



## **International Strategic Plan**

**NOTE: this Strategic Plan will be reviewed and updated according to the ICW Global's needs during 2012.**

### **Values**

Our values are our bedrock... they are at the heart of our work and shape what we do and how we do it.

#### ***Commitment to advocacy***

This commitment is founded on the knowledge that advocacy is a potent tool to promote the rights of women living with HIV and to influence and impact policy and programming decisions. Our commitment is focused on ensuring that as women living with HIV we have a voice and meaningful participation in the relevant decision-making and policy-making bodies on issues important to our lives.

#### ***Commitment to Greater and Meaningful Involvement to People/Women living with HIV and AIDS (GIPA and MIPA)***

This commitment recognises that women and girls living with HIV and their networks are best placed to inform effective programmes and policies to meet their needs as we bring to all decision-making tables the lived experience of HIV positive women.

#### ***Accountability***

Our policies are intended to benefit all members regardless of their culture, age, religion, sexuality, social or economic status, class and race.

ICW Global staff and governing bodies are accountable to ICW Global members and donors for their actions, use of funds and in fulfilling their legal obligations.

#### ***Self-determination and Empowerment***

ICW Global values the transformative leadership and power of women living with HIV realising their rights. We will act in solidarity to create opportunities to attain all our human rights and to maintain these rights. We value peer support, mentoring and capacity building as ways to enable our members to become more self-determined in their lives.



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## Introduction

The International Community of Women Living with HIV/AIDS (ICW Global) was established in 1992 by, and for, women living with HIV in order to improve the quality of life for HIV positive women through increased representation and advocacy, networking and shared communication about their needs and experiences.

The network gives voice and visibility to its membership of women living with HIV by building, designing and implementing advocacy strategies and conducting research led by, and for, HIV positive women. ICW Global now has over 15,000 members from 120 countries and its strength is in the solidarity of its members, its focused advocacy campaigns and initiatives and its engagement of, and involvement in, HIV-related documentation and research.

*The International Strategic Plan 2009-2014* is designed to build on the successes of the former strategic plan which ended in 2007. A key initiative from that strategic plan was a drive to get closer to the grassroots membership. This saw the birth of a regionalised governance structure and the election of the International Steering Committee (ISC) representatives from East Africa, Southern Africa, Francophone Africa, Europe, North America, Latin America and Asia Pacific.

In some regions there has also been the emergence from work towards regional autonomy of country and regional level structures, both administrative and governance-related, to support the regionalised approach. To date, Latin America and the Spanish Caribbean, the Eastern and Southern Africa regions all have governance structures at a regional level and have put in place systems and structures including staff offices, accounting systems and operating procedures. In addition, all three have Regional Strategic Plans (RSPs) that guide the regional programmes and activities and informed the development of this plan.

We are working in the development of a regional and national system all over the world. There are many voices calling out for an increased number of ICW Global regions with governance, communications and financial systems and frameworks that see the regions fully emerge as autonomous change agents within an over-arching ICW Global global framework and ICW Global global strategy.

## Context

The lack of equity in relationships across economic, political, social and cultural spheres presents comprehensive and critical challenges in realising the rights of women living with HIV to access prevention, care, support and treatment services, as well as information and education to improve the quality of their lives, and of their families. There is also the need to promote women's sexual and reproductive rights in ensuring freedom of choice around sex, sexuality and having children. HIV-related stigma, discrimination, criminalisation of HIV transmission and minority groups and sexual offence laws also inhibit efforts to ensure women living with HIV have access to prevention, care and support services; as well as limiting their meaningful participation in the decisions affecting their lives.

Long term success in responding to the needs of women living with HIV requires their right to protection from human rights violations, gender inequality, and stigma and discrimination. There is a



deep need for advocacy and leadership training for women living with HIV and focused strengthening of linkages between ICW Global and like-minded organisations in order to forge policy change and practical action at every level.

## Vision

**Our vision is for a just and sustainable world where women living with HIV are leaders in HIV advocacy and policy - realising their universal rights.**

We dream of a world where Positive Women have plain Access to care and treatment and to enjoy all their rights, sexual, reproductive, legal, economic and health rights regardless our culture, age, religion, sexuality, social or economic status or race.

