go through the SSC Chair to ensure that the message has been authorized at the appropriate level and is formulated for maximum effect.

Annex B

IUCN Roles in support SSC and Mutual Success

Any change in SSC will have ripple effects across the organization. It is important, therefore, to plan ahead for any desired role impacts outside of SSC and get others' agreements regarding any changes they are willing to make.

The following proposes the role and operations related to how various parts of IUCN can best support the changes in SSC, which are being made to improve efficiencies and strategic focus. The chart *only contains tasks related to interactions with the SSC*.

SPECIES PROGRAMME	
<p>Commission Chair and Steering Committee Support</p> <ul style="list-style-type: none">• Communicating relevant issues and opportunities to Chair• Working with SSC to create a joint Annual Report• Alerting SSC Chair of problems that arise or are anticipated• Providing relevant information to assist SC and Sub-Committees (e.g., providing budgets, and updates on proposal status, BC list and providing IUCN institutional insights, including from global thematic programmes) <p>Network Support (General)</p> <ul style="list-style-type: none">• Creating joint work plans for SSC and Species Programme• Registering Commission members• Conducting needs assessments related to identifying key Commission areas requiring support• Providing operational support to Commission networking functions• Providing financial management of Commission Operations Fund• Recommending names for new SSC members• Implementing a Network communication strategy and key communications (with SSC Chair)	<p>Operational implications of SSC Restructuring</p> <ul style="list-style-type: none">• Joint planning is required between the SSC Chair and Species Programme• After Red List Authorities are established and people selected by the SSC, the Species Programme takes over all management and support duties related to Red List assessments and production, except those defined as BASC responsibilities.

<p>Regarding the Red List Process</p> <ul style="list-style-type: none"> • With SSC, identifying potential Red List Partners • Conducting consistency checks for Red List assessments • Maintaining organizational infrastructure • Maintaining links to Red List Coordinators/Assessment Group Chairs • Support BASC and link to implementation • Fund-raising for priority assessments and workshops • Coordinating global species assessments • Maintaining a list of all current biodiversity assessment projects • Provide IT and other tools and technical advice • Producing the IUCN Red List of Threatened Species™ • Assisting in the delivery of the IUCN Red List Index and Sampled Red List Index • Creating Red List publications • Helping maintain adherence to standards • Providing Red List training and mentorship • Providing biodiversity data/information for use in indicators/reports on higher-level analyses, etc. • Managing SIS <p>Regarding SG's</p> <ul style="list-style-type: none"> • Providing fundraising support • Providing communications support (website, media, and publications) • Supporting the roll out of Strategic Planning Guidelines for species 	
<p>REGIONS AND OTHER GLOBAL THEMATIC/COMPONENT PROGRAMMES</p> <p><i>Responsibilities</i> (re: SSC)</p> <ul style="list-style-type: none"> • Providing opportunities for joint conservation activities on the ground 	<p>Operational implications of SSC Restructuring</p> <ul style="list-style-type: none"> • Joint high-level programmatic planning with SSC

<ul style="list-style-type: none"> • Identifying joint funding opportunities • Identifying potential SSC members 	<ul style="list-style-type: none"> • Joint project planning with individual CSGs and SGs
<p>IUCN GLOBAL PROGRAMME TEAM, GLOBAL FUNDING TEAM, GLOBAL COMMUNICATIONS TEAM</p> <p>Responsibilities (Re: SSC)</p> <ul style="list-style-type: none"> • Assisting SSC in achieving the agreed One Programme results • Providing Programme and strategic guidelines for SSC input to IUCN programme planning • Providing Funding for conservation or thematic projects related to IUCN Strategic Plan • Incorporating the Species messages into the more complex messages of IUCN • Communicating the core communications messages of the SSC/SP 	<p>Operational implications of SSC Redesign</p> <ul style="list-style-type: none"> • Assures and facilitates a highly inclusive process for establishing strategies, priorities and cross linkages among Commissions (SSC), the regions, global thematic programmes and IUCN Members.
<p>IUCN DIRECTOR GENERAL</p> <ul style="list-style-type: none"> • Assuring and facilitating a highly inclusive process for establishing strategies, priorities and cross linkages among Commissions (SSC), global thematic programmes and the regions. • Amplifying the impact and visibility of SSC and its contributions within IUCN and in global fora. • Stewarding the overall collaborative culture across all IUCN groups. • Resolving role confusions and disagreements that cannot be resolved among participants. • Clarifying the communication responsibilities, protocols, and flows among the various IUCN groups (Regions, Global Programme, Commissions, etc.). • Ensuring an ongoing programmatic integration (in line with the “One Programme” approach) across all IUCN groups 	

