CICCO STRATEGIC PLAN 2021-2024

President's Message

AFAO is driven by our vision of ending HIV transmission and ensuring all in our communities can live a full and healthy life.

Through *Agenda 2025*, AFAO has a created consensus to end HIV transmission in Australia. Achieving our vision is within our collective grasp, but it will require strong, committed leadership from all governments and ongoing dialogue and collaboration between our communities, clinicians, and researchers.

In this vision, we celebrate the leadership of people with HIV. AFAO's partnership with NAPWHA is strong. We commit to upholding the voice of people with HIV and working in collaboration so people with HIV in all their diversity have what they need to live healthy lives free of stigma and discrimination.

Through this *Strategic Plan*, AFAO will continue to lead the national conversation on HIV. We will shape the dialogue and work to bring about the policy, financing and regulatory changes needed to put Australia back at the leading edge of international practice. We will do this through our thought leadership, advocacy and collaboration with government.

We will continue to build political support for effective, sustainable responses to HIV and the wider concerns of our communities. We build the profile and understanding of issues and advocate to parliamentarians, officials and other decision makers. This strategic advocacy remains a critical element of building an enabling environment for our work.

We will support our members to continuously grow in strength and will bring them together for peer learning and collective action. We will continue our work to remove social and cultural barriers that hold back justice and health for our communities.

AFAO appears to be unique globally in bringing together communities responding to HIV. That we have done so for 35 years is a source of pride. While we come together in a common vision, we remain deeply attuned to our communities' unique aspirations and needs.

Australia is yet to achieve virtual elimination for gay and bisexual men. This community continues to carry the burden of the epidemic and its response. Our work to advance the health and wellbeing of gay and bisexual men and trans and gender diverse people and to strengthen Councils as LGBTIQ health providers is central to this *Strategic Plan*.

AFAO and the Councils recognise progress on HIV requires progress on intersecting issues of health and justice.

The journey to sex work law reform continues, led ably and patiently by Scarlet Alliance, Australian Sex Workers Association and its members. As this *Strategic Plan* commences, sex workers have succeeded with law reform advocacy in a third Australian jurisdiction. More must follow. Pressure for evidence-based drug policy is also growing, but slowly. We stand with the Australian Injecting and Illicit Drug Users League and its members in their work for health and human rights.

There are hopeful signs of new health governance between the Australian Government and Aboriginal and Torres Strait Islander communities. As with all our communities, AFAO will continue to champion the leadership and voices of Aboriginal and Torres Strait Islander people, including through our support for the Anwernekenhe National HIV Alliance in its vision.

Celebrating and responding to cultural and linguistic diversity within and beyond our communities is central to our vision. That

means new partnerships, new approaches and the humility of continuous learning. We must continue to mobilise all who are affected and continue to reach all who are at risk. Leaving no one behind requires we find new ways to prevent and diagnose HIV in those for whom HIV may not be salient.

Our celebration of respect for diversity requires us to respond more deeply to the diversity within our LGBTIQ family. Our community members are diverse in their identities, life experiences and experiences of health and health care. The trans and gender diverse community carries an especially heavy burden of marginalisation and stigma in Australia at this time and we are committed to working with trans and gender diverse communities leaders to address the impact this has on HIV risk, physical health and mental health.

We also hear the calls of intersex advocates for allyship and affirm the Darlington Statement, including the rights of intersex people to bodily integrity, physical autonomy and self-determination. In this *Strategic Plan*, we include intersex people as integral to our LGBTIQ communities, while disavowing any claim to expertise or to speaking on behalf of intersex people. We are excited to commit in this Plan to our own learning, to building and demonstrating allyship with the intersex community and to championing the leadership and advocacy of intersex organisations.

While HIV rests at the heart of AFAO's vision, we recognise the deep lessons of HIV and AIDS – that this is the most social of diseases and that responding effectively to HIV requires an expansive approach encompassing related diseases such as hepatitis B, hepatitis C, STIs and tuberculosis and, more broadly, human rights and social justice. We must recognise and respond to intersecting issues of poverty, disadvantage,

marginality and criminalisation, broader health issues and their determinants, and the health and social systems within which policy responses to HIV are embedded.

Nationally, AFAO serves its members and leads with a growing range of other national peaks including Hepatitis Australia, the National Aboriginal Community Controlled Health Organisation and the Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine, LGBTIQ+ Health Australia and Equality Australia in its advocacy. This means we are stronger together. Our task is to find space for our unique voices and forge powerful alliances across our communities and to wider civil society.

