



NEW ZEALAND AIDS FOUNDATION  
TE TUUAAPAPA MATE AARAIKORE O AOTEAROA

# Strategic Plan

## 2005-2010



Preventing the transmission of HIV and supporting people affected by HIV and AIDS to maximise their health and well-being.

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## **Vision/Matakite:**

*Where do we want to be?*

### **A world without HIV and AIDS**

He Ao kore HIV, kore AIDS hoki

NZAF's vision/matakite is one that inspires us by engaging our hearts, minds and our spirit/wairua. For some it might not be 'realistic', but, as a vision, it gives us hope for a future world that all of our communities would enjoy. It is a vision that we do not expect to achieve in the next 5 years but it will lead us forward into our future work.

## **Mission/Koromakinga:**

*How are we going to get there?*

**By preventing the transmission of HIV and supporting people affected by HIV and AIDS to maximise their health and well-being.**

Ki te ārai i te tuku o te HIV me te whakapai ake i te hauora me te oranga o ngā tāngata e ora ana me te HIV me te AIDS.

Our mission/koromakinga is the means by which we work toward our vision/matakite. It defines what we in the NZAF will do or what we will agitate to ensure is done. The mission/koromakinga is what will frame our operational goals (presented later in this plan). Like stepping-stones we aim for our operational goals to bring us closer to our vision/matakite, year by year.

## **Purpose/Whāinga**

*Why are we going to do it?*

**Because we have the history, the passion, the commitment, the expertise and the diversity.**

Nā te mea kei a mātou ngā kōrero, te kohara, te ūtanga, te mākohakoha me te kanorau

NZAF sees this as the rationale as to why our organisation is involved, and why we are best placed to undertake the mission/koromakinga.

In Aotearoa/New Zealand we saw 188 new cases of HIV, the highest annual figure ever... While there are a multitude of reasons for this to be happening now, in the developed world, the challenge for the NZAF and all of us working in the area is to reverse this trend as soon as possible.

# Introduction

The New Zealand AIDS Foundation is a 'not for profit'/charitable organisation that grew from the initiative of gay men in the early 1980s who began to raise concerns about the rapidly unfolding HIV epidemic. The first meeting on HIV was in April 1984 and the gay community responded by forming branches across the country of the AIDS Support Network. In September 1985 this network was renamed New Zealand AIDS Foundation and we have been working as a non-government organisation to reduce HIV transmission and support those affected by HIV and AIDS ever since.

For many western countries 2003 was a shocking year in the history of the epidemic. In Aotearoa/New Zealand we saw 188 new cases of HIV, the highest annual figure ever. New cases of HIV infection among men who have sex with men (MSM) were second only to 1988, confirming our earlier fears that the low numbers in the 1990s had indeed been overturned. While there are a multitude of reasons for this to be happening now, in the developed world, the challenge for the NZAF and all of us working in the area is to reverse this trend as soon as possible.

We are also seeing an increase in the number of heterosexual people who are living with HIV and the number of mother-to-child transmissions of the virus. This reflects the tragedy unfolding in developing countries in respect to the heterosexual epidemic.

Alongside these increases has been the success of drug treatments since the introduction of antiretrovirals in 1996/97. AIDS deaths have dropped from 63 in 1992 to 7 in 2003. While this is a remarkable achievement, we in Aotearoa/New Zealand now face the ongoing challenge of gaining funded access to new treatments as the virus becomes increasingly resistant to the subsidised drugs currently available, and also a reduced personal commitment to HIV prevention as AIDS appears to be a lesser health threat.

# Goals

- 1 A reduction in the number of newly diagnosed cases of HIV infection to approximately 50% of the 2003 statistics for all at-risk groups while ensuring the level of testing does not drop below 2003 levels.
- 2 All known HIV positive people will receive equal access to fully-funded Medsafe registered drug treatments, when clinically necessary.
- 3 Takatāpui and their whanau, Māori staff, Māori clients, Mana Whenua and other Māori stakeholders all report improved commitment from the NZAF since 2004, in implementing the principles of the Treaty of Waitangi (Partnership, Participation and Protection) in both governance and operational parts of the organisation.
- 4 Clear evidence of progress, from the 2004 levels, toward a sustained, supported and appropriate workforce within and external to the NZAF amongst the main providers of HIV and AIDS prevention, clinical and community support work.
- 5 To be recognised by our local, regional and national partners including Takatāpui as a credible, comprehensive, quality accredited and innovative leader in both the HIV and AIDS and health promotion sectors.
- 6 Clear evidence of changes made per year in all our programmes to better meet the changing needs of the affected communities.

These are the principal goals that we intend to achieve in the next five years. In some cases it may not be the NZAF that provides all of the work in order to achieve the goal, but we consider it our responsibility, in accordance with the Ottawa Charter, to ensure that those who are sharing the work with us are funded, supported and empowered to do so. A goal might not be fully achieved, but we wish to be answerable to our stakeholders by ensuring we did all that we could. Lastly, these goals will drive our annual operational plans for each of our programmes and departments. Our Board will monitor our progress against these 5-year goals every three months and we will publish that progress in our annual reports.

# Core Values/Kaupapa

These are the set of core values/kaupapa\*, which are fundamental to the organisation and which guide the development, implementation and evaluation of all our work. The following 5 commitments are of equal importance to the NZAF.

