



ICIN Indigenous
Carbon
Industry
Network



Strategic Business Plan
2023-2026

Our Mission

“To promote and facilitate an active, innovative and Indigenous-led carbon industry supporting healthy country and better livelihoods for Indigenous people.”

Pictured: Network members and supporters attend the 2023 North Australian Savanna Fire Forum hosted by ICIN. Photo CDU/ICIN



Our Purpose

“To **enable** and **empower** Indigenous people to benefit from carbon markets through their land and sea management practices by supporting an active network of Indigenous organisations working towards an Indigenous-led carbon industry supporting the advancements and aspirations of Indigenous people across Australia.”

Pictured: ICIN Co-Chair, Cissy Gore-Birch addresses the 2022 Carbon Market Institute Australian Emissions Reduction Summit. Photo CMI



What We Do

We aim to achieve the purpose by:

1. Promoting Indigenous leadership and empowering Indigenous voices to be represented and Indigenous knowledges, practices and perspectives are represented in the Australian carbon industry;

2. Advocating for an Australian carbon industry that is accessible to Indigenous people, protects and strengthens Indigenous rights, delivers benefits to Indigenous communities and supports healthy country outcomes;

3. Ensuring the interests of the Indigenous carbon industry are represented in public decision-making processes;

4. Promoting best practice standards for Indigenous engagement in the Australian carbon industry, enabling fair business agreements and Indigenous empowerment;

5. Building, promoting and strengthening the reputation of Indigenous carbon credits in Australia and internationally;

6. Building the capacity of Indigenous people to engage in the Australian carbon industry;

7. Supporting the growth of Indigenous Producers and Indigenous Proponents benefiting from the Australian carbon industry;

8. Disseminating information, research, policy and market updates and news about and for the Indigenous carbon industry.

Photo: Warddeken Land Management



Indigenous Carbon Projects

The Indigenous carbon industry is a major emerging industry which has rapidly expanded from the successful West Arnhem Land Fire Abatement (WALFA) project launched in 2006 to over 35 Indigenous-owned savanna fire projects across the Top End of the Northern Territory, the Kimberley and Far North Queensland.

The Indigenous carbon industry is an important vehicle for Indigenous people seeking to work on their traditional lands. This provides a pathway to more job opportunities and training whilst maintaining important connections to family, community and country. The industry generates revenue for Indigenous ranger groups and land owners across northern Australia. This process:

- Brings Traditional Owners back to their country;
- Supports the handing down of traditional knowledge from elders to future generations;
- Facilitates other land management activities;
- Supports Traditional Owners to fulfil cultural obligations to look after country;
- Builds on both traditional and western knowledge of country through opportunities for exchange of cultural and scientific information; and
- Provides meaningful employment and training opportunities in very remote areas, where jobs are often scarce.

“This fire management program has been successful on so many levels: culturally, economically and environmentally. Through reinstating traditional burning practices, new generations of landowners have been trained in traditional and western fire management, hundreds of thousands of tonnes of greenhouse gas have been abated, and the landscape is being managed in the right way.”

Dean Yibarbuk, Senior Gurrgoni Traditional Owner and Co-Chair, ICIN

Our Values

- **Strategic and Focused:** Our purpose is clear and connected to our actions
- **Genuine, Indigenous-led, accessible and member-driven:** We work together to support each other from the ground up, by ensuring decision-making is driven by our members.
- **Empowering and Inclusive:** We support more Indigenous voices to be heard and seek to maximise benefits to Indigenous communities by enabling greater Indigenous engagement in the carbon industry.
- **Respectful:** We acknowledge that we all come from different places, yet we seek common ground where we find it. We respect local cultural protocols and are mindful that our industry is grounded in thousands of years of traditional knowledge and practices.
- **Transparent and Accountable:** We are a trusted voice for the industry through our reputation for practicing good governance and by supporting two-way communication throughout the network.
- **Innovative and Adaptive:** We are an emerging network, so we will adapt to members needs as they change. We are innovative in our work and want to learn as we grow.
- **Independent and Not-for-Profit:** We do not have any commercial interest in the carbon market other than seeking to enhance benefits for all Indigenous carbon businesses across Australia