AFAO has a unique role within our region, where we work to promote effective policy, strengthen leadership, unlock financing and support our communities in their work towards health and human rights.

Our international program builds from our work at home and reflects the determination of our members that no one will be left behind. In this, we look to and value the leadership of regional and national key population networks and collaborate with UNAIDS and other technical partners.

We have made great progress over the past three years. There has been a significant decrease in new HIV

transmissions in Australia, largely driven by PrEP in combination with treatment as prevention. We are proud of our contributions to this. At the same time, we are working hard with NAPWHA to secure *Agenda 2025's* commitments from the Australian Government for access to treatment for all.

The opportunities and challenges we face in achieving our vision will be deeply affected by the ongoing impacts of the COVID-19 pandemic. In Australia and our region, COVID-19 has exacerbated existing inequalities, with some communities bearing a disproportionate impact in terms of economic security and health and wellbeing. COVID-19 has also, and will continue to, impact the health system, diverting resources from critical HIV services to the immediate challenges of COVID containment, vaccination and healthcare.

At the same time, COVID-19 has demonstrated the vital contribution of communities and community-led organisations in addressing systemic barriers to testing and care and the power of community as a trusted source of leadership. There continues to be an important role for AFAO, in collaboration with our members and partners, in highlighting the lessons of HIV that can support a strong, adaptable community-led response and ensure that no community is left behind.

There is much to be excited about as we consider what the next three years hold. This *Strategic Plan*, developed by AFAO's Board, members and affiliates, sets out our directions and priorities for 2021 to 2024. These are geared for immediate impact and build toward our larger 2030 vision of health and justice for our communities.

In this Strategic Plan we again commit to:

- improving the health and quality of life of our communities at home and abroad
- fighting for the financing our members and partners need to achieve their vision for communities
- strengthening our members and partners and providing practical support
- contributing to the broader struggle for social justice
- celebrating the achievements and milestones each of us is making toward our 2030 vision.

AFAO will achieve this by:



We will do this with, for and through our members and partners. In doing so, we will serve through our leadership and together grow our collective strength.

Mark Orr AM

President

October 2021

About AFAO



An end to HIV transmission and a full and healthy life for our communities

Serving our members to fully realise their ambitions for communities by 2030



- We respect the dignity of all people
- We respect and value diversity
- We recognise Aboriginal and Torres Strait Islander people as the First Australians and respect communities' traditions, views and ways of life
- We empower our communities and support their self-determination
- We protect and promote the human rights of all communities
- We promote and support harm reduction principles
- We recognise the social determinants of health
- We promote evidence-based approaches to policy, advocacy and health promotion, guided by the Ottawa Charter
- We are accountable to the communities we are part of, work with, represent and serve



AFAO's members are national and state and territory organisations created by communities most affected by HIV. They are deeply embedded within their communities, provide a trusted and credible voice to governments and deliver peer education, support and services on HIV, health and justice issues.

Our Members

























Our affiliate members

Our affiliate members are leading community, research, public health and clinical workforce organisations that endorse AFAO's values and support the work we do.















































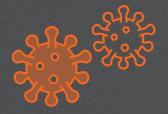






OUR PRIORITIES





STRATEGIC DIRECTION 1

End HIV transmission and improve the lives of people with HIV

There has been remarkable progress in Australia's response to HIV over the past three years. Most notably, the already high rates of HIV treatment among people with HIV have continued to increase, providing both individual and public health benefits. Coupled with treatment as prevention, the rapid uptake of PrEP among gay and bisexual men since its listing on the Pharmaceutical Benefits Scheme has contributed to significant declines in the number of people acquiring HIV. In 2020, the Australian Government agreed to make HIV treatment available to people ineligible for Medicare. Arrangements for this are being made. Despite progress, gay and bisexual men, including those who inject drugs, continue to be heavily impacted by HIV.

As we enter the fifth decade of the HIV epidemic, *Agenda 2025* sets out a renewed ambition for our work to end HIV transmission.

These achievements reflect the actions of our communities to protect themselves and their partners and the leadership of our community organisations in ensuring an effective, evolving response to HIV. Through this *Strategic Plan*, we seek to build on these achievements while safeguarding successes, including among sex workers and people who inject drugs.

Recent gains, however, are not yet equally experienced.

