



## **By-laws of the IUCN Species Survival Commission**

**2017 – 2020**

**As revised and adopted by the SSC Steering Committee, 1 September 2016**

### **Preamble**

These By-laws have been drafted in accordance with the Statutes and Regulations of the IUCN (Reg. VII, 80).

These By-laws shall guide the Commission's operations in the furtherance of the mission of IUCN, to provide effective legal foundations for conserving the integrity and diversity of nature and to ensure that use of natural resources is equitable and ecologically sustainable.

### **1. Name**

The Commission shall be called the IUCN Species Survival Commission (SSC).

### **2. Definitions**

In these By-laws, unless the context or subject otherwise requires:

- 2.1. Words defined or used in the Statutes or the Regulations of the IUCN shall have the same meanings in these By-laws.
- 2.2. "SSC By-laws" shall mean these By-laws.
- 2.3. "Commission Chair" or "SSC Chair" shall mean the duly elected Chair of the Commission as per the Statutes and clause 4.1.1 of the SSC By-laws.
- 2.4. Wherever the term "Chair" appears in any provision, term or definition of these By-laws, it shall include any co-chairs".
- 2.5. "Commission" shall mean the IUCN Species Survival Commission.
- 2.6. "Deputy Chair" shall mean the duly appointed Deputy Chair of the Commission as per the Statutes and clause 4.1.2 of the SSC By-laws.
- 2.7. "Steering Committee" shall mean the SSC Steering Committee as per the Statutes and clause 4.1.3 and 7.3 of the SSC By-laws.
- 2.8. "Steering Committee member" shall mean a Steering Committee member duly appointed as per the Statutes and By-law 4.2.3.

- 2.9. "Sub-Committee" shall mean a Sub-Committee of the Steering Committee, as per 4.1.4 of the SSC By-laws.
- 2.10. "Regional Vice-Chairs" shall mean SSC Regional Vice-Chair, as appointed as per 4.1.7 of the SSC By-laws.
- 2.11. "Specialist Group" (SG) shall mean a group of people, led by an SG Chair or two SG Co-Chairs, appointed to carry out long-term activities on behalf of the Commission, as per 4.1.8 and 6 of the SSC By-laws.
- 2.12. "Task Force" (TF) shall mean a temporary group of people, led by a TF Chair or two TF Co-Chairs, appointed to address key emergent issues on behalf of the Commission, as per 4.1.10 and 6 of the SSC By-laws.
- 2.13. "Red List Authority" (RLA) shall mean a group of people, led by an RLA Coordinator or two RLA Co-Coordinators, to implement Red Listing activities on behalf of the Commission, as per 4.1.12, 4.1.13 and 6 of the SSC By-laws.
- 2.14. "Working Group" (WG) shall mean a sub-grouping of a Sub-Committee, led by a WG Chair or two WG Co-Chairs.
- 2.15. "Member-at-Large" shall mean any person designated as a Distinguished Service Member, Advisory Member, or any person included on the Roll of Honour, as per 4.1.16 and 5 of these By-laws.
- 2.16. "Distinguished Service Member" shall mean Distinguished Service Member, as per 5.2 of the SSC By-laws.
- 2.17. "Advisory Member" shall mean Advisory Member, as per 5.3 of the SSC By-laws.
- 2.18. "Roll of Honour" shall mean Roll of Honour, as per 5.1 of the SSC By-laws.
- 2.19. "Member" shall mean a Member of the Commission.
- 2.20. "Mandate" shall mean the mandate approved for the Commission by the World Congress.
- 2.21. "Regulations" shall mean the Regulations of IUCN, as amended from time to time.
- 2.22. "Statutes" shall mean the Statutes of IUCN, as amended from time to time.
- 2.23. "Region" shall have the same meaning as "Region" is accorded in the Statutes.
- 2.24. "World Congress" shall mean the IUCN World Conservation Congress as defined in the Statutes.
- 2.25. Words importing singular number include the plural number and vice versa.

### **3. Mandate of the Commission**

The Commission shall conduct its activities in accordance with its Mandate as established by the World Congress. The Mandate of the Commission includes the following vision, goal, objectives and programme areas for the period 2017 – 2020:

#### **3.1. Mission**

In the intersessional period of 2017–2020, the Species Survival Commission (SSC) will continue to play a leading role in enabling IUCN to be the world's most authoritative voice on behalf of global biodiversity conservation and the sustainability of natural resource use. In particular, SSC and its worldwide network are uniquely placed to enable IUCN to influence, encourage and assist societies throughout the world to conserve the integrity of biodiversity, and to ensure that the use of species is both equitable and sustainable, through:

- the provision of knowledge on status and trends of species;
- undertaking analyses of threats;
- developing policies and guidelines;
- facilitating conservation planning;
- catalysing action on the ground and in the water; and
- providing advice on ways to reconcile biodiversity conservation with economic development and societal changes.

#### **3.2. Vision**

The work of SSC is guided by the Vision of:

A just world that values and conserves nature through positive action to prevent the loss of diversity of life on earth.

#### **3.3. Goal**

The overriding Goal of the Commission is:

The SSC will strive to ensure that the species extinction crisis and massive loss of biodiversity are universally adopted as a shared responsibility, and addressed by all sectors of society taking conservation action, and avoiding negative impacts worldwide.

#### **3.4. Objectives**

For the intersessional period 2017-2020, SSC, working in collaboration with Members, national and regional committees, other Commissions and the Secretariat, will pursue the following key objectives in helping to deliver IUCN's "One Programme" commitment:

- Obj.a. *Assessing and monitoring the status of biodiversity, especially at the species level*  
To assess and monitor trends in the status of biodiversity, especially at the species level, and to inform the world of the measures needed to improve the health of the biosphere.

- Obj.b. *Analysing and communicating the threats to biodiversity, especially at the species level*  
To analyse and communicate the threats to biodiversity at the species level, and disseminate information on appropriate conservation actions widely and effectively at global, regional, national and local levels.
- Obj.c. *Developing policies and guidelines to advance nature conservation*  
To develop evidence-based and scientifically-supported policies to guide the conservation community on the most critical issues facing the world's wild species, and to provide advice to influence and shape decisions made by governments, international agreements and institutions, non-governmental organizations, and the corporate sector that may affect species.
- Obj.d. *Facilitating conservation planning for species*  
To provide leadership in scaling up multi-stakeholder species conservation planning and priority setting in order to: i) support efforts to conserve and restore populations of species under threat; and ii) to halt species extinctions by 2020.
- Obj.e. *Stimulating, facilitating, supporting and engaging in conservation action for species*  
To stimulate, promote and support conservation actions for halting biodiversity decline, preventing species' extinctions, and restoring and conserving intact habitats and ecosystems, both on the ground and in the water.
- Obj.f. *Reconciling biodiversity conservation with economic development and societal changes*  
To explore options, and provide guidance on ways, to reconcile the needs of nature conservation with the needs of people, particularly those of poor communities that live with wild species, with a view to seeing this reflected in biologically sustainable trade, use and consumption practices.
- Obj.g. *Convening expertise for species conservation*  
To provide a forum for gathering and integrating the knowledge and experience of the world's leading experts on species conservation science and management, and promoting the active involvement of subsequent generations of species conservationists through the transfer of knowledge and capacity building.