## Focus

As a network, we exist to contribute towards securing and improving the quality of life for women living with HIV; including and not limited to:

- > Informed recognition of human rights, as embodied in the Universal Declaration of Human Rights.
- > Meaningful involvement at local, national, regional and international levels in the entire process that leads to decisions, and the implementation and monitoring of policies and programmes that affect the lives of women living with HIV.
- > Universal access to prevention, care, support and treatment services and information.
- > Sexual and reproductive health and rights, and freedom of choice regarding sexual identity and practice.
- > Universal access to economic and legal rights.
- > Mentoring and building on the participation and involvement of young positive women.

## Approach

*ICW Global, as a network, operates by:*

- > Ensuring women living with HIV are at the core of our work and determine the content and direction of ICW Global.
- > Facilitating the provision of space for members to discuss, analyse, prioritise and politicise the challenges they face as HIV positive women.
- > Empowering women living with HIV to participate in the decisions that affect their lives, while recognising the skills and experience that they already have which are vital to ensuring a lasting and sustainable response to HIV.



- > Strengthening the capacity of our members, and of our communities, to respond directly to the issues affecting the lives of HIV positive women.
- > Advocating for policy makers and programmers to examine the way they work and involve HIV positive women so they are able to work with positive women in ways that are meaningful, inclusive and respectful.
- > Engaging in advocacy and policy making processes to create a just and sustainable world for women living with HIV, and evaluating the impact of this work.
- > Advocating for resources and funding to improve access to services, education, training and employment opportunities for women living with HIV and to enable women's groups and networks to implement their programmes and activities.
- > Undertaking active mentoring of younger members, new members, those recently diagnosed and those seeking to extend their advocacy skills and leadership experience, where possible on a peer-to-peer basis activating and sharing skills and knowledge that already exists within the membership of ICW Global.
- > Tracking, reflecting and sharing lessons learned as a continuous process to influence the agendas of policy makers and to increase the representative role of women living with HIV at every level of influence
- > Holding governments, civil society, other stakeholders and ourselves accountable for delivering on policy changes that affect the lives of women living with HIV.
- > Promoting evidence informed programmes based on the experiences of women living with HIV.
- > Seeking to strengthen systems that promote participatory democracy and governance, political will and accountability.
- > Being trustworthy and accountable and engaging in participatory decision-making that is driven by the realities of HIV positive women.

*Among members, staff and volunteers, we:*

- > Value the vital contribution of all women living with HIV.
- > Value, respect and encourage the individual contribution to ICW Global made by our staff and volunteers.
- > Regard open dialogue and capacity building as an integral part of our work to ensure expertise is shared with, and harnessed by, women living with HIV in order to mobilise ICW Global's network.
- > Strive to communicate in ways that are informative, inclusive, appropriate, open, transparent and non-judgmental.



- > Believe our work should be enjoyable, motivational and intrinsically rewarding given that it is a major component of our lives.
- > Celebrate being the only global network of and for women living with HIV.
- > Work in a spirit of mutuality and flexibility, recognising the often volatile and challenging environments in which HIV positive women live.
- > Value the contribution of our partners, carers and networks of people living with HIV, and of all who support our work.
- > Build relationships of trust based on shared vision, purpose and values, and respect for our diversity.

*When we engage with people and agencies beyond our network, we:*

- > Place improving the quality of life of women living with HIV at the heart of our work.
- > Build high quality, collaborative and sustainable relationships with targeted local, national and international organisations and social movements to strengthen our work.
- > Actively work for women's self-empowerment in order to change ideas, attitudes, policies and practices that impact the lives of women living with HIV.
- > Hold ourselves accountable to the women we work with and represent as well as donors and our valued partners.
- > Recognize the transforming power of HIV positive women gathered at local, national and international level to give support and mutual help among them.

## **By 2014...**

**ICW Global will continue its work as a leading international network representing the rights, diversity, needs and experiences of women living with HIV. We will achieve this with active and effective communication and support from our membership and from ICW Global to its membership. We will be able to demonstrate the transformative nature of our work in working for a just and sustainable world for women living with HIV where we are heard, valued and have power in shaping the decisions that affect the lives of women living with HIV.**

### **In work internal to our organisation...**

*Through our advocacy, membership and research focus we will:*



- > Emphasise the importance of transformatory approaches to promoting the rights of HIV positive women that challenge gender stereotypes and inequalities.
- > Actively mobilise and recruit women living with HIV, both young and not so young, offering support and mentorship where necessary, to all positions within ICW Global. We will engage women to lead ICW Global work at every stage - planning, implementation, monitoring, evaluation and representation.
- > Ensure a sustainable approach to project management.
- > Ensure our rights-based advocacy work is informed by evidence, recognising the validity and importance of the experiences of women living with HIV.
- > Undertake and monitor HIV research studies for, by and on HIV positive women, ensuring that they consult with, and involve, women living with HIV and are ethical, appropriate and informed in their methodology, content, impact and reporting.

