Caring for Country Monitoring and Evaluation Framework

NSW GOVERNMENT

Acknowledgement of Country

We acknowledge the Darug, Dharawal, and Gundungurra peoples as the Traditional Custodians of the lands, waters, and skies across the Cumberland Plain. We honour and pay our deepest respects to Elders past, present, and emerging, who hold and pass on the knowledge, traditions, and cultural practices that have sustained these lands for tens of thousands of years.

This Caring for Country Monitoring and Evaluation Framework is developed with gratitude and recognition of the ongoing connection that Aboriginal peoples have to Country. We honour the wisdom and stewardship of Traditional Custodians and commit to walking alongside them in caring for Country, conserving biodiversity, and fostering cultural and environmental sustainability.

We also acknowledge the diverse Aboriginal communities across Western Sydney who contribute their knowledge, skills, and care for Country, including those who may not be Traditional Custodians but are connected to Country and continue to enrich the cultural fabric and resilience of this region.

In the spirit of respect and reconciliation, we commit to embedding Aboriginal voices, values, and leadership in all aspects of our work, ensuring that this Caring for Country Monitoring and Evaluation Framework supports self-determination and strengthens the cultural and environmental legacy of the Cumberland Plain.

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Acknowledgement of contributors

This Caring for Country Monitoring and Evaluation Framework (the Framework) was developed over 12 months through respectful collaboration with many individuals and organisations who share a deep commitment to Caring for Country across the Cumberland Plain.

We gratefully acknowledge the Darug, Gundungurra, and Dharawal Traditional Custodians and other Aboriginal peoples with cultural responsibilities and connections to this Country. Their knowledge, leadership, and generosity in sharing perspectives have directly shaped the direction and content of this Framework.

A number of Aboriginal Elders, individuals and families shared their valuable perspectives with us early in the development of the Cumberland Plain Conservation Plan, which resulted in development of the Caring for Country Aboriginal Outcomes Strategy.

We also thank members of Local Aboriginal Land Councils on the Cumberland Plain and other Aboriginal community members and organisations who shared their time and ideas.

This Framework was designed and developed by First Nations Economics (FNE), an Aboriginal-led, Supply Nation-registered charity dedicated to achieving social, cultural, and economic prosperity for First Peoples.

Associate Professor Rick Macourt and Kristy Swain expertly led the consultations and worked closely with the Aboriginal community to ensure that 'Community' lies at the heart of this Framework.

We recognise the important contributions of the Caring for Country Monitoring, Evaluation and Reporting (MER) Working Group, as well as our local government partners across the 9 councils of the Cumberland Plain, Local Land Services, the National Indigenous Australians Agency (NIAA) and Lyrebird Dreaming Pty Ltd.

This Framework is designed to be read in conjunction with the Caring for Country Aboriginal Relationships Framework and Toolkit, which is a guide to conducting meaningful relations with Aboriginal people on the Cumberland Plain in Western Sydney.

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Executive Summary

The Monitoring and Evaluation Framework (the Framework) for the Caring for Country Aboriginal Outcomes Strategy (the Strategy) was developed to assess the Strategy's effectiveness in delivering meaningful outcomes for Aboriginal peoples in Western Sydney. As a component of the broader Cumberland Plain Conservation Plan (CPCP), the Strategy is grounded in the principle of self-determination and reflects the aspirations shared by the Darug, Dharawal, Gundungurra, and other Aboriginal peoples during extensive consultations.

The Strategy has four key objectives:

1. Improving the health and wellbeing of Country
2. Maintaining Aboriginal relationships with land and water
3. Promoting Aboriginal culture and knowledge
4. Supporting economic participation

To ensure that these objectives are met, the NSW Department of Planning, Housing, and Infrastructure (the Department) engaged First Nations Economics (FNE) to design a culturally appropriate and comprehensive Monitoring and Evaluation Framework. The Framework ensures that the progress and outcomes of the Strategy are tracked systematically, with a particular focus on cultural, environmental, and socio-economic impacts.

The Framework was created to:

- Assess the effectiveness of the Strategy in achieving its stated goals and objectives.
- Ensure transparency and accountability in the implementation of the Strategy.
- Provide a structured approach for continuous learning, allowing for adaptive management based on the evaluation findings.
- Ensure Aboriginal peoples, government agencies, and stakeholders are kept informed about the Strategy's progress and outcomes.
- Facilitate data-driven decision-making to improve the Strategy's long-term development.

The Framework will guide the systematic evaluation of the Strategy, ensuring alignment with the cultural values, environmental priorities, and economic aspirations of the Aboriginal communities involved.

The Framework includes the following components:

- **Program Logic and Theory of Change:** This outlines how the Strategy's activities will lead to the intended outcomes, providing a roadmap for evaluating progress.
- **Key Evaluation Questions (KEQs):** These questions guide the evaluation process by focusing on specific aspects of the Strategy's impact, including environmental, cultural, and economic outcomes.
- **Key Performance Indicators (KPIs):** These indicators measure the outputs and outcomes of the Strategy and track its success over time.
- **Data Collection Methods:** A mix of qualitative and quantitative data collection approaches will be employed, including surveys, interviews, focus groups, and field observations. Culturally sensitive methods will be prioritised to ensure the accuracy and relevance of the data collected.
- **Reporting Schedule:** Regular reporting is built into the framework to provide updates on progress and ensure accountability.

The methodological design of the framework ensures that both qualitative and quantitative data are collected in a culturally appropriate manner. This includes:

- **Culturally Sensitive Data Collection:** Aboriginal researchers and facilitators will lead the collection of community data to ensure that cultural knowledge and perspectives are respected and represented.
- **Regular Feedback:** Ongoing feedback will be sought from Aboriginal stakeholders throughout the evaluation process, allowing for ongoing adjustments to the Strategy based on insights gained.

The Framework is aligned with both Commonwealth Evaluation Policy and the NSW Evaluation Policy and Guidelines. This ensures that the evaluation process meets high standards for accountability, transparency, and cultural appropriateness, fostering a culture of learning and continuous improvement within the Strategy.

The Framework is a key tool in ensuring that the Caring for Country Aboriginal Outcomes Strategy delivers on its promises to Aboriginal communities in Western Sydney. By embedding culturally appropriate evaluation methods, transparent processes, and adaptive management, the Framework ensures that the Strategy remains aligned with the aspirations and priorities of Aboriginal peoples. It supports the long-term success of the Strategy by fostering meaningful relationships and continuous learning by upholding the Departments commitment to the respectful care and stewardship of Country, culture, and community.

1 Introduction

The Caring for Country Aboriginal Outcomes Strategy 2024–2033 was developed after extensive consultation with the Traditional Custodians — Darug, Dharawal, and Gundungurra — and Aboriginal peoples throughout Western Sydney. This Strategy is part of the broader Cumberland Plain Conservation Plan (CPCP) and represents a continuation of the early discussions initiated during the CPCP's development. Through this engagement, a strong message emerged that an Aboriginal Outcomes Strategy was necessary to support the implementation of the CPCP, ensuring that it aligns with the cultural, spiritual, socioeconomic and environmental aspirations of these communities.

The Strategy is a direct reflection of the ideas, aspirations, and cultural knowledge shared by Aboriginal peoples during the consultation process. This document outlines four main objectives designed to empower and support Aboriginal peoples in Western Sydney (see Table 1).

Table 1: Objectives of the Strategy and CPCP

Cumberland Plain Conservation Plan	Caring for Country Aboriginal Outcomes Strategy
Supporting new housing and infrastructure	Improving the health and wellbeing of Country
Environmental values	Maintaining Aboriginal relationships with land and water
Biodiversity assessment	Promoting Aboriginal culture and knowledge
The conservation program	Supporting economic participation

The Strategy aims to protect and enhance Aboriginal cultural heritage, promote sustainable land management practices, and foster economic opportunities for Aboriginal peoples, while ensuring that development does not compromise the cultural and environmental values of the land.

Central to the Strategy is the principle of self-determination, ensuring Aboriginal peoples of Western Sydney are not only consulted but actively involved in decision-making processes related to the management of their Country and resources (see Table 2).

Table 2: Principles of the Strategy and CPCP

Cumberland Plain Conservation Plan	Caring for Country Aboriginal Outcomes Strategy
• Native vegetation and threatened ecological communities improve. • Target threatened species persists and suitable habitat improves. • Protected koala habitat is improved and threats are managed. • Increased public access to green space. • Increased stakeholder participation in biodiversity conservation. • Increased Aboriginal economic participation, promotion of culture and knowledge and maintenance of cultural, spiritual and physical relationships to Country.	• Self-determination in caring for country. • Cultural and environmental impact awareness. • Empower future generations through sustainable Aboriginal-led conservation. • Strengthen cultural, social, and economic wellbeing. • Recognise and protect cultural knowledge. • Promote economic empowerment for Aboriginal businesses. • Expand opportunities for Aboriginal employment and training.

In recognition of the need for a structured approach to monitor and evaluate the success of the Strategy, the Department engaged FNE to develop a comprehensive Monitoring and Evaluation Framework. The Framework is designed to assess the effectiveness of the Strategy in meeting its goals and ensuring that Aboriginal peoples of Western Sydney are benefiting from its implementation.

This Framework will guide the systematic assessment of the Strategy's outcomes, ensuring its effectiveness and alignment with these goals over the 2024-2033 period.

First Nations Economics (FNE)

FNE's engagement by the Department reflects a commitment to developing an evaluation framework that is both culturally appropriate and grounded in Aboriginal knowledge systems. FNE is an Aboriginal-led, Supply Nation-registered charity dedicated to advancing the social, cultural, and economic aspirations of First Peoples. FNE reinvests 100% of its profits back into the economic development of First Nations communities and works in partnership with philanthropic, governmental, and community organisations to deliver sustainable and impactful outcomes for Aboriginal and Torres Strait Islander peoples.

For this project, FNE ensured that Aboriginal leadership, knowledge, and cultural context were central to the development and implementation of the Monitoring and Evaluation Framework for the Strategy.

1.1 Purpose of the Framework

The Framework is designed to offer a structured approach to evaluating the Strategy over time, ensuring it remains aligned with the aspirations and priorities of Aboriginal peoples across Western Sydney. This evaluation and reporting framework aims to:

- Assess the Strategy's impact in relation to its stated goals and objectives.
- Promote transparency and accountability throughout the Strategy's implementation.
- Support continuous learning and improvement through adaptive management.
- Keep stakeholders, including government bodies and Aboriginal peoples informed of progress and outcomes.

Through this Framework, the Department and key stakeholders can track program outcomes, evaluate the effectiveness of activities, and monitor the Strategy's cultural, environmental, and socio-economic impacts. Additionally, the Framework facilitates ongoing refinement of the Strategy by providing feedback mechanisms to identify what is working well and where adjustments may be needed.

