

STRATEGIC PLAN 2022-2027

Rights Within Reach

CHALLENGING WRONGS. ADVANCING RIGHTS. TRANSFORMING LIVES.



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Dedication: *Rights Within Reach* is dedicated to our colleague, friend, and long-time Board Member, Alexandra de Kiewit, whose untimely passing in October 2022 is a loss for so many who loved and admired her activism and her humanity. Alexandra, we recommit to this work in your name, and we thank you for your incredible advocacy. Rest in power, dear friend. We miss you.

Land Acknowledgement

We at the HIV Legal Network acknowledge that the land on which we live and work is traditionally known as Turtle Island and home to the Haudenosaunee, the Wendat, and the Anishinaabe, including the Mississaugas of the Credit First Nation. As settlers and as human rights advocates working for health and justice, we are called to honour the Calls to Action of the Truth and Reconciliation Commission (TRC) in our work.

As we work to address ongoing injustices and health inequities, we must recognize that many of these harms are the result of the history of colonization and its ongoing impacts, including practices and institutions that must be dismantled and reshaped to respect Indigenous People and Indigenous ways of knowing and being.

It is also critical that we acknowledge the legacy of anti-Black racism and its relationship to criminalization and punitive laws and practices, including regarding the issues on which we work.

We recommit together to repairing harms and working towards a more just future for all.

While we know that human rights for all are within reach, we must also acknowledge that the greater involvement and meaningful engagement of people living with HIV is central to any successes in the fight against HIV. It is to the millions of people with HIV, both those living and those who have gone before us, that we are indebted, some forty years into this epidemic.

LGBTQIA+ or 2SLGBTQIA+: Terminology continues to evolve, as it should. Gender and sexually diverse communities are oftentimes described by the acronym 2SLGBTQIA+ within the geographic context of Turtle Island (i.e. the portion also known as Canada). The “2S” is a specific reference to Indigenous people who identify as Two-Spirit. Therefore, this acronym may not be used in other parts of the world. As such, we refer to our domestic work using the acronym 2SLGBTQIA+ and our international work using the acronym LGBTQIA+ for the sake of clarity and accuracy.

Executive Summary

The HIV Legal Network promotes the human rights of people living with HIV or AIDS and other populations disproportionately affected by HIV and criminalization, in Canada and internationally.

In 2021, we undertook a planning process that would shape the strategic goals and priorities for the organization's next five years (2022-2027). To do this, we sought the input of a broad range of stakeholders, from partner organizations to people living with and affected by HIV and criminalization, to staff. All identified areas of potential growth for the Legal Network and ways to reshape our work to ensure that we move ever closer to our goal of fulfilling human rights for all.

The result of this process is an ambitious plan that continues the Legal Network's momentum in several important policy areas. In addition, the plan outlines ways in which the Legal Network will forge new partnerships and deepen existing ones to further its commitment to reconciliation and centering Indigenous perspectives, combating anti-Black and other forms of racism, and employing an intersectional feminist lens throughout its work. Finally, it considers how the Legal Network must prioritize organizational development to meet its audacious — but reachable — goals.



Who We Are

30 Years of the HIV Legal Network

In December 2022, the HIV Legal Network marks an important milestone — the 30th anniversary of the coming together of a group of dedicated activists to create an organization that remains as relevant today as it was back then as the Canadian HIV/AIDS Legal Network. We remain steadfast in our commitment to people living with HIV and to those who experience criminalization, and we rededicate ourselves to this work to see their human rights respected, protected, and fulfilled. It is our fervent hope that the world we envision — wherein human rights are enjoyed by all — does not take another 30 years to realize. But we will continue to advocate, support, and mobilize for however long it takes, until our clear vision becomes a reality.

Vision

We envision a world in which the human rights and dignity of all people, including people living with HIV or AIDS and other populations disproportionately affected by HIV and criminalization, are respected, protected, and fulfilled; where all people understand and can exercise their human rights; and where laws and policies facilitate access to prevention, care, treatment, and support.

Mission

The HIV Legal Network promotes the human rights of people living with HIV or AIDS and other populations disproportionately affected by HIV, punitive laws and policies, and criminalization, in Canada and internationally. We do this through research and analysis, litigation and other advocacy, public education, and community mobilization.

Strategies

- **Research and analysis** of laws, policies, and practices that affect the human rights, dignity, and health of people living with HIV or AIDS and other populations disproportionately affected by HIV, punitive laws and policies, and criminalization.
- **Litigation and other advocacy** to challenge punitive laws, policies, and practices and to advance enabling laws, policies, and practices that protect human rights, dignity, and health.
- **Public education** to equip affected communities to know and defend their rights, and to ensure policymakers and other decision-makers uphold them.
- **Community mobilization** to engage and support communities directly affected by specific punitive laws, policies, and practices to collectively raise awareness of and demand legal or policy change.