Annex C

Eight key tensions that SSC and others in IUCN must manage

Previous studies of SSC and IUCN all point to recurring and accelerating tensions within SSC and IUCN and among various stakeholder groups. The naïve observer or participant searches for ways to ensure that one or the other position on the tension continuum will prevail. This causes a tremendous energy drain in and around SSC and IUCN and takes the organizations down a no-win path of blaming and win-lose. IUCN is a complex organization whose very complexity and need to balance tensions can be its greatest strength. But this is strength at a cost: the key tensions are and will continue to be realities that must be balanced and optimized rather than permanently resolved. IUCN's and SSC's design must optimize "tension management" as a critical competency. SSC and IUCN will succeed or fail based on their ability to develop, use and imbed this competency across its various parts.

Based on McLagan's review of ten years of studies and reports, conversations and repeat conversations with people from a variety of units in SSC and IUCN, and over 35 years of work in complex organizations, she has identified the following eight key "tension" management areas for SSC and IUCN:

1. *Red List Assessment <> Conservation Action*
2. *Volunteer Passion Driven <> Top down and Programme Driven*
3. *Voluntary Group Interests <> Institutional Partner Interests*
4. *Accountability and Professional Management <> Laissez-faire*
5. *Focused Network Support <> Ad hoc Network Support*
6. *Strategic Fund-raising <> Opportunistic Fund-raising*
7. *Collaboration <> Self Interest*
8. *Role Clarity <> Role Ambiguity*

The tension areas are briefly defined below, and offered as potential systemic strengths for SSC within IUCN. However, they become major weaknesses when the overall organization design and behaviors deteriorate into a win-lose stance. The organization redesign must make *constructive* tension more likely in each of these areas.

1. Red List Assessment <> Conservation action

The SSC's strength is its scientific expertise. This expertise has created the Red List of Threatened Species and is a critical differentiator for SSC and IUCN for the future. However, the world's funding does not easily flow into "basic research" areas. Funding and other pressures focus on deliverables, results, and emotional priorities. Thus, SSC finds itself in a position where it must align its value to fundable projects that mean something to humanity and its view of what is important, while retaining taxonomic excellence. The new SSC structure, by clearly separating these activities, gives stature to each and removes some of the problems inherent for groups trying to play too many roles.

2. *Volunteer Passion Driven <> Top down and Programme Driven*
 SSC has grown from the bottom up. Its Red List and other notable values (including its ability to attract the world's best scientists) have thrived on the self-motivated passions of volunteers willing to assemble into like-minded groups. These groups often form because of a common interest in a species. At the same time, the resources of SSC and IUCN have not been able to support this growth by aggregation. Consequences of too much "bottom up" include uneven species and regional coverage, lack of focus, lack of synergy, and unmanageability of the Network. On the other hand, IUCN is trying to shape its brand and focus its image and programmes for the emerging world conservation idea market and the competitive funding environment. Both poles provide important assets, but the tension is fierce, and management's current emphasis on more integrated programme planning is an attempt to bring this tension into more of a balance. This puts pressure on SSC to be sure that the bottom-up energy remains while at the same time setting and delivering to strategic priorities. The new SSC structure gives renewed emphasis to all Red Listing roles, including data providers, and a better possibility for recognition for all Red List assessment participants. But that work will focus on SSC-established priorities. Likewise, the Specialist Groups, while focusing on their interests (threats, tools, species), will do so in the context of the SSC Strategic Plan and IUCN's "One Programme" objectives and results.

3. *Voluntary Group Interests <> Institutional Partner Interests*
 Volunteer scientists are the life-blood of SSC. The fact that a volunteer network and its governance units ensure the objectivity and quality of the data underlying major national and international conservation decisions is key to the independent stature, credibility, and ultimately the success and influence of IUCN. At the same time, IUCN does not own the conservation world. Other NGO's operate in this space, although often with other priorities and interests. Some of these NGO's do work that parallels SSC activities and that can contribute significantly to expanded assessment coverage of the world's species. Some of these parallel investigators (currently, BirdLife International, Conservation International, NatureServe, the Zoological Society of London) work as contracted Red List Partners/Collaborators with SSC in doing the Red List assessments. They commit people and money to this effort. Issues have been raised relative to their role and influence. Proposals abound to move to one pole or the other. The new SSC structure helps balance these forces. However, leadership will continually be challenged to optimize volunteer and Institutional Partner roles and contributions while preserving SSC's reputation for credibility and independence.... Another creative tension.

