



Elizabeth Glaser
Pediatric AIDS
Foundation

*Until no
child has
AIDS.*

Strategic Plan

2017-2020

Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) is the global leader in the fight to end AIDS in children and adolescents.

Over its nearly 30 year existence, EGPAF has helped to achieve dramatic reductions in the number of new HIV infections among children, with a more than 90% decline in new infections in the U.S. and a 70% decline worldwide. A sizable portion of infections averted in children globally are the result of EGPAF-supported programs in countries heavily affected by the epidemic. The risk of mother-to-child transmission during pregnancy, delivery, and breastfeeding, which accounts for more than 90% of new childhood infections, can be reduced to less than 5% by providing the mother access to effective antiretroviral therapy and support services. At the end of 2015, nearly half of all children already infected with HIV worldwide were being protected from the debilitating and lethal effects of AIDS by receiving effective antiretroviral therapy. The elimination of new childhood HIV infections and AIDS remains within our reach.

Our model takes a unique three-pronged, integrated approach to end pediatric HIV/AIDS through advancing delivery of HIV programs and services, critical research, and targeted advocacy efforts. Our programmatic work supports the delivery of services in countries with greatest need to prevent new infections in children, adolescents, and families and to provide

care, treatment, and support to those affected by HIV and AIDS. Core principles of EGPAF's global programmatic efforts include integrating HIV/AIDS programs and services with other fundamental health services—especially those for maternal, child, and reproductive health—and fostering sustainable, quality health systems in the countries where we work. Our research efforts seek to study, identify, and advance the most promising HIV/AIDS prevention, treatment, and support approaches and interventions that will best address the epidemic among children and adolescents and keep families healthy. Our advocacy efforts seek to drive global and local focus, support, leadership, and resources needed to end the epidemic in children, adolescents, and families.

Although primarily focused on children, EGPAF recognizes that ending pediatric HIV/AIDS cannot be achieved in isolation and requires access to and utilization of needed prevention, treatment, and support services by all family members, adults as well as children and adolescents. EGPAF's global activities reach children of all ages, infants through adolescents, as well as women, men, and their families to achieve lasting impact toward ending HIV and AIDS worldwide. EGPAF engages in the most affected regions in the world, and has a global footprint reaching thousands of health facilities in 19 countries, with a particular focus in Africa. We work together with existing global and local partners, especially government and UN agencies, our affiliated organizations, civil society organizations, and communities, to scale quality, evidence-based programs that will be sustained and led by local partners when EGPAF exits. In that context, EGPAF actively supports the development and scale-up of international and national plans to end pediatric HIV/AIDS. EGPAF-supported prevention, care, and treatment programs touch more than 2.5 million pregnant women and families each year and during 2016 provided access to life-saving antiretroviral therapy for nearly 900,000 HIV-positive children, adolescents, and adults.

VISION



A world in which children and families live free from HIV/AIDS.

MISSION



The Elizabeth Glaser Pediatric AIDS Foundation seeks to end global pediatric HIV/AIDS through prevention and treatment programs, research, and advocacy.

GOALS



1

Expand high quality, evidence-based, locally sustained HIV/AIDS programs and services, as well as strengthened health systems, to end HIV/AIDS among children, adolescents, and families.

2

Advance research and innovation to prevent, treat, and end HIV/AIDS among children, adolescents, and families.

3

Advocate for global, regional, national, and local policies and guidelines, resources, and political leadership to end HIV/AIDS among children, adolescents, and families.

CORE VALUES AND KEY OPERATING PRINCIPLES

In order to expeditiously accomplish our mission and maximize our impact, we continuously strive for excellence and efficiency in our work to best meet the needs of the populations that we serve and foster a positive organizational culture that will ensure our success. We emphasize strong management principles throughout the organization, hold ourselves to the highest ethical standards, and administer funds responsibly as a good steward. We ensure value for donor resources through utilization of structured, systematic planning and analysis approaches across our work areas, and we maintain strong internal controls and compliance systems. Furthermore, we actively promote a passionate, productive, and engaged staff to accelerate progress towards ending HIV/AIDS in children.

At the heart of our approach is a set of core organizational values and operating principles that guide our work in pursuit of our mission and goals:

CORE VALUES



PASSION

The Foundation began with a mother's love for her children. That passion—embodied in each member of EGPAF's hardworking staff and partners— continues to guide EGPAF's work around the world.



INNOVATION

The Foundation is committed to identifying new solutions and approaches to achieve our mission quickly and efficiently and to be nimble in moving new innovations to the locations and families most affected by HIV/AIDS.



