

CAFNEC Strategic Plan

2026–2030

Vision

A Far North Queensland where communities are empowered to collaborate, advocate and take action for our climate and environment.

Values



Aboriginal and Torres Strait Islander peoples and knowledge

We're guided by Aboriginal and Torres Strait Islander knowledge, recognising the resilience and connection to Country that have sustained these cultures for 60,000 years.



Intergenerational responsibility

We honour and learn from those who came before us, taking responsibility to inspire courage and hope as we face today's environmental challenges, ensuring the well-being of those who will follow.



Intrinsic value of the environment

We recognise that the environment has value in its own right.



Community

We believe strongly in the power of community to advocate and act for the Far North Queensland natural environment.



Justice

We recognise that environmental justice and social justice are deeply connected – both rely on equity, because the systems that harm people and the planet are intertwined and lasting justice requires restoring balance to both.



Inclusivity

We are welcoming of people from diverse backgrounds and challenge discrimination, injustice and inequity wherever we encounter it.



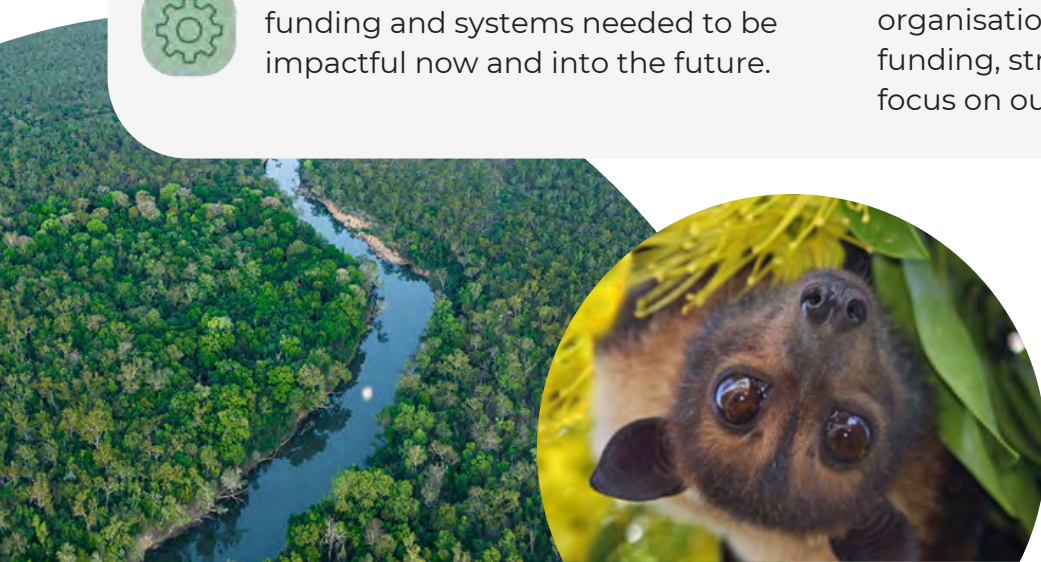
Boldness

We are fiercely independent and firm in our purpose and belief. We adapt, innovate and find new ways to work, connect and fund the work that we do.



Strategic Objectives

Objective	Outcome
 Build and demonstrate the power of Far North Queensland communities to challenge the biggest threats to our environment and advocate for solutions.	An organised and growing community of people engaging in strategic advocacy and influencing decisions that impact on our environment.
 Strengthen and grow our partnerships with Aboriginal and Torres Strait Islander peoples and organisations, through deep listening, respect and collaborative action.	Our collaborations with Aboriginal and Torres Strait Islander peoples and organisations are increased and deepened, strengthening our collective power to care for Country.
 Empower communities to take action for the environment by creating spaces for listening, connecting and learning.	Communities with shared concerns are connected and empowered to lead action for the environment.
 Convene, build capacity of, and connect members, member groups and values-aligned organisations to take action for our climate and environment.	A strong network of members and organisations sharing knowledge and collaborating to drive change and inform action at local, state and national levels.
 Ensure CAFNEC has the people, funding and systems needed to be impactful now and into the future.	An enduring, place-based organisation, with long-term funding, strong governance and a focus on our people and wellbeing.



CAFNEC Strategic Plan 2026–2030

Our impact measurement framework

This document outlines our impact measurement framework against our Strategic Plan 2026 - 2030 at an organisational level. As an organisation, we also develop campaign and project specific frameworks to help us to measure our impact.



