

AVI's Communication on Engagement

March 2023

A summary of AVI's engagement with the United Nations Global Compact (2021-2023)

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Statement of Support from AVI CEO, Melanie Gow

AVI began after the initial placement of Australian volunteers in Indonesia, with the intention of learning about and contributing to our nearest neighbour. Since then, AVI has grown into an international development organisation that facilitates effective development outcomes by leveraging a people-to-people, locally led development approach.


In our 70-year history, we have worked side by side with over 3,000 partner organisations, governments, and community organisations in 89 developing countries, always maintaining the original values of collaboration and mutual learning.

AVI is pleased to submit this Communication on Engagement for 2021-2023, renewing our commitment to the UN Global Compact and its Ten Principles. Through this report, we will summarise AVI's recent engagement with the UN Global Compact and demonstrate how we have upheld the ten principles over the past two years.

A copy of AVI's 2020-2021 and 2021-2022 Impact Reports are also attached appendixes to this Communication of Engagement.

We look forward to continuing to work as an active non-business member of the UN Global Compact to support positive, sustainable development outcomes around the world.

Yours sincerely,



Melanie Gow,
AVI CEO

1 - About AVI

AVI believes in self-determination. We believe people in developing countries know the social, economic and environmental goals they want to achieve. AVI brings the right people together to share skills and knowledge, building locally driven capacity where it's needed most - in people, organisations and systems.

Because we support the development process, not drive it, we know the change is truly fit for purpose and sustainable. Interpersonal relationships are central to our mission. That's why we invest in long term partnerships with a range of businesses, governments and non-profit organisations.

These partnerships flourish into rewarding, cross-sector exchanges where learnings flow both ways, resulting in collaboration across cultures and a more informed and understanding Australian community.

During 2021-2023 AVI continued its management of the Australian Volunteers Program in consortium with DT Global and Alinea International on behalf of the Australian Government. This program is part of the Department of Foreign Affairs and Trade's (DFAT) people-to-people program portfolio, connecting Australians to Australia's aid program and the Indo-Pacific region.

Contributing to the United Nations Sustainable Development Goals (SDGs) is a major cornerstone of AVI's approach to development. In 2021-2023, we continued to focus on forging relationships with organisations that drive sustainable outcomes for development initiatives, centred on SDG 17 - enabling partnerships that focus on achieving outcomes that could not be achieved alone.

By deploying skilled Australian volunteers, students, corporate staff, mentors and advisers to build capacity in local partner organisations, we support many of the SDGs, because these assignments cover a broad cross section of development needs.

During 2021-23, our numbers of in-country volunteers were impacted by COVID-19 border closures. However, we still placed over 100 volunteers in-country and supported more than 800 volunteers taking part in remote volunteer assignments. These volunteers shared their skills, knowledge and experience in 27 countries with more than 300 partner organisations in business, government and civil society to support locally driven economic, social and environmental change.

2 - AVI and the Global Compact Network

AVI became a member of the UN Global Compact on the fourth of December 2015, and joined the Global Compact Network Australia on the first of February 2017. Since then, we have strived to uphold its principles and as a public sector organisation, aim to promote mutual collaboration and progress towards achieving tangible outcomes across the UN Global Compact's 10 principles.

3 - AVI and the UN Global Compact's Ten Principles

AVI is committed to upholding and progressing the UN Global Compact's Ten Principles. In this report, we will summarise how AVI has worked to uphold and progress these principles between 2021 and 2023, through our ethos, policies and through our approach to international development. AVI maintains a comprehensive and strict policy register which sees all policies regularly reviewed and submitted to the AVI Board for endorsement.

3.1 Human Rights Principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

At AVI, we believe everyone has their rights enshrined in the Universal Declaration of Human Rights, including the right to be safe, healthy, educated and treated equally. Respect for human rights lies at the very core of AVI's purpose and is central to our [Theory of Change](#).

AVI recognises that relationships based on mutual respect and trust, enshrined in the Universal Declaration of Human Rights are key to both identifying, assessing and responding to capacity development needs, particularly when working in complex development situations. We also know the most effective partnerships are built on shared values, which lie at the core of any successful collaboration.

