

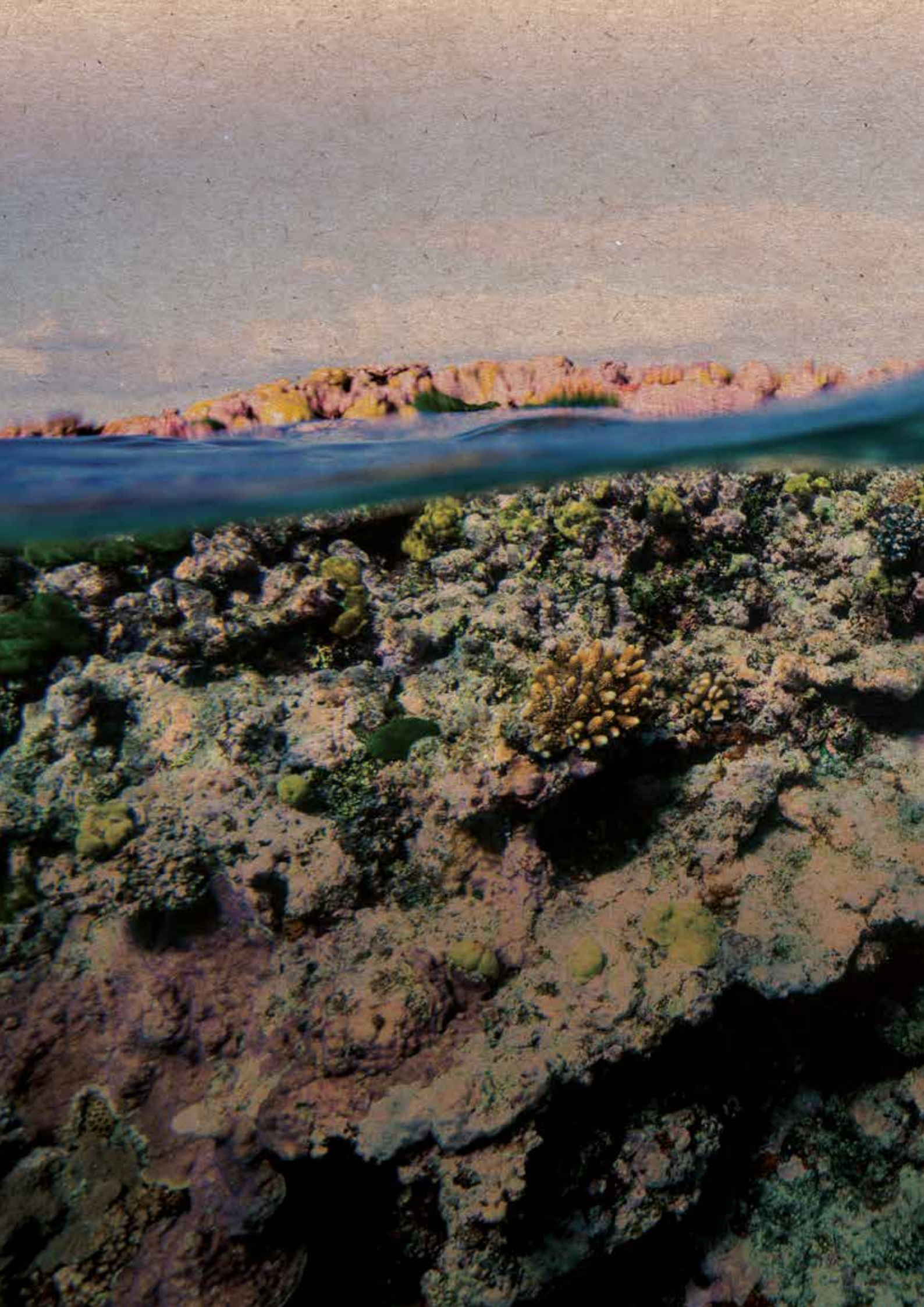
The background is an abstract composition of layered, wavy bands in shades of teal, green, and red. Overlaid on these bands are several circular, concentric line patterns in white and light green, resembling ripples or a network. The overall effect is a textured, multi-layered visual.

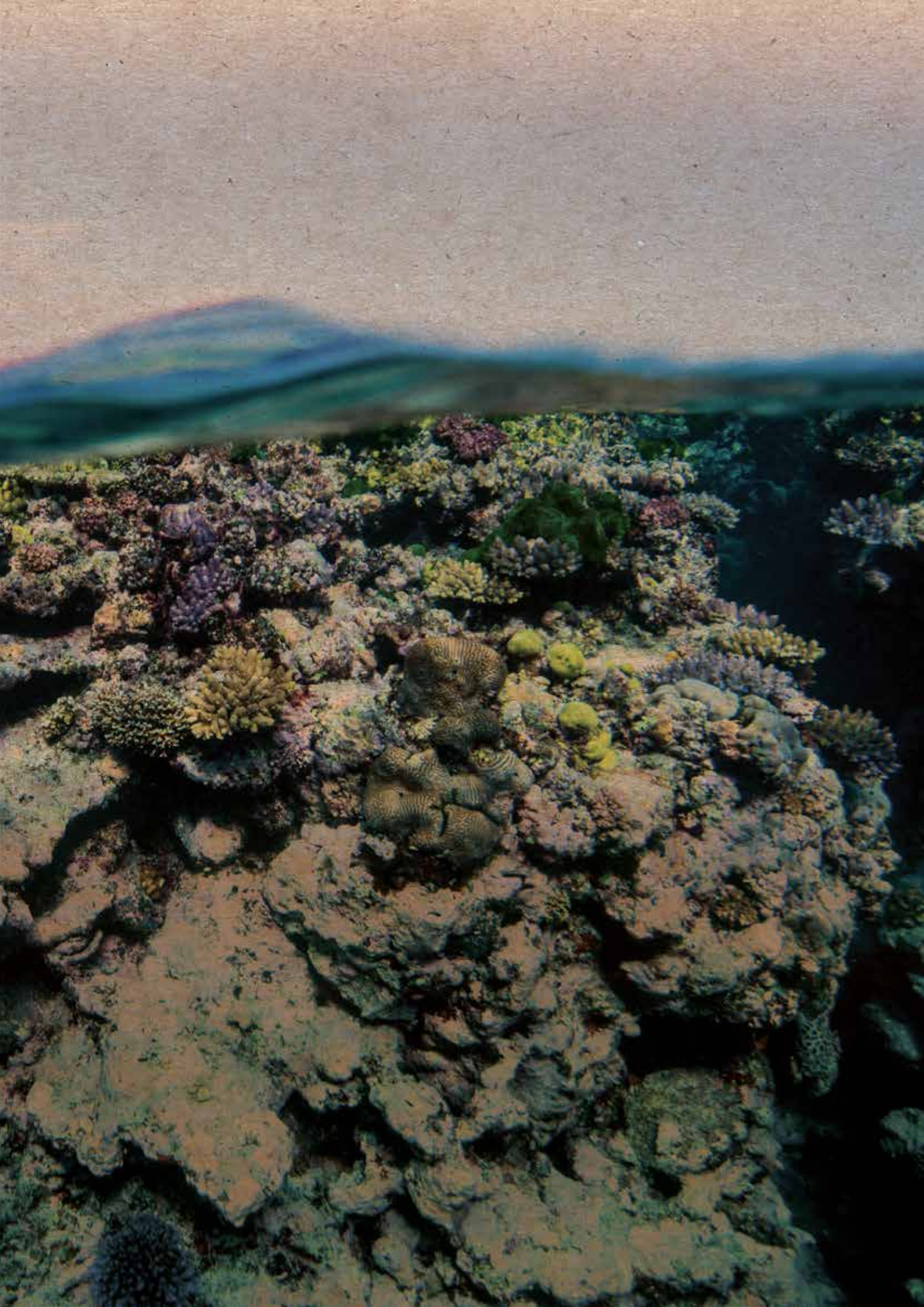
A GLOBAL KNOWLEDGE SHARING NETWORK

COMMUNITY, COUNTRY,
CLIMATE AND ECONOMY

Atlantic Fellows

FOR SOCIAL EQUITY





Atlantic Fellows | FOR SOCIAL EQUITY

© Ariadne Goring
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Atlantic Fellows for Social Equity acknowledges and pays respect to the Traditional Owners of the lands upon which our program resides and is delivered.

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AUTHORS

NOTE



For more than 20 years I've worked with the Kimberley Land Council spending time on country with traditional owners and cultural leaders designing large scale initiatives. I've experienced the transformation that happens when people spend time together on country learning from each other.

The energy we've invested over the years has had a significant impact. The network of Indigenous ranger teams and protected areas is often referred to as the 'Kimberley model of Indigenous led conservation'.

Achieving these outcomes hasn't been easy – rewarding - but not easy. At times it's felt like an avalanche of complexity was coming at us from all angles. Sometimes we acted swiftly with confidence other times we waited patiently for the right people. In the midst of it all we've talked about the power of connecting people working on similar place-based initiatives around the world.

These experiences sparked my passion to connect people working on largescale cultural conservation enterprise models. I feel safe and confident in a world that empowers Indigenous communities to build place-based economies where people and nature thrive. We're at this critical point in time and there's a window of opportunity to change the narrative, elevate diverse voices and collectively explore new pathways.

The Atlantic Fellowship for Social Equity Fellowship Program gave me the opportunity, resources and tools to explore the concept of a global network that nurtures Indigenous led solutions. The BHP Foundation welcomed me in and provided access to passionate people best placed to shape this initiative. I really enjoyed the conversations and appreciate the insights gained over the past six months. I'm grateful to everyone that participated in co-creating this vision. I invite you to read and reflect on the collective insights.



EXECUTIVE SUMMARY

Community and nature are interdependent. Wherever people live in the world, they depend on resilient landscapes and the natural environment to survive and thrive.

Indigenous people hold profound connection to, and deep knowledge of, their country. Indigenous territories encompass about a quarter of the world's land and waters; within these territories about 80% of the planet's biodiversity exists (Garnett et al, 2018). Indigenous stewardship and the diversity of knowledge of our environment are gifts to society to be nurtured and valued.

Place-based economies founded on Indigenous leadership empower communities to sustain the world's most vulnerable natural assets. Despite the complex web of challenges associated with this approach, many Indigenous and local communities are working on creative solutions. Innovative partnerships are being

established to explore and progress place-based livelihood models. However, these initiatives are often designed and tested under challenging circumstances within fragmented and disconnected networks.

The BHP Foundation invests in large-scale projects that aim to address some of the most critical sustainable development challenges facing our generation. The Environmental Resilience program finances a portfolio of projects focused on empowering people to manage natural environments for the benefit of future generations. Enhancing the environmental, cultural, and socio-economic resilience of Indigenous peoples' lands is a focus of the program. The diverse array of projects ranges from the 10 Deserts in Australia, connecting the largest Indigenous led conservation network on earth, to the Resilient Reefs initiative, centred on protecting the world's coral reefs by building resilience to climate change.

The BHP Foundation is in a unique position to establish a knowledge sharing platform; a people-centred Network seeded in local action supported by global connectivity; a network within networks attuned to the emerging challenges and opportunities enabling targeted learning across projects and partner organisations. A Network which would explore cross-project synergies and challenges, support collective action, shift the narrative, and set a new standard for Indigenous-led solutions.

This report investigates the potential for such a Network. The concept draws from the knowledge and expertise of people within partner organisations working to deliver the BHP Foundation Environmental Resilience projects. The research was undertaken in partnership with Ariadne Goring, Atlantic Fellow for Social Equity at Melbourne University, and Melinda Macleod, Program Director for the BHP Foundation Environmental Resilience Global Signature Program. Over six weeks, interviews were undertaken with practitioners, Indigenous community members, and advisors affiliated with the Environmental Resilience Program.

At the end of the interview process the evidence showed all participants were positive about the Network concept. Further analysis revealed several reoccurring positive themes. These include:

- Building connection between people to explore new pathways

through complex challenges.

