

# ADVOCATE, TRANSLATE, CATALYZE

FOR HIV PREVENTION AND HEALTH EQUITY



STRATEGIC PLAN

# INTRODUCTION

Founded in 1995 to spur the development of preventive HIV vaccines, AVAC has grown to become a leading and widely respected voice in the global response to HIV/AIDS. The organization has established trusted, influential, and durable relationships with a wide spectrum of stakeholders—from policy makers to civil society advocates, industry to academics, product developers to program implementers, and beyond. AVAC has expanded its approach to include accelerating the development and introduction of a wide arrange of HIV prevention options as well as related research areas including STIs, TB and long-acting treatment for HIV, underscoring the need for a comprehensive, integrated, and sustained agenda to refine the pathway from product development to user and, ultimately, to help end the epidemic.

AVAC is increasingly viewed as an indispensable and credible source for information and plays an invaluable role in translating complex science so that it is accessible to advocates, communities, the media, and decision makers. In parallel, AVAC plays an instrumental role in elevating and amplifying community perspectives among scientists, industry leaders, policy makers and the media to ensure that innovative, user-centered prevention options are developed ethically and delivered expeditiously and equitably.

AVAC has deep engagement at the global level and simultaneously work in service of regional and country needs while strengthening the capacity of advocates and institutions. As such, AVAC advances ethical development of and equitable access to innovative HIV prevention and related pandemic response options, while leveraging these practices to contribute more broadly to global health equity.

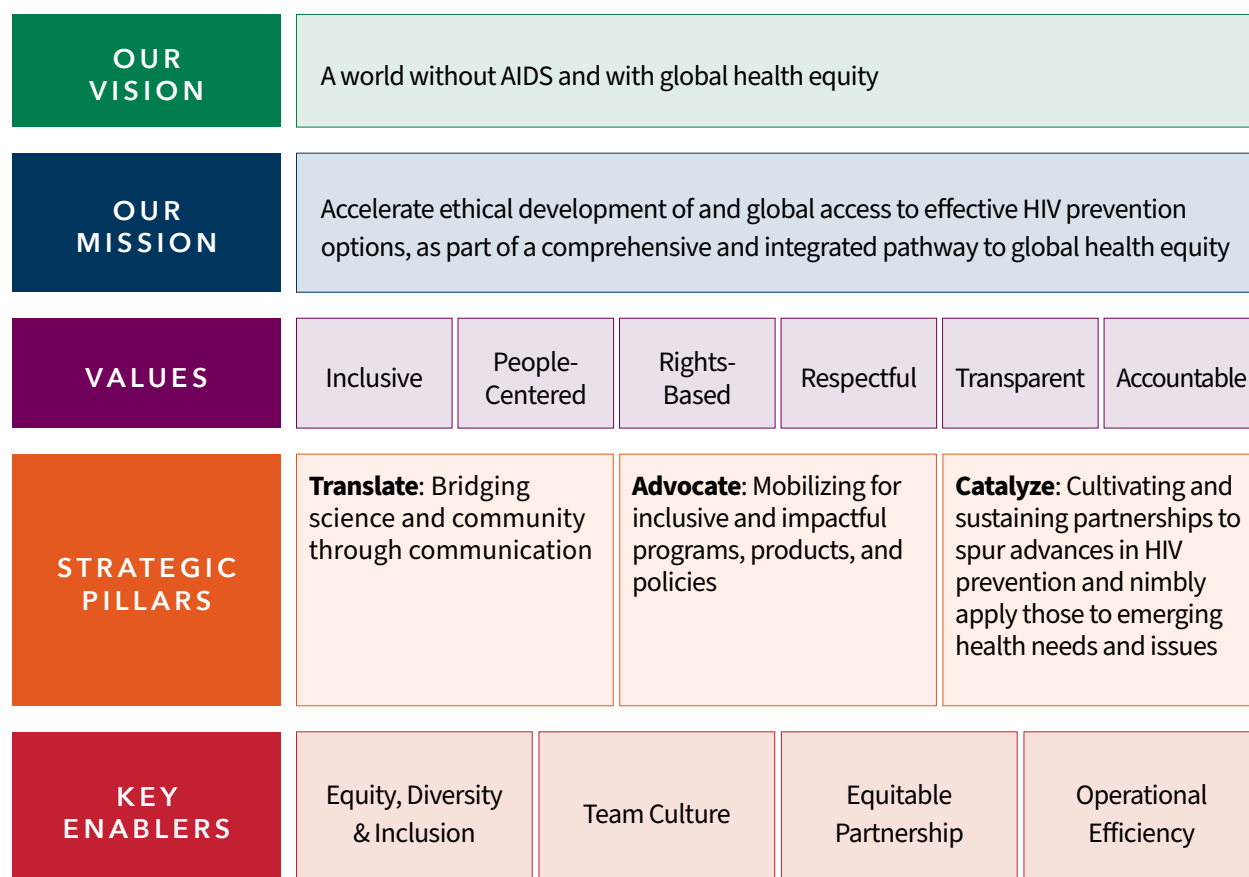
## **AVAC's greatest strengths and assets lie in:**

