



IUCN Green List of Protected and Conserved Areas: User Manual, Version 1.2

The global standard for protected areas in the 21st Century



Supported by:



based on a decision of the German Bundestag



Green List
Protected | Conserved Areas



User Manual

for the

IUCN Green List of Protected and Conserved Areas

Version 1.2

Effective from 01 March 2019

How to apply the IUCN Green List Standard (Version 1.1) to track, improve and verify the performance of Protected and Conserved Areas

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The official language of this document is English. The definitive version is maintained on www.iucn.org/greenlist. Any discrepancy between copies, versions or translations shall be resolved by reference to the definitive English version.

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Versions Issued

No.	Date	Description Of Amendment
1.0	01 September 2016	First publication
1.1	09 August 2018	<ul style="list-style-type: none"> • Removed ambiguity and provided clarification throughout • New chapter on adding jurisdictions • More detail on EAGL formation process • Guidance expanded and moved into Annex • New guidance on COMPASS • New template for call of expressions of interest in becoming an EAGL member • Revised Terms of Reference for: <ul style="list-style-type: none"> - Green List Committee (earlier called Panel) - Standard Committee (earlier called Standards Group) - Management Committee - Operations Team - Reviewers (removed Associate Reviewer role) - Independent Assurance Provider (earlier called Oversight Provider) - Implementing Partners (earlier called Partnership Group)
1.2	01 March 2019	<ul style="list-style-type: none"> • Added OECM Definition from CBD/COP/DEC/14/8 for 'Conserved Areas' • Added new section on Multi-Site Applications (3.1) • Reduced number of Application Phase Indicators • Removed requirement for stakeholder consultation during Application Phase • Added reference to time-bound conditions for Sites • Added Terms of Reference for WCPA Regional Vice Chairs • Updated PANORAMA Solutions Guidance • Added references to promote engaging with IUCN Regions and Member organisations for EAGL formation and stakeholder consultations • Added reference to IUCN's Gender Equality and Women's Empowerment Policy for EAGL formation guidance

Introduction

IUCN (International Union for Conservation of Nature)

IUCN is a membership Union composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Created in 1948, IUCN has evolved into the world's largest and most diverse environmental network. It harnesses the experience, resources and reach of its more than 1,300 Member organisations and the input of some 10,000 experts. IUCN is the global authority on the status of the natural world and the measures needed to safeguard it. Our experts are organised into six Commissions dedicated to species survival, environmental law, Protected Areas, social and economic policy, ecosystem management, and education and communication.

The IUCN Global Programme on Protected Areas (GPAP)

The IUCN Global Protected Areas Programme (GPAP) supports the Union's work on protecting and conserving nature and biodiversity through site-based approaches. IUCN GPAP mobilises and administers the work of the Union and the World Commission on Protected Areas in defining approaches, guidance, positions and best practice to support the effectiveness of the world's growing networks of Protected Areas.

IUCN World Commission on Protected Areas (WCPA)

The IUCN World Commission on Protected Areas (WCPA) is one of the six Commissions of IUCN. It is a leading global network of Protected Area expertise, administered by IUCN's GPAP and has over 2,500 members, spanning 140 countries. The WCPA works by helping governments and others plan Protected Areas and integrate them into all sectors, by providing strategic advice to policy makers, by strengthening capacity and investment in Protected Areas, and by convening the diverse constituency of Protected Area stakeholders to address challenging issues. For more than 50 years, IUCN GPAP and WCPA have been at the forefront of global action on Protected Areas.

IUCN Green List of Protected and Conserved Areas ('IUCN Green List')

The IUCN Green List of Protected and Conserved Areas ('IUCN Green List') is a **global Programme to improve the performance of Protected and Conserved Areas (PAs) and help conserve nature and deliver benefits for people**, embodying the IUCN vision of 'a just world that values and conserves nature'.

The IUCN Green List Programme is designed to assist national governments and their community partners in conservation to meet global targets for biodiversity conservation, particularly Sustainable Development Goals 14 and 15, and elements of the Convention on Biological Diversity's (CBD) Strategic Plan for Biodiversity 2011-2020 and its Aichi Biodiversity Targets, in particular Target 11:

*“By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are **conserved through effectively and equitably managed, ecologically representative and well-connected systems of Protected Areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.**” (See: Convention on Biological Diversity, 2010, Decision UNEP/CBD/COP/DEC/X/2)*

At the heart of the IUCN Green List Programme is the Green List Standard and a set of Generic Indicators, defining performance levels that protected and conserved areas have to meet in order to achieve 'Green List' status. The IUCN Green List Standard is developed by IUCN with the expertise of the WCPA and a coalition of professionals from all relevant thematic areas related to protected and conserved Areas.

Components of the IUCN Green List Programme

The IUCN Green List Programme consists of:

1. A **Theory of Change** that guides how the IUCN Green List Programme can help achieve lasting conservation outcomes in protected and conserved areas around the world
2. A **global standard**, including a set of Generic Indicators, for identifying sites that deliver successful nature conservation outcomes and associated cultural, ecosystem services and social benefits (the 'IUCN Green List Standard')
3. A process for **adapting the Generic Indicators** to ensure applicability in differing contexts and regions, whilst fully respecting the global benchmark established by the IUCN Green List Standard
4. Rules and procedures explained in a **User Manual** to verify that nominated Protected and Conserved Areas fully meet the IUCN Green List Standard and guidance on their implementation [this document]

5. **Outreach, orientation, training and communication** efforts to promote the IUCN Green List Programme and to guide and support site managers or agencies that are committed to achieving the IUCN Green List Standard

A **record of IUCN Green List sites** and associated information and data, accessible through the Protected Planet portal of the World Database of Protected Areas (WDPA), maintained by IUCN and UN Environment World Conservation Monitoring Centre (<http://protectedplanet.net/c/green-list>).

The IUCN Green List Standard sets a required performance level for good governance, sound design and planning, and effective management that lead to successful conservation outcomes of protected and conserved areas. The standard is designed to be applicable to:

Protected Areas

The term 'Protected Area' is defined by IUCN as "A clearly defined geographical space, recognised, dedicated and managed through legal or other effective means, to achieve the long term conservation of nature with associated ecosystem services and cultural values" (Dudley *et al.*, 2008). IUCN provides a Protected Area Category system to help guide management appropriate to the purpose and conservation values of protected areas. IUCN also recognises diverse types of governance, such as private or community-managed areas. (See: Dudley, N. (Editor) (2008). *Guidelines for Applying Protected Area Management Categories*. Gland, Switzerland: IUCN).

Conserved Areas

Additionally, the IUCN Green List Programme is open to all effective area-based conservation measures which are universally defined within the context of the Convention on Biological Diversity (CBD). These sites are referred to as 'Conserved Areas' in the context of the Green List Programme. They are defined as: "A geographically defined area other than a Protected Area, which is governed and managed in ways that achieve positive and sustained long-term outcomes for the in situ conservation of biodiversity, with associated ecosystem functions and services and where applicable, cultural, spiritual, socio-economic, and other locally relevant values." (CBD/COP/DEC/14/8: <https://www.cbd.int/doc/decisions/cop-14/cop-14-dec-08-en.pdf>) Inclusion of these sites in the Green List Programme encourages focus on conservation achievements. In all cases, however, compliance with all the criteria of the Green List Standard will be required for recognition as a 'Green List' site.

The concept of Conserved Areas is based on the text of the CBD Strategic Plan 2011 to 2020, specifically the content of Aichi Target 11 (See: <https://www.cbd.int/doc/strategic-plan/targets/T11-quick-guide-en.pdf>; Also see: [Guidelines for Recognising and Reporting Other Effective Area-based Conservation Measures. IUCN, Switzerland. Version 1 \(IUCN WCPA 2018\)](#) and here for the latest

guideline versions: <https://www.iucn.org/commissions/world-commission-protected-areas/our-work/ocems>)

Throughout this User Manual, protected and conserved areas are called ‘PAs’ or ‘PA’ for the singular.

Guiding principles for the IUCN Green List Programme

IUCN supports the mission of the ISEAL Alliance (<https://www.isealalliance.org/>), the global association of sustainability standards, which is to strengthen sustainability standards systems for the benefit of people and the environment. **The ISEAL Credibility Principles and Codes of Good Practice have guided the development of the Green List Programme.**

The ten ISEAL Credibility Principles represent the core values upon which effective sustainability standards are built. The three ISEAL Codes of Good Practice describe how credible standards are developed. They are reflected in the Green List Programme as follows:

Credibility Principle	Reflected in
Sustainability	IUCN Green List Standard
Improvement	IUCN Green List Standard and associated rules and procedures, outreach, orientation, training and communication efforts
Relevance	IUCN Green List Standard
Rigour	Green List rules and procedures
Engagement	Green List rules and procedures
Impartiality	Green List rules and procedures
Transparency	Green List rules and procedures
Accessibility	Adaptations to the Generic Indicators of the IUCN Green List Standard
Truthfulness	IUCN Green List Standard
Efficiency	Adaptations to the Generic Indicators of the IUCN Green List Standard

Codes of Good Practice	Reflected in
Standard-setting Code	IUCN Green List Standard development
Assurance Code	IUCN Green List rules and procedures
Impacts Code	IUCN Green List Standard and rules and procedures

(See: ISEAL Credibility Principles, version 1 June 2013, <http://www.isealalliance.org/our-work/defining-credibility/credibility-principles>)

Objectives of the IUCN Green List Programme

The overarching objective of the Green List Programme is to **increase the number of Protected and Conserved Areas (PAs) that are effectively and equitably managed and deliver conservation outcomes**. This high-level objective will be reached through a set of underlying objectives:

1. To ensure that the IUCN Green List Standard provides a suitable measure for strengthening conservation outcomes and improving equitable and effective management of PAs
2. To position the Green List Programme as an accessible channel for conservation capacity-development for PAs
3. To promote collaboration and investment in implementing effective and equitable conservation management in PAs committed to the IUCN Green List Standard.

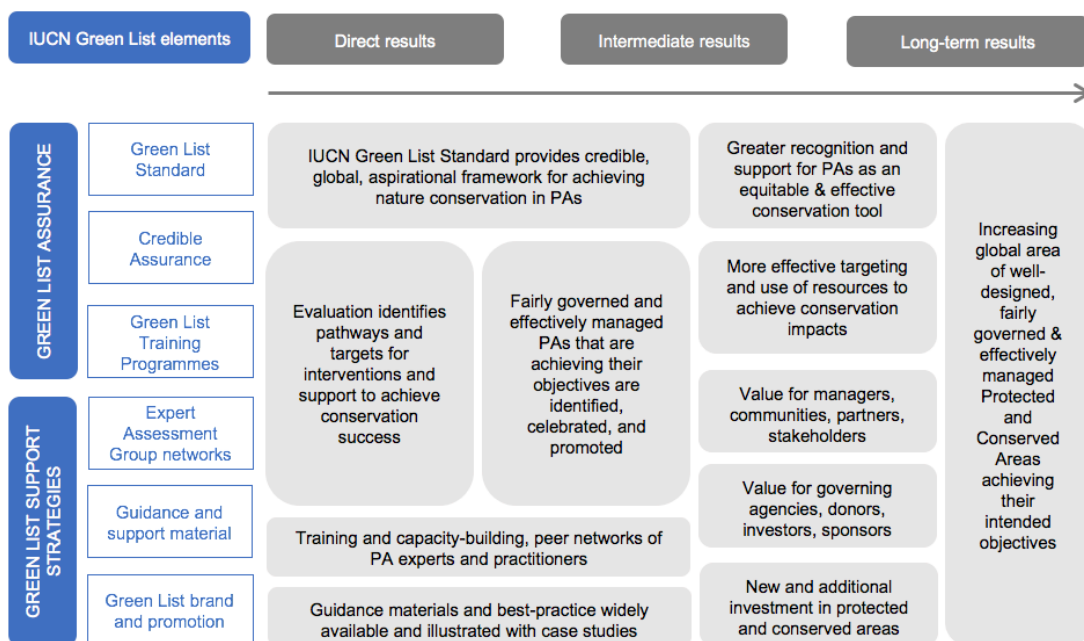


Figure 1: Overview of the IUCN Green List Programme Theory of Change

Governance of the IUCN Green List Programme

The governance of the Green List Programme is designed to ensure robust and impartial decisions that are based on expert judgement and verification.

Figure 2 below outlines the governance structure of the Green List Programme. It summarises the main functions of the four global governance entities. Their detailed roles and responsibilities are described in Chapter 5 of this User Manual.

The Green List Programme is governed and managed principally through the following structure below, serviced by an independent Assurance Provider (Assurance Services International - ASI) and supported by the WCPA Green List Specialist Group.

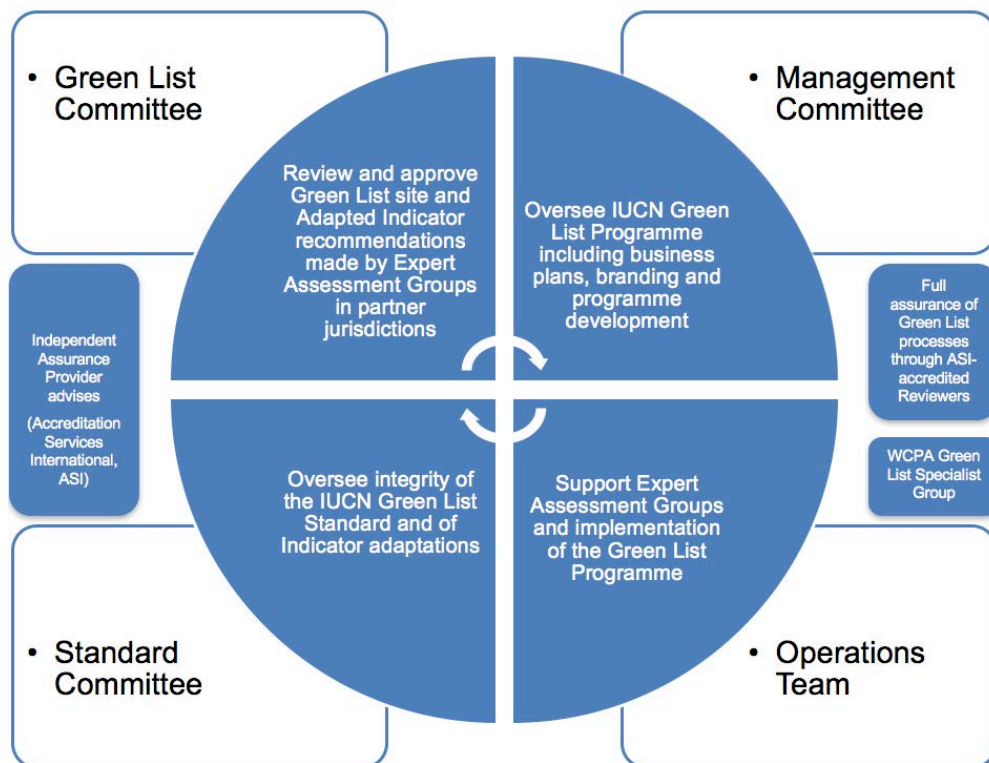


Figure 2: Overview of the governance structure of the IUCN Green List



User Manual: IUCN Green List Programme

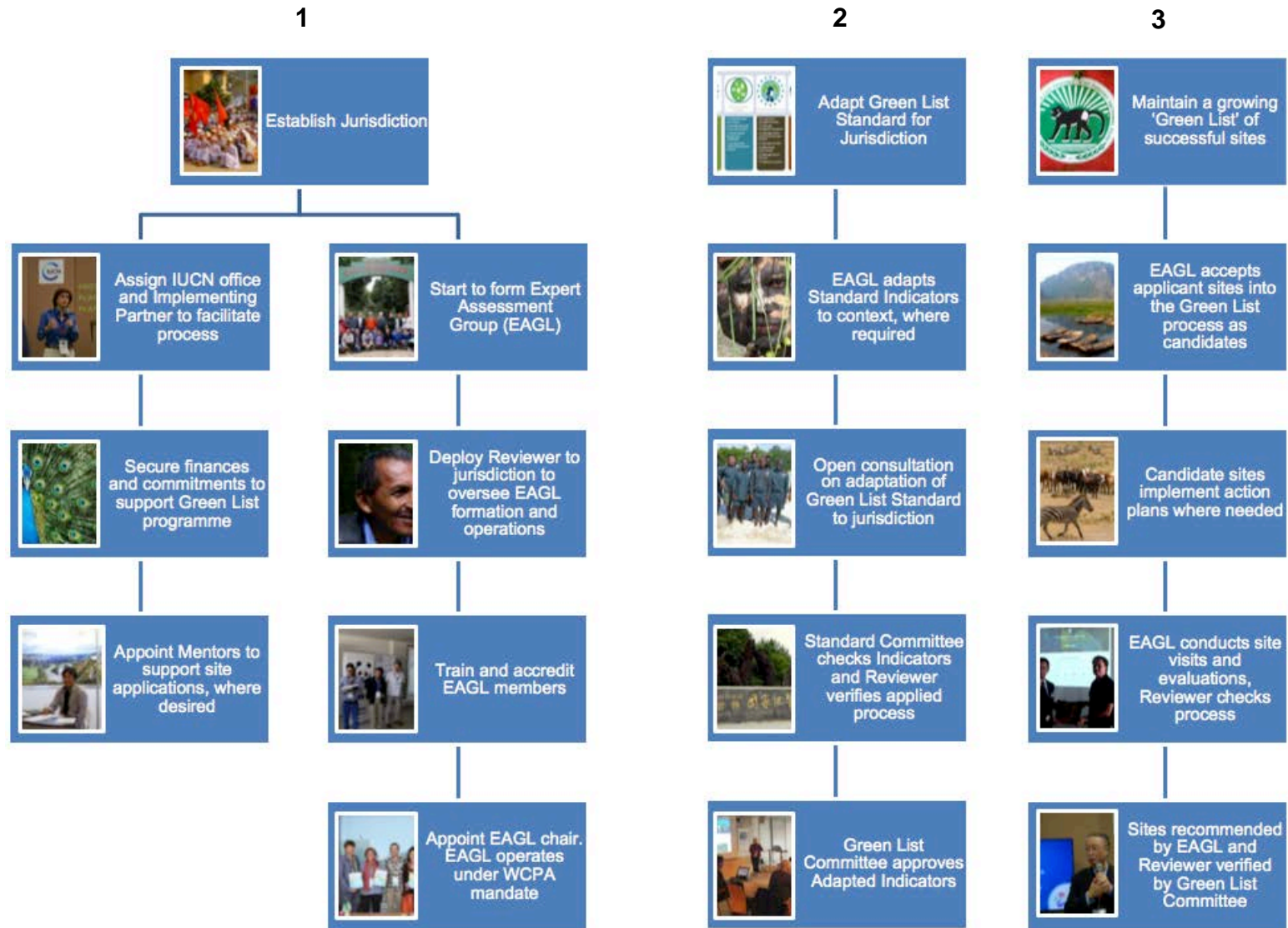


Figure 3: Workflow of the Green List Programme summarised into three phases

The IUCN Green List User Manual

Overview of the User Manual

The IUCN Green List User Manual ('User Manual') describes how:

- the IUCN Green List Standard is developed and maintained
- the different roles in the Green List Programme are defined
- new jurisdictions are accepted into the Green List Programme
- PAs voluntarily commit to the IUCN Green List Standard
- PAs are evaluated against the IUCN Green List Standard, and
- observance of the rules and procedures of the User Manual is verified.
- In addition, the User Manual contains guidance (see Annex) on various aspects that helps users understand and implement the rules and procedures of the Green List process.

