



SOCIETY FOR AIDS IN AFRICA (SAA)

FIVE-YEAR STRATEGIC PLAN (2017-2021)

SAA's Strategic Plan 2017-2021

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Acronyms

AIDS	-	Acquired Immune Deficiency Syndrome
AU	-	African Union
CDC	-	Centres for Disease Control and Prevention
CSOs	-	Civil Society Organizations
ECOWAS	-	Economic Community of West African States
GFATM	-	Global Fund for AIDS, Tuberculosis and Malaria
HIV	-	Human Immunodeficiency Virus
IAS	-	International AIDS Society
ICASA	-	International Conference for AIDS and STIs in Africa
ILO	-	International Labour Organization
M&E	-	Monitoring and Evaluation
MENA	-	Middle East and North Africa
MSA	-	Management Strategies for Africa
NGO	-	Non-Governmental Organization
PLHIV	-	Persons Living with HIV
SAA	-	Society for AIDS in Africa
SADC	-	Southern African Development Commission
SDG	-	Sustainable Development Goals
SIDA	-	Swedish International Development Cooperation Agency
STIs	-	Sexually Transmitted Infections
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TB	-	Tuberculosis
UNAIDS	-	Joint United Nations Programme in HIV and AIDS
UNDP	-	United Nations Development Programme
UNFPA	-	United Nations Population Fund
WCA	-	West and Central Africa
WHO	-	World Health Organization

Acknowledgement

The Society for AIDS in Africa (SAA) five-year Strategic Plan was formulated with substantial participation and support from SAA's Administrative Council, key stakeholders and partners. This is the third strategic plan since the inception of SAA.

We appreciate the contributions of the Strategic Planning Steering Committee, UNDP, UNAIDS, IAS, SAFAIDS, WaterAid, WHO and other stakeholders who participated in the strategic planning workshop. Their assistance, technical guidance and buy-in is highly acknowledged. We also appreciate their commitment to partnering with SAA in the implementation of its action plan for the next five years.

SAA is also grateful to Dr Djiibril Diallo, Regional Director of UNAIDS West and Centre Africa, for the continued support and active contributions. We thank the staff of SAA Permanent Secretariat, under the leadership of Luc Bodea for their unrelenting dedication. Our appreciation also goes to participants of the Strategic Planning Meeting convened on the 3rd of August 2016 and the Strategic Plan Validation Meeting convened on the 29th of March 2017 for their invaluable inputs (full list of participants attached in appendix). We are also grateful to Margaret Owusu-Amoako, the Country Team Leader of Management Strategies for Africa (MSA) Ghana, for the technical assistance provided in producing this document.

We express our special thanks to the Executive Director of UNAIDS, Michel Sidibe for his leadership in the AIDS response and steady engagement with ICASA over the years.

We appreciate the Honourable Minister of Health of the Republic of Ghana and to the Director General of the Ghana AIDS Commission as well as all local experts for their valuable contributions towards the elaboration of this strategic plan.

Dr. Ahmed Ihab
SAA President

Executive Summary

Society for AIDS in Africa (SAA), is a non- government, non-profit making, civic and community oriented organization with the overall goal of mitigating the impact of HIV and AIDS, TB as well as Malaria in the African continent, through various activities. This third generation five-year Strategic Plan for the Society for AIDS in Africa (SAA) was formulated with substantial participation and support of the SAA's Administrative Council, key stakeholders and partners.

Over the years SAA's response to HIV and AIDS has been guided by strategic plans or plans of action that span five years. The most recent SP 2011-2015 lapsed in December 2015. This necessitated development of a new five year strategic plan (2017-2021). This third generation Strategic Plan is a road map that describes the organisation's vision and mission, the strategic objectives to be achieved, and the principles and strategies that will guide interventions over the next five years. These interventions are geared towards supporting Africa with information from research and other resources such as capacity needed in order to reach the sustainable development goal for HIV as well as the 90:90:90 global targets. It also provides a strong platform towards strengthening African Health Systems.

The process of developing this Strategic Plan included setting up a Steering Committee to perform an oversight role and guide the strategic planning process. There was also an extensive desk review of workplans, annual reports and reports from ICASAs as well as other important documents on activities implemented by SAA. An institutional appraisal was conducted through analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT). This was done in consultation with the Steering Committee, other partners and stakeholders. A strategic planning workshop was convened to validate results of the SWOT Analysis and build consensus on core elements of the plan.

The main Goal is to contribute towards the UNAIDS goal and the AU catalytic framework of ending the AIDS epidemic by 2030 and achieving the 90-90-90 targets by 2020 in Africa, contribute to the African Union's Agenda 2063 and also serve as the platform to strengthen the Health Systems in Africa towards an Universal Coverage.

Our Vision

SAA envisions an African continent free of AIDS, TB, Malaria and emerging infections, where the communities are empowered, with no stigma and discrimination against PLHIV, key populations and their families and where there is social justice, and equity to accessing treatment, care and support.

Our Mission

An African-led and owned organization that collaborates with other national, sub-regional, regional, continental and international organizations and partners, to promote and institute policies and promote research to support governments' national responses and approaches to fight HIV and HIV co-morbidities as well as emerging viral infections across the continent.

The Guiding Principles

The 8 principles and values that underpin and guide our programmes, activities and actions are described in detail below. These principles and values are:

- Independent
- Not-for-profit
- Respect for Human Rights and Dignity
- Accountability and Achieving Results
- Building Partnerships
- Networking
- Cooperation beyond Borders
- Information Sharing

Strategic Focus for 2017-2021

Based on results of the SWOT analysis, stakeholder validation meetings and in line with the organisation's mission and stakeholder expectations, SAA's strategic focus for next five years will include:

- Being an organization that catalyzes African mobilization against AIDS by organizing conferences in Africa and convening high level regional meetings across the continent.
- Developing SAA's mandate as a platform to tackle not only issues relating to malaria, tuberculosis and hepatitis but other emerging viral infections across the continent.
- Building capacity of health professionals and members of Non-Governmental Institutions (including religious and community based institutions) on the vision of task shifting in Africa in collaboration with medical schools or health training institutions.
- Advocate for resource mobilization for the AIDS response in Africa especially with the global funding decline of funding for AIDS.