Our Board

Co-Chairs

- Cissy Gore-Birch (*Jija/Balanggarra Aboriginal Corporation*), pictured centre
- Dean Yibarbuk (*Gurrgoni/Warddeken Land Management Ltd*), pictured front right

Directors

- Cathy Goonack, (*Uunguu/Wunambal Gaambera Aboriginal Corp*), pictured far left
- Neville Gulay Gulay, (*Yolgnu/Arafura Swamp Rangers Aboriginal Corp*), pictured back right
- Tyronne Garstone, (*Bardi/Kimberley Land Council*), not pictured
- Teddy Bernard (*Kowanyama Aboriginal Shire Council*), not pictured



Our Team

CEO:

Anna (Gazzard) Boustead

Communications Manager:
(In Recruitment)

Science and Cultural Advisor:
Sherie Bruce

Communications Advisor:
Clare Price



ICIN

Indigenous
Carbon
Industry
Network



OUR MEMBERS



ASSOCIATE MEMBERS



History

2017-18

ICIN Steering Committee formed
0.6 Coordinator employed to support 35 Indigenous organisations with savanna fire mgt projects.
Hosted by Warddeken Land Management and funded by AG, NT, WA, QLD governments in a \$150k 12 month contract.

2020-21

North Australia Savanna Fire Forum hosted by ICIN for second time and sells out.
Bushfire crisis sparks national interest in Indigenous fire mgt.
Member consultations regarding governance of ICIN inform draft Constitution.
Grow to 2 staff, \$400k pa.

2022-23

ICIN becomes fully operational as an independent entity.
Membership grows to 28.
North Australian Savanna Fire Forum sold out again.
Australian Govt engages ICIN to support independent ACCU review.
National Indigenous Carbon Forum held in person for the first time.
Grow to 4 staff.
\$1 million pa turnover.

