

AUSTRALIAN
COUNCIL
FOR
INTERNATIONAL
DEVELOPMENT

ACFID Strategic Plan 2015–20



Our mission

ACFID's founding mission – *to reduce poverty and inequity within and between nations and champion the human rights of the poorest people in the world* – is both relevant and pressing.

Three quarters of the world's poorest people live in middle income countries where the potential for their governments to lift citizens out of extreme poverty is real. The UN and the World Bank optimistically predict that extreme poverty can be eradicated by 2030.

Yet humanity's future development is threatened by rising inequalities, the risk of climate change and unsustainable development, and an absence of peace and human security.

ACFID will focus all its energies, resources and relationships to reducing extreme poverty and inequality, ensuring sustainable development, building human security and strengthening civil society.

With our members and partners, ACFID seeks to be an influential policy voice, a catalyst for change and a standard-bearer for good practice in the international development and humanitarian world.

In doing so, we will be supporting Australia's contribution to the attainment of the UN Sustainable Development Goals.

With the millions of Australians who share our concerns about global challenges and a sense of hope and possibility about a prosperous future for humanity, we will strive to make a better world for current and future generations.



ACFID'S President Sam Mostyn and Executive Director Marc Purcell.

ACFID – United for a just, equitable and sustainable world



The Australian Council for International Development (ACFID) is the peak body for Australian non-government organisations (NGOs) involved in international development and humanitarian action.

Our vision

- A world where all people are free from extreme poverty, injustice and inequality
- A world where the earth's finite resources are managed sustainably
- A compassionate Australia acting for a just and sustainable world

ACFID's vision will only be realised through the collective efforts of civil society actors, governments, businesses and people concerned for our common humanity.

Our purpose

We lead and unite our members in action for a just, equitable and sustainable world.

Our values

Respect for human rights. We champion human rights as a precondition for sustainable and equitable development and promote rights-based approaches that hold power holders to account.

Gender justice. We stand for social, political and economic gender equality and see gender justice as both an end in itself, and a means to alleviating poverty, reducing inequality and building peace.

Systemic and transformational change. We are committed to development that addresses the root causes of poverty, conflict and injustice and transforms the lives of the poorest and most marginalised people.

A strong independent civil society. We believe that a vibrant civil society is an essential feature of free societies, bringing benefits to the public that governments and the market cannot do alone.

Environmental sustainability. We promote environmentally sustainable development solutions because poverty reduction, natural resource management and development are inextricably linked.

Accountability and transparency. We promote accountability and transparency as a standard of good practice for NGOs and other development actors, particularly downward accountability to people affected by poverty or crisis.

Quality and innovation. We exist to support and promote quality, innovation and continuous improvement in NGO governance, management and practice.

Our Strategic Plan

The Strategic Plan for 2015–2020 helps shape our choices as the peak body, describing firstly our goals, and secondly our thematic focus. It makes us accountable for the decisions we take.

Our **Strategic Goals** are focused on the public, the Government and our members. They set out the longer term outcomes towards which our work is directed, name specific changes we want to make, and spell out what success looks like.

Thematic focus areas define where we want to create change in the next five years: sustainable and inclusive development, peace and human security, and civil society.

A human rights based approach and gender equality lens will be applied across our work.

We commit to monitoring and evaluating our impact in our annual work plans, and assessing our progress in achieving the goals in our Strategic Plan. Based on what we learn, we will adjust our course as required, and apply our learning in order to be more effective.

Goal One:

AN ENGAGED PUBLIC

The Australian public is better informed and actively supports Australia's global role in sustainable development and humanitarian action.

What our success looks like

- More vigorous public discourse on global inequality and sustainable development.
- Strong public support for engagement with our members.
- A high level of public awareness of and support for an effective Australian Aid Program.
- We are widely known as an authoritative and influential voice.

What we will do

- Build informed and engaged constituencies that support and stand up for sustainable development and humanitarian action.
- Form and participate in coalitions that grow our reach and public influence on issues of concern.
- Communicate our agenda on sustainable and inclusive development, human security and civil society to the public.
- Build a strong media profile and resource our members to amplify our messages and counter scepticism.
- Work with member organisations to engage the public, raise awareness of the value of Australian Aid, and spread success stories about the impact of their development and humanitarian work.

The big issues Goals One & Two

Tackling extreme poverty and inequality

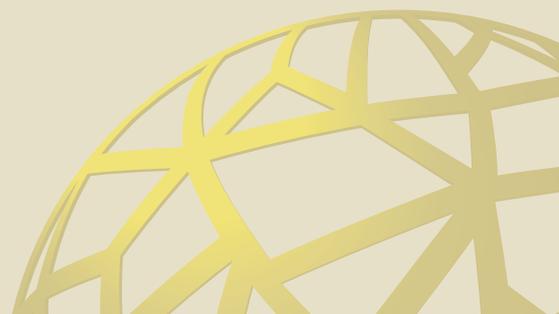
Building human security

Responding to climate change

Promoting the Sustainable Development Goals

Making the case for Australian Aid

Ensuring space for civil society



Goal Two:

AUSTRALIA'S LEADERSHIP

Australia is a global leader for sustainable development and humanitarian action through effective Government policies, action and partnerships.