1.2 How This Framework Was Developed

The development of this Framework for the Caring for Country Aboriginal Outcomes Strategy was a collaborative and iterative process, incorporating input from various stakeholders, expert consultations, and lessons learned from existing initiatives. The following key steps outline the comprehensive approach taken in creating this Framework:

Stakeholder Engagement

- Engagement with Project Team:
    - Regular engagement with the Department's project team.
    - Guidance based on current relationships.
    - Review of existing documents.
- Community Consultations:
    - Initial consultations were conducted with Aboriginal peoples of Western Sydney to understand their perspectives, priorities, and experiences related to land management, cultural practices, and economic participation. These discussions highlighted the importance of integrating cultural knowledge and community values into the evaluation process[1].
- Collaborative Governance
    - The development of the Framework was guided by a Project Control Group (PCG), which included collaboration with relevant organisations and experts in Aboriginal affairs, environmental management, and evaluation practices. The PCG included partners such as the National Indigenous Australians Agency (NIAA), Penrith City Council, Local Land Services, and Lyrebird Dreaming. This group provided guidance that ensured that the Framework aligns with best practices and is consistent with both the CPCP and the Strategy, while addressing the needs of the Aboriginal communities involved.

Development of Key Indicators

- Defining Success Indicators
    - Based on community and stakeholder input, a comprehensive set of success indicators have been developed for each of the Strategy's four pillars. Each indicator was designed to be measurable, relevant, and culturally appropriate.
- Regular Feedback
    - Draft indicators were shared with stakeholders for feedback, ensuring that they accurately reflect community values and aspirations. This iterative process allowed for refinement and validation of the proposed indicators.

Methodological Design

- Data Collection Approaches
    - The Framework outlines a mix of qualitative and quantitative data collection methods tailored to the identified indicators. This includes surveys, interviews, focus groups, and field observations to capture diverse aspects of community experiences and environmental impacts.
- Culturally Appropriate Methods
    - Culturally sensitive data collection methods were prioritised, ensuring that the voices and perspectives of Aboriginal peoples are respected and accurately represented. This includes employing Aboriginal researchers and facilitators to conduct interviews and workshops.

1.3 Alignment with Australian and NSW Government's Evaluation Policies

The Framework has been designed to align with both the Commonwealth Evaluation Policy and the NSW Evaluation Policy and Guidelines established by NSW Treasury. This dual alignment ensures that the framework supports evidence-based policy development and budget-setting processes at both the Commonwealth and State levels.

The Commonwealth Evaluation Policy emphasises the importance of embedding a culture of evaluation across all Commonwealth entities, promoting the use of evaluation as an integral part of program design and ongoing governance. By fostering a principles-based approach, the Policy guides entities to set clear objectives, measure progress, and utilising credible, evidence-based information to inform policy decisions and program enhancements. The emphasis on ethical, culturally appropriate evaluations aligns closely with the goals of the Caring for Country Strategy, ensuring the health and wellbeing of Aboriginal peoples are at the forefront of evaluation efforts.

Similarly, the NSW Evaluation Policy and Guidelines provide a comprehensive framework for planning and conducting evaluations of State-funded initiatives. It sets out mandatory requirements and best practice recommendations for agencies, emphasising the need for clear evaluation objectives and robust design.

By integrating the principles and practices outlined in both the Commonwealth and NSW Evaluation Policies, this Framework ensures that evaluations will not only be fit for purpose but also robust and transparent. It promotes accountability and continuous improvement, fostering a culture of learning that enhances the effectiveness of government initiatives aimed at improving social, cultural, and economic outcomes for Aboriginal peoples in Western Sydney.

1.4 Using this Framework in Conjunction with the Relationships Framework and Toolkit

This Framework is designed to work alongside the Caring for Country Relationships Framework and Toolkit, which outlines how the Department and its partners should engage with Aboriginal peoples and organisations in culturally respectful, practical, and effective ways.

While this Framework provides the measurable indicators and tools to assess progress, effectiveness, and accountability in implementing the Caring for Country Aboriginal Outcomes Strategy, the Relationships Framework complements this by guiding the quality and integrity of relationships with Aboriginal peoples.

Together, these frameworks ensure that:

- Monitoring activities are conducted within a culturally safe and respectful context.
- Data collection and interpretation respect Indigenous Cultural and Intellectual Property (ICIP) rights and Aboriginal data sovereignty.

- Partnerships and capacity-building efforts are shaped by mutual trust and local Aboriginal knowledge.

Outcomes are assessed not only through metrics, but also through lived experience, cultural values, and relational impacts.

Users of this Framework are strongly encouraged to consult the Caring for Country Relationships Toolkit during all stages of planning, implementation, and reporting.

2 Background

The Strategy was developed to address key challenges faced by Aboriginal peoples in Western Sydney, particularly regarding land management, cultural heritage, and socio-economic development.

Grounded in the principles of self-determination, the Strategy prioritises the protection and revitalisation of Aboriginal culture, the sustainable use of Country, and the inclusion of Aboriginal voices in decision-making processes.

As the Strategy progresses, it is essential to assess its effectiveness, ensure it delivers meaningful outcomes, and remains aligned with the aspirations of Aboriginal peoples in Western Sydney's. To achieve this, the Department engaged FNE to develop a robust Monitoring and Evaluation Framework. This Framework will enable stakeholders to measure program progress, track the achievement of objectives, and make informed decisions about future actions.

The need for a formal evaluation framework was identified through extensive consultations with Aboriginal community members, traditional custodians, Local Aboriginal Land Councils, and key stakeholders involved in the Strategy's implementation. Feedback from these consultations emphasised the importance of transparency, accountability, and cultural sensitivity in evaluating the Strategy.

This Framework aims to ensure that Aboriginal peoples are actively engaged throughout the evaluation process, and that the data gathered is not only reflective of the Strategy's performance but also culturally informed and contextually relevant. The Framework will measure both quantitative and qualitative outcomes, assessing not only the tangible results of the Strategy but also its broader impacts on community well-being, cultural revitalisation, and environmental stewardship.

By integrating the key themes identified during stakeholder engagement — such as meaningful community partnership, caring for Country, honouring cultural heritage, and promoting economic prosperity — the Framework provides a comprehensive and culturally appropriate mechanism for evaluating the Strategy.

Additionally, it ensures that the insights gained from the evaluation process can inform future policy development, programming, and community engagement efforts.

3 Key Elements

This Framework includes the following components:

- **Program Logic and Theory of Change**: A structured approach that outlines how the Strategy's activities will lead to the intended outcomes.
- **Key Evaluation Questions (KEQs)**: Questions that will guide evaluation to assess progress and impact.
- **Key Performance Indicators (KPIs)**: Metrics to assess the Strategy's outputs and outcomes.
- **Data Collection Methods**: Strategies for collecting qualitative and quantitative data.
- **Reporting Schedule**: A timetable for periodic reporting on progress and outcomes.

4 Theory of Change and Program Logic

The Strategy is built upon a holistic and integrated approach to caring for Country, with a focus on environmental, cultural, social, and economic dimensions. The success of the Strategy relies on the principle of self-determination, where Aboriginal peoples lead decision-making processes and shape their own futures. Monitoring and evaluation of the Strategy will be essential in ensuring that this theory of change is effectively realised and adapted based on outcomes.

The Theory of Change for the Strategy will serve as a key framework in evaluating progress against the four interconnected pillars that underpin the Strategy:

1. Improving the health and wellbeing of Country,
2. Promoting and honouring Aboriginal culture and knowledge,
3. Strengthening relationships with land and water, and
4. Enhancing economic participation through self-determined initiatives.

Monitoring and evaluation efforts will measure not only the immediate outputs but also the long-term outcomes associated with each pillar.

4.1 Program Logic

Goal: Strengthen Aboriginal self-determination, enhance the health and wellbeing of Country, maintain Aboriginal relationships with land and water, promote Aboriginal culture and knowledge, and support economic participation through genuine partnerships and co-management.

- *See Appendix A for detailed Program Logic*

Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Long-term Outcomes
Self Determination - Co-developing Actions with Aboriginal Peoples through Partnerships					
Funding & Resources: Financial support for partnerships with Aboriginal peoples. Capacity-building resources for co-design and youth engagement tools.	Establish co-management and co-governance structures with Traditional Custodians, Elders, and Local Aboriginal Land Councils (LALCs). Customised community engagement and youth participation programs.	Formal partnerships, youth engagement frameworks, and steering committees established. Customised engagement processes tailored to diverse groups.	Strengthened partnerships, increased community participation, and youth involvement.	Ongoing co-management, sustained engagement, and empowered Aboriginal youth leadership.	Self-determination in land and water stewardship, cultural leadership, and sustainability.
Caring for Country					
Funding and Resources: Funding for biodiversity stewardship, fire management, food security, and ranger programs. Technical expertise from government agencies and Aboriginal knowledge holders.	Establish biodiversity stewardship sites and traditional fire management programs. Joint management of conservation areas, support food security, and waterway restoration.	Biodiversity stewardship agreements, fire management programs, food security initiatives, and Aboriginal Ranger positions.	Improved understanding of stewardship and traditional ecological practices, stronger partnerships, and new food security projects.	Increased biodiversity stewardship sites, expanded fire management, and joint land management initiatives.	Sustainable Aboriginal-led conservation practices, long-term land management control, and greater environmental resilience.

Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Long-term Outcomes
Aboriginal Culture and Heritage					
Funding and Resources: Funding for cultural heritage, language revitalisation, and research. Grants for Aboriginal-led projects and educational initiatives.	Aboriginal place naming, traditional land management research, and cultural competency education programs.	Place naming processes, co-led research projects, cultural conservation initiatives, and education programs.	Recognition of Aboriginal culture, enhanced understanding of traditional knowledge, and expanded education programs.	Place names restored, traditional knowledge integrated into land management, and protected cultural heritage.	Continuous use of Aboriginal place names, long-term ecological and cultural sustainability, and ongoing cultural competency.
Economic Participation					
Funding and Grants: Funding, grants, training and mentorship for Aboriginal businesses. Partnerships with business support organisations.	Capacity-building workshops, business development grants, mentorship programs, and promoting Aboriginal business participation.	Trained Aboriginal business owners, published business resources, upgraded business infrastructure, and increased participation in government contracts.	Increased skills in tendering and procurement, stronger business networks, and business growth.	Achieving the 5% Aboriginal business expenditure target, expanded participation in procurement, and sustained business growth.	Economic empowerment, integrated procurement frameworks, increased Aboriginal employment, and sustained community benefits.

5 Key Evaluation Questions (KEQs)

The evaluation of the Strategy should be structured around key questions that directly relate to its four main objectives. The following KEQs are designed to assess the overall effectiveness of the Strategy, ensuring that it delivers positive outcomes for Aboriginal peoples in the areas of Country, culture, and economic participation.

Each question will be supported by a range of data collection methods, including qualitative and quantitative indicators, to provide a comprehensive assessment of the Strategy's impact.