- Building strong partnership with all governments and health institutions in Africa towards strengthening the Health Systems
- Broadening partnerships with research institutions, international bodies, pharmaceutical companies, regional networks and key CSOs including those working on Human Rights and Gender in the five(5) African regions to provide training to young researchers and also partner with religious and media leaders for more advocacy
- Focusing on youth/adolescent friendly activities that are technologically inclined to the needs of today's youth (e.g. social media activities), and thus actively contributing to materializing the demographic dividend.

Thematic Areas and Strategies

SAA will focus its efforts on and resources in areas that will make maximum impact. Thematic areas have been identified through the support of stakeholders. Interventions have been **prioritized** based on the SWOT analysis, capitalizing on the organisation's comparative advantage and undertaking activities that have potential to improve SAA's response in an efficient manner.

SAA will meet its strategic objectives by implementing programmes and projects across three (3) Thematic Areas outlined below:

1. Institutional Capacity Strengthening
2. Research and Strategic Information
3. Advocacy, Partnership and Enabling Environment

Each of these areas has objectives, expected results, and strategies for achieving objectives. Activities have also been earmarked for implementation with support from key actors.

Strategic Objectives

The seven strategic objectives have been captured under three thematic areas of focus as follows:

A. Institutional Capacity and Governance System Strengthening

1. To expand the focus of SAA to other emerging infectious diseases
2. To position SAA as the leading voice for HIV, TB, Malaria and other emerging infectious diseases in Africa
3. To mobilize adequate resources to implement activities in the strategic plan
4. To strengthen the governance structure of SAA

B. Research and Strategic Information

1. To promote the generation and dissemination of evidence based strategic information to guide policy formulation in Africa as well as the generation of evidence on progress or transformation made by implementation of the Emergency Catch-up plan in the WCA.
2. To strengthen SAA's organizational capacity to lead research and undertake effective communication and strategic knowledge management.

C. Advocacy, Partnership and Enabling Environment

3. To strengthen Partnership/Collaboration with Governments, Research Institutions, communities and international bodies to respond adequately to HIV, TB, Malaria and other emerging infections
4. To advocate for resource mobilization towards the AIDS response in Africa especially with the global decline of funding for AIDS.

Expected Results

After the implementation of the various activities under the seven strategic objectives the expected results within the five years period are:

1. SAA's focus areas strengthened and expanded to include HIV and AIDS, TB, Malaria, and other emerging infections
2. Reduction in new HIV infections, malaria morbidity and mortality and, TB infection
3. Appropriate use of data to inform HIV, TB and Malaria programming promoted.
4. Strengthened partnership with Governments, research institutions, communities and international bodies to respond adequately to HIV, TB, Malaria and emerging infection strengthened.
5. Increased numbers of research fellows trained for research leadership positions
6. Increased funding for SAA's activities and research
7. Annual conferences and ICASA organized
8. SAA's branding strategy developed and implemented
9. New architectural design of SAA new headquarter

CHAPTER ONE: THE CONTEXT OF OUR WORK

1.1. The Organization SAA

1.1.1. Introduction

Society for AIDS in Africa (SAA), is a non-governmental, non-profit making, civic and community oriented organization. The overall goal of SAA is

mitigating the impact of HIV and AIDS, TB as well as Malaria on the African continent, through various activities. SAA provides leadership in all AIDS related activities on the African continent and promotes activities of other African organizations through collaboration and inclusion.

SAA has an international secretariat that oversees and manages all activities pertaining to the organisation. The core staff of SAA is made up of a bilingual SAA Coordinator/ICASA Director, Finance and Admin Manager, Programme Manager and support staff.

1.1.2. Objectives of SAA as an Organization

The main objectives for SAA's existence are:

- To contribute to the control and management of HIV infection and AIDS, TB and Malaria throughout Africa and to serve as a forum for the exchange of information on HIV and AIDS, TB and Malaria in collaboration with the World Health Organization (WHO), the UNAIDS, International AIDS Society, and other International and national organizations on AIDS.
- To serve as an African focus and coordinator of AIDS activities in Africa.
- To promote research and training on HIV and AIDS prevention and care in Africa.
- To work with African States to mitigate the impact of HIV and AIDS, TB and Malaria on the African Continent.
- To organize International Conferences on HIV and AIDS, STIs, TB and Malaria in Africa and collaborate with other organizations in organizing sub-specialty conferences on HIV Infection and AIDS in Africa.
- To solicit, receive, manage and account for funds for supporting the SAA activities against HIV and AIDS, TB and Malaria in Africa.
- To serve as a central registry of individuals and organizations, professionally involved in AIDS research and activities to prevent the spread of AIDS and care for people living with HIV, TB and Malaria in Africa.
- To represent the African Scientific community as a voice of reason in AIDS controversies, speak and act against discrimination/stigmatization, and ensure the observance of ethical norms in all aspect of research and trials relating to HIV and AIDS in Africa.
- To promote the total wellbeing of those infected and affected by HIV and AIDS as well as create awareness on other emerging diseases threatening public health in Africa

1.1.3. Our Structure and Governance System¹

The Society for AIDS in Africa is governed by an **Administrative Council** that acts within the confines of the constitution. The Council is made up of 15 members who represent all 5 regions in Africa. Members are elected every four years with two members comprising representatives of the UN system.

The Administrative Council is responsible for electing the Executive Council which is made up of the President, Vice President, Treasurer, Deputy Treasurer and Secretary General and Deputy Secretary General. The Executive Council takes decisions on behalf of the Administrative Council. The Administrative Council leverages its influence by inspiring membership engagement and helping with fundraising and advocacy among others.

