



International
AIDS Society

Stronger Together

STRONGER TOGETHER

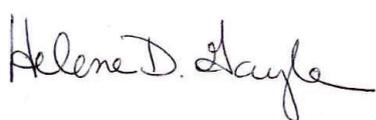
**Strategic Framework:
2005-2009**

The Strategic Framework includes the new Vision and Mission of the International AIDS Society (IAS) and outlines key goals and activities for the organisation in each of four major areas: Membership; Education, Networking and Promotion of Best Practice; Policy/Advocacy; and Long-Term Organisational Stability and Success.

This document was developed based on the discussion and input from the Governing Council at the November 2004 retreat, as well as subsequent input from the IAS Secretariat and GC Executive. It will serve as our guide as we embark on an ambitious new scope of activity over the next several years.

The Strategic Framework is a living document that will be periodically reviewed and updated as required. As we move forward at a critical point in the scale-up of HIV/AIDS treatment, prevention and research, it will be more important than ever to ensure the efforts of our members are leveraged as part of a sustained global response. We hope this document will serve as both benchmark and signpost along the way. Thank you for providing your expertise and insight into its development.

Sincerely,



Helene Gayle, IAS President



Craig McClure, IAS Executive Director

I. Purpose, Vision and Mission

Who We Are

IAS is the world's leading independent association of HIV/AIDS professionals.

What We Do

We connect. By convening the world's largest meetings on HIV/AIDS, IAS provides critical platforms for presenting new research, sharing best practice and advancing the fight against AIDS.

We promote. By promoting dialogue, education and networking, IAS helps close gaps in knowledge and expertise at every level of the response.

We mobilize. By providing support services to our members, we help them do what they do best, advancing the state of the art and expanding access to HIV prevention, treatment and impact mitigation.

Our Vision

A worldwide force of professionals working together to prevent, control and treat HIV/AIDS.

II. Strategic Framework: 2005-2009

A. Membership

The membership of the IAS is the foundation on which the organization acts as the independent voice of professionals working in HIV/AIDS throughout the world. A large, diverse and actively engaged membership gives the IAS the credibility required to achieve its purpose, vision and mission.

1. Strengthen the Secretariat's capacity to expand membership and provide services and support to members

a. Mobilize financial and human resources for membership services and support

2. Identify and illustrate the expertise of all IAS members

a. Profile current members' skills and experience

b. Build a database to store member profiles and make

these available to support human resources capacity-building of professionals working in HIV/AIDS

3. Provide benefits to members

a. Establish mechanisms for gathering and analyzing the needs of members

b. Strengthen partnership with the AIDS Journal to offer reduced subscription fees and/or alternative benefits to members

c. Develop special benefits for new/young people in the field

d. Expand opportunities for members to network and share knowledge, skills, experience and best practice

e. Create grants/awards/educational opportunities for members

4. Support regions to ensure that IAS is a truly global organization

a. Increase visibility of IAS in the regions

b. Establish differential fee structure to enable a greater number of developing country members

c. Develop a strategy for building regional capacity, including support for regional societies and strengthening of regional conferences

d. Organize member profiles by region

e. Assess the feasibility of providing financial and/or other support for Governing Council regional representatives to strengthen their capacity to communicate effectively with and expand membership in each region

5. Use conferences to more effectively increase and retain membership

5.1 IAS-convened

a. Continue to provide mechanisms for delegates to become IAS members during registration process (tick box) at IAC

b. Establish mechanisms for delegates to become IAS members during registration process (tick box) at Pathogenesis and Treatment Conference

c. Encourage corporate sponsors of conference delegates to ask their delegates to become IAS members

d. Organize events specifically targeted at members

5.2 Regional and other conferences

a. Use booths and other mechanisms to promote IAS and conduct membership drives

b. Prepare comprehensive list of regional meetings and select and prioritize meetings where the IAS will have a presence

6. Improve communication with members

a. Produce and distribute quarterly newsletter

b. Expand IT capacity for communication with and between IAS members

7. Strengthen the IAS as a membership organization representing individual professionals

a. Review relationships with affiliated organizations and encourage them to influence their members to join IAS as individual members

B. Education, Networking and Promotion of Best Practice

Education, networking and the promotion of best practice are essential to enhancing the response to HIV/AIDS. The overall strategy of the IAS in this area is to bring added value to the work of training organizations working at the country level by providing opportunities, including through the platforms of the IAS conferences, to identify gaps, share experience, and increase knowledge and expertise of professionals working in HIV/AIDS.

1. Strengthen the role of the International AIDS Conference as the world's leading forum for debate, discourse and direction for action on HIV/AIDS

- a. Increase the opportunities for debate and discussion in order to foster greater understanding between all constituencies active in the field of HIV/AIDS
- b. Use the Conference to foster a common agenda for action between constituencies
- c. Strengthen the consistency of quality of all components of the Conference programme
- d. Ensure that all voices are heard at the conference and that the integrity of all individual and organizational participants is respected
- e. Ensure that the conference is relevant to the diverse range of participants, including newcomers to the field and those with extensive experience
- f. Ensure that the conference planning processes and procedures are inclusive and transparent
- g. Ensure that the conference remains the world's foremost media event in HIV/AIDS

2. Strengthen the role of the IAS Pathogenesis and Treatment Conference as the only open, inclusive, global scientific conference on HIV/AIDS

- a. Make the conference the most attractive forum for presentation of important scientific data and discussion of key issue
- b. Clarify the unique role and contribution of the conference to the field
- c. Increase the opportunities for networking

among and between scientists and clinicians at the conference

- d. Increase the visibility of the conference in the scientific community

3. Enhance the capacity of IAS to support a focused educational programme through its conferences and virtually via the Internet.

