

# **HIV JUSTICE NETWORK STRATEGIC PLAN 2022–2026**



## HIV JUSTICE NETWORK



### VISION

Our vision is of a world where people living with HIV, in all our diversity, can enjoy our human rights and live in dignity, without fear of unjust criminalisation, regulation or control.

### MISSION

Our mission is to support individuals, communities, and organisations around the world to effectively advocate against discriminatory laws, policies and practices that unjustly regulate, control, or criminalise people living with HIV.

# HIV JUSTICE NETWORK

The [HIV Justice Network](#) (HJN) is the leading community-led non-governmental organisation working globally to end HIV criminalisation by building a co-ordinated, effective global response. HJN was formed in 2012 due to a growing concern over increasingly punitive approaches to HIV prevention – in particular, the inappropriate use of criminal law – even though HIV criminalisation is discredited as a public health response. We have grown in size, capacity, and impact in the intervening decade.

We collate authoritative data and information to build the evidence base against the unjust criminalisation of people living with HIV. We raise awareness of the harms of this approach in critical arenas including among the scientific, medical, policy, advocacy, and donor communities. Most importantly, we galvanise and nurture the global movement against HIV criminalisation. We provide an advocacy hub to bring individuals, national, regional, and global networks and organisations together to catalyse change; and we also co-ordinate the [HIV JUSTICE WORLDWIDE](#) (HJWW) coalition which campaigns to end HIV criminalisation globally.

**HIV CRIMINALISATION** describes the unjust use of criminal or other laws against people living with HIV, primarily on the basis of HIV-positive status. Around the world, both HIV-specific and general criminal or similar laws are being used against people living with HIV for alleged non-disclosure of their health condition, potential or perceived HIV exposure, or unintentional transmission.

We are registered as a non-profit organisation in the Netherlands,<sup>1</sup> but our team operates remotely and is located in countries across Europe, Africa and in Asia-Pacific. We benefit from the strategic input of two governance mechanisms: a Supervisory Board and our Global Advisory Panel, an international expert group comprising individuals working on HIV and intersectional criminalisation from all regions of the world.



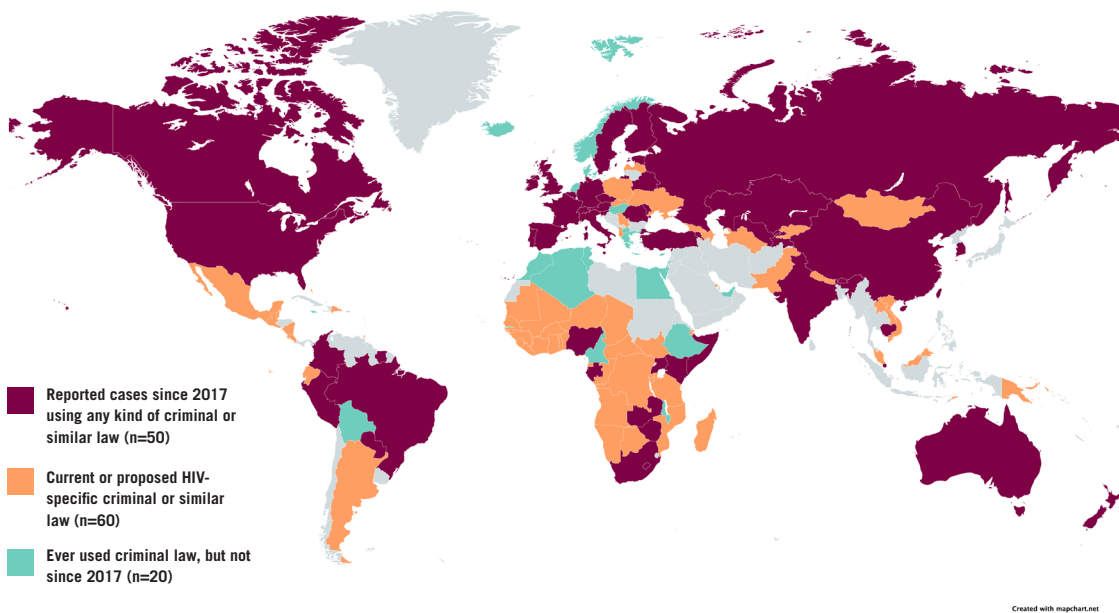
<sup>1</sup> The HIV Justice Foundation (in Dutch, *Stichting HIV Justice*) is an independent, non-profit legal entity registered in the Netherlands operating under the name HIV Justice Network (HJN).

# SITUATIONAL ANALYSIS

Our most recent analysis, based on data from our [Global HIV Criminalisation Database](#), indicates that 110 countries have introduced either HIV-specific criminal laws or have recently prosecuted individuals under other laws. In 2020, when the world – and law enforcement – was primarily focused on COVID-19, we still documented at least 90 unjust HIV criminalisation cases across 25 countries.

