

**AVI**

*inviting change*

# Sustainable Change through the power of people

## Strategic Plan 2024 - 28



Photo credit: Darren James, Australian Volunteers Program





# AVI Strategy - The power of people

AVI's **purpose** is to enable people to create the change they want to see through sharing and exchanging skills, experience, knowledge and building relationships between people and cultures.

Our five-year strategy (2024-2028) is driven by our purpose and demonstrates our ongoing commitment to forging trusted relationships across the world and in Australia - bringing about long-term, sustainable development outcomes and promoting positive global engagement.

Everything we do at AVI is underpinned by a people-based ethos where strengthening capacity flows beyond individuals to influence organisations, networks and broader social systems.

**Our strategy will push us to increase our impact and transform how we work.**



Our strategy seeks three key outcomes:

1. Improved and sustainable development outcomes demonstrated by partner organisations
2. Increased commitment to the value of volunteering from partners, donors and supporters
3. Positive engagement from volunteers, program participants and our supporters towards a just and peaceful world

**How we achieve these outcomes is as important as the achievements themselves.**



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**AVI's organisational strategic goal is to strive to be Australia's leading development organisation supporting locally-led change through volunteering, skills sharing, experience, mutual learning and respect. We do this by working in ways that protect and promote human rights.**

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# INVITING CHANGE TOGETHER



Photo credit:  
Harjono Djoyobisono,  
Australian Volunteers Program

AVI's **vision** is to strive for a peaceful, just and sustainable world where every organisation has the skills, knowledge and resources necessary to achieve their social, economic and environmental development goals and Australia's multi-cultural community is informed, tolerant and cohesive. Only by working together can we reach our ambitious vision.

AVI recognises that **our people are our greatest asset**, and the success of our strategy depends on a diverse team of committed, empowered and engaged professionals. We will continue to drive an effective organisation that supports our people to thrive.



# Our Values

AVI's work will continue to be shaped by our organisational values:

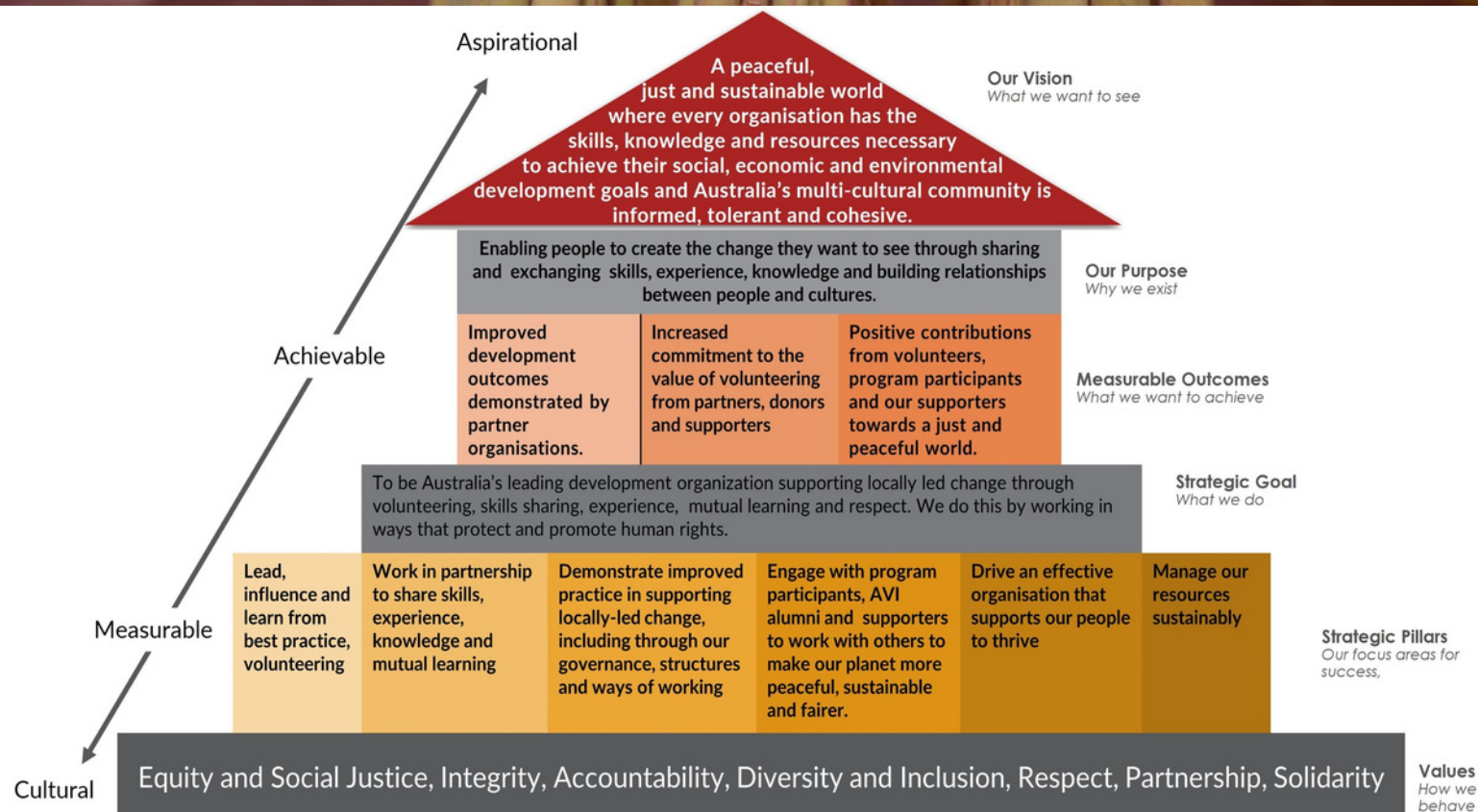
- Equity and Social Justice
- Integrity
- Accountability
- Diversity and Inclusion
- Respect
- Partnership
- Solidarity