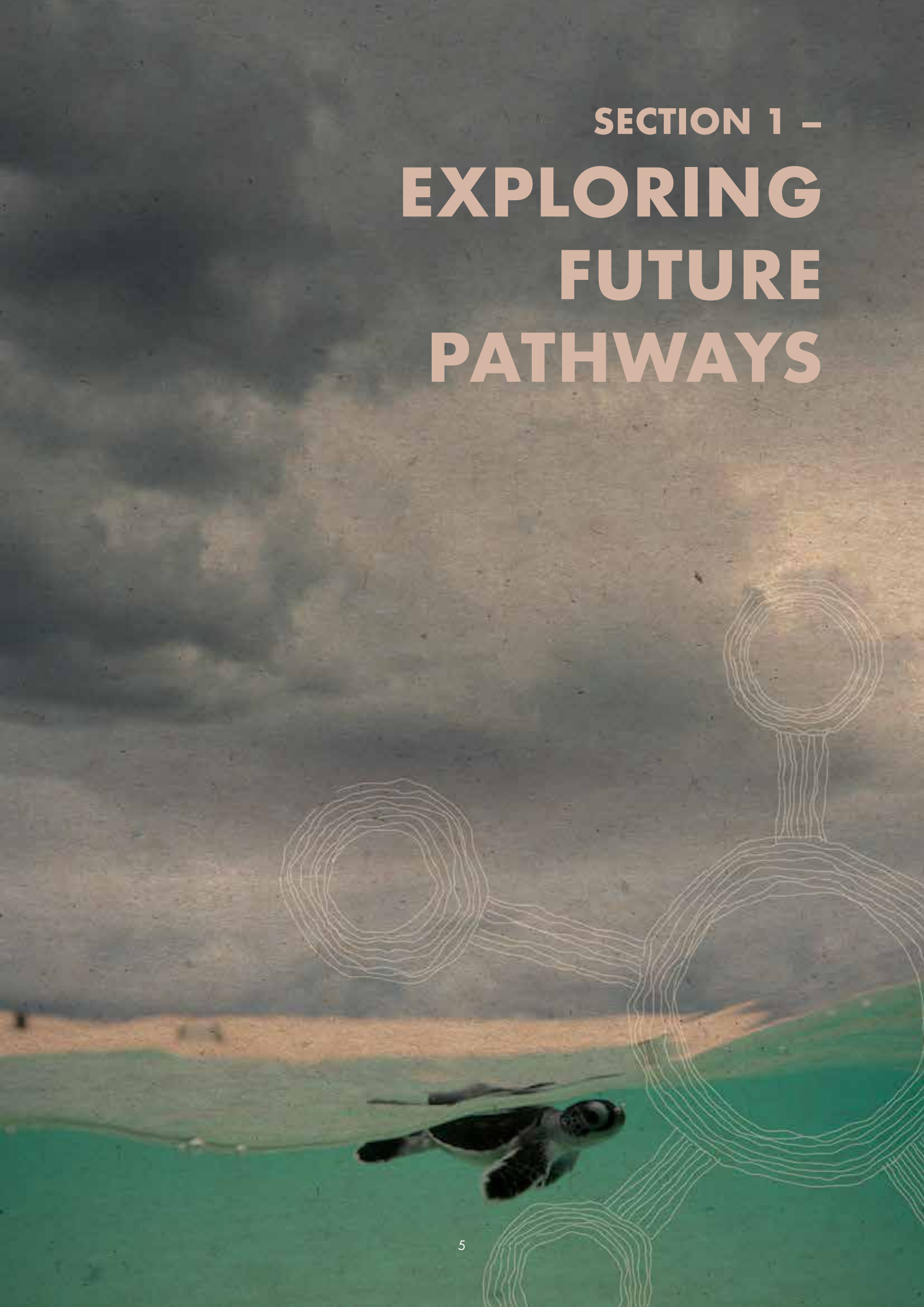
- Bringing together diverse voices—Indigenous, NGOs, corporates, investors and governments—to craft transformative solutions.
- Learning together face-to-face, on country, through knowledge exchange.
- Empowering Indigenous communities and investing in Indigenous leadership to explore place-based economies where people and nature thrive.

Based on the research findings a network co-design phase is proposed, including a series of workshops led by the BHP Foundation working with project partners to define and refine the Network vision, goals, activities and governance model. A network with an adaptive governance model holds the potential to accelerate project learnings, shape new narratives and reveal the collective impact generated by the BHP Foundation Environmental Resilience project investments.

**If you want to go slow
go alone. If you want to
go fast go together.**

Participant #1

SECTION 1 –
**EXPLORING
FUTURE
PATHWAYS**



THE TIPPING POINT

Fundamentally humanity is facing great challenges and it's getting worse. We're at a tipping point and it's essential for us and our children to do whatever we can.

Participant #8

Ecosystems provide the services that humans rely on, they secure our food, the air we breathe, and the water we drink. They provide people with enjoyment and connection to nature, and they hold significant cultural and spiritual meaning for Indigenous people globally. However, biodiversity is in rapid decline and species are becoming extinct at unprecedented rates (Butchart et al., 2010). The loss of biodiversity disturbs the interconnected web of life and diminishes the resilience of ecosystems. Climate change is amplifying these challenges.

According to the latest research the world is not on track to avoid a global warming of 1.5C above the pre-industrial period (Milman, 2018). New research warns of a trajectory towards a 'Hothouse Earth' (Steffen et al., 2018) with mounting recognition that the next four to 12 years are crucial to setting a path to the future (Milman, 2018).

Natural climate solutions—based on the conservation, restoration and management of forests, grasslands and wetlands—can deliver up to a third of the emission reductions needed by 2030 but receive less than 3% of climate funding (Nature4Climate, 2018).

SOCIAL AND ECONOMIC INEQUITY

The majority of the Indigenous population, living in some of the most remote parts of the world, are young people with little or no economic power.

Participant #6

Social disadvantage is widening, most prevalently within Indigenous communities. Not only are there more Indigenous peoples than non-indigenous classified as poor, but their poverty is also more severe (Gillette & Hall, 2012). Intergenerational trauma and lack of opportunity is leaving an indelible mark on Indigenous communities and with it the diversity of cultural and traditional knowledge is fading. The Uluru Statement from the Heart (Referendum Council, 2017), speaks to the inequity experienced by the Indigenous peoples of Australia:

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future. These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness.

Concurrently, the disparity between the world's wealthiest and poorest is widening, with estimates suggesting 42 people hold as much wealth as the 3.7 billion who make up the poorest half of the world's population (Elliot, 2018).

LINEAR THINKING

The problem is there's lots of opinionated people, fixed on how to do things.

Participant #15

Worldwide, people craft solutions based on deeply held views shaped by their lived experiences. This often results in conventional methods focused on expert analysis and linear plans being applied to complex problems. Mostly people feel

comfortable with others that share similar views and experience. But "operating within our comfort zones will never lead to engaging the range of actors needed for systemic change" (Senge et al., 2015).

Complex problems have multiple layers of stakeholders, all of who have different perspectives and often disagree about cause and solution. Complex problems also require change in numerous places because—like wildfire and floods—they cross boundaries and are beyond the capacity of any one organisation or sector to respond effectively (Collaboration for Impact, 2018).

A NEW APPROACH

My greatest wish is for everybody to see through the eyes of the other. No one person has the solution and all view the issue from a different angle. If we add up the good ideas of each person—the collective view—we'll be better off.

Participant #7

Conventional approaches and linear plans have failed to solve the world's most pressing challenges in

any lasting way. New approaches are needed, that focus on what is possible, rather than on what is likely to occur; a genuine commitment to exploring new ways of connecting, collecting information, testing different strategies, and empowering new leadership to protect our most critical natural assets.

Cristiana Paşca Palmer (2018), Executive Secretary, Convention on Biological Diversity, suggests transformational change is needed to secure the sustainability of our planet. This requires engaging with and inspiring all actors to act responsibly:

As humans, we like to think that we are above nature's fray, but, in reality, we are all part of the delicate, interconnected matrix we call Earth. The difference is that, out of all the species, we have the greatest power to alter that balance. The good news is, as the most powerful agents in our ecosystems, we also possess the ability to restore balance—if we put our minds to it. I believe that, through collaborative efforts, mutual partnerships and joint commitments, we can harness our collective wisdom, expertise, technologies and resources to advance the global biodiversity agenda, to achieve the Aichi Biodiversity Targets and the Sustainable Development Goals, but, most importantly, to preserve the great diversity and health of our planet.

INDIGENOUS STEWARDSHIP

Culture and Dreamtime stories bring people together.

Participant #2

Indigenous communities continue to protect our most valuable natural assets in the face of climatic uncertainty and extreme disadvantage.

The majority of the world's Indigenous peoples have survived the impact of colonisation and other forms of dispossession, and today their territories encompass approximately a quarter of the world's land and waters (Garnett et al., 2018). Indigenous peoples speak more than half of all living languages and practice more than 5,000 distinct cultures that have evolved over thousands of years based on deep connection with their environments (Silburn et al., 2016).

However, the relationship between Indigenous communities and conservation is complex. The UN Special Rapporteur on the Rights of Indigenous Peoples, Victoria Tauli-Corpuz (2016) spoke of the human rights violations that conservation measures have, in some cases, caused Indigenous peoples, citing impacts ranging from the appropriation of land, forced displacement, denial of self-governance, lack of access

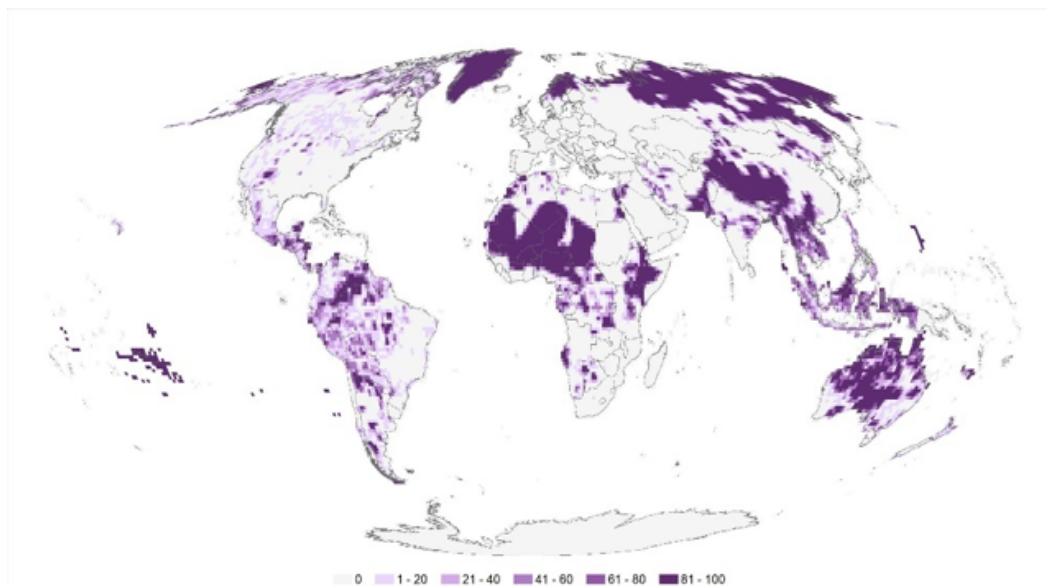
to livelihoods, loss of cultural and spiritual sites, and refusal of access to justice and compensation. In the past these issues have been raised in equal measure in relation to the resource extraction industry. However, if approached in the right way, these challenges provide a window of opportunity to embrace and explore the tension, find connection, understand other perspectives, experiment together, empower diverse voices and change the narrative.

It is important to remain mindful that Indigenous peoples have their own wide range of aspirations for their lands—decisions about conservation are balanced with cultural, economic and social priorities. Consequently, there is a need to consider the “implied expectation of asking Indigenous peoples to take on the burden of our global conservation challenges without adequate resources, support and viable economies that enable people to live on country” (Garnett et al., 2018, pg. 3).

Partnerships that empower Indigenous Peoples’ and align with their motivations, cultural governance and economic aspirations will be critical to success. It’s important for collaboration to explore creative ways to unlock the potential existing within Indigenous communities. Collective impact models that allow space to delve into complex challenges—like decision making for multiple-use landscapes and business models founded on Indigenous world views—will deliver significant cultural, social, economic and conservation benefits.

Today’s world is all about people. How do we come together, share worldviews and build enterprise on country that is founded on traditional knowledge?

Participant #12



Purple shading shows the percentage of each square degree mapped that is under Indigenous management. (Garnett et al., 2018)

THE BHP FOUNDATION

The BHP Foundation is a charity funded by BHP, a leading global resources company. The BHP Foundation's Environmental Resilience program invests in a portfolio of large-scale initiatives that empower people to manage natural environments in order to achieve environmental and socio-economic sustainability. Working in partnership with leading conservation organisations, the Foundation seeks to find new solutions and set new standards for the future.

The BHP Foundation invests in projects that bring together international institutions, governments, civil society and business—aligning their

aspirations behind a common goal to achieve lasting change. A key focus of the program is enhancing the environmental, cultural, and socio-economic resilience of Indigenous peoples' lands (BHP Foundation, 2018).

The strategy for the global Environmental Resilience program was informed with input from experts in global conservation and community development. Already, the program has six Projects either underway or about to commence that span from Canada's frozen forests, to the Amazonian jungle, to Australia's desert outback. At the heart of these Projects are Indigenous peoples, and the Projects seek to support those communities in their aspirations for environmental, cultural, and economic prosperity.



*BHP Foundation
Environmental
Resilience Program
Strategy 2018*

AN INDIGENOUS NETWORK

Networks are really important, we don't want to be working on our own. Much more impact is generated when you get together with others doing the same work. Maybe different cultural protocols but still sharing similar challenges.

Participant #12

Case studies from the field validate the effectiveness of social-based networks to deliver purposeful impact. They highlight a people-centred approach, built on trust and relationship.

The opportunity exists to establish a knowledge-sharing platform—a Network—aligned with the BHP Foundation Environmental Resilience Projects. A Network to empower Indigenous communities in exploring place-based economies, facilitate face-to-face learning and knowledge exchanges on country, elevate diverse voices and multi stakeholder solutions, and invest in Indigenous leaders and Indigenous-led solutions.

The creation of a co-designed Network hub tasked with scanning external networks seeking new information and approaches attuned

to the needs of partners delivering large-scale complex initiatives.

We are incredibly intelligent as a species and have incredible technologies; its about thinking outside the box by bringing innovative and creative people together that havent been brought together to move forward and come up with solutions that havent been considered before.

Participant #15

CO-DESIGN FOR CROSS SECTOR INNOVATION

The complex nature of the challenges disproves the notion that one 'silver bullet' such as a single program or organisation, however well managed and funded, can singlehandedly create lasting change at scale

Hanleybrown et al., 2012.

Complex problems benefit from cross sector innovation, often referred to as 'collective impact' and/or 'social networks'. There are a number of conditions that

distinguish 'collective impact' from other types of collaboration. These include a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and the presence of a backbone organisation.

Likewise, 'social networks' are groups of individuals or organisations working together to solve a difficult problem, adapting over time, and generating a sustained flow of activities and impacts. Plastrik et al. (2014 pg. 28) note that networks are "particularly well suited to take on complex, wicked social problems that have proven to be far beyond the grasp of top-down, centralized, command-and-control approaches" .