## HIV CRIMINALISATION AROUND THE WORLD

(HJN data, April 2021)

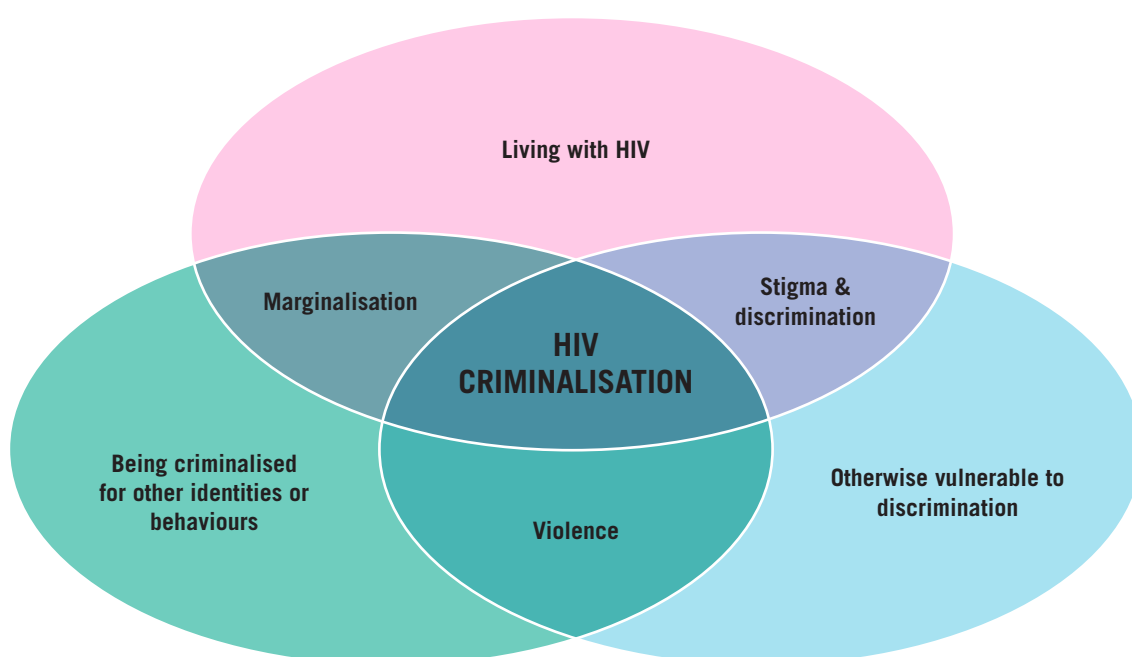


In addition to being deeply damaging for the individuals involved, the impact of these cases extends far beyond the courtroom. Media coverage of HIV criminalisation frequently demonises people living with HIV and perpetuates stigmatising misconceptions and ignorance about HIV and its modes of transmission. These cases also move the personal decision-making of people living with HIV and the management of a health condition from what should be the enabling and supportive arena of health, to a punitive sphere that involves investigation, prosecutions and (often severe) punishment. This represents a significant threat to the rights and well-being of all people living with HIV, and creates a barrier to HIV prevention, testing, treatment, and care.

Far from being a legitimate tool for public health, HIV criminalisation is more often used as a proxy

mechanism for increased state control, policing of marginalised groups and punishment of social vulnerability. HIV criminalisation is also often used with, and compounds the harms caused by, other criminal or punitive legal sanctions such as those used against sex workers, trans people, irregular migrants, people who use drugs, and where same sex sexual relationships are criminalised.

The likelihood of prosecution under HIV criminalisation laws is increased for those who experience intersecting discrimination, including on the basis of race, ethnicity, migrant status, sex, gender identity or sexual orientation, as well as people in prison and other closed settings, unsheltered individuals, and people with disabilities, notably with mental health issues.



Despite UN recommendations aimed at limiting HIV criminalisation to extremely rare cases of intentional HIV transmission, few countries have repealed or modernised their laws or legal framework, and only a handful limit the overly broad use of the criminal law as recommended.

UNAIDS' [Global AIDS Strategy \(2021-2026\)](#) explicitly recognises HIV criminalisation as a barrier to ending HIV as a public health threat by 2030, and has set bold new global targets, specifically that fewer than 10% of countries criminalise overly-broad HIV non-disclosure, exposure or transmission by 2025, and fewer than 10% of people living with HIV experience stigma and discrimination in a wide range of settings, including the criminal legal system.

# CHALLENGES & OPPORTUNITIES

The next five years will be an acutely important time in the HIV response as we approach Sustainable Development Goal target 3, which includes ending HIV as a public health threat by 2030. The COVID-19 pandemic continues to significantly interrupt the HIV response, increasing the risk of public acceptance, or expectation of, punitive state interventions to protect public health, along with increasing comfort among law and policy makers in introducing these measures.

The rise in xenophobic, nativist rhetoric and racism by political leaders is also increasing the marginalisation and demonisation of migrants, sex workers, people who use drugs, minority ethnic groups and people of colour who are already subject to heavy surveillance, and unjust (and often violent) policing. Rollbacks and threats to sexual and reproductive rights, LGBTQI+ rights and women's rights pose a very serious risk to the communities we serve. All of this is occurring against a backdrop of increasing data surveillance and the digitalisation of health systems that can and should offer gains for population health but are, in this context, susceptible to misuse by reactionary governments.

In the wake of the immediate emergency of the COVID-19 pandemic, and as we see an increased focus on preparing for future pandemics, we must more meaningfully integrate and embed human rights within public health responses.

