

92nd Meeting of the Bureau of the IUCN Council

By conference call on Monday 12 April 2021 from 2.00 PM to 4.00 PM UTC

Draft Agenda rev1

02.00	Agenda Item 1: The President's opening remarks and approval of the Agenda
02.05	Agenda Item 2: Briefing on the financial strategy <i>The Treasurer will present an update on the financial strategy.</i> • Bureau document B92/2
02.50	Agenda Item 3: Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic <i>Continuation of the discussion during the 91st Bureau meeting (B91) held on 11 March 2021 (cf. the Summary of B91 and documents B91/5.1 to B91/5.3)</i>
	Agenda Item 4: Items not dealt with at the 91st Bureau meeting held on 11 March 2021 (Cf. Summary of B91)
03.25	4.1 Request for information on the status of implementation of the Resolutions and Recommendations adopted by electronic vote of IUCN Members on 21 October 2020 as part of the motions process of the forthcoming IUCN World Conservation Congress. See in this regard the note from the Global Policy Unit .
03.30	4.2 Request for information on the preparation of Council decisions regarding the format of the forthcoming IUCN World Conservation Congress.
03.40	Agenda Item 5: Appointment of a Deputy Commission Chair of the IUCN Species Survival Commission (SSC) <i>Consideration of the proposal submitted by Jon Paul Rodriguez, Chair of SSC.</i> • Bureau document B92/5 .
03.45	Agenda Item 6: Registration fee for online participation in hybrid Congress <i>Consideration of a proposal from the Secretariat together with the recommendation of the Congress Preparatory Committee (CPC).</i> • Bureau document B92/6 .
03.50	Agenda Item 7: Calendar of Bureau meetings until Congress <i>Consideration of a proposal from the Secretary to Council.</i> • Bureau document B92/7
03.55	Agenda Item 8: Any other business announced in advance 8.1 Membership applications • Bureau document B92/8.1 and its Annex



92nd Meeting of the Bureau of the IUCN Council
By teleconference, 12 April 2021, 2.00 PM UTC

Agenda Item 2

Financial sustainability

By Nihal Welikala, IUCN Treasurer

Summary

Sustainability is underpinned and measured by key financial indicators, particularly the level of reserves compared with the level of risk. These are trending downwards. Systematic action is needed to reverse the trend, especially in the context of the pandemic and its economic consequences and of opportunities arising from increased global commitment to the environment. Strong and durable financial capacity is needed to meet these challenges over the next two quadrennials.

Tactical remedial measures have been adopted in the budget e.g. new investment in resource mobilization and continuing funding of support infrastructure. These measures are necessary, but may not be sufficient to ensure long term financial sustainability. It is likely that deeper issues, relating to the revenue, cost, efficiency and risk architecture of the business model will also need to be identified and addressed, to ensure longer term viability. This would also enhance organisational capacity to deal with emerging opportunities and threats.

The issues are summarized below. The evolution of the business model and possible ways forward are discussed in the Attachment.

Issues

Unrestricted income

Framework income is intended to meet the costs of the organizational infrastructure. This income has declined by around 40% over the last few years as State donor priorities changed. There is dependence now largely on a few traditional State funding sources. Organisational costs have not adjusted proportionately, but rising project cost recoveries have compensated for the shortfall, facilitated by an internal cost transfer process. However, this strategy of increasing project exposure and income, may have reached sustainable limits. Periodic deficits have occurred in the last few years, resulting in the erosion of reserves. This can weaken or distort risk taking capacity and long-term financial objectives and result in missed growth opportunities. A sustainable fix is needed.

Measures to increase the scale and scope of unrestricted income and/ or to restructure costs and the risk profile of the organization are likely to be required for financial sustainability, sooner rather than later.

Membership fees, the other main source of unrestricted income, remain stable. Planned increases in fees will need member approval. Focus by members on affordability and value for money, as they adjust to the consequences of the pandemic, may increase.

Project income / cost recovery

This constitutes over 50% of revenues. Projects are managed across the globe in 45 branch offices, which also represent the global face of IUCN's franchise, with support centralized at HQ.

Project risks have increased, while profitability is under pressure. These include the aggregate scale of the portfolio, now CHF 500 m compared with the cushion of reserves of CHF 15.5 m, large project concentrations, growing reliance on partners for implementation and cost recovery which is being delayed or constrained by implementation challenges and tight contractual pricing. Whether these components of the business model can sustain over the long term, and if so, in what form, is an important strategic question.

Overheads, reserves and investment

Operational overheads have traditionally been planned to absorb 100% of revenues. Scarce investment resources have historically been directed largely to strengthening support functions. Periodic, unplanned deficits have steadily eroded reserves in practice, while risks have increased. Reserves need to be replenished but this can only be done from unrestricted income or cost savings. How this is to be done, is another key financial challenge facing IUCN.

The evolution of the business model, impediments and possible ways forward are discussed further in the attachment.

Attachment

1. The evolution of the business and financial model.

When framework income declined from CHF 16.6 m in 2012 to 11.5 m currently, a strategic choice was made to grow project revenues with focus on large projects (the retail to wholesale strategy), to compensate for the loss. Project income now constitute around 52 % of total revenues, compared with 45% at the start of the period.

Project cost recoveries responded to the strategic emphasis by increasing from CHF 26 m in 2012 to around 35 m in 2019, while the portfolio expanded to around CHF 500 m currently.

Overheads (excluding direct project related costs) increased by around CHF 8 m from the 2012 base and plateaued at around CHF 67 m. A proposal in 2016 to reduce organisational costs by CHF 7 m, principally by relocating operational functions to more cost effective regional hubs, was not adopted.

A break-even budget policy was implemented i.e. planned revenues were fully absorbed by costs. However, in practice, periodic deficits eroded reserves. Operational surpluses were therefore not available for investment for long-term development or to replenish the cushion of reserves available to absorb risk.

In summary, the increase in project revenues more than compensated for the loss of framework income, but was offset by an increase in overheads and in the risk profile of the balance sheet.

Meanwhile, reserves declined to an estimated CHF 15.5 m at end 2020, from a peak of 19.5m in 2016. This compares with the target of CHF 25 m stated in the 2016 Plan. The depleted level of reserves available to risks e.g. from the scaled up project portfolio, as well as from unplanned external risks such as the pandemic or its economic fallout, is a limiting factor for future growth plans.

2. Impediments to financial sustainability and suggested ways forward.

2.1 Project income.

Projects constitute the bulk of IUCN's income. Implementation is through 45 offices worldwide, which help define IUCN's global presence and franchise.

However, costs and risks are likely to impact or limit future growth and sustainability.

Costs.

These result from the higher development costs of large projects, longer implementation cycles and delays which extend beyond the accounting year, a problem exacerbated by the pandemic.

Costs in the main are incurred for project implementation at branches and programmatic and franchise support by HQ, with revenues being earned by both.

Overall project profitability is blurred by inter unit transfer pricing, but it is clear that only 65-70% of operational costs incurred is chargeable to external funders. The remainder includes direct regional framework costs, as well as those incurred at HQ and allocated to the regions. These costs necessarily need to be absorbed by unrestricted income.

For IUCN to be competitive and profitable on projects, it appears that external pricing needs to be increased and / or the structure of institutional overheads should be rationalized.

A clear, disaggregated analysis of global costs and revenues by location and function, excluding internal transfer pricing, is a necessary first step to determine the optimal cost structure for financial sustainability.

Risks.

Risks also need to be factored into any project growth model. These include the scale and composition of the portfolio compared with the level of reserves, large ticket concentrations and partner implementation.

2.2 Unrestricted income.

The prospects for sufficient and sustained growth of its two main components, namely framework income from traditional sources and membership fees, are uncertain. Both may possibly be adversely impacted by pandemic related economic pressures and reordering of donor priorities.

Income diversification options, including non-traditional state and private funding, will need to be identified. Converting targets into actual income streams will require investment and organisational refocus.

2.3 Overheads and capital expenditure.

While small surpluses are planned for 2022 to 2024, these are based on an unchanged business model, an assumption of pandemic normalization and on revenues which are identified only generically in the Financial Plan. They are not assured to that extent.

An overhead policy which integrates with the broader revenue and risk strategy is preferable to a reactive cost cutting approach. This would necessarily need to be preceded by a review of the present structure, including analysis of overheads by cost and profit centres, geographies and the internal transfer pricing mechanism.

A long-term capital expenditure plan, identifying priorities, payback criteria and tracking mechanisms is also essential.

2.4 Reserves.

Reserves estimated at CHF 15.5 m at 2020, compare with the CHF 19.5 m in 2016 and a target of CHF 25 m set in 2016. Even assuming that planned surpluses set out in the Financial Plan to 2024 are achieved, actuals will fall short of the targeted reserve number. In any event, it is unclear whether the target set in 2016 is adequate to absorb the changed risk profile .e.g. risks embedded in the larger project portfolio, as well as unknown or unquantifiable risks such as those arising from the pandemic.

The recalibration of reserves and a plan to bridge the gap between actuals and the target, is therefore necessary, bearing in mind that reserves can only be replenished out of unrestricted income.

How this is to be accomplished and in what time frame, are principal financial challenges facing IUCN.

3. Conclusions.

3.1 The weaknesses in the present business model are likely to hinder achievement of organisational objectives and the required increases in reserves and capital expenditure.

3.2 A long term strategic plan which addresses these specific issues, including income diversification, investment and containment of costs and risks, backed by a time bound implementation plan, needs be formulated to reposition the business model for the next two quadrennials.

This is a complex exercise and the internal capacity to ensure timely and objective outcomes should be assessed. The FAC Task Force recommended hiring an external consultant to facilitate and guide the process.

3.3 Governance.

Secretariat, Council and the FAC need to communicate closely and work in coordination, to define objectives and to ensure adequate oversight of the strategic process and its implementation.



8th meeting of the Membership Dues Task Force
11 December 2019, 14:00-16:00

Present:

Committee members: Mangal Man Shakya, Jennifer Mohamed-Katerere

Observers: Jon Paul Rodriguez, Said Damhoureyeh, Rick Bates

Apologies: Nihal Welikala, Jenny Gruenberger

No reply: Ramiro Batzin, Denise Antolini

Secretariat: Mike Davis, Chief Finance Officer, Enrique Lahmann, Global Director, Union Development Group, Fleurange Gilmour, Membership Coordinator

Agenda Item/Content

- Approval of the 2021-2024 Membership Dues including:

- o Members in categories A (States and government agencies): revised scale based on [UN scale of assessments for the period 2019-2021](#). All amounts include 0.35% increase (average of 2016 to 2019 CPI (0.35%) [Swiss Consumer Price Index](#))
 - States and government agencies: As per Regulation 22¹ of the IUCN Statutes, the “Scale of assessments for the apportionment of the expenses of the United Nations” is used as a basis to establish the membership dues groups for States, government agencies and political and/or economic integration organisations. The repartition of UN assessment percentages within the IUCN dues groups is decided by the IUCN Council, while the definition of the dues amounts is a Congress decision.

The latest “[UN scale of assessments for the period 2019-2021](#)”² was published on 4 January 2019. Consequently, the IUCN Dues Guide has been updated to reflect the 2019-2021 UN Scale of assessments and it is valid for the years 2021 to 2024.

In the calculation of membership dues for States, government agencies and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale (Table 1) to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget. Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from “0” to 10 (table 2).

22 Members (10 States and 16 GAs) are impacted by the new UN scale (they will move to a higher or lower group). All in all, this shows a projected increased revenue of CHF 100K per year.

- Government agencies

For a government agency the dues group is the same as that of its State.
Government agencies are divided into two groups, A and B:

Group A: government agencies of a State where the State IS a Member of IUCN.

Dues are 3% of those of the State rate, except for government agencies of Groups “0” to 3 who pay the rate based on Group 4³.

Group B: government agencies of a State where the State IS NOT a Member of IUCN. *Dues are 25% of the amount of dues payable by the State if it were a Member, except for Group “0” for which the rate of dues is the same as in Group 1⁴*

¹ Regulation 22 of the IUCN Statutes: “Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues...”.

² http://www.un.org/ga/search/view_doc.asp?symbol=a/res/70/245

³ Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica

▪ Category A (b): Political and/or economic integration organisations

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned. Please refer to the IUCN dues groups for IUCN Members in Category A (2017-2020) at the end of this guide.