The initial stages of successful collective impact models include setting up a governing group made up of leaders from partnering organisations, as well as representatives of the people touched by the issue. The committee works to create a vision, goals and strategic action plan. Thereafter, the committee meets regularly to monitor the progress. Once the strategic direction is agreed, working groups are formed around each of its key thematic streams (Hanleybrown et al., 2012). In the book *Connecting to Change the World* Plastrik et al. (2014) delve further into social network design— identifying eight key insights critical to long-term success. A summary of these are included in Appendix 1.

Bringing people together to work through complexity brings its own set of challenges. The Partnering Initiative

(Stibbe et al., 2018) identifies that to be successful, collective impact models require a significant investment of both time and resources. Given the high transaction costs, these approaches should only be used when the potential for impact is evident.

If you want to make broader social change part of the way to do that is to network and collaborate. It's a natural extension of what we do.

Participant #10

THE VALUE OF NETWORKS

We've passed the time of approaching this incrementally, so [we] need to take risks which requires trust and relationship.

Participant #3

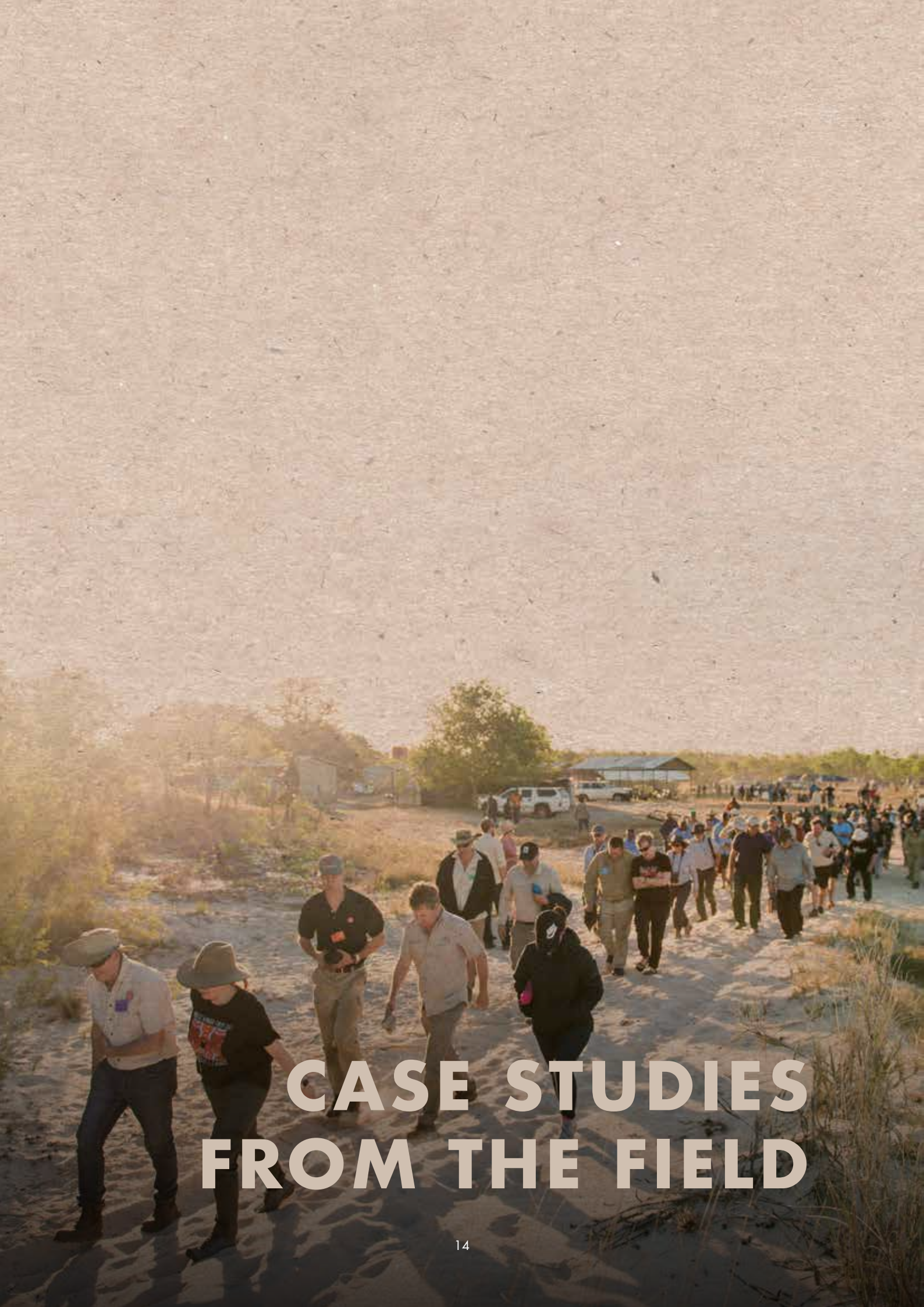
In the face of pressing global challenges many social networks have formed as an effective way to exchange information and accelerate learning. Well-designed networks connect a diverse mix of individuals

that contribute their own knowledge. Within networks, a hub or backbone organisation draws together the collective wisdom allowing interesting perspectives and new knowledge to emerge.

Currently, a broad range of global networks exist that connect people, knowledge and ideas. Most are designed with a clear purpose and vision connecting members for collective impact. For example, networks such as:

- The Ecosystem Marketplace and the Conservation Financing Alliance, which provide knowledge portals for information specifically related to carbon, ecosystem services and conservation financing models;
- The Indigenous Community Conserved Areas Consortium and the UNFCCC Indigenous Peoples Network, which are Indigenous led, and focus on specific topics like Indigenous and community-led protected area management and Indigenous knowledge and policy related to climate change; and
- The Equator Initiative, facilitated by UNDP, which aims to advance community led solutions to global challenges.

These networks deliver impact linked to purpose. This includes targeted information dissemination; advocacy and awareness raising; policy change, and knowledge exchange.



CASE STUDIES FROM THE FIELD

KIMBERLEY RANGER NETWORK CASE STUDY

Facilitated by the Kimberley Land Council (KLC), the Kimberley Ranger Network (KRN) connects 13 Indigenous ranger groups to realise Indigenous aspirations in looking after and managing country using a combination of traditional cultural knowledge, western science and modern technologies.

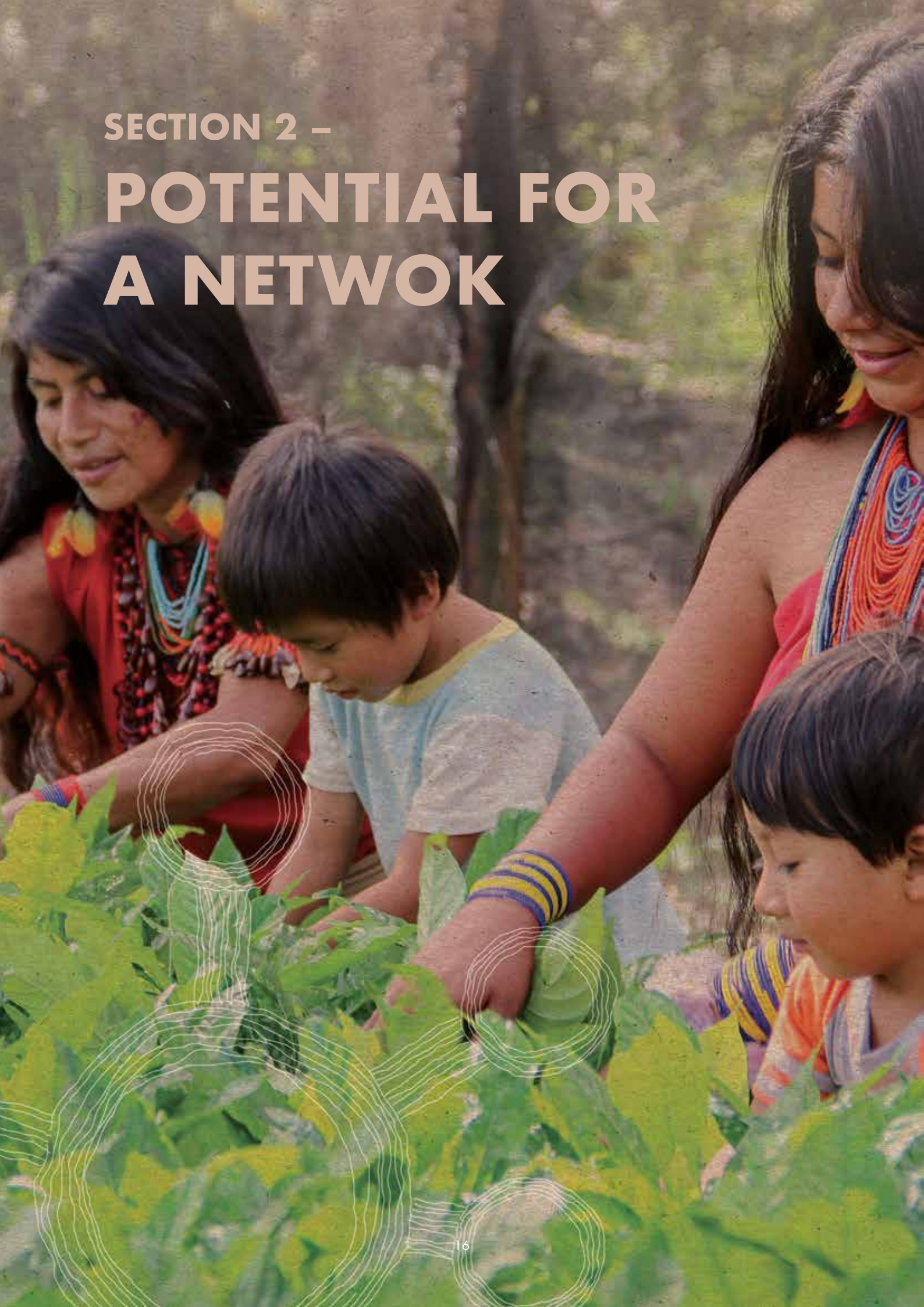
Every year the KRN brings together Indigenous rangers, cultural advisors, trainers, practitioners and a range of multisector partners to learn and share together on country. In 2017 more than 350 Indigenous rangers and guests from across Australia came together in a remote community for the Kimberley Ranger Forum. During the forum about 100 guests participated in two-way learning workshops exploring pathways to scale-up ranger-based enterprise. Experiences like these build energy and new insights for all participants. They create the space for cross sector learning, often shifting mindsets and engaging diverse stakeholders in new ways of seeing and understanding the complexity. A full summary of the workshop learnings is provided in Appendix 2.

TNC NETWORK FOR STRONG VOICE, CHOICE AND ACTION CASE STUDY

In 2017 The Nature Conservancy (TNC) established an internal network for Strong Voice, Choice and Action (VCA Network). The Network connects about 250 TNC practitioners working around the world in partnership with Indigenous and local communities. The goals of the network are to increase connectivity, share knowledge, build collective narratives, learn together and demonstrate impact. After a year of operation, network members identified the ability to work together and share insights as the most valued learning activity, with 35% of respondents reporting they changed work methods as a result. A summary of TNC's VCA Network can be found in Appendix 3.

SECTION 2 –

POTENTIAL FOR A NETWORK



To understand how a Network could support BHP Foundation partners to empower Indigenous peoples, build connection, test new approaches and adapt new learning to the local context, a series of dialogue interviews were undertaken. The interviewees were drawn from the practitioners and collaborators working in partnership with the BHP Foundation to deliver the Environmental Resilience Projects. These include:

- The [10 Deserts Project](#) in Australia, which aims to build the largest Indigenous-led connected conservation network on Earth, hosted by Desert Support Services;
- The [Boreal Forest](#) initiative in Canada, where The Nature Conservancy is working with First Nations to create a new model for sustainable forest management where people and nature thrive;
- The [Resilient Reefs](#) Project that will support the world's most treasured coral reef sites and the communities that depend on them, helping them to survive and adapt in the face of great change, complexity and uncertainty, hosted by The Great Barrier Reef Foundation; and
- The Alto Mayo Project in Peru, where Conservation International will work with Indigenous people and migrant

communities to demonstrate an inclusive path to sustainable economic options.

Over six weeks between July and August 2018, Ariadne Gorrington, Atlantic Fellow for Social Equity, and Melinda Macleod, BHP Foundation Program Director, interviewed 17 people to gain their insights and perspective on the concept of a Network. The participants included project leaders, Indigenous community members and strategic advisors affiliated with implementing BHP Foundation Projects, BHP staff, and unaffiliated practitioners working in network-related roles.

The interviewees were asked to share their views on the current situation, a possible future, and the hopes and challenges these scenarios hold. A copy of the brief provided prior to the interviews and a detailed outline of the methods used during the interview process is provided in Appendix 4 and 5.