*\*(A principle, standard, or quality considered worthwhile or desirable. The base from which we work.)*

## **COMMITMENT TO THE TREATY OF WAITANGI**

The Board and staff of the NZAF have a strong sense of an ethical and moral duty to commit to the principles of the Treaty. Every organisation in Aotearoa/New Zealand must face up to some fundamental questions about its relationship with Māori and its moral and legal obligations arising out of the Treaty of Waitangi. These questions can present very substantial challenges, but the NZAF is committed to meeting these.

By working within the articles of Participation and Protection, the NZAF has a special responsibility to do all it can to ensure the success of our chosen approach – providing effective services for Māori within a mainstream organisation through our Hau Ora Takatāpui programme. In tackling this challenge the Foundation understands the necessity of developing effective internal and external partnerships between Māori and Pakeha, and of providing some Māori-specific services without reducing the requirement for all services to be acceptable to Māori clients, Māori people affected by HIV and our Takatāpui community.

## **COMMITMENT TO HEALTH PROMOTION**

For more than two decades we have positioned health promotion, based on the Ottawa Charter, as central to the prevention of transmission of HIV. Fundamental to the concept of health promotion is the practical implication that the affected communities or population groups will be 'empowered' to identify and prioritise their own health issues and to develop and implement responses to deal with these. This ensures that activities will be well matched to the needs, culture and values of the particular population group and, thus, will have the greatest likelihood of being effective. This has been the predominant approach to preventing HIV transmission in Aotearoa/New Zealand, with considerable success, and as a result the NZAF is nationally (and in some respects internationally) regarded as a role model and leader in the field of health promotion.

### **COMMITMENT TO THE GAY COMMUNITY**

The NZAF grew out of initiatives taken by the gay community in the mid 1980s, because it was the gay community that was first affected by HIV and AIDS and took action to prepare those most at risk of being infected. At that time consensual sex between men was a criminal offence and there was evidence that traditional mainstream health services would not be able to provide effective or accessible services to men who have sex with men (MSM). Globally, in the 1980s, HIV and AIDS was a health problem that overwhelmingly affected MSM. It was gay and lesbian communities which poured their heart and soul into the inception and growth of the NZAF and this means the Foundation's work will always have as its centre, the passion and the aroha of these founders, both those who have died and are now our 'ancestors', as well as the many who have moved on to other ways to support our community, but are linked back to us through those early days.

MSM are the largest group who are living with HIV and also make up the largest proportion of those who become infected in Aotearoa/New Zealand. Thus both our foundations and the current needs ensure that gay communities and gay men affected by HIV remain central to our work.

### **COMMITMENT TO THE VALUE OF SCIENTIFIC METHODS AND STRATEGIC ANALYSIS**

Over the years a commitment to the value of scientific methods and strategic analysis has been basic to the development of the Foundation's work, particularly that designed to prevent the transmission of HIV. We believe that effective health promotion leadership requires that our activities are as scientifically well informed and planned for the long-term as we can make them.

For example, our research team alerted our prevention work to empirical evidence that showed new strains of HIV were being transmitted to people already infected. This led to the development of a new strategy of encouraging condom use for positive people to not only prevent transmission to someone who is HIV negative, but also to reduce the likelihood of superinfection by HIV, infection by treatment resistant strains of HIV and infection by other STIs, all of which can seriously damage the health of HIV positive people.

**COMMITMENT TO THE HEALTH AND WELL-BEING OF EVERYONE AFFECTED BY HIV AND AIDS**

In the second millennium the global impact of HIV has become increasingly complex. As developed countries face a resurgence in new cases of HIV amongst MSM, the developing world is struggling with an exploding heterosexual epidemic (Africa and India) or one that is led by infection amongst injecting drug users and sex workers (Asia). The Pacific is of growing concern as we begin to see HIV rates follow the trend seen in Africa in the 1990s. Our nation increasingly sees itself as part of the Pacific Region and with a large population of Pacific people within Aotearoa/New Zealand, we in NZAF are aware that any steps toward improving the response to HIV and AIDS in the Pacific Islands will benefit our own Pacific communities and mainstream population.

The complexity for us goes further. We note in Aotearoa/New Zealand the high proportion of heterosexuals living with HIV who are African, the number of Asians who are infected, and that the majority of MSM infected are Pakeha. For Maori and Pacific Island people those infected (mainly MSM) have generally represented their respective proportion of the main Aotearoa/New Zealand population, but there are ongoing concerns about the possible low rate of HIV testing amongst both these populations.

The NZAF has received a clear message that many HIV positive gay men consider themselves to be both part of the gay community and part of the HIV and AIDS 'family'. They are keen to see the Foundation be more inclusive for all who are positive. Our Positive Health services have always been available for anyone who is affected by HIV and AIDS. However, our challenge is to increase access to these services for all people. Our prevention programme has been funded and focused on gay men primarily, as they have been the majority at risk. The consultation process for this Strategic Plan helped us recognise that we can broaden our prevention work beyond that contracted, if it fits within our overall mission, our goals and our values. We are committed to seeking additional resources and revenue to extend our prevention work.

The NZAF is a registered Charitable Trust. Whilst the organisation is funded in part by the Ministry of Health, a diverse range of services fall outside of this contract but remain essential to the delivery of the Foundation's goals. There are a number of ways in which individuals can support the valuable work we do including donations and bequests, sponsorship, volunteering of time or resources, and financial membership.

To find out more email [\*\*fundraiser@nzaf.org.nz\*\*](mailto:fundraiser@nzaf.org.nz)