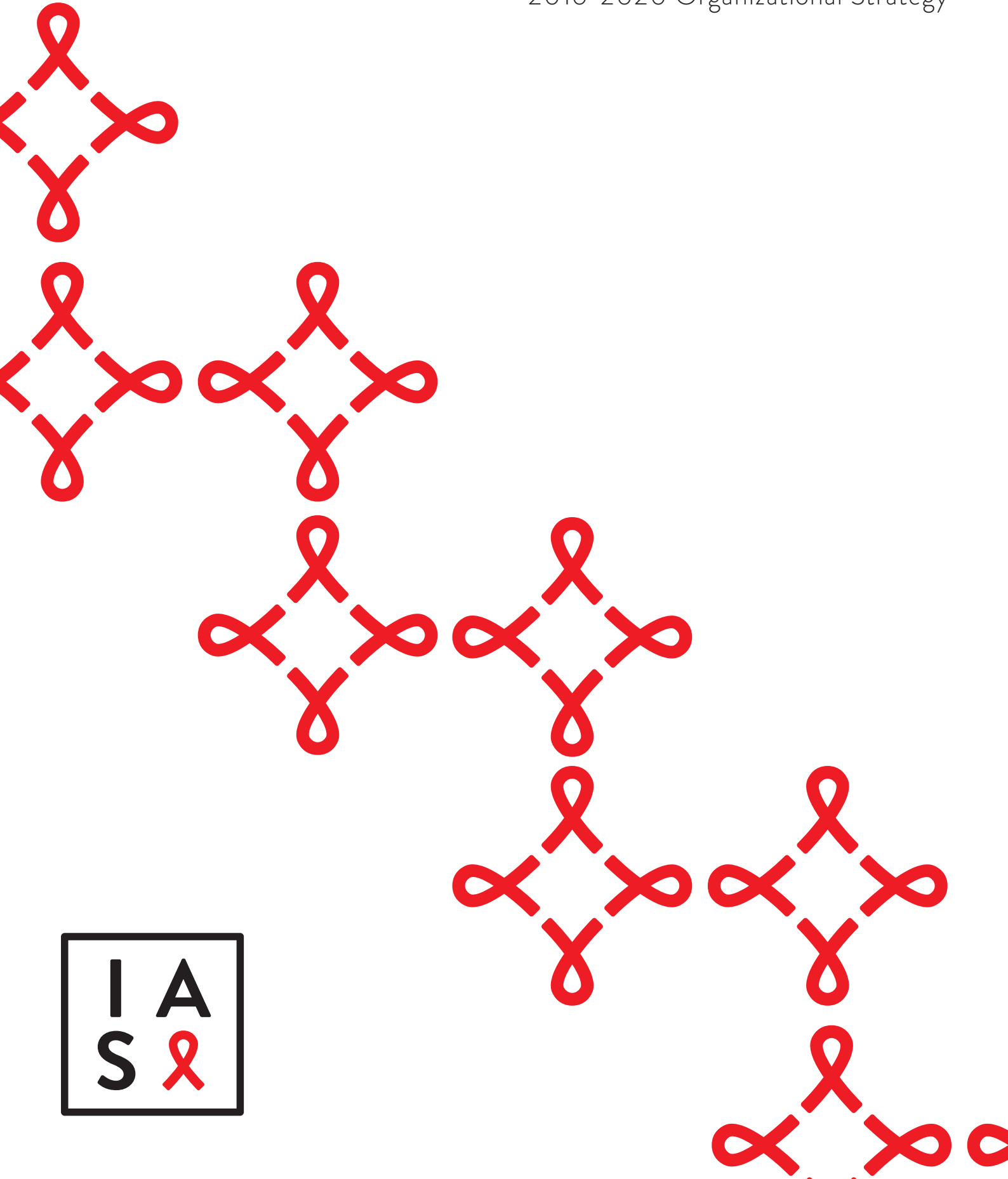


SCIENCE | PEOPLE | PROGRESS

2016-2020 Organizational Strategy



1. EXECUTIVE SUMMARY

Over the last 27 years, the International AIDS Society (IAS) has played a fundamental part in the history of HIV. The organization established a gold-standard meeting that convened the world's top scientists, civil society members and policymakers to jointly discuss the fight against HIV. Today, collaboration between scientists, advocates and lawmakers is an established practice in the response to many diseases; however, when it began, it was revolutionary.

