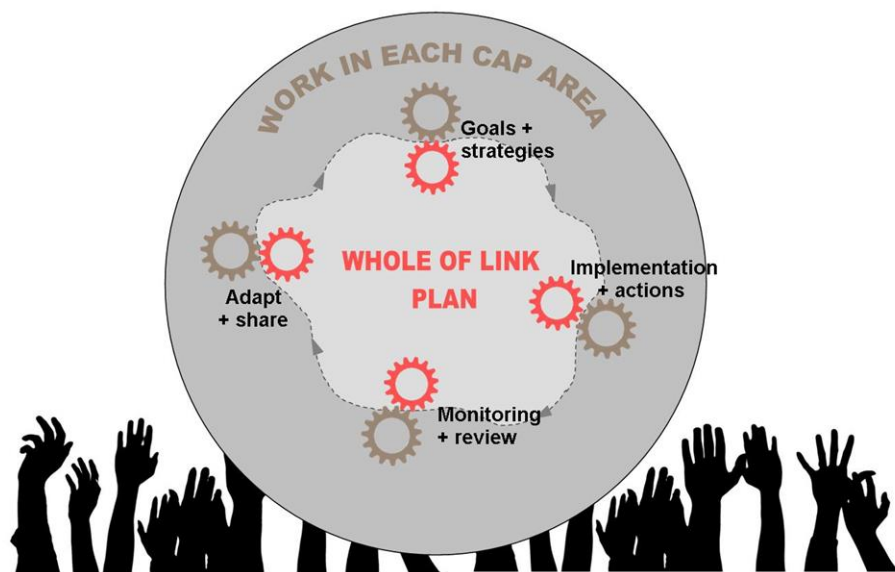




Gondwana Link WORKING TOGETHER GUIDE



AGREED GUIDELINES FOR WORKING TOGETHER

Policies and procedures that underpin the relationships between Gondwana Link Ltd and its members and affiliates

Version 1.3 November 2020

Version 1.3: This version was prepared partly from the initial Whole of Link Ecological Guide (Version 1.1) and partly from Board material prepared since June 2012 by Keith Bradby and Amanda Keesing, based on earlier processes and decisions.

Acknowledgements

This document builds on innumerable meetings and discussions with groups since 2002. There have been some bumps on the road, but the wagon is still moving and gathering momentum. Thank you all for that.

Authorisation

This Version 1.3 document is authorised by the Chief Executive Officer, Gondwana Link Ltd, who accepts any responsibility for errors and misinterpretations.



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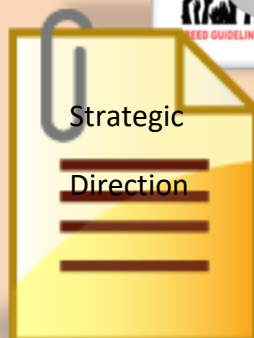
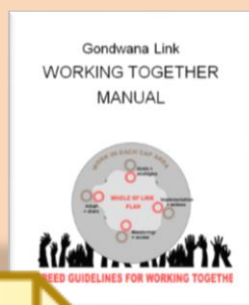
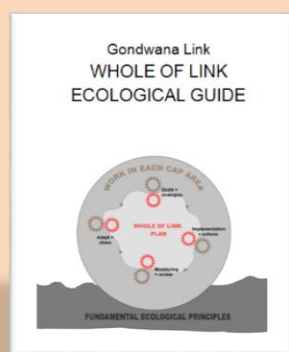
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Whole of Link Framework



1. Introduction

The Gondwana Link program has developed since 2002 as a collaborative venture underpinned by a cohesive, focused and strategic approach to on-ground achievement made through the endeavours of a wide spectrum of organisations and individuals.

It is now moving into an exciting new organisational phase, with a more formal and inclusive structure, a framework that enables ecological outcomes to be measured across the Link, and a strategic approach aimed at substantially achieving the vision by 2030.

The program is now being informed by three inter-related compilations of guidance and information:

- a Whole of Link Ecological Guide;
- this Working Together Guide; and
- a Strategic Guide which outlines key action steps (in preparation).

These three documents are based on the experience to date and the on-ground plans and work programs being undertaken, plus the best ecological and business advice we can find. They are published as current versions, and will undergo constant revision and adaption as the work progresses, as the groups undertaking the work review and adjust their programs, and as new perspectives emerge into the ecological science underpinning life in our special part of the ancient Gondwanaland.

2. About this Guide

This **Version 1.3 Working Together Guide** has been prepared by Gondwana Link Ltd, for discussion with its member groups and supporters, in order to:

- set out the whole of link structural approach; and
- set out the policies and procedures relevant to member groups.

The Guide will remain a dynamic document, with regular review and adaptation of objectives and strategies and communication of these between all the groups participating in Gondwana Link. As such, while it provides initial overall guidance, we anticipate the production of successive updated and revised Versions, as procedures and processes are tested and evolve.

In particular, as actions to implement the Gondwana Link vision proceed, we expect to be able to progressively refine and quantify objectives for protection and restoration of native vegetation, and for management of the threats to them.

The next decade will not see the overall ecological objectives of Gondwana Link fully realised, as regardless of when the essential repair work is undertaken the ecological systems involved will take some time to recover from the current stresses. But we do expect this plan to help establish and confirm the structures, processes and overall directions needed to support the work needed for those objectives to be achieved in the longer term.

3. Overview of Gondwana Link

3.1. The Vision

‘Reconnected country, from the wet forests of the far south west to the woodland and mallee bordering the Nullarbor, in which ecosystem function and biodiversity are restored and maintained.’

This vision for Gondwana Link was developed in 2002 and usefully started the process of imagining a better ecological future and the steps necessary to achieve that future.

The vision has been well enough understood to encourage buy-in to Gondwana Link. The overall Gondwana Link area (Figure 1) is defined by a broad ‘swish’ developed early in the program. It contains the highest quality remaining habitat and the least fragmented portions of the south western Australia Biodiversity Hotspot (Myers et al. 2000) , and therefore arguably the greatest opportunities for protecting and re-building functional, resilient landscapes. It also has relatively supportive political and social frameworks in place, and a number of willing conservation groups and other organisations who share the vision and are working towards its achievement.

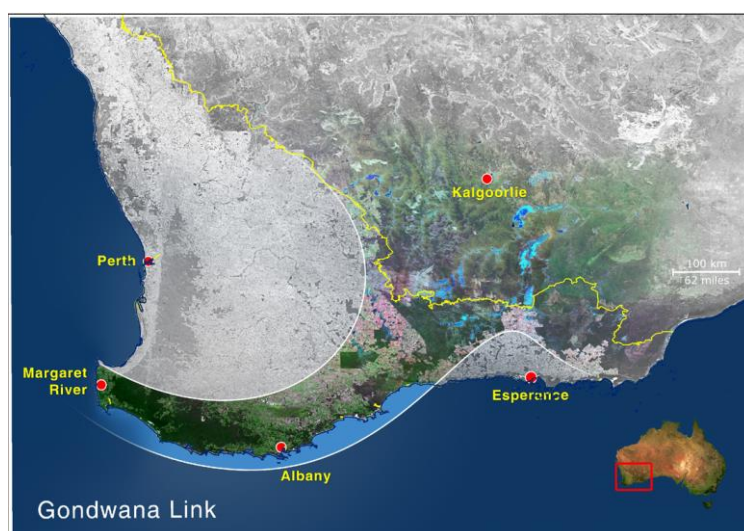


Figure 1: Gondwana Link area, with dotted yellow line delineating the South-Western Botanical Province and the dotted pink line delineating the Great Western Woodlands.

3.2. The people working to realise the vision

Gondwana Link is a collaborative effort. Overall support for achievement of the broad vision is through Gondwana Link Ltd, which works with a number of active groups as its members and close affiliates. Gondwana Link Ltd is responsible for a number of tasks that support the collective effort and its structure and functions are outlined in Section 4.

We also work with a number of industry groups, including companies in the plantation sector and leading miners, and have strong involvement from private sector companies. Local governments have a special role to play and there is good work already underway with the Shires of Kondinin, Dundas and Augusta-Margaret River.

To date the bulk of our combined achievements have only been possible through the support of private donors and foundations, who have had the generosity and the vision to support our early efforts, generally through member and affiliate groups, though some also support the core program. There have been many other key individuals involved, including conservation property purchasers, volunteers on field programs, and supporters from other sectors such as the arts, media and education who have contributed to specific projects. Public funding, through various state and national programs, is becoming increasingly important.

