5 Terms of Reference for Green List participants

IUCN's online portal COMPASS serves to administer the Green List Programme. **All participants in the Green List process described here shall use COMPASS to meet their roles.** Guidance on how to use COMPASS is provided in the Annex and on https://iucn.my.salesforce.com/ and will be accessible once participants have received their COMPASS log-in.

5.1 IUCN Council

The IUCN Council is the principal governing body of IUCN in between sessions of the World Conservation Congress, the general assembly of the Union's members.

Main function with respect to the Green List Programme:

The IUCN Council's role and responsibility is to **approve the IUCN Green List Standard.** It does so during one of its Council Meetings, following its meeting rules.

5.2 IUCN Director General

The IUCN Director General leads the IUCN Secretariat. The IUCN Director General and the IUCN Secretariat report to the IUCN Council. The Director General has ultimate authority over implementation of the Green List Programme.

Main functions with respect to the Green List Programme:

- **Ensures implementation of the Green List Programme**, delegating its day-to-day management to the IUCN Director, Global Protected Area Programme (GPAP)

- **Appoints the members of the Management Committee** in consultation with the WCPA Chair.

Further information on the Director General can be found on https://www.iucn.org/secretariat/about/senior-management/director-general.

5.3   Green List Committee

The IUCN Green List of Protected and Conserved Areas Committee (Green List Committee) oversees the review and maintenance of the IUCN Green List Standard and its adaptations, for admitting sites to the IUCN Green List that achieve the Standard, and for decisions relating to the ongoing inclusion of sites on the IUCN Green List.

Main functions:

- Custodian of IUCN Green List Standard to be effective and scientifically and technically rigorous

- Approves jurisdictional indicator adaptations based on technical and process recommendations

- Admits evaluated sites to the Green List and oversees renewal

- Convenes Technical Expert Groups

Responsibilities:

The Green List Committee is the overall custodian of the Standard, maintaining its integrity and rigour, addressing issues which are raised during implementation, and convening a periodic independent review of the Standard in accordance with the Standard Development Procedures outlined in the User Manual. It also reviews and takes decisions on proposed adaptations of the Standard's indicators proposed by the EAGLs in any jurisdiction, based on both technical review (by the Standard Committee) and process evaluation (by the independent Reviewer assigned to the jurisdiction proposing adaptations).

The Green List Committee takes decisions on Green-Listing in accordance with the principles of objectivity and fairness after considering technical evaluation (by the EAGL) and procedural compliance reports (Reviewer), a summary of information on the site, and the full dossier of information where necessary.

Membership:

- The Green List Committee, consisting of 7-9 voting members, is appointed by the Chair of the World Commission on Protected Areas (WCPA) who also chairs the Committee, or appoints a Chair of the Committee, in a non-voting role.

- Members are drawn from IUCN Commissions and IUCN member organisations through a transparent nomination process, avoiding any conflicts of interest in accordance with the ISEAL Code of Good Practice for Assuring Compliance with Social and Environmental Standards (Assurance Code).

- Members are knowledgeable and of recognised standing in nature conservation and Protected Areas governance and management and must meet the competency criteria below

- Membership must ensure appropriate gender balance, as well as cultural and regional diversity

- The term for each member is four years, renewable once

- Guidance for the avoidance of conflicts of interest as set out in this User Manual and in the ISEAL Assurance Code apply, including requiring members to recuse themselves from decisions regarding certain jurisdictions or sites

- The membership of the Committee, with short biographic information, shall be made publicly available by the Operations Team

- One of the Co-chairs of the Standard Committee may attend meetings of the Green List Committee in a non-voting capacity to convey recommendations and provide advice regarding maintenance of the Standard and its adaptation.

Candidates for membership in the Green List Committee shall meet the following competency criteria:

1. At least 15 years of international work experience in conservation, preferably with public or private PAs in a professional capacity, such as:

   - PA management and practice

   - Academic research within or about PAs, including social sciences or land-use planning

   - Sustainable development or environmental issues at a management, operational, technical, policy or governance level

   - Development and senior management of other voluntary social or environmental standard systems

2. Recognised leadership within global environmental community

3. Affiliation or experience with community or indigenous stakeholder organisations

4. Good network of international contacts to be able to reach out to key actors

5. Ability to analyse and integrate diverse information from various sources and derive a conclusion from this information

6. Strong oral and written communication skills, ability to craft and deliver messages in an articulate manner

7. Good command of written and spoken English, fluency in other languages desirable

Work Process:

The IUCN **Global Protected Areas Programme (GPAP) provides the Secretariat**.

Participation in the **Committee and its activities shall not be remunerated**, except to cover travel costs to (a) Committee meetings, (b) or if appointed by the Management Committee or Operations Team to represent the Green List Programme in other instances.

The Committee shall **meet in sufficient frequency** for Green List purposes, either in person or remotely. They **may invite observers** to specific meeting sessions if needed. Observers can be members of the Management Committee, expert advisors, stakeholders, Reviewers, EAGL members, PA Managers / PA agencies or Mentors. Their role shall be limited to observing and providing points of clarification if requested by the Committee.

The Committee Chair shall open and close the meetings of the Committee, shall direct the discussions, ensure observance of the Committee's operational procedures, accord the right to speak, put questions to the vote and announce decisions. The Chair shall rule on points of order and shall control the maintenance of order.

For each of their meetings, **the Committee shall appoint a Rapporteur** and the Chair shall ensure that the Rapporteur has accurately recorded the Committee's discussions and decisions.

The Committee shall base Green Listing decisions on nominated PAs on:

- Objectivity and equal treatment of all applicant PAs

- Scientific considerations

- The EAGL and Reviewer reports, the narrative summary of the PA

Decisions on approving Adapted Indicators shall be based on:

- Objectivity and equal treatment of all jurisdictions

- Reviewer reports on the adaptation process

- Technical report from the Standard Committee on consistency of the Adapted Indicators with the benchmark set by the Green List Standard.