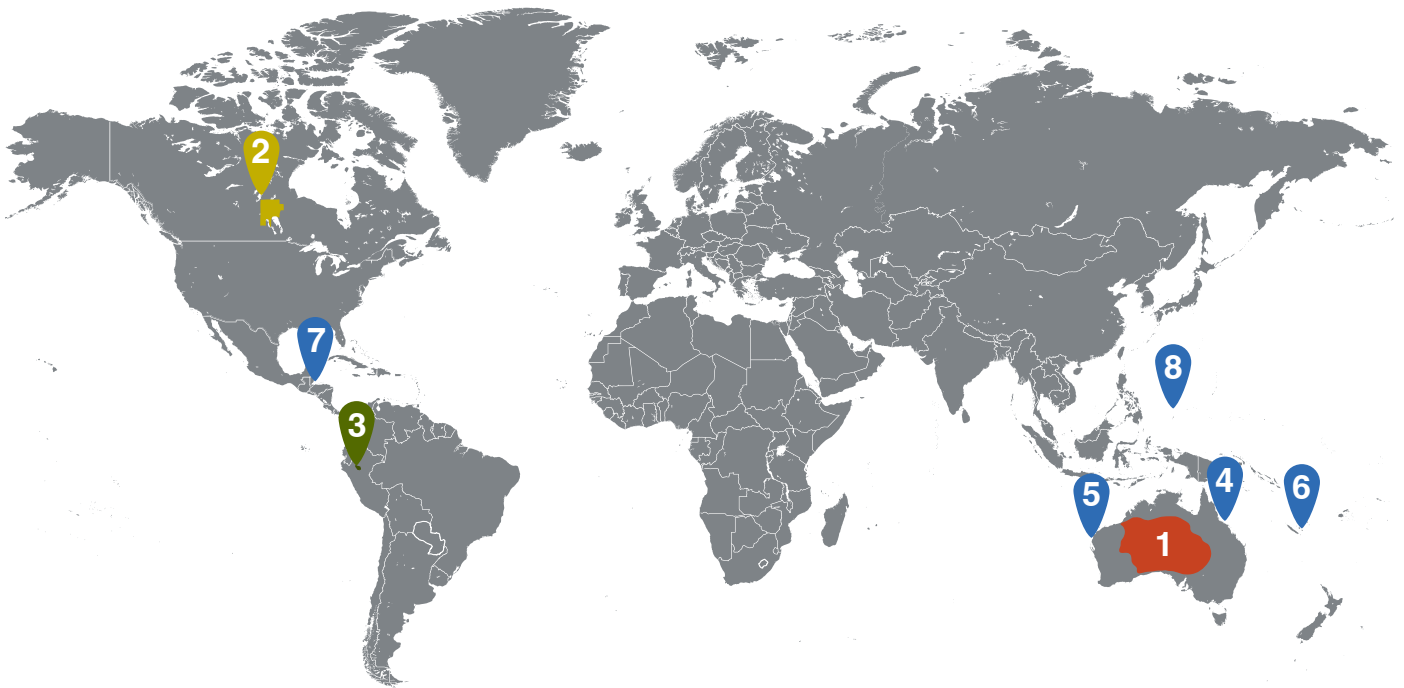
Significant quotes and key messages from each interview were synthesised into a standard format as outlined in Appendix 6. Eco Advisors were commissioned to investigate the relevance of existing global networks to the BHP Foundation Environmental Resilience projects and their findings are provided in Appendix 7.









This section of the report details the outcomes of the interviews. Direct quotes have been grouped according to the main themes that emerged throughout the interview

process. These include systemic challenges and opportunities; Network focus areas, design features, and recommendations related to critical next steps for a Network co-design phase.

Every attempt has been made to ensure the opinions expressed are non-attributable to individuals. Quotes are referenced as Participants 1-15. Appendix 8

identifies the participants in three categories: Project staff and community representatives; BHP staff; and Project advisors and network practitioners. While not all statements made during the interviews are contained in this report, the quotes included are representative of the extensive range of views and perspectives held by the individuals involved.



 1 10 Deserts Project	 2 Canada's Boreal Forest	 3 Alto Mayo Landscape, Peru
RESILIENT REEFS PROJECT		
 4 Great Barrier Reef - Australia	 5 Ningaloo Coast - Australia	 6 Lagoons of New Caledonia: Reef Diversity and Associated Ecosystems - France
 7 Belize Barrier Reef Reserve System - Belize	 8 Rock Islands Southern Lagoon - Palau	

SYSTEMIC CHALLENGES AND OPPORTUNITIES

FINANCING

Complex challenges require big solutions, many of which may fail. Not because of poor intent, but because that is the nature of change and new ideas. However, practitioners are often afraid to be honest about what is not working as it could hinder opportunity for future investment. This leads to complicated initiatives being broken down into predictable work streams, which limits innovation.

- Funding is tricky as NGOs are competing for the same dollars. We should talk more about our failures and share these, but we're not incentivised by funders to do this. — #3
- Sustainable financing models are a challenge for us—understanding how others are doing this would be great benefit. — #2
- How do we co-create with our Project partners and not just have a transactional reporting relationship? — #9
- Our current model of planning is based on breaking down complicated programs into

predictable work streams; most donors require us to articulate KPI's and usually only fund things for a few years at a time. Transformation requires a probe, sense and respond approach but the system is not set up in this way. — #4

GOVERNMENT

Interviewees mentioned the continuously changing attitudes and policy positions of government as exhausting and limiting to progress. Indigenous stewardship and enterprise often require policy paradigm shifts, however, navigating through firmly entrenched government systems is challenging. The layers of Federal, State and Local government make innovation within the system difficult. Participants identified both the importance and complex problems of engaging with government.

- Good to raise the bar and inform governments of how to make an impact. It's important to include some kind of government representation to bring them along on the journey. — #12
- Politics and engagement with

government can be tricky. Be great to hear about how other Projects manage these complex and sensitive relationships, and some of the strategies they use. — #3

- There's a fear of self-determination from government and lack of political goodwill. — #14
- Often at the Federal government level the policies can be quite progressive but when you dig down into the provincial government level the policies get lost in translation. — #11
- Governments working and learning alongside Indigenous people sharing policy approaches would be really impactful. — #7

CONNECTIONS

The importance of bringing people together to learn from each other and build connection was noted by all the participants. Establishing relationships was identified as the key to good decision making, as trusted relationships hold the potential to explore what has not worked, learn from the past and explore future possibilities.

- It's easy to use the terms 'relationship' and 'connection' but tricky to achieve. — #14
- Hearing how others are addressing the same issues can be really powerful and spark energy to continue facing adversity. — #11
- Connection is global, based on respect, respect for kinship fosters

learning. — #6

- We need to start getting comfortable about having the conversations with people that make us feel uncomfortable. — #5
- Lots of opinionated people are fixated on how to do things. Open people up to become accepting of other ways of doing and seeing. — #15

BHP FOUNDATION ADVOCACY

The BHP Foundation is well positioned to leverage its global profile, stakeholder relationships and networks to build strong voice for Indigenous stewardship and enterprise. The advocacy platform that can be developed by the BHP Foundation could assist with stakeholder recognition and visibility of Indigenous led solutions to some of our most pressing global challenges.

- Use BHP Foundation profile, influence and networks to build greater voice for Indigenous knowledge and conservation economies. — #3
- A Network will enhance BHP Foundation outcomes, but more broadly it will lift the bar. — #1
- BHP Foundation investment provides profile and interest from other partners. — #11
- We have a powerful voice and we should use it where we can, through the voices and expertise of our partners. — #4

NETWORK FOCUS AREAS

EMPOWERMENT

Many participants touched on the importance of empowering Indigenous people by opening up new networks and providing exposure to different approaches. All the Indigenous participants noted the importance of creating safe spaces to talk about the challenge of community politics and discuss approaches to overcoming the complexity of managing poverty. There was a desire to investigate creative ways of leveling the playing field, exploring entrenched system dynamics, exposing power imbalances, and identify how deeply held world views and latent racism hinders progress.

- Opportunity to open networks and lift confidence in local leaders so they realise they're participating in a global economy. — #9
- There is so much competition for power and resources within Indigenous communities and families. — #6
- People make decisions based on what they're willing to lose. — #15
- Important to focus on governance

and legal rights to bring Indigenous economic opportunities to scale. — #11

LEADERSHIP

Governance and leadership opportunities within Indigenous communities are critical. Community capacity, local support, governance, institutional systems and administrative processes are real challenges. There is a huge gap between the latent and untapped potential within communities and their ability to engage and take advantage of new and emerging opportunities. Despite the challenges much progress can be made, and would be amplified by investing in Indigenous leadership. Participants expressed interest in exploring collective and decentralised leadership models.

- Need more Indigenous people leading—strong leaders with strength to walk in two world's. — #6
- I see First Nation communities taking on so much with leaders that are under resourced and over stretched. They need to see the immediate benefits of knowledge sharing and be generating new

ideas they could implement and apply to their current situation. — #11

- Greatest impact would be inspiring [Indigenous] board members and building leadership. Bringing new ideas and expertise on country to build new learnings for the whole team. — #2
- Leadership is [Indigenous people] feeling confident to share stories and put forward position to all levels of government and industry. — #9
- Think about community wellbeing linked to conservation—how to lift up people and country together. — #12

NARRATIVE

Climate consciousness is on the rise, and with it a global awareness of the value of environment and the urgent need to protect critical ecosystems. The Network represents an opportunity to elevate new and diverse voices. Participants were interested in celebrating Indigenous stewardship and sharing positive stories of enterprise for the benefit of the Indigenous community.

- Opportunity to showcase Australia's leadership in Indigenous Protected Areas and Working on Country rangers and share these approaches globally. — #9
- I hope we're in a place where Indigenous people are educating

the rest of society about the best way to live a good life. — #14

- When people think of conservation they see nature as a place without people. If they saw nature as a place of Indigenous people and wisdom [it] would lead to very different decision making process and validation of alternative views. — #4
- More Indigenous voice is needed to infuse into the mainstream way of thinking. How do we shift the narrative? — #1
- Amplify Indigenous leader's voices and open doors. — #14

CROSS SECTOR LEARNING

The importance of bringing together western science and traditional knowledge was raised alongside engaging in cross sector dialogue to explore transformative solutions. A number of interviewees noted that practitioners often get attached to how they do things and trapped in proving their way is right. However, scaling requires diversity of people with differing worldviews.

- I'm impressed with the range and diversity of voices and perspectives coming together. We're bringing together NGO's, corporates, banks and governments and recognising the value of coming together with diverse voices and perspectives to craft transformative solutions. — #3

- Cross sector learning is really powerful. Don't have to reinvent the wheel. Can start somewhere down the track. — #10
- Science can be dominating and a bully. — #4
- Shocked at how little understanding there is of how different sectors work—we all exist within our own bubbles of existence. — #1
- To bring a diverse set of people with different perspectives may at first seem counter intuitive but when you bring them together the multiple perspectives can solve a complex problem. — #8

KNOWLEDGE EXCHANGE

Knowledge sharing can open up new ways of seeing and understanding others worldviews. Exchanges often provide participants with a window into the future, allowing them to see potential trajectories. There is power in peer-to-peer learning rather than relying on an 'expert' to convey a message. Facilitating government-to-government learning provides a way to break down barriers and seed new policy approaches. For Indigenous people, exchanges are an important way to understand the collective challenges first nation communities face globally.


- On country, experiences flip the power basis when you're in the middle of the bush on someone's country you're no longer the boss.

— #5

- Internationally and nationally. People actually want to visit other people's country and have new experiences. Grows confidence and self-esteem. — #10
- Visiting other Ranger groups is like sharing gifts, knowledge is a gift and it's important to keep the relationship going. You keep them in your heart. Continuing to share ideas on how to make things better. — #2
- Practical knowledge based exchanges—seek out places where similar issues are experienced and exchange. Seek out people who can assist with planning and give advice on the really sticky issues. — #9
- Need to seek out the right people within the community to participate in exchanges. Sometimes people go home inspired but it doesn't translate into action or new ways of doing the work. — #11
- Success is having other Indigenous communities see our work and want to replicate our process. — #7

INNOVATION AND CHANGE

The Network presents the opportunity to generate new knowledge by looking at issues in a different way. Creativity is born from dynamic approaches based on trust and generative relationships. A number



of people identified the opportunity to connect Indigenous youth with industry leaders to build 'on country' enterprise founded on the new digital economy.

- Enterprise opportunities linked to threatened species, research, new technologies, art and bush products—food and medicine. This is what we want to know more about. — #12
- Growing youth populations with energy and creativity. Link between new technologies and traditional practices. — #6
- Needs lots of creativity to generate economic opportunity for First Nation people to stay at home and feed their families. — #6
- Create feedback and evaluation mechanisms to ensure the network stays relevant to participants. — #3
- Expected and unexpected outcomes should be captured. Identify what success looks like and discuss how to create space for unexpected outcomes. Not just status reports but meaningful conversation that sparks creativity. — #14
- How the BHP Foundation is learning and the learning curve of working with indigenous peoples will be interesting to all of us. — #7
- How do we learn to re-learn? — #7

TRACKING IMPACT

Good networks connect us with amazing people and make us change the way we see and understand the world. The challenge is how to track, measure and evaluate these changes. There was advice, from participants that are active members of networks, to design and implement an impact-monitoring framework early on.

- Knowledge sharing is nebulous—how do we know when its effective? Important to have knowledge sharing forums early on to unpack what is important about sharing knowledge. — #13

NETWORK DESIGN

VISION AND GOALS

The importance of partners, advisors and Indigenous leaders co-creating a Network vision, goals, operating principles and activity plan was repeatedly raised. The power of connecting the BHP Foundation Environmental Resilience projects and collectively steering towards a sustainable future was raised alongside words of caution regarding the breadth and ambition of the Network.

- Tension between one group surging ahead and another lagging behind. Requires strong leadership to bring everyone together—a whole movement pulling forward together with one shared vision. — #5
- Be mindful of how big you make the network as like in any relationship you need to invest time and energy. — #10
- Have the end users engaged in building the vision and designing the Network. — #5
- Opportunity to trial different approaches at the same time across three different projects and share the learnings rather than testing out one thing at a time. — #3

- Be mindful of implementation timeframes and when to bring on new streams of work. — #4

BACKBONE TEAM

The need for a small team to coordinate and facilitate the Network was identified as a priority alongside the importance of a strong leader to weave the disparate threads together. When co-designing the team consider the expertise required within the backbone organisation and clearly identify the services that can be outsourced to consultants. The importance of drawing from the capabilities of partner organisations and hosting side events in conjunction with existing gatherings and conferences should also be noted.