**There is significant learning from the HIV epidemic that can be leveraged to support the COVID-19 response and recovery, as well as future pandemic preparedness.**

At HJN, we have specific expertise in engaging with scientific and medical experts to build consensus around the balance of rights and public health and in using evidence to counter biased or poorly conceived punitive public health approaches, laws, and policies.

Our experience also shows the crucial role that most affected communities must play in determining the way out of health crises. HJN is keen to seek collaboration with wider social justice movements, including key population networks and sexual and reproductive rights advocates who are facing escalating threats from anti-‘gender ideology’ narratives. The critique offered by the racial justice movement of the prison industrial complex and police violence offers huge potential for meaningful change. We want to contribute to the Movement for Black Lives and recognise the synergies and intersection with HIV criminalisation. We are also eager to contribute to the development of activism on digital rights and privacy.

# OUR STRATEGY

Our strategy was developed through a participatory and inclusive process, involving a range of internal and external stakeholders, and is based on our Theory of Change. Our Strategic Plan comprises: Guiding Principles, Focus Areas, Strategic Approaches, Strategic Goals, Outcomes and Activities.

## THE HIV JUSTICE NETWORK'S THEORY OF CHANGE

### VISION & MISSION

Our vision is of a world where people living with HIV, in all our diversity, can enjoy our human rights and live in dignity, without fear of unjust criminalisation, regulation or control.

Our mission is to support individuals, communities, and organisations around the world to effectively advocate against discriminatory laws, policies and practices that unjustly regulate, control, or criminalise people living with HIV.

### OUR GUIDING PRINCIPLES

Led by and Focused on  
People Living with HIV

Collaborative and  
Responsive

Inclusive and  
Intersectional

Evidence-Based and  
Informed by Expertise

### OUR FOCUS AREAS

HIV Criminalisation

Discrimination in the  
Criminal Legal System

Stigma Perpetuation  
in Media Reporting

State Overreach and  
Punitive Public Health  
Responses

### OUR STRATEGIC APPROACHES



Building the  
Evidence Base



Advocacy Tools  
and Resources



Connecting,  
Convening and  
Supporting



Representation  
& Awareness  
Raising

### INTERSECTIONAL ANALYSIS

### OUR STRATEGIC GOALS

#### Legal Reform

Globally, fewer unjust HIV-related criminal laws and limited application of other criminal laws to people living with HIV.

#### Justice in the Criminal Legal System

Key stakeholders at the front end of the criminal legal system are more aware of standards and norms around HIV and human rights, science, and public health, and treat people living with HIV with dignity.

#### Changing the Media Narrative

The stigma and intersecting discrimination that is created by HIV criminalisation and perpetuated through harmful narratives in the media is challenged and reframed.

#### Rights-Based Public Health Policies and Practices

Globally, greater recognition and awareness that HIV and other communicable diseases such as hepatitis, tuberculosis and COVID-19, as well as future pandemics, are public health issues, not criminal issues.

### Growing the HIV Justice Movement

A strong, adequately resourced, and highly effective movement of people working together for HIV justice, related criminal legal reforms, reduced inequalities, and universal human rights, by collectively building community solidarity across movements, and individual power and agency for all those who are marginalised and under-served.

## OUR GUIDING PRINCIPLES

Our priorities, ways of working, and how we organise, are underpinned by the following principles. HJN is:

### Led by and Focused on People Living with HIV

We exist to connect people living with HIV and community-led organisations around the world, working with allies to collectively build our resilience, skills, and capability to end HIV criminalisation and related discriminatory laws, policies, and practices.

### Collaborative and Responsive

We understand that we can achieve far more by working in partnership with others. We do this by building and sharing power collectively, listening, demonstrating allyship, securing consensus where possible, and fostering mutual respect. Our approach is responsive to the needs of our wider movement. This means that we work with HIV advocates and organisations around the world to better understand what is most needed to secure change at global, regional, and national level.

### Inclusive and Intersectional

We understand that power is not distributed evenly or fairly across society. We recognise and seek to address how these structural inequalities affect the experiences of people living with and impacted by HIV. We commit to continually learn, reflect, and build our contribution to upending these power structures. We start by ensuring fairness, equity and belonging within our own organisation.

### Evidence-Based and Informed by Expertise

We pride ourselves on the accuracy and reliability of our analyses. We expand our understanding of complex issues by utilising the highest quality research and data, and by respecting and prioritising local knowledge and leadership and the lived experiences of people living with HIV, including those who have survived HIV criminalisation.



## OUR FOCUS AREAS

By examining the challenges and opportunities that we are likely to face in this strategic period, we have been able to focus on the specific problems that we as an organisation seek to address. These also align well with Result Area 5 (covering human rights, equality, dignity, stigma, and discrimination) of the [Global AIDS Strategy 2021-2026](#).

Our focus areas are:

### HIV Criminalisation

These laws – and their enforcement – are often based on myths, misconceptions and plain ignorance about HIV and its modes of transmission. HIV criminalisation laws are almost invariably exceedingly broad – either in their explicit wording or in the way they have been interpreted and applied. We must strive not only to reform or modernise these laws but ultimately remove them from the statute books entirely, otherwise the most marginalised people living with HIV will continue to be unjustly prosecuted. This requires a concerted multi-stakeholder effort to repeal unjust HIV-related criminal laws and limit application of other criminal laws through guidelines for police and prosecutors.