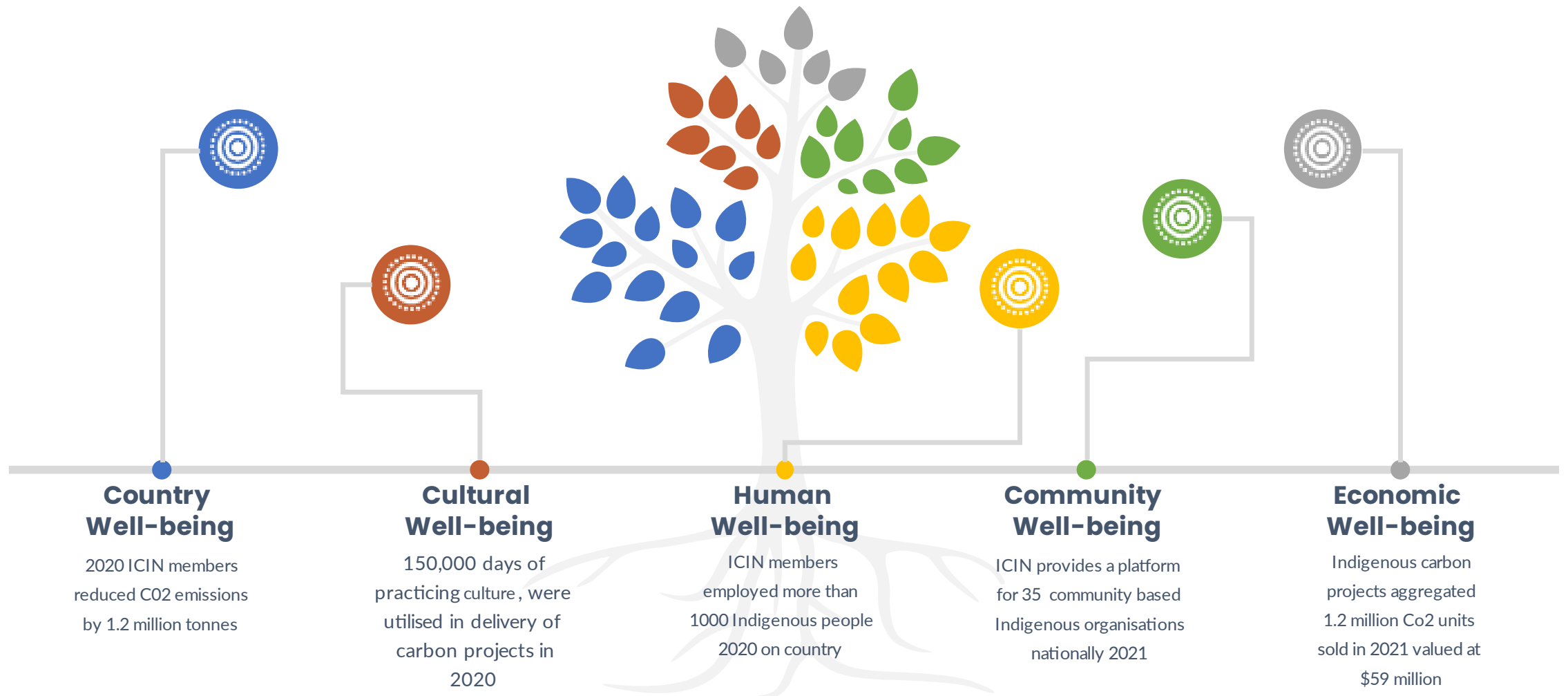
2019-20

North Australia Savanna Fire Forum hosted by ICIN for first time.
Network is consolidated, receiving regulator email updates and meeting invitations on key issues.

2021-22

Board of 7 Aboriginal Directors nominated by members forms and company is registered as a full charity owned by full members.
Membership grows to 16.
Coordinator is appointed by Board as full-time CEO.
Grow to 3 staff, \$600k pa.

ICIN 'Why'



Our Journey

ICIN Staged Growth Strategy

2018

Seed Phase

- ICIN was established under the stewardship of Warddeken Land Management Pty Ltd
- ICIN business modelling & value proposition to members & industry validated

2021

Start-up Phase

- ICIN becomes an independent entity 'ICIN Ltd'
- Board of Directors recruited
- Governance framework & constitution endorsed
- Additional HR engaged by ICIN

2023

High Growth

- National growth, with multiple offices
- Financial & human resources increased to deliver increased ICIN remit

2030

Stability

- Strategic growth strategy realised
- ICIN is recognised as the ethical & sustainability leadership group of the Australian Indigenous Carbon Market



Strengths

Indigenous-owned and led with a very large Indigenous support base of 28 organisations.

Highly trusted

Valued highly across Australia

High degree of commitment by members (in-kind, fees)

High degree of expertise within network

Weaknesses

Heavily reliant on short term FFS government contracts

Very small staff base

No long-term funding secured

Tyranny of distance

Small philanthropic support

No current outreach to southern Australia

Low profile outside industry circles

Opportunities

Increase philanthropic support.

Attract long-term government funding

Increase operational support.

Increase membership.

Grow outreach to southern Australia

Grow staff base, prioritise recruitment of Indigenous staff.

Grow recognition of ICIN.

Threats

Rapid policy change by governments

Rapid market shifts

Growing corporatized carbon sector exploiting access to land

Insecure funding

Large scope of gaps in advisory services

High expectations of ICIN exceed existing resources

Our Strategic Pillars

1

Indigenous groups across Australia are well-informed about the carbon industry

2

A growing Indigenous-led carbon industry supporting self-determination and hundreds of jobs for First Nations people.

3

Full recognition of Indigenous rights to carbon in policy and practice.

