

Indigenous partnerships strategy

National Environmental Science Program
Marine and Coastal Hub



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Acknowledgement of Country

We acknowledge the Traditional Owners of Country throughout Australia and their continuing connection to land, sea and community.

We pay our respects to them and their cultures and to their elders past, present and emerging.

Our Indigenous research partnerships are a valued and respected component of the Australian Government's National Environmental Science Program (NESP).

Background

The National Environmental Science Program (NESP) is a long-term commitment by the Australian Government to environment and climate research. Targeted research conducted under the NESP provides an evidence base for environmental decision-makers and climate policymakers. Informed decision-making using the best research greatly improves our chances of protecting our environment, conserving our biodiversity and developing climate policies and services.

A key focus for the second phase of the program is closer engagement with research end-users early in the program design, capturing and responding to their research needs. The National Environmental Science Program (NESP) recognises and values the experiences, perspectives and cultures of Indigenous Australians. The program supports Indigenous aspirations to maintain, protect and manage culture, language, land and sea Country, and heritage. The program takes a collegiate and cooperative approach, and is guided by the NESP Indigenous partnership principles:

- Respect and mutual benefit
- Right to Indigenous cultural and intellectual property
- Co-created research
- Indigenous-led governance
- Relationships-focused
- Individual approach

The NESP Indigenous partnership principles are based on the Australian Institute of Aboriginal and Torres Strait Islander Studies AIATSIS code of ethics for Aboriginal and Torres Strait Islander research ([AIATSIS Code of Ethics](#)) with which all NESP research must comply.

In accordance with the NESP funding agreement, the Marine and Coastal Hub is required to establish and implement an Indigenous partnerships strategy that is consistent with the NESP Indigenous partnership principles. Development and implementation of this strategy will draw on a broad range of insights and learnings from past and current initiatives designed to establish meaningful and respectful partnerships with Indigenous communities, groups and industries. Insights and learnings from the Australian Government's investments in national environmental science and research programs between 2007-2020 are highly relevant, in particular those of the Tropical Water Quality Hub, Northern Australia Environmental Resources Hub and the Marine Biodiversity Hub.

The [2020 desktop review of Indigenous engagement in National Environmental Science Program](#) provides a comprehensive account of achievements, insights and learnings from NESP investments between 2015-20 in both northern and southern Australia. The review points out that Aboriginal and Torres Strait Islander peoples are seeking earlier involvement in on Country research; to be formally included in the project proposal and design phases and to be part of research direction and content from there on rather than agreeing on a list of topics and priorities. Furthermore, that fragmented and/or inconsistent engagement by researchers with Indigenous communities has been an issue with Indigenous partners and communities.

Whilst good progress has been made in many areas around tenure and planning to support Indigenous communities to manage their vast estate (declaring Sea Country Plans and Indigenous Protected Area Plans, training Indigenous rangers and producing marine and coastal management plans), western research orthodoxy has tended to break complex Indigenous systems into silos and treat them as separate entities with resulting communication inefficiencies, insufficient acknowledgement and knowledge gaps. Implementation of this strategy will ensure the Hub adopts a systematic, best-practice approach to co-create, co-design and co-deliver projects that provide benefits to Indigenous partners.

This strategy acknowledges National initiatives to improve and foster Indigenous livelihoods and partnerships as the founding documents to our Indigenous partnerships approach. This strategy acknowledges Closing the Gap, with an objective of enabling Aboriginal and Torres Strait Islander people and government to work

together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people, and achieve life outcomes equal to all Australians. In particular, the Hub will engage with the priority reforms of; strengthening and establishing formal partnerships and shared decision-making and; improving and sharing access to data and information to enable Aboriginal and Torres Strait Islander communities to make informed decisions. The Hub will also work to operationalise activity 6, Research Roadmap and Plan, of the Northern Australia Indigenous Development Accord. This activity will investigate a roadmap to provide knowledge management systems and research and development to support Indigenous commercial end-users. The strategy will also be underpinned by previous NESP work of the Three-Category Approach to ensuring that research projects acknowledge the appropriate level of engagement with indigenous communities, land-owners and businesses and follow the guidelines for transparent, genuine and ongoing partnerships.

Marine and Coastal Hub

Australia is responsible for managing and protecting the third largest marine estate in the world. Our oceans provide tremendous environmental, cultural, social and economic benefits. These are subject to cumulative pressures including coastal development, unsustainable natural resource extraction, climate variability and change, and marine plastics and pollution.

