



Photos: Andrew Marinkovich/EGPAF, 2017; Eric Bond/EGPAF, 2017; Eric Bond/EGPAF, 2018



**Elizabeth Glaser  
Pediatric AIDS Foundation**  
Fighting for an AIDS-free generation

# Strategic Plan

2020-2025

**The Elizabeth Glaser Pediatric AIDS Foundation is the global leader  
in the fight to end AIDS in children, youth, and families.**

For more than 30 years, the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) has been the leader in the fight to end HIV/AIDS in children. Building from success in reducing new infections in children by more than 95% in the United States and more than 50% globally, EGPAF will seek sustained, high-quality, locally led HIV/AIDS epidemic control for children, youth, and families that achieves our ultimate hope for a healthy, AIDS-free generation.

We take an innovative approach to advance research, advocacy, service delivery, and capacity building efforts to fight the HIV/AIDS epidemic. Core principles of EGPAF's global programmatic efforts include integrating HIV/AIDS services with other fundamental health services—especially maternal, child, and reproductive health—and fostering sustainable, high-quality health systems in the countries where we work.

EGPAF recognizes that ending 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 youth. EGPAF is committed to the health of the communities we serve and confronts HIV/AIDS, co-infections, and existing and emerging health threats that stand between us and our mission.

EGPAF engages in the most affected regions in the world and has a global footprint reaching thousands of health facilities in multiple countries, with a particular focus in Africa. We work with existing global and local partners—especially government and UN agencies, our affiliated organizations, national nongovernmental organizations, civil society organizations, faith-based organizations, and communities—to scale high-quality, evidence-based programs that will be locally owned and locally led when EGPAF exits. EGPAF-supported prevention, care, and treatment programs touch millions of pregnant women, children, and families each year.

This strategic plan, for the period of 2020-2025, welcomes a new phase in the activities of EGPAF that builds on our 30 year history. The AIDS epidemic is evolving and changing, and as we have done from the beginning, we will adapt to meet the most pressing needs of the populations we serve. We will address the most critical gaps that must be filled to achieve our mission—by focusing on youth and harder-to-reach children and families, local capacity building and technical assistance, innovation, and national advocacy. In so doing, EGPAF will leverage its core strengths in global service delivery, research, and advocacy.

## EGPAF HAS EVOLVED TO FIGHT THE HIV EPIDEMIC

1988-EARLY 2000s

### First Advocate for Children Living with HIV/AIDS in the United States

- Elizabeth Glaser, Susie Zeegen, and Susan DeLaurentis create the Pediatric AIDS Foundation, which becomes the **leading organization dedicated to advancing research, advocacy, and education in the United States**—bringing hope to children living with HIV/AIDS.
- **Provide grants specifically for clinical research on mother-to-child HIV transmission and pediatric HIV treatment**—research that would not have been conducted at the time without private funding.
- **Directly engage Congress** to increase public funding for pediatric HIV research and accelerate HIV drug development and service delivery for children and families in the United States.
- **Be an instrumental force leading to the virtual elimination of mother-to-child HIV transmission in the United States and other high-resource nations.**
- Witness a **decline of 95% in new HIV infections in children in the United States.**

2000-2020

### Trailblazer in the Global Fight to End AIDS in Children

- **Our mission expands beyond the United States.** EGPAF takes the helm in the global battle to end AIDS in children, with a focus on the growing epidemic in Africa.
- **Shape the growth and evolution of U.S. investments in the global HIV response and solidify Congressional support for HIV-affected children and families around the world.**
- As an early partner with the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), **pioneer programs to provide children, mothers, and families with direct services for HIV prevention and treatment.**
- **Programmatic, research, and advocacy efforts align with our expanded global footprint** and contribute significantly to the **50% decline in new infections in children globally.**
- With a **commitment to advancing local leadership and strengthened capacity** in the countries most impacted by the epidemic, programs grow to offer integrated and comprehensive health services in **more than 5,000 sites globally and to serve more than 1.6 million people** with HIV prevention, care, and treatment services.
- **95% of staff are nationals located in program countries.**