❖ *See Appendix B for the full set of sub-questions and data sources to further guide and support discussion for monitoring and evaluation.*

Self-Determination	
KEQ: How effectively has the Strategy empowered Aboriginal peoples in Western Sydney to lead, co-design, and make decisions about initiatives that impact their cultural, economic, and environmental outcomes?	**Rationale:** Self-determination is central to enabling Aboriginal peoples to take control over decisions that directly affect their lives, cultures, and futures. This KEQ aims to evaluate the degree to which the Strategy fosters Aboriginal leadership, governance, and decision-making in key areas, ensuring that communities have the autonomy to design and implement their own initiatives while also strengthening their connections to Country, culture, and economy.
Health & Wellbeing of Country	

KEQ: How effectively has the Strategy contributed to the health and wellbeing of Country in Western Sydney?	**Rationale:** The core of the Strategy is to restore and enhance the health and resilience of Country, as it is intrinsically linked to the cultural, spiritual, and physical wellbeing of Aboriginal peoples. Evaluating this objective involves measuring both environmental and cultural outcomes connected to land and water management.
Cultural Knowledge and Practices	
KEQ: How has the Strategy supported the promotion and transmission of Aboriginal culture and knowledge?	**Rationale**: Promoting and preserving Aboriginal cultural knowledge is vital to maintaining Aboriginal identity, spirituality, and connection to Country. This KEQ evaluates how effectively the Strategy supports cultural revitalisation through education, community engagement, and knowledge sharing.
Relationships with Land and Water	
KEQ: How well has the Strategy facilitated the maintenance of Aboriginal relationships with land and waters in Western Sydney?	**Rationale**: Aboriginal peoples relationships with land and water are central to their identity and wellbeing. This KEQ assesses how the Strategy has empowered Aboriginal peoples to maintain and strengthen their cultural, spiritual, and practical connections to their traditional lands and waters.
Economic Participation	
KEQ: To what extent has the Strategy improved economic opportunities for Aboriginal and Torres Strait Islander people in the region?	**Rationale**: Economic participation is a key pillar of the Strategy, aiming to create meaningful and sustainable job opportunities for Aboriginal people in land management, eco-tourism, and related industries. This KEQ evaluates how the Strategy has contributed to economic empowerment and the growth of Aboriginal businesses.

6 Key Performance Indicators (KPIs)

The Strategy's KPIs will track both outputs (activities completed) and outcomes (changes resulting from the activities). These are aligned with the CPCP Monitoring, Evaluation, Reporting, and Improvement (MERI) Framework for consistency. Detailed sub-metrics that can be combined and tailored for use with specific activities, can be found at Appendix C.

Objective	**Improving the Health and Wellbeing of Country**	
Metrics	**1.1: Country Health Indicators** Measure improvements in key ecological indicators such as soil quality, vegetation cover, and biodiversity (flora and fauna) in areas managed under the Strategy.	
	1.2: Cultural Burning Practices Track the number and effectiveness of cultural burning activities, with a focus on reducing bushfire risk and enhancing biodiversity.	
	1.3: Waterways Health Monitor water quality, including water clarity and the health of aquatic ecosystems in local rivers and wetlands.	
Location/Site		
Data	**Baseline**	
	Data Collection	
	Data Collection Frequency	
	Data Source	
Target	**1.**	
	2.	
	3.	
Reporting	**Frequency**	
	Forum	
	Start Date	

	Responsibility	
	Further Details	
Objective	**Maintaining Aboriginal Relationships with Land and Water**	
Metrics	**2.1: Access to Country** Measure the number of Aboriginal people with access to Country for cultural practices, knowledge sharing, and management.	
	2.2: Traditional Custodian Engagement Track the involvement of Traditional Custodians and knowledge holders in land and water management decisions.	
	2.3: Restoration of Cultural Sites Measure the number of significant cultural sites identified, protected, and restored.	
Data	**Baseline**	
	Data Collection	
	Data Collection Frequency	
	Data Source	
Target	**1.**	
	2.	
	3.	
Reporting	**Frequency**	
	Forum	
	Start Date	
	Responsibility	
	Further Details	
Objective	**Promoting Aboriginal Culture and Knowledge**	
Metrics	**3.1: Cultural Education Programs**	

	Track the implementation and participation in cultural education programs for both Aboriginal and non-Aboriginal communities, including schools and local councils.	
	3.2 Intergenerational Knowledge Transfer Measure the involvement of Elders and Traditional Custodians in mentoring and knowledge transfer activities with Aboriginal youth.	
	3.3: Inclusion of Cultural Knowledge in Land Management Monitor the integration of Aboriginal cultural knowledge and practices (e.g., cultural burning, bush regeneration) into official land management policies.	
Data	**Baseline**	
	Data Collection	
	Data Collection Frequency	
	Data Source	
Target	**1.**	
	2.	
	3.	
Reporting	**Frequency**	
	Forum	
	Start Date	
	Responsibility	
	Further Details	
Objective	**Supporting Economic Participation**	
Metrics	**4.1: Employment of Aboriginal Rangers** Track the number of Aboriginal people employed as Rangers or in other roles related to land and water management.	
	4.2: Aboriginal Business Engagement Measure the number of contracts awarded to Aboriginal businesses for services related to environmental management, cultural site protection, and caring for country.	
	4.3: Training and Apprenticeships	

	Track the establishment of school-based traineeships and apprenticeships that engage young Aboriginal people in environmental management and cultural heritage work.	
	4.4: Intellectual Property and Cultural Knowledge Protection Monitor the development of protocols ensuring Aboriginal people are appropriately compensated for their cultural knowledge and intellectual property when used in land management.	
Data	**Baseline**	
	Data Collection	
	Data Collection Frequency	
	Data Source	
Target	**1.**	
	2.	
	3.	
Reporting	**Frequency**	
	Forum	
	Start Date	
	Responsibility	
	Further Details	

7 Data collection methods

A mix of qualitative and quantitative methods should be used to ensure a robust evaluation of the Strategy. These methods will capture both the cultural and environmental impacts, as well as economic participation and outcomes. The combination of methods allows for a comprehensive understanding of how the Strategy is performing and achieving its objectives, while ensuring that Indigenous Cultural and Intellectual Property (ICIP) is respected and protected throughout all data collection processes, in alignment with the Department's Indigenous Cultural and Intellectual Property Protocol.

7.1 Qualitative Methods

Surveys and Interviews

Purpose: To engage Aboriginal community members, stakeholders, and participants in the Strategy initiatives.

Focus: Gathering insights into cultural, environmental, and economic outcomes from those directly involved.

Details:

- Interviews with Elders, community leaders, and stakeholders to assess cultural knowledge transfer, satisfaction with partnerships, and the effectiveness of co-management strategies.
- Surveys of participants involved in economic and cultural initiatives to understand their experiences and perceived benefits.
- Open-ended questions to gather community feedback on their engagement and the health of Country.

Case Studies

Purpose: To showcase successful projects and highlight the unique impacts on Country, culture, and economic participation.

Focus: Documenting success stories and lessons learned to support continuous improvement.

Details:

- In-depth analysis of key initiatives such as Aboriginal Ranger programs or land restoration efforts.
- Case studies that emphasise the role of Aboriginal knowledge in improving environmental outcomes and cultural preservation.
- Sharing examples of successful partnerships and economic development through Aboriginal-led initiatives.

7.2 Quantitative Methods

Administrative Data

Purpose: To track and review participation in cultural, economic, and environmental management activities.

Focus: Monitoring the number and diversity of Aboriginal participants, partnerships, and economic contributions.

Details:

- Records of employment and economic outcomes from Aboriginal Ranger programs or eco-tourism initiatives.
- Attendance records for cultural training sessions and environmental management activities.
- Quantitative data on Aboriginal business ownership, workforce engagement, and training opportunities.

Field Data

Purpose: To measure environmental improvements, particularly in biodiversity, land, and water health, resulting from Aboriginal land management practices.

Focus: Collecting scientific data to track progress on environmental restoration efforts.

Details:

- Biodiversity surveys to monitor species richness and habitat health.
- Water quality measurements in rivers, wetlands, and other bodies of water managed through Aboriginal-led efforts.
- Soil health and land quality assessments after cultural burning and restoration activities.

By combining these methods, the evaluation of the Strategy will provide a holistic view of the Strategy's impact on Country, culture, and economic participation. Qualitative data will give voice to Aboriginal perspectives, while quantitative data will offer measurable insights into the strategy's success. The findings will help identify areas for improvement, ensure adaptive management, and inform future program development.

8 Limitations and risks

8.1 Limitations

While the Framework has been developed with extensive community engagement and culturally appropriate methodologies, there are inherent limitations that may affect its full implementation and outcomes assessment:

Limited Data Availability

Some indicators, especially those related to long-term environmental, cultural, and social impacts, may rely on data that is not readily available or is difficult to collect. The lack of historical baseline data on specific areas, such as pre-existing health conditions of Country or traditional cultural practices, can make it challenging to establish a clear comparison or to attribute outcomes solely to the Strategy.

Impact: This could result in incomplete assessments or delayed reporting of progress, especially where there are data gaps.

Variability in Community Engagement

The level of participation in consultations, feedback, and data collection may vary between different Aboriginal communities due to factors such as community priorities, time constraints, and trust in government processes.

Impact: Inconsistent engagement can lead to gaps in community perspectives, which may result in a less comprehensive understanding of the Strategy's overall impacts.

Culturally Appropriate Methodologies

The Framework prioritises culturally appropriate data collection methods, which may not always align with traditional evaluation practices used in Western monitoring and evaluation. Balancing Aboriginal cultural protocols with the need for quantifiable data can be challenging.

Impact: This may limit the extent to which quantitative data can be used, making it harder to produce evaluations that meet conventional governmental and policy standards for reporting.

Long-Term Timeframe of Impacts

Many of the key outcomes expected from the Strategy, such as improved health of Country and transmission of cultural knowledge, are long-term in nature and may not be fully evident through short-term evaluations.

Impact: Early evaluations may underestimate the Strategy's long-term potential, leading to conclusions that could affect ongoing support or funding for the program.

External Factors

External factors, such as changes in government policies, economic conditions, or environmental factors (e.g., extreme weather events), can influence the outcomes of the Strategy.

Impact: These factors may introduce variability in the evaluation results, making it difficult to isolate the direct impact of the Strategy.

8.2 Risks

The implementation of the Framework also carries certain risks that may hinder its success or the integrity of its findings:

Inadequate Resourcing

Insufficient financial, human, or technical resources allocated to the monitoring and evaluation activities may result in delays or lower-quality data collection.

Mitigation: Ensure dedicated funding and staffing are secured for ongoing monitoring and evaluation efforts. Train community members and Aboriginal organisations to lead local data collection efforts.

Cultural Sensitivity Risk

If the evaluation process is perceived as culturally insensitive or intrusive by Aboriginal peoples, it may lead to disengagement or a lack of trust in the process.

Mitigation: Prioritise ongoing consultations with community leaders and ensure all evaluators are trained in cultural competence. Engage with Aboriginal facilitators wherever possible to maintain trust and cultural sensitivity.

Lack of Adaptability

The Framework may not adequately adapt to changes in community needs, environmental conditions, or strategic priorities over the 2024-2033 period.