Values

- The centrality of human rights in the response to HIV and other health concerns;
- A focus on the rights of populations disproportionately affected by HIV, punitive laws and policies, and criminalization;
- A commitment to partnership and ensuring the equitable and meaningful participation of people with lived and living experience in our work and in defining and implementing policies and programs;
- Ensuring the equitable and meaningful engagement of both francophones and anglophones in our work, and ensuring that our resources on domestic issues are accessible in both of Canada's official languages;
- A commitment to action and activism to make concrete political and social change;
- A commitment to employing an intersectional feminist lens in our work and on all of our issues;
- A commitment to confronting and drawing attention to anti-Black racism and other forms of racism in our work and on all of our issues;
- A commitment to reconciliation and to centering Indigenous perspectives in our work and on all of our issues, including the Calls to Action of the Truth and Reconciliation Commission and Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls;
- Accountability to the communities we serve and to donors, including transparent reporting and effective use of resources;
- A commitment to global responsibility and engagement, to stand in solidarity with people living with HIV and affected populations internationally and to expand the reach of our human rights work; and
- A commitment to excellence in all areas of our work.

Employing an Intersectional Feminist Lens

Different aspects of one's social identity such as HIV status, race, Indigeneity, class, gender, sexual orientation, citizenship status, experiences of drug use, sex work, and incarceration, among others, intersect to enact systems of privilege and oppression that affect a person's health and access to HIV prevention, treatment, care, and support. We apply an intersectional feminist lens that centres those experiencing overlapping forms of oppression to understand the depths of these inequalities and the relationships among them in any given context.

Where the HIV Legal Network Works

The HIV Legal Network works in Canada and around the world, including — but not limited to — countries in the Caribbean, francophone Africa, and Eastern Europe and Central Asia. Our reach extends much further than any one country or region and at times beyond HIV alone to other issues affecting populations disproportionately affected by HIV, punitive laws and policies, and criminalization; we have provided and will continue to provide guidance and technical expertise to UN bodies and to the Global Fund to Fight AIDS, Tuberculosis and Malaria, for example. HIV knows no borders, so neither do we — and we strive to amplify our human rights work worldwide.

The Strategic Planning Process

In late 2021, the HIV Legal Network embarked on a planning process to develop a new five-year Strategic Plan. After initial meetings between the Co-Executive Directors and the consultant, a Strategic Planning Committee was formed to oversee the process. The Committee was made up of the Co-Executive Directors, an additional staff member, and two Board members. The Strategic Planning Committee provided important input to the work plan, timelines for the project, and final outputs.

The Strategic Planning process consisted of three phases:

- Phase 1: Gather information (consultations)
- Phase 2: Establish priorities (thematic analysis of the data; input from staff and Board)
- Phase 3: Validate and finalize (development of final plan)

Consultations were conducted using three methods: individual key informant interviews, online surveys in both English and French, and focus groups (one with staff and one with Board members).

Phase 1: Gather Information

Key Informant Interviews

The Strategic Planning Committee provided a list of key individuals for interviews. Interviewees had close and often long-standing relationships with the Legal Network, as well as a good understanding of the work of the organization. Interviews were conducted over a period of two months.

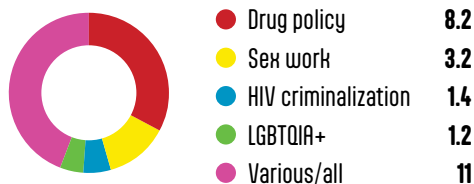
Twenty-six individual interviews were conducted, representing a broad range of stakeholders. Of these 26 interviews, 17 were from partner organizations, four were former staff members, two were former Board members, and one was a funder. The current Board Chair and Co-Executive Directors were also interviewed.

Sixteen interviews were held with Canadian partners and nine with international partners.

Individual Interviews



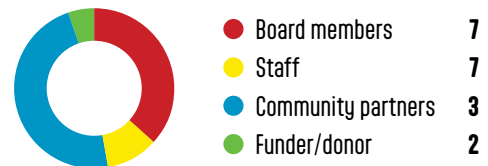
Individual Interviews - Focus Areas of Work



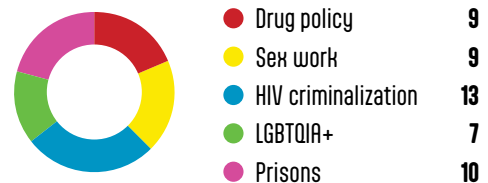
Online Survey

An online survey was developed using the same set of questions as the interviews. The survey was made available by invitation to strategic partners of the Legal Network, and could be completed in either English or French. Links to the surveys were circulated by the Legal Network to a broader list of stakeholders. One French and 17 English surveys were completed.

