

REDESIGNING SSC

FORM FOLLOWS FUNCTION

**How are we
redesigning?**

**What are the
requirements
for the
redesign?**

**Review of the
Initial design
approved by
SC**

**Your
comments
and issues to
date**

**Emerging
Amendments
and
Clarifications**

**What's at
stake?**

**More
discussion
this meeting:
The plan**

After Al Ain

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“REDESIGNING SSC”

Realign

1. Strategy
2. Structure
3. Roles
4. Processes and systems
5. Recognition

“REDESIGNING SSC”

Responds to

1. external reviews of the Commission 2004
2. Voluntarism Study 2001-2
3. Gap Analysis/Summary of SSC Expertise 2003
4. Internal Operation WG 2003
5. SSC Strategic Plan 2005-8 and Mandate
6. SSC Strategic Plan 2009-2012

“REDESIGNING SSC”

Restructuring Task Force process:

June 2005-onward.....

- Meetings
- Consultant Change Management
- Interviews SC, Chairs, Regional Directors, Commissions Chairs
- Drafts discussed with Steering Committee
- Final draft proposal approved October 2007
- Chairs' comments received
- **CHAIRS' MEETING: more comments**

“REDESIGNING SSC”

THIS meeting ...

1. First discussion and panel commentary: clarify and understand
2. Second discussion: recommendations and refinements; broader implications for change
3. Third discussion: the emerging next draft structure; preparing to lead change for the future

“REDESIGNING SSC”

After Al Ain.....

1. Revision and finalization of the proposal
2. Final version to be approved by SSC Chair and SC
3. World Conservation Congress: formal presentation

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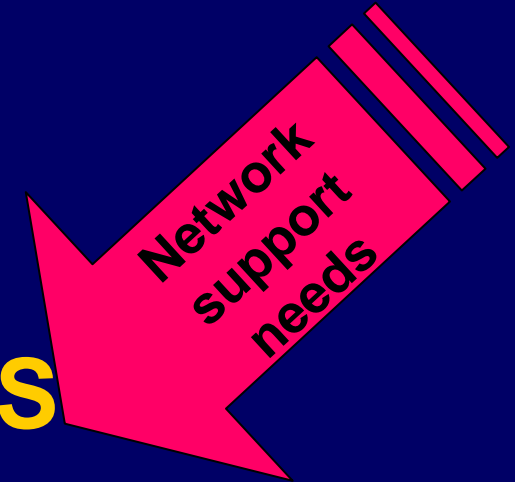
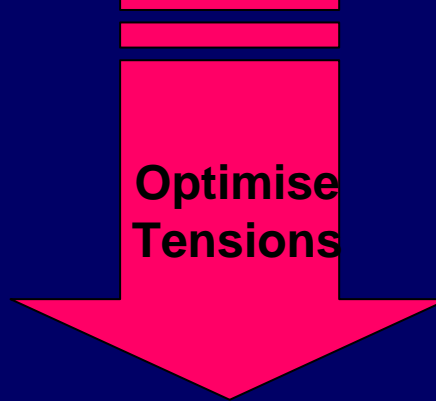
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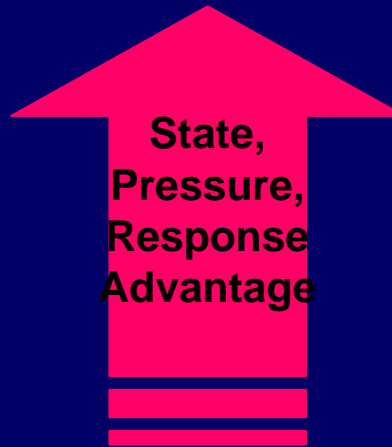
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WHAT THE REDESIGN IS RESPONDING TO



Design must:

- 1) Functionally separate the management of the RL process from the management of conservation
- 2) Streamline our focus on action and action assistance
- 3) Better organize the RL process: make it more manageable and easier to fund priorities
- 4) Align Specialist Groups for clearer delivery on the S-P-R model
- 5) Optimize our SSC network and synergies with IUCN groups)

Eight Key Tensions that SSC and others in IUCN must manage

- *Red List Assessment* <> *Conservation Action*
- *Volunteer Passion Driven* <> *Top down and*
- *Voluntary Group Interest* <> *Driven*
- *Ad hoc Network Support* <> *Laissez-faire*
- *Structured Fund-raising* <> *Opportunistic Fund-raising*
- *Collaboration* <> *Self Interest*
- *Role Clarity* <> *Role Ambiguity*