### **3.5. Programme Areas**

The specific working priorities of SSC are derived from, and focused on, the three **IUCN Programme Areas**. Under each of these Programme Areas the SSC has Key Species Results (KSRs):

#### **3.5.1. Programme Area: Valuing and Conserving Nature enhances IUCN's heartland work on biodiversity conservation, emphasizing both tangible and intangible values of nature.**

- KSR1. *IUCN Red List taxonomic and geographic coverage is expanded.*  
Taxonomic coverage of the Red List is expanded so that it better informs biodiversity conservation.
- KSR2. *More IUCN Red List Assessments are prepared at national and, where appropriate, at regional scales.* The ongoing development of national

- and regional Red Lists is catalysed.
- KSR3. *IUCN Red List Index is widely used as an effective biodiversity indicator.* Wide use of the Red List Index (RLI) as an indicator for monitoring trends in the status of different species groups is developed and promoted at multiple geographical scales, from national to global.
- KSR4. *The IUCN Red List is a scientifically rigorous tool for conservation.* The Red List contains the necessary information to make it a reliable tool for informing biodiversity conservation.
- KSR5. *IUCN Red Listing capacity built through expanded training programmes.* Capacity developed to ensure that the IUCN Red List Criteria are applied rigorously and consistently to increase further the credibility of the Red List and its implementation at the national level.
- KSR6. *The IUCN Red List is underpinned by cutting-edge information management technologies.* The information technology infrastructure to support Species Strategic Plan objectives is enhanced.
- KSR7. *The IUCN Red List is used effectively to inform policy and action.* The IUCN Red List data and information is increasingly used to inform policy and action in private and public sector.
- KSR8. *The IUCN Red List is widely communicated and recognized.* The Red List is further developed as a global brand, applicable at multiple geographical scales, from national to global.
- KSR9. *The IUCN Red List is sufficiently and sustainably financed.* Funds are secured to ensure the sustainability of the Red List.
- KSR10. *Strategic oversight is provided to the IUCN Red List.* Strategic oversight for delivering the Red List is provided by Red List Committee.
- KSR11. *Measuring Conservation Success.* State-of-the-art methods for measuring and categorising the success of conservation are in place.
- KSR12. *Population-level Monitoring and Analysis.* Monitoring programmes are established for selected species and groups of species.
- KSR13. *Invasive Species.* Measures to manage invasive species are greatly enhanced through focused efforts involving knowledge, policy and action.
- KSR14. *Integrating IUCN Knowledge Products.* IUCN's key biodiversity knowledge products (e.g. Red List and World Database on Protected Areas) are fully integrated to allow interoperability, promote cost-effectiveness and maximize the delivery of information to guide conservation decisions.
- KSR15. *IUCN SSC species conservation planning efforts are significantly expanded, especially for priority species.* A method for prioritisation of species planning is developed and more conservation action planning is undertaken to halt the loss of biodiversity, and protect and prevent the extinction of threatened species.
- KSR16. *IUCN SSC species conservation planning efforts are monitored for impact and effectiveness.* Evaluation approaches are developed and implemented to measure, improve and report on the impact and effectiveness of IUCN SSC's species conservation planning efforts.
- KSR17. *Species conservation planning capacity is built through expanded training programmes.* Capacity is developed to expand effective species conservation planning efforts throughout the SSC network and beyond, and ensure that these efforts are considered valuable and accessible to all relevant parties.

- KSR18. *IUCN SSC provides rigorous guidance for species conservation planning through the continued development and application of cutting-edge, science-based tools and processes.* IUCN SSC species conservation planning features best practices using an adaptive, evidence-based approach, with application of tools and processes that contribute to, and are informed by, emerging scientific and technological advances in conservation biology and related fields.
- KSR19. *IUCN SSC species conservation planning is sufficiently and sustainably resourced.* Funding and human resources are secured to ensure the growth and sustainability of IUCN SSC's species conservation planning.
- KSR20. *The discipline of species conservation planning is formally embedded in the SSC's organisational framework in a way that reflects its increasing importance to the SSC's work.* A species conservation planning structure is put in place, catalysing and guiding the governance and implementation of species conservation planning in the SSC.
- KSR21. *IUCN SSC is recognised as a leader in species conservation action planning.* IUCN SSC species conservation planning processes are increasingly adopted or built upon, and evidently guide conservation actions and influence policy.
- KSR22. *Applying IUCN standard for identification of sites of global biodiversity conservation significance.* Biodiversity conservation action is improved through the application of Key Biodiversity Area Standard.
- KSR23. *Wildlife Health.* Wildlife health monitoring is in place where needed, and advice given on remedial actions required.
- KSR24. *Re-introductions.* Information and advice service is in place to support species reintroductions.
- KSR25. *Conservation Breeding, and links to ex situ community.* Advice and facilitation is in place to support *ex situ* species recovery programmes.
- KSR26. *Global and regional policy for biodiversity conservation.* Global and regional policy mechanisms are influenced to enhance the effectiveness of biodiversity conservation.
- KSR27. *Policy and action at national and cross-boundary levels.* Scientific advice from SSC used to drive actions and policies for species and sites at the national level (linking to National Biodiversity Strategies and Action Plans and national red lists).
- KSR28. *Communicating species conservation.* The effectiveness of IUCN's species conservation work is enhanced through strategic and targeted communications.
- KSR29. *Building mutually-beneficial institutional partnerships for SSC Specialist Groups and the wider work of the SSC.* Institutional partnerships enable species conservation efforts that are more strategic, sustainable, and integrated.
- KSR30. *Fostering conservation on land and in water.* Conservation is supported through existing and novel funding mechanisms.
- KSR31. *Special initiatives to tackle major conservation crises.* Focused attention is brought to resolving major crises in biodiversity conservation.
- KSR32. *Analyses and investigations into pressing conservation issues.* High profile scientific analyses and investigations that have wide implications are completed and published.

