



On-Country Carbon

Impact Measurement Strategy



ABC
Foundation

On-Country
CARBON

ABC On-Country IMPACT Aboriginal people leading the growth of a sustainable land and sea economy.

ABC FOUNDATION CORE PROGRAM AREAS



Background and Context

ABC (Aboriginal Biodiversity Conservation) Foundation (“ABC Foundation”) is a majority Aboriginal owned and controlled, member-based charitable social enterprise. Our vision is to create generational self-empowerment for Aboriginal people by looking after their Land and Sea Country. We do this by supporting Aboriginal custodians to protect, promote, manage and enhance the natural resources held within Aboriginal land and sea country. We believe that the endorsed use of Traditional Ecological Knowledge (TEK) is essential for leading these On-Country activities.

We focus on achieving this through progressive community partnerships that are supported by our corporate and capacity partners. These strategic partnerships enable us to create meaningful economic, social, and environmental benefits for Aboriginal People, by Aboriginal people. Importantly, we work to do this through a social enterprise model whereby all projects are commercially viable, creating Aboriginal benefits both from the core economic activity, and where there are profits, reinvesting them into other social benefit projects. Through using this model, we minimise our own and Aboriginal people’s reliance on government and unsustainable grant funding sources.

We are headquartered in Carnarvon, Western Australia with a strong, successful past of work and Aboriginal impact created within Western Australia.

We have four core programs areas already in existence:

- 1. On-Country Education:** programs designed to empower young people with a two-way learning environment, providing alternative education support programs and resources.

2. **On-Country Research and Development:** evidence-based and research-based programs that lead and influence the importance of Traditional Ecological Knowledge (TEK) and connection to country.
3. **On-Country Care:** offer place-specific programs and services that focus on increasing engagement to country and improving both personal and environmental care.
4. **On-Country Enterprise:** support and create Aboriginal owned and managed enterprises aimed at increasing employment, equity and TEK.

Currently in its pilot phase, and the subject of this Impact Management Strategy (IMS) is our game changing **On-Country Carbon Framework**, an On-Country Enterprise initiative.

All of our work aligns with our four core values: Connection, Innovation, Advancement and Inspiration; and towards four key objectives:

1. **Leaders of Traditional Ecological Knowledge:** To provide a place for leadership of Traditional Ecological Knowledge,
2. **Working with Community Partners and Environmental Collaborators:** To strategically collaborate with environmental focused community and/or business partners,
3. **Regional Place-Based Service Delivery:** To offer place-based programs and services to strengthen and promote ABC Foundation, aligning with regional and community plans and respect the 'Language of Place',
4. **Responsive and Community-led Innovation:** To be responsive and innovative to meet the needs of our environment and communities, while ensuring strong governance and leadership.

2021-2025 ABCFL KEY PERFORMANCE AREAS



ABC On-Country IMPACT

Aboriginal people leading the growth of a sustainable land and sea economy.

On-Country Carbon

On-Country Carbon will be an Aboriginal Controlled Aggregate Carbon Services Provider. Through ABC Foundation and a new subsidiary entity, On-Country Carbon, we will provide Aboriginal pastoral lease holders with the opportunity to form individually tailored ownership models and access Aboriginal-specific carbon farming environmental services for their Human Induced Regeneration (“HIR”) carbon projects. This holistic model in partnership with Aboriginal pastoral lease holders will support the creation of significant, long lasting Aboriginal social, economic, and cultural benefits, by Aboriginal people, for Aboriginal people.

On-Country Carbon will work in partnership with pastoral leaseholders primarily in the Southern Rangelands of Western Australia to establish carbon farming businesses. It is our aspiration to become a leader in working with Aboriginal organisations in the carbon farming space, promoting TEK to ensure that it is valued and aligned in both the Aboriginal and western socio-economies.

This will be achieved through the offering of three core elements, as represented below, and discussed in detail in the *On-Country Carbon Business Model and Feasibility Assessment*.

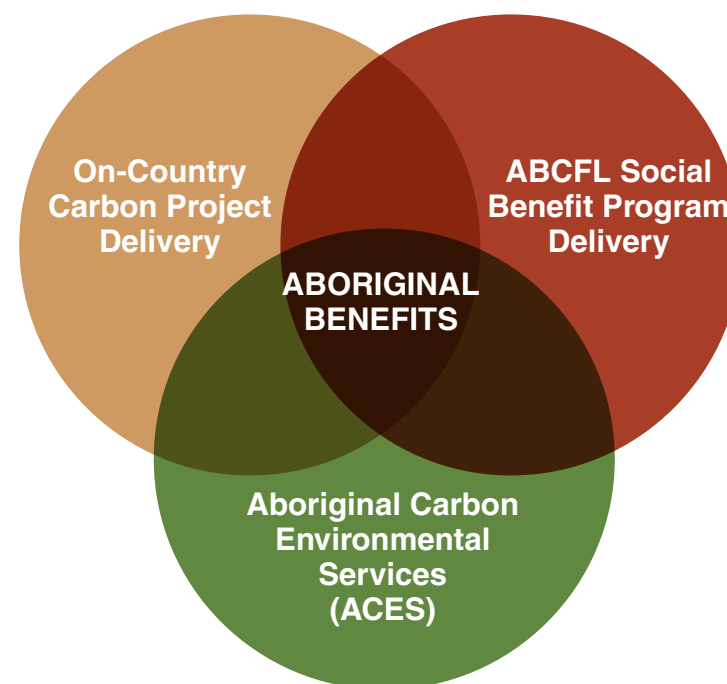
On-Country Carbon will provide revenue, employment opportunities and avenues to learn and incorporate TEK to the pastoral leaseholders that host the carbon farming projects. For ABC Foundation, On-Country Carbon will financially support the delivery of its core programs and services minimising reliance on government funding and ad-hoc grant funding.

Investors will have the opportunity to buy into this innovative and transformative strategy to earn both financial returns and to help to enable the creation of Aboriginal self-determination On-Country in both a commercially focused, but long-term sustainable way.

On-Country Carbon is currently in its pilot phase. Please see the *On-Country Carbon Business Model and Feasibility Assessment* for further information.



CARBON SERVICES STRATEGIC PHILOSOPHY



Our Impact Management Approach

Creating social, environmental and economic impact by Aboriginal people, for Aboriginal people has always been central to our establishment, development of programs and ongoing operations. Underpinning our program development and delivery is the recognition of TEK and continued knowledge transfer as critical to improving wellbeing of Aboriginal peoples.