- Being a trusted and credible convener with a unique ability to translate the perspectives and evidence of a diverse range of partners, including scientists, civil society, industry, communities, academics, and policy makers alike.
- Accelerating the development, global delivery, equitable access, and uptake of innovative products for HIV prevention among the populations and communities that need them most.
- Leveraging decades of expertise in HIV advocacy, research engagement, and evidence translation to advance integrated solutions to other related issues focused on advancing global health equity.
- Flexibly and swiftly responding to evolving developments in HIV prevention and the broader global health landscape to promote global health equity and security.



## STRATEGIC FRAMEWORK

AVAC’s strategic framework is grounded in a multi-layered approach that carefully considers all of the components needed to achieve the organization’s vision, capitalize on its key strengths, and ensure that AVAC is poised to make an impact on the issues it cares most about. The **vision** describes the world we are striving for. The **mission** describes what AVAC does in service to achieving this vision. The **strategic pillars** outline the objectives and approaches that AVAC undertakes to achieve its mission and vision. The strategic pillars are supported by AVAC’s core **values**—the principles by which we work—as well as a set of **key enablers**.



## OUR VISION

A world without AIDS and with global health equity

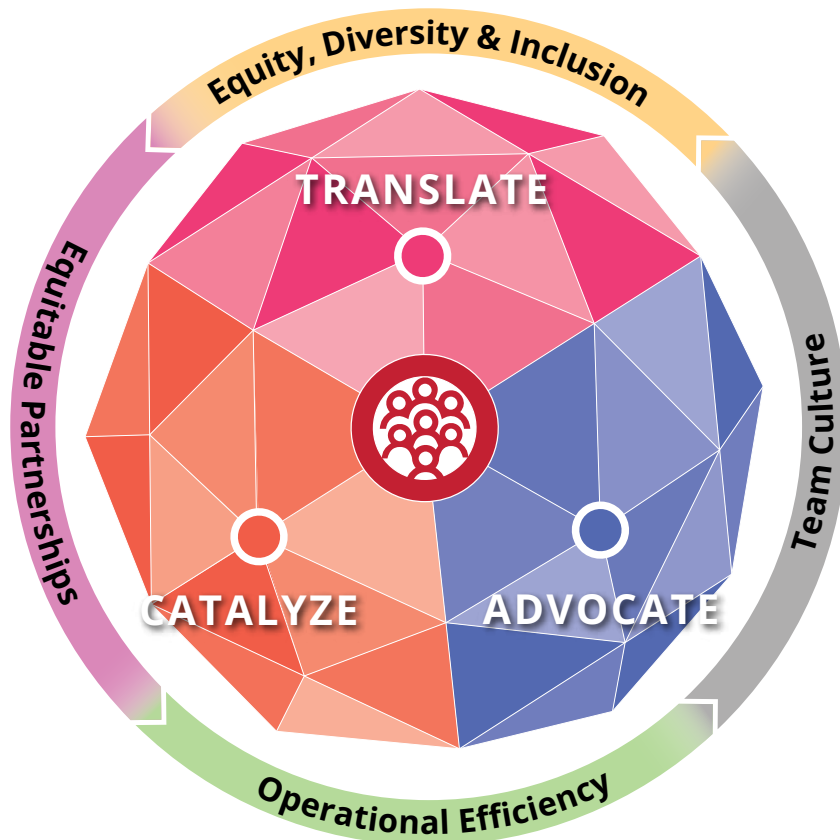
## OUR MISSION

Accelerate ethical development of and global access to effective HIV prevention options, as part of a comprehensive and integrated pathway to global health equity.

## VALUE STATEMENTS

We employ these values across all of the work that we do, as described in the following in the following:

- We promote **equity, solidarity, and inclusion** by working directly with affected communities and breaking down complex concepts and barriers to information and services.
- We **put people and communities at the center** of the work we do, integrating sexual and reproductive health and rights, harm reduction, and HIV prevention.
- We ensure that products and programs are ethically designed and delivered to advance **rights-based** and **equitable** access to comprehensive, user-centered quality care.
- We cultivate balanced partnerships grounded in **respect** and **transparency** through bi-directional learning, capacity-building, and priority setting.
- We are **accountable** to the individuals and organizations influencing how research and roll-out are conducted and to the communities that most need access to products, services, and programs.