TEAMWORK

The Foundation believes that working together internally and through partnerships with national and local governments, civil society organizations, our affiliated organizations, donors, researchers, and the communities we serve is the only way to end pediatric HIV/AIDS.



LEADERSHIP

The Foundation has transformed from its humble beginnings around a kitchen table to a global force in the fight against HIV/AIDS. EGPAF strives to rally global, national, and local partners to rapidly, effectively, and efficiently achieve the Foundation's mission.



INTEGRITY

The Foundation approaches its work ethically with honesty, transparency, and accountability. The Foundation demands the highest ethical standards from our staff and partners in support of our important mission, the vulnerable populations that we serve, and the precious donor resources that we steward.



EXCELLENCE

The Foundation strives to recruit, develop, and retain a world-class workforce that is best suited to achieve our mission, recognizing the necessity for evolving staff expertise to maximize our impact as the epidemic and operating environment continue to change. EGPAF provides high-quality, efficient services in every aspect of its work and challenges its staff members and partners to achieve the greatest possible impact and value from their efforts.

KEY OPERATING PRINCIPLES

Emphasize strong management approaches and systems to achieve high-quality results

Our work is challenging and generally involves implementing large, complex projects across expansive geographic areas with targeted outcomes, deadlines, and budgets. Therefore, we emphasize strong management approaches that foster regular and systematic planning, analysis, and review of our work to continuously improve quality and impact. We utilize robust financial, information technology, project management, and global management systems to facilitate these efforts, as well as to foster staff accountability and frequent open communications throughout the organization.

Develop and support our staff to enhance productivity

Our success depends on our greatest asset, our staff, and ensuring they work in a nurturing and productive environment where they can acquire and retain the right balance of skills, expertise, and empowerment needed to accomplish our objectives. Therefore, we actively foster enhanced productivity and learning through ongoing staff development via knowledge sharing, training, skills-building processes, and access to relevant tools to efficiently fulfill their roles.

Maximize efficiency and impact through good stewardship of resources

Our resources are precious, so we have implemented systems and policies that govern all aspects of our operations in order to maximize value and impact from our resources, manage risks, and ensure integrity of our organization. We utilize strong financial and business controls to ensure our compliance, as well as that of partners who help to carry out our work, with laws, regulations, and donors' terms.

Foster external partnerships and resources to accelerate impact

Our mission is our guiding light and cannot be accomplished by us alone. Numerous external stakeholders and donors play significant roles in the efforts to achieve our goals, from national governments, international agencies, corporations, religious groups, foundations, and non-governmental organizations to local government agencies, our affiliated organizations, civil society organizations, and the communities and individuals that we serve. We actively seek out and promote partnerships, resources, and input from these stakeholders that will accelerate efforts to advance our mission and achieve lasting impact.

OUR MODEL: THREE-PRONGED, INTEGRATED APPROACH

MISSION

The Elizabeth Glaser Pediatric AIDS Foundation seeks to end global pediatric HIV/AIDS through prevention and treatment programs, research, and advocacy.

GOAL 1

SERVICES

Expand high quality, evidence-based, locally sustained HIV/AIDS programs and services, as well as strengthened health systems to end HIV/AIDS among children, adolescents, and families

GOAL 2

RESEARCH

Advance research and innovation to prevent, treat, and end HIV/AIDS among children, adolescents, and families

GOAL 3

ADVOCACY

Advocate for global, regional, national, and local policies and guidelines, resources, and political leadership to end HIV/AIDS among children, adolescents, and families

CORE VALUES AND KEY OPERATING PRINCIPLES

GOALS AND STRATEGIES

GOAL ONE

Expand high quality, evidence-based, locally sustained HIV/AIDS programs and services, as well as strengthened health systems, to end HIV/AIDS among children, adolescents, and families.

- **Expand access to quality HIV/AIDS services**

Through technical assistance, support country and local governments and civil society organizations to sustainably achieve complete coverage of women, children, adolescents, and families with comprehensive, quality HIV/AIDS prevention, treatment, and support services within health facilities and communities.

- **Facilitate integration of health services**

Promote and facilitate the integration of quality HIV/AIDS programs and services with maternal, newborn, child, and reproductive health services that keep families healthy and end pediatric HIV/AIDS.

- **Advance impactful program innovations**

Drive innovative approaches and interventions that accelerate program outcomes, impact, efficiency, and effectiveness.

- **Leverage strategic data to optimize outputs of our efforts**

Maximize the quality and use of data and evidence-based approaches in program planning, implementation, evaluation, and management in order to optimize outcomes, impact, efficiency, and effectiveness of our efforts.