The Hub will deliver high quality research that improves environmental, cultural, social, and economic outcomes for marine and coastal Australia. We deliver applied scientific knowledge and methods to support decision-making and practical management relating to Australia's national and international laws and obligations in this arena. Our approach is stakeholder-driven, co-designed, and highly collaborative, building on 15 years of achievement in previous national funding programs.

Vision

The Hub will build on the experience of its partners to deliver a national marine research program to ensure:

- Australia's coastal and marine assets are managed and conserved such that Australians derive maximum social, cultural and economic benefit; leading coastal communities and industries to view effective marine and coastal management, and the relationship with their catchments, as a positive pathway to sustained economic growth and recovery.
- The environmental information requested by the Australian Government and the community are delivered by a responsive, flexible and highly skilled national coastal and marine research capability that is transdisciplinary, solution-focused, respectful of tradition and local knowledge and capable of equipping the nation to better respond to challenge and change.

Research themes

Informing Policy and Decision Making

This overarching research will develop methods for assessing the cumulative impacts of activities in the marine environment, enabling decision-makers to balance development and protection in the context of climate change. It will draw together information generated by the other five hub themes, on environmental values and processes and cultural sensitivities. Complementary research may develop tools for deriving benefit from environmental offsets, and methodologies for evaluating the economic, social and cultural value of ecosystems.

Protected Places

Working with other NESP hubs, this research will build and enhance the science that underlies the socio-ecological management of Australia's protected places (such as Australian Marine Parks, Ramsar sites, World Heritage Areas, the National Reserve System and Indigenous Protected Areas). It will synthesise existing knowledge, establish baseline understanding of biodiversity, ecosystems and ocean processes, and identify best-practice management approaches that bridge land and sea. We aim to support Indigenous leadership and participation in science and management, and embrace the importance and value of traditional knowledge and cultural values. The Marine and Coastal Hub has responsibility for the delivery of the Protected Place management Initiative.

Threatened and migratory species and ecological communities

This research, in association with the Resilient Landscapes Hub, will provide knowledge on the status, trends and pressures on threatened and migratory species and ecological communities, in response to management needs. This includes exploring threats to threatened and migratory species, such as interactions with fishing and shipping, port developments and oil and gas operations/infrastructure. Many of these species are of concern for Indigenous peoples, and we support their engagement in protection activities through research engagement, training and employment.

People and Sustainable Use

This theme is focused on the human dimensions of sustainable people-environment interactions. Research will examine how regional, remote and Indigenous communities and industries interact with their environment – including specific adaptations to climate change – and ways to minimise environmental impact. It supports ecosystem services or restoration programs that support the economic and social revival of coastal communities. Partnerships will be forged with industry sectors including fisheries, aquaculture, ports, energy, tourism and coastal development, through deriving economic benefit from conservation and protection. We will explore innovative risk reduction actions such as protection and reinstatement of coastal defences (shellfish reefs, wetlands, salt marshes) to prevent harm and reduce major economic loss. With the Sustainable Communities and Waste Hub we will research practical approaches to reduce plastic waste impacts.

Ecosystem Restoration and Protection

This research aims to improve the coordination, scalability and evaluation of wetland rehabilitation, shellfish reef restoration, beach restoration, mangrove and seagrass recovery, kelp and coral restoration and marine pest control. It will explore novel approaches to infrastructure design in partnership with industry, for example habitat engineering to achieve 'living-shorelines', and maximising blue-carbon sequestration. We will also apply research to control species, and deliver on projects that protect habitats, including in association with Indigenous communities.

Knowledge Systems

This research will lead and support the marine science community as it augments and improves national marine monitoring to support environmental and cross-sectoral reporting and decision making at regional and national scale. A cost-effective marine and coastal monitoring system will incorporate existing methods and technologies in a national toolbox of standard monitoring approaches. This includes smart monitoring technologies and novel indicators; aligning existing monitoring programs; mining existing data and data aggregation, industry information, citizen science and traditional ecological knowledge, and modelling. By working with industries, indigenous communities, and related marine organisations, we will foster a shared understanding of socio-ecological systems.

Indigenous partnership objectives

The overall objective of the Hub's Indigenous Partnership Strategy is to ensure ethical and respectful engagement and partnerships with Indigenous communities, groups and industries. Indigenous community owned and managed protected areas cover 66 million hectares (44% of the National Reserve System) across Australia. Indigenous peoples have obligations and interests across 90% of northern Australia and have thousands of years of association with these landscapes.