A core basis for the programs being implemented by area-based groups is the Conservation Area Plans (CAPs) which strategically guide and integrate various works within the operational areas. For the Great Western Woodlands (GWW), Gondwana Link Ltd has taken a more operational approach than in other areas, and following development of an overall scoping study led the development of more specific CAPs for defined areas within the GWW.

3.3. Guiding Principles

“Values-led conservation is ... founded on the recognition that action to protect nature happens when arguments are framed in terms that resonate with the combination of imagination, feelings and rationality that guide decision making in people’s everyday lives”

Mary Midgley (2001) *Gaia. The next big idea*. Demos, London

These guiding principles were first developed by all involved groups in 2005 and have been only slightly modified since then. They encompass both the basic assumptions underpinning our approach, and some of the standards we seek to apply to the way in which we work.

- ***A vastly increased scale of conservation action is essential to arrest the continuing attrition of nature and build resilience to future pressures.*** We need to exponentially increase the existing efforts and to devise cleverer ways of achieving change.
- ***Achieving long term conservation (at ecological timescales rather than political cycles) in the face of the currently accelerated rates of change, requires the repair and maintenance of ecological functions and strengthening of resilience across systems, rather than a focus on individual species.*** Species loss and accelerated damage to ecological systems is now so severe in south-western Australia that, even before the full onslaught of accelerated climate change hits, we need to vastly increase the scale and effectiveness of conservation management, and concentrate on those systems we can maintain in reasonable condition in the very long term without a high degree of human interference and costly ongoing management.
- ***Achieving ecological health and resilience requires change across all scales and sectors of society.*** It is not enough to only work with our conservation colleagues and friends.
- ***The diversity of the environment requires a diversity of approaches: there is no single solution.*** We will not restrict our actions to any individual conservation approach: advocacy, covenants, purchase and many more tools – some of which we may not know as yet - are all required across the mix of land uses and tenure in which we operate.
- ***All steps taken should be useful in themselves, with the whole being greater than the sum of the parts.*** We will achieve the Gondwana Link vision by identifying and implementing those no-regrets actions that give good ecological outcomes while also building the larger Gondwana Link. Every step along the way will be an important one that we should take anyway.

- ***People cannot be separated from nature: they may be part of the pressures but we need them as part of the conservation responses.*** We will demonstrate empathy, respect and compassion for both people and nature – recognising that change has to occur amongst a matrix of land uses centred on meeting human needs. While strongly asserting the need to accept more supportive arrangements with the natural world, we will also work to achieve greater compatibility between land uses. Strengthening the resilience of linked ecological and social systems is our role in building a society that is viable, vibrant and ecologically supportive.
- ***Actions should be informed by the best available evidence-based science interpreted through experience and common sense.*** Our scientific knowledge of complex ecological systems will always be incomplete but this cannot be a reason for inaction. There are many sources and forms of knowledge, including formal science and the rich veins of local and traditional knowledge, much of which is based on generations of observation and interpretation. At the same time, we will not adopt unproven or high risk approaches unless there are compelling arguments for them and they are applied in an experimental framework.
- ***The times require ongoing and highly adaptive processes rather than pre-determined conservation area designs and strategies.*** In the face of high levels of ecological loss and degradation, we need to improve our understanding of what works and contribute to a vast increase in evidence-based conservation being practiced. This sometimes means having to act decisively with less core information than we would like, but lack of information should not be used as an excuse for inaction.
- ***Clarity on objectives and processes, shared learning and equity across sectors is essential for adaptive co-management and efficient integration of roles and actions.*** We will work through cooperative and open structures across the various areas and programs while using open and rigorous discussion to build astute and common sense approaches. We will continue to share what we learn – through successes and failures – with other sectors both here in the region and nationally and internationally.

3.4. Translating principles into an operational framework

“Restoration is not akin to civil engineering, where each task has a highly predictable outcome, nor is it like gardening or farming, where local conditions can be tightly controlled until crops are harvested. . . . It is more like raising children . . . [with] unexpected circumstances that necessitate prompt resolution using ingenuity and audacity.”

Andre F. Clewell & James Aronson (2007)
Ecological Restoration: Principles, Values and Structure of an emerging profession.
 Island Press. Washington.

This section traces, in very broad terms, the program’s development to date and the additional development needed to carry us through to substantial realisation, on-the-ground, of the overall Gondwana Link vision.

Guided by the Vision and Principles, our early approach focused on achieving change at the scales necessary for ecological resilience by building momentum and demonstrating the feasibility of working collaboratively across the 1000km of the Link.

Gondwana Link has been built as a decentralised conservation approach that builds on the power of place through a decentralised conservation approach achieving ‘no-regrets’ actions that each give tangible outcomes. There have been five key elements to that:

1. **Articulate a compelling vision of the future** - imagine and act for the best - *transform landscapes* rather than just *manage threats* (address causes not symptoms)
2. **Minimal structure** – maximum resources *hitting the ground*
3. **Build momentum** *by establishing tangible and inspiring examples of what can be achieved*
4. **Establish support mechanisms** *to tackle key gaps and underpin expansion* across the entire Link.
5. **Phased Whole of Link roll-out** *focusing effort into strategic and effective actions.*

(but these don’t necessarily happen in a neat sequence)

Initially work started in the central fragmented zone (Figure 2), implementing the large-scale ‘no-regrets’ actions that achieved accelerated change and built momentum, such as whole farm purchase and restoration. In the Great Western Woodlands the initial work was through information gathering, local liaison and advocacy to achieve political and local recognition for the values of the area.

With these initial steps underway, the Open Standards for the Practice of Conservation (see Footnote 1 under Section 2.1) provided the framework for an adaptive management process through which we started translating the Vision and Principles into measurable and effective strategies at the scale of operational areas (Figure 3), through the development of Conservation Action Plans (CAPs). In the operational area CAPs, conservation targets (including ecosystems, ecological communities and species which are dependent on the healthy functioning of the ecological processes) are identified, their viability assessed and the threats to them are rated. “SMART¹” objectives are developed, strategies to achieve these are identified and evaluated, and a monitoring and review process initiated.

The first CAP was developed in the Fitz-Stirling area in 2004. Since then, first iteration CAPs have been developed for the Forests to Stirling, Augusta-Margaret River, Ranges Link (Stirling to Porongurup), Lindesay Link, Manypeaks and Kondinin-Dundas (Great Western Woodlands) operational areas, covering approximately 11.2% of the whole of Gondwana Link. These area CAPs have been developed by the groups leading the on-ground work, with some guidance from Gondwana Link Ltd, and are starting to be implemented by the groups.

As noted above, the Great Western Woodlands (GWW) was an early focus for Gondwana Link and two of its foundational members, The Wilderness Society and The Nature Conservancy. The main strategy here was to increase public and governmental understanding of the ecological importance of the area and the need for more coordinated and accountable management. TWS and the core Gondwana Link team initially cooperated with Government in development of an overall strategy for the area. When this failed to deliver beneficial change we commissioned, with a number of industry and local government representatives, a scoping study ‘Towards a land-use plan’ (del Marco, 2011). This recommended the development of sub-regional plans. Consequently, a first iteration Granite to Woodlands CAP was developed for the central west part of the GWW and a second CAP developed

¹ SMART = Specific, measurable, actionable, realistic, timebound

with Ngadju Conservation Aboriginal Corporation, supported by funding through Pew Charitable Trusts and Rangelands NRM.

While the strategic steps outlined above remain valid and further work remains to be done on them, from around 2014 the program also undertook to:

- **Link and consolidate priorities and on-ground action into an overall framework with measurable outcomes** to consolidate the ecological basis and prioritise major operational steps. The focus moves to mainstreaming the vision, building sustainable long term operations and substantially achieving the vision..

At present, we are working to further consolidate the efforts across Gondwana Link so that we have in place the conditions for better achieving the Gondwana Link Vision².

