

APN+ would like to thank all those who contributed so openly and honestly to the development of our new Strategy, especially all our positive sisters and brothers.

APN+ would also like to thank those organisations who provided financial support to our strategic planning process, including;

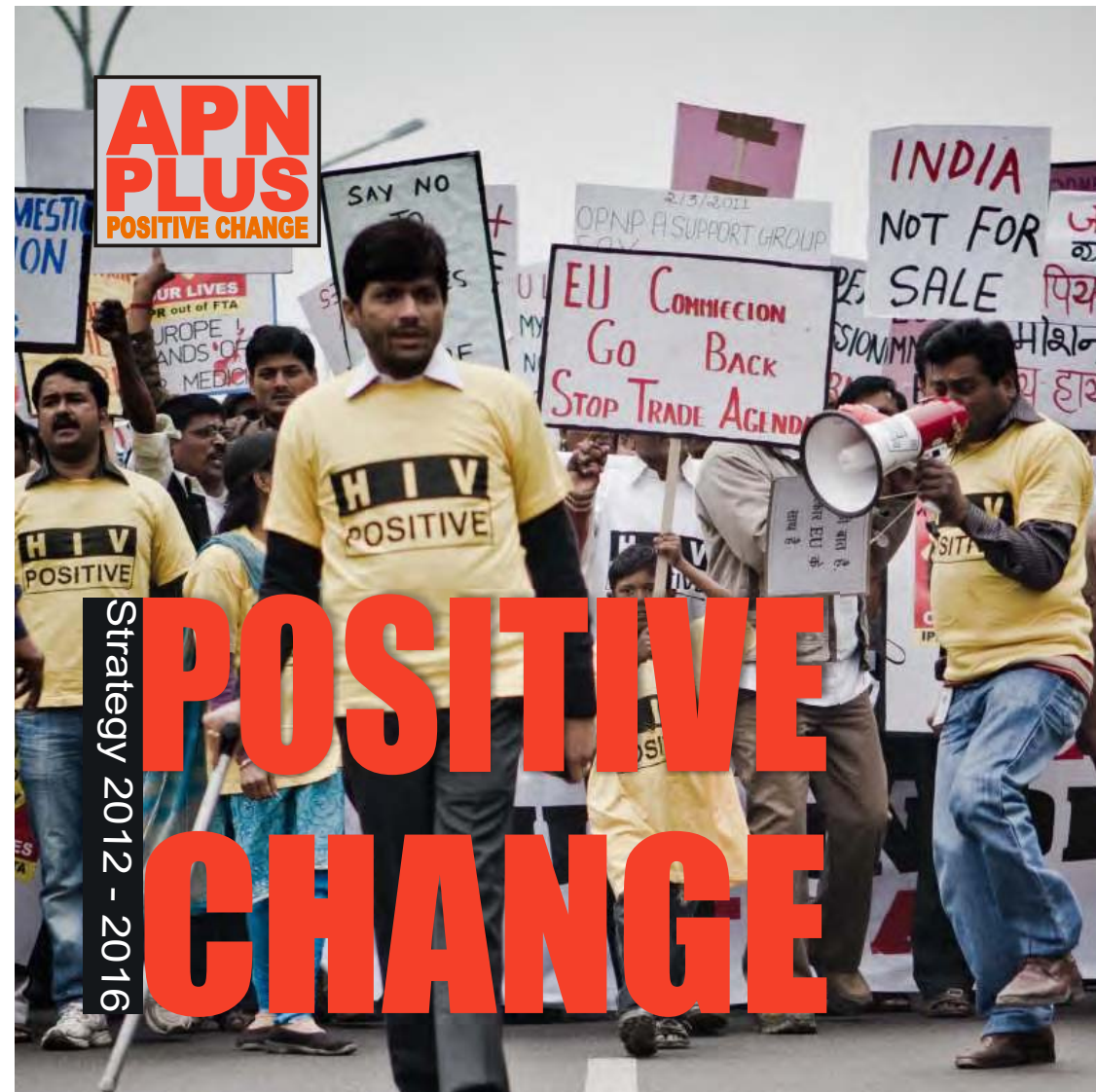
*UNAIDS RST (Regional Support Team, Bangkok)
Technical Support Facility Asia Pacific (TSF)
AusAID (HIV Consortium: APN+ Positive Capacity Development Initiative)*

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Our vision:

A better world for People Living with HIV.

Our mission:

Working together to improve the quality of life for all people living with HIV in our region through peer led advocacy, leadership, network strengthening, communication and capacity building activities.

