

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-
large 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 conjunctions 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. These partners are as follows:

- [Great Barrier Reef Foundation](#)
- [Australian Institute of Marine Science \(AIMS\)](#)
- [CSIRO](#)
- [James Cook University](#)
- [The University of Queensland](#)
- [Queensland University of Technology](#)
- [Southern Cross University](#)
- [Great Barrier Reef Marine Park Authority](#)

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.

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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.

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.

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;

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- 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.

The RRAP Steering Committee

A full version of the Steering Committee Terms of Reference is available on request with the main points below.

The Steering Committee reports to the Board and is responsible for overall project formulation, recommending research plans and major expenditures to the Board, prioritisation of interventions to be pursued, appropriate allocation of resources among the Parties and managing the on-going working relationship between the Parties.

The Steering Committee will comprise:

- Executive Director (Chair)
- Program Director (ex officio)
- One member from each core RRAP partner,
- One independent indigenous member,
- Observers from the Great Barrier Reef Marine Park Authority and Australian department of Agriculture, Water and the Environment,
- Any additional skills-based member as required.

The Steering Committee will have the following responsibilities:

- overseeing and operationalising the strategic direction set by the Board for the Reef Restoration and Adaptation Program;
- working with the Managing Entity:
 - endorsing and recommending to the Board strategic and operational plans. These plans will be negotiated and agreed with the Board and adjusted as required over the term of this Agreement, but could include:
 - overall design of the RRAP;
 - strategic plans (including communication and engagement plans);
 - an annual investment plan;
 - sub-program plans, projects and budgets;
 - resourcing plans and allocations to partners and/or third parties;
 - project performance and risk management framework and risk mitigation strategies;
 - overseeing progress of the RRAP against program plan, milestones and budget, overseeing the monitoring and evaluation of the program, and reporting on outcomes of the RRAP to the Board, as and when required by the Board;

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- endorsing and recommending to the Board proposed changes to the RRAP design including recommendations on existing or new partners;
- endorsing and approving the contracting of research and development to Parties and third parties as detailed in the RRAP Annual Planning Process Document;
- endorsing and recommending to the Board the prioritisation of intervention options being actively pursued, ensuring an adaptive approach is applied through the appropriate use of stage gates/ critical decision points;
- ensuring program alignment with the principles set by the Board;
- ensuring RRAP in its delivery is conducted consistently with the Agreement; and
- developing delegations of authority to the Managing Entity under the direction of the Board, where there are required services that are not already covered by the Agreement and associated ME Project Agreement.

Meetings and Renumeration

The Steering Committee 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 Steering Committee members will be renumerated at rate of \$20k per year, plus reasonable expenses to attend meetings, and be employed for an initial term of 4 years.

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