The establishment of the On-Country Carbon program is no exception. Our approach to measuring and reporting the impact of On-Country Carbon will be game-changing for Aboriginal people. Our approach will measure both the impact of the carbon farming projects but also ABC Foundation's On-Country programs that will be financially supported. We will create a space to measure real, tangible social, economic and environmental outcomes without requiring Aboriginal people to share their intellectual property or significant personal and private details, thus, respecting their journey to self-determination, dignity and data sovereignty.

The Impact Management Strategy (IMS) provides a 'north star' for On-Country Carbon program and its partners. It outlines the intended impact, the way in which it is measured and supports all partners in reflecting on and improving (i.e. managing) impact into the future. The document follows the following structure:

- 1. Our Impact Management Approach** outlines why we measure our impact and how we define it. It also outlines some core principles that we will follow as we measure, manage and report our impact.
- 2. The Vision and Purpose of On-Country Carbon** establishes what we hope to achieve through establishing On-Country Carbon within the greater context of Aboriginal social and economic inequality and degraded environments. It outlines the opportunities that are presented to us, from a impact perspective, from establishing On-Country Carbon. We also have set some high-level goals with regard to what we hope to achieve.
- 3. The Impact Priorities** discuss the three core actions that we will be undertaking within the wider On-Country Framework to generate our intended impact. This section also includes our Program Logic which explains how

these actions are expected (based on past experience and research) to contribute to short, medium and long term benefits for Aboriginal people.

- 4. Our Track Record in Creating Aboriginal Benefits** is outlined, demonstrating our long running success in working with and supporting Aboriginal communities.
- 5. Implementation** details the impact metrics and data sources that will be used to collect our impact. It also aligns our impact collection and reporting to several external frameworks such as the Sustainable Development Goals and Closing the Gap.

Why We Measure Our Impact

The reasons why ABC On-Country Carbon is engaging in Impact Measurement are:

- It is good business practice to understand and make decisions based upon the intentional and unintentional impact created. This helps to guide our business decisions, maximise potential impact and avoid unintended negative impacts.
- To articulate impact created to help to raise investment from impact investors.
- To articulate the socio-economic impacts for Aboriginal people through our carbon farming and restorative land management practices to our project partners including Aboriginal Pastoral Leaseholders, Native Title Holders and Traditional Owners.
- To measure and report co-benefits of the carbon farming projects and ABC Foundation's On-Country programs to be able to achieve social premium on Australian Carbon Credit Units (ACCUs).
- To contribute to the evolving practice of measuring and reporting of Aboriginal social impact.
- Articulate and demonstrate ABCF's competitive advantage to investors, buyers of ACCUs and pastoral leaseholders.

Defining Impact

Defining and understanding impact is critical to the practice of impact measurement.

Impact is a change in outcomes caused by an organisation or program. This change can be positive or negative, intentional or unintentional. These outcomes are defined by social, environmental, and economic impact themes.

Another key concept when looking at impact is the concept of additionality. I.e. would the change in the outcome occurred if the project had not existed. Ideally, measuring impact is only measuring the change in outcome that occurred because of the project.

With respect to On-Country Carbon, there are two main sources of impact:

1. The social, economic and environmental ‘co-benefits’ generated by the activities undertaken in the commercial carbon farming projects on pastoral leases, and;
2. The social and economic impact of ABC Foundation’s core On-Country programs and additional social and environmental programs on pastoral lease properties funded by the profits from On-Country Carbon.

Within the carbon farming market, impact is also often referred to as the ‘co-benefits’ of carbon farming. Co-benefits for carbon farming are wide ranging and various voices of expertise in carbon farming define them slightly differently. On-Country Carbon recognise a number of these and will report the outputs and impact associated with them, however, we refer to them as our “impact” and “Aboriginal Benefits” rather than co-benefits.

Additionally, we will report on the outputs and impact created through more sustainable financial support of our On-Country programs.

These, together, are collectively the impact, or Aboriginal Benefits, created by On-Country Carbon.



Impact Management Principles:

On-Country Carbon has adopted several principles that underpin all of our impact measurement and management.

- Impact measurement will be respectful and culturally appropriate. Reporting of impact that identifies individual groups or people will be done only with their consent.
- Our impact measurement will respect and preserve the sovereign Intellectual Property and data of Aboriginal People. We commit to keeping TEK, spiritual and cultural knowledge that is sacred to Aboriginal people confidential, only sharing this with their explicit consent and involvement.
- All impact reported will be authentic, high quality and represent true improvements in social, environmental, and economic outcomes.
- Wherever possible, impact will be measurable in a way that is comparable across locations and time.
- There is a commitment to being transparent about any assumptions, weaknesses or subjectivity in our impact measurement and reporting.

These principles, and the methodology outlined in this IMS are in line with international best practices in Impact Management that require accountability, independent and transparent verification of impact created by projects.

Vision and Purpose of On-Country Carbon

It is well documented that Aboriginal and Torres Strait Islander people experience inequal social and economic outcomes compared to non-Aboriginal people. These outcomes stem from historical discriminatory and oppressive policies that removed Aboriginal and Torres Strait Islander peoples from Country, diluted their legal rights and were designed to assimilate them into western culture – some of these policies continue today. The inequalities in their socio-economic outcomes are widely documented and acknowledged.

Furthermore, the quality of Western Australian land and pastoral leases is also suffering. Over the past 90 years, the Southern Rangelands have been subject to immense mismanagement through overstocking, lack of oversight and incomplete environmental surveying by government. This has led to the severe degradation of topsoil, so much so that 70 percent of Southern Rangeland pastoral leases are considered unviable.¹

Carbon farming, Aboriginal management of land and application of TEK offers an opportunity to address both issues at once.

The social benefit to Aboriginal people living, working, and reconnecting to Country is well understood by Aboriginal people, but is only becoming increasingly understood by policy makers, wider business and private community in recent years. One such study to try to understand and quantify this value to Aboriginal people, the environment and the public sector was *Healthy Country, Healthy People* by Social Ventures Australia (“SVA”) in 2016². The study found that the four Indigenous Protected Areas (IPAs) and associated ranger programs generated significant social, economic, cultural, and environmental outcomes. SVA conducted four Social Return on Investment (“SROI”) analysis and found that the impact created far exceeded the investment

Traditional Ecological Knowledge (TEK)

Traditional Ecological Knowledge (TEK) is the continuity of connection. TEK refers to the traditional knowledge maintained by Aboriginal and Torres Strait Islander people about the relationship between our ancestors and the spiritual world, the people, plants and animals and the environment (including water, sun and the moon). TEK is preserved and shared through oral tradition and cultural expressions such as arts, crafts, ceremonies and the cultivation, collection and preparation of native foods. The use of TEK offers real, long term social, environmental, cultural, and economic outcomes for Aboriginal people.