**3.5.2. Programme Area: Effective and Equitable Governance of Nature's Use** consolidates IUCN's work on people-nature relations, rights and responsibilities, and the political economy of nature.

- KSR33. *Understanding and communicating sustainable use.* Greater common understanding is achieved of the theory and practice of sustainable use of biodiversity, and key linkages to human livelihoods; the importance of species to supporting livelihoods, particularly of the poor, is demonstrated; and innovative, experience-based and adaptive approaches to sustainable use are explored.
- KSR34. *Conservation decisions and livelihood impacts.* Livelihood impacts of conservation decisions affecting human use of wild resources are analysed and communicated.
- KSR35. *Traditional knowledge and species management.* Traditional knowledge is integrated with science in approaches to species assessment and management
- KSR36. *Enabling and implementing strategies for sustainable use.* Any use of living natural resources is legal and sustainable; sustainable use is recognized as a positive tool for achieving long-term conservation; and the importance of species to supporting the livelihoods of the poor is recognized by key stakeholders, leading to improved governance for people and nature.
- KSR37. *Human wildlife interaction (including marine).* Livelihoods of people and species conservation are enhanced through improved human-wildlife interactions.

**3.5.3. Programme Area: Deploying Nature-based Solutions to Global Challenges in Climate, Food and Development** expands IUCN's work on nature's contribution to tackling problems of sustainable development, particularly in climate change, food security and social and economic development.

- KSR38. *Biodiversity and climate change understanding.* Impacts of climate change on species and the response of species to climate change are documented, analysed and their vulnerability is better understood.
- KSR39. *Biodiversity and conservation practice under climate change.* Approaches for conservation under changing climates are developed, tested and shared#
- KSR40. *Biodiversity and climate change policy.* Biodiversity considerations are taken into account in public and private sector adaptation and mitigation policies and practices at global and regional levels.
- KSR41. *Biodiversity and food production.* Biodiversity considerations are introduced into emerging policies in the food production sector (agriculture, fisheries, and aquaculture).
- KSR42. *Maintaining genetic diversity of wild relatives of crops and domesticated animals.* The long-term supply of food resources is secured through the conservation of wild relatives of crops (CWR) and domesticated animals.
- KSR43. *Biodiversity information for public, private and financial sectors increases their commitment to nature conservation.* Biodiversity information is contributed to reduce the negative impacts of these sectors' activities on biodiversity.

Under these KSRs, the SSC has developed a set of measurable ***Time-bound Targets*** to be attained by the end of 2020. Each KSR is also linked to the component of SSC in charge of implementing it (e.g.; Steering Committee, particular Specialist Group) and a focal point responsible for reporting and monitoring results, working in all cases with the IUCN Global Species Programme, and in many cases with IUCN Members and/or the Red List Partner organizations.

## **4. Membership**

### ***4.1. Categories of SSC membership***

There shall be 16 categories of membership in the SSC:

- 4.1.1. Chair of the Commission
- 4.1.2. Deputy Chair of the Commission
- 4.1.3. Steering Committee member
- 4.1.4. Sub-Committee Chair
- 4.1.5. Sub-Committee member
- 4.1.6. Working Group member
- 4.1.7. Regional Vice-Chair
- 4.1.8. Specialist Group Chair
- 4.1.9. Specialist Group member
- 4.1.10. Task Force Chair
- 4.1.11. Task Force member
- 4.1.12. Stand-alone Red List Authority Coordinator
- 4.1.13. Stand-alone Red List Authority member
- 4.1.14. Coordinator of a Red List Authority embedded with a Specialist Group
- 4.1.15. Member of a Red List Authority embedded with a Specialist Group
- 4.1.16. Member-at-Large

### ***4.2. Procedures for the appointment and reappointment members***

The Commission's membership shall be reconstituted after each World Congress in accordance with the Statutes and Regulations. The SSC members in these different categories are appointed and reappointed as follows:

- 4.2.1. The Chair of the Commission is elected by the World Congress.
- 4.2.2. The Deputy Chair of the Commission is appointed by the IUCN Council on the recommendation of the Commission Chair.
- 4.2.3. The Steering Committee members are appointed by the IUCN Council on the recommendation of the Commission Chair.
- 4.2.4. Sub-Committee Chairs are normally members of the Steering Committee and are therefore appointed by the IUCN Council on the recommendation of the Commission Chair. Where the Sub-Committee has Co-Chairs, the Chair of the Commission may decide to nominate just one of them for Steering Committee membership. Sub-Committee Co-Chairs who are not members of the Steering Committee are appointed by the Chair of the Commission. The IUCN Red List Committee is counted as an SSC Sub-Committee, although it is technically constituted under the auspices of the Red List Partnership.



- 4.2.5. Regional Vice-Chairs are appointed by the Chair in consultation with the Steering Committee.
- 4.2.6. Specialist Group Chairs are appointed by the Commission Chair in consultation with the Steering Committee, and with the Chairs of other IUCN Commissions in consultation with their Steering Committees where such Specialist Groups are cross-Commissional in nature.
- 4.2.7. Task Force Chairs are appointed by the Commission Chair in consultation with the Steering Committee, and with the Chairs of other IUCN Commissions in consultation with their Steering Committees where such Task Forces are cross-Commissional in nature.
- 4.2.8. Stand-alone Red List Authority Coordinators are appointed by the Commission Chair in consultation with the Steering Committee.
- 4.2.9. Coordinators of Red List Authorities embedded within Specialist Groups are appointed by the Commission Chair on the advice of the Chair of the Specialist Group within which the Red List Authority is embedded, and in consultation with the Steering Committee and the IUCN Red List Committee.
- 4.2.10. The members of any Sub-Committee, Specialist Group, Task Force, Red List Authority or Working Group shall be appointed by their respective Sub-Committee, SG, TF, RLA or WG Chair, acting on the basis of delegation from the Commission Chair. This process also applies to the appointment of Sub-Committee, SG, TF, RLA and WG Officers (such as Deputy Chair, Vice-Chair, Section Chair, Programme Officer, etc).
- 4.2.11. The Members-at-Large (encompassing Persons designated as Distinguished Service Members and Advisory Members or named to the Roll of Honour) shall achieve that status in accordance with Part 5 below.

