



New Zealand Birds Online

The digital encyclopaedia of New Zealand birds

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MEMORANDUM OF UNDERSTANDING

Between the

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA

and

THE ORNITHOLOGICAL SOCIETY OF NEW ZEALAND (INC.)

and the

DIRECTOR-GENERAL OF CONSERVATION

NEW ZEALAND BIRDS ONLINE WEBSITE PROJECT

MAY 2013

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THIS MEMORANDUM OF UNDERSTANDING is between the parties:

- (1) **THE MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA**, established under the Museum of New Zealand Te Papa Tongarewa Act 1992; and
- (2) **THE ORNITHOLOGICAL SOCIETY OF NEW ZEALAND (INC.)**, a society incorporated in 1953; and
- (3) **THE DIRECTOR-GENERAL OF CONSERVATION**, the Chief Executive of the Department of Conservation.

1. INTRODUCTION

- 1.1 This Memorandum of Understanding ("**MOU**") (made pursuant to section 53(2)(i) of the Conservation Act 1987) sets out the general terms under which the above parties, as Founding Partners, will cooperate to create and manage the **New Zealand Birds Online** website (the "Project", see clause 2.1.5).
- 1.2 In 2010, the Founding Partners agreed to work together to create the New Zealand Birds Online website, to provide information, images and sound files of and on New Zealand birds, and to be freely available to all via the internet.
- 1.3 The overall mutual goals of the Founding Partners, in the context of the Project, are to:
 - 1.3.1 create and deliver the New Zealand Birds Online website
 - 1.3.2 sustainably manage the New Zealand Birds Online website after its launch
 - 1.3.3 work collegially to develop, extend and improve the New Zealand Birds Online website.
- 1.4 This MOU takes into account the MOU between the Director General of Conservation, and the Chief Executive and Kaihautū of Te Papa signed in early 2005.

2. DEFINITIONS AND INTERPRETATION

- 2.1 **Definitions:** in this MOU, unless the context otherwise requires:
 - 2.1.1 "**Founding Partners**" refers collectively to Te Papa; The Ornithological Society of New Zealand; and the Director-General of Conservation, as detailed in Schedule 1.

- 2.1.2 **“Partners”** refers collectively to Founding Partners and also to any Associate Partners who join the Partnership after June 2013, and **“Partnership”** will be construed accordingly.
- 2.1.3 **“Associate Partners”** refers to organisations and/or individuals who contract with the Project Governance Group to deliver programmes that will achieve the goals of the Project but who are not involved in the Project’s governance.
- 2.1.4 **“Project Governance Group”** refers to the group responsible for ensuring that the overall objectives of the Project are achieved, according to the Terms of Reference contained in Schedule 2 to this agreement. Its membership comprises one representative of each partner, as listed in Schedule 3 to this agreement. Any changes to the principal contacts will be discussed between parties and then notified in writing. This will have the effect of amending Schedule 3.
- 2.1.5 **“Project”** refers to the New Zealand Birds Online website project as detailed in Clause 3.
- 2.1.6 **“Intellectual property”** means all intellectual property rights, including but not limited to, inventions (whether or not patentable), designs (whether or not registrable), know-how, confidential information of any type or in any form, and copyright material including, without limitation, sketches, drawings, plans, models, prototypes, technical data, databases and compilations, software, descriptions and publications, recordings, photographs, domain names, trademarks, service marks, logos, brands, and trade secrets.
- 2.1.7 **“Te Papa”** means Museum of New Zealand Te Papa Tongarewa
- 2.1.8 **“OSNZ”** means The Ornithological Society of New Zealand Inc.
- 2.1.9 **“DOC”** means Department of Conservation

3. THE NEW ZEALAND BIRDS ONLINE WEBSITE PROJECT

- 3.1 **Objective:** The overall objective of the Project is to create, deliver, maintain and continue to develop the website ‘New Zealand Birds Online’.