The suggested mix of expertise required to deliver effective network services included: facilitation skills; events and logistic coordination skills; IT, communications and digital content skills; and M&E skills.

- For it to work someone has to join the dots. — #1
- Need a person with a lot of trust to lead it—capable project leader—with a small team doing the work. — #8

- Need to see energy and passion in the people leading – in the whole team. — #6
- [The] return on investment in backbone organisations is [that] they're able to leverage all these other partners and program interests. Always seems like a big investment but over time a core team can generate huge impact. — #4

DESIGN PRINCIPLES

The following principles emerged from the interviews:

- People getting together in person is essential—you learn character by being in person with someone. — #8
- Keep it simple. Don't over engineer. Allow things to emerge—give space. — #5
- Create a safe container to talk and learn from each partner about what is not working and where an approach has been tried that's not delivered expected outcomes—deep learnings will come from this place. — #14
- Consider how to engage people in online platforms and use social media to keep up to date with projects. — #13
- Have different subgroups within the Network so you're bringing people together on the issues that are of interest to them. — #10
- Build a network within networks. Consider how the Network could link in with other partner-facilitated and independent networks. — #7

RESEARCH FINDINGS: IS THERE INTEREST IN A NETWORK?

NETWORK FOCUS

WHAT ACTIVITIES WOULD CREATE THE MOST VALUE?

87%

CHANGE THE NARRATIVE

87%

LEARN TOGETHER FACE TO FACE VIA ON COUNTRY EXCHANGES

80%

INVEST IN INDIGENOUS LEADERSHIP

73%

BRING TOGETHER MULTI-STAKEHOLDERS AND ELEVATE DIVERSE VOICES

80%

TEST MULTIPLE ACTIVITIES SIMULTANEOUSLY

NETWORK DESIGN

WHAT'S IMPORTANT FOR DECISION MAKING AND WHO SHOULD BE INVOLVED?

87%

NETWORK GOVERNANCE IS CRITICAL TO SUCCESS

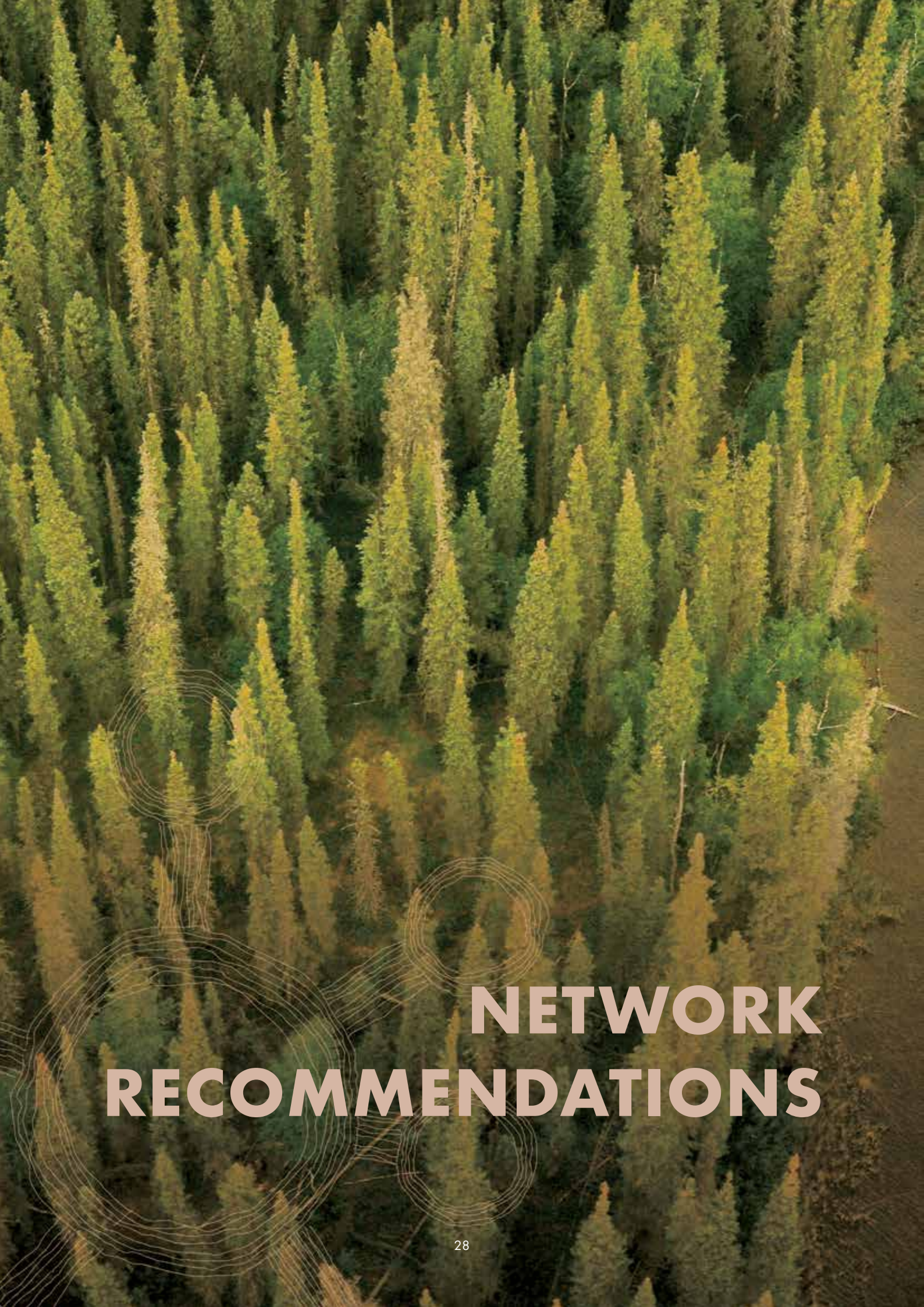
MOST PEOPLE SAID A CO-DESIGN PHASE WOULD ENSURE THE GOVERNANCE MODEL IS ALIGNED WITH THE NETWORK VISION, GOALS AND ACTIVITIES.

NETWORK GOVERNANCE

Participants noted the importance of engaging with project partners from the outset to ensure a sense of ownership and buy-in to the Network. Conversely, there were words of advice about starting small and scaling up over time. Establishment of an Advisory Body with representation from BHP Foundation, project partners, thought leaders and Indigenous leaders supported by a small backbone team were proposed as next steps.

A number of interviewees noted the time and energy that would be required from partners and community to participate in Network activities, and suggested providing additional funds, so members have the capacity to be active Network participants. Most interviewees expressed interest in engaging with place-based initiatives outside the BHP Foundation investments to gain different perspectives. There was a diversity of views about the appropriate host for the Network and whether it should be Foundation led or hosted by an independent partner.

- Start with current partners, have less voices, and service that need first. Once well-established use that base to bring in others and scale up. — #15
- Needs to be organic and serve the needs of members. Even with an independent backbone organisation, ensuring the vision is shared across the members is critical. If it's seen to be The BHP Foundation vision it won't have ownership from the community. — #3
- Better to form as an alliance rather than a TNC or BHP Foundation facilitated network as people like to feel they own it, branding is important. — #4
- Success is in setting it up with young Indigenous people and elders engaging. Elders bring knowledge; youth bring creativity and desire to move things forward. — #6
- Keep the governance simple, it doesn't need to be over-engineered. A small team doing the work with a person representing each Project. — #8
- Cast a wider net to include some more mature Projects, as the BHP Foundation funded Projects are in the start-up phase. Enables learning from more mature initiatives. — #4
- Advisory Panel—bring together [...] experts that hold the technical expertise the network members need to be successful. This way Project managers can access the networks and people that will help to make their Projects successful. — #13



NETWORK RECOMMENDATIONS



THE OPPORTUNITY

The BHP Foundation is in a unique position to raise the visibility of Indigenous approaches to environmental resilience and develop a shared narrative that engages stakeholders in new solutions. Impact will be generated through in-person learning experiences that explore different perspectives associated with specific complex challenges. Results from new financing models that are responsive to an accelerated learning environment should be shared.

Recommendation 1

Engage Project partners and Indigenous leaders in co-designing the Network by facilitating in-person workshops with BHP Foundation partners to refine the Network vision, goals, focus areas and governance model.



NETWORK FOCUS AREAS

Analysis of the research findings identified four potential streams of Network activity. These include:

- Cross Project learning – training and networking amongst practitioners to assist with Project implementation, with opportunity for staff secondments across Projects.
- Indigenous leadership – developing fellowship amongst Indigenous communities and people, centered on cultural exchange and on country learning experiences.
- Multisector collaboration – identifying complex challenges emerging within Projects and co-ordinating immersion experiences, bringing together multi sector practitioners to experiment and explore new pathways.
- Tracking impact – Investigating effective ways to monitor and learn from transformative approaches across all Projects, then rapidly share the learnings across the network. Celebrating and elevating Indigenous stories and narratives.

Recommendation 2

Host in-country dialogues with Project leaders and community partners to workshop the Network concept and identify the activities that would generate impact specific to their local context and Project challenges.



NETWORK DESIGN

The Network design findings correlate closely with the insights gained from network theory. Notably the importance of recognising the scale of our challenges as complex, requiring a shift from trying to work out likely scenarios, to seeing the range of possibilities before us. Analysis of the interview data identified several factors critical to early success. These include:

- Engage Project partners and Indigenous leaders in co-designing the Network;
- Establish an effective governance model that reflects the Network membership and work streams;
- Design a monitoring and evaluation framework to be implemented during start-up to track progress from the outset;
- The BHP Foundation is best placed to lead the Network co-design phase with transition to an independent host to deliver the Network;
- The Network should facilitate access to leading experts and advisors who bring new insights to work through complex problems.

Recommendation 3

Investigate Network design methods and tools including effective monitoring and evaluation frameworks tailored to a Network aiming to deliver global connectivity for place-based impact.



NETWORK GOVERNANCE

Governance is the foundation upon which everything else is built. A transparent and representative governance model that is adaptive and responsive to the Network phases will be fundamental to the success. A co-created governance framework that engages partners in a process of defining and refining the model based on a collective vision and core goals is required.

Recommendation 4

Continue to investigate effective network governance models and identify the most appropriate Network host based on feedback from Project partners, Indigenous leaders, BHP Foundation, BHP staff, and key advisors.



THE CONCLUSION

Increasingly the trend is to look back at how things were traditionally done, look at old techniques to glean insights applicable to the future.

Participant #8

In these uncertain times building connection between people to find new pathways through complex challenges is vital. An approach that empowers Indigenous communities to explore place-based economies where people and nature thrive will benefit all of humanity. Bringing together diverse voices—Indigenous, NGOs, corporates, investment and governments—to craft transformative solutions and learn together on country will generate new knowledge and deliver innovation.

The BHP Foundation Environmental Resilience Program is uniquely positioned to establish a people-centred network seeded in local action supported by global connectivity. It could create the opportunity to weave the collective wisdom held within place-based initiatives and set a new standard for Indigenous-led solutions. A co-designed Network, led by the BHP Foundation working with partners, could establish a platform for the future and bring to light the collective impact generated by the Environmental Resilience program investments.



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APPENDICES

Appendix 1

In their book, *Connecting to Change the World*, Peter Plastrik, Madeleine Taylor and John Cleveland (2014 p.10) define eight insights into building generative social-impact networks. These insights are founded on 20 case studies field-tested by network builders from all walks of life:

1. **Know the Network Difference.** Networks have unique capabilities for achieving social impact that distinguish them from other forms of social organizing, and generative social-impact networks are particularly suited for addressing complex problems.
2. **Design Thoughtfully.** Social-impact networks can be thoughtfully designed from the start; you don't have to fly blind.
3. **Connect, Connect, Connect.** The foundation of generative social-impact networks is the connectivity of its members to each other, which can be cultivated by network weavers.
4. **Anticipate a Network's Evolution.** A generative network's capabilities, complexity, and potential for impact increase as the connectivity of its members deepens and the structure of their connectivity evolves.
5. **Enable and Adapt.** The growth and development of established social-impact networks depend on managing a set of inevitable challenges.
6. **Assess to Improve.** Monitoring and assessing a social-impact network's condition and performance is the basis for improving its impact.
7. **Revisit Design.** Making an existing network more generative, with more engaged members and impact, requires resetting of key design decisions to boost members' connectivity.
8. **Be Network-Centric.** In addition to skills and knowledge, network builders hold a distinct net-centric point of view with its own rules



Appendix 2

Ranger Forum LEARNINGS 2017

Thank you for attending or expressing interest in the 2017 Ranger Forum hosted by the Bardi Jawi rangers at Pender Bay (Gurrbalgun) on the Dampier Peninsula.

We were overwhelmed by the interest from such a diverse range of sectors. We had more than 100 people join us for a dynamic guest program which was shaped to create the space for two-way learning experiences, providing an insight into the unique skills and expertise of northern Australia's Indigenous ranger teams and exploring pathways to expand ranger-based enterprises.

Over 60 ranger groups and 250 rangers from across northern Australia attended to celebrate everything it means to be an Indigenous ranger. It was a great opportunity for rangers to network, learn from each other, develop new skills, share experiences and enjoy being on country.

The guest program focused on ways to strengthen the Kimberley Ranger Network business model with workshops exploring and evaluating the KLC's Cultural Enterprise Hub model. For those not able to attend, this [guest program](#) provides background context and an overview of the [KLC Cultural Enterprise Hub](#).

During the event, workshop sessions were held to discuss elements of the enterprise model. Many of the participants requested a summary of these discussions. These are detailed below.

