# FORALL THAT IS LOVE Strategy 2026-2030

## Now more than ever







### **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 and STIs because of discrimination and exclusion. We amplify their voices and support them with information, knowledge and funding. For All That is Love.

Our united goal: a world where no one dies from AIDS, and everyone living with HIV has access to life-saving treatment - in order to lead a fulfilling, healthy life. Where sexual health is not just about the absence of disease, but about physical, mental and social well-being being and the freedom for everyone to enjoy and express their sexuality. This future is within reach. We have the medicines. We know what works. When people have access to effective treatment, HIV transmission will stop. Prevention tools like PrEP are changing how we approach HIV. We are closer than ever to a cure. Wherever people can count on care, support and knowledge, the epidemic is losing ground. In Amsterdam, – the capital of the Netherlands - the number of new HIV infections has dropped significantly over the past decade. For the first time since the start of the pandemic, sub-Saharan Africa a region that was historically hit the hardest by AIDS and HIV infections - does no longer have the highest number of new infections. These shifts show what's possible when we invest for the long term. They give us hope. But they also reveal where we're falling short.

Around the globe, too many people are still being left behind. Nearly 40 million people are living with HIV, and close to 10 million still aren't receiving treatment. New HIV infections are rising in regions where stigma, inequality and weak health systems prevent people from accessing the care they need. Sexual violence - often hidden and unreported - continues to fuel both HIV and STI epidemics. In the Netherlands, the number of new HIV cases are no longer falling, and among young people, the proportion is rising again. Other STIs are also on the rise – putting people's

health and wellbeing at serious risk. These are not just statistics. They are urgent warnings.

Too often, people most affected by HIV and STIs are pushed aside, criminalised or denied care and support. Globally, a growing anti-rights movement is trying to undo decades of progress. This movement restricts access to information, threatens sexual and reproductive rights and promotes discriminatory laws that silence and exclude entire communities. Meanwhile, funding is shrinking. Community-led services – closest to the people most in need – are being forced to close their doors. Some of the world's largest donors are pulling back essential support for prevention, treatment and care. And while governments have promised to end AIDS by 2030, the gap between commitment and reality is widening fast.

AIDS is not over. Every minute, someone dies of a disease we can prevent. What's holding us back isn't science, but inequality.

We are at a crossroads. If we don't act now to protect rights, to continue to support and work with communities, and invest in what we know works, we risk losing a once-in-a-generation chance to end AIDS for good. Over the next five years, Aidsfonds - Soa Aids Nederland will continue to drive change with impact, ownership and collaboration at our core. We will stand with and work alongside communities. We will grow solutions that work, back bold innovations and resist the rollback of rights and resources - every step of the way. For all that is love.

## Together we make the biggest difference

Everyone has the right to sexual health, prevention, treatment and care – no matter who they love, who they have sex with, their gender, age, skin colour or identity. Yet in practice, these rights are still too often denied. Around the world, those most impacted by stigma, discrimination, criminalisation and inequality are often also the most affected by HIV, STIs and broader sexual health challenges. These injustices deepen vulnerability and stand in the way of essential care.

Aidsfonds - Soa Aids Nederland is a Dutch organisation that also works internationally. It was formed through the merger of two organisations: Aidsfonds, which began in 1985 when a group of gay men came together to support people living with AIDS, and Soa Aids Nederland, which brings over 100 years of experience in STI and sexual health prevention and care. Together, we work to improve sexual health and end AIDS worldwide.

We fund and raise funds to directly support communities – with long-term, flexible and core funding. We work with communities and professionals in preventing, detecting and treating HIV and other STIs. We advance scientific research into an HIV cure, and call on other donors to help make this possible. At the heart of everything we do, is working in partnership with communities - because they know best what is needed and what works.

We are proud of what has been achieved, but the work isn't over. Together with communities, partners and other funders, we can close the gaps and move towards a future where no one is left behind or excluded.