Online Survey Respondents



Online Survey Respondents - Focus Areas of Work



Phase 2: Establish Priorities

Thematic Analysis

Following completion of these initial two steps, the qualitative data were compiled and a thematic analysis was conducted to identify common themes across stakeholders — and distinctions between stakeholders.

Focus Groups

A focus group was conducted with staff using a hybrid model of in-person and virtual attendance, wherein major themes from the key informant interviews and online surveys were presented. The staff then had a chance to discuss what resonated for them and propose strategic priorities for the coming five years. A similar process was conducted with the Board.

Phase 3: Validate and Finalize

A draft plan was developed and presented to the Strategic Planning Committee for feedback prior to the Board meeting where a final draft of the Strategic Plan was presented. Several rounds of edits resulted in a final Strategic Plan being approved and adopted by the Board on June 27, 2022.



Consultation Results: Current Environment and Future Potential

Our Strength and Uniqueness

The HIV Legal Network is viewed as a leader both in Canada and globally. The organization occupies a unique place in the field of HIV with a reputation for excellence across a broad range of stakeholders. The Legal Network is described as being an exemplary partner, centering lived and living experience and linking that to robustly researched policy documents. The staff who deliver on the organization's mission are seen as its greatest strength.

Values and Principles

The Legal Network was described as always acting with integrity and taking a principled approach that is grounded in human rights. They are seen as accountable and honest and demand the same of their partners.

Staff

“The people who do the work are the greatest strength.”

The staff of the HIV Legal Network are considered one of its strongest assets. Stakeholders described the staff as brilliant, talented, highly skilled, and knowledgeable. They work as an effective team and are passionate, strong, reliable, and committed. The Co-Executive Director model, with two long-term staff currently in those positions, is well-supported by partners and stakeholders who expressed optimism and excitement for the development of the organization under this new leadership. Partners described staff as being fine-tuned to their needs and providing invaluable support. **“I have a lot of faith in the future.”**

New Leadership

The HIV Legal Network has recently transitioned to new leadership with two Co-Executive Directors, which provides opportunity for fresh views and opinions, while building on all that has been accomplished in the past. There is opportunity for creativity and innovation that is rooted in previous success, and low staff turnover ensures that institutional memory is not lost.

Reputation

The Legal Network enjoys an excellent reputation across the stakeholder groups. They are described as being diligent, credible, respectful, professional, ethical, and having integrity. They are respected by communities, policymakers, government representatives, and politicians. They also have resilience and “staying power.” They are viewed as leaders in global policy work.

Partnerships

“They partner with open hearts and minds, they really listen.”

Not only does the Legal Network have a wide range of partnerships, but organizations and community members really appreciate *how* they partner. They are respectful and always know their place in coalitions and networks — and when to take the lead and when to provide support. They bring essential knowledge and expertise to the table and are generous when working with other organizations, never hesitating to share their skills. They give ownership of projects to the community and don't assume to know what's best for the community. They have excellent ability to build both domestic and international networks, which they have done very well for a long time. They are also able to partner across broadly diverse stakeholder groups and issues — **“They can partner with everyone.”** They have a high level of engagement with and commitment to partners and are extremely reliable. They are truly collaborative and trustworthy, building consensus among diverse groups. The Legal Network listens to and understands their audience and are driven by expressed community needs — they help communities understand the opportunities for policy changes. They demonstrate an openness to feedback and direction from communities.

High-Quality Research, Analysis, and Technical Expertise

“Their technical expertise is unparalleled.”

The Legal Network is well-known for its exemplary policy documents and other publications that are robustly researched, well written, highly valued, and trusted by stakeholders. They have a niche speciality — their legal advocacy, court cases, and interventions are critical as they are a leading organization doing this work with a high level of expertise. They are described as being responsive to issues and always ahead of the curve.

Advocacy and Activism

“The Legal Network is bold and unafraid to take on complex issues.”

They are changemakers, providing clarity on legal issues for an array of audiences, including people with lived experience. They are willing to speak truth to power. Their advocacy is grounded in the human rights of a broad group of people with intersecting marginalization. The Legal Network has the foresight to work in the most challenging situations. They don't just do the easy work, they also take on long-term commitments and have patience with the time needed to effect necessary structural changes, understanding the scale of the work to be done. The Legal Network understands policy and advocacy through the lens of the HIV care cascade and knows where to intervene. They have the ability to mobilize communities regarding policy issues — the HIV Legal Network can open doors that remain barred to many communities.