*In our communications there will be:*

- > An inclusive approach at all levels of ICW Global to streamline communication flows and decisionmaking processes throughout the organisation.

*In our funding and resources we will:*

- > Have adequate financial resources to support our work, will be accountable in the way we manage our funds, mobilise our resources and in our reporting to our donors.
- > Fundraise for, and prioritise, resource allocation to ensure that women living with HIV are well connected to the network and they can enjoy their rights.
- > Ensure that HIV positive women are able to benefit from network resources, contribute to processes, and participate in network activities at the level and to the degree to which they choose to do so.

*In our structure we will:*

- > Ensure our regional and sub-regional offices are adequately resourced as part of our commitment to regional capacity building and increased regional and local autonomy.
- > Have systems in place to support our work at international and regional levels.

*As all employer we will:*



- > Adopt affirmative positive discrimination to recruit and retain women living with HIV, including young HIV positive women, especially for management and leadership positions.
- > Provide a supportive learning environment and safe space for women living with HIV, members, staff and volunteers.

*As a network we will:*

- > Ensure our vision and values embrace and support a foundation of cultural sensitivity, regional autonomy and environmental sustainability.

**In work external to our organisation**

*By reputation we will:*

- > Be a leading partner in a global movement for change through our membership and with other women's networks and global networks seeking justice for women living with HIV.
- > Be tracking and reflecting lessons learned as a process of sharing and continuously improving our programmes, training and operations.

*Through advocacy:*

- > More women living with HIV will have access to appropriate prevention, care, support and treatment services and information, irrespective of their age, culture, lifestyle, class, race or sexual identity.
- > Our legal work will have achieved success in protecting the rights of women living with HIV.
- > More women living with HIV will have access to resources (including through property rights), education and employment.
- > We will have engaged the experiences of women living with HIV and have placed them in a human rights and evidence informed framework.
- > More ICW Global members will inform our strategic decision-making processes through in-depth dialogue with each other, including our staff, ISC and Boards.



## **Goals and strategies**

- ***Organisational goals***

**ICW Global is committed to a process of democratic governance. It is committed to transparent and well managed finances and financial systems; and organisational policies, procedures and systems. It fosters meaningful involvement for its members, staff and volunteers and a sense of ownership wherein all feel valued, trusted, heard and supported. This includes promoting processes of participatory democracy within ICW Global, ensuring that staff and members feel that they have an equal share and power in decision-making processes.**

*Our organisational goals involve:*

1. People and learning
2. Advocacy, information, mentoring and training
3. Communication and collaboration
4. Research and knowledge management
5. Finance and governance

### ***1. People and learning***

- > Ensuring that our recruitment strategies are resourced to implement positive discrimination strategies to identify, attract and retain women living with HIV as staff members.
- > A dynamic learning organisation, recognising the experience and skills of members, staff, volunteers and the wider community in addressing the needs of women living with HIV through 'bottom up' learning approaches and models.

*Strategies to support these goals*

- > Prepare and implement internal decision-making processes that provide clear guidelines for ensuring that staff are integrally involved.
- > Develop indicators in designated focus areas which establish ICW Global as an evidence-informed organisation.



> Provide online and face-to-face learning options for all levels of staff in areas such as advocacy and organising, financial literacy, network/ organisational literacy, project management and media training.

## **2. Advocacy, information, mentoring and training**

- > Produce relevant up-to-date information on key issues of interest to HIV positive women, for example on sexual rights and criminalisation.
- > Support environments where our members are able to share experiences and ideas.
- > Foster mentoring opportunities for ICW Global members, staff, Board members, ISC and volunteers.

### *Strategies to support these goals*

- > Provide ongoing training to ICW Global staff, Board and ISC members in governance, leadership, advocacy and communications to improve their ability to be effective, responsive and accountable to members of ICW Global and HIV positive women in other networks in their roles.
- > Provide the resources, tools and advice and networking links required by members to improve their capacity and/or confidence as advocates and representatives to ensure they can influence the decision- making processes and policies which affect the lives of the women living with HIV.
- > Ensure clarity and literacy around gendered and feminist approaches to programme implementation, research, advocacy, partnerships and operations.