The Executive Council is ultimately responsible for governing SAA. It is made up of members who collaborate to set the strategic direction of the organization, providing oversight and supervision to ensure that the management and operations of the Society are legal, effective and appropriate. It is responsible for executing decisions made by the Administrative Council at the bi-annual meeting. The Executive Council is empowered to take decisions on behalf of the Administrative Council with the President presiding over the Executive Council.

The President represents the Society. His duties shall include presiding over all meetings of the Executive Council, the Administrative Council and the General Assembly, calling extraordinary meetings as necessary; appointing members of Committee; and presenting honors and awards. The President shall have the power to take all urgent action between the general meetings, such as ordering of special expenses, which are not included in the budget approved by the Administrative Council. He/She shall support the fundraising strategy of the Society. He or she will be the President of ICASA during his tenure.

The Vice President shall fulfill all responsibilities as required of the President. Should the President be incapacitated or his office be vacated, the Vice President shall be designated as Chairman until the end of the term of office. He/She shall fulfill all other responsibilities as the President. He/She shall support the fundraising strategy of the Society

The Secretary General is responsible for all scientific programs of the Society, liaises with African Scientists community as well as international Scientists and shall act as a liaison with all scientific journals. He/She shall be the voice of the Society in terms of scientific activities and orientation. Supervises all SAA publications and supports the fund raising strategy of the society. He/She shall fulfill all other responsibilities as required by the President.

Deputy Secretary General shall fulfill all responsibilities as required of the

¹ Society for AIDS in Africa, Constitution

SG. Should the SG be incapacitated or his office be vacated, the DSG shall be designated as SG until the end of the term of office. He shall fulfill all other responsibilities as required by the Secretary General. He/She shall support the fundraising strategy of the Society.

The Treasurer, in collaboration with the SAA Coordinator shall collect and administer all funds of the Society; submit and annual budget to the Administrative Council; and submit to the Administrative Council and the Executive Council, the annual financial report certified by a qualified accountant. Support the fundraising strategy of the Society

The Deputy Treasurer: He/She shall fulfill all responsibilities as required of the treasurer. Should the Treasurer be incapacitated or his office be vacated, the DT shall be designated as T until the end of the term of office. He shall fulfill all other responsibilities as required of the Treasurer. Support the fundraising strategy of the Society.

1.2. The Current Situation of HIV and AIDS and SAA's Response

1.2.1. The Global and Regional HIV epidemic and response²

An estimated 37.7 million people were living with HIV while there were 2.1 million new HIV infections in 2015. Eastern and Southern Africa were estimated to be home to about 19.1 million PLHIV and 960,000 new HIV infections while Western and Central Africa (WCA) had 6.5 million PLHIV and 410,000 new infections. The Middle East and North Africa (MENA) had an estimated 230,000 PLHIV and 21,000 new infections.

Globally, an estimated 17 million people (all ages) were on antiretroviral while there were an estimated 1.1 million AIDS related deaths in 2015. Eastern and Southern Africa had an estimated 10.3 million PLHIV on treatment and recorded 470,000 AIDS related deaths. There were 1.8 million PLHIV on treatment and 330,000 AIDS related deaths in 2015 within Western and Central Africa. An estimated 38,200 PLHIV were on treatment and there were 12,000 AIDS-related deaths within the Middle East and North Africa.

Scale-up of antiretroviral therapy is on a Fast-Track trajectory that has surpassed expectations with global coverage of antiretroviral therapy reaching an average of 46% at the end of 2015. Gains were greatest in the world's most affected region, eastern and southern Africa where coverage increased from an average of 24% in 2010 to 54% in 2015, reaching a regional total of 10.3 million people. There are however concerns for the MENA region with only 17% coverage and WCA at only 28%.

Despite this, the Fast-Track approach to HIV treatment is working and is driving the Emergency Catch-up plan in the WCA. Global consensus and leadership have driven greater investment of financial and human capital, and mounting clinical experience and research, improved treatment regimens,

² Global AIDS Update – UNAIDS, 2016

diagnostics and reductions in the price of medicines which have created gains in efficiency and effectiveness.

1.2.2. Global Commitment to ending AIDS by 2030³

The world has committed to ending the AIDS epidemic by 2030. Ending AIDS by 2030 is achievable but there are investments required in order to achieve targets. How to reach this bold target within the Sustainable Development Goals (SDG) was central to discussions during the United Nations General Assembly High-Level Meeting on Ending AIDS, held in June 2016. The extraordinary accomplishments of the last 15 years have inspired global confidence that the target can be achieved. Ending AIDS by 2030 is an important prerequisite for SDGs. UNAIDS recommends a Fast-Track approach focusing on increasing and frontloading investment over the next five years to accelerate scale-up and establish the momentum required to overcome within 15 years one of the greatest public health challenges in this generation.

Latest UNAIDS data, covering 160 countries, demonstrate both the enormous gains already made and what can be achieved in the coming years through a Fast-Track approach. In the last two years, the number of people living with HIV on antiretroviral therapy has increased by one third, reaching 17.0 million people - 2 million more than the 15 million by 2015 target set by the United Nations General Assembly in 2011. Since the first global treatment target was set in 2003, annual AIDS-related deaths have decreased by 43%. In the world's most affected region, the number of people on treatment has more than doubled. AIDS related deaths in the region have decreased by 36% since 2010.

The 2030 Agenda for Sustainable Development is underpinned by the concepts of inclusion, equity and social justice. Consistently applying these concepts to the AIDS response is critical to a Fast-Track approach. Compared with the 2014 coverage of HIV services, a comprehensive Fast-Track approach in line with the UNAIDS 2016–2021 Strategy will avert an additional 17.6 million HIV infections and 10.8 million AIDS-related deaths between 2016 and 2030.