Introduction

Positive Change is the Asia Pacific Network of People Living with HIV and AIDS (APN+) Strategy for 2012 - 2016. It describes our ambitions, our priorities and the differences we want to make over the next five years.

APN+ was established in 1994 as a collective voice for all HIV positive people in the Asia Pacific region. We are a peer led organisation and all country representatives to our Board are positive leaders. We are committed to non-discrimination and gender equity and we continue to work to encourage and support the active participation of women in our networks, as well as positive people from marginalised populations such as people who use drugs, men who have sex with men, transgendered people, sex workers, and mobile and migrant people. Our Bangkok based Secretariat aims to be responsive and supportive to our network members and represent their interests regionally.

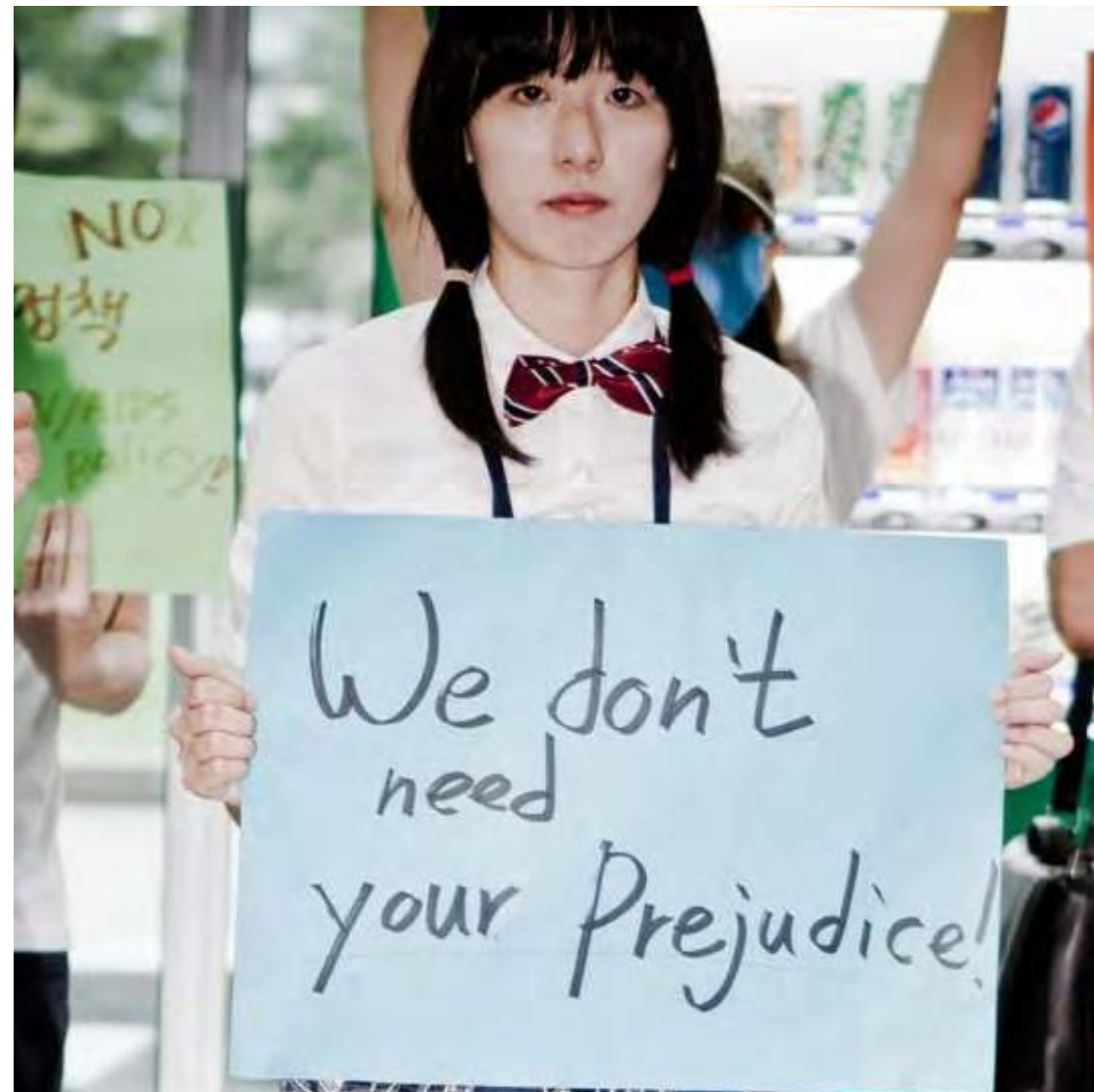
Over the past twenty years we have grown in strength and numbers and now have thirty member country networks spread across the entire Asia Pacific region working together to improve the quality of life for all people living with HIV.