## **3. Communication and collaboration**

- > Effective communication tools and systems with and between members, staff and governance bodies.

### *Strategies to support these goals*

- > Develop and implement an external communications strategy that emphasises the involvement of members.
- > Create and roll out an IT strategy that ensures accessible and interactive e-forums and website. The website will be easy to navigate and resourced to ensure information is timely, accurate and appropriate for members.



- > Prepare audio-visual materials to ensure information is available in visual and audio forms for visually impaired, non-literate and less-literate ICW Global members.
- > Develop a strategic partnership plan to leverage support from new funding bodies, and to increase support from current partners in order to support ICW Global's advocacy work, members' collective self empowerment, organisational strengthening and network expansion.
- > Ensure a more targeted approach to advocacy by focusing on key institutions, policies, best practice guidelines and issues, recognising the diverse priorities of different regions.

#### **4. Research and knowledge management**

- > Research and learning systems that are conducted by, and for, HIV positive women that capture and share the voices and experiences of women living with HIV. Research that focuses ICW Global advocacy efforts on the reality and centrality of those experiences.
- > Research, when conducted by others, that recognises the way differences in biology and gender inequality impact women's experiences of HIV and HIV-related treatments.
- > Integrated use of resources, skills transfer, information and lessons learned within ICW Global's network to increase awareness and action to benefit women living with HIV.
- > Where possible, participatory and ethical research models developed by ICW Global to be used by all researchers.

#### *Strategies to support these goals*

- > Advocate to ensure that all research on HIV treatment and access to care and support is gendered, including but not limited to the collation of sex-disaggregated data.
- > Form effective partnerships with sought out research bodies, that promote the empowerment of HIV positive women to conduct research and use the results to benefit their communities.
- > Ensure that research undertaken by ICW Global, and in partnership, captures the experiences and perspectives of young women living with HIV.
- > Ensure a formally agreed code of practice that promotes the meaningful involvement of HIV positive women is put in place by all parties engaged in research programmes.
- > Continue to ensure that ICW Global's advocacy strategies are informed by the evidence collected in our research.
- > Regularly provide opportunities for ICW Global staff and members to communicate lessons learned and to share best practices.



- > Adapt our existing framework for in-country research to determine the services that are currently available to women living with HIV, whether they can and do access these services and the quality of such services and use this as part of the basis for our advocacy work.
- > Incorporate research outcome indicators developed through participatory processes into all HIV programming, policy, advocacy and research methodologies.
- > Ensure that M&tE design and implementation are led and undertaken by women living with HIV and is couched in a human rights paradigm with a strong focus on respect, inclusion, solidarity and recognising issues of stigma and discrimination.
- > Ensure that M&tE tools are adaptable to changing circumstances and information.
- > Develop a useful membership database that informs ICW Global's data gathering and M&tE work and enables effective communication with members.
- > Undertake internal monitoring of ICW Global research practice to ensure we are following our own ethical guidelines, and that it conforms to ICW Global's policies and standards.
- > Advocate for the wide spread use of ICW Global's ethical guidelines for research by other bodies.
- > Develop internal tools and discussion forums for sharing information about emerging issues, global issues, for example climate change and those where there are changes and shifts, for example: sterilisation for HIV positive women, microbicides for HIV positive women, male circumcision, routine testing, criminalisation.
- > Seek to influence research programmes to ensure that indicators that capture the realities faced by women living with HIV are built into their M&tE frameworks and applications.
- > Ensure that all research results, inclusive of methodologies used, are effectively communicated to ICW Global members, staff and governance, policy makers and programmers in NGOs, UN agencies and governments, the media and academics via the website, e-news, newsletters, briefings and research reports.

## **5. Finance and governance**

- > A well structured and managed, and mutually accountable and transparent network at international, regional and country levels, able to meet its legal, ethical and financial responsibilities to members, staff, volunteers and other stakeholders.
- > Effective and confident governance systems and structures which understand and respond to the diversity of an international network.

Decisions will be informed through 'bottom up' approaches and will only be made based on the lived experience of HIV positive women and in consultation with them.



> Induction and mentoring for ICW Global staff, ISC and all Board members to gain full knowledge and understanding of ICW Global's history, vision and work.