Savanna Burning Carbon Projects

This workshop explored the opportunity to scale up savanna fire management projects across northern Australia. Participants learned that 75 savanna fire management (SFM) projects were registered under the Emissions Reduction Fund (ERF), covering 33 million hectares or 25%

of northern Australia. Of the 75 registered projects, 20 are Indigenous enterprises covering an area of 19 million hectares. The application of SFM has generated substantial co-benefits including jobs in remote communities, improved biodiversity, reinvigorating culture, improved food security and health. During the workshop there was discussion about the need to invest in consultations prior to project registration to ensure Traditional Owners understand the implications and responsibilities associated with registering a carbon project and choosing either the savanna abatement-only or combined abatement and sequestration method, due for release end of 2017. The group identified the importance of free, prior and informed consent in relation to new project registrations. Other elements that require investment include strengthening governance, knowledge sharing on business models, and building the operational capability of new groups to implement and maintain safe and effective fire management operations.

Opportunities

- The success of individual fire carbon projects is affected by the communication and on-ground coordination with neighboring landholders and fire management agencies, such as state and territory fire services and national park agencies. Coordinated fire planning, joint operations and communication are needed to minimise risk of unplanned fires.
- Indigenous participants in the carbon industry identified the need to co-ordinate and formalise engagement with governments and the corporate sector to establish public private partnership models. The emerging Indigenous Carbon Industry Network has been established to advance this as a priority.
- Other opportunities include delivering fire management services to pastoralists, fire suppression services and cutting costs of operations through group auditing and insurance.





Challenges

Challenges likely to confront groups seeking to develop their carbon business or transition to the new combined method include:

- The permanence obligations associated with the sequestration method and groups committing to 25 or 100 year periods.
- Government policy uncertainty in relation to climate change, carbon pricing and enabling programs like IPA and WOC funding.
- Carbon price is too low to cover operational costs, particularly when employment and social returns are the priority for Traditional Owners.

Building Ranger Experiences and Tourism Ventures

The Cultural Enterprise Hub has been exploring the opportunity to build on-country experiences that showcase the knowledge, skills and expertise of Indigenous ranger groups within the Kimberley Ranger Network. The vision is for a high-end 'Kimberley Ranger Experience' tourism venture owned by PBCs. Secondary products and services could target the self-drive traveller via a Kimberley Indigenous Protected Area (IPA) permit and the development of a visitor app which would market local Indigenous-owned businesses.

Opportunities

- Ranger tours could attract a premium price from the high end sector of the tourism market. Currently there is a limited supply, making ranger tours a niche product in the market.
- With KLC cultural enterprise support, such as back of house logistics, promotions, bookings and administration support, there will be greater potential to succeed.
- With right design and modelling, ranger-based tourism

need not add additional workload and in some cases may assist in delivering work plan activities.

- Rangers, PBCs and the KLC can design a regional initiative which will be an important model to share nationally.

Challenges

- Succession planning and high expectations falling on a few key people within the ranger community to deliver on multiple project outcomes.
- Logistics, the tyranny of distance, lack of infrastructure and high operational costs.
- Regulatory and administrative burdens for PBCs who generally have limited capacity and requirements for external government and industry agency approvals to establish enterprises on native title country.

Women's Bush Products

This workshop explored the opportunity for women rangers to collaborate with other community initiatives and build on the emerging bush foods industry. There are potentially 6,500 edible plant species unique to Australia. As an example, wattleseed has the potential to be a commodity grain (currently used in UN protein supplements) with 140 different types and a diversity of flavour profiles that can be marketed in the same way as rice varieties. Bush tomato is also in demand for high end restaurants and food products.

Women rangers have extensive training in native plant propagation, nurseries and revegetation of vulnerable plant communities. Drawing on this knowledge and expertise by building demand for bush products and native foods has been a topic for discussion across many community organisations in the Kimberley and more broadly across Australia.







Opportunities

- Start a Kimberley Native Foods Industry body – a cooperative market place that includes a native foods nursery.
- Identifying the right markets for bush foods which are probably best suited to a boutique health food range. Organic, clean, green marketing and a very unique story.
- Royalty agreements with pharmaceutical companies for bioprospecting. Payment for sharing Indigenous knowledge about how to grow wild food crops with others e.g. farmers, helping them to increase their yield and derive greater benefits.

Challenges

- Lack of funding security for women rangers is a barrier. Bush product development requires a stronger foundation of women rangers.
- R&D funding and expertise are necessary for product development – food or cosmetic industry standards require full nutritional panel certification as well as knowledge of intellectual property law.
- Proving ownership of resources and research on genetic information. Often bio-prospectors take knowledge and products from Aboriginal people and commercialise for their own benefit.

Science and Technology

The discussion at this workshop centred on cultural protocols and the need for researchers to seek approval and agreement from PBCs to undertake studies on country.

Opportunities

- Cultural awareness training should be compulsory for all researchers operating in different regions of Australia – this develops a context and greater insight for all future work

and is a good way for researchers to understand cultural protocols and the need for agreement making.

- Fee for service opportunities for research assistance: All research in the Kimberley needs to follow cultural protocols and adhere to standards. Making agreements and seeking the free, prior and informed consent of Traditional Owners could facilitate financial, training and knowledge benefits for PBCs and rangers.
- Central research co-ordination platform for researchers to connect with community-driven research priorities and log field work and findings. Potential to partner with a university like UWA to build a platform for the Kimberley and bring in other research institutions.

Challenges

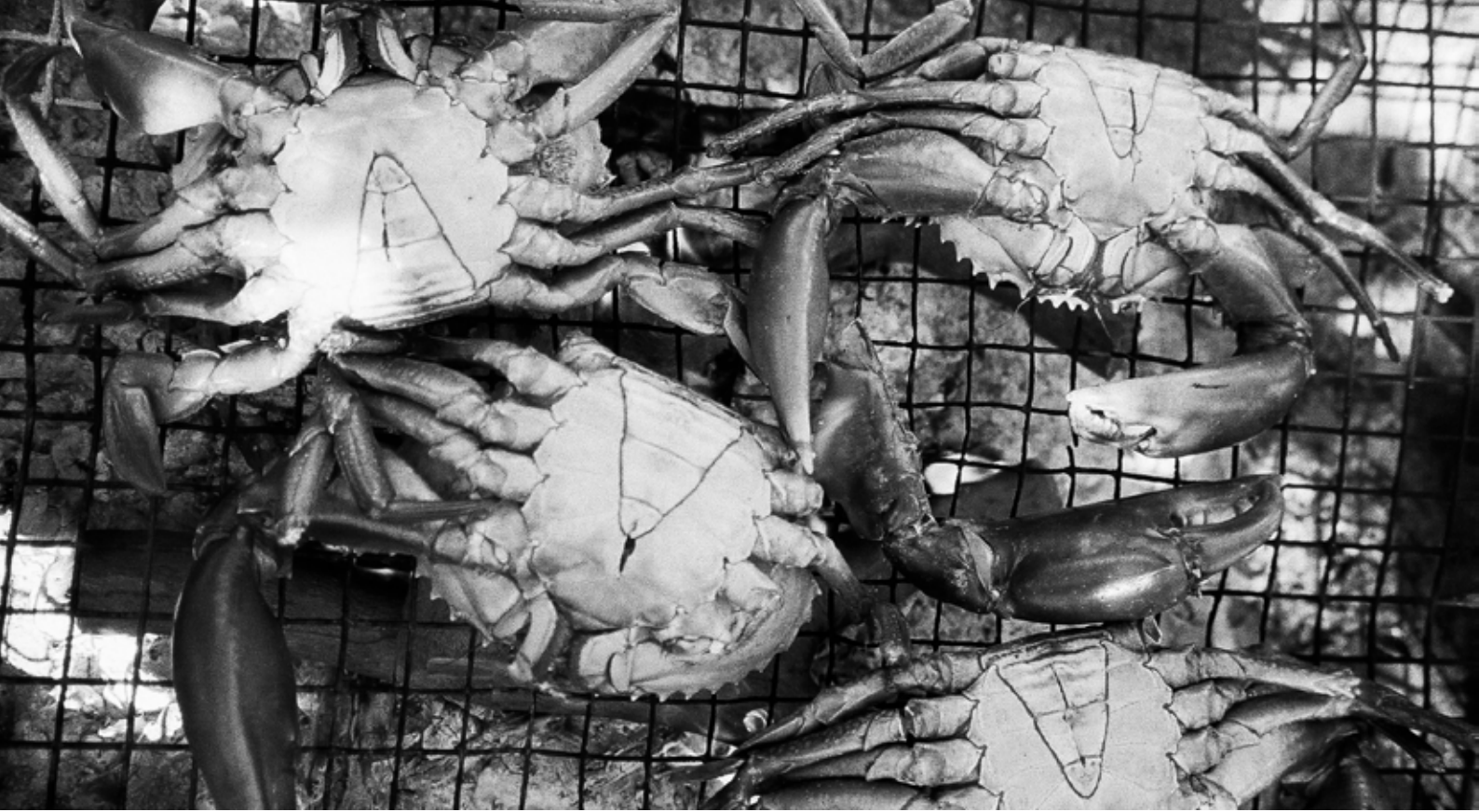
- Factoring in the time and costs associated with research approvals and community collaboration.
- Fostering a culture of entrepreneurship around innovation, design and disruption.
- A need for administrative support – if this could be offered by the Hub it would be a huge advantage to assist with establishing research partnerships and the incubation of a Kimberley research co-ordination platform.

Setting Up Successful Indigenous Owned Enterprises

This discussion drew upon the existing understanding of the numerous Indigenous enterprise opportunities available to PBCs and ranger groups, and posed the question: How do we enable these to occur?







Challenges

- Access to finance
- Land tenure
- Ensuring opportunities are community-driven rather than external third party designed concepts.
- Achieving economies of scale while ensuring locally driven solutions.

Opportunities

- Having a local advocate, so opportunities don't fall over when external parties step away.
- Political lobbying to put in place the policy and legislative frameworks to enable opportunities.
- Business training, so individuals have the capacity to take up opportunities.

Monitoring and Evaluating Social, Cultural and Environmental Benefits

This session discussed the importance of monitoring and evaluation for local communities and rangers who want to track progress, and investors such as government who want to measure impact. The workshop identified that project design at the outset is fundamental to success, and knowing what you're monitoring and evaluating, and for who is critical. For example, at macro level, the government is interested in questions like: is the Working on Country and IPA investment reducing costs in other program areas and what makes these programs so successful? At the local or macro level rangers and Traditional Owners may be

interested in evaluating success in leadership, employment and training or may want to know how effective the ranger activities are in improving the health of country. From an environmental perspective, indicators across north Australia may be important with a focus on monitoring key threats such as fire, ferals and weeds. A community-led design approach works best and is more readily achievable via corporate or philanthropic and community partnerships. It's best to test and incubate monitoring and evaluating models then scale up with supportive government policy and investment.

Opportunities

- Traditional Owners designing monitoring and evaluating systems founded on traditional knowledge and cultural indicator species is a powerful way of evaluating and monitoring impact.
- Establishing a national monitoring and evaluating sharing network: undertake an analysis of what's working, identify suitable monitoring and evaluating pilot sites and share best practice approaches.
- Base management decisions on M&E results. This approach will improve data collection from operational staff as business decisions are based on M&E results.
- Data collected by rangers has the potential to inform state agency procedures: providing local place based information can assist with building adaptive state agency policy and regulations.





Challenges

- Scale: at what scale are outcomes being measured and for who? Government, Traditional Owners, funders, customers, the general public?
- Data is collected and used to inform ranger group activities but we still haven't managed to close the adaptive management circle and evaluate if the ranger activities are delivering on Healthy Country plan targets.
- Starting too wide in scope and not being able to collect, manage and interpret data - need to narrow back to key indicators.
- Communicating with your team so everyone is clear on what you're measuring, why data collection is important and how it will be used.

Leadership and Governance

Good leadership and governance are the foundation from which enterprises and other opportunities that strengthen native title rights can be built. This workshop discussed how communication, transparency, integrity, legitimacy and accountability are critical to success. The subject of sharing and distribution of benefits was explored and the group identified the importance of returning benefits fairly back to all stakeholders. Other key issues that emerged included the role of regional organisations like the KLC Cultural Enterprise Hub and how they can benefit and build capability of opt in PBCs. There was discussion about building an inclusive, diverse and flexible model of governance when working with PBCs and Traditional Owners. Building capability was identified as a key issue that required targeted resources,

funding and skilled people to do well.

Opportunities

- Two-way governance - integrated Indigenous cultural and western model of governance - if successful could inform new innovations and ways of doing business.
- The establishment of enterprises and delivery of products can become a vehicle to building PBC capability and governance.
- Kimberley Ranger Network builds leadership, particularly with young rangers - assists with strengthening two way governance.

Challenges

- It is often difficult for young leaders to step-up due to confidence and capability. There is a requirement for a tailored leadership strategy.
- The capability gap needs to be bridged to build strong PBCs that can deliver high end products and services.
- Often hidden racism exists. Distrust from mainstream Australia could be overcome through greater exposure and targeted communication to the general public to address stigma. There is stigma and complexity attached to native title but maybe not to the ranger program, so it is important to leverage and build on strengths.





Multi-stakeholder Partnerships

This workshop explored the different types of partnerships required for different phases of concept development. In the early phase, foundation partners who are willing to dig down into the generative space with you and work to get the governance and structure right are most important. Partners looking for greater clarity on the delivery pathway and end products are better suited for later implementation phases or as customers purchasing a product. There was discussion about how best to manage the diverse capacity of the PBCs and balance up investing in building the corporate capacity of the PBCs versus working with those that are advanced and have a product that they need assistance to further commercialise. To be successful the Hub model needs to be grounded in the interests of Traditional Owners and inclusive of PBCs, while benefiting from the risk mitigation and governance capacity of KLC as a regional body. Given the complexity and nature of the work, the group decided it was best to stay focused on specific enterprise streams to be delivered by the Hub, build capacity and aim for excellence in a narrow field.

