

# For all that is love

Strategy 2022-2025



Join us!

**SOAIDS**  
Nederland

 **aidsfonds**

## Mission

We strive for a world where there are no longer any deaths from AIDS and where people enjoy good sexual health. A world in which everyone can love freely and without fear. We do this by working together with the people who are hit hardest by HIV, STIs, discrimination and exclusion. We strengthen their voice and support them with information, knowledge and funding. For all that is love.

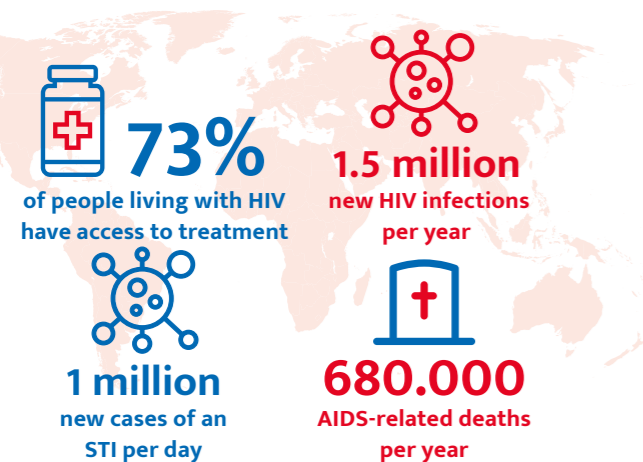
Our dream: everyone with HIV has access to life-saving medicines and can age healthily. No more deaths from AIDS. Sexual health and rights for all make good prevention and care accessible. HIV and STIs are open for discussion. It's achievable, but we can't do it alone. Over 10 million people living with HIV are still not receiving life-saving medicines. Despite all efforts, some parts of the world have seen a rapid increase in the number of new HIV infections reported. As long as some lives are worth more than others, hundreds of thousands of people die each year from preventable deaths.

Every day, one million people in the world contract an STI. Many of them do not feel comfortable talking about it, let alone seek help, resulting in unnecessary suffering, illness and discomfort. HIV and STIs are not only transmitted through sex. Inequality, poverty, sexism, homophobia and discrimination are drivers of the HIV epidemic and the transmission of STIs. This is unacceptable.

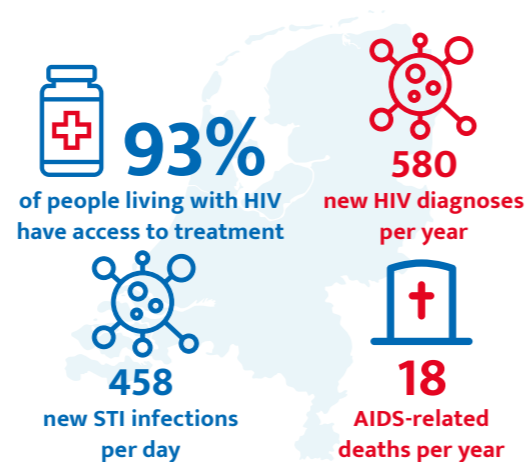
We have the drugs and we know exactly what it takes to effectively tackle STIs and stop the HIV epidemic for good. Effective treatment means that even if you have HIV, you can age healthily and you are prevented from transmitting the virus. We also now have the HIV prevention pill PrEP. With our search for a cure for HIV, we are starting a new chapter, so that people will soon be able to live without HIV.

Together with courageous activists, communities, healthcare providers, scientists, governmental and non-governmental funders, and individual donors, we are working to ensure accessible HIV and STI care for all. Our work is always evidence-based, based on the best available knowledge and experience from science, healthcare providers and communities. Data plays an increasingly important role in everything we do. Continuously monitoring with the courage to adapt and improve are essential elements towards increasing our impact. Standing up for human rights is our biggest motivation in this regard.

### WORLDWIDE



### IN THE NETHERLANDS



# Together we can make the biggest difference

Everyone has the right to prevention, treatment and healthcare. Regardless of who you love, who you have sex with, your age, what colour your skin is, whether you are male, female, trans or non-binary. Unfortunately, what happens in practice is a different story. The people who are hit hardest by stigma, discrimination and criminalisation are often the most vulnerable to HIV and STIs. Tackling this takes courage. Courage is needed to focus on the groups and areas where the gaps are greatest.