- **Disseminate program results and successes**

Strengthen knowledge management and strategic communication practices through intensified documentation and dissemination of program results, promising practices, and lessons learned to inform and contribute to the global body of knowledge that facilitates expansion of comprehensive, effective, and sustainable HIV/AIDS services and continued support for our mission.

- **Build sustainable local capacity and health systems**

Support governments, national civil society organizations (including our affiliated organizations), and communities to build sustainable local capacity and strengthen health systems to end pediatric HIV/AIDS.

- **Engage communities to end HIV/AIDS epidemic**

Actively engage communities and the individuals we serve to drive awareness of, access to, uptake of, and retention in comprehensive HIV/AIDS prevention, treatment, and support services, as well as to reduce HIV-related stigma and discrimination, harmful gender norms, and sexual violence that sustain the epidemic.

GOAL TWO

Advance research and innovation to prevent, treat, and end HIV/AIDS among children, adolescents, and families.

- **Advance HIV/AIDS prevention and treatment research**

Support, conduct, and catalyze research that advances prevention and treatment of HIV/AIDS to keep children, adolescents, and families alive and healthy.

- **Advance pediatric HIV/AIDS cure and vaccine research**

Support and catalyze research that will lead to a cure and vaccine to end pediatric HIV/AIDS.

- **Implement robust data systems**

Establish robust data systems to maximize quality of data and evidence that can be utilized for advancing research, innovation, and program optimization, as well as for effectively monitoring progress towards ending pediatric HIV/AIDS.

- **Develop local research capacity**

Enhance country capacity to conduct rigorous program evaluations and research that improve program effectiveness to end HIV/AIDS among children, adolescents, and their families.

- **Identify meaningful innovations for HIV/AIDS programs**

Identify innovative approaches to build safe, effective, and scalable HIV/AIDS programs and services that strengthen maternal and child health systems.

- **Disseminate research findings**

Document, translate, disseminate, and utilize research and strategic information findings to advance policies and mobilize resources at the national, regional, and international levels.

GOAL THREE

Advocate for global, regional, national, and local policies and guidelines, resources, and political leadership to end HIV/AIDS among children, adolescents, and families.

- **Champion pediatric HIV/AIDS issues**

Be the lead champion for children and adolescents infected and affected by HIV at global, regional, national, and local levels.

- **Catalyze leadership and influence HIV/AIDS policies**

Catalyze political leadership and influence the development of policies to end new infections in children and adolescents, improve quality and access to HIV treatment in children and adolescents, strengthen and integrate health systems, and keep families healthy.

- **Advance accountability on HIV/AIDS policies and guidelines**

Support host governments and other stakeholders in the development of appropriate policies, guidelines, and nationally-owned HIV/AIDS plans; timely implementation of international guidelines; and promote accountability on those commitments.

- **Promote sustainable HIV/AIDS financial support**

Mobilize issue leaders, policymakers, and development partners to provide substantial and sustainable financial support for research, innovation, and evidence-based programmatic efforts that accelerate the end of pediatric HIV/AIDS.

- **Influence HIV/AIDS goals**

Influence the development of meaningful HIV and other related health goals and hold governments and other leadership accountable to achieving those goals.

- **Remove barriers to access for HIV/AIDS services**

Advance policies and programs that reinforce the rights of women, adolescents, children, and families to access evidence-based HIV/AIDS programs and services and empower them to lead full and healthy lives.

MEASUREMENT AND IMPACT

EGPAF's vision is a world in which children and families live free from HIV/AIDS. Our progress in realizing this vision will be measured by the reduction and eventual elimination of new infections in children as well as the improved health and well-being of children and families affected by HIV/AIDS around the world. The Foundation will continue to build upon the pillars of its work in program/service delivery, research, and advocacy while building the capacity of local and national institutions to drive and sustain these efforts.

EGPAF will utilize the following metrics to track progress toward achieving our mission to end global pediatric HIV/AIDS:

GOAL ONE

- Number (%) of Global Priority Countries, EGPAF-supported countries, and EGPAF country programs meeting WHO Validation Criteria for pre-elimination of MCTC of HIV.
- Number (%) of HIV exposed infants with HIV free survival at 18-24 months.
- Number of new pediatric and adolescent HIV infections.
- Number (%) of children and adolescents living with HIV who are on ART.
- Number (%) of children and adolescents on ART with undetectable viral load.
- Number (%) of children and adolescents who died due to HIV/AIDS.

GOAL TWO

- Number and impact of mission-focused, peer-reviewed research publications and oral presentations.

GOAL THREE

- EGPAF influence on major policies directed toward our mission (number of major policies that have been adopted in line with EGPAF policy/advocacy goal).