Communications

Legal Network communications and social media presence are very strong. They have become skillful at telling stories and articulating their impact (e.g. via the Annual Report). They see HIV as part of a bigger picture and are able to explain the complexities in easy-to-understand ways. Their French resources are of very good quality.



Internal Areas for Building Capacity

The consultations helped identify specific areas where capacity building is needed in fundraising, staffing, French-language access, and communications. Current partnerships with Indigenous and African, Black, Caribbean organizations should be a focus of development and strengthening; there is also potential for increased partnerships with women's organizations.

Fundraising

Like many non-profits, and many HIV organizations in particular, the Legal Network recognizes the need for more sustainable and further diversified funding. There are enormous challenges associated with project-based funding and longer-term, flexible funding is harder to find. There is a specific internal need for grant-writing expertise on the team. The organization also needs to be more strategic about diversifying funding streams and the funding matrix model it applies (e.g. entering more joint projects with partners, considering additional sources, growing individual giving).

Communications

The website and social media are two important communications tools to continue developing and refining. They can be used to clearly articulate how the Legal Network's current work links — including the “how” and “why” — to HIV and human rights. These and other communications tools can also be used to increase visibility and promote the work of the organization and its partners.

New Partnerships

Stakeholders felt strongly that specific partnerships could be strengthened and enhanced. These include partnerships with Indigenous, African, Black, Caribbean, and other racialized communities, and women. In some contexts, having “HIV” in the Legal Network's name can be limiting when advocacy is not obviously and/or directly about HIV.

Enhanced Staffing

The current number staff complement is understood to be inadequate for accomplishing the objectives and staff are very stretched. Staff need to preserve their own health and wellness, not overextend. Legal Network leadership is aware of the areas in which enhanced staffing is needed and are actively considering sustainable growth for the organization.

Language Access

Increased access to processes (i.e. via consultations, webinars, teleconferences, etc.) for francophones is desired from the outset.



External Opportunities

The Legal Network's focus and priorities complement those of both UNAIDS and the Global Fund and there is potential for the organization to expand its important role and increase its global impact. The Legal Network has skills and expertise relevant to aspects of the COVID pandemic and there is potential for strategic choices to be made in this area. There is a measure of public and political support in Canada for continuing work on decriminalization in many areas. Public awareness and support for a range of social issues aligns with the need to strengthen partnerships already highlighted in other areas.

International Work

There is important synchronicity between the Legal Network's work and the priorities of the Global Fund for AIDS, Tuberculosis and Malaria, and UNAIDS (e.g. human rights, ending inequality). Advocacy and policy are critical areas. The Legal Network already excels at applying lessons learned from Canada and current international work to other countries by offering technical support as requested. There are opportunities to consider broadening geographic and topic areas in the work (Eastern Europe and francophone Africa; human rights and health). Stakeholders suggested expanding this work and engaging beyond current topics and areas, if sufficient resources were made available.

COVID and the "Post-COVID" Future

Stakeholders recognized that the Legal Network has expertise in areas relevant to the COVID-19 pandemic; however, they advised to be focused and strategic about where to contribute their skills. The Legal Network has unique experience and understanding of human rights in the context of disease. The Legal Network's access to medicines work is pertinent to COVID in that they have a deep understanding of how inequities affect access to services and medications — and that marginalization and exclusion are relevant factors that have been exacerbated by the COVID-19 pandemic. HIV decriminalization work has also given the Legal Network an understanding of the inappropriate use of the criminal law. In general, the Legal Network is clearly a leader that understands syndemics and how health issues intersect with legal and policy concerns. COVID has led to more public discussion of the prison system and criminalization and the public is now open to these conversations and to discussing decriminalization in different contexts.

Continuity of Canadian Federal Government

The federal re-election of a previous and known government offers some stability and an important opportunity for the momentum of our work to continue towards policy wins, for which there is growing public support. For example, there may now be a window to achieve discrete policy changes on drug decriminalization, and greater opportunity for bolder action. Safe supply programs are now being piloted by the federal government. There is also renewed commitment by the federal Minister of Justice to engage

with stakeholders including the HIV Legal Network to further limit HIV criminalization in Canada. By contrast, there has been a move towards right-wing populism in other countries, providing a volatile global context.

Public Awareness of Indigenous Issues

While the Legal Network has partnered with Indigenous organizations in the past, the current social climate regarding growing awareness of atrocities in residential "schools" and a deeper public conversation about reconciliation require a deliberate and considered approach. Closer partnerships with Indigenous communities and organizations should be prioritized to explore legal pathways for enacting TRC recommendations, relevant treaty rights and responsibilities, and restorative justice and Indigenous laws, as opposed to the current punitive approach.