The framework for this is built on improvements in:

- Conservation action (implementation of strategies and measures) across Gondwana Link, primarily by the member groups and driven by the CAPs, which feed into achieving the whole of link vision.
- Strategic actions (implementation of strategic actions and measures) at whole of link or cross-regional scale, facilitated or coordinated by Gondwana Link Ltd, or by specific member groups. Objectives, strategies and measures are developed through a Whole of Link plan, but additional priorities will emerge as the CAPs are implemented and reviewed and additional opportunities present themselves.
- Coordinating mechanisms and processes to support evaluation and review of monitoring outcomes and progress across the differing scales and against the objectives.
- Communication mechanisms and processes to support information flow, learning and 'inspiring' between all Gondwana Link Ltd member groups, with the wider interested public and with other landscape scale practitioners.

We will build on the foundational work achieved to date to ensure substantial achievement of the original vision. We realise that the vision rests on achieving ecological outcomes that will take decades to be fully realised, so our challenge is, by 2030, to have substantially in place the restoration, protection and other activities that reconnects systems and enables the fundamental ecological processes across Gondwana Link to repair themselves over time (subject to the additional stresses posed by global climate change).

3.5. Alignment with established national priorities

The Gondwana Link program is broadly synergistic with the National Wildlife Corridors Plan (NWCP), and a detailed Gap Analysis has been completed (Gondwana Link 2013) documenting this. While noting that since 2013 the Commonwealth Government has not committed to achieving the National Plan, we still consider it a useful approach. For both the national plan and for Gondwana Link, the underpinning principles are synergistic and operate across the entire approach, so it is more appropriate to consider them as a whole rather than as individual principles. Section 12 gives a broad comparison between the key principles of both Gondwana Link and the NWCP, along with a

² NB We are not claiming that all the *ecological* outcomes of the Gondwana Link Vision can be achieved by 2025. See later sections for specific 10 year objectives.

summary of how implementation of this plan will improve alignment between them, bearing in mind that all actions need to be consistent with all principles.

Two inclusions in the Gondwana Link principles that are not explicitly stated in the NWCP principles are the need for on-going adaptive processes and the need for an exponential increase in the scale (i.e. intensity and quantum of effort) of activities undertaken.

The Gondwana Link program also aligns well with and helps achieve the targets of the national Biodiversity Strategy 2010-2030, particularly Target 5 *'By 2015, 1,000 km² of fragmented landscapes and aquatic systems are being restored to improve ecological connectivity'*, and Target 6. *'By 2015, four collaborative continental-scale linkages are established'*.

However, Gondwana Link is not considered as just a corridor by those who initiated it or who focus on its overall achievement. While connectivity is a core part of achieving Gondwana Link's ecological outcomes, the work of achieving these outcomes has been guided by papers such as that of Soulé et al (2004), which identifies the role connectivity plays, at a range of scales, in maintaining the critical ecological processes essential to long term conservation of ecosystems and species. Similarly, the National Wildlife Corridors Plan recognises the importance of a broader approach to connectivity conservation and its role in building ecological resilience across landscapes. Corridors are one form of structural connectivity that may be important in maintaining some of these processes at various scales (see for example Bennett 2003).

Despite the broad alignment that exists with the principles in the NWCP and the Gondwana Link principles and program, there are clear opportunities to strengthen both that alignment and the clarity with which the extent of alignment can be seen and understood and then developed further. We see no conflict between achieving this and the directions we were heading.

3.6. Working with other national and international large landscape programs

Gondwana Link was the first large landscape program established in Australia, but now has a number of colleague efforts around Australia. We accept the responsibility of sharing the benefits of our experience with these other programs, and also benefit from our exchanges with these programs. We now have a close working partnership with our main Australian colleagues, in Great eastern ranges, including the sharing of staff and a Board Member. We have also undertaken a mentoring role with one New Zealand based program, Reconnecting Northland.

The global trend, which is moving from site and species specific conservation measures to the adoption of meaningful conservation improvements across whole landscapes, is a trend we support and benefit from.

4. Gondwana Link Ltd

4.1. Establishment

Gondwana Link Ltd came into legal existence, as a Company Limited by Guarantee, on August 1 2009.

4.2. Vision and Mission

Vision: 'The Gondwana Link vision being energetically achieved through strategic efforts undertaken by a wide spectrum of groups, institutions and individuals and tangibly supported by a wide spectrum of society.'

Mission: 'To work cooperatively with and through groups, businesses, agencies and individuals in order to achieve ecological resilience across south-western Australia, from the wet forests to the edge of the Nullarbor Plain'.

4.3. Objectives

Under our Constitution:

'The company is established for the public charitable purposes of protecting and restoring the natural environment across south-western Australia from the wet forests to the edge of the Nullarbor by, without limitation:

- *supporting the conduct of research;*
- *promoting ongoing learning and informed debate about good ecological practices and policies;*
- *guiding and supporting activities in the area, including development of plans for specific operational areas; and*
- *developing, holding, maintaining and disseminating information and data on the area.'*

This wording was deliberately designed to give us a broad range of ability to act wherever the opportunity to achieve our core purpose was greatest.

4.4. Gondwana Link Ltd

The overall Gondwana Link program was initially coordinated through a hosting arrangement for the core staff with one of the groups involved. This proved unsatisfactory for a number of reasons and Gondwana Link Ltd was established in 2009, so that the ongoing structure can remain independent of any one group, and:

- is clearly wholly focused on the work of achieving Gondwana Link across the whole Link, making it not subject to and well insulated from the changing priorities of any organisation with a diverse portfolio of geographic and/or financial interests;
- remains organisationally neutral, and is not seen as being owned by any particular organisation (as was happening with the previous hosting arrangement); and
- is inclusive of the range of interests and capacities needed to achieve the Link, and able to recognise and balance equitably the unique contribution each organisation brings.

This is best balanced with the need to ensure the respective groups involved in Gondwana Link get due recognition for the effort they put into achieving their specific goals and the collective goal.

Overall leadership for the Link remains fragile due to its reliance on a small staff base, which has been overextended for some time. While the governance structure is well established it does need a broadened Board (underway), improved formal documentation of 'Whole of Link' (WOL) approaches and procedures (underway), and ongoing refinement and improvement of those approaches and procedures through increased dialogue and involvement of all the groups.

The broadened membership, increasing involvement and documentation, plus an increased set of high order negotiations aimed at meeting Whole of Link operating needs, will severely strain the current staffing.

4.5. Funding arrangements

Gondwana Link Ltd derives its income through a mix of funding sources, with some supporting general operations and some tied to specific projects being implemented through Gondwana Link Ltd. We rely heavily on those funders who provide our core funding, which enables us to concentrate on our core functions (see Section 4.10) and the core tasks of supporting the work of members organisations and others in achieving the Link. Project based funding carries a risk of distracting Gondwana Link Ltd from its core functions, and providing the perception, if not the reality, that GLL might be competing with member groups.

The ideal is for GLL to eventually have core funding, through an endowment fund or similar. .

4.6. Membership

Initial membership was kept at five, the minimum number required to qualify for Deductible Gift Recipient status, with all other involved groups being treated on an equal basis in regard to operational decisions as the formal membership. Even so, this did not reflect an inclusive approach to the many groups committing funds and effort to achieve Gondwana Link, and did not support their expectations of formal involvement in decision making for the future of the Gondwana Link effort.

Under Section 5.1 of our Constitution, membership of Gondwana Link Ltd is open, on application to the Board and with approval of the Board, to all groups involved in ecological work along Gondwana Link.

Structural change is recognised as being required, and from 2021 onwards we expect membership, will be extended to those groups already active in good works along the Link, in order to ensure that key viewpoints are heard and included (and feel included) before we progress much further. We can then further broaden the membership to include the wider circle of organisations and individuals we work with, through establishing affiliation categories with differing and almost certainly lesser rights and privileges to that of members.

4.6.1. Membership criteria

In increasing the membership of Gondwana Link Ltd and considering specific applications, the Board will be mindful of the need to:

- be inclusive of a wide diversity of viewpoints, structures and capacities;
- build a broad support base that carries the vision across a wide range of areas, needs and circumstances;
- seek equity in relationships with and between members and be particularly mindful that, regardless of size, all groups bring special contributions; and
- safeguard the vision and the ecological focus from ‘takeover’ by a wider range of groups who have only a peripheral commitment.

4.6.2. Membership Charter

The vision of Gondwana Link is being achieved through the enthusiasm, energy, inventiveness and plain hard work of the groups and individuals working to achieve the vision.

Gondwana Link Ltd exists to facilitate the work of achieving the vision and to support a collective effort towards achieving the shared vision.