1.2.3. Responding to HIV and AIDS in Africa by SAA

Accelerated, strategic and sustained implementation of scientific knowledge combined with political commitment and civil society engagement provides an opportunity to end the AIDS epidemic as a public health threat by 2030⁴. The new sustainable development agenda, together with investment in science, innovative solutions, national and local leadership and strong political commitment will help to achieve the 90:90:90 targets by 2030.

HIV and AIDS have defied the most aggressive scientific battles to combat it. The nature of the epidemic in Africa requires evidence-informed and proven

³ *ibid*

⁴ *Fast Track Cities, Cities Ending the AIDS Epidemic –UNAIDS 2016*

interventions to scale up efforts to mitigate its impact; provide universal access to treatment, care and support to people living with HIV (PLHIV) and affected persons. Thus there is the opportunity to control the HIV and AIDS epidemic in countries by doing the right things in the right places, right now in partnership with host countries, UNAIDS, GFATM and other partners. The need for a collective will to make the hard choices and policy changes for maximizing impact to reach more in need by focusing resources and efforts, has become paramount⁵.

Over two decades SAA's strengths of having an acknowledged forum for sharing HIV and AIDS research to drive policy, to advocate for an enabling environment to further prevent and control the spread of the virus have been sustained. As the leading African organization fostering HIV and AIDS research, the Society for AIDS in Africa (SAA) has been committed to coordinating and supporting research efforts through the synergy of different scientific approaches to fight the epidemic. SAA's contribution to this fight is the provision of a critical platform to allow evidence to drive Africa's response to HIV and AIDS, by assembling and disseminating information on operations and scientific research to enable the development of evidence-informed policies, prioritization of programs and the proper allocation of resources to HIV and AIDS.

SAA is the responsible organ for the organization of the International Conference on AIDS and STI's In Africa (ICASA) and other sub-regional Conferences (Scientific Symposium). ICASA and other such bodies active in the area of HIV and AIDS are organized in collaboration with other regional, continental and international organizations. ICASA is held after every two years or at any other interval decided upon by the Administrative Council.

The country hosting ICASA works in tandem with the Administrative Council through the SAA Secretariat in preparation and execution of the programme, fundraising, budgeting, scholarship and scientific content. The Administrative Council appoints membership of the International Steering and Scientific Committees which is made up of eminent African and selected international scientists, and organizations/representatives of key Institutions working in the area of HIV and AIDS.

1.3. Developing the Strategic Plan for 2017-2021

1.3.1. Rationale for the Strategic Plan

Over the years SAA's response to HIV and AIDS has been guided by strategic plans or plans of action that span five years. The most recent SP 2011-2015 ended implementation in December 2015 resulting in development of this strategic plan (2017-2021).

⁵ *Ambassador Deborah Birx: Working together to achieve sustainable epidemic control, ICASA 2015 Scientific Program Report (paraphrased)*

This third generation Strategic Plan is a road map that describes the vision and mission, the strategic objectives to be achieved, and the principles and strategies that will guide interventions over the next five years. Interventions are geared towards supporting Africa with information from research and other resources such as capacity needed in order to reach the sustainable development target for HIV as well as the 90:90:90 global targets and also act as a strong platform towards strengthening African Health Systems. In addition, the emergence of other infectious diseases such Ebola, Zika etc., also requires SAA to provide leadership to help Africa to respond appropriately.

1.3.2. The Process for developing the Strategic Plan

- In conformity with the process used for developing the past Strategic Plan, a Strategic Planning Steering Committee was set up by SAA to perform an oversight role and guide the strategic planning process, with a Consultant from MSA, Ghana as the facilitator.
- An extensive desk review of work plans, annual reports and reports from ICASAs organized within the past 5 years as well as other important documents on activities implemented by SAA was conducted. This helped to provide context to the Strategic Plan.
- A SWOT Analysis was also undertaken in consultation with the Steering Committee, partners and stakeholders. Analysis ensured that the strategic plan was situated within the context of SAA's achievements, challenges/weaknesses, lessons learnt and opportunities. A tool that combined questions for a SWOT analysis and some questions from the Porter's Five Forces Approach was developed and used for the assessment.
- Threats included new entrants (entrants of new organizations such as SAA on the market), threats of substitute services available, bargaining power of SAA's clients and beneficiaries as well as possibility of competitive rivalry from other already existing organizations similar to SAA.
- The analysis also focused on which other service areas of which SAA has a competitive advantage that will need to be prioritized in the next five years (e.g. emerging infectious diseases such as Ebola and Zika, Training for health Professionals, organization of big conferences in addition to ICASA etc.).
- This analysis of the situation was done virtually with stakeholders and partners of SAA via the Internet. The tool was sent to the respondents with guidelines on how to complete them and they were given a timeframe within which responses were sent back to the Consultants for analysis. A validation workshop was organized prior to SAA's 3rd International Symposium on Zika and Lassa in Accra on the 3rd of August 2016 to validate the responses received from partners as well as harvest more

inputs from members and stakeholders into the areas of focus and activities for the strategic plan.

- The responses for the tool were analysed and summarized. Findings helped to capitalize on the strengths and opportunities, while addressing obstacles that must be overcome to achieve desired results in the next five years. Together with the Secretariat and the stakeholders at the validation workshop priority thematic areas were then derived from the results of the SWOT exercise based on which the strategic direction and activities for the next 5 years were determined.
- A draft Strategic Plan was then developed and validated by stakeholders after which consensus was built on the core elements of the plan, including the prioritization of interventions and activities to be undertaken within the next five year-period with the focus on supporting policy makers, researchers and programme implementers in Africa to achieve the 90:90:90 targets.

CHAPTER TWO: OUR COMMITMENT TO RESPOND TO HIV & AIDS AND EMERGING INFECTIOUS DISEASES

2.1. Our Vision

SAA envisions an African continent free of HIV, TB, Malaria and emerging viral infections, where the communities are empowered, with no stigma and discrimination against PLHIV, key populations and their families and where there is social justice, and equity to accessing treatment, care and support.