“On-Country” is far more than just a reference to existing on certain land. On-Country refers to the land, water, sky and all life and geological forms within it, all of which are inextricably linked. On-Country speaks to Aboriginal and Torres Strait Islanders’ spiritual connection with their land. This is articulated through their dreaming, which is passed down through generations. Providing access to and opportunity to manage land is crucial to maintaining Aboriginal and Torres Strait Islanders’ connection to country and culture.

For further detail on our policy relating to TEK and Connection to Country, please view our *TEK Policy Framework*.

¹Young, E. (2020). *Death by a thousand cuts: the industry doing ‘more damage than mining’*. Published in: The Sydney Morning Herald, January 28th.

²SVA (2016). *Healthy Country, Healthy People*. Online.

SVA's analysis shows the investment into Aboriginal land and sea management projects will continue to drive higher rates of social return through several core value creation opportunities – all of which On-Country Carbon provides Aboriginal people with the opportunity to do:

- The creation of ranger employment opportunities On Country, complemented by training to develop an increasingly skilled Aboriginal land management workforce,
- The provision of sufficient resources to actively engage in the management of land at scale; and
- Investment in management capacity of Aboriginal people to effectively coordinate ranger work and build mutually beneficial cross-sector partnerships.

Thus, there is the precedent and expectation that the carbon farming projects On-Country Carbon facilitates and supports using our holistic partnership approach will be as impactful as the projects studied by SVA. As a successful Aboriginal Foundation, we are committed and well positioned to facilitate self-determination of Aboriginal pastoral leaseholders and their communities to improve the social, economic, and environmental outcomes through use of TEK in carbon farming projects.

On-Country Carbon's Goals:

In 2021 we published our next 2021-25 Strategic Plan³. This sets several goals across our key performance areas for ABC Foundation's work. On-Country Carbon presents an opportunity to further each of these. At a high level, On-Country Carbon specifically furthers our ability to provide a place for leadership of TEK and support the development of commercial land-based activities that create significant and sustainable Aboriginal and environmental benefits.

With the establishment of On-Country Carbon, our overarching goal is to establish an Aboriginal Carbon Farming Aggregate Services provider that provides a place-based solution for Aboriginal leaseholders while ensuring it can create a national narrative for investment and partnerships. This is underpinned by several underlying objectives:

1. Create socio-economic value for TEK through a tangible and flexible investment model,
2. Create a growth model, that provides consistent revenue streams for ABC Foundation partners, thereby minimising financial dependence on government and ad hoc funding sources,
3. Provide avenues to access upfront capital investment to support capital investment to support project start up.
4. Treat country the right way by bringing it back to its natural state, increasing biodiversity and ecological sustainability through a blend of Aboriginal and Non-Aboriginal technologies.

Overlaying all of this is ABC Foundations goal to mitigate financial and start-up capital risks and provide partners with mitigation strategies through the eventual establishment of the 'ABC Future Fund.'

These goals have been elaborated upon in the On-Country Carbon Business Model and Feasibility Assessment.

³ABC Foundation (2021). *Strategic Plan 2021-2025*.

Impact Priorities and Activities

On-Country’s Impact Priorities are informed by the vision and mission of ABC Foundation, its strategic objectives, On-Country Carbon’s goals and the needs of the Aboriginal communities we work with. Broadly, we have four Impact Priorities, detailed below.



Figure 1 – Impact Priorities

To achieve our Impact Priorities, we undertake numerous impactful activities. As discussed in Defining Impact, On-Country Carbon’s impact comes from two key sources – (1) the required economic activities of the Carbon Farming projects themselves and (2) the programs that are funded through the profits of On-Country Carbon.

Table 1, below specifies many of the activities that are undertaken through these that create the Aboriginal Benefits and achieve our four Impact Priorities, noting that a number of these activities contribute to several our Priorities. A summary of how these activities will lead to short-, medium- and long-term Aboriginal Benefits is summarised in the Program Logic.

Table 1 - Impact Priority Areas and Activities

Impact Priority Areas	Carbon Farming Economic Activities	Value-Added Activities
Aboriginal Training and Employment	<ul style="list-style-type: none">• Pastoral operations and maintenance• Fencing and infrastructure development and maintenance• Livestock management• Fire management	<ul style="list-style-type: none">• Ranger Training Project• TEK programs, community, and education programs• Elder engagement
Regeneration of Country and TEK Knowledge Transfer	<ul style="list-style-type: none">• Flora/Fauna management• Pest management• Ecological assessments• GIS Spatial Data Mapping	<ul style="list-style-type: none">• TEK programs, community, and education programs• Cultural resource mapping• Traditional Fire Management
Aboriginal-Led Project Decision Making	<ul style="list-style-type: none">• Financial and strategic decision making	<ul style="list-style-type: none">• Heritage site surveys, research, and monitoring• Managing access to Country• TEK programs, community, and education programs
Value-Add Business Opportunities	<ul style="list-style-type: none">• Sustainable livestock	<ul style="list-style-type: none">• Tourism businesses• Horticulture• Bush Food enterprises

1. Aboriginal Training and Employment

Apprenticeships, traineeships, and employment for Aboriginal people are crucially important, providing a source of income, financial independence⁴ and skills development. Evidence shows that supporting Aboriginal people to learn valuable skills and find employment more than just provide them with income. Paid employment enables autonomy from others and government social support and plays a crucial role in self-determination, allowing individuals to have the opportunity to explore their own aspirations.⁵ It also creates pride and higher self-esteem and is associated with improved health outcomes.⁶ It often leads to better housing options and higher quality of housing, and supports the wider family unit. Additionally, those in paid employment are less likely to interact with the justice system.

Training and employment for Aboriginal people living in the Southern Rangelands through On-Country Carbon is created through undertaking the core economic activities and additional social benefit activities outlined in Table 1. Specifically, this involves adopting approaches to pastoral Lease management, livestock management, fencing and infrastructure development and maintenance that encourage and actively support Aboriginal engagement in training and employment and support their success in the roles.

For example, to re-build and repair the pastoral fences, a tendering process where local and Aboriginal contractors are favoured, will be undertaken as part of each project. Additionally, successful fencing contractors will be encouraged to train and mentor local Aboriginal people throughout the contract. It is the hope that these Aboriginal people will be members of the local Aboriginal Corporation or Native Title group. The additional costs to the fencing phase of the project will be agreed upon on a project-by-project basis.