Link with Broader Social Movements

The areas in which the Legal Network excels are relevant to a number of other current social movements outside of (but linked to) HIV. This offers opportunities for important intersectional work. Examples include Black Lives Matter, Idle No More and No More Silence, Defund/Abolish the Police, and Restorative/Transformative Justice.

Academic Partnerships

There are many opportunities to start and develop academic and research partnerships that can further the work of the Legal Network. These offer unique and important resources.

Mental Health and HIV

Some funders have made the integration of stigma, resulting mental health concerns, and HIV central to their approach and this offers opportunities to the Legal Network. Mental health concerns came into the spotlight with COVID-19. Mental health issues are also related to the criminalization of HIV, drug use, sex work, LGBTQIA+ rights, and other areas of focus for the Legal Network.

External Challenges

Non-profit organizations around the globe are facing challenges in the area of funding and the decrease in HIV funding has been well documented. The COVID-19 pandemic has thrown many challenges into the mix and will do so for some time. The situation in Eastern Europe, and in particular in Russia, poses enormous difficulties for the Legal Network's unique work and important commitment to fragile communities in the region. Further, rising threats to democracy and increasing expressions of hate and intolerance towards communities of focus for the Legal Network make their work more important, but also more dangerous, in some places.

Funding

There has been a noticeable and continued drop in global and domestic funding for HIV and human rights, and for advocacy organizations. The sudden and unexpected advent of the COVID-19 pandemic has also required so many additional resources that funding for other health concerns is under threat. There is concern that a post-pandemic time will see further decreased funding as governments struggle under the weight of COVID debt.

Russia

The Legal Network's work in Russia has become more difficult due to the worsening political environment. At the time these consultations were held, the war in Ukraine had not yet broken out, but since then, the Legal Network's work in the region has had to fundamentally change, given an even more repressive political and legal environment for marginalized communities in Russia and an array of new, additional barriers to working in both countries.

Social/Cultural Shifts

Concerns include growing hostility and violence towards immigrants and people living in poverty, a rise in transphobia, the anti-trafficking movement (which conflates sex work with human trafficking), anti-reproductive rights movements in the US, and the impact of COVID measures on mental health.

LGBTQIA+ Rights

Rising autocracy and threats to democracy are occurring in several countries across the world (e.g. Indonesia, Tanzania, Ghana). HIV cannot be eliminated without addressing such political systems — and how LGBTQIA+ people (and other populations disproportionately affected by HIV) are often treated within them. The need for legal and financial support to challenge anti-gay laws in the Caribbean (and beyond) remains, with litigation in some contexts the only option for law reform.

Environmental Disasters and Crises

Environmental disasters and crises will affect everything, directly and indirectly.



Strategic Priorities 2022-2027

The HIV Legal Network Board of Directors has selected the following Strategic Priorities for the next five years. The Board took into account the results of the stakeholder consultations, strengths of the organization, and opportunities and challenges in the external environment.

In addition to people living with HIV, the HIV Legal Network identifies the following communities of focus: Indigenous Peoples in Canada, racialized communities, people who use drugs, sex workers, people with experience of incarceration, women, 2SLGBTQIA+ people, and people living with HCV.

1. Challenge criminal and other punitive laws and policies, and work towards protective laws and policies, both in Canada and abroad

Objective 1: People who use drugs are no longer criminalized for simple drug possession and necessity trafficking; low-barrier, culturally appropriate, and gender-sensitive harm reduction is widely available (including in prison); and people who use drugs have access to a safe, regulated supply.

Success Indicators:

Canada

- At least five jurisdictions request exemptions from the *Controlled Drugs and Substance Act* to effectively decriminalize locally.
- Challenges to offences criminalizing or otherwise penalizing simple drug possession and necessity trafficking progress before courts.
- Federal drug decriminalization bills that, at minimum, repeal the offence of simple drug possession are passed.
- Supervised consumption services and needle and syringe programs are scaled up in every province and territory (including in prison).
- A new regulatory framework is developed to facilitate a safe, legal, and regulated supply of drugs to curtail the harms of the unregulated drug market.

International

- Challenge to penalization of simple drug possession in Russia progresses before the European Court of Human Rights.
- Punitive laws and policies that discriminate against people who use drugs in EECA are mitigated or repealed.
- More people in the EECA have access to opioid agonist treatment (OAT).
- Human rights abuses with respect to people who use drugs in EECA are documented and shared to support advocacy at local, regional, and global levels.
- UN human rights treaty and other regional or global bodies make progressive recommendations with respect to drug policy, including in reference to the countries in which we work.