As the response to AIDS has shifted, so too must the IAS. The objectives and goals that guided the organization through its first three decades must adapt to the realities of a shifting global health landscape. The organization's convening power remains as strong as ever. Matching that strength with a representative voice for progressive change in the response to AIDS is a key goal for the IAS over the next five years.

This document is unambiguous in terms of where the IAS should focus its attention: Science, People and Progress. The simplicity of this framing belies the change this strategy suggests: moving from a neutral convener of invested partners to an authoritative voice helping to direct the response to HIV.

The strategy incorporates insights and feedback from a wide consultation with more than three hundred individuals including: Governing Council representatives, IAS members, staff, key opinion leaders, and partners. It builds off the organizational review and perception audit conducted in 2014 and the membership strategy developed in 2015.

It offers a flexible, values-driven framework, clearly defining the IAS's role while providing scope to further develop and operationalize specific priority areas in the coming years.

Background

Looking back over the history of the epidemic, there are a number of successes and challenges that inform and shape this five-year strategy.

Successes

- Increased funding for HIV, totalling nearly \$19 billion in 2014 – the largest aid investment in global health worldwide.
- An ambitious response guided by powerful global institutions including UNAIDS, PEPFAR, the Global Fund to Fight AIDS, Tuberculosis, and Malaria, the Office of AIDS Research at the National Institutes of Health, and many others. These organizations represent the largest response to a threat to global public health in the history of the world.
- Rapid advancement in global understanding of HIV, especially its pathogenesis, diagnosis, prevention and treatment.
- A passionate embrace of universal access to treatment that resulted in more than 15 million people receiving antiretroviral therapy in 2015.
- Robust civil society and patient advocacy movements built the fight against HIV, putting people living with the virus at the centre of the response and fostering a new understanding of the role advocacy plays in responding to epidemics.



Challenges

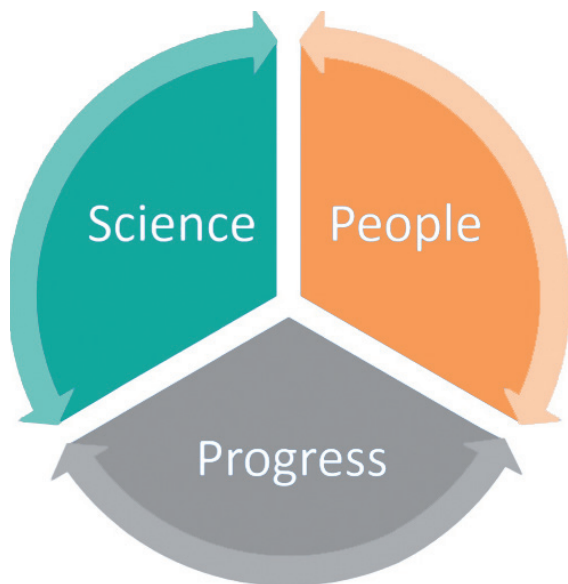
- Major gaps in national health systems and access to HIV programmes despite improving economic conditions in many regions.
- The overall funding levels for HIV prevention research and development have remained largely static for the past decade.
- Despite a growing list of proven-effective HIV prevention interventions, implementation and scale up lag years behind discovery and regulatory approval.
- Stigma and discrimination remain persistent barriers to access for many people and impede implementation of evidence-based programmes.
- In the 30 years since the epidemic began, the general public has moved from fear to activism to apathy.

II. VISION AND MISSION

Vision To end the global HIV epidemic.

Mission The mission of the International AIDS Society is to lead collective action on every front of the global HIV response through its membership base, scientific authority, and convening power.