4

Promote Indigenous-owned projects.

5

Build long-term capability and financial sustainability of the ICIN to ensure it can meet members needs in the long-term.

Our Five Strategic Pillars and Key Objectives 2023-2026

1	Indigenous groups across Australia are enabled to make informed decisions about carbon projects Objective: Continue to provide free independent information about the carbon industry targeted to Indigenous groups.
2	A growing Indigenous-led carbon industry, enabling more jobs and opportunities for Indigenous people Objective: Grow career opportunities for Indigenous people and support research and development of new Indigenous-led carbon methods
3	Indigenous rights to carbon are fully recognised in policy and practice of carbon and other environmental markets Objective: Support member-led design and advocacy of informed collaborative policy positions and best-practice guidelines through the network
4	Promote Indigenous-owned carbon projects Objective: Support an understanding of the unique benefits to country, people and culture that are delivered by Indigenous carbon projects.
5	The Indigenous Carbon Industry Network is meeting the long-term needs of its member organisations Objective: Build the capability of the network to ensure it can meet the needs of Indigenous groups across Australia in the long-term.

GOALS and KPIs		Year
1	Pillar One: Goals and KPIs	
Indigenous groups across Australia are enabled to make informed decisions about carbon projects		
1.1	Deliver guides targeted to Indigenous organisations to support a better understanding of the carbon market, such as the Indigenous Carbon Projects Guide and Best Practice Guide to Seeking Free, Prior and Informed Consent of Indigenous Communities.	2022-26
1.2	Deliver flagship ICIN annual events including the North Australian Savanna Fire Forum and National Indigenous Carbon Forum	2022-26
1.3	Support an annual roadshow of ICIN to visit member organisations and support workshops about the carbon market	2023-26
1.4	Provide opportunities for Indigenous organisations to understand and inform legal and policy discourse about carbon and other environmental markets.	2022-26
1.5	Disseminate monthly policy and market updates to members	2022-26
1.6	Develop and deliver workshops about Indigenous rights and interests in carbon	2024

A growing Indigenous-led carbon industry, enabling more jobs and opportunities for Indigenous people

2.1	Identify and support new jobs, career pathways and training in the Indigenous carbon industry	2023
2.2	Implement the ICIN Indigenous employment strategy	2023
2.3	Design and develop an Indigenous carbon industry internship program with member organisations	2023
2.4	Support development of new Indigenous-led carbon methods including the feral herbivore management (buffalo, pigs, cattle) method; new savanna fire management method; blue carbon methods and other land and sea management methods.	2022-25
2.5	Build on strategic partnerships with other industry bodies and educational institutions, such as the Carbon Market Institute, Charles Darwin University, University of Queensland and government institutions engaged in the carbon market across Australia.	2022-25

3	Pillar Three: Goals and KPIs	
Indigenous rights to carbon are fully recognised in policy and operation of carbon and other environmental markets.		
3.1	Support and inform development of new Indigenous-led carbon methods, including: <ul style="list-style-type: none">• New (2023) Savanna Fire Management Methods• Blue Carbon (Feral Herbivore Management on Coastal Floodplain) Method• Feral Herbivore Method• Integrated Farm Management Method	2022-24
3.2	Provide policy advice & support development of policy positions by the network and develop, design and update best practice guidelines	2022-26
3.3	Develop, design and update best practice guidelines	2023-24
3.4	Facilitate Indigenous-led discussions about the carbon market through dedicated working groups within the network	2022-26
3.5	Map out opportunities for Indigenous carbon in Australia	2022-23
3.6	Support Indigenous leaders within ICIN to attend and present at key national forums.	2022-26
3.7	Develop a workshop series about Indigenous carbon rights targeted to representative bodies in collaboration with legal advisors and land councils	2024-26
3.8	Connect ICIN members to international discussions at the UN and international initiatives	2024-26
3.9	Scope relationship between carbon markets and biodiversity/nature repair markets.	2024-26