Fundamental to our operation is respect for the dignity and basic human rights of people within Australia and throughout the world. Every person who represents AVI is expected to reflect these values in their professional conduct, regardless of who they are dealing with, or where they are working.

In August 2021, AVI began a consultation process with staff, led by the CEO, to engage in the development of a new [AVI Code of Conduct](#). The Code, which was finalised in February 2023, clearly outlines our commitment to Human Rights, and is applied across the entire organisation, including all AVI Staff - our Board of Directors, our Leadership Team, employees, in-office volunteers, student program participants, contractors, and sub-contractors. Our commitment to the protection of human rights is also evident in a number of AVI Initiatives and Policies, as described below.

The Australian Volunteers Program

AVI delivers the Australian Volunteers Program on behalf of the Australian Government, and implements the program in ways that reflect Australia's membership on the Human Rights Council. AVI's commitment to socially inclusive development practice is demonstrated in the delivery of the Australian Volunteers Program, including a strong focus on child rights, protection and safeguarding, gender equality, disability inclusion, the inclusion of Aboriginal and Torres Strait Islander People, and the prevention of sexual exploitation, abuse and harassment.

Child Protection Policy

[AVI's Child Protection Policy](#) applies to all AVI employees (Australian and overseas), volunteers, contractors, AVI board members and all other associates of AVI for the duration of their employment or affiliation with AVI. In signing this policy, AVI expects all AVI employees and people engaged in our program and activities to abide by the Code of Conduct in their interactions with children. This policy was due for review in February 2023 and is currently under consultation. The updated Policy will be published in April 2023.

A core principle of AVI's Child Protection Policy is the recognition and support for children's rights, as enshrined in the United Nations Convention on the Rights of the Child (UNCRC). Together with a commitment to zero tolerance, child rights underpins AVI's approach to decision making about safeguarding and protecting children.

Gender Equality Policy

AVI recognises gender equality as an essential human right. Our [Gender Equality Policy](#) outlines AVI's gender equality intent and commitments, setting the standard and guiding implementation of our gender equality and equity priorities across both our organisation and our programs. Using a rights-based approach, our recognition of gender issues and inequitable gender outcomes enables us to develop affirmative policies and actions to support and promote the human rights of all.

Equal Opportunity and Diversity Statement

At AVI, we strive to create and maintain an inclusive workplace and culture, where diversity is recognised and always respected. As an equal opportunity employer this commitment extends to employment, hiring and advancement without discrimination, within our operations, as detailed in our [Equal Opportunity and Diversity Statement](#). AVI values diversity in people and aims for equity of opportunity for all employees. Our Equal Opportunity and Diversity statement outlines AVI's rights-based approach and belief that equal opportunity in the workplace plays a key part in protecting human rights.

Disability Inclusion policy

AVI has developed a [Disability Inclusion Policy](#) outlining our organisational commitment to the inclusion of people with disabilities and to uphold their rights and fundamental freedoms in accordance with domestic and international laws including the United Nations Convention on the Rights of Persons with Disabilities. The Policy seeks to ensure that people with disabilities are given equal access and opportunity to engage with and benefit from AVI's operations and programs, and that AVI activities respond appropriately and effectively to the expressed needs of people with disabilities. This policy became due for review in February 2023 and is going through consultation at the time of submission. The updated report is expected to be published in April 2023.

Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) policy

AVI has a zero-tolerance approach to sexual abuse and harassment, as outlined in our [PSEAH Policy](#), applicable to all AVI employees and program participants. Fundamental to the operation of AVI is respect for the dignity and basic human rights of people throughout the world. Every person who represents AVI is expected to reflect these values in their professional conduct, regardless of who they are dealing with or where they are working.

Inclusion of Aboriginal and Torres Strait Islander communities

In June 2020, AVI released its third [Reconciliation Action Plan \(RAP\) 2020-2022](#), endorsed by Reconciliation Australia. In this 'Innovate' RAP, we set out clear steps we will make as an organisation towards reconciliation, including how we will continue to work in partnership with Aboriginal and Torres Strait Islander peoples to implement the RAP and reflect on our reconciliation journey. AVI is committed to respectfully engaging with Australia's First Peoples - Aboriginal and Torres Strait Islander peoples and our RAP is a formal way of communicating this commitment to our staff, partners, stakeholders and the broader public.

