

# Reef Restoration and Adaptation Program

## The Program

The [Reef Restoration and Adaptation Program \(RRAP\)](#) brings together Australia's leading experts to help the Great Barrier Reef resist, adapt to, and recover from the impacts of climate change.

Visible from outer space, the Great Barrier Reef is the world's largest living structure and one of the seven wonders of the world.

After completing the world's most rigorous and comprehensive investigation into medium and large-scale reef interventions in 2019, RRAP is now embarking on a long-term R&D program to develop, test and risk-assess novel interventions to help keep the Reef resilient and sustain critical functions and values.

The goal is to provide reef managers and decision-makers with an innovative suite of safe, acceptable and cost-effective interventions to help protect the Reef from the impacts of climate change, in conjunction with best-practice reef management and reducing carbon emissions. Subsequent at scale deployment of interventions is outside the scope of the current phase of RRAP.

RRAP is in a race against time to produce solutions and will require our best minds to work in partnership across many organisations and fields of expertise, combined with the input and support of Traditional Owners, reef communities and industries, and the wider Australian public.

While RRAP is initially focused on developing technology and solutions to specifically help the Great Barrier Reef, these solutions could also be applied to other reefs in Australia and around the world.

## Partners

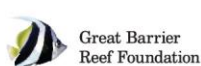
The RRAP R&D Program is led by a consortium of partners - each bringing unique and complementary capabilities - operating through an unincorporated joint venture: Great Barrier Reef Foundation, Australian Institute of Marine Science, CSIRO, James Cook University, The University of Queensland, Queensland University of Technology and Southern Cross University.

Other parties will be contracted based on the skills and capability needed by the program. The Great Barrier Reef Foundation, as principal investor, has specific obligations for integration across the broader Reef Trust Partnership portfolio, governance of investments as well as third-party fundraising. The Australian Institute of Marine Science, with its mandate to undertake R&D in support of the Great Barrier Reef, will be the managing entity for the collaboration.

## Funding

RRAP is a long-term initiative, with R&D into interventions that can progressively be made available for deployment as required. This phase of the R&D program has been designed to run until June 2024, for a total investment of ca. \$165m, with potential to increase the scale of effort to ca. \$300m over this period.

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The initial tranche of cash funding is being provided through the \$100M allocated for reef restoration and adaptation science as part of the \$443.3M partnership between the Australian Government's Reef Trust and the Great Barrier Reef Foundation (the [Reef Trust Partnership](#) – RTP).

This RTP funding is to be supplemented with a combination of research provider co-investment and third party (such as philanthropic or corporate) funding.

## Program governance and operational structure

The collaborative program is being established as an Unincorporated Joint Venture (UJV), with governance provided by a Board, Steering Committee, and a Managing Entity/Program Management Team. An Executive Director reports to the Board and chairs the Steering Committee.

A range of panels and expert working groups will be established to support the functions of the Board and Steering Committee as required by the program.

The Board will comprise an Independent Chair, senior executives from the UJV Partners and three independent skills-based members.



## RRAP Objective

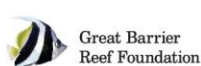
The objective of the Reef Restoration and Adaptation Program is to provide decision-makers with scientifically proven, ecologically effective, socially acceptable, technically feasible and economically viable options for intervening at scale on the Great Barrier Reef, and other Australian reefs, to help them recover from, and adapt to, the effects of climate change.

## RRAP Purpose

The purpose of the UJV is to deliver the Objective through:

- managing a highly adaptive approach to prioritising technologies proposed for intervention;
- delivering a research and development program that embeds the design principle that technological interventions need to be suitable for implementation on the reef at scale;
- bringing diverse multidisciplinary research and skills (including social science and economics) to enable delivery of the Objective and, for this purpose, maintaining this intellectual base throughout the Collaboration;
- collaboratively pooling the intellectual capital of many organisations to create and maintain a 'hybrid vigour' that drives the Collaboration and engenders a fundamental sense of shared purpose and commitment;
- enabling the necessary decisions in managing the risks inherent in deploying new intervention technologies (including at pilot-test scale) into the environment; and
- building societal confidence in the utility of proposed interventions, through transparent, high quality science and engineering.