The **quorum is 5 voting members plus the Chair**. All **decisions of the Green List Committee should be taken by consensus**, with efforts made to understand and address divergent opinions, or refer them back to the Standard Committee or the respective EAGL for review. In situations where consensus cannot be achieved, decisions shall be taken by simple majority of the eligible voting members present or represented through their written statements in advance. Where members cannot participate directly, they **may make their decisions known in advance via a written statement to the Chair.**

Members shall abstain from decisions where they have a Conflict of Interest, e.g. on PAs situated in their home countries or with which they have or have had a contractual or other close relationship. However, they may provide other Committee members with relevant information on the PA. Guidance on Conflicts of Interest (COI) can be found in the Annex of this document.

The working language of the Committee shall be English and all documents of the Committee shall be issued in English.

Reports from the Committee meetings shall be posted on COMPASS. They shall also be submitted to all other organisations and individuals that attended the respective session. **Information on PAs that were added to the Green List at the Committee meetings shall be published by IUCN and posted on COMPASS** by the Operations Team.

5.4   Green List Standard Committee

Under the mandate of, and when requested by the IUCN Green List of Protected and Conserved Areas Committee (Green List Committee), the Green List Standard Committee periodically leads consultation and review to update the Standard for the IUCN Green List of Protected and Conserved Areas (IUCN Green List Standard), to ensure it reflects current scientific and technical best practice and remains relevant. The Standard Committee also provides technical review of any adaptations of the Generic Indicators proposed by EAGLs in participating Green List jurisdictions and makes recommendations to the Green List Committee for approval.

Main functions:

- Assesses proposed Indicator adaptations by jurisdictions and makes recommendations to the Green List Committee

- Undertakes technical review and maintenance of the IUCN Green List Standard to ensure scientific integrity and makes recommendations to the Green List Committee

- Convenes technical working groups when necessary and provides guidance and training

Responsibilities:

Maintains the Green List Standard

1. Recommends revisions to the Green List Standard, as required

2. Recommends revisions to the Generic Indicators and Means of Verification for the implementation of the Green List Standard, through the establishment of working groups

3. Reviews proposed adaptations to Generic Indicators and provides feedback to the respective EAGLs in partner jurisdictions

4. Reviews proposed adaptations of the Generic Indicators in jurisdictions and recommends adaptations to the Green List Committee for approval

5. Convenes technical working groups wherever necessary.

Guidance and training

6. Develops understanding of the IUCN Green List Standard, its Generic Indicators, associated User Manual, and the Green List processes including data management.

7. Provides training as required for the better understanding of the Standard and Generic Indicators.

8. Provides guidance to EAGLs on how to undertake revisions and adaptations of the Generic Indicators to specific contexts.

9. Provides technical advice to the Green List Committee.

10. Provides technical advice to World Commission on Protected Areas (WCPA) and any specialist groups (such as the Protected Areas Management Effectiveness Specialist Group) to promote the application of the Standard.

Membership:

- The Chair/s are appointed by the WCPA Chair.

- A further 8-10 Members are appointed by the Chair/s, with a quorum of 7 members.

- Members are drawn from IUCN Commissions and IUCN member organisations through a transparent nomination process, avoiding any conflicts of interest in accordance with the ISEAL Assurance Code, and in the Conflicts of Interest (COI) guidance in the Annex of this document.

- Members are appointed in their individual capacity according to their expertise and must meet the competency criteria below.

- The term of each member is four years, renewable once.

- Membership shall be balanced in terms of gender, skills, geography and cultural diversity.

Candidates for membership in the Standard Committee shall meet the following competency criteria:

- At least 10 years of relevant experience in protected area governance and/or management, or the use of standards

- An understanding of the IUCN Green List Standard and processes

- An understanding of ecological condition and how it can be assessed

- Experience in the management of either terrestrial or marine PAs, globally

- Research expertise about Protected Areas in relation to conservation, as well as social issues

- Experience in conservation at a management, operational, technical, policy or governance level

- Knowledge of Indigenous Peoples' and community rights and governance issues

- Experience in developing standards and their application, especially for Protected Areas

- Other skills relevant to PAs (culture, business, tourism, education or communications).

Work process:

- IUCN GPAP will provide the secretariat to the Green List Standard Committee

- The Standard Committee may meet in person or remotely. The frequency of meetings shall be decided by the requirements of the Green List Committee.

- Where members cannot participate directly, they can make their decisions known in advance via a written statement to the Chair

- Decisions of the Standard Committee should be taken, wherever possible, in consensus, with efforts made to understand and address divergent opinions. In situations where consensus is not able to be achieved, decisions will be taken by simple majority of the eligible voting members present or represented through their written statements made in advance

- The Standard Committee Chair/s may invite additional experts to the discussions of the Group as required. This may include members of other Green List bodies. Additional experts who are not members of the Standard Committee shall not engage in voting

Participation in the **Standard Committee and its activities shall not be remunerated**, except to cover travel costs to (a) Standard Committee meetings, (b) or if appointed by the Green List Committee, the Management Committee or the Operations Team to represent the Green List Programme in other instances.

Additional Management Committee or Operations Team members may attend Standard Committee meetings to contribute to discussions and help facilitate the meeting. If they are not listed as members of the Committee, they shall not engage in decision-making.

The Standard Committee shall publish any required documentation on and post it on COMPASS via the Operations Team**.**

5.5　Green List Management Committee

The IUCN Green List Management Committee (hereafter Management Committee) oversees the strategic development and management of the IUCN Green List Programme, and ensures it achieves and maintains compliance with ISEAL Codes of Good Practice for standard-setting, assurance and impact assessment.

Main functions:

- Sets the strategy for the IUCN Green List of Protected and Conserved Area Programme

- Approves new jurisdictions in the IUCN Green List Programme as recommended by the Operations Team

- Ensures global procedures for standard-setting, assurance, and impact assessment are ISEAL compliant

- Approves the User Manual and ensures that it is fit for purpose, including any translations

- Guides the Operations Team on the implementation of the IUCN Green List Programme

- Oversees the development of the IT platform COMPASS for the IUCN Green List

- Reports annually to IUCN's Director General.