The User Manual is intended for all participants in the IUCN Green List Programme. However, different chapters apply to different participants, for different purposes:

Chapter 1 is aimed at IUCN Secretariat and Regional Offices staff as well as scientific experts appointed by IUCN to develop and maintain the IUCN Green List Standard and the associated set of Generic Indicators for evaluating compliance. The chapter covers the procedures for developing and maintaining the IUCN Green List Standard and its Generic Indicators. Chapter 1 describes the process by which the Standard and its Generic Indicators are reviewed, which is envisaged to happen every four years to match the IUCN quadrennial programme cycle.

Chapter 2 is primarily aimed at Implementing Partners (IUCN or other partners) and members of the 'Expert Assessment Groups for the Green List' (EAGLs). Among other tasks, it is the EAGLs who may propose adaptations to the Generic Indicators of the IUCN Green List Standard to ensure they are applicable to the respective regional or thematic context. This chapter is relevant for the initiation of the Green List Programme in a certain jurisdiction, since the Indicators (and any agreed Adaptations) are the basis for PA evaluations. Adapted Indicators are to be reviewed from time to time, so chapter 2 will be relevant at periodic intervals.

Chapter 3 is aimed at new jurisdictions interested in joining the programme and the Operations Team and Management Committee. It describes the process for accepting new jurisdictions into the Green List Programme.

Chapter 4 is aimed at all participants in the Green List Programme and outlines the process for Green Listing: PA managers and agencies wishing to join the Green List Programme, Implementing Partners and Mentors who support PA managers in their Green List efforts, EAGL members who evaluate PAs towards the Indicators (including any agreed Adapted Indicators), Reviewers who ensure that the Green List processes have been followed, the Green List Committee members who verify achievement of the IUCN Green List Standard ('Green Listing'), and the Management Committee and Operations Team who direct and support the Green List Programme.

Chapter 5 is aimed at all participants in the Green List Programme. It describes their roles and responsibilities, the qualifications the different participants in the Green List Programme need to have and how they operate.

Chapters 6-9 are aimed at all participants in the Green List Programme. This section defines the circumstances under which variations to the rules and procedures of the IUCN Green List Programme might be granted, how information needs to be maintained and published, and where, and how any complaints related to the Green List Programme are dealt with.

Where the rules and procedures do not prescribe how to achieve a certain task, the respective participants are free to choose the most appropriate way. Where there is uncertainty, the Green List Operations Team is available at greenlist@iucn.org for guidance and advice.

Aims of the Green List User Manual

The User Manual, its rules, procedures and guidance have been written to ensure:

- Independence, transparency and objectivity of Green List governance, PA evaluation and decision-making
- Focus on outcomes
- Scalability
- Broad stakeholder engagement
- Simplicity and cost-effectiveness
- Accordance with existing IUCN and WCPA regional capacity and frameworks
- Consistency with existing IUCN guidance on PAs
- Accordance with existing IUCN positions and procedures related to rights, equity and justice in conservation efforts.

The User Manual has been designed to reflect the reality of PAs globally. Its rules and procedures are meant to provide sufficient robustness for all stakeholders to trust the Green List Programme, while being easy and cost-effective to apply in practice.

The rules and procedures in the User Manual currently meet many, but not all, of the requirements of the ISEAL Codes of Good Practice. However, IUCN is committed to adapting the rules and procedures when appropriate to eventually fully comply with all the ISEAL Codes.

Operative Terms used in this Manual

The following terms indicate which rules and procedures in the User Manual are mandatory and which are recommended.

Term	Explanation
Shall / must / have to	Indicate requirements that are mandatory and have to be followed in order to comply with the rules and procedures.
Should	Indicates a recommended course of action to meet a requirement, without mentioning or excluding others. The requirement can be met in different ways, provided compliance can be demonstrated and justified.
May / might / can / could	Indicate a possible course of action.

(Source: Adapted from ISO/IEC Directives Part 2: Rules for the structure and drafting of International Standards and FSC-STD-20-006 (V3-0) EN Stakeholder consultation for forest evaluations, August, 2009).

(Also see: ISEAL Code of Good Practice for Setting Social and Environmental Standards, version 6 December 2014, <http://www.isealalliance.org/online-community/resources/iseal-standard-setting-code>).

Using the Green List online portal COMPASS

IUCN's online portal COMPASS (Community of Protected Areas Sustainability Standard) hosts information relating to the Green List Programme.

The IUCN Green List Programme is supported by an online portal called COMPASS. This is a document management system that facilitates the drafting, updating, storing, sharing, submitting and approving any documents related to the IUCN Green List Standard, Adapted Indicators, and all documentation on PAs as per chapter 8 of this document. All participants in the Green List Programme are granted access (in full or restricted, depending on their role) to COMPASS and shall use it for Green List processes. A login is required to access content on this platform. IUCN Green List participants include PA management bodies and their parent agencies / governance institutions (as appropriate), Mentors, EAGLs, Reviewers, the Green List Committee, the Management Committee, the Standard Committee, and the Operations Team.

Basic guidance on how to use COMPASS is provided in the Annex of this User Manual. More detailed instructions (called "How To...") can be found in the COMPASS libraries. All COMPASS users are encouraged to view the online tutorial to get them started, which is flagged on the COMPASS homepage <https://iucn.my.salesforce.com/>. Training on the use of COMPASS is available on request from the Operations Team, tailored for participants.

Glossary

The Glossary is designed to ensure a common understanding of the User Manual's rules and procedures and the Green List Programme.

Term	Explanation
Action Plan	Document that outlines specific activities, tasks and schedules to be undertaken by PA managers / PA agencies to meet Green List criteria.
Adapted Indicators	Some of the Generic Indicators of the IUCN Green List Standard may need to be adapted at the jurisdictional level to reflect the diverse thematic, legal, cultural, social and bio-geographical conditions of PAs in different parts of the world.
COMPASS	'Community of Protected Areas Sustainability Standard', which is IUCN's online portal to administer and access data, enable information sharing and communication for the Green List Programme. COMPASS holds the Components and Criteria of the IUCN Green List Standard, its Generic and Adapted Indicators, PA evaluations, Green Listed PAs, rules and procedures, and members of the Green List governance bodies. It is accessible for all participants in the Green List process. COMPASS uses the software 'Salesforce' provided to IUCN through the 'Power of Us' Programme of the Salesforce Foundation (www.salesforce.org).
Component	The IUCN Green List Standard is organised into four high level Components to indicate successful conservation in protected and conserved areas. The Components of the IUCN Green List Standard are approved by IUCN Council. The four components are: <ol style="list-style-type: none"> 1. Good Governance 2. Sound Design and Planning 3. Effective Management 4. Successful Conservation Outcomes Each Component consists of a set of Criteria, associated Indicators and suggested Means of Verification.
Conflict of Interest (Col)	A conflict of interest is a set of circumstances that creates a risk that professional judgement or actions regarding a primary interest (i.e. any decision-making aspect of the Green List Programme) will be unduly influenced by a secondary interest (i.e.

	support for a particular PA).
Conformity	Fulfilment of a requirement. <i>(Source: ISO 9000:2005)</i>
Consensus	General agreement, characterised by the absence of sustained opposition by any party and by a process that seeks to take into account the views of all parties concerned and to reconcile any conflicting arguments. Consensus need not imply unison. <i>(Source: adapted from ISO/IEC Guide 2:2004)</i>
Consent	<p>Permission for something to happen, or agreement to do something.</p> <p>Free, prior, and informed consent (FPIC) of affected indigenous and local communities is a requirement of ILO Convention 169 and the Convention on Biological Diversity 8(j). FPIC also forms a core part of IUCN's Environmental and Social Management System (ESMS).</p> <p>There is no internationally agreed definition of FPIC. However, the hallmarks of FPIC are commonly recognised as the following:</p> <ul style="list-style-type: none"> • Rights-holders have an inalienable right to participate in decision-making and to give or withhold consent without coercion, intimidation or manipulation • Agreement with rights-holders on activities that affect their legal and/or customary rights should be sought prior to commencing those activities • The foundation of the rights-holders' consent is an understanding of the full range of issues implicated by the activity or decision. <p><i>(Source: Based on Colchester, M. and Mackay, F. (2004). In Search of Middle Ground: Indigenous Peoples, Collective Representation and the Right to Free, Prior and Informed Consent. Forest Peoples Programme. pp. 8-14. And Disko, S. and Tugendhat, H. (eds.) 2014. World Heritage Sites and Indigenous People's Rights. International Working Group on Indigenous Affairs and Gundjeihmi Aboriginal Corporation)</i></p> <p><i>(Also see: ILO Convention 169 - Indigenous Convention concerning Indigenous and Tribal Peoples in Independent Countries (Entry into force: 05 Sep 1991), based on the text of the CBD Strategic Plan 2011 to 2020, specifically the content of Aichi Target 11 (see: https://www.cbd.int/doc/strategic-plan/targets/T11-quick-guide-en.pdf))</i></p> <p><i>(Also see: IUCN's Environmental and Social Management System – Standard on Indigenous Peoples - www.iucn.org/about/values/)</i></p>
Conserved Area	A geographically defined area other than a Protected Area, which is governed and managed in ways that achieve positive and sustained long-term outcomes for the in situ conservation of

	biodiversity, with associated ecosystem functions and services and where applicable, cultural, spiritual, socio-economic, and other locally relevant values. (CBD/COP/DEC/14/8: https://www.cbd.int/doc/decisions/cop-14/cop-14-dec-08-en.pdf)
Criterion (plural, Criteria)	The Criteria of the IUCN Green List Standard are the globally consistent requirements, which every PA must meet in order to achieve Green List status. To comply with a Criterion, a PA must be judged to meet all of the associated Indicators.
Expert Assessment Group for the Green List (EAGL)	EAGLs are the expert bodies set up within a jurisdiction (e.g. a country or region within a country). The primary tasks of the EAGLs are to ensure that the Indicators and Means of Verification of the IUCN Green List Standard are adapted (where necessary), to properly reflect the intent of the IUCN Green List Standard in their jurisdiction, and to evaluate PAs against the Indicators.
Generic Indicators	Generic Indicators are the basis for assessing PA compliance with specific criteria, in any jurisdictional or thematic context.
Governance (of Protected Areas)	The interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken and how citizens or other stakeholders have their say. <i>(Source: Graham, J., Amos, B. and Plumtree, A. (2003). Governance principles for protected areas in the 21st century, a discussion paper. Institute on Governance in collaboration with Parks Canada and Canadian International Development Agency, Ottawa)</i>
Governance body	A governance body is an entity of key actors holding authority, responsibility and accountability for the main decisions affecting the protected or conserved area. It may be that entity holding authority de jure, formally attributed authority and responsibility, but also an entity who makes decisions de facto, and may include customary and culture-specific institutions. <i>(Source: Borrini-Feyerabend, G., N. Dudley, T. Jaeger, B. Lassen, N. Pathak Broome, A. Phillips and T. Sandwith (2013). Governance of Protected Areas: From understanding to action. Best Practice Protected Area Guidelines Series No. 20, Gland, Switzerland: IUCN. p.10, p.45)</i>
Green List Committee	The Green List Committee is the body responsible for taking Green Listing decisions and approving adaptations of the Generic Indicators.
Implementing Partners	Implementing Partners are the organisations, agencies or associations that help implement the IUCN Green List Programme in any jurisdiction. They may comprise IUCN regional or country offices, IUCN National Committees, and IUCN member organisations. They may also be government agencies, academic

	<p>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 conflict of interest guidance. Consortia (i.e. multiple partners) are also possible. Implementing Partners support the establishment and operations of Green List structures and entities in any given jurisdiction. Implementing Partners also help to resource and to promote the Green List Programme, as well as participating sites, within their jurisdiction.</p>
Indicator	<p>A quantitative or qualitative variable which can be measured or described, and which provides a means of judging whether a PA complies with the requirements of a Criterion. Indicators define successful PA performance at the jurisdictional level and are the primary basis of PA assessment against the IUCN Green List Standard.</p> <p><i>(Source: adapted from FSC STD 60-002 Structure and Content of National Forest Stewardship Standards, V1-0)</i></p>
Indigenous peoples	<p>IUCN's use of the term 'Indigenous Peoples' follows the definition or 'statement of coverage' contained in the ILO Convention 169 on Indigenous and Tribal Peoples in Independent Countries. Therefore, it includes:</p> <ul style="list-style-type: none"> • Peoples who identify themselves as 'indigenous' • Tribal peoples whose social, cultural, and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations • Traditional peoples not necessarily called indigenous or tribal but who share the same characteristics of social, cultural, and economic conditions that distinguish them from other sections of the national community, whose status is regulated wholly or partially by their own customs or traditions, and whose livelihoods are closely connected to ecosystems and their goods and services. <p><i>(Source: IUCN's Environmental and Social Management System – Standard on Indigenous Peoples)</i></p>
Jurisdiction	<p>The locality, country, region or other geographic area that engages as one entity with the Green List Programme. Each jurisdiction will be supported by an Expert Assessment Group – Green List (EAGL) who will engage and evaluate PAs within the jurisdiction. The designation of geographical entities in this publication, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN or other participating organisations concerning the legal status of</p>

	any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.
Management Committee	The Management Committee oversees the strategic development of the Green List Programme, but does not take decisions on inclusion (or removal) of a site on the Green List.
Management effectiveness	<p>Management effectiveness refers to how well a PA is managed in relation to the Indicators of the IUCN Green List Standard. Broadly, management effectiveness, the extent to which management of a site protects the site values and achieves the specific site goals and objectives.</p> <p><i>(Source: Hockings, M., Stolton, S., Leverington, F., Dudley, N. and Courrau, J. (2006) Evaluating Effectiveness: A framework for assessing management effectiveness of protected areas. 2nd Ed. IUCN Gland, Switzerland and Cambridge, UK)</i></p>
Marginalised Groups / people	Marginalised groups or marginalised people are those that are placed in an unimportant or powerless position within a society or group, due to the interplay of different personal characteristics or grounds, such as sex, gender, age, ethnicity, religion or belief, health status, disability, sexual orientation, gender identity, education or income.
Means of Verification	<p>For each criterion of the IUCN Green List Standard, a set of Generic Indicators and associated Means of Verification is maintained by IUCN. These represent a source of information that allows an assessor evaluate whether an Indicator is met. Means of Verification help provide clarity to PA managers / PA agencies and assessors. Means of Verification have to be provided, but they can vary depending on the jurisdictional context.</p> <p><i>(Source: FSC-STD-20-002 (V3-0) EN Structure, content and local adaptation of Generic Forest Stewardship Standards</i> https://ic.fsc.org/preview.fsc-std-20-002-v3-0-en-structure-content-and-local-adaptation-of-generic-forest-stewardship-standards.a-522.pdf<i>)</i></p>
Mentor	Mentors assist PAs in measuring their performance, identifying key areas for improvement and demonstrating their success in the context of the Green List Standard.
Operations Team	The Operations Team administer, implement and further develop the Green List Programme.
Independent Assurance Provider	The Independent Assurance Provider is an expert body ensuring independence of standard-setting and evaluation as well as adequate levels of competence of the parties involved in the Green List process. The current Independent Assurance Provider is Assurance Services International (ASI).
PA representative	An individual will be responsible for the Green List application of a site. This can be the PA Manager or an appropriate member of staff of the site or of the respective PA agency, and this person

	will take the lead on the site's Green List application.
Participants	In the context of the Green List Programme, 'Participants' refers to all groups and individuals described in Chapter 5 of this User Manual, i.e. IUCN Council, IUCN Director General, Green List Committee, Management Committee, Operations Team, Standard Committee, PA management bodies and their parent agencies / governance institutions (as appropriate), Mentors, EAGLs, Reviewers and Implementing Partners.
Protected Area (PA)	IUCN describes a PA as a clearly defined geographical space, recognised, dedicated and managed through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values. There are seven types of PAs within six IUCN management categories for PAs. In addition, IUCN recognises four PA governance types that can apply to each of the management categories.
Region	The IUCN Secretariat and Commission support members and partners through a regional approach. IUCN recognises a number of geographic regions and aligns programme governance and administration accordingly. As the IUCN Green List Programme develops, alignment with IUCN Regional Structures will facilitate implementation, networking and growth.
Reviewer	Reviewers are independent qualified auditors or individuals with relevant experience working in a specific jurisdiction or across various jurisdictions. Their role is to ensure that the rules and procedures of this User Manual are consistently applied in the Green List process.
Rights-holder	Actor that is endowed with legal or customary rights with respect to land, water and/or natural resources.
Site	A site is a geographical area on land and/or in water with defined ecological, physical, administrative or management boundaries that is actually or potentially manageable as a single unit or complex of units (e.g. a protected area or conserved area). For this reason, very large-scale biogeographic regions such as eco-regions, biodiversity hotspots, and land-/seascapes containing multiple and disparate management units, are not considered to be sites.
Site values	Site values, as noted in the IUCN Green List Standard, are natural and cultural attributes. Natural site values include species, ecosystems and parts of the natural environment or the products of management and appropriate use that give the site importance and that site management aims to conserve or retain.
Stakeholder	Individual or organisation who possesses direct or indirect interests and concerns about a site, but does not necessarily enjoy legal or customary entitlements. Examples for stakeholders are local communities or conservation organisations. In the context of the Green List, anyone involved in evaluating PAs or