## KEY ENABLERS

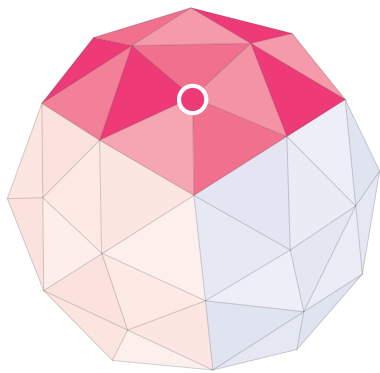
The key enablers are the internal and external structures and priorities that set AVAC up for success in the work we do.

- **Equity, diversity, and inclusion:** We are committed to coming together to interrogate our own privilege and power and to listening, responding, and learning to be the best possible ally and partner. And we commit to redoubling our work of advocating for equity, diversity, and social justice as we continue to seek solutions to HIV and global health equity more broadly.
- **Equitable partnerships:** Partnerships are the cornerstone of AVAC's work, and partnering with a strong ecosystem of advocates is critical to amplify our collective impact. We believe that equitable partnerships are based on solidarity, respect, transparent communication, and power sharing. We strive to transition away from traditional power structures and towards a model in which those with lived experience and field expertise have influence and an equal voice in the design of plans and priorities.
- **Team culture:** Fostering a team culture based on respect, inclusion, collaboration, transparency, and a commitment to continual learning and investing in development and advancement opportunities for staff is critical to maintaining a committed team and a nurturing environment to deliver results. AVAC's core values must be embodied internally in order for them to be upheld in our partnerships and broader work.
- **Operational efficiency:** How we work is as critical to our success as what we do. AVAC will continue to responsibly utilize resources, systems, structures, policies, and processes to streamline efficiencies and support our staff, Board, and partners to do their best work. We will do this by evolving how we work and how we work together, how we make and act on our decisions, how we measure progress, how we utilize Monitoring, Evaluation and Learning (MEL) data and feedback for decision-making, iteration, and to hold ourselves accountable, and how we build for equity, diversity, inclusion, and sustainability.

## STRATEGIC PILLARS

AVAC focuses both on high-burden countries and communities where the bulk of HIV prevention research is carried out, and on contributing to the global ecosystem by mobilizing resources, fostering accountability, exchanging knowledge, and building impactful partnerships with people living with and at high risk for HIV. In support of effectively delivering on our mission, three pillars shape our strategic priorities. Together, the pillars help to effectively bridge and strengthen the global ecosystem, foster impactful global health coalitions and bi-directional partnerships, and drive impact at key levels of change.

