

DECEMBER 2024



Foundation

# Pollination Foundation

IMPACT AND LEARNING  
REPORT 2024



IMAGE CREDIT: WIRESTOCK

# Acknowledgement of Country

We acknowledge the past and present generations of Traditional Owners from the lands on which our contributors are based in Australia, and we celebrate the stories, culture and traditions of the Indigenous peoples across all the lands, waters and oceans where we live, work and enjoy, globally.

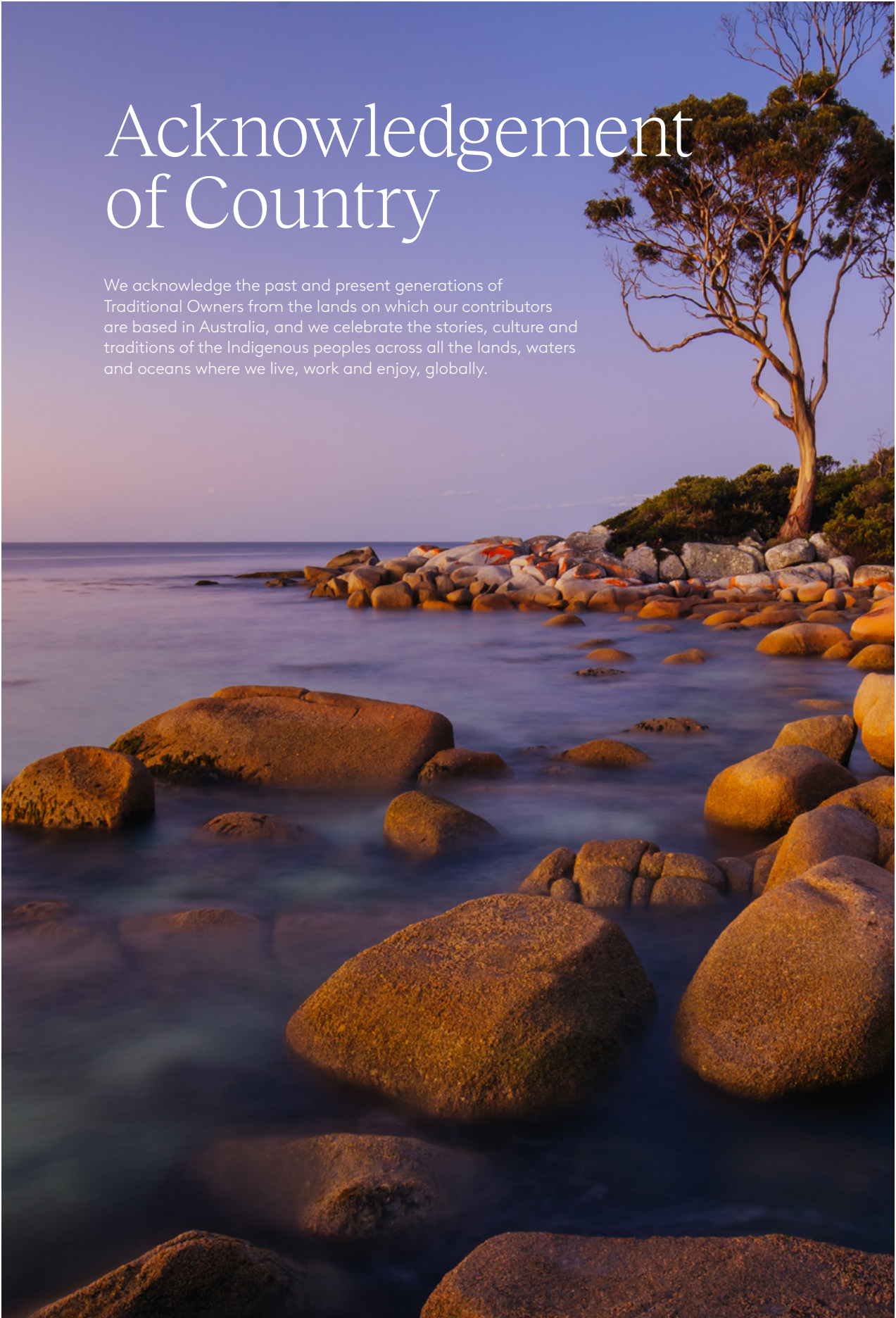


IMAGE CREDIT: FILEDIMAGE

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# Introduction

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# Purpose of this Report

This report is Pollination Foundation's second Impact and Learning report. It reflects our commitment to sharing what we've learned over the past year, and considers how this influences our plans for the future. We capture how we collaborate with partners and connect with the ecosystem of friends who are interested in our work.

As a collaborative organisation, we support our partners to achieve their ambitions. Because of this unique role, attributing impact is complex. As we forge new pathways together, sharing what we learn along the way and our contribution to outcomes is just as important as reaching our destination.

We've always preferred metaphors that are grounded in nature, like "seeding", "flowing", "weaving" and "growing" to describe what we're noticing and how we work at Pollination Foundation. As our work matures, we're seeing independencies between the ecosystem of projects and partners come together. Common to all of our work is a need for long-term sustainable financing.

In this report we highlight the most relevant insights we've gathered over the past 12 months to create deep partnerships for lasting change. Our hope is that by sharing generously we inspire others to collectively move forward with confidence.

# Message from our co-CEOs

This year, we've been in the jungles of Peru and Indonesia, among the corals of the Great Barrier Reef and into deserts of central Australia and the Middle East. The purpose of these experiences has been to spend time with Indigenous Peoples and Local Community (IP & LC) partners learning about what's needed to heal, protect and steward nature. We've experienced their deep knowledge and wisdom in stewarding nature, innovative approaches to adapting to change, and simple and powerful place-based solutions. At times we've been unsure precisely where we are, but with the guiding hands of our trusted partners, we've not been lost.

What we've heard is a willingness and readiness from IP & LCs to lead solutions to heal, protect and steward nature. What's needed is recognition of rights and the support of values-aligned businesses, funders and investors along with the resources and aptitude to do things differently.

We've learned that our unique role is to create the space for diverse partners to grow the trust necessary to walk into the jungle, climb mountains, dive over the reefs and travel deep into the desert together.