	making decisions about the Green List status of a PA, shall not be considered a stakeholder (i.e. members of an EAGL and the governance entities, as well as Reviewers).
Standard	The IUCN Green List Standard developed on behalf of and approved by the IUCN Council for the purpose of recognising, benchmarking, motivating and incentivising successful PA management worldwide.
Standard Committee	The Standard Committee is established by the Green List Committee and is responsible for drafting and revising the Green List Standard and its Generic Indicators, as well as reviewing any adaptations of Generic Indicators.
Threshold	<p>A threshold is the point at which there is an abrupt change in an ecosystem quality, property or phenomenon, or where small changes in an environmental driver produce large responses in the ecosystem. For protected areas, thresholds are used to determine points at which major ecological values change from being in healthy (good) condition to compromised (fair) condition or impaired (poor) condition. Thresholds may also be established for non-ecological protected area values, using similar approached.</p> <p><i>(See: Groffman, P.M., Baron, J.S., Blett, T., Gold, A.J., Goodman, I., Gunderson, L.H., Levinson, B.M., et al. (2006). Ecological thresholds: the key to successful environmental management or an important concept with no practical application? Ecosystems 9, no. 1: 1-13).</i></p>
Trigger(s)	<p>Triggers can set in motion a review of a PA's Green List status over and above the normal review and renewal cycle. Triggers can stem from developments that have the potential to negatively impact the performance of the PA, which could result in the PA falling out of compliance with the Criteria of the IUCN Green List Standard. These developments could include:</p> <ul style="list-style-type: none"> • Changes in governance of the PA • Changes in management of the PA • Industrial activities or cumulative activities • Natural disasters or major stochastic events.
Variation	Deviations from the rules and procedures, which, depending on the context, may be granted by the Green List or Management Committees or by the Reviewer (at jurisdictional level).
Verification	<p>Confirmation, through the provision of objective evidence, that specified requirements have been fulfilled.</p> <p><i>(Source: ISO 22000:2005)</i></p>
World Commission for Protected	The WCPA is a professional network of over 2,250 members in over 140 countries to promote the establishment and effective management of a worldwide representative network of terrestrial

Areas (WCPA)	and marine PAs.
WCPA Regional Vice Chair	A person leading and developing the WCPA network in a region. In the context of the Green List Programme, WCPA Regional Vice Chairs make recommendations and proposals for EAGL membership, and convene approved EAGL members.

Acronyms

The following acronyms appear in the User Manual.

CBD	UN Convention on Biological Diversity
COMPASS	Community of PA Sustainability Standard
EAGL	Expert Assessment group for the Green List
FSC	Forest Stewardship Council
ILO	International Labour Organisation
ISEAL	International Social and Environmental Accreditation and Labelling Alliance
ISO	International Organisation for Standardization
IUCN	International Union for Conservation of Nature
PA	Protected and Conserved Area(s)
ToR	Terms of Reference
UNEP-WCMC	United Nations Environment Programme - World Conservation Monitoring Centre
WCPA	IUCN World Commission on Protected Areas

1 The IUCN Green List of Protected and Conserved Areas Standard

This chapter specifies IUCN’s rules and procedures to develop and approve the IUCN Green List of Protected and Conserved Areas Standard (the ‘IUCN Green List Standard’) and its Generic Indicators, and how the Standard is maintained over time. These rules and procedures were followed for the development and refinement of Version 1.1 of the Standard.

These rules and procedures shall be reviewed and may be revised by the Green List Management Committee or an Independent Assurance Provider appointed by it, taking account of any stakeholder comments that have been received up to that time, prior to their implementation for any future review or revision of the IUCN Green List Standard and its Indicators.

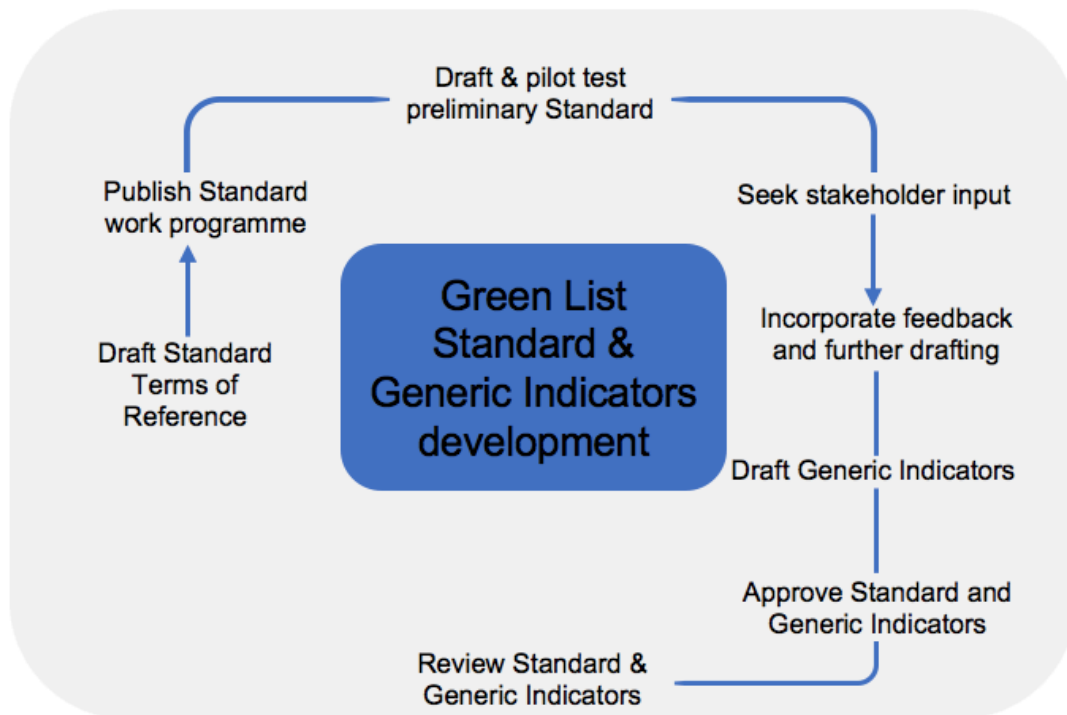


Figure 4: Green List Standard and Generic Indicators development (simplified)

1.1 IUCN Green List Standard terms of reference

The objective of the Green List Standard is to provide a global benchmark for PAs to assess whether they are achieving successful conservation outcomes through effective and equitable governance and management. The IUCN Green List Standard includes globally consistent Components and Criteria, which are supported by Indicators to measure site performance.

The Green List Standard shall specify the level of performance that a PA must achieve in order to be recognised as a 'Green List' site on the IUCN Green List of Protected and Conserved Areas.

The Green List Standard shall be designed to be applicable to sites that meet the current IUCN definition of a protected or conserved area, of any type or scale, of any governance arrangement, and in any region of the world, consistent with the achievement of the IUCN Green List Standard's objective. Other areas that may not align (or willingly associate) with the IUCN definition of a PA, yet can potentially demonstrate that they achieve the requirements of the Green List Standard, may be admitted to the Programme on a case-by-case basis.

The IUCN Green List Standard content and structure shall meet the following provisions:

- **The Green List Standard shall include introductory sections** describing its objectives, its scope of application, and providing a general description of the mechanisms for its verification and of the claims that may be made in relation to PAs that are verified as meeting the Standard's requirements.
- **The Green List Standard shall include an approval date**, and in the case of an updated version, any transition period that may apply before the updated version comes into effect.
- **The Green List Standard shall specify Criteria** that together comprise a succinct yet coherent set of requirements that, if met, are expected to reliably and consistently identify PAs in accordance with the Standard's objective.
- **The Criteria shall be organised into a limited number of Components** that represent key aspects of PA performance. Each Component shall be supported by a statement that explains that Component's importance in relation to the achievement of the Standard's objectives.

NOTE: See available guidance Where to find the IUCN Green List Standard on COMPASS.

The Criteria of the IUCN Green List Standard:

- Shall be drafted with the intent that **any PA could potentially make the changes and improvements necessary to meet the Standard's requirements.**
- May be expressed in terms of process, management or performance requirements.

- May include requirements relating to data collection and reporting designed to facilitate the monitoring and evaluation of progress toward achieving the Standard's objectives.
- **Shall be drafted so that conformity can be assessed for any PA within the scope of the IUCN Green List Standard**, without the need for subsequent modification or adaptation at the level of the Criterion.
- Shall be drafted to minimise ambiguity in interpretation.
- Shall be drafted taking account of the fact that **a set of more detailed Generic Indicators will accompany each Criterion** that provides the basis for assessing compliance with the Criterion in specific jurisdictional or thematic contexts (see box below). These Generic Indicators will be accompanied by Means of Verification that PAs might use to demonstrate compliance with the requirements of the Indicators.
- Shall not favour any particular technology or patented item.

The IUCN Green List Standard shall be accompanied by guidance documentation, such as this User Manual, which includes a glossary of key terms required to guide its consistent interpretation and implementation.

Achieving Global Consistency and Local Applicability

The IUCN Green List Standard is intended to provide a globally consistent benchmark for the identification of successful PA performance, applicable in the full range of legal, cultural, social, geographical and ecological conditions of such sites around the world.

Global consistency is provided through the definition of a single, globally applicable set of Criteria. The Criteria define the level of performance that must be achieved by any PA, anywhere in the world, in order to be recognised on the IUCN Green List of Protected and Conserved Areas.

A set of Generic Indicators serves as the basis for assessing compliance with the IUCN Green List Standard and its Criteria in any jurisdictional or thematic context.

Local applicability is achieved through adaptation of the Generic Indicators to the context and characteristics of each Green List jurisdiction where needed.

Conformity with the IUCN Green List Standard cannot be evaluated without the use of Generic Indicators or Adapted Indicators approved by the Green List Committee.

The process for the development and approval of Adapted Indicators is outlined in chapter 2 of this document.

1.2 Work programme for the IUCN Green List Standard development

The working language for the development of the IUCN Green List Standard shall be English.

NOTE: The support of the Green List Operations Team ('Operations Team') and/or EAGLs will be sought to ensure that key documents are officially translated and consultation takes place in local languages wherever possible.

Any decision to develop and further revise the IUCN Green List Standard shall be publically announced by IUCN together with a summary of the development process that shall include:

- A summary of the Terms of Reference for the IUCN Green List Standard, including the scope, objectives and justification of the need for the Standard.
- The steps in the standard-setting process, including the timelines and clearly identified opportunities for contributing.
- Decision-making procedures, including how decisions are made and who makes them.

The work programme and timetable for the development and any subsequent revision of the IUCN Green List Standard shall be updated and published by IUCN on an ongoing basis.

NOTE: As the result of public consultation from 2014 to 2017, a series of workshops and meetings and pilot testing, Version 1.1 of the IUCN Green List Standard was adopted by the IUCN Council in November 2017. The text of the Standard is available on COMPASS and on the IUCN website.

1.3 Conducting stakeholder consultation

For future version revisions of the Standard (e.g. Version 1.1 to Version 2.0) IUCN shall publish the draft IUCN Green List Standard for public consultation, together with a form for the submission of comments.

The Management Committee, through the Operations Team, shall establish and maintain a stakeholder contacts list, including a broad range of relevant stakeholders from within IUCN (Commission experts, member representatives, IUCN Council members, global Secretariat staff, national Committees), as well as identified stakeholders from the global public. The list of stakeholders shall be accessible to any interested party on request.

The Operations Team shall contact all stakeholders on its contact list informing them of the ongoing IUCN Green List Standard development process and inviting comments on the current draft Standard, with a minimum 60-day period in which comments may be submitted. Relevant information should also be freely shared across IUCN and made publically accessible by IUCN.

At the end of the specified comment period, the Operations Team shall collate all comments received and prepare a general synopsis for the Management Committee.

1.4 Incorporating stakeholder feedback and further drafting

At the end of the specified comment period, the Management Committee shall request that the Standard Committee (together with additional invited experts representing any of the areas of expertise or experience indicated in the Standard Committee Terms of Reference, but not represented on the group) convene to review the revised version of the IUCN Green List Standard.

The Standard Committee and invited experts shall review the draft Standard and propose revisions in accordance with the Standard's Objective and the aims of the IUCN Green List Programme, as well as this User Manual, taking account of the stakeholder comments previously received.

Additional experts may be invited to provide advice or support to the Standard Committee on particular issues, or for particular purposes such as ensuring editorial consistency or clarity.

The Operations Team shall support the Standard Committee to finalise the revised draft of the IUCN Green List Standard

The Standard Committee shall present its report on the revised version of the IUCN Green List Standard to the Green List Committee for approval.

If substantive, unresolved issues persist, or insufficient feedback has been received from key stakeholder groups, the steps under 1.4 and 1.5 should be repeated as necessary.

1.5 Drafting Generic Indicators

The Standard Committee shall draft a set of Generic Indicators that define how each Criterion of the Green List Standard is to be assessed. The Generic Indicators shall be submitted to the Management Committee and the Green List Committee and then be published by the Operations team, for a 30-day stakeholder review and comment period.

The Standard Committee shall finalise the draft set of Generic Indicators, taking account of any comments received.

Additional experts may be invited to provide advice or support to the Standard Committee on particular issues, or for particular purposes such as ensuring editorial consistency or clarity.

The Standard Committee shall determine if any further work is required before the Indicators are ready to be submitted to the Green List and Management Committees for review.

For each Generic Indicator, one or more potential means of verification shall be listed by the Standard Committee. The means of verification do not need to be approved.

1.6 Approving the IUCN Green List Standard and its Generic Indicators

When the Standard Committee determines that the IUCN Green List Standard and the Generic Indicators are ready to be submitted for approval by the Green List Committee, the **Operations Team shall prepare a report** that:

- Summarises the Standard and Generic Indicators development process to date, demonstrating how the approved rules and procedures have been implemented, and including a clear description of any departure from them together with the justification for any such departure.
- Explains the main issues and concerns raised during the process, and explains how these have been responded to.
- Includes a summary of all comments received during the last period of consultation and an explanation of how these comments have been responded to in the final draft of the Standard and the Generic Indicators.
- Includes as an Annex the final version of the draft Standard including the Generic Indicators submitted for approval.

The Operations Team shall submit the report to the Green List Committee together with the recommendations of the Standard Committee.

Green List Committee shall review the revised Green List Standard, the Generic Indicators and the report on the process for its development to determine whether the approved development process has been followed, and whether the IUCN Green List Standard and its Generic Indicators meet the defined objectives.

If the Green List Committee determines that the procedures for Standard development have not been fully implemented or that the revisions to the IUCN Green List Standard and/or its Generic Indicators do not meet its defined objectives, the Committee shall document its concerns and specify what actions it considers necessary to address these concerns.

If further revisions to the IUCN Green List Standard and/or its Generic Indicators are required, then such revisions shall be drafted and agreed on by the Standard Committee before the revised Standard and/or its Generic Indicators are re-submitted to the Green List Committee for its review.

When the Green List Committee is satisfied that the procedures for Standard development have been fully implemented and that the amendments to the IUCN Green List Standard and/or its Generic Indicators meets its objectives, **the Operations Team shall document the decisions and submit the IUCN Green List Standard (its Components and Criteria) to the IUCN Council** together with its recommendation that the Council should approve.

The decision to approve the Green List Standard shall be made by the IUCN Council in accordance with its published procedures.

If the IUCN Council does not approve the Green List Standard, the Management Committee shall determine what further action is required, and by which body, prior to re-submission.

1.7 IUCN Green List Standard and Generic Indicator review and revision

The Operations Team shall keep a file of all comments received on the Green List Standard and its Indicators after their approval, on behalf of the Standard Committee. **It shall also keep track of any IUCN policies, standards, directives, guidelines and advice notes that are published** and that are relevant for the interpretation of the Green List Standard's Criteria. The Operations Team shall reference these on COMPASS.

The Operations Team shall review the comments and the relevant published IUCN documents on an ongoing basis with a view to providing guidance on interpretation

for use by the Green List and Standard Committees, EAGLs, PA Managers and others, and for proposals for future revisions, as required.

Administrative and non-substantive changes to the IUCN Green List Standard and/or its Generic Indicators may be made at any time at the discretion of the Standard Committee with oversight from the Management Committee. These do not require a formal revision process though any changes that are made shall be noted to stakeholders in the subsequent revision process and published in a list of changes by IUCN. Administrative and non-substantive changes do not affect the regular review and revision cycle but shall require a new version number of the Green List Standard or its Indicators, as applicable, to be issued and published by IUCN (e.g. Version 1.1; 1.2; 1.3 etc.).

Within a maximum of five years from the approval date of any new version of the IUCN Green List Standard, the Management Committee shall formally consult with the Green List Committee and the EAGLs to determine whether the IUCN Green List Standard and/or its Generic Indicators need to be revised. This consultation will usually occur ahead of the IUCN quadrennial programme review, prior to each World Conservation Congress. If it is determined that a revision is desirable, the rules and procedures specified above shall be followed, as applicable to the revision of the IUCN Green List Standard and its Indicators respectively.

2 Adapting the Generic Indicators

The IUCN Green List is a benchmark for defining success in PAs. It does so through globally consistent criteria that set the benchmark for exemplary PA governance, design, planning and management, which are the preconditions for strong conservation outcomes.