As the core of AVAC’s Strategic Plan, the strategic pillars are forward looking, while also being grounded in AVAC’s strengths and programs. The strategic pillars highlight the priority areas of our work, including key objectives that outline what we aim to achieve within each pillar. Examples of AVAC programs are also highlighted within each strategic pillar below to showcase how each pillar builds on our current work. A robust MEL strategy underpins AVAC’s work across the pillars, ensuring we use data to monitor progress, make timely course corrections, and capture impact.



## TRANSLATE

### *Bridging science and community through communication*

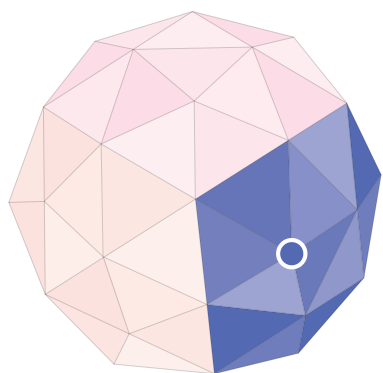
In the world of HIV and global health equity writ large, there is often a gap between science and product development, and community perspectives and voices. Bridging “language” and communication among diverse stakeholder groups is essential to ensure that research, product development, and delivery systems are informed by user needs, and that research findings and emerging evidence are clearly and meaningfully shared with communities, advocates, and implementers, so that they can be effectively used and meaningfully shared with and by communities, advocates and implementers. AVAC bridges these communities in the HIV field to continue advancing user-centered research, product development and delivery systems. AVAC also responds opportunistically and strategically within other health issue areas where our model and expertise in translating complex science and connecting it with community perspectives can advance greater global health equity.

### **Key Objectives**

- Translate complex science, synthesize and disseminate information and highlight community and user perspectives in the design of research, development and delivery.
- Amplify the voices and visibility of affected communities among scientists, policy makers, media and industry leaders.
- Promote user-centered research and roll-out strategies to ensure that innovative solutions are ethically developed and equitably delivered.

### Illustrative AVAC Programs and Initiatives

- We provide comprehensive information on HIV prevention research, product development and introduction around the world to track, keep pace with and widely share information on emerging developments in the field of HIV prevention research via projects like the Prevention Trial Database (PxRD) and through online trainings and PrEP Watch.
- We promote informed decision making, evidence-based advocacy and awareness raising around timely issues in HIV prevention research and product development, as well as integration with other related areas of health equity via Advocates' Network emails, the Weekly NewsDigest, webinars, resource database, and infographics database.
- We translate clinical research and complex science to ensure that communities, advocates, and decision makers have clear, accurate, equitable, and timely access to information in order to strengthen evidence-based advocacy, policies, and programs through AVAC's reports, publications and webinars.



## ADVOCATE

*Mobilizing for inclusive and impactful programs, products, and policies*

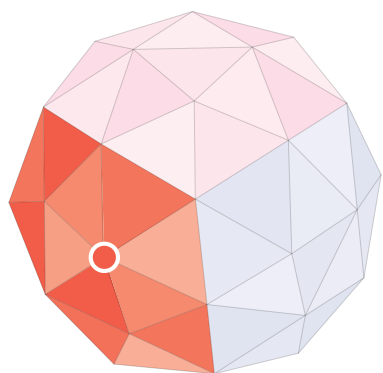
We advocate for a policy environment that supports and adequately finances equitable access to HIV prevention research, services, interventions, and products with communities at the center. AVAC supports and fortifies a robust network of bold and informed advocates and coalitions to advance inclusive, effective, people-centered policies and programs.

### Key Objectives

- Foster an enabling environment for adequately financed, inclusive and people-centered research, programs, products, and policies for HIV prevention and related areas that accelerate global health equity.
- Support a robust ecosystem of skilled, informed advocates to elevate the needs and priorities of the communities that most need swift and equitable access to products, services, and programs.
- Leverage advocacy, communications, and accountability tools to enhance transparency and hold decision makers and donors to account.