Member groups provide the operational capacity within Gondwana Link and are expected to:

- **Demonstrate tangible achievement** of ecological benefits within their specific sections of the Link in ways that also contribute to achievement of the larger vision
- **Collaborate and communicate** in mutually supportive ways
- **Respect and recognise** the contributions and roles of others.

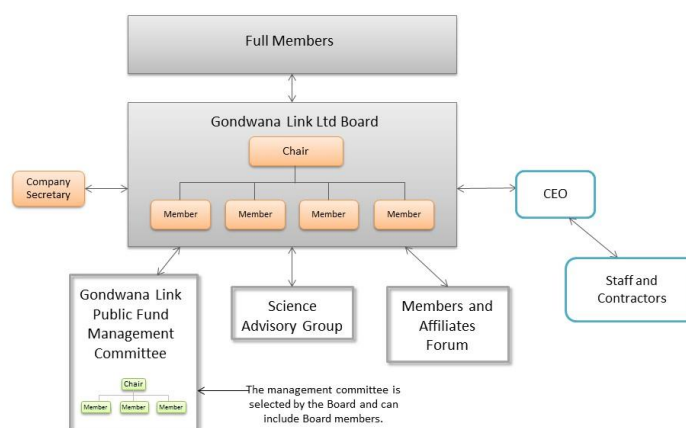
Note that not all groups seek formal membership.

4.7. Structure of Gondwana Link Ltd

The leadership and coordination of the overall Gondwana Link program has gone through several iterations since the program was first established in 2002, as you would expect from an emerging approach developing without other operating examples to draw from. We have also consciously worked to maintain the focus on tangible on-ground achievement, with organisational improvement happening more gradually.

In 2002 a coordinator was employed and shortly after a second position was established to assist with the work. The team of two became known as the Gondwana Link Coordination Unit.

In 2005 the groups then involved decided not to meet in a regular decision making 'Council'. In 2009, as we neared the end of the second main stage of operation, it became apparent that a distinct entity, supported by and supporting member and affiliate groups but not dominated by any particular group, was required. Gondwana Link Ltd was established, with only a small number of formal members, and the process of transition to a more formal and broadly representative structure was begun. The original 2014 concept (below) has proved difficult to organise and maintain, but with extra funding achieved and cooperative arrangements on science and related matters we anticipate establishing similar processes during the period 2021-2023.



Gondwana Link Ltd was originally established through three of the larger groups funding GLL and providing the Board members. Section 13.1 of the GLL Constitution was subsequently amended to enable the full membership to appoint the Board, on renewable two year terms that provide some continuity.

4.8. Functions of Gondwana Link Ltd

Gondwana Link Ltd carries responsibility for a number of tasks that support the collective effort. It has six clear functions:

- **High profile.** Ensure the ecological vision for Gondwana Link has such a desirable profile and level of recognition that a wide range of organisations and individuals want to contribute, and continue contributing, to the work of achieving that vision.
- **Increased capacity and tangible outcomes.** Work independently and with organisations and individuals to ensure a steady stream of funding and benefits are available to those working to achieve essential parts of the ecological vision for Gondwana Link, with the end result being exponential progress made against clear targets.
- **Clear standards.** Provide clear ecologically based standards and measures of success to guide the range of work underway and ensure maximum effectiveness in achieving the overall vision.
- **Monitoring and evaluation.** Establish and operate transparent evaluation processes that enable ready evaluation of the relative worth of various projects and their contribution towards achieving whole of Link objectives.
- **Critical gaps.** Identify key gaps in the range of work underway to achieve Gondwana Link and work to fill those gaps effectively but with minimal ongoing role for Gondwana Link Ltd (i.e. attract new groups or incubate a defined role then exit).
- **Continuity.** Enable the collective effort to survive the ups and downs of area specific or group specific work by ensuring that GLL is viable and fully functional into the future so it can continue to provide leadership, support, guidance, strategic direction and agreed standards.

In fulfilling these functions, Gondwana Link Ltd represents and supports the collective interests of those involved in achieving the agreed vision. It does not overlap or compete with the operational roles of those groups.

4.9. Decision making

Underling the cooperative philosophy we hold decision making by the membership is based on a modified consensus model, as established through the Constitution.

4.9.1. Decisions at general meetings

Under section 12.7 (a) of the Constitution: 'Questions arising at a general meeting must be decided by a three quarter (75%) majority of votes cast by the members present at the meeting. Such a decision is for all purposes a decision of the members.'

4.10. Operation as a self-managing multi-stakeholder model

In our eighteen years of trial, error and learning, different approaches to structure and roles have been developed and implemented. Our current position is outlined below.

In Gondwana Link, the central hub – Gondwana Link Ltd – does not control other organisations, nor does it sit at the top of a hierarchy. It does not have the power to control or manage other players, and it doesn't have the resources to do it either. And, recognizing that such approaches are expensive to run and stifle energy and innovation - we wouldn't want the power and control anyway.

'All this is to say that an effective governance system need not be ruthlessly centralised, but merely capable of sending messages that effectively influence the system'

Tim Flannery, Here on Earth, p246

We see ourselves operating as a hybrid of industry and ecosystem models supporting largely self-managing systems. We need some "rules" in place, based on the principles outlined above, with groups and individuals adjusting and adapting within these rules until an effective operating balance is reached. For our system – Gondwana Link – the key outcome must be the achievement of the Gondwana Link vision on the ground.

In the past a range of pragmatic approaches were adopted to carry the effort, the support and the wider engagement to the current level of success, recognition and expansion. This was, however, not done on a sustainable basis and we are now implementing those changes that give Gondwana Link, with its many facets, the clarity and continuity it needs to successfully operate a self-managing multi-stakeholder model.

4.11. Science Forums

With support from the In Potter Foundation and in partnership with Great Eastern Ranges a Science Forum is being established to provide advice on key issues affecting the direction and operation of the program. This will be a mix of researchers and practitioners.

5. Guiding documents

5.1. Rationale

Gondwana Link Ltd is responsible for developing and managing a range of policy and procedural documents outlining the approach shared across the member groups. These are aimed at:

- supporting and fostering cohesion;
- providing clarity on the purpose and effectiveness of particular actions and steps; and
- minimising the chances of particular wording or actions causing offense to others involved.

5.2. Development of protocols and procedures

For guiding documents applicable across the Link the overall responsibility for their development and content lies with the CEO of Gondwana Link Ltd, acting under direction from the Board. The process for development of these will vary, but for largely pragmatic reasons (reducing time and cost) the process will invariably involve the production of initial 'working versions' which will be circulated and tested, with feedback and additional comments used to produce up-graded versions.

At all times the intent is to minimise, if not eliminate, any restriction on the internal workings of the respective member groups, and to only have a focus on strengthening cohesion and effectiveness in achievement of the Gondwana Link Vision.

For guiding documents applicable across parts of the Link and involving multiple groups, our preference is for the groups involved to come to their own arrangements. Where this involves joint badging with Gondwana Link we are more than happy to undertake a 'version control' role.

The Board of Gondwana Link Ltd has available to them a register of documents 'in place and on the go' at any one time. In the event of any group or groups disputing the wording decided upon by the CEO, these will be raised and resolved through by decision of the Board, with the CEO then adjusting the wording as appropriate.

6. Gondwana Link Guiding Document for: *Communications and Marketing*

We need to effectively communicate between ourselves and with the wider world. This is needed for building and maintaining support, supporting continuity of funding, sharing and learning from the lessons learnt and being an effective member of our broader society.

6.1. Communications Plan

Gondwana Link Ltd will have a Communications Plan approved by the Board and regularly updated. A Draft Plan currently exists but is currently being reworked.

A review of communication involving a number of the groups has been undertaken internally. Standard communication approaches, for both internal and external purposes, are clearly beyond the capacity of the existing staff, and the broad 'mass-media' promotion roles still need to sit with the various member groups. However, there is an increasing need to accurately project the 'whole of Link' story, and to do it in a way that conveys the 'heart' of the program and is equitable to all groups. On that basis a revised strategy is being, with staff at Gondwana Link Ltd continuing to communicate primarily through social media, and also producing a number of broader higher profile items, such as the film 'Breathing life into Boodja' produced in 2019. We are also assembling a T readily accessible information base which groups can draw on for their broader communications, as well as being a readily accessible record of activity for donors and other supporters.

6.1.1. Talking the walk

One of our long standing Core Principles is that 'People cannot be separated from nature: they may be part of the pressures but we need them as part of the conservation responses.'