### **4.3. Vacancies Among SG, TF Chairs and RLA Coordinators**

- 4.3.1. When the position of Chair of a Specialist Group or Task Force or Coordinator of a Red List Authority becomes vacant for whatever reason, the Commission Chair will, to the extent possible, institute a process to allow the members of the Specialist Group, Task Force or Red List Authority in question to propose names of people to fill the vacant position. Where such a process is possible, it shall be based on criteria that will be developed for the position in question. The proposed names will be screened by an independent panel of SSC members, none of whom are candidates for the position, which will make a recommendation to be considered by the Commission Chair, Deputy Chair and Steering Committee.
- 4.3.2. Where it is not possible to implement the above process for whatever reason, the outgoing SG/TF Chair or RLA Coordinator may nominate a candidate for consideration by the Commission Chair, Deputy Chair and Steering Committee; or the office of the Commission Chair may convene a process to find a successor, drawing on the advice of an independent panel, and may nominate a candidate for consideration by the Commission Chair, Deputy Chair and Steering Committee.

#### **4.4. Qualifications for Membership**

- 4.4.1. Each SSC member should have relevant expertise to the roles and responsibilities that they play within the Commission, as decided by the person(s) who appoints that member, in his/her discretion, subject only to the oversight of that appointing person. However, no specific formal qualifications (including educational and scientific qualifications) shall be imposed.
- 4.4.2. Each member shall comply with the Code of Conduct contained in these Bylaws, and such further implementation of that Code as shall be adopted pursuant to section 8 of these By-laws relating to the conduct of members or any other qualifications.
- 4.4.3. Each member's continuing qualification for membership shall be considered at the discretion of the person or officer who appointed that member.

#### **4.5. Membership Term, Term Limits and Removal or Termination**

- 4.5.1. The Term of the Chair of the Commission shall run from election until the close of the next World Congress.
- 4.5.2. With the exception of the Commission Chair and those Members-at-Large who have been named on the Roll of Honour or designated as Distinguished Service Members, all categories of membership shall automatically expire 90 days after the close of the next World Congress.
- 4.5.3. The Term of the Deputy Chair and all other categories of members shall run from appointment to expiration as specified in 4.5.3.
- 4.5.4. With the exception of the Chair of the Commission who may only be elected twice to this position, all others Members can be reappointed to their positions with no automatically pre-set term limits. Nevertheless, turnover in membership is desirable and all SSC office-holders should, to the extent possible, develop succession plans.
- 4.5.5. With the exception of the Commission Chair, all other Members may be appointed or dismissed at any time.

#### **4.6. Rights and Duties of Members**

- 4.6.1. Each member shall fulfil the duties of his category of membership, as set forth in these By-laws.
- 4.6.2. The governance of the SSC, as per section VIII of these By-laws shall be by members of the SSC. However, where appropriate, a person may become a member of the SSC in order to take on one of the tasks described therein, so long as he or she meets the membership qualifications of the particular category of membership to which he will be appointed.
- 4.6.3. Any member in good standing may seek the position of Commission Chair.
- 4.6.4. No person may claim to be a member of SSC who is not appointed as such.

### **5. Designation and Duties of Members-at-Large**

Members of any category, or other distinguished individuals, may be designated as members of the Roll of Honour, Distinguished Service Members or Advisory Members. Such persons shall be considered as Members-at-Large of the SSC. Their designation, term, and duties are defined in this Part.

**5.1. Designation and term of members of the Roll of Honour.**

The Chair of the Commission, Deputy Chair and Steering Committee may jointly appoint to the Roll of Honour a small number of highly distinguished people who have played critical roles in the history of the Commission. This honour may be awarded posthumously, and those names inscribed on the Roll of Honour remain so in perpetuity.

**5.2. Appointment and term of Distinguished Service Members.**

The Chair of the Commission may appoint individuals as Distinguished Service Members in recognition of significant service to the Commission. Distinguished Services Members are automatically re-appointed in each quadrennium.

The award of Distinguished Service Membership encourages continuing activity in the SSC. Examples of possible Distinguished Service Members include:

- 5.2.1. Former active Specialist Group, Task Force or Working Group Chairs, and Red List Authority Coordinators
- 5.2.2. Former active Steering Committee or Sub-Committee members
- 5.2.3. Long-serving and particularly active Specialist Group, Task Force, Working Group and Red List Authority members
- 5.2.4. Outstanding staff in the IUCN Secretariat, SSC Chair's Office and Specialist Groups

**5.3. Appointment and term of Advisory Members.**

The Chair of the Commission may appoint individuals as Advisory Members when they are in a working relationship with the SSC during the intersessional period. Each Advisory Member's appointment shall automatically expire 90 days after the close of the next World Congress. Re-appointment is not automatic.

**5.4. Duties of Members-at-Large.**

- 5.4.1. Members of the Roll of Honour have no continuing duties in the SSC, although their contribution and participation will always be welcomed.
- 5.4.2. Distinguished Service Members shall:
  - Provide advice as requested.
  - Seek to provide a longer-term perspective on the work of the SSC, and to ensure that institutional memory is not lost.
- 5.4.3. Advisory Members shall:
  - Work with the SSC on specific matters.
  - Provide advice as requested by the Chair of the Commission.

**6. The Substantive Work of the SSC**

The main work of the SSC shall be done by and through the Specialist Groups, Task Forces and Red List Authorities.

**6.1. Establishment**

SGs, TFs and RLAs shall be established by the Commission Chair in consultation with the Steering Committee, and the IUCN Red List Committee in the case of RLAs, in accordance with section 8 of these By-laws. The mandate of each such group may be

based on one or more taxonomic groups, a taxonomic group within a specified region, and/or a specified conservation thematic area or discipline. Task Forces are temporary groups formed to address key emergent issues.

### **6.2. Roles and Responsibilities of SG/TF/RLA Members and Officers**

The specific roles and responsibilities of the Chairs, officers and members of Specialist Groups, Task Forces and Red List Authorities are defined in the following documents (annexed to these Bylaws):

#### 6.2.1. SG/TF Chairs:

- Terms of Reference, IUCN Species Survival Commission Specialist Group, Task Force and Sub-Committee Chairs 2017-2020
- Guidelines for IUCN SSC Leaders 2017-2020

#### 6.2.2. RLA Coordinators and Members:

- Rules of Procedure for IUCN Red List Assessments 2017-2020
- Guidelines for IUCN SSC Leaders 2017-2020 (for Stand-alone RLAs)

#### 6.2.3. All Chairs and Members of any SG, TF or RLA

- Terms of Reference for Members of the IUCN Species Survival Commission 2017-2020

These documents may be amended, revised or replaced from time to time, by the Steering Committee, acting in accordance with these By-laws. The most current version of each shall be Annexed to the official copy of these By-laws.