#### **WORLDWIDE**

## 1.3 million new HIV-infections

of people diagnosed with HIV are receiving treatment

630,000 **AIDS-related** deaths per year

people use PrEP to reduce the risk of getting HIV

#### THE NETHERLANDS



new hiv-infections

of people diagnosed with HIV

25 **AIDS-related** deaths per year



people use PrEP to reduce are receiving treatment the risk of getting HIV

Sources: UNAIDS, RIVM, HIV Monitoring Foundation / 2024

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### **SHAPING THE FUTURE TOGETHER**

The HIV and STI response is at a critical turning point. We now have the most effective treatment and prevention tools in history, and there are even more promising developments on the horizon. But shrinking support from high-income countries has led to abrupt funding cuts – with a damaging impact worldwide. These cuts also undermine progress in the Netherlands. We must tackle this urgent situation, while continuing to push for deeper, long-term change. The road ahead is challenging – with growing anti-rights movements and political backlash – but it also offers rare opportunities to reshape the global health system into something more inclusive and effective. These are the trends that will shape our shared work in the coming years.

## Shaping the future of health as a human right

Anti-rights movements continue to gain power – threatening decades of progress in equal rights and sexual health. In many countries, leaders promote policies that increase HIV and STIs by moving away from evidence-based healthcare and introducing laws that criminalise affected groups. At the same time, funding for development assistance is falling, including support for global institutions that have saved millions of lives.

However, as regressive movements rise, so does cross-movement solidarity. Together, we're upholding the human rights framework and pushing for reforms that make global health funding and institutions more accountable, equitable and community-centred. With courage, creativity and strong partnerships, we can turn this time of uncertainty into a moment of transformation. We are not just responding to crisis. We are helping shape what comes next.

## Opportunities through global transformation of health systems

Health systems across the world are in transition. In the Netherlands, rising health costs are putting pressure on healthcare provision. While a rise in STIs among young people poses a new challenge in prevention. Globally, a growing funding crisis is forcing health systems to restructure – often leaving community-led HIV services without any support.

This global uncertainty brings risks, but also opportunities. As connectivity increases, sustained digital health solutions can help expand stigma-free access and reduce costs. And while integration might be challenging, embedding community-led HIV and sexual health services into national health systems – and funding them through public health budgets – can secure the future of these vital services. Our challenge is to ensure that care remains accessible and equitable, even as health systems shift and governments justify changing and reducing services.

#### **Innovation for equitable healthcare**

Breakthroughs in HIV and STI prevention - like long-acting PrEP and new vaccine developments - offer new possibilities for reducing infections. Legal innovations like policy reforms should make critical treatments available to everyone. But not all innovations move us forward. The rise of artificial intelligence in mis-and disinformation campaigns threatens trust in healthcare systems and hinders access to critical information. And while medical breakthroughs continue, ensuring that these breakthroughs are affordable and available to everyone will continue to be a challenge. Therefore, our task ahead is to make sure scientific and technological progress leads to real, equitable care – using technology responsibly while tearing down barriers that still prevent too many people from receiving the healthcare they need.

#### **OUR FOCUS COUNTRIES**

We focus our efforts where the need is greatest – and where we can make the most meaningful and lasting difference.

Eastern and Southern Africa remains the region most affected by HIV – with 20.8 million people living with HIV and 450,000 new infections in 2023. This region continues to be at the heart of our work. In the Netherlands, the positive trend of a declining number of HIV cases has come to a halt. Furthermore, 424 people were newly diagnosed with HIV in 2023.