4	Pillar Four: Goals and KPIs	
Promote Indigenous-owned carbon projects		
4.1	Review the ICIN Communications Strategy	2023
4.2	Maintain the ICIN website and social media channels	2022-26
4.3	Produce and distribute content accessible to Indigenous communities about the carbon industry (videos, story reports)	2023-25
4.4	Support members to promote their projects at key flagship events and forums	2022-26
4.5	Develop and deliver a collective Indigenous carbon industry marketing strategy	2023-25
4.6	Develop a strategy for supporting interest in Indigenous carbon projects.	2023-24

The Indigenous Carbon Industry Network is meeting the long-term needs of its member organisations

5.1	Implement Operational Plan <ul style="list-style-type: none">• Core Operational Funding (CEO, Administration Manager, Board Directors (7), Governance)• Office Management• Basic Equipment and Software• Annual General Meeting• Financial compliance/ transparency (bookkeeping, reporting, insurance, legal, HR and business planning)	2023
5.2	Implement Fundraising Strategy <ul style="list-style-type: none">• Secure long-term philanthropic funding aligned with the values and purpose of ICIN (Fundraising and Membership)• Supporter ICIN funder category to enable donations• Public donation campaign• Enable event sponsorship of flagship national ICIN events governed by members.	2023
5.3	Undertake annual surveys of member organisations regarding ICINs work plan	2022-26
5.4	Resource and develop hubs around Australia to support outreach to Indigenous organisations in southern regions (Brisbane, Perth)	2023-2026

Achievements to Date

- Published [Indigenous Carbon Projects Guide](#) (2022)
- Published Best Practice Guidelines to Seeking Free, Prior and Informed Consent Guide (2020), now adopted as part in Carbon Market Industry Code of Practice
- ICIN Website, Bulletins and Social Media platforms (2020)
- Grown Full Membership to 28 Indigenous Organisations (2023)
- Hosting two national Indigenous-led events
- Support presentations by our members at major national conferences.
- Successfully advocated for removal of conditional registration, requiring consent by Native Title holders for carbon projects upfront
- Indigenous Carbon Industry Showcase at 2022 CMI Summit
- Delivered a Communications Strategy (2020-23)
- Developed a Policies and Procedures Manual and Code of Conduct for ICIN (2022)
- Develop ICIN 3 year Strategic Business Plan (funded by ILSC)
- Won Territory NRM Best Collaboration in NRM Award 2022

(pictured: Anna Boustead CEO with Terrah Guymala of Warddeken Land Management.)