Responsibilities:

Strategic Development

1. Sets and periodically reviews the objectives and theory of change for the IUCN Green List Programme

2. Ensures that the Programme operates within the frame of IUCN's Policies and Procedures, and achieves and maintains compliance with the ISEAL Codes of Good Practice

3. Approves new jurisdictions for participation in the IUCN Green List Programme

Programme Management

4. Guides the implementation of the Programme through the Operations Team.

5. Approves an IUCN Green List User Manual and ensures that it is updated periodically

6. Ensures that documentation relating to adaptation of the IUCN Green List Standard and nominations for listing are submitted appropriately to the Green List Committee

7. Provides training and other capacity development for implementation of the Programme

8. Approves a communications plan for the IUCN Green List including brand guidelines

9. Addresses issues of concern raised by the Independent Assurance Provider

10. Ensures that complaints and appeals are comprehensively addressed at the appropriate levels, according to Chapter 9 in this document

11. Reports annually on its activities to IUCN's Director General (DG)

12. Oversees the incorporation of relevant Green List metrics into the Protected Planet portal and integration with other IUCN knowledge products as appropriate

13. Provides an annual update to the Joint Programme Committee for Protected Planet run by IUCN and UN Environment World Conservation Monitoring Centre.

Membership:

- The Management Committee, consisting of 9-12 members and its Chair, is appointed by the DG after a nomination process for positions that are not *ex officio*

- The quorum is 7 members, and decisions are generally made by consensus before resorting to a vote

- Membership includes relevant IUCN Secretariat Staff and WCPA Chair's nominated members who have significant experience with the IUCN Green List Programme or sustainability standards (including ISEAL Codes of Good Practice), and at least one UNEP-WCMC representative.

- Membership shall have appropriate gender balance, as well as regional and cultural diversity

- The term of each member is four years, renewable once, except for those members appointed *ex officio*.

Work Process:

- The Secretariat is provided by the Operations Team with GPAP Programme Lead as focal point

- Meetings will be held once every quarter or as required.

5.6 Green List Operations Team

The IUCN Green List of Protected and Conserved Areas Operations Team (hereafter Operations Team) serves as the Secretariat for the IUCN Green List and implements the IUCN Green List Programme (hereafter Programme), acting upon decisions taken by the Management Committee.

Main functions:

- Coordinates the operational functions of IUCN Secretariat Staff (global and regional) and those of partners

- Serves as the Secretariat for the Green List Committees and Programme

- Implements decisions taken by the Management Committee and the Green List Committee

- Develops globally applicable procedures and thematic work plans

- Convenes thematic working groups when needed

Responsibilities:

Global Coordination

1. Coordinates implementation of the Programme, including setting work plans and schedules, managing supporting projects and budgets, and deploying staff and consultants

2. Develops internal procedures and thematic plans (e.g. data management procedures, communications plan, business plan) that are approved by the Management Committee, and then implemented consistently and globally

3. Ensures periodic liaison with the WCPA Green List Specialist Group (Chair and Members), and WCPA Regional Vice-Chairs.

4. Directs and manages the broader 'Green List Community' through liaison and partnership with representatives of IUCN Regional offices, Country Offices, National Committees, Member Organisations, Commissions and other partners and stakeholders interested in engaging in, promoting, supporting, and/or implementing the Programme.

5. Organises periodic reporting and co-ordinate monitoring of Green List Programme progress as requested by the Management Committee

Programme Implementation

6. Read the latest versions of the IUCN Green List Standard, the User Manual's rules and procedures, and get familiarised with COMPASS

7. Recommends new jurisdictions for the approval of the Management Committee

8. Serves as the Secretariat for the Management Committee, and Green List Committee, including the Standard Committee

9. Implements decisions of the Committees as requested and report on their execution

10. Ensures periodic liaison with the Independent Assurance Provider.

11. Directs and coordinates the further development of the Green List's online portal (COMPASS)

12. Maintains and organises up-to-date information on COMPASS and makes it publically available

13. Develops and implements periodic business plans for financial sustainability of the Programme that are approved by the Management Committee

14. Convenes and directly manages ad-hoc Working Groups whenever needed by the decision-making bodies of the Programme and/or when necessary for functions beyond the capacity of the Operations Team.

15. Builds partnerships to support Green List Programme uptake globally

16. Supports the implementation of the User Manual's rules and procedures as outlined in this document and as directed by the Management Committee

17. Maintains a source of reference to the latest versions of all approved IUCN policies, standards, directives, guidelines and advice notes that Adapted Indicators shall comply with

18. Seeks ways to increase resources and funding available to the Green List Programme

19. Reports to the Management Committee annually on its activities

Membership:

- The Operations Team is convened by the IUCN Global Protected Areas Programme (GPAP) Director.

5.7 IUCN WCPA Regional Vice-Chairs

The IUCN World Commission on Protected Areas (WCPA) is organized by 12 regions[6] with each region represented by a Regional Vice-Chair (RVC). RVC's have an important role in the formation and oversight of the Expert Assessment Groups for the Green List (EAGLs), with the leadership and guidance of the WCPA Chair.

Main functions:

- Provide insight for which countries in the concerned region are ready, and have sufficient capacity and interest, to establish the Green List programme;

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[6] https://www.iucn.org/commissions/world-commission-protected-areas/regions

and promote the Green List in the concerned region to countries that are ready.

- Inform WCPA members in the concerned region about the Green List programme and relevant Green List activities including EAGL formation.

- Review EAGL candidates (in collaboration with the independent Green List reviewer assigned for the concerned region and in consultation with the Implementing Partner), select EAGL members and approve the final composition of regional/national/sub-national EAGLs in full compliance with the requirements of this document (see next section 5.7 EAGL and its formation); and, review all EAGL candidates and approve all EAGL members as WCPA members upon their membership submission.