### Illustrative AVAC Programs and Initiatives

- We amplify voices, support country identified and driven priorities, and invest in individuals and institutions to strengthen impact-driven and informed HIV prevention advocacy through projects like the Advocacy Fellows and Px ROAR programs.
- We cultivate an environment of transparency and accountability, ensuring that policies and product access are inclusive and donors and decision makers are accountable through tracking HIV R&D investment and data-driven advocacy.
- We foster skills and power sharing, North-South solidarity, and impact-oriented advocacy through our long-standing partnerships over time, including the Coalition to build Momentum, Power, Activism, Strategy & Solidarity (COMPASS) Africa and the Coalition to Accelerate and Support Prevention Research (CASPR) and more.
- We drive resource efficiency, accountability, and equitable, inclusive access to products, interventions, and information through PrEP Watch, COMPASS, the Advocacy Fellows Program, and others.



## CATALYZE

*Cultivating and sustaining partnerships to spur advances in HIV prevention and nimbly apply those to emerging health needs and issues*

Effective coordination and balanced partnerships are key to creating a policy environment, accelerating ethical product development and advocating for equitable access to emerging health solutions. We help to shape, uplift and leverage an ecosystem of diverse and committed partners and coalitions that collectively advance HIV prevention and global health equity.

### Key Objectives

- Improve ethical, inclusive, and effective trial design and research conduct to prioritize the needs, engagement, and input of civil society.
- Convene and leverage coalitions of product developers, communities, implementers, and policy makers to advance product development and introduction through collaboration.
- Facilitate cross-partner learning and collaborative action to identify innovative solutions that enhance research and development (R&D), implementation, and advocacy efforts.

### **Illustrative AVAC Programs and Initiatives**

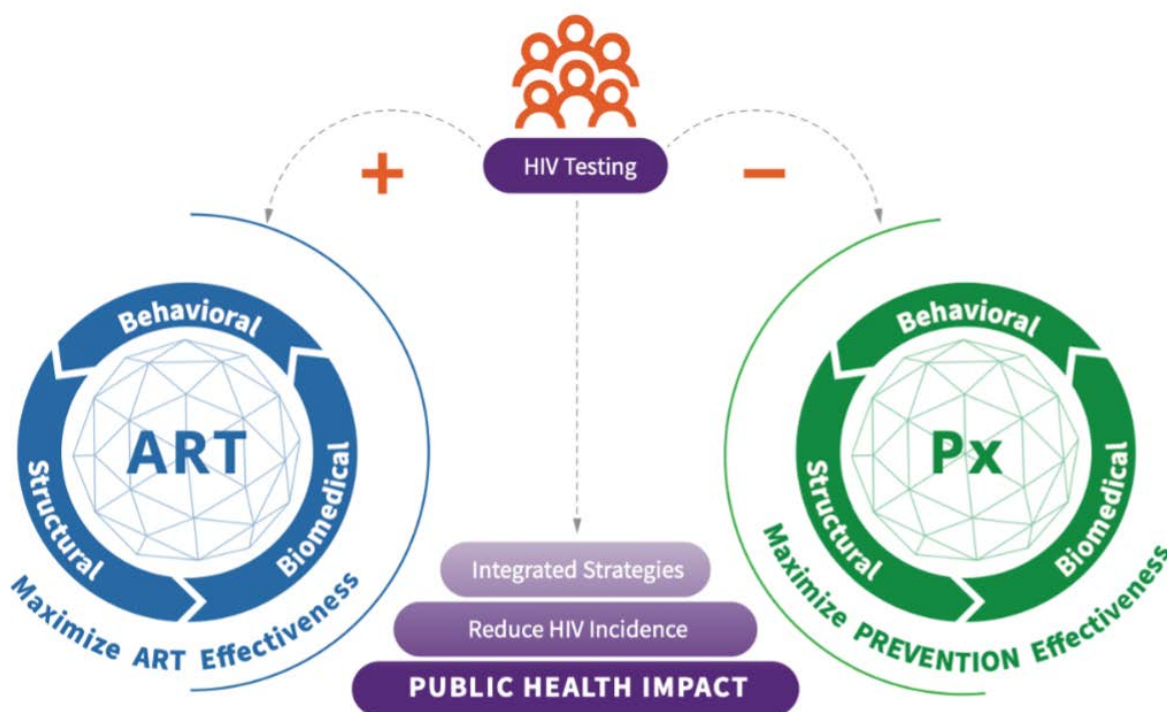
- We work with civil society, community representatives, researchers and product developers to enhance inclusivity and improve community-centered research design and conduct through initiatives like the Good Participatory Practice (GPP) Guidelines and the Trial Design Academy.
- We amplify voices, support partners and build connections with stakeholders across disease areas and disciplines to engage in R&D and product introduction through Advocacy Partner's Forum, the CAAB, the Coalition to Accelerate & Support Prevention Research (CASPR), and online training platforms.
- We advance user-centered, participatory product development and delivery as standard practice, through Biomedical Prevention Implementation Collaborative (BioPIC), the Dual Prevention Pill Consortium, and the Prevention Market Manager.
- We lead new and bold approaches to spur product development and introduction that links product developers, civil society, implementers, and policy makers through BioPIC, CASPR, the Dual Prevention Pill Consortium (DPP), and the OPTIONS, PROMISE and MOSAIC Consortia.