III. THE 2016-2020 IAS STRATEGIC FRAMEWORK



1. Science. The IAS will pursue and support scientific advancements that positively alter the course of the HIV epidemic and promote greater understanding of these discoveries. The IAS must continue to push for the full spectrum of scientific achievement – from basic science to implementation research – and use the visibility of its meetings to highlight dynamic, innovative work.

2. People. The IAS will invest in professionalizing and promoting the HIV workforce – particularly the next generation of HIV professionals – to build the skills and resources that are needed to end the epidemic. As a membership body, the IAS has a responsibility to understand and represent the interests of its members in all of its work, retaining a global perspective that is relevant at a local level.

3. Progress. The IAS will use its scientific authority to move science into policy and policy into tangible impact

against the epidemic. The IAS will continue to advocate for sustained global leadership and increased investment while keeping the fight against stigma and discrimination at the heart of its work.



| SCIENCE |

Effectively fighting HIV requires a deep understanding of the virus, its pathogenesis, the epidemiology of infection and environmental factors influencing prevention and treatment. HIV science evolves rapidly, requiring constant interpretation, translation, and information exchange.

The IAS's role is more than knowledge sharing. The world needs an authoritative, independent voice that can distinguish innovative discoveries and urgent priorities in a way that clarifies goals and strategies to fight HIV.

Goal 1

Establish the IAS as a leading authority on HIV science and its implementation

- Objective 1* Increase understanding of important, innovative science across the spectrum of HIV research by translating science for wider audiences and establishing top-quality educational opportunities
- Objective 2* Stimulate and promote the full spectrum of scientific research by incentivizing and awarding novel scientific approaches and disseminating important findings
- Objective 3* Decrease the lag between scientific discovery and implementation by increasing understanding of emerging science through IAS publications, advocacy, and meetings

Goal 2

Leverage the convening power of IAS meetings to promote greater understanding of HIV science and policy

- Objective 1* Ensure IAS-convened meetings remain best-in-class for scientific conferences by presenting high-quality scientific content presented in a dynamic, engaging manner
- Objective 2* Promote greater understanding of HIV science at a regional and local level by serving as a trusted resource for translating science and interpreting policy
- Objective 3* Sustain the cross-sector collaboration that is fundamental to IAS meetings by ensuring continued participation from researchers, clinicians, policymakers, and civil society actors



| PEOPLE |

Every great movement is propelled by the people who are part of it. The fight against HIV has benefitted from a strong, diverse community working towards a common goal. The marriage of scientists, clinicians, policymakers, and civil society has led to a people-centred approach that keeps scientific discovery and policymaking grounded in the realities of those impacted by the virus.

The IAS must engage professionals across race, gender, geography and job function to fully represent the breadth of this movement and advocate for the resources and skills they need.

Goal 3

Expand and support a diverse, engaged and well-resourced pool of HIV professionals

- Objective 1* Increase the visibility and accessibility of careers in HIV by supporting career advancement, continuing education and networking opportunities
- Objective 2* Build participation in IAS programming from traditionally under-represented sectors, including young and early career professionals, nurses, basic scientists, and professionals from low-resource settings
- Objective 3* Raise awareness of the resource gaps that impede effective HIV programming and how they can be addressed through independent analysis and advocacy

Goal 4

Build a strong, informed and connected IAS membership body and act as their advocate

- Objective 1* Enhance IAS membership voice to highlight achievements of and challenges to HIV research and implementation
- Objective 2* Improve the working conditions of HIV professionals by advocating for policies that benefit them, particularly those who are marginalized, under-resourced or persecuted
- Objective 3* Improve the interconnectedness of IAS members by growing IAS web-based technologies to become dynamic platforms for education, professionalization and networking



| PROGRESS |

The fight against HIV has always been closely linked to the fight against social and economic inequality. Gender bias, homophobia, racism and stigma impeded understanding of the virus in its earliest days. To correct misinformation and discover the truth, HIV clinicians and researchers became scientist-activists and ushered in a new understanding of the power of advocacy in the advancement of science.