This principle has been ably reflected in the mix of work underway across the Link, as we strive for a 'working landscape' where nature and human uses co-exist, rather than the current situation where human needs exclude many natural processes. Indeed in order for an 'ecological' Guide to be just that, ecological, rather than a mere 'bio-physical' Guide, it needs to include consideration of human needs and aspirations.

And it needs that approach to be clearly and widely understood.

For its first decade the Gondwana Link program, and particularly the work of the core unit (now Gondwana Link Ltd) was heavily focused on the tangible achievement that provides 'proof of concept' for the ambitious vision we work to. The communication undertaken has been mainly aimed at building tangible support, such as through fundraising efforts by various groups involved. Additionally, because we have kept overall program overheads at a very low level, communication within the program, particularly information sharing and awareness raising across all the groups, has been less than optimal.

6.2. Use of name and logo

At all times we will seek to project a unified approach to the work of achieving Gondwana Link.

Consequently, the following protocols for the use of the Gondwana Link name and logo are consistent with the shared vision and the collaborative spirit we wish to engender.

6.2.1. Legal status

'Gondwana Link' is a trademarked name held by Gondwana Link Ltd. The Gondwana Link name was trademarked to ensure that no-one group or individual can register the name and prevent others from using it. The logo is also registered.



6.2.2. Protocol

Any use of the name “Gondwana Link” and logos is to be respectful of the joint and collaborative nature of Gondwana Link, recognising that no-one participating group or area is more than a part of the Link, geographically or organisationally.

6.2.3. Use of logo

The logos can only be placed on publications with the express permission of the Director of Gondwana Link Ltd. In making decisions about the use of the logo the Director will be acting under delegation of the Board of Gondwana Link Ltd. Requests will be dealt with in a timely fashion and should be emailed to both bradby@gondwanalink.org and amanda@gondwanalink.org. In making a decision the Director will be mindful of the need to ensure use of the logo reflects core values of balance, cooperation and intellectual rigour along with the implied involvement of all member groups who sit behind that logo. Permission to use the logo will not be given where its use would reflect badly on the involvement of other groups or risk bringing the Gondwana Link effort into disrepute.

A register is kept of where permission to use the logo is given and this will be reviewed by the Gondwana Link Ltd. Board as appropriate.

6.2.4. Use of the words ‘Gondwana Link’

These are obviously ‘free-ware’ but in their use of the term groups are requested to be mindful of the above protocol. No single group or section of groups should be referring to Gondwana Link in such a way that it gives the impression they have a controlling or dominant role. The preferred wording in general statements is ‘XXX supports work to achieve Gondwana Link’.

6.2.5. Recognition of other member groups

Gondwana Link Ltd member groups are encouraged to acknowledge the roles and contributions of other member groups in material about projects and areas in which those other groups are also making a contribution and make them aware they are doing so. When referring to the total Gondwana Link effort across the whole geographical extent of the Link it is becoming impractical to always name all groups, due to the wider range of groups involved. In these instances it is suggested groups at least refer to the groups also working in that operational area, and/or use the logo, as per above.

6.2.6. Sharing of logos

Membership of Gondwana Link Ltd does not give any group the right to use the logos of other groups without the express permission of that group.

6.2.7. Acknowledgement of donors and supporters

This is for each group to decide on, being of course aware that a number of donors are often attracted to Gondwana Link in general but then make their specific contributions to individual groups. There is a common responsibility to be respectful of other relationships.

6.3. Corporate Donors

A close association with some corporate funding sources can, in some instances, potentially affect the reputation and fundraising prospects of other member groups and Gondwana Link Ltd. Our position is to ensure that individual member groups have unrestricted access to whatever funds they choose to draw on, with the diversity of support for Gondwana Link being considered one of the strengths of our collaboration. However a respectful attitude to the needs of other groups requires recognition of the sensitivities sometimes attached to corporate contributions. At this stage approval to use the Gondwana Link logo in association with the logos of corporate funders will be considered on a case by case basis by the Board of Gondwana Link Ltd.

6.4. Resolution of disputes

Concerns regarding other group's use of the name and logo should be addressed to the Director. Where these cannot be satisfactorily resolved to the satisfaction of all affected parties they will be referred to the Gondwana Link Ltd Board for guidance.

6.4.1. When in doubt . . .

The default position is to always consult through the CEO of Gondwana Link Ltd. It's much easier than re-inventing the wheel in isolation and if other groups don't like the outcome then we can confirm we at least tried to get it right and they have a forum through which we can continue the discussion and share any fresh insights.

7. Gondwana Link Guiding Document for: *Funding arrangements*

Gondwana Link will not be achieved without significant and sustained funding, spread efficiently across the major tasks and organisations. We aim to have a diverse funding base with groups autonomously raising much of the funds they need. Gondwana Link Ltd's role is to provide support for that fundraising and to ensure its own fundraising efforts, for the needs of Gondwana Link Ltd, are complementary with and supportive of the larger effort.

7.1. Funding protocols and procedures

These are the broad protocols and procedures through which Gondwana Link Ltd will operate. It is envisaged that specific arrangements, consistent with these but more detailed, will be required for specific joint efforts with specific groups.

7.2. Priority Projects

A number of processes are underway to better define the priority projects and areas. These include:

- developing and refining the Whole of Link plan;
- working with the appropriate groups to support development and refinement of Conservation Action Plans for each key area of the Link (plans at varying stages for key areas);
- undertaking spatial analysis of CAP areas and whole of Link (largely undertaken); and
- working with groups to develop a strategically ranked list of priority projects.

7.3. Fundraising

7.3.1. Philanthropic and other funding opportunities that come direct to GLL

There are often approaches or opportunities identified through GLL staff that are best progressed by referral onto specific groups.

This will always carry the risk of subjecting the staff involved, and GLL, to charges of favoritism or poor judgment. Having a more clearly articulated set of principles and approach reduces the risk of concerns being raised.

Principles and approaches

1. **The first consideration must be achieving the best possible ecological outcome across Gondwana Link.**
 - a. GLL and member groups do need to be better at identifying and articulating the agreed priorities across the Link.
 - b. This involves balancing identified needs and priorities with the groups a donor is most likely to have empathy with/be encouraged by and any group preference or concern raised by the donor.
2. **Trust.**
 - a. If we are not trusted to make the best possible judgment calls 'for Gondwana Link' then we need to deal with the lack of trust before worrying about a few judgment calls.
 - b. There will always be some poor calls made, particularly given the rushed and unexpected context within which opportunities often occur. Any evaluation, if this

is indeed possible, needs to be done on a ‘% success across a year’ basis, rather than on one or two decisions.

3. Absolute discretion and confidentiality being exercised by all involved.

- a. GLL absolutely does not share specific information on any groups fundraising activities or specific donors. We do however, have a feel for the trends happening out there and feel it our duty to drop general hints that have the potential to improve overall performance without impinging on the confidentiality of any relationships.
- b. Donors often ask for an evaluation of delivery performance by a specific group. When this happens donors should be referred directly to the groups, unless agreed evaluations/audits have been conducted and the donor can be referred to information either produced by the group concerned or agreed to by the group concerned.

4. It’s a two way street.

- a. Groups carry a responsibility to provide feedback to GLL staff where a donor has been passed on and would preferably involve GLL in fine-tuning the relationship, particularly where GLL has ongoing contact or different perspectives on the donor.
- b. GLL decision making will naturally lean towards groups where knowledge of progress being made is shared and where GLL can evaluate the results of decisions made and processes followed.

5. The world’s a small town.

- a. Many groups have donors and prospects in common, and GLL staff meet them in these different contexts. Our role is to present GLL as a collaborative effort where all groups have roles.
- b. Donors may move between groups over the years. That is for the groups to worry about, not GLL.
- c. Where a donor is clearly aligned with a particular group, and understands their contact with GLL is part of that alignment, GLL staff will relay details of the contact to the appropriate relationship manager in that organization.

6. GLL is also a worthy recipient, but not a priority one.

- a. GLL does actively fundraise for its internal funding needs but Guideline 1 still applies.
- b. Where a donor insists that these funds are ‘for Gondwana Link’, which can come with the caveat ‘you can work out where they are used’ donations below \$20,000 will go into general revenue. For donations above that amount a Board decision will decide the use to which those funds are put.