The following objectives will guide the implementation of the Hub's Indigenous Partnerships Strategy:

1. To conduct research that is co-created, co-designed and co-delivered
2. To conduct research according to the highest ethical standards
3. To provide opportunities for employment, skills transfer, sharing of knowledge and the increase of cultural awareness amongst all parties
4. To recognise and protect Indigenous cultural and intellectual property
5. To ensure repatriation of Hub research knowledge to Indigenous peoples, communities and organisations
6. To provide for effective Indigenous participation in Hub governance.

Indigenous ecological knowledge is a fundamental pillar for the sustainable environmental management of Australia's Marine and Coastal region. The Hub's Indigenous Partnerships Strategy acknowledges and encourages the benefits of combining Indigenous knowledge with western science to manage the natural and cultural environment. This strategy outlines the Hub's approach to meaningful and constructive engagement with Traditional Owners and Indigenous communities to formulate and agree on partnership approaches to exchange knowledge and generate mutual benefits.

Integration of Hub strategies

The Marine and Coastal Hub has developed four strategies to guide development and implementation of its annual research plans and progress reports. Collectively, these strategies outline the Marine and Coastal Hub's pathway to impact (see Figure 1 below).

- *Communication Strategy* - provides direction communicating the Marine and Coastal Hub's interests, products and outcomes to researchers, research end-users and interested parties.
- *Knowledge Brokering Strategy* - provides direction for facilitating the exchange of information between researchers, policy makers, managers and Indigenous organisations to generate shared understanding and to capture and transfer knowledge.
- *Indigenous Partnerships Strategy* - provides direction for encouraging collaborative input and guidance from indigenous communities, the appropriate communication of Indigenous knowledge and respect for millennia of experience.
- *Data Management Strategy* - provides direction for enabling pathways for how the Hub and its researchers will achieve findable, accessible, interoperable, and reusable NESP research products.

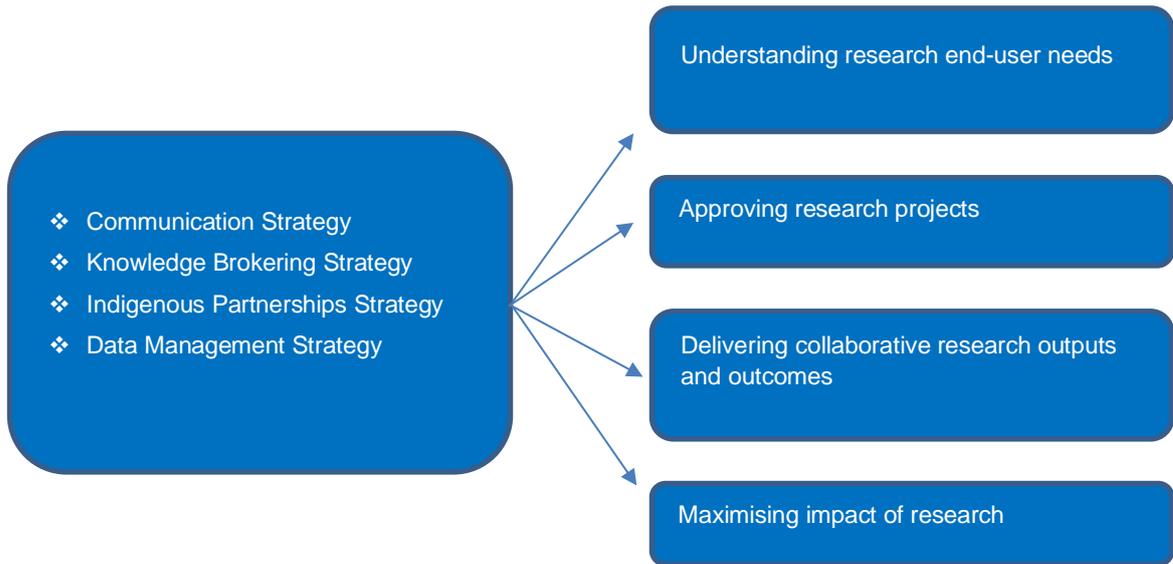


Figure 1: Schematic showing how the Marine and Coastal Hub's four strategies fit together to guide development and implementation of its annual research plans and progress reports.

Indigenous partnership approach

The overall approach to developing and implementing this strategy sits in the broader context of the [United Nations Declaration on the Rights of Indigenous People](#) (UNDRIP) endorsed by Australia in 2009. UNDRIP is an important mechanism providing for the protection of the individual and collective rights of Indigenous people, as well as their rights to culture, identify, language, employment, health, education and protection of traditional lands. Three key provisions in UNDRIP are central to the Hub's Indigenous partnerships approach:

- Article 4 - Indigenous peoples **right to self-determination**
- Article 19 - The need to obtain Indigenous peoples **free, prior and informed consent** before adopting and implementing legislative or administrative measures that may affect them.
- Article 31 - Indigenous peoples have the right to **maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions**.