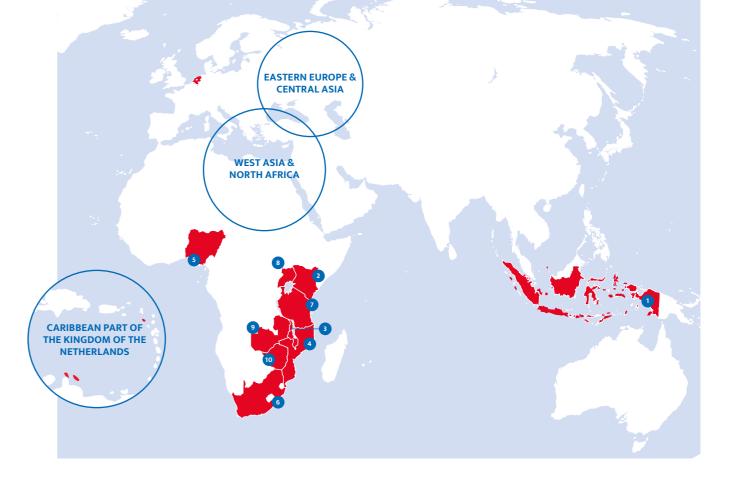
Additionally, we focus on the two regions where the HIV epidemic is spreading fastest: West Asia and North Africa (WANA) and Eastern Europe and Central Asia (EECA). Also, we continue our work in the Caribbean part of the Kingdom of the Netherlands, where HIV prevalence is still significantly high.

We focus our work on the Netherlands and the following countries:

- 1 Indonesia
  - 1
- 2 Kenya3 Malawi
- 4 Mozambique5 Nigeria

6 South Africa

- 7 Tanzania8 Uganda
- 9 Zambia
- 10 Zimbabwe



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### **OUR THEORY OF CHANGE**

#### **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 and STIs because of discrimination and exclusion. We amplify their voices and support them with information, knowledge and funding.

For All That is Love.

#### **DREAM GOALS**

- No one dies of AIDS and no new HIV infections
- 2 Sexual health and rights for all
- Cure available for all people living with HIV

#### **OUTCOMES 2026-2030**

Alliances are built and strengthened to work together and tackle inequalities that hinder the HIV response

treatment- and care

services for sexual

health, HIV and STIs

- Communities influence government policies to protect and improve equal rights
- Broad public, political and financial support is mobilised for equal rights and health

Equal Rights

Increased access and uptake by communities of effective prevention-,

 Accelerated availability and affordability of breakthrough options for prevention and sexual health  Increased access to evidence-based, sexpositive information and education Sexual Health

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- < Communities have a strong voice in setting the HIV cure research agenda
- < HIV cure research is tailored to the needs of people living with HIV in different parts of the world
- International collaboration between communities, researchers and funders accelerates HIV cure research

HIV Cure

 Diversified funding is raised and mobilised for equal rights, sexual health and HIV cure research

 Other funders invest more in equal rights, sexual health and HIV cure research Increased flexibility for communities to decide where funding can make the biggest impact Funding & Support

#### **About this model**

We have developed this Theory of Change together with communities, health professionals, scientists, funders and other collaborative partners. This model describes our three dream goals, and how we as an organisation contribute to them. We build on the United Nations Sustainable Development Goals, the UNAIDS 2026-2031 Strategy and the existing policy frameworks of the Dutch Government.

#### What we mean by communities

With communities and those who represent them, we focus on key and priority populations whose engagement is critical to a successful response. This includes people living with HIV and groups more likely to be exposed to HIV and STIs – such as men who have sex with men, transgender people, LGBTI+ people, people who use drugs, sex workers, children, adolescent girls and women, young people, people living in poverty, people in prisons and other closed settings, migrants.

#### **ROLES**

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

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

As **experts**, we work evidencebased, building on the knowledge and experiences of communities, health professionals and the public to increase their knowledge and agency. We develop and implement projects ourselves in the Netherlands.

As an **involved funder and fundraiser**, we fund and secure funding for community-led solutions and HIV cure research. We lead by exploring and implementing innovative funding approaches. We co-decide on our funding together with communities.

## OUR DREAM GOAL 1 No one dies of AIDS, no new HIV infections

We have the knowledge and tools to ensure that people living with HIV can live long, healthy lives. In Amsterdam, we are closer than ever to reaching zero new HIV infections – recognising that sustained commitment, care and ongoing monitoring are essential. However – across the world – persistent inequalities fuelled by stigma, criminalisation and discrimination still stand in the way of essential prevention, treatment and care.