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## The RRAP Board

A full version of the Board Charter is available on request with the main points below.

The Board has oversight of the overall strategy and direction of the UJV, and management of the UJV's delivery of the Reef Restoration and Adaptation Program, having regard to the Objective and Purpose, and each Board Member must undertake his or her duties with respect to the Board in accordance with the Objective and Purpose of RRAP.

With the exception of specific issues related to the internal administration of the UJV, the Board's decisions will be recommendations only and will not oblige any Party to accept or act upon such decision. The Board will not have authority or power to act for or bind any Party to any agreement, obligation or liability.

Whilst the Board will endeavour to reach a unanimous decision on all matters for consideration, the Board will be permitted to pass matters by ordinary decision (simple majority). Some reserved matters will need to be decided by a special decision requiring support from all but one members.

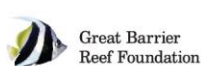
At commencement, the Board will comprise:

- Independent Chair (Professor Rob Vertessy),
- One member from each core RRAP partner,
- One independent indigenous member,
- Two additional independent members,
- Observers from the Great Barrier Reef Marine Park Authority and Australian department of Agriculture, Water and the Environment.

The Board will have the following responsibilities:

- to set the overall strategy and direction for the Collaboration and provide overall oversight of the Collaboration, having regard to the Objective and Purpose;
- approving strategic and operating plans, and approving the annual budget, for the Collaboration and obtaining any necessary advice to gain assurance that sound financial management practices are implemented;
- making recommendations to GBRF's Partnership Management Committee and the board of directors of GBRF in respect to any Reef Trust Partnership or GBRF funding decisions in relation to the Collaboration;
- managing overall risk (while balancing the imperative for the RRAP to take risks, and understand the time-critical nature of the mission) including overseeing the development and application of a project performance and risk management framework including the effectiveness of risk mitigation strategies;
- considering recommendations from the Steering Committee and Executive Director and approving the research plan and major expenditures recommended by the Steering Committee;

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- considering regular reports from the Executive Director on progress and approving those reports as a basis for communication;
- providing direction to the Executive Director and Steering Committee;
- recommending how Project IP is to be protected and disseminated for the purposes of RRAP;
- to seek and take advice from committees, panels and advisory groups and Observers as the Board deems appropriate;
- overseeing the provision of services in support of the Collaboration by the Managing Entity or other Parties as contemplated by the Agreement, and giving directions and instructions to the Managing Entity and those other Parties;
- ensuring Full Partners maintain collective focus on the Purpose, and work together for the Objective, including overseeing the contributions and approving any amendments to the timing, amount or content of those contributions;
- overseeing engagement and communication with specific regard to approving and overseeing the implementation of the RRAP engagement and communications strategy and plan;
- representing the RRAP in high-level dealings with government, industry and internationally in accordance with the approved engagement plan or upon the request of the Chairperson;
- considering opportunities, issues and concerns raised by key stakeholders and traditional owners;
- promoting a cooperative approach to RRAP research, development and delivery;
- supporting efforts of the Parties to secure additional funding for the Collaboration on an on-going basis;
- approving the composition of the Steering Committee and making recommendations to the Full Partners as to amendments to the Terms of Reference of the Steering Committee;
- making recommendations to the Full Partners as to whether a formal transition to an alternate governance model for the Collaboration (such as an incorporated joint venture) should be considered; and
- making recommendations to the Full Partners as to whether an incorporated entity should be formed for the purpose of Projects or deploying new intervention technologies developed pursuant to the Collaboration, into the environment at implementation scale.

### Meetings and Remuneration

The Board will meet a minimum of four times per year, although it is anticipated that a higher frequency of relatively short meetings will be required in the first six months of establishment. Meetings will generally be conducted remotely unless in-person attendance is specifically required and allowed under current covid-19 restrictions. If required some matters may need to be dealt with out of session between meetings.

Independent board members will be remunerated at rate of \$25,000 per year, plus reasonable expenses to attend meetings, and be employed for a term of 4 years.

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