Over the next 12 months we'll be exploring what that looks like with IP & LC, business, philanthropic and investor partners and allies. And, we'll continue to share what we're learning along the way.

- ARIADNE AND JANE



ARI AND JANE AT THE 2024 INDIGENOUS DESERT ALLIANCE CONFERENCE. IMAGE CREDIT: ARIADNE GORRING

# About Pollination Foundation

The Foundation plays a unique role within the Pollination ecosystem. We convene diverse partnerships and conversations and, in doing so, leverage the resources and networks of Pollination to elevate IP & LC-led climate and nature solutions. This includes:

- supporting IP & LC and business readiness to partner in nature markets;
- weaving peer-to-peer networks and place-based learning about community-led solutions, nature credit markets and nature-based enterprise; and
- co-design of financing models to scale IP & LC-led solutions.

Through building long-term trusted community partnerships, our work often feeds into other areas of Pollination, including advisory and investment services, and origination of new projects.

The Foundation's focus is on not-for-profit, public good opportunities. We support activities from which insights and lessons can be shared publicly to build confidence in others to do things differently. To do this, we take a strengths-based approach, working with our partners to reimagine what is possible. Rather than applying a linear project delivery model, we test, learn and realign at every point on the journey to forge new pathways and grow solutions together. This takes longer but leads to deeper, more trusted relationships and enduring solutions.

[www.pollinationfoundation.org](http://www.pollinationfoundation.org)

# Insights

Over the past year we've learned a lot, in particular about partnerships and what diverse partners need to prepare them to work together with confidence.

Our insights have been gathered from a diversity of sources and perspectives from conversations, online workshops, in-person exchanges to international conferences and place-based convenings.

By sharing what we've learned, we hope others can move forward together with the understanding, respect and trust that's needed for success.

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**1 Partnerships are critical to bridging resource, knowledge and capacity gaps.**  
Indigenous Peoples and Local Communities (IP & LCs) want to lead in decision-making, drawing from the wisdom of their elders to design solutions for the future. Values-based partnerships can play a critical role in bridging the gaps in access to resources, knowledge and capacity. IP & LCs bring territories, wisdom, traditional knowledge and community governance systems, while partners can provide technical expertise, resources and access to new networks.

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**2 Trust grows through authentic connection.**  
Authentic conversations are based on trust, but how do you establish trust when much of the work happens online? Nurturing trust means thinking about what people need to feel safe. This includes small things like clear instructions, creating space for meaningful introductions and group reflection. Connect with partners like they're friends, which means letting them know you're thinking about them and making sure no one is left behind.

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**3 Aligning on expectations is critical to success.**  
This includes co-creating the vision and goals, identifying each partner's unique expertise and agreeing on partner roles to deliver specific outcomes. That way we all see our place in the bigger picture and can move towards exploring possibilities together with curiosity, open minds and confidence in each other.

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**4 Working in collective partnerships is both rewarding and challenging.**  
While it's easy to focus on the technical aspects of a project, the strength of relationships is what will determine the quality of outcomes. Making time to reflect and share what you're noticing and lessons learned along the way is important, as is celebrating the success of the collective ecosystem rather than narrowing in on the individual parts.

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**5 Though it's easy to say, embracing change is hard to do.**  
At its core, systems change is uncomfortable. It requires sitting in uncertainty, asking the questions no one wants to answer and holding space for strong decisions. When you're challenging the status quo, people often react emotionally, so it's important to focus on building relational skills and practices into project delivery. Fortunately, the more you do it, the easier it gets!

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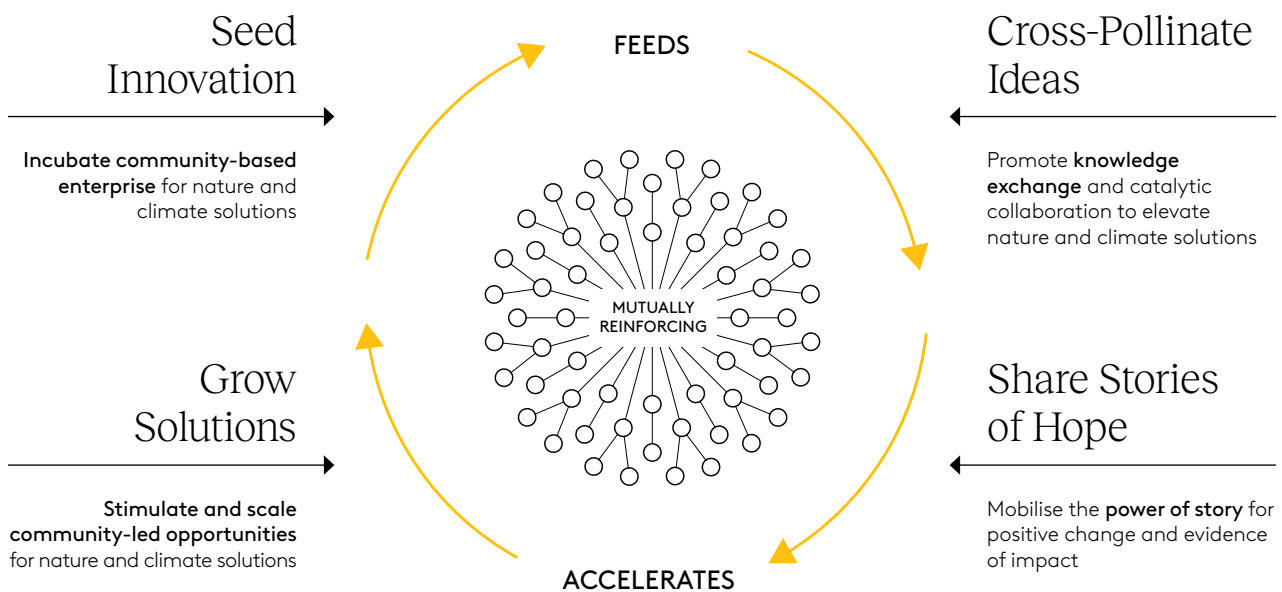


# Our model

Our vision, mission, values, the way we work and our five-year goals are unchanged from previous years.

**Our vision** is for a future where place-based economies create a climate resilient future, local enterprises thrive, Indigenous knowledge is valued, nature is valued and landscapes are healthy and resilient.

