



# STRATEGIC PLAN

2023 - 2026





A man in a green uniform and cap is looking at a smartphone in a bushy landscape. Two other people are visible in the background. The scene is set in a natural, outdoor environment with trees and grass.

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There is nothing more  
important than the  
work that Indigenous  
Rangers are doing.

—  
Linda Burney, Minister for  
Indigenous Australians

#### **ACKNOWLEDGEMENTS**

We acknowledge Indigenous partners, traditional owners, Elders past, present and emerging and extend our appreciation for their support and guidance of our daily work. We live and work on land that always was and always will be Aboriginal land.





# INTRODUCTION

## Welcome to Country Needs People's Strategic Plan for 2023-2026.

Country Needs People started in 2015 as a campaign to champion Indigenous land and sea management (ILSM) Australia-wide.

In 2020 we were proud to be launched as an independent non-profit organisation with a majority Indigenous and majority female board. We now have a solid three-year track record of campaigning and working in partnership with Indigenous community organisations.

Our advocacy improves the funding and policy environment, strengthening Indigenous people's ability to access and manage their Country.

We work together with Indigenous partner organisations to build their capacity and readiness to manage their land and sea Country.

Our non-partisan approach has achieved support for ILSM across the political spectrum. In conjunction with our 44 partners and many thousands of Australians, we are proud to have secured funding for over 35 million hectares of new Indigenous Protected Areas and to double federally-funded Indigenous Ranger jobs over the next decade.

Our past work has been highly successful but our job is not yet complete. This strategic plan outlines our priorities for the next three years.



# OUR UNIQUE ROLE

## Our vision:

Healthy, biodiverse Country being cared for by vibrant communities strong in culture across Australia.

## Our role:

Country Needs People supports Indigenous communities protecting, maintaining, and restoring biodiversity; and sustaining, strengthening, and transmitting culture on Country.

We advocate for strong ILSM government programs and provide practical assistance to Indigenous peoples managing or aspiring to manage their Country.

## Our goals for 2023 - 26

In the next three years we will:

- Continue delivering the highly successful Country Needs People model, combining strategic advocacy and communications with practical support for Indigenous organisations and communities;
- Consolidate our efforts in remote Australia, while extending our reach into new regions;
- Build long term sustainability including more secure funding and a diverse, highly skilled team.



# THEORY OF CHANGE

## WE BUILD

- **Capacity** for First Nations organisations to grow stronger on Country
- **Widespread community awareness** of the benefits of ILSM and demand for government action
- **Support for Indigenous Land and Sea Management** across the political spectrum.

## BY COMBINING

### + Partner support:

- Planning and governance expertise
- Forums for networking and information sharing
- Advocacy and strategy advice

### + Communications:

- Stories profiling the work of partner groups
- Community participation in our social media campaigns
- A strong narrative of achievement and opportunity

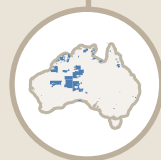
### + Advocacy:

- Policy and program analysis and development
- Indigenous Ranger programs and Indigenous Protected Area funding.

## CREATING IMPACT



More Indigenous-led management of land and sea Country



Increasing area of land and seas under Indigenous people's management



Indigenous people working on Country in properly resourced ranger jobs and related roles



Biodiversity protection and improvements across Australia



Federal, state and territory governments delivering long term, well-designed and properly funded support.





# FOCUS AREAS

- **PARTNER SUPPORT**
- **ADVOCACY**
- **COMMUNICATIONS**
- **ORGANISATIONAL SUSTAINABILITY**

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Ranger groups play the central role in managing some of Australia's most pristine and fragile landscapes, but the benefits reach deep into communities with employment and positive social change.

---

Tyronne Garstone  
CEO, Kimberley Land Council





# PARTNER SUPPORT

To help our Indigenous partner organisations achieve their aspirations on land and sea Country we will:

- Provide bespoke support and assistance for planning, development and implementation of IPAs and Indigenous Ranger teams;
- Grow our network of partners from 44 to 50, including new partners in areas outside our current geographic range;
- Extend the support we offer beyond IPAs and ranger teams to other ILSM management approaches including sea Country planning;
- Build our internal capacity to support a growing number of partner groups involved in a wider range of on-Country activities, through additional staff positions and expert contractors.





# ADVOCACY

To build a strong policy and funding environment for Indigenous land and sea management we will:

- Work with federal, state and territory governments to improve their delivery and support for ILSM programs, responding to the needs of our partners and the wider sector;
- Bring our partners together with decision makers, ensuring their voices are heard by people with the power to strengthen ILSM programs;
- Launch at least one major report per year, highlighting partners, the sector and the need for ambition and quality support;
- Investigate how governments can better support the ILSM sector to manage land and sea Country, in the context of climate change.







## COMMUNICATIONS

Widespread public support for ILSM is fundamental to continuing support across the political spectrum. We will:

- Keep our partner organisations front and centre of our communications approach, showcasing the people involved in ILSM and the multiple benefits for people, culture and Country;
- Build upon our successful narrative that presents ILSM as an opportunity that benefits people and the environment;
- Build our social media campaign reach from 100,000 to 115,000 people and mobilise our supporter base around key policy opportunities;
- Continue to develop communication approaches to inform and build wider community support and understanding about the ILSM sector and the role we play.







# ORGANISATIONAL SUSTAINABILITY

We need to be a strong organisation to deliver our plans. We will:

- Develop and implement a fundraising strategy that enables us to achieve secure, long-term funding;
- Build a strong and cohesive team of professional staff supporting our organisational sustainability;
- Develop a strategy outlining how we will grow opportunities for paid work within CNP for Indigenous people;
- Finalise the development of key governance policies and review each policy after three years.





## SUPPORT US

Country Needs People is an environmental charity. Our charitable purpose is to protect and enhance the natural environment by supporting, encouraging and advocating for Indigenous community-based conservation and sustainable land and sea management.

We rely on private donations and philanthropy to resource our work. Country Needs People is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC). We have Deductible Gift Recipient (DGR) status with the Australian Tax Office, and can provide a tax-deductible receipt for donations over \$2.

### CONTACT US

If you would like to support Country Needs People please contact us on **1300 505 274** or email [giving@countryneedspeople.org.au](mailto:giving@countryneedspeople.org.au)





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Country Needs People ensures  
Indigenous Rangers get the  
support they need to look after  
sea and land Country.

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Rarrtjiwuy Melanie Herdman  
Board Director,  
Country Needs People



## Contact us for more information:

Tel: 1300 505 274

Email: [gday@countryneedspeople.org.au](mailto:gday@countryneedspeople.org.au)

Postal: GPO Box 969 Canberra City ACT 2601



**COUNTRY  
NEEDS  
PEOPLE**

Protecting nature,  
transforming lives

[www.countryneedspeople.org.au](http://www.countryneedspeople.org.au)



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