Aidsfonds – Soa Aids Nederland is a Dutch organisation that also works internationally. Working with communities as equals is at the heart of all our work. We conduct research and ensure that HIV, AIDS and STIs remain high on the agenda worldwide. The knowledge we have gained nationally is applied internationally, e.g. for reducing new HIV infections. The approach we have adopted worldwide with communities to tackle power and gender inequality is the same approach we will adopt in the Netherlands to intensify the fight against STIs. Together we are working to find a cure for HIV and we are proud of that!

## Our history

A group of gay men raised money in 1985 to give Christmas hampers to AIDS patients. This is how Aidsfonds came into being. Soa Aids Nederland has more than 100 years of experience in the field of STIs.



# Responding to a rapidly changing world

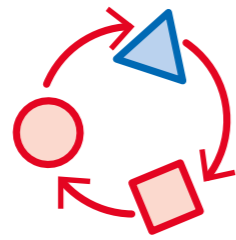


Globally, climate change, racism and gender inequality and digital transformation are bringing about permanent change. There is also an increasingly strong call for accountability and transparency with regard to working methods and results. Social inequality is increasing, HIV and STIs are seen as less urgent and the main influence currently on our work is COVID-19. To respond to this rapidly changing world and increase our impact, we will focus in the coming years on: inclusiveness, continuous adaptability and digitalisation.



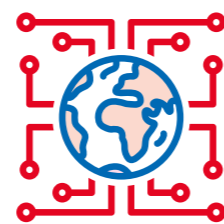
## 1. INCLUSIVENESS

In 2020, the American George Floyd died from police brutality. This shocking event sparked protests worldwide to challenge deeply rooted racism in society. Public attitudes towards racial and social injustice have changed dramatically as a result. In our organisation, too, the conversation about power relations, diversity, inclusivity and the consequences of colonialism has been energised by Black Lives Matter. We see that outdated and undesirable power dynamics are still present in our work and in our industry. The next step is to translate this awareness into concrete changes. The people and communities involved know best what works and what approach suits them. So change must always start from their needs.



## 2. CONTINUOUS CAPACITY TO ADAPT

COVID-19 has thrown into sharp focus how the world can undergo a complete transformation in just a few short weeks. The availability of HIV medicines came under severe pressure during the corona crisis. In the Netherlands some of the STI care provided by municipal healthcare providers was temporarily stopped. But it is not only the COVID-19 pandemic that highlights the uncertainty of the world we live in. Global funding for the fight against AIDS is decreasing and the budget for STI care in the Netherlands has been frozen. New harmful legislation on LGBT in Uganda and sex education in Russia has hindered our work overnight. All these types of changes require continuous capacity to adapt.