# TOWARD OUR VISION AND PURPOSE

Photo credit:  
Harjono Djoyobisono,  
Australian Volunteers Program





# Outcome 1: Improved and sustainable development outcomes demonstrated by partner organisations.

Photo credit:  
Harjono Djoyobisono,  
Australian Volunteers Program



AVI's theory of change is based on the concept that the best solutions come from those closest to the problem. Our role is to facilitate in-depth, respectful engagement that leads to deeper impact and sustainable outcomes. Over the next five years, we will explore new ways to do this, examining our own ways of working and ensuring locally-led change remains at the heart of all we do.

We will focus on:

**Demonstrating improved practice in supporting locally-led change, including through our governance, structures and ways of working by:**

- Evolving our own ways of working to support increased locally-led change – in our systems, structures and ways of working.

- Providing transparent and accountable impact assessments of our work and the impact to our partners.
- Listening and learning from our partners to improve the way we work.

**Working in partnership to share skills, experience, knowledge and mutual learning by:**

- Identifying new partners and leveraging existing partnerships including with government, corporates, universities and supporters.



## Outcome 2: Increased commitment and promotion of the unique value of volunteering from partners, donors and supporters



Photo credit:  
Harjono Djoyobisono,  
Australian Volunteers Program

We believe that volunteering for development, skills sharing, mutual learning and shared experiences are critical contributions towards sustainable change.


AVI's strategy seeks to offer leadership in best-practice volunteering.

We will focus on:

### **Leading, influencing and learning from best-practice volunteering by:**

- Delivering the Australian Volunteers Program as our ongoing flagship program to the highest standard, modelling best-practice and driving innovation across volunteering.
- Demonstrating the potential of locally-led volunteering and exploring new models and partnerships
- Being an active and influential member of Forum – promoting and adhering to the Global Standards for Volunteering.
- Working with DFAT and other International Volunteering for Development organisations to capture and promote best practice.
- Providing thought leadership and research around best practice and innovative volunteering.





## Outcome 3: Positive engagement from volunteers, program participants and our supporters towards a just and peaceful world

Photo credit:  
Harjono Djoyobisono, Australian Volunteers Program

AVI's theory of change is not based on a one-way experience of change.

The mutual value in skilled volunteering is also the role program participants play in contributing, both during their volunteering experience and on their return.

We will focus on:

**Inviting volunteers, program participants, our alumni and supporters to engage with us in ways that promote social justice and equity.**

We will do this by:

- Advocating for justice and equity, including for Australia's First Nation's People, joining the Allies for Uluru and supporting a Yes

vote for the referendum. We will invite our program participants, alumni and supporters to also do so.

- Supporting ACFID campaigns for justice and a fairer world, and sharing these with our program participants, alumni and supporters.
- Sharing research and resources on how to be active participants of change.
- Being a strong proponent of addressing climate change, including in our own ways of working.



# A PEOPLE DRIVEN ORGANISATION



Photo credit:  
Harjono Djoyobisono, AVI

Our Internal Drivers: To support our three critical outcomes we recognise the importance of ensuring our organisation is resilient and fit for purpose.

We will focus on:

## **Driving an effective organisation that supports our people to thrive by:**

- Providing an accountable, inclusive and respectful organisational culture that supports high-performing staff through professional development, flexible working arrangements and opportunities to engage across the organisation.
- Supporting our managers and leaders to support our people.
- Continuing our commitment to environmentally sustainable ways of working.
- Delivering our Reconciliation Action Plan.
- Developing a multi-year roadmap of improvement initiatives for corporate services to realise opportunities, improve overall staff experience and drive efficiencies.





### **Managing our resources sustainability by:**

- Maintaining the Australian Volunteers Program as our flagship program at the heart of all we do.
- Developing our work with critical partners including the Australian Government, Corporate Australia and Australian Universities.
- Ensuring Pacific People is a profitable commercial entity.
- Growing and deepening our work with supporters, including our generous legacy givers.
- Leveraging our assets (including office space) to support our commercial goals.
- Exploring new partnerships and collaborations.





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Photo credit:  
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