The Hub's approach to Indigenous partnerships is reflected in core objectives of:

Research that is co-created, co-designed and co-delivered

A clear understanding of Indigenous needs and priorities is required to deliver research that is relevant and of benefit to Indigenous communities and organisations. The Hub is committed to engaging and partnering with Indigenous communities and organisations to understand needs and priorities. There is great diversity in language, culture, histories and perspective among Aboriginal and Torres Strait Islanders and with this comes different needs and priorities.

To achieve authentic Indigenous partnerships and make meaningful change it is vital that researchers and research users build relationships with Indigenous experts and Traditional Owners groups in the regions in which they work. The Hub seeks to align with the Three Category approach, and where appropriate, researchers should seek to undertake category 1 research in which Indigenous people are involved in the co-design of the project, collaborate on the research products and then the communication of the outcomes.

Throughout the life of the program the Hub will work with Indigenous people to enable:

1. Co-creation of projects and science-based solutions to ensure collaborative development of new value (concepts, solutions, products) together with Indigenous people.
2. Co-design of projects and science-based solutions that involves bringing together researchers, research users and Indigenous people to jointly make decisions and be informed by each others areas of knowledge.
3. Co-delivery of project outputs that enable the improvement of outcomes with a collective effort from researchers, research users and Indigenous people.

The Hub will appoint Indigenous facilitators to guide the approach to Indigenous engagement and partnerships including identification of established cultural protocols and pathways to establish successful cross-cultural partnerships. Researchers will use established protocols and pathways for navigating requirements for obtaining **free, prior and informed consent**, approvals to proceed with research and protecting Indigenous Cultural Intellectual Property (ICIP). Researchers will identify opportunities for engaging and partnering with Aboriginal and Torres Strait Islanders in projects at the inception stage, throughout the project's life and beyond. Research project leaders will be expected to have identified, consulted and negotiated with, and received **free, prior and informed consent** from Indigenous peoples for effective engagement and partnerships in research project proposals. The Hub's approach will be informed by best practice insights from the [AIATSIS Code of Code of Ethics](#) and [Our knowledge, our way in caring for Country guidelines](#).

Research that meets the highest ethical standards

There is great diversity of governance, protocols and culture among Aboriginal and Torres Strait Islanders and with this may come different perspectives and expectations about appropriate and ethical approaches to conducting research. The Hub will adopt tailored approaches to Indigenous engagement and partnerships that recognise the needs and capacity of its Indigenous partners.

The Hub will use existing Indigenous engagement protocols to engage with prospective Indigenous partners where these exist, for example those of the [Kimberley Land Council \(KLC\)](#). The Hub's Indigenous facilitators will help to raise awareness in the Hub about use of existing Indigenous engagement protocols. In instances where Indigenous engagement protocols do not exist the Hub will require researchers to use the [AIATSIS Code of Code of Ethics](#) to plan and deliver ethical and responsible approaches to research, noting that all NESP research needs to comply with the Code. The Code is generally accepted as best practice for conducting ethical approaches to research with Aboriginal and Torres Strait Islanders. The Code provides researchers with a principles guide to Indigenous partnerships. The Code is supported by the [Guide to Applying the AIATSIS Code of Ethics](#). The Guide provides practical advice for applying the Code that helps researchers step through many of the key requirements for planning and delivering research projects, such as obtaining ethics approval, obtaining **free, prior and informed consent**, establishing research agreements, protecting ICIP and communicating research results.

Opportunities for Indigenous employment, skills transfer, sharing knowledge and increasing cultural awareness

Indigenous people have a reasonable expectation that research involving them or their traditional land and sea country will provide benefit to them. Alongside benefits (current or future) to the landscape and/or stated local goals (for example as articulated in local management plans), and depending on the nature of the research, additional benefits might include payment for research work, capacity building, training, and development of livelihoods. The Hub's partner institutions and project leaders will identify and provide opportunities for Indigenous employment and skills transfer and training, including opportunities for doctoral, postdoctoral and graduate programs within the Hub's partner institutions. These opportunities should be considered in the development of project proposals. The following list identify some of the opportunities for employment, skills transfer and training that should be consider when developing project proposals:

- Agreement by elders to undertake research on traditional lands and where appropriate asked to join field trips
- Contracting Indigenous people to performing welcome to country ceremonies where appropriate
- Contracting local Indigenous representatives to guide and train project participants to understand, respect and perhaps utilise cultural aspects of the project topic
- Seek opportunities to deliver place-based skills, such as paid work within project teams to engage in and train in the research being undertaken and/or on ground training for Indigenous partners in scientific methods
- Valued input into project teams to understand and incorporate cultural aspects and dimensions of the project topic including the development including integration of Indigenous knowledge with western science and the development and delivery of communication products
- Project support for Indigenous community members to prepare for and access formal education opportunities in NESP related research.
- Employment of indigenous community members to aid in the repatriation of knowledge

Direct involvement as collaborators, co-authors, co-researchers and employees is often the most effective means of incorporating Indigenous perspectives in research activity. It can also facilitate succession and

leadership pathways for the Indigenous research sector, including training for early career researchers. Project leaders and teams will need to understand differing types of participation are likely to require different pay rates, for example, technical assistance, consultation, liaison, translation, expertise in ecological and cultural knowledge. Indigenous engagement and participation must be budgeted into the life of the project.

To facilitate appropriate participation in research projects, researchers will be encouraged to develop and demonstrate an appreciation of the diversity of Indigenous peoples, their different languages, cultures, histories and perspectives. It is also important researchers can recognise the diversity of individuals and groups within these communities, for example, restrictions upon knowledge acquisition between men and women, young and old. The Hub partners will be encouraged to require their researchers, particularly project leaders, to increase their understanding and capability for developing and maintaining cross-cultural research partnerships. Opportunities to increase understanding could include participation in formal cultural competency training courses (i.e. to raise awareness about Indigenous culture, use of Indigenous protocols, protecting ICIP, etc) or could involve spending time on 'country' with relevant Indigenous communities (e.g. to implement projects) or participate in cross cultural secondments (e.g. through [Jawun](#)).

Recognising and protecting Indigenous cultural and intellectual property

Indigenous Cultural and Intellectual Property (ICIP) refers to the rights that Indigenous people have, and want to have, to protect their traditional arts and culture. The Hub and its researchers will work collaboratively with Indigenous communities and their cultural authorities to recognise and protect ICIP. The [Guide to Applying the AIATSIS Code of Ethics](#) provides practical advice for understanding and protecting ICIP. The Hub partners will be encouraged to require their researchers, particularly project leaders, to increase their understanding of ICIP and develop their capability to protect it. Opportunities to increase understanding and increase capability include participation in formal ICIP training (e.g. [True Tracks®](#)).

Indigenous data sovereignty relates to Indigenous data that is, or should be, governed and owned by Indigenous people. The Hub and its researchers will work collaboratively with Indigenous communities and their cultural custodians to establish effective data governance for Indigenous data, including access to and storage and archiving of Indigenous data. The [Guide to Applying the AIATSIS Code of Ethics](#) provides practical advice on Indigenous data governance. Knowledge held by Indigenous peoples will be valued and protected throughout the partnership. The hub and individual researchers will ensure all legal obligations are understood before collecting information, including **free and prior informed consent**, and be guided by the objectives of the [Global Indigenous Data Alliance](#), including the [CARE principles](#) for Indigenous data governance, these include

- Collective benefit – Data ecosystems shall be designed and function in ways that enable Indigenous peoples to derive benefit from the data.
- Authority to control – Indigenous rights and interests in Indigenous data must be recognised and their authority to control such data be empowered.
- Responsibility – Those working with Indigenous data have a responsibility to share how those data are used to support Indigenous self-determination and collective benefit.
- Ethics – Indigenous rights and wellbeing should be the primary concern at all stages of the data lifecycle and across the data ecosystem.

The Hub has established a data management strategy to guide its overall approach to managing data, this includes use of the [FAIR principles](#) that promote findable, accessible, interoperable and reusable data. If there is conflict when satisfying the requirements of both the CARE and FAIR principles, the CARE principles will take precedence to ensure ICIP and Indigenous data is protected.

Repatriation of knowledge to Indigenous peoples, communities and organisations

Sharing and communicating Hub research is critical to producing high impact research with Indigenous communities and organisations. Materials produced must be developed and packaged appropriate to Indigenous audiences being engaged, considering language and literacy, and understanding of scientific concepts. Co-creation and co-presentation of communication materials with Indigenous partners is the most appropriate way for communication and project progress reporting. [Our Knowledge, Our Way in Caring for Country](#) provides insights to best practice guidelines for sharing and communicating Indigenous knowledge for land and sea management. The [Guide to Applying the AIATSIS Code of Ethics](#) also provides practical advice for communicating research results with Indigenous people, communities and organisations.