**Our mission** is to put humanity at the heart of nature and climate solutions. To achieve this we create deep partnerships for lasting change and deliver our work in four key ways.



Our five-year goals are to:

- **Elevate** Indigenous and local community-led solutions.
- **Weave** peer-to-peer learning communities.
- **Unlock** incentives and investments in nature.



POLLINATION FOUNDATION AT THE INDIGENOUS CARBON EXCHANGE, PERU 2024. IMAGE CREDIT: BILL SALAZAR

# Our values guide all our work:



## Catalytic Collaboration

We believe in connecting diverse thinkers to create breakthrough ideas. Real, systemic change can only be achieved by joining forces and forging new paths together.

We collaborate rather than compete. Our ideas are open source, meaning we share what we learn.



## Thoughtful Transformation

We believe our impact must be significant and measurable and the transition just and fair.

We manifest our leadership through exemplary, ethical behaviours and business practices.

We respect the agency of others and design initiatives to benefit future generations.

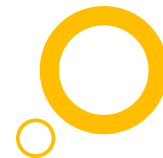
We take an evidence-based approach, without taking shortcuts or jumping to solutions. Instead, we test, learn, adapt and scale.



## Diverse Perspectives

We believe in the power of seeing through the eyes of others and bringing together diverse perspectives to explore new pathways through complexity.

We stay present in ambiguity, look for synergies and celebrate unexpected partnerships.



## Courageous Creativity

We believe that transformation takes courage to make ideas a reality. We're the doers, creative disruptors and innovators doing things differently because tomorrow's opportunities need more than yesterday's solutions.

To make sure our actions are moving towards the change we want to see in the world ('our North Star'), we developed a Theory of Change, linking short, medium and long-term outcomes to our five-year goals. You can read more about our approach to tracking impact in [Appendix 1](#) on page 29.



INDIGENOUS CARBON EXCHANGE, ALTO MAYO REGION, PERU. IMAGE CREDIT: BILL SALAZAR

# How we work

In our first three years, we tested and learnt from a diversity of projects and delivery models<sup>1</sup>. In 2024, we sharpened our focus to a smaller collective or nest of projects. Each project clearly delivers on a pillar of our strategy and moves us towards to the change we'd like to see in the world. We're now on the cusp of weaving Foundation projects together into a mutually reinforcing ecosystem.

As we look to the future, we're centring project activities around five pillars woven together with the Ampliseed model of learning and leadership as outlined in the - Align, Explore, Create, Lead - table below<sup>2</sup>.

YEAR 0	YEARS 1-2	YEARS 3-6	YEARS 7-10
<b>Align</b>	<b>Explore</b>	<b>Create</b>	<b>Lead</b>
Connect with values-aligned partners	Place-based learning & knowledge exchange	Technology, tools & project design	Place-based scaling models
Build a shared vision	Sense-making via research & data collection	Governance, financing and business models	Global exchange and replication
Co-design the partnership model	Thought leadership to influence policy	Demonstration sites to test, learn and refine	Amplification & advocacy of lessons learned

## Weave

Peer-to-peer learning, strengthening leadership & amplifying voices through storytelling



IMAGE CREDIT: CATALINA JOHNSON

<sup>1</sup> What we learnt in our first three years is captured in our 2023 Learning Report available [here](#).

<sup>2</sup> All of our projects are designed and delivered in partnership with values-aligned organisations. You can read more about what we look for in our partnerships and where we have been actively engaging in [Appendix 2](#).

# What we've been doing

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IMAGE CREDIT: BRAD HUCHTEMAN

# Seed Innovation: IP & LC Nature Credit Incubation



Our vision is to position IP & LCs as global leaders in the supply of nature credits as a mechanism to flow finance directly to communities to heal, protect and steward nature for the benefit of people and the planet.

## CURRENT LOCATIONS

Global - Australia, Indonesia, Canada and Colombia.

## CONTEXT

Indigenous Peoples comprise 5% of the world's population and, according to the World Resources Institute<sup>3</sup>, 40% of Earth's intact ecosystems - including vast forests - are in Indigenous lands. Indigenous Peoples' guardianship of collective territories is vital to the future of our planet.

We know IP & LCs want to lead in nature stewardship and that they are the right people to do it. But there's a huge financing gap.

The United Nations Convention on Biological Diversity's Global Biodiversity Framework (GBF) was agreed in 2022, with 196 nations across the world signing up. With a mission to stop and reverse biodiversity loss by 2030, the GBF sets out targets to mobilise public and private sector funding to address challenges, including the equitable representation & participation of IP & LCs. Target 19 calls out biodiversity credits as one tool to mobilise capital for nature.

As a result, biodiversity or 'nature' credit markets are accelerating at pace. As was experienced with voluntary carbon markets, if IP & LCs aren't front and centre of nature credit market design, this nascent market mechanism could deliver a next wave of colonisation. The risk of private companies purchasing IP & LCs unregistered lands or registering projects on lands without free, prior and informed consent is real. Further, if IP & LCs aren't engaged in market design from the outset, it's likely that market systems will restrict or require multiple intermediaries for IP & LCs to participate. Empowering IP & LCs isn't just a matter of justice, it's a strategic imperative.



ECO TOURISM - HOMESTAYS, INDONESIAN PAPUA. IMAGE CREDIT: MATTHEW NEWTON

<sup>3</sup> World Resources Institute. World Resources, 2005: The Wealth of the Poor: Managing Ecosystems to Fight Poverty. Vol. 11. World Resources Institute, 2005.

### IP & LC NATURE CREDIT INCUBATION FY24 HIGHLIGHTS

Over the past 12 months we worked with a collective of partners to test if and how nature credit projects could flow finance to nature stewardship.

In partnership with Wedgetail and the Elsie Cameron Foundation, we explored the barriers and opportunities to standing up biodiversity credit projects on two properties in Tasmania - The Quoin and Piano Coves. We learned that **tracking data to show improvement to the abundance and diversity of biodiversity over time is critical** to the integrity of nature credit projects. With the help of more than 20 experts, we explored if and how tech solutions could support the collection of birdcall data as one way to monitor the diversity and number of bird species within a location over time.