2. Regeneration of Country & Traditional Ecological Knowledge Transfer

Through the carbon farming projects, the carbon area will be allowed to return to its natural state and the reduced cattle grazing strategy will reduce pressure on vegetation throughout the remaining lease area. Regeneration of country has significant environmental benefits seen in increased abundance of native flora and fauna, returned biodiversity, increased health of the soil, improved water ways and carbon sequestration which has implications for climate change.

Regeneration of Country is further encouraged through vegetation management, pest management and fire management. These can all be conducted using western methodologies, but On-Country Carbon will encourage the integration of TEK by Aboriginal rangers and pastoral leaseholders into these activities.

The incorporation of TEK into the carbon farming projects will be the joint responsibility of Native Title Groups, Aboriginal Pastoral Leaseholders and ABC Foundation. Tangibly, this will include engaging Rangers on the projects, engaging in TEK activities that support knowledge sharing and alignment of Aboriginal and western land management methods, running social and cultural programs for the local Aboriginal community.

Regeneration of Country and the integration and knowledge transfer of TEK has significant social benefits to Aboriginal people including connection to Community, re-established cultural connection and an increased sense of self-identity and confidence. While hard to place a tangible value on these social benefits and the social value of a restored environment, it is undeniable that managing country the “right way”, allowing flora and fauna to return, to practice and share TEK and the recovery, maintenance and use of significant heritage sites has significant social benefit to Aboriginal people.

⁴ Department of Prime Minister and Cabinet (2020). *Closing the Gap Report 2020*. PDF Online.

⁵ Closing the Gap Clearing House (2012). *Increasing Indigenous Employment Rates*. PDF Online.

⁶ Australian Department of Health (2013). *Employment*. PDF Online.

3. Aboriginal-Led Project Decision Making

At the heart of this Impact Priority is the empowerment of Aboriginal project partners to become informed decision-makers over their property's strategic and financial decisions, access to Country and management of heritage sites.

Self-determination has been recognised globally as a human right, especially in the context of First Nation's people, who have had their right to self-determination suppressed for the past several centuries⁷. It has globally become recognised that self-determination is a necessary pre-requisite for improving the social, economic, and cultural wellbeing of First Nations populations.⁸

The return of decision-making authority to Aboriginal pastoral leaseholders and organisation helps to re-establish self-determination for these project partners. On-Country Carbon will support project partners through capacity building of management and assisting in the establishment of best practice governance and risk management systems.

4. Value-Add Business Opportunities

This Impact Priority refers to the establishment of additional commercial ventures on pastoral lease properties using the income from the carbon farming projects. This enables greater economic diversification, wealth creation, support of a wider spectrum of employment and training opportunities for local Aboriginal People.

Also relevant to Impact Priority #3, Aboriginal owned and managed enterprises are shown to have significant economic and social multipliers – Supply nation has found that in every \$1 of revenue to an Aboriginal business, they generate \$4.41 in economic and social value. This is a result of the profound approach Aboriginal business owners use to drive change for their family and community through employment of local Aboriginal people, investment in skills development and training and alignment of business values with wider-community and the environment. For example, Aboriginal businesses employ 30 times the proportion of Aboriginal people compared to other businesses.¹⁰

These social and economic benefits are expected to be similar for value-added ventures on pastoral lease properties. The income from On-Country Carbon and restored natural environment will support the creation of complementary activities to the carbon farming and pastoral lease such as the harvest and sale of bush foods, tourism ventures, and cultural and community education programs.

⁷ Article 24: United Nations Declaration on the Rights of Indigenous Peoples

⁸ OECD (2019), Linking Indigenous Communities with Regional Development, OECD

⁹ Supply Nation (2018). The Sleeping Giant. A Social Return on Investment Report on Supply Nation Certified Suppliers. PDF Online.

¹⁰ Supply Nation (2018). The Sleeping Giant. A Social Return on Investment Report on Supply Nation Certified Suppliers. PDF Online.

Pilot Project Forecasted Impact

The properties for the pilot projects are located in the Upper Gascoyne. These pastoral leases are currently held by an Aboriginal Corporation and is currently destocked. ABCFL has been working with the Aboriginal Corporation since 2018, to address its governance and work to re-stabilise the organisation and provide support addressing the issues with the pastoral leases and overall community funding.

These leases are 210,000 hectares in total. On-Country Carbon, in partnerships with the Aboriginal Corporation, will establish carbon farming projects, expected to generate 750,000-850,000 ACCUs over the 25-year life of the project. This is equivalent to 750,000 to 850,000 tonnes of carbon-dioxide equivalent sequestered from the environment.

The properties will see return of the carbon project areas to a natural state alive with native biodiversity.

The economic and social impacts of the projects will be significant. With full start-up funding received for the project¹¹, Table 2 summarises the outcomes, in line with our four Impact Priorities, that we forecast to create. How these lead to short-, medium- and long-term impact is outlined in our Program Logic.

¹¹ Our ideal case presented here with full up-front start-up capital. Please review the T Pilot Project Information in the Business Model and Feasibility Study to further understand how these might vary with varying levels of upfront investment.



Table 2 - Pilot Project Outcomes

Impact Priority Areas	Carbon Farming Economic Activities	Value-Added Activities
Aboriginal Training and Employment	Pastoral lease operations and maintenance; Livestock management	<p>Employment of:</p> <ul style="list-style-type: none"> • 1x Station Manager • 1x Field officer • 2x Ongoing staff to undertake labour and maintenance work • 2x Aboriginal cooks who support the pastoral lease staff, along with the social program staff, participants, and visitors to the pastoral leases. <p>Training in agricultural management will be provided to build capacity in managing the pastoral lease operation on the pilot properties. A new training program will be developed to support the pilot projects, and future On-Country Carbon partner pastoral leases.</p>
	Carbon farming operations and maintenance	<p>Employment of:</p> <ul style="list-style-type: none"> • Carbon Project Board Members • 1x Project Manager within On-Country Carbon • 1x Project Officer within On-Country Carbon • 1x Engagement Officer within the Aboriginal Corporation <p>Through engagement with specialist carbon partners, training for pastoral lease staff and management in carbon farming operations, maintenance and surveying will be undertaken.</p>
	Fencing and Infrastructure Development	<p>Employment of:</p> <ul style="list-style-type: none"> • Fencing contractors who employ 5x Aboriginal fencing apprentices <p>Training for Aboriginal apprentices in fence construction and maintenance on the pilot properties and hopefully gain further employment in the fencing industry.</p> <p>Ongoing pastoral lease staff will also receive fence and water point training to be able to undertake maintenance on the pastoral lease.</p>
	Ranger program development	<p>Ranger programs provide a platform for local Aboriginal people to participate in the carbon project and management of land outside of their lease.</p> <p>Employment of local rangers will support pastoral lease, livestock, vegetation, and pest management.</p> <p>Training support for 10 ranger placements will be supported with the intention to help Aboriginal people develop employable skills within the land management sector.</p>
	TEK program, community, and education programs	<p>Through TEK programs, community and education programs, the employment of:</p> <ul style="list-style-type: none"> • 4x Aboriginal Educators • 2x On-Country Educators • 1x Community Officer • 1x Admin Trainee