The Hub's researchers will be required to understand and apply best practice for sharing and communicating their research to Indigenous peoples, communities and organisations. Researchers will collaborate with Indigenous partners to develop a shared understanding of what Indigenous communities see as desirable in terms of culturally appropriate communication products and project reporting. Indigenous partners will be given the opportunity to present research to Indigenous people, communities and organisations and other research-users. The NESP Indigenous Facilitation Network will provide an important mechanism for understanding the broader context for current research initiatives. Project leaders will explicitly factor the requirements of sharing and communicating Hub research to Indigenous peoples, communities and organisations into the project plans, including expertise, budgets and timelines.

Facilitation and governance

The role, responsibilities, and key activities of the Hub's Indigenous Facilitator

The Hub will appoint an Indigenous Facilitator to guide the approach to Indigenous engagement and partnerships. The Indigenous Facilitator will be actively involved in the Hub's governance structures and processes as set out in the DAWE Indigenous Partnership Principles, and will be supported by regionally based Indigenous project officers where appropriate to ensure additional regional capacity to work with local communities to improve Indigenous participation.

Key responsibilities of the Marine and Coastal Hub Indigenous Facilitator are to:

- Engage with the Hub's governance committees and processes (Hub Steering committee and National Hub Leadership to inform and guide the Hub's approach to Indigenous partnerships).
- Facilitate cultural engagement and knowledge support for the Hub and project leaders to promote best practices for co-creation, co-design and co-delivery of Hub projects and that deliver outcomes for Indigenous partners.
- Ensure the currency and accuracy of the Hub's Indigenous Partnerships Strategy
- Engage in activities to promote cross-hub collaboration on Indigenous partnerships, including participation in the NESP Indigenous Facilitation Network and the Cross-Hub Senior Governance Committee.

The Hub's Indigenous Facilitator, supported by regional project officers, will have responsibility for the following key activities:

- Assist in the establishment, implementation and review of the Hub Indigenous Partnership strategy
- Assist in the identification of Indigenous research needs within and across hubs
- Assist in supporting Indigenous researchers engaged in the NESP
- Facilitate repatriation of knowledge to Indigenous partners
- Assist in providing support to the Hub research project teams by brokering, developing and maintaining Indigenous partnerships
- Assist in the annual Monitoring and Evaluation of the Indigenous Partnership strategy
- Encourage Indigenous participation in Hub research and communication of the Hub's research interests and achievements
- Assist to identify and track the priorities for Indigenous engagement for the program and projects.
- Assist in the culturally-appropriate acquisition of, and access to, Indigenous-based data as referred to in the Marine and Coastal Hub Data Management Strategy.

The Indigenous Facilitator and project officers will work together to ensure the Hub adopts a coordinated approach to implementing, reviewing and improving this strategy. Cross-node mechanisms and processes will be established to promote coordination of Indigenous facilitation activities across nodes. The Hub's Leadership Team will provide an important mechanism for the facilitator to connect with the Hub leaders, Initiative leaders and knowledge brokers. The Hub will work with Indigenous leaders across Australia to maximise outcomes for the MaC Hub. The Hub acknowledges that as the Program becomes more established, refinement of the Indigenous Facilitator role will occur and be updated in annual review of this document.

Indigenous Facilitators Network

The Hub's Indigenous facilitator will participate in the Indigenous Facilitation Network (IFN) to help the Hub achieve the objectives of this strategy. The IFN was established as part of the second phase of the National Environmental Science Program (NESP). The IFN will be supported by the department to drive Indigenous inclusion across all four NESP hubs and at whole of program level.

The function of the IFN is to advise the department, the cross-hub senior governance committee and the NESP hubs on Indigenous inclusion in the program. Membership of the IFN comprises all hub's Indigenous Facilitators and the NESP Indigenous Knowledge Broker. The IFN will meet at least 4 times a year.

The IFN provides advice to the department, the cross-hub senior governance committee and the four hub steering committees. The network will:

- Provide advice to the department, cross-hub senior governance committee and four hub steering committees on issues, research activities and policy needs that are relevant to achieving the objects of the program's Indigenous partnership principles and the Indigenous strategies of the hubs
- Ensure the views of Indigenous peoples are considered in the administration of NESP
- Ensure Indigenous participation in the NESP
- Oversee and report on key performance indicators and targets in each hub's Indigenous strategy
- Assist in identifying Indigenous research needs within and across hubs
- Connect and support Indigenous researchers involved in the program
- Provide the department and cross-hub senior governance committee with a written communiqué following each meeting.

Audiences

Consultation will be undertaken with Indigenous groups who have an active interest in the areas where research activities will take place (including obtaining Indigenous groups' informed consent prior to undertaking the activities, where appropriate). The list of primary audiences is expected to grow in the first 2 years of the program and will be updated with annual reviews of this strategy.