- Oversight of EAGLs in the concerned region to ensure Green List evaluation processes are functioning well.

Responsibilities:

1. Read the latest version of the IUCN Green List Standard, and the User Manual's rules and procedures.

2. Respond to consultation requests about countries interested in the Green List from IUCN Secretariat Regional and/or Country Offices. RVC insights are important to help determine which countries are ready, and have sufficient capacity and interest among PA and related professionals to set up and carry the Green List programme.

3. Review and select the final membership of EAGLs in the concerned jurisdiction, based on the full list and implementation partner's recommendations of applicants. The formation of EAGLs relies on a public call for expressions of interest (which the RVC can also help promote to networks, organisations and individuals), and a review and selection process that involves the RVC and an external reviewer (auditor) managed by the IUCN Green List Assurance Body (Assurance Services International - ASI). This ensures that each EAGL member is qualified, committed, has declared any Conflicts of Interest, and collectively, the EAGL has a broad, diverse and multi-disciplinary set of skills (see next section for more details).

4. General oversight of EAGLs in the concerned region of the RVC. As EAGLs are formed and begin their work, RVCs can periodically 'check-in' and make sure everything is going well. Skills transfer and exchange between EAGLs is one way to keep independence assured, and help develop a community of WCPA practitioners, share tools and approaches. The EAGLs are essentially WCPA evaluation and advisory bodies for the IUCN Green List programme.

5. Process new WCPA members. The IUCN Green List is identifying, inspiring and activating many new WCPA members around the world. It is a very effective engine for WCPA recruitment and can provide interested new members with an immediate role and insight into the benefits of the Commission. RVCs will likely receive significantly more membership applications from countries participating in the Green List programme – the IUCN Secretariat and the WCPA Green List Specialist Group (or other relevant parts of WCPA) can be requested to provide support to handle processing memberships in a timely manner.

6. Be a conduit for feedback and evaluation of the IUCN Green List programme. How is it working? How could it be improved? Are sites benefitting? Is the workload and expected responsibilities for EAGL members adequate? What about other WCPA members? What other ways can WCPA members get involved? For example, see the Mentor role in Section 5.12.

7. Promote the Green List in regional training and relevant events, and programme development. The IUCN Green List gives an opportunity to develop events, trainings, promotions and programme development and fundraising for PAs in the concerned region.

8. Promote the WCPA Green List Specialist Group.

The RVC may decide to delegate any or all of these functions and responsibilities to another WCPA Member. In the case that the RVC is not able to carry out or delegate these functions and responsibilities, the Chair of the WCPA IUCN Green List Specialist Group may take on or delegate them to another WCPA Member.

5.8 Expert Assessment Group for the Green List (EAGL) and its formation

EAGLs are jurisdictional expert bodies convened by WCPA and approved by an assigned Reviewer. The jurisdiction of an EAGL is geographic (e.g. a country or region within a country) and is established and operates within the jurisdictions that have been approved by the Management Committee (see section 3). The primary tasks of an EAGL are to ensure that the IUCN Green List Standard is applicable in their jurisdiction and to evaluate PAs against the Indicators of the Standard.

To satisfy their roles and responsibilities as described below, EAGLs need to understand the IUCN Green List Standard and follow the User Manual's rules and procedures. By signing a Declaration of Engagement and implementing its provisions, the EAGL members demonstrate that this is the case.

Responsibilities:

- **Receive training on the IUCN Green List Standard, its Generic Indicators, associated User Manual and COMPASS** as appropriate (at least at commencement of appointment and after scheduled Standard, Indicator and User Manual revisions)

- Establish a **working relationship with the assigned Reviewer(s), the relevant Operations Team members and Implementing Partners** (where applicable) to enable formation of the EAGL, adaptations of the Generic Indicators and evaluations of PAs

- If necessary, **adapt the Generic Indicators** as per the rules and procedures of this User Manual to make them applicable to the respective jurisdictional context

- **Evaluate PAs** for compliance with the approved Indicators following the User Manual's rules and procedures and recommend PAs for addition to the Green List if they are found to comply with all Indicators

- **Deal with received alerts to potential Triggers for unscheduled reviews** of Green List PAs

- **Coordinate its work with the nearest representatives** of the IUCN Green List Programme, WCPA and, wherever possible, with relevant authorities

- **Support Green List communication efforts of the Operations Team and Green List PAs** where needed and appropriate.

The process for setting up an EAGL is as follows:

Before the Green List process can advance in an approved jurisdiction, an EAGL needs to be established. Any PA, PA agency or other organisation can take the initiative on this by contacting either:

- the respective Regional Vice Chair of IUCN's World Commission on Protected Areas (WCPA) (see: https://www.iucn.org/theme/protected-areas/wcpa/where-we-work)

- the IUCN Green List Operations Team by email to greenlist@iucn.org.

The WCPA shall coordinate the process for setting-up an EAGL with support from the Operations Team.

NOTE: See guidance in annex on EAGL formation, which includes the Template for Call for Expressions of Interest in EAGL Membership.

To establish a new EAGL, the WCPA Regional Vice-Chair, together with the Operations Team, shall **issue a wide-spread call for EAGL member applications in the concerned jurisdiction, using a template provided in the Annex.** A number of different channels shall be used to reach as many suitable candidates as possible and shall include the members of the 'WCPA IUCN Green List Specialist Group' (see https://www.iucn.org/protected-areas/wcpa/what-we-do/green-list) and the WCPA World Heritage Network (see https://www.iucn.org/theme/protected-areas/wcpa/what-we-do/world-heritage-network). **As an incentive for applications, the call should offer membership of the WCPA** to all those applying to become EAGL members provided they meet the WCPA membership criteria (see https://www.iucn.org/theme/protected-areas/wcpa/membership).