There is an urgent, and longstanding, imperative to respond to the needs and experience of Aboriginal and Torres Strait Islander people at risk of, and living with, HIV. For at least two decades, Aboriginal and Torres Strait Islander people have advocated for a culturally appropriate, adequately funded response to HIV. Despite this, the full promise of the National Aboriginal and Torres Strait Islander BBV and STI Strategy and other policy commitments is yet to be achieved.

AFAO is committed to ensuring that there is a fully realised response to the needs of Aboriginal and Torres Strait Islander people, bringing together a partnership of community leaders including the Anwernekenhe National HIV Alliance and the Positive Aboriginal and Torres Strait Islander Network, the National Aboriginal Community Controlled Health Organisation and its members, AFAO members and governments.

The needs of multicultural communities are also urgent including for HIV prevention, testing and treatment messages that are relevant and accessible. Multicultural communities themselves are enormously diverse – in knowledge about and cultural perceptions of HIV, in community infrastructure, and in access to mainstream health systems. Increases in HIV among men who have sex with men who are recently arrived from overseas demand effective responses, as do the higher rates of late diagnosis among migrant and refugee women. AFAO is committed to working

collaboratively with our members, community leaders, multicultural organisations, clinicians and universities to address these needs.

At the same time, there remains critical work to be done to improve the health and wellbeing of people living with HIV, particularly as they age. AFAO will work in lockstep with NAPWHA to meet the needs of people with HIV, including for contemporary models of care and to address stigma and discrimination.

Intermediate outcomes¹

AFAO's Priority Actions

A strong, shared agenda for ending HIV transmission in Australia by 2025

- Ensure strong, continued political support for the Australian HIV response, including its financing
- Secure commitments to action and investment by major political parties in advance of Federal elections
- Drive and monitor the implementation of Agenda 2025
- Lead cross-sectoral dialogue and action on shared priorities
- Ensure the experiences of communities and intelligence of our members and partners informs all aspects of our work and advocacy

Sustained gains and further reduced HIV transmission through community-led action

- Advocate for increased investment in community-led campaigns and peer education
- With NAPWHA, advocate for increased investment in community-based service delivery, including peer navigation

Less undiagnosed HIV and fewer late diagnoses

- Develop, trial and advocate for new models of testing that normalise testing in a wider range of populations and settings, including by offering HIV testing on an opt-out basis in settings where undiagnosed HIV is likely to be higher
- Develop, trial and advocate for new models of peer-led and community-led contact tracing

^{1.} Intermediate outcomes are a shared responsibility across the HIV partnership

Quality care for health, wellbeing and public health

- With NAPWHA, advocate for the development of a contemporary model of care, including for the needs of older people with HIV and map current coverage and gaps
- With NAPWHA and the Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine (ASHM), develop, trial and advocate for new models of wrap-around clinical and peer support at diagnosis
- With NAPWHA, advocate for shifts in aged care policy and funding arrangements so people with HIV have early access to publicly funded community-based care and support
- With NAPWHA, build knowledge and support uptake by AFAO and NAPWHA's members of individualised funding streams including the National Disability Insurance Scheme and My Aged Care

Strong partnerships with Aboriginal and Torres Strait Islander communities and organisations

- Serve Anwernekenhe as its secretariat
- Jointly plan and deliver with Anwernekenhe on priorities for HIV and STIs among Aboriginal and Torres Strait Islander people
- Strengthen our collaboration with the National Aboriginal Community Controlled Health Organisation (NACCHO)
- Provide learning and development opportunities through HOLA, including training, peer learning and practice development for the HIV community workforce

Strong partnerships with multicultural communities and organisations

- Strengthen our collaboration with the Federation of Ethnic Communities' Councils of Australia (FECCA)
- Ensure plans to address HIV and STIs in multicultural communities appropriately address diverse needs and contexts, including for international students, recently arrived overseas born gay, bisexual and other men who have sex with men, refugee and migrant women, and new and settled culturally and linguistically diverse communities
- Plan and deliver a shared program of work with multicultural organisations for priority communities
- Provide learning and development opportunities through HOLA, including training, peer learning and practice development for the HIV community workforce

Timely registration and funding for new HIV technology

- Advocate for the establishment of a priority track for the registration and funding of tests and medicines needed for public health
- Monitor emerging technologies so Australia's response remains at the cutting edge of current knowledge and practice

Amended conditions and funding for existing technology

- Advocate for regulatory amendments to allow:
 - the dispensing of PrEP and PEP over the counter at pharmacies
 - the sale of registered HIV self-tests in pharmacies and other appropriate retailers
- With ASHM, advocate for new Medicare Benefits Schedule items so:
 - clinicians can provide patients with a HIV self-test for use between visits
 - clinicians are funded to perform rapid HIV tests