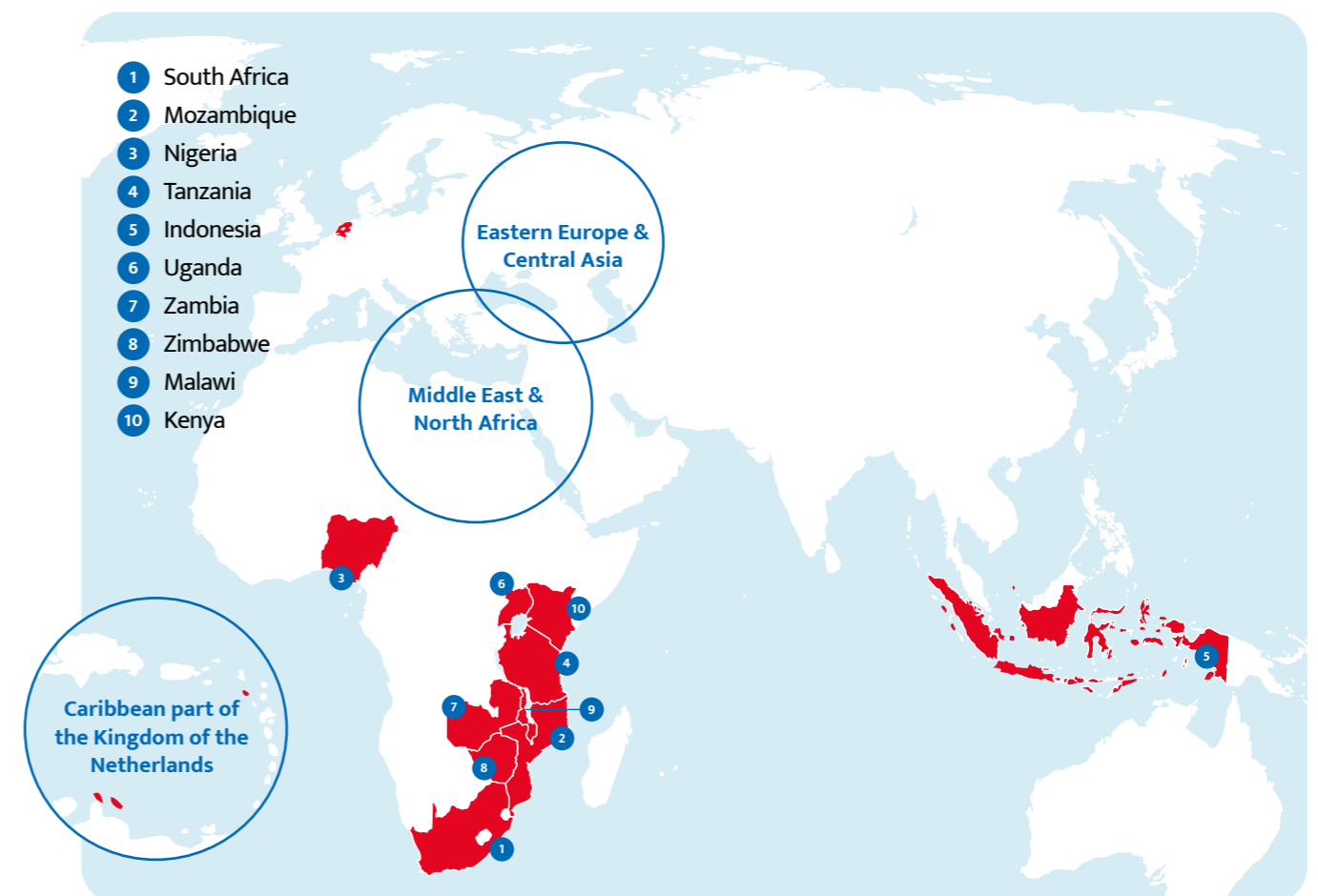
## 3. DIGITALISATION

Faster internet speeds, better coverage and artificial intelligence directly affect our work. Widespread mobile technology is bringing treatment closer to people who live in remote areas. This is empowering communities; since the outbreak of COVID-19, online access to care and testing has increased. At the same time, digitalisation has exacerbated inequality and brought about increased risks for communities. In regions without internet coverage, people miss out on all these opportunities. The Dutch online healthcare is not fully accessible to everyone. In order to continue to reach everyone, we must keep an eye on the opportunities and obstacles that digitalisation creates.

## Our focus countries

Southern and East Africa remains the most HIV-affected region in the world, with 20.6 million people living with HIV and 670,000 new HIV infections in 2020. We focus on the Netherlands and the following countries:

Additionally, we focus on the two regions of the world where the HIV epidemic continues to grow rapidly: Eastern Europe/Central Asia and Middle East/North Africa. We are also exploring what is needed in the Caribbean part of the Kingdom of the Netherlands.



# Our Theory of Change: turning dreams into reality



## MISSION

We strive for a world where people no longer die from AIDS and where everyone enjoys their full sexual health and is free to love fearlessly. We do this together with the people who are most affected by HIV and STIs because of discrimination and exclusion. We strengthen their voice and we support with information, knowledge and financing. For all that is love!