A set of Generic Indicators are the basis for judging whether a PA complies with the IUCN Green List Standard. However, some of the Generic Indicators for PAs may need to be adapted at jurisdictional level to reflect the diverse thematic, legal, cultural, social and bio-geographical conditions of PAs in different parts of the world and thus facilitate implementation of the IUCN Green List Standard.

This chapter describes the procedure for adapting Generic Indicators to jurisdictional contexts. The provisions of the procedure ensure consistency and transparency in Indicator adaptations of EAGLs. It will thereby lead to replicable results and enhance the credibility of the whole Green List Programme.

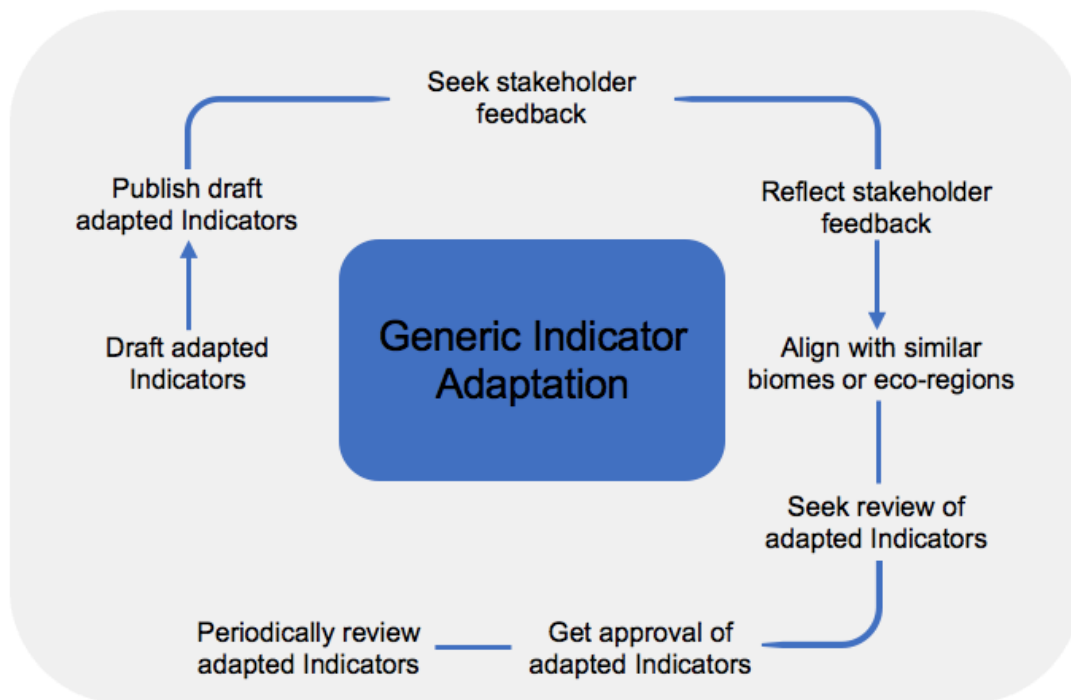


Figure 5: Adapting the Generic Indicators

2.1 Framework for the Adapted Indicators

Generic Indicators shall only be adapted where the context of the respective jurisdiction make this necessary. The respective EAGL shall determine which Indicators need adaptation.

The **Adapted Indicators must specify the jurisdiction (e.g. country, region)** to which they may be applied and shall include a version number.

At the time of their submission, the **Adapted Indicators must comply with the latest versions of all effective IUCN policies, standards, directives, guidelines and advice notes that are relevant** for the interpretation of the Criteria of the IUCN Green List Standard. In particular, IUCN’s Environmental and Social Management System (see here: <https://www.iucn.org/resources/project-management-tools/environmental-and-social-management-system>) and relevant IUCN resolutions (search by criteria here: <https://portals.iucn.org/library/resrec/search>). EAGLs may seek guidance from the Operations Team or IUCN Secretariat staff in identifying which ones they are.

Note that a PA may not need to meet all Indicators. An applicant PA only has to meet those Indicators that apply to the particular IUCN PA category and governance type, as advised by the EAGL.

2.2 Indicators

There must be an Indicator(s) for every criterion of the IUCN Green List Standard. Where a criterion includes several requirements, associated Indicators shall be developed for each requirement. Criteria and requirements of the IUCN Green List Standard cannot be waived due to existing relevant legislation in the respective jurisdiction.

- The Indicators shall apply to all PAs of the respective jurisdiction.
- Each Indicator must specify outcomes or levels of performance that can be measured (qualitatively or quantitatively) or assessed during an evaluation.
- Indicators shall only include elements that contribute to achieving the objective of the respective IUCN Green List Standard criterion.
- Indicators shall not favour a particular technology or patented item.
- Where possible, Indicators should be free from subjective elements such as “best available”.
- Where Indicators include qualitative terms, guidance should be provided on how EAGLs should apply their expertise when judging whether an Indicator has been met by a PA.
- Indicators should be measureable or assessable at a reasonable cost.
- The Indicators shall be written using a clear and consistent vocabulary.
- The meaning of the Indicators and the levels of performance required to meet the Indicators should be clear to the reader.
- Every Indicator should include at least one example for potential means of verification.

2.3 The adaptation process

The EAGL shall **draft the Adapted Indicators and any exemplary means of verification in an official language of the country/region or in a language that is more commonly spoken** in the environment of the PAs to be evaluated.

The EAGL shall **publish its draft Adapted Indicators and potential means of verification** with the help of the Operations Team and **seek stakeholder input**, which shall be submitted to the EAGL and to its Reviewer.

The EAGL shall use consultation methods that are appropriate to the consulted stakeholder group(s).

The EAGL shall reach out to at least the following stakeholders (or their equivalent) in the respective jurisdiction:

- PA Agencies and authorities

- National NGOs that are involved or have an interest in environmental or social aspects of PA management, either at the national level, or at the regional level
- Representatives of Indigenous Peoples and local communities that are involved or have an interest in PA management either at the national level, or at the regional level
- Representatives of PAs and PA workers
- Representatives of the tourism industry (if relevant for the respective PA)
- Representatives of research and education institutions.

The EAGL shall **allow stakeholders 30 days for the submission** of comments on the draft of the Adapted Indicators and Means of Verification to the EAGL and to the Reviewer.

Where the EAGL cannot develop a consensus with stakeholders regarding adaptation of the Generic Indicators, the EAGL shall **accommodate stakeholder concerns** by:

- comparing Adapted Indicators and means of verification that have been set by other EAGLs to see how similar issues have been addressed
- seeking written guidance from the Standard Committee on the issues to find an adequate solution.

The EAGL shall prepare a short report describing the main issues where stakeholders have sustained disagreement with the Adapted Indicators or where significant differences of opinion about appropriate Indicators were expressed by stakeholders, and explaining the basis on which the EAGL made its decisions in relation to these Indicators. The report on stakeholder submissions shall be posted as an attachment to the Adapted Indicators.

NOTE: The stakeholder consultation is designed to ensure conformity with the requirements of the *ISEAL Code of Good Practice for Setting Social and Environmental Standards*. In consulting with stakeholders, the EAGL should follow the guidance provided in this document's Annex.

The EAGL should be able to demonstrate that the requirements of its Adapted Indicators are broadly **in line with similar biomes or eco-regions**. To this end, the EAGL may consult COMPASS to check other EAGL adaptations or may contact the Green List Operations Team on the status of Adapted Indicators of other EAGLs.

When the adaptation process has been concluded, all the indicators that have been adapted shall be translated into English. **The EAGL shall ensure the accuracy of the translation, with Reviewer oversight that the translation is sufficient.**

The **EAGL shall post the following records on COMPASS:**

- The complete set of Adapted Indicators (in the EAGL’s working language and in the official English translation) and the means of verification
- Names of stakeholders invited to comment on the Adapted Indicators
- All stakeholder comments on Indicator adaptations
- Other sources of information taken into account when adapting the generic Indicators
- Summary of EAGL discussions on Adapted Indicators to make suggested changes clear.

As a **reference to legal compliance**, the EAGL should identify and post as attachments on COMPASS:

- A list of key national and local PA law and administrative requirements which apply in the jurisdiction in which the Adapted Indicators are to be used
- A list of multilateral environmental agreements that the jurisdiction has ratified, relevant to the Adapted Indicators.

NOTE: See the available guidance [How to upload information on Adapted Indicators to COMPASS](#).

Posting the listed records on COMPASS will trigger the **Reviewer and the Standard Committee to examine the Adapted Indicators and potential means of verification within 30 days**. The Reviewer shall verify that the process for adapting the Generic Indicators was conducted in line with the provisions of this User Manual. The Standard Committee shall verify that the adaptation does not compromise the quality benchmark of the IUCN Green List Standard. The Standard Committee shall also examine whether the suggested means of verification are suitable for providing evidence that a required performance level is met.

The Reviewer and Standard Committee shall post their findings in this respect on COMPASS. Depending on the Reviewer’s and the Standard Committee’s feedback, the EAGL may need to make changes to draft Adapted Indicators. Where the EAGL does not follow the Reviewer’s and Standard Committee’s recommendations, it shall justify this in writing.

Once the Reviewer and Standard Committee are satisfied that the Adapted Indicators are adequate, they shall use COMPASS to **submit the Adapted Indicators to the Green List Committee**. The Green List Committee shall respond within 7 days with any requests for changes. If there is no feedback from the Green List Committee within that timeframe, the Adapted Indicators shall be considered approved.

NOTE: See the available guidance [How to verify the Indicator adaptation process on COMPASS](#).

If further revisions are requested for approval of the Adapted Indicators, any ongoing PA assessments and evidence provided by the PAs will have to be reviewed by the PA and the EAGL to ensure they meet the approved Adapted Indicators.

The EAGL and the Operations Team will be notified via COMPASS when the Adapted Indicators have been approved by the Green List Committee. The Operations Team shall then **publish the approved Adapted Indicators** in their original language and in English.

The EAGL **shall periodically review its Adapted Indicators**, including means of verification, to:

- Bring them into conformity with any new or revised Generic Indicators as referenced on COMPASS
- Identify any aspects that may be in conflict with legal requirements in the jurisdiction in which the Adapted Indicators are to be used. Aspects of the Adapted Indicators that specify performance thresholds lower than the minimum legal requirements in the concerned jurisdiction shall be modified to ensure that they meet or exceed the minimum legal requirements. If other conflicts are identified, the EAGL shall evaluate them for the purpose of Green Listing and engage in stakeholder discussions to solve them (NOTE: Conflicts only occur where a legal obligation prevents the implementation of some aspect of the Adapted Indicators. It is not considered a conflict if the requirements of the Adapted Indicators exceed the minimum requirements for legal compliance)
- Reflect multilateral environmental agreements as they relate to the IUCN Green List Standard
- Ensure that the Adapted Indicators are applicable and practical in the jurisdiction concerned
- Take account of national environmental, social and economic perspectives
- Address issues that are of concern to any stakeholder group in the respective jurisdiction in the context of the Adapted Indicators.

Changes to approved Adapted Indicators have to be reviewed and approved by the Green List Committee.

3 Accepting new jurisdictions to the IUCN Green List Programme

The following process is how the Management Committee shall accept new jurisdictions into the IUCN Green List Programme, facilitated by the Operations Team.

Enabling conditions

New jurisdictions committing to engage in the Green List Programme should meet the following four enabling conditions:

- 1. Commitment from sites (or organisations managing sites) to the Green List Programme:** Participation in the Green List Programme is voluntary and requires commitment to implementing the IUCN Green List Standard by the PA Manager and relevant authorities, agencies or organisations involved with managing or supporting management of PAs. The commitment has to be expressed in writing to an IUCN Green List Operations Team member or Secretariat Staff (via greenlist@iucn.org), or WCPA Regional Vice Chair (see <https://www.iucn.org/commissions/world-commission-protected-areas/regions>), or to an IUCN Green List partner organisation.
- 2. Commitment to financial and/or in-kind support from at least one organisation:** Launching the Green List Programme in a new jurisdiction involves coordination costs to form and facilitate the EAGL: staff time costs to form and coordinate the EAGL, and logistical costs for at least 1 meeting of 2 to 3 days for EAGL training, and 1 evaluation meeting of the EAGL – 2 meetings per year; and, 5-10 days for a professional reviewer (assigned by ASI): an estimate to cover both (not including staff time) is USD 10,000 per year. Coordination costs are typically optimised by identifying ‘Implementing Partners’ in the country that are already working on PA management effectiveness and equitable governance. Financial support for the actions that PAs will need to undertake to reach the Green List Standard may be needed but is not expected to be available from the onset – being part of the Green List process could unlock or leverage funding subsequently.
- 3. Diversity and reliability of local experts to form EAGLs** (see section 5.7 in this document for more detail on EAGL formation): The independent evaluation against the Green List Standard of committed sites in a jurisdiction is conducted by the EAGL. The EAGL is formed through a transparent selection process coordinated by the Implementing Partner as well as WCPA, identifying local, regional, national experts from a diversity of backgrounds, sectors and experiences relevant to PA management and/or governance. Countries getting involved in setting up a Green List process should generally indicate an available pool of appropriately educated and trained candidates to form a new EAGL in the jurisdiction, e.g. through WCPA members in the country / region, or membership numbers of other relevant networks, or

identifying organisations with extensive networks of relevant contacts. In some cases, such as very small countries in regions with common regional context or shared sustainability challenges (e.g. Small Island Developing States), it could be considered to establish a “regional EAGL” (i.e. an EAGL working across various regions or countries) or consider adapting and using a neighbouring country EAGL at first (where they exist and are active), in order to meet this enabling condition.

- 4. Consultation with the relevant IUCN Secretariat Regional Director and/or IUCN WCPA Regional Vice Chair:** Before a new jurisdiction joins the Green List Programme, consultation with the relevant IUCN Secretariat Regional Director¹ and/or the relevant WCPA Regional Vice Chair² (ideally both, but at least one) shall be sought.

Finally, consideration should be given to political stability. Political stability can be an important enabling condition as it indicates the likelihood for the country to engage in a long term process of continuous improvement of PA management and governance towards an ambitious and globally consistent benchmark Standard. Implementation of the Green List standard for a site, at a minimum could take between 6 months to 1 year, while for sites facing challenges it could take several years. The higher the political stability, the greater the likelihood of government ministries or PA agencies living up to long term Green List commitments. Political stability can be measured through the World Bank’s political stability index that reports aggregate and individual indicators for over 200 countries for six dimensions of governance: Voice and Accountability; Political Stability and Absence of Violence; Government Effectiveness; Regulatory Quality; Rule of Law; and, Control of Corruption.

However, political stability is not a requirement, given that the Green List programme will require significant local area-based governance improvements through compliance with the Standard, even in jurisdictions that may be considered to be politically unstable. Therefore, it should not be a barrier to entry to the Green List programme.

A ‘New Jurisdiction Entry Checklist’, for which a template is available on COMPASS, or an email briefly describing how the 4 enabling conditions listed above are met, shall be submitted by a relevant member of the Operations Team to greenlist@iucn.org

3.1 Multi-Site Applications to the IUCN Green List Programme

These are the requirements for **joint or multi-site applications (MSAs)** to the IUCN Green List of Protected and Conserved Areas. MSAs are where one application includes two or more protected or conserved areas.

¹ <https://www.iucn.org/regions>

² <https://www.iucn.org/commissions/world-commission-protected-areas/regions>

Criteria for IUCN Green List Multi-Site Applications

Each site in an MSA must:

1. Meet the IUCN definition of a [protected area](#)³, or the definition of a conserved area⁴
2. Be connected ecologically to other sites in the MSA, have key shared values, and have common, coordinated or harmonised governance and management arrangements;
3. Be able to demonstrate how it meets all IUCN Green List criteria and indicators for the duration of the listing (if any sites are not meeting the IUCN Green List Standard at the time of renewal, the network would revert back to Candidate status until all sites are demonstrating compliance); and
4. Demonstrate how the protection and management of all sites contributes to achieving broader conservation values as an ecological network.

Sites that meet the criteria above can be assessed together in a single MSA to the IUCN Green List. The most common cases will be the following:

- Sites that are adjacent, and where the successful conservation of key values (outcomes) of each site are co-dependent (i.e. a site cannot deliver its conservation objectives without effective management of another site); and/or
- Sites that are adjacent and are managed by the same or collaborating agencies for related or complementary values and outcomes; and/or
- Sites that are not adjacent, yet the outcomes of the sites, in relation to the IUCN Green List Standard, are co-dependent and being actively managed under clearly coordinated and harmonized governance arrangements (especially Marine Protected Area designations and networks, fly ways, river and other freshwater systems); and/or
- Transboundary sites with joint designations (e.g. a transboundary World Heritage Site, or a transboundary Biosphere Reserve or Ramsar site), when there is a joint management plan or explicit harmonization of management across the international boundary.

Sites that cannot be considered as an MSA for the IUCN Green List include:

³ Dudley, N. (ed.) 2008. Guidelines for Applying Protected Area Management Categories. IUCN, Gland, Switzerland.

⁴ CBD/COP/DEC/14/8

- Sites with separate governance and management; and/or sites where key values are not shared, are separate ecologically, and therefore have conservation outcomes that are not co-dependant;
- Transboundary sites that are simply adjacent across an international boundary without common management and governance, and with limited interdependence of key values;
- Entire national/regional networks of protected areas that may be managed by one agency but are not ecologically connected, e.g. National/Provincial Park systems, national/regional collections of MPAs under one marine authority.