2.2. Our Mission

An African-led and owned organization that collaborates with other national, sub-regional, regional, continental and international organizations and partners, to promote and institute policies and promote research to support governments' national responses and approaches to fight HIV and HIV co-morbidities as well as emerging viral infections across the continent.

2.3. Our Goal

To contribute towards the UNAIDS goal and the AU catalytic framework of ending the AIDS epidemic by 2030 and achieving the 90-90-90 targets by 2020 in Africa, contribute to the African Union's Agenda 2063 and also serve as the platform to strengthen the Health Systems in Africa towards an Universal Coverage.

2.4. Our Guiding Principles and Core Values

The 8 principles and values that underpin and guide our programmes, activities and actions are described in detail in the text box below. These principles and values are:

- Independent
- Not-for-profit
- Respect for Human Rights and Dignity
- Accountability and Achieving Results
- Building Partnerships
- Networking
- Cooperation beyond Borders
- Information Sharing:

In addition to these principles and values SAA is committed to the global efforts to achieve the 90-90-90 treatment target by 2020, whereby:

- 90% of all people living with HIV know their HIV status,
- 90% of all people who know their HIV-positive status are accessing sustained antiretroviral treatment
- 90% of all people on treatment have suppressed viral loads.

SAA is also committed to the Universal Health Coverage goal of the 2005 global commitment of Member states of the World Health Organization (WHO).

GUIDING PRINCIPLES AND CORE VALUES

- 1. Independent:** *The organization shall be independent. Its policies, vision, and activities shall not be determined by any for-profit corporation, donor, government, government official, political party, or other NGO.*
- 2. Not-for-profit:** *SAA shall be organized and operated as a not-for-profit organization. Any resources generated through its operations shall be utilized solely to help the organization fulfill its mission and objectives.*
- 3. Respect for Human Rights and Dignity (Gender and inclusiveness):** *As the Universal Declaration of Human Rights states, all human beings are born free and equal in dignity and rights, are endowed with reason and conscience, and should act towards one another in a spirit of brotherhood. Everyone has the right of freedom of thought, conscience and religion; this right includes freedom to make choices including participating in researches either alone or in community with others and in public or private, to manifest his ability to make suggestions and decisions. (Universal Declaration of Human Rights, Article 18).*
- 4. Accountability and Achieving Results:** *SAA shall be accountable to its stakeholders through transparent processes in the use of resources, and operate an efficient system that fosters management excellence in achieving results.*
- 5. Building Partnerships:** *SAA shall build and maintain strong partnerships with key actors in mutual trust, share responsibilities and combine resources to fight HIV and AIDS, TB, Malaria and **emerging infectious diseases** in Africa.*
- 6. Networking:** *The organization shall network with other ethical NGOs as a means of promoting the growth, effectiveness and efficiency of African governments, individuals, organizations and the NGO sector, and the ability to respond to HIV and AIDS, TB, Malaria and **emerging infectious diseases** effectively and serve as platform to strengthen Africa health system towards a universal coverage.*
- 7. Information Sharing:** *SAA recognizes organizations and individuals with overlapping missions, values and target groups and shall promote information sharing with other NGOs and civil society organizations.*
- 8. Cooperation beyond Borders:** *SAA shall express solidarity with campaigns and actions of other NGOs, and promote the effectiveness and success of other NGOs, when it does not compromise the integrity or values of the NGO.*

CHAPTER THREE: SCAN OF OUR ENVIRONMENT

As part of critical steps towards formulating the five-year strategic plan to guide the organization in implementing its programmes, Strengths, Weaknesses, Opportunities and Threats (SWOT) of SAA were analyzed. This was necessary to audit the overall strategic position of SAA and its environment to help chart out the strategic direction for the next five years. Capitalizing on the strengths and opportunities from the findings, this strategic plan was developed to address weaknesses and obstacles to achieve the desired results.

3.1. Objectives of the SWOT Analysis

The SWOT Analysis presents a situational analysis of the internal and external environments of SAA to identify the:

- Internal **strengths** or capabilities that help in accomplishing its mandate
- Internal **weaknesses** that prevent it from attaining its goals and mandate
- External factors that affect it in a favorable way (**Opportunities**)
- External factors that affect it in a negative way (**Threats**)

The SWOT Analysis was undertaken through a desk review of available materials and information on SAA and its programs, as well as the development of question guides for in-depth interviews with key stakeholders.

In addition, a stakeholders' workshop was held in Accra to help raise some of the issues for the SWOT analysis as well as validate the responses received from partners. Information collected was collated to identify the key issues raised. Responses were grouped under relevant headings as illustrated below.

3.2. Summary of the SWOT Analysis

The diagram below presents a summary of the results of the SWOT analysis

FIG.1: ANALYSIS OF SAA AND ITS ENVIRONMENT - SWOT



3.3. SAA's Comparative Advantage

Our comparative advantage lies in over 20 years of organizing International Conference on AIDS and STI's In Africa (ICASA); a brand that is highly recognized and globally acknowledged as a reputable platform on scientific and operations research among others for HIV and AIDS development discussions and updates in Africa.

The organisation also possesses quality and experience in its leadership, and their commitment to ensuring the attainment of the vision of SAA. Their diverse backgrounds and representation from regional blocks on the

continent provides the technical backstopping needed to roll out an expanded response to help Africa reach the 90:90:90 targets and also strengthening its Health Systems for universal coverage.

Effectively mobilizing our members from across the continent to contribute their quota in driving the agenda of SAA, creates a pool of human and financial resources needed to strengthen programming and provide financial streams to sustain our activities and to help overcome the weakness that undermine our operations.