## COMMITMENT TO A COMPREHENSIVE AND INTEGRATED RESPONSE

Achieving our vision of a world without AIDS, delivering a successful and effective HIV response, and attaining a robust global health advocacy environment depends on integrating strategies and approaches that include biomedical, structural, and social and behavioral considerations. Biomedical options are a critical entry point towards reducing HIV incidence. But they are insufficient without a fundamental recognition and commitment to building a comprehensive, integrated, and sustained response. This entails designing programs that meet people based on who they are and where they are, rather than based on serostatus. Biomedical treatment and prevention options do not treat or prevent infections alone; rather, comprehensive programs that support equitable access to, and the effective use of, these options do.

AVAC remains committed to and focused on product development, tracking the prevention pipeline as it has always done. The graphic below outlines the prevention options that are currently in efficacy trials.

But effective use of products is only possible when research and development are people-centered and reflect the needs of affected communities; efficacious products are delivered by quality programs; supported by providers, peers, and communities; and used correctly and consistently by people who need and want them. As outlined below, successful programs delivering treatment and prevention options must be people-centered and offer comprehensive, integrated, biomedical, behavioral, and structural support.



*\*Adapted from Wafaa El-Sadr*

## EQUITY, DIVERSITY AND INCLUSION

An important Key Enabler for AVAC's Strategic Plan is our commitment to equity, diversity, and inclusion (EDI). AVAC has made it a top priority to strengthen EDI internally and externally, building on welcome shifts within the global health and development landscape to prioritize EDI, as well as AVAC's existing EDI principles and efforts. As such, a dedicated section for EDI has been included within this Strategic Plan.

Since AVAC's founding, our focus has been advocating for solutions to HIV, a virus that disproportionately affects Black and Brown people around the world. We are HIV and global health advocates and activists, and our work is fundamentally about social justice and human rights. As an organization, AVAC is committed to coming together to interrogate our own privilege and power and ensure we do better as allies and partners. We are committed to listening, responding and learning. And we commit to redoubling our work of advocating for equity, diversity, and social justice as we continue to seek solutions to HIV and other public health crises.

Our commitments include:

- Create and internalize a shared definition of EDI that fully integrates EDI commitments into the organization and sustain staff and Board of Director (BOD) roles and resources for advancing EDI.
- Use feedback mechanisms and measure and reward goal achievement as part of annual review processes for individuals and the organization.
- Disrupt hierarchy based on race and other intersections of identity that undermine a culture where everyone feels safe, seen, heard, inspired, and fulfilled. Follow our policies that underpin our commitment to dismantling supremacy culture.
- Prioritize diversity at all levels of the organization and strengthen pathways for diverse candidates, including at the BOD level.