### Discrimination in the Criminal Legal System

People receive unjust treatment within the criminal legal system because of their known or perceived HIV status, which often intersects with other aspects of their identity. This includes, but is not limited to: gay and bisexual men; transgender people; people who use drugs; sex workers; women and adolescent girls; migrants; and people in prison and other closed settings. This occurs at the hands of a range of actors including complainants, police, prosecutors, defence lawyers, the judiciary, juries, and the prison system. Sensitisation and education on the standards and norms around HIV and human rights, science, and public health is required to eliminate bias and ensure 'HIV justice' in the criminal legal system.

### Stigma Perpetuation in Media Reporting

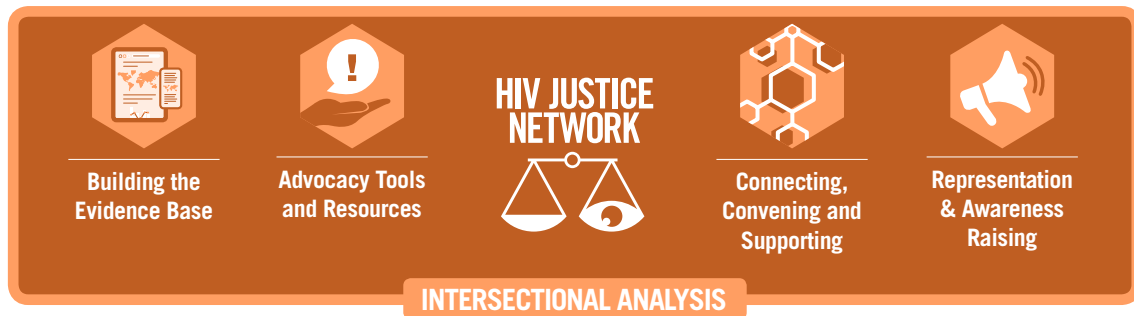
The media coverage of HIV-related criminal cases frequently dehumanises people living with HIV, especially those who are already stigmatised, criminalised or marginalised. It further perpetuates stigma, discrimination and misinformation which negatively impact individuals, communities and the entire HIV response. This requires monitoring and responding to problematic stories, and sensitisation training to challenge stigmatising coverage and improve media reporting, as well as creating counter-narratives to reframe the issues as we see them.

### State Overreach and Punitive Public Health Responses

The most effective public health responses also respect human rights. However, the aim of securing public health has too often been invoked to excuse state overreach and harassment of marginalised communities. Unproven discriminatory public health policy is often conflated with legitimate public health approaches that can, in limited instances, involve restrictions on rights. There is an urgent need to embed a more comprehensive and articulated rights-based approach to securing public health outcomes for HIV and other pandemics – including viral hepatitis, tuberculosis, and COVID-19 – as well as ensuring the world is adequately prepared for future pandemics.

## OUR STRATEGIC APPROACHES

In order to best serve our movement, we have developed four strategic approaches, within an overall framework of intersectional analysis.



We recognise that HIV criminalisation can disproportionately impact people who are either additionally criminalised, or who are otherwise mistreated by discriminatory legal systems – or both. These include but are not limited to: sex workers; transgender people; irregular migrants; people who use drugs; gay and bisexual men; people in prison and other closed settings; unsheltered individuals; and people with disabilities, notably with mental health issues; as well as people discriminated against on the basis of gender, race, religion, ethnicity, and/or country of birth. HJN seeks to better understand and proactively address intersectional stigma, discrimination and criminalisation.

### BUILDING THE EVIDENCE BASE

By monitoring global trends and developments we can better understand the situation on the ground and collect and share vital learning on what works in stopping or overturning the injustices of HIV criminalisation. This allows us to develop tools and resources for advocates around the world to foster more effective responses to damaging laws, policies, and media narratives.

Our [Global HIV Criminalisation Database](#) provides comprehensive, up-to-date information, maps, and analysis on relevant laws and how they are being challenged; real time monitoring of unjust cases; and a directory of organisations around the world actively working against HIV criminalisation.

### GLOBAL HIV CRIMINALISATION DATABASE

Laws & Analyses | Cases | Organisations

From our inception we have worked to build comprehensive monitoring systems and data sets. We do this by tracking the complex laws and policies that are used to criminalise and punitively regulate people living with HIV. We follow prosecutions and media coverage, and share this information widely including via a weekly newsletter and through our English and French language listservs.



### ADVOCACY TOOLS AND RESOURCES

We utilise our own experience and technical expertise and work with experts in a range of relevant fields – including in the legal, medical, scientific, and social science communities – to create tools and resources that help us, and others, challenge unjust HIV criminalisation.

We produce in-depth analysis including our authoritative global guide to developments in advocacy against HIV criminalisation, [Advancing HIV Justice](#). We collate an up-to-date library of documents and other resources, the [HIV Justice Toolkit](#), in four languages – English, French, Russian and Spanish.