Mitigation: Build flexibility into the Framework to allow for periodic reviews and updates. Introduce feedback mechanisms that enable adaptive management based on emerging findings and changing conditions.

Over-reliance on Quantitative Data

A focus on quantitative indicators may overlook the importance of qualitative, narrative-based data that reflects the lived experiences and cultural knowledge of Aboriginal peoples.

Mitigation: Balance quantitative data with qualitative insights from interviews, focus groups, and cultural narratives. Ensure that qualitative outcomes are given equal weight in the evaluation process.

Political and Policy Changes

Changes in government leadership or priorities, particularly at the State or Commonwealth level, may impact the continuity and support for the Strategy and its evaluation efforts.

Mitigation: Engage with a wide range of stakeholders across government, ensuring broad understanding and support of the Strategy and the Framework. Secure long-term commitments from policymakers to reduce the impact of political changes.

Risk of Unintended Consequences

There is a potential for unintended consequences, such as exacerbating community tensions, if the Strategy's implementation or evaluation leads to perceptions of unequal benefit distribution or if certain groups feel marginalised.

Mitigation: Ensure inclusive community engagement processes that recognise the diversity of Aboriginal voices in Western Sydney. Establish transparent mechanisms for grievance redress and conflict resolution.

By acknowledging these limitations and risks, the Framework can implement proactive strategies to mitigate their effects, ensuring the evaluation remains robust, culturally respectful, and reflective of the Strategy's goals.

9 Reporting Schedule

The reporting process will ensure regular updates on the progress of the Strategy's implementation. Reports will be shared with key stakeholders, including the Department, local councils, and Aboriginal peoples.

Progress Reports (Quarterly)

Purpose: Track ongoing activities, milestones, and key achievements in the implementation of the Strategy.

Details:

- Provide updates on key performance indicators (KPIs) and milestones, highlighting progress in cultural, environmental, and economic participation outcomes.
- Include insights on stakeholder engagement, training sessions, and community participation.
- Identify any emerging risks, issues, or delays, and suggest immediate corrective actions.
- Report on partnerships with Aboriginal peoples, feedback from cultural facilitators, and environmental data related to Country.

Frequency: Quarterly

Target Audience: the Department, Aboriginal peoples, local councils, Strategy implementation teams.

Annual Reports (Annually)

Purpose: Provide a detailed summary of yearly activities, outputs, and early-stage outcomes to ensure the Strategy is on track to meet its objectives.

Details:

- Summarise key achievements of the year, such as the number of Aboriginal people employed in land management, cultural knowledge transmission initiatives, and environmental restoration activities.
- Provide an analysis of early data trends from fieldwork, community feedback, and stakeholder engagement processes.

- Offer recommendations on any operational changes needed to improve performance and alignment with the four main objectives.
- Include financial reports on how resources have been allocated and spent.
- Ensure that all significant developments in land and water health, Aboriginal cultural practices, and economic participation are documented and communicated.

Frequency: Annually

Target Audience: the Department, local councils, Aboriginal peoples, funding bodies, and other key stakeholders.

Mid-Term Evaluation (2028)

Purpose: Conduct a comprehensive review of the Strategy's progress halfway through its implementation. This evaluation will focus on assessing interim outcomes, identifying challenges, and making recommendations for strategic adjustments.

Details:

- Assess whether the Strategy is on track to achieve its long-term objectives related to improving Country's health, maintaining cultural practices, and supporting economic participation.
- Evaluate the effectiveness of partnerships with Aboriginal peoples and other stakeholders.
- Review the integration of Aboriginal cultural knowledge into environmental management and economic participation initiatives.
- Identify challenges and barriers that have arisen in the first half of the implementation and offer targeted recommendations to address them.
- Provide interim data on biodiversity, cultural knowledge preservation, and employment or business growth in Aboriginal communities.

Frequency: Mid-term (2028)

Target Audience: the Department, local councils, Aboriginal peoples, partner organisations, and policymakers.

Final Evaluation (2033)

Purpose: Conduct a final, in-depth evaluation of the Strategy to assess its overall effectiveness in achieving its goals and objectives. This evaluation will also provide lessons

learned and recommendations for future initiatives that aim to support Aboriginal outcomes in land and water management.

Details:

- Offer a comprehensive review of the Strategy's impact on the health and wellbeing of Country, the preservation of Aboriginal culture and knowledge, the strengthening of relationships with land and waters, and the enhancement of economic participation.
- Present final data on biodiversity improvements, cultural knowledge transmission, and employment/business outcomes.
- Highlight successful case studies that showcase best practices and scalable models for future programs.
- Identify key lessons learned from the implementation process, focusing on areas that were particularly successful or challenging.
- Provide recommendations for future strategies or programs that could build on the outcomes of the Strategy.

Frequency: Final (2033)

Target Audience: the Department, local councils, Aboriginal peoples, national policymakers, environmental groups, and other stakeholders.

Delivery Method: Formal evaluation report, executive summary, and public-facing documents tailored for different stakeholder groups.

10 Governance and Accountability

Effective governance and accountability are critical to ensuring the success and integrity of the Strategy. Any governance structures must prioritise transparency, inclusivity, and shared decision-making between Aboriginal peoples, government bodies, and other stakeholders.

Governance Group	Details
Advisory Group	*Please provide details of the group, roles, responsibilities, membership etc.*
Steering Committee(s)	
Local Implementation Groups	

Roles and Responsibilities

Role	Responsibility
Aboriginal peoples	Aboriginal peoples will take a lead role in decision-making, particularly in the areas of land and water management, cultural preservation, and economic participation initiatives. Aboriginal Elders, youth, and cultural practitioners will have specific roles in advising and overseeing culturally appropriate practices.
The Department	The Department will be responsible for providing resources, ensuring compliance with regulatory frameworks, and facilitating collaboration across different levels of government. They will also play a key role in integrating the Strategy with broader State and regional planning initiatives.
Partner Organisations	Environmental agencies, conservation groups, and private sector partners will support the delivery of projects, ensuring they are scientifically robust and environmentally sustainable. Their role is to provide technical expertise and capacity building, but always in alignment with the needs and priorities set by Aboriginal communities.
Monitoring and Evaluation Teams	These teams will ensure that data collection and reporting processes are transparent and reflect the objectives of the Strategy. Their responsibility is to provide independent reviews, track KPIs, and ensure accountability at all levels.

11 Concluding Statement

This Framework provides a structured approach to assess the Caring for Country Aboriginal Outcomes Strategy. By measuring progress towards the Strategy's objectives, it will ensure that the health and wellbeing of Country, the promotion of culture and knowledge, the strength of Aboriginal relationships with land and water, and economic participation are effectively monitored and supported.

The Framework empowers all stakeholders — Aboriginal peoples, government agencies, and partner organisations — to participate in the ongoing assessment of the Strategy. This will promote transparency, accountability, and continuous learning throughout the implementation process.

Furthermore, it enables the integration of Aboriginal perspectives and self-determined decision-making, ensuring that the evaluation process remains culturally appropriate and reflective of the community's values and aspirations.

Ultimately, this Framework will provide critical insights to guide future actions and adaptations, fostering long-term success in safeguarding cultural heritage, promoting environmental stewardship, and supporting sustainable economic outcomes for the Aboriginal peoples of Western Sydney.

By embedding this evaluation process, the Strategy will remain responsive, ensuring that it continues to meet the evolving needs and aspirations of the communities it serves over its 2024–2033 lifecycle.

12 Glossary

Term	Definition
Aboriginal Cultural Heritage	The tangible and intangible assets, including land, waters, language, knowledge, traditions, and ancestral connections, that hold cultural significance for Aboriginal peoples.
Aboriginal Place Names	Names given to geographical features, locations, and landscapes by Aboriginal communities, often with significant cultural, historical, or spiritual meanings.
Biodiversity	The variety of plant and animal life in a particular habitat, crucial to maintaining the health and wellbeing of ecosystems and, by extension, the health of Country.
Capacity Building	Efforts to enhance the skills, resources, and abilities of Aboriginal communities and businesses to participate in economic, cultural, and environmental activities.
Caring for Country	A holistic concept that refers to the sustainable management and stewardship of lands, waters, and natural resources by Aboriginal peoples, grounded in cultural traditions and knowledge.
Cultural Competency	The ability to understand, communicate with, and effectively interact with people across cultures, particularly in relation to Aboriginal cultural contexts.
Cultural Revitalisation	Efforts to restore and maintain Aboriginal cultural traditions, languages, practices, and knowledge, ensuring their transmission to future generations.
Cultural Safety	An environment that is safe for Aboriginal people, where there is no assault, challenge, or denial of their identity, of who they are, and what they need.

Ecological Restoration	The process of assisting the recovery of an ecosystem that has been degraded, damaged, or destroyed, often with the aim of returning it to its original state.
Economic Participation	The engagement of Aboriginal people in meaningful and sustainable employment, business ownership, and entrepreneurial activities, particularly within land management, conservation, and eco-tourism.
Key Evaluation Question (KEQ)	A guiding question used to assess the effectiveness, efficiency, and impact of a strategy or initiative, framing the evaluation process on key outcomes.
Land Management	The process of managing the use, development, and conservation of land resources, particularly in the context of Aboriginal stewardship and traditional ecological knowledge.
Monitoring and Evaluation (M&E)	A systematic process of data collection and analysis to assess the effectiveness, efficiency, and impact of a project, program, or strategy.
Natural Resource Management (NRM)	A framework for managing land, water, soil, plants, and animals to achieve environmental, social, and economic sustainability, incorporating traditional Aboriginal knowledge.
Self-Determination	The right of Aboriginal people to freely determine their own political status and pursue their economic, social, and cultural development, including leading and co-designing initiatives that affect their communities and lands.
Social Outcomes	The social benefits or changes resulting from a project or initiative, particularly in health, wellbeing, employment, education, and community cohesion.
Traditional Custodians	Aboriginal people with cultural and legal responsibilities to care for specific areas of land and water, based on their ancestral connections to those areas.
Traditional Ecological Knowledge (TEK)	Knowledge, innovations, and practices of Indigenous communities developed over centuries of living in close connection with nature. TEK is often applied in conservation.

Truth-Telling	The process of openly acknowledging and addressing historical injustices, such as colonisation and displacement, as part of reconciliation efforts.
Wellbeing of Country	A concept reflecting the health and sustainability of natural systems, ecosystems, and cultural sites, deeply connected to the spiritual and physical wellbeing of Aboriginal people.