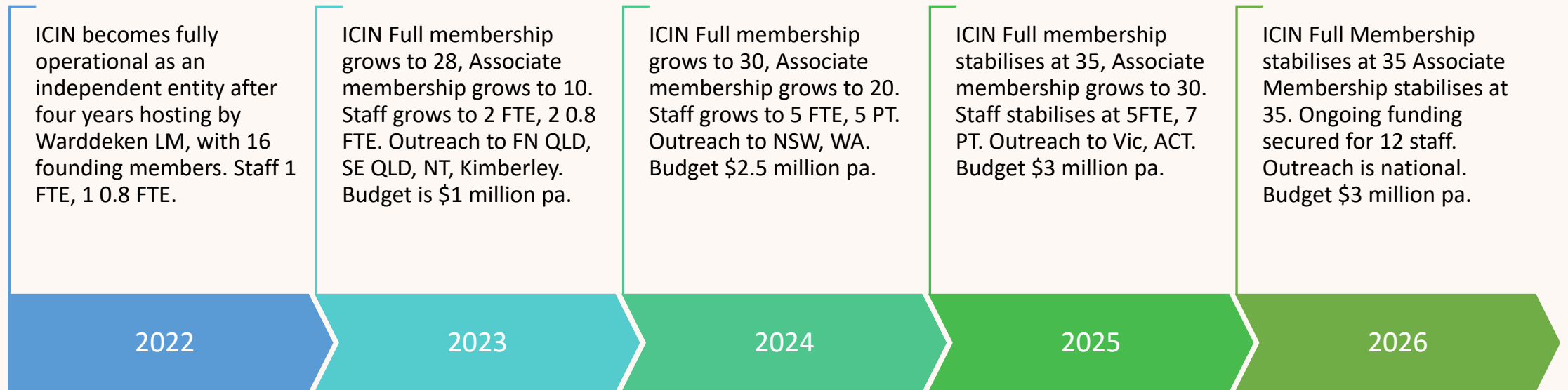


North Australia Savanna Fire Forum

- 350 people attended the 2023 North Australia Savanna Fire Forum, which has been hosted by ICIN since 2019
- Pictured above are representatives from Olkola and Tiwi rangers.
- ICIN Co-Chair, Cissy Gore-Birch together with Forum MC and ICIN Supporter, Nova Peris OAM facilitated the event.
- Minister for the Environment Hon Lauren Moss opened Day Two of the Forum.
- Nearly all attendees rated the forum as either very good or excellent (5/5).



The Evolution of the ICIN



2023-2026 Funding Mix

2022-2023

\$1 million



- Fee For Service Grants
- Philanthropic
- Member Fees
- ICIN Supporter Donor
- Government
- Event Sponsorship and Ticketing
- Public Donations

2023-2024

\$2.5 million



- Fee For Service Grants
- Philanthropic
- Member Fees
- ICIN Supporter Donor
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- Public Donations

2024-2025

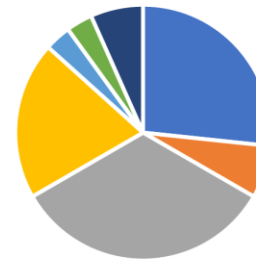
\$3 million



- Fee For Service Grants
- Philanthropic
- Member Fees
- ICIN Supporter Donor
- Government
- Event Sponsorship and Ticketing
- Public Donations

2025-2026

\$3 million



- Fee For Service Grants
- Philanthropic
- Member Fees
- ICIN Supporter Donor
- Government
- Event Sponsorship and Ticketing
- Public Donations

Outcomes for Indigenous People

- Increased employment opportunities brought by increased carbon revenue through promotion of Indigenous carbon projects.
- Improved cultural and general wellbeing, through increasing access to country, caring for country, meeting cultural obligations and supporting passing on of traditional knowledge.
- Better informed decision making by Indigenous groups resulting in improved negotiated outcomes in the corporate carbon sector.
- Empowerment of Indigenous people to represent their interests directly and better inform government policy-making and corporate best practice standards within the industry.

Pictured: Iningai woman Suzanne Thompson of YACHATDAC addresses the 2022 Carbon Market Institute Summit supported by ICIN.



In-Kind support

- It is estimated that ICIN Members contribute \$2.7 million of their own in-kind support, through their time in providing expert advice, facilitation and participation in network workshops and events.
- For every dollar spent within ICIN, it is estimated that this can be multiplied five times, in terms of the quality of work delivered for that amount of funding.
- It is estimated that for every dollar spent within an Indigenous land and sea management organisation, this can be multiplied three times in terms of the impact in benefiting Indigenous people and country.

Pictured: Attendees of the North Australian Savanna Fire Forum participate in a Smoking Ceremony on Larrakia Country. Each year, 350 people travel many hundreds of kilometres to attend and present at the forum.





Support Us



ICIN Indigenous
Carbon
Industry
Network

- The Indigenous Carbon Industry Network is an Indigenous owned registered charity with full Deductible Gift Recipient status.
- All donations are fully tax deductible.

The ICIN now invite expressions of interest from potential funders with aligned values.

To find out more, contact us at ceo@icin.org.au and visit our website www.icin.org.au.

View the ICIN Launch Video