## **7. Governance of the Commission**

The Commission shall be under the direct oversight of IUCN Council, through the Commission Chair. It shall be governed by and through its officers, staff and Steering Committee, and shall follow the procedures and mandates set forth below.

### **7.1. The Officers of the Commission**

The Officers of the Commission shall comprise the following:

- 7.1.1. The Chair, elected by the World Congress, in accordance with the Statutes. The Chair is the head of the Commission and has full powers in accordance with these By-laws to undertake such functions and responsibilities as may be necessary to meet the objectives of the Commission.
- 7.1.2. The Deputy Chair, nominated by the Commission Chair and appointed by the IUCN Council in accordance with the Statutes and Regulations. The Deputy Chair acts in the place of the Chair whenever the latter is unable to act as the Chair.
- 7.1.3. Regional Vice-Chairs (appointed by the Chair in consultation with the Steering Committee). The responsibilities of the Regional Vice-Chairs are defined in the Terms of Reference: Regional Vice-Chairs 2017-2020.

## **7.2. Staff of the Commission**

The Chair's Office shall consist of staff employed by a host institution, filling specific roles (such as "senior scientist", "network coordinator", "partnerships officer", etc) for the governance and management of the Commission.

## **7.3. The Steering Committee**

The Steering Committee assists the Chair and Deputy Chair in overseeing and coordinating the activities of the Commission.

### 7.3.1. Composition:

The Steering Committee shall consist of between 10 and 30 Steering Committee Members, operating under the Chairmanship of the Commission Chair, and the Deputy Commission Chair. The members of the Steering Committee shall include the following:

- The Commission Chair
- The Deputy Commission Chair
- Sub-Committee Chairs, as set forth in 7.4. who shall be nominated by the SSC Chair and appointed by the IUCN Council (as set forth in 4.2.4, where a Sub-Committee has Co-Chairs, the Chair of the Commission may decide to nominate just one of them for Steering Committee membership); and
- Other individuals nominated by the Chair and appointed by the IUCN Council to provide advice and guidance while representing specific areas of expertise.

### 7.3.2. Roles and responsibilities

- 7.3.2.a. The Steering Committee assists the Chair in overseeing and coordinating the strategic direction of the Commission.
- 7.3.2.b. The Commission Chair may appoint observers to the Steering Committee, representing partner organizations of the Commission and the IUCN Secretariat, who are invited to attend Steering Committee meetings as non-voting participants; such appointments may be permanent or limited to a specific meeting or meetings.
- 7.3.2.c. The Steering Committee shall determine the Commission's policies, guidelines, strategic plan, and work plan, and guide Commission activities within the bounds of the mandate established by the World Congress.
- 7.3.2.d. The Steering Committee shall review and adopt or amend the governance documents of the Commission, including:
  - SSC By-laws and all documents annexed to them
  - Terms of Reference, IUCN Species Survival Commission Specialist Group, Task Force and Sub-Committee Chairs
  - Guidelines for IUCN SSC Leaders
  - Terms of Reference for members of the IUCN Species Survival Commission
  - Terms of Reference: Regional Vice-Chairs
  - Rules of Procedure for IUCN Red List Assessments
- 7.3.2.e. The Steering Committee shall assist and promote fundraising in support of the work of the SSC and its network of experts.
- 7.3.2.f. The Steering Committee shall review the performance of the Chair of

the Commission on a regular basis.

- 7.3.2.g. The Steering Committee shall perform such other functions as may be conferred upon it or its individual Members by the Chair of the Commission.

#### 7.3.3. Meetings of the Steering Committee:

- 7.3.3.a. The Steering Committee will meet at least once a year through the intersessional period between meetings of the World Congress.
- 7.3.3.b. Notice of meetings of the Steering Committee shall be distributed to all the Steering Committee Members at least ninety (90) days in advance of the opening of the meeting.
- 7.3.3.c. Other persons may attend Steering Committee meetings, if invited by the Commission Chair or with his/her permission.
- 7.3.3.d. The draft agenda for a meeting will be prepared at the direction of the Commission Chair and distributed to Steering Committee members for comment at least sixty (60) days in advance of the opening of the meeting.
- 7.3.3.e. The agenda papers for a meeting will be distributed to Steering Committee members for comment at least fifteen (15) days in advance of the opening of the meeting.
- 7.3.3.f. Meetings of the Steering Committee are chaired by the Chair of the Commission, and by the Deputy Chair of the Commission in his/her absence.
- 7.3.3.g. Summary minutes of each meeting of the Steering Committee shall be prepared and submitted to the Members of the Steering Committee for approval no later than thirty (30) days after each meeting.
- 7.3.3.h. The final version of the minutes of each meeting shall be posted on the SSC website.

#### 7.3.4. Decisions of the Steering Committee in meetings

- 7.3.4.a. The Steering Committee may conduct meetings and/or take decisions without meetings only with a quorum participating. For these purposes, a quorum shall be at least 50% of the Steering Committee members as of the time of the meeting or decision, not counting the observers.
- 7.3.4.b. The Steering Committee will normally take decisions by consensus.
- 7.3.4.c. Where consensus cannot be reached, the Steering Committee may take decisions by a vote of two-thirds of the votes cast (observers do not have a vote). Abstentions do not count as votes cast.
- 7.3.4.d. The Chair of the Commission may vote on any matter before the Steering Committee.

#### 7.3.5. Action without a meeting

The Steering Committee may also take decisions electronically between its meetings. Draft decisions to be taken electronically should be circulated to Steering Committee members at least ten (10) days in advance of the due date of the decision. Lack of response to a draft decision by the end of the ten-day period will be counted as agreement with the proposed decision.

### **7.4. The Sub-Committees**

The Sub-Committees are mandated by the Steering Committee to carry out specific aspects of work on its behalf as follows:

- 7.4.1. Upon nomination of the Commission Chair, the Steering Committee may establish Sub-Committees to carry out work on its behalf, either to help promote areas of work that need greater emphasis in the Commission, or to handle areas of work that require more detailed oversight than the Steering Committee is able to provide. The Steering Committee will adopt terms of reference for each Sub-Committee. The following principles apply to the functioning of all Sub-Committees:
- 7.4.1.a. Sub-Committees are responsible for developing particular Key Species Results (KSRs) and Targets within the Species Strategic Plan, and for overseeing and monitoring progress on the implementation of these KSRs and Targets.
- 7.4.2. Sub-Committees are accountable to the Steering Committee and report annually to it.
- 7.4.3. Sub-Committee are not implementation bodies, but seek to catalyze implementation through Specialist Groups, Red List Authorities and Task Forces.
- 7.4.4. Sub-Committees identify emerging conservation issues within their domains of responsibility.
- 7.4.5. Sub-Committees support and promote fundraising efforts for priority KSRs and Targets within the Species Strategic Plan.
- 7.4.6. Sub-Committees meet as frequently as needs and funding permit, but continue their work intersessionally between meetings.
- 7.4.7. The final version of the minutes of each Sub-Committee meeting shall be posted on the SSC website.