What our success looks like

- Significant shifts in political party and government policy in line with our thematic focus areas.
- Bipartisan commitment to a strong and effective Australian Aid Program and restoration of the aid budget.
- An Australian policy and regulatory environment that enables the quality, effectiveness and efficiency of international development and humanitarian NGOs.
- Government and other development actors recognise the ACFID Code of Conduct as the benchmark for good practice in the sector.

What we will do

- Develop a solid body of policy work in our thematic focus areas informed by research, member experiences and experts in the academic, community and private sectors.
- Build strategic partnerships and alliances to influence policy makers and opinion leaders.
- Leverage relationships with political parties and politicians to influence decisions made through the Federal Budget, elections, major inquiries and reviews.
- Provide strategic and timely advice to DFAT and other government agencies to promote our policies, knowledge and ideas.
- Generate understanding and support for our agenda and policy positions through clear messaging and communication strategies, media exposure, events and lobbying.
- Engage members in promoting our policy proposals and coordinate strategic policy advice and advocacy to the Government on behalf of members and their constituencies.
- Work with international bodies and networks to shape relevant global policies and systems and use these engagements to bring influence to bear in Australia.

Goal Three:

MEMBER INFLUENCE AND EFFECTIVENESS

ACFID members are influential agents of change and leaders in development and humanitarian practice, NGO effectiveness, and accountability.

What our success looks like

- Members meet and exceed standards in the ACFID Code of Conduct and are highly regarded by the public and donors.
- Members are practice leaders in mainstreaming rights based approaches, gender equality and accountability, and strengthening civil society in developing countries.
- Members improve and demonstrate their individual and collective effectiveness and impact.
- Members actively shape and contribute to systemic changes in the Australian public and Government.

What we will do

- Set, maintain and promote standards through managing the ACFID Code of Conduct and monitoring member compliance.
- Monitor developments and contribute to global standard setting, particularly the Core Humanitarian Standard and the Global Standard for CSO Accountability.
- Resource NGOs to analyse and better respond to the major challenges and issues that they collectively face.
- Capture, share and disseminate knowledge and learning drawn from members, partners and our wider network.
- Facilitate member access to learning and knowledge through resources and knowledge products, e-learning and issues focused training, links to subject matter experts, and self-managed communities of practice.
- Provide targeted resources and learning opportunities for small agencies in response to the specific challenges that they face.
- Undertake research about our members to understand their scope, approaches and impact.
- Identify and connect change leaders in the NGO sector and build member capabilities to replicate and sustain change.
- Influence national and international regulatory regimes and donor policies and practices to support good practice and NGO effectiveness.

The big issues

Responding to mega trends – climate change, rise of middle income countries, more controlling governments

Building adaptive organisations

Exploring new business models

Ensuring awareness and relevance of the ACFID Code of Conduct



Goal Four:

A STRONG ACFID

ACFID aligns resources to the goals and priorities of this Strategic Plan and is accountable to members for performance.

What our success looks like

- Governance and executive leadership of ACFID is strategic, results oriented and accountable.
- Member organisations are committed to ACFID and perceive that they are benefiting from their engagement.
- We have a stable and more diverse income stream and demonstrate responsible financial stewardship.
- We have a capable, well-directed and respected secretariat achieving progress when measured against the priorities, goals and results in this framework.

What we will do

Governance

- Strengthen our governance to improve strategic leadership and accountability.
- Ensure the governing body has mechanisms to listen to and take account of member views, communicates effectively, and reviews and improves its performance.

Resources

- Pursue new sources of income that provide a more diverse and sustainable funding base.
- Align staff teams, resources and development of systems to the Strategic Plan through its operational plans and budgets.
- Invest in business processes, systems and technology that support learning, efficiency and performance.

Communication

- Develop communication strategies that increase our visibility and influence and foster the collaboration that is fundamental to our success.
- Develop an annual conference event that brings members and others together for agenda setting debate and learning.

People and culture

- Recruit skilled staff and provide the support and development needed for high performance.
- Maintain strong member participation in advisory groups, expert task groups and self-managed communities of practice.
- Promote a culture of creativity and learning and be willing to take managed risks to strengthen our effectiveness.

Members and stakeholders

- Consolidate and stabilise membership.
- Align membership to the ACFID Code of Conduct.
- Collaborate with strategic partners that share our vision and support our agenda.