Impact Priority Areas	Carbon Farming Economic Activities	Value-Added Activities
Aboriginal Training and Employment	Elder Engagement	Engagement with local Aboriginal community elders, who are the custodians of TEK. Facilitates elders returning to country, being engaged in a range of social programs and re-establishing, and sharing of TEK. Elders can be financially remunerated for their time, expertise and travel and accommodation expenses. <ul style="list-style-type: none"> On the pilot projects, expect to undertake 2x Elder Engagement activities per annum.
Regeneration of Country and TEK Knowledge Transfer	Vegetation management; Pest management	The removal of non-native weeds and pests helps to support the regeneration of the native bush and return of native biodiversity. This will happen across the carbon project area. Where possible, implementation of TEK practices above and beyond western chemical and trapping methods will be used.
	TEK program, community, and education programs	All the TEK programs, community, and education programs established by ABC Foundation and project partners will develop, share and use TEK. Pilot project staff, families and the wider community connected to the property are expected to participate in the following programs, both on the properties and supported through profits on On-Country Carbon: <ul style="list-style-type: none"> 2x Youth camps 6x On-Country Fields Trips 4x Country play groups through On-Country Education 4x In-school programs through On-Country Education 500 meals for Food for the Mob per week through On-Country Enterprise
	Cultural resource mapping	Undertake a Cultural Resource Mapping Program of the pilot properties. This helps to re-establish spiritual connection to Country and make visible the local stories, practices, relationships, memories, and rituals specific to the pilot properties and surrounding areas.
	Traditional Fire Management	Rangers to engage in traditional fire management alongside regional fire services. This provides the opportunity for two-way learning and integration of TEK into western fire management practices. Fire management is crucial for regeneration of the western Australian native bush and manages the risk of bushfires.
Aboriginal-Led Project Decision Making	Financial and strategic decision making	The carbon project will create an opportunity for Aboriginal people to sit on a governing Board to ensure its sustainable success. Appropriate training in Board governance, reporting and engagement will be rolled out to compliment these positions. For all roles created by this project a management training program will be delivered to ensure leadership and business skills are tailored and developed for each specific opportunity.
	Heritage site surveys, research, and monitoring	Undertake 4x heritage site surveys and employ rangers to undertake the maintenance of these sites as needed. Management of these sites will be undertaken by the pilot project pastoral leaseholders. This is the re-connection, documentation, and preservation of heritage areas on-Country by Aboriginal elders and community.

Impact Priority Areas	Carbon Farming Economic Activities	Value-Added Activities
Aboriginal-Led Project Decision Making	Managing access to Country	The pilot properties can be used as place for training On-Country, providing reconnection with Community and Country. Decision-making over when and how the properties will be accessed for these purposes, and others will be at the discretion of the pastoral leaseholders.
	TEK program, community, and education programs	Decision making authority about the types of TEK, community and education programs undertaken on pastoral leases in partnership with ABC Foundation will be given to the Native Title holders and pastoral leaseholders. This will be supported by building capability in stakeholder engagement and consultation.
	Self-managed herd	Through working closely with the Aboriginal Corporation, will restock the property with a self-managed herd as opposed to lease of the property's pastures to other pastoralists.
Value-Added Business Opportunities	Tourism businesses	Still to be determined through engagement with the local Aboriginal community, Aboriginal Corporation, and pastoral lease holders. However, there is potential for additional ventures in tourism and bush foods. These can be supported by ABC On-Country Enterprises but will be owned and driven by the Aboriginal Community itself.



Program Logic and Theory of Change

Our Program Logic is informed by our vast experience in creating Aboriginal benefits from On-Country work as well as existing research in the Aboriginal land management sector.

Impact Priority	Actions	Outputs	Short-term impact	Medium-Term Impact	Long-Term Impact
Aboriginal Employment and Training	Pastoral Lease Land Management Activities	Aboriginal Employment	Employment and Income	Long-Term meaningful employment	Wealth Creation
	Carbon Farming Land Management Activities	Aboriginal Apprentices and Trainees	Improved Confidence and Purpose	Build Social Capital	Breaking Cycles of Disadvantage
	Fencing Infrastructure Development	Aboriginal Training	Skills Development	Cultural Rejuvenation	Connection to Country
	Aboriginal Employment	Restoration and Construction of Infrastructure	Sharing and transfer of Knowledge on TEK		Understanding and transfer of TEK within and outside of Aboriginal community
Regeneration of Country and TEK Transfer	Training of Staff & Youth	Employment of Rangers	Soil and Water Quality Improved		Improved Environmental Outcomes
	Training of Aboriginal Leadership	Engagement and Knowledge Transfer from Elders	Native Biodiversity Improves		
	Elder Engagement	Pests and Weed Removal	Sequestering of Carbon		
	Employment of Rangers	Use of TEK on Country			
	Delivery of TEK Education and Community Programs	Social, economic and environmental impact created by ABC Foundation's On-Country programs			
Aboriginal-led Project Decision Making	Traditional Fire Management	Management and Leadership Training	Improved Governance Skill Sets among Aboriginal Leaders	Re-establishment of Cultural Authority, Traditional Leadership Structures and Kinship Structures within Communities	
	Cultural Resource Mapping	Restoration and Active Management of Cultural Resources and Heritage Sites	Protection and Preservation of Culture, TEK and Heritage Sites		
	Heritage Site Surveys	Restocking of Pastoral Leases			
	Managing Access to Country	Support for new Ventures	Pastoral Leases Meet Pastoral Board Requirements Once Again	Economic Diversification of Pastoral Leases	Economic Prosperity of the Pastoral Leases, Associated Aboriginal Families and Communities
Value-Added Business Opportunities	Self Managed Herd		Increased Business Ownership by Aboriginal People	Economic Self-Determination of Aboriginal People	
	Delivery of On-Country Enterprise				
	Establishment of Ventures				

Track Record of Creating Aboriginal Benefits and Impact

Through ABC Foundation's four On-Country programs, a significant track record of creating social, environmental, and economic impact for Aboriginal people in regional Western Australia exists.