Universal access to HIV prevention, testing and treatment

- Advocate for a National Partnership Agreement between the Commonwealth and states and territories that identifies minimum service levels and investment in community-led education and services, surveillance and public sexual health care
- Advocate for HIV PrEP and PEP to be available to all who need it, regardless of visa status
- With NAPWHA, ensure the Australian Government delivers its commitment to provide HIV treatment for all, regardless of visa status
- With NAPWHA, advocate for the removal of PBS co-payments for HIV treatment, on public health grounds

Less stigma and discrimination

- With NAPWHA, advocate for the creation of an intergovernmental taskforce to decriminalise HIV and remove visa conditions contrary to public health
- With NAPWHA and ASHM, advocate for the establishment and uptake of targeted education programs to reduce stigma in settings where it is particularly acute or there is particular concern (including in dentistry and other health care settings and aged care services)
- With NAPWHA, advocate for foundational and implementation research to better understand and monitor HIV stigma and build evidence for effective interventions



STRATEGIC DIRECTION 2

Serve our members and communities

AFAO is the federation of state and territory Councils built from the ground up by LGBTIQ communities and of national organisations of people with HIV, sex workers, people who use drugs and Aboriginal and Torres Strait Islander people mobilised in response to HIV. For the past thirty-five years, we have worked together to reduce HIV transmission and improve the health and quality of life of people with HIV.

The deep relationships between and among AFAO and its members give us collective strength.

The work of each member is enriched and benefits from the dialogue between members on matters of policy, practice and organisational development. AFAO fosters these relationships through workforce development, policy leadership, coordination and by bringing together leaders and practitioners from our members for dialogue, planning, decision-making and problemsolving. Our convening role is our strength and is core to our identity and impact.

Our members are created by and embedded within their communities. As the needs of communities have changed, so too have our members. Our national members recognise the rich lived experience of their communities on HIV and more broadly. Councils are

today leading on HIV and growing as LGBTIQ health organisations delivering a range of clinical, counselling, support and education programs. This evolution helps meet HIV goals by addressing intersecting health issues that can increase HIV risk. More fundamentally, it recognises the wider range of health concerns for communities and demonstrates the responsiveness of our members to their communities.

AFAO serves its members across their full remit. As our members and communities evolve, so do we. Under our last *Strategic Plan*, we stepped up to comprehensively serve our members. This agenda has especially matured in our work with Councils as they respond to LGBTIQ health. LGBTIQ communities are in dire need of improved access to community health services that are safe, that respect rather than pathologise and that assist us to access LGBTIQ-inclusive mainstream services.

Our Council members have a joint history, with 35 years of partnership as a national federation. As such, there is remarkable capacity within our members to continue to grow their services in response to community needs and changing funding conditions. Our role will be to lead and support that work. Over the coming three years we will provide leadership and technical support for new funding and business models, catalysing new conversations, partnerships and ways of working. AFAO will also continue to advocate for action on the health inequities experienced by LGBTIQ communities, including through increased investment in LGBTIQ-controlled services.

Intermediate outcomes

AFAO's Priority Actions

A strong evidence base informs our work and the work of our members

- Maintain strategic collaborations with research leaders to strengthen evidence-informed practice and practiceinformed evidence
- Provide continuous intelligence and analysis to our members and affiliates on HIV issues and priorities through policy and research briefings
- Build the capacity of members, affiliates and partners through knowledge production and dissemination
- Promote the disaggregation of LGBTIQ health data by Primary Health Networks to demonstrate local community needs

A continuously trained and supported workforce

- Implement HOLA, with NAPWHA, to provide learning and development opportunities including training, peer learning and practice development for Councils and people with HIV organisations
- Promote leadership through communities of practice
- In collaboration with trans and gender diverse community leaders, strengthen the capacity of our member organisations to address the HIV and health needs of trans and gender diverse people

A strong national federation of members

 Maintain strong collaborative relationships across AFAO's membership, to enable collective action and strategic learning

Improve access to LGBTIQ community health services

- Build knowledge and support uptake by Councils of individualised funding streams including Medicare, the National Disability Insurance Scheme and My Aged Care
- Advocate for transition financing to support the sustainable delivery of a wider range of primary health care services by Councils
- Advocate for dedicated investment in our members' LGBTIQ community health services