In 2022 the RAP Working Group set out to draft its fourth RAP. This is currently underway and due to be endorsed by Reconciliation Australia in 2023. AVI staff and Board have been engaged in the development of this Plan and it will continue to act as the organisation's guide to work towards, and contribute to, genuine reconciliation.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

AVI Personnel

Core to ensuring AVI's values are reflected in our practices is the rigorous appraisal and due diligence processes of our stakeholders. This includes employees, directors and contracted personnel, volunteers and program participants and partner organisations from diverse sectors across the globe.

Prior to employment, all staff are screened using competency and behaviorally based interview questions for their respective roles. This is followed by verbal reference checks, a criminal history/police check (international, federal and in local jurisdiction for locally engaged staff), and counter-terrorism checks along with other probity checks where required as outlined in AVI's probity policy. Once employed with AVI, additional security checks are undertaken from time to time, for due diligence. Board directors are also thoroughly screened and undertake annual training in PSEAH and Child Safeguarding, demonstrating their commitment to upholding human rights.

All AVI staff undertake mandatory training in child protection, PSEAH, anti-fraud and corruption, and bullying and harassment. They are required to complete this training as part of their induction process as well as annually throughout their engagement with the organisation.

Australian Volunteers Program Participants

All participants in the Australian Volunteers Program must complete recruitment compliance checks prior to receiving a conditional offer. This includes an Australian Federal Police Check and if the candidate has lived in a country outside Australia for 12 consecutive months in the last 10 years, an International Police Check, as well as reference checks. They must also agree to the program's Volunteer Code of Conduct, Privacy and Disclosure Statements and AVI's Child Protection Policy.

Mental health assessments are conducted, facilitated by Response Psychological Services, and program participants are asked to complete a mental health assessment. Where necessary, a psychological telephone interview is carried out to gain a better understanding of the individual's suitability for assignment. Further education and training in child protection for program participants are provided during the 3-day pre-departure briefing and by in-country staff through dedicated sessions during in-country orientation soon after they arrive.

Australian Volunteers Program Partner Organisations

The Australian Volunteers Program's Partner Organisation Due Diligence process enables staff to discuss a partner organisation's current programs, approach and systems. This includes assessing risks associated with the partnership as well as proposed volunteer assignments, ensuring the program makes informed decisions. In relation to safeguarding, the process looks at requirements related to child protection, prevention of sexual exploitation, abuse and harassment and financing related questions of fraud and counter-terrorism.

3.2 Labour Principles

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

In August 2022, AVI signed a new [Enterprise Agreement](#) (applicable to Australian based staff only) negotiated with the Australian Services Union and its members. The Agreement is inclusive of a wide range of employee benefits well in excess of the minimum requirements of the NES and Award, for example, increased access to leave including staff cultural leave. The Agreement includes a Joint Consultative Committee (JCC) to provide a forum to discuss employment matters of interest or concern to AVI's employees, comprising members of the AVI Executive, human resources team and union representatives.

AVI employs locally-engaged staff in our overseas offices and complies with all relevant local labour laws in the countries in which we operate. In addition, AVI provides additional benefits that exceed the local labour provisions in regard to annual leave and parental leave. AVI also pays for staff medical insurance, provides EAP which is accessible to all staff and their immediate families and funds learning and development activities.

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.

AVI has developed a statement on [our commitment to addressing modern forms of slavery](#), including across our procurement practices. This commitment is in line with the Australian Government's commitment to eradicate modern forms of slavery across businesses in Australia and any domestic and international procurement sources.

In accordance with this Statement, AVI will ensure identification and mitigation of modern slavery risks as part of our organisational safeguarding mechanisms. We work with our partner organisations to support capacity building and awareness on modern slavery. When engaging suppliers, AVI conducts due diligence checks to ensure screening of third-party contractors and risks associated with modern slavery and management of these are reported through AVI's Finance, Audit and Risk Management Committee and up to the Board.

AVI's incident response process includes reporting suspicions to relevant agencies or authorities, when safe to do so and in line with existing laws and policies. Indeed, AVI has suspended partnerships with organisations where there have been suspicions of forced labour and where the organisation has not effectively responded to complaints.

