

ICWGlobal



International Community of
Woman Living With HIV/AIDS

ICW Global

Strategic Plan 2014–2016

Table of Contents

| | |
|--|----|
| Executive Summary | 1 |
| Section One: Who We Are | 3 |
| Our Vision & Mission | 3 |
| Our History | 3 |
| Section Two: How We Work | 7 |
| Section Three: Our Values | 9 |
| Section Four: Our Purpose and Ethos | 11 |
| Section Five: Our Global Advocacy Agenda | 13 |
| Section Six: Our Global Strategic Plan | 17 |
| Movement Building Strategy | 17 |
| Global Advocacy Strategy | 17 |
| Section Seven: The Way Forward | 23 |



The International Community of Women Living with HIV (ICW) is the only global network by and for women living with HIV. Established in 1992 by women living with HIV as a response to the consistent silencing and marginalizing of the concerns of women living with HIV, the network has been at the forefront of ensuring that women living with HIV are at the center of responses to HIV and AIDS since its inception. ICW continues to influence and contribute to the women's movement, the feminist movement and the sexual and reproductive rights movement. We operate at multiple levels, individual, local, national, regional and global. In all of our work, it is the grassroots voices and experiences of women living with HIV, and our daily struggles and lived realities that inform and shape the ICW agenda.

ICW places self-determination at the core of our ethos. Our values ensure we are inclusive, address women's inequality, that we are constantly reflective and committed to change internally and externally and that we see self-care as a vital component for our members.

Our Vision: ICW envisions a world where all women living with HIV live free of gender oppression, realizing and claiming our full rights inclusive of sexual, reproductive, legal, social, economic and health rights.

Our Mission: We exist to lead efforts towards securing and improving the quality of life for women living with HIV. We do this by mobilizing, organizing, advocating, mentoring and raising consciousness on the issues that directly impact our lives.

In order to fulfill our vision and mission we have two key strategies:

Strategy One: To build a vibrant movement of powerful and informed women living with HIV who realize and claim their rights at a personal and societal level.

Strategy Two: To define and advance the agenda of women living with HIV and undertake strategic advocacy efforts to ensure the realization of our human rights.

Our two-pronged focus for the next 3 years is about improving the lives of women living with HIV, building our network, ensuring that our members have greater agency in their lives and ensuring that the human rights abuses we face are recognized and action taken to end them.



ICW is the voice of, and represents women living with HIV, in all our diversity. We work in 120 countries and through 10 regional networks: Asia Pacific, Caribbean, Central Africa, East Africa, Europe and Central Asia, Latin America, the Middle East and North Africa (MENA), North America Southern Africa, and West Africa. We are committed to addressing the multiple oppressions experienced by women living with HIV across the globe. We believe that our member's experiences should inform what we do and how we do it – to this end we ensure a bottom up approach – where our members voices shape our agenda. ICW Global, (our International Steering Committee (ISC) and Global Office) translates the practical needs and goals of our members into strategies and action that achieve our advocacy goals and objectives. We collectively challenge the necessary structures, systems, policies and programs in the HIV response and beyond in order to address the underlying concerns affecting women living with HIV and secure our needs, rights and hopes.

We are a women's organization, with a highly skilled membership, who use a gender framework and feminist analysis to understand our challenges and determine solutions.

We have big hearts and a strong desire to change the world for women living with HIV. We speak to women

and mobilize them to action as the only global network for women living with HIV by women living with HIV. This is our strength. While gender inequalities may create disparities outside our network, inside ICW, it is gender that brings us together creating a safe place for us to share stories and experiences.

Our Vision: ICW envisions a world where all women living with HIV live free of gender oppression, realizing and claiming our full rights inclusive of sexual, reproductive, legal, social, economic and health rights.

Our Mission: We exist to lead efforts towards securing and improving the quality of life for women living with HIV. We do this by mobilizing, organizing, advocating, mentoring and raising consciousness on the issues that directly impact our lives.