The Dues Task Force agreed to continue with the current calculation process and dues proposed for Members in Category A.

○ Categories B & C: National and international non-governmental organisations and Indigenous Peoples' Organisations

Revised scale approved by the Dues Task Force (based on total expenditure of the organisation); includes a lower group for IPOs and smaller NGOs (table 5). *no CPI increase given that this is a new scale*

Dues for national and international non-governmental organisations and Indigenous peoples' organisations were established according to Regulation 23⁴.

Proposed text for the Dues Guide with regards to calculating dues based on total expenditure:

"The dues scale for national and international non-governmental organisations and Indigenous peoples' organisations comprise ten different dues groups. Membership dues for national and international non-governmental organisations and Indigenous Peoples' Organisations are calculated on the basis of the organisation's total expenditure (in US Dollars). This is defined as all expenditure of the organisation during the year, irrespective of the funding source, and including interest costs and taxes.

Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a reconciliation to the declaration of total expenditure. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided".

Proposal for the dues reassessment process for Members in categories B and C

The Dues Guide should include a process for reassessment of Members' dues in categories B and C, as it was the case in 2016. Since the process was not finished because of the ongoing work of the Dues TF, it is important that once the Dues Guide is approved by Members, the process is completed.

Proposed timeline:

- June: 2021-2024 Dues Guide approved by Members at Congress
- July-August 2020 : Members to provide their latest financial statements
- August-October 2020: dues reassessment process by Secretariat
- November 2020: 2021 invoicing of membership dues

Proposed text for the Dues Guide with regards to the dues reassessment process:

*"Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B and C in the different dues groups will be re-assessed. Each Member will be requested to submit to the Secretariat a declaration of total expenditure with a reconciliation to their latest annual audited financial statements. This information will be used by the Secretariat to determine which dues group corresponds to each Member organisation for the following four years. **If Members do not send their latest statements, the Secretariat will use those available from public-available information, including the organisation's website, if published.** Failure by an organisation to provide this information to the Secretariat will result in the organisation being reclassified into the dues group immediately above the one it is currently in".*

Sentence in yellow was added by Secretariat upon preparation of the report.

- Members in categories D (Affiliates)

Reflects groups 6 of the dues for Members in categories B and C (no CPI increase given that there's already an increase in the dues amount) – table 7.

⁴ Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council".

With regards to the Affiliate category, the overall problem is that Members are unsure what value they get and until we better address these key issues (Knowledge Products, programme delivery) Members will keep opting for the Affiliate category. It was indicated that out of 45 Affiliate Members, which represents 3% of total membership, most are GAs from high income countries. We don't have institutions from global south (developing countries) except one from Brazil in this category.

Other sectors of the conservation world or key allies for achieving conservation goals are needed and universities are an important element. What IUCN wants needs to be defined clearly and it needs to be thought how to attract these organisations within the Union. There are large NGOs that chose to join in the Affiliate category even though they can afford to pay dues in the NGO category. They do so because they don't see the value of being a Member with voting rights.

On the need to have an Affiliate category it was agreed that as confirmed by a previous meeting of the TF, this issue should be taken on by GCC, in line with the membership Strategy.

- Proposed dues for venue based organisations (namely: including zoos, aquaria, botanical gardens, museums and universities)

The proposal is to have a fixed fee of CHF 5030, regardless of the organisation's expenditure. This would correspond to group 7 of the proposed membership dues scale for Members in category B and C (table 6). Following feedback received at last Council, the amount and the need for a separate dues category needs to be reviewed by the Dues TF. They would have the same voting rights as any other Member in category B and C. The rationale is that Affiliates, which have no voting rights, are paying a fee equivalent to group 6 (CHF 3150). It makes sense that venue-based organisations are in the next dues group in order to have full rights, including voting rights. Smaller venue-based organisations would have the option of paying the fixed fee or paying on the basis of their total expenditure if this would result in them being in a lower dues group.

This type of organisations is regarded as an exception because of the large expenditure they have as a result of their infrastructure and the disproportionate dues they would have to pay if the dues scale is applied to them.

The following definition was proposed by Jon Paul Rodriguez:

Venue-based organizations are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors, and include universities, museums, botanical gardens, aquariums and zoos.

The dues TF noted that the Secretariat had not circulated the notes of the meeting held on 29 November and that proposals from the Secretariat in respect of looking at the possibility of having bands for venue-based organization had not been prepared. Jennifer Mohame-Katarere requested it be noted that given that the Secretariat decided to not produce the requested information on universities, they can't now push to receive the information. A request was made to the CFO but the Secretariat with impunity didn't follow the instructions of the Task Force, which is unacceptable.

The Secretariat explained that it was having problems working out a viable proposal. The Secretariat proposed having a single band for all venue based organisations and that in the event that an assessment of their total expenditure using the scale for NGOs put them in a lower dues group, they would be given the option to pay according to the lower group. The Secretariat also proposed that for universities, if the faculty is the Member, the total expenditure of the faculty/department should be considered, not the total expenditure of the university itself. The same approach could be applied to other types of venue-based organisations to attract more membership. For most universities which are currently Members of IUCN, it is the faculty/department which is the Member. The Secretariat confirmed that a list of universities Members of IUCN and their related dues group would be prepared by the end of the week and circulated to the Dues TF.

The Dues TF suggested that the amount proposed for venue-based organisations should be looked at further as setting the rate at circa CHF 5,000 was arbitrary and based on a willingness to pay. This basis was not used for any other dues categories, Bringing zoos in on this basis might not be well received by Members paying in higher dues groups. As a general principle, the Dues TF suggested that the expenditure related to conservation activities should be the basis for setting dues. The Secretariat was of the opinion that the definition of such costs would be subjective and difficult to measure. To calculate dues based only on conservation activities is contrary to the decision by the Task Force to calculate dues based on Total Expenditure. The scale, which has been agreed was adjusted to reflect that. The most important is to decide whether it is worthwhile to have a separate category for venue-based organisations. Setting the rate at CHF 5,000 took into consideration that it was above the minimum of what it costs to be a Member of IUCN. The results of the survey done by SSC/Washington Office needs to be taken into account also.

The Dues Guide should not be presented to Members without having a decision on venue-based organisations included. A decision should first be made by the Dues TF. Other members not present during this call should be informed and given a chance to provide feedback before launching the membership/Council consultation process.

It was suggested that consultation could be delayed and that the Dues TF can review and bring proposal to Council even electronically a few weeks post the 98th Council meeting. The Secretariat noted that this would not be possible, given the statutory deadline of 11 March 2020, to circulate all Congress documentation to Members. Sufficient time must be given for translation.

- Members in difficult financial situation – Solidarity Fund

Jennifer Mohamed-Katerere summarized the document that she prepared, which includes options asking the incoming Council (2020- 2024) to study the possibilities of establishing a Membership Solidarity Fund.

The document is about the ability for Members to pay their dues because of either economic conditions, political instability, inflation rate, foreign currency restrictions or sanctions.

The paper argues that although there is a general increase in membership, these specific instances where Membership is reduced in these countries/regions are significant and should be addressed. The objective of such fund would support these Members to pay their dues for the duration of such crisis.

Members expect the Union to be empathetic to their needs. This goes from the response from IUCN Members in Switzerland at their Members meeting to the challenges Members in Iran face. Aban Marker-Kabraji, Regional Director for South and East Asia, has already shared information on how the Asia region has responded to supporting Members in these difficulties. Many of these countries, are ecologically or biologically important for IUCN. We need to continue support Members that carry out important conservation work.

The external review of IUCN's governance found that we have very important challenges with our Members which feel that there's no value in being a Member.

The Dues TF members and observers were supportive of that initiative and confirmed that if it can't be achieved by next Congress, it should be taken over by next Council. It was requested that efforts are made between now and June 2020. Secretariat should look for previous requests that came from Council. Dues TF should provide some guidance on how to develop this further. Eg. where will the money come from? Jennifer confirmed that she's happy to work on this. Her suggestion was to share the document with GCC/FAC and Regional Directors for feedback and that she's happy to correspond with them directly.

- Draft Timeline & next steps

- o December 2019: approval of the 2021-2024 Dues (not including venue-based organisations)
- o Week of 16 December : circulation of the Dues Guide to IUCN Members; online discussion by IUCN Members until 16 January 2020.
- o February 2020 (98th Council): approval by Council of the 2021-2024 Dues Guide (agreement on venue-based organisations may only take place there)
- o June 2020 (Congress): consideration/approval by Members of the Dues Guide

With regards to the Government agency category, the Secretariat indicated that the document that was requested by the Dues TF in October, is being finalised and will be shared with the Dues TF by the end of this week. It was asked whether this issue should be considered by the Dues TF or GCC but this was not confirmed by the TF. The Secretariat highlighted that if work cannot be achieved by this Council, it can be handed over to the incoming Council.

Documentation to be sent to the Dues TF is the following:

- Minutes of the previous meeting *SENT on 15 November*
- Notes of this call to all Dues TF to get their feedback *SENT on 15 November*
- List of universities Members of IUCN *SENT on 15 November (NOTE added by Secretariat upon preparation of this report: the list includes venue based organisations Members of IUCN)*
- Note on government agency category: *SENT on 15 November*

Rick and Jon Paul were thanked for their participation and Said was thanked for his comments that were conveyed to the group during the discussion.

Meeting was closed.

Dues TF meeting – 8 February 2020

Committee members: Mangal Man Shakya, Jennifer Mohamed-Katerere, Jenny Gruenberger, Ali Kaka, Nihal Welikala

Observers: Sixto Inchaustegui, Jon Paul Rodriguez

Apologies: Ramiro Batzin

Secretariat: Mike Davis, Chief Finance Officer, Enrique Lahmann, Global Director, Union Development Group, Sandrine Friedli-Cela, Legal Adviser, Fleurange Gilmour, Membership Coordinator, Sarah Over, Communications Manager.

1. 2021-2024 Membership Dues Guide

Latest changes to the Dues Guide were presented and approved by the Dues Task Force.

- Dues for **States and Government agencies:**
2019 UN Scale of assessment used (no changes to dues, except 0.35% CPI increase (average from years 2016 to 2019) – a note was added to the Dues Guide to explain this
- Dues for **NGOs and IPOs:**
 - **new scale** established based on a curve
 - Introduction of a **lower dues group** for Members with low levels of total expenditure (below USD 100,000)
 - move from using **operating expenditure** to total **expenditure** as the basis for the determining the level of dues. Total expenditure would be considered based on an average of 3 years (= 2 financial statements).
- Revised dues reassessment process

Another change proposed to no longer calculate the adhesion fee pro-rata for applicants (this does not apply to States). In addition, in case a Member is not admitted, the fee should not be refunded or up to CHF 1000 could be retained to cover for staff/Council time costs (verifications will be made by Legal Adviser – vis à vis IUCN Statutes and Swiss law).

Comments received by Members during the consultation were explained:

- For on-granted funds to not be included in total expenditure
The Dues Task Force agreed that granted funds should be included in total expenditure. If not, this would add complexity and subjectivity. The organisation would still retain accountability for on granted funds and they are part of its mission.
- On using the average of more than one year total expenditure
The Dues Task Force agreed that an average of three years should be considered, based on 2-3 reports (depending on the organisations).

With regards to the dues reassessment process, the text proposed by the Secretariat was agreed by the Dues TF, i.e. "If a Member does not submit a declaration together with their latest statements, the Secretariat will use the financial statements submitted in the recent years to the Secretariat or those available from public sources such as the organisation's website, if published. In the event that a Member fails to submit its financial statements and the Secretariat is unable to obtain the financial statements from public sources, the

organisation will be reclassified into the dues group immediately above the one it is currently in.”

The Dues Task Force agreed that if no documents can be found, the Secretariat will use the latest financial statements available.

It was requested that a clarification is added to the Dues Guide for IPOs, in terms of the lower group that was added.

2. Dues for venue-based organisations

The Dues TF agreed that more analysis and discussion is required on this issue, especially after the concerns raised during the 97th Council (flat fee for diverse groups like universities, opening door to other categories of Members asking for the same treatment, value of institutions) and that this was not dealt with.

It was agreed not to include a proposal in the Dues Guide but to submit a proposal to Members with the mandate to consider this by e-vote before the 2024 Congress.