Between 2016-2018, we worked with leading HIV scientists and medical experts around the world to ensure they understood how best to serve justice when called as expert witnesses and supported the production of an expert statement to ensure criminal legal system actors understand and rely upon up-to-date science in HIV criminalisation cases. [The Expert Consensus Statement on the Science of HIV in the Context of Criminal Law](#), published in 2018, has so far successfully delivered on its main aims in multiple jurisdictions: to support defence arguments in HIV criminalisation cases, lobby for law and policy reform, and to support other advocacy efforts where HIV-related stigma and discrimination impact legal systems.

#### EXPERT CONSENSUS STATEMENT ON THE SCIENCE OF HIV IN THE CONTEXT OF THE CRIMINAL LAW



We, and others, use all these tools to educate communities and media, sensitise and train defence lawyers, prosecutors, police, judges to ensure a fair, just, and rational response to people living with HIV within the criminal legal system. We use our own media savvy to promote these resources through video documentaries, innovative web shows, and other social media tools.



### CONNECTING, CONVENING AND SUPPORTING

We focus on bringing individuals and organisations together across countries and continents to share experiences and learning, and to develop strategic collaboration and campaigning. Knowledge sharing and solidarity can overcome barriers in ways that working alone cannot.

We co-ordinate the HIV JUSTICE WORLDWIDE coalition which campaigns to end HIV criminalisation, and comprises more than 120 national, regional, and/or international civil society organisations and/or networks challenging HIV criminalisation all over the world.

**Beyond Blame** is our flagship meeting that brings together advocates from all over the world to discuss the successes and challenges of the global movement to end HIV criminalisation. This provides a vital space for movement building; a forum for cross-regional information exchange, learning. For the past seven years it has served as an effective convening platform, widely appreciated in the sector for strengthening collaboration and facilitating the framing of common advocacy goals.



Since 2019, we have led the HIV Justice Global Consortium, funded by the Robert Carr Fund. Through the Consortium we have been able to nurture and support the development of new national and regional networks through technical assistance and grants, as well as expand capacity of existing networks and organisations.



## REPRESENTATION & AWARENESS RAISING

We raise awareness of how HIV criminalisation, and the human rights violations that follow, undermine the HIV response and the global aim of ending HIV by 2030. We ensure that HIV criminalisation remains present on global health and social justice agendas. We advocate so that people affected have a voice and are represented in policy- and decision-making spaces.

In 2019, we joined the technical working group of the [Global Partnership for Action to Eliminate All Forms of HIV-related Stigma and Discrimination](#). In 2020, we contributed to several Global Partnership publications. We continue to serve as the civil society co-lead focusing on justice settings, and anticipate scaling up this work throughout the next strategic period.



We deliver advocacy through international mechanisms and in global and regional fora. We use social and traditional media to challenge harmful narratives about HIV criminalisation. We amplify the voices of HIV criminalisation survivors, including through digital storytelling. We collaborate closely with other social justice movements, ensuring that HIV criminalisation is on their agenda, and we show allyship by supporting and reinforcing their messaging.

## OUR STRATEGIC GOALS

Building on these strategic approaches, we have formulated the following five broad strategic goals:



We have set ourselves three outcomes per goal, which we will work towards over the next five years. In doing so, we will deploy a range of proven activities as well as introduce some new approaches, to ensure that we are effectively innovating in response to emerging trends. In thinking through our priorities, we considered where change needs to happen, and designed our interventions to contribute to it in the most effective way.

**In line with our vision and mission, people living with HIV remain firmly at the heart of this strategy. All our work aims to contribute towards an environment in which people living with HIV can feel safe, more empowered, and able to enjoy our human rights.**

The need for increased, more formalised, and strategic solidarity is crucial; both within the HIV movement and across broader adjacent movements. By growing the HIV justice movement, we not only achieve our own strategic goals but also contribute towards the goals of other intersecting movements working on the rights of key populations, and those advocating for racial, gender, disability and migrant justice, and other social justice issues.

## OUTCOMES AND ACTIVITIES

### GOAL: LEGAL REFORM

Globally, there are fewer unjust HIV-related criminal laws and limited application of other criminal laws to people living with HIV.

Corresponding Global AIDS Strategy target:

< 10% of countries criminalise HIV transmission, exposure, or non-disclosure by 2025.

To reach this goal, we aim to achieve the following outcomes in the next five years:

**Outcome 1.1:** Where HIV-specific criminal laws exist, progress is made towards their repeal. As a minimum, these laws are reformed to reflect up-to-date science and key human rights and legal principles that minimise the scope of the law and potential for unjust arrests and prosecutions.

**Outcome 1.2:** Where other laws are used, locally relevant prosecutorial guidelines are developed and adopted by prosecutorial agencies that limit the scope for application of the law and potential for unjust arrests and prosecutions.

**Outcome 1.3:** An authoritative and influential evidence base on the use and impact of HIV criminalisation laws is maintained, and the information within is understood and widely used by key stakeholders to support outcomes 1.1. and 1.2.

We will work towards this by implementing these activities:



- Monitoring relevant laws, arrests and prosecutions globally.
- Making the information available in a freely accessible database.
- Providing analysis and dissemination through newsletters, website, and publications.



- Providing technical support in the form of webinars and toolkits on advocating for law reform and/or the development of prosecutorial guidelines.



