



Limestone Coast Landscape Board Business Plan

2021-2022



Foreword

While the Limestone Coast is an incredible and unique place in which to live, our region is also facing challenges, including a changing climate, competition for water, increasing value of and demand for land, soil health loss, coastal erosion and habitat loss. However, these challenges provide the Limestone Coast Landscape Board with the opportunity to re-examine how we work in the region, to build new relationships and strengthen existing ones, and clarify how we define success, as a board and as an active member of the Limestone Coast community.

As a new board, charged with creating change in landscape management, we are committed to bringing a fresh approach to our work – how we plan, how we deliver, how we partner, how we measure and how we report and communicate. Our 2021/22 Business Plan reflects this refreshed approach, with a focus on ensuring value for money by delivering on multiple priorities with every project.

In this plan, we are concentrating on the fundamental pillars of life of the Limestone Coast: the primary industries that drive our economy, the natural landscape that supports our rural lifestyle, and the First Nations heritage and history that has brought us to where we are today. We are investing strongly in education and partnerships to support people and organisations because we know we need to work together to build capacity and generate innovative and successful solutions to our shared challenges.

Some of what we plan to do in 2021/22 is building for the future. This means scoping the scale of an issue, or the limits of what we can realistically achieve with the resources we have. As a board, we need to understand where we are before we can create where we want to go. To that end, some foundational activities in this year will focus on building trust and recognition, finding common ground for collaboration, measuring and evaluating our work effectively, and telling our story to our partners and the community.

I present this 2021/22 Business Plan to you, and look forward to working together and celebrating our shared achievements.



Penny Schulz

Presiding Member, Limestone Coast Landscape Board

Limestone Coast Landscape Board Members



Penny Schulz
Chair



Mark Bachmann



Robbie Davis



Ben Hood



Bruce Wood

Acknowledgement of Country

The Limestone Coast Landscape Board acknowledges Aboriginal people as the First People and Nations of the ancestral lands and waters of the Limestone Coast. We acknowledge the elders past, present and future and we respect the deep feelings of attachment and relationships of Aboriginal People to Country including the language groups: Meintangk, Potaruwutij, Bunganditj, Tatiara/Ngarkat, Tanganekald (Southern Clans) and Ngarrindjeri, and we commit to working together to look after our landscapes.



Cultural Governance

Lartara-Wirkeri Cultural Governance was developed with the South East Aboriginal Focus Group to create transparency, improve communication and foster ownership of First Nations project outcomes.

Lartara-Wirkeri Cultural Governance is a contemporary application of a historic First Nations governance process. It has three distinct steps that are uniquely individual but operate in a continual cycle of communication and improvement. The three steps are:



People come together out of respect to talk about whom, how and what. This is a time for acknowledging ancestors, recognising differences and developing agreed pathways that can be progressed.



People have agreed expectations and responsibilities from Ceremony and Talk. Everyone knows and undertakes what they have agreed on.



People can only achieve this stage once they have been successful with the first two stages. Song and Dance is about celebrating the success of working together as a community to achieve the desired and agreed upon outcome. It is a time for learning from successes and paying cultural/spiritual respect.

Cultural Governance

Through consultation the Limestone Coast Landscape Board has incorporated Lartara-Wirkeri Cultural Governance in its regional landscape plan as a visual statement of its commitment to First Nations and how we will walk together to manage our landscapes. The LC Landscape Board seeks to have shared learning, shared outcomes, transparency and evaluation of the effectiveness of its First Nations inclusion in our work. The LC Landscape Board respects, honours and acknowledges the origins of the Lartara-Wirkeri Cultural Governance and its importance to the South East Aboriginal Focus Group and First Nations People across Australia.

**The Limestone Coast Landscape Board
is committed to walking with
First Nations to manage our landscape.**

The LC Landscape Board demonstrates this commitment through adoption of the contemporary application of the cultural governance framework in its regional landscape plan and annual business plan, procurement of services from First Nations groups and through an overarching Statement of Commitment that articulates our values of authenticity, transparency, accountability and collaboration.