### *Strategies to support these goals*

- > Support the ISC to fulfil its role of leading on the strategic development of ICW Global.
- > ICW Global members as well as HIV positive members of staff will be involved in all decision-making processes of the organisation at the level and to the degree to which they choose to be.
- > Facilitate training in governance and the sharing of governance expertise for all ICW Global staff, Boards and ISC members.
- > Continue to work as a team towards developing a set of best practice standards across ICW Global, including in management and governance.
- > Develop a fundraising team, as an expertise source for ICW Global staff and members to utilise in attracting grants and funds for key projects and initiatives at international and regional levels.
- > Create and implement a process for ensuring ICW Global's annual work plan is fully costed and sustainable.
- > Build regional capacity to analyse and make recommendations on financial systems and forecasting as a result of global, national, regional, local and internal trends and issues.

- **External goals**

**ICW Global recognises that the foundation for a highly engaged and respected network is good communication, clarity of purpose, well understood policies and processes for partnering and working with members, supporters, allied organisations and other stakeholders.**

*Our six external goals are:*

1. A well connected, coordinated and learning network.
2. Freedom from violence, stigma and discrimination.
3. Participation in decision-making.
4. Sexual health and rights; Reproductive health and rights.
5. Economic justice, self determination and empowerment.
6. Access to care, treatment and support services (ACTS).



### ***1. A well connected, coordinated and learning network***

- > A network conducted by, and for, women living with HIV that supports the opportunity for members to connect and be visible locally, regionally and globally as a social movement of HIV positive women.
- > Effective coordination of purpose and effort between national, regional and international ICW Global entities through a 'bottom up' and networking approach.
- > Open direct dialogue between governing bodies within ICW Global, staff and membership in order to reach appropriate decisions.
- > Strengthening of ICW Global's capacity to develop targeted advocacy platforms and the skills to implement them.

### ***Strategies to support these goals***

- > Ensure effective coordination and communication between country, regional and international operations.
- > Provide effective and relevant tools and support systems to ICW Global regional coordinators and other staff in order to further support their advocacy, leadership, representation, funding and resource mobilisation.
- > Build capacity of ICW Global members and their networks to advocate for equitable and effective ACTS and SRHR and other critical services for women living with HIV. Undertake regular training in areas including advocacy and media skills.
- > Provide space for ICW Global members to discuss issues, life experiences, advocacy strategies and opportunities, recognising the transformative power of such spaces.
- > Establish additional functional channels for disseminating most up-to-date information on developments in HIV and AIDS, and ACTS and SRHR.
- > Develop and implement more effective internal and external relations mechanisms spanning website, media relations, member newsletter, staff briefings and updates, peer communications and publications.

### ***2. Freedom from violence, stigma and discrimination***

- > Promotion of the right of women living with HIV to freedom from violence, coercion, stigma and discrimination.
- > Promotion of Peace as not only an absence of war but also an opportunity to prevent HIV.



### *Strategies to support these goals*

- > Undertake research on the specific experiences of women living with HIV, including women living in conflict- affected areas. Produce briefing sheets for advocacy and education.
- > Advocate for indicators that assess the impact of policies and programmes on violence against HIV positive women including, such as routine-testing, criminalisation and male circumcision.
- > Advocate for the rights and access to legal representation, for all HIV positive women, including marginalised positive women such as injecting drug users and sex workers.
- > Broaden and maintain the advocacy and research focus on the interface between HIV and violence against women as both a potential cause and consequence of HIV infection.
- > Advocate for programmes that assess the impact of stigma and discrimination on HIV positive women.
- > Support HIV positive women including young HIV positive women, to address stigma and Strategies to discrimination in all areas, such as local and religious, communities, the education and health system, work, families, the media and government.
- > Support HIV positive women to document human rights violations that they experience, especially around SRHR such as being coerced into abortion or sterilisation.
- > Carry out the «More Peace Less AIDS» Campaign whose objective is to build a global peace culture in opposition to the violence generated by the ignorance, the prejudices, the fanaticism and the inequality.

### **3. Participation in decision-making**

- > Promotion of the right of women living with HIV to be meaningfully involved, at all levels, in decision-making processes, programming, implementation and monitoring and evaluation of policies and programmes that affect their lives.

### *Strategies to support these goals*

- > Advocate for meaningful participation of women living with HIV at all levels, including calling for time, inclusive and flexible opportunities and resources to engage members of our networks in decision-making processes.
- > Identify HIV activists as influential people who can open doors and increase access for ICW Global members to influence key agendas and policy outcomes.



