

**STOPAIDS Strategy Development 2021-25  
Key Stakeholder Advisory Group  
Terms of Reference**

**1. Introduction**

STOPAIDS is coming to the end of its 2017-2020 strategic plan. This year STOPAIDS will run a strategic review and renewal process that will result in a new five-year strategy (2021 -2025). STOPAIDS has grown substantially over our last strategic period, the team has expanded, our annual income has increased, and we are operating with a strong Trustee Board, pursuing clear strategic and operational goals and enjoying support from our membership and partners. The process for developing a new STOPAIDS strategy must enable us to better understand the ever changing environment and context that our sector finds itself in, looking at how the changing political, development and funding trends will impact on our legitimacy and sustainability as a network until 2025. The process must also enable us to understand how internal changes, including our expansion and decision to host Action for Global Health, should (if at all) interact with our thematic priorities and organisational structure.

**Goal of the Strategy Review and Development Process:**

The goal of this process is to develop a new strategy for our organisation that enables us to make full use of, and build on, our learning, skills, capacity and reputation to achieve meaningful change where we (our staff, Board, membership and key partners) think it can have the biggest impact.

**Principles driving the strategy process:**

- This process must be grounded in, honour and build on our history and legacy as a 30 year old global HIV advocacy and campaigns network based in the UK
- We must be willing to fearlessly question everything and be open to challenge– including our motivations, inclusivity, vision, mission, strategic goals and our structure.
- The design of the process and the process itself must both model meaningful involvement of all those that have a stake in our work, particularly those that we hope may benefit from our work, including people living with or affected by HIV and other key and marginalised populations.
- We must take careful consideration of the opinions of the leadership and membership of other networks or groups that we currently host or support - The All Party Parliamentary Group on HIV & AIDS, Youth Stop AIDS; Action For Global Health, & Students For Global Health.

The end products of the Strategy, Theory of Change, Log Frame and (potentially) rebrand should:

- Feel owned by all those that are involved in their construction.
- Provide clear direction for the organisation that will make it fit for purpose over the next 5 years
- Determine a clear vision and mission and articulate explicit advocacy and thematic priorities
- Include a coherent and compelling Theory of Change that describes the strategies and foundations that will contribute to the achievement of the Vision and a Log Frame that provides clear achievable targets that will be reviewed and updated as the strategy progresses

- Inform structural changes and expansion necessary to deliver these advocacy and thematic priorities
- Be an effective governance tool for Trustees and planning and evaluation tool for the staff team

## **2. Role of the Key Stakeholder Advisory Group**

The Key Stakeholder Advisory Group are responsible for ensuring that people living with or affected by HIV and/or co-infections as well as key and marginalised populations are meaningfully involved in the STOPAIDS strategic development process.

STOPAIDS strives to meaningfully involve people living with or affected with HIV (MIPA) in the governance and decision-making of our organisation. For example, STOPAIDS has long ensured that people living with HIV are represented on our Board and people living with HIV have played decisive roles in our advocacy planning. As STOPAIDS has developed policy or programming positions or held meetings on key areas related to key or other marginalised groups we have tried to ensure the involvement of these groups in the planning and presentation of meetings and the writing of documentation. We haven't always got it right and so, as a result, in 2019 we started a process to develop an organisational MIPA policy and set of processes that we hope will institutionalise MIPA.

For the development of our new strategy we decided to have a Key Stakeholder Advisory Group that would provide guidance from the very beginning on the strategy process to ensure meaningful participation of all key stakeholder groups. **This group is not intended to provide content input to the process but rather ensure that the process works for everyone, particularly those that are most often marginalised or unheard.** The Key Stakeholder Advisory Group will lead on outlining how people living with HIV and/or co-infections and other key or marginalised communities should be meaningfully involved in the STOPAIDS' strategic development process. They will also hold STOPAIDS and the STOPAIDS' Board Strategy Working Group to account on the delivery of these plans from a meaningful engagement perspective.

STOPAIDS will aim for the Key Stakeholder Advisory Group to consist of 7 people.

The group will seek to have a diverse range of perspectives, including:

- At least two people living with HIV who are comfortable disclosing their status
- Four people from key population groups, including, but not limited to: people who inject drugs; men who have sex with men; transgender persons; and sex workers
- Strong representation (at least half the group) of people who identify as women or trans-women
- At least two people from black, Asian and minority ethnic backgrounds
- At least two people who were born and spent significant time living in a low or middle income country
- At least one person below the age of 25

The focal point for the group will be the strategy consultant who will co-ordinate with the STOPAIDS senior management team led by the Director and the Board Strategy Working Group. The initial strategy development process will run from July 2020 until February 2021. The Advisory group will be asked to review the strategy development process developed by the Strategy Consultant in July and will then be asked to participate in calls and review documents at a few key points during the year. The group will be provided with appropriate advance notice of meetings.

The group will help to inform and provide feedback to the strategy consultant on ensuring sufficient inclusion, input and articulation of the priorities of people living with HIV and other key and marginalised communities throughout the strategy process. In particular in:

- The strategy review process,
- The scoping and horizon scanning
- The interviews and online surveys
- The key meetings that present the discussion/options paper that presents options for the future direction of STOPAIDS
- The draft of the strategy, Theory of Change and Logframe

### **3. Timeline**

July: (4 hours)

- Confirmation of Advisory Group Members
- Introductory call
- Consultation on strategy development plan

August - September: (6-7 hours)

- Consultation of whether context/sector background review is capturing all issues relevant to people living with HIV and affected communities (including marginalised and key populations)
- Review survey and interview questions and list of key stakeholders to be consulted
- Review documents to ensure that the content provided by key stakeholders has been appropriately captured and considered
- Ensure people living with HIV and affected communities have been sufficiently consulted in the process, including representation in the key meetings to present and collect feedback on strategic options

October – November (5 hours)

- Review the skeleton and (possibly) first draft of the strategy and the log frame to ensure that the implications for and views of key and marginalised populations are adequately addressed within the document(s).
- If necessary, review the plans for developing a new brand for how they are taking into consideration the voices and views of people living with HIV and affected communities
- Feed into planning for final members meeting in November to review all documents and (if necessary) new brand.

December –January (2 hours)

- Review final designed strategy documents
- Feed into plans for launch of the new Strategy

**Estimated Time Commitment:** 18 hours approx.

**Recompense:** If an individual is applying to undertake this role outside of their salaried work STOPAIDS will offer an hourly stipend.

### **Application Process**

We welcome applications from people living with or affected by HIV and/or co-infections and individuals from key and marginalised populations who can share their perspective on the strategic development process and hold us to account on ensuring meaningful involvement. Ideally candidates will have experience of engaging in strategic review processes or as members of advisory groups with a remit of ensuring meaningful inclusion.

**To apply please submit a one-page expression of interest outlining your suitability for this role and any relevant experience to: [siomha@stopaids.org.uk](mailto:siomha@stopaids.org.uk) by COB 30<sup>th</sup> June.**

Please note, all expressions of interest will be reviewed and stored within our Privacy Policy which can be found: <https://stopaids.org.uk/stopaids-privacy-policy/>