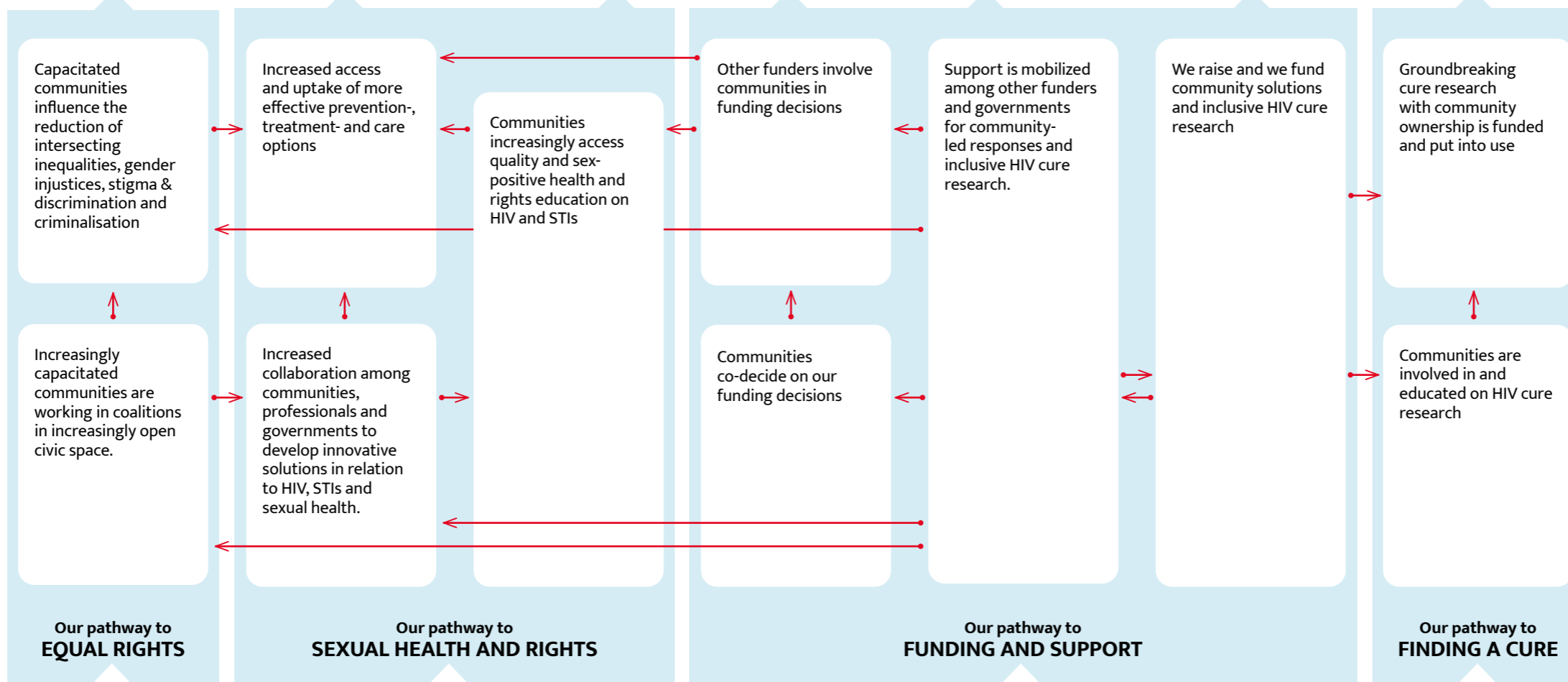
## DREAM GOALS

**1** No one dies of AIDS and no new HIV infections

**2** Sexual health and rights for all

**3** Cure available for all people living with HIV

## OUTCOMES (2022-2025)



## ROLES

We collectively work with communities. We do this in three roles:

As an **advocate**, we raise our voice and join others to move governments, scientists, and funders to improve the rights and health of communities and scale up innovative solutions.

As an **expert**, we work evidence-based and we built on the knowledge and experiences of communities, health professionals and the public to increase their knowledge and agency.

As an **involved fundraiser & funder**, we support inclusive HIV cure research and innovative community solutions.

To do all this, we connect communities, supporters, health professionals, governments, scientists, funders. In all our efforts, we focus on the difference we can make on the life of an individual and on reducing inequalities in society.

## About this model

Together with communities, caregivers, donors, scientists and other collaborative partners, we have developed this Theory of Change. This model describes our three dream goals and how we as an organisation contribute to them. We build on the Sustainable Development Goals of the United Nations, the strategy of UNAIDS and the National Action Plan on STIs, HIV and Sexual Health.