2020+

### Leader in the Charge for Sustainable HIV/AIDS Epidemic Control in Children, Youth, and Families

- Progress toward ending AIDS in children has slowed and is not on track to end by 2030. Infection rates in adolescents and youth are rising and are projected to increase. **EGPAF will adapt to meet the needs of the evolving epidemic with targeted strategies to halt the rise in new infections in children and adolescents.**
- **EGPAF will confront the most critical health threats that impact our ability to achieve our ultimate hope of a healthy AIDS-free future for children, youth, and families.**
- An evolving epidemic will require us to **test, introduce, and scale new innovations to achieve and sustain epidemic control for children, youth, and families.**
- **Integrated health services will seek to close the unmet prevention and treatment gaps for the hardest to reach children, youth, and families.**
- Service delivery will increasingly shift to local organizations and systems, requiring **focused capacity building, advocacy, and technical assistance at the national level to sustain high-quality programs.**
- Advocacy efforts will **revitalize international attention and financing toward ending the epidemic.**

## VISION



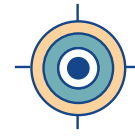
A world in which children, youth, and families live free from HIV/AIDS.

## MISSION



The Elizabeth Glaser Pediatric AIDS Foundation seeks to end HIV/AIDS globally in children, youth, and families.

## GOALS



1

Advance research and innovation that leads to new, improved, affordable, and scalable solutions to end HIV/AIDS among children, youth, and families.

2

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

3

Optimize high-quality, locally owned, integrated service delivery programs to end HIV/AIDS among children, youth, and families.

4

Strengthen regional, national, and local capacity through tailored technical assistance to sustain a high-quality, locally owned response to end HIV/AIDS among children, youth, 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 routine utilization of structured, systematic planning and analytical 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 toward ending HIV/AIDS in children, youth, and families. 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 the only way to end HIV/AIDS is by working together internally and through partnerships with national and local governments, civil society organizations, our affiliated organizations, donors, researchers, and the communities we serve.



### 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.



### EQUITY

We value diversity, equity, inclusion, and belonging in all of our work, with a focus on health equity to address the systemic barriers that fuel pandemics like HIV in marginalized communities. As a global team, we commit to listening, learning, and taking action to empower our staff and the communities we serve in all the places where we work. We will use our voice to uphold the values we embrace as a global community—equality, justice, and rights for all people regardless of color, creed, sexual orientation, gender, disability, or national or ethnic origin.

### Champion HIV/AIDS issues for children, youth, and families.

We are a leading voice for children, youth, and families infected and affected by HIV at global, regional, national, and local levels. We elevate the voice of our beneficiaries in the work that we do.

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### Confront health threats that stand between us and our mission.

EGPAF is committed to addressing significant health threats that impact the populations we serve. Although our primary focus is on health issues commonly associated with HIV/AIDS, when major non-HIV/AIDS-related health threats—such as severe pandemics—substantially disrupt our mission-focused activities, EGPAF will seek to utilize our research, advocacy, service delivery, and technical assistance platforms to intervene as feasible and most appropriate in order to advance our mission.

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### 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 and programmatic information, project management, and global management systems to facilitate these efforts, as well as to foster staff accountability and frequent open communications throughout the organization. We optimize our operating model and approaches to achieve our mission effectively and efficiently.

### Develop and support our staff to enhance productivity.

Our success depends on our greatest asset, our staff. We ensure that 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.

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### Maximize efficiency and impact through good stewardship of resources.

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 the 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, according to laws, regulations, and donors' terms.

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### Advance data-driven and evidenced-based decision making to maximize program efficiency and outcomes.

EGPAF strives to collect, analyze, and use high-quality data to improve program outcomes and to ensure accountability to donors, stakeholders, and the communities we serve.

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### Foster global and local partnerships to accelerate impact.