In some cases, areas proposed for Green List candidacy may include overlapping designations of protected or conserved areas. Often these may fall under one management unit, in part or in whole. In such cases, the proponent site must clarify the designation(s) that are included in the nomination. The EAGL may judge that further adjacent or overlapping designations should be included within the site's nomination, especially where Green List criteria (i.e. related sound design and planning, and conservation outcomes) require integration of governance and decision-making, and especially to aid ecological integrity within the landscape. These may or may not qualify as 'multi-sites', depending on the governance and ecological context. In all cases, for any further guidance, please contact greenlist@iucn.org

Examples where Multi-Site Applications could be used

1. Successful conservation of an estuarine habitat in an urban wetland protected area may depend on collaboration with an upstream watershed forest protected area. In this case, each site could choose independent application, or an MSA could be made for the estuarine protected area and the upstream watershed protected area together. The advantage of an MSA would be that the criteria related to the identification of key values and their effective and equitable conservation would be more likely to be demonstrated.
2. Two or more sites that conserve key life stages for a species, such as ungulates or birds, that together protect the full life cycle of the species, such as separate spawning or calving areas, in conjunction with other sites critical for breeding or overwintering.
3. A set of marine protected areas (MPA) specifically designed as an ecological network that includes multiple, ecologically connected sites designed according to the IUCN MPA network criteria (2008)⁵ to achieve: Protection of ecologically and biologically significant areas; Representation of key habitats and features; Connectivity between habitats and populations and life history stages; Replication of

⁵ Laffoley, D. d'A. (ed.) 2008. Towards Networks of Marine Protected Areas. The MPA Plan of Action for IUCN's World Commission on Protected Areas. IUCN WCPA, Gland, Switzerland.

ecological features; Adequate and viable sites; as well as resilience to climate change.

Considerations for Multi-Site Applications

The IUCN Green List is voluntary, focussed on improving **site-level** performance in the conservation of key values (natural values with associated ecosystem services and cultural values) at participating sites. Single-site applications will continue to be the foundation of the IUCN Green List, which was designed as a site-based tool.

In conserving key values, the IUCN Green List of Protected and Conserved Areas Standard (v1.1) encourages collaboration between adjacent management authorities and governance bodies as part of the 'Good Governance' component criteria. In addition, the IUCN Green List Standard clearly requires evidence of **integration of the site into its surrounding landscape** – in ecological terms as well as in the socio-economic and governance context. Finally, the IUCN Green List Standard requires demonstration of conservation outcomes for identified key values, noting that those outcomes may often be dependent on **connectivity to adjacent ecosystems and habitats**, or other **external 'upstream' factors**. Therefore, a multi-site application could realise conservation success of key natural values, as well as encourage / demonstrate 'good governance' criteria.

4 Achieving and maintaining IUCN ‘Green List’ status

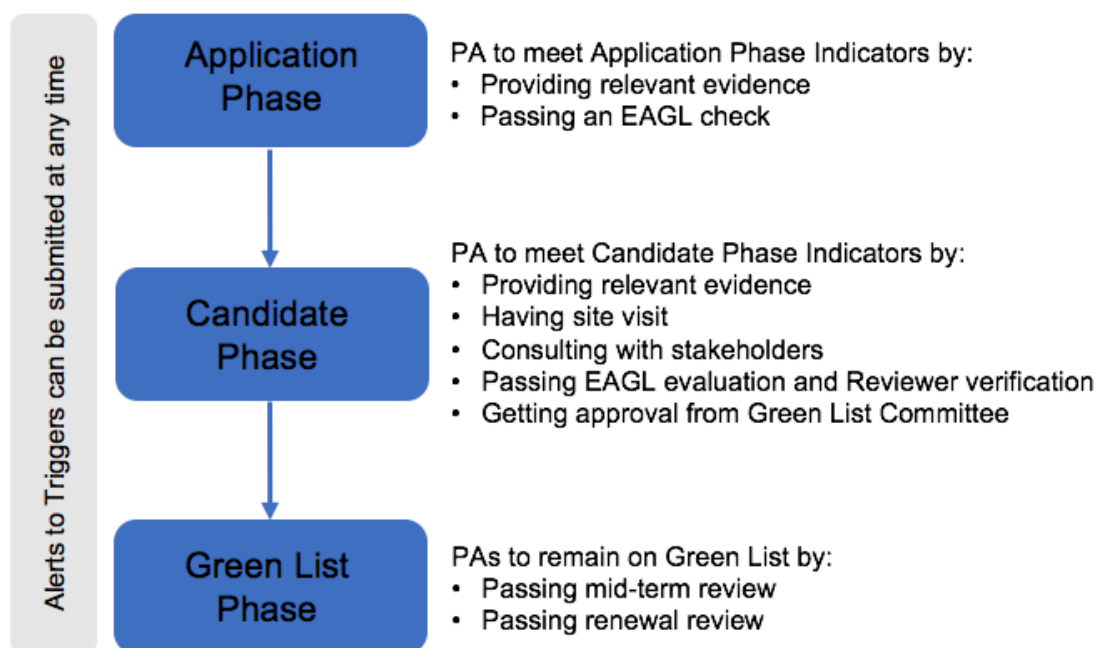


Figure 6: The Green List process (simplified)

To achieve and maintain IUCN Green List status, PAs have to complete an evaluation process that is made up of three phases:

- **Application Phase**, where PAs submit an application form and provide evidence against five basic Indicators of the IUCN Green List Standard
- **Candidate Phase**, where PAs work to gather sufficient evidence to support an evaluation that the PA meets all of the indicators and criteria of the IUCN Green List Standard
- **Green List Phase**, where a Green List PA undertakes a mid-term review to justify continued compliance with the Green List Standard and thereby maintain Green List status.

In the Application Phase, the PA representative shall complete an application form and seek admission to the IUCN Green List Programme. Once admitted, evidence must be provided to show how the site meets the five Adapted Indicators required for this first phase. The Application Phase also includes confirmation by an EAGL representative that the Adapted Indicators of the Application Phase are met. Once this phase is completed, PAs enter the Candidate Phase.

In the Candidate Phase, the PA representative shall demonstrate compliance with the full set of approved Adapted Indicators of the IUCN Green List Standard. This phase will include a site visit by the EAGL, stakeholder consultation, EAGL scrutiny of the PA, and the relevant Reviewer verification of the process that was applied. If

the EAGL and the Reviewer find that the PA meets all Adapted Indicators, the PA will be put forward to the Green List Committee. The Committee will review a summary of the full application of the PA, and take the decision on Green Listing. If successful, the PA will be recognised as a 'Green List site'.

The process for achieving Green List status should generally be concluded within five years.

PAs that are found to meet all of the approved Adapted Indicators are added to the Green List for a period of up to five years. During this Green List Phase, the PA representative needs to demonstrate that they continue to meet the indicator requirements. This will happen via a review after half-term or when an issue or event arises that warrants investigation (see Chapter 4.3 below). Before their Green List status expires, the PA representative needs to consider whether they want to apply for renewal and undergo a light re-evaluation.

The different Phases of the Green List process are described below in detail.

4.1 Application Phase

Participation in the Green List Programme is voluntary and requires commitment to the IUCN Green List Standard by the PA Manager and relevant authority, agency or institution.

As a first step, it should be decided which individual will be responsible for the Green List application of the PA. This can be the PA Manager or an appropriate member of staff of the site or of the respective PA agency. Whoever will take the lead on the site's Green List application must **complete and submit the application form** on <http://iucn.force.com/greenlist>. The form will ask the PA representative for some general information about the site, such as its designation(s), governance and ownership type. It will also require the PA representative to **provide a brief narrative summary on the PA** in its local language and in English. The **summary shall outline the main features of the PA with respect to the four Components of the IUCN Green List Standard and describe the site's major nature values as well as major ecosystem services and cultural values.**

By submitting the form, the PA management commits to:

- Achieve a level of performance that meets the IUCN Green List Standard's criteria
- Use the Green List programme's online platform COMPASS for providing and sharing information and evidence on the PA
- Have relevant information about the PA published on the IUCN Green List website for the purpose of stakeholder engagement

- Have the PA listed on 'Protected Planet', the front-end of the World Database of Protected Areas (WPDA)

PAs should note that some of the information provided via the application form will be fed into Protected Planet.

After submission of the form, the Green List Operations Team shall make sure that the respective EAGL is aware of the site's proposal to join the Green List. Where there is no EAGL in place yet, chapter 5.7 of this document describes the process for setting up an EAGL. Where there are two or more EAGLs available for a PA, the Green List Operations Team will assign the PA application to one specific EAGL.

Once the EAGL confirms that they are ready and able to engage, the Green List Operations Team shall **provide a COMPASS login to the PA representative** named on the application form.

The Operations Team shall **announce that the PA is applying for Green Listing** by:

1. Ensuring the information from the application form is added to COMPASS
2. Informing IUCN member organisations in the jurisdiction of the PA's application for Green Listing via the IUCN and WCPA newsletters and direct communication. IUCN Members can be identified and communicated with 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>
3. Including the site on the published list of applicant sites.

The PA is now accepted as an applicant for the Green List. It can appoint a Mentor to support its Green List application.

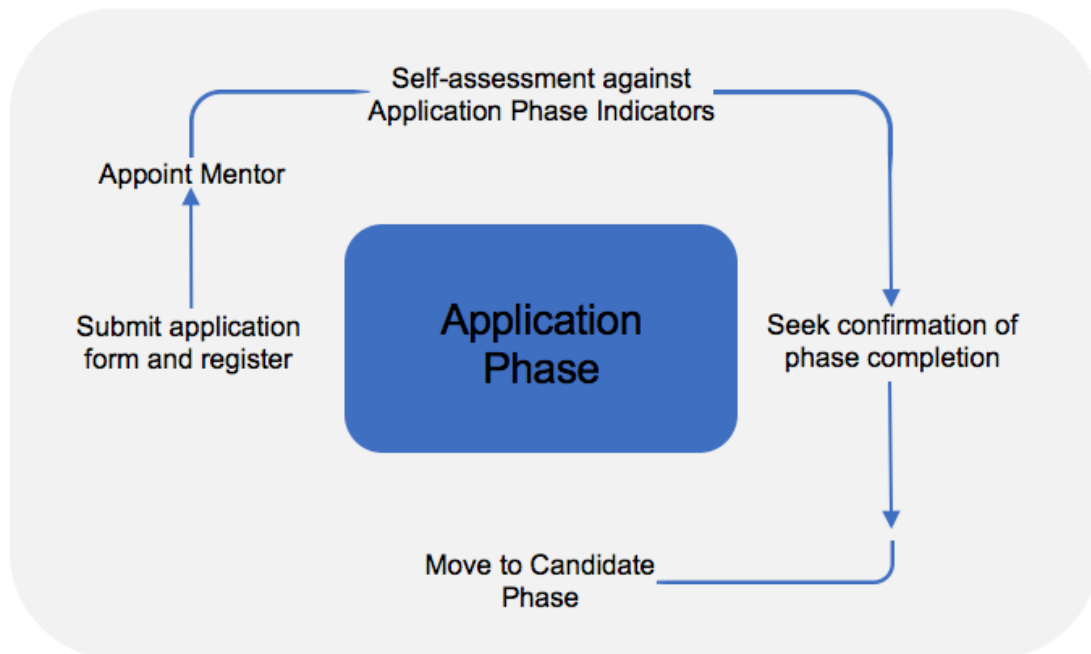


Figure 7: Application Phase

The **PA has to complete a self-assessment** on COMPASS on each of the approved Adapted Indicators of the Application Phase (1.1.1, 2.1.1, 2.1.2, 2.1.3, 3.5.3). In the self-assessment, the **PA shall provide arguments and evidence to show that it meets these Indicators.**

Additionally, the **PA representative shall submit at least one ‘solution’ from its various activities to ‘PANORAMA – Solutions for a Healthy Planet’** to describe conservation efforts at the site (see the available guidance on The IUCN Green List and the Panorama platform in the Annex).

The PA representative shall submit the Application Phase to the EAGL via COMPASS to notify them that the phase has been completed.

One of the EAGL members shall check that the self-assessments have been conducted and that evidence has been provided for all approved Adapted Indicators of the Application Phase. The EAGL member shall enter a short statement on COMPASS to **confirm that the Application Phase has been completed.**

NOTE: The PA Solution can also be submitted to the PANORAMA platform in the Candidate Phase. However, since the review process might take some time, it is advised to submit it as early as possible. The review process is external to the Green List programme. As such, it is sufficient for PAs to have submitted their solution to the PANORAMA platform by the time of their evaluation by the EAGL. It is not necessary for the solution to be approved and published by then.

4.2 Candidate Phase

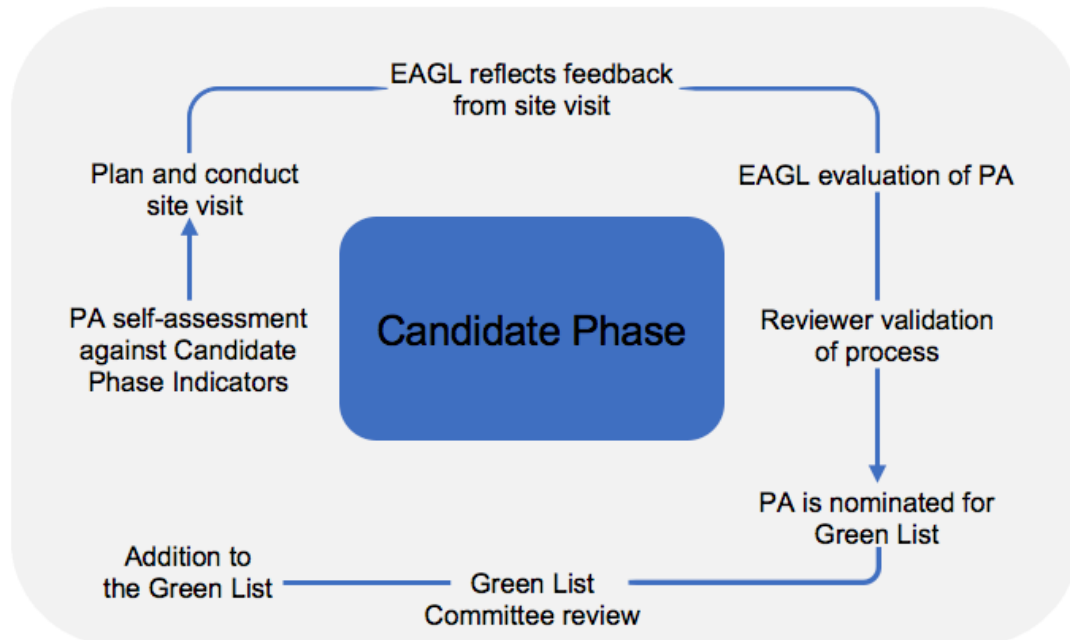


Figure 8: The different steps of the Candidate Phase

During the Candidate Phase, the PA representative works to show that the site meets the Adapted Indicators of the Candidate Phase as outlined in the IUCN Green List Standard. To this end, the PA representative shall conduct self-assessments against all remaining Indicators on COMPASS. For each approved Adapted Indicator that the PA does not yet meet, it shall develop an action plan that is aimed at bringing the PA in line with the necessary requirements. All action plans shall be described on COMPASS (see also the guidance on Action Plans in the Annex). Once all action plans have been successfully implemented and the PA representative considers the site fully compliant with the approved Adapted Indicators of the Green List Standard, the PA representative shall update the self-assessment and submit the Candidate Phase to the EAGL via COMPASS to notify them that the site is ready to be visited and evaluated.

NOTE: For World Heritage sites, there is guidance in the Annex on how the IUCN Green List and World Heritage Programmes cooperate, which is particularly relevant during the Candidate Phase of the Green List.

Site visits

The site visit needs to be planned in close coordination of the site and the EAGL. It can happen as part of the PA's normal stakeholder consultation process, but the PA representative and the EAGL shall ensure that there is sufficient time in the agenda to discuss the Green List application of the PA.

The aim of the site visit is:

- For the EAGL representative(s) to get a first-hand impression of the PA and its performance
- To consult with interested stakeholders on the performance of the PA
- For the EAGL to review any information that is not available in electronic form or that is confidential
- To answer any open questions on the PA and its Green List efforts

The site visit has to be planned and prepared by the EAGL and the PA representative well in advance to ensure it is worthwhile. The Mentor can be asked to help organising and conducting the site visit. Prior to the site visit taking place, a schedule shall be developed by the EAGL and the PA representative, assigning tasks and activities to be carried out and identifying stakeholders that should be consulted on the PA's performance in relation to the Green List Standard. **The site visit schedule has to be submitted to the Reviewer and approved by them to ensure it suits the jurisdictional context.**

Each applicant should receive an appropriate level of visitation and time spent on site. The visiting EAGL members should not have any Conflicts of Interest concerning the PA they plan to visit. Please see the guidance on Site visits and on Conflicts of Interest (COI) in the Annex.

The costs for the site visit will be covered by the PA, unless other arrangements are possible or arranged. The PA Manager / PA agency and key staff should be on site to show around the EAGL and to assist with reviewing information and consulting with stakeholders. The Mentor may join the site visit if the PA representative agrees to cover their costs, or at their own expense.

The site visit must at least include the following key elements to achieve its stated aim:

1. Stakeholder engagement, including:
 - a. Direct engagement with relevant rights-holders and other stakeholders at site and landscape / seascape levels
 - b. Interviews with rights-holders and other stakeholders related to governance arrangements and administrative context of the PA

2. Interviews with site management and staff
3. Field visit(s) to inspect stated condition of relevant PA values
4. Observation of relevant facilities and infrastructure
5. Observation of one or more relevant PA operations.

Not all stakeholders might be able to participate in the site visit. To ensure that all relevant views and information about the PA are taken into account for the purpose of Green Listing, **the PA representative shall point out other appropriate channels for stakeholders to be engaged and communicate their comments on the PA's performance to the EAGL.** To this end, the **PA representative shall assist the Operations Team in publishing the following information at the time the site visit is announced and at least for 30 days on appropriate outlets:**

- The PA's full self-assessment from COMPASS
- The PA's narrative report in the local language
- A solution on the PANORAMA web platform (if already approved and published)
- A map outlining the boundaries and/or important zones of the site
- A means for stakeholders to provide feedback to the EAGL (e.g. through a published form)

The EAGL shall summarise the outcomes of the site visit, including important stakeholder input, on COMPASS.

NOTE: The Annex of this document provides guidance on Stakeholder engagement, on Site visits and also on How to summarise site visits on COMPASS. **EAGLs should also consider the more detailed site visit guidance in the COMPASS library called 'Core Green List Documents'.** It contains details on site visit planning, agenda, budget and reporting.