Objective



Build and demonstrate the power of Far North Queensland communities to challenge the biggest threats to our environment and advocate for solutions.

Outcome

An organised and growing community of people engaging in strategic advocacy and influencing decisions that impact on our environment.

Change theory statement

If we connect and grow large and diverse communities across Far North Queensland engaging in strategic advocacy to protect and enhance our natural environment, **then** we will build a strong and active regional movement and see better environmental decisions and outcomes, **because** a connected and organised community is harder to ignore.

How will we measure this?

	Quantitative	Qualitative
Build power = A growing community of FNQ people involved in strategic advocacy	• The number of people actively participating in CAFNEC advocacy actions, and rate of conversion to second and third actions. • The number of collaborations / alliances contributing to advocacy campaigns. • Number of advocacy pathways available for people to engage in action. • Proportion of participants across different regions, sectors, and demographics.	• Participant feedback indicating increased understanding of community power and connection to others. • Survey or interview responses indicating a sense of belonging within the CAFNEC community. • Case studies of effective movement building.
Demonstrate power = Increased influence which results in the change we are seeking	• Number of submissions and formal inputs into decision-making processes. • Number of media mentions in relation to our strategic advocacy. • Attendance at strategic advocacy events and mobilisation activities.	• Documented invitations to participate in decision-making spaces (e.g. advisory groups, direct engagement). • Case studies of policy, program or decision outcomes influenced by CAFNEC. • Examples of media, public commentary or policy language aligning with CAFNEC positions or messaging. • Demonstrated progress against our identified annual campaign goals.



Objective

Outcome



Strengthen and grow our partnerships with Aboriginal and Torres Strait Islander peoples and organisations, through deep listening, respect and collaborative action.

Our collaborations with Aboriginal and Torres Strait Islander peoples and organisations are increased and deepened, strengthening our collective power to care for Country.

Change theory statement

If we work alongside Aboriginal and Torres Strait Islander peoples and organisations, and are guided by their knowledge in caring for Country, **then** our collective impact will be stronger, **because** solutions grounded in Aboriginal and Torres Strait Islander knowledge and leadership lead to more just and lasting environmental outcomes.

How will we measure this?

	Quantitative	Qualitative
Grow partnerships = increased number of Aboriginal and Torres Strait Islander people and organisations working alongside CAFNEC	• Number of Aboriginal and Torres Strait Islander people and organisations that are partners of CAFNEC. • Number of Aboriginal and Torres Strait Islander organisations that are Member Groups of CAFNEC. • Geographic spread of partnerships across Far North Queensland (e.g. number of regions or communities represented).	• Description of partnership depth (e.g. advisory, collaborative, and longer-term partnerships with agreed roles and ways of working) • Partner feedback describing the experience and quality of relationships (captured through structured and informal feedback).
Strengthen partnerships = Increased trust and collaborations with Aboriginal and Torres Strait Islander organisations	• Number of Aboriginal and Torres Strait Islander-led projects, campaigns or initiatives that CAFNEC is involved in. • Representation of Aboriginal and Torres Strait Islander peoples within CAFNEC Management Committee and in the staff team. • Number of Aboriginal and Torres Strait Islander led organisations participating in CAFNEC events, projects, campaigns, etc.	• Examples demonstrating Aboriginal and Torres Strait Islander leadership in projects, campaigns and decision-making. • Examples demonstrating how CAFNEC's work is guided by Aboriginal and Torres Strait Islander knowledge. • Case studies demonstrating trust, shared decision-making and outcomes for Country. • Examples of CAFNEC staff and Management Committee participating in and supporting Aboriginal and Torres Strait Islander-led initiatives and events.



Objective

Outcome



Empower communities to take action for the environment by creating spaces for listening, connecting and learning.

Communities with shared concerns are connected and empowered to lead action for the environment.

Change theory statement

If we create spaces for people across Far North Queensland to connect, listen and learn together, **then** communities will be more empowered to lead action for the environment, **because** shared understanding and relationships drive collective action.

How will we measure this?

Quantitative

Qualitative

Connected communities

= Communities are engaging with CAFNEC

- The number of people engaging with CAFNEC to raise or discuss environmental concerns.
- The number of community events, workshops and engagement activities delivered.
- Attendance at community events and activities.
- Number of engaged volunteers (e.g. “connected”, and “contributor” categories in NationBuilder).