Opportunities

- There are lots of opportunities to diversify but can exploring enterprise opportunities too broadly compromise initial focus?
- Potential for a Centre of Excellence around community owned business models.
- A regional Hub helps to mitigate risk and keep the regional network strong.

Challenges

- Different PBCs have different needs and levels of capacity. There is a strong desire to diversify and for PBCs to have strong brand, their own identity and direct partnerships.
- It will be easy to compromise the vision based on priorities of founding investors, however we need to stay grounded in KLC, PBC and ranger group vision and align with partners that hold complementary values.
- The model should be non-exclusionary and allow for Kimberley PBCs to opt in.

Cultural Conservation Financing models

The workshop discussed avenues to secure government buy-in and investment to the Cultural Enterprise Hub. A key question emerged: what is the safest model for Government to invest in? The group identified the importance of building on success over time. This included highlighting the benefit of a centralised aggregated model by keeping a narrow focus, initially, to ensure early wins. A strategy to secure government support would be to map priority government programs and identify costs associated with delivery, providing a clearly articulated solution to State and Federal government policy priorities. Collect data and tell the story far and wide and retell it over and over in different and impactful ways.





Opportunities

- Selling success stories and showcasing past success – brilliant stories exist but they are not well communicated and circulated.
- Identify alignment with government investment priorities - the government spends billions of dollars to support social issues, therefore social impact bonds are a consideration. There is a need to clearly define and quantify benefits – social, economic, environmental (in ways that are mutually agreed).
- We require new thinking for new investment with financial and social investment experts providing advice to KLC to raise the profile of the Hub. A sub-group of advisors with such expertise could assist KLC to develop the model. A social bond model would be a transitional longer-term model.

Challenges

- Government reluctance to commit to long-term investments and transformational initiatives.
- The need to keep the quality of enterprise products and services consistent during the development phase to prove and showcase outcomes.
- Fragmentation and small one off activities cause duplication and waste of strengths.





Workshop synthesis

The workshop facilitators reported back the key findings from each of the workshops which were synthesised into the key challenges and opportunities for the Cultural Enterprise Hub. The following table reflects the key points:

Challenges	Opportunities
<ul style="list-style-type: none"> • Policy uncertainty • Competitive markets • Consistency of products and services across ranger groups • Start-up capital • Distance from market • Complex multi-stakeholder partnerships: community, government, corporate, philanthropy must all have shared values and vision to make partnership successful • Need to stay grounded in vision and not be overtaken by investment partners • Capability/skills building – currently rely on a small pool of people • Cost profit proposition – high start-up costs with slow return on investment • Getting governance right for Hub – PBCs, rangers, investors and KLC. A strong foundation is key to success • Bottom up - local led community enterprise model • Land tenure reform on native title country • Monitoring and evaluation - keep it simple • Consistency in funding for core programs – women rangers • Bringing in the expertise to incubate, research and develop new products • Ownership of intellectual property 	<ul style="list-style-type: none"> • Scale up – increasing volume – regional, national and international • Networks – sharing knowledge and experience • Diversity of services – fire services and fire suppression linked to insurance premiums • Unique branding and marketing • Benefits of co-op model – central Hub • Mentoring, leadership and growing local leaders’ capability • Finding and exploring new pathways • Building off strong foundation – Kimberley Ranger Network • Niche markets – high demand • Supportive partners – corporate and NGO’s • Efficiencies with scale • Value proposition – power of personal story • Local champions – drivers • Business mentoring • Developing community driven monitoring systems • Incubation and space for experimentation • Building on pilots and case studies • Premium products and markets • Centre of excellence



“

The program itself was excellent. A great session with the women rangers on country, good practical workshops which got to the heart of the issues; and the ranger expo was really fun and inspiring - so much passion and purpose crammed into that tent! Also, your facilitators were all highly effective and the summaries and wrap-up conversations were so helpful – great to be able to process all this new information, and they enabled much sharing.

”

..... Louise Arkles, Ian Potter Foundation

“

Thank you for a great event, it certainly has provoked many thoughts and created a network of likeminded people passionate about developing economic opportunities for Indigenous people and sustainability.

”

..... David Morton, HESTA

“

Thank you so much to you and all the KLC team for an extraordinary experience at the Forum. I was so impressed by the seamless organization (at least to we guests – I imagine the ‘behind the scenes’ was a super-human effort) and the many thoughtful touches. I loved the atmosphere, was so impressed by the work of the Ranger teams, had some very stimulating conversations and learned a great deal. I’ve already enthusiastically shared the experience with family, friends and colleagues.

”

..... Freya Carkeek, BHP Foundation

“

Thanks heaps to all the KLC staff who helped pull it together. Best Ranger Forum ever.

”

..... Grey Mackay, Rangelands



Appendix 3

The Nature Conservancy's Network for Strong Voice, Choice and Action Summary Document / October 2018

The **Network for Strong Voice, Choice and Action (VCA Network)** is a community of approximately 250 TNC practitioners around the world. The **purpose** of the network is to strengthen the voice, choice and action of indigenous peoples and local communities (IPLC) in conservation and sustainable development by enhancing connection and collaboration across The Nature Conservancy (TNC).

The VCA Network goals are:

1. **Collaboration:** Identify areas for increased connection and collaboration across TNC (regional-global and cross-regional) and with external partners, and facilitate these connections
2. **Information sharing:** Generate and share research, information, best practices, tools, methods and approaches for working in partnership with indigenous peoples and local communities on shared conservation goals
3. **Communications:** Mobilize internal and external support and contribute to a "One Conservancy" narrative through highlighting case studies, common threads and TNC's history as a partner in this space, and through aligning communications and theories of change where appropriate
4. **Learning:** Create opportunities for applied expertise & learning
5. **Measures:** Demonstrate the results and impacts of the above

Putting our collective knowledge and experience into action at scale through stronger collaboration, information sharing, a common narrative and learning experiences brings us to our potential of what a local-and-global organization can be.

What does the network provide?

1. **VCA Updates**, via a monthly email that includes opportunities for engagement, TNC and partner highlights, events and opportunities, and publications and resources related to indigenous and community-based conservation and sustainable development.
2. **Opportunities to collaborate** across TNC and with external partners, including via strategy reviews and learning exchanges.
3. **A community** in which to generate and share information, including research, best practices, tools, methods and approaches for working in partnership with indigenous peoples and local communities on shared conservation goals.
4. **Leveraged communication**, by mobilizing internal and external support and contributing to a One Conservancy narrative, together we can highlight case studies, identify common threads, and align theories of change.
5. **Learning and development opportunities** to gain relevant skills and apply IPLC-related methods in projects, including via webinars and trainings.
6. **New ways of measuring results and monitoring the impacts** of IPLC-related work. Tools to accomplish these important tasks are currently under development, including through working groups for developing a set of simple yet robust human well-being measures, as well as common results chains.

The VCA Network is managed by TNC's Global Indigenous Peoples and Local Communities (IPLC) Program and has been in existence for nearly two years, as of October 2018. We conduct yearly VCA

Network surveys to track members' capacity and learning, connectedness, and activities and approaches, in order to tailor learning opportunities and collaboration initiatives to the issues that are most relevant, strengthen connections and encourage decentralized leadership to create a vibrant and powerful global community.

We conducted a baseline survey in February 2017, soon after the network was formed, and conducted the second annual survey just after the network's one-year mark, in February 2018.

Below are some highlights of what we learned from the survey:

1. Strength in connection

We are our greatest resource. People are actively evolving how they approach conservation and partner with indigenous peoples and local communities as a result of what they've learned from other TNC colleagues. Whether in-person or virtual, the ability to work together to understand similarities in the work and share insights was consistently valued highest among other learning activities. 35% of respondents changed their approaches as a result collaborative activities.

2. More to learn from each other

While many people expressed an interest to learn more about supporting local leadership capacity, rural economic development, and social safeguards, others reported expertise in these areas. The VCA Network helps to match needs with expertise - these are the seeds of great learning exchanges.

3. Organizational guidance would be helpful

When it comes to human well-being measures, intellectual property and gender, there is significant interest to learn more, but TNC's own expertise resides with few people. These themes might benefit from greater organizational guidance. Global IPLC is leading a team to develop guidance on human well-being measures, which should address some of this need. Also, Global IPLC and the Global Diversity, Equity and Inclusion Program are leading a team to develop an operational toolkit for safeguarding the rights of indigenous peoples in our conservation work.

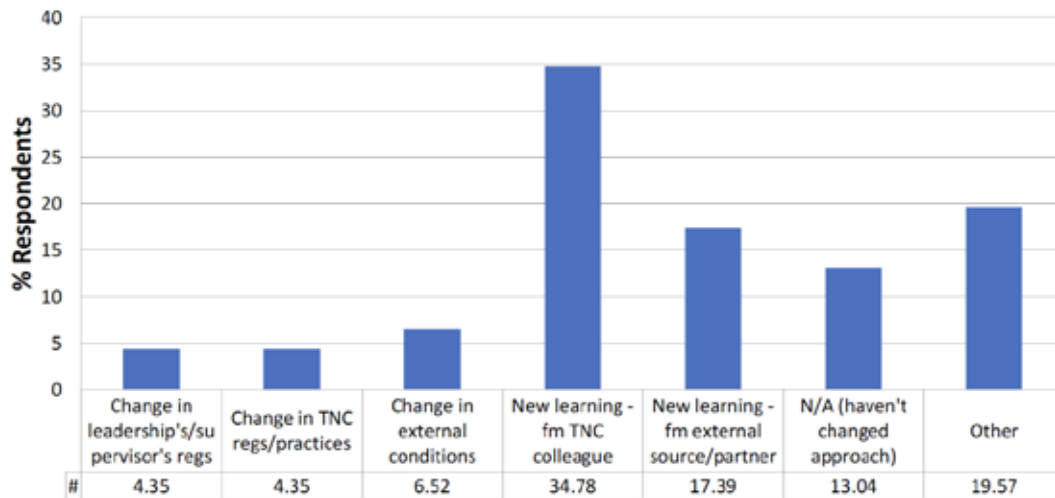
4. Need for greater alignment

37% of those surveyed are not yet confident to speak about how their work fits into the organizational framework for partnering with indigenous peoples and local communities. The recently published Voice, Choice and Action Framework, developed in partnership with TNC practitioners around the world, can help. We'll be working on what the VCA Network can do to bring greater alignment and cohesion across all of the Conservancy's work with indigenous peoples and local communities.

5. We are stronger together

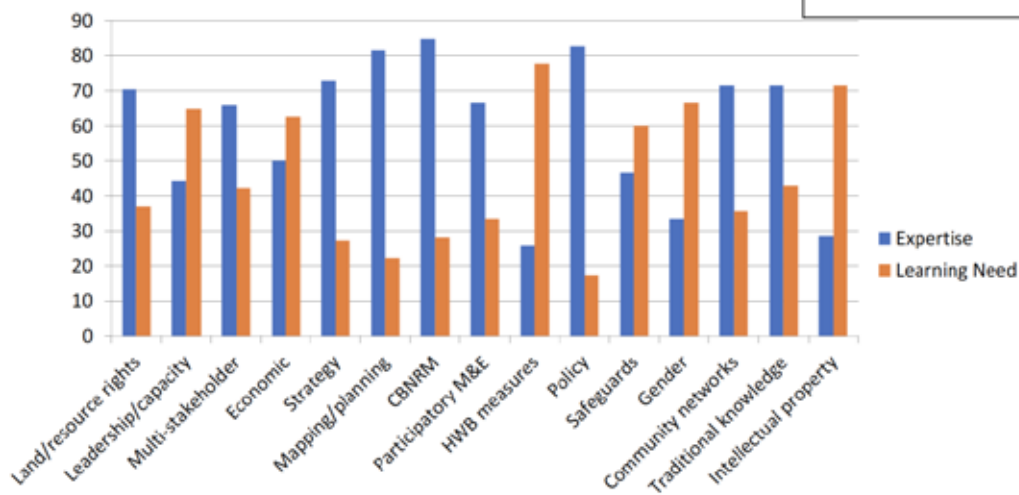
While much of the work happens in place, there are a few high-leverage activities that we can do together to elevate all of our work. These activities include raising the profile of indigenous and community conservation, making the case through science and case studies for the power of this work, supporting the refinement of strategies, and learning about what works and how to apply it more broadly. The VCA Network and Global Indigenous Peoples and Local Communities Team works on all of these, and we will be taking these findings into our strategic planning to figure out how we can do this even better.

Biggest Reason for Changing Approach to Working with IPLCs Over the Past Year (% respondents)



Expertise vs. Learning Needs (% respondents)

Note:
 • "Expertise" – pick all
 • "Learning need" – pick only your top 3



Appendix 4

Community, Country, Climate and Economy (CCCE) Network

Scoping study for a Knowledge Sharing Platform that aligns with Projects funded by the BHP Billiton Foundation's Environmental Resilience Global Signature Program (GSP)

Project Context:

Community and nature are interdependent. Wherever people live in the world, they depend on resilient landscapes and the natural environment to survive and thrive.

Indigenous people hold profound connection to and deep knowledge of their country. Indigenous territories encompass about 22% of the world's land and waters; within these territories about 80% of the planet's biodiversity exists¹. Indigenous stewardship and diversity of knowledge of our environment is a gift to society to be nurtured and valued.

Place-based economies founded on Indigenous leadership empower communities to sustain the world's most vulnerable natural assets. Despite the complex web of challenges associated with this approach many Indigenous and local communities are working on creative solutions. Innovative partnerships are being established to explore and progress place-based livelihood models. However, these initiatives are often designed and tested under challenging circumstances within fragmented and disconnected networks.