7.3.2. Collective applications and proposals to secure funds

GLL will work to establish or increase significant funding streams to support the work of achieving the Link. GLL is also open to the prospect of administering larger shared contracts on behalf of all or some groups, on the basis that:

- as a general rule GLL will not be involved in delivery (i.e. this is a service for the groups), with the exception being where our core services are required (i.e. CAP development, GIS mapping etc);
- back to back contracts will be established before funds are accepted;
- where overheads are small a minimum administration fee of 5% is required, with a minimum of 10% where we have an ongoing administrative role;
- the basis for the above fees is subject to review, with key factors being:
 - Size of grant (i.e. 5% of \$20m is different than 5% of \$20,000); and
 - The actual costs involved in processing contracts and reports, which will vary.

8. Gondwana Link Guiding Document for: *Planning*

With the expansion of the program and the efforts of an ever wider range of groups and individuals, a whole of Gondwana Link plan has been developed. This builds on the range of area plans being developed and implemented, and seeks to integrate their objectives and operational needs into a whole approach that not only adds value to the more local efforts but also produces an outcome that is ‘more than the sum of its parts’.

To achieve this, we need a synergy between planning approaches.

8.1. Planning for work in areas across the Link

We have adopted the ‘Open Standards for Conservation’ approach³ as the most strategic, cost effective and ‘share-able’ way to establish a systematic approach to area planning across the Link. This approach sees the Conservation Action Planning spreadsheet⁴ and where manageable the Miradi software⁵ as the most commonly used tools to achieve robust and rigorous strategic perspectives, systematic approaches, adaptive management and verifiable measures of progress, augmented with MCAS-S based spatial analysis.

8.1.1. Objective

To achieve high standard strategic planning covering and being implemented in all key areas of the Link.

8.1.2. Conservation Action Planning

‘Conservation Action Plan’ is used as a generic phrase to cover planning approaches developed through the Open Standards, whether developed with the CAP spreadsheet or the Miradi program, or a combination. Gondwana Link Ltd’s supports development of Conservation Action Plans in order to:

- identify and focus action into those high order strategic steps where exponential improvements in ecological health and resilience can be achieved;
- encourage and support key groups and individuals into this more strategic approach;
- enable progress in achieving key ecological targets to be measurable and verifiable, both locally and across the Link;
- provide clarity on the degree of ‘collective agreement’ between the range of groups and individuals working together in a particular section of the Link on the action steps they intend to take; and
- establish planning programs relevant to the specific objectives of groups and specific areas that can also be readily ‘bulked up’ and/or ‘disassembled and ‘re-arranged’ into plans that support a range of purposes.

In supporting the development of Conservation Action Plans in operational areas Gondwana Link Ltd will:

³ Conservation Measures Partnership (2007) *Open Standards for the Practice of Conservation, Version 2.0.* (<http://www.conservationmeasures.org/initiatives/standards-for-project-management>)

⁴ <http://www.conservationgateway.org/topic/conservation-action-planning>

⁵ <http://www.conservationmeasures.org/initiatives/miradi-software>

- seek to have a collective of key groups driving the plans, sharing information and strategies, and collaborating on implementation;
- act in a facilitating role to ensure that any published plan is genuinely a collectively agreed plan;
- be respectful and inclusive of both local and broader ecological perspectives, but with our core ecological purpose being paramount in our input to a plan;
- aim to provide strategic assistance with achieving higher order goals and strategies; and
- work to ensure CAPs are compatible in their objectives, to the extent that they will help achieve 'all of Link' objectives and are readily 'rolled up' over adjoining areas.

8.1.3. Standards for Gondwana Link Conservation Action Plans

Recognising that it is currently difficult to provide good 'quality control' over the contents of a CAP, and that often various groups will need time to work through the implications of achieving meaningful and lasting ecological improvements in their areas, CAPs will grade from 'entry level' to 'strategic'.

For us a high standard strategic plan is one that:

- accepts that exponential change is required to reverse downhill trends in ecological health and resilience;
- outlines verifiable action steps and measures of progress to achieve exponential change;
- addressed each step outlined in the Open Standards for Conservation Measures (see summary in Attachments), achieves an acceptable level of completion for each of these and has an ongoing program of review and adaption;
- is compatible with and readily 'rolls up' with CAPs from adjoining areas (subject to further WOL development to facilitate 'rolling up'); and
- is being implemented to a standard and scale consistent with its stated ambitions

8.1.4. Custodianship

Our preference is for all plans to have acknowledged leadership from the group or groups undertaking the on ground changes necessary to implement the plans. Gondwana Link Ltd's role is to support and where necessary facilitate the planning process and to encourage the groups to work together.

GLL reserves the right to take elements of a specific area plan and include them in all of Link planning.

Recognition of a CAP as a 'Gondwana Link CAP' will be through agreement negotiated with the Gondwana Link CEO.

The custodian of a 'Gondwana Link CAP' is the Gondwana Link CEO, or nominee of the CEO, who will ensure that the complete current version of an area's CAP Excel Workbook and/or Miradi project is maintained on the Gondwana Link server and distributed to groups on request.

Changes to these versions will require the CEO to be confident that the changes have been collectively agreed to by the lead groups and are not the result of any one particular group's preference. The CEO is open to delegating his role in updating and maintaining CAPs.

It is likely that over time different versions of CAPs covering specific areas may develop, for example through some of the groups involved wanting to accept less ambitious targets than other groups involved. GLL accepts this approach, conditional on all versions being clearly marked to reflect their status. However, there will only be one CAP for an area that has Gondwana Link endorsement.

8.1.5. Closing the Loop

CAPs are not designed to be static documents, but ongoing programs of revision and adaption to changing circumstances, new information and monitoring data on the success or otherwise of various actions.

Our experience is that often the group or groups responsible for actions in a particular area need assistance to ensure the CAP remains a 'live' process and that gaps in implementation are filled.

We will endeavour to have a role in this as needed, but are cognisant of the financial costs involved.

8.1.6. Branding

A CAP and the associated action steps for which groups seek funding will only have Gondwana Link endorsement at the discretion of the CEO in consultation with the Board.

More detailed criteria and processes governing this will be developed.

8.1.7. 'Intellectual Property' and Conservation Action Planning

Plans are routinely developed across a number of organisations and individuals. Each brings accumulated knowledge, wisdom and insights to the table. We broadly follow the Open Standards for the Practice of Conservation⁶ which not only set out a clear and transparent approach to collaborative planning, but consciously engender a culture of sharing and cooperation.

We will continue to pursue an approach whereby the source of all shared information and material is acknowledged and respected and collectively developed plans are not subject to any form of IP restriction by any organisation.

Ideally, once all plans are well developed they will be publically available on the web. The only exception is where commercially or culturally sensitive material is involved, and the source or sources of that information request it be held within the planning group and no wider.

Published Conservation Action Plans should:

- respect any pre-existing processes;
- acknowledge all those who have made significant contributions to their development (current and previous iterations);
- set out the broad process of plan development and various iterations produced to date; and
- note where key data or knowledge has come from.

⁶ Conservation Measures Partnership (2007) *Open Standards for the Practice of Conservation, Version 2.0.* (<http://www.conservationmeasures.org/initiatives/standards-for-project-management>)

9. Gondwana Link Guiding Document for: *Restoration*

We recognise that achieving the Gondwana Link vision involves ecological restoration being achieved in its many forms across the 1000kms. We accept that restoration has many facets, and to guide our work have adopted the SERI classification of ecological restoration being

‘an intentional activity that initiates or accelerates the recovery of an ecosystem with respect to its health, integrity and sustainability.’⁷

This definition recognises that restoration is a far wider activity than, for example, the planting of a paddock, and includes such work as managing fire regimes back to a closer semblance of their original, restoration of original predator prey relationships and so on.

9.1. Restoration standards for revegetation works

9.1.1. Policy

These standards are voluntary, but we expect honesty and clarity to be used when applying them to any planting situation.

9.1.2. Standards currently applicable

Standards have been developed to provide guidance on the design and implementation of revegetation for ecological restoration, in order to help ensure that the best possible ecological outcomes are achieved for the funds and effort involved.

The current standards applicable to planting work in Gondwana Link are the SERA National Standards and where local refinement is required then the *Restoration Standards, Version 1.1*. Ongoing refinement of these is planned.