Our History: ICW was founded in response to the unmet needs of women living with HIV and the exclusion of the voices of women living with HIV from critical spaces and dialogues about the HIV response. In 1991, an international meeting of the Global Network of People Living with HIV and AIDS was held in London. Women living with HIV from around the world came to the meeting with stories, experiences and questions, but their voices were silenced and excluded from all discussions. Their voices were ignored and their issues were seen as secondary. In response to this exclusion, the inspiring women advocates in attendance decided to unite and for the first time in history, a group of women living with HIV organized to form a response to HIV with a focus on gender and the different lived experiences of women. The following year, in 1992, the International Community of Women Living with HIV/AIDS (ICW) debuted at the first Pre-Conference of Women Living with HIV at the International AIDS Conference held in Amsterdam.

Today, over 20 years later, ICW continues to be the only network run by and for women living with HIV. There are over 15,000 members of the ICW network that inform our agenda, volunteer to share their lived experiences, and build networks of support in their local communities. Our members are brought together by a shared experience of living with HIV and the desire to advocate for our rights and our health and the rights of other women living with HIV.

ICW has been a collective force for women living with HIV that has gained respect and credibility over its 20-year history. ICW has established a strong presence in global forums earning a voting seat on the International AIDS Conference Coordinating Committee and Consultative Status at the United Nations Economic and Social Council. Our global advocacy program advocates for the needs of women, young women, adolescents and girls living with HIV in key global decision making spaces and ensures that women living with HIV have a voice in development of policy that affects our lives.

ICW's advocacy has brought to light critical human rights abuses experienced by women living with HIV including violations of sexual and reproductive rights such as forced and coerced sterilization, and addressed the critical issues of stigma and discrimination, criminalization, domestic violence and other forms of private and institutionalized violence against women living with HIV. Our efforts have spurred litigation, action and a global dialogue about the human and sexual, reproductive health rights of women living with HIV.

Recognizing that ICW is also part of a broader movement for health and women's rights, the network also established strategic alliances with other women's networks and organizations, including key players

in the fight against HIV and AIDS and Sexual and Reproductive Health Rights (SRHR) around the world.

ICW Global has mentored and supported regional networks to be established under the ICW umbrella. These regional networks have given women the ability to advocate for their specific regional issues while being supported by the larger global networks to push issues. In addition to this, in 2011 ICW began the first international Chapter for Young Women, Adolescents and Girls, building off of ICW's history of Young Women's Dialogues. This chapter has created a space for young women to advocate for their unique rights, while being mentored by other women in the HIV movement. It also recognizes the diversity of needs of women living with HIV along the continuum of their lifespan.

ICW has conducted research, produced and provided input to many publications over the years – often to fill the gap on issues facing women living with HIV. Some of these publications include:

- The Positive Women's Survival Kit which was translated into Spanish French and Portuguese
- Understanding the perspectives and/ or experiences of women living with HIV regarding Option B+ in Uganda and Malawi. A research report in partnership with GNP+.
- Diamonds: Stories of Women from the Asia Pacific Network of People Living with HIV Asia and the Pacific. ICW follow this effort with reports to the Commission on the Status of Women highlighting forced and coerced sterilization and abortion across the Asia Pacific Region.
- Vital Voices: Finding from consultations of people living with HIV on the prevention of vertical transmission. A research report in partnership with GNP+.
- ICW newsletter in English, Spanish, French and Portuguese and distributed globally.
- The ICW Governance Manual, Policies and Procedures Manual, and Fiscal Manual.



As an international network of women living with HIV, scattered across the world, we do our work in different spheres of influence and diverse contexts:

- **At a global level, building our movement, leading advocacy campaigns and ensuring that our issues are prioritized in the campaigns and work of others.**
- **At a regional and national level, building local movements of women living with HIV that respond to regional and national concerns and contexts. These issues inform our global agenda.**
- **In partnership with organizations of people living with HIV, women's organizations, feminist organizations and with organizations in the reproductive justice movements and the human rights movement.**

The regions of ICW work collectively to advocate and provide support for the work of the regional networks and our membership; all of whom are women living with HIV from around the globe.