The redesign attempts to optimize the tensions

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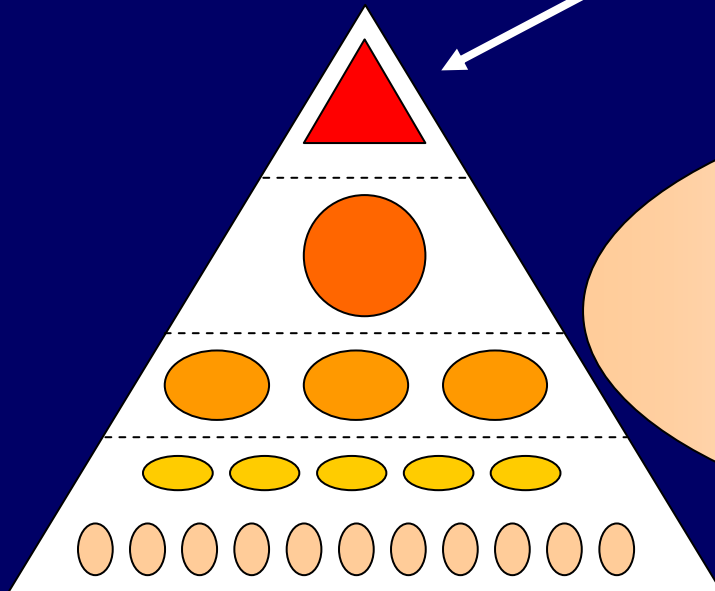
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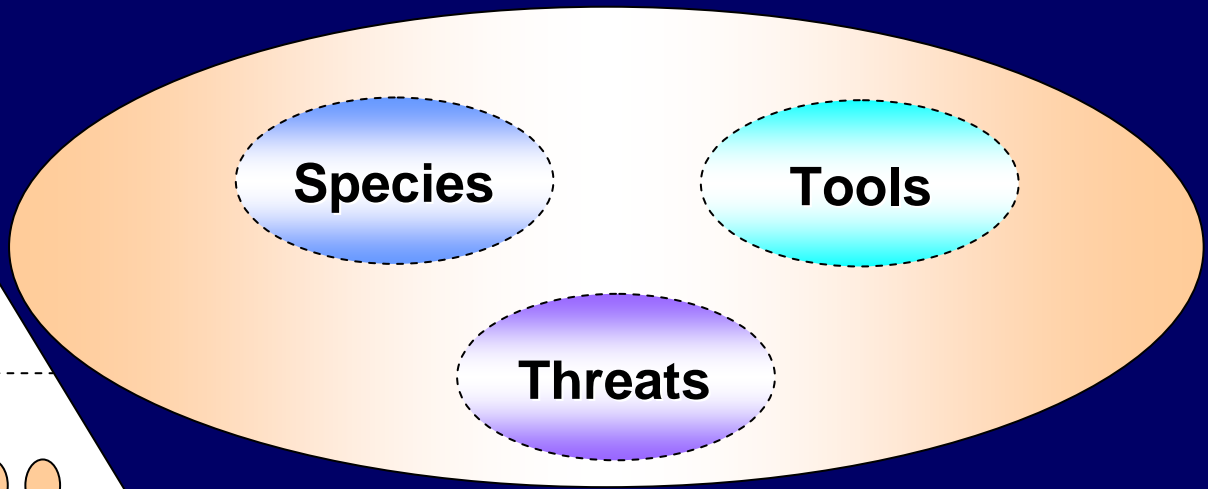
After Al Ain