4. *Accountability and Professional Management <> Laissez-faire*
 Accountability is a difficult concept to bring into a volunteer organization, and many people feel that only more laissez-faire practices will allow the full contribution of a range of passion-driven volunteers. However, SSC finds itself in a position where too many personal-interest-driven volunteers or minimally contributing member groups are making governance difficult. There are many reasons for this tension, but

SSC must find better ways to enroll people whose interests mesh with the SSC agenda, who are excited about balancing their own and SSC interests, and who will commit and follow through responsibly. At the same time, volunteers must feel personally fulfilled, drawn to global science collaboration, and free to contribute as they can. This will continue to be a balancing act for SSC management at all levels, but the new SSC structure will make it easier to manage that balance.

5. *Focused Network Support <> Ad hoc Network Support*

IUCN does not have the resources it needs to pursue its goals and actions on all of its many fronts: global leadership, regional impact, scientific excellence and scientist commitment, Commission support, staff operations, programme-driven initiatives, grass-roots driven initiatives. IUCN's and the Species Programme's multiple foci put the Species Programme, in its role as the support to the SSC, but also as part of other IUCN agendas, on the hot seat. There are not enough Species Programme resources to go around. This, in turn, draws the Volunteer/Institutional Partner tension into play, for Institutional Partners bring funding. Institutions have been engaged primarily in the Red Listing functions, but because the past SSC structure blended conservation action and red listing, roles blurred. The new structure clarifies roles and should reduce many of the tensions of the past. Also, the Species Programme has acquired resources to ramp up its general SSC network support. However, this happens in a still unstable resource allocation environment. For the foreseeable future, all parties must be conscious of this tension and work together with understanding of the larger issues involved. The larger fund-raising strategy and capacity of IUCN is a factor here.

6. *Strategic Fund-raising <> Opportunistic Fund-raising*

The IUCN funding apparatus is not adequate for its vision, programme objectives, and the success of its complex structure. The prevailing general model is primarily opportunistic: get money where you can, using your own resources. There are ongoing funding sources in the form of membership fees and somewhat reliable donations, primarily from northern development aid donors. However, the "giving" environment is rapidly changing, with sophisticated and wealthy individual and institutional donors looking for big and long term impact relationships. The Director General is currently examining IUCN's overall business plan and funding strategy, with a goal of ultimately providing more money for the Commissions' coffers. In addition, the new Red List Authority structure offers attractive options for institutional partnerships interested in assessments (supporting all or part of an RLA). The setting of assessment priorities can also help to focus and hone fund-raising efforts. However, there will continue to be a need for bottom up funding initiated by skilled Specialist Group chairs, perhaps working jointly on Regional and other thematic projects.

7. *Collaboration <> Self Interest*

It is easy to understand why problems exist across organization silos. Resources are scarce; there are not enough effective interaction processes or resources to counterbalance the day-to-day internal pressures. Silos win under these

circumstances. Yet, IUCN defines and presents itself as a multi-faceted organization that synergizes a variety of interests. Collaborations between SSC and other parts of IUCN (other Commissions, the Species Programme, other thematic Programmes, Regions/Countries, and Member institutions) are easy to talk about, but require resources, shared accountabilities and effective processes. IUCN must ensure high quality in both collaboration and silo strength. Achieving this balance is perhaps the biggest potential key success factor for IUCN – and by definition – its parts.

8. *Role clarity <> Role ambiguity*

Small, entrepreneurial operations thrive on role ambiguity.... Everybody tries to do everything. You recruit and engage people with common vision, and grow based on the connections and energy they create. However, SSC is not a start up organization. It is a very large enterprise requiring specialization of functions, even within the Network itself. A parallel in nature is the increased functional specialization of parts of the human body and of the planet itself. Having said this, an evolving organism needs redundant functions and the capacity to change by dissipation or evolution. SSC's current challenge is to move more to the "clarity" side of the continuum. However, it requires wise leadership to ensure that people don't feel overly constrained – that they are both clear on what is expected of them and encouraged to innovate, and that the volunteer spirit is channeled rather than extinguished. Also, role clarity in SSC requires role clarity in other parts of IUCN. Another critical tension.

These 8 areas are stated as tensions because the extremes are rarely optimal given the complexities of SSC/IUCN. Rather, the best organization design will balance these energies for the best interests of the whole. This puts a great deal of pressure on the maturity of individual leaders and on management processes and relationships. Also, because success requires balancing and managing the tensions, role definitions can only be guides. Good processes, goodwill and communication among players, professionalism, and the willingness to move back and forth appropriately on the continua are critical to individual and SSC success and not totally definable in any procedure or role description.