We are a network of individual women living with HIV, but we have a shared, collective agenda and work collaboratively at the local, national, regional and global levels. ICW members lead our national and regional chapters and they do the important work on the ground in local communities. Each region builds on the work rising out of the local and national context to address concerns at a regional level.

Each region is responsible for electing representatives that will sit on the ICW International Steering Committee. These women play the role of bringing the regional and national voices of the membership to the global sphere. Each sphere of advocacy is equally important and advocacy efforts at the local and national level inform and

define the issues prioritized at the regional and global level.

The ISC, the regional coordinators and staff, as well as ICW members who have taken on leadership roles work to mobilize and inspire other women to become visible in their communities, overcome fears and defend their rights. ICW leadership represent ICW's viewpoint and concerns in the central decision making bodies present in the main decision making venues in the context of HIV and gender equality, ensuring that women living with HIV are involved in the formulation of policies and programs that affect us directly.

In March 2014 ICW's Global Office moved to Nairobi, Kenya from Buenos Aires, Argentina. The ICW Global Office consists of a small team of women who are committed to implementing the political decisions of the ISC. They are responsible for supporting the ISC and to work at the global level to push ICW Global Advocacy Agenda.

ICW is a global partnership of independent regions aligned under a global mission. ICW's regional networks are politically, operationally and financially autonomous with each setting its advocacy agenda in response to the specific context in which they operate. Each region operates in a different context, and organizational structure and with differing levels of staffing. However, ICW's regions strategize collectively and work in concert. Some regions such as East Africa, Southern Africa, Western Africa, Asian Pacific (WAP+), and Latin America (ICW Latina) having

functioning Boards and paid staff. Other regions such as, North America, Middle East and North Africa, the Caribbean, Central Africa and Europe and Central Asia have limited or no funding for paid staff to carry out programs and coordinate the regional networks. In many cases they are guided by working groups and other alternatives to Boards. In some cases they have volunteer coordinators that assist in the activities of the region. All regions are guided by their membership and they have the opportunity to bring their voices to the global level through the ISC.

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

Accountability:

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

Self Determination and Emancipation:

ICW values the transformative leadership and power of women living with HIV in realizing our 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.

Integrity and Critical Reflection:

Our accountability is entrenched in our principles and interwoven in our practices. We will work together united as a global movement, remembering to take the time to reflect critically on our lessons learned both as individuals and as a network.

Feminisms and Gender Equality:

We are committed to raising consciousness about gender imbalance and inequalities. We commit to using schools of feminist thought to critique current systems that continue to oppress women and girls living with HIV.

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. We are committed to creating alternative spaces for power relations in order to set the agenda on matters that concern us.

Self-Care:

We value the time and tremendous energy that women give to ICW. Individual self-care is important for women living with HIV to sustain motivation and support the work they are doing to improve the lives of other women. It is of equal importance that we support our peers and ourselves to ensure we are able to maintain a healthy physical, mental and spiritual balance in work, play and caring for our loved ones. ICW strongly advocates self-care for women living with HIV in the advocacy movement.



There are over 20 million women living with HIV globally and yet we continue to be marginalized within responses to HIV; and we still identify many opportunities where women living with HIV are underrepresented or not represented at all. As women we have had a constant struggle to ensure that our issues are heard, acknowledged and dealt with. We consistently raise the fact that our lived realities are in many ways significantly different to those of men living with HIV; and as such different thinking and solutions are needed in order to address the many challenges we are facing.

We also acknowledge that as women living with HIV we are not a homogenous group—that, for example, issues facing migrant women living with HIV are not the same as those facing transgender women, nor are they the same as those facing middle class women living in the global north. Likewise, the issues of lesbians living with HIV are different to those facing HIV positive heterosexual women. Our diversity spans age, geography, the urban/rural divide, sexual orientation and gender identity, race, class, occupation, mobility – and responses to our challenges need to be complex, diverse and sophisticated.