- > Work to open new channels for involving young women living with HIV in forums that provide opportunities for representation, decision-making and mentoring.
- > Further develop and disseminate advocacy tools that are accessible and adaptable at regional levels in order to identify facilitate and adopt successful, innovative, participatory advocacy practices.
- > Advocate for changes in decision making processes at every level which recognise the value of HIV positive women's expertise regardless of their formal educational level, or literacy skills.
- > Strengthen alliances with organisations and forums that are similarly focusing on the needs of HIV positive women and ensure ICW Global is recognised for the contributions it provides them, and vice versa.
- > Build on existing partnerships and relationships and make new ones with women's and feminist organisations internationally and regionally where appropriate.

#### **4. Sexual health and rights; Reproductive health and rights**

- > Promotion of the right of women living with HIV to sexual and reproductive health and rights and choices regarding marriage, relationships, child bearing, sexual identity and sexual practices.
- > Elimination or amendment of policies, programmes or services which reduce HIV positive women's rights, through advocacy campaigns, strategic litigation, lobbying and community action.

#### *Strategies to support these goals*

- > Offer opportunities for HIV positive women to discuss and develop a shared understanding of their sexual and reproductive rights and support them to achieve both, through for example, documentation and accessing legal services.
- > Offer opportunities for HIV positive women to increase their understanding of policies that support their SRHR and advocate for their implementation and to critique policies and programmes that undermine their SRHR and advocate for change.
- > Advocate for training on HIV positive women's SRHR and treatment issues (conducted by HIV positive women) for government agencies, health care providers, multilateral agencies and NGOs in order to sensitise them to the needs of women living with HIV in terms of development and delivery of policies and programmes.
- > Advocate for SRHR services that are appropriate, non-judgemental and comprehensive for HIV positive women and are youth-friendly, including, family planning, sexual health advice and checkups, PMTCT, pre and post natal care for HIV positive women and their children.



> Advocate for incorporation of testing and comprehensive treatment for opportunistic infections including cervical cancer, herpes, and other sexually transmitted and reproductive tract infections for women living with HIV.

### **5. Economic, justice, self determination and empowerment**

> Promotion of the rights of women living with HIV to sustainable livelihoods, sanitation, food, water and nutrition security, training, employment, worker rights, sustainable incomes including access to, and management of, land and natural resources.

> Promotion of access to finance and financial mechanisms and rights including full property, insurance and inheritance rights, the right to enter and sign contracts in their own name, the right to property inheritance, right to own property and to access credit facilities.

> Promotion and support of the rights of women living with HIV to determine their own education, training, information and empowerment needs, taking into account differences in age, culture, religion, sexuality and economic status.

#### ***Strategies to support these goals***

> Conduct research on the availability and uptake of educational opportunities such as grants and scholarships for women and girls living with HIV.

> Advocate for identified agencies to take the reins on specifically creating education and employment opportunities for women and girls living with HIV.

> Mobilise ICW Global members and other NGOs and advocates, to challenge and change legal frameworks that negatively impact the ability of women living with HIV to access their economic and human rights.

> Advocate for increased educational opportunities and literacy training and life skills development for women and girls living with HIV.

> Develop a mentoring programme for women living with HIV who are seeking to develop their advocacy skills and expertise.

### **6. Access to care, treatment and support services (ACTS)**

> Promotion of the universal rights of women living with HIV to access care, treatment and support services that truly improve and maintain their health and well-being.



- > Advocacy for the development of proper gender equitable and age-related research trials, and client data reporting, both on ARVs and on other aspects of care and treatment.
- > Promotion of the right of HIV positive women to be meaningfully involved in the design and implementation of treatment, care and support programmes including ARV distribution and literacy.
- > Ensuring that ICW Global supports all policy and programmes that prevent vertical transmission, whilst protecting and support the life and health of the mother so that she is able to raise her children.

### *Strategies to support this goal*

- > Continue to highlight the barriers that HIV positive women face accessing advice and using treatment services to improve their health by ensuring that the intersections between gender inequality and HIV positive women's SRHR, VAW and ACTS are recognised and addressed.
- > Advocate with key providers for HIV positive women to be consulted, trained and employed to help develop treatment, care and support programmes.
- > Influence and advocate for treatment, care and support services to provide appropriate, comprehensive and non-coercive services for HIV positive women, determined through the meaningful involvement of positive women.
- > Influence and advocate for key agencies in the treatment, care and support arena to plan and implement specialised programmes for HIV positive women co-infected with Hepatitis B and C, and/or TB.
- > Develop and disseminate advocacy materials for the right to economic, psycho-social and other support services for women living with HIV and provide advocacy training to support ICW Global members to undertake this work.