We shall harness our strengths to overcome our weaknesses and take advantage of the opportunities available to us to pitch SAA as the main organization spearheading research, capacity building and advocacy in Africa in the areas of HIV and AIDS, TB, Malaria and as well as other emerging infectious diseases and Health Systems strengthening.

CHAPTER FOUR: OUR STRATEGIC DIRECTION

4.1. Strategic Focus for 2017-2021

Based on results of the SWOT analysis and the validation meetings with stakeholders and in line with SAA's mission and stakeholder expectations, the organisation's strategic focus for the next five years will include:

- Being an organization that facilitates African mobilization against AIDS by organizing conferences in Africa and also engaging with the organization of high level regional meetings across the continent.
- Developing SAA's mandate as a platform to tackle not only issues relating to HIV, malaria, tuberculosis and hepatitis but other emerging infections across the continent.
- Building capacity for health professionals and members of Non-Government Organizations (including religious and community based institutions) on the vision of tasks shifting in Africa in collaboration with medical schools or health training institutions.
- Advocating for resource mobilization for the AIDS response in Africa especially with the global decline in funding for AIDS.
- Building strong partnership with all governments and health institutions in Africa towards strengthening Health Systems
- Broadening the partnership with research institutions, international bodies, pharmaceutical companies, regional networks and key CSOs including those working on Human Rights and Gender in the three African regions to provide training to young researchers and also partner with religious and media leaders for more advocacy
- Focusing on youth/adolescent friendly activities that are technologically inclined to the needs of today's youth (e.g. social media activities), and thus actively contributing to materializing the African dividend.

4.2. Thematic Areas and Strategies

SAA will focus its efforts on and resources in areas that will make maximum impact, thus investing for results. Thematic areas have been identified through the support of stakeholders, and interventions **prioritized** based on the SWOT analysis, capitalizing on our comparative advantage, and undertaking those activities that have potential to result in improvements in SAA's response in an efficient manner.

Each of these areas has objectives, expected results, and strategies for achieving the objectives. Activities have also been earmarked for implementation with support from key actors. SAA will meet its strategic

objectives by implementing programmes and projects across three (3) key Thematic Areas such as:

1. Institutional Capacity Strengthening
2. Research and Strategic Information
3. Advocacy, Partnership and Enabling Environment

4.2.1. Strategic Objectives

The seven strategic objectives are captured under three thematic areas of focus as follows:

A. Institutional Capacity and Governance System Strengthening

1. Expand the focus of SAA to other emerging infectious diseases
2. Position SAA as the leading voice for HIV, TB, Malaria and other emerging infectious diseases in Africa
3. Mobilize adequate resources to implement the activities in the strategic plan
4. Strengthen the institutional capacity and governance structure of SAA

B. Research and Strategic Information

5. Promote the generation and dissemination of evidence based strategic information to guide policy formulation in Africa, and generate evidence on progress or transformation made by implementation of the Emergency Catch-up plan in the WCA.
6. Strengthen SAA organizational capacity to lead research and undertake effective communication – effective knowledge management.

C. Advocacy, Partnership and Enabling Environment

7. Strengthen Partnership/Collaboration with Governments, research institutions, the communities and international bodies to respond adequately to HIV, TB, Malaria and other emerging infections.
8. Advocate for resource mobilization for AIDS response in Africa especially with the global funding decline in funding for AIDS

4.2.2. Key Activities under each strategic objective.

1. *Expand the focus of SAA to include HIV and AIDS, TB, Malaria, and other emerging infections.*

The key activities to be implemented in order to achieve this objective are:

- a. Organize bi-annual symposia on specific topic of public health importance in Africa.
- b. Organize other conferences on the other focus areas such as emerging infectious diseases every other year (alternate with ICASA).
- c. Create units in SAA to lead various thematic or technical areas including other emerging infectious diseases.

2. *Position SAA as the leading voice for HIV, TB, Malaria and other emerging infections in Africa.*

The key activities to be implemented in order to achieve this objective are:

- a. Undertake marketing of the main focus areas of SAA
- b. Develop a branding strategy to make SAA more visible:
 - Include documentation on ICASA and SAA in delegates' bags and pouches for international conferences and meetings.
 - Board members to give visibility to SAA at any event they organize or participate in related to HIV or STIs in Africa.
- c. Develop annual newsletters for SAA and disseminate them actively.
- d. Regularly update SAA's website with accurate and current information
- e. Participate in Retroviruses and Opportunistic Infections Conferences and other International conference.
- f. Lead advocacy efforts for the response to HIV, TB, Malaria and other infectious diseases in Africa

3. Mobilize, manage and account for resources for implementation of the strategic plan.

The key activities to be implemented in order to achieve this objective are:

- a. Develop and actively implement a Resource Mobilization plan.
- b. Mobilize resources for ICASA conference and use the left over money for implementation of activities.
- c. Hire conference equipment to other organizations and also organize conferences on behalf of other organizations for a fee.
- d. Write proposals for grants from international organizations, embassies and foundations e.g GFATM, Bill and Melinda Gates Foundation, Embassies etc.
- e. Conduct annual audit to account for resources mobilized.

4. Strengthen the governance structure of SAA and Develop a system of sustainability to ensure SAA grow and its impact in Africa

The key activities include:

- a. Organize elections for the renewal of the Executive Council of SAA.
- b. Develop innovative marketing approaches to attract and maintain new members.
- c. Enhance the award system to reward and maintain active members.
- d. Develop a system of sustainability to ensure SAA grow and its impact in Africa

5. Promote the generation and dissemination of evidence based strategic information on HIV, TB, Malaria and other emerging infectious diseases to guide policy formulation in Africa.

The key activities to be implemented in order to achieve this objective are:

- a. Organize ICASA 2017, 2019 and 2021 with effective integration of issues on TB, Malaria and other *emerging infectious diseases*.
- b. Enhance the institutional platform to disseminate ICASA abstracts.
- c. Seek funding and grants to undertake training of Health Professionals in the generation of *evidence based strategic information*.