With Ampliseed members and Pollination Advisory we published an **IP & LC Nature Credit Development Framework** in our Leading for Nature report<sup>4</sup>. The Framework is aimed at positioning IP & LCs to choose if, how and when to participate in nature credit markets, and provides a pathway to build the trust and credibility necessary for enduring outcomes.

We contributed to global thought leadership through initiatives like the World Economic Forum, Biodiversity Credit Alliance and the International Advisory Panel on Biodiversity Credits. All these initiatives are working to support the development of biodiversity credit markets. To spotlight how the market is maturing, we built the **Marketplace for Nature website**<sup>5</sup> to showcase the scale-up of biodiversity credit projects globally.

With support from BHP Foundation and co-hosts Conservation International, we facilitated an Indigenous exchange in the Alto Mayo region of Peru. Hosted by local Awajun communities, we gathered with Indigenous community leaders, allies and technical experts from Australia, Canada, Colombia, Guyana and Peru to explore innovative approaches to a **'culture first' model integrating cultural values and knowledge into nature market project design.**

With the Indonesian Intact Rainforest Partnership (IIRP), World Resources Institute (WRI) Indonesia and EcoNusa we visited Indonesian Papua. While there, we met with IP & LCs to explore if and how existing community-led, nature-based enterprises such as tourism, agroforestry, and sustainable fisheries could be leveraged to support nature market projects and initiatives.

We partnered with the Great Barrier Reef Foundation to unpack the challenges and opportunities associated with growing Indigenous-led nature-based enterprise within Australia's Great Barrier Reef catchment. This included a snapshot of global trends in nature credit markets, a scan of opportunities across the Great Barrier Reef region and case studies of how market opportunities align with Traditional Owner aspirations to heal, protect and steward country. The research was a product for the Great Barrier Reef Foundation to consider how best to support Traditional Owner aspirations to participate in nature credit market opportunities. We also interviewed corporate and financial sector leaders to understand how progressive businesses are thinking about their impacts and dependencies on nature and company-wide nature strategies.

You can learn more by watching the video & reading the community reports on our website: [pollinationfoundation.org](https://pollinationfoundation.org)



<sup>4</sup> A Gorrin and J Hutchinson et al, 2023: Leading for Nature. Pollination Foundation [Leading-for-Nature-Report.pdf](https://pollinationgroup.com/Leading-for-Nature-Report.pdf) ([pollinationgroup.com](https://pollinationgroup.com))

<sup>5</sup> [www.marketplacefornature.org](https://www.marketplacefornature.org)

**WHERE TO NEXT**

Over the coming 18 months our focus is on aligning a diversity of Indigenous organisations, allies, donors, investors and corporates to explore how collaborative partnerships could support the creation of nature credit projects in different communities, ecosystems and policy contexts around the world.

Our idea is that a collective of trusted partners will build the confidence and pool the finance needed to co-create 7-10 nature credit projects that support IP & LC aspirations to protect and steward nature for the benefit of people and the planet.



**COMMUNITY QUOTES:**

“The market should fit what people want to do anyway.”

“[Indigenous] Groups are seeing early wins from the carbon market, are excited by biodiversity and are keen to be early movers.... Indigenous rights holders are asking ‘how do we start leading projects!’”



**CORPORATE QUOTES**

“Carbon was seen as a business and social responsibility, now it’s about compliance. Nature is seen as a nice-to-have. We’ve landed with “Nature-based Solutions” as the sweet spot for the next couple of years. It’ll be another two years before nature is recognised as a business imperative. TNFD<sup>6</sup> – will drive the business imperative and it will be quicker than it was for climate.”

“Our response [to biodiversity loss] has to be linked to restoration; ideally, community-led restoration and linked to carbon removal and social targets like Indigenous procurement and cultural connection.”

“Our staff have a strong desire to be more active in the First Nations Nature-based Solutions space.”



IMAGE CREDIT: MATTHEW NEWTON

<sup>6</sup> Task Force on Climate-Related Financial Disclosures.

## Grow Solutions: ReefTO Taskforce



ReefTO is an initiative designed and led by Traditional Owners (TOs) of the Great Barrier Reef.

**CURRENT LOCATIONS**  
Great Barrier Reef,  
Queensland Australia.

The aim of the project over the next three years is to:

- Engage Reef TOs on options for a Sea Country Alliance to strengthen Indigenous management across the Great Barrier Reef and to implement the preferred option.
- Monitor, invest in and report on Traditional Owner priorities identified in the Traditional Owner Implementation Plan, including options to establish a Future Fund for sustainable financing<sup>7</sup>.

The Traditional Owner Implementation Plan brings Traditional Owner actions together into a cohesive framework across six critical work areas – climate change, land & coast, sea country, partnerships and capacity, knowledge systems, and investment.

The ReefTO Taskforce is a Traditional Owner-led group set up to drive the actions in the Traditional Owner Implementation Plan.

### CONTEXT

Pollination Foundation’s role is to host ReefTO for a period of three years or until a standalone Traditional Owner-led organisation is established. Our support includes: auspicing funding contracts, engaging Taskforce members, employing the coordination team, providing corporate administration services and strategic advice. Our objective is to create a strong container for the ReefTO Taskforce members to explore, test and launch an innovative Indigenous-led model to strengthen management of Australia's iconic natural asset, the Great Barrier Reef.



TASKFORCE CO-CHAIR'S MANUWURI FORESTER, DUANE FRASER AND DR. CASS HUNTER. IMAGE CREDIT: MATTHEW NEWTON

<sup>7</sup>Find the ReefTO Implementation Plan [here](#).



### REEFTO TASKFORCE FY24 HIGHLIGHTS

Based on our insights from hosting the International Savana Fire Management Initiative (ISFMI), we spent 12 months working with the collective of partners - Traditional Owner Steering Group, the Australian and Queensland Governments - to explore what the partnership could look like. During this time, we aligned on partnership principles, clearly identified the various roles and responsibilities, and worked through the costs associated with providing corporate governance and back-office administration.

The insights from hosting the ISFMI are captured in our 2023 learning and impact report available [here](https://pollinationgroup.com) (pollinationgroup.com).