### **Assessing our performance**

Assessing and evaluating our performance are key to ICW Global 's commitment to strengthening our accountability and mutual learning.

*We will do this by:*



- > Implementing an annual work planning process through international, regional and national offices that, where appropriate, will set outcomes but will also remain flexible enough to allow the network to be responsive to opportunities and threats present in the external policy environment.
- > Tracking, reporting on and analysing implementation and progress as well as any changes to the plan due to internal or external circumstances.
- > Recognising that our outcomes hinge on the influence we have on others in relation to our long term goals; articulating who these targeted 'others' are and in what ways we want to influence them. Monitoring and evaluating these outcomes using methodologies appropriate for the being and doing of networks.
- > Having in place feedback processes that encourage members, supporters and observers to provide their views on how ICW Global is performing.
- > Regularly analysing ICW Global's major projects, publications and other work (for example by peer reviews and by establishing reference groups) in order to achieve and share an in-depth understanding of ICW Global's work, its rich complexity and the politics of our network.
- > Identifying lessons learned to inform our work as part of a continuous learning process –through regular, participatory and integrated MetE processes and effective communication.
- > Ensuring that ICW Global has enough resources in terms of time, money, staff and institutional capacity to carry out the above.

February 2009



## **Appendix 1**

### **Acronyms**

ACTS- Access to care, treatment and support services  
AIDS- Acquired Immune Deficiency Syndrome  
ART- Antiretroviral therapy  
ARVs -Antiretroviral drugs  
CEDAW- Convention on Elimination of all forms of Discrimination against Women  
GIPA- Greater involvement of people living with HIV and AIDS  
HIV -Human Immunodeficiency Virus  
ICW Global- International Community of Women living with HIV and AIDS  
IDU- Intravenous drug user  
INM- International Network Manager  
ISC- International Steering Committee  
ISP- International Strategic Plan  
MHE -Monitoring and evaluation  
MIPA- Meaningful involvement of people living with HIV and AIDS  
PLHAs -People living with HIV and AIDS  
PMTCT- Prevention of mother to child transmission of HIV and AIDS  
NGO -Non governmental organization  
RAC- Regional Advisory Committees  
RSP- Regional Strategic Plan  
SRHR- Sexual and reproductive health rights  
UN -United Nations  
UNAIDS -United Nations Joint AIDS Program  
VAW -Violence against women  
VIPP -Visualisation in participatory programming



## **Appendix 2**

### ISP methodology

This strategic plan has been 18 months in development and at its heart the process has been a consultative one. A range of membership and other stakeholder pathways were identified and engaged in order to source information and feedback.

Ten months into the process the Co-Chair of the ISC, the Co-Chair of the UK Board of Trustees and the two International Network Managers formed a small reference group to determine a brief for a consultancy to facilitate and support the ISP. Octo Consulting, a niche consulting firm specialising in organisational and community capacity building, tendered for this work and their submission was approved by this reference group. Octo's proposed methodology for moving forward was then presented and endorsed by the ISC at a meeting in Mexico City.

A key aspect of the brief was for Octo Consulting to create new membership engagement pathways and then to integrate these pathways/information sources to develop a five year strategic plan with and for ICW Global.

The methodology employed across the 18 months has included, but not exclusively, the following key strategies to engage membership and stakeholders' (staff and volunteers) views and opinions on the best way forward:

- > The establishment of thematic groups with coordinators to develop ideas and strategies across six themes: advocacy, research, governance, partnership, membership and meaningful participation and representation.
- > The appointment of Octo Consulting with Jane Sloane as lead.
- > A workshop with ISC members at the International AIDS Conference in Mexico City.
- > A short questionnaire targeted at ICW Global members who attended the conference in Mexico City.
- > Phone conversations and email correspondence to solicit key issues and initiatives from Regional Coordinators, Thematic Coordinators and the UK Board of Trustees.
- > The development of an emerging strategic directions document to be presented to ICW Global members encountered during the project for feedback and to deepen the understanding around strategic priorities.
- > A literature review by Octo of key ICW Global documents including the former International Strategic Plan, recent ICW Global publications and materials.
- > A review of ICW East Africa's and ICW Latina's Regional Strategic Plans.
- > A review of ICW Southern Africa's regional meeting in September **2007** and their Regional Strategic Plan.
- > A review of work from the advocacy and research thematic groups.