Our history as a movement speaks to the marginalization of women living with HIV. In the 20 years much ground has been gained and there is a much greater focus on the needs of and issues facing HIV positive women, however as we approach the post-2015 agenda there is still a critical role for ICW:

- Blatant human rights abuses against women living with HIV continue in every region - ranging from the prejudices of health care providers to forced abortion and sterilization. Any gains in sexual and reproductive rights have been reversed for women living with HIV.
- Prevention, treatment and care is still very general and gender blind - research is seldom gender disaggregated, the differences in women and men's bodies is not recognized in treatment regimes, women specific opportunistic infections do not get the resources and recognition that they require in order for us to live better and longer lives.
- Furthermore, women living with HIV are excluded from many other research agendas such as HIV and aging, PreP, gender and adherence.
- Women in "generalized epidemics" are acknowledged in as far as "vulnerability" is concerned but this acknowledgement does not stretch to the lives of women living with HIV.
- Women living with HIV are invisible in contexts where the focus is on "key populations" - with limited or no resources for specific programs for women.

As long as the realities of our lives continue to be marginalized and sometimes ignored, ICW will remain at the forefront of the struggle for the rights of all women and adolescent girls living with HIV.

ICW's global advocacy work reflects a strategic process to influence the policies and practices that affect the lives of women living with HIV. We have set a strong agenda for the next three years by strategically targeting areas that are underrepresented in the global response and streamlining our efforts to focus on issue areas where women living with HIV are disproportionately impacted by human rights abuses.

ICW is a truly global network and our global agenda is defined in partnership with our national, regional networks and ICW's grassroots leadership, to reflect the specific needs of women living with HIV in diverse contexts. Using this approach we strive for global awareness and policy reform and remain responsive to pressing issues rising from the grassroots. To focus our efforts ICW has prioritized 5 key areas at the global level, where we believe our advocacy efforts can achieve the greatest impact:

Sexual and Reproductive Health and Rights:

ICW works to ensure the sexual and reproductive rights of women living with HIV and enable women to make informed decisions on matters related to their sexual and reproductive health and rights.

ICW promotes the full realization of the sexual and reproductive health and rights of women and girls living with HIV, including the right to have fulfilling sexual lives and express their sexual identities, including; the right to make autonomous decisions about whether they will marry and whether they will have children, freedom from all forms of violence and the right to make those decisions with access to comprehensive information about their bodies, sexuality, and the full range of reproductive choices.

Women living with HIV must have access to appropriate and safe contraceptives, abortion and pregnancy support services for women living with HIV; the reduction of maternal mortality among women living with HIV must be prioritized. As a part of a full spectrum of care, ICW seek the increased availability of voluntary HIV testing, treatment and counseling for all women and girls. ICW seeks an immediate and universal end to forced and coerced sterilization and forced and coerced abortion. ICW demands respect by healthcare workers, families, and community members for women's sexual and reproductive health and rights.

Criminalization:

ICW advocates for an end to the criminalization of HIV transmission and exposure and other forms of criminalization that oppress women living with HIV.

ICW seeks the repeal of laws that criminalize non-intentional HIV exposure or transmission, and an end to laws that single out women living with HIV or people living with HIV for prosecution or increased punishment solely related to their HIV status. In addition, criminal laws should only be used in extraordinary cases of intentional exposure or transmission. Overly broad use of the criminal law results in unjust prosecutions and incarceration of people living with HIV. Criminal justice systems must ensure that similar risks and harms are treated alike.

ICW believes that criminalization is counterproductive. It discourages women living with HIV from accessing care, undermines the goals of counseling and the service provider relationship to their patients, increases the risk of violence against women living with HIV and can discourage people who know they have HIV from disclosing that fact to potential sexual partners and others. ICW advocates for key populations who face unjust criminalization based on their lifestyles and identities, including but not limited to lesbian, bisexual and transgender women, women who use drugs, sex workers, and migrant and undocumented workers, which in turn increases their vulnerability to HIV acquisition.

Access to Treatment, Care and Support:

ICW aims to ensure comprehensive, quality and dignified health care for women living with HIV.