The website will provide authoritative information, images, sound files and related material on all species of New Zealand birds, from fossils through to introduced and vagrant species. The website will also provide a platform for posting bird conservation news, and other species-specific information.

The intended audience for the website is anyone interested in New Zealand birds, with a style suitable for high school students through to bird watchers, conservation managers and scientists.

4. PURPOSE OF THE MOU

4.1 **Aims:** The MOU aims to

- 4.1.1 establish Governance principles, structures and mechanisms that will guide the on-going development of the Partnership towards the achievement of the Project's objectives, while maintaining the flexibility necessary to accommodate the specific situations and needs of all Partners;
- 4.1.2 promote exploration of opportunities for collaboration between the Partners in relation to further development of the Project;
- 4.1.3 maximise cooperation and minimise the potential for difficulties arising among the Partners in the achievement of the objectives of this Project.

4.2 **Term:** This MOU will apply to the governance of the website for the first five years after its launch, from the date of execution to 30 June 2018.

5. THE FOUNDING PARTNERS

- 5.1 **Partner Contributions:** The type of contributions which each of the Founding Partners has and will provide to the Project, based on their core and on-going activities and expertise are summarised in Schedule 1. The specific contributions that each Partner will make over time will be set out in plans to be developed whenever major changes to the website or any derived products are proposed.
- 5.2 **All three organisations** will provide about half a page of text for the website explaining the organisation's overall role, plus its specific role in the development of the website. All three organisations also support use of their logos as part of the branding of the website.
- 5.3 **Te Papa – Coordinating Partner:** Te Papa is the Coordinating Partner, (see Clause 8.2) and provides executive support to the project as well as hosting, funding and technically supporting the website, and developing and maintaining the underlying database. Te Papa will coordinate website developments and developments of any derived products.

6. WORKING REQUIREMENTS FOR FOUNDING PARTNERS

- 6.1 The Partners acknowledge that the success of the Project will be reliant on positive and constructive working relationships between personnel from the Partner organisations at a variety of levels. Therefore, the Partners agree to:
 - 6.1.1 provide leadership to ensure the success of the New Zealand Birds Online Project

- 6.1.2 cooperate fully in the Governance of the Project with the Partners within each organisation's mandate;
- 6.1.3 ensure that in all dealings, the respective principles of each organisation are recognised and provided for;
- 6.1.4 support the integration of bicultural approaches into the Project wherever appropriate;
- 6.1.5 promote the Project initiatives of individual Partners and co-operate on their delivery wherever practicable;
- 6.1.6 allow access to detailed, authoritative and accurate information about birds in New Zealand, through links to the website and derived products;
- 6.1.7 protect and respect existing relationships between individual Partners and their stakeholders, including sponsors and funders; and
- 6.1.8 communicate through appropriate mechanisms where the actions of one party may affect the work or activities of another.
- 6.1.9 be prepared to make decisions to meet the objectives of the project in the absence of a consensus of all partners, provided that the Founding Partners are in agreement.

7. ESTABLISHMENT OF ASSOCIATE PARTNERS

- 7.1 Additional parties may join the Partnership as Associate Partners, provided this has the unanimous support of the Founding Partners:
- 7.2 Associate Partners must sign an agreement with the Project Governance Group specifying the conditions for their associate status, the terms of use of the New Zealand Birds Online brand, and the quantity and quality of projects to be delivered by them.

8. PROJECT GOVERNANCE

- 8.1 The New Zealand Birds Online website project will be managed by a **Project Governance Group** (see Schedules 2 and 3) comprised of representatives from the Founding Partners.
- 8.2 **Coordinating Partner:** Te Papa will be the Coordinating Partner for the Partnership. This will involve:
 - 8.2.1 leading development of the website, and coordinating the development of this MOU;
 - 8.2.2 convening and chairing the Project Governance Group, coordination of and executive support for the Project Governance Group's activities including coordination of funding, marketing, brand identification, publicity, sponsorship, advertising and

preparation of website development plans (when required).