## What we mean by communities

By communities we mean organisations, members of a community, target groups or individuals. The focus is on people living with HIV and groups at higher risk of HIV and STIs, such as sex workers, LGBT people, people who use drugs, children, young women, girls and their male partners, young people, people living in poverty, people in prisons and migrants.



# Dream goal 1

## No more deaths from AIDS and no new HIV infections

We have all the tools to ensure that people living with HIV can live a healthy and long life. Inequality, stigmatisation, criminalisation and discrimination stand in the way of access to good prevention, treatment and care. We are working hard to remove these barriers. We can only achieve this by working intensively with the people who are most affected by stigma, criminalisation and discrimination, in the Netherlands and abroad. Together with communities, governments, scientists and donors, our aim is for no new occurrences of HIV infections and an end to AIDS-related deaths.

### The resources we need for this

We need a total of € 105.7 million to reach this goal. We do this by strengthening existing relationships with our current institutional donors and building up new ones with institutional financiers. Every year we put in at least two bids for new funding and look for new donors. We continue and seek to strengthen our partnerships with national lotteries and other non-profit organisations. With poignant stories, a strong brand and appealing projects, we have connected with as many individual donors as possible for the fight against AIDS. We are always seeking new funding opportunities and looking for ways to increase the measurability of our impact.

Funds available	€ 68.4 million
Additional needed funds	€ 37.3 million
<b>Total</b>	<b>€ 105.7 million</b>

### This is our approach with the Theory of Change:

- Stopping AIDS requires new methods in which communities are central. We have the courage to experiment and develop solutions to problems no-one else will take on; we go further than anyone else, and test these solutions in practice and motivate governments to build on this pioneering work.
- We support communities in fighting inequality, stigma and discrimination.
- With our *Netherlands to Zero!* campaign, we aim to make the Netherlands the first country in the world with 0 new HIV infections and show that this is possible elsewhere in the world. In order to prevent and detect the latest infections and prevent further transmission, we will take a smarter approach based on regional data and work more closely with communities.
- Internationally, communities, such as LGBT people and children, have less access to prevention and medication. We make sure they are no longer left behind and strengthen their voice.
- Communities play a central part when we make investments and are key to our decision-making process when deciding on the best type of approach. They know best what is needed and what works. We are the inspirations for other donors to take this approach.
- Together with communities, governments and other donors, we fight to normalise HIV education and prevention.
- We mobilise funding, people and organisations to create political will and public support for additional investments in the fight against AIDS.

“If I don't take medication, I feel very weak. I cough a lot and get headaches. After Margaret took me to the clinic, I was given pills. Now I feel much better”

– Percy (10) from Kenya



Margaret (Kenya) lost her husband and four children to AIDS. Now she works together with Aidsfonds as a health worker. In her community, she looks out for children with HIV and makes sure they get tested and receive treatment where necessary.

### Our achievements to date

## Thousands of children with HIV are still alive

Worldwide there are 1.7 million children with HIV. Just one pill a day prevents a child from dying of AIDS. Yet nearly half (47%) of children living with HIV do not receive life-saving medications. This is mainly due to poverty and lack of education. These children often live in remote areas. That is why health workers funded by Aidsfonds go to villages in Uganda, Zimbabwe, Kenya, Nigeria, Mozambique and South Africa on the look-out for babies and children with HIV. The children are tested, receive HIV medication if necessary and the health care workers supervise the children and their families so that they continue receiving treatment.

With the Kids to Care campaign, we have tested more than 250,000 children for HIV and 4,000 mothers and children with HIV have started treatment (2018–2021). Aidsfonds shares the knowledge and experience it has gained from the projects directly with governments, so they too can benefit from our approach.





## Dream goal 2 Sexual health and rights for all

Sex and STIs transcend all eras. Every day, 548 people in the Netherlands contract an STI. Many of them do not feel comfortable talking about it, let alone seek help, resulting in unnecessary suffering, illness and discomfort. The normalisation of STIs and combating stigma is at least as important as detecting and treating infections. This way people feel able to discuss their problems, are able to enjoy sex and get the information and help they need. That's why we go the extra mile for those communities that find accessing prevention, care and treatment difficult. We are exploring how we can apply the expertise built up in the Netherlands internationally.