It was suggested to launch a campaign in terms of membership value to know how much organisations in these categories would be interested in joining IUCN, what's the value of IUCN to them.

Membership dues for Subnational Governments

The Dues TF debated on the proposal made by the working group for subnational governments. It felt that the amounts should be reviewed taking into consideration the dues for States or group B or Government agencies (where the State is not a Member) – eg. steeper curve or by population (range), use a percentage of the dues of State.

The issue of how attractive IUCN is to these governments is similar to the one for venue-based organisations.

The Dues TF came to the conclusion that the proposal made by the working group, including IUCN Members, should be accepted as is and that it may be reviewed later, if the motion is approved by Members. The proposal should be added to the Dues Guide with a note that this will be included in the Guide only if the motion on subnational governments is approved.

The Dues TF proposed to revise the text as follows:

“With regard to the membership dues, the Working Group and the IUCN Council propose that the dues for Subnational Governments be those of the Government Agencies in Group A, proposed for 2021-2024. This group applies to Government Agencies whose State is a Member of IUCN”.

Members in difficult financial situation / Members withdrawing / not being able to pay their dues – Value for membership

Following discussions held in October and November 2019, the Legal Adviser provided her opinion on Members who cannot pay because of embargoes, political situations, etc

According to Statutes, if Members don't pay their dues, they will be suspended in their rights, and be considered as having withdrawn. Currently, there is little margin of appreciation.

Does the TF want to pursue with exceptions? Does it want to phrase in the statutes the kind of exceptions to be granted, who is allowed to agree on those exceptions? And what has to be done. Shall a “sursis” (last chance) condition be provided to Members?

A possibility to consider is the time when Members are asked to rescind rights. Members have the right to object to the decision and not approve the list of Members to be rescinded. The option of having two lists presented to Members was mentioned. Members could be asked to vote separately on these specific cases.

This requires that the type of situations need to be clearly thought through and defined if we don't want all Members to come and ask for special treatment.

The paper on a Solidarity Fund that was prepared by Jennifer Mohamed-Katerere was mentioned.

The Legal Adviser indicated that it is still recommended to have criteria in the case of a fund, to indicate which Members could benefit from this. Also motivations need to be found to convince people to contribute to the fund.

Voluntary contributions are not an issue but if we decide to impose this to Members, eg. by having a percentage of the dues paid by Members, transferred to the solidarity fund, this would have to be clearly stated in the Dues Guide, to be approved by Members.

It was requested that the work of the Task Force is recognized and that a mandate is given to the next Council to continue this discussion.

The Dues Task Force will inform the Governance and Constituency and Finance and Audit Committee of the decisions and recommendations made.

Draft 0 Concept Note: IUCN Membership Solidarity Fund. Version 1

For discussion in Dues Task Force

Background

Currently, IUCN lacks a mechanism to support IUCN Members that face severe challenges in continuing to pay their membership dues. As all Members are required in terms of the IUCN Statutes Article 12(c)iii to pay their dues, in order to retain their rights and ultimately their membership. The failure to pay can adversely impact the member and also IUCN.

Over the last ten years, a number¹ of IUCN Members curtailed their membership citing severe constraints to pay their membership dues given economic collapse or political instability. On the one hand, there are Members who have the money to pay but cannot due to international restrictions. For example, in Iran in 2019, six NGO members who were unable to transfer their dues to IUCN HQ, due to international financial/banking restrictions appealed for help². A similar situation prevails in North Korea, where two Members are affected. On the other hand, some Members are unable to pay because they can no longer afford the dues. For example, in Venezuela and Zimbabwe, recent feedback received from the Regional offices indicates that IUCN Members face high levels of inflation, consequently Members find dues to be prohibitive³. In 2018, of the eleven government Members whose rights were rescinded, at least two Members facing challenges in paying their dues experienced political conflict or instability. Most of these Members wish to retain their membership and some are long-serving and committed Members.

¹ Between 2005 and 2017 a total of 510 Members have withdrawn from IUCN (178 voluntarily and 332 through the rescission process). The Secretariat does not have at hand the exact figures of Members which have withdrawn for the reasons mentioned above.

² Letter came from three Members in Iran but on behalf of the six NGO Members present in the country.

³ 13 Members from Zimbabwe and 6 from Venezuela Members withdrawn in years 2005-2017, from the data available the reasons for withdrawal are not evident.

Nevertheless, membership statistics show that in general membership enjoys an upward trend with relatively small, temporary downward fluctuations.⁴ So, does the loss of Members from a few countries, undergoing instability, really matter for the Union? The Dues Task Force believes it does and that IUCN should, through its Council and Secretariat, invest in helping find a solution as established Members are an invaluable resource.

Why is it important to consider establishing a Membership Solidarity Fund?

IUCN's ability to deliver its Mission⁵ lies in its ability to bring together diverse conservation actors across its membership categories (States and GA, NGOs, IPO) and across diverse ecosystems and biomes across the world. This diversity underpins the confidence and support IUCN enjoys and its ability to be a trusted facilitator and influence societies globally. Experienced membership brings knowledge and insights that are valuable to the Union and its operations in different regions. Maintaining established membership, particularly in ecologically-important places, is important for IUCN in fulfilling its mission and its ability to work effectively across all regions.

The loss of membership in entire countries could adversely impact on the programmatic work. It is worth noting that the majority of the membership in trouble over payment of dues are from biodiversity-rich nations and regions where IUCN regional and global programmes also focus. While there is no direct correlation between war and the loss of biodiversity, or instability, there is evidence that shows environmental and cultural heritage management can suffer in these conditions. The risk to biodiversity and conservation work in circumstances of instability, including war and economic collapse, makes it important for IUCN to maintain a presence in these countries. This is particularly important given new evidence of high levels of biodiversity loss and climate change crisis.

⁴ 857 organisations have become Members from 2005 to 2017), giving a positive balance of 347.

⁵ IUCN Vision: A just world that values and conserves nature. IUCN Mission: Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

Further an empathetic Union also contributes to the status IUCN enjoys among its Members. As we have seen recently, through the membership survey and the External Governance Review, IUCN faces real challenges in maintaining the support of Members as Members feel alienated from its programmatic work and networks.⁶

Opportunities: Existing commitment to an empathetic institutional culture

The responsiveness of Members to the plight of other Members in relation to dues indicates a desire among Members to support each other and could suggest that IUCN Members value an empathetic organization culture.⁷

In the Asia Region, the IUCN Secretariat has also played an important role in ensuring that Members are able to pay their dues.

The new Membership Strategy⁸ seeks to strengthen membership engagement and inclusion. Strengthening positive engagement among the parts of the Union, including more effectively with the Secretariat was highly valued. While this was seen to be important in the areas of programmatic engagement, knowledge product development, and networking it is plausible that Members would hold the same value in relation to the retention of membership. Indeed, the IUCN Council in 2018, called on the Secretariat to make every effort to retain membership including by entering into payment plans/bilateral agreements to pay with its membership but specifically with State Members who had significant arrears.

The objectives of a Membership Solidarity Fund

A Membership Solidarity Fund would support existing Members faced with dire political or economic national circumstances to pay their membership dues for the duration of the crisis.

⁶ [External Review of IUCN Governance](#)

⁷ On learning of the plight of members in Iran, an INGO headquartered in Switzerland paid the dues of two Members.

⁸ The [IUCN Membership Strategy](#) responds to these concerns

Next Steps

The IUCN Council proposes that the World Conservation Congress 2020 asks the incoming Council (2020- 2024) to study the possibilities of establishing such a Membership Solidarity Fund with a view to reporting back to the IUCN Membership in 2021-22 and embarking on a three-month electronic consultation.

Council would need to establish an appropriate mechanism, including members of Council, its Governance and Constituency Committee, IUCN Members, the Secretariat, and other experts to consider:

1. Scope of such a fund, typology of issues faced, and criteria for eligibility
2. Potential sources of funding
3. Legal organization and administration of such Fund

Legal advice and possible options
Members with outstanding membership dues because of particular circumstances

Addressed to: Council's Membership Dues Task Force; Governance and Constituency Committee
Origin: Sandrine Friedli Cela, Legal Adviser

Date: 7 January 2020

A. Background

Over the past years, there have been questions regarding Members in a situation with outstanding membership dues because of particular circumstances affecting their country or regions such as an embargo, collapse of the economy or other political instability. All Members are required in terms of Article 12 (c) iii of the IUCN's Statutes to pay their dues in order to retain their rights and ultimately their membership. Because the failure to pay can adversely affect the member and IUCN, the Council's Membership Dues Task Force is currently considering different options in order to address this issue.

In this context, the IUCN Legal Adviser has been requested by the Council's Membership Dues Task Force to "*reflect about appropriate changes to the Statutes in relation to this issue around payment of dues and other problematic aspects*".

Considering that the question submitted to the Legal Adviser is rather vague, and that the option to "look for appropriate changes to the Statutes" is not well defined yet, the Legal Adviser proposes in this paper to first (i) recall the legal framework in which IUCN currently operate and provide a legal interpretation of the statutory provisions and secondly (ii) look into possible solutions in order to help the Council's Membership Dues Task Force in its reflexions about possible way forward.

B. Legal framework

Relevant IUCN statutory and regulatory provisions regarding obligation to pay membership dues and the consequences of non-payment of such dues:

Admission

Statutes 6

"States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues."

Statutes 7

"Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that:

(...)

(e) the applicant meets the other qualifications for membership as prescribed in the Regulations."

Admission Process

Regulation 10

"Applications shall be accompanied by a deposit equal to the first year's dues. This sum is returnable in the case of non-admission."

Rights and Obligations of Members

Statutes 12

“ (...)

(c) *Members shall have the obligation inter alia:*

(...)

(iii) *to pay membership dues as prescribed in the Regulations;*

(...)”

Statutes 91

“The liability of a Member of IUCN shall be limited to the payment of its dues.”

Regulation 25

“Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question.”

Suspension, Rescission, Expulsion and Withdrawal

Statutes 13

“(a) The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears. If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine.”

(b) If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, that Member shall be deemed to have withdrawn from IUCN.

(...)

(g) Any Member may withdraw at any time from membership of IUCN by giving notice in writing to the Director General to that effect. The Member withdrawing shall not be entitled to any refund of membership dues paid.”

C. Legal framework in which IUCN operates

• Obligation for all IUCN Members to pay membership dues

There is an express obligation to pay membership dues (Stat. 12 (c) (iii) and Reg. 24) for all IUCN Members and the Statutes do not foresee any exception to this rule that would apply in special circumstances. Such an obligation exists from the Members' admission up to the moment of the effective termination of IUCN's membership. The liability of a Member of IUCN is limited to the payment of its dues (Statutes 91), and remains for outstanding dues, even after IUCN's membership has ceased¹. In this context, it is important to remember that membership dues greatly contribute to the income of IUCN (Statutes 85) and that, without such income, IUCN may not be able to attain its objectives and support all the activities planned and foreseen in the IUCN programme adopted by the WCC every four years as well as provide expected support to Members.

¹ See on this topic the Legal Opinion from the Legal Adviser dated 30 August 2019 on the following question: “Can a State Member withdraw from membership of IUCN and re-join IUCN without having to pay any outstanding dues from the time before its withdrawal as an IUCN Member?”

In consideration of his/her overall responsibility over the finance of IUCN, the Director General may take decisions relating to the payment of membership dues within the framework provided by the Statutes and Regulations. For example, the Director General may accept payment of dues in instalments (payment plan), in the form of provision of facilities, goods and services in lieu of the payment of dues (Reg. 25) or by another Member of IUCN or a third party for the member concerned.