IUCN Members in the jurisdiction and/or region of implementation can be very relevant stakeholders to engage for potential EAGL candidate applications. They can be identified and engaged through these resources:
https://www.iucn.org/about/members/iucn-members
https://www.iucn.org/about/members/national-and-regional-committees
https://www.iucn.org/newsletters
https://www.iucn.org/regions

The call should be open for at least 2 weeks (ideally 3 or 4 weeks) to give interested individuals sufficient time to apply online (see http://iucn.force.com/EAGLapplication). The call should include the contact details of the respective WCPA Regional Vice-Chair and of the Operations Team and shall outline how to submit applications (see the Template for Call for Expressions of Interest in the Annex).

With support from the Operations Team, **the WCPA Regional Vice Chair shall identify suitable members for the EAGL from the pool of received applications**.

In the selection process, they shall keep the following in mind:

- An EAGL should generally be composed of 5 to 15 expert volunteers (larger jurisdictions or higher number of candidate sites to evaluate may need larger sizes in the 15 to 25 range; 25 is the recommended maximum and 5 the minimum size)

- As a group, they must be able to adequately assess the applicability of the Generic Indicators and, if necessary, adapt them to the jurisdictional context

- They must also be competent to judge whether a PA meets the approved Adapted Indicators

- Any real or potential Conflicts of Interest must be identified, so they can be adequately managed (see the guidance in the Annex).

The potential group of EAGL members must have:

- A balanced skill-set, with no one professional background dominating

- Inclusive and balanced demographic and geographic representation, including for example Indigenous Peoples

- A reasonable balance of gender. For guidance refer to IUCN's Gender Equality and Women's and Girls' Empowerment Policy[7].

- Sufficient experience to meet the competency criteria outlined below, and should comprise at least one Young Professional (as per IUCN criteria, see below)

The selection of the potential EAGL members shall be based on:

- The CVs of the individuals

- Their statement on why they are keen to join the EAGL

- Their self-evaluation of their level of expertise

- Their declaration of direct and indirect relationships with and interests in PAs, their agencies or funders

- Their confirmation that they are willing to dedicate **up to 0.8 days of volunteer time per month** to the EAGL tasks

The WCPA Regional Vice Chair or the Operations Team shall forward the names and application documents of the proposed EAGL members to the relevant Reviewer for approval, together with a note on why they are proposing these candidates.

The Reviewer shall consider the proposed candidates for EAGL membership based on the information and recommendations provided by the WCPA Regional Vice Chair. If they find that all process steps outlined above have been adequately followed and the candidates are suitable and meeting the competency criteria listed below, they shall inform the WCPA Regional Vice-Chair and the Operations Team accordingly. If this is not the case, the Reviewer shall request the WCPA Regional Vice-Chair to forward documentation of more suitable candidates or ask for them to issue another call for applications. **Once the Reviewer is satisfied with the composition of the EAGL, they shall approve the EAGL membership and inform the WCPA Regional Vice-Chair and the Operations Team accordingly**.

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[7]https://www.iucn.org/sites/dev/files/annex_9_to_c_95_8_iucn_gender_equality_and_womens_empowerment_policy.pdf

The WCPA Regional Vice Chair or Operations Team shall reach out to the EAGL members, welcoming them to the Green List Programme. **Together with the Operations Team, the WCPA Regional Vice Chair should coordinate the initial meeting and training of the EAGL to help them take up their role.** At that meeting, the WCPA Regional Vice-Chair may assist the new EAGL in identifying and appointing an EAGL Chair.

The Operations Team shall ensure that all EAGL members are registered on COMPASS and receive a login to the system.

The EAGL members shall make sure that the following information is available on COMPASS:

- Their full contact information

- Their EAGL Member Details

- Their CV

- Their completed and signed 'Declaration of Engagement' to COMPASS.

Once this process is completed, the Operations Team shall publish the EAGL membership with short biographic details and shall inform IUCN member organisations within the jurisdiction about the formation. Any proposed new EAGL members to join the group after its establishment shall be invited by the EAGL Chair after consultation with the WCPA Regional Vice-Chair and shall be approved by the Reviewer as per the procedure above. They must complete and sign the Declaration of Engagement and take training on the Green List Programme. The same procedure applies to additional members to be drawn in if needed, for example for thematic sub-groups such as on species conservation.

All EAGL Members are strongly encouraged to become members of IUCN's World Commission on Protected Areas (WCPA), submitting their application before training takes place[8]. By becoming WCPA members, all EAGL Members must abide by the Code of Conduct of the Members of IUCN Commissions[9] – which is designed to ensure that the members of IUCN's Commissions consistently conduct their work and interactions in an ethical, professional, impartial, unbiased and tolerant manner.

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[8] https://www.iucn.org/commissions/world-commission-protected-areas/get-involved/wcpa-membership/become-a-wcpa-member

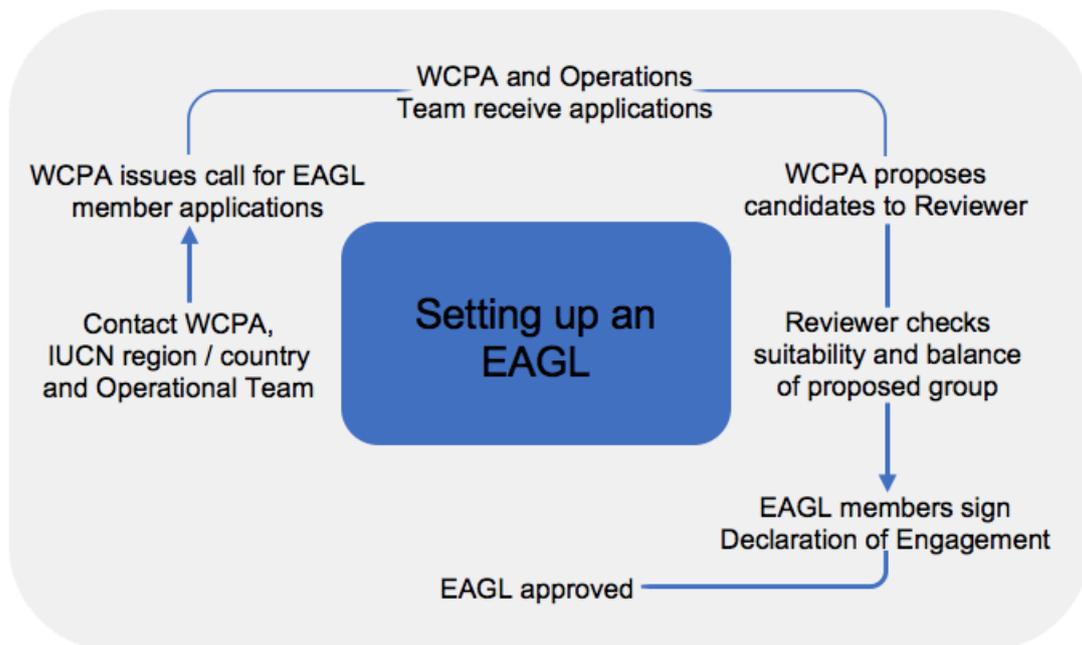[9] https://www.iucn.org/sites/dev/files/content/documents/code_of_conduct.pdf