Our mission is our guiding light and cannot be accomplished by us alone. Numerous external stakeholders play significant roles in the efforts to achieve our goals—from national governments, international agencies, corporations, religious groups, and nongovernmental 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 and input from these stakeholders to accelerate efforts to advance our mission and achieve lasting impact. We invest in the leadership and capacity of our local partners to achieve and sustain our goals.



## MISSION

The Elizabeth Glaser Pediatric AIDS Foundation seeks to end HIV/AIDS globally in children, youth, and families.

### GOAL 1:

Advance research and innovation that leads to new, improved, affordable, and scalable solutions to end HIV/AIDS among children, youth, and families.

### GOAL 2:

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

### GOAL 3:

Optimize high-quality, locally owned, integrated service delivery programs to end HIV/AIDS among children, youth, and families.

### GOAL 4:

Strengthen regional, national, and local capacity through tailored technical assistance to sustain a high-quality, locally owned response to end HIV/AIDS among children, youth, and families.

## CORE VALUES & KEY OPERATING PRINCIPLES

### GOALS AND STRATEGIES

#### GOAL ONE

Advance research and innovation that leads to new, improved, affordable, and scalable solutions to end HIV/AIDS among children, youth, and families.

- **Accelerate program outcomes through rapid evaluation and action.**  
We prioritize the most critical research questions with emphasis on rapid evaluation and utilization of results in order to improve programs.
- **Identify, test, and scale new innovations.**  
We improve the impact of our programs by accelerating the identification, testing, and delivery of innovative tools and models for hard-to-reach children, youth, and families.
- **Advance HIV/AIDS prevention and treatment research.**  
We support, conduct, and catalyze research that advances prevention and treatment of HIV/AIDS to keep children, youth, and families alive and healthy.
- **Implement and learn from robust data systems.**  
We 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 HIV/AIDS in children, youth, and families.
- **Disseminate research findings.**  
We document, translate, disseminate, and utilize research and strategic information findings to increase impact of programs, advance policies, and mobilize resources at the national, regional, and international levels.
- **Advance research to identify and provide solutions to diseases that threaten achievement of the end of HIV/AIDS in children, youth, and families.**  
We support, conduct, and catalyze research that identifies innovative solutions to alleviate infectious diseases, emerging pandemics such as COVID-19, and non-communicable diseases that threaten our ability to end HIV/AIDS in children, youth, and families.

## GOAL TWO

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

- **Increase national advocacy and public policy efforts to achieve sustainable programs.**  
We support country-specific advocacy strategies that allow local health systems and organizations to take increasing ownership of epidemic control programs. We encourage the uptake of supportive policies, guidelines, and financing strategies at national and regional levels to advance effective prevention, care, and treatment programs.
- **Catalyze leadership and influence HIV/AIDS policies.**  
We help marshal political leadership and influence the development of policies to end new infections in children and youth, improve quality and access to HIV treatment, strengthen and integrate health systems, and keep families healthy.
- **Advance accountability on HIV/AIDS policies and guidelines.**  
We 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 accountability on those commitments.
- **Enhance international and U.S. advocacy to reinvigorate and maintain international commitment and action to end HIV/AIDS in children, families, and youth.**  
We 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 HIV/AIDS for children, youth, and families.
- **Influence HIV/AIDS goals.**  
We influence the development of meaningful HIV (and related) health goals and hold governments and other leadership accountable to achieving those goals.
- **Remove barriers to access for HIV/AIDS services.**  
We advance policies and programs that reinforce the rights of women, youth, children, and families to access evidence-based HIV/AIDS programs and services and empower them to lead full and healthy lives.
- **Advocate for a robust global response to emerging health threats that impact achievement of our mission.**  
We advance global, national, and local policy to address major emerging health threats that impact our mission to end HIV/AIDS in children, youth, and families.

## GOAL THREE

Optimize high-quality, locally owned, integrated service delivery programs to end HIV/AIDS among children, youth, and families and achieve a healthy, AIDS-free generation.