In light of the clear indications in Statutes 13 (a) and (b) that the non-payment of outstanding dues may trigger consequences with regard to membership rights (including withdrawal of IUCN's membership), it would be very delicate to admit that the payment of membership dues could be reduced or waived by the Director General or the Council until e.g. the embargo or the political situation is over. Indeed, the Statutes does not grant much power of appreciation to the Director General or the Council as follow:

- **Consequences of non-payment of membership dues as per Statutes 13 (a) and (b)**

According to IUCN's Statutes, the failure to a Member's duty in connection with the payment of membership dues has the following consequences:

- i) **When the dues of a Member are one year in arrears:** "The rights of that Member in connection with elections, voting and motions shall *ipso facto* be suspended" (Statutes 13 (a) first sentence);
- ii) **If the dues of a Member are two years in arrears:** "The matter shall be referred to the World Congress which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine." (Statutes 13 (a) second part of the paragraph);
- iii) **"If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, [:] that Member is considered to have withdrawn from IUCN"** (Statutes 13 (b));

In the case of a Member who is one year in arrear, it is clear that there is no margin of appreciation with regard to the suspension of the rights of that Member in connection with elections, voting and motions, since the term "*ipso facto*" (*i.e.* "by the fact itself") is used. This means that the suspension is automatic and that neither the Council nor the WCC have to take a decision on the matter. It seems reasonable to admit that the rule applies only if a Member has a full year of arrears, so that, in case a payment plan was agreed and the concerned Member partially paid its dues as per the plan, the suspension would not take place.

With regard to the situation of a Member who is two years in arrears, there is an obligation to submit the matter to the WCC for decision. Following the Council decision C/93/13, such decisions are made on a biennial basis, either through an electronic vote or at the WCC . Also in this case, it seems reasonable to admit that the rule applies only if a Member has two full year of arrears or more, at the time of the rescission process. This means that in case where a payment plan was agreed and the concerned Member has only partially paid its dues but the total amount of outstanding dues is below the total amount of two years of dues at the time of the rescission process, the matter would not be submitted to the WCC for decision.

If the WCC decides to rescind all remaining membership rights of a Member whose dues are in arrears, its decision will have the same effect as a decision of expulsion from IUCN's membership, however, with a grace period of one year. If the Member concerned pays all outstanding dues, owed up to the moment of the rescission within one year since the decision of rescission, such Member will be automatically reinstated with full rights and obligations. Conversely, if such Member fails to pay the

total amount due² within one year, that Member will be considered as having, *de facto*, renounced its membership, and will no longer be an IUCN Member. The latter happens automatically following the ascertainment of non-payment of outstanding membership dues and a decision neither of the Council nor of the WCC is required³. This means that, in principle, neither the Secretariat nor the Council may decide to extend the one-year deadline or waive in any other way the application of article 13 (b) of the Statutes.

To the Legal Adviser's knowledge, the WCC has never taken a decision against the rescission of the Members with two or more years of arrears submitted to the vote.

D. Possible options

- **Decision of the World Conservation Congress in a specific case**

As explained in the previous section, the Statutes do not provide to the Director General or the Council the possibility waive the application of rules set forth in the Statutes (i) regarding the suspension of the rights of a Member in connection with elections, voting and motions (Statutes 13 (a)) or (ii) regarding the automatic withdrawal following a WCC decision on rescission (Statutes 13 (b)). This is different for the World Conservation Congress, as the highest organ in IUCN.

The wording of the article 13 (a) of the Statutes (second part of the paragraph) indicates that the World Congress is not compelled to rescind a Member's remaining rights but "may" decide otherwise⁴. In practice, individual cases are not the object of discussions prior to the vote on rescissions (neither online in between sessions of the WCC nor at the WCC). Instead, a rescission list of all Members with two or more years in arrears at the time of decision, is put to the vote "en bloc". This means that, with the current practice, the WCC is not enabled to consider special situations individually, and to decide against the rescission of a Member in a specific case. Rather, Members vote "en bloc" in favour or against the rescission of all the Members referred to in the rescission list. However, the wording of article 13 (a) of the Statutes allows the WCC to assess the situation of each Member concerned by the potential rescission and to vote on each case separately. It gives also the possibility to the World Congress to define the conditions applicable to any rescission on ("*on such terms as the World Congress may determine*").

In this context, it would be worth exploring the possibility for the WCC to take the following decisions in a concrete case:

- a) **Decision not to rescind the remaining rights of a specific Member in specific circumstances.** This would mean granting an exception to the rule by refusing the rescission in a concrete case. The WCC may decide otherwise at the time of the next round of rescission decisions, if that Member does not pay all its arrears in the meantime.

² ~~In~~After ~~considering~~ ~~of~~ some historical documents (in particular files related to the major amendment of Statutes, Rules of Procedure and Regulations of 1996), it appears that IUCN Members, when adopting relevant provisions of the Statutes, intended to ensure ~~with the new wording~~ that all the arrears owed up until the rescission decision be paid to avoid the consequences set forth in Statutes 13 (b). In other words, partial payment would not be sufficient to avoid exclusion from IUCN membership.

³ See on this topic the Legal Opinion from the Legal Adviser dated 30 August 2019 on the following question: "Can a State Member withdraw from membership of IUCN and re-join IUCN without having to pay any outstanding dues from the time before its withdrawal as an IUCN Member?"

⁴ See also the wording in French « *Lorsque la cotisation est arriérée de deux ans, la question est soumise au Congrès mondial qui peut décider de rescinder tous les droits restants du Membre en cause.* »

- b) **Decision to rescind all the remaining rights of a specific Member, subject to special terms.** The Legal Adviser is not aware that WCC has ever used such disposition since its adoption in 1996. It could be interpreted as giving the opportunity to the WCC to grant an exception to the application of the rule set forth in Statutes, but such exception should be granted with caution. Indeed, in principle, the Statutes, as adopted by the WCC, are binding even to the WCC. However, since the WCC is the highest organ of IUCN, it seems reasonable to admit that it may decide to waive the applicability of a statutory disposition in a concrete case where the special circumstances of the case justify an exception. In making such exceptional decisions, it would be advisable that the WCC does so with the same majority requirement as that provided for an amendment to the Statutes, namely a 2/3 majority.

The WCC may envisage the following special terms:

- acceptance that the payment of part of the arrears (instead of the full amount owed up until the date of the rescission) would trigger the *full* reinstatement of that Member's rights so that the concerned Member would not be deemed to have withdrawn. For example, the WCC may decide that the payment of 2/3 of the amount due within one year would be sufficient to be fully reinstated.
- acceptance that the payment of part of the arrears (instead of the full amount owed up until the date of the rescission) would trigger the *partial* reinstatement of that Member's rights so that the concerned Member would not be deemed to have withdrawn.. For example, the WCC may decide that if the concerned Member pays within one year an amount enabling that Member to be considered as being only one year in arrear, the consequence of Stat. 13 (b) would not apply. That Member would instead be considered as being in the same situation as any other Member with one year of outstanding dues, and would only be suspended as per Statutes 13 (a) first sentence. This means that such Member would be subject to a new decision of rescission by the WCC only in case it were again in a situation with two years or more of arrears at the time of the next round of decision on rescission.
- acceptance that the Member who is subject of exceptional circumstances and cannot pay its dues could remain an IUCN Member (with or without remaining rights as per Statutes 13 (a)), for longer than a year after the decision of rescission so that Statutes 13 (b) would not apply or would be suspended for a limited period of time (e.g. until the next round of decision on rescissions).

Under the Statutes, the WCC could take into account special circumstances and grant justified exceptions to the rules set forth in the Statutes by defining the terms applicable to a specific decision of rescission. In order to do so, the WCC would need to (i) be made aware of the specific circumstances justifying an exception and (ii) be able to vote on such specific case separately. This may prove very difficult in practice as numerous Members may claim to have special circumstances justifying the non-payment of their membership dues.

If WCC considered rescissions on a case-by-case basis, it would be important that each case be assessed in a neutral way, without undue influence by the Member(s) concerned, i.e, influence beyond the fair right to be heard, if required. In this sense, it would be advisable that Council assesses the concrete situation of any Member concerned, based on the information prepared by the Secretariat, and makes a recommendation to the WCC regarding such Member ahead of WCC's voting. This could be done by a way of an additional note to the rescission list. Such a type of recommendation is foreseen under Statutes 46 (d), which assigns to Council the responsibility "*to report and make recommendations to the Members of IUCN and the World Congress on any matter relating to the activities of IUCN*", or through an amendment of the Statutes expressly allowing Council to make recommendation on rescissions as follow:

Statutes 13 (a) second part of the paragraph:

"If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress which, upon recommendation of the Council, may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine." (With proposed changed underlined).

To enable the WCC to grant exceptions, it would be advisable to establish specific criteria to ensure that such exceptions are based on objective grounds and Members are treated equitably. It would also

be extremely important that the WCC is made aware of the financial implications of any given exception in order to ensure that the decision be taken in full knowledge and full consent about the consequences for the Union. In the spirit of Statutes 13 (a)'s last sentence, which is meant to apply in a concrete case, it would therefore be advisable that Council elaborates generic exception criteria which would be approved by a decision of the WCC and applied in an uniform way to all similar circumstances and

Since a decision of rescission has a huge impact on the concerned Members' rights as well as on the finance of the Union, the Council may also consider proposing an amendment to the Statutes in order to include the possible exception directly in the Statutes.

- **Delegation of the power to grant exceptions to the Council**

As explained above, a decision regarding the rescission all remaining membership rights of a Member whose dues are in arrears has the same effect as a decision of expulsion from IUCN's membership, so that it has to be taken at the level of the WCC. Any exception to this rule should therefore normally also be at the level of the WCC.

However, it would be possible that the WCC delegates this possibility to the Council at certain conditions. This would require an express delegation in the Statutes. Before making any concrete proposal, it would be advisable that the Membership Dues Task Force reflect on the following questions (as example) regarding Members experiencing difficulties for the payment of their membership dues and provide guidance:

- Shall it be possible to exclude the suspension of their rights or their rescission?
- Shall they be able to remain IUCN members even if they don't pay their dues for more than two years?
- In which circumstances should such exceptions be granted?
- Shall those circumstances be expressly foreseen in the Statutes or by at the discretion of the DG or the Council
- Shall the other IUCN Members be able to contest such a decision? If yes, what would be the appeal process?

E. Conclusion

All IUCN Members have an obligation to pay membership dues. IUCN's Statutes do not expressly foresee waiving such an obligation, even in particular circumstances. To the contrary, the non-respect of such obligation triggers the same consequences for all Members.

If a Member has one full year or more of membership dues outstanding, the suspension of the rights of that Member in connection with elections, voting and motions, is automatic ((Statutes 13 (a) first sentence), so that neither the Director General nor the Council may extend this deadline.

If a Member has two full years or more of membership dues outstanding, there is an obligation to submit the matter to the WCC for decision on rescission of all the remaining rights of the Member. Neither the Director General nor the Council may waive a possible decision of rescission by the WCC.

The Council's Membership dues task force may envisage a few options to enable either the WCC or the Council to take into consideration exceptional circumstances explaining the non-payment of membership dues by a specific member. The options proposed in this paper are suggestions that would need to be elaborated further, depending on which scope the Membership Dues Task Force want to pursue.



92nd Meeting of the Bureau of the IUCN Council
By teleconference, 12 April 2021, 2.00 PM UTC

Agenda Item 5

Appointment of the Deputy Chair of the IUCN Species Survival Commission (SSC)

Origin: Chair of SSC

REQUIRED ACTION

The Bureau of the IUCN Council is invited to appoint a new Deputy Chair of the IUCN Species Survival Commission on the recommendation of the Chair of SSC.

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,

On the proposal of the Chair of the IUCN Species Survival Commission (SSC),

Appoints Mr Vivek Menon as Deputy Chair of SSC.

1. On 18 March 2021, Jon Paul Rodriguez, Chair of the IUCN Species Survival Commission (SSC), wrote the following to the Secretary to Council:

“I regret to inform you that Domitilla Raimondo, SSC Deputy Chair, has decided to step down. Though she would remain on our Steering Committee fulfilling other roles, professional and personal commitments do not allow her to devote the time required to serve as Deputy Chair.

To fill her vacancy, I would like to nominate Vivek Menon. He has served on our Steering Committee since the beginning of the quadrennium and is a very experienced member of the Commission. As you can see in the attached files, he has the credentials required to serve as SSC Deputy Chair. He also has the unanimous support of our Steering Committee, and has expressed his willingness to serve.

Many thanks in advance for communicating this to the President, and help us formalize this appointment at the next Bureau meeting possible.”