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Appendices

Appendix A – Detailed Program Logic

Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Long-term Outcomes
Self Determination - Co-developing Actions with Aboriginal Peoples through Partnerships					
Funding & Resources: • Financial support for partnerships with Aboriginal peoples. • Capacity-building resources for co-design and community engagement. • Tools and resources for Aboriginal youth engagement and participation.	**Building Partnerships with Communities:** • Establish co-management and co-governance structures with Aboiginal peoples of Western Sydney, ensuring equal decision-making power. • Partner with Darug, Dharawal, and Gundungurra Traditional Custodians, Elders, Knowledge Holders, and Local Aboriginal Land	**Formal Partnerships Agreements:** • Co-management agreements with Aboriginal peoples, including Traditional Custodians and LALCs. • Establishment of steering committees or decision-making structures including Elders and community members.	**Stronger Partnerships:** • Aboriginal peoples have clear, formal roles in decision-making processes for the Strategy implementation. • Communities feel heard, and contributions are integrated into conservation, planning, and development actions. **Flexible and Inclusive Engagement:**	**Strengthened Co-management Structures:** • Aboriginal peoples have ongoing decision-making roles, influencing regional land and water management, planning, and conservation initiatives. **Continued Customised Engagement:** • Established long-term relationships between Aboriginal peoples and	**Sustained Self-determination in Caring for Country:** • Aboriginal peoples lead co-management of Country, guiding land and water stewardship, conservation, and economic development. • Co-management structures are recognised and incorporated into mainstream governance models. **Long-term Cultural and Environmental Impact:**

	Councils (LALCs) to deliver actions under the Caring for Country Aboriginal Outcomes Strategy. **Customised Engagement:** • Provide flexible, individualised engagement approaches based on community consultation feedback. • Ensure diverse participation (including youth, Elders, gender balance, and people with disabilities) and respect for ICIP and cultural protocols. **Youth Voice and Participation:** • Establish a youth engagement framework to embed Aboriginal youth voices in Strategy implementation. • Create opportunities for youth to connect with Traditional Custodians	**Tailored Engagement Processes:** • Engagement model that supports direct, customised consultations with community members and groups, including small group and individual meetings. • Documentation of community contributions, respecting intellectual property and cultural knowledge. **Youth Engagement Framework:** • Established youth mentoring programs linking youth to Elders and Traditional Custodians. • Youth panel linked to consultation committees and decision-making forums.	• Increased community participation through customised, accessible engagement approaches. • Diverse voices, including Aboriginal women, youth, and Elders, actively engaged in ongoing consultations. **Youth Engagement & Capacity Building:** • Aboriginal youth are actively involved in the governance and decision-making processes for the Strategy. • Mentorship and leadership development programs are established for Aboriginal youth, focusing on cultural knowledge and governance skills.	agencies, ensuring Aboriginal contributions are central to the CPCP. **Youth Leadership in Strategy Implementation:** • Aboriginal youth are emerging leaders in the delivery of the Strategy initiatives, ensuring cultural knowledge transfer across generations. • Community members, including youth, feel empowered and are seen as key contributors to long-term land and cultural stewardship.	• Cultural knowledge and practices are embedded in land management policies and practices. • Aboriginal peoples continuously influence planning decisions related to Western Sydney's development. **Empowered Future Generations:** • Aboriginal youth continue to lead and mentor the next generation, preserving cultural knowledge and ensuring the sustainability of the Strategy's initiatives. • Youth involvement fosters stronger economic participation and leadership in conservation, planning, and environmental sectors.

	and gain governance and leadership skills.				
Caring for Country					
Funding and Resources: • Funding for biodiversity stewardship sites, traditional fire management programs, and Aboriginal Ranger positions. • Financial support for land management, food security initiatives, and waterway health collaborations. • Cultural and ecological knowledge from Traditional Custodians and Knowledge Holders. **Partnerships**: • Collaboration between the Department, Local Aboriginal Land Councils (LALCs), Traditional Custodians, Knowledge Holders, Aboriginal	**Establishing Biodiversity Stewardship Sites:** • Conduct property assessments, information sessions, and business case development. • Set up culturally appropriate case studies to showcase successful stewardship projects. **Piloting Traditional Fire Management Programs:** • Work with Traditional Custodians to develop fire management programs and explore planning approval pathways. • Fund training initiatives for fire management expertise.	**Biodiversity Stewardship Agreements:** • Number of new stewardship sites established on Aboriginal land. • Case studies and business models developed for LALCs and landholders. **Traditional Fire Management Programs:** • Number of traditional fire management programs piloted. • Training sessions and mentorship initiatives delivered. **Joint Management Agreements:** • Signed joint management agreements with NPWS	**Increased understanding of the benefits of biodiversity stewardship among LALCs and Aboriginal landholders:** • Strengthened capacity for Aboriginal peoples to manage conservation areas through training and employment. • Improved access to funding and resources for traditional ecological knowledge practices (e.g., fire management, waterway restoration). • Strengthened collaborations between Traditional Custodians, government agencies, and Aboriginal organisations for joint land management. • Initial establishment of food security programs,	**Increased number of biodiversity stewardship sites on Aboriginal land contributing to environmental and cultural conservation:** • Expanded application of traditional fire management techniques, improving biodiversity and landscape resilience. • Broader establishment of joint management arrangements for conservation areas, enhancing Aboriginal leadership in park and reserve management. • Increased number of alternative land management partnerships, supporting Traditional Custodians' ongoing connection to Country.	**Sustainable, Aboriginal-led conservation and land management practices protecting both biodiversity and cultural heritage across Western Sydney:** • A holistic, interconnected landscape where Aboriginal communities actively care for Country through traditional and contemporary practices. • Strengthened cultural, social, and economic wellbeing for Aboriginal peoples through land stewardship, food security, and conservation employment. • Aboriginal peoples having long-term control and management of significant lands through joint management agreements and resolved land claims. • Increased recognition and protection of Aboriginal cultural knowledge and intellectual property in land and water management practices.

organisations, and government agencies. • Support from agencies like the Biodiversity Conservation Trust (BCT), NPWS, and Crown Lands. **Government Programs and Legislation:** • Aboriginal Land Rights Act 1983 (ALRA), joint management models from NPWS, and other conservation or land stewardship initiatives. **Technical Expertise:** • Geographic Information Systems (GIS), ecological restoration, fire management techniques, and biodiversity stewardship expertise.	**Supporting Joint Management of Conservation Areas:** • Develop joint management arrangements for conservation reserves between NPWS and Aboriginal communities. • Train and mentor Aboriginal people in conservation management. **Investigating Alternative Land Management Partnerships:** • Explore new land management partnerships across various land tenures and ownerships. • Investigate the potential for traditional ecological management on conservation areas. **Supporting Food Security Initiatives:**	and Aboriginal communities. • Trained Aboriginal people in conservation area management. **Alternative Land Management Partnerships:** • Number of alternative partnership models for land management established. • Agreements for traditional land management activities. **Food Security Programs:** • Number of food security initiatives (e.g., gardens, bush food programs) supported. • Seedling greenhouses and food hubs established. **Waterway Health Collaborations:**	enhancing community access to fresh food and traditional bush foods.	• Enhanced food security and community-driven agricultural programs leading to cultural tourism and educational opportunities. • Improved waterway health and riparian corridors, supporting biodiversity and cultural practices connected to water systems. • Ongoing employment and career progression for Aboriginal Rangers in conservation areas. • Expedited resolution of land claims, enabling Aboriginal communities to protect cultural and biodiversity values on their land.	• Greater resilience to environmental challenges such as droughts, floods, and biodiversity loss through the application of traditional knowledge and ecological practices

	• Collaborate on food security projects, such as community gardens and bush food cultivation. • Investigate partnerships for seedling and traditional food programs. **Supporting Waterway Health and Restoration Programs:** • Map and identify current Aboriginal-informed waterway programs. • Explore partnerships to promote waterway health through traditional and ecological methods. **Developing and Funding Aboriginal Ranger Positions:** • Establish Aboriginal Ranger positions in jointly managed conservation areas, including training and mentoring. **Supporting the Resolution of Aboriginal Land Claims:** • Collaborate with Crown Lands and LALCs to	• Number of traditional waterway restoration programs supported. • Mapping of existing waterway health initiatives. **Aboriginal Ranger Positions:** • Number of Aboriginal Rangers employed and trained. • Long-term career pathways for Rangers developed. **Resolution of Land Claims:** • Number of land claims resolved to support cultural and biodiversity outcomes. • LALCs supported with resources and tools for land management.			

	expedite land claims, aligning with conservation and cultural priorities.				
Aboriginal Culture and Heritage					
Funding & Resources: • Financial support for language revitalisation and cultural heritage projects. • Capacity-building for Aboriginal-led cultural projects. **Collaborative Research & Education:** • Funding for research into Aboriginal land management and conservation. • Partnerships with universities and Aboriginal research institutions.	**Aboriginal Language Revitalisation Initiatives:** • Engage Aboriginal communities (Darug, Dharawal, Gundungurra) to support local language revitalisation. • Consult with Traditional Custodians to choose culturally appropriate names for conservation lands and national parks. **Research Co-led by Traditional Custodians on Traditional Land Management:** • Collaborate with Traditional Custodians and Aboriginal scholars to lead research on traditional land management practices	**Aboriginal Place Naming Processes:** • Identification of Aboriginal place names for geographical features and places. • Culturally appropriate Aboriginal names are proposed to the Geographical Names Board (GNB) of NSW for conservation lands and other features. **Research Projects on Traditional Land Management Practices:** • New research opportunities co-led by Aboriginal Traditional Custodians that document traditional ecological knowledge	**Stronger Recognition of Aboriginal Culture:** • Aboriginal languages are reawakened, preserved, and grow through place naming efforts. • Aboriginal peoples are engaged in naming processes, ensuring cultural protocols are followed. **Enhanced Understanding of Traditional Knowledge:** • Aboriginal traditional land management knowledge is integrated into conservation practices in Western Sydney. • Research findings inform ongoing ecological	**Restored Aboriginal Place Names and Language:** • Cultural and geographical recognition of original Aboriginal place names is embedded in community and planning processes. • Aboriginal place names are officially recognised and incorporated into mainstream planning and governance structures. **Traditional Knowledge Integrated into Land Management:** • Conservation initiatives are co-developed with Traditional Custodians, enhancing both biodiversity and cultural outcomes.	**Sustained Use of Aboriginal Place Names and Cultural Heritage:** • Aboriginal languages and place names are continuously used and recognised across conservation areas, lands, and public spaces. • Aboriginal cultural identity and heritage are embedded in national and regional planning frameworks, fostering cultural pride and recognition. **Long-term Ecological and Cultural Impact from Traditional Knowledge:** • Traditional Custodian knowledge is a foundational part of ecological and land management strategies, ensuring ongoing cultural and environmental sustainability. • A comprehensive understanding of traditional knowledge promotes long-term ecological and cultural health.