ICW promotes the universal right of all people living with HIV to access reliable, comprehensive and sustainable care, treatment, and support. Women living with HIV must be able to make informed decisions about their own treatment and care. Stigma, discrimination and other barriers to treatment and care must be eliminated in order to ensure that

women living with HIV and other marginalized populations can receive the care they need and are entitled to.

We demand an end to policies and practices that create barriers to accessing services for women, young women, adolescents and girls living with HIV. Importantly, we advocate the development of research and clinical trials that address the key overlooked aspects of living with HIV that uniquely impact women.

Violence Against Women:

ICW demands an end to all forms of violence against women as defined and experienced by women living with HIV.

Institutional, systemic and intimate partner violence against women living with HIV/AIDS is endemic and largely underreported. Women living

with HIV must be free from violence, coercion, stigma and discrimination. ICW demands an end to all forms of violence against women and a recognition of how violence against women and other forms of gender based violence impact the health and lives of women living with HIV.

ICW demands freedom from violence for all marginalized and vulnerable populations within communities living with HIV including but not limited to sex workers, members of the lesbian, bisexual, transgender and queer communities, those who are internally

and externally displaced, women living in conflict zones, women in prison, migrant women and women living with disabilities. Violence against women must be accounted for and addressed in all efforts to respond to HIV.

Economic Justice:

ICW seeks to ensure economic justice for women living with HIV.

ICW works to ensure that women living with HIV have adequate resources and support to provide for their basic economic and social human rights: including the right to sustainable livelihoods, housing, sanitation and adequate and clean food and water. ICW wants the recognition of the right of women living with HIV to full property, insurance and inheritance rights, including the right to enter into

and sign contracts in their own name, the right to own and inherit property and to access credit. Additionally, ICW promotes the right of women living with HIV to self-determination in terms of education, and training.

ICW seeks increased recognition of the disparate impact poverty has on women living with HIV and an end to discriminatory policies and requirements in employment, education, marriage, insurance, bank loans, travel and immigration.



The Global Strategic Plan: Goals and Objective

ICW's Global Strategic Plan focuses on two key strategies designed to empower our work on the key issues impacting the lives of women living with HIV and achieve policy reform:

STRATEGY 1: MOVEMENT BUILDING

To build a vibrant movement of powerful and informed women living with HIV who realize and claim their rights at a personal and societal level.

ICW believes that the key to effective advocacy is a powerful movement of women living with HIV. Our Movement Building efforts for the next three years will focus on strengthening our key capacities to:

- Build a movement of informed and strong women living with HIV;
- Increase ICW membership and the active engagement of existing ICW members across regions and globally;
- Open up spaces for women to express our experiences and tell our stories;
- Implement vibrant and effective campaigns that reflect our issues;
- Put into place improved and dynamic communications and knowledge sharing strategies and information management;
- Increase involvement of young women;
- Develop active intergenerational mentorship and succession planning.

STRATEGY 2: ADVOCACY

To define and advance the agenda of women living with HIV and undertake strategic advocacy efforts to ensure the realization of our human rights.

ICW's global advocacy efforts for the next three years will focus on effecting targeted and strategic advocacy campaigns on the key issues identified in the advocacy agenda and strengthening and building the critical capacities needed to make change. ICW's advocacy efforts will concentrate on Sexual and Reproductive Health and Rights particularly, forced and coerced sterilization of women living with HIV and maternal mortality, and criminalization of HIV and key populations. ICW has powerful potential to amplify the voices of women living with HIV and undertake strategic and collaborative advocacy efforts designed to:

- Advance the agenda of women living with HIV;
- Ensure the intentional and effective engagement of women living with HIV in decision-making processes;
- Secure the human rights of women living with HIV and their families;
- Hold governments and institutions accountable to their commitments at all levels.