2. Dr Menon’s short biography as well as his full CV are attached hereafter.
3. The membership of SSC’s steering committee can be viewed on IUCN’s website: <https://www.iucn.org/commissions/species-survival-commission/about/ssc-leadership-and-steering-committee>

About Vivek Menon

Vivek Menon is a leading Indian wildlife conservationist, environmental commentator, author, photographer and policy think tank with a passion for elephants. Founder of five environmental and nature conservation organisations, Menon spearheads Wildlife Trust of India as its Founder, Executive Director and CEO since 1998 building it from a three-member organization to one of India's best wildlife NGOs. Menon is the current Chair of the IUCN Asian Elephant Specialist Group, a Member of the Species Survival Commission Steering Committee and Member of the Conservation Translocation Specialist Group of IUCN with over 25 years serving on various Specialist Groups on the Asian Rhino, Cat, Threatened Waterfowl and Medicinal Plants. His overt and covert enforcement work to combat illegal wildlife trade has won him the 2019 Clark R Bavin Award. The 2018 Whitley Continuation Award, the 2017 Round Glass Samsara Lifetime Achievement Award and the 2001 Rufford Award for International Conservation for his work to conserve the Asian elephant are some other international recognitions for his conservation action.

Menon is the author or editor of ten wildlife books including the bestselling **Indian Mammals- A Field Guide**, scores of technical reports and more than 250 articles in various scientific and popular publications. Bridging core conservation, policy, business and biodiversity, he serves on a number of governmental and non-governmental boards and committees; as an Advisory Council Member of the CII-ITC Centre of Excellence for Sustainable Development; member of the Elephant Task Force of the Ministry of Environment and Forests that suggested a complete revamp of India's elephant conservation strategy; in the past on the Project Elephant Steering Committee, National Wildlife Action Plan Committee, CITES Advisory Committee, Governing Council of the Central Zoo Authority, member of the Ridge Management Board, under Govt. of Delhi, and a member of several State Advisory Boards for Wildlife.

An intrepid traveler, Menon has visited over a 100 countries, walking wild lands in over half of these and addressing audiences internationally in over 30 countries, including parliamentarians in UK and Australia.

Vivek Menon



Vivek Menon is a leading Indian wildlife conservationist, environmental commentator, author and photographer with a passion for elephants. He has been part of the founding of five environmental & nature conservation organizations in India. The winner of the 2019 Clark R Bavin Award, the 2018 Whitley Continuation Award, the 2017 Samskara RoundGlass Lifetime Achievement Award and the 2001 Rufford Award for International Conservation for his work to conserve the Asian elephant, Menon is the Founder, Executive Director and CEO of the Wildlife Trust of India,

In the international arena, Menon is the current Chair of the IUCN SSC Asian Elephant Specialist Group, a Member of the Species Survival Commission Steering Committee and a Member of the Conservation Translocation Specialist Group of the IUCN. With experience of over 25 years of work with the IUCN, he has served at various earlier times on the Asian Rhino Specialist Group, Cat Specialist Group, Threatened Waterfowl Specialist Group and the Medicinal Plant Specialist Group. Apart from his work on species specific matters, he has also served on the Motions Working Group and Review Committees of the World Conservation Congress for the IUCN.

As Senior Advisor to the President of the International Fund for Animal Welfare (IFAW), he advises the President of IFAW on conservation strategies and partnerships and he has at various times led their tiger, enforcement training and Asian elephant global initiatives.

Currently he is the President, Asia for the Society for Conservation Biology and is on their International Governance Board. He has also been on the International Jury of the Future for Nature Awards, the foremost conservation awards of the Netherlands for over 10 years.

He has trained enforcement staff of over 50 countries in prevention of illegal wildlife trade (in the Caribbean, Africa, former Soviet Union, Middle East and the Pacific islands), served as a consultant to the Kenya Wildlife Services and helped establish the first elephant reserve of Myanmar in the Rakhine Yoma. He has attended CITES meetings for over thirty years, many of which as a Technical Advisor to the Indian delegation and as an observer. He has been intensively involved in CITES planning and policy in collaboration with the CITES Management Authority of India since 1991 and is currently a member of the CITES Cell of the MOEF. Has participated in 8 COPs of CITES and 7 Standing Committee Meetings, one Animal Committee meeting and two Asian Regional Meetings. Was also member of initial workshop that conceptualised and planned the MIKE process in Nairobi, Africa in 1998.

In addition, he has been on the Indian delegation to the UNESCO World Natural Heritage meets, the Convention on Biological Diversity and Convention on Migratory Species meetings. He has visited over a 100 countries, walking the natural forests and wild lands of over half of them and lecturing internationally in over 30 nations, including addressing parliamentarians in the UK and Australia.

In India, he serves on a number of governmental and non-governmental boards and committees and was a member of the Elephant Task Force of the Ministry of Environment and Forests that suggested a complete revamp of India's elephant conservation strategy. He has in the past served on the Project Elephant Steering Committee, National Wildlife Action Plan Committee, CITES Advisory Committee, Governing Council of the Central Zoo Authority and a member of several State Advisory Boards for Wildlife. In the interphase between business and Biodiversity, he was the Co-Chair of Leaders for Nature, IUCN and is still an Advisory Council Member of the CII-ITC Centre of Excellence for Sustainable Development

He is the author or editor of ten wildlife books including the bestselling **Indian Mammals- A Field Guide**, scores of technical reports and more than 250 articles in various scientific and popular publications. *Indian Mammals* is a landmark publication, being the first of its oeuvre in independent India to be written by an Indian. It has been translated into several languages and printed in several editions around the world.

The Wildlife Trust of India that has been founded and headed executively by Menon for over 21 years has pioneered several conservation initiatives, including documenting, prioritising

and securing the first elephant corridors in India, setting up the country's first wildlife rescue and rehabilitation centre, training over 20,000 forest guards in anti-poaching, creating 'rainbow' products as alternatives to wildlife consumption and creating 'green livelihoods' for those involved in community based conservation. In his capacity as the Executive Director of WTI Menon has raised millions of rupees for conservation in India and has built a team of over 150 professionals. He lives in New Delhi, a city of which he was the Honorary Wildlife Warden for over 10 years.

Work Experience

Current

Founder, Executive Director and CEO, Wildlife Trust of India, 1998 onwards. Founded the Wildlife Trust of India, one of India's leading conservation agencies in 1998, heads it executively since its founding and is member of its Board.

Senior Advisor to the President, International Fund for Animal Welfare (IFAW), 2015 onwards. Heads up IFAW's partnership with WTI in South Asia and advises the CEO and President on strategic partnerships and fund raising

Chair Asian Elephant Specialist Group, IUCN SSC (2013 onwards) and Member Steering Committee, IUCN SSC (2016 onwards) Key roles in species conservation strategies of IUCN SSC and in elephant conservation globally

President, Board of Directors (Asia) Society for Conservation Biology (2019 onwards)

From 1995-2014

Regional Director (South Asia) and Advisor (CEO), International Fund for Animal Welfare (IFAW), **2007 onwards. Heads up IFAW's operations in South Asia and advises the CEO and President on strategic issues**

Founder and Managing Trustee, Venu Menon Animal Allies Foundation, 1998 to 2008. A Foundation set up to promote the motto of 'respect-for-life' using positive reinforcement techniques; it gave out the National Animal Welfare Awards, the premier animal awards of the country, for ten years.

Senior Technical Consultant, Asian Elephant Research and Conservation Centre, Indian Institute of Science, 1995 to 1999. As Project Co-ordinator for the Ivory Trade and Poaching Project was responsible for nation-wide monitoring of elephant poaching and monitoring of ivory trade centres all over Asia.

Consultant, Asian Elephant Conservation Centre 1997. Prepared a prioritisation plan for elephant conservation for WWF-USA, in Indo-China, Myanmar, Thailand and Sri Lanka.

From 1991-1995

Programme Officer, TRAFFIC-India, WWF-India, 1992-1995

Responsible for managing all programmes and functions of country-wide operations of TRAFFIC-India including species research, enforcement training, litigation and publications. He was specifically in charge of rhino anti-poaching and trade monitoring programme but was also responsible for international policy work and the CITES convention.

Research Consultant, WWF-India, Wildlife Trade Monitoring Unit, 1991. Helped set up the first wildlife trade monitoring programme for India. Conceptualised and co-founded the organisation which merged with the international TRAFFIC Network in 1992.

Founder Member, Joint NGO Forum for the Delhi Ridge, a participatory movement involving 13 NGO's to protect the Delhi Ridge. Was actively involved in getting the Delhi Ridge declared as a protected reserve forest.

Founder and co-ordinator, Delhi Bird Club - Along with two fellow conservationists, resurrected Usha Ganguly's old Delhi Bird Club of the 50's and started bird watches. Today this is a large and well established birding organisation of the country

From 1987-1990

Founder and Chief Co-ordinator of Srishti, 1987-1996. Formed Srishti, a leading conservation organisation of Northern India. Initiated and co-ordinated programmes as diverse as avifaunal studies of Delhi, zoo wardenship programmes and protection of the Delhi Ridge. Lectured widely in schools and colleges to spread conservation awareness.

Research Scholar, Bombay Natural History Society 1989 1991. Worked on the ecology of the Brahminy Kite at Point Calimere Sanctuary and later on seasonality of avifauna on the Delhi Ridge

Regional Co-ordinator, Asian Midwinter Waterfowl Census, Asian Wetland Bureau 1991 - 1995. Responsible in co-ordinating the annual waterfowl count for eight states in Northern India

Honorary Student Warden, National Zoological Park, New Delhi, 1987 -88.
Initiated and ran a volunteer wardenship programme for Delhi Zoo including captive animal management and visitor awareness.

Memberships of Indian Governmental Committees (1990-2021) (Highlighted ones are current)

1. **Member, Ridge Management Board, Department of Forests and Wildlife, Govt. of Delhi (2021-)**
2. **Member, Central Project Elephant Monitoring Committee (CPEMS) under the Ministry of Environment and Forests (2018- present)**
3. **Member CITES Cell, Ministry of Environment and Forests (2010-present)**
4. **Member of the Technical Committee for Convention on Migratory Species (CMS) under the Ministry of Environment and Forests (2018-present)**
5. **Member, Gujarat Marine National Park and Marine Sanctuary Conservation Society (2011- current)**
6. Member of the Committee to examine issues related to Projects falling within the National Parks/Sanctuaries of Jammu & Kashmir, projects related to Conservation Reserves/Community Reserve projects falling within notified ESZ and resolution in the State Board for Wildlife to constitute its Standing Committee. under the Ministry of Environment and Forests. (2018-19)
7. Member, Central Zoo Authority of India under the Ministry of Environment and Forests (2014-17)
8. Member, Technical Committee, Central Zoo Authority of India under the Ministry of Environment and Forests (2014-17)
9. Member, National Wildlife Action Plan review/development Committee under the Ministry of Environment and Forests (2013-16)
10. Member, National Forest Policy Core Group under the Ministry of Environment and Forests.
11. Member of Working Group to study feasibility and implementation of Task Force Report Gajah (2016)
12. Member, Expert Group to develop standards for evaluation of proposals regarding establishment of Elephant Rehab/Rescue Centres, CZA (2016)

13. Member Working group to examine issues concerning single animal housing in zoos, Central Zoo Authority (2015)
14. Member of the Working Group of the Advisory Committee on World Natural Heritage Matters under the Ministry of Culture, Govt. of India (2014)
15. Member of the Working Group of the Revision of India's Tentative List World Natural Heritage Matters under the Ministry of Culture, Govt. of India (2012-14)
16. Member Committee for Monitoring Village Relocation in Tiger Reserves, National Tiger Conservation Agency (2012)
17. Member, National Project Steering Committee – Strengthening Regional Cooperation in Wildlife Protection in Asia, Ministry of Environment and Forests (2012)
18. Member, Working Group on Wildlife Management, Ecotourism and Livelihood and Animal Welfare for Formulation of 12th Five Year Plan, Planning Commission (2011)
19. Member, Elephant Task Force of the Ministry of Environment and Forests- (2010)
20. Member, Steering Committee of Project Elephant under the Ministry of Environment and Forests (2010-15)
21. Member, Illegal elephant trade from and within the North Eastern states, Ministry of Environment and Forests. (2010-11)
22. Coordination Committee on Wildlife of the Government of NCT of Delhi (2010)
23. Member, Advisory Group for Conservation of Lions, Forests & Environment Department, Govt. of Gujarat.
24. Member, State Advisory Board for Wildlife, Govt. of Jharkhand, Madhya Pradesh, Gujarat, and Jammu & Kashmir.
25. Honorary Wildlife Warden, Government of Delhi, 1998 - 2015.
26. Member, Govt. of Meghalaya, Tourism Development Committee for South Garo Hills, (2006-10)
27. Member, Subcommittee TOR No 3, National Forest Commission, Government of India, 2004-05