Figure 10: Process for the setting up an EAGL

Candidates for membership in an EAGL shall meet the following competency criteria:

1. A total of at least ten years of work experience with public or private PAs in a professional capacity, such as:

   - PA management and specific knowledge of PAs in the jurisdiction, including expertise in relevant World Heritage Sites

   - Government ministry or PA agency

   - Community or economic development

   - Independent auditing or assessment of PAs

   - Scientific research within or about PAs

   - Other academic research within or about PAs, including social sciences

   - Sustainable development or environmental issues at a management, operational, technical, policy or governance level

   - Community or indigenous stakeholder organisations, if relevant in the context of the jurisdiction

Each EAGL should also include one Young Professional with at least 5 years of relevant work experience

2. Good network of regional contacts to be able to reach out to key actors

3. Ability to analyse and integrate diverse information from various sources and derive a conclusion from this information

4. Strong oral communication skills, ability to craft and deliver messages in an articulate manner

5. Fluency in the local language(s) of the jurisdiction

6. Basic command of written and spoken English is desirable.

There should be at least one member with more than 15 years of experience from any of the 4 top areas listed under competency criterion 1.

The EAGL Chair shall meet competency criteria 1-5 above and in addition have:

1. Regionally recognised leadership in PA issues

2. Skills in conflict resolution and negotiation

3. Strong written communication skills

4. Fluency in written and spoken English.

The EAGL shall work according to the following operational procedures:

Participation in an EAGL shall be pro bono. However, travel and subsistence costs shall be met by a PA on the occasion of a PA site visit.

As mentioned above, all EAGL members shall sign a Declaration of Engagement before official acceptance into the EAGL. The EAGL Chair shall ensure that the Declaration of Engagement and the Declaration of Interests are **regularly updated and reviewed by the Reviewer.**

The EAGL shall meet remotely or in person as required to fulfil its roles and responsibilities and shall define its ways of working together.

Recommendations and decisions of the EAGL shall be made by consensus. Where consensus cannot be effected, at least 80% of the EAGL members have to agree on a recommendation or decision for it to become effective. The Reviewer shall give their consent that a recommendation or decision is made in the absence of consensus. The reasons for disagreement shall be documented in the EAGL reports.

If an EAGL member cannot participate in a meeting, they shall inform the other EAGL members of their recommendations and decisions beforehand.

The basis for EAGL recommendations and decisions shall be:

- Objectivity and equal treatment of all applicant PAs

- Scientific considerations

- PA documentation consisting of their self-assessments, implemented action plans (where relevant), evidence as provided in the indicator verifications, material stakeholder submissions and the site visit carried out by the EAGLs.

Where EAGL sub-groups exist, they shall not take decisions on Adapted Indicators or make recommendations on PA applications. They have to brief the entire EAGL on their findings and deliberations during one of the EAGL meetings or in writing and the collective EAGL shall vote on PAs and Adapted Indicators. The EAGL's discussions shall be documented.

EAGL members shall abstain from decisions where they have a Conflict of Interest, e.g. on PAs with which they have or have had a contractual or other close relationship. However, they may contribute to the discussion on the PA. Guidance on Conflicts of Interest can be found in the Annex of the Green List User Manual.

When adapting the Generic Indicators of the Green List Standard, the EAGL shall follow the process outlined in Chapter 2.

5.9   Reviewers

Reviewers are independent qualified auditors or individuals with relevant experience working in a specific jurisdiction or across various jurisdictions. Their primary role is to ensure that the rules and procedures of this User Manual are consistently applied in the Green List process. They do this in a cooperative manner that aims at building capacity and enabling an unobstructed Green List process.

Responsibilities:

- **Receive training on the IUCN Green List Standard, its Generic Indicators, associated User Manual and online platform COMPASS** as appropriate (at least at commencement of appointment and after scheduled IUCN Green List Standard, Indicator and User Manual revisions)

- **Develop working relationships** with the relevant EAGL(s), members of the Operations Team, Implementing Partners and other Reviewers, **which shall include regular check-ins to ensure all parties are aligned**

- **Advise** relevant EAGL(s), members of the Operations Team, Implementing Partners and PAs **on the procedures outlined in this document**

- **Where Reviewers work as a team in a jurisdiction, coordinate activities** to ensure their roles and responsibilities are entirely met and they act in unison

- **Review the proposed membership of an EAGL** for required competence, independence and commitment, and discuss the EAGL composition with the relevant WCPA Regional Vice Chair as needed

- **Approve the proposed membership of an EAGL**, ensuring it has the required competence, independence and commitment

- Where needed, **deliver User Manual and COMPASS training to EAGLs, Implementing Partners and PAs** to ensure they understand their role

- **Verify that any adaptation process for Generic Indicators within a jurisdiction is in accordance with IUCN policies**, standards, directives, guidelines and advice notes, and harmonised with other similar standards, based on EAGL notes and records