Strategy One: Movement Building

To build a vibrant movement of powerful and informed women living with HIV who claim their rights at a personal and societal level.

| Area | Goal | Objectives | Program Area | Activities | Success Indicators |
|----------------|--|--|--|---|---|
| COMMUNICATIONS | Goal 1: Raise the visibility of women living with HIV at a local, regional and global levels. | To implement an effective external communications strategy through traditional, social and online media to increase the visibility of women living with HIV. | External Communication Strategy | Develop protocols around communications, and media relations for current and new members. | 3 internal member and staff protocols developed around public speaking and representing ICW in public fora, media outreach and pitching, representing ICW in the media through interviews and opinion editorials. |
| | | | ICW Public Presence | Develop ICW signature events and activities to ensure visibility of ICW and our agenda at high level conferences and convenings. | 2 ICW signature events developed and piloted. |
| | | | | Enhance the ICW website to include more interactive and informative elements. | Complete update of ICW website with new membership interface and more easily updateable news feed. |
| | | | | Increase social media presence. | ICW will increase its posts on social media outlets by 50% . |
| | | | | Re-launch the ICW newsletter – virtually and in print for broad distribution. | ICW will have an annual newsletter that will be available on the web and will be printed and distributed in regions where internet connection |
| | | | Public Relations Campaigns | Launch a global PR campaign – I AM ICW. | ICW will launch a branding campaign to strengthen the brand of being an ICW members and engage new members. |
| | | | Internal Communications | Review and revise our internal communications plan to strengthen linkages between local, regional and global networks. | Improved internal communications and an internal communications manual and a staff and lay leader communications orientation plan. |
| | | | | Develop a virtual knowledge management hub for the storage and easy access of key ICW materials to facilitate resource sharing amongst regions and provide our membership greater access. | Development of an online knowledge management hub. |

| Area | Goal | Objectives | Program Area | Activities | Success Indicators |
|----------------------------|--|--|--|--|--|
| MEMBERSHIP | Goal 3: Increase ICW membership at a local, national and global level. | To retain & support existing ICW members. | Mentoring | Institute a formal peer mentorship program to support existing members and increase their leadership capacity. | 20 women per year will participate in the global peer-mentorship program. |
| | | | Member Relations & Support | Reach out to existing members to touch base and provide opportunities to reengage with ICW. | Membership Outreach Support to 5 target countries per year. Membership database will be updated. |
| | | | Consciousness Raising | Develop an oral history program for existing ICW members to capture their herstories and experiences as advocates in the struggle to end the HIV epidemic. | An oral history program will be developed and women will be interviewed to share their stories. |
| | | | Key Populations: Membership Support | Build the capacity and impact of the ICW Chapter of Younger Women, Adolescents and Girls. | CYWAG will increase its membership, social media presence and obtain a seat on the ISC. |
| | | | | Build the support and organization of other key populations of women within the ICW membership. | Key populations will have a stronger forum within ICW. |
| | | To recruit and support new members. | Membership Drive | ICW will leverage the I am ICW campaign, signature events and newsletter to recruit new ICW members. | ICW's membership will be increased by 15% per year. |
| | | | | Develop a program of membership benefits to build the brand and ensure action and retention of women living with HIV in ICW activities. | New and old members will benefit from increased support and engagement measured by membership satisfaction survey. |
| COALITIONS | Goal 3: Build alliances and solidarity with key partners and movements to advance the agenda of women living with HIV. | To strengthen key partnerships. | Alliances | Develop new and nurture existing partnerships and coalitionss with key organizational and movement partners. | 10 informal MOU's for collaborative and cooperative work will be developed with Legal Networks, Networks of people and women living with HIV, and non-traditional partnerships in the feminist, reproductive health, anti-poverty, environmental groups. |
| | | To engage in joint campaigns and projects. | Joint Campaigns | Find synergies with new partners and existing partners inside and outside the HIV response and maximize collaborative opportunities for joint advocacy. | Hold one- on- one meetings with 5-10 key organizations per year to brainstorm synergies and areas of potential collaboration. |
| | | | | Engage in joint advocacy and awareness campaigns and projects. | ICW will participate in 1-2 joint campaigns per year, where resources permit. |
| ORGANIZATIONAL DEVELOPMENT | Goal 4: Build the network capacity of ICW Global and it's regions to provide mutual support at all levels for improved efficiency and impact. | To sustain and increase human and financial resources to ICW's strategic priorities. | Resource Mobilization | Map key development resource opportunities and align development strategy with key strategic goals. | ICW will have an expanded map of key grant opportunities. |
| | | | | Institute formal development program including private donations, bequests and cyclical grant applications. | Development of a development and donor engagement plan for the solicitation of private donations to our work. |