28. Member, Expert Committee on Shahtoosh, Ministry of Textiles, Government of India, 2005
29. Member, sub-Committee to Monitor Live Bird Trade, Indian Board for Wildlife, Government of India, 1998
30. Member, Two-member Sub-Committee to Inspect Singareni Coal Mines, Andhra Pradesh, Ministry of Environment and Forests, Government of India, 1996
31. Honorary Inspector, Sub-Committee to Monitor Animal Experimentation, Government of India from 1992-1995
32. Honorary Animal Welfare Officer, Animal Welfare Board of India from 1991-94

Membership of National Non-Governmental and Industry Boards and Committees

1. Member, Advisory Council, Confederation of Indian Industry (CII), ITC-Centre of Excellence for Sustainable Development 2006 to present
2. Member, Advisory Group of India Business & Biodiversity Initiative (IBBI) 2015-present. IBBI is a globally recognised business league of Global Partnership for Business and Biodiversity hosted by the UN Convention on Biological Diversity (CBD)
3. Co-Chair CEO Forum, Club Nature, Wildlife Trust of India (2015- present)
4. Technical Committee, International Conference of Sustainability Education, Mobius Foundation (2019- present)
5. Co-Chair Steering Committee Leaders for Nature India (2012-15)

Membership of International Boards and Committees

- 1. President - Asia for the Society for Conservation Biology (SCB) and Member of the SCB's International Governance Board (2019-present).**
- 2. Chair of the IUCN SSC Asian Elephant Specialist Group (2013-present).**
- 3. Species Survival Commission Steering Committee of the IUCN 2016-present**
- 4. Patron, Minding Animals International (2010 to present)**
- 5. International Jury Member, Future for Nature Award, Netherlands (2007 to present)**

6. **President, Board of Directors (Asia) Society for Conservation Biology (2019 onwards)**
7. Advisor of the Marjan Centre of Kings College, London
8. **Member Technical Advisory Group, Monitoring of Illegal Killing of Elephants, CITES/UNEP (2013 to present)**
9. Standing Committee Member, Global Tiger Forum (2005-15)
10. Board Member of Advisory Board, IUCN Leaders for Nature
11. Member, Executive Committee, Asian Conservation Alliance, 1998 - 2017

Memberships of Professional bodies

- Member of the Species Survival Commission of the World Conservation Union (IUCN) through four of its specialist groups
- Member of Asian Elephant Specialist Group, 2000 to present
- Member of Asian Rhino Specialist Group, 1999 to 2016
- Conservation Translocation Specialist Group (former Reintroduction Specialist Group), 1999 to present
- Threatened Waterfowl Research Group, Water bird Specialist Group 1995 to 2000
- Member, Captive Breeding Specialist Group, India chapter of the IUCN/SSC from 1996 to 2000
- Founder and Life member, Srishti, a Delhi based wildlife and environment NGO
- Founder Member, Delhi Bird Club
- Life Member, Zoo Outreach Organisation
- Life member, Bombay Natural History Society, 2006 to present
- Member, International Primate Protection League, USA
- Member, Tiger Link, a nation-wide tiger conservation network

Writing

Author of 9 books, including the bestselling “Indian Mammals- a Field Guide” and editor of one book on Indian wildlife.

Author of over 200 publications in leading scientific journals, newspapers, magazines and books published both in India and abroad.

Popular columnist in the Indian Express, The Pioneer, Tehelka, the Asian Age and Open Magazine for varying periods of time

Photography

Wildlife Photographer for the past 25 years. Published extensively in newspapers and magazines in India and abroad

Exhibited by Max Mueller Bhavan, Special Exhibition on the Environment To Be or Not to Be, 1995 in six Indian cities

Photographs marketed world-wide exclusively by BBC-Natural History Unit, Photo library

Natural History Films

Written Programme Treatment and was Natural History Advisor for *Bandhavgarh Tigers*, Survival Anglia Productions, UK, 1995-96

Presenter for five episodes of *Wild Things*, Paramount Productions, Hollywood, USA, 1997-98

Film on ivory trade investigation in Asia based on past work produced by National Geographic Channel, 2003

Educational Qualifications

B.Sc. (Hon) Zoology, Delhi University, 1986-89.

Post Graduate Diploma in Ecology, Indian Institute of Ecology & Environment, 1989-91.

Languages Known

English, Hindi & Malayalam. Working knowledge of Punjabi and Tamil

Date of Birth: 10th July, 1968

LIST OF PUBLICATIONS

A. Books:

1. **Menon. V.** (2014) Indian Mammals - A Field Guide, Hachette India
2. **Menon. V.** (2003) A Field Guide to Indian Mammals, Penguin India
3. **Menon. V. & M. Sakamoto** (2002) (Eds.) Heaven and Earth and I: Ethics of Nature Conservation in Asia, Penguin India
4. **Menon. V.** (2002) Tusker: The Story of the Asian Elephant, Penguin India
5. **Menon. V.** (1999) On the Brink: Travels through Wild India, Penguin India
6. **Menon. V. & A. Kumar** (1998) Wildlife Crime, An Enforcement Guide, Wildlife Protection Society of India and Natraj Publishers

B. Books (Children)

1. **Menon. V.** (2017) The Secret Lives of Indian Mammals, Hachette India Pvt. Ltd
2. **Menon. V. & R. Singh** (1992), Birds & Animals Quiz Book, Pustak Mahal
3. **Menon. V.** (2007), Lions, Ladybird Books, Penguin India
4. **Menon. V.** (2007), Life in the Forest, Ladybird Books, Penguin India

C. Chapters in Books

1. **Menon V (2019)** On Birdsong and Human Wellbeing Aleph publication (In press)

2. **Menon, V (2018) The Truth about the Nature (Pg. 43-61)** in Children's Book of Truths-Answers, questions you didn't know whom to ask © Hachette Book Publishing India Pvt. Ltd.
3. **Menon, V (2016) Emergence and Establishment of a National Conservation Action Non-governmental organisation in India (Pg 468-471)** in **Tropical Conservation**, © Oxford University Press.
4. **Menon, V et.al (2016) Sustainable Landscapes and Corridors to Conserve Asian Elephants in India (Pg. 29-39)** in **Tropical Conservation**, © Oxford University Press.
5. **Menon, V (2015) Wild India: Politics, Opportunities, Risks, and Values (Pg 40-43)** in 'Towards a **Green India**' – A Times of India publication, Eds: R. Sridhar and Nilakshi Sharma © Bennet, Coleman & Co. Ltd.
6. **Menon, V (2015) A Sage for Animals (Pg 229-230)** in **The Jane Effect** celebrating **Jane Goodall** Eds: Dale Peterson and Marc Bekoff
7. **Menon, V (2013) A Triangular Playing Field – The Social Economic and Ethical Context of Conserving India's Natural Heritage (page 331 – 341)** in **"Ignoring Nature No More"** Ed. by Marc Bekoff, University of Chicago Press.
8. Lavigne.D, Cox. R.K, **Menon.V** and Wamithi.M (2006) Reinventing Wildlife Conservation for the 21st Century in **Gaining Ground, In Pursuit of Ecological Sustainability**, IFAW (Guelph) and University of Limerick, Ireland.
9. **Menon. V** and Lavigne.D (2006) Attitudes, Values and Objectives: The Real basis of Wildlife Conservation in **Gaining Ground, In Pursuit of Ecological Sustainability**, IFAW (Guelph) and University of Limerick, Ireland
10. Kumar.A and **Menon.V** (2006) Ivory Tower Sustainability: An examination of the ivory trade in **Gaining Ground, In Pursuit of Ecological Sustainability**, IFAW (Guelph) and University of Limerick, Ireland
11. **Menon. V** (1996), Impact of Trade on Himalayan Bio-diversity In **Changing Perspectives of Bio-diversity Status in the Himalayas**, British Council Division, New Delhi
12. Malik. I & **Menon. V** (1992), A Management Plan for the Rhesus Population of India In **Primates of the World** Ed. Fa, J.E.

D. Publications in Scientific Journals and International Conference Proceedings:

1. Paidi C, **Menon V**, Bloch F, Sethu G, Choudhury B.C. and Kaul R (2019) From Fish to Flagship: 15 years of Whale Shark Conservation. A Case Study from India International Whale Shark Congress Proceedings (In Press)
2. Paidi C, Arrowsmith L, Bloch F, John S, Choudhury BC, **Menon V** and Meekan M (2019) Horizontal Movement Patterns of Whale Sharks in the North-Western Indian Ocean, International Whale Shark Congress Proceedings (In Press).
3. **Menon V** & Tiwari, SK, Population status of Asian elephants *Elephas maximus* and key threats (2019), International Zoo Yearbook, **53**: 1–14, The Zoological Society of London.
4. Indu Kumari, Sanatan Deka Kaushik Deb, Rahul Kaul and **Vivek Menon** (2018), Creating Community Partnership for Conservation through Traditional Handicraft & Handloom Livelihoods in India, **Communities, Conservation & Livelihoods** – an international conference co-hosted by the Community Conservation Research Network (CCRN) and the International Union for Conservation of Nature (IUCN) – was held in Halifax, Canada in May 28-30th, 2018.
5. Sinha SK, Behera SK, Chandrashekar S, Kundu S, Choudhury BC, Kaul R and **Menon V** (2018) Reinforcement of gharial in the Gandak River, India for population restoration (Pg 82-86) Global Reintroduction Proceedings:2018, Eds PS Soorae, IUCN
6. Barman R, Choudhury B, Basumatary P and **Menon V** (2018) Success in reintroducing orphaned and hand raised greater one horned rhinoceros into Manas National Park, India as part of a conservation translocation strategy (Pg160-164), Global Reintroduction Proceedings:2018, Eds PS Soorae, IUCN
7. **Brooks, T** et.al (2017) *Measuring Area of Habitat and its utility* for the IUCN Red List. Thomas M. Brooks, Stuart L. Pimm, H. Resit Akcakaya, Graeme M. Buchanan, Stuart H.M Butchart, Wendy Foden, Craig Hilton-Taylor, Michael Hoffmann, Clinton N. Jenkins, Lucas Joppa, Binbin V. Li, **Vivek Menon**, Natalia Ocampo-Penuela and Carlo Rondinini.
8. **Stuart, S** et.al (2017) IUCN's encounter with 007: safeguarding consensus for conservation (Pg 1 - 7) in Oryx: Fauna & Flora International, Eds: Simon N. Stuart, Shaikha Al Dhaheri, Elizabeth L. Bennet, Duan Biggs, Andrew Bignell, Onnie Byers, Rosie Cooney, John Donaldson, Holly T Dublin, Hilde Eggermont, Barbara Engels, Basile Va Havre, Michael Hoffmann, Masahiko Horie, John Hutton, Ashok Khosla, Frederic Launay, Caroline Lees, Georgina M. Mace, Julia Marton –Lefevre, Russel, **Vivek Menon**, A Mittermeier, Tamar Pataridze, Miguel Pellerano, Ramon Perez Gil, John G. Robinson, Jon Paul Rodriguez, Aroha Te Pareake Mead, Spencer Thomas and Marina von Weissenberg.
9. **Menon, V** et.al (2016) Supplementation of eastern swamp deer in National Park, Assam, India (Pg 178-181) in IUCN Global Re-Introduction Perspectives- Case studies from around

the globe, Ed: Pritpal S. Soorae, IUCN/SSC Reintroduction Specialist Group & Environment Agency-Abu Dhabi.