- 8.3 **Project Sponsor:** The Project Governance Group will report to the Project Sponsor, who will be a senior manager or Senior Curator at Te Papa. Any change to the Project Sponsor will be discussed between parties and then notified in writing. This will have the effect of amending Schedule 5.
- 8.4 **Partners' Governance Requirements:** It is acknowledged that the Partners will be guided by their respective policies, strategies and priorities. It is acknowledged that any sub-projects or activities undertaken generally, or under specific agreements arising from this MOU, are subject to the requirements of all legislation, Trust Deeds, and other obligations under which the Partners operate.

9. AGREEING PROJECT INITIATIVES

- 9.1 **Objectives and Key Outputs:** The objectives and key outputs of each programme or initiative developed as part of the Project must be agreed to in advance by all the Partners.
- 9.2 **Website Development Plans:** The Project Governance Group agrees to prepare website development plans whenever significant additions to the website are proposed, or whenever new products derived from the website are proposed. Website development plans will identify expected contributions by and obligations on the Partners. The Coordinating Partner will take the lead in preparation of website development plans, for adoption by the Project Governance Group.
- 9.3 **Partner Programmes:** Each Partner will be responsible for delivering its own programme, including independent initiatives and contributions it will make to joint initiatives of the project, in accordance with advice from the Project Governance Group as required.
- 9.4 **Management of the MOU:** The Management of this MOU will require the unanimous agreement of the Partners.

10. COST RESPONSIBILITIES

- 10.1 Each Partner will be responsible for the cost of their individual activities and programmes, with the exception that agreed costs will be shared for joint sub-projects or initiatives. Relative financial contributions for joint sub-projects will be decided on a case-by-case basis and will consider each Partner's expected amount of in-kind contribution, the benefit they are expected to receive and their ability to pay.
- 10.2 Cost responsibilities will be negotiated and agreed before the commencement of any project through the mechanisms set out for the

adoption of website development plans.

11. FUNDING

- 11.1 Partners who individually or jointly seek funding through funding agencies for Project activities must advise other Partners of their intention to do so, so that approaches to funding agencies can be coordinated or, where appropriate, made jointly.
- 11.2 Agreements by Partners to any shared or joint funding applications must include provision for the dispersal of any funds received.
- 11.3 In the event of the project being wound-up, the Project Governance Group shall agree on the dispersal of any remaining funds.

12. BRANDING

- 12.1 The Founding Partners agree that their individual organisations' logos will feature prominently on the New Zealand Birds Online website.
- 12.2 The Founding Partners will develop a brand identity for the Project ("the Project brand"), to be used as the website logo. The Partners agree to adhere to the Project brand in all Project initiatives.
- 12.3 Partners may use the Project brand for any projects that are approved by the Project Governance Group.
- 12.4 The Partners agree that any use of another Partner's brands or trademarks must be agreed to, and approved in writing.
- 12.5 No change to the project brand will be made without the agreement of all Founding Partners.

13. SPONSORSHIP

- 13.1 The Coordinating Partner may seek sponsorship for the project as a whole, with the agreement of the Partners, including an agreement on the objectives of the sponsorship, and how the benefits of the sponsorship shall be shared between the Partners.
- 13.2 One or more Partners may seek sponsorship for specific projects that will use the Project brand with the agreement of all Partners.
- 13.4 Partners shall take account of the potential impacts of their project sponsorships on other Partners.
- 13.5 Partners in their wider sponsorship activities shall avoid terms of sponsorships that might inhibit a Partner's ability to use the project

brand, because of conflicting sponsorships.

- 13.6 Partners acknowledge that they may need from time to time to either forego a sponsorship or not use New Zealand Birds Online branding for some activities in order to protect the Project brand and the Partnership, or the specific interests and brands of one or more Partners.