SSC



Assessment Groups

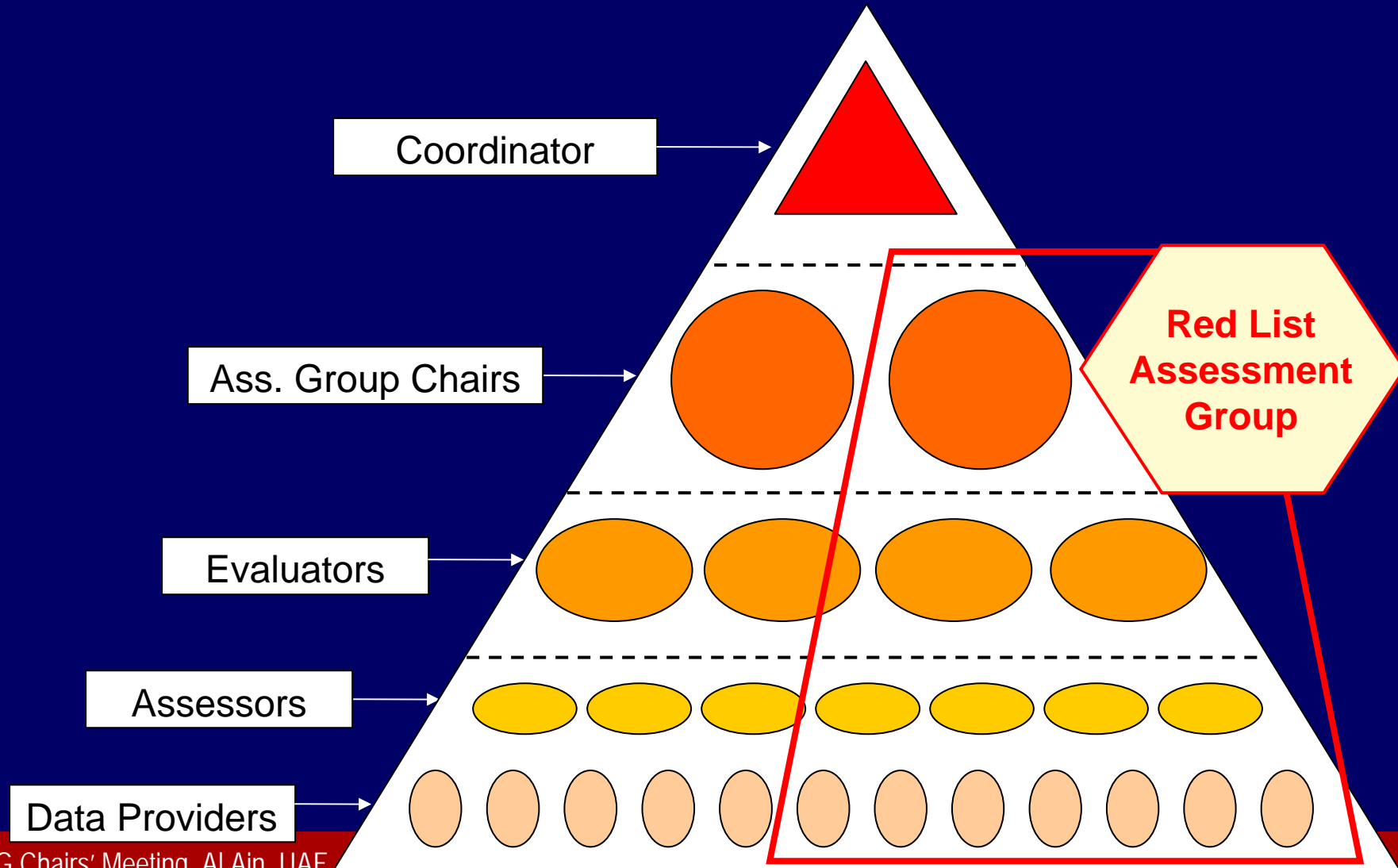
STATE





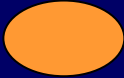


Specialist Groups

PRESSURE & RESPONSE

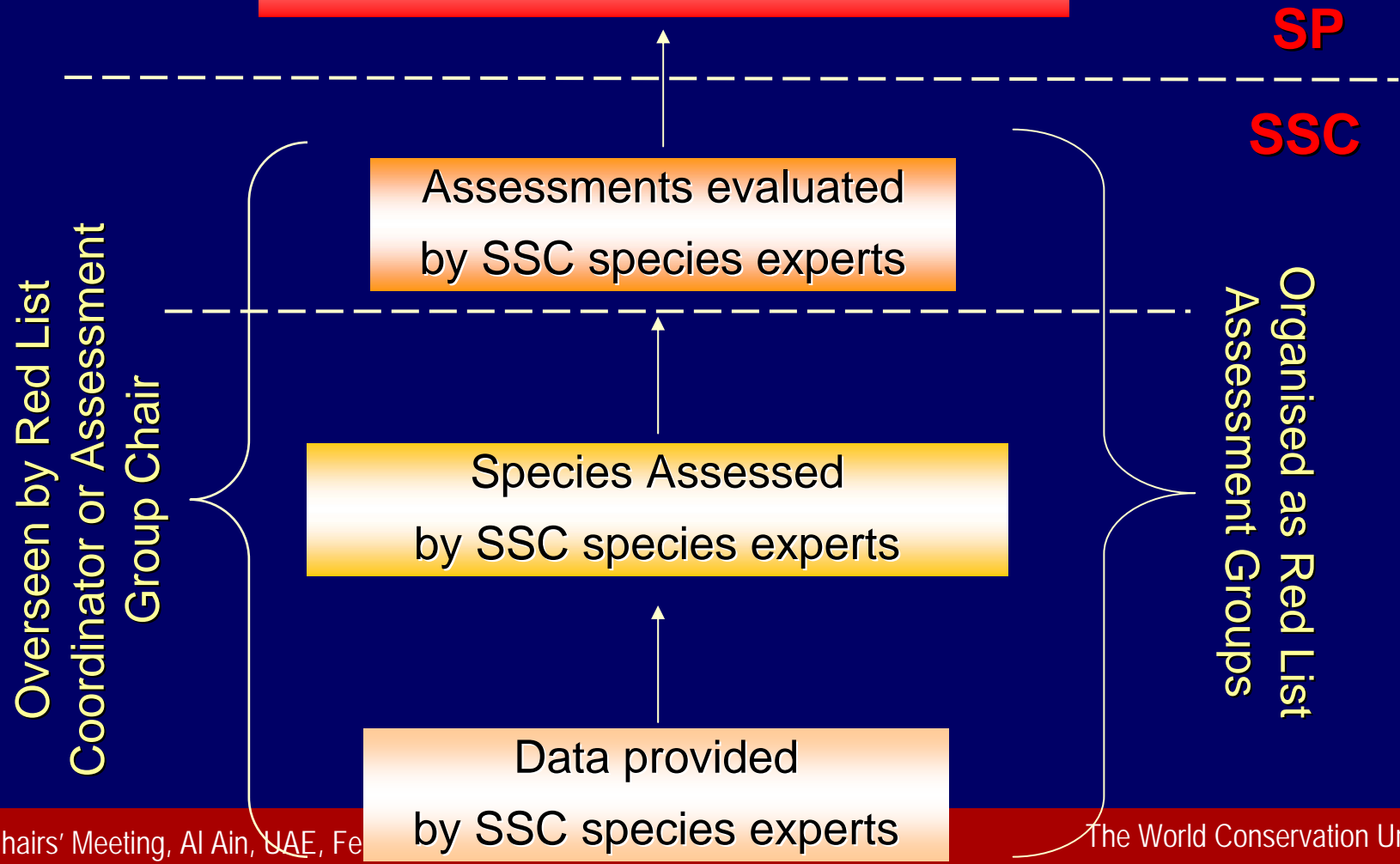
SSC Red List Authority



Red List Assessments: Roles and Responsibilities

- | | | |
|-----------------|---|--|
| Coordinators: |  | The Coordinator manages and support the entire process of species assessment and evaluation, including training and maintains relationship with SP and relevant Red List Partners. |
| AG Chairs: |  | Assessment Group Chair is responsible for keeping the work to agreed schedules and passing the evaluated assessments to the Red List Coordinator or to the Species Programme. |
| Evaluators: |  | At least two Evaluators, neither of whom can be an assessor for that species, review data to ensure that they conform to the Red List Categories and criteria, |
| Assessors: |  | Assessors compile data provided by Data providers according to the SIS format. |
| Data Providers: |  | Data Providers gather and provide data to the RL process. |

Consistency checked against
Categories & Criteria by Red
List Unit Staff



SSC's CONSERVATION WORK

SPECIALIST GROUPS

Species

Tools

Threats

Cat Marine Turtle
Cycad Flamingo
Iguana Crocodile
Pheasant Canid
.....

- Invasive Species
- Climate Change
- Wildlife Health
- Human-wildlife Conflict
-

- Reintroduction
- Captive Breeding
- Conservation Planning (species/area-based)
-

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YOUR POSITIVE COMMENTS

- **The idea of working more with regions and other IUCN programmes – focus on conservation impact**
- **Feel this will bring more profile to your contributions**
- **Tracks and addresses modern-day realities and issues**
- **Improves networking potential**
- **Hopes that it will bring more resources to active SGs**

YOUR CONCERNS...