### The resources we need for this

We need a total of € 60 million to reach this goal. We do this by strengthening our relationships with structural government donors and exploring new cooperation opportunities with them, including RIVM, the Ministry of Health, Welfare and Sport, the Ministry of Justice and Security and the Ministry of Social Affairs and Employment. We are also working to expand our current pool of institutional financiers. Every year we submit at least two bids for funding and we are continuously on the look-out for new cooperation partners such as Dutch health insurers and banks. We are looking into new funding opportunities, such as raising funds by selling our services. We are also looking for new private and public financiers for our international STI efforts.

Funds available	€	41.8 million
Additional needed funds	€	18.2 million
<b>Total</b>	<b>€</b>	<b>60 million</b>

### This is our approach with the Theory of Change:

- We share our knowledge of STIs with communities and individuals so that they can improve their own knowledge and ownership.
- We have a critical role in connecting national and local governments, communities, scientists and health care providers so that prevention, treatment and care are accessible to migrants, youth and transgender persons and other communities. These are precisely the groups more likely to be excluded due to inequality, stigma and discrimination.
- We use innovative technology and effective approaches to improve prevention, treatment and care, such as eHealth and the Stepped Care Model nationally and internationally.
- We work to improve access to sex-positive and evidence-based education about HIV, STIs, sexual health and rights.

**“Without Sense, things would probably have been very different.”**

Stef is 18 and lives in Zeeland. Sense.info helped him to discover and talk openly about his sexuality.

*“There was hardly any education about sex at home or in school. I knew what a penis and a vagina were, but that’s about it. Sense.info not only helped me understand my sexuality but also gave practical help in coming out to my parents. I’m happy that Sense is there to bring discussions about sex into the open. Even the first time I had sex with a boy went very smoothly thanks to the tips on the site. Without Sense, it probably would have gone very differently.”*

### Our achievements to date Smart eHealth applications for young people

400 million teenagers and young adults in the world have little or no access to sexual health care. Good information about pleasurable sex, contraceptives and prevention of HIV and STIs is often very fragmented and does not reach them.

In the Netherlands we work with municipal healthcare providers in order to connect online and offline services via the Stepped Care Model (SCM). One central website Sense.info forms the hub from which all our partners are able to provide information and care to Dutch adolescents. In 2020, more than 6 million people visited the site. A chatbot responds to questions and provides tailored advice on HIV and STI testing. There is also an option on the website for ordering a reliable test. If necessary, you will be offered a personal call from the people working on the Sense Info Line. If necessary, you can visit the nurses and doctors working for your municipal healthcare provider. This step-by-step approach is customer-friendly and saves costs.

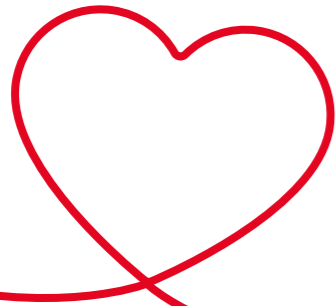
We are now applying this new knowledge and experience in Russia, South Africa and Kenya. In these countries too, the Stepped Care Model promotes effective collaboration: all the different health services for young people can be found via a single website. The model can also be used for other problems; in South Africa, for example, it is being used to tackle COVID-19.



# Dream goal 3

## A cure available for everyone living with HIV

We've seen HIV arrive. We want to see it go. We are confident that finding a cure for HIV is possible – even though this demands intensive research, and therefore time and money. So it will be many years before we have a cure for HIV that is widely applicable. We look forward to the day when everyone has access to a cure. That is why we are joining forces with top researchers, communities, other donors and anyone else who wants to support finding a cure. A cure for HIV means that people no longer need to take daily medication, no longer need to receive routine checks at a hospital and that the stigma surrounding HIV disappears for good.