To operationalise the partnership, we talked about the systems and processes that would need to be set up. Taking the time to develop a project hosting plan gave us the space to design systems with a focus on exit. This means we are setting up the ReefTO operations and governance with a view to transferring these into the Traditional Owner entity once it is established.

### WHERE TO NEXT

Over the coming year our focus centres on creating a strong container to ensure the Taskforce can be agile and adaptive in its engagement with Reef Traditional Owners and partners. This includes refreshing and redesigning corporate policies to support good decision-making and data management including Indigenous Cultural and Intellectual Property (ICIP) protocols, updating procurement and travel policies, staff remuneration frameworks and establishing payroll, financial and workflow systems.

Creating a strong, well-governed organisation is invisible work but critical to success. Hosting the ReefTO Taskforce has sharpened our focus on our operating systems and created a mutually reinforcing feedback loop between ReefTO, Pollination Foundation and the Pollination operations team.



THE GREAT BARRIER REEF. IMAGE CREDIT: MICHAEL AMENDOLIA

# Cross-Pollinate Ideas: Ampliseed



Ampliseed is a global learning and leadership network that connects and empowers practitioners and community leaders working on landscape scale conservation. Focusing on rights-based, people-centred approaches, Ampliseed amplifies innovative solutions for environmental resilience, providing members with the tools, connections and leadership skills to achieve enduring conservation outcomes.

## CURRENT LOCATIONS

Global - Australia, Peru, Chile, Canada, Palau, New Caledonia & Belize.

## CONTEXT

Indigenous Peoples, local communities, and conservation organisations are at the forefront of conservation efforts, but the challenges are immense. Ampliseed fills a vital gap by facilitating a learning and leadership network that equips local community members and place-based conservation practitioners with tools and skills to connect, learn and build the adaptive, technical and leadership skills required to lead place-based change at scale.

## AMPLISEED FY24 HIGHLIGHTS

Ampliseed FY24 activities focused on convening partners, building leadership capacity, and creating opportunities for peer-to-peer learning across regions. Below are highlights from the year.

If you'd like to explore in more detail you can read the Ampliseed FY24 learning report [here](#) or visit our website.



## Partner Convening

In April 2024, Ampliseed supported the BHP Foundation Environmental Resilience Program and Partners to convene in the Alto Mayo region of Moyobamba, Peru. In total 18 participants from seven different projects spanning 11 countries gathered for an immersive learning exchange. Through field trips, topic-based workshops, and collaborative activities, participants strengthened relationships and shared knowledge on key issues like impact reporting, long-term financing strategies, and Indigenous-led fire management. Participants reflected on the unexpected value of the informal spaces; traveling together in vehicles, sharing meals and walking to dinner. These moments sparked meaningful conversations, facilitated knowledge sharing and nurtured connection between participants.

Watch our video [here](#).



AMPLISEED IN PERU. IMAGE CREDIT: BILL SALAZAR

### AMPLISEED FY24 HIGHLIGHTS

#### Climate COP28, Dubai

Ampliseed provided a supportive wraparound for members participating in UN Framework to the Climate Change Convention's (UNFCCC) COP28 conference held in Dubai in December 2023<sup>8</sup>. This included pre-trip information sessions and information packs, on the ground daily coordination and opportunities for learning and connection.

We supported Ampliseed Indigenous members and friends to participate in formal meetings of Local Communities and Indigenous Peoples (LCIP Platform). Key themes raised by IP & LC representatives included:

- The world often pursues “new,” “better,” and “modern” solutions, however Indigenous Peoples have effective solutions that have been trialed and refined over millennia.
- Calls for adequate resources including establishing Indigenous-governed funds to channel resources directly to place-based IP & LC-led solutions.
- Request for Indigenous knowledge to be recognised and credited rather than being misappropriated by western institutions.
- The need to uphold Indigenous rights including FPIC, particularly in relation to the mining of critical minerals required for the renewable energy transition.

Beyond the formal meetings, a highlight for Ampliseed members was a local tour where we ventured into the Souks of Dubai to learn about the culture, food and traditions of the people living in the region. This created space for members to connect with each other in an informal setting.



THE AMPLISEED LEARNING AND LEADERSHIP NETWORK AT CLIMATE COP 28 DUBAI. IMAGE CREDIT POLLINATION FOUNDATION

<sup>8</sup> Member organisations who participated in COP28 included the Indigenous Desert Alliance, CI Peru, LandScale and BHP Foundation.

### AMPLISEED FY24 HIGHLIGHTS

#### Strategic Communications

Crafting communications that cut through the noise of information is critical to long-term success. For this reason, Ampliseed convened a series of targeted training workshops with experts on how to build robust communication strategies that resonate with diverse audiences and drive meaningful action. Topics included:

- **Pitching to the media:** tailoring your pitch to align with the interests of your preferred media outlet.
- **Media strategies for conservation practitioners:** building relationships with journalists and editors and becoming the go-to person on specific topics.
- **Leveraging social media:** understanding the purpose and reach of different social media platforms to tailor your content appropriately.
- **Winning hearts and minds:** building hyper-effective movements through targeted communication strategies.

A full publication of the workshop series is available on our website [pollinationfoundation.org](https://pollinationfoundation.org)



#### Planning for the future

To help guide the future design of Ampliseed, we engaged social enterprise consults Social Ventures Australia (SVA) to capture the value that Ampliseed has created over the past five years. The research gathered data and feedback from members to identify measurable benefits to individuals, organisations and the BHP Foundation. Highlights from the findings included:

- **Value for members:** Ampliseed delivers significant value for the individuals who participate, and for member organisations more broadly. Measurable benefits for organisations included strengthened organisational networks and improved team leadership skills. For individuals, benefits included deeper knowledge and capabilities in niche fields of expertise and increased motivation and inspiration.
- **Value for BHP Foundation:** substantial value has been created for the BHP Foundation. An important driver of Ampliseed's value is its role as an intermediary building trust and confidence amongst members to have honest and vulnerable conversations.

The outcomes most valued by members include:

- **Strong trusted relationships between members:** "we feel part of something bigger."
- **An increase in confidence which inspires and motivates action:** an opportunity to "step outside the comfort zone."
- **Capacity uplift:** participating in forums like COP15 provides global context and visibility, now we're being "invited to join national advisory committees."