- d. Create a portal for disseminating research findings on HIV, TB, Malaria and other emerging infectious diseases in Africa.
- e. Provide funding for fellowships and research in HIV, TB, Malaria and other emerging infectious diseases

6. Strengthen SAA's organizational capacity to lead research and undertake effective communication.

The key activities to be implemented in order to achieve this objective are:

- a. Conduct training needs assessment for staff and members.
- b. Develop and implement a capacity development plan for staff and members based on identified training needs.
- c. Organize training courses for staff to equip them with basic knowledge and skills in HIV programming, research, effective communication etc.
- d. Establish an internship programme to build capacity of young researchers.
- e. Organize annual workshops for staff and members on grant proposal writing.

7. Strengthen Partnership/Collaboration with Governments, research institutions, community organizations and international bodies to respond adequately to HIV, TB, Malaria and emerging infections.

The key activities to be implemented in order to achieve this objective are:

- a. Strengthen partnerships with countries' Ministry of Health, research institutions and AIDS Commissions to respond adequately to HIV, TB, Malaria and other emerging infectious diseases.
- b. Strengthen partnerships and collaboration with the African and regional Centres for Disease Control and Prevention (CDC).
- c. Strengthen partnerships with GFATM, UNAIDS, Embassies, SIDA, UNFPA, WHO and ILO etc.
- d. Organize high-level regional meetings with key stakeholders on progress of 90-90-90 implementation in Africa
- e. Create Apps to provide information and engage consumers on issues related to HIV, TB, Malaria and other emerging infectious diseases in Africa

8. Advocate for resource mobilization for AIDS response in Africa especially with the global funding decline in funding for AIDS.

The main activity to be carried out under this strategic objective is:

- a. Hold advocacy and resource mobilization meetings with the African Union, Government and Development Partners on the need to achieve the target of ending AIDS by 2030.

4.3. Expected Results

1. SAA's focus areas strengthened and expanded to include HIV and AIDS, TB, Malaria, and other emerging infections.
2. Reduction in new HIV infection, malaria morbidity and mortality and, TB infection
3. Appropriate use of data to inform HIV, TB and Malaria programming promoted.
4. Partnership with Governments, research institutions, communities and international bodies to respond adequately to HIV, TB, Malaria and emerging infection strengthened.
5. Increased numbers of research fellows trained for research leadership positions
6. Increased funding for SAA's activities and research
7. Annual conferences and ICASA organized
8. SAA's branding strategy developed and implemented
9. Have a new architectural design of SAA's new headquarter

CHAPTER FIVE: STRATEGIC RESULTS FRAMEWORK

Thematic Area 1: Institutional Capacity and Governance System Strengthening					
Objective	Activity	Timeframe	Indicators	Means of Verification	Risk/ Assumptions
Thematic Area 1: Institutional Capacity Strengthening					
1. Expand the focus of SAA to other emerging infectious diseases	Organize bi annual symposia on specific topic of public health importance	2018/2020	Number of symposia organized (2)	Symposium report	
	Organize another conference on the other focus areas such as other emerging infectious diseases every other year (alternate with ICASA)	2018/2020	Number of conference organized (2)	Conference report	
	Create units in SAA to lead various thematic or technical areas	2017,2018,2019,2020, 2021	Number of focus areas with lead persons	Annual Report	
2. Position SAA as the leading advocate/voice or center for HIV, TB, Malaria and other emerging infectious diseases in Africa	Undertake marketing of the main focus areas of SAA	2017-2021	Proportion of planed marketing activities undertaken	Annual Report	
	Include documentation on ICASA and SAA in delegates' bags and pouches for international conferences and meetings.	2017-2021	Number of documentation on SAA given to delegates (15,000)	Annual & ICASA report	
	Develop annual newsletters for SAA and disseminate them actively	2017, 2018, 2019, 2020, 2021	Number of people who received SAA's annual newsletter (10,000)	Annual Report	
	Regularly SAA's update website with accurate and current information	2017- 2021	Number of updates of websites per quarter (15)	Web Statistic report	
	Participate in Retroviruses and Opportunistic Infections Conferences and other International conference	2017, 2018,2019, 2020,2021	Number of SAA members participating in making presentations at International Conferences (4)	Conference Report	

	Lead advocacy efforts for the response to HIV, TB, Malaria and other infectious diseases in Africa	ICASA 2017, ICASA 2019, ICASA 2021	Increase the sessions numbers on Malaria and other Infections	ICASA report	
3. Mobilize resources for implementation of the strategic plan	Develop and actively implement a Resource Mobilization Plan		Amount of funds raised through conferences	Bank statement	
	Mobilize resources for ICASA conference and SAA's activities	2017-2021	Increase ICASA funding & Left over money	ICASA Fund raising report	
	Hiring conference equipment for other organization and Organizing conferences for other organization	2018, 2020,	Number of conferences organized for other organizations (2)	Conference Report	
	Write proposal for grants from international organizations and foundations.	2017, 2018, 2019, 2020, 2021	Number of grants proposal submitted (15) Proportion of grant proposal accepted. (10)	List of proposals submitted	
	Conduct annual financial audits	2017,2018,2019,2020,2021	Presence of audit report	Audit report	
4. Strengthening the governance structure of SAA	Organize elections for renewal of the Executive Council of SAA	2018, 2022	List of Executive Council members	Election report	
	Develop marketing approaches to attract and maintain new members	2017, 2018, 2019,2020, 2021	Number of new members joining SAA	Annual report/ Marketing document	
	Establish an award system to reward active members	2017, 2018,2019, 2020,2021	Proportion of active members identified that have been rewarded and maintained	Annual report	
	Develop a system of sustainability to ensure SAA growth and its impacts on the continent	2019-2020	Provide the board & SAA Stakeholders of the drafted plan	ICASA 2021 General Assembly With the validated plan & status of implantation	
Thematic Area 2: Research and Strategic Information					
5. Promote the generation and dissemination of evidence based strategic information to guide policy formulation in the Africa.	Organize ICASA 2017 with effective integration of TB, Malaria, and NCD	2017	Number of people participating in ICASA conference (5700) Proportion of participants satisfied with the organization of ICASA (90%)	ICASA evaluation report	