1. The **separation** of RL activities from conservation activities
2. The RLA **consolidations** and **hierarchy**
3. The **top-down** process

1. THE SEPARATION OF RL FROM CONSERVATION ACTIVITIES: Some Concerns...



“The new structure is **stripping the SGs of their authority** to make RL assessments. It does not eliminate conflict of interest”

“The new structure appears to disrespect the efforts of SSC members. It appears that **SGs are not trusted or qualified** for their job”

“RL and conservation activities are so **intertwined** that cannot be separated without reducing their effectiveness. RL and conservation activities reinforce each other.”

2. THE RLA “CONSOLIDATIONS” AND “HIERARCHY: Some Concerns...



“The Coordinator of a high level RLA **cannot be a specialist and the ‘authority’** for all taxa of the RLA”

“Why do you want to **disrupt a well functioning** system for an unknown new system”.

“Seems to be very **hierarchical**”

3. THE “TOP DOWN” ORIENTATION: Some Concerns....



“IUCN’s programme priorities **may not be the priorities of our SG**: volunteers thrive by doing the work they care about under the IUCN umbrella. ”

“Concerned about **administrative and bureaucratic burden**”

“We weren’t **consulted** in the process”

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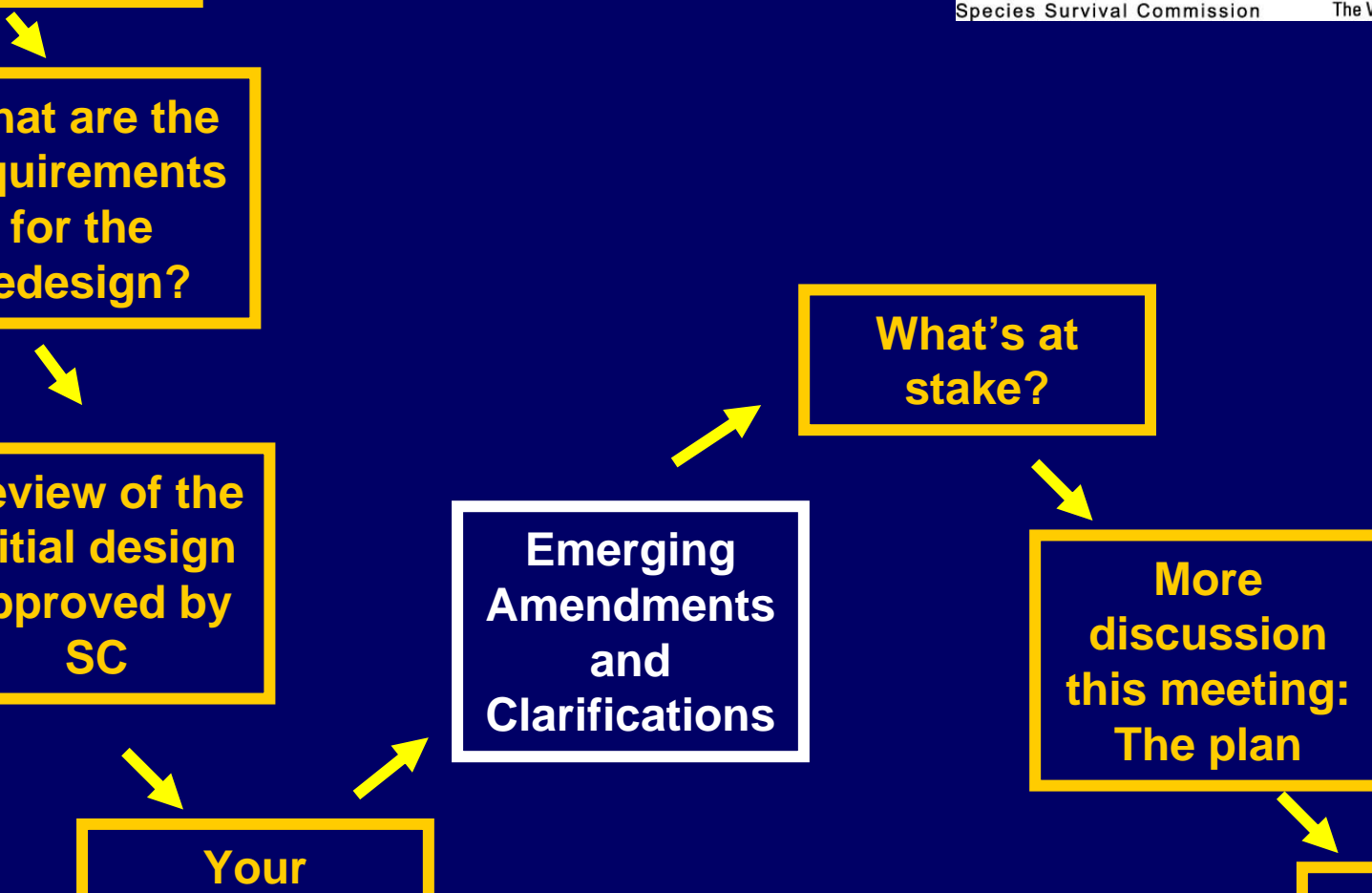
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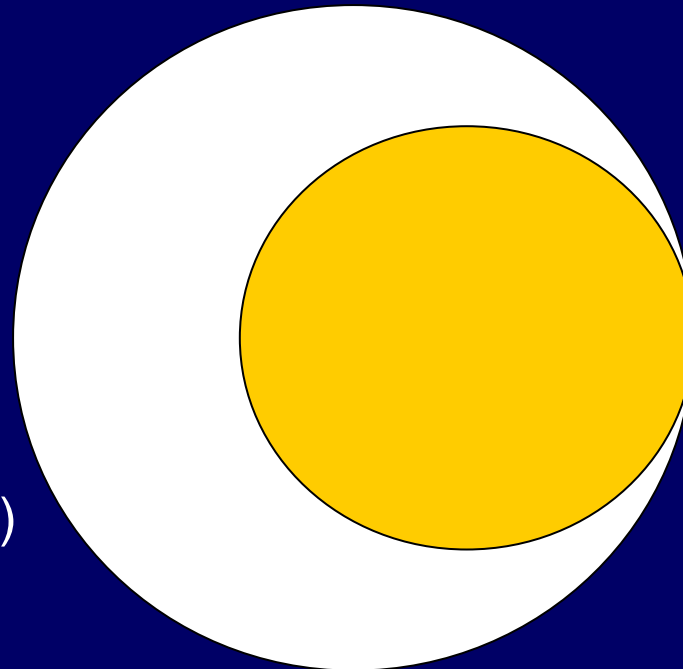