10. **Menon, V et.al (2016)** Experimental re-introduction of *Acropora* corals from Lakshadweep Islands to Mithapur coral reef, Gulf of Kutch, Gujarat, India (Pg 1-4) in IUCN Global Re-Introduction Perspectives- Case studies from around the globe, Ed: Pritpal S. Soorae, IUCN/SSC Reintroduction Specialist Group & Environment Agency-Abu Dhabi.
11. **Menon V and Ashraf NVK (2015)** Shuka Samrakshana, Conservation of parakeets in a land of their celebration, International Parrot Conference, Loro Parque Foundation, Tenerife
12. **Menon.V, Amrit Menon, R Bhagat, D Sircar, C Loma, S Kyarong, S Dasgupta, and M Chatterjee (2015)**, Of Hornbills and Humans: Taking the Middle-Ground to Conserving Cultures and Wildlife Book of Abstracts, Minding Animal Conference 3, Wildlife Welfare & Conservation Science, Wildlife Trust of India, New Delhi
13. **Menon.V (2015)**, Elephants, Ethics and an Emerging Economy: Challenges of Conserving nearly 25000 Elephants Amidst a Billion Persons, Book of Abstracts, Minding Animal Conference 3, Wildlife Trust of India, New Delhi
14. **Menon. V (2015)** Trading teeth: tracking elephant poaching and illegal ivory trade in the 90's - Ecology in Space and Time – An Interdisciplinary Conference on Forest Ecology & Climate Change, CES, IIS, Bangalore.
15. Rathin Barman, Bhaskar Choudhury, NVK Ashraf and **Menon, V (2014)** Rehabilitation of greater one-horned rhinoceros' calves in Manas National park, a World Heritage Site in India (Pg 78-88) in *Pachyderm* No. 55 January-June 2014.
16. **Menon.V, Indu Kumari, Bhagat Singh, Rudra Prasanna Mahapatra, Jose Louies, Norsang Tenzing, Anil Kumar, Arshad Hussain, Shameem Ahmad and Sudipto Chatterjee (2012)** Book of Abstracts, 21st International Conference on Bear Research and Management: Bear Conservation and Community Management – Stalling the tradition of Dancing Bears in India, Wildlife Trust of India, New Delhi
17. Varma, S, Aiyadurai, A, Babu, N and **Menon, V (2010)** Patterns and causes of human-predator conflict within and around Itanagar Wildlife Sanctuary, Arunachal Pradesh, North-eastern India, International Journal of Ecology and Environmental Science,
18. Rathin Barman, Bhaskar Choudhary, Anjan Talukdar, NVK Ashraf. and **Menon, V (2009)** Return of the greater one-horned rhinoceros calves in Manas National park (Pg 325) in *Fauna & Flora International, Oryx*, 43(3),323-328.

19. Ashraf N.V.K, Ramanathan. A, Barman. R and **Menon. V** (2006) “Wildlife Rehabilitation” as a wildlife conservation tool in India, Journal of Bombay Natural History Society, Vol 103(2 and 3), Bombay
20. **Menon. V** and Lavigne D (2004) Attitudes, Values & Objectives: the real basis of wildlife conservation In IFAW Forum on sustainability, Limerick, Ireland
21. **Menon.V** and Kumar, A (2004) Ivory Tower Sustainability: An Examination of the Ivory Trade, IFAW Forum on sustainability, Limerick, Ireland
22. **Menon. V**, Easa PS and Gureja N (2004) Human-Elephant Conflict: Is Capture a Permanent Solution? A theory based on case studies from India, Human Elephant Conflict Conference, Colombo, Sri Lanka
23. **Menon, V**, Kumar A and Ghosh D (2004) Controlling the trade in wildlife and its derivatives in India- A framework for action, Proceedings of the Centenary Celebrations of the JBNHS, Mumbai
24. **Menon, V** (2004) strategies to control poaching of the Asian elephant and the one horned rhino and trade in its parts, Proceedings of Wildlife Conservation, Nepal and Care for the Wild Seminar on Anti-Poaching, Kathmandu, Nepal
25. Choudhury. A & **Menon, V** (2003) IUCN Action Plan for North-eastern India, in Asian Elephant Action Plan, ASESG,
26. **Menon, V** (2001) The Wonders of Indian Wildlife (2001); Presented at the Japan Wildlife Conservation Society Seminar, Tokyo Japan
27. **Menon** & Kumar, A (1998) Wildlife Crime in India; The Crisis and Possible Solutions, In Proceedings of the National Conservation Seminar, Wildlife Institute of India, Dehradun
28. **Menon.V** (1998) An Overview of Poaching and Ivory Trade in Asia. In proceedings of the World Wilderness Congress, Bangalore.
29. **Menon. V** (1997) Threats of Poaching and the Ivory Trade to the Asian Elephant in India In Proceedings of the African Elephant Conference, Environmental Investigation Agency, Johannesburg, Africa
30. **Menon. V** (1996) First Record of Commensalism in the Golden Langur *Presbytis geei* Khajuria at a New Location in Assam, Journal of Bombay Natural History Society, Bombay

31. **Menon. V** et al (1995) Orange billed Jungle Mynah and Hodgson's Bush Chat in Kaziranga National Park Journal of Bombay Natural History Society, Bombay
32. Abrar Ahmed & **Menon.V** (1995), India's Illegal Trade in Alexandrine Parakeet, TRAFFIC Bulletin, Cambridge.
33. Malik. I & **Menon. V** (1995), Asian Primates Conservation Priorities & Legal Status, Primate Report, Germany.
34. **Menon. V** (1995) Trade in Wild Caught Live Birds: An Indian Perspective In Proceedings of the First National Seminar on Changing Scenario of Bird Ecology and Conservation, Bangalore, India.
35. **Menon. V** (1994), Furs in Kathmandu, A Reprise, TRAFFIC Bulletin, Cambridge.
36. **Menon. V** (1994), The Trade in Hill Mynahs in India, TRAFFIC Bulletin, TRAFFIC International, Cambridge.
37. **Menon, V** (1993), Status of Wetland Systems in and around Delhi. In Wetland & Waterfowl Conservation in South & West Asia, Eds. Moser. M & Van Vesseem.J, Slimbridge, U.K.
38. Malik. I & **Menon. V** (1992), A Comparative Study of the Behaviour of Free Ranging and Caged Rhesus in India, Primate Report, Germany.
39. Gandhi T, **Menon. V** et al (1991), Slender billed gull *Larus genei Breme* in New Delhi, Journal of Bombay Natural History Society Vol 92: 3.
40. **Menon. V** (1991), A short note on the black tern *Chlidonias niger*, Journal of Bombay Natural History Society,
41. **Menon. V** & T. Gandhi (1991) Sighting of skimmer *Rhynchops albicollis* and Indian courser (*Cursorius coromandelicus*) at Najafgarh in Delhi, Journal of Bombay Natural History Society.

E. Scientific Reports & Technical Manuals

1. **Menon V** and Chaudhary, RG (2017) Conflict to Coexistence: A dozen cost effective human intervention for co-existence with wildlife, Conservation Action Solutions No 1, Wildlife Trust of India

2. Bhagat R, Sircar D, Mondal K, Tripathi A, Louise J, Wangchuk S, **Menon V**, Alie K and Downes A (2016) A Tiger Country; Helping Save Bhutan's National Heritage Conservation Action Series 20160423, Wildlife Trust of India
3. Kumari I, Mookerjee A, Singh B, Louise J, Mahapatra RP, **Menon V** (2016) A dance to Forget: The story of the Eradication of Sloth Bear (*Melursus ursinus*) dancing from India, Conservation Action Series 20160813, Wildlife Trust of India
4. **Menon.V**, Tiwari.S. K, Easa.P. S and Sukumar.R (2015) Right of Passage, Elephant Corridors of India: An Analysis, Conservation Reference Series No 3, Wildlife Trust of India, New Delhi 2nd Edition
5. Sircar D, Singh AK, Kaul R and **Menon V** (2012) Bear Necessities: A Scientific Approach to Understand and Mitigate Human Sloth Bear Conflict in Madhya Pradesh Occasional Report No 29, Wildlife Trust of India
6. Kaul R, Tiwari SK, Kyarong S, Dutta R and **Menon V** (2010) Canopies and Corridors, Conserving the Forest of Garo Hills with elephant and gibbon as flagships, Conservation Reference Series No 8, Wildlife Trust of India
7. Ramanathan A, Ashraf NVK and **Menon V** (2008) No Mast Kalandhar, The beginning to the end of dancing with bears, Occasional Report No 15, Wildlife Trust of India
8. Nixon AMA, Rao. S, Karthik, K, Ashraf NVK and **Menon V** (2008) Civet Chronicles, Search for the Malabar Civet (*Viverra civettina*) in Kerala and Karnataka, Occasional Report No 28, Wildlife Trust of India
9. Chaudhury.R. G, Joshi.D, Mookerjee, A, Talwar.V and **Menon.V** (2008) Turning the Tide, The Campaign to save Vhali, the whale shark (*Rhincodon typus*) in Gujarat, Conservation Action Series 20050904, Wildlife Trust of India, New Delhi
10. **Menon.V**, Kaul.R, Dutta.R, Ashraf.N.V.K and Sarkar.P (Eds) (2008) Bringing Back Manas, Conserving the forest and wildlife of the Bodoland Territorial Council, Conservation Reference Series No 7, Wildlife Trust of India, New Delhi
11. Varma.S, Sarkar.P and **Menon.V** (2008) Pakke Pachyderms, Ecology and Conservation of Asian Elephants in Kameng Elephant Reserve, Arunachal Pradesh, Conservation Reference Series No 6, Wildlife Trust of India, New Delhi
12. Sarma.U.K, Easa.P.S and **Menon.V** (2008) Deadly tracks, A Scientific approach to understanding and mitigating elephant mortality due to train hits in Assam, Occasional report No.3, Wildlife Trust of India, New Delhi

13. Gureja.N, **Menon.V**, Sarkar.P and Kyarong, S.S (2007) Ganesha to Bin Laden, Human-Elephant Conflict in Sonitpur District of Assam, Occasional Report No.3, Wildlife Trust of India, New Delhi
14. Singh.A. K, Kumar.A, Mookerjee.A and **Menon.V** (2007) Jumbo Express, A Scientific Approach to Understanding and Mitigating Elephant Mortality due to Train Accidents in Rajaji National Park, Occasional report No.3, Wildlife Trust of India, New Delhi
15. **Menon.V**, Tiwari.S.K, Easa.P.S and Sukumar.R (2005) Right of Passage, Elephant Corridors of India: An Analysis, Conservation Reference Series No 3, Wildlife Trust of India, New Delhi
16. Kaul.R, Tiwari.S.K, Dutta.R and **Menon.V** (Eds) (2005) Canopies and Corridors, Conserving the forest of Garo Hills with elephant and gibbon as flagships, Conservation Reference Series No 8, Wildlife Trust of India, New Delhi
17. Kaul.R and **Menon.V** (Eds) (2005) The Ground Beneath the Waves, Post-Tsunami Impact Assessment of Wildlife and their habitats in India, Conservation Action Series 20050904, Wildlife Trust of India, New Delhi
18. **Menon V**, PS Easa, AJT Johnsingh (2003) Making Way, Securing the Chilla Motichur Corridor to protect elephants of Rajaji National Park, Occasional Report No 10, Wildlife Trust of India
19. **Menon.V**, Sukumar. R and Kumar. A (1997), A God in Distress: Threats of Poaching and the Ivory Trade to the Asian Elephant in India, Asian Elephant Conservation Centre and Wildlife Protection Society of India
20. Rao RK and **Menon V** (1996) Rapid Appraisal of Khairagurah Opencast project for its impact on wildlife, Report of the Sub-Committee, Ministry of Environment and Forests, Government of India
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22. **Menon. V** et al (1994), Wildlife Trade: Handbook for Enforcement Staff, TRAFFIC-India.WWF-India
23. Chakravarty. K, Kumar. A & **Menon. V** (1994), Trade in Agarwood, TRAFFIC-India, WWF-India.

24. Kumar. A, **Menon. V** & Gupta. S (Eds) (1993), Sustainable Use of Wildlife, Views and Perspectives, TRAFFIC-India, WWF-India.
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29. Van Gruisen. J & Sinclair. T (1992) **Menon. V** & Raman. L (Eds.), Fur Trade in Kathmandu, Implications for India. TRAFFIC-India, WWF-India.
30. **Menon. V** (1989), Some Aspects of the Biology of the Brahminy Kite (*Haliastur indus*) at Point Calimere sanctuary, Bombay Natural History Society Report.