#### **7.5. *Proposal of candidates to the position of SSC Chair***

- 7.5.1. According to Regulation IV.30 of IUCN, “[a]t least six months prior to a meeting of the Council taking place no less than four months before the date set for the opening of an ordinary session of the World Congress ... [c]ommission members shall be invited ... to make their proposals for Chair of their Commission.”
- 7.5.2. In line with Regulation IV.30bis, the SSC Steering Committee shall select at least three and up to five of its members, excluding the Chair, to form an ad hoc committee, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in IV.30 of the Regulations. The committee shall be composed of members who are not candidates themselves. All submissions to the committee shall remain confidential. The list of proposed candidates shall be submitted by the ad hoc committee to the Council, highlighting especially qualified candidates, with prior endorsement by the Steering Committee at large.
- 7.5.3. Commission Members are encouraged to present their proposed candidates to the ad hoc committee, though they may also present them directly the Council (Regulation IV.30 of IUCN).

## **8. Code of Conduct**

Every SSC member is expected to contribute to the Vision and Mission of IUCN and the SSC. SSC membership embodies a relationship of mutual trust and respect among all SSC

members and also with other parts of IUCN. SSC members are expected to undertake their work and participate in the affairs of the Commission individually and collectively in a responsible, professional and respectful manner, to deal fairly in all transactions and to honour all commitments and promises. As such, each SSC member pledges to achieve the high standards of IUCN Commissions in the following areas:

- Integrity and Professionalism,
- Accountability,
- Ethical Leadership; and Transparency,
- Responsiveness and Reliability,
- Mutual Respect for Colleagues, Peers, IUCN Secretariat and other Commissions,
- Dignity and Cultural Sensitivity,
- Paid and Unpaid Work (Including Consultation) for IUCN Secretariat, any Commission or any recognised sub-grouping (SG),
- Representation,
- Environmental Responsibility and Safety,
- Confidentiality,
- Conflicts of Interest and
- Response to Violations of this Code.,

The Steering Committee shall adopt guidelines and other implementation mechanisms, as necessary in order to apply this Code of Conduct within the structure and operations of the SSC.

### **8.1. Integrity and Professionalism**

- 8.1.1. To act honestly, truthfully and with integrity in all dealings, both within IUCN and on its behalf or in its name; to examine the accuracy and source of all relevant information before allowing it to be used in Commission products and advice.
- 8.1.2. In all dealings, and especially towards IUCN Commission members, to behave in a professional manner, as part of the collective desire to strengthen the competencies of IUCN and the conservation community.
- 8.1.3. To comply with all applicable laws and regulations in all dealings relevant to IUCN and its activities and objectives.

### **8.2. Accountability**

- 8.2.1. To abide by all relevant governing documents of the relevant SSC.
- 8.2.2. To make all reasonable efforts to ensure that SSC's products are delivered in a timely fashion and meet all relevant contractual terms and conditions.
- 8.2.3. To treat all who provide funding to, or receive funding from, the IUCN Secretariat, SSC or any SG fairly, openly and honestly throughout the fundraising and fund distribution process, with appropriate acknowledgement of all contributions, and proper accounting therefore.

### **8.3. Ethical Leadership and Transparency**

When fulfilling a leadership role within SSC or any SG:

- 8.3.1. to do so ethically, operating transparently and fairly, giving appropriate notice of key leadership decisions to affected members, and avoiding personal or institutional bias or favour.
- 8.3.2. to act as a fiduciary with regard to any property or information held on behalf



of IUCN, SSC or any SG.

- 8.3.3. to make reasonable efforts to listen to stakeholders and understand and respect their needs and concerns.

#### **8.4. Responsiveness and Reliability**

To contribute to the work and deliberations within SGs, sharing knowledge, time and expertise; endeavouring to honour all commitments; keeping all partners and stakeholders aware of the status of work under such commitments; and refraining from promising more than the member is capable or authorised to deliver.

#### **8.5. Mutual Respect for Colleagues, Peers, IUCN and Commissions**

- 8.5.1. To recognise all members of the IUCN Commissions as colleagues deserving of respectful treatment both in communications within IUCN and also in communications about them outside of IUCN.
- 8.5.2. In cases of disagreement with any position taken by IUCN, SSC and/or any SG, if making any public comment on that position, to express it respectfully.

#### **8.6. Dignity and Cultural Sensitivity**

- 8.6.1. To respect the cultural diversity of our global network and to behave in all communications on behalf of IUCN, SSC and/or any SG and other related interactions with respect for all peoples, cultures and traditions.
- 8.6.2. To avoid and refuse to tolerate discriminatory practices that treat groups or individuals less favourably on the basis of culture, national or ethnic origin, gender, marital or other family status, sexual orientation, socio-economic status, age, disability, political alignment or religious belief.

#### **8.7. Paid and Unpaid Work (Including Consultation) for IUCN or any Commission or SG**

When engaging in paid or unpaid work with, or in the name of, IUCN, SSC, or any SG, to abide by the contract, as well as the governing documents of IUCN, the Commission and/or the SG.

#### **8.8. Representation**

- 8.8.1. When participating in negotiations and policy discussions as a representative of IUCN, SSC and/or any SG, to endeavour to ensure that all actions taken are informed by the relevant policy positions of IUCN and/or SSC.
- 8.8.2. To avoid any communication or use of the name, logo or other formal indications of IUCN, SSC or any SG that has not been authorised by the appropriate person or body or which conveys a misunderstanding about whether that communication is authorised by IUCN, SSC or any SG.
- 8.8.3. To avoid any statement or behaviour when undertaking a role in the name of IUCN or SSC that exposes IUCN or SSC to legal liability.