The 'Weaving the South East Seasons' calendar was developed by the South East Aboriginal Focus Group in collaboration with the LC Landscape Board to promote a shared understanding of First Nations' connection to country and to the seasonal ebb and flow that dictated cultural practices and lifestyle for the region's first inhabitants and their continuing significance today.

The calendar is divided into six seasons that represent what is happening in the landscape – is it wet or dry? Hot or cold? Are plants and animals plentiful or scarce? Are things flowering or setting seed? Is it time for action or time to pause our busy hunting and gathering to reflect on the past, learn from our activities, and tell the stories that concentrate our learnings and teach those that will come after us?

This cycle reflects the Limestone Coast landscape and can also be used to help us in our planning. We already know that winter is the best time for tree planting and that rabbits and foxes should be controlled in the spring. But we can refine this timing further to find the most responsive season for action, and use the quieter months or the times that don't benefit from our intervention for the reflection, evaluation and reporting phases of our work.

Our Vision

To have a healthy, productive and biodiverse Limestone Coast landscape.

To be at the heart of the community, inclusive of First Nations and resilient to a changing climate.



Our Priorities



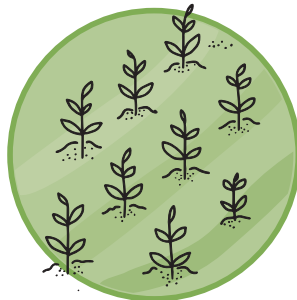
Working collaboratively to manage pest plants and animals



Protecting and balancing our region's water resources



Educating and partnering to sustainably manage our landscapes



Growing sustainable primary production



Conserving and enhancing our region's biodiversity

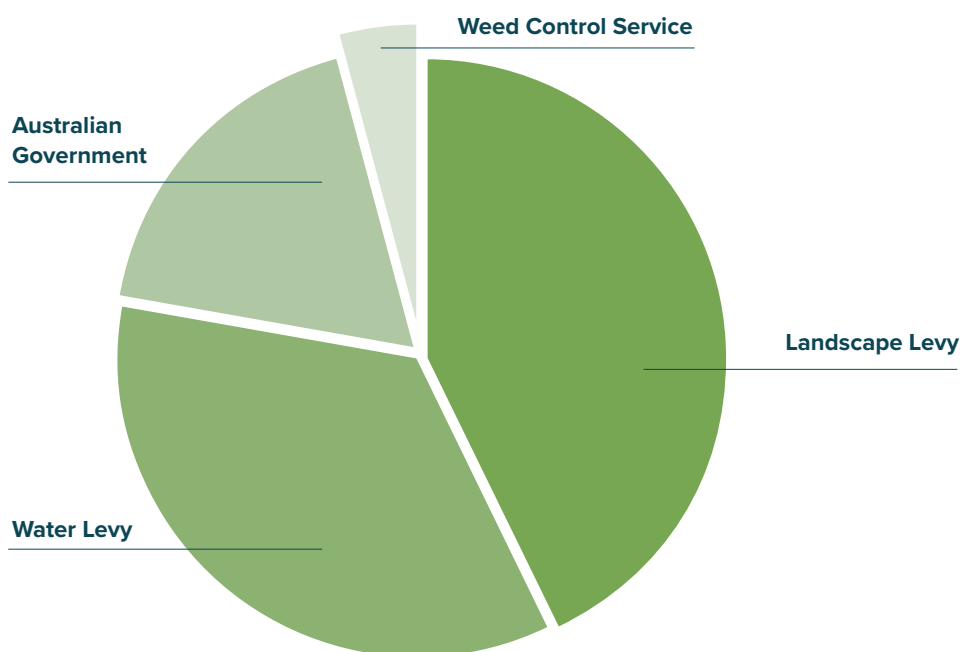
Our focus areas for action across all priorities are:

- **Pest management** - Strategies and partnerships to mitigate the impacts of invasive species on the productivity, social fabric and biodiversity of the landscape, including compliance, technical advice and services
- **Water planning** - Water resource planning and management (including compliance) that addresses sustainable water use, while supporting environmental, industry, social and cultural water needs
- **Improved biodiversity** - Protection and restoration of native vegetation, soils, wetlands, watercourses, and coastal habitats
- **Sustainable primary production** - Supporting primary producers in responsible landscape management
- **First Nations engagement** - Walking together with First Nations people to manage our landscapes
- **Communication, engagement and education** - Accessible education and capacity building programs to increase knowledge of and involvement in landscape management. Fostering a sense of connectedness to the natural landscape
- **Partnerships** - Identifying and establishing partnerships to broaden the work and reach of the Board.
- **Climate change** - Regional and localised resilience to the impacts of a changing climate

Sources of funding (revenue)

Funding Source	2021/2022 revenue (\$)
Landscape and water levies	
Regional landscape levy ¹	4,655,815
Water levy	3,934,160
External funding	
Australian Government National Landcare Program ²	1,930,727
Other sources of income	
Weed Control Service ³	400,000
Total Revenue	10,920,702

Proportion of funding to be received from each source in 2021/2022



¹ Landscape levy income to be raised in 2021/2022 is based on no CPI increase on the approved 2020/2021 income.

² The LC Landscape Board is delivering Australian Government Regional Land Partnerships funding as part of the National Landcare program. Additional funding will be sought from other Australian Government and external sources.

³ The LC Landscape Board provides a Weed Control Service to landholders that operates on a cost recovery basis.

Landscape levy rates and collection from Local Government

The landscape levy will be raised and collected on our behalf by local councils. Councils pay quarterly contributions to the LC Landscape Board. Under the Landscape South Australia Act 2019, new arrangements apply for councils to be reimbursed for unpaid levies.

In this Business Plan, the LC Landscape Board has retained the basis of the landscape levy as a fixed charge based on the purpose for which rateable land is used. A landscape levy based on land use purpose is viewed to align with a 'beneficiary pays' principle (e.g. primary production landholders pay a higher landscape levy as they use natural resources to generate an income and they are more likely to receive benefit from LC Landscape Board programs). The LC Landscape Board is continuing to use the purpose of use categories of commercial, industrial, primary production, and residential/vacant land/other uses.

The total amount of income collected from the landscape levy in 2021/22 has not been increased by Consumer Price Index (CPI) in response to cost pressures from COVID-19.

Estimated council contributions to Landscape levy income and collection costs

Council Area	Number of Rateable Properties ¹	Indicative council area contribution (\$)	Indicative council area share of levy (%)	Council area collection fee (\$)
Coorong District Council	744	\$155,778	3.34%	\$2,745
District Council of Grant	4,334	\$612,490	13.13%	\$3,652
Kingston District Council	2,006	\$240,184	5.15%	\$3,064
City of Mount Gambier	14,184	\$1,215,649	26.05%	\$6,138
Naracoorte Lucindale Council	4,272	\$655,745	14.05%	\$3,636
District Council of Robe	2,069	\$228,798	4.90%	\$3,080
Tatiara District Council	3,461	\$532,005	11.40%	\$3,431
Wattle Range Council	7,088	\$1,025,166	21.97%	\$4,347
Total	38,158	\$4,655,815	100%	\$30,093

¹ Source: Number of rateable properties by council area, as reported by Councils in March 2021.

Levy rate per land use purpose 2021/22

Purpose of Use Category	Percentage of levy revenue raised (%) ¹	Total no. of properties per land use (April 2021)	Landscape levy rate per rateable property (\$) 2021/2022
Residential, Vacant & Other	52.03%	30,211	\$80.36
Commercial	5.36%	2,075	\$120.53
Industrial	2.27%	548	\$192.85
Primary Producers	40.34%	5,324	\$353.57
Total	100%	38,158	

Regional Water Levy

Water levies will be collected by the Department for Environment and Water on behalf of the Minister and paid to the relevant landscape board.

Water levy rates have not been increased by Consumer Price Index (CPI) in 2021/22 in response to cost pressures from COVID-19.