Objective 2: Sex work-specific criminal offences are repealed, and sex workers are no longer subject to punitive campaigns that target their work and workplaces.

Success Indicators:

Canada

- Courts find sex work offences (i.e. criminalizing sex workers, clients, and third parties) unconstitutional and invalidate them and/or the federal government passes law repealing those offences.
- Federal, provincial, and municipal governments refrain from punitive campaigns that target sex workers, including under the guise of anti-human trafficking initiatives.
- Sex workers are meaningfully consulted in all law reform efforts.

International

- UN human rights treaty bodies make progressive recommendations with respect to sex work, including in reference to the countries in which we work.

Objective 3: Fewer people are charged, convicted, or incarcerated for HIV non-disclosure, exposure, or transmission.

Success indicators:

Canada

- A second Canadian consensus statement on HIV criminalization is widely endorsed.
- The federal government in Canada engages in law reform efforts that include, at minimum, the removal of HIV non-disclosure from the law of sexual assault.
- In the alternative, HIV criminalization is further limited by prosecutorial policies in Canada.
- Community-based/restorative/transformational justice alternatives to HIV criminalization are developed in consultation with people living with HIV and partners from Indigenous communities, the VAW sector, and others.

International

- Advocates including people living with HIV and key populations in West and Central Africa are supported and equipped to challenge HIV criminalization through HIV Justice Worldwide's Espace Francophone.
- Advocates including people living with HIV in EECA are supported and equipped to challenge punitive HIV criminalization laws.
- In at least two countries, advocates contribute to law reform efforts to mitigate or repeal punitive HIV criminalization laws.
- The UN prosecutorial guidance is used to guide prosecutors in at least two jurisdictions.
- UN human rights treaty bodies make progressive recommendations with respect to HIV criminalization, including in reference to the countries in which we work.

Objective 4: LGBTQIA+ people are no longer criminalized for consensual, same-sex intimacy.

Success indicators:

International

- Legal challenges to anti-gay laws in Jamaica, Barbados, and Dominica advance and there is a positive ruling or outcome in at least one of those challenges.
- Ongoing outreach to and engagement with religious leaders and policymakers in the Caribbean leads to more leaders supporting the decriminalization of same-sex intimacy.
- UN human rights treaty and other human rights bodies make progressive recommendations with respect to LGBTQIA+ rights, including in reference to the countries in which we work.



2. Support specific populations using an intersectional lens

Objective 1: People living with HIV and/or HCV and affected populations in Canada and other countries in which we work are empowered to exercise their rights in the context of HIV and related infections and to advance human rights-based approaches and programs in the context of HIV and related infections, including through educational activities, resources, and legal information and technical support.

Objective 2: The Legal Network increases its understanding of how Indigenous communities are disproportionately affected by HIV, punitive laws and policies, and criminalization (in all its forms) and develops resources to honour the Calls to Action of the Truth and Reconciliation Commission.

Success Indicators:

- The Legal Network continues to produce resources, respond to info requests, conduct workshops, and engage in other public legal education activities in Canada and globally to equip people living with HIV and/or HCV and affected populations to know and defend their human rights.
- The Legal Network forges new and deepens existing relationships with francophone partners, including key population-led organizations, in North, West and Central Africa.
- The Legal Network maintains and strengthens existing relationships with partners, including key population-led organizations, in EECA.
- The Legal Network supports human rights responses and programs and contributes to enhanced safety and security for key populations in countries where we provide technical assistance for the Global Fund.
- The Legal Network supports an improved legal and policy environment in regions where we intervene.

Success Indicators:

- The Legal Network has strengthened its relationship with CAAN and developed new relationships with other Indigenous organizations and advocates.
- The Legal Network has consistently considered the impacts of punitive laws and policies and criminalization on Indigenous communities in its activities and outputs and sought the equitable and meaningful engagement of Indigenous communities throughout the duration of its projects.
- The Legal Network has developed, in consultation with Indigenous organizations, resources that honour the spirit of the Calls to Action of the Truth and Reconciliation Commission and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Objective 3: The Legal Network increases its understanding of how Black and other racialized communities are disproportionately affected by HIV, punitive laws and policies, and criminalization (in all its forms) and develops resources with these communities to increase their ability to exercise their rights in the context of HIV.

Objective 4: The Legal Network increases its understanding of how women and gender-diverse people are affected by HIV, punitive laws and policies, and criminalization (in all its forms) and develops resources with these communities to increase their ability to exercise their rights in the context of HIV.