Inclusive mainstream responses to the needs of LGBTIQ people and PLHIV in Australia • Explore new models of partnership with mainstream service providers, in collaboration with our members, to strengthen access to inclusive health services

A strong and united response to the needs of our members' communities

- Strengthen our collaboration with LGBTIQ+ Health Australia and Equality Australia
- Build allyship with intersex advocates and their organisations, including Intersex Human Rights Australia and Intersex Peer Support Australia, and seek yellow tick accreditation
- Contribute strategically to advocacy for the needs of our communities, in concert with other community peaks

Recognition of health needs

- Advocate on LGBTIQ primary care and other health issues of concern to our members
- Advocate on the social determinants of health as they impact our members and the communities they serve
- Secure commitments to action and investment by major political parties in advance of Federal elections



STRATEGIC DIRECTION 3

Strengthen HIV responses in Asia and the Pacific

There is an urgent need to reduce HIV transmission and improve access to treatment across Asia and the Pacific. Approximately 300,000 people become HIV positive every year with more than one quarter of these being young people aged 15 to 24 years.

New HIV infections in our region are highly concentrated among gay, bisexual and other men who have sex with men, transgender people, sex workers, and people who use drugs. Together, 98% of HIV infections occur in these key populations and their partners. Around 5.8 million people are living with HIV in Asia and the Pacific and only sixty percent receive treatment. Without access to lifesaving treatment, 160,000 people die each year.

Our region deserves a stronger, better response to HIV. While advances are being made, financing for HIV prevention for key populations is fragile and inadequate and human rights and gender equity have been eroded in some countries. Key populations remain heavily criminalised. Additionally, the scale-up of critical programs such as PrEP and HIV self-testing has been slow. Existing challenges have been exacerbated by the impact of COVID-19 which has seen a further weakening of health care systems and stands to undermine future progress.

AFAO has partnered with community leaders, key population networks, technical partners and governments in Asia and the Pacific for more than thirty years. We continue this work with our partners and communities toward the shared goal of ending the

HIV epidemic in Asia and the Pacific, and internationally, by 2030.

We are proud of our contribution to the 2021 United Nations High-Level Meeting on HIV and AIDS which resulted in a bold, inspirational *Political Declaration*. This global commitment establishes ground-breaking targets for HIV prevention, treatment, human rights and community leadership. AFAO worked closely with its domestic and regional partners to inform Australia's position. Australia demonstrated true global leadership through its actions and its role as meeting Co-Chair.

AFAO champions the vital work of the Global Fund in its political engagement with the Australian Government. The lives of millions of people in our region are better for the Global Fund's work. Just as we look to the Global Fund to recognise the unique strengths and needs of our region, we expect our government will show leadership and match that through its actions and investments. We will continue our advocacy to the Australian Government and across the parliament for a generous Australian pledge to the Global Fund replenishment consistent with Australia's leadership on HIV.

AFAO has welcomed the Australian Government's investment of \$24m over three years in areas of mutual priority with the Global Fund, an initiative AFAO had called for. We particularly welcome the substantial contribution to UNAIDS for regional and country activities.

Under this *Strategic Plan*, we look forward to continuing our partnership with UNAIDS and value the strong leadership they provide in our region.

The last three years have been a period of transformative growth in our international programs, catalysed by our role as the Principal Recipient of *Sustainability of HIV Services for Key Populations in Asia* (SKPA) program. Funded by the Global Fund, SKPA is an eight-country initiative to scale up and promote HIV services for communities most affected by HIV. UNAIDS provides independent oversight of the program.

As SKPA draws to its conclusion in 2021, we have mobilised a consortium of regional and country key population-led organisations and international and national non-government organisations to design a successor program – SKPA-2 – for delivery in five countries. Through this new initiative, for implementation from 1 July 2022 through 30 June 2025, we hope to bring about domestic financing for key population-led services and programs. If awarded, AFAO, its consortium partners, governments and technical partners will address human rights and stigma and discrimination, pilot new community-led models of service delivery including for PrEP, HIV self-testing and community-based testing, and overcome barriers to government funding for community organisations.

AFAO is uniquely placed to play a role within the region to support and advocate for a stronger key population-led response. Our work in Asia and the Pacific is driven by our commitment to health and justice for our communities.

We are committed to advancing human rights, addressing structural and social barriers to ending AIDS (including gender inequality and HIV-related stigma and discrimination) and strengthening accessible, sustainable health care systems.