14. ADVERTISING BY OTHER PARTIES ON THE WEBSITE

- 14.1 The Founding Partners agree in principle to allowing discrete advertising relevant to bird conservation or bird study, or that support the objectives of the project, on the website. This may include links to websites of those authors, artists and publishers who have agreed to extracts from their books to be presented on the website.
- 14.2 Any advertising on the website must first gain the agreement of the Project Governance Group, on terms and conditions that may be determined by the Project Governance Group.

15. DEVELOPMENT AND SALE OF COMMERCIAL PRODUCT

- 15.1 Where compatible with contributor intellectual property agreements, commercial product may be developed under the New Zealand Birds Online brand, by any Partner, any grouping of Partners, or by the Partnership as a whole. The use of the brand is available to Founding Partners at no cost.
- 15.2 The development of commercial product in any circumstance must gain the agreement of the Partnership as a whole. The agreement should include an understanding of how any profits may be shared with other Partners.

16. MARKETING AND PUBLICITY

- 16.1 Any publicity relating to work or sub-projects under this MOU must be mutually agreed in writing.
- 16.2 Te Papa will prepare a marketing and publicity plan for the overall Project including publicity standards, which will be presented for ratification by the Project Governance Group.
- 16.3 Each Partner will be responsible for creating publicity relating to its own events and materials that utilise the project brand. However, all Partners must be kept informed of individual publicity initiatives, and the Partners agree to coordinate publicity for the overall Project. Partners agree to adhere to mutually agreed publicity standards.

17. INTELLECTUAL PROPERTY AND CONFIDENTIALITY

- 17.1 All intellectual property interests which are owned by, or proprietary to any Partner at the date of this MOU will at all times remain owned by, and be proprietary to, that Partner exclusively.
- 17.2 Each Partner shall own the intellectual property it creates independently during the term of this MOU.
- 17.3 Any intellectual property arising from the information obtained through the website will be jointly owned by Partners. Unless otherwise specified in this MOU, the parties will negotiate their respective rights to any other intellectual property interests created during the term of this MOU.
- 17.4 Copyright of the project brand is jointly owned by the Partners.
- 17.5 No Partner shall disclose directly or indirectly proprietary scientific, technical or business information received from other Partners in the course of the Project to any third party without the written consent of the Partner originally disclosing that information, save where disclosure is required by law. Where disclosure is required by law, as much advance notice as is reasonably practicable will be provided and if advance notice is not practicable, the Partner that made the disclosure will inform the other relevant Partner of the full circumstances of disclosure.
- 17.6 The Project Governance Group will encourage those contributing to the website to licence content using Creative Commons licenses so to encourage the reuse of content.

18. DISPUTE RESOLUTION

- 18.1 The Partners shall take all reasonable steps to resolve by negotiation any dispute that may arise in connection with the Project, including the interpretation of this agreement.
- 18.2 Any dispute between two or more Partners that cannot be resolved by negotiation shall be referred to mediation conducted in accordance with the terms of the LEADR New Zealand Inc Standard Mediation Agreement.
- 18.3 Costs: Each party will pay its own costs associated with this dispute resolution procedure.

19. REVIEW

- 19.1 The Partners through their Liaison Managers will review this MOU within six months of its signing and subsequently at least on an annual basis. Any agreed changes save those to Schedules 3 - 5 (Project Governance Group members, Liaison Managers and Project Sponsor) will be

included in a variation to this MOU, which will be signed in the same manner as this MOU and will become an addendum to it.

- 19.2 This review will include, as appropriate, matters relating to any schedules, addenda or appendices agreed to under this MOU.
- 19.3 This agreement may be terminated before 30 June 2018 by agreement of all Partners, to take effect one month after the last Partner's agreement. Any individual Partner may remove itself from this MOU by giving one month's written notice. In this case, the agreement would continue to bind the remaining Partners.
- 19.4 At any time during the six months prior to the expiration of this MOU, the Partners may agree to extend or modify it.