	Enhance Institutional platform to disseminate ICASA abstract	2017, 2019, 2021	Number of abstract booklets disseminated 7000	ICASA Report	
	Seek funding and grants to undertake training of Health professional in the generation of <i>evidence based strategic information</i>	2020, 2021	Amount of money raised from grants	Grants agreement	
	Create a portal for disseminating research findings on HIV, TB, Malaria and other emerging infectious diseases in Africa	2017, 2018, 2019, 2020, 2021	Number of visitors to the portal (3000) Number of downloads from the portal (600) Number of scientific publication produced (983)	Portal statistics	
	Provide funding for fellowships and research in HIV, TB, Malaria and other emerging infectious diseases	2017, 2019, 2021	Number of fellowships supported (200) Number of publications produced by fellows (200)	Annual report List of publications	
6.Strengthen SAA's organizational capacity to lead research and undertake effective communication	Conduct training needs assessment for staff and members	2017, 2018, 2019, 2020, 2021	Number of staff and members participated in needs assessment (15)	Need assessment report	
	Develop a capacity development plan for staff and members based on identified training needs	2017	Presence of capacity development plan	Capacity development plan	
	Organize training courses for staff to equip them with basic knowledge and skills in HIV programming, research etc.	2018, 2020	Number of staff trained (by areas of training) (15)	Training report	
	Organize annual workshops for staff and members on grant proposal writing	2018, 2020	Number of for staff and members trained in grant proposal writing (15)	Training report	
	Establish an internship program to build capacity of young researchers in Africa	2018	Number of young researchers trained (10)	Training report	

Thematic Area 3: Advocacy, Partnership and Enabling Environment					
7. Strengthen Partnership/Collaboration with Governments, research institutions, community organizations and international bodies to respond adequately to HIV, TB, Malaria and emerging infections.	Organize high-level regional meetings with key stakeholders on progress of 90-90-90 implementation in Africa	2017,2018, 2019,2020, 2021	Number of high-level regional meetings organized (16)	Meeting report	
	Strengthen partnerships with countries' Ministry of Health, research institutions and AIDS Commissions to respond adequately to HIV, TB, Malaria and other emerging infectious diseases.	2017,2018, 2019,2020, 2021	Number of MoH, Research Institutions and Aids Commissions with partnering agreements with SAA (6)	Partnership agreements	
	Strengthen partnerships with GFATM, UNAIDS, Embassies, SIDA, UNFPA, WHO and OIF, ILO etc.	2017,2018, 2019,2020, 201	Presence of partnership with GFATM Number of partnerships meetings held (12)	Partnership agreement Meeting minutes/reports	
	Create Apps to provide information and engage ICASA delegate	2017,2019, 2021	Number of people using the Apps (6000)	Apps statistics	
	Strengthen partnerships with the African and regional Centre for Disease Control and Prevention (CDC)	2017-2021	Number of collaborative meetings or events organized	Annual Report	
8 Advocate for resource mobilization for AIDS response in Africa	Hold annual advocacy and resource mobilization meetings with the African Union, Government and Development Partners on the need to achieve the target of ending AIDS by 2030	2017-2021	Amount of financial resources committed to HIV response	Annual report	

CHAPTER SIX: STRATEGY IMPLEMENTATION, MONITORING AND EVALUATION

6.1. Implementation of Programmes and Activities

The activities listed in this strategic plan for the Society for AIDS in Africa will be implemented by the Permanent Secretariat. The Secretariat will ensure that **effective, efficient, accountable** and **transparent** systems are put in place to win the trust of all its stakeholders. The Secretariat's role in implementation will largely involve coordination and monitoring ICASA/Mid-ICASA, the biannual symposia as well as advocacy efforts and capacity building programmes in each of the five regions in Africa; North, South, East, West and Southern Africa.

The Secretariat shall collaborate with all countries of the African continent through its partners, with leadership provided by its bilingual Coordinator/ICASA Director and support from the other supporting staff, to spearhead the operations on behalf of SAA. The SAA Coordinator/ICASA Director who is results-oriented will provide effective operational and inspirational leadership to help SAA carve and build a reputation of transparency and accountability to engender high level of trust and loyalty from its funders and members. The Secretariat will work directly with regional organizations (AU, ECOWAS, SADC etc.), bilateral and multilateral agencies with constant consultation with its Administrative Council and Members.

The Secretariat is evolving from coordinating ICASA and Mid-ICASA every two years, to undertaking programmes in advocacy and capacity building across the five sub-regions in Africa. This is an enormous task and hence necessitates the use of a robust system in the form of a software to track technical progress and financial status of projects being undertaken. As such, appropriate software shall be adopted by the Secretariat and the host countries which will be used to capture and monitor all programme activities for the purposes of transparency, technical and financial accountability.

6.2. Annual Operational/Implementation Plans

Annual Operational/Implementation Plans will be developed by SAA Permanent Secretariat indicating the scale and extent of work to be undertaken each year. These plans will be guided by the strategic objectives and the activities listed under each of the objectives. Lessons learned during the first year of implementation will be used to enhance the plan for the subsequent year. This will be in addition to best practices and current emerging issues for the years in question.

As much as possible the operational/implementation plans will specify:

1. Thematic Areas
2. Strategic objective for each thematic area
3. Activities to be implemented
4. Expected Outputs to be produced
5. Responsible people/partner/unit etc. to implement activities
6. Timeline for each of the activities
7. Cost of each activity

6.