Ampliseed members grantee partners to the BHP Foundation Environmental Resilience Program. The value of this model has been the ability to test, learn and fail together within a trusted community.

WHERE TO NEXT?

We're using FY25 as a transition year for Ampliseed. With some members starting to exit from the Environmental Resilience Program and a significant change of strategy for the BHP Foundation, we're focused on redesigning to align more closely with our work on nature markets.

With requests from external organisations to join Ampliseed, we'll start to test a new membership model. We'll do this by opening participation in cornerstone activities to a diverse mix of organisations including new IP & LC members, philanthropy, corporates and investors interested in partnerships for nature markets and enterprise. We'll spend time researching what would motivate new partners to support the network and think about how the governance can align with new member interests. We'll also consider if and how Ampliseed can more intentionally become the thread that weaves together Pollination Foundation's ecosystem of projects.



AMPLISEED MEMBER QUOTES:

"The Ampliseed team is well connected, well networked, has diverse expertise in working with First Nations, carbon/nature markets, government policy. Being able to tap into a global network is a helpful asset to have in your back pocket."

"It's easy in our work to feel very isolated when we feel like we're facing problems that very few people understand. Being part of this network has really helped me to feel less alone in my job [and trying to] fix these problem."

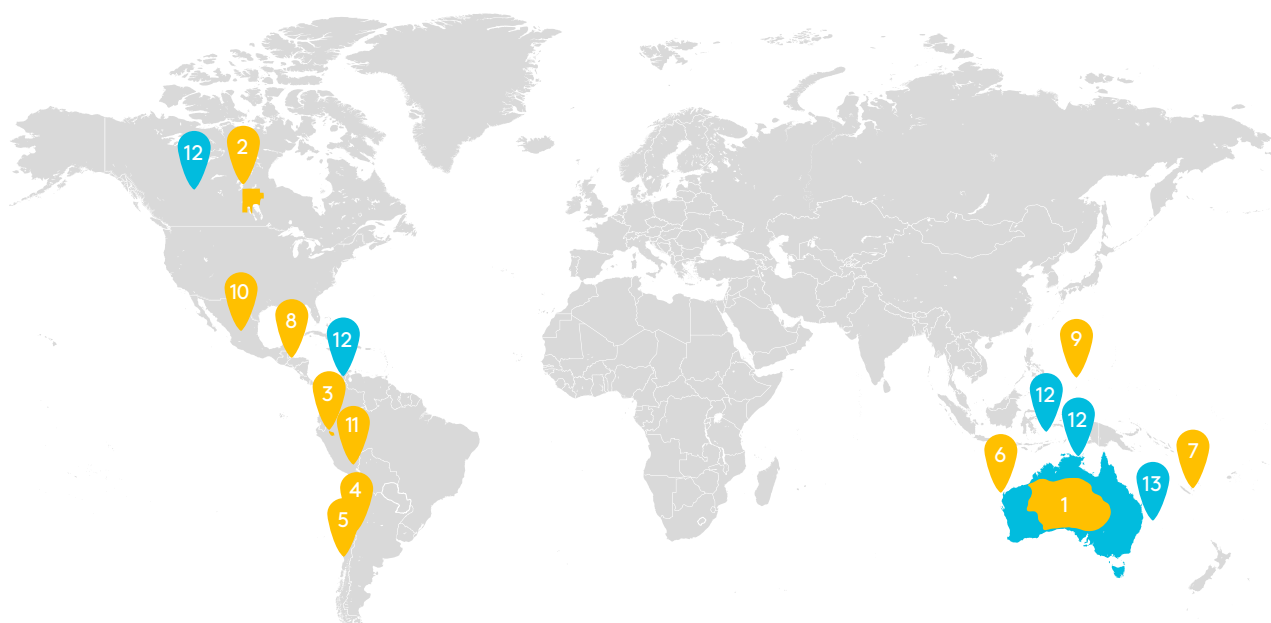
"People feel comfortable to talk about the good stuff, the bad stuff, the failures. Enough space and trust to be frank and open and confront the difficulties".



AMPLISEED ATTENDING MANY SIGNIFICANT EVENTS OVER 2023 AND 2024. IMAGE CREDIT, TOP LEFT: BILL SALAZAR. IMAGE CREDIT TOP RIGHT AND BOTTOM: POLLINATION FOUNDATION

# The places we've been working

FY25 Partner and Project locations:



## AMPLISEED MEMBER PROJECT LOCATIONS

- 1 Indigenous Desert Alliance, Australia
- 2 Canada's Boreal Forest
- 3 Alto Mayo Landscape, Peru
- 4 Chile Conservation Corridor
- 5 Valdivia Coastal Reserve, Chile

## OTHER PROJECT LOCATIONS

- 12 IP & LC Nature Credit Incubator
- 13 ReefTO

## RESILIENT REEFS

- 6 Ningaloo Coast, Australia
- 7 Lagoons of New Caledonia: Reef Diversity and Associated Ecosystems, France
- 8 Belize Barrier Reef Reserve System, Belize
- 9 Rock Islands, Southern Lagoon, Palau

## LANDSCALE

- 10 LandScale Mexico
- 11 LandScale Peru

## Cross-Pollinate Ideas: Least Developed Countries Learning and Leadership

In partnership with Pollination, we're exploring approaches to nurturing sustainable development and low carbon / nature positive economic growth in the world's most vulnerable nations.

Starting with a forum for dialogue and exchange of ideas grounded in deep lived experience, this initiative aims to enhance people's resilience against economic and environmental challenges in the places that need it most.

Our goal is to work in four global regions, with a focus on learning and leadership around economic and environmental resilience. We'll be looking to partner with organisations committed to long-term systems change for the people and places that need it most.



AMPLISEED IN PERU. IMAGE CREDIT: BILL SALAZAR

## Share Stories of Hope: StoryLab

Our experience supporting IP & LCs to deliver projects has shown that capturing and sharing impactful stories, told through the voices of community, inspires change. In response to this, we're designing a StoryLab.

StoryLab is a digital platform designed to showcase authentic stories from communities, enriched by data and video evidence produced by the communities themselves. Using metadata frameworks such as thematic tags and advanced data management tools, the platform will organise and curate the stories in a way that makes them easily accessible.