F. Popular articles:

1. **Menon. V (2019) Tailing the Tapir** – The animal is treasured for evolutionary stability, Open Magazine, Pg 70-71, November 18th
2. **Menon. V (2019) Right of Passage** – Corridors are essential to link shrinking tusker habitats, Open Magazine, Pg 64-65, Sept. 9th
3. **Menon. V (2019) Scars and Stripes** – While tiger numbers countrywide are encouraging, much more needs to be done, Open Magazine, Pg 64-65, Aug. 12th
4. **Menon V (2019) How Guptaji aka Ashok Kumar** helped pull off India's largest seizure of tiger and leopard skins, The Scroll
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92nd Meeting of the Bureau of the IUCN Council
By teleconference, 12 April 2021, 2.00 PM UTC

Agenda Item 6

Registration fee for online participation in a hybrid Congress

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,

On the recommendation of the 2020 Congress Preparatory Committee, taking into account the postponement of the Congress to 3-10 September 2021,

APPROVES adding an additional registration fee for virtual participation in Congress events that are open to remote participation,

SETS the fee for virtual participation at 45€ for youth (under 27 years old) and 130€ for all other participants,

AGREES that in case of a full virtualisation of the Congress these fees may be reconsidered, and

DECIDES that the Secretariat can proceed with preparing the registration system to include this additional fee but that the present decision and the fees will not be published until after the decision to be taken by Council by the end of April about the definitive format of the Congress.

1. During its 10th meeting on 9 March 2021, the Congress Preparatory Committee (CPC) approved a recommendation concerning the registration fees for online participation in the IUCN World Conservation Congress based on a proposal from the Secretariat.
2. The Secretariat's proposal is attached hereafter. The CPC's rationale is explained in the extract of the draft minutes of which a copy is also attached hereafter.
3. Instead of submitting it to a vote by email correspondence of the Council, the Secretary to Council recommends to submit the CPC's recommendation to the Bureau for approval based on Council's decision of 2016 which added "*establishing fees for participation in IUCN events*" in the list of matters permanently delegated to the Bureau on the basis of Regulation 57. (cf. [Council Handbook](#), p. 34) As required by Regulation 58, the Bureau decision will subsequently be validated by Council through the no-objection procedure.

Extract from the Draft Minutes of the 10th meeting of the Congress Preparatory Committee (CPC) held on 9 March 2021

(shared with the IUCN Council for the purpose of providing background information during its considering the CPC's recommendation)

Registration fee for online participation in hybrid Congress (CPC10/3 – attached hereafter)

The Secretariat asked the CPC to consider the adoption of registration fees for online participation in the Congress in the current hybrid model in line with statutes Art. 47 and Rules of Procedure Art. 30. Following the decision to postpone the Congress and the projected uncertainties, decision was taken to make a number of sessions hybrid allowing participants to access them remotely through livestreaming. While the primary goal is still to have a maximum of participants coming in person to Marseille, an updated hybrid option (as envisaged in the proposal of the Host Country) will offer an alternative to those unable to travel to meaningfully participate and create the opportunity for a new revenue stream.

Data from other virtual events shows that the registration fee for online participation tends to be set at around 25% of the onsite participation fees. There is not much data on hybrid events at this stage as events so far had to be fully virtualised but most of those tend to charge fees around 100€ for 3-5 day virtual events. The Secretariat proposes to set a standard fee for online participation that represents approximately 18% of the average between the Member and General early bird, with a separate fee for the youth audience as follows:

- Adults: EUR 130
- Youth (up to 27 years): EUR 45

These fees would apply for scenario 2, 3 and 4 explained under agenda item 2. In the case of a full virtualisation of the Congress (scenario 1), the fees could be increased and the Secretariat would make a proposal to CPC to that effect at its next meeting. It was noted that the online fee would need to be kept simple by not adding further sub-categories as it would not be possible to implement this both in terms of the registration system nor in terms of access to the online platforms.

The CPC supported the fees proposed by the Secretariat but considered that its promotion should not precede Council's decision about the scenarios at the end of April. Concerns were also raised regarding the participation of youth representatives from the Youth Summit and it was agreed this would need further discussion. Nevertheless, in order for the Secretariat to move ahead with the development of the system and be ready to promote the fee for virtual participation following Council's decision at the end of April and well ahead of the early bird deadline of 3 June 2021, the Committee agreed to recommend approval of the fees to the Council under the condition that these fees would not be published prior to the 103rd Council meeting. The CPC therefore agreed to submit the following decision to Council

DRAFT COUNCIL DECISION

Council,

On the recommendation of the 2020 Congress Preparatory Committee, taking into account the postponement of the Congress to 3-10 September 2021,

APPROVES adding an additional registration fee for virtual participation in Congress events that are open to remote participation,

SETS the fee for virtual participation at 45€ for youth (under 27 years old) and 130€ for all other participants,

AGREES that in case of a full virtualisation of the Congress these fees may be reconsidered, and

DECIDES that the Secretariat can proceed with preparing the registration system to include this additional fee but that the present decision and the fees will not be published until after the decision to be taken by Council by the end of April about the definitive format of the Congress.

Registration fee for online participation in hybrid Congress

Action requested:

The Congress Preparatory Committee (CPC) is required to review the registration fees for virtual participation in the IUCN Congress (3-11 September 2021) and to make a recommendation to Council.

1. Introduction

The IUCN World Conservation Congress 2020 that will take place in Marseille from 03 to 11 September 2021 will be a hybrid event, "a physical meeting in which an online audience also participates". Following the postponement of the Congress due to the COVID-19 pandemic, the Host Country has kindly agreed to increase the number of sessions to be livestreamed at Congress and to allow speakers to connect virtually, thus offering an alternative to participants and speakers not able to travel to Marseille. Out of the approximately 330 sessions taking place in Marseille¹, around 90 will now be live-streamed including all high-level sessions. In addition, all of these livestreamed sessions will be available for replay post-Congress. In addition, the 240 *Speaker pitches* will be available as purely virtual posters. Online participants will be able to take part in polls and session Q&As and exchange with other participants via the mobile application.

It is important to note that while this option provides an alternative to participants not able to travel, it is not an equivalent to an onsite participation. Attending exhibition events, in-person networking and voting in the Members' Assembly will not be possible online. The primary goal is still to have a maximum of participants coming in person to Marseille. Participants willing to travel to an in-person event are motivated by the unique experience and depth of interaction that is only possible at an in-person event. They are unlikely to see the virtual option as an enticing alternative and will still make every effort to come to the in-person event. Nevertheless, the hybrid option will offer an alternative to those who would like to attend the event in-person but are unable to travel, thus allowing IUCN to retain part of the participation and registration revenue.

In addition, adding the option to participate online creates new opportunities to get meaningful participation, and revenue, from a new audience. The market for the virtual product is a distinct from, and complementary to, the market for in-person participation. The low cost of entry for access to specific sessions relevant to members of this audience will attract registrations from people who would otherwise not consider investing the time and money for an in-person event. This includes those from non-traditional constituencies just beginning their engagement with nature conservation, such as the business, finance and agriculture sectors. It also includes youth and people living far from Europe where the travel costs and time commitment of the in-person event are prohibitive.

With two products for two distinct audiences, IUCN and France will be able to expand and deepen their impact and relationships with new audiences beyond what an in-person event can do alone.

2. Setting a fee for online participation

As per statutes Art. 47 and Rules of Procedure Art. 30, the IUCN Council is responsible for establishing the registration fees for the World Conservation Congress. Council has set the registration fees for onsite participation in the Congress at its [96th meeting](#). These fees remain unchanged but Council is required to

¹ This number only counts thematic stream sessions and plenaries, campuses and high-level events but not networking sessions, exhibitor events, press conferences or social and cultural events. The overall number of onsite events will likely be between above 1000.

determine which fee to set for the virtual participation. Feedback from the interviews of the virtualisation feasibility study showed that events replacing their physical with a fully virtual event tend to lower their registration fee to around 25% of their onsite fees. Furthermore, to ease access to the online platform, the registration grid is generally simplified to offer only one or two types of categories and providing the same access to all the participants.

As the Congress is not being fully virtualised but converted into a hybrid event for part of the programme, the Secretariat proposes to set a standard fee that represents approximately 18% of the average between the Member and General early bird, with a separate fee for the youth audience as follows:

- Adults: EUR 130
- Youth (up to 27 years): EUR 45

These fees are considered to be sufficiently low not to be prohibitive for deciding to attend virtually (keeping in mind that online participants will often only cherry-pick one or two sessions per day rather than following the entire online event), yet high enough to be proportionate to the benefits for onsite participants. It must be noted that most of the events in the environment/biodiversity sector in 2020/2021 have decided to fully virtualise their event offering participation free of charge. The fees to be set by IUCN for participation in the hybrid event should be low. Most conferences in the medical field offer virtual registration at 80-120€ for 4day events.

Participants choosing this option would get access to the online platform to view the live-streamed sessions and to view the replays post-Congress. Participants registered to the full onsite event will also have access to the live online/replay sessions in addition to the right to attend sessions in person. The proposal is to maintain the above fees through the entire registration process (no increase at early bird/standard deadline). Onsite participants registering for day passes would not be allowed to access the online platform as segmenting access would be too complicated.

Projected income

Without any data from previous Congresses, it is difficult to project participation numbers for an online component. Assuming that 35% of participants who would normally attend Congress will not be able to travel to Marseille and 70% of them would sign up for the online participation instead, we could expect about 1700 online participants, which would generate around EUR 210'000.

The marketing to new audiences would bring additional revenue. Projections on participant numbers are difficult to make without any data but for each extra 500 virtual participants, the added revenue would be about 55'000€ (supposing 80% general and 20% youth).

The CPC is required to discuss the Secretariat's proposal and make a recommendation to Council which could be submitted for approval by email to allow implementation of the fee as soon as possible.

DRAFT COUNCIL DECISION

Council,

On the recommendation of the 2020 Congress Preparatory Committee, taking into account the postponement of the Congress to 3-10 September 2021,

APPROVES adding an additional registration fee for virtual participation,

SETS the fee for said virtual participation at 45€ for youth (under 27 years old) and 130€ for all other participants.



92nd Meeting of the Bureau of the IUCN Council
By teleconference, 12 April 2021, 2.00 PM UTC

Agenda Item 7

Calendar of Bureau meetings until Congress

Origin: Secretary to Council

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,

Decides to schedule the following (virtual) meetings for the remaining period until the Congress, on the understanding that the President may convene additional meeting(s) as he considers necessary:

- B93 in the week 25-28 May 2021
- B94 in the week 14-18 June 2021
- B95 in the week 12-16 July 2021
- B96 in the week 16-20 August 2021

1. At the request of a member of the Bureau to determine a calendar of meetings for the period until Congress, the Secretary to Council proposes to schedule one meeting every month as follows:

B93 in the week 25-28 May 2021 (*i.e. the week following the FAC meeting and one week prior to the deadline of 3 June for publishing documents related to matters requiring Congress approval such as the Audited Financial Statements 2020*)

B94 in the week 14-18 June 2021 (*i.e. one week before the 104th Council meeting*)

B95 in the week 12-16 July 2021

B96 in the week 16-20 August 2021 (*i.e. two weeks prior to Congress*)

2. The effective date of the meetings will be determined with the help of a Doodle poll.
3. A meeting may be cancelled if there is no business requiring discussion and decision of the Bureau.
4. The President may convene additional meeting(s) as he considers necessary.



92nd Meeting of the Bureau of the IUCN Council
By teleconference, 12 April 2021, 2.00 PM UTC

Agenda Item 8.1

Membership applications

Origin: Chair Governance and Constituency Committee (GCC)

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

Approves the admission of two organizations and/or institutions applying for IUCN membership in accordance with Regulation 18; (Annex)

Takes note of the GCC's decision to defer its consideration of two applications from:

- Royal Scientific Society - National Energy Research Center, RSS/NERC, Jordan; and
- Association pour la Protection des Animaux Sauvages et du Patrimoine Naturel (Association for the Protection of Wild Animals and Natural Heritage), ASPAS, France;

to its next meeting.

During its 32nd meeting on 7 April 2021, the Governance and Constituency Committee (GCC) approved two applications for IUCN membership for the purpose of submitting them to the Bureau for decision. The GCC also deferred to its next meeting the consideration of two other applications.

With the consent of the Chair of GCC, the draft Bureau decision is presented to Bureau for its consideration under Agenda Item 8.

Information about the two applicants and the GCC's rationale for deferring two applications is provided hereafter in document [B92/8.1 Annex](#).