- Providing training and technical support and (funding-permitting) small grants to community-led organisations and networks at national and local level to support and develop advocacy capacity.
- Connecting with and supporting global and regional organisations to influence national parliamentarians, law enforcement, prosecutors, defence lawyers, police, and human rights defenders.

## GOAL: JUSTICE IN THE CRIMINAL LEGAL SYSTEM

Key stakeholders at the front end of the criminal legal system are more aware of standards and norms around HIV and human rights, science, and public health, and treat people living with HIV with dignity.

Corresponding Global AIDS Strategy target:

< 10% of people living with HIV experience stigma and discrimination by 2025.

To reach this goal we aim to achieve the following outcomes in the next five years:

**Outcome 2.1:** In key strategic countries, prosecutorial authorities and judges have improved understanding of HIV-related science and other key issues relating to HIV criminalisation, moving us towards more better informed and fairer judicial decisions.

**Outcome 2.2:** In key strategic countries, defence lawyers are better able to support and defend people facing HIV criminalisation cases.

**Outcome 2.3:** In key strategic countries, knowledge and awareness of better policing practice is improved as a means of securing greater accountability.

We will work towards this by implementing these activities:



- Documenting discriminatory law enforcement practices relating to HIV criminalisation, including arbitrary or violent arrests, compulsory HIV testing, and forced HIV-status disclosure, as well as developing information and materials that support rights-based policing practice.



- Developing and promoting tools and resources that support rights- and science-based applications of criminal or similar punitive laws.
- Developing and promoting information materials that support robust legal defences, including *amicus curiae* etc.



- Connecting and training defence lawyers and expert scientific witnesses.
- Working in partnership with national and regional organisations and networks to strengthen efforts in-country and regionally, and to amplify the work globally.



- Working with UN agencies and other credible bodies to reach key stakeholder audiences such as judges and prosecutors.
- Ensuring our work is informed by and contributes to broader discussions on criminal justice reform and human rights, specifically the relationship between intersectional discrimination and HIV criminalisation.

## GOAL: CHANGING THE MEDIA NARRATIVE

The stigma and intersecting discrimination that is created by HIV criminalisation and perpetuated through harmful narratives in the media is challenged and reframed.

Corresponding Global AIDS Strategy target:

< 10% of countries criminalise HIV transmission, exposure, or non-disclosure by 2025.

To reach this goal we aim to achieve the following outcomes in the next five years:

**Outcome 3.1:** The media report on HIV criminalisation cases and issues of HIV-related risk and harm in ways that are evidence-based and devoid of stigmatisation, stereotypes, and discriminatory narratives.

**Outcome 3.2:** Individuals and organisations working on HIV and intersectional criminalisation have tools and resources to challenge and reframe harmful narratives around criminalisation.

**Outcome 3.3:** Survivors of HIV criminalisation have a voice and are heard.

We will work towards this by implementing these activities:



- Monitoring media reporting relating to HIV criminalisation and HIV-related risk and harm.



- Developing and promoting tools and resources that allow global, regional, and national organisations to challenge stigmatising coverage, and improve media reporting.



- Convening and training journalists and social media influencers.



- Supporting survivors of HIV criminalisation to tell and share their stories publicly.
- Create our own narratives through digital storytelling and social media to raise awareness and ensure the stories of HIV criminalisation reach the stakeholders that matter.



## GOAL: RIGHTS-BASED PUBLIC HEALTH POLICIES AND PRACTICES

Globally, there is greater recognition and awareness that HIV and other communicable diseases such as hepatitis, tuberculosis, and COVID-19 as well as future pandemics, are public health issues, not criminal issues.

Corresponding Global AIDS Strategy targets:

< 10% of countries have punitive laws and policies that deny or limit access to services.

95% of people living with, at risk of, and affected by, HIV, are better protected from health emergencies and pandemics including COVID-19.

To reach this goal we aim to achieve the following outcomes in the next five years:

**Outcome 4.1:** Increased awareness is built among key stakeholder groups including public health professionals, scientists, and policy makers of the harms caused by public health policies and practices that rely on punitive approaches and/or are not grounded within the human rights framework and the benefits to health that can be secured through inclusive, human rights-based approaches.

**Outcome 4.2:** The global HIV justice and intersecting movements keep pace with technological developments within public health, including issues of surveillance, digitalisation and privacy and can effectively engage and advocate for the protection of rights.

**Outcome 4.3:** Advocates and organisations working on HIV and intersecting justice issues are better able to share knowledge and information, undertake awareness raising, standards/norms setting activities, and engage with policymakers on the need for rights-based public health approaches.

We will work towards this by implementing these activities:



- Monitoring and documenting which public health policies and practices unjustly monitor, control and/or punish people living with, or affected by, HIV.



- Developing policy positions on the unintended negative human rights impacts of public health policies and tools, including the enhanced use of technologies for surveillance; and producing and promoting advocacy tools to demand accountability and change.



- Providing technical assistance and creating spaces for information exchange within the HIV movement and with intersecting movements.



- Engaging with, and influencing, global and regional public health, scientific, research, and academic organisations, including at conferences and in publications.
- Representing HIV justice issues at global and regional fora and ensuring HIV justice issues are on the agenda of global and regional scientific meetings.
- Identifying and promoting opportunities for awareness raising and standards/norms setting activities on HIV, human rights, and public health with key stakeholders.