ACCOUNTABLE DIGNITY INCLUSIVE GIPA DIVERSITY

APN+ Values APN+ and its member People Living with HIV (PLHIV) networks include a diverse group of people and organisations, however, we share many common values that help guide our actions.

- + We will be accountable to our members
- + We will be inclusive of all PLHIV
- + We recognise and accept diversity in our communities
- + We support the dignity of all PLHIV and their right to make decisions about their lives
- + We will continue to advocate for GIPA - the greater and more meaningful Involvement of PLHIV - in all aspects of the HIV response

Opposite: PLHIV FTA protest at ICAAP Korea, 2011.



A changing world

By 2016 life for PLHIV in our region will have changed. We believe some of these changes will include:

- + More PLHIV as a result of new infections and positive people living longer
- + Broader health needs for PLHIV
- + Better but more expensive treatments
- + Threats to access of second and third line HIV medications and diagnostics
- + Less bilateral and donor funding for HIV and more pressure on national government budgets
- + Less stigma and discrimination as governments and communities come to terms with HIV
- + Continuing hostile legal environment
- + As the overall health of positive people on treatment improves, they will continue to face many other challenges in their lives beyond HIV

We believe that by implementing our APN+ Strategy 2012 - 2016 we will create a better world for all PLHIV and prepare for the many opportunities and challenges that lie ahead.

APN+ five new Strategic Directions

The first APN+ Strategic Plan 2006 - 2011 focused on the key areas of advocacy, capacity building, network development and knowledge sharing. In 2010 we reviewed our progress, key limitations and challenges, and also future opportunities.



ADVOCACY

To advocate - using a rights and evidence based and equitable approach - on the issues that matter to PLHIV - including access to fully funded, affordable and comprehensive treatment, care and support, laws that provide justice for all, access to education, housing and income and the meaningful involvement of PLHIV at all levels of the HIV response.

We will advocate for full adherence to World Health Organisation (WHO) Guidelines, affordable access to second and third line treatment regimens, regular diagnostic tests, effective treatment of opportunistic infections and co-infections such as Hepatitis C and Tuberculosis. We will demand continuity of supply of good quality medicines, paediatric formulations and comprehensive care for all people living with HIV. We will challenge any barriers that limit our access to generic medicines.

We will demand that HIV treatment, care and support is fully funded, non-discriminatory and accessible to all PLHIV, including youth, children and orphans, as well as marginalised communities. We will hold our own governments to this challenge and lobby foreign donors to continue their support.

We will advocate for laws and regulations that are based on science and sound public health principles, and for these laws to be enacted in ways that protect our rights in areas such as property, work, housing, inheritance, education for our children, sexual and reproductive health, and transmission risks.



We will form strong partnerships and strategic alliances, mobilise our communities and use media and other communication tools to effectively advocate on the issues that matter to all PLHIV. To do this, APN+ and our member networks will raise our profiles at international, regional, national and local levels and continue to advocate for the meaningful involvement of PLHIV in all aspects of the HIV response. We will develop tools and train people to use them, share the lessons we learn and our best practices. Our work will depend on research and our arguments will be based on our rights.

Our voices will continue to be loud and they will be heard!

PLHIV FTA protest at ICAAP Korea, 2011.

Strategic Direction 2 **LEADERSHIP**

To foster leadership among PLHIV and their networks, APN+ will strive to be a role model, empower others, develop leadership skills, build effective partnerships, promote accountability and encourage the exchange and better use of information.

APN+ and our member networks are recognised by many as leaders in the HIV response in the Asia Pacific Region. We recognise that to be an effective leader - both individually and as a network - requires many complex skills, knowledge and support mechanisms.

We will create a peer-based leadership development program for APN+ Board Members, Board Members of our member country networks and emerging leaders, with a focus on increasing the number of empowered and skilled positive women and youth advocates, and also people from other marginalised populations.

APN+ will strive to build and formalise effective partnerships with those people and organisations who we want and need to work with. We will ensure accountability for our actions and decision-making processes by being open, transparent and communicating effectively. We will endeavour to be responsive to the needs of our communities.

We will develop induction and role model mentoring programs to provide new Board Members and their Alternates with the opportunity to increase their skills and learn about the functions/roles/responsibilities of APN+. We will formalise a succession planning process to ensure the smooth transition of new Board Members and develop principles of membership of the network.