20. LIAISON

- 20.1 The Founding Partners shall each appoint Liaison Managers. The names of the Liaison Managers shall be listed in Schedule 4. Proposed changes to the Liaison Managers shall be notified to the Partners in writing and shall take effect from the date of amendment of the Schedule, which may be undertaken unilaterally by the Partner notifying the change. This will have the effect of amending Schedule 4.

21. NOTICES

- 21.1 Formal notices, as indicated in Clauses, should be sent to each of the Liaison Managers set out in Schedule 4.

Signed by	Michael Houlihan	Date 29/5/13
Michael Houlihan, Chief Executive Officer, Museum of New Zealand Te Papa Tongarewa	In the presence of: Witness Signature: <u>[Signature]</u> Witness Name: <u>Julie Aitken</u> Witness Occupation: <u>E.A.</u> Witness Address: <u>Oriental St</u> <u>Papakura</u>	29/5/13
David Lawrie , President Ornithological Society of New Zealand <u>[Signature]</u>	In the presence of: Witness Signature: <u>[Signature]</u> Witness Name: <u>Cliffie Vaughn</u> Witness Occupation: <u>Manager</u> Witness Address: <u>82 Kendall Rd</u> <u>Papakura</u>	
Al Morrison, Director- General, Department of Conservation <u>[Signature]</u>	In the presence of: Witness Signature: <u>[Signature]</u> Witness Name: <u>Julie Wicks</u> Witness Occupation: <u>EA</u> Witness Address: <u>P.O. Box 10-420</u> <u>Wyn</u>	

SCHEDULE 1 – DESCRIPTION OF THE FOUNDING PARTNERS AND SUMMARIES OF THEIR PREVIOUS AND FUTURE CONTRIBUTIONS TO THE PROJECT

1. **Te Papa:** The Museum of New Zealand Te Papa Tongarewa was established under the Museum of New Zealand Te Papa Tongarewa Act 1992. Te Papa is governed by a Board, and is accountable to Parliament through the Minister for Arts, Culture and Heritage.

The Museum of New Zealand Te Papa Tongarewa Board is a Crown Entity established under section 6 of the Museum of New Zealand Te Papa Tongarewa Act 1992. The Board is required to carry out its statutory functions under the Act using funds provided primarily, but not exclusively, by parliamentary appropriation through Vote: Arts, Culture, and Heritage.

In early 2005, the Chief Executive and Kaihautū of the Te Papa Board entered into a separate Memorandum of Understanding with the Director-General of Conservation to support co-operation to achieve mutually beneficial outcomes and collaboration on specific initiatives.

To date, Te Papa has led the website development project, including employing the project manager and editor, and Te Papa staff contributed 96 species texts.

Te Papa will host the website on its server for at least the first 5 years, and will continue to provide project management, coordination and oversight, and information technology support to maintain the website. Te Papa will provide images of, and information on, collection items relevant to the website. Te Papa will also contribute to managing content updates (see under OSNZ below), and will take the lead in website developments, and the development of any products derived from the website.

2. **The Ornithological Society of New Zealand (Inc.):** OSNZ is a nation-wide study group with individual members or groups working on different aspects of ornithology as suits their interests or circumstances and all contributing to the sum of ornithological knowledge. The aims and objective of the Society are to:

- 2.1 encourage, organise and promote the study of birds and their habitat use particularly within the New Zealand region.
- 2.2 foster and support the wider knowledge and enjoyment of birds generally.
- 2.3 promote the recording and wide circulation of the results of bird studies and observations.
- 2.4 produce a journal and any other publication containing matters of ornithological interest.

- 2.5 effect co-operation and exchange of information with other organisations having similar aims and objects.
- 2.6 assist the conservation and management of birds by providing information, from which sound management decisions can be derived.
- 2.7 maintain a library of ornithological literature for the use of members and to promote a wider knowledge of birds.
- 2.8 promote the archiving of observations, studies and records of birds particularly in the New Zealand region.
- 2.9 carry out any other activity which is capable of being conveniently carried out in connection with the above objects, or which directly or indirectly advances those objects or any of them.