What the standards recognize is that not all revegetation – even of native species – contributes equally to ecological function and biodiversity, and so to refer to any standard of revegetation of native species under the one label of “biodiverse” can be very misleading. The use of standard ratings based on the relative ecological benefits of different revegetation activities is intended to assist those involved in Gondwana Link to identify the contributions made by various plantings to achievement of the Gondwana Link vision. The standards are intended to be used to:

- provide restoration standards for projects to be undertaken as part of recognised Gondwana Link efforts;
- assist groups and individuals undertaking revegetation activities in the Gondwana Link areas, or elsewhere, to consider in their planning and implementation the range of factors which increase the ecological benefits; and
- clarify the appropriate use of terms such as “restoration”, “biodiverse revegetation” and “biodiverse enterprises” by providing consistent criteria.

⁷ The SER International Primer on Ecological Restoration, published by the Society for Ecological Restoration International (Version 2: October, 2004)

Figure 1. Continuum of biodiversity and ecological values (illustrative example)

Low biodiversity value ("1-2 stars")	High biodiversity value ("4-5 stars")
<p>←</p> <p>Few species</p> <p>Introduced species</p> <p>One structure (eg all canopy trees)</p> <p>Spatially homogeneous (eg evenly spaced rows)</p> <p>Few habitat types</p> <p>No management</p> <p>Short lived</p> <p>Isolated, small, no strategic connections</p>	<p>→</p> <p>Many species</p> <p>Species all occurred naturally on this site</p> <p>Diverse structure (many layers)</p> <p>Spatial heterogeneity ("patchiness")</p> <p>Diverse habitats (litter, tree hollows, logs...)</p> <p>Dieback, ferals, weeds managed</p> <p>Durable (can self-replicate within reasonable period)</p> <p>Part of a strategic context: corridors, stepping stones, increases viable size, etc</p>

9.1.3. Strategic location

The standards do not include detailed criteria on strategic location, as they are intended to be applicable across a wide area in which the particular landscape context will also need to be considered. It is envisaged that Gondwana Link Ltd, in conjunction with its member groups, will develop spatially-explicit plans to identify priority restoration areas in which "5 star" restoration would be required if agreed Gondwana Link ecological objectives are to be met. These plans may also indicate areas where a lower standard may be acceptable and appropriate (eg upper catchment areas in which perennial revegetation assists in protecting high biodiversity values lower in the catchment through salinity control, in which case, however, such revegetation would not necessarily be described as "biodiverse").

In the interim (before completion of further spatial plans), landscape context should be considered in site selection and planting design. Some of the factors to be considered are:

- proximity to other native vegetation and potential beneficial effects (e.g. increasing available habitat area for particular species) or risks (e.g. potential for spread of dieback if already present or there is any risk of introduction to otherwise uninfected areas);
- position in relation to high value and/or sensitive areas such as creeks, wetlands, areas containing short range endemic species, threatened or rare species or communities, or communities that are of restricted occurrence. Revegetation in such sites should be assessed for its protection value and its possible range extension value;
- catchment position and hydrological trends (i.e. whether groundwater levels are rising as a result of too little perennial vegetation);
- size and shape - generally, larger blocks of plantings are more beneficial for wildlife (if other criteria are met) and areas with a low perimeter/area ratio (i.e. round, square rather than long and thin) are more likely to be durable as they are less prone to disturbances such as weed invasion and wind throw. However, some small plantings can be of great value if they are in the right locations, carefully designed for ecological benefits and there is adequate management to ensure they survive in the long term; and
- enhancement of degraded native vegetation areas can be cost-effective and ecologically beneficial if the causes of degradation are also addressed.

10. Gondwana Link Guiding Document for: *Knowledge development*

We are fortunate in that a number of leading scientists are supportive of our vision and achievements to date. As a consequence there is an increasing amount of good work being undertaken.

Our overall approach here is to be generally supportive of all good science underway across the Link, but to only provide specific support and engagement where we see a practical focus on achieving on-ground outcomes.

We are particularly concerned that there is currently too wide a gulf between the work of academic scientists and practitioner scientists. Both have their values, and those values increase exponentially when the work of the two sectors is brought together.

10.1. An all of Link effort

The Whole of Link Ecological Guide outlines our current ecological thinking and priorities, and will be regularly updated.

The Board of GLL have identified the need for an ongoing 'Science Forum' and this will be established in 2021.

10.2. Protocols and procedures

For Gondwana Link Ltd to provide endorsement of or to be part of the promotion and development of a research proposal, then there needs to be formal commitment between the parties that the proposal will:

- address jointly agreed needs; and
- provide the improved knowledge and particularly any background data collected for inclusion in the broader Gondwana Link information base that is available to all groups (with the exclusion of commercially sensitive information relating to commercial arrangements or any delayed availability agreed to in order to allow 'first publication' of the results).

In setting priorities for additional science projects we will be mindful of the opportunity to improve knowledge and skills applicable across the whole Link.

11. Gondwana Link Guiding Document for: *Information management*

Gondwana Link Ltd draws together the wide range of information and knowledge available across the Link, so that it is available for use to support work achieving the Gondwana Link Vision, as well as in communicating about the work underway and progress being made.

11.1. Gondwana Link Information Manager

Information Manager Amanda Keesing has drawn together and continues to update a wide range of GIS layers, data and images across the Link. This has been a very successful element of the GLL program, and provides constant support to a wide range of groups, programs and publications.

We strongly encourage free sharing of information between groups, and see supporting this as a key role. However, it is recognised that constraints and courtesies are involved, such as the obligation to acknowledge photographers when using images and the legal obligation to stick within the licencing conditions of various spatial layers. Additionally, GLL sometimes undertakes fee-for-service work utilising specific elements of our information layers, and the outputs can be subject to commercial licence with the organisation funding the work.

More complete guidelines on access to and use of the GIS layers, sharing of monitoring data and the image library are under development. Specific enquiries should be addressed to Amanda.

12. Gondwana Link Guiding Document for: *Alignment of Principles: National Wildlife Corridors Plan and Gondwana Link*

National Wildlife Corridors Plan Principles	Relevant Gondwana Link principles in this plan	Improving alignment through this plan
1. Building wildlife corridors across Australian landscapes is a cooperative endeavour	<p><i>Achieving ecological health and resilience requires change across all scales and sectors of society.</i> It is not enough to only work with our conservation colleagues and friends.</p> <p><i>These times require ongoing and highly adaptive processes rather than pre-determined conservation area designs and plans.</i> In the face of high levels of ecological loss and degradation - a steady increase in the involvement and understanding of key people needs to be rapid.</p> <p><i>Clarity on objectives and processes, shared learning and equity across sectors is essential for adaptive co-management and efficient integration of roles and actions.</i> We will work through cooperative and open structures across the various areas and programs while using open and rigorous discussion to build astute and common sense approaches.</p>	<p>Achieving improved connectivity is clearly a cooperative endeavour, but maintaining even current levels of connectivity also requires legal backing to enforce, as is already in place through EPA and EPBC assessment processes, and may need strengthening.</p> <p>Section 7.2 this Plan places Limiting Factor Analysis (LFA) into the annual reporting cycle as a key part of our Open Standards based adaptive management approach. This recognises the importance of both Stakeholder support and supportive legislation and public policy, and includes an annual assessment of both factors and adaption of implementation strategies.</p>
2. Corridors should be designed and implemented in ways that benefit local communities	<p><i>People cannot be separated from nature: they may be part of the pressures but we need them as part of the conservation responses.</i> We will demonstrate empathy, respect and compassion for both people and nature – recognising that change has to occur amongst a matrix of land uses centred on meeting human needs. While strongly asserting the need to accept more supportive arrangements with the natural world, we will also work to achieve greater compatibility between land uses. Strengthening the resilience of linked</p>	<p>Our requirement for increased effort is included under Objective 015 (Table 4, Section 4.5). Many existing rural communities are in decline, due to factors such as aging populations, declining terms of trade for agriculture, widespread pastoral land degradation and FIFO workforces. The local communities likely to benefit may be very different from the existing community structure and demographic. A good</p>