Now more than ever, working together is crucial. Tackling these barriers requires sustained, multi-sectoral collaboration. It means bringing communities, governments, health professionals, research institutions and donors together. We help build alliances and movements that challenge inequality at its root. At the same time, we support the communities already leading the way in advocating for equal rights and better health - especially for those most affected. Our work combines immediate support – such as improving service delivery - with longer-term strategies like advocacy for human rights. Because we know that this dual approach creates a more sustainable impact. Together, we aim for a world with no new HIV infections and no AIDS-related deaths.

### THIS IS OUR APPROACH – GUIDED BY OUR THEORY OF CHANGE:

We have the courage to take on challenges that others avoid. We test bold ideas, push for breakthrough solutions and support communities to lead advocacy efforts that shift policies, attitudes and funding. We focus on:

- > Supporting communities to access and shape effective and inclusive HIV and sexual health services – based on what they know works best.
- > Accelerating availability and affordability of ground-breaking innovations in prevention, testing and treatment – like long-acting PrEP.
- > Strengthening alliances and movements to address the structural inequalities that continue to hinder the HIV response across sectors and across borders.
- Expanding our 'Netherlands to Zero!' approach
   using data-driven regional strategies as well
   as close collaboration with local communities
   to make the Netherlands the first country
   in the world with zero new HIV infections.
- > Increasing flexible funding to give communities greater power to assess and decide where resources will have the most impact. We take the lead in promoting new, community-driven, and innovative funding approaches.

#### The resources we need for this

Total	€ 1	139.4 million
Additional needed funds	€	74.3 million
Funds available	€	65.1 million



**OUR ACHIEVEMENTS TO DATE** 

## Thousands of children with HIV are still alive

Around 1.4 million children are living with HIV worldwide. Without testing and treatment, half of these children risk dying by the age of 2, and 80% may not reach their fifth birthday. Our work centres on finding and supporting children with HIV who are underserved: children who may never have been diagnosed, or who have been lost to follow-up and are no longer receiving HIV treatment.

We know that lasting impact comes from empowering and partnering with community-based organisations – because they know their communities best. Community health workers across Cameroon, Indonesia, Malawi, Mozambique, Nigeria, South Africa, Tanzania, Uganda and Zambia actively reach out to communities – identifying children, as well as pregnant and breastfeeding women who may be living with HIV. These children and women are tested, started on treatment when needed, and supported alongside their families to ensure ongoing care.

Through the paediatric approach, 600,000 HIV services are delivered to children and pregnant or breastfeeding women – demonstrating that solutions driven by local communities are key to finding and supporting children living with HIV.

## **OUR DREAM GOAL 2**Sexual health and rights for all

We focus on broader sexual health – in close collaboration with other experts in the field. Sexual health is not just about the absence of disease – it's about physical, mental and social well-being in relation to sexuality. It recognises the importance of pleasurable, consensual relationships, trust and open communication. This means ensuring that everyone has the right to make their own decisions about their bodies and sexual health, and to access the services that support those rights.

In the Netherlands, many people still face barriers to accessing prevention and care – often due to stigma and discrimination, sexual violence, misinformation or discomfort. We embrace a sex-positive, evidence-based approach that normalises STIs and focuses on reducing their physical and psychosocial burden, not just their numbers. We promote testing and treatment based on relevant risk or symptoms, ensuring that care is differentiated and effective – fitting the needs and circumstances of each individual. This approach not only improves access to information, care and support, but also strengthens early detection and treatment where it truly matters.

Globally, legal and societal barriers are even more prominent – particularly in restrictive environments where a person's freedom and access and rights are limited. Affected communities continue to face disproportionate challenges to access the services and support they need. We work to promote equitable access to care, and foster environments where sexual health is protected and upheld.