The Ornithological Society of New Zealand took the lead in encouraging members (and other people interested in New Zealand birds) to contribute text and images for the website. OSNZ will undertake to form a New Zealand Birds Online committee to manage the content on the website after it is launched, including submission of new images and sound files and updated texts, responding to feedback on website errors or omissions, and managing requests for use of images and other intellectual property provided on the website. OSNZ will also continue to encourage members to provide further or new images, sound files and other information to the website. OSNZ will explore ways to link other OSNZ data systems (e.g. Records Appraisal Committee decisions, and Checklist Committee decisions) to the New Zealand Birds Online website.

3. **The Director-General of Conservation** is the Chief Executive of the Department of Conservation ("DOC"): DOC is the department of state charged with conserving the natural and historic heritage of New Zealand on behalf of, and for the benefit of present and future New Zealanders. The Director-General has the power to enter into agreements on behalf of DOC. The functions of the department are defined in the Conservation Act 1987.

The Department of Conservation has provided operational funding for the development of the website through THE Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) fund that it administers, and has provided digital copies of selected images of New Zealand birds for which DOC holds copyright. DOC will undertake to provide topical bird conservation news and reports to the website, and will encourage DOC staff to contribute images that complement or improve on those already on the website. DOC will also ensure that changes in bird conservation rankings are provided promptly to the website managers, and will investigate whether this can be achieved through automatic updating processes.

SCHEDULE 2 – PROJECT GOVERNANCE GROUP TERMS OF REFERENCE

Membership

1. The Membership of the Project Governance Group will be the Founding Partners of the New Zealand Birds Online website project for as long as they individually wish to remain Partners.
2. No other organisation will be part of the Project Governance Group.
3. Each Founding Partner will nominate a representative who will contribute to Project Governance Group discussions (and attend occasional meetings) and who will undertake to liaise as required with other staff in their organisations who participate in New Zealand Birds Online website project activities.
4. The named representatives of Founding Partners will be listed in Schedule 3 of this MOU.
5. The Founding Partner may substitute another person for their representative at Group meetings, but it is agreed among partners that this should be an exception.

Purpose of the Project Governance Group

6. The purposes of the Project Governance Group are to:
 - give strategic direction to the Project
 - ensure good understanding and cooperation between Partners
 - prepare website development plans, including joint budgets where appropriate
 - ensure the coordination of Project developments
 - ensure the quality of Project developments, including oversight of joint budgets (if any)
 - identify risks associated with the Project and actions to be taken to manage risks.

Tasks of the Project Governance Group

7. The tasks of the Project Governance Group are to:
 - generate ideas for sub-projects, either for the Partnership as a whole, or groups of Partners or individual Partners
 - discuss proposals for sub-projects including proposals for sponsorship, advertising by other parties on the website, product development, marketing and publicity, and engagement of iwi and other community groups
 - for all sub-projects, identify the proposed allocation of costs and/or funds, and intellectual property rights

- agree on the set of projects which are appropriate for Project branding and/or funding for inclusion in website development plans
- prepare and adopt website development plans for the Project
- make recommendations about proposals for Associate Partner status
- monitor the achievement of Project plans
- agree on publicity, marketing, branding, advertising and sponsorship strategies for the Project

Coordination of the Project Governance Group

8. The Project Governance Group will be coordinated by the Coordinating Partner. The Coordinating Partner will chair Project Governance Group meetings.
9. The Coordinating Partner will call for agenda items for the Project Governance Group meetings not less than one week in advance of a meeting and will email the agenda and any associated papers not less than one day before the meeting date.
10. The Coordinating Partner will issue minutes of the meeting, including agreements and action points, within two weeks of the meeting.