### This is our approach with the Theory of Change:

- Together with other donors, we fund pioneering scientific research into finding a cure for HIV.
- We make sure communities are closely involved in this research, so that potential cures are available and appropriate for everyone.
- We are raising awareness of how important it is to find a cure, with the aim of increasing our support base.
- NL4Cure – our unique collaboration of like-minded partners – is the vehicle we use intensify and fund research into finding a cure.
- We continue to build on this collaboration internationally. The goal is to bring the global cure for HIV closer to everyone.

### The resources we need for this

We need a total of € 18.8 million to reach this goal. Our fund-raising efforts focus on motivating donors about finding a cure and by topping up these funds by tapping into funding schemes. For this reason, we build on our existing ties with institutional financiers such as ZonMw and Health Holland. We are also looking for new private and public financiers.

Funds available	€	6.4 million
Additional needed funds	€	12.4 million
<b>Total</b>	<b>€</b>	<b>18.8 million</b>

**“For me, finding a cure would mean that I no longer have to deal with stigma, insecurities and limited freedoms because of my HIV. It would also mean that I wouldn't have to take medication all my life.”**

– Lyle

### “Work I can help humanity with”

In her research at Erasmus MC, the work of **Shringar Rao** focusses not on the immune system, but on the monitoring system of the cell itself. HIV hides itself invisibly in cells in our body and then goes to 'sleep' there. When a person with HIV stops taking medication, their HIV wakes up and starts multiplying again. Shringar is testing a new method of waking up cells with 'dormant HIV' and ensuring that the cells then eliminate themselves.

*“The corona crisis has highlighted the demand worldwide for finding a cure. Many people no longer have access to HIV medications or HIV testing. I enjoy doing work with which I can help humanity with. It's fascinating that such a small virus can control your whole world.”*

### Our achievements to date

## NL4Cure brings researchers and people living with HIV together to form a powerful force

Finding a cure for HIV is a dream for millions of people living with HIV and can also directly contribute to ending AIDS. Aidsfonds has initiated a unique partnership to bring together the best Dutch HIV researchers, people living with HIV, data experts, HIV clinicians and nurses: NL4Cure. Together, we drafted a Dutch research agenda with scientific priorities and a focus on the interests of people living with HIV. This gives us new insights that bring us one step closer to finding a cure. We are working towards finding a type of cure for HIV that will soon be available to all.

In order to mobilise money for relevant research, Aidsfonds has set up the Hiv Genezings Fonds. Certain partners have stepped in to co-finance large projects. So far we have raised EUR 10 million; with this money, we have started 25 research projects.



# Impact, ownership and collaboration

Working with communities as equals is at the heart of all our work. We do this our role as advocate, our role as expert and our role as committed fundraiser and donor. Aidsfonds – Soa Aids Nederland aims to have an organisational culture that fosters learning and entrepreneurship, strengthens ownership and supports digitalisation. Within the organisation, this is visible in self-management, servant leadership, focus on competencies and development of our employees.

## WE WORK TOGETHER

Cooperation is the cornerstone of everything we do. We work with external partners, whether in the form of an alliance, a partnership, a campaign or a project in order to strengthen our skills. Project-based creation and interdisciplinary collaboration are the working methods we use. A diverse and inclusive organisation is better able to achieve goals. We therefore strive for greater diversity in all that we do in our organisation, including the board. We are aware of the power we have as a funder based in the Global North and are working towards shared decision making with communities.

We develop inclusive hiring policies and create a work environment where diversity and inclusivity are promoted and celebrated. We increase our employees' knowledge and awareness of power differences, inclusiveness and intersectionality\*. This way we work towards a diverse and inclusive organisation and a safe working environment for everyone.

*\*Intersectionality means that you may experience multiple discrimination and exclusion based on your social identity, such as gender religion, lifestyle and sexuality.*

## WE LEAD BY EXAMPLE

The way in which we work is evidence based. We invest in measuring and learning from data. We use our Theory of Change to create maximum impact, even in a constantly changing environment. Taking risks is part of this way of working. We are building on an organisational culture that values constructive criticism, open discussion of mistakes and experimentation. We build up digital and data skills in our organisation. Everyone in the organisation will be working with investment cases, so that at the start of project, everyone is clear about who will benefit from our work and how.