#### The resources we need for this

Total	€	77.8 million
Additional needed funds	€	39.6 million
Funds available	€	38.2 million

## THIS IS OUR APPROACH – GUIDED BY OUR THEORY OF CHANGE:

- > Engaging in strategic collaboration among governments, communities, health professionals and researchers to ensure inclusive, accessible and responsive sexual health services.
- Advancing the development and uptake of effective tools and approaches, including PrEP, HIV self-testing and integrated STI care – to expand access to sexual health options.
- > Promoting sexual health education that empowers individuals to make informed choices, take ownership of their sexual health and advocate for their rights.
- > Supporting community-led advocacy that holds governments accountable and drives progress on equal rights and sexual health.
- > Mobilising broader public, political and financial support for sexual health and human rights by engaging new audiences open to inclusion, equity and solidarity.

Tim first came across information about PrEP – an HIV prevention tool to reduce the risk of contracting HIV – through the website Man to Man. The Man to Man platform provides tailored information and advice on sexual health and STIs for men who have sex with men. In 2024, the website attracted nearly 500,000 visitors – highlighting how vital it is as a trusted resource for this community.

Now Tim helps Sense.info inform others, and break stigma through a TikTok campaign and Podcast.



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## **OUR DREAM GOAL 3** Cure available for all people living with hiv

A cure for HIV is the ultimate, shared dream held by millions of people around the world. And today, that dream is closer than ever. Thanks to groundbreaking research, hope is emerging. Scientists are making remarkable strides – not only in controlling the virus but also in developing bold new strategies to eliminate it entirely.

Current HIV treatment - while effective - is lifelong, expensive and not always accessible. Relying on daily medication leaves people vulnerable to supply disruptions and side effects. But a cure would change everything. It would free people from daily pills, reduce the stigma, restore health and dramatically improve and transform lives. Even more, it would stop the virus from spreading and bring us one step closer to ending the HIV epidemic for good.

#### THIS IS OUR APPROACH - GUIDED BY **OUR THEORY OF CHANGE:**

- > Collaborating and co-investing with other funders while keeping people living with HIV at the heart of research.
- > Funding pioneering scientific research to find a cure for HIV.
- > Stimulating and funding a cooperative approach between researchers of various disciplines, as well as international cooperation between research groups.
- > Encouraging African ownership of the HIV cure agenda to ensure that a future cure will be tailored to the needs of all people.

6 A joint funding call has now been launched with Sidaction in France. What strikes me is that the proposals I'm involved in are no longer from a single discipline or institute. They are truly multidisciplinary spanning different institutions and countries. I genuinely believe that SPIRAL has helped lay a strong foundation for this new wave of

Monique Nijhuis, SPIRAL Project Lead and

#### The resources we need for this

Total	€ 16.9 million		
Additional needed funds	€	9.8 million	
Funds available	€	7.1 million	

collaboration.

Researcher, UMC Utrecht



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### **DRIVEN BY IMPACT**

## Powered by shared ownership and collaboration

Working with communities as equals is at the heart of everything we do. We fulfil this commitment through our roles as advocate, expert, involved funder and fundraiser. In the years ahead, Aidsfonds – Soa Aids Nederland will continue to strengthen a culture rooted in mission, adaptability and shared responsibility – ensuring we remain fit for purpose in a rapidly changing world.

#### We work together

Working together is the foundation of our work. Through alliances, campaigns and joint projects, we will continue to work closely with our partners – to amplify our collective impact.

As a funder based in high-income country, we remain conscious of our position and committed to more equitable power dynamics. We continue to develop and implement innovative funding models that prioritise trust-based decision-making and community leadership.

We foster a culture of ownership, accountability and the autonomy to act – where leaders create space for professional growth, mutual respect and seamless collaboration. We are committed to maintaining a diverse and inclusive working environment.

#### We are driven by impact

Our work is evidence-based, and guided by our Theory of Change to create positive impact – in a constantly changing environment. We are driven by a clear ambition to demonstrate our meaningful contribution to changes and developments that matter.

By actively gathering and leveraging the right data, we illuminate and strengthen our impact. In doing so, we foster a learning culture focused on effectiveness, reflection and continuous improvement.

By building digital and data expertise across our organisation, we strengthen our capacity to innovate, stay effective and amplify our impact. We empower teams to use digital tools responsibly, ethically and strategically.