Grants & Support for Aboriginal Cultural Projects: • Competitive grants for Aboriginal organisations and communities in Western Sydney. • Partnership with Aboriginal organisations to co-develop grant programs. **Education & Cultural Competency Initiatives:** • Funding for education officers and Aboriginal-led education programs. • Support for cultural outreach programs led by Darug, Dharawal, and Gundungurra Traditional Custodians.	that support conservation outcomes. • Fund PhD candidates or research positions for Aboriginal scholars to deliver research on supporting Aboriginal connections. **Fund Projects for Aboriginal Cultural Heritage and Conservation:** • Fund projects protecting important cultural and ecological sites, enhancing biodiversity, and promoting cultural heritage. • Support Traditional Custodian-led projects focused on conservation, language revitalisation, and cultural tourism opportunities. **Extend Existing Education Programs on Aboriginal Cultural Competency:** • Extend education programs focusing on	and land management practices. • Research outputs contribute to understanding the role of traditional practices in maintaining biodiversity and cultural heritage. **Projects Recognising and Protecting Aboriginal Culture:** • Projects include cultural mapping, conservation of cultural sites, public art, language programs, and cultural tourism initiatives. • Increased community engagement in activities that recognise and protect Aboriginal cultural heritage and biodiversity. **Expanded Education Programs on Aboriginal Cultural Practices:** • New education and engagement officers are	restoration and management practices. **Empowered Aboriginal Communities:** • Aboriginal peoples are empowered to implement cultural and conservation projects that enhance their connection to Country and heritage. • Key cultural sites and practices are protected through conservation initiatives. **Increased Cultural Competency Across Schools and Organisations:** • Schools, government agencies, and organisations increase their understanding of Aboriginal history, culture, and caring for Country practices. • Community members gain broader access to cultural knowledge	• Traditional Custodian knowledge informs ecological restoration activities and the management of culturally significant species and places. **Strengthened Protection of Aboriginal Culture and Heritage:** • Aboriginal cultural sites and practices are protected and promoted through conservation initiatives. • Long-term initiatives are established to maintain Aboriginal cultural heritage and knowledge in conservation and land management. **Culturally Competent Schools and Organisations:** • Cultural competency becomes embedded in educational and organisational practices, improving the cultural understanding of	**Long-term Preservation and Promotion of Aboriginal Cultural Practices:** • Aboriginal culture, language, and heritage are continuously recognised and preserved across generations. • Aboriginal cultural practices and heritage are integral to conservation and land use, fostering cultural pride and continuity. **Ongoing Cultural Education and Competency in Broader Society:** • Continuous education initiatives ensure widespread cultural competency and respect for Aboriginal cultural practices, language, and history in broader society. • Western Sydney is culturally enriched, with respect for Aboriginal heritage becoming a central part of community identity and engagement with the environment.

	Aboriginal history, truth-telling, caring for Country practices, and cultural competency training in schools and organisations. • Fund school excursions, guided tours, and community events led by Traditional Custodians to educate students and the public on Aboriginal biocultural knowledge and practices.	funded to provide cultural competency training in schools and organisations. • Broader access to Aboriginal cultural knowledge through school excursions, public tours, and community events.	through outreach and education programs.	Aboriginal heritage and knowledge. • Schools and community organisations continue to provide culturally competent programs led by Aboriginal Traditional Custodians.	
Economic Participation					
Funding & Grants: • Financial support to upgrade equipment, non-material assets, and business development. • Grants for capacity building in Aboriginal-owned businesses. **Training & Mentorship:**	**Business Capacity Building Programs:** • Provide training on business management, technical skills, and government tendering processes for Aboriginal-owned businesses. • Organise workshops on professional practices, procurement processes,	**Trained Aboriginal Business Owners:** • Business owners gain skills in tendering, technical and business management. • Enhanced understanding of NSW Government procurement policies and practices. **Published Business Resources:**	**Increased Skills in Aboriginal Businesses:** • Business owners become proficient in tendering processes and procurement requirements. • Greater technical and business management capabilities in Aboriginal businesses.	**Achieving the 5% Expenditure Target:** • A minimum of 5% of CPCP expenditure on services is directed toward Aboriginal-owned businesses by 2027. • Aboriginal businesses consistently meet and exceed tender requirements.	**Sustained Economic Empowerment for Aboriginal Businesses:** • Aboriginal-owned businesses continue to grow and thrive, securing a larger share of government and private sector contracts. **Aboriginal Businesses Integrated into Procurement Framework:** • Aboriginal businesses are seamlessly integrated into NSW Government procurement frameworks,

• Training programs to enhance business and technical skills. • Workshops and mentorship for professional practices and tendering. **Partnerships:** • Collaboration with Aboriginal business support organisations like YARPA NSW Indigenous Business and Employment Hub, LALC, and NSW Indigenous Chamber of Commerce. • Seeking expressions of interest from relevant organisations to partner in delivery. **Written Resources:** • Dedicated resources developed and published to guide Aboriginal businesses on professional	and business growth strategies. **Grants to Strengthen Aboriginal Businesses:** • Financial support to upgrade equipment and improve capabilities, enabling Aboriginal businesses to meet the competitive standards required for tendering. • Pilot grant and capacity-building program in partnership with YARPA. **Mentorship & Networking Support:** • Engage experienced mentors to coach Aboriginal business owners on building resilience, managing operations, and navigating the tendering process. • Create networking opportunities with established businesses	• Comprehensive written resources that Aboriginal businesses can use to improve their professional capacity and readiness for tenders. **Upgraded Business Infrastructure:** • Aboriginal businesses have upgraded equipment and infrastructure, positioning them to compete for larger government contracts. **Increased Aboriginal Business Participation:** • An increase in Aboriginal-owned businesses participating in government tenders, including CPCP-related contracts.	**Access to Government Contracts:** • Aboriginal businesses are better equipped to bid for and win government contracts, particularly under the CPCP. **Stronger Networks & Business Mentorship:** • Enhanced connections between Aboriginal businesses, government procurement teams, and business mentors, fostering long-term partnerships. **Improved Business Growth & Employment:** • Aboriginal businesses expand their operations and capacity, allowing them to hire more employees, particularly Aboriginal and Torres Strait Islander individuals.	**Increased Participation in Government Procurement:** • Aboriginal businesses are regularly included in government contracts and procurement processes, fostering long-term economic growth. **Strengthened Aboriginal Business Ecosystem:** • A stronger Aboriginal business ecosystem in Western Sydney, with increased collaboration and shared resources among Aboriginal-owned businesses. **Sustained Growth in Aboriginal Employment:** • Increased job creation within Aboriginal-owned businesses, positively impacting broader Aboriginal and Torres Strait Islander employment outcomes.	contributing to sustainable economic development. **Expanded Opportunities for Aboriginal Employment & Training:** • Aboriginal businesses become key employers within their communities, fostering resilience, social well-being, and cultural pride. **Enduring Business & Community Benefits:** • Aboriginal-owned businesses play a critical role in driving economic growth and prosperity in Western Sydney, benefiting both businesses and the wider Aboriginal community.

capacity, tendering, and business practices.	and government procurement teams. **Promote Aboriginal Business Participation:** • Encourage Aboriginal businesses to engage in tendering by offering targeted workshops and feedback on tender submissions. • Ensure procurement processes are culturally safe, inclusive, and support Aboriginal participation.				

Appendix B – Detailed Key Evaluation Questions

Objective	Sub-Questions	Proposed Data Sources
Health & Wellbeing of Country	1. Has the Strategy led to measurable improvements in biodiversity, land, and water quality in key areas of Western Sydney? 2. What is the extent of Aboriginal-led land management activities (e.g., cultural burning, reforestation)? 3. How are Aboriginal environmental management practices being integrated into mainstream conservation efforts? 4. Are Aboriginal peoples reporting improved health and connection to Country as a result of these activities?	• Environmental field data (e.g., biodiversity surveys, water quality tests). • Feedback from Aboriginal Rangers, Elders, and community members involved in land and water care. • Case studies of successful land management projects.
Cultural Knowledge and Practices	1. Are cultural education programs and activities, such as traditional ecological knowledge (TEK) workshops, being successfully delivered? 2. How are Aboriginal cultural practices, such as language, stories, and art, being integrated into land and water management projects? 3. Are Aboriginal youth and community members participating in cultural education and knowledge transmission programs? 4. Has the Strategy led to the intergenerational transmission of cultural knowledge within families and communities?	• Surveys and interviews with community leaders, Elders, and participants in cultural programs. • Documentation of cultural events, training workshops, and knowledge-sharing sessions. • Quantitative data on the number of Aboriginal youth and community members involved in cultural activities.

Relationships with Land and Water	1. How are Aboriginal peoples being engaged in decision-making processes related to land and water management? 2. What level of involvement do Aboriginal peoples have in co-managing lands, including national parks and conservation areas? 3. How has the Strategy enabled Aboriginal people to maintain access to sacred sites, waterways, and traditional areas for cultural practices? 4. Are Aboriginal peoples reporting increased connection to and stewardship of their traditional lands and waters?	• Administrative data on partnerships and co-management agreements between Aboriginal peoples and land management bodies. • Case studies of collaborative projects related to land and water care. • Interviews and surveys with Aboriginal peoples about their relationships with land and water under the Strategy.
Economic Participation	1. Has the Strategy increased employment opportunities for Aboriginal peoples in land and environmental management roles, such as Aboriginal Rangers or cultural educators? 2. How many Aboriginal-owned businesses or enterprises have been established or supported through the Strategy? 3. What are the economic impacts of eco-tourism or other land-based ventures initiated by Aboriginal peoples? 4. How has the Strategy facilitated skills development, training, and career progression for Aboriginal participants?	• Administrative data on employment, business growth, and income generation for Aboriginal peoples in the Strategy's programs. • Surveys and interviews with participants, business owners, and employers to assess economic benefits. • Case studies of successful Aboriginal enterprises or economic ventures linked to the Strategy.

Appendix C – Program Logic: Sub-Metrics

This Appendix provides a comprehensive set of sub-metrics designed to support the evaluation of the Strategy. These sub-metrics serve as detailed, measurable indicators that can be used to assess the Strategy's progress across its key objectives, including the health and wellbeing of Country, cultural knowledge promotion, economic participation, and strengthening Aboriginal relationships with land and water.

The sub-metrics are intended to guide stakeholders in selecting the most appropriate data collection methods and tools to capture qualitative and quantitative information. By using these metrics, evaluators and practitioners can ensure that the data gathered is both relevant and culturally appropriate, providing a clearer understanding of the Strategy's outcomes.