- > Questionnaires (developed in consultation with select ICW Global staff and members) seeking an expansion of the questions asked in Mexico City and sent to every ICW Global member by mail and also posted on the ICW Global website.
- > A questionnaire analysis.
- > Phone interviews with six randomly selected ICW Global members who had completed the questionnaire in order to deepen the exploration around strategic priorities.
- > The emerging ISP was reviewed in London at a staff workshop in February **2009** and during a workshop with the UK Board of Trustees. Comments were collated and the scaffolding required to ensure the successful roll-out of the ISP agreed.
- > A final draft was sent to all ISC members for input.

### **The Questionnaire**

The questionnaire was developed in consultation with selected members and staff. It was designed to elicit trends and themes from the membership around what ICW Global is for them, could be for them and what ICW Global ought to be and do as it moves into the next five year phase.

The questionnaire offered an avenue for individual members to have an anonymous and 'individual' voice in the planning process.

The questionnaire was in English, French and Spanish, in print and downloadable from the ICW Global website. It was structured to have yes/no or multiple choice questions to allow for ease and speed of answering and to support collation across three languages.

In the development phase there was enough feedback to suggest that there would be members who would like to say more and so comments sections were included for some questions. The comments provided invaluable feedback on issues and opportunities for ICW Global.



## **Appendix 3**

### **ICW Global's ethical framework**

**ICW Global aims to build creative and trusting relationships with women living with HIV globally and locally and to have ultimate regard for the highest standards of practice.**

#### ***Organisationally we:***

- > Give priority and respect to the human rights of women living with HIV.
- > Encourage self-determination and decisionmaking.
- > Are committed to the involvement of women living with HIV in all levels of decision- making.
- > Work in ways which improve our physical, social and political environment.
- > Seek to achieve equality and empowerment for women living with HIV, with stronger reference to CEDAW and other available documents.
- > Work in a way that reflects a critical understanding of the history, culture, class, race, ethnicity, sexuality, ability and age of the women and children we support.
- > Recognise that culture and language, geography and many other factors influence our work.

#### ***ICW Global upholds the following community standards:***

- > Making every endeavour to conserve the environment, balancing the rights of future generations with current economic needs.
- > Preserving and, wherever possible, improving the quality of community life within ICW Global's sphere of influence.
- > Pursuing social justice to provide maximum benefit for all members of ICW Global's global community, and to afford them protection from harm.
- > Fostering further understanding in the community of how the interrelated discriminations of gender, race, age and socio-economic background and sexuality that cause and contribute to violence against women living with HIV.

#### ***Individual standards***

The integrity of ICW Global shall take precedence over any individual's self-interest. To do this we:



- > Observe a high standard of ethics, honesty and professional conduct.
- > Recognise that ethical behaviour is not simply compliance with legal requirements; it extends to honesty, integrity and social responsibility in all aspects of our behaviour.
- > Discharge our professional roles and responsibilities with integrity.
- > Value the health and well being of members, staff and volunteers and support maintenance of worklife balance
- > Do not misuse our position for personal gain.
- > Do not act in a discriminatory manner or condone discriminatory practices against HIV positive women on the basis of their HIV status.
- > Maintain privacy and confidentiality and seek permission before disclosing personal information, especially regarding a person's HIV status.
- > Do not injure or attempt to injure, maliciously or recklessly, directly or indirectly the professional reputation of others.
- > Engage in continued learning to improve competence and pursue new ideas.
- > Support constructive criticism within ICW Global about its aims, practices and politics, recognising that development and improvement at the individual and collective level are necessary for the health and growth of the network.
- > Maintain the highest level of communication, support and collaboration with other team members, while recognising and respecting difference of opinion and the ongoing need for the organisation to support colleagues to grow and learn.

**The values and principles outlined in this framework are intended to be applied in a balanced and interrelated manne and are not intended to be referenced in isolation.**

### ***Implementing our ethics and values***

To guide our work at ISC, Board, member, staff and programme level, we will need to exercise professional, considered and informed judgement in our decisions.

When in doubt about an ethical question, practice or decision, it is critical to consult with colleagues and refer matters of importance to the Boards or ISC and seek an ICW Global position if there is a need for further clarity.

All fundraising, programme and organisational matters should be considered within this framework and subjected to these three questions.

The three questions to consider are: Does it protect and advance the interests of women living with HIV? Is it ethical? Is it lawful?