EAGL evaluation and Reviewer verification

Following the site visit, **the EAGL members shall individually scrutinise the Site's documentation prior to their next meeting.** The EAGL members may discuss PA performance via COMPASS and may reach out to the PA representative and Mentor to raise questions of clarification via the EAGL Chair.

It is advised that EAGL meetings are held face-to-face. However, if an EAGL member cannot be there in person they may participate remotely. **The relevant Reviewer shall be present at the EAGL meeting,** either in person or remotely, to

follow the discussions (see Reviewer Terms of Reference for further details). At the meeting, the EAGL Chair shall establish whether any EAGL members have any personal direct or indirect interests in the PA to be discussed. Any member with a Conflict of Interest shall abstain from voting on the PA for the purpose of Green Listing.

The EAGL shall determine if the PA meets the requirements of the approved Adapted Indicators by engaging in a detailed and open discussion on each of the indicators, based on available evidence, received stakeholder input and the results of the site visit.

When the discussion has concluded, the **EAGL shall conduct a formal voting on the PA. The PA shall be recommended for Green Listing if the EAGL reaches consensus that it meets all approved Adapted Indicators** (see the EAGL Terms of Reference for further details). The EAGL may list time-bound conditions that need to be met by the Site, and will be verified by the EAGL that they are met.

The EAGL shall write an English summary on its discussions regarding the PA. The summary shall include a reflection of the PA's performance against all 4 Components of the Green List Standard, including any initial disagreement the EAGL had about its performance, how these disagreements were resolved, and how the site visit results contributed to the discussion. The summary has to be posted on COMPASS. The full PA application will now be submitted to the relevant Reviewer.

The Reviewer shall validate that the process used by the PA, its Mentor (if applicable) and the EAGL complies with the rules and procedures. They may point to insufficient evidence or stakeholder consultation or a lack of scrutiny by the EAGL. The Reviewer shall share their feedback and any recommendations with the EAGL, who shall take the Reviewer's points into account. Where they do not follow the recommendations of the Reviewer, they shall justify this in writing. Once this step has been completed to the satisfaction of the Reviewer, **the Reviewer shall draft and post an English summary of their findings** on COMPASS. The summary shall reflect on the quality of the applied process and shall describe any initial issues the Reviewer found and how these were resolved.

The PA is now nominated for the Green List and the Reviewer shall submit the PA to the Green List Committee for the final decision on Green Listing.

NOTE: See the available guidance on Conflicts of Interest (COI) in the Annex.

Green List Committee review of Green List nominations

The Green List Committee shall meet with sufficient frequency to decide on Green List nominations, either in person or remotely. Nominated PAs shall be reviewed by the Committee based on:

- The English summary reports by the EAGL and the Reviewer
- The English narrative summaries of the PAs (prepared during the Application phase)

Where the Committee needs clarification on certain points, they may submit a clarification request via COMPASS to the EAGL and the Reviewer.

The Committee's **Green Listing decision shall be made by consensus**. See the Committee's Terms of Reference in chapter 5.3 for operating procedures and voting. Where the Committee cannot reach consensus, the PA shall not be Green Listed.

The decision of the Committee is final.

The Committee shall document their decision on COMPASS to inform the Site, the EAGL, Operations Team and Reviewer and shall liaise with the Operations Team to have the decision published. The Committee may list time-bound conditions that need to be met by the Site, and will be verified by the Committee that they are met.

NOTE: The English summaries of the EAGL and the Reviewer and the decision by the Green List Committee will be published.

4.3 Green List Phase

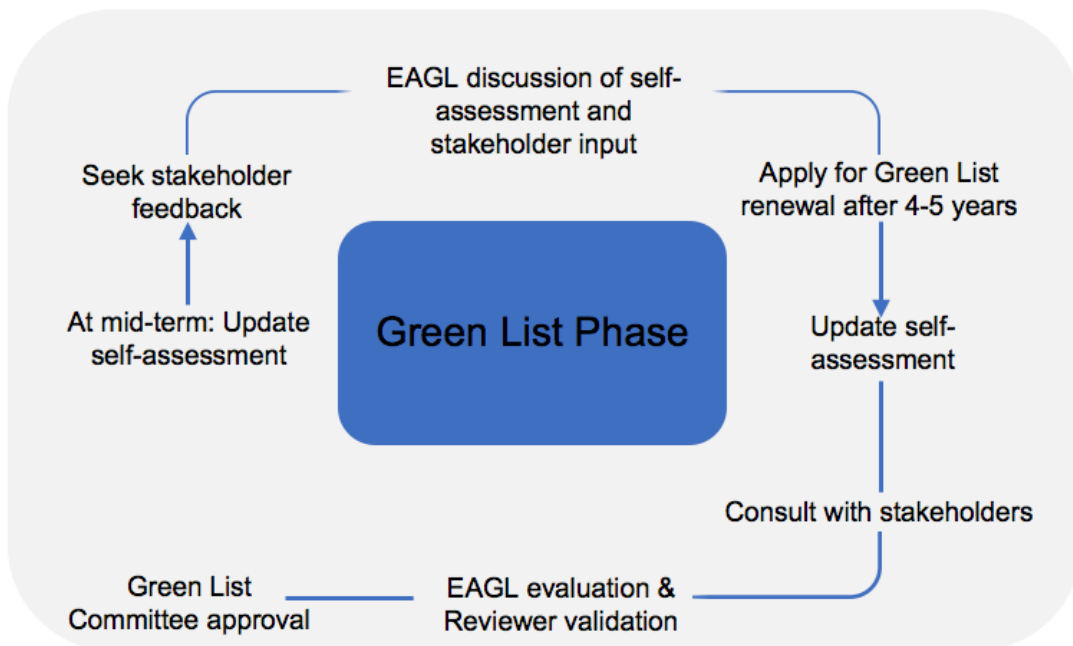


Figure 9: Green List Phase

Green List status is valid for up to 5 years after being awarded, and can be renewed. **After mid-term, the PA representative shall conduct a self-assessment on any Adapted Indicators where its performance has changed.** It shall develop an action plan for each Adapted Indicator where it considers its performance to be in need of improvement. The PA representative shall record the self-assessment and potential action plans on COMPASS.

The EAGL shall discuss the PA update and the likelihood of success of potential action plans. It may request necessary changes to the action plans before granting continued Green List status and confirming this via COMPASS.

The EAGL findings on the mid-term review shall be published via the Operations Team.

Triggers for unscheduled reviews of Green List PAs

In keeping with the Green List principles of credibility and transparency, **‘Triggers’ can set in motion a review of a PA’s Green List status, over and above the normal review and renewal cycle outlined.** The Trigger mechanism ensures that the Green List process can help secure better conservation outcomes and identify and address potential threats to PAs and the values they are meant to protect.

Triggers can stem from developments that have the potential to negatively impact the ability of the PA to meet its conservation goals and which could result in the PA falling out of compliance with the Criteria of the IUCN Green List Standard. These developments could be:

- Changes in Governance of the PA
- Changes in Management of the PA
- Industrial activities or cumulative activities
- Natural disasters or major stochastic events

Any stakeholder can submit an alert to a potential Trigger. This can be done in two ways:

- Email to the Operations Team at greenlist@iucn.org, describing the potential Trigger and with the subject ‘Trigger’ and the name of the PA.
- Written postal communication to IUCN, addressed to the Green List Operations Team, Global Protected Areas Programme, IUCN Headquarters, Rue Mauverney 28, 1196 Gland, Switzerland

In all cases, the alert will be forwarded to the relevant EAGL and to the assigned Reviewer. **Within 30 days of receiving the alert, the EAGL and the Reviewer shall liaise with one another and the EAGL shall provide an initial harmonised response to the party that submitted the alert.**

Following the initial response, **the EAGL shall determine the severity of the alert within a further 30-day period.** This step shall involve an initial investigation and request for further information from the PA representative to determine if the alert qualifies as a Trigger. The investigation may be desk-based or involve interviews or e-communications with relevant experts or stakeholders. The investigation result has to be documented by the EAGL on COMPASS and shared with the Reviewer.

If the Reviewer and EAGL determine that the alert does not qualify as a Trigger because it is of low accuracy, credibility or consequence, the EAGL shall write a brief summary of the alert and of the EAGL investigation, and communicate it to the party that submitted the alert. The response also has to be retained on COMPASS and be published by IUCN. No further action shall be necessary if the alert is not considered a Trigger for an unscheduled review of the PA's Green List status.

If the alert is deemed a Trigger by the EAGL and the Reviewer, **the EAGL shall assign the Trigger to one of the following three categories:**

1. **Precautionary:** The Trigger has a real or potential negative impact on the performance of the PA, but not yet in a way that significantly impairs major site values. However, it could develop into a more Significant or Severe Trigger (as below) if there is no active response to the Trigger.
2. **Significant:** The Trigger has significant negative impact on the performance of the PA and/or on the major site values.
3. **Severe:** The Trigger has severe negative impact on the performance of the PA and/or on the major site values.

The EAGL shall inform the PA of the severity of the Trigger within the 30-day period.

The Trigger categories shall initiate the following actions:

Precautionary Triggers:

- Within 30 days of being notified by the EAGL, the PA representative has to provide a detailed response to the Trigger. If the EAGL is satisfied that the Trigger is explained or addressed in an adequate and timely manner, no further action shall be necessary.

- If the EAGL is not convinced that the Trigger is yet addressed in an adequate and timely manner, the PA representative shall provide an action plan within 60 days, outlining the measures for remediation of the Trigger. The progress and effectiveness of the action plan's implementation shall be reviewed by the EAGL at the next scheduled PA evaluation (being either the mid-term review or the renewal review).
- If at the next evaluation the Trigger has been resolved, no further action shall be necessary. If the Trigger remains, the steps above shall be repeated. If the action plan fails to address the Precautionary Trigger within 2 review cycles, then the PA's Green List status shall be suspended by the EAGL with validation from the Green List Committee, and the Trigger shall be treated as Significant (below).

Significant Triggers:

- Within 30 days of being notified by the EAGL, the PA representative has to provide a detailed response to the Trigger. If the EAGL is satisfied that the Trigger is explained or addressed in an adequate and timely manner, no further action shall be necessary.
- If the EAGL is not convinced that the Trigger is yet addressed in an adequate and timely manner, the PA's Green List status shall be suspended and the PA representative shall provide an action plan within 60 days, outlining the measures for remediation of the Trigger. The Green List Committee shall validate the EAGL's decision to suspend the PA. The EAGL shall review progress and effectiveness of the action plan's implementation at the next scheduled PA evaluation. The EAGL may decide, however, to conduct the review earlier.
- If at the next evaluation the Trigger has been resolved, the PA's Green List status shall be reinstated and no further action shall be necessary. If the Trigger remains, the steps above shall be repeated. If the action plan fails to address the Significant Trigger within 2 review cycles, the PA's Green List status shall be withdrawn by the EAGL with validation from the Green List Committee. In this case, the PA representative can decide to submit a new Green List application once it believes that the Trigger has been removed.

Severe Triggers:

- Within 30 days of being notified by the EAGL, the PA representative has to provide a detailed response to the Trigger. If the EAGL is satisfied that the Trigger is explained, or addressed in an adequate and timely manner, no further action shall be necessary.

- If the EAGL is not convinced that the Trigger is addressed in an adequate and timely manner, yet some progress has been made, the Trigger shall either be reduced to 'Precautionary' or 'Significant' and the steps above shall be followed. However, if the EAGL considers the Trigger to remain 'Severe' the PA's Green List status shall be withdrawn by the EAGL with validation from the Green List Committee. In this case, the PA representative can decide to submit a new Green List application once it believes that the Trigger has been removed.

In all cases, the Reviewer shall validate that the EAGL's investigation of the Trigger has been sound and thorough and that any decisions are based on meaningful evidence.

The EAGL shall inform the PA representative and the party that submitted the Trigger alert of the investigation results. Resolution of the Trigger shall be published.

Green List renewal

The PA representative should apply for renewal about 4 years after having being added to the Green List to ensure that the relisting process can be completed before its Green List status runs out after 5 years. The PA representative shall announce renewal efforts on COMPASS.

Renewal of the Green List status shall follow the same process as for initial Green Listing. However, no site visit is needed. The PA representative has to demonstrate conformance with the Adapted Indicators that are effective at the time it starts its Green List status renewal process.

Since the PA has demonstrated during the initial Green List process that it conforms with the approved Adapted Indicators, it is expected that the effort for renewing its Green List status will be considerably lower.

4.4 Incomplete PA applications

If the PA representative cannot complete the two evaluation phases (Application and Candidate) within five years, but is still committed to achieving Green List status, it shall apply for an extension following the provisions of chapter 6. If a variation is granted, the PA shall continue the process where it left off.

However, if information, data and stakeholder input already provided is older than two years by the time the PA representative considers the site compliant with all the Adapted Indicators of the Application and / or the Candidate phase, it shall update the information and data and shall seek stakeholder feedback once again.

If the site visit had already happened and was conducted more than two years before applying for the variation, the PA representative shall conduct another one and follow the provisions of chapter 4.2.

If a PA representative does not wish to continue seeking Green List status, the PA representative shall state so on COMPASS and the Operations Team shall publish the decision.

4.5 PAs not added to the Green List

If the EAGL or the Green List Committee finds that the applicant PA does not meet the requirements of the approved Adapted Indicators, it shall provide feedback in this regard to the PA representative, Mentor and – if applicable – the EAGL via COMPASS.

The PA representative can resubmit a self-assessment and any additional evidence once they have addressed all of the EAGL's or Green List Committee's concerns, making an addition to the Green List more likely. The re-submission should happen within five years of the EAGL's or Committee's decision to decline.

If provided information, data and stakeholder input is older than two years by the time the PA representative wants to re-submit an application, it shall update the information and data and shall seek stakeholder feedback once again.

If the site visit had already happened more than two years ago, the PA representative shall conduct another one and follow the provisions of chapter 4.2. If a PA representative do not wish to continue seeking Green List status after its application has been rejected, the PA representative shall state so on COMPASS and the Operations Team shall publish the PA's decision.

If it takes the PA representative longer than five years to re-submit an application, the Application phase has to be repeated and all steps of the ensuing process have to be followed if the PA representative wishes to pursue the Green List efforts.

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 regions⁶ 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;

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 Policy⁷.
- 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.**

⁷https://www.iucn.org/sites/dev/files/annex_9_to_c_95_8_iucn_gender_equality_and_women_s_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 place⁸. By becoming WCPA members, all EAGL Members must abide by the Code of Conduct of the Members of IUCN Commissions⁹ – 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.

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

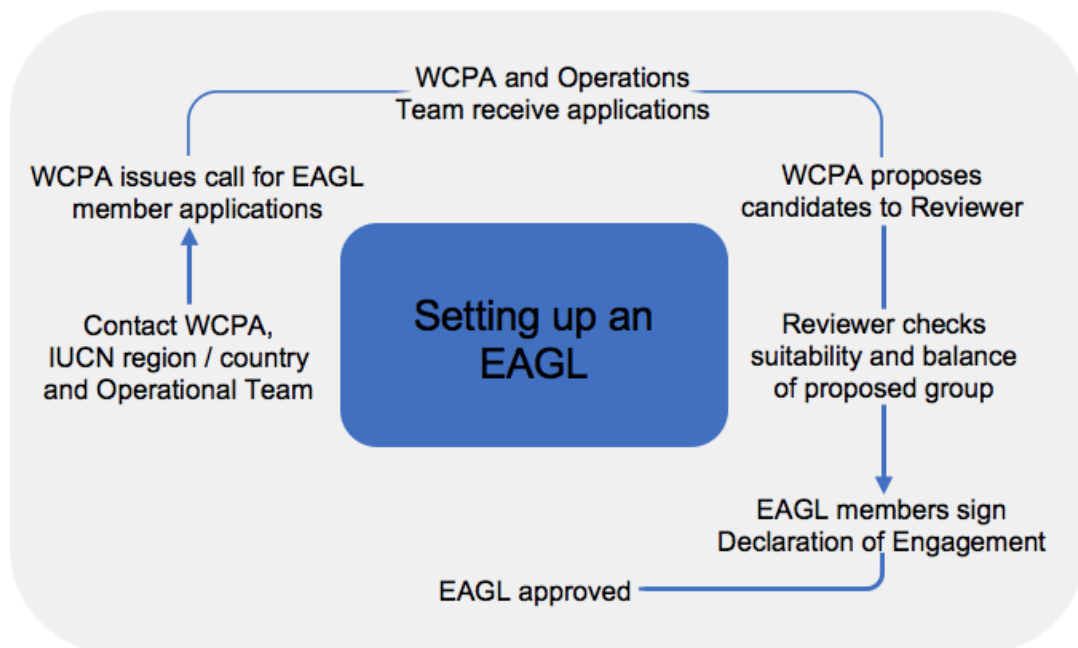


Figure 10: Process for the setting up an EAGL

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 Members¹⁰ and join the WCPA Green List Specialist Group¹¹**

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.

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.

Other documents shall contain a header or footer indicating the name, date, author(s), and whether it is a public or confidential document.

Translations of the approved Standard(s), generic and potential means of verification need to be approved by the Management Committee (who can outsource this task to an adequate body). English translations of Adapted Indicators developed in other languages need to be approved by the Standard Committee and jurisdictional Reviewer before the English Version can be approved by the Green List Committee. The names and affiliations of the translators shall be included in relevant reports. Translators shall follow the guidance available from the Operations Team to ensure translations are adequate.