## GOAL: GROWING THE HIV JUSTICE MOVEMENT

We are a strong, adequately resourced, and highly effective movement of people working together for HIV justice by collectively building community solidarity across movements, and individual power and agency for all those who are marginalised and under-served.

This helps to achieve all of the above goals as well as Sustainable Development Goals 3 (good health and wellbeing), 5 (gender equality), 10 (reduced inequalities), and 16 (peace, justice and strong institutions).

To reach this goal we aim to achieve the following outcomes in the next five years:

**Outcome 5.1:** More robust evidence bases on discriminatory laws and policies that intersect with HIV criminalisation and have a disproportionate effect on people living with, and affected by, HIV, so that more effective, integrated advocacy is possible.

**Outcome 5.2:** Increased collaboration between social justice movements working on intersectional criminalisation and broader human rights to enhance solidarity and facilitate mutual learning.

**Outcome 5.3:** Funding is secured to strengthen the HIV justice movement, foster enhanced movement collaborations, and grow in-country capacity and presence.

We will work towards this by implementing these activities:



- Monitoring related discriminatory laws and policies that intersect with HIV criminalisation.



- Sharing tools to support advocacy successes and challenges amongst advocates, organisations and networks to foster growth and enhanced approaches.



- Focusing on and supporting the development of HIV JUSTICE WORLDWIDE in the areas where there is most need – for example where rates of HIV criminalisation are high, and in regions where the movement is under-represented.
- Bringing communities along on the journey towards legal change; improving levels of understanding and support for the HIV justice movement particularly among people living with HIV, amongst youth movements, and across broader civil society.
- Engaging with, and collaborating with, relevant civil society organisations working on related issues, including sharing data on how punitive laws and HIV-related discrimination policies and practice impact other marginalised populations.



- Joining civil society calls to fully fund the HIV response and community-led HIV advocacy and ensure that HIV remains a focus of global health funding during COVID-19 and other health crises.

# ORGANISATIONAL DEVELOPMENT

A Strategic Review, completed in November 2020 prior to the commencement of our strategic planning process, recommended that we prioritise the following in order to strengthen our capacity to implement this Strategic Plan.

## PRIORITY 1: INCREASING DIVERSITY WITHIN OUR ORGANISATION & STRENGTHENING OUR INTERSECTIONAL ANALYSIS

We will do this by:

- Embedding diversity and inclusion in all recruitment processes.
- Keeping our internal policies under review and open to feedback to strengthen anti-racist and anti-colonialist approaches and ways of working.
- Ensuring diversity of backgrounds and expertise in our governance structures.
- Increasing our internal capacity to conduct an effective intersectional analysis, through training or working with peer organisations to learn from their experience of developing this expertise.

## PRIORITY 2: IMPROVING OUR REACH AND STRENGTHENING OUR COMMUNICATIONS

We will do this by:

- Maintaining the newly established communications function within the organisation.
- Developing a more systematic approach towards communicating through an effective audience analysis and a more strategic approach towards our communications outputs.
- Continuing to innovate by utilising our media and technology savvy to change hearts and minds through digital organising and storytelling.

## PRIORITY 3: DEVELOPING A MORE STRATEGIC APPROACH TO OUR RESOURCE MOBILISATION

We will do this by:

- Ensuring there is a designated fundraising capacity in the organisation throughout this strategic period.
- Articulating an effective and tailored fundraising strategy.
- Improving capacity, skills and processes in grant application and programme development.
- Diversifying funding sources to ensure the sustainability of HJN into the future.