Strategy Two: Advocacy

To define and advance the agenda of women living with HIV and undertake strategic advocacy efforts to ensure the realization of our human rights.

| Area | Goal | Objectives | Program Area | Activities | Success Indicators |
|--------------------------------------|---|---|---------------------------------------|---|---|
| POLICY REFORM AND ADVOCACY CAMPAIGNS | Goal 1: Undertake strategic advocacy efforts to realize the human rights of women living with HIV. | <p>To develop evidence-based strategic advocacy efforts that address the key issues outlined in ICW's Global Advocacy Agenda:</p> <ul style="list-style-type: none"> • Sexual and Reproductive Health and Rights: To ensure the human, sexual and reproductive rights of women living with HIV and enable women to make informed decisions on matters related to their sexual and reproductive health and rights. • Criminalization: To bring about an end to the criminalization of HIV transmission and exposure and other forms of criminalization that oppress women living with HIV. • Access to Treatment, Care & Support: To ensure access to quality treatment, health and palliative care for women living with HIV. • Violence Against Women: To bring an end to all forms of violence against women as defined and experienced by women living with HIV. • Economic Justice: To ensure economic justice for women living with HIV through advocacy and action. | Research: | ICW will design and undertake qualitative or quantitative research, or identify existing or strategic research partnerships to establish an evidence base for its campaign work. | Conduct at least 3 qualitative research projects per year. |
| | | | | ICW will identify strategic research partnerships and mobilize resources to ensure that research that reflects critical information needed by women living with HIV is conducted. | Develop 2 strategic and where possible global or regional partnerships with research and legal organizations to advance our agenda. |
| | | | Policy/Position Development: | ICW will develop position statements on key issues and vet these statements through a development and review process with ICW membership. | Develop and/or revise 5 position white papers per year on the key issues impacting the lives of women living with HIV. |
| | | | Advocacy Strategy Development: | ICW Advocacy Working Group sub-committees will undertake detailed strategy work on each prioritized issue to: undertake power analyses; map targets & opportunities; mobilize resources; and identify specific and measurable activities to achieve our advocacy goals. | A minimum of 2 evidence-based global advocacy campaigns will occur per year. |
| | | | | ICW will develop a protocol that will guide the development of strategic advocacy partnerships and the development of coalitions. | A protocol will be developed and distributed. |
| | | | Advocacy Training: | Develop ICW's program of training and knowledge transference via trainings on participatory research practices, policy analysis, legal frameworks, as well as ad hoc issue-specific webinars. | At least 2 policy advocacy trainings will occur per year, and advocacy training tools will be distributed through out the ICW network. # of ICW members receiving advocacy training and skill development per year. |
| | | | Campaigns: | Implement strategic campaigns to effect social, legal and practice change on priority issues for women living with HIV. | There is policy change at a local and international level. |