Project Governance Group meetings

11. It is expected that the Project Governance Group will conduct most of its business by email and telephone, and will meet occasionally as travel arrangements of the members allow, not less often than half-yearly.
12. The standing agenda for Project Governance Group bi-annual meetings will be as follows:
 - adoption of minutes from last meeting
 - matters arising from the minutes
 - reports on website performance and significant feedback received
 - achievement of and issues related to activities included in website development plans
 - funding, advertising and sponsorship issues and plans
 - marketing and publicity issues and plans
 - Associate Partners – reports and matters arising (including proposals for new Associate Partners)
 - discussion of continuing appropriateness of the MOU and of Partnership health.
13. Other items may be included in the agenda at the request of Partners.
14. Partners will meet their own costs of attending Project Governance Group meetings.

Project Governance Group reporting requirements

15. The Project Governance Group will provide a written report to the Project Sponsor after each meeting.
16. The Project Sponsor will sign-off any website development plans before they are implemented, and approve Associate Partners recommended by the Project Governance Group.

SCHEDULE 3 – PROJECT GOVERNANCE GROUP MEMBERS

PARTNER	REPRESENTATIVE	POSITION
Te Papa	Dr Colin Miskelly	Curator Terrestrial Vertebrates
Ornithological Society of New Zealand	Ian Armitage	Council member
Department of Conservation	Bruce McKinlay	Technical Advisor Ecosystems & Species

SCHEDULE 4 – LIAISON MANAGERS

PARTNER	REPRESENTATIVE	POSITION
Te Papa	Dr Colin Miskelly	Curator Terrestrial Vertebrates
Ornithological Society of New Zealand	Ian Armitage	Council member
Department of Conservation	Bruce McKinlay	Technical Advisor Ecosystems & Species

SCHEDULE 5 – PROJECT SPONSOR

PARTNER	REPRESENTATIVE	POSITION
Te Papa	Dr Susan Waugh	Senior Curator

Appendix

Background to the New Zealand Birds Online website project

The Project was initiated in June 2010 when Te Papa's Natural Environment section and the Council of the Ornithological Society of New Zealand agreed to collaborate to seek funding for creation of an online encyclopaedia of New Zealand birds. Funding was obtained from the Terrestrial and Freshwater Biodiversity Information Systems (TFBIS) fund early in 2011, and the website name 'New Zealand Birds Online' was selected. Sample texts and templates were prepared by project manager (and Te Papa staff member) Colin Miskelly during 2011. Recognised experts on many New Zealand bird species were contacted late in 2011 and invited to contribute texts. Concurrent with this, the web design company Signify was contracted to prepare a Drupal-based pre-live website to receive texts, images, sound files and other content. This was populated with a comprehensive database of the names, conservation status and distribution of all 457 species of New Zealand birds (prepared by the project manager), to provide a framework for the crowd-sourced content.

From late 2011 to early 2012 (and with the agreement of publishers and authors) two contractors were employed creating 1337 pdf extracts of four New Zealand books: the Heather & Robertson field guide, Chambers bird locality guide, Watola *The discovery of New Zealand's birds*, and Aikman & Miskelly *Birds of the Chatham Islands*.

Remaining species texts were offered to Ornithological Society members and subscribers to two New Zealand birding websites, with all texts allocated to authors by mid 2012. Photographers were invited to register on the pre-live site, and began loading images in August 2012. Soon after this, bird sound archivist Les McPherson was contracted to load sound files of New Zealand birds, and 'webatlas' maps created from the *Atlas of bird distribution in New Zealand 1999-2004* were provided by Christopher Robertson.

All 457 draft texts were received by early March 2013, and over 1100 sound files of 368 species had been loaded. Image loading and selection was completed in late April, with over 6500 images from 254 photographers. A contract to design the user interface of the website was awarded to Wellington-based website design company Samdog in February 2013, and the website was completed and handed over for testing in mid-May 2013, with a launch date set for the New Zealand Bird Conference at Otago Museum on 2 June 2013.