The opportunity exists to establish a knowledge sharing platform: Community, Country, Climate and Economy Network (**Network**) centred on a global community of practice to accelerate learning, test innovative methods and explore new pathways.

BHP Billiton Foundation

The BHP Billiton Foundation aims to support the conservation and sustainable use of the natural environment for the benefit of future generations. The Foundation's Environmental Resilience program invests in a portfolio of large-scale initiatives that empower people to manage natural environments to achieve environmental and socio-economic sustainability.

These projects aim to improve how the environment is valued, enhance conservation planning and share learnings with others. The Foundation invests in projects that bring together international institutions, governments, civil society and business – aligning aspirations behind a common goal to achieve lasting change. Through the investments, the Foundation seeks to:

- Engage with people who live in the landscapes to involve them in our efforts, build their capacity and support their livelihoods
- Use these projects to pilot new approaches and share our learnings so that others can take them on with confidence
- Develop replicable environmental policy frameworks to advance the future of conservation.

Enhancing the environmental, cultural and socio-economic resilience of Indigenous peoples' lands is a key focus of the program.

Network Design

The design of the Network will initially draw on the expertise of practitioners and collaborators working in partnership with the BHP Billiton Foundation to deliver Environmental Resilience projects. These include:

- The [10 Deserts](#) project in Australia which is sustaining the largest Indigenous led connected conservation network on earth;

- The [Boreal Forest](#) initiative in Canada that aims to build a resilient future where people and nature thrive; and
- The [Resilient Reefs](#) initiative that centres on protecting the world's coral reefs by building their resilience to climate change.

The design work may also draw on projects still in the pre-implementation phase that could include:

- Forest Conservation, Land Stewardship and Local Economic Development in Awajun Indigenous Communities of the Alto Mayo Landscape, Peru; and/or
- The Landscape Standard, a new framework for guiding, assessing and demonstrating progress on sustainability in productive landscapes.

On the demand side the BHP Billiton Foundation is reflecting on the complex challenges associated with mobilising markets. Financing mechanisms like BHP's [Forests Bond](#) have been established to channel the financial capital necessary for sustaining environmental resilience projects. Ongoing investigation and mobilization of markets for the water, carbon and biodiversity units generated by these projects is critical element required to provide long-term financial sustainability for these projects.

The Network will build a knowledge platform and global community of practice centered on the BHP Billiton Foundation's Environmental Resilience projects. Indigenous and local communities, conservation partners, governments, co-investment donors and the private sector can come together to explore new pathways to conserve and sustainably manage these natural environments for the benefit of future generations.

The Network Hub will explore best practice approaches to engaging with local and Indigenous peoples who live in these landscapes, prototype and test new approaches, share knowledge through exchanges and learning journeys and develop replicable environmental policy frameworks by bringing together thought leaders to advance the future of conservation.

Methodology:

An enquiry phase will be undertaken from July to November 2018, to examine the synergies between the current Environmental Resilience projects and ascertain the value of and design elements of the Network. A small number of cross sector dialogue interviews with BHP Billiton Foundation team members, project delivery partners and key thought leaders will be undertaken.

The interviewees will be asked to share - through their own eyes - their perspective of:

- the value of cross sector learning
- what a knowledge sharing platform could look like
- the greatest challenges with achieving the proposed project
- the levers that would enable rapid change
- different approaches to knowledge sharing and driving innovation
- key people and organisations to engage in a comprehensive project development study

The information will be synthesised into a report. The primary purpose of the report will be to collate and organise the different perspectives, draw out the common threads and identify key design elements of the Network. A detailed project description, governance options and project development plan will be included.

Project Lead: [Ariadne Gorrington AFSE Fellow](#)

Ariadne has been a part of the Kimberley Land Council - an Indigenous community organisation - team for the past twenty years. She has worked across the organisation, with extensive on the ground experience in native title, cultural and natural resource management, and community engagement.

Passionate about Indigenous-led conservation, Ariadne worked with 14 Native Title groups to register the West Kimberley on the National Heritage List for its outstanding cultural and natural values. More recently, she led the registration of the North Kimberley Savanna Carbon Projects – the first of their kind in Australia to be registered on native title lands. In recent years Ari's focus has included establishing national and international networks to promote best practice models of Indigenous led conservation.

Ari is interested in building meaningful partnerships between Indigenous communities, corporate, philanthropic and the government sector that deliver long-term benefits to future generations. At KLC, she leads a small, dynamic team committed to delivering innovative Indigenous owned enterprise initiatives founded on the region's cultural and environmental values. Ariadne has a BA, majoring in Sustainable Development and Entrepreneurship.

"I've seen the transformation that happens when people spend time together on country. The energy and momentum that is exchanged when people learn from each other and share experiences. This has fuelled my interest in building a global community of practice committed to establishing economies that value the people, culture and natural assets of the places in which they exist".

Melbourne University Atlantic Fellow for Social Equity (AFSE) Program

The Atlantic Fellows for Social Equity program is an unconventional social leadership program that challenges the common notion of leadership.

Driven by Indigenous people the program aims to build a generation of fellows who work together as a collective and distributed network of change makers to improve the wellbeing of communities, especially Indigenous communities, and make society more healthy, inclusive, and fair.

The program was established at the University of Melbourne and funded by [The Atlantic Philanthropies](#) in 2016. It is one of six global, interconnected Atlantic Fellows programs to which The Atlantic Philanthropies has committed over US\$600 million worldwide—its final and biggest investment ever. The program also includes partner organisations and governments to support the work of this global network of thousands of Atlantic Fellows over the next two decades, and beyond.

A key deliverable of the AFSE fellowship is a social change project. Fellows are encouraged to partner with organisations who are engaged and committed to co-creating initiatives. This project aligns the interests of BHP Foundation, Atlantic Fellows for Social Equity and Ari's passion to connect people working innovative initiatives to find pathways through complexity.

¹ Claudia Sobrevila, 2008, *The Role of Indigenous Peoples in Biodiversity Conservation: The Natural but Often Forgotten Partners*, The World Bank, accessed online [13/01/2018]: <https://siteresources.worldbank.org/INTBIODIVERSITY/Resources/RoleofIndigenousPeoplesinBiodiversityConservation.pdf>

Appendix 5

Interview Framing:

Introduce yourself and the interviewing team as one primary interviewer and the other secondary. Communicate how the secondary interviewer will primarily take notes during the dialogues, so the primary interviewer can focus on the conversation and have a partner for reflection on the exchange afterwards. We will be taking notes, but these will remain confidential and will only be used in relation to the Network research. I may use some direct quotes in my synthesis report, but these will not be personally attributed – but in some cases may describe your role in the system. Is that OK?

We were also wondering if we can we record your interview on WebEx? It helps when we are reviewing the notes of the conversation to have a record to go back and check for detail. After 10 days the interview file is deleted. If not that is perfectly fine. Please let us know if you specifically don't want something noted. We are here to learn from your experience.

The reason we will take notes during these discussions is for the creating of a Synthesis document that carefully lays out the range of perspectives expressed during our series of conversations (without attributing any of the statements to individuals) and the key areas of interest and difference. This work will inform the design of the Communities, Country, Climate and Economy network.

Our intention in these interviews is to gather your perspectives on whether establishing a network would assist in building a dynamic community of practice across the Foundation's portfolio of projects. Additionally, we are keen to hear more about your experience with cross sector learning and the value you place on sharing knowledge.

We booked for 1 hour – is that the time you have available? Do you have a hard stop?

Interview Questions:

Question purpose: A bit more about you and what shapes your thinking

- What is it about your personal story that has shaped what you do and the perspective you have?
- Why do you do what you do?

Question purpose: what gives you hope

- Think about 15 years out - What energizes you? What catches your attention?
- What challenges do you see?
- If you had a magic wand what would be the one thing you would change?

Question purpose: the value you place on cross sector learning

- In your current work are you facing challenges or seeing opportunities that would be useful to engage others in?
- Can you tell us more about that?
- When you think about sharing knowledge and cross project learning what catches your attention?
- In your experience of cross sector learning what creates the greatest value and impact?
- Are there any examples of where cross sector learning is done really well?

Questions specifically relating to BHP Foundation:

- What does success look like to you?
- Would you find value in an environmental resilience project knowledge network?
- If so what would be most impactful for your project?
- How could this be organised - who would need to be involved?
- Is there a role for the Foundation in this space?
- Is there value in a broader knowledge network by including similar scale projects outside the Foundations current investments?

Question purpose: what is it that collectively people are reluctant to see or talk about in relation to knowledge sharing?

- What's the elephant in the room?
- What's the one issue, in relation to networks and cross sector learning, people are reluctant to talk about or raise?

Other Stakeholders

- Are there others we should be talking with and listening to in order to truly understand the value of cross sector learning and knowledge sharing platforms?

Concluding

- Is there any question you wish I had asked but didn't?

Appendix 6

Interviewee synthesis report template:

Community, Country, Climate and Economy (CCCE) Network

Scoping study for a Knowledge Sharing Platform that aligns with Projects funded by the BHP Billiton Foundation's Environmental Resilience Global Signature Program (GSP)

Name of interviewee	
Organization	
Category	
1. In a few words, what was your (the interviewer's) sense of the interviewee's perspective?	
2. Opportunities	
3. Challenges	
5. Resources (other institutions, models, concepts, tools, literature)	
6. Important questions raised	
7. Three salient quotes	
8. Anything to add?	

Appendix 7

Global Indigenous Knowledge Sharing Platform Review Process

Eco Advisors September 2018

The following steps were taken in the initial compilation and review of indigenous knowledge sharing networks and platforms. It should be noted beforehand that this process was a very preliminary one and should not be regarded as exhaustive or comprehensive. Rather, it was a preliminary attempt to identify existing networks and platforms and what thematic areas they are addressing.

- A spreadsheet was developed as a checklist for the various topics identified by the group as relevant for indigenous knowledge sharing networks and platforms (climate change, ecosystem services etc). There was also a differentiation between sites that were global in focus, and those that were regional/local;
- A preliminary list of networks/sites was developed based on conversations with the Ari and Hari;
- Additional networks and sites were added based on correspondence with experts in indigenous FPIC issues (Soledad Mills and Emma Hague of Equitable Origins);
- An initial review of the first list of networks/platforms was done. Many included links to other networks/platforms. They were given a quick review as well, and those that initially seemed in line with what was being looked for were added to the list.
- With this consolidated list, each platform/network site was given a 15-20 minute (on average) review. Using the various categories included in the consolidated list, each site was reviewed to see if there was any information (videos, reports, studies, meeting summaries, etc) that coincided with the various categories on the consolidated list. Checks under each category found on each site were made as appropriate. As there was no in-depth review of information found, some checklist categories may have been under-represented in the initial assessment (i.e. information on that topic was present on the site's information, but was not captured on the checklist;
- With regards to what each platform/network was trying to achieve, to economize on time, the mission statement of each site was usually cut and pasted into the consolidated list, with edits for clarity and/or length made as appropriate;
- A brief summary of how the platform/network was organized and how it responds to its members was also included. As the review was preliminary, certain aspects of how the platforms responded to members or the public may have been missed or not adequately captured.

- During the review, a few sites/platforms identified in the initial list were discarded, as they did not address any of the themes identified as relevant, were not really oriented towards information sharing or were no longer functioning.

Project	Boreal	10 Deserts	Reefs	Alto Mayo
Theme				
Sustainable Finance	<u>CFA</u>	<i>Could not find relevant link from currently identified networks/platforms.</i>	<u>CFA</u>	<u>CFA</u>
Sustainable Enterprise	<u>CFA</u>	<u>Equator Initiative</u>	<u>Equator Initiative</u>	<u>CIF</u>
REDD+	<u>CFA</u>	<u>CFA</u>	-	<u>Ecosystem Marketplace</u>
Coral Reefs	-	-	<u>Equator Initiative</u>	-
Blue Carbon	-	-	<u>UNFCCC</u>	-
Invasive species	<i>Could not find relevant link from currently identified networks/platforms.</i>	<i>Could not find relevant link from currently identified networks/platforms.</i>	<u>Equator Initiative</u>	<i>Could not find relevant link from currently identified networks/platforms.</i>
Adaptation to Climate Change	<u>UNFCCC</u>	<u>Equator Initiative</u>	<u>CIF</u>	<u>UNFCCC</u>
Indigenous PAs	<u>ICCA Consortium</u>	<u>ICCA Consortium</u>	<u>ICCA Consortium</u>	<u>ICCA Consortium</u>

Appendix 8

Participant Grouping

Over six weeks between July and August 2018, Ariadne Goring, Atlantic Fellow for Social Equity, and Melinda Macleod, BHP Foundation Program Director, interviewed 17 people to gain their insights and perspective on the concept of a Network. The intent of the research was to identify if a Network would assist in building a dynamic community of practice across the Foundation's portfolio of projects. The participants in the research process included project leaders, Indigenous community members and strategic advisors affiliated with implementing BHP Foundation Projects, BHP staff and unaffiliated practitioners working in network related roles.

The interviewees were asked to share through their own eyes their views on the current situation, a possible future, and the hopes and challenges these scenarios hold. A synthesis report of each interview as detailed in appendix 6 was recorded. Each synthesis report was assigned a number related to the timing and sequence of their interviews. To maintain anonymity people were given random numbers rather than assigning sequential numbers to the 4 groups of participants. Two of the interviews were done in pairs and the interview data was synthesised into one report and assigned one number.

The below table details the participant groupings and associated numbers.

Group	Participant Number
BHP Foundation partner organisation staff	1, 4, 2, 3
Project leaders and community representatives	10, 12, 11, 9, 7, 15
BHP staff	6, 14, 5
Project advisors and Network Practitioners	8, 13