Success Indicators:

- The Legal Network has strengthened existing and forged new relationships with organizations representing Black and other racialized communities.
- The Legal Network has consistently considered the impacts of punitive laws and policies and criminalization on Black and other racialized communities in its activities and outputs and sought the equitable and meaningful engagement of racialized communities throughout the duration of its projects.

Success indicators:

- The Legal Network has strengthened existing and forged new relationships with organizations representing women and gender-diverse people.
- The Legal Network has consistently employed an intersectional feminist lens in its activities and outputs and sought the equitable and meaningful engagement of women and gender-diverse people throughout the duration of its projects.



3. Prioritize organizational development

Objective 1: [Fundraising] The Legal Network will work towards diverse, sustainable, and flexible sources of funding.

Objective 2: [Staffing, Leadership] The Legal Network will grow staff complement, support existing staff and growth, and provide leadership that builds on past successes and considers lessons learned.

Success Indicators:

- The Legal Network identifies and retains appropriate internal/contract human resource capacity for both grant-writing and individual giving stewardship.
- The Legal Network identifies and explores relationships with 3-4 new general support funders, and is successful in receiving grant money (\$50-75K) from at least one of these.
- The Legal Network identifies and explores relationships with 2-3 new likeminded private sector partners, and is successful in receiving donations (including in-kind) from at least one of these.
- The Legal Network increases individual giving by 25% over the five-year period.
- The Legal Network institutes and maintains a three-month reserve fund.

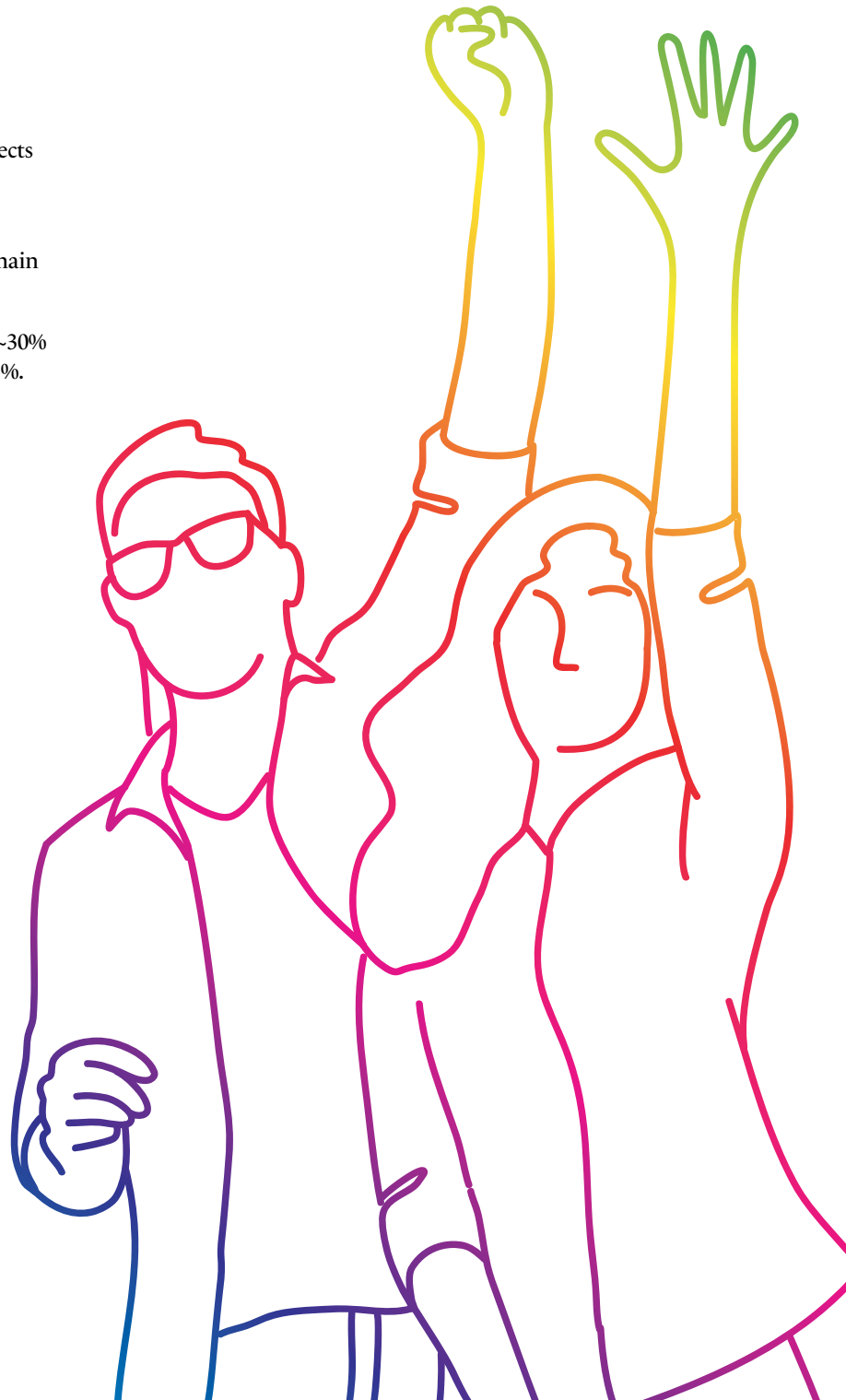
Success Indicators:

- The Legal Network grows its staff complement to pre-2013 levels (comprising an R&P Team of six lawyers and a Comms Team of four specialists, as well as a development lead).
- Staff of the Legal Network produce and update yearly development and learning plans, with approval of Management Team.
- The Legal Network actively plans for transition in key leadership positions.

Objective 3: [Communications] The Legal Network will develop and refine current communications tools to better serve key audiences.

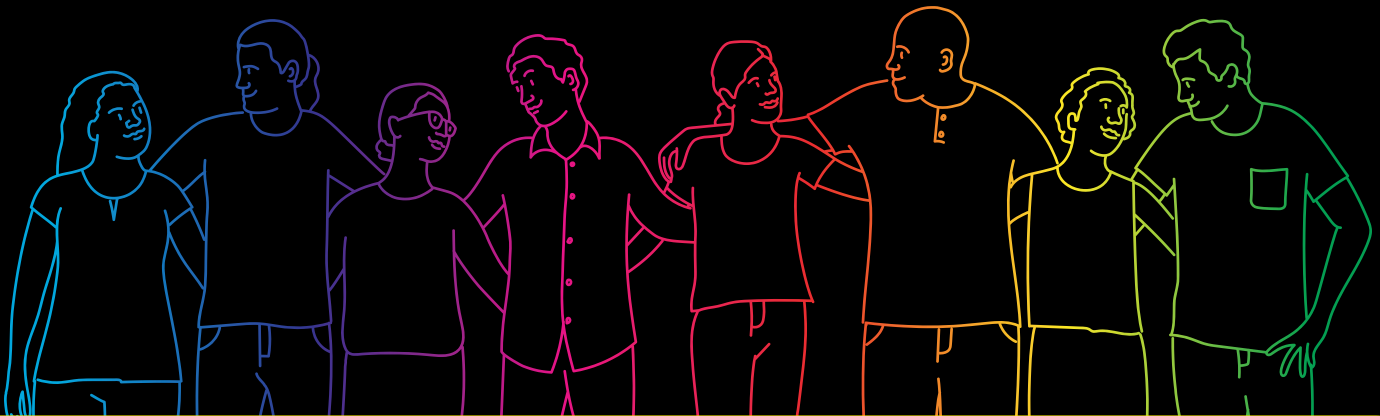
Success Indicators:

- The Legal Network actively grows its in-house French-language capacity.
- From the outset, the Legal Network plans for French capacity in projects and processes.
- From the outset, the Legal Network continues to plan for lived and living experience in communications projects and processes.
- The Legal Network enhances its website and produces increased digital content, especially as online spaces remain the norm during the COVID-19 pandemic.
- The Legal Network grows its social media followers by ~30% over the five-year period, and unique web visitors by 15%.



Operational Planning and Ongoing Monitoring

An Implementation Plan will be developed by staff to outline the steps that need to be taken in each year of the Plan in order to meet the goals. The Board will regularly monitor the success of the organization against the goals of the Plan. The Board will also review the full Strategic Plan each year and make adjustments to keep it relevant to changing domestic and global contexts.



Conclusion

While our mission has evolved since we began 30 years ago, the HIV Legal Network's core values and goal have endured — to uphold the human rights of people living with HIV and all affected populations, both in Canada and around the world. Our strategic planning process shows that we are supported in this work by our partner organizations, who view us as a collaborative leader in the field. This role will only grow as we reaffirm our commitment to working with communities, to building our connections with community-based Indigenous and Black organizations, and to increasing our staff complement. Success will depend on our ability to influence government appetite for legislative change and on diversifying sources of funding, enabling us to broaden our reach. While there will always be new challenges, we are also confident in our ability to weather these storms and emerge stronger on the other side. Our resolve is unwavering, as is our commitment to people living with HIV or AIDS and other populations disproportionately affected by HIV and criminalization. We will continue to challenge wrongs, advance rights, and transform lives the world over.

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