- **Review translations of Adapted Indicators** into the regional language(s) to verify adequacy of the translations

- **Verify that the User Manual's rules and procedures are followed throughout the Green List process.** In particular:

  - Ensure thorough Indicator adaptations by participating in-person or remotely in relevant EAGL meetings and by reviewing relevant EAGL reports

  - **Evaluate the quality of EAGL discussions on indicator adaptations and PAs by reviewing their reports and by participating in-person or remotely in relevant EAGL meetings**. Relevant EAGL meetings are, for example, those where the EAGL adapts the indicators or discusses the performance of PAs. If needed, help facilitate in-depth EAGL discussion of PA applications during EAGL meetings

  - Ensure that any recommendations on PAs by the EAGL are substantiated by meaningful evidence

  - If appropriate, consent to an EAGL recommendation or decision that is not based on consensus, where at least 80% of EAGL members agree on

the proposed recommendation or decision. Document the consent – if given

- Confirm that comprehensive efforts to engage stakeholders have been made and that their input has been taken into account in the case of EAGL adaptations of Generic Indicators and during site visits

- **Contribute to and validate EAGL investigations into potential Triggers for unscheduled reviews of Green List PAs** to ensure sound and thorough processes and decisions based on meaningful evidence

- **Request updated EAGL member Declarations of Engagement and Declarations of Interests**, review them and make recommendations to the EAGL Chair where the declarations seem to not be adequately followed or addressed.

Reviewers should meet the following competency criteria:

1. Experience in evaluating stakeholder consultation processes

2. Ability to communicate well with individuals at any socioeconomic, professional, political, or educational level

3. Strong negotiating skills

4. Ability to analyse and integrate diverse information from various sources and derive a conclusion from this information

5. Strong oral and written communication skills, ability to craft and deliver messages in an articulate manner

6. Understanding of relevant ecosystem, cultural and social issues in the region where the respective PA is located

7. Good command of written and spoken English.

Reviewers should meet the following competency criteria, in addition to points 1-7 above:
1. Lead auditor training or qualification in ISO/IEC 19011, ISO 9000 or ISO 14001, or FSC forest management or other relevant experience

2. At least five years of work in conformity assessment as a lead auditor or in relevant other roles

Reviewers shall work according to the following operational procedures:

They shall be contracted by the Independent Assurance Provider and report to them.

Reviewers shall be remunerated according to the terms of their contract. Necessary travel and subsistence costs shall be reimbursed, subject to prior approval by the Independent Assurance Provider.

Reviewers shall complete and **submit a formal Declaration of Conflict of Interest** to the Independent Assurance Provider before assignment to an EAGL.

Reviewers shall not offer advice to PAs and Mentors on how to come into compliance with the generic or Adapted Indicators of the IUCN Green List Standard.

Formal decision-making power on PA Green Listing resides with the Green List Committee. As such, **Reviewers make technical recommendations on the Green List process and the Indicator adaptation process** to the Green List and Standard Committees, the EAGLs, and potentially the PA representative and Mentors. Although their recommendations shall not be binding, any deviation from them shall be justified in writing by the affected group. Notwithstanding the foregoing, if there is no satisfactory justification, the recommendations should be considered binding, and the affected group/s should take all actions recommended by the Reviewer within the designated period.

Reviewers may be challenged by an EAGL for justifiable reasons. In the case of persistent disagreement, the matter shall be brought to the attention of the Management Committee to resolve.

5.10 Independent Assurance Provider

The Independent Assurance Provider is an expert body assigned by the Management Committee on behalf of the Director General. They advise on the rules and procedures laid out in this User Manual and thus ensure independence of standard-setting and evaluation. The Independent Assurance Provider also effects competence of relevant participants in the Green List process. The assurance function therefore plays an important role for the credibility of the Green List Programme. The current Independent Assurance Provider is Assurance Services International.

Responsibilities:

- **Advise on the User Manual's rules and procedures** [this document] and lead its drafting. The User Manual describes who, when and how the different steps of standard development and of the Green List process are to be

carried out

- **Advise the Management Committee** on assurance questions and issues

- **Deal with potential breaches** of the User Manual's rules and procedures brought to the Independent Assurance Provider's attention as per chapter 6 of this document

- **Appoint Reviewers** as per the Terms of Reference for these roles

- **Develop and deliver training and capacity building**, **along with the Operations Team,** on the IUCN Green List implementation and assurance processes and its related rules and procedures for EAGLs, the Green List and Standard Committees and the Management Committee.

- **Develop online orientation** on the User Manual for PAs and Mentors

- **Develop and provide tailored training to Reviewers** on the IUCN Green List Standard and the User Manual's rules and procedures, as well as on auditing abilities to make sure they are competent and consistent in how they conduct reviews

- **Ensure the various Green List participants undergo and pass training** on a regular basis

- **Conduct regular competence and performance reviews of** EAGLs, the Green List and Standard Committees and Reviewers. This should include interviews with involved stakeholders of the Green List process. If needed, adjust the training framework as needed

- **On request of the Management Committee, carry out periodic reviews of** the User Manual's rules and procedures, its application and its requirements for participants in the Green List Programme and suggest necessary adaptations to the Management Committee to meet the purpose of the Green List Programme

- **Annually report to the Management Committee** on its activities.

5.11 PA Managers / PA agencies

Green List applications can be submitted by the PA representative, who may be PA management, PA staff or the respective PA agency. Whoever submits the application form is responsible for the Green List activities of the applicant PA.

Responsibilities:

- **Familiarise with the IUCN Green List Standard, the User Manual's rules and procedures and COMPASS** before engaging in the Green List process. I.e. study this document and take online orientation offered by the Independent Assurance Provider

- **Appoint Mentor(s)** if needed

- **Prepare the Green List application** with the support of a Mentor, if required. This should include developing a work plan and schedule for completion of the PA's application, collating PA performance evidence and ensuring their accuracy, defining and implementing action plans, and engaging stakeholders in the process

- If Green List status is achieved, **demonstrate that the performance level required by the Indicators is maintained throughout the duration of the Green List status**, which shall be demonstrated by a mid-term review

- **Consider applying for renewal of the Green List status** which lasts for five years (i.e. apply for renewal about four years after having been added to the Green List).