Table 1: NESP Marine and Coastal Hub audiences

Government	Research	Industry/Community
Environment Ministers' offices	Other NESP Hubs	General public (particularly professional networks)
Department Agriculture, Water and the Environment	Universities, research organisations and researchers	Environment non-government organisations (NGOs)
National Indigenous Australians Agency	Relevant Indigenous Land Councils (e.g. Northern Land Council, Kimberley Land Council, Cape York Land Council, Carpentaria Land Council Aboriginal Corporation, Yamatji Marlpa Aboriginal Corporation, South West Land and Sea Council, Goldfields Land and Sea Council, Tasmania Aboriginal Land and Sea Council, Tasmanian Aboriginal Centre, New South Wales Aboriginal Land Council)	Prescribed Body Corporates (e.g. Goemulgaw Prescribed Body Corporate)
Indigenous Land and Sea Corporation		Indigenous land and sea managers/rangers (e.g. Gamay Rangers, Batemans Bay Marine Park Rangers, li-Anthawirriyarra Sea Rangers, Marra Aboriginal Rangers, TSRA - Sea Team)
Indigenous Business Australia		
Torres Strait Regional Authority (TSRA)		
State/territory and local governments, and natural resource management regional managers	North Australian Indigenous Land and Sea Management Alliance Ltd (NAILSMA) CRC Northern Australia	Aboriginal corporations (e.g. weetapooona Aboriginal Corporation, Djungga Corporation - South Coast Aboriginal Fishing Rights Group) Indigenous organisations (e.g. Undalup Association, Aboriginal Biodiversity Conservation Foundation, Indigenous Carbon Industry Network)
		Industry, incl. environmental, agricultural and finance sectors

Budget and risks

Table 2 shows the estimate % budget allocation at the time of writing this document. This budget may need to be adjusted through the life of the program to meet evolving needs of the Hub, the Department and other stakeholders.

Table 2: Indigenous partnership budget

Items	Hub Contribution	Partner Contribution (in-kind)
Indigenous engagement/ participation and research led projects Indigenous capacity building (including scholarships/ PhD support)	The Hub contribution will represent ~3.5% of the total Hub budget for the life of the program. However, additional investment will occur within specific projects that deliver on aspects of the Strategy.	Matching in-kind contribution will be provided to support the Hub budget allocation.

The Hub will allocate approximately 10% of the research funds to support implementation of this strategy. It is hoped through this strategy Indigenous engagement is normalised in research, that Indigenous peoples knowledge is increasingly applied in the management of their lands and that a cohesive Indigenous voice is developed to guide and inform environmental decision making and management.

Table 3: Key Risks, controlling measures and addition mitigation measures

Key risks	Controlling measures	Additional mitigation measures
1. Insufficient resources (time and budget) to deliver the Strategy	Indigenous facilitators engaged in development and review of Hub priority setting and budget.	
2. Ineffective engagement between Indigenous people, communities and organisations and researchers to develop shared understanding about research needs	Indigenous facilitators work closely with Hub leadership team and regional Reference Groups to plan and implement engagements.	
3. Indigenous people, communities and organisations are not meaningfully involved in designing research projects	Indigenous facilitators work closely with project leaders to ensure primary research users are identified and engage in project design.	Identify high-priority projects where Indigenous engagement in co-design is critical to success. (e.g. priorities on basis of risk informed by factors like project complexity, experience of research team with cross-cultural projects)
4. Indigenous people, communities and organisations are not meaningfully engaged throughout project	Indigenous facilitators review proposed project plans to ensure they contain effective mechanisms for engaging	Indigenous facilitators check-in with research-users on high priority projects to get feedback on project progress (e.g. priorities on basis of risk informed by factors like project complexity,

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	<p>research-users throughout the project.</p> <p>Indigenous facilitators check in with project leaders to ensure engagement is proceeding as planned and, where required, discuss refinements to improve approach</p>	<p>experience of research team with cross-cultural projects)</p>
<p>5. Indigenous people, communities and organisations are not meaningfully engaged in co-designing research outputs to meet the needs of research-users</p>	<p>Indigenous facilitators engage with researchers and research-users to develop to ensure there is a shared understanding about cultural context.</p>	<p>Indigenous facilitators check-in with Indigenous partners and researchers on high priority projects</p>
<p>6. Lack of coordination between Indigenous facilitators, Hub leaders and Initiative leader(s)</p>	<p>Indigenous facilitators to use Hub Leadership Ream meetings to ensure coordination with Hub leaders and Initiative leaders</p>	<p>Ensure there is shared understanding about high-priority projects requiring coordination</p>
<p>7. Lack of coordination between knowledge brokers, Indigenous facilitators, data wranglers, communication and media specialists</p>	<p>Indigenous facilitators to set up regular meetings with knowledge brokers, data wranglers, communications and media specialists to ensure effective coordination</p>	<p>Ensure there is shared understanding about high-priority projects requiring coordination</p>
<p>8 Indigenous cultural and intellectual property is not protected</p>	<p>Indigenous facilitators and data managers and project leaders to work together to identify ICIP and develop shared understanding about processes to protect ICIP</p>	<p>Encourage research project leaders to completed ICIP training</p>