# MEASURING PROGRESS

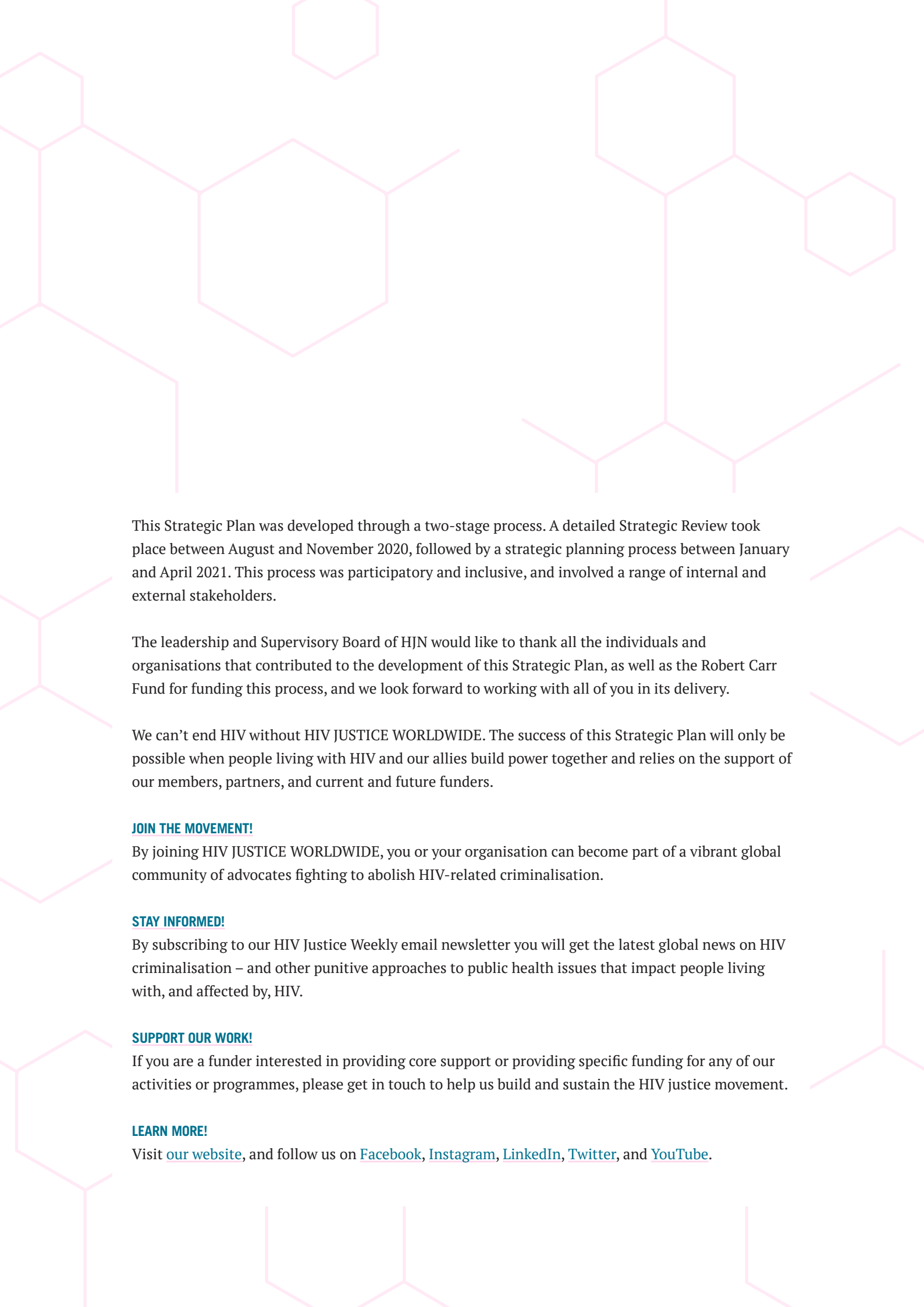
Our approach to monitoring, evaluating and learning (MEL) is grounded in our commitment to evidence-based approaches and ensuring accountability to our movement, stakeholders and funders. This approach is informed by two broad overarching questions: to what extent have we accomplished our stated goals and objectives, and to what extent have we made an impact?

We will deliver on this commitment by conducting annual reflection meetings with our core team and consultants, members of our Supervisory Board and Global Advisory Panel, and our partners and funders, through which we will examine progress and implementation of this strategy.

Reflection meetings will focus on progress made against operational indicators and targets for each of our five strategic goals and related outcomes. These will be clearly articulated in our forthcoming Strategic Plan Results Framework and will include, for example: number of HIV-specific criminal laws challenged, reformed or repealed; number of jurisdictions where HIV criminalisation laws and policies have improved; number of locally relevant prosecutorial guidelines developed; and number of collaborative projects between HJN and other organisations and/or intersectional movements. We will also review how our internal structure, systems and procedures are performing in the delivery of our outcomes.

Two years into the implementation, we will also conduct a light-touch mid-term review of the delivery on this plan. This review will also help us assess the relevance of the strategy and guide any necessary adaptations for the remaining period. We anticipate an end-term strategic review will form a key part of the process to develop our next strategic plan.

Working in partnership with adjacent social justice movements on intersecting criminalisation is an integral part of our approach. We recognise that our work as a convener and movement builder contributes to reaching both our stated objectives and the Global AIDS Strategy targets – and that progress towards these will be attributable to many players and actions in the wider health and human rights sectors, as per our guiding principles of collaboration and inclusion.



This Strategic Plan was developed through a two-stage process. A detailed Strategic Review took place between August and November 2020, followed by a strategic planning process between January and April 2021. This process was participatory and inclusive, and involved a range of internal and external stakeholders.

The leadership and Supervisory Board of HJN would like to thank all the individuals and organisations that contributed to the development of this Strategic Plan, as well as the Robert Carr Fund for funding this process, and we look forward to working with all of you in its delivery.

We can't end HIV without HIV JUSTICE WORLDWIDE. The success of this Strategic Plan will only be possible when people living with HIV and our allies build power together and relies on the support of our members, partners, and current and future funders.

#### **JOIN THE MOVEMENT!**

By joining HIV JUSTICE WORLDWIDE, you or your organisation can become part of a vibrant global community of advocates fighting to abolish HIV-related criminalisation.

#### **STAY INFORMED!**

By subscribing to our HIV Justice Weekly email newsletter you will get the latest global news on HIV criminalisation – and other punitive approaches to public health issues that impact people living with, and affected by, HIV.

#### **SUPPORT OUR WORK!**

If you are a funder interested in providing core support or providing specific funding for any of our activities or programmes, please get in touch to help us build and sustain the HIV justice movement.

#### **LEARN MORE!**

Visit [our website](#), and follow us on [Facebook](#), [Instagram](#), [LinkedIn](#), [Twitter](#), and [YouTube](#).