Sub-metrics for Action 1: Self-Determination - Co-developing Actions with Aboriginal Peoples through Partnerships

1. Partnership Formation

- Number of partnerships formed between Aboriginal peoples and government or private sectors
- Percentage of co-developed projects involving direct engagement with Aboriginal peoples
- Number of formal agreements (e.g., Memorandums of Understanding) signed with Aboriginal organisations
- Percentage of projects that incorporate Aboriginal-led decision-making in all phases
- Number of partnerships that result in joint governance structures

2. Consultation and Engagement

- Number of consultation sessions held with Aboriginal peoples before project initiation
- Percentage of Aboriginal community members or groups actively participating in co-development activities
- Number of workshops, forums, or meetings held to gather input from Aboriginal peoples
- Percentage of project plans revised based on feedback from Aboriginal partners
- Number of Aboriginal-led consultations incorporated into strategic decision-making processes

3. Co-design and Co-ownership of Projects

- Percentage of projects that are co-designed with Aboriginal peoples from the planning stage
- Number of projects where Aboriginal peoples share ownership or leadership in decision-making
- Percentage of actions that reflect Traditional Custodians' priorities and cultural values
- Number of co-owned initiatives involving Aboriginal knowledge, culture, and values in their framework
- Percentage of projects led by Aboriginal organisations or Traditional Custodians

4. Capacity Building for Self-Determination

- Number of training programs for Aboriginal peoples on governance, decision-making, and project management
- Percentage of Aboriginal participants who report increased skills and knowledge in governance or leadership
- Number of capacity-building initiatives led by or in partnership with Aboriginal peoples
- Percentage of non-Aboriginal staff trained in cultural competency and collaboration with Aboriginal peoples
- Number of Aboriginal community members assuming leadership or governance roles in projects

5. Decision-Making Power

- Percentage of project decisions made collaboratively with Aboriginal partners
- Number of joint steering committees or governance boards that include Aboriginal representatives
- Number of co-management agreements where Aboriginal partners have decision-making authority
- Percentage of decisions in which Aboriginal peoples exercise veto or approval rights
- Number of project components fully managed or directed by Aboriginal stakeholders

6. Cultural Protocols and Knowledge Inclusion

- Number of projects incorporating Aboriginal cultural protocols in their development and implementation
- Percentage of project documentation that acknowledges and adheres to cultural protocols and ICIP (Indigenous Cultural and Intellectual Property)

- Number of instances where Aboriginal knowledge systems are applied to decision-making or technical processes
- Percentage of participants who report that cultural protocols were adequately respected and followed
- Number of knowledge-sharing events where Aboriginal peoples lead the dissemination of cultural practices

7. Funding and Resource Allocation

- Percentage of total project budgets allocated to Aboriginal-led or co-developed projects
- Number of funding grants or resources awarded directly to Aboriginal organisations to lead initiatives
- Percentage of Aboriginal-led projects that receive long-term, sustainable funding commitments
- Number of Aboriginal organisations reporting improved access to resources due to partnerships
- Number of partnership agreements that include clauses on equitable resource distribution

8. Long-term Impact and Sustainability

- Percentage of co-developed projects that lead to long-term benefits for Aboriginal peoples
- Number of Aboriginal-led projects or partnerships that continue beyond initial funding cycles
- Percentage of co-designed initiatives that are reported as sustainable or self-sufficient after the project period
- Number of employment or economic opportunities created for Aboriginal peoples as a result of partnerships
- Number of ongoing partnerships resulting in improved social, economic, and environmental outcomes for Aboriginal peoples

9. Transparency and Accountability

- Number of feedback mechanisms established to ensure transparency in decision-making and resource distribution
- Percentage of project reports shared with Aboriginal communities and co-developed partners

- Number of accountability processes or systems developed to ensure equal partnership and respect for Aboriginal voices
- Percentage of project milestones achieved in collaboration with Aboriginal partners as documented through transparent reporting
- Number of instances where co-developed actions are reviewed and adjusted based on mutual accountability standards.

10. Empowerment and Community Outcomes

- Percentage of Aboriginal community members reporting increased empowerment or self-determination as a result of the partnership
- Number of Aboriginal-led projects that result in strengthened community networks or resilience
- Percentage of Aboriginal partners who feel their priorities were fully integrated into project outcomes
- Number of positive community outcomes, such as health, education, or environmental benefits, resulting from partnerships
- Number of Aboriginal peoples reporting a stronger connection to Country and cultural practices as a result of co-developed initiatives.

Sub-metrics for Action 2: Caring for Country

1. Knowledge Integration

- Number of Caring for Country projects incorporating Aboriginal cultural knowledge
- Percentage of Aboriginal knowledge holders actively engaged in CPCP projects
- Number of consultation sessions held with Traditional Custodians during project planning
- Percentage of participants who feel that Aboriginal knowledge has influenced environmental practices
- Number of reports or publications that document the use of Aboriginal knowledge in environmental management

2. Cultural Heritage Protection

- Number of cultural heritage sites identified and protected under CPCP projects
- Percentage of land managed under CPCP with active cultural heritage management plans

- Number of Aboriginal cultural heritage assessments conducted as part of CPCP implementation
- Percentage of projects that adopt Traditional Custodian advice on protecting cultural sites
- Number of Aboriginal cultural heritage sites maintained through Caring for Country programs

3. Training & Capacity Building

- Number of training programs for Aboriginal participants on environmental management and conservation
- Number of workshops for non-Aboriginal staff to understand Aboriginal Caring for Country practices
- Percentage of participants reporting increased knowledge of Caring for Country practices after training
- Number of Aboriginal Rangers or land managers employed in CPCP-related projects
- Number of projects led or co-managed by Aboriginal people or organisations

4. Aboriginal Employment in Environmental Stewardship

- Number of Aboriginal people employed in Caring for Country roles
- Percentage increase in Aboriginal employment in land and environmental management jobs
- Number of Aboriginal land management businesses contracted under the CPCP
- Percentage of Aboriginal staff reporting a stronger connection to Country through their work
- Number of new employment opportunities created for Aboriginal people in conservation roles

5. Long-term Environmental & Cultural Impact

- Percentage of land managed with Aboriginal Caring for Country practices that shows ecological improvement
- Number of endangered species protected under programs incorporating Aboriginal knowledge
- Percentage of land returned to or co-managed with Traditional Custodians under CPCP
- Number of areas restored with the use of traditional fire management and other Aboriginal land care techniques

- Percentage of project participants who report a stronger connection to Country as a result of Caring for Country practices

6. Environmental Restoration

- Number of hectares of land restored with Aboriginal-led management practices
- Percentage of restored land where Aboriginal land care practices are implemented
- Number of restoration projects led by Aboriginal organisations or Traditional Custodians
- Percentage of environmental restoration outcomes attributed to Aboriginal knowledge and practices
- Number of ecosystems improved through Aboriginal-led land management practices

7. Cultural and Environmental Education

- Number of educational programs delivered to local communities on Aboriginal land care practices
- Number of students or community members trained in traditional environmental management
- Percentage of training participants who report increased understanding of Aboriginal environmental practices
- Number of educational resources developed that showcase Aboriginal Caring for Country knowledge
- Number of partnerships with schools or universities to promote Aboriginal environmental education

8. Traditional Fire Management

- Number of areas managed with traditional fire management practices
- Percentage of land where traditional fire management practices have reduced the risk of bushfires
- Number of Aboriginal fire practitioners involved in managing land through CPCP
- Percentage of fire management projects co-managed with Traditional Custodians
- Number of biodiversity improvements attributed to traditional fire management techniques

9. Conservation of Natural Resources

- Number of water sources or natural resources restored through Aboriginal land care practices
- Percentage of areas managed with Aboriginal land care practices that show improved resource conservation
- Number of projects focused on managing natural resources in culturally appropriate ways
- Percentage of projects that align with Traditional Custodian practices for sustainable resource use
- Number of partnerships formed with Aboriginal organisations to conserve natural resources

10. Capacity Building for Land Management

- Number of Aboriginal land management businesses supported through funding or training
- Percentage of Aboriginal-owned businesses involved in environmental restoration or conservation projects
- Number of training programs focused on traditional land management techniques
- Percentage of participants who apply Aboriginal land management skills after training
- Number of businesses reporting improved capacity in traditional environmental practices

11. Climate Resilience Projects

- Number of climate resilience projects led or co-led by Aboriginal organisations
- Percentage of climate resilience projects that incorporate Aboriginal knowledge and strategies
- Number of areas where Aboriginal knowledge is used to mitigate climate-related risks
- Percentage of land managed for climate resilience using Aboriginal land care practices
- Number of Traditional Custodians involved in climate resilience planning and implementation

12. Impact on Ecosystem Health

- Percentage of ecosystems demonstrating improved climate resilience due to Aboriginal management
- Number of species or habitats protected from climate impacts through Aboriginal-led projects

- Number of endangered species identified for protection under Aboriginal land management projects
- Percentage of projects demonstrating biodiversity improvements from Aboriginal land care techniques
- Number of collaborations with environmental scientists to apply Aboriginal climate resilience strategies

13. Community Engagement & Knowledge Sharing

- Number of Aboriginal-led climate education programs delivered to communities
- Percentage of community members reporting increased awareness of Aboriginal climate resilience practices
- Number of community consultations held to discuss climate resilience with Traditional Custodians
- Number of partnerships formed with local councils or government agencies to implement Aboriginal-led climate strategies
- Percentage of projects co-designed with Traditional Custodians and government for climate resilience

14. Adaptation Practices

- Number of adaptation strategies developed based on Aboriginal land care knowledge
- Percentage of land managed with adaptation strategies designed by Aboriginal peoples
- Number of adaptation practices that have reduced climate-related damage to ecosystems or species
- Percentage of areas showing improved climate adaptation using traditional land management techniques
- Number of knowledge exchanges between Traditional Custodians and scientists to develop adaptation practices

15. Long-term Climate Impact

- Percentage reduction in climate-related risks to ecosystems under Aboriginal-led management
- Number of Aboriginal peoples reporting increased climate resilience after participating in projects
- Number of case studies documenting the success of Aboriginal-led climate adaptation
- Percentage of Aboriginal businesses involved in developing climate resilience strategies

- Number of Aboriginal people employed in climate adaptation and resilience roles

16. Partnership Development

- Number of partnerships formed with Traditional Custodians for Caring for Country projects
- Percentage of projects that involve collaboration between Aboriginal organisations and government agencies
- Number of partnership agreements signed with Aboriginal land management groups
- Percentage of projects that involve co-management or co-design with Aboriginal communities
- Number of consultations held with Aboriginal groups during project development

17. Joint Management of Land

- Number of hectares of land co-managed by Aboriginal organisations and government
- Percentage of land management projects involving both Aboriginal and non-Aboriginal stakeholders
- Number of areas designated for joint management under Caring for Country programs
- Percentage of projects that result in long-term co-management agreements
- Number of Traditional Custodians involved in joint land management decision-making

18. Capacity Building in Partnerships

- Number of training sessions for partners on Aboriginal cultural knowledge and land care
- Percentage of partners who report improved understanding of Aboriginal land management practices
- Number of partnerships that result in capacity building for Aboriginal organisations
- Number of knowledge exchange workshops between Aboriginal and non-Aboriginal stakeholders
- Percentage of stakeholders who report stronger collaboration and communication with Aboriginal communities

19. Cultural Protocols & Knowledge Sharing

- Number of cultural protocols integrated into joint land management plans
- Percentage of partners who report adherence to Aboriginal cultural protocols
- Number of knowledge-sharing events held between Aboriginal and non-Aboriginal partners

- Percentage of projects where cultural knowledge is documented and shared with partners
- Number of collaborations that result in published resources on Caring for Country practices

20. Economic and Social Impact of Partnerships

- Number of Aboriginal businesses or employees benefiting from collaborative projects
- Percentage increase in employment opportunities resulting from joint projects
- Number of projects reporting improved social outcomes for Aboriginal communities
- Number of partnerships that lead to long-term financial support for Aboriginal organisations
- Percentage of participants reporting improved community wellbeing from Caring for Country collaborations

Sub-metrics for Action 3: Aboriginal Culture and Heritage

1. Funding & Resources

- **Financial Support for Language Revitalisation and Cultural Heritage Projects**
  - Percentage of total budget allocated to Aboriginal language revitalisation projects.
  - Number of language revitalisation initiatives funded annually.
  - Number of cultural heritage projects funded per year.
  - Percentage of cultural heritage projects that are Aboriginal led.
- **Capacity-building for Aboriginal-led Cultural Projects**
  - Number of capacity-building workshops for Aboriginal peoples.
  - Percentage increase in Aboriginal-led projects receiving funding.
  - Number of Aboriginal participants trained in project management and cultural preservation.
  - Satisfaction level of Aboriginal organisations with capacity-building efforts (through surveys).