Charge Type	2021/2022
Charge per licence	\$203.80
Tintinara Coonalpyn, Tatiara, Padthaway and Lower Limestone Coast PWAs	
Public water supply	\$16.50/ML
Water holding allocations	\$2.60/ML
Water taking allocations	\$2.60/ML
Specialised Production Requirement (SPR) allocations	\$2.60/ML
Delivery supplement allocations for confined aquifer	\$2.60/ML
Delivery supplement allocations for unconfined aquifer ¹	\$0.26/ML
Water taking allocations for industrial, aquaculture, industrial-dairy, intensive animal keeping, environmental and recreational uses ²	\$3.43/ML
Lower Limestone Coast Prescribed Wells Area (PWA) only	
Forest water allocation	\$2.60/ML
Specialised production requirements (SPR) frost allocations ³	\$0.87/ML
Morambro Creek watercourse (including Cockatoo Lake and Nyroca Channel) and its surface water area	
Water taking allocations	\$22.69 per share

¹ The levy rate for extraction from the unconfined aquifer is 10% of the regional volumetric levy rate based on the rationale that this water is returned as recharge to the source aquifer.

² Water taking allocations for industrial, aquaculture, industrial-dairy, intensive animal keeping, environmental and recreational uses (formerly referred to as existing volumetric allocations) have a higher levy rate because they are currently exempt from reductions to allocations.

³ Specialised Production Requirements (SPR) are allocations used for frost protection of vines, and other crop benefits. In recognition that some years will require higher SPR water use than others, a three-year-rolling-average scheme has been developed for frost control in all Limestone Coast Water Allocation Plans. In Tatiara and Padthaway PWAs only, an annual allocation of 1/3 of their total frost SPR allocation is issued on the licence. This is currently under review in the Water Allocations Plans for these two PWAs. In the Lower Limestone Coast (LLC) PWA, the full 3 years of allocation for SPR frost protection has been issued on the licence, therefore the levy rate for SPR frost in the LLC PWA is 1/3 of the rate in the other PWAs to ensure equity between users.



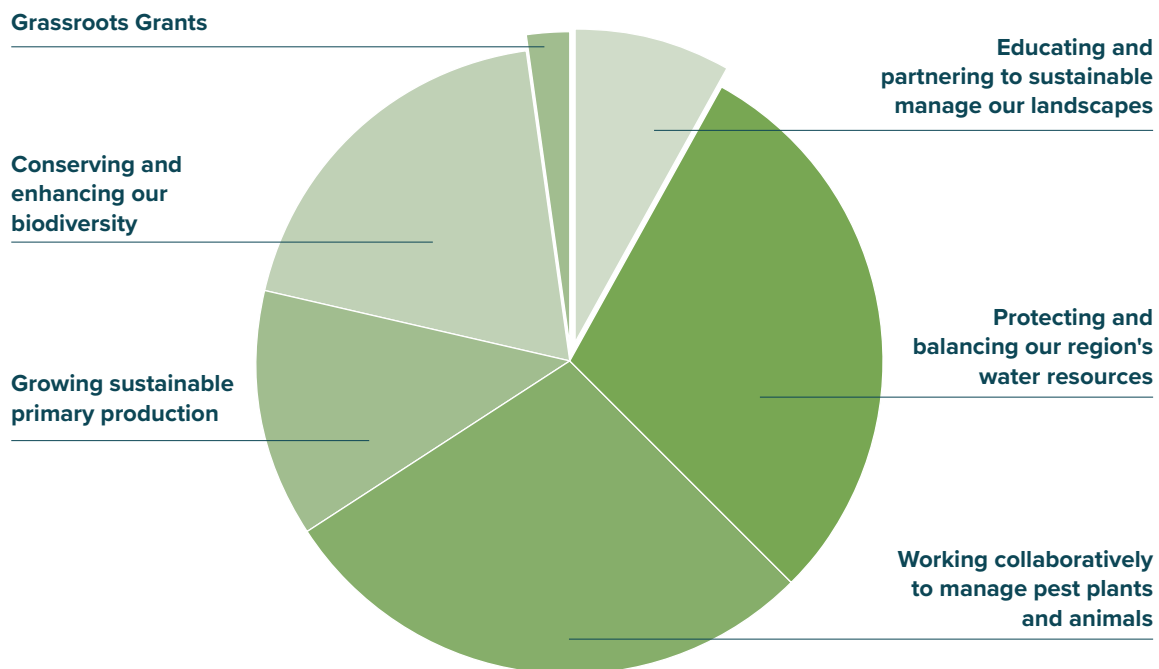
Priority Investment (Expenditure)