This has been done through partnerships with Aboriginal Corporations and Organisations across the Gascoyne and Mid-West.

To illustrate these Aboriginal benefits and impact, the following three case studies – ABC Foundation Aboriginal staffing, On-Country Education and Food for the Mob through On-Country Care – are illustrated.

ABC Foundation Staffing

ABC Foundation is committed to having significant Aboriginal and Torres Strait Islander representation in our staff. Through our Strategic Plan, we have set an organisational target to have a minimum of 51 percent Aboriginal staff.

To date, we have achieved this both directly and indirectly. At ABC Foundation, 64 percent of our staff are Indigenous.

Having Aboriginal representation is important to us as our membership, and the communities we work with are predominately Aboriginal. This ensures that we have the appropriate representation internally to effectively meet our vision, mission, and goals. Additionally, we can work to provide employment, skills, and training to Aboriginal people through our everyday operations.

Importantly, most of these staff also live regionally in the towns in which we work.

¹²Centre for Family Research and Evaluation (2018). *Evaluation Report: ABC On-Country Education Program*.

On-Country Education

Through On-Country Education we provide children and students with access to culturally inclusive Bush Classrooms, after school and school holiday programs. These programs span all age groups from babies up until graduation from school at 18.

These programs provide young people with access to an empowering two-way learning environment to address school attendance, challenges Aboriginal children face in school, and assist with development of a self-identity.

Previous independent impact evaluations of our On-Country Education programs demonstrate that we have effectively engaged young people with positive and relevant learning experiences, in a culturally safe context. Overwhelming, we had high satisfaction levels reported by both parents and students. Students also report to have improved in their abilities and in their experiences at school.¹²

In both Carnarvon and Tom Price, where we deliver On-Country Education, we work with Traditional Owners to incorporate local TEK and language into the lessons and activities.

In Carnarvon, 50 to 75 children participate in On-Country Education per week.

In Tom Price, 274 students have enrolled in On-Country Education since 2016. Our lessons in Tom Price have space for 10 children a week during the school term. We also take On-Country Education out to community.

On-Country Care – Food for the Mob

Food for the Mob is a food production and services business based in Carnarvon, who aims to create education, training, and employment for disengaged Aboriginal women and youth and address food insecurities within the Mid-West and Gascoyne. ABC Foundation delivers this program in partnership with 4 Aboriginal and community partners and vast connections into the network of growers in the region.

Through On-Country Care, we have a goal of distributing 26,000 free hot meals across 7 locations in the Mid-West and Gascoyne in a year. These meals are distributed to students, community members and participants in sporting clubs. This is approximately 500 free hot meals per week.

So far, Food for the Mob has provided the following meals:

Location	
Carnarvon and Mungallah	<ul style="list-style-type: none"> • 10-15 breakfasts to students at 2 sessions per week • 50 lunches per day to students, 5 days per week during school terms • 12-17 meals during educational activities, twice per week • 1 community cook-up per week where 150 meals are served • 300 hampers for community members over two holidays • 145 foodbank hampers to community organisations for distribution to community members
Meekatharra	<ul style="list-style-type: none"> • 180 meals to community members each fortnight • 150 meals to local Stephen Michael Foundation on request. • Fortnightly community cook ups for 80 people
Mt Magnet & Cue	<ul style="list-style-type: none"> • 250 community meals distributed per fortnight • 30 meals for CDP participants each week
Shark Bay	<ul style="list-style-type: none"> • 1000 Food Hampers distributed by Yadgalah Aboriginal Corporation to community members
Upper Gascoyne	<ul style="list-style-type: none"> • 450 emergency relief packages distributed in October 2020
Geraldton	<ul style="list-style-type: none"> • 210 community meals distributed per fortnight • 7 pallets of food and 1.5 tonnes of milk distributed in 1000 emergency relief packages in May 2020

The provision of hot meals for students and youth where food insecurity is prevalent is a crucial intervention to support children's development and capacity for learning. Similarly, hot meals can increase attendance and participation in community activities, which increases community engagement.



Implementation

Through consultation we have developed a pragmatic and practical impact measurement system that allows for appropriate and accurate demonstration of outcomes, storytelling of impact and reporting to investors and buyers of ACCUs. The measurement system is designed to align with our Impact Management Approach outlined earlier in the document.

The measurement system is designed for annual measurement of outcomes using existing reporting and record keeping systems. We will also seek first-hand accounts of the impact we create through ABC Foundation's core programs and carbon farming projects through surveys and interviews of participants and pastoral leaseholders.

This system also allows for ABC Foundation and On-Country Carbon to be well placed for further evaluation of impact through Social Return on Investment (SROI) or a form of cost-benefit analysis in the future.

Impact Metrics and Data Collection

The following tables summarise the metrics which we intend to collect to demonstrate our impact over key themes presented in our Program Logic. These tables also outline the sources of data that we intend to utilise and implement. These include:

- Record keeping of ABC Foundation On-Country Program coordinators and assistants
- ABC Foundation financial records
- ABC Foundation program-related record keeping
- ABC Foundation On-Country Education Strengths and Difficulties Questionnaires
- Survey of ABC Foundation On-Country Enterprise, On-Country Care and On-Country Research and Development clients and participants
- Reporting by pastoral leaseholders
- Audits of carbon farming projects
- Survey of pastoral lease holders and employees