Finally, AVI engages specific global country office staff members to act as first point of contact and support for staff, volunteers and partner organisations. This includes collaboration with AVI's Melbourne-based Child Protection Advisor to deliver partner workshops that include modules on forced and hazardous child labour.

Principle 5: Businesses should uphold the effective abolition of child labour.

AVI encourages a culture of open discussion of issues regarding safeguarding and protecting children and the [AVI Child Protection Policy](#) guides our discussions and our decision making. We promote a rights-based approach to child protection and have expected standards of behaviour for all AVI board members, staff, and program participants. These measures empower our people to be alert to risks, abuse and exploitation of children and to seek guidance and support to respond appropriately.

AVI staff are part of the ACFID Child Rights Community of Practice and the Safeguarding Community of Practice. AVI was part of the research and report team that produced the [ACFID Child Safeguarding Learning Review \(2022\)](#). The research provided an opportunity to consolidate the international development sector's experiences and leverage its collective learning to inform future sectoral strategies and practice on safeguarding.

AVI's Child Protection Policy sets out our obligations, standards and procedures to protect and safeguard children. Our obligations, which include rigorous background checking for all volunteers and staff, are underpinned by our commitment to the United Nations Convention on the Rights of

the Child. The AVI International Services Operations Manual for Child Protection and Safeguarding (March 2022) provides a practical resource for personnel to implement child safeguarding standards and practices into their programs and activities.

Our zero tolerance of child abuse and exploitation helps ensure our Board of Directors, staff, contractors and volunteers are safe for children. The AVI Child Protection Policy is reviewed and updated every two years and all AVI staff and volunteers are required to participate in face-to-face and online child protection training to prove they understand and will abide by the policy. The training includes specific modules on global risks and prevalence of child labour and exploitation, and rationale for adherence to the Code of Conduct. Specific scenarios invite participants to reflect on risks associated with certain situations such as giving money to children for services, including recognition of the risks of children due to child trafficking and sexual abuse, including online sexual exploitation of children.

While working in Australia or overseas, AVI staff, program participants or associates may observe incidents where children are at risk, are harmed, or have suspicions or disclosures of child abuse and/or exploitation. This includes any situation or environment which is working in opposition to, or poses a threat to children's rights, breaches the AVI Child Protection Policy or Child Protection Code of Conduct or is observed to be abuse or exploitation of a child or a situation of potential risk of harm or child abuse.

In signing AVI's Child Protection Code of Conduct for Working or Contact with Children, the signatory agrees:

- not to hire children for domestic or other labour: which is inappropriate given their age or developmental stage; which interferes with their time available for education and recreational activities; or which places them at significant risk of injury;
- to comply with all relevant Australian and local legislation, including labour laws in relation to child labour; and
- to immediately report to AVI any concerns or allegations of child exploitation, abuse or breaches of the Child Protection Policy and Code of Conduct.

The AVI Modern Slavery Act Statement outlines AVI's commitment to the prevention of modern slavery within all of its operations in accordance with the Modern Slavery Act (2018). Included in the list of practices that constitute modern slavery are the worst forms of child labour and orphanage trafficking and exploitation of children in institutional care settings.

AVI also contributed content to the Global Orphanage Divestment Action Group resource for the travel and volunteering sectors and the ReThink Orphanages and ACFID Child Rights Community of Practice 'Joint Submission to Australian Border Force on the National Action Plan to Combat Modern Slavery 2020-24 Public Consultation Paper'.

Throughout 2021-22 the Australian Government and AVI's Child Safe Volunteering Hub (CSV Hub) worked in partnership with the Ministry of Commerce, Trade, Tourism and Transport Fiji (MCTTT)

on the issue of child safe tourism. MCTTT has recently established a Fijian Code of Conduct for Tourism Service Providers (Code) to provide minimum standards in terms of behaviour and conduct that will guide tourism service providers. The Code contains a section Conduct with the Vulnerable and Disadvantaged Groups. The CSV Hub contributed to this section providing content on child safeguarding standards in tourism to keep children safe and to minimise the impact of negative tourism practices on children, including children involved in harmful or hazardous work in the tourism, cruise and hospitality industries.