## WE PROMOTE OWNERSHIP

In our organisation, colleagues are given responsibility and autonomy, they are enterprising and have confidence in themselves and each other. They work with a focus on the intended results and a high degree of ownership. Leaders create the conditions for smooth cooperation and professional development. They offer openness, respect, a listening ear and appreciation. We foster a learning culture. The whole organisation takes responsibility for fundraising based on a shared vision and approach.

## This is what we are working towards

Projects that enable experimentation, learning and adaptation

Servant leadership where responsibility is shared with everyone in the organisation

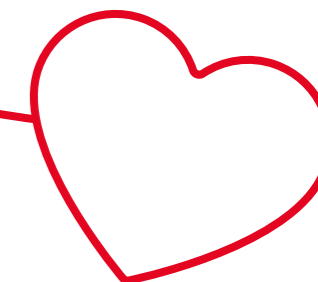
Overarching vision for digital transformation of the organisation, including the tools that are needed

Shared vision of what inclusiveness, diversity, gender and power mean and our way of doing things

The whole organisation takes responsibility for fundraising based on a shared vision and approach.

A culture that emphasises learning and sharing, equal cooperation based on trust, with room for vulnerability and self-reflection

Shared decision-making by communities on all financing



## Multi-year funding goals

x € million	Actual 2020	Budgeted 2021	Multi-year planning			
			2022	2023	2024	2025
<b>Income</b>						
Private donors	€ 14.8	€ 14.4	€ 14.5	€ 14.4	€ 14.5	€ 14.7
Institutional donors	€ 37.1	€ 33.2	€ 34.2	€ 34.4	€ 35.1	€ 35.5
Other, including lotteries and income from non-profit organisations			€ 7.7			
<b>TOTALE INCOME</b>	<b>€ 51.9</b>	<b>€ 47.6</b>	<b>€ 56.3</b>	<b>€ 48.7</b>	<b>€ 49.6</b>	<b>€ 50.2</b>
<b>Expenditures</b>						
Goal 1 No more deaths from AIDS and no new HIV infections			€ 29.4	€ 24.7	€ 25.1	€ 26.4
Goal 2 Sexual health and rights for all			€ 16.6	€ 14.3	€ 14.6	€ 14.5
Goal 3 A cure available for everyone living with HIV			€ 5.0	€ 4.8	€ 4.9	€ 4.1
Goals	€ 47.8	€ 43.4				
<b>Total dream goals</b>	<b>€ 47.8</b>	<b>€ 43.4</b>	<b>€ 51.0</b>	<b>€ 43.8</b>	<b>€ 44.6</b>	<b>€ 45.1</b>
<b>Fundraising costs</b>	<b>€ 2.7</b>	<b>€ 2.7</b>	<b>€ 2.7</b>	<b>€ 2.7</b>	<b>€ 2.8</b>	<b>€ 2.8</b>
<b>Management and administration</b>	<b>€ 1.8</b>	<b>€ 2.2</b>	<b>€ 2.6</b>	<b>€ 2.2</b>	<b>€ 2.3</b>	<b>€ 2.3</b>
<b>TOTAL FUNDING REQUIREMENTS</b>	<b>€ 52.3</b>	<b>€ 48.3</b>	<b>€ 56.3</b>	<b>€ 48.7</b>	<b>€ 49.6</b>	<b>€ 50.2</b>



# Together we are turning the dream into reality

Every investment is of lasting significance. Whether it is a contribution to pioneering research into finding a cure for HIV, tracing children with HIV or supporting groups that have been excluded. What could be better than working together to solve a world problem?

Aidsfonds – Soa Aids Nederland has the knowledge, experience and network to make a difference. We support innovative initiatives, smart scientists, courageous activists and strong communities. We are an organisation that dares to dream and at the same time, works on ambitious goals with guts and realism. We do this together with our partners, donors, care providers, communities and researchers. But guts, knowledge and decisiveness are not enough. It also takes a lot of money.

We would like to talk to anyone who shares our dream and wants to join an inspiring movement.

**“Successful pandemic responses must be rooted in human rights, be evidence-based, community-led and fully funded. We must learn the lesson once and for all. And we must not drop the ball on HIV.”**

– Winnie Byanyima, UNAIDS Executive Director



## Colophon

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