Expenditure by priorities and funding source in 2021/22

Priority Investment	Landscape and Water levies (\$)	External Funding (\$)	Total (\$)
Working collaboratively to manage pest plants and animals	3,302,805		3,302,805
Protecting and balancing our region's water resources ¹	3,457,472		3,457,472
Educating and partnering to sustainably manage our landscapes	957,900		957,900
Growing sustainable primary production	1,097,041	406,168	1,503,209
Conserving and enhancing our region's biodiversity	701,512	1,524,559	2,226,071
Grassroots Grants	250,283		250,283
Total Expenditure	9,767,013	1,930,727	11,697,740

* Under the Landscape South Australia Act 2019 (Part 5 - Landscape and water levies, Section 68) the LC Landscape Board is accessing levies not spent from the 2019/20 financial year for expenditure in subsequent years. Levies not spent may have resulted from work not undertaken due to COVID or may be strategic savings.

Proportion of expenditure contributing to investment in priorities in 2021/22



¹ Includes State Water Planning and Management charges of \$2,559,000. This encompasses the following functions: water licensing and assessment, water resource monitoring, state and condition reporting for water resources, compliance activities and water planning advice to support the management of water resources. These services are provided by the Department of Environment and Water, including Departmental staff based regionally.

Limestone Coast Landscape Board Project Expenditure 2021/22



Staffing Arrangements

For the 2021/22 financial year, it is anticipated there will be 44.6 full-time equivalent (FTE) positions (36.8 FTE funded by levies and 5.8 FTE funded by the Australian Government and 2.1 FTE through fee for service) that deliver services for the LC Landscape Board. This means in 2021/22, approximately \$3.8m in salaries and on costs will be paid from levies.

Expenditure by project in 2021/22¹

Priority Pest Plants and Animals

Strategic and targeted priority pest control enabling management by the community at low cost



Key Components

Landscape and water levies (\$)

Equipment hygiene	115,848
5 year deer action plan	935,938
Nursery compliance	115,848
Pest management strategy	855,938
Pest campaigns	510,543
Program support	898,940

Total 3,433,055

Carbon Roadmap

Through development of a roadmap this project will lead the region in the adoption of carbon smart land management



Key Components

Landscape and water levies (\$)

Collaboration, knowledge building and roadmap development	139,039
Regional roadmap research demonstrations and industry led activities	78,701
Development of tools to encourage the management of carbon in primary production systems	26,234
Program support	86,546



Total 330,520

Limestone Coast Landscape Board Project Expenditure 2021/22





Farming for the Future

A back-to-basics approach to support primary producers to adopt best practice farm systems in relation to natural resource management

 	Key Components	Landscape and water levies (\$)
	Develop and implement a 'Best Practice for a Sustainable Primary Industry sector' framework	136,041
	Module: Whole Farm Planning	17,587
	Module: Soil Health	52,762
	Module: Biodiversity	52,762
	Module: Climate Resilience	2,392
	Module: Integrated Pest Management	2,392
	Module: Water Use Efficiency	2,392
	Water quality testing	33,916
	Weather stations	33,916
	Program support	118,537
Total		452,694

Paddock Trees

Through education, technical support and financial assistance to landholders this project will assist in both preventing the loss and increasing recruitment of paddock trees in the Limestone Coast