We will support our positive leaders to be strong, visionary, inspirational & accountable.



APN+ Global Fund Grant Workshop, Bangkok, Thailand, 2010.

STRENGTHENING OUR NETWORKS

To strengthen APN+ and our member networks by promoting our identity, developing strategic partnerships and improving capacity in leadership, governance, management and policy implementation.

The reputation and identity of APN+ and our member networks are vital to our success. We will work to promote our identity and include representation of youth, women and other marginalised populations such as drug users, sex workers and men who have sex with men in our networks. We will encourage and support existing and emerging positive leaders at regional, national and local levels through our new leadership development program.

We will work to improve governance and operation for all our networks, including developing 'models' that can be altered to suit different organisational sizes, contexts and cultures, and provide skills building in good governance. These models could cover areas such as workplace policies, constitutions, communication strategies and financial systems.

APN+ and our member networks will work to improve our capacity and understanding in management systems and operations which will assist in clearly defining roles and responsibilities, improving communications, decision-making processes and accountability.

We will continue to collaboratively develop and document good policies that assist our networks to be strong. We will work to identify, nurture and formalise partnerships that encourage collaboration and cooperation between APN+ and our member networks and with external partners.

We will work together to strengthen PLHIV networks across the whole of the Asia Pacific Region.



APN+ AGM, Bangkok, Thailand, 2011.

Strategic Direction 4 **COMMUNICATION**

To encourage and strengthen the effective exchange of knowledge and information among all PLHIV, their networks, our partners and others through the use of existing and emerging interactive communication technologies, research, publications, meetings, and sharing our experiences and best practice.

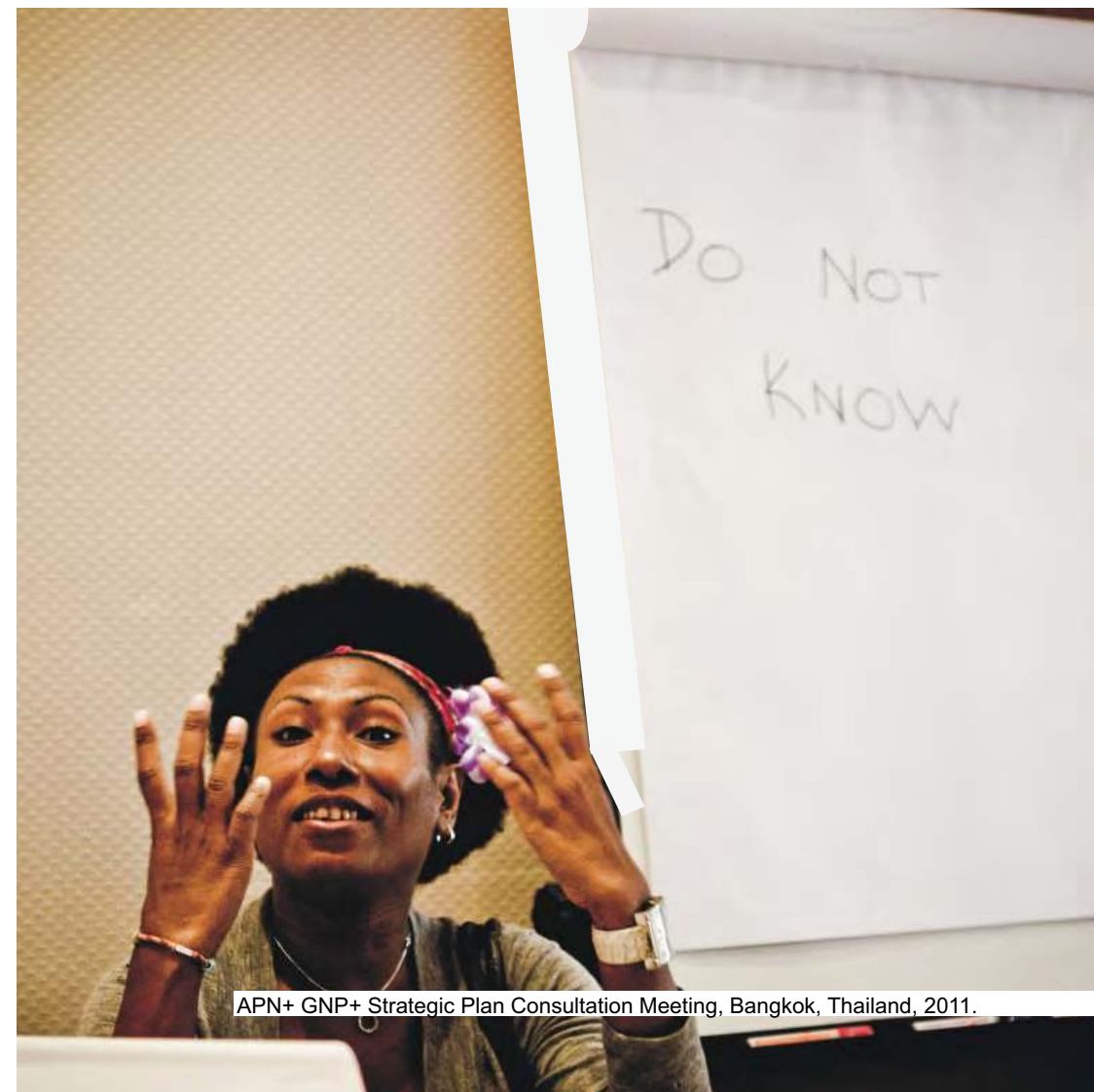
The effective exchange of knowledge, information and ideas relevant to PLHIV is essential to enable us to meet the needs of PLHIV in our region.