5.12 Mentors

Mentors assist PAs in participating in the Green List Programme. Using a Mentor is not mandatory for Green Listing. It is up to the PA representative to decide whether they want to make use of a Mentor or not.

Mentors are appointed by the PA representative. Mentors can be IUCN staff, WCPA experts (e.g. members of the WCPA Green List Specialist Group) or any other competent individual. However, they cannot be a member of an EAGL, a member of the Green List or Standard Committees, the Management Committee, the Operations Team or a Reviewer to avoid Conflicts of Interest.

Responsibilities:

- **Familiarise with the IUCN Green List Standard, the User Manual's rules and procedures and COMPASS** before engaging in the Green List process. I.e. study this document and take online orientation offered by the Independent Assurance Provider

- **Advise the PA** representative **on the Green List process**, its requirements and rules and procedures

- **Support the PA** representative **in collating evidence for the purpose of Green Listing**, **in developing and implementing action plans** required to achieve the approved Adapted Indicators and in engaging stakeholders

- **Promote the Green List Programme to PAs** in the jurisdiction.

- **Commit to become WCPA Members[10] and join the WCPA Green List Specialist Group[11]**

It is advised that Mentors meet the following competency criteria:

1. Knowledge of PA management and specific knowledge of the PA applying for Green Listing

2. Demonstrated connection with PA managers, functionaries and stakeholders in the PA's area

3. Good negotiating skills and the ability to achieve consensus among conflicting interest groups

4. Good writing and analytical skills

5. Good command of the language spoken in the PA's area

   Where necessary to support the PA's Green List application, good command of written and spoken English

Potential remuneration for their role and covering travel costs shall be discussed and agreed between the Mentor and the PA representative or the respective PA agency.

5.13 Implementing Partners

Implementing partners are the organisations, agencies or associations that help implement the IUCN Green List Programme in jurisdictions. In addition to IUCN regional or country offices, they may include IUCN National committees, or IUCN member organisations. They may also be government agencies, academic institutions, civil society organisations or private sector organisations. Essentially, any organisation that is interested in supporting the implementation of the Green List Programme in a relevant jurisdiction, while abiding by all the rules and paying attention to all guidance in this User Manual, including guidance on Conflicts of Interest. Coalitions are also possible.

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[10] https://www.iucn.org/commissions/world-commission-protected-areas/get-involved/wcpa-membership/become-a-wcpa-member

[11] https://www.iucn.org/commissions/world-commission-protected-areas/our-work/green-list

Implementing Partners should act as the 'host' of the Green List process and provide facilitation and some logistical support to ensure growth of the Green List Programme. The Implementing Partners are supported by the Operations Team and the Management Committee.

Implementing Partners have no direct role in the evaluation or assurance of the Green Listing process. Rather, they help promote and encourage full participation in the Green List Programme by a full range of stakeholders.

Responsibilities:

- **Support development and implementation** of the Green List Programme to make it relevant and meaningful, **especially through convening, convocation, orientation and facilitation of the EAGL** during its initial tasks and activities, in close cooperation with the WCPA, the Reviewer and the Operations Team

- **Conduct stakeholder mapping and active outreach** to ensure the Green List Programme is promoted to and inclusive of **individuals and/or organisations representing the full range of geographical regions and technical contexts** in which the Green List Standard will be applied

- **Help harmonise and streamline the Green List efforts with other similar and relevant initiatives** in the jurisdiction

- **Support the ongoing implementation and promotion of the Green List Programme** through communication and outreach to potential applicant PAs, the public and other stakeholders, which may include fundraising and financial contributions

- **Support the Green List efforts of sites and agencies**, which may include fundraising and financial contributions

- **Help establish and maintain strong collaboration with key entities**, institutions and partners in the jurisdiction, which may include:

  - Government agencies and departments

  - Civil society networks and stakeholder groups and interests, especially those relating to community rights and indigenous peoples

  - Relevant business fora and corporate sustainability programmes

  - Related certification programmes active in the jurisdiction (including forests, marine and coastal, sustainable livelihoods and production, tourism, green spaces and urban sustainability)

- Donors and funders, especially those with programmes related to conservation areas management

- National CBD focal points, especially on the role of the Green List Programme in promoting the quality elements of Aichi Target 11 and other related components of the CBD Strategic Plan 2011 to 2020.

- Agencies and organisations related to the World Heritage Convention, Ramsar Convention, and Global Goals for Sustainable Development

6   Complying with the rules and procedures and variations

All participants in the Green List Programme shall operate according to the User Manual's rules and procedures. Where participants or stakeholders become aware of potential breaches of the rules and procedures, they shall notify the Independent Assurance Provider who will look into the matter and decide on an appropriate course of action.

Variations to the rules and procedures for the IUCN Green List Standard development (Chapter 1 of this document) shall be approved by the Management Committee in exceptional circumstances. These may include:

- Compliance is not possible for reasons beyond the control of the Management Committee and/or the Standard Committee

- The Management Committee determines that an alternative process would better achieve the Green List Programme's objectives.

The Management Committee shall document any such granted variation in writing and include it in the report submitted to the Green List Committee for approval of the final IUCN Green List Standard.

Variations to all other rules and procedures of the User Manual (i.e. all but Chapter 1 of this document) may be requested by a PA or an EAGL. They have to be approved by the respective Reviewer by means of a formal, reasoned justification. In the case of a PA requesting a variation, the allocated EAGL shall review the request and refer it to the Reviewer if it agrees to the variation.

7   Document control and translations

The approved IUCN Green List Standard and the Green List User Manual shall contain a header or footer indicating the document name and version number, and shall state the scope (see under 'The IUCN Green List User Manual') and effective date.