8 Recording and publishing information

The Operations Team shall keep the following files on COMPASS:

- The effective Green List User Manual
- An up to date version of the Glossary

Related to the development of the IUCN Green List Standard and its Generic Indicators, the Operations Team shall ensure that the following records are kept on COMPASS and are made available for review on request by any stakeholder:

- Approved IUCN Green List Standard(s) and its Generic Indicators with guidance notes
- Potential Means of Verification
- Copies of drafts of the IUCN Green List Standard and Generic Indicators circulated for formal review
- Names and affiliations of organisations, groups and/or individuals invited to comment on the IUCN Green List Standard and its Generic Indicators during each stage of its development or revision
- Names and affiliations of the members of the Standard Committee and invited experts who participated in the review and revision of each draft Standard and its Generic Indicators
- Copies of all comments received on drafts of the IUCN Green List Standard and its Generic Indicators circulated for formal review
- A synopsis of the comments received in response to each draft of the IUCN Green List Standard and its Generic Indicators circulated for formal review

by the Green List Committee, together with an explanation of how the comments were subsequently taken into account

- A description of and explanation for any variation from the effective User Manual's rules and procedures for IUCN Green List Standard and Generic Indicator development
- The report of the Operations Team on the implementation of the IUCN Green List Standard development procedure showing how the User Manual's rules and procedures were implemented
- All formal decisions of the Green List, Management and Standard Committees, and the IUCN Council in relation to the development and approval of the IUCN Green List Standard, in relation to approval of Generic Indicators, and to any new IUCN Green List jurisdictions by the Management Committee, as applicable.
- Any complaints received about the IUCN Green List Standard, its Generic Indicators and the Green List User Manual.

Related to the adaptation of Generic Indicators and Green List applications by PAs, the following information shall be held on COMPASS, shall be accessible by all participants in the Green List process and shall be provided to stakeholders on request:

To be posted by the EAGLs:

- Approved Generic and Adapted Indicators
- Potential means of verification
- Stakeholder input on PA performance
- The EAGL recommendations on PAs in English
- Responses to and decisions on received alerts about potential Triggers for unscheduled reviews of Green List PAs
- Brief biographies, relevant qualifications and contact details of the EAGL members (in the regional language)

To be posted by Reviewers:

- Approval of jurisdictional EAGLs
- Verifications of Indicator adaptation processes
- The Reviewer verifications of PA evaluation processes in English and recommendations related to them
- Granted variations from the User Manual's rules and procedures
- Received complaints and comments about Adapted Indicators, Green List participants and the implementation of the User Manual with a description of how they were addressed
- Description of resolved complaints
- Responses to and decisions on received alerts about potential Triggers for unscheduled reviews of Green List PAs

To be posted by the PAs:

- The names, locations, conservation values, contact information of all PAs that are applying for, have been added to or have been removed from the Green List
- A narrative summary of each PA in English and in the regional language
- The final self-assessment of a PA
- Any evidence (e.g. management plans, photos, maps) supporting a PA's application
- The PA's stakeholder mapping

To be posted by the Operations Team:

- The Green List Committee decisions on PAs in English
- Brief biographies, relevant qualifications and contact details of the Management Committee and Green List and Standard Committee members (in the regional language)
- Summaries of the Green List Committee discussions in English
- Any alerts to potential Triggers received relating to the performance and operations of PAs participating in the Green List Programme

The following information shall be available on COMPASS but with restricted access (except where the authorities must be notified by law):

Accessible by the respective PA, Implementing Partner, EAGL, Reviewer and the Green List Committee: Alerts about potential Triggers and negative comments by PA stakeholders who request confidentiality

Accessible by the respective PA, Implementing Partner, Mentor, EAGL, Reviewer and the Green List Committee:

- English summaries of the EAGL and Green List and Standard Committee discussions, when a majority of the members decide to limit access to the minutes in exceptional cases
- Information covered by PA confidentiality agreements
- Information that is the subject of relevant national privacy or data protection legislation
- Information that, if published, could jeopardise the conservation mission of the PA (e.g. PA actions on combating poaching)

The following information shall be made publically available:

- Approved IUCN Green List Standard(s) and guidance notes
- Approved Generic and Adapted Indicators
- Potential Means of Verification
- Effective Green List User Manual
- The names, locations, conservation values, contact information of all PAs that are applying for, have been added to or have been removed from the Green List
- A narrative summary of each PA in English and in the regional language
- The EAGL and Reviewer recommendations on PAs in English
- The Green List Committee decisions on PAs in English
- Brief biographies of the EAGL, Management Committee and Green List and Standard Committee members

Stakeholders may request further information and documentation from the Operations Team if they wish.

All information listed above shall be available free of charge.

9 Complaints and resolutions

Any stakeholder has the right to raise concerns and submit complaints in writing about any aspects of the Green List Programme.

IUCN, the owner of the IUCN Green List Standard, shall have an accessible mechanism on the IUCN website to identify, hear and resolve complaints about:

- The content of the IUCN Green List Standard and its Generic Indicators
- The content of the rules and procedures described in the Green List User Manual

Received complaints shall be documented and maintained by the Operations Team for reference when the IUCN Green List Standard, the Generic Indicators and the Green List User Manual are next reviewed.

The Reviewer responsible for the respective jurisdiction shall be contacted to voice complaints about:

- The implementation of the rules and procedures of the Green List User Manual
- The actions or inactions of any Green List participant as they relate to the Green List Programme in the jurisdiction
- The content of the Adapted Indicators.

The Reviewer shall liaise with the Green List participant/s that have given rise to the complaint and shall seek ways to address the complaint in consultation with the complaining party and the respective participant/s.

Where the complaint suggests that a Green Listed PA has fallen out of compliance with the requirements of the approved Adapted Indicators, the Reviewer and the EAGL shall discuss the issue and agree on how to address it. This includes alerts to 'Triggers' (see chapter 4.3) that can set in motion a review of a PA's Green List status, over and above the normal review and renewal cycle.

Complaints of any kind, including unscheduled reviews of Green List PAs, and how they were addressed shall be documented on COMPASS.

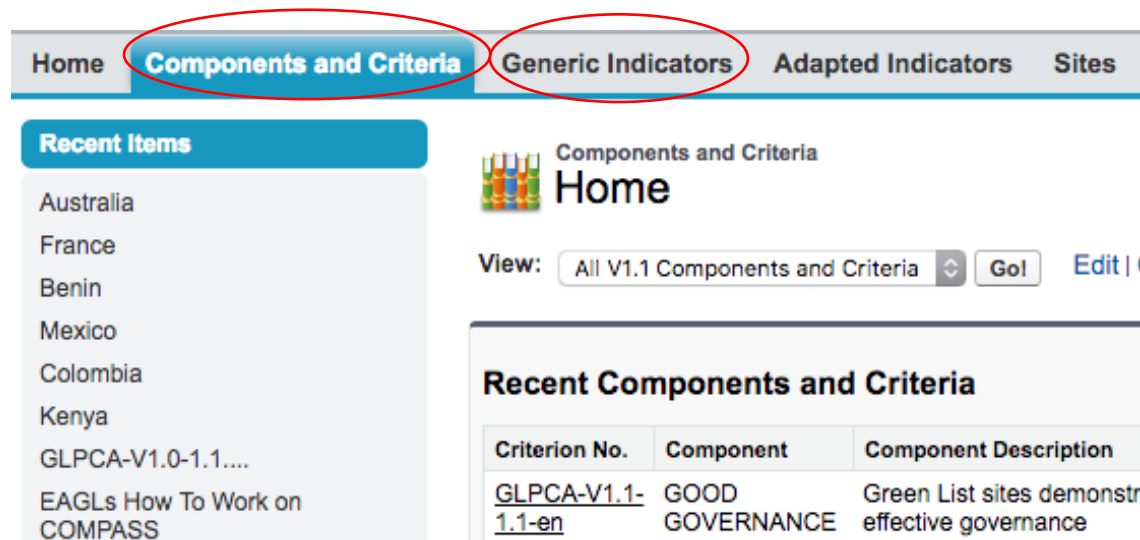
Annex: Green List Guidance

The guidance below provides direction on various aspects of the Green List Programme:

- COMPASS
- The IUCN Green List and the Panorama platform
- The IUCN Green List and World Heritage sites
- Action plans
- Stakeholder engagement
- Site visits
- Conflicts of Interest (COI)
- Setting up an EAGL

Where to find the IUCN Green List Standard on COMPASS

COMPASS holds the Components, Criteria, Indicators and Sample Means of Verification for the IUCN Green List Standard, in multiple languages. They can be accessed via the 'Components and Criteria' and 'Generic Indicators' tabs.



The screenshot shows the COMPASS web interface. At the top, there is a navigation bar with tabs: Home, Components and Criteria, Generic Indicators, Adapted Indicators, and Sites. The 'Components and Criteria' and 'Generic Indicators' tabs are circled in red. Below the navigation bar, there is a 'Recent Items' sidebar on the left with a list of items including Australia, France, Benin, Mexico, Colombia, Kenya, GLPCA-V1.0-1.1..., and EAGLs How To Work on COMPASS. The main content area is titled 'Components and Criteria Home' and features a 'View:' dropdown menu set to 'All V1.1 Components and Criteria', a 'Go!' button, and an 'Edit |' link. Below this, there is a section titled 'Recent Components and Criteria' containing a table with the following data:

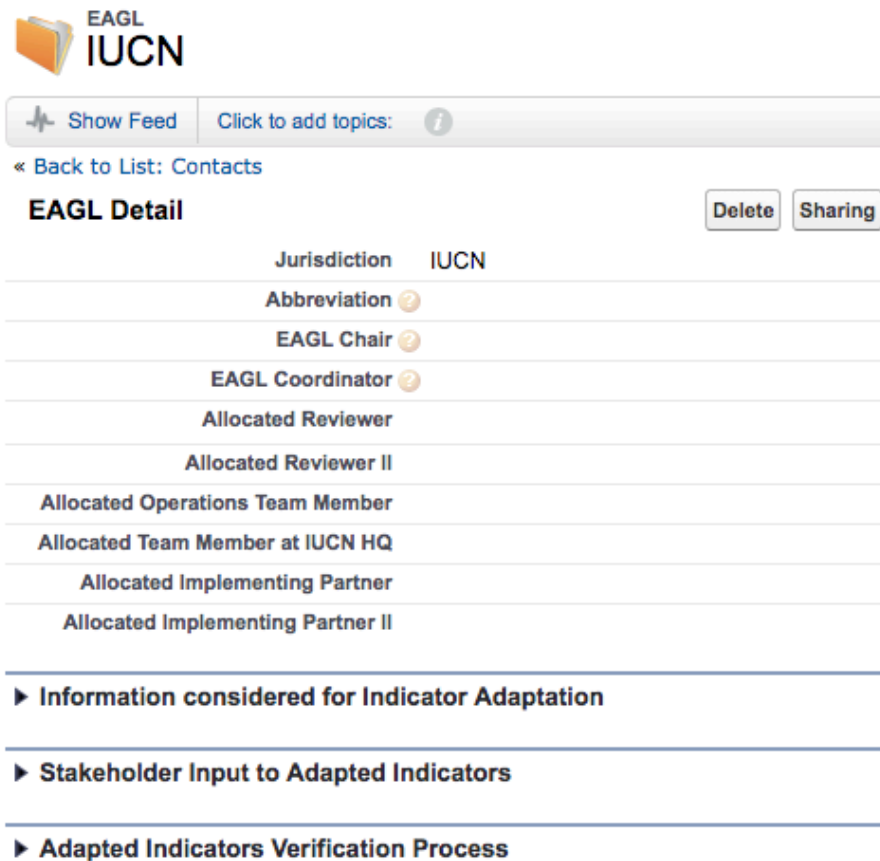
Criterion No.	Component	Component Description
GLPCA-V1.1-1.1-en	GOOD GOVERNANCE	Green List sites demonstr effective governance

How to upload information on Adapted Indicators to COMPASS (Guidance for EAGL members)

Adapted Indicators can be added to COMPASS via the 'Generic Indicators' tab: Go to a specific Generic Indicator and select 'New Adapted Indicator' to capture its details. Or, use the 'Adapted Indicators' tab and click on 'New' to add an Adapted Indicator.

Relevant information on the adaptation process showing how laws have been considered, stakeholders have been consulted, etc. are uploaded to COMPASS via

the 'EAGL' tab: Go to your respective EAGL and complete the relevant sections by adding text, checking the box, uploading files and, finally, submitting your Adapted Indicators for review by the Standard Committee.



The screenshot shows the 'EAGL IUCN' interface. At the top, there is a 'Show Feed' button and a 'Click to add topics:' button with an information icon. Below this is a link to 'Back to List: Contacts'. The main section is titled 'EAGL Detail' and includes 'Delete' and 'Sharing' buttons. A list of fields follows, each with a question mark icon: Jurisdiction (IUCN), Abbreviation, EAGL Chair, EAGL Coordinator, Allocated Reviewer, Allocated Reviewer II, Allocated Operations Team Member, Allocated Team Member at IUCN HQ, Allocated Implementing Partner, and Allocated Implementing Partner II. Below the list are three expandable sections: 'Information considered for Indicator Adaptation', 'Stakeholder Input to Adapted Indicators', and 'Adapted Indicators Verification Process'.

How to verify the Indicator adaptation process on COMPASS (Guidance for the Standard and Green List Committees and for Reviewers)

Once an EAGL has submitted its Adapted Indicators for approval, they can be reviewed on the 'Adapted Indicators' tab. If found to be adequate, they are approved via the 'EAGL' tab by going to the respective EAGL and completing the relevant sections:

- ▶ Adapted Indicators Standard Committee Verification
- ▶ Adapted Indicators Reviewer Verification
- ▶ Adapted Indicators Green List Committee Feedback

How to summarise site visits on COMPASS (Guidance for EAGLs)

When the EAGL representative(s) has conducted the site visit, they log in to COMPASS, go to the 'Sites' tab and scroll to the 'Site Visits' section. They add details on the site visit and upload relevant files by clicking on 'New' and completing all fields in the screen that appears.



The screenshot shows the COMPASS interface for creating a new site visit. At the top, there is a navigation bar with tabs for 'Generic Indicators', 'Adapted Indicators', 'Sites' (which is active), 'EAGLs', 'Contacts', 'Libraries', 'Reports', 'Dashboards', and 'Chatter'. Below the navigation bar, there is a header for 'Site Visit (EAGL and Reviewer) Edit' with a 'New Site Visit (EAGL and Reviewer)' button. The main form area is titled 'Site Visit (EAGL and Reviewer) Edit' and includes three buttons: 'Save', 'Save & New', and 'Cancel'. Under the 'Information' section, there are two input fields: 'Site No.' with the value 'S-0027' and a search icon, and 'Date of Site Visit' with a calendar icon and the value '[15/11/2017]'.

The IUCN Green List and the PANORAMA – Solutions for a Healthy Planet platform

The 'PANORAMA' initiative documents and promotes examples of inspiring, replicable solutions across a range of conservation and sustainable development topics, enabling cross-sectoral learning and inspiration. Solutions are examples of successful processes or approaches. They can be entire projects or aspects of a project and typically encompass several phases of activities.

IUCN's Global Protected Areas Programme and the United Nations Development Programme (UNDP), are the coordinators of PANORAMA's "protected areas" thematic community (reflected in the "PA" portal on the web platform) and lead on assembling solutions that showcase how protected areas provide solutions to a multitude of challenges, such as climate change, food and water security.

Providing at least one solution to PANORAMA will help tell the story of why a PA achieves conservation outcomes. The initiative exists to enable learning and sharing of best practices and therefore complements the aims of the IUCN Green List Programme.

Visit the PANORAMA platform at www.panorama.solutions to learn how to compile and submit a solution (full only, not snapshot unless it's provided as an interim while a full solution is being developed) and to find out about solutions of other PAs.

Additionally, please note the following advice specific to solutions being submitted by Green List:

- Solutions can be submitted at the Application or Candidate Phase in the Green List process. If the site has submitted a solution case study before the

Green List process, add a reference to which component, criteria or indicator of the GL standard the solution is most related to (or submit a new solution if that is more appropriate).

- While successful GL candidates will need to meet all criteria and indicators of the standard, your solution case study should focus on a specific aspect of the site's management and/or governance that is particularly exemplary, relating to one or several of the GL's components, criteria and indicators.
- In the solution case study, please highlight specifically which aspects of the GL standard the solution illustrates. This should best be elaborated in the section on "Impacts" and/or the "story", and can also be mentioned in the "Summary" and the section "How do the building blocks interact".
- Solutions submitted by Green List candidate sites will be subjected to the same review and revision process as other solutions submitted to PANORAMA. Additionally, reviewers will pay particular attention to the description of the link with the GL.

The IUCN Green List and World Heritage

IUCN's World Heritage Programme supports the role of the World Heritage Convention in protecting the planet's biodiversity and promotes effective use of its mechanisms to strengthen the conservation of natural World Heritage sites.

IUCN was instrumental in founding the World Heritage Convention in 1972 as one of two international organisations that first proposed the concept and is explicitly recognised by the Convention as the technical Advisory Body on nature to the World Heritage Committee.

The IUCN World Heritage Outlook provides **Conservation Outlook Assessments** for all natural World Heritage sites. These assessments **indicate whether a natural World Heritage site is likely to conserve its values over time**, based on a desk-based assessment of:

- The current state and trend of values
- The threats affecting those values
- The effectiveness of protection and management

Conservation Outlook Assessments also compile additional information on conservation issues, benefits and possible projects related to a site. The IUCN Green List process will inform these Assessments for all participating World Heritage sites.

Additionally, IUCN advises all World Heritage sites with natural values to commit to work to the IUCN Green List Standard. **The Conservation Outlook Assessments shall provide an initial set of evidence and data for World Heritage sites**

committing to work with the IUCN Green List Standard, especially in the Application Phase.

For a World Heritage Site to successfully achieve Green List status, the IUCN Green List process must satisfactorily address all of the issues raised by IUCN during the Conservation Outlook Assessment for the site. Conversely, sites with a very positive Conservation Outlook Assessment rating shall be able to provide good evidence of conservation success during their application and candidacy for Green List recognition. See www.worldheritageoutlook.iucn.org for more information.

Action Plans

Action plans describe how PA management will address identified issues. The measure(s) and activities outlined in the action plans should be specific, verifiable, time-bound and achievable. They should also specify milestones to indicate whether adequate progress in addressing the issues is made.

It is up to the PA representative to determine which measures and activities are most suitable for addressing issues. However, advice and technical support on action plan development and implementation is available from IUCN staff and lessons can be learned about other PAs via COMPASS or from stakeholders.