 	Key Components	Landscape and water levies (\$)
	Paddock Tree touring photographic exhibition	8,426
	Paddock Trees Project: working with landholders to retain and protect existing paddock trees and establish new paddock trees on farms	134,811
	Plant a tree working bees	1,685
	Landholder incentive program (grants) to improve biodiversity outcomes on farm	84,257
	Capacity building: field days and information sharing on the best techniques to protect and recruit new paddock trees on farm	8,426
	Program support	84,287
Total		321,891

Limestone Coast Landscape Board Project Expenditure 2021/22



Integrated Water Resource Management

Strategic works to manage the region's groundwater resources and its dependent ecosystems



Key Components

Landscape and water levies (\$)

Tatiara Water Allocation Plan	44,886
Padthaway Water Allocation Plan	22,443
Lower Limestone Coast Water Allocation Plan: commence review process	329,545
Baseline socio-economic studies of primary production dependence on groundwater in the Lower Limestone Coast	179,545
Tintinara-Coonalpyn Water Allocation Plan: commence review process	112,216
Morambro Creek Water Allocation Plan: commence review process	22,443
Water affecting activity control policy implementation and communications.*	26,932
Groundwater dependent ecosystems: targeted monitoring and investigations	98,750
Limestone Coast regional monitoring plan	67,329
Program support	320,713
Total	1,224,803

¹ This expenditure plan shows the levy investment by activity. Under section 30 of the Landscape South Australia Act 2019, a board must describe specific on ground works in the Business Plan. Activities that include applicable works are marked with an asterisk (*) and detail is shown.



Limestone Coast Landscape Board Project Expenditure 2021/22



First Nations Partnerships

Walking together with First Nations to manage our landscape



Key Components

Landscape and water levies (\$)

First Nations engagement & consultation (South East Aboriginal Focus Group and Ngarrindjeri Aboriginal Corporation, working group meetings)	101,920
First Nations education & knowledge transfer (farm visits, walking program, seasonal calendar)	25,215
First Nations property management grants (pest control, fire protection, revegetation, sustainable agriculture, fauna and flora surveys)	92,896
Program support	78,053

Total 298,084

Landscape Education

Creating generational change through immersion opportunities that connect our youth with their local landscape



Key Components

Landscape and water levies (\$)



Current and continuing activities: Young Environmental Leaders, Exploring the Coastal Landscape event, teachers' professional development, secondary schools career opportunities, invasive species immersion days, Water in our Landscape	76,419
Walking the Seasons	51,439
Adopt a Patch	47,939
Landscape Connections - program development and implementation	69,959
Program support	87,178

Total 332,932



Limestone Coast Landscape Board Project Expenditure 2021/22

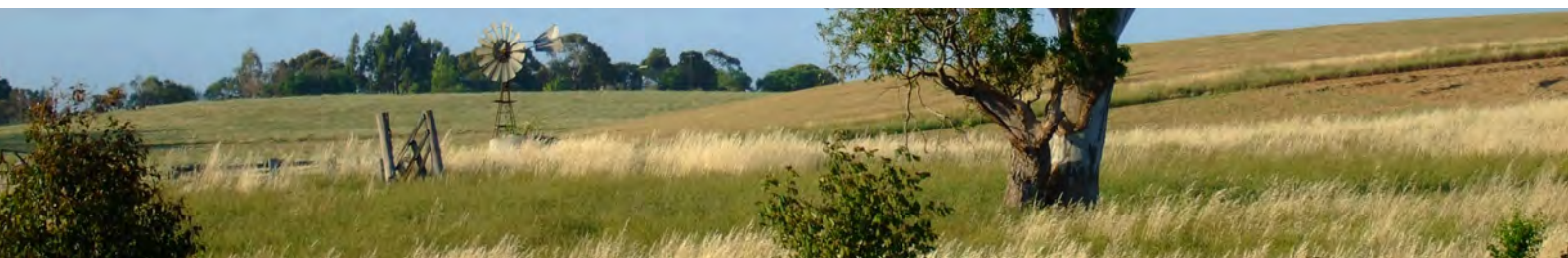


Habitat Conservation

Engagement, capacity building and incentives for vegetation and wetland management to build awareness of the benefits of biodiversity on farm		
 	Key Components	Landscape and water levies (\$)
	Incentives for landholders to protect and enhance wetlands	89,848
	Extension activities and technical advice to assist landholders with management of land and biodiversity on their properties	91,736
	Community participation (citizen science)	57,195
	Coast – bathymetry project to improve our understanding of how the present coastal system operates in order to better inform future coastal adaptation planning	30,000
	Program support	95,346
Total		364,125