Aboriginal Training and Employment

Metric	Definition	Data Collection
Total income of carbon farming project in a year to pastoral lease holders	Total revenue from carbon farming projects that is paid to pastoral leaseholders	Pastoral lease holders reporting
Number of pastoral lease holders with increased financial sustainability	Financial sustainability refers to net positive cash flow	Pastoral lease holders reporting
Number of pastoral lease holders OCC has carbon farming partnerships with		ABCF reporting
Number of full-time employees with carbon projects on pastoral leases	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders reporting
Number of part-time employees with carbon projects on pastoral leases	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders reporting
Number of full-time and part-time employees with carbon projects on pastoral leases who are Aboriginal	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders reporting
Number of jobs on carbon farming projects that are filled by people who were formerly unemployed	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders reporting
Number of employees on pastoral leases who have undertaken further education or training	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders reporting
Number of employees on pastoral leases who report increased spiritual and cultural connection to Country as a result of the carbon farming project	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders survey
Number of employees on pastoral leases who report greater personal economic stability and sustainability as a result of the carbon farming project	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders survey
Number of employees on pastoral leases who report greater ability to support family and the wider community as a result of the carbon farming project	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders survey
Number of employees on pastoral leases who report greater connectedness to community as a result of the carbon farming project	Employees employed by the pastoral lease holder or entity owning carbon farming project.	Pastoral lease holders survey
Number of Aboriginal employees who are employed by contractors as a direct result of contractual arrangements with the carbon farming project	Includes employees and apprentices and trainees to contractors	Pastoral lease holder reporting
Number of individual rangers who were engaged in the carbon farming project in various capacities		Pastoral lease holder reporting
Number of elders engaged on the pastoral lease as a result of the establishment of the carbon farming project		Pastoral lease holder reporting

Regeneration of Country & Traditional Ecological Knowledge Transfer

Metric	Definition	Data Collection
Number of acres with increased native biodiversity resulting from the carbon farming projects		Environmental audits of carbon projects
Number of invasive species eradicated from carbon farm project areas		Audits of carbon projects
Number of bush foods that return in abundance to native bush through carbon farming projects		Audits of carbon projects
Percentage of native forests as a proportion of the total pastoral lease land area		Audits of carbon projects
Improvements in water quality resulting from establishment of carbon farming project		Audits of carbon projects
CO2 sequestered across all projects	Number of carbon credits issued	Audits of carbon projects
Number of new restoration management activities initiated to manage carbon farming projects		Pastoral lease holders reporting
Number of On-Country program participants who report having increased knowledge of TEK	Programs include all of ABC Foundation's core On-Country programs	Survey of program participants
Number of participants in ABCF On-Country programs that incorporate teaching and sharing about TEK into their program content	Programs include all of ABC Foundation core On-Country programs that teach participants about TEK	Program facilitator record keeping and reporting to ABCF
Number of ABCF staff and program facilitators educated and knowledgeable about TEK		ABCF record keeping on staff and staff trainings
Increased recognition of ABCF as a leader in TEK	i.e. ABCF is seen as an authority to advise on issues surrounding TEK	Measured through TEK being a key word in website and social media presence
Number of events where ABCF have promoted TEK to a wider Australian audience	Events where ABCF was a key speaker or panellist, and topic of conversation was TEK	ABCF record keeping
Instances of thought leadership on TEK by ABCF	Written public documents by ABCF explaining TEK, its place in Aboriginal and western socio-economies	ABCF record keeping
Language of place – materials are provided in two languages or incorporating local language.	Primarily schooling stuff, done where possible. Done one for Pilbara, now developing one for the mid-west.	ABCF record keeping
Number of cultural resource mapping initiatives undertaken on carbon farming projects		Pastoral lease holder reporting
Number of instances where traditional fire management has been used on the pastoral lease properties	Possibility to develop this more into the future. Education strategy.	Pastoral lease holder reporting

Aboriginal-Led Project Decision Making

Metric	Definition	Data Collection
Aboriginal-Led Project Decision Making		ABCF reporting
Number of pastoral lease holders with increased financial sustainability		
Number of pastoral lease holders OCC has carbon farming partnerships with		
Number of full-time employees with carbon projects on pastoral leases		
Number of part-time employees with carbon projects on pastoral leases		

Value-Added Business Opportunities

Metric	Definition	Data Collection
Number of business planning and capacity building services provided to Aboriginal businesses through On-Country enterprise		ABCF program facilitator
Number of Aboriginal businesses assisted through On-Country enterprise		ABCF program facilitator
Number of value-added business ventures established on pastoral leases or by pastoral lease employees		Pastoral lease holder reporting

Qualitative Story Telling

In addition to quantitative measurement of impact, we also intend to record stories from Aboriginal Pastoral Leaseholders and their employees each year to understand how the establishment of the carbon farming project and subsequent engagement in land management activities and TEK create impact.

Like a Most Significant Change impact measurement system, this allows for the participants to dictate the impact they have observed, both intended and unintended. Additionally, it allows them to share some of the 'intangible' or 'unmeasurable' impacts that they have experienced.

These first-hand accounts will help to inform ABC Foundation and the Pastoral Leaseholders to refine TEK, employment and the operations of the carbon farming projects.

These will also be shared with investors, with the consent of the individual who was interviewed, to demonstrate the impact of On-Country Carbon.

Independent Verification

In accordance with impact management best practice, and the goal to receive social premiums on ACCUs, independent verification of the impact created by On-Country Carbon will be undertaken. This will ensure that all our stakeholders have full transparency over our impact measurement and management process.

Independent verification will include an assessment of our impact measurement systems and accuracy of outcomes and impact data. It will also make an independent assessment of how well we are achieving our strategic impact intentions through On-Country Carbon and ABC Foundations On-Country programs.

We commit to having our impact independently verified by a relevant, expert party on a regular basis.

Sharing Sector-Wide Learnings

On-Country Carbon intends to set a precedent that transforms the carbon farming market to be inclusive and empowering for Aboriginal landholders. We intend to ensure that self-determination and inclusion of TEK is at the forefront of each carbon farming project undertaken by or in partnership with Aboriginal landholders.

At present, it is reported that social premiums achieved on carbon credits are approximately 20 percent – or just more than \$3 per carbon credit. We believe that the Intellectual Property and data about TEK, cultural knowledge, their personal lives and community that Aboriginal People are required to collect, report and share is too great for this premium amount, undermining respect for Aboriginal culture, spiritual reconnection, and self-determination.

We will do this through setting a new best practice for what Aboriginal partnerships in carbon farming look like - openly sharing expertise, stories of success, lessons learned and advocating for Aboriginal and Torres Strait Islander interests alongside strategic partners within the carbon farming market. Our innovative model is outlined in our Business Model and through our approach to Impact Management.

Alignment with External Frameworks

Our impact measurement system allows us to align with and make statements of contribution towards several external frameworks including the Sustainable Development Goals, Closing the Gap Outcomes and common trends in Reconciliation Action Plans.

The alignment our impact measurement system has with these external frameworks is detailed on the next page.