#### **8.9. Environmental Responsibility and Safety**

- 8.9.1. When acting and/or engaging in advocacy affecting conservation or sustainable development, to do so in a manner that reflects IUCN's shared commitment to sustainability, responsibility and environmental best practice, leading by example and, to the extent possible, working with partners who conform to these standards.
- 8.9.2. To avoid, where reasonable and possible, any activity that harms or endangers others, where such danger, harm or injury might be perceived to

involve IUCN or SSC and to notify appropriate persons where such activity is unavoidable.

#### **8.10. Confidentiality**

To respect the confidentiality of sensitive information about IUCN, SSC and any SG, including closed discussions involving its members, constituents, donors, board and employees.

#### **8.11. Conflicts of Interest**

- 8.11.1. To refuse to accept any payment or special consideration from any person or organization whose purpose in providing such a payment is to unduly influence the decisions, policies or actions of the IUCN, SSC or any of its SGs or to interfere in the established decision-making process to accomplish that person/organisation's objectives.
- 8.11.2. To refuse to accept tolerate behaviour described in the previous bullet in others, and to disclose to the Commission Chair (or his/her designee), any potential conflict of interest, before engaging in any action or decision-making involving that conflict.
- 8.11.3. Where for any reason, any SSC member finds that he/she cannot comply with this Code of Conduct, to notify the SSC Chair (or his/her designee), and from that point onward to refrain from claiming to be an SSC member. (IUCN, SSC and its SGs will not criticise any member who takes this option, as long as that person continues to behave respectfully toward IUCN, SSC and its SGs).

#### **8.12. Response to Violations of this Code of Conduct**

- 8.12.1. Upon becoming aware of any violation of this Code of Conduct, to request that the person(s) engaging in the violation cease such behaviour.
- 8.12.2. To report any continuing violations to the relevant Commission Chair (or his/her designee).
- 8.12.3. If serving in a leadership capacity that authorises or mandates such action, to respond to reports of violations of this Code of Conduct promptly and appropriately, ensuring that appropriate notice of such response reaches all interested persons, and using discretion as to whether and how broadly dissemination is to be undertaken.
- 8.12.4. SSC shall consider whether to adopt procedures implementing this Code of Conduct.

Procedures pursuant to 8.12.4 above are attached as Annex 1.

**It is the responsibility of all SSC members to read, understand and abide by the above-described Code of Conduct. Action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in that member's removal from the SSC.**

### **9. SSC Awards**

#### **9.1. Types of Award**

There shall be four SSC Awards as follows:

- 9.1.1. *The Peter Scott Award for Conservation Merit.* This is the senior SSC award dating back to 1984, and honours Sir Peter Scott, Chair of SSC from 1963 to 1980. The award consists of a medal and a certificate. It is presented to individuals in recognition of exceptional service and leadership to species conservation over many years through their work with the SSC. Recipients are decided by the SSC Steering Committee. Awards may be made at any time, but formal ceremonies will take place once an IUCN Quadrennium.
- 9.1.2. *The George Rabb Award for Conservation Innovation.* This award honours Dr George Rabb, Chair of SSC from 1989 to 1996, and is given to individuals in recognition of their delivering transformational advances in conservation theory and practice, and specifically for outstanding innovation and creativity in species conservation in the context of the SSC. The award consists of a prize of USD 5,000 and a certificate. Recipients are decided by the SSC Steering Committee. Awards may be made at any time, but formal ceremonies will take place once an IUCN Quadrennium.
- 9.1.3. *The Harry Messel Award for Conservation Leadership.* This award, established in 2004 in honour of Professor Harry Messel, former Chair of the SSC Crocodile Specialist Group, recognizes emerging leadership in the SSC, especially from individuals who have made a specific contribution to species conservation on the ground through their leadership, as part of an SSC Specialist Group or Task Force. The award consists of a prize of USD 1,000 and a certificate. Recipients are decided by the SSC Steering Committee. Awards may be made at any time, but formal ceremonies will take place once an IUCN Quadrennium.
- 9.1.4. *The SSC Chair's Citation of Excellence.* This award is given by the Chair of the Commission in recognition of outstanding contributions to SSC. The award consists of a certificate. Recipients are decided by the Chair of the Commission. Awards may be made at any time

## **9.2. Nominations for Awards**

On at least one occasion during each IUCN quadrennium, SSC members will be invited to make nominations for the Peter Scott Award for Conservation Merit, George Rabb Award for Conservation Innovation, and Harry Messel Award for Conservation Leadership. The Steering Committee will establish an independent Awards Committee to review the nominations and make recommendation for consideration by the Steering Committee.

## **10. General**

### **10.1. Cooperation with Other Bodies**

The Commission may collaborate with and extend full cooperation to other organisations and bodies promoting objectives similar to those of the Commission, particularly other Commissions, Programmes and offices of the IUCN.

### **10.2. Submission of Reports to the World Congress and IUCN Council**

- 10.2.1. The Chair shall present a report at each ordinary session of the World Conservation Congress.
- 10.2.2. The Chair shall present a report each year to the IUCN Council.

**10.3. Communicating on behalf of SSC and IUCN**

Members of SSC should not communicate on behalf of the SSC or IUCN, unless so delegated by the Chair of the Commission, or in accordance with the delegation of authority provided in the following documents:

- 10.3.1. Terms of Reference, IUCN Species Survival Commission Specialist Group, Task Force and Sub-Committee Chairs 2017-2020
- 10.3.2. Guidelines for IUCN SSC Leaders 2017-2020
- 10.3.3. Terms of Reference for Members of the IUCN Species Survival Commission 2017-2020

**10.4. Amendments to these Bylaws**

- 10.4.1. No change may be made to these By-laws which is inconsistent with the IUCN Statutes or the Regulations.
- 10.4.2. Subject to the provision of sub-clause a. hereof, these By-laws may be amended at any meeting of the Steering Committee.

## **Annex 1 – Further Guidance on the Code of Conduct and its Application by and within the SSC**

This Code of Conduct is adopted to provide guidance to the Species Survival Commission (SSC – its respective officers and members and any recognised sub-grouping (SG) within the Commission. It is intended to recognise the important and diverse roles that SSC members play, both in their private capacities and when acting on behalf of SSC or its SGs. If an SSC member’s conduct is perceived as inappropriate or unethical, that action and perception can be harmful to the individual, to the SG or SSC, to other SSC members, to IUCN, and to others.