- **Expand access to quality HIV/AIDS services.**  
We support country and local governments and civil society organizations to sustainably achieve complete coverage of children, youth, and families with comprehensive, high-quality HIV/AIDS prevention, treatment, and support services within health facilities and communities.
- **Prioritize youth (ages 10-24) to improve health-seeking behaviors, treatment, HIV prevention, and access to sexual and reproductive health services.**  
We design and implement HIV prevention, identification, and care and treatment services—using differentiated service delivery models—for youth ages 10-24. We integrate youth-focused sexual and reproductive health services aimed at reducing new infections, including community-based services and responsive youth programs.
- **Facilitate integration of health services.**  
We promote and facilitate the integration of high-quality HIV/AIDS programs and services with maternal, newborn, child, and reproductive health services that keep families healthy and end HIV/AIDS in children, youth, and families.

- **Address major health threats that impact achievement of our mission.**  
We adapt our service delivery platform and expand services as feasible and appropriate to confront major emerging health threats to our mission to end HIV/AIDS in children, youth, and families.
- **Reduce morbidity and mortality from the biggest threats to children, youth, and families living with or affected by HIV/AIDS.**  
We focus on integrated services that address tuberculosis; other infectious diseases and comorbidities; reproductive health; maternal and child health; non-communicable diseases; and new emerging health threats, such as the COVID-19 pandemic, to improve the quality of life for those living with HIV/AIDS.
- **Expand program improvement efforts to address populations that are harder to reach and adapt to localized challenges.**  
We identify and adapt programmatic approaches through continual program improvement efforts. We focus on program optimization, rapid learning cycles, and enhanced knowledge management to capture and share lessons learned.
- **Leverage strategic data to optimize our efforts.**  
We 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.

## GOAL FOUR

Strengthen regional, national, and local capacity through tailored technical assistance to sustain a high-quality, locally owned response to end HIV/AIDS among children, youth, and families.

- **Engage communities to end the HIV/AIDS epidemic.**  
We 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. In addition, we reduce HIV-related stigma and discrimination, harmful gender norms, and sexual violence that sustain the epidemic.
- **Strengthen capabilities to effectively deliver global technical assistance.**  
We enhance global technical assistance capabilities through dedicated efforts to address both technical and operational capacity-building needs of local health organizations. We develop new services for global technical assistance, including managing clinical projects, performance assessments, and organizational development.
- **Strengthen capacity and partnerships to reach countries that are most in need that experience the majority of new HIV infections in children, youth, and families.**  
We work across our platform of service delivery, research, advocacy, innovation, and technical assistance to address local barriers to achieving a healthy, AIDS-free generation.
- **Identify structural and technical approaches to advance local ownership and sustainability of programs.**  
We identify strategies to effectively transition service delivery programs to local partners who can sustain high-quality programs with operational and technical excellence.
- **Disseminate program results and successes.**  
We strengthen knowledge management practices through intensified documentation and dissemination of program results, promising practices, and lessons learned. This informs and contributes to the global body of knowledge that facilitates expansion of comprehensive, effective, and sustainable HIV/AIDS services.
- **Develop local research capacity.**  
We enhance country capacity to conduct rigorous program evaluations and research that improve program effectiveness to end HIV/AIDS among children, youth, and their families.
- **Strengthen sustainable local capacity and health systems.**  
We support governments, national civil society organizations (including our affiliated organizations), and communities to build sustainable local capacity and strengthen health systems to end HIV/AIDS in children, youth, and families.
- **Strengthen capacity to address major emerging health threats.**  
We help strengthen global, national, and local capacity through technical assistance to address major emerging health threats to our mission to end HIV/AIDS in children, youth, and families.



## MEASUREMENT AND IMPACT

EGPAF envisions a world in which children, youth, 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 and youth as well as the improved health and well-being of children, youth, and families affected by HIV/AIDS around the world. The Foundation will continue to build upon its four goals to drive and sustain these efforts—to advance research and innovation; to advocate for policies, resources, and leadership to end the HIV epidemic; to optimize service delivery programs; and to build local capacity. We will measure our progress against this strategy by monitoring detailed strategic implementation plans developed for each initiative.



Photo: Eric Bond/EGPAF, 2020