| Area | Goal | Objectives | Program Area | Activities | Success Indicators |
|------|--|--|---|--|---|
| | Goal 2: Prioritize and enhance ICW influence at key global decision making tables. | To ensure the intentional and effective engagement of women living with HIV/AIDS in decision-making processes. | Prioritization of Advocacy Spaces: | Map priority tables and assess gaps in representation and in capacity. | ICW Global will have informed and consistent representation on at least 5 priority global decision-making tables. |
| | | | Advocacy Agenda Setting: | Identify key advocacy and organizational agendas for each decision-making spaces. | Demonstrable shifts in ICW's agenda items becoming a part of the agenda in key decision making spaces. |
| | | | | Convene cross-regional leadership groups around each key-space and develop specific and strategic agendas within those key political and other decision-making spaces. | 3 inter-regional groups will be set up around pressing issues. |
| | | | Representation Development: | Train and support a cadre of member advocates to represent ICW in a variety of advocacy activities and to provide the perspective of women living with HIV on ICW Advocacy Agenda areas. Must include young women and new advocates. | ICW Members and representatives will be aware of ICW norms regarding responsibilities of ICW representation. |
| | | | | Standardize a protocol for how ICW will recruit, select and support member advocates in representing ICW in various forums. | A protocol will be developed, distributed and ICW members will be trained to implement. |
| | | | | Develop protocols involving follow-up and reporting for ICW representatives. | A protocol will be developed, distributed and ICW members will be trained to implement. |
| | | | | | |
| | | | Advocacy Knowledge Management: | Develop and maintain accessible online repository of existing advocacy resources including recent research reports, position papers, ICW norms, newsletters and ICW's historical documents. | ICW Global will have an accessible and organized system of human capital and information management. |
| | | | | | |
| | | | Coordination of Advocacy Efforts: | Map advocacy assets including human capital and advocacy activities and targets in all of ICW's geographic spheres. | An updateable and accessible information storage unit and improved reporting system will be developed. |
| | | | | Develop and strengthen opportunities for collaboration and resource sharing in the advocacy context. | At least 4 webinars per year that will bring together regional and local advocacy groups to share resources and strategies. |
| | Goal 3: Build ICW member and organizational capacity to undertake strategic advocacy efforts. | To increase ICW's ability to define and advance the agenda of women living with HIV/AIDS. | Advocacy Support Infrastructure: | Hire key advocacy staff to support coordination of advocacy at the regional and global level, policy and research development and communications. | 3 new advocacy staff will be hired in the next three years in communications, development and administrative program support. |
| | | | Advocacy Tool Development: | Develop user-friendly ICW specific protocols and toolkits for advocacy strategy development, public speaking, media relations, and community organizing. | 2 advocacy tool kits will be created and disseminated per year. |
| | | | Training: | Develop ICW's program of training on key general advocacy skills such as media training, public speaking, campaign development and policy analysis. | 50 ICW members receiving advocacy training and skill development per year. |
| | | | Mentoring: | Create a mentoring programme to build up advocacy and leadership skills. | 12 women will be mentored and groomed for increased advocacy leadership per year. |
| | | | Consciousness Raising: | Create consciousness-raising opportunities for women living with HIV to increase their understanding of the various concerns outlined in the advocacy agenda. | Monthly advocacy working group calls will be held to share information and discuss the latest issues for Women living with HIV. |
| | | | | | |



As advances in the global struggle to end the HIV epidemic give rise to discourse that would remove HIV from the center of the global development agenda, ICW knows that women living with HIV still have a long way to go before the totality of our lived experiences has been recognized and responses that reflect our needs, hopes and desires have been implemented. Women living with HIV face inadequate and inappropriate treatment, care and support, blatant violations of their human rights, stigma and discrimination and often their needs are subordinated to the needs of their children.

Despite recent organizational restructuring, ICW and its affiliated regional networks have consistently delivered high quality advocacy, programming, expertise and direct support for women living with HIV around the world. Led by women living with HIV, ICW is uniquely positioned to enhance the effectiveness and relevance of AIDS responses reaching inadequately served women. ICW continues to hold both global decision making systems and organizations working on HIV/AIDS accountable to the needs of women living with HIV.

Since restructuring into autonomous regions in 2009, ICW has expanded our reach adding new ICW regional networks in the Middle Eastern and North African (MENA) region, (the Caribbean, and in Western and Central African regions. ICW has changed laws and policies, led participatory research on sexual health and reproductive rights (SRHR), access to treatment, care and support (ACTS), and built a political voice for women living with HIV in Africa. We have emerged stronger and more focused and ICW remains universally recognized as the leading voice on issues impacting women living with HIV.

ICW is strong, relevant and poised to maximize the benefits of enhanced capacity and to address the needs of women living with HIV in the post-2015 agenda.

Together our voices are powerful. We are ICW!