Monitoring and evaluation

The application of the *NESP Indigenous partnership principles* will be evaluated at the program level in accordance with the *NESP monitoring and evaluation plan*. The Hub Indigenous Partnerships Strategy is a living document. The Hub will annually review the performance of this strategy using the performance measures outlines in the table 4 below.

Table 4: Hub Indigenous engagement performance monitoring and evaluation framework.

Principles	Performance measures
Respect and mutual benefit	<ul style="list-style-type: none"> Degree to which the perceptions and attitudes of Indigenous peoples involved with hub research are positive.
Right to Indigenous cultural and intellectual property (ICIP)	<ul style="list-style-type: none"> Number and proportion of Indigenous ICIP agreements signed for co-designed and -led projects (i.e., Indigenous initiators and leaders, co-researchers and collaborators).
Co-created	<ul style="list-style-type: none"> Number and proportion of projects meeting identified research and management priorities of Indigenous groups (provide case studies). Number of Indigenous partners who have remained interested and committed to the project (number of returning Indigenous partners, and progress of partnership).
Indigenous-led governance	<ul style="list-style-type: none"> Number of existing Indigenous governance structures engaged in guiding NESP projects. Number of Indigenous organisations/committees involved in programs and projects.
Relationships focused	<ul style="list-style-type: none"> Number of joint projects, conference/workshop presentations and co-authored publications with Indigenous peoples. Number of consultation and planning meetings held with Indigenous people and organisations (including who they represent). Number and type of communication products or activities that were used to communicate research results with Indigenous people, and for the benefit of Indigenous peoples.
An individual approach	<ul style="list-style-type: none"> Number of Indigenous people and or organisations (non-rangers) who have participated in meetings or field work (including who they represent). Number of Indigenous people employed (in casual, non-ongoing or ongoing full-time or part-time roles) and Indigenous-owned organisations engaged through contracts. Measures of increased cultural understanding of non-Indigenous people in the hub (e.g. number of staff who have recently undergone cultural awareness training, number of staff engaged in projects with Indigenous partners). Number of Indigenous people engaged as volunteers.

Key dates

Effective engagement of researchers and Indigenous communities and organisations is promoted when they have certainty about how and when they will be engaged. NESP research planning sets a predictable annual cycle for developing research plans based on a shared understanding about research-user needs and the research options to meet these needs. A series of engagements are triggered at the beginning of these annual cycles, including with Indigenous communities and organisations through the Hub's regional reference groups. Similarly, the NESP progress reporting requirements set a predictable annual cycle for engaging Indigenous partners to capture understanding about project progress, risk management and research impact.

Outside of NESP there are annual events that provide predictable opportunities to develop shared understanding and capture knowledge with Indigenous people, organisations and communities, for example; NAIDOC week, the Australian Marine Sciences Association (AMSA) annual conference and the AMSA annual Indigenous workshop (once/year).

Table 5 below provides a list of indicative key dates for 2021-22 for sequencing engagement with Indigenous communities and organisations. To promote effective engagement the Hub Executive will develop and maintain a forward-looking engagement schedule for knowledge brokering in consultation with the Traditional Owner community. This will include key dates for Indigenous engagement and partnerships.

Table 5: A list of indicative key dates for Indigenous engagement in 2021-22.

Indicative key dates for 2021-22	Engagement opportunities
Sept-Oct 2021 (TBC)	Indigenous research priorities workshop (project 1.31)
27 May – 03 June 2022	National Reconciliation Week
First week in July	NAIDOC week
August, November, February, May	NESP Indigenous Facilitator Network meetings
November 2021, February 2022	Hub Steering Committee meetings
September, December, March, June	National Hub Leadership Team meetings
TBA	Cross-Hub Senior Governance Committee meetings
Nov/December 2021 (TBC)	AMSA Indigenous Workshop (NSW)
7-11 August 2022	AMSA Indigenous Workshop (Cairns QLD) - proposed