That role is just as important today as it was 30 years ago. Though parts of the world have made real progress against the inequities that fuel HIV transmission, there is still a rising tide of stigma and discrimination against communities most in need of HIV services in many countries. Progress requires dedication to advancing evidence-based HIV programmes and ensuring they reach the communities that need them most.

Goal 5

Leverage the IAS's scientific authority to promote evidence- and human rights-based responses to HIV

- Objective 1* Establish and sustain leadership among partners in advocating for a comprehensive, rights-based response
- Objective 2* Defend evidence-based policies and scientific fact from obfuscation and misinterpretation
- Objective 3* Remain a prominent advocate for vulnerable and marginalized populations

Goal 6

Turn evidence into action by advocating for faster adoption and implementation of key science and policy

- Objective 1* Reduce the time between discovery, regulatory approval and implementation for key HIV discoveries to inform national strategic plans and global financing agreements
- Objective 2* Conduct original analysis and advocacy that clarifies important HIV science and advances understanding of its impact on HIV programmes
- Objective 3* Mobilize and engage HIV professionals to participate in translating evidence into practice



IV. SUMMARY

Goal 1

Establish the IAS as a leading authority on HIV science and its implementation

- Objective 1.1* Increase understanding of important, innovative science across the spectrum of HIV research
- Objective 1.2* Stimulate and promote the full spectrum of scientific research by incentivizing and awarding novel scientific approaches and disseminating important findings
- Objective 1.3* Decrease the lag between scientific discovery and implementation by increasing understanding of emerging science through IAS publications, advocacy, and meetings

Goal 2

Leverage the convening power of IAS meetings to promote greater understanding of HIV science and policy

- Objective 2.1* Ensure IAS-convened meetings remain best-in-class for scientific conferences by presenting high-quality scientific content presented in a dynamic, engaging manner
- Objective 2.2* Promote greater understanding of HIV science at a regional and local level by serving as a trusted resource for translating science and interpreting policy
- Objective 2.3* Sustain the cross-sector collaboration that is fundamental to IAS meetings by ensuring continued participation from researchers, clinicians, policymakers, and civil society actors

Goal 3

Expand and support a diverse, engaged and well-resourced pool of HIV professionals

- Objective 3.1* Increase the visibility and accessibility of careers in HIV by supporting career advancement, continuing education and networking opportunities
- Objective 3.2* Build participation in IAS programming from traditionally under-represented sectors, including young and early career professionals, nurses, basic scientists, and professionals from low-resource settings
- Objective 3.3* Raise awareness of the resource gaps that impede effective HIV programming and how they can be addressed



Goal 4

Build a strong, informed and connected IAS membership body and act as their advocate

- Objective 4.1* Enhance IAS membership voice to highlight achievements of and challenges to HIV research and implementation
- Objective 4.2* Improve the working conditions of HIV professionals by advocating for policies that benefit them, particularly those who are marginalized, under-resourced or persecuted
- Objective 4.3* Improve the interconnectedness of IAS members by growing IAS web-based technologies to become dynamic platforms for education, professionalization and networking

Goal 5

Leverage the IAS's scientific authority to promote evidence- and human rights-based responses to HIV

- Objective 5.1* Establish and sustain leadership among partners in advocating for a comprehensive, rights-based response
- Objective 5.2* Defend evidence-based policies and scientific fact from obfuscation and misinterpretation
- Objective 5.3* Remain a prominent advocate for vulnerable and marginalized populations

Goal 6

Turn evidence into action by advocating for faster adoption and implementation of key science and policy

- Objective 6.1* Reduce the time between discovery, regulatory approval and implementation for key HIV discoveries by leveraging the IAS's scientific authority to inform national strategic plans and global financing agreements
- Objective 6.2* Conduct original analysis and advocacy that clarifies important HIV science and advances understanding of its impact on HIV programmes
- Objective 6.3* Mobilize and engage HIV professionals to participate in translating evidence into practice