We work to bring our strengths – a resolute belief in community empowerment and action, expertise in policy, financing and systems change and a deep understanding of public health – to the unique cultural, social and political landscape of the region and the countries in which we are working.

In doing so, we celebrate the leadership of communities in their responses to HIV and are inspired by the growing innovation and strength of organisations and networks across many countries.

Under this *Strategic Plan*, AFAO will enhance and expand its role as a credible source of expertise – sharing knowledge, policy analyses and insights from our work to help forge stronger responses to HIV in our region and globally.

Intermediate outcomes

AFAO's Priority Actions

Australian Government leadership on HIV in Asia and the Pacific, and globally

- Ensure strong, continued political support for the Australian leadership on HIV in Asia and the Pacific and globally
- Secure commitments to action by major political parties in advance of Federal elections
- Advocate for Australia's generous replenishment of the Global Fund including through AFAO's support for Pacific Friends of Global Health, and for Australia's continued support to UNAIDS
- Ensure the experiences of communities and intelligence of our members and partners informs all aspects of our work and advocacy

National HIV Programs finance key population services

- Institutionalise, co-finance and scale up HIV services for key populations with National HIV Programs in SKPA-2 countries
- Provide technical leadership and facilitate action to introduce and strengthen social contracting in partner countries
- Provide technical support and capacity building to support civil society organisations to adapt business models
- Strengthen community organisation capacity as a provider of quality HIV services and a partner to national programs
- Strengthen strategic information, including service coverage, costing analyses and financing of HIV programs for key populations
- Provide support for advocacy to address criminalisation and activities to promote human rights and reduce stigma and discrimination
- Build software platforms and governance for communitybased monitoring so key population voices are better heard
- Promote demand generation to build awareness of HIV services for key populations

Key population-led organisations are leaders in the HIV responses nationally and regionally

- Celebrate and provide technical leadership and support to civil society organisations (CSOs), especially key population-led organisations, by:
 - building the capacity of CSOs to undertake strategic advocacy and to become sustainable
 - building technical capability to implement high quality community-led models of HIV prevention, testing and care
 - advocating for and providing technical assistance to bring about more accessible and effective CSO financing
 - profiling the leadership, strengths and challenges of CSOs in Asia and the Pacific and facilitating learning opportunities

Informed advocacy and strong coalitions contribute to effective HIV policy

- Contribute to regional and global dialogue and advocacy through discussion papers and thought leadership on priorities and trends
- Create opportunities for domestic stakeholders to contribute to dialogue on HIV in our region and globally
- Strengthen linkages across AFAO's international and domestic work and promote exchange between regional and domestic partners
- Build coalitions and deepen learning through engagement with movements for global health and Universal Health Coverage
- Actively contribute to the governance and work of the Australian Global Health Alliance and Pacific Friends of Global Health
- Ensure regular communication and dialogue with National HIV Programs to enable the co-financing of its priorities
- Further strengthen AFAO's partnerships with UNAIDS, other technical partners, donors and leading HIV organisations
- Strengthen AFAO's communications with our partners and members on our international work and advocacy priorities



STRATEGIC DIRECTION 4

Strengthen AFAO's capability and sustainability

The past three years have been a remarkable period of growth for AFAO. We have increased our impact and developed in capability.

The ambition of our vision for our members and communities in Australia, Asia and the Pacific requires that we strengthen our foundations even as we seek new opportunities.

AFAO's strength comes from the commitment and dedication of its workforce. AFAO will invest in professional learning and development opportunities to ensure the engagement and wellbeing of its most valuable resource. Under this *Strategic Plan*, we will focus on both organisational capability – including digital capability – and organisational sustainability.

Intermediate outcomes

AFAO's Priority Actions

AFAO has organisational systems that enable world leading practice

- Strengthen AFAO's knowledge management systems
- Strengthen AFAO's quality assurance systems

AFAO staff have the capabilities required to achieve our vision

- Recruit and retain highly skilled professionals who are committed to AFAO's values and communities
- Provide professional development and learning opportunities and foster continuous learning
- Foster a high-performance culture with positive staff engagement and wellbeing
- Explore opportunities for 'exchange' between AFAO and its members that promote learning, skills and understanding

AFAO has the resources required to achieve our vision

- Seek opportunities to diversify AFAO's revenue
- Ensure AFAO is recognised as a dependable partner of choice for the Australian Government and donors

AFAO's behaviours uphold our values

 Demonstrate and model the highest standards of professional, just and ethical behaviour to promote human rights and prevent discrimination and harassment