2. Collaborative Research & Education

- **Funding for Research into Aboriginal Land Management and Conservation**
  - Percentage of research funding dedicated to Aboriginal land management studies.
  - Number of research projects co-led by Aboriginal peoples.

- Number of Aboriginal researchers or scholars receiving funding or grants.

- **Partnerships with Universities and Aboriginal Research Institutions**
  - Number of formal partnerships established with Aboriginal research institutions.
  - Percentage of research projects incorporating Aboriginal ecological knowledge.
  - Number of co-authored research publications by Aboriginal scholars and university partners.

3. Grants & Support for Aboriginal Cultural Projects

- **Competitive Grants for Aboriginal Organisations and Communities in Western Sydney**
  - Total value of grants awarded to Aboriginal organisations annually.
  - Number of grant applications received from Aboriginal communities.
  - Success rate of Aboriginal organisations in securing competitive grants.
- **Partnership with Aboriginal Organisations to Co-develop Grant Programs**
  - Number of grant programs co-designed with Aboriginal organisations.
  - Percentage of co-developed grant programs that meet Aboriginal cultural priorities.
  - Satisfaction level of Aboriginal peoples with grant program design and implementation.

4. Education & Cultural Competency Initiatives

- **Funding for Education Officers and Aboriginal-led Education Programs**
  - Number of Aboriginal education officers hired.
  - Number of Aboriginal-led educational programs supported.
  - Percentage of school or community programs integrating Aboriginal cultural knowledge.
- **Support for Cultural Outreach Programs led by Darug, Dharawal, and Gundungurra Traditional Custodians**
  - Number of cultural outreach programs delivered by Traditional Custodians.
  - Number of participants attending Aboriginal cultural outreach events.
  - Percentage of schools and organisations involved in cultural outreach programs.

5. Aboriginal Language Revitalisation Initiatives

- **Engage Aboriginal Communities (Darug, Dharawal, Gundungurra) to Support Local Language Revitalisation**

- Number of language revitalisation projects engaging Darug, Dharawal, and Gundungurra peoples.
- Percentage of Aboriginal peoples actively involved in language revitalisation efforts.
- Number of language resources (e.g., textbooks, digital tools) produced annually.

- **Consult with Traditional Custodians to Choose Culturally Appropriate Names for Conservation Lands and National Parks**
  - Number of consultation sessions held with Traditional Custodians for place naming.
  - Number of Aboriginal place names officially adopted for national parks and conservation areas.
  - Community satisfaction with the place-naming process (through surveys).

6. Research Co-led by Traditional Custodians on Traditional Land Management

- **Collaborate with Traditional Custodians and Aboriginal Scholars to Lead Research on Traditional Land Management Practices**
  - Number of research projects led by Traditional Custodians on land management.
  - Number of research outputs integrating traditional land management practices.
  - Satisfaction of Aboriginal scholars with research collaboration (through surveys).
- **Fund PhD Candidates or Research Positions for Aboriginal Scholars to Deliver Research on Supporting Aboriginal Connections**
  - Number of PhD or research scholarships awarded to Aboriginal scholars.
  - Number of research publications produced by Aboriginal scholars on traditional knowledge.
  - Percentage of Aboriginal scholars continuing in academia or land management roles post-research.

7. Fund Projects for Aboriginal Cultural Heritage and Conservation

- **Fund Projects Protecting Important Cultural and Ecological Sites, Enhancing Biodiversity, and Promoting Cultural Heritage**
  - Number of projects funded for the protection of cultural and ecological sites.
  - Percentage of funded projects that integrate biodiversity and cultural heritage outcomes.
  - Number of Aboriginal-led conservation and cultural heritage projects initiated.

- **Support Traditional Custodian-led Projects Focused on Conservation, Language Revitalisation, and Cultural Tourism Opportunities**
    - Number of Traditional Custodian-led projects in conservation, language, and tourism.
    - Economic impact of cultural tourism projects on Aboriginal peoples.
    - Number of cultural tourism visitors to Aboriginal-led sites or projects.

8. Extend Existing Education Programs on Aboriginal Cultural Competency

- **Extend Education Programs Focusing on Aboriginal History, Truth-telling, Caring for Country Practices, and Cultural Competency Training in Schools and Organisations**
    - Number of educational institutions implementing extended Aboriginal cultural competency programs.
    - Percentage of students and staff completing cultural competency training.
    - Number of educational resources created to support truth-telling and Caring for Country practices.
- **Fund School Excursions, Guided Tours, and Community Events Led by Traditional Custodians**
    - Number of school excursions and community events led by Traditional Custodians.
    - Number of participants in guided tours and educational programs.
    - Feedback from students and community members on the effectiveness of these educational initiatives.

9. Aboriginal Place Naming Processes

- **Identification of Aboriginal Place Names for Geographical Features and Places**
    - Number of geographical features identified for Aboriginal place names.
    - Percentage of public places renamed to reflect Aboriginal cultural heritage.
- **Culturally Appropriate Aboriginal Names are Proposed to the Geographical Names Board (GNB) of NSW for Conservation Lands and Other Features**
    - Number of names proposed and approved by the GNB.
    - Percentage of conservation lands using Aboriginal names.

10. Research Projects on Traditional Land Management Practices

- **New Research Opportunities Co-led by Aboriginal Traditional Custodians that Document Traditional Ecological Knowledge and Land Management Practices**

- Number of research projects led by Traditional Custodians.
- Number of publications documenting traditional knowledge and ecological practices.

- **Research Outputs Contribute to Understanding the Role of Traditional Practices in Maintaining Biodiversity and Cultural Heritage**
  - Number of research outputs cited in ecological restoration or cultural heritage initiatives.
  - Percentage of conservation projects incorporating traditional knowledge.

Sub-metrics for Action 4: Economic Participation

Capacity Building and Support for Aboriginal Businesses

1. Training & Mentorship

- Number of Aboriginal businesses enrolled in training programs
- Number of training sessions delivered
- Number of mentorship relationships established
- Percentage increase in technical and business management skills among participants (survey-based)
- Number of businesses that complete government tendering workshops

2. Business Capacity & Professional Development

- Number of businesses that have received grants for capacity building
- Percentage of businesses that upgraded infrastructure or equipment
- Number of businesses that report improved capacity for tendering after receiving support
- Percentage increase in Aboriginal businesses' tender readiness (pre/post assessment)
- Number of businesses that developed tender responses after participating in the program

3. Procurement & Tender Participation

- Number of Aboriginal businesses participating in NSW Government tenders
- Percentage increase in successful tender applications submitted by Aboriginal businesses
- Total percentage of CPCP expenditure awarded to Aboriginal-owned businesses
- Percentage increase in Aboriginal business participation in procurement opportunities annually

- Number of feedback sessions provided to unsuccessful Aboriginal tenderers

4. Networking & Partnerships

- Number of partnerships established between Aboriginal businesses and other procurement stakeholders
- Number of networking events organised to support Aboriginal businesses
- Percentage of Aboriginal businesses reporting new partnerships or collaborations after networking events

5. Economic & Employment Outcomes

- Number of Aboriginal employees hired by businesses that received support
- Percentage increase in overall Aboriginal employment in supported businesses
- Number of new Aboriginal-owned businesses established after participating in the program
- Revenue growth of Aboriginal businesses that received capacity-building support (annual growth rate)
- Percentage of businesses reporting overall business growth

6. Employment Pathways

- Number of Aboriginal participants enrolled in employment training programs
- Number of Aboriginal people placed in internships or secondment opportunities
- Percentage of training participants securing long-term employment in the environmental sector
- Number of Aboriginal applicants hired in CPCP-related jobs
- Percentage of participants who report career progression into management roles

7. Training Initiatives

- Number of training courses or workshops delivered (e.g., BAM, GIS, heritage assessment, fire management)
- Number of Aboriginal participants receiving qualifications or certifications
- Completion rate for training programs funded under this initiative
- Number of participants who start their own business after training
- Percentage of participants reporting increased job readiness after completing training

8. Mentorship & Coaching

- Number of mentorship or coaching sessions delivered
- Number of Aboriginal businesses receiving mentorship to support employment and workforce development
- Percentage of mentees reporting improved confidence and readiness for employment opportunities

9. Business Support & Retention

- Number of Aboriginal employees retained over time by businesses funded under the program
- Percentage of Aboriginal-owned businesses reporting growth in their workforce
- Number of businesses reporting a more inclusive workplace culture (measured through surveys)

10. Long-term Employment Impact

- Percentage increase in Aboriginal employment within the environmental sector over the duration of the program
- Number of businesses involved in conservation, biodiversity, and resource management
- Number of employees promoted within businesses funded under the program
- Percentage of participants reporting improved work-life balance and social outcomes (survey-based)

11. Tender Design & Procurement Processes

- Number of tenders designed to encourage Aboriginal business participation
- Percentage of tenders that meet the 5% Aboriginal business procurement target
- Number of tender feedback sessions provided to Aboriginal businesses
- Percentage of procurement teams trained on ICIP Protocol and cultural safety
- Percentage of tenders that implement recommendations from Aboriginal Procurement Policy

12. Aboriginal Business Participation

- Number of Aboriginal businesses involved in CPCP-related tenders
- Percentage of procurement contracts awarded to Aboriginal businesses (over time)
- Number of Aboriginal businesses included in the pre-tender consultation process

- Percentage of businesses that report satisfaction with procurement processes (survey feedback)

13. Procurement Capacity Building

- Number of training or information sessions held for Aboriginal businesses on tendering
- Number of businesses reporting improved understanding of government procurement
- Percentage of businesses that submit tenders after attending capacity-building sessions

14. Economic Impact & Inclusion

- Percentage increase in the total value of contracts awarded to Aboriginal businesses
- Percentage increase in Aboriginal-owned businesses successfully applying for tenders after feedback
- Number of Aboriginal businesses reporting sustained business growth due to government contracts

15. Cultural Inclusion in Procurement

- Percentage of tenders that integrate cultural safety and ICIP in design
- Number of tender responses that consider Aboriginal cultural knowledge in delivering services
- Number of businesses reporting improved cultural safety practices in their operations.