- a. Maintain continuity between previous IAS educational projects and a stable educational programme
- b. Secure financial resources for the secretariat to support IAS educational activities
- c. Partner with other appropriate organizations to avoid duplication

4. Implement a programme to enable increased education, networking and sharing of best practice by professionals working in HIV/AIDS

- a. Utilize IAS and other conferences for effective targeted educational and networking activities
- b. Expand scholarships, educational grants and awards for IAS members in conjunction with conferences
- c. Publish conference reports, highlighting major lessons learned, evidence shared, debates and controversies
- d. Dedicate one full day for educational courses and skills-building in conjunction with each IAS conference, including train-the-trainer sessions, meet-the-experts sessions, and educational outreach for professionals

e. Intensify the use of information technology as an educational tool

5. Identify challenges and opportunities for training of HIV/AIDS professionals in developing countries and determine areas where IAS can provide added value without operating as a training provider at the country level.

a. In partnership with others, organize meeting(s) of major educational institutions to accelerate training of professionals in developing countries

b. Survey the IAS membership to identify educational needs and opportunities

c. Develop a directory of educational needs and opportunities

d. Profile IAS members' skills and experience and make these available via a membership database to support organizations engaged in direct provision of education in developing countries

e. Support, in partnership with others, the provision of educational grants for professionals in developing countries

6. Eliminate IAS educational projects that have not achieved success or do not fit within the Purpose, Vision, and Mission of the organization

a. Avoid direct provision of training courses to professionals at the country level

b. End direct funding or in-kind support to independent educational and other projects

C. Policy/Advocacy

A third element to achieving the IAS Purpose, Vision and Mission is to facilitate policy development that will enhance HIV/AIDS research and service delivery, and to advance such policy through strong and effective advocacy.

1. Achieve strong IAS visibility and credibility by focusing policy and advocacy work in a few selected areas that relate directly to the IAS Purpose, Vision, and Mission

a. Establish an ad hoc policy/advocacy working group comprised of the IAS President, President-Elect and Executive Director to define priority areas and criteria for assessing future priorities in line with IAS Purpose, Vision and Mission

b. Mobilize appropriate financial and human capacity to advance the IAS policy and advocacy agenda

c. Organize fora, including in conjunction with conferences, for debating and discussing priority IAS policy issues

d. Publish, promote, and advocate for uptake of recommendations/positions that emerge from policy fora

e. Partner effectively with other organizations to help shape policy and avoid duplication of efforts

f. Respond selectively and strategically to requests from partner organizations for support for policy and advocacy initiatives, based on established criteria

g. Develop mechanisms to engage membership to help identify and support IAS policy/advocacy agenda

h. Empower members as advocates

2. Expand IAS Industry Liaison Forum (ILF) as a mechanism for ongoing policy dialogue with pharmaceutical industry and academia

a. Utilize existing ILF framework for ongoing research policy dialogue to accelerate HIV research in developing countries

b. Develop additional processes through ILF to facilitate dialogue with industry on non-research-related policy issues, in line with identified IAS priority areas

D. Long Term Organizational Sustainability and Success

The long term sustainability and success of the IAS is dependent on clarity of purpose, sound and transparent governance, a skilled, effective and diverse secretariat, and a strong and secure financial base.

1. Institute and adhere to a consistent, deliberate and inclusive strategic and operational planning process.

- a. Develop mechanisms to engage membership in strategic planning
- b. Hold annual Governing Council retreat
- c. Hold annual staff retreat
- d. Link strategic and operational planning to staff job descriptions and performance appraisal

2. Ensure the financial stability of the organization.

- a. Develop appropriate financial reserves, including conference reserves (revolving funds) and IAS core reserves
- b. Develop guidelines for the use of surplus funds that may result from IAS conferences and publish all financial results from conferences on the IAS website
- c. Implement fiscal routines and control mechanisms, including protection from currency fluctuations
- d. Ensure financial risk management before undertaking new projects/programmes
- e. Diversify sources of income

3. Ensure diverse, effective human capacity at the Secretariat.

- a. Recruit and retain a skilled, geographically diverse and gender-balanced staff
- b. Adhere to the GIPA principle (greater involvement of people living with HIV/AIDS)
- c. Ensure sound and ethical employment practices

4. Ensure transparent, democratic and effective governance.

- a. Revise the IAS by-laws, policies and procedures in line with the Purpose, Vision and Mission.

- b. Affirm the role of the Executive Committee to provide regular oversight of the Secretariat's implementation of the Purpose, Vision and Mission on behalf of the Governing Council.

**The Executive Committee will communicate closely with the Governing Council, including submitting a draft agenda of its meetings for comment by GC members no later than two weeks prior to each meeting*

**The Executive Committee will provide a summary of the proceedings of its meetings to the GC no later than two weeks after each meeting*

**The Executive Committee will convene quarterly, either in person or by video/teleconference*

5. Build and maintain archives of all IAS programmes and conferences to ensure a strong, effective institutional memory.

6. Continually monitor the relevance and added value of the IAS and build strategic partnerships with other organizations in the field.

7. Ensure that evaluation is central to all work of IAS.