#### We stay true to our mission

Our mission is a point of guidance helping us prioritise work and make decisions. Our internal structure and ways of working reflect our mission. We work in cross-functional project teams that are mission-driven, agile and able to organise quickly in response to shifting needs. This enables us to stay aligned with our purpose while adapting to external changes.

Fundraising is a shared responsibility across our organisation – to ensure we reach our mission. This involves building awareness, ownership and skills among all teams. Diversifying our funding streams continues to be a key priority. We are actively exploring new funding models and placing greater emphasis on demonstrating measurable results – committed to transparency, effectiveness and accountability in everything we do.

## This is what we are working towards

- > Mission-driven project teams that adapt quickly to internal and external changes
- > Digitally skilled and AI-aware employees to navigate emerging technologies
- > Organisation-wide commitment to fundraising
- > Fostering a culture focused on impact, effectiveness and learning
- > Exploring and implementing innovative funding models together with communities
- > Nurturing a workplace where diversity, equity and inclusion are valued and supported

#### **MULTI-YEAR FUNDING GOALS**

in euros x 1,000	Actuals 2024	Budgeted 2025	Multi-year planning				
			2026	2027	2028	2029	2030
Income							
Private donors	€ 15,361	€ 14,849	€ 16,081	€ 16,656	€ 17,253	€ 17,871	€ 18,523
Institutional donors	€ 40,316	€ 36,337	€ 38,929	€ 36,656	€ 37,428	€ 37,872	€ 36,385
TOTALE INCOME	€ 55,677	€ 51,186	€ 55,010	€ 53,312	€ 54,681	€ 55,743	€ 54,908
Expenditures							
Goal 1 No more deaths from AIDS and no new HIV infections	€ 26,723	€ 20,572	€ 28,160	€ 27,221	€ 27,847	€ 28,311	€ 27,917
Goal 2 Sexual health and rights for all	€ 21,162	€ 23,367	€ 15,784	€ 15,034	€ 15,568	€ 15,977	€ 15,479
Goal 3 A cure available for everyone living with HIV	€ 1,514	€ 2,171	€ 3,376	€ 3,376	€ 3,376	€ 3,376	€ 3,376
TOTAL STRATEGIC GOALS	€ 49,399	€ 46,110	€ 47,320	€ 45,631	€ 46,791	€ 47,664	€ 46,772
Fundraising costs	€ 3,628	€ 4,224	€ 3,839	€ 3,950	€ 4,062	€ 4,176	€ 4,293
Management and administration	€ 3,509	€ 3,536	€ 3,851	€ 3,732	€ 3,828	€ 3,902	€ 3,844
TOTAL FUNDING REQUIREMENTS	€ 56,536	€ 53,870	€ 55,010	€ 53,312	€ 54,681	€ 55,743	€ 54,908

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## TOGETHER, WE CAN END AIDS FOR GOOD

#### For All That Is Love

In a world often overshadowed by uncertainty, we stand united in a mission that will not waver: a world free from AIDS, free from new HIV infections, and free for all to love – openly and without fear.

We believe a cure is possible. Not only in laboratories, but for millions of people across the globe. We believe that sexual health is a right for all, and that everyone, everywhere deserves equal access to life-saving treatment and medicine. We believe that access to information, care and support is essential for everyone to make informed decisions about their sexual health and well-being.

Your support – however you choose to give it – makes a difference. Whether you donate, amplify our work or simply share our message.

Our strategy is rooted in science – driven by collaboration and inspired by humanity. It offers a bright path forward – even in dark times. Towards a cure, towards access to care and towards love. A path we walk together. Be inspired by the progress we are making and the everyday stories of resilience that fuel our mission.

## JOIN OUR MOVEMENT. SUPPORT US.

Together, we can create a world without HIV and AIDS. A world where everyone can love freely and without fear – starting today.

JOIN US!

#### Colophon

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Design: De Handlangers Photography: Jeroen van Loon en Chris de Bode Photos and quotes on page 11 and 13 are not the same person

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