Eight Mile Creek Restoration Feasibility

Strategic investigation to support large scale, impactful restoration of a high value biodiversity asset		
 	Key Components	Landscape and water levies (\$)
	Undertake a detailed hydrological analysis to determine the feasibility of retaining water in the Eight Mile Creek Swamp while taking into consideration impacts on surrounding properties	147,335
	Program support	52,272
Total		199,628



Grassroots Grants

The Limestone Coast Grassroots Grants program will allocate \$250,283 to be awarded to community-based projects with local on-ground action, environmental benefits and tangible results, seeking to work across all five of the LC Landscape Board's priorities. The first year of projects ranged from a virtual bus tour, landholder workshops, pest plant and animal control action, native vegetation restoration and boosting of beneficial insects. Expansion of the criteria for the second year of the program after integrating feedback includes potential for a second winter planting season and multi-year projects, as well as an expanded scope of projects.

The *Landscape South Australia Act (2019)* Section 28 - Grassroots Grants Program calls for the establishment of a community based grants program to a value determined by the Minister.



Australian Government funded projects

The Limestone Coast Landscape Board will deliver the following services and projects for the Australian Government's Regional Land Partnerships program. The projects meet the following primary Regional Land Partnership outcomes of the program:

- **Outcome 1** - By 2023, there is restoration of, and reduction in threats to, the ecological character of Ramsar sites, through implementation of priority actions.
- **Outcome 2** - By 2023, the trajectory of species targeted under the Threatened Species Strategy, and other EPBC Act priority species is stabilised or improved.
- **Outcome 5** - By 2023, there is an increase in the awareness and adoption of land management practices that improve and protect the condition of soil, biodiversity and revegetation.
- **Outcome 6** - By 2023, there is an increase in the capacity of agriculture systems to adapt to significant changes in climate and market demands for information on provenance and sustainable production.

Project	Deliverables	2021/22 (\$)
Projects contributing to LC Landscape Board priority: Growing Sustainable Primary Production		
Regional Agriculture Landcare Facilitator	Facilitating partnerships across the region's primary production sector	137,539
	Conduit for Australian Government grants and funding programs	
Limestone Coast Adaptive Agriculture	Advice on industry adaptation to climate change	200,000
	Facilitate cross-sector collaboration on climate change and markets	
	Capacity building of regional primary production industries to be climate-change ready	
Core Services	Partnering, coordination and communications	68,629
	Monitoring, evaluation, reporting and improvement	
Projects contributing to LC Landscape Board priority: Conserving and enhancing our region's biodiversity		
Communities helping Cockies: Improving the trajectory of the nationally endangered South-eastern Red-tailed Black-Cockatoo	Working with landholders to restore and revegetate feeding habitats	676,159
	Raising community and school awareness and participation in population monitoring and on-ground activities	
Our Coorong Our Coast: enhancing and managing Ramsar values along the Limestone Coast	Managing threats to coastal habitats and shorebirds, including fox, deer and boxthorn control	653,072
	Working with the community to promote Coorong Ramsar values and reduce threats to shorebirds	
Core Services	Partnering, coordination and communications	195,328
	Monitoring, evaluation, reporting and improvement	
Total		1,930,727



Measuring Success

Our methodology for measuring and evaluating individual project success and our overall level of achievement is three-tiered, focussing on outcomes, effectiveness and activities.

We will collect data from our activities, monitor the condition of the landscape and set targets that reflect our priorities. We will analyse the effectiveness of our activities and whether our efforts have had the desired outcomes relevant to the priority and deliver value for investment. For example: a deer control activity will result in removing deer from the landscape (activity). We will measure the impact of removing those deer (effectiveness) and determine if the activity has been sufficiently effective against our pest plant and animal control priority (outcomes).