We'll also explore if StoryLab tools can be leveraged to report to grantmakers and funders. Think of StoryLab as 'Netflix for community-led nature Narratives' – a dynamic and accessible platform that brings together diverse voices and stories, allowing users to discover and engage with authentic content in a structured and meaningful way.

The ultimate goal is to support community leaders, funders and allies to identify recurring themes, surface key insights, and drive informed, impactful decisions.

We've done some early testing with Ampliseed members and a UX design school. Our next steps are to connect with values-aligned partners who are interested in providing financial support and/or tech skills to build a MVP model.



WOMEN AT WORK IN THE BOSQUE DE LAS NUWAS (AWAJUN FOR WOMEN'S FOREST). IMAGE CREDIT BILL SALAZAR



# Foundation Governance

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# Board of Directors

Our board is structured with Pollination leaders and independent members who value our mission to put humanity at the heart of nature and climate solutions. Our goal over the next year is to include Indigenous leaders from other regions and explore a corporate governance model that enables the Foundation to have global reach. The members of our current Board of Directors are:



**Martijn Wilder AM**

**FOUNDER & CEO,  
POLLINATION**

Martijn is a founder and CEO of Pollination and a global expert in climate law, policy and finance and carbon transactions and investments. Martijn is the Secretary of the Pollination Foundation.



**Janine Mohamed**

**NON-EXECUTIVE DIRECTOR**

Janine is a proud Narrunga Kurna woman from South Australia. Janine is CEO of the Lowitja Institute, Australia's community controlled Aboriginal and Torres Strait Islander Health Research Institute.



**John E. Morton**

**MANAGING DIRECTOR,  
POLLINATION**

As former Climate Counsellor to US Treasury Secretary Yellen and President Obama, John brings more than twenty-five years of experience in emerging markets, climate finance, and economic and environmental policy.



**Rob Grant**

**MANAGING DIRECTOR,  
POLLINATION**

Rob has over 30 years of experience advocating for and delivering climate change abatement and clean energy policy, regulation, projects investments, businesses and industries. Rob is a leader in clean energy and energy transition, and former head of energy at Fortescue and Pacific Hydro.



**Lisa Miller**

**NON-EXECUTIVE DIRECTOR**

Lisa has 18 years' experience developing products and scaling leaders. Lisa has united her passion for conservation and technology by establishing Wedgetail: an organisation devoted to conserving and restoring biodiversity through sustainable investment.



**Amanda Young**

**EXECUTIVE DIRECTOR,  
POLLINATION**

Amanda is a multisectoral executive with over 25 years' experience in law, government, commercial, financial services and non-profit sectors. Her expertise is as an equity practitioner, focused on reducing structural inequalities across political, social, economic and sustainability domains.

# Spotlighting our team

The talent, creativity and trust between our small team is what gets us out of bed every day.



**Ariadne Goring**

CO-CEO  
POLLINATION FOUNDATION

Passionate about community-led solutions, Ariadne has 25 years of experience as a leader in community led conservation and multistakeholder collaboration. Most recently she co-designed learning and leadership network Ampliseed and previously participated in the development of Northern Australia's savanna carbon industry.



**Jane Hutchinson**

CO-CEO  
POLLINATION FOUNDATION

Jane is a leader in nature conservation with over 25 years as an executive and non-executive director and is currently leading the development of a 'marketplace for nature' to connect buyers and sellers in emerging environmental markets.



**Brydy McDonnell**

EXECUTIVE OFFICER  
POLLINATION FOUNDATION

Brydy is the Executive Officer of the Foundation, leading our 'strong organisation' strategic focus area. Prior to this, she acted in a range of advisory roles within the Queensland Department of Environment and Science.



**Samim Hoshmand**

ASSOCIATE  
POLLINATION FOUNDATION

Samim has over 12 years of experience in climate negotiations, ozone layer protection and nature conservation having worked as the Director of Climate Change for Afghanistan. He has published several papers on nature conservation and climate change and authored a book in Farsi called "Towards Green Future" which he dedicated to Afghanistan's natural beauty.



**Kirsty Galloway McLean**

EXECUTIVE DIRECTOR  
AMPLISEED

Kirsty is a leader in global environment governance and knowledge management, including 15 years with the UN working on sustainable development and information sharing. She is passionate about making policies practical, information accessible, and the power of people-led nature conservation.



**Sophie Leitch**

RESEARCH DIRECTOR

Sophie is an Associate at Pollination, currently on secondment to the Pollination Foundation as Research Director. She has strong experience advising companies, governments, and industry bodies on sustainability, climate, and nature. With a particular focus and expertise in environmental markets, Sophie provides legal, policy, and strategy advice regarding the implementation of these markets for high-integrity outcomes and the operationalisation of Article 6 of the Paris Agreement.



**Lauren Austin**

COMMUNICATIONS DIRECTOR

Lauren has extensive experience in visual design, digital content, and strategic communications. Leveraging her multidisciplinary background to drive impactful communication strategies and enhance stakeholder engagement, Lauren has dedicated her career to helping non-profit organisations create impactful campaigns and memorable branding to tell powerful stories and create meaningful change.



**Emma Pethybridge**

GENERAL MANAGER  
REEFTO

Emma has over 20 years' experience in sustainable program design and strategy, including a decade with the Indigenous Land & Sea Corporation (ILSC) supporting First Nations land management and enhance stakeholder engagement. She serves on several environmental and humanitarian committees. In 2020, she founded Ethical Republic, a Certified B Corporation that empowers Indigenous and local communities in enterprise development, and The Travel Better Project to promote sustainable tourism.

## Our financial model

We partner with people and funders who are aligned with our vision, mission and values. We bring our partners into the heart of our work to share and learn together - we partner deeply rather than transactionally.

## Pollination

Pollination is the parent company (sole member) of Pollination Foundation. While Pollination doesn't provide direct funding to Pollination Foundation, it invests knowledge, networks and expertise into Foundation-led initiatives. It provides corporate governance and operational support, laying strong foundations for our success.