Stakeholder engagement

A stakeholder is any individual or organisation who possesses real and ongoing direct or indirect interests and concerns about the site, but does not necessarily enjoy legal or customary entitlements. Examples of stakeholders are local communities and Indigenous Peoples, conservation and social NGOs, community organisations, tourism businesses, other local entrepreneurs, or local government authorities.

For a PA to achieve the best possible conservation and social equity outcomes, it is important to engage stakeholders in relevant activities since many of them will have informed and detailed knowledge and opinions as well as suggestions for improvement.

The IUCN Green List Standard promotes **proactive stakeholder engagement as a means for strengthening the rigor and credibility of the assessment process**. Seeking input from stakeholders will ensure that all relevant information is considered and will help getting stakeholder support for needed improvements.

Ideally, stakeholder consultation for the purpose of the Green List is integrated in a PA's on-going stakeholder engagement activities.

The following guiding principles reflect widely accepted best practice in stakeholder engagement and will help PAs define their approach to working with stakeholders.

As a first step, the **PA representative needs to identify and analyse their stakeholders**. They should understand:

- Who their stakeholders are (individuals or organisations relevant for the PA)
- Within the range of stakeholders, which marginalised demographics (gender, ethnic and indigenous groups, poorly represented sections of a community, etc.) must be prioritised to ensure their active inclusion in Green List processes
- What their interest in the PA is
- What influence they have on the PA and the Green List process
- Whether they are likely to support site Green List efforts.

Some stakeholders will be concerned with the Green List while others may not directly show interest. The combination of influence, interest and likely support will **determine how much attention should be given to various stakeholder groups, organisations and individuals**. The **effort for successful and meaningful stakeholder consultation will vary** depending on the PA. A stakeholder consultation plan should describe who will be approached and consulted, when, how and what the outcomes of the consultation should be.

IUCN Members in the jurisdiction and/or region of implementation can be very relevant stakeholders to engage. 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>

Stakeholder input must be actively sought, not just invited, to make consultation meaningful. Further, **being responsive to stakeholder questions and needs is critical**, and may require adjusting the engagement plan.

Taking into account cultural norms and technological capabilities of those to be consulted will help design and implement a meaningful consultation process.

There may be **different means to approach stakeholders**. These may range from direct emails or phone calls to signage posted around the PA or announcements in village shops.

Being well prepared for consultations with stakeholders will help gather all the input needed for a thorough Green List process. It is advised to draft a consultation questionnaire to this end.

Sufficient time is needed for stakeholder engagement. An unrealistic timeframe will invariably lead to frustrated and disenfranchised stakeholders, poorer stakeholder input and erosion of the PA's credibility. It takes time to contact stakeholders, arrange and conduct consultation and possibly follow-up to meet both PA and stakeholder needs. Additional key stakeholders may be identified as the process unfolds and will

need to be consulted. Some stakeholder groups have limited resources and may not be able to respond quickly.

Transparency is key. The PA representative should communicate regularly and clearly with their stakeholders and should be accessible and responsive. To

avoid uncertainty and confusion, the PA representative should communicate:

- Where they are in the Green List process
- What they are going to do to engage stakeholders
- What they are going to do with stakeholder input
- Which issues and concerns were raised during the process
- How these were addressed by the PA

NOTE: The importance of engaging local communities and other stakeholders is stressed in the IUCN Environmental and Social Management System (ESMS) Framework and Principles, especially in Sections 2.1 and 2.1.4 of the IUCN ESMS Manual. Additionally, the ESMS requires a strong gender balance in terms of stakeholder identification and engagement.

(Source: Adapted from MSC Guidance to Stakeholder Consultation in Fishery Assessments and FSC-STD-20-006 (V3-0) EN Stakeholder consultation for forest evaluations, August, 2009, <https://ic.fsc.org/preview.fsc-std-20-006-v3-0-en-stakeholder-consultation-for-forest-evaluations.a-523.pdf>)

(Also see: Convention on Biological Diversity, Article 8(j) - Traditional Knowledge, Innovations and Practices, <https://www.cbd.int/traditional>)

Site visits

Each applicant PA should receive an appropriate level of visitation and time spent on site. Appropriate levels would be:

- Small PAs to be visited by 1 EAGL member
- Bigger and more complex PAs to be visited by 2 EAGL members
- PAs with a history of disputes surrounding its set-up, use and / or access, to be visited by 2 EAGL members, accompanied by the Reviewer

Since the costs of site visits have to be covered by the respective PAs, there should be good reason for the unlikely event that the EAGL wishes to send more than 2 of its members to a site visit. In any case, the **PA representative should agree to a higher number of site visitors.**

The **site visit has to be planned and organised well in advance** to leave sufficient time to notify and invite stakeholders and provide some flexibility for changing the arrangements for the site visit to accommodate their needs. The PA representative and the EAGL also need to **engage in proper preparation of the site visit.** The PA representative should collect all evidence to support the Green List application and the visiting EAGL members should study the PA's information on COMPASS.

When preparing the stakeholder consultation, all parties engaged in the site visit **should consult the stakeholder guidance in this document** and together plan the site visit and consultation.

If a PA cannot cover the costs for the site visit, financial support should be sought from potential donors or seek advice from the IUCN on how to raise money for the site visit.

In exceptional circumstances, the site visit can be waived. In case an EAGL wishes to waive the site visit, it shall **submit its written justification to the Reviewer for approval.** The decision of the Reviewer has to be recorded on COMPASS and has to be published if the PA is eventually added to the Green List. In case a site visit is waived, the evaluation of the EAGL has to be even more thorough than it would be with a site visit, e.g. through submitting photos and videos of the site and/or creating additional maps to substantiate their application. A thorough and comprehensive stakeholder consultation also has to happen in the absence of a site visit.

NOTE: Apart from this short guidance, **EAGLs should consider the more detailed site visit guidance in the COMPASS library called 'Core Green List Documents'.** It contains details on site visit planning, agenda, budget and reporting.

Conflicts of Interest (COI)

The guidance below is intended to help participants in the Green List programme identify and address potential and actual Conflicts of Interest. Conflicts of Interest (COIs) occur when competing loyalties may affect an individual's judgment or objectivity, or be perceived by others to potentially do so.

How to identify COIs

The following groups make recommendations or decisions on PAs that apply to be added to the Green List: EAGLs, the Green List Committee and Reviewers. It is within these groups that potential COIs need to be identified and addressed.

It is the responsibility of each member of these groups to go through their direct and indirect relationships to identify existing or potential COIs since they will have the fullest knowledge of their own affairs and will be in the best position to realise whether and when something regarding the Green List has a connection with another interest of theirs.

To identify potential COIs, the following questions can be helpful:

- Would others trust your judgment and have confidence in your integrity if they knew you were in this position?
- How readily would you defend your position if confronted with public scrutiny?
- Is there is a connection between the PA and your other interests? How could they be related?

Many situations are not clear-cut and if there is uncertainty about whether or not something constitutes a COI, it is safer and more transparent to disclose the interest. The matter is then out in the open and it can be judged whether the situation warrants any action.

For example, a COI may arise from the following:

- Current employment and any previous employment
- Contractual relationships with PAs, PA agencies or their subsidiaries
- Affiliations with entities that have a funding relationship with PAs of the jurisdiction
- PA-related research funding or personal education grants
- Relevant appointments such as trusteeship, directorship, local authority membership, etc. related to PAs in the jurisdiction
- Memberships of relevant professional bodies, special interest groups or mutual support organisations related to PAs

- Other relationship or status which could, or be perceived to, influence your objectivity

When identifying COIs, the question is not limited to whether the concerned individual is likely to act improperly. Managing COIs also involves considering appearances, i.e. what an outside observer might reasonably perceive. Often, what needs to be managed is the risk of adverse perception that arises from overlapping interests. This is important because the perception of a COI can damage the individual's reputation, the Green List's reputation and people's trust in both. Often, all that will be needed is some form of clarification to avoid misunderstanding rather than action to address a COI.

How to manage COIs

There is a range of options for avoiding or managing a COI. Depending on the severity of a COI, the options include:

Severity level	Potential action
Low	<ul style="list-style-type: none"> • Taking no action • Enquiring as to whether all affected parties consent to the individual's involvement. Affected parties can be the EAGL, Green List Committee, Reviewer and/or PA • Seeking formal exemption from relevant individuals (see above) to allow participation • Re-assigning certain tasks to another individual (e.g. the site visit) • Removing from voting on the PA • Resigning or dismissing from the group
High	<ul style="list-style-type: none"> • Relinquishing the other interest

Setting up an EAGL

The process described in the User Manual is the ideal approach to setting-up an EAGL. It is important that the composition of the EAGL is endorsed by the WCPA Regional Vice-Chair and then approved by the Reviewer.

The **template to issue the call for EAGL member applications** contains all the information that interested individuals need to know and asks for all the necessary documentation they have to submit. It is advised to use the template in reaching out

to potential EAGL candidates. The template can be found in the COMPASS library 'Core Green List Documents'.

The WCPA Regional Vice-Chair should draw on the Operations Team and Implementing Partners to support the EAGL formation process. Support

activities may include, for example:

- Translating and amending the call for applications
- Identifying suitable channels for issuing the call
- Receiving applications from interested individuals
- Keeping a list of all applicants, showing their fields and levels of expertise
- Helping communicate with potential EAGL members
- Organising the initial meeting and training session of the EAGL

The proposed EAGL candidates are selected from the pool of applications by the WCPA Regional Vice-Chair. They may consult with their regional colleagues to identify the most suitable candidates. 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>

To keep the process independent, the **Operations Team and Implementing Partners shall not vote on those that applied. The final composition of the EAGL must be approved by the relevant Reviewer.**

Note that EAGL members are appointed for their personal expertise, not for their affiliation.

Once set up, EAGLs may ask the Operations Team or Implementing Partners for help in organising and hosting meetings, making travel arrangements, etc.

Apart from using sub-groups to complement an existing EAGL, **the EAGLs may choose to call on other experts to advise on certain topics.** These advisors do not have to be approved by the Reviewer, but the Reviewer should be informed about their expertise. **The external experts shall not participate in decision-making.** Their role shall be limited to giving advice.

The EAGL should consider replacing any members that do not contribute to the work of the EAGL. Any new members have to go through the approval process outlined in this document.

It is also advised to rotate members, with a suggested minimum of two years of membership and a maximum of five years.

Template for Call for Expressions of Interest in EAGL Membership

CALL FOR EXPRESSIONS OF INTEREST TO BE A MEMBER OF THE IUCN EXPERT ASSESSMENT GROUP FOR THE GREEN LIST (EAGL) FOR <INSERT JURISDICTION>

Dear Madam/Sir,

The IUCN Green List of Protected and Conserved Areas Programme (Green List for short) was officially launched in 2014 at the World Parks Congress to recognise and promote successful protected and conserved areas around the world. The main objective of the Green List is to encourage protected and conserved areas to measure, improve and maintain their performance through globally consistent criteria on good governance, sound design and planning, effective management and, successful conservation outcomes. For more details on the IUCN Green List programme, please visit www.iucn.org/greenlist.

The Expert Assessment Group for the Green List (EAGL) is at the heart of Green List implementation and is established in every participating jurisdiction. The EAGL adapts the global Green List Standard to the jurisdictional context and evaluates and assesses protected and conserved areas that apply to be added to the Green List.

We are seeking Expressions of Interest in becoming an EAGL member for the jurisdiction. Benefits of being an EAGL member include advancing PA management effectiveness and fairly governed PAs, membership with the IUCN World Commission on Protected Areas, and an opportunity to become part of the global Green List community of PA practitioners and stakeholders in more than 30 countries to date. It is important to note that EAGL members are expected to work on a voluntary basis, in their personal capacity, and according to their expertise without representing any organisation.

Interested individuals are kindly requested to apply no later than **<insert deadline date>** via <http://iucn.force.com/EAGLapplication>.

The online form under this link asks for:

1. Your professional experience in a pre-defined table format.
2. A self-evaluation of your competency.
3. A short statement on why you are interested to join the EAGL.
4. An up-to-date CV (in English if available)
5. A declaration of your relevant interests to manage any Conflict of Interest
6. Confirmation of your commitment to dedicate up to 10 days of volunteer time per year (0.8 days per month) to the EAGL tasks, over at least two years. All travel and logistic expenditures will be covered.

The Annex below shows the application form and competency criteria for your information (or if you are unable to access the online form, the Annex can be used).

The IUCN World Commission on Protected Areas (WCPA), *<insert name of the Implementing Partner>*, and an independent Reviewer will evaluate all applications and select a group typically of 5 to 15 individuals to form the EAGL. Appointed EAGL members will need to sign a 'Declaration of Engagement' (see below). All applicants will have an opportunity to join the WCPA as members¹², so long as they meet the WCPA membership criteria.

Please feel free to get in touch with *<insert focal point name(s)>* should you wish to find out more about the IUCN Green List and the EAGL or if you have any other queries.

Yours sincerely,

<Insert Implementing Partner name >

<Insert Implementing Partner organisation and title>

<Insert relevant RVC name>

Regional Vice Chair

IUCN World Commission on Protected Areas

OR

Alternative Representative

IUCN World Commission on Protected Areas

¹² <https://www.iucn.org/theme/protected-areas/wcpa/membership/become-wcpa-member>

ANNEX

This Annex is for your information only. Applications must be submitted online <http://iucn.force.com/EAGLapplication> (or by email using the template below).

EAGL APPLICANT DETAILS

Jurisdiction		Salutation	
First Name		Last Name	
Phone Number		Email address	
Mailing Address			
Add a short motivation statement on why you want to join the EAGL and name the key experiences and skills you would bring to the EAGL (max. 10 sentences)			
Confirm that you are prepared to support the EAGL with up to 10 days of volunteer time per year (note that travel and logistics expenditures are covered)			

PROFESSIONAL EXPERIENCE

Please add up to 5 of the most relevant stages of your professional experience. Note that we might ask you to submit a full CV later on.

1. Years (from - to)	Name of Organisation (if relevant)	Your role in organisation
2. Years (from - to)	Name of Organisation (if relevant)	Your role in organisation
3. Years (from - to)	Name of Organisation (if relevant)	Your role in organisation
4. Years (from - to)	Name of Organisation (if relevant)	Your role in organisation
5. Years (from - to)	Name of Organisation (if relevant)	Your role in organisation

SELF-EVALUATION OF COMPETENCY

EAGL members are required to have a total of at least 10 years of professional experience with public or private PAs. One member of the EAGL may be a 'young professional' with less than 10 years of experience.

Your experience in:

	5 to 10 years	10 to 15 years	Over 15 years
PA management			
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 rights holder / stakeholder organisations			

Other, please add			
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Mostly at the following types of organisations:

Community-based organisations	
Consultancies	
Funding Agencies	
Governments or Authorities	
Non-governmental organisations	
Private Sector	
Protected and Conserved Areas	
Scientific institutes	
Other	

Your other relevant skills:

	Basic	Medium	Strong
Knowledge of PAs in the jurisdiction			
Network of regional contacts			
Analytical skills			
Oral communication skills			
Written communication skills			
Command of local language(s)			
Command of written and spoken English			
Regionally recognised leadership in PA issues			
Skills in conflict resolution and negotiation			

Please email/attach an up-to-date CV (in English if available)

EAGL APPLICANT DECLARATION OF INTERESTS

Potential EAGL members are experts working with and on PAs in their jurisdictions. It is therefore likely that some of their direct or indirect relationships with PAs or their agencies or funders result in perceived or real Conflicts of Interest (COI). COIs occur when competing loyalties may affect an individual's judgment or objectivity, or be perceived by others to potentially do so.

To maintain the credibility of the Green List and of the EAGL as a group, it is therefore important that all EAGL applicants declare relevant direct and indirect relationships and interests, so any potential COI can be managed and addressed in an appropriate manner.

Please list below the details of your interests and whether they apply to yourself or to a member of your immediate family or some other close personal connection. Consider real as well as potential conflicts of interest in doing so.

Current employment and any previous employment	
Contractual relationships with PAs, PA	

agencies or their subsidiaries	
Affiliations with entities that have a funding relationship with PAs of the jurisdiction	
PA-related research funding or personal education grants	
Relevant appointments such as trusteeship, directorship, local authority membership, etc. related to PAs in the jurisdiction	
Memberships in professional bodies, special interest groups or mutual support organisations related to PAs	
Other relationship or status which could, or be perceived to, influence your objectivity	

Declaration of Engagement

This Declaration confirms your commitment to independence and objectivity of decision-making in the context of the Green List programme. Signed Declarations are required from all appointed EAGL members.

I, [Name], support the mission and the objectives of the IUCN Green List Programme and aim to contribute to it as a member of the Expert Assessment group for the Green List (EAGL) in [jurisdiction]
 I confirm that I am willing and able to invest the time it needs to adequately meet the requirements of my role in the Green List Programme. I also confirm the following (please mark with an 'x'):

	I commit to reading and understanding the Green List Standard, its associated set of Indicators and the Green List User Manual (in English or, if available, in the translation of my working language) as part of the training for my role
	I will follow the rules and processes of the User Manual
	I will participate in training on the Green List Standard and the User Manual and the Green List's online platform COMPASS as requested
	I will treat all applicant PAs equally
	Any decisions or recommendations made by me in the context of the Green List will be based on informed considerations, objectivity and without bias
	I will not advise PAs and their Mentors on how to come into compliance with the Green List Standard to avoid Conflicts of Interest
	I will make known any arising real and perceived Conflicts of Interest so they can be effectively addressed, in line with the guidance in the User Manual
	I commit to uploading accurate information about my contact details and qualifications for this role when requested into COMPASS (not publicly accessible - only visible to Green List Reviewers, EAGL Members, and the Operations Team)

[Name]

[Signature]

[Place and Date]



**INTERNATIONAL UNION
FOR CONSERVATION OF NATURE**

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Supported by:



Federal Ministry
for the Environment, Nature Conservation,
Building and Nuclear Safety

based on a decision of the German Bundestag



Green List
Protected | Conserved Areas