1. **OPTION (where appropriate): The separation of RL activities from conservation activities**

- **AG Chairs and activities may be imbedded into SG's, but will report through the RLA structure;**
 - **SG and AG Chair status are equivalent in the SSC Network**

In groups with highly integrated RL and conservation activities, AGs can be nested within SGs

**Specialist Group
with a SG Chair**

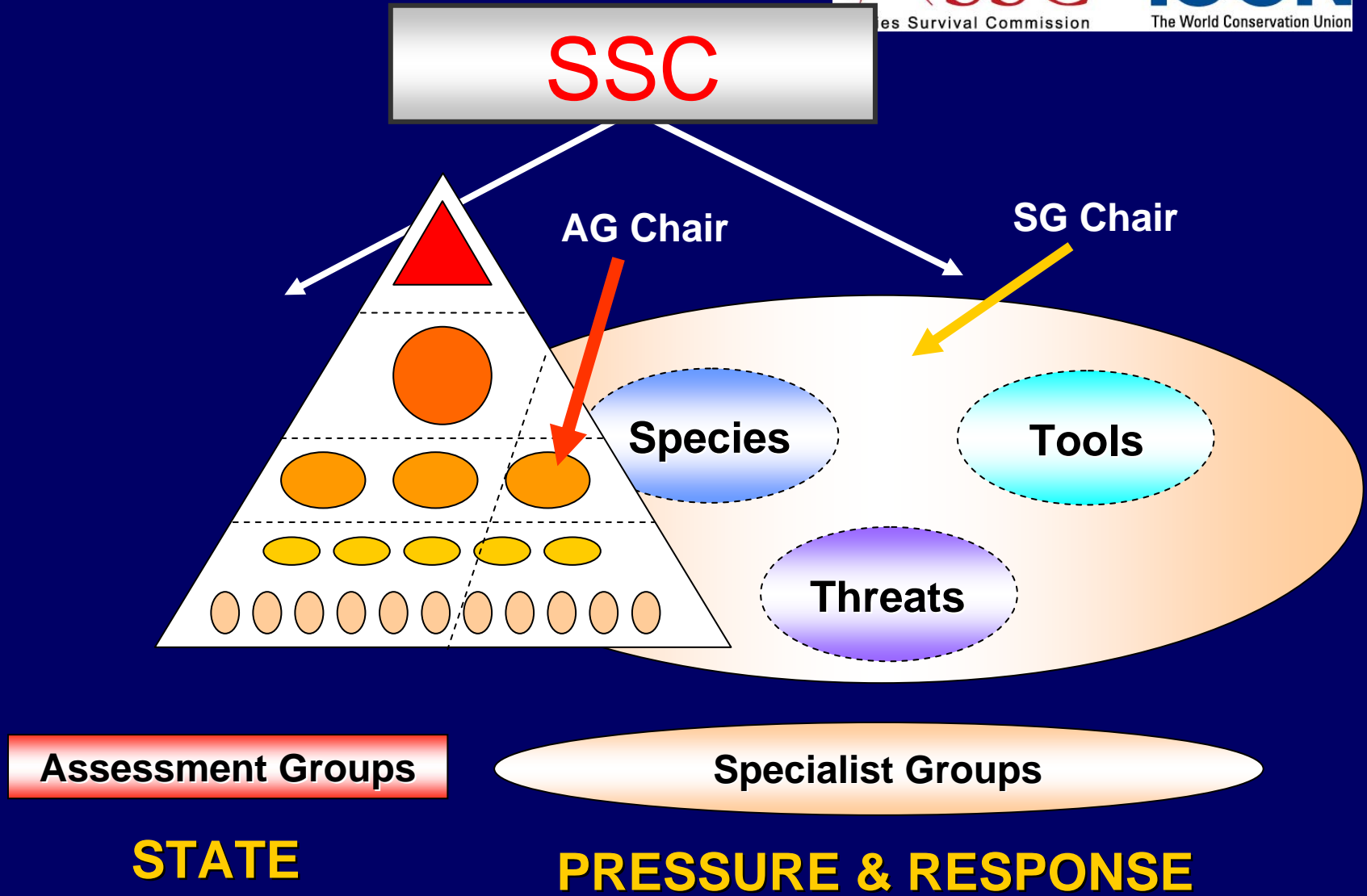


**Assessment Group
with a AG Chair**



(Report to SSC Chair)

(Report to RLA)



2. CLARIFICATION: The RLA consolidations and hierarchy

- Phase in higher taxa RLA's, with sensitivity to differences in issues**
- The RLA is NOT 1-2 persons, but the complex of functions**

3. CLARIFICATION: The “top down” process

- We intend to ensure the co-existence of a top- down/ bottom up approach – it is not “either/or”**
- The proposal drew from information across reports and people;**
- We are still in the process of redesign – getting your input from December through this meeting.**

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The risks of not implementing a new structure:



- Loss of credibility and impact given new realities
- Loss of perceived independence
- Continued drain on resources from “standing army”.
- Continued fragmentation due to “ad hoc” projects.
- Fund-raising will continue to be opportunistic rather than strategic
- Unresolved or inappropriately resolved tensions will increasingly drain motivation and productivity

By redesigning now, SSC:



- takes charge of the future; leads rather than follow
- provides more coherent messages for donors
- improves scientific reputation
- aligns behind and help shape the “one programme” IUCN agenda
- creates responsible and strategic governance
- enhances biodiversity impact
- optimizes key tensions and energy

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“Design for the future”: a three-phased process

- **Phase I: The basic structure and redesign**
- **Phase II: Refining the vision at the SG/AG level (Al Ain > Barcelona)**
- **Phase III: Transitioning on the ground – shifting gears (After Barcelona)**

Phase II: Refining the vision at the SG/AG level: Al Ain



- Discussion 1:
 - What you **like**
 - What you are **concerned** about
 - What needs **clarification**
- Discussion 2:
 - Ideas for **improvement**
 - **Change management** issues going forward
- Discussion 3 (Thursday):
 - **Leading** change

Phase II: Refining the vision at the SG/AG level: >> Barcelona



- **Assess information from Chairs**
- **TF refines plan**
- **Steering Committee and Chair approval**
- **Communication to Chairs**
- **Announcement in Barcelona**

END OF PRESENTATION