	ecological and social systems is our role in building a society that is viable, vibrant and ecologically supportive.	example is the opportunities for traditional owners to return to and work in the repair of their traditional lands.
3. Healthy, functioning landscapes require connectivity at a variety of scales	<p><i>Achieving ecological health and resilience requires change across all scales and sectors of society.</i> It is not enough to only work with our conservation colleagues and friends.</p> <p><i>A vastly increased scale of conservation action is essential to arrest the continuing attrition of nature and build resilience to future pressures.</i> We need to exponentially increase the existing efforts and to devise cleverer ways of achieving change.</p>	This is core to both the strategies in this Plan, and the smaller scale Conservation Action Plans. These are also designed on the premise that to achieve 'healthy, functioning landscapes' other ecological functions, such as nutrient cycling, also need to function at all scales. Connectivity on its own is unlikely to achieve health and ecological function.
4. Effective corridors connect the landscape across a mosaic of land tenures and land uses without affecting property rights	<i>The diversity of the environment requires a diversity of approaches: there is no single solution.</i> We will not specialize in any particular conservation approach - advocacy, covenants, purchase and many more tools are all required across the mix of land uses and tenure we operate in.	This Plan, and the smaller scale Conservation Action Plans, set out actions operating across a range of tenures. No actions proposed infringe property rights.
5. The design and location of corridors should be based on the best available information derived from scientific research, traditional Indigenous knowledge and practitioner experience	<i>Actions should be informed by the best available, evidence based, science interpreted through experience and common sense.</i> Our scientific knowledge of complex ecological systems will always be incomplete but this cannot be a reason for inaction. There are many sources and forms of knowledge, including formal science and the rich veins of local and traditional knowledge, much of which is based on generations of observation and interpretation.	This Plan, and the smaller scale Conservation Action Plans, bring together the best available science, augmented by traditional Indigenous knowledge (where available) and practitioner experience.
6. Corridors should be designed to assist native	<i>A vastly increased scale of conservation action is essential to arrest the continuing attrition of nature and build resilience to future</i>	Gondwana Link is specifically designed to span the areas of south-western Australia which are likely to have the greatest

species' adaptation to the impacts of climate change	<p><i>pressures. We need to exponentially increase the existing efforts and to devise cleverer ways of achieving change.</i></p> <p><i>Achieving long term conservation (at ecological timescales rather than political cycles) in the face of the currently accelerated rates of change, requires the repair and maintenance of ecological functions and strengthening of resilience across systems, rather than a focus on individual species.</i> Species loss and accelerated damage to ecological systems is now so severe in south western Australia that, even before the full onslaught of accelerated climate change hits, we need to undertake a heartbreaking exercise in Triage and concentrate on those systems we can maintain in reasonable condition without a high degree of human interference or ongoing management.</p>	long term resilience and provide the larger opportunities for species movement in the face of climate change. This plan, and the smaller scale Conservation Action Plans, also address immediate stresses damaging wildlife populations and their resilience to climate change and other future stresses.
7. Corridor design recognises and manages for potential risks such as those posed by invasive species and fire	<p><i>All steps taken should be useful in themselves, with 'the whole being greater than the sum of the parts'. We will achieve the Gondwana Link vision by identifying and implementing those 'no-regrets' actions that give good ecological outcomes while also building the larger Gondwana Link - every step along the way will be an important one that we should take anyway.</i></p>	To date risks have been analysed and management actions determined through the detailed Conservation Action Plans developed in local areas. Through this Whole of Link plan we commence the process of refining the overall link design, with fire and invasive species being placed as critical risks that also need to be addressed at a larger scale.

13. Gondwana Link Guiding Document: *Style Guide*

These guidelines have been developed for use by Gondwana Link Ltd, but are also suggested for groups generating printed communication materials in support of Gondwana Link –hard copy or electronic (eg web). They have been developed so that Gondwana Link materials and presentations are accurate, up-to-date, coordinated and consistent – the best way to promote our work.

13.1. Communication planning

Before producing material there should be careful thought about:

- what is already available by looking through the communications material catalogued in Albany (digital and hardcopy);
- what is the **aim** - why are materials needed ;
- who is the intended **audience**;
- what is the best **delivery** mechanism for your message– should it be a flyer, poster, newspaper article, calendar, web page, etc.;
- budgetary limitations; and
- how to evaluate effectiveness once utilized.

13.2. Acknowledgements

13.2.1. Acknowledging funders

If you are unsure which funding bodies should be acknowledged please discuss with the GLL CEO and others. Each funding body is likely to have given you their acknowledgement protocol which should be satisfied.

13.2.2. Acknowledging photographers

Where possible acknowledge a photographer for the use of their image eg. *Eucalyptus occidentalis*. Photo: Joanne Blogs. This acknowledgement can be in the image's caption or over the photo in contrasting colour.

13.2.3. Acknowledging assistance

Where significant assistance has been provided by another it is nice to give credit.

13.3. Style guide

This Gondwana Link style guide will be regularly updated and available at 'Gondwana Link style guide.doc' (insert link when available) and should be referred to in conjunction with this document. The style guide documents the accepted standard terminology, vision, logo, preferred colours etc.

13.4. Contact details

Standard contact details for publically circulated materials are:

Gondwana Link
Frederick House
70-74 Frederick St
PO Box 5276
Albany WA 6332
Ph: (08) 9842-0000 Fax: (08) 9842-8931
Email: info@gondwanalink.org
www.gondwanalink.org.au

13.5. Vision

The five main portions of the vision are:

- a number of groups and individuals are involved – it is never portrayed as one group, always a cooperative effort;
- reconnected country;
- landscape scale;
- geographic area is the wet forest of south western Australia to the woodlands and mallee bordering the Nullarbor plain; and
- addresses ecosystem function as well as biodiversity, with connectivity being one of the functions (we are not just a corridor)

The vision statement when referring to the overall goal is:

‘Reconnected country, from the wet forests of the far south west to the woodland and mallee bordering the Nullarbor, in which ecosystem function and biodiversity are restored and maintained’

For the vision statement when referring to the work underway, this modified version is preferred:

Gondwana Link is a cooperative effort working to achieve reconnected country in south-western Australia, from the karri forest of Australia's south west corner to the woodlands and mallee bordering the Nullarbor plain, in which ecosystem function and biodiversity are restored and maintained.

13.6. Consistent terminology for Gondwana Link

Having consistent terminology across all Gondwana Link work strengthens our combined image and ability to do that work. However we do recognise that the language and terms used is dependent on your audience. We will be producing guidance on Gondwana Link standard terminology that we encourage groups to use when referring to that item.

13.7. Nomenclature

‘Gondwana Link’ should be used in full. Please use ‘G Link’ for internal documents only.

Gondwana Link is NOT a **project**. A project begins and ends in a short period, is very defined.... Gondwana Link is both a vision that many are working towards and a program.

13.8. Location maps

Where appropriate there are standard location maps to use to show the operational area you are referring to. Maps are available from Amanda Keesing (amanda@gondwanalink.org)

13.9. Logo

There are two Gondwana Link logos – same image but different colour schemes. Either can be used. The typeface is Gill sans.

13.9.1. Gondwana Link ‘natural’ logo



It is a problem that the original artist is no longer contactable and he has provided this logo in a 'garbled' eps (vector) format. The best files available are:

File name: 'logopresentation.jpg'

Width: 8.5cm, 669 pixels

Height: 1.64 cm, 129 pixels

Resolution: 200 pixels/inch

File size: 46 k

File name: 'G Link logoprint.tif'

Width: 8.5cm, 669 pixels

Height: 1.64 cm, 129 pixels

Resolution: 200 pixels/inch

File size: 253k

13.9.2. Gondwana Link 'stylised' logo



Available at very high resolution so can be used at any size. This logo has been used by the sign writer for the G Link sign on the office gable as it was easy to paint. It has also been used on the web site. This version of the logo allows colours from the logo to be drawn into the design. Note that the grey background is a graduation of colours not one solid grey.

Largest file available

File name: 'GLink logo-high res.jpg'

Width: 56cm, 13300 pixels

Height: 10.6 cm, 2500 pixels

Resolution: 600 pixels/inch

File size: 3.4 Mb

Can be supplied in any lesser size.

Logos available from Amanda Keesing (amanda@gondwanalink.org)

13.9.3. Colours

The central Gondwana Link colour theme has been and currently is grey and orange.

An orange has been chosen to match an orange colour in the stylised logo. It is:

R=255, G=156 B=1

This is not set in concrete as a different orange may compliment the rest of your artwork. There are lots of other great colours in the G Link stylised logo that can be used with the grey and orange.

13.9.4. Typeface

The logo used Gill sans. There is no set typeface for text, but we find Calibri is quite nice for documents.