Sustainable Development Goals

In 2015, the delegates of 193 United Nations member countries approved 17 goals for sustainable development to be reached globally by 2030. In order to meet these Sustainable Development Goals (SDG), the support of governments, and the support and collaborative effort of the private sector, non-governmental organizations, and individuals is crucial. The UN SDGs have an extraordinary buy-in from stakeholders across the world – from governments, to enterprises, to corporates, philanthropists, and investors. Overall, the SDGs are well understood and provide a consistent framework in which to discuss sustainable development challenges.

ABC Foundation's Impact through On-Country Carbon is aligned with several of the SDGs. These include:



SDG 2 – Zero Hunger

ABC Foundation's On-Country Care programs specifically target food insecurity for Aboriginal people in the Gascoyne and Mid-west regions.



SDG 4 – Quality Education

ABC Foundation's On-Country Education programs aim to improve Aboriginal children's school outcomes.



SDG 6 – Clean Water and Sanitation

The establishment of the carbon farming projects and restoration of the native bush and biodiversity have been shown to increase water quality and protect water-related ecosystems such as wetlands, rivers and aquifers.



SDG 8 – Decent Work and Economic Growth

We work to support the economic prosperity of Aboriginal people and the Aboriginal economy through both On-Country Carbon and On-Country Enterprise.



SDG 10 – Reduced Inequalities

Aboriginal people currently face significant social and economic inequalities. Through our work we hope to enable the self-determination of Aboriginal people to reduce these inequalities.



SDG 13 – Climate Action

The carbon farming projects that we partner to establish will create significant carbon abatement, contributing to the slowing of climate change.



SDG 15 – Life on Land

Through HIR carbon farming projects and use of TEK On-Country, native bushland and biodiversity will be restored.

Closing the Gap Outcomes

In 2019, as part of the review of the original Closing the Gap targets, a formal partnership on Closing the Gap was established between COAG and the Aboriginal and Torres Strait Islander Peak Organisations (the Coalition of the Peaks) was formed. This represents the first time that Australian Governments have shared decision-making with Aboriginal and Torres Strait Islander peak representatives to develop a new National Agreement on Closing the Gap.

Closing the Gap is a list of 16 targets designed to reduce the level of inequality between Aboriginal and Torres Strait and non-Indigenous Australians. All Australian governments are working with Aboriginal and Torres Strait Islander people, their communities, organisations and businesses to implement the new National Agreement on Closing the Gap at national, state and territory and local levels.

ABCF's programs contribute to the achievement of several of the Closing the Gap Targets:

#3 - Children are engaged in high quality, culturally appropriate early childhood education in their early years, #4 - Children thrive in their early years and #5 - Students achieve their full learning potential.

Our several On-Country Education programs that target different age groups support children in culturally appropriate ways to succeed in school.

Additionally, there is a likely indirect effect through the increased economic and social wellbeing of Aboriginal families and communities that participate in On-Country Carbon and with ABC Foundation's programs trickling down to their children.

#6 - Students reach their full potential through further education pathways and #7 - Youth are engaged in employment and education.

Similarly our core On-Country Education programs support students and youth as they finish their high school journey. This supports them through school based traineeships and into vocational education and training.

#8 - Strong economic participation and development of people and their communities.

On-Country Carbon works to support the participation of Aboriginal people and landholders in the carbon farming market in a fair and prosperous manner.

Further to this, On-Country Enterprise directly works to improve employment and economic participation of Aboriginal people in the communities we work in.

#14 - People enjoy high levels of social and emotional wellbeing and #15 - People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

We know that through supporting the sharing and building of TEK, supporting Aboriginal people to gainfully work On-Country we will support their economic, social and cultural prosperity. This raises the social and emotional wellbeing of Aboriginal people and also allows them to maintain their connection to Country.

Reconciliation Action Plans

Reconciliation Action Plans (“RAPs”) provides a framework to organisations to support the national reconciliation movement between Aboriginal and Torres Strait Islander people and other Australians.

RAPs are strategic documents that set practical actions to drive reconciliation both internally and externally to the organisation.

There are four ‘levels’ of RAPs; Reflect, Innovate, Stretch and Elevate. Each reflects organisations at different stages of their RAP journey.

Common programs and targets in organisations RAPs include (but are not limited to): employment programs and targets, Aboriginal procurement programs and targets, Corporate Social Responsibility targeting social programs in Aboriginal communities, and commitments to work more closely with Aboriginal and Torres Strait Islander stakeholders.

In order to report upon these programs, RAPs commonly adopt the following metrics that are relevant to our work:

- Funding spent through grants/foundation of Indigenous activities
- Procurement spending on Indigenous contracts
- Case studies on grant recipients/procurement contract recipients

Through this IMS, we are well placed to report to investors and buyers of ACCUs with RAPs.



National Restoration Standards

The National Restoration Standards were prepared by the Society for Ecological Restoration Australasia (SERA) in collaboration with 12 partners all dedicated to the effective conservation management of Australia's native ecological environment.

These standards identify the principles underpinning restoration philosophies and methods, and outline the steps required to plan, implement, monitor and evaluate a restoration project to increase the likelihood of its success.

As defined by the standards, ecological restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged or destroyed. The recovery of the particular environment being restored, is the ultimate outcome being sought.

The National Restoration Standards outline six key principles of ecological restoration practice. On-Country Carbon endeavours to adhere to these.

1. Ecological restoration practice is based on an appropriate local indigenous reference ecosystem: an indigenous reference ecosystem refers to an actual or conceptual site that is in its original natural state. It is the target for the ecological restoration practice.
2. Restoration inputs will be dictated by level of resilience and degradation: the level of human interference in restoration will be decided based upon how degraded the environment is and how resilient it is to recover on its own within a reasonable time frame.

3. Recovery of ecosystem attributes is facilitated by identifying clear targets, goals, and objectives: restoration projects have greater transparency, manageability and improved chances of success when targets and goals are clearly defined and translated into measurable objectives.
4. The goal of ecological restoration is full recovery, insofar as possible, even if outcomes take long timeframes or involve high inputs: the success of the restoration project will be defined by successful restoration of the environment, first and foremost.
5. Restoration science and practice are synergistic: recognising that practitioner and stakeholder knowledge and experience, particularly from local sources, is important to restoration practice. Wherever possible, this should also be supported by knowledge drawn from science.
6. Social aspects are critical to success of ecological restoration: restoration is carried out to satisfy not only conservation values but also socio-economic and cultural values, thus, considering these throughout the restoration process is essential to the success of a restoration project.

On-Country Carbon, through its operations and work with pastoral lease partners will work to comply with these principles to maximise the changes of creating successful environmental impact.







If you want to know more about On-Country Carbon, let's chat!

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