We will continue to gather, develop and disseminate knowledge and information through PLHIV led peer-based research, the production of publications and newsletters, websites, regular updates, best practice and meetings. We will also share our important experiences of living with HIV and how we have effectively responded to the needs of PLHIV.

We will encourage and support PLHIV, including positive people from marginalised populations, to be able to effectively communicate with each other using existing and emerging technologies such as e-discussion forums, social networking websites, blogs and 'smart' mobile phones.

APN+ and our members are aware that many PLHIV in our region have difficulty communicating with each other due to issues such as language differences, isolation, stigma, internet access and cost. We will strengthen our efforts to overcome these challenges.

It is vital that we communicate effectively with our partners and the public about issues of importance to PLHIV. We will continue to monitor and modify our communication efforts to ensure they are effective.



APN+ GNP+ Strategic Plan Consultation Meeting, Bangkok, Thailand, 2011.

SECRETARIAT CAPACITY BUILDING

To continue to develop the APN+ Secretariat capacity in the areas of governance, management, communications, systems and policy that enable the efficient and effective implementation of important regional initiatives and support for network members to achieve their own goals and aspirations.

The APN+ Secretariat is made up of the management, staff and consultants that work for APN+, under the direction of the APN+ Steering Committee, who are acting on behalf of the APN+ Board and the Executive Director. The Secretariat will regularly review its work plans and methods of operation to ensure they are functioning efficiently and effectively. The Secretariat also has a key role to play in supporting the APN+ Steering Committee to be an effective bridge between the Secretariat and the Board, a decision making body and a good communicator. They will ensure this APN+ Strategy is a *living* document that will be regularly monitored.

The APN+ Secretariat will monitor, support and provide suggestions for ways of improving governance within the Secretariat, the Steering Committee and the Board. They will also strive to be responsive to the governance and technical support needs of our network members. Models of governance, relating to constitutions, structures, decision making, conflict resolution, human resources, monitoring & evaluation and financial systems will be developed that can be altered to suit their implementation by network members in different locations, settings and cultures as required. Best practice standards will be developed that define what it is to be a member of APN+.

The APN+ Secretariat will explore ways of being more responsive to the technical support needs of our members, including facilitating collaborations between different members with similar needs & locating staff where required.

The APN+ Secretariat will explore new internal structures that divide management and leadership roles, to ensure maximum use is made of people's expertise & that structures are developed to support staff to work effectively. Systems, such as finance, human resources and monitoring & evaluation will be continually updated & modified to suit present and expected future needs. Communications methods, including the use of emerging technologies, will be reviewed to ensure the effective exchange of information and knowledge within the Secretariat and among member networks. Secretariat staff will be encouraged and supported to continually improve their knowledge and skills, with ongoing professional development recognised as a core need to be included in future program budgets.

The APN+ Secretariat, under the direction of the APN+ Steering Committee, will drive the collaborative development of policies that affect our lives, including advocacy on issues such as access to treatment, care and support and challenging bad laws and negative actions by others. They will support our network members to function as effective members of APN+ through facilitating capacity and skills building and the adoption and implementation of relevant sections of the APN+ Strategy to suit their own needs.

A well-functioning and efficient APN+ Secretariat is vital to enable the effective operation of our network and to provide support as required to our members.