### ***A. Purpose and Scope of the Code of Conduct***

The purpose of this Code of Conduct is to guide the actions of SSC, its leadership, and its members, particularly when acting on behalf of or in the name of IUCN, SSC and/or any SG. For purposes of this Code of Conduct, the phrase “the rights and responsibilities of SSC or any SSC member” shall include the rights and responsibilities of SGs within SSC. Similarly, where an SG has adopted governing documents of an SG in accordance with the SSC’s governing documents, they shall be accorded the same respect and obligation as the governing documents of the SSC. Where this Code of Conduct refers to actions or statements by, within or on behalf of SSC, it shall include such actions or statements by or on behalf of an SG; and where it speaks of assets or property of SSC, that reference shall include assets or property of an SG, without implying any independent right of the SSC to control such assets or property.

This Code of Conduct applies in addition to, and does not alter, any (collective or individual) terms of reference that have been or will be accepted by the IUCN Commissions or their members. It applies to all SSC members, including those in leadership positions within the Commission or any SG (collectively referred to herein as “SSC leadership”).

Nothing in this Code of Conduct shall alter or restrict the rights and responsibilities of SSC or any SSC member as set out in the governing documents of IUCN or any governing documents (constitution, charter, bylaws, statutes, guidelines, rules, procedures, etc) of the SSC. SSC shall ensure that its governing documents are consistent with the provisions of this Code of Conduct.

This Code of conduct provides one element of a broader effort to create and maintain a quality organisation that places the highest priority on ethical conduct. It will be reviewed periodically and amended as necessary.

### ***B. Purpose and Impact of this Annex***

The following are additional guidance regarding particular aspects of some points within the Code of Conduct. They should not be taken as limitations on its coverage, but only as particular points on which one or more members have indicated that there may be a need for additional guidance.

### ***C. Specific Elements of “Accountability”***

Among other aspects of accountability, the Code of Conduct’s commitment to “abide by all relevant governing documents of IUCN and its Commissions” will essentially include the commitment, when transacting any business involving or on behalf of the IUCN, SSC or any SG, to engage in fair and ethical business and labour practices as defined

internationally, and to avoid any activity that uses child labour.

***D. Specific Elements of “Ethical Leadership and Transparency”***

With regard to the commitment to “act as a fiduciary”, a member should consider the following to be included:

Whenever a member has

- control of property of IUCN, SSC or of any SG,
- authority regarding the distribution of information products of IUCN and/or SSC,
- access to its communication tools or
- responsibility for the maintenance or use of its other mechanisms,

that member should act in all respects in the best interests of the body whose property, information, tools or mechanism is so held, placing its interests and the collective interests of all components or members of that body above the member’s personal interests.

***E. Specific Elements of Mutual Respect for Colleagues, Peers, IUCN and Commissions”***

Some members have asked that this guidance should be clear that the following points are included within the general obligations specified in the Code of Conduct bullet points under this heading:

- To direct constructive criticism regarding SSC or any SG to the designated leadership of the SSC or SG, in the first instance, in accordance with any designated procedures that may have been adopted within SSC.
- To refrain from harassment, bullying or abuse of authority.
- To refrain from spreading (or allowing the spread of) negative gossip or defamatory statements about colleagues and peers.

***F. Specific Elements of “Representation”***

Where a member’s correspondence or other communications indicate that he/she may be acting, speaking or writing on behalf of or with the support of the IUCN, SSC or any SG, that member should make every reasonable effort to ensure that such correspondence or communication does not give the mistaken impression that he/she is acting or speaking on behalf of IUCN, SSC or any SG. Specifically, this point calls on the member to be aware of the implications of the use or inclusion of the name, logo or other formal indications of IUCN, SSC or of any SG, and to adhere to the SSC By-laws in this regard.

***G. Specific Elements of “Confidentiality”***

Within the members’ commitments with regard to confidentiality, all members specifically should maintain and safeguard the confidentiality of all collegial discussions, including listservers, website discussions on restricted portals, and email exchanges, except with the express agreement of any individual whom a member might wish to quote, paraphrase or name.

***H. Specific Elements of “Conflict of Interest”***

In complying with the Code of Conduct’s provision relating to conflict of interest, each member should

- refuse to accept any payment or special consideration from any person or

organisation whose purpose in providing such a payment is to unduly enrich a single member or group of members, or to unduly influence the decisions, policies or actions of the IUCN, SSC or any of its SGs; and

- refuse to undertake or finance any other activities that are in conflict with any of the provisions of this Code of Conduct.

Wherever a member is uncertain as to whether his/her interests relating to a particular action or decision might constitute a conflict of interest, that member should disclose the potential conflict to the Chair of the Commission (or his/her designee), before engaging in any action or decision-making which involves that conflict.

#### ***I. Procedures For Addressing Claims of Violation of the Code of Conduct***

Under IUCN's Regulations, its Commissions are organizationally independent, each having a full right to adopt and/or revise its own by-laws; subject only to the limitation that "the by-laws shall conform to the Statutes and the Regulations of IUCN." IUCN's Statutes, Rules and Regulations include a careful balancing to ensure that Commissions retain this independence, but remain a closely linked integral part of the overall Union. Accordingly, the responsibility for the appointment and oversight of Commission members is clearly allocated to the Commission Chairs, who also determine what rules and requirements shall apply. Commission Chairs may address matters formally or informally, as they think fit. Accordingly, in SSC, initial responsibility for addressing allegations that a member of a Specialist Group, Task Force or Red List Authority has violated the Code of Conduct has been specifically assigned to the Chairs and Co-Chairs of applicable Specialist Groups, Task Forces and Red List Authorities.

The provisions of the Code of Conduct under the heading "Response to Violations of this Code of Conduct" address the first level of response.

It is recognised, however, that in rare cases, controversy regarding such a claim may continue after the decision/action of the assigned responsible person. In those cases, an appeal process may be used:

- Within a reasonable time following such decision, any person involved may refer the matter for guidance to the relevant Chair of the Commission or to any person that has been or may be designated as responsible for such matters.
- The person referring the matter must also inform all involved persons of the referral.
- At his/her discretion, the Commission Chair or designated person may offer guidance on the issue, taking into account the authority of the person making the initial decision, as set out in the relevant terms of reference and/or in the governing documents of the SSC.

#### ***J. In the event that any such disagreement should continue after the disposition of a referral to the Commission Chair or designated person:***

- any person may, within a reasonable time following referral to the Commission Chair or designee, request that the matter be referred to the designated IUCN Vice Presidents who constitute the Ethics Committee of the IUCN Council.
- In their discretion, that Committee may issue guidance regarding the matter, through the Commission Chair as a member of Council, taking into account

the authority of the SSC's leadership, as set out in the relevant terms of reference and in the SSC's By-laws and any relevant non-conflicting bylaw, rule, regulation, statute, Council decision or Congress resolution of IUCN.