## Our Partners

We're incredibly grateful to the grant makers we've partnered with to achieve project outcomes:

INITIATIVE	PARTNER
<p>IP &amp; LC NATURE CREDIT INCUBATOR</p>	    <p>ELSIE CAMERON FOUNDATION</p>
<p>AMPLISEED</p>	
<p>REEFTO TASKFORCE</p>	 

## Financial Information

For detailed financial information see: [Pollination Foundation Ltd | ACNC](#)

Pollination Foundation is certified by NGOsource's Equivalency Determination process, confirming our status as equivalent to a U.S. public charity (under Section 501(c)(3) and Sections 509(a)(1) and 170(b)(1)(A)(vi) of the U.S. Internal Revenue Code).

# Appendix

## 1. Tracking our impact

To make sure our actions are moving towards the change we want to see in the world ('our North Star'), we developed a Theory of Change, linking short, medium and long-term outcomes to our goals.

**The outcomes we want to be part of creating are:**

- **Thriving local economies** that are rooted in diverse, nature-based enterprise across various scales and themes – ranging from bush foods and botanicals to nature restoration, habitat protection, eco-tourism, carbon and biodiversity stewardship, aquaculture, and watershed protection.
- **Indigenous knowledge is valued**, embraced and woven into a systems-based approach. Community knowledge is elevated, and it inspires us to reimagine and nurture our relationship with nature.
- **Nature is valued** as it should be, recognising that all life depends on it. Significant, sustained investment in natural ecosystems is acknowledged as not just critical, but as the foundation of our future.
- **Healthy and resilient landscapes** emerge as the relationship between people and nature is respected. As we face challenges like climate shocks, our ecosystems adapt and thrive.

**Our five-year outcomes:**

As a team, we check in regularly to make sure the activities we're working on are tracking towards the change we want to see in the world. If we're moving in the right direction, here's what will be created over the next five years:

- **Indigenous and local community-led and owned nature-based enterprises** will be common practice.

- **A connected community of sustainability practitioners, Indigenous leaders and allies** will be collaborating and testing strategies to scale community-owned and community-driven nature-based initiatives.
- **The flow of finance to nature-based initiatives will increase**, driving even more impactful projects.
- **Land and sea rights holders and managers are incentivised** not only to deliver these nature-based enterprise and initiatives, but also to scale them effectively.

**Adaptive learning questions:**

Given the complexity of the systems that we work within, making time for reflection is essential. Together, we chose one activity we've worked on, and ask ourselves these key questions:

- What did we expect/hope to achieve?
- What actually happened?
- What went well and why (what should we do more of)?
- What didn't go well and why (what should we stop doing or do differently)?
- What action steps are we going to take as a team moving forward?

Our reflections in response to these questions, collected over the past 12 months, are woven into the key insights you'll find on page 8 of this report.



ECO TOURISM - BIRDWATCHING, INDONESIAN PAPUA. IMAGE CREDIT: MATTHEW NEWTON

## 2. The places we've been showing up

We're deeply committed to recognising environmental and collective leadership. At the heart of our efforts is collective action. All of our work is delivered with values-aligned partners and people who share our commitment to:

- **Testing bold, diverse and multiple approaches.** The size and scale of the nature and climate crisis requires multiple interventions – everything, everywhere, all at once.
- **Learning while doing.** When working on complex, interconnected problems, there's no single, linear solution.
- **Asking learning questions.** We learn so much from ideas that didn't work – setbacks are essential stepping stones to progress, so we ask what worked and more importantly what didn't work and why.
- **Finding joy in the journey.** Driving systems change can be tough, so holding lightly and laughing often helps to keep us going.

To celebrate collective efforts, we've worked behind the scenes as an official nominator. We have supported the development of nominations for the extraordinary work of community members for some of the world's most prestigious awards, including the Earthshot Prize, the Goldman Environmental Prize and the Australian Philanthropy awards.

As a registered civil society observer organisation we play an active role in monitoring and contributing to global policy discussions through:

- United Nations Convention on Biological Diversity (CBD).
- United Nations Framework Convention on Climate Change (UNFCCC).

Our team's active involvement in various panels, boards, and conferences showcases our growing influence and commitment to driving meaningful change. These platforms allow us to share insights, build partnerships, and contribute to discussions shaping the future of nature, climate, and finance. Some of the diverse conversations and spaces our team has contributed to over the past year include:

- Jane was appointed to the Australian Government's Nature Finance Council providing advice to the Environment, The Hon Tanya Plibersek MP, on private financing models to support Australia achieve the Global Biodiversity Framework goals.
- Ariadne represents Pollination as a Board member on the Aboriginal Clean Energy Partnership providing lived experience from her time in the Kimberley and gaining new insights into developing commercial projects in partnership with First Nations.
- Jane and Ariadne travelled to Dubai supporting Ampliseed members and friends to participate in United Nations Framework Convention on Climate Change COP28 and spoke on numerous panels about the intersection between nature markets, climate solutions and IP & LC stewardship.
- In partnership with Pollination, our team co-designed and co-facilitated a workshop on nature markets for the Indigenous Desert Alliance to unpack the drivers of what is currently a nascent market and consider if, how and/or when to opt in to nature market opportunities.
- We supported our board member Amanda Young to participate in the Australian National University Murru Waaruu Economic Development Seminar Series.
- Kirsty spoke about Ampliseed model of learning and leadership at the 2023 Australian Land Conservation Alliance conference in Canberra to inspire others to test, learn and grow solutions together.
- Ariadne was a panellist on 'The Big Nature Fix' Planet Talks at WOMADelaide highlighting the potential for corporate and community partnerships to scale nature solutions.
- The team participated in the Lowitja Institute 4th International Indigenous Health and Wellbeing Conference to understand more deeply the intersect between people, nature, Indigenous rights and wellbeing.



IMAGE CREDIT: MATTHEW NEWTON



# Thank you.

Our journey continues to be a winding one, never in a straight line. We weave connections and interdependencies that are dynamic and respond to the constantly changing world around us. As we weave our Pollination Foundation ecosystem of projects together, we're looking for others to join us - because together we can be extraordinary.

Thank you for being part of our journey so far.

IMAGE CREDIT: MATTEW NEWTON

For further information please visit  
[pollinationfoundation.org](http://pollinationfoundation.org)

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