- Participant feedback on events and engagement activities demonstrating positive experiences.
- Participant feedback indicating increased awareness, understanding and connection to environment and climate issues.
- Annual supporter survey responses indicating levels of awareness, connection and engagement.

Empowered communities

= Increased action being taken by people in FNQ

- The number of community-led projects or initiatives supported or catalysed by CAFNEC (e.g. Tree Action Group).
- The number of actions taken by the community for our environment (e.g. submissions, campaigns, local initiatives).
- The number of community members taking on leadership roles in projects, campaigns or initiatives (e.g. number of “committed” and “core” volunteers in NationBuilder).

- Case studies of community-led action and collaboration arising from CAFNEC engagement.
- Participant feedback indicating increased confidence, leadership and capacity within the community.
- Examples of community members initiating or leading action independently of CAFNEC following engagement.
- Examples of ongoing collaboration and networks formed through CAFNEC engagement.
- Examples of community-led stories and advocacy being amplified through



Objective

Outcome



Convene, build capacity of, and connect members, member groups and values-aligned organisations to take action for our climate and environment.

A strong network of members and organisations sharing knowledge and collaborating to drive change and inform action at local, state and national levels.

Change theory statement

If we connect and build the capacity of CAFNEC members and member organisations, **then** we will strengthen coordinated advocacy for our region's climate and environment, **because** a well-organised and collaborative network can drive greater impact.

How will we measure this?

Quantitative

Qualitative

Strong network

= Growing and diverse network of members and member groups

- The number of members of CAFNEC.
- The number of member groups as part of CAFNEC's network.
- The geographic spread of members and member groups across the region (e.g. proportion of groups outside of Cairns; proportion of our region represented).
- Diversity of member group network (e.g. size, type, focus areas).

- Member groups representatives report increased connection and belonging in the network.
- Member group representatives report confidence in articulating CAFNEC's role and value.

Effective collaborations

= Collaborations that drive change and inform local, state and national action

- Attendance and participation in key convening spaces (e.g. proportion of total member group network represented at the annual Far North Queensland Roundtable).
- Number of member-focused events and capacity-building activities delivered.
- Number of collective advocacy actions taken by members and member organisations.

- Case studies of collaborations, actions and campaigns driven through CAFNEC's network.
- Examples of knowledge sharing, capacity building and mutual support within the network.
- Case studies or documented examples of member groups influencing outcomes at local, state or national levels.



Objective

Outcome



Ensure CAFNEC has the people, funding and systems needed to be impactful now and into the future.

An enduring, place-based organisation, with long-term funding, strong governance and a focus on our people and wellbeing.

Change theory statement

If we invest in our people, systems and long-term sustainability, **then** CAFNEC will remain a strong, place-based and impactful organisation in Far North Queensland, **because** a well-supported and well-governed organisation is better able to deliver lasting outcomes for our environment and community.

How will we measure this?

Quantitative

Qualitative

Enduring**organisation =**

Have the profile and funding required to achieve our mission

- Number of funding sources (diversified funding base).
- Number of multi-year funding commitments.
- Total revenue secured to support our work.
- Number of individual donors and supporters.
- Number of website visits and engagement.
- Engagement data on social media platforms.

- Examples or feedback demonstrating increased recognition and credibility among funders, partners and decision-makers.
- Examples of new funding and partnership opportunities arising from CAFNEC's work.
- Membership and supporter feedback indicating ongoing connection to CAFNEC's impact and a sense of belonging over time.
- Donor feedback indicating connection to the impact of their contributions.

Strong team**and governance**

= our people have the skills and capacity to undertake their roles and are well supported

- Attendance and participation in key convening spaces (e.g. proportion of total member group network represented at the annual Far North Queensland Roundtable).
- Number of member-focused events and capacity-building activities delivered.
- Number of collective advocacy actions taken by members and member organisations.

- Staff feedback indicating a positive and supportive organisational culture.
- Examples demonstrating effective governance practices (e.g. oversight, clear decision-making, risk management).
- Staff and Management Committee feedback indicating leadership development, capability, and well-being.
- Documented evidence of succession planning for the Management Committee.
- Staff express confidence in organisational policies and procedures.
- Staff and Management Committee report feeling connected and aligned.