In collaboration with MCTTT, the CSV Hub has also developed a Community-based Child Safe Tourism Toolkit to strengthen child safety measures within tourism activities. The Ministry has been advocating and promoting the Toolkit within communities. The Toolkit contains information on employment laws and Hazardous Occupations prohibited to children under 18 years.

AVI also carefully screens all partners to ensure that they are working in the best interests of children. This includes not engaging with orphanages and other residential care centres, unless they have willingness to transition away from residential care. AVI also has a published [Position on Residential Care for Children](#) outlining the risks for children living in residential care, which includes child labour.

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Disability Inclusion Policy

AVI's [Disability Inclusion Policy](#) outlines our organisational commitment to the inclusion of people with disabilities and to uphold their rights and fundamental freedoms in accordance with domestic and international laws including the United Nations Convention on the Rights of Persons with Disabilities. AVI's recruitment processes are accessible and provide equal opportunity to people with disabilities. We are committed to providing accessible grounds and buildings for staff with disabilities and making reasonable modifications to facilitate this. The highest priority renovations at our new headquarters at 160 Johnston Street were the installation of a lift between the ground and first floors as well as bathroom facilities for staff with mobility challenges.

The Policy seeks to ensure people with disabilities are given equal access and opportunity to engage with and benefit from AVI's operations and its programs, and that AVI activities respond appropriately and effectively to the expressed needs of people with disabilities. This policy was due for review in February 2023 and at the time of submission is subject to an organization-wide consultation and review.

Australian Volunteer Program Commitment

As laid out in its [Global Program Strategy 2018-22](#), the Australian Volunteers Program embraces Australians of diverse abilities, ages, cultures, gender identities and perspectives. The program actively works to broaden and diversify the range of organisations involved and the range of Australians able to undertake a volunteer assignment.

Greater flexibility in the length of a volunteer assignment has been introduced to enable a broader range of Australians to participate in the program. Remote assignments also provide greater flexibility and make international volunteering more accessible. We are also broadening the different types of organisations we work with, knowing that a broader range of assignments will appeal to a more diverse range of skilled Australians.

The program takes a strengths and rights-based approach to ensure it is inclusive and accessible to a broad range of skilled Australians and partner organisations. Through the program, we promote diversity and inclusion to increase the participation of Indigenous Australians, people living with disabilities, and Australians from different socio-economic, religious and cultural backgrounds and identities.

3.3 Environment Principles

Principle 7: Businesses should support a precautionary approach to environmental challenges.

AVI has an [Environmental Sustainability Policy](#) to ensure we continuously improve AVI's environmental sustainability performance and mitigate high risks while making a commitment to our people, partners, funders and stakeholders. This policy was reviewed and updated in February 2023.

AVI recognises it has a responsibility to the environmental sustainability of its operations and under the guidance and stewardship of its Environmental Sustainability Committee, the organisation regularly monitors its goals and commitments through a dedicated plan of action that is reviewed annually by the Committee. AVI is also committed to encouraging our partners, stakeholders, suppliers and volunteers to reduce their environmental impact and find ways to improve practices.

Principle 8: undertake initiatives to promote greater environmental responsibility.

The Environmental Sustainability Committee (ESC) has worked together to produce platforms for knowledge sharing between AVI staff. This has often been done in conjunction with events organised and run by this team. These events are structured around themes and specific days such as World Clean Up Day or World Food Day. Through this knowledge sharing our staff are encouraged and inspired by one another to ensure a shared responsibility for sustainability at the office. Additionally, we encourage staff to share what they have but do not need. This results in home-grown produce being brought to the head office to be shared. By engaging staff across the company, AVI not only encourages organisational sustainability but also promotes sustainability at the individual level.

At a company level AVI has taken measures to ensure staff can share documents online, reducing the need to print, through the organisation-wide use of SharePoint. All major reports and campaigns produced by AVI are now disseminated virtually. We have eradicated rubbish bins at individuals' desks in our head office to reduce the amount of waste created by staff, as we know when people are responsible for their own waste, they generate less. All of our rubbish disposal units, including secure document destruction units, include clearly labelled recycling stations and instructions. Our head office also provides no onsite carparking but does provide bike racks and showers to support people to 'ride to work'. Carpooling and the use of public transport is also encouraged.

