



# Strategic Plan

# 2025-30

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Ethnic Communities'  
Council of Victoria

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April 2024



# About Us

Ethnic Communities Council of Victoria (ECCV) is the independent voice of multicultural Victoria.

We are a member-driven peak body representing over 220 ethno-specific organisations, multicultural service providers and metropolitan and regional ethnic communities' councils.

Through our evidence-based advocacy, community engagement and capacity-building partnerships, we empower our members and communities.

We influence policy and promote equitable and culturally responsive services to improve outcomes for our multicultural communities.

Since 1974, we have advocated for human rights, freedom, respect, equality and dignity for culturally diverse communities, and for a socially cohesive Victoria.



We acknowledge the Traditional Owners of Country throughout Victoria and their continuing connection to land, water and community. We pay respect to their Elders past and present.

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This strategic plan is more than just a document; it is our commitment to building a more inclusive and equitable Victoria for all.

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# Forewords

## Eddie Micallef, Chairperson

As Chair of the Ethnic Communities' Council of Victoria, I am proud to introduce the new strategic plan, a testament to our remarkable journey as an organisation. This year holds special significance as we commemorate 50 years of dedicated service to Victoria's multicultural communities, a milestone that speaks volumes about our resilience, passion and unwavering commitment to combating racism and promoting inclusivity.

Having been part of ECCV for 25 of those 50 years, I have witnessed firsthand the transformative impact of our collective efforts. From our humble beginnings as advocates for migrant rights and social justice to our present-day role as a leading voice for diversity and equity, our journey is a testament to the power of community and the enduring spirit of unity in the face of adversity.

As we celebrate this significant milestone, we also look towards the future with optimism and determination. Our new strategic plan serves as a roadmap, outlining our priorities and initiatives to address the evolving needs of our communities, and guiding us as we continue our mission of advocacy, engagement and empowerment.

We should all be able to fully participate in society, contribute and thrive—and ECCV is proud to play a pivotal role in shaping inclusive policy in Victoria.

On behalf of ECCV, I extend my deepest gratitude to our members, partners, supporters and the communities we serve. Your unwavering dedication and tireless advocacy have been the driving force behind our success, and I am honoured to stand alongside you as we embark on the next chapter of our journey. Here's to 50 years of progress, and to many more years of collective action, solidarity and impact.



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“As we celebrate this significant milestone, we also look towards the future with optimism and determination.”

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## Mo Elrafhi, CEO

As we move into a new era for the Ethnic Communities' Council of Victoria (ECCV), this strategic plan serves as a blueprint for the future, embodying our commitment to fostering a more inclusive and equitable Victoria.

It sets the course for our collective efforts, providing a framework for action and a vision for the future.

At the heart of our plan lie the principles of advocacy and engagement. We will continue to tirelessly advocate for the rights and interests of our diverse communities across metropolitan and regional Victoria.

We remain committed to being the independent voice of multicultural Victoria.

Through meaningful engagement and partnerships, we will forge new connections, bridge divides, and empower communities to flourish in an inclusive society.

Our members are the lifeblood of ECCV. Their needs, concerns and aspirations will always be at the forefront of our work.

We also recognise the importance of adapting to meet the changing needs of our communities over the next 50 years.

As our communities evolve, so too will our programs and initiatives, ensuring that our advocacy efforts and engagement strategies are reflective of our state's diversity.

Sustainability is not merely a goal, it is critical to building a robust foundation that can support ECCV's continued growth, resilience, and our ability to make a positive, long-term impact on the communities we serve.

We will also strengthen connections and knowledge sharing with our First Nations communities.

Lastly, we understand that our success hinges on our capabilities. We are committed to investing in the skills, resources and expertise necessary to reach our full potential.

As we embark on this journey and implement this roadmap, let us embrace the challenges and opportunities ahead with courage, determination, and a shared vision of a more vibrant and socially cohesive Victoria.

Together, we will navigate the challenges ahead, seize opportunities, and work tirelessly to create positive social change.



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“We are committed to investing in the skills, resources, and expertise necessary to reach our full potential.”

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# Vision, Purpose, Values

Vision

A culturally diverse, fair and equitable Victoria - for all

Purpose

To empower communities through leadership, advocacy and partnerships, as the independent voice of multicultural Victoria

Values

Courage  
Integrity  
Respect  
Compassion  
Leadership  
Equity

# Impact Statement

Because

Victorians from multicultural backgrounds often face structural and systemic barriers and challenges



We provide

Advocacy, engagement, knowledge sharing and leadership



To support

Our members, multicultural communities and sector partners



That results in

Enhanced social inclusion and increased access to support and knowledge



That leads to

A socially cohesive Victoria where people from multicultural backgrounds fully participate in society, contribute and thrive

# Strategic Drivers

	Strategic drivers	Strategic goals
1	<p><b>Advocacy &amp; Engagement</b></p> <p>Advocating for and engaging with multicultural Victoria</p>	<ol style="list-style-type: none"> <li>1. ECCV is the knowledge hub for the strengths, needs and barriers faced by our communities.</li> <li>2. ECCV is the trusted voice and advocate for multicultural Victoria.</li> <li>3. ECCV plays a pivotal role in shaping inclusive policy in Victoria.</li> </ol>
2	<p><b>Members</b></p> <p>Putting Members at the centre of what we do</p>	<ol style="list-style-type: none"> <li>1. The value of ECCV membership is understood and demonstrable.</li> <li>2. Members' priority needs are continually understood and addressed to high standards.</li> </ol>
3	<p><b>Sustainability</b></p> <p>Ensuring ECCV can thrive well into the future</p>	<ol style="list-style-type: none"> <li>1. ECCV's financial position is secure and aligned with its strategic direction .</li> <li>2. ECCV is a desirable place for people to work and make a meaningful contribution.</li> <li>3. ECCV has a strong profile amongst community and stakeholders.</li> </ol>
4	<p><b>Capability</b></p> <p>Building the capabilities required for ECCV to be the best that it can be</p>	<ol style="list-style-type: none"> <li>1. ECCV's systems and technology are fit for purpose.</li> <li>2. ECCV is an impact-driven, outcomes-focused organisation.</li> <li>3. ECCV governance and risk management is robust.</li> </ol>





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