Thematic focus areas broadly define the subject areas where we want to create change in the coming five years. Specific work will be developed annually, through consultation, and set out as operational plans guided by our Strategic Goals.

Sustainable & inclusive development

We will amplify the Sustainable Development Goals in Australia, particularly the call to ‘End poverty in all its forms everywhere’.

We will apply our energies equally to convey the destructive potential of relative deprivation within societies as well as our traditional focus of absolute poverty. We commit to working towards reducing inequality within and among countries and achieving gender equality.

We believe that tackling climate change, and protecting the environment that humanity depends upon for its survival and prosperity, is essential. We will work with other like-minded organisations to take urgent action to combat climate change and its impacts.

Peace & human security

We will develop and promote policy and practice that protect human rights, reduce gender violence, promote peace and conflict resolution and build accountable and transparent governance.

We will champion reducing risk through prevention, and Disaster Risk Reduction. We will raise awareness of, and advocate solutions to, the drivers of trans-boundary human insecurity, particularly people movement.

We will champion the standards in the Core Humanitarian Standard, and promote to the public Australia’s role, whether by Government or NGOs, in tackling disasters and conflicts.

We will address the impacts of disasters in urban settings and seek opportunities for better lives for those in poor cities. We will focus on making cities and human settlements inclusive, safe, resilient and sustainable.

Civil society

We will defend the right of civil society to exist, hold governments to account, lead public discussion, and provide benefits to the public in Australia and developing countries.

We will strive to build the effectiveness of Australian NGO interventions into developing countries. By supporting continuous improvement within the sector and a capacity to innovate, we will respond to a rapidly evolving environment, being a catalyst for sharing knowledge and best practice.

ACFID – the organisation

Power of a diverse network

ACFID brings together a large and diverse national membership that includes Australian organisations that are part of global federations and alliances, national NGOs, secular and faith-based agencies, and small organisations with specific geographic or thematic mandates.

ACFID harnesses member expertise and that of our Affiliate Members. Strategic partnerships with other public, community and private sector players will be an important part of ACFID's network as we deliver this Plan.

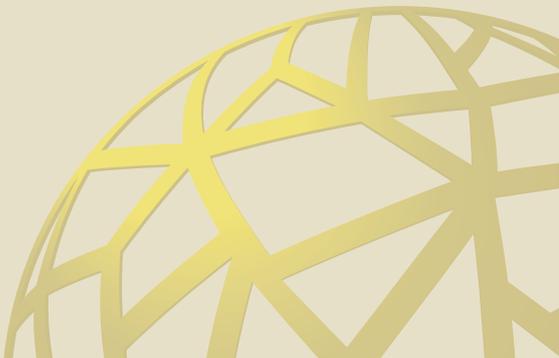
Strength together

With our members and partners, ACFID seeks to be an influential policy voice, a catalyst for change and a standard bearer for good practice in the international development and humanitarian world.

Member organisations bring experience, knowledge and legitimacy that is essential for ACFID's success. Members shape and help carry forward our agenda. This investment in ACFID brings members many positive returns:

- **More influence** – having a stronger political voice and greater potential to shape policy.
- **Greater credibility and legitimacy** – through belonging to the ACFID Code of Conduct and being united with other development NGOs.

Member profile in 2015

- **Over 130 member organisations**
 - **Supported by 1.5 million Australians**
 - **Works in 90 countries around the world**
 - **Linked to global federations and alliances, and universities**
 - **One-third are faith based agencies**
 - **Engage 28,703 volunteers**
 - **Raise AUD1.5 billion annually with the vast majority coming from non-government sources**
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How we work

- We connect and engage members
- We join with others for influence
- We are politically non-aligned
- We lead and convene dialogue on critical issues
- We promote knowledge and learning
- We work from an evidence base
- We apply a gender equity lens and take a human rights based approach

Current Member List – at June 2015

Total number of ACFID Members: 146 Full Members: 132 Affiliate Members: 14

FULL MEMBERS:

1. ACC International Relief
2. Act for Peace – NCCA
3. ActionAid Australia
4. ADRA Australia
5. Afghan Australian Development Organisation
6. Anglican Aid
7. Anglican Board of Mission – Australia Limited
8. Anglican Overseas Aid
9. Anglican Relief and Development Fund Australia
10. Asia Pacific Journalism Centre
11. Asian Aid Organisation
12. Assisi Aid Projects
13. Australasian Society for HIV Medicine
14. Australia for UNHCR
15. Australia Hope International Inc
16. Australian Business Volunteers
17. Australian Cranio-Maxillo Facial Foundation
18. Australian Doctors for Africa
19. Australian Doctors International
20. Australian Federation of AIDS Organisations
21. Australian Foundation for the Peoples of Asia and the Pacific
22. Australian Himalayan Foundation
23. Australian Injecting and Illicit Drug Users League
24. Australian Lutheran World Service
25. Australian Marist Solidarity Ltd
26. Australian Medical Aid Foundation
27. Australian Mercy
28. Australian Red Cross
29. Australian Respiratory Council
30. Australian Volunteers International
31. Beyond the Orphanage
32. Birthing Kit Foundation (Australia)
33. Brien Holden Vision Institute Foundation
34. Bright Futures Child Aid and Development Fund (Australia)
35. Burnet Institute
36. Business for Millennium Development
37. CARE Australia
38. Caritas Australia
39. CBM Australia
40. ChildFund Australia
41. CLAN (Caring and Living as Neighbours)
42. Credit Union Foundation Australia
43. Daughters of Our Lady of the Sacred Heart Overseas Aid Fund
44. Diaspora Action Australia
45. Diplomacy Training Program
46. Door of Hope Australia Inc.
47. Edmund Rice Foundation (Australia)
48. EDO NSW
49. Engineers without Borders
50. Every Home Global Concern
51. Family Planning New South Wales
52. Fairtrade Australia New Zealand*
53. Food Water Shelter
54. Foresight (Overseas Aid and Prevention of Blindness)
55. Fred Hollows Foundation, The
56. Global Development Group
57. Global Mission Partners
58. Good Shepherd Services
59. Grameen Foundation Australia
60. Habitat for Humanity Australia
61. Hagar Australia
62. HealthServe Australia
63. Hope Global
64. Hunger Project Australia, The
65. International Children's Care (Australia)
66. International Christian Aid and Relief Enterprises
67. International Detention Coalition
68. International Needs Australia
69. International Nepal Fellowship (Aust) Ltd
70. International RiverFoundation
71. International Women's Development Agency
72. Interplast Australia & New Zealand
73. Islamic Relief Australia
74. KTF (Kokoda Track Foundation)
75. Kyeema Foundation
76. Lasallian Foundation
77. Leprosy Mission Australia, The
78. Live & Learn Environmental Education
79. Love Mercy Foundation*
80. Mahboba's Promise Australia
81. Marie Stopes International Australia
82. Marist Mission Centre*
83. Marsh Foundation
84. Mary MacKillop International
85. Mary Ward International Australia*
86. Mercy Works Ltd
87. Mission World Aid Inc
88. Motivation Australia
89. MSC Mission Office
90. Nusa Tenggara Association Inc
91. Oaktree Foundation
92. One Thousand Villages
93. Opportunity International Australia
94. Oro Community Development Project Inc
95. Oxfam Australia
96. Palmera Projects
97. Partners in Aid
98. Partners Relief and Development Australia
99. People with Disability Australia
100. PLAN International Australia
101. Project Vietnam
102. Quaker Service Australia
103. RedR Australia
104. Reledav Australia
105. RESULTS International (Australia)
106. Royal Australian and New Zealand College of Ophthalmologists
107. Royal Australasian College of Surgeons
108. Salesian Missions
109. Salvation Army (NSW Property Trust)
110. Save the Children Australia
111. Service Fellowship International Inc
112. School for Life Foundation*
113. SeeBeyondBorders
114. Sight For All
115. SIMaid
116. So They Can
117. Sport Matters
118. Surf Aid International
119. Tamils Rehabilitation Organisation Australia*
120. TEAR Australia
121. Transform Aid International (incorporating Baptist World Aid)
122. Transparency International Australia
123. UNICEF Australia
124. Union Aid Abroad – APHEDA
125. UnitingWorld
126. University of Cape Town Australian Trust
127. Volunteers in Community Engagement (VOICE)
128. WaterAid Australia
129. Women for Women in Africa
130. World Education Australia
131. World Vision Australia
132. WWF – Australia

AFFILIATE MEMBERS:

133. Australian National University – School of Archaeology and Anthropology, College of Arts and Social Sciences
134. Deakin University – Alfred Deakin Research Institute
135. La Trobe University – Institute of Human Security and Social Change
136. Murdoch University – School of Management and Governance
137. Refugee Council of Australia
138. RMIT – Global Cities Research Institute
139. Royal Institute for Deaf and Blind Children**
140. University of Melbourne – School of Social and Political Sciences
141. University of Queensland – Institute for Social Science Research**
142. University of Sydney – Office of Global Engagement**
143. University of the Sunshine Coast – International Projects Group
144. University of Technology, Sydney – Institute for Sustainable Futures
145. Vision 2020
146. University of Western Australia – School of Social Sciences**

* Denotes Interim Full Member

** Denotes Interim Affiliate Member

united against poverty

ACFID unites Australia's non-government aid and international development organisations to strengthen their collective impact against poverty.

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