Carbon offsetting the Australian Volunteers Program

The Australia Volunteers Program has implemented a carbon offsetting approach to reduce the environmental impact of the program, consistent with DFAT's Environmental Safeguarding Policy. The program will offset air travel emissions on an annual basis through the purchase of carbon credits.

From July 2021 to June 2022, volunteers and staff working on the program took 352 separate flights, travelling a total of 369,633 miles and emitting 142 tonnes of CO2 equivalent. The program purchased carbon credits from a project in Vietnam, supporting the Bac Lieu Wind Farm, to offset these emissions, costing \$4,024.

The program's operating model depends on flying people around the world. While the program reduces carbon emissions by using economy flights, reducing travel where possible, implementing Remote Volunteering, and reviewing delivery of briefings, significant travel will always be a feature of the program.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Embracing new technologies to reduce staff travel

During COVID-19, all Melbourne office staff and most international staff in the 22 country offices from which we operate, were required to work from home. This saw AVI, along with organisations world-wide, adopt new and innovative ways of connecting remotely. From this, we have taken great learnings of ways we can collaborate via virtual platforms to maintain business objectives, lessening our need for travel. The board room and training rooms at AVI Head Office have been fitted with AV equipment that enables staff to connect online, reducing unnecessary travel locally and internationally to attend meetings.

We have learnt that remote volunteering is a powerful way to support our partners, while also reducing the need to travel, and it will continue to be part of the volunteering offer. Building on the success of remote assignments, the Australian Volunteers Program commenced pilots for hybrid volunteering placements, which will see volunteers undertaking assignments both in-country and remotely as part of a single experience.

Responsible procurement and disposal of ICT equipment

AVI's main ICT supplier is Dell, chosen for their progressive commitment to minimising their negative environmental impact and mitigating risks. Dell has developed an environmental risk assessment tool to help proactively manage high environmental impact processes with their suppliers. This assessment incorporates factors including location, municipal planning, and the environmental pollution prevention systems in place to identify risks. With this information, Dell can address concerns, develop corrective action plans, and work toward a smaller environmental footprint in their supply chain. All ICT equipment no longer needed by AVI in its head office is recycled, ensuring it does not end up in landfill. In the past, we have done this through two providers, both of which collect, repurpose recycle or recycle goods in the most environmentally friendly way possible.

3.4 Anti-Corruption Principle

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

AVI Conflict of Interest Policy

AVI's position on conflict of interest, includes the requirement that conflicts of interest are avoided wherever possible, or identified, declared and actively managed. Our [Conflict of Interest Policy](#) applies to all AVI workers (defined as: workers, consultants, contractors, office volunteers, interns, the AVI Board, or anyone engaged to undertake work for the organisation).

AVI's Finance, Audit and Risk Management (FARM) Committee oversees governance of AVI's financial management, internal audit, fraud control and risk management. Finally, AVI requires all staff to complete Fraud Awareness training and to complete an online test each year to ensure they are aware of what constitutes fraud and corruption in all forms including extortion and bribery.

AVI finalised a Fraud and Corruption Control Policy in 2019 to formalise our commitment to establishing and maintaining a culture within the organisation that will ensure effective Fraud and Corruption prevention is an integral part of our day-to-day operations. The purpose of this policy is to articulate AVI's approach to the control and detection of fraudulent activity and establish an explicit framework for the management of any such instances. The latest review, in August 2021, included enhancements to the definitions of fraud and corruption and more clarity on reporting mechanisms, including annual confirmation processes for senior management.

Australian Volunteers Program Due Diligence – Procurement

The Australian Volunteers Program's procurement procedures are compliant with the Australian Government's procurement rules. This includes checks for conflict of interest. We also conduct due diligence checks of individuals and entities against sanctions lists relating to anti-terrorism, bribery and corruption.

Closing Notes:

AVI is pleased to reaffirm its continued support for the principles of the United Nations Global Compact as we continue to strive towards the sustained well-being of developing communities around the world.

We are deeply committed to upholding the highest ethical standards and delivering best practice in international development. As demonstrated in this report, we also have a series of robust policies and practices in place, coupled with our Theory of Change and new Code of Conduct to ensure AVI employees and those we partner with understand and abide by these standards, which guide every aspect of our work.