Each project will determine the evaluative measures that align to the Statements of Success. Success from the implementation of the Deer Action Plan will include a significant reduction in numbers of deer resulting in a range of social, environmental and production benefits. This will include an understanding of the most effective control measures and knowledge of the tools required to self-manage deer control by the Limestone Coast community. This approach requires us to clearly define our outcomes and our effectiveness. Any measure of effectiveness will have context – the kind of environment we are operating in, the assumptions we are making about activity achievements, and identifying the risks and barriers to success.

This establishes a clear target for which to aim, it sharpens our focus in identifying opportunities, and highlights opportunities to collaborate with partners who may already be collecting data that we can utilise.

The table below details an example project to demonstrate how this structure will be used

Project	Priority Pest Plants and Animals		
Key component	5 year deer action plan		
Priorities delivered against	<ul style="list-style-type: none">Working collaboratively to manage pest plants and animalsGrowing sustainable primary productionConserving and enhancing our region’s biodiversityEducating and partnering to sustainably manage our landscapes		
Focus areas incorporated	<ul style="list-style-type: none">Pest management - Strategies and partnerships to mitigate the impacts of invasive species on the productivity, social fabric and biodiversity of the landscape, including compliance, technical advice and servicesImproved biodiversity - Protection and restoration of native vegetation, soils, wetlands, watercourses, and coastal habitatsSustainable primary production - Supporting primary producers to increase production in balance with sustainable management of resources and our landscape.First Nations engagement - Walking together with First Nations people to manage our landscapesCommunication, engagement and education - Accessible education and capacity building programs to increase knowledge of and involvement in landscape management. Fostering a sense of connectedness to the natural landscapePartnership - Identifying and establishing partnerships to broaden the work and reach of the Board.		
Targeted Outcomes	Improved agricultural productivity Measure: self-reported information by producers Statement of Success aligned to: The region’s primary producers have integrated biodiversity and water sustainability practices, soil quality has improved and uptake of pest plant and animal management strategies has increased.	Improved native habitat condition Measure: monitoring by landholders over time Statement of Success aligned to: Biodiversity has been maintained across the landscape and capacity increased for environmental stewardship through partnering with First Nations, primary production, other industries, and the community.	Board is minimally involved in deer control Measure: investment, staff time. Statement of Success aligned to: Pest plants and animals are being collectively managed by First Nations, primary production, other industries, and community.
Targeted Effectiveness	Reduced feral deer population size Context: need to establish a current population size benchmark Assumption: Implementing the five key activities will result in decreasing the feral deer population size Measure of Effectiveness: ### year on year reduction in feral deer population size for mortality to outweigh recruitment	Changed (improved) behaviour of landholders Context: need to establish a current benchmark for landowner compliance Assumption: the compliance and engagement activities implemented by the board result in nil deer farm illegal escapees and landholders eradicating feral deer Measure of Effectiveness: ### of deer fences improved to compliant standard	Deer management is self-sustaining and low-cost Context: the benchmark is the investment by board in compliance and control activities Assumption: effective lethal control programs and improved landholder behaviour will ensure deer management is self-sustaining and low-cost Measure of Effectiveness: ### increase in landholder driven deer culls
Deliverables	Five year deer action plan: <ul style="list-style-type: none">Increase the scale and intensity of lethal deer controlEnsure deer farms have effective fencing and farmed deer have ear tagsChange behaviour of landowners to eradicate feral deerBetter understand feral deer population size and distributionDevelop and evaluate feral deer control tools		
Risk	The key risk to achieving the effectiveness and outcomes of the project is non-compliance with fencing and ear tagging that will reduce the effectiveness of lethal control programs (e.g. illegal escapees supplementing the feral population). Media and political lobbying from stakeholders may also seek to protect interest in deer as a game species.		

This is an example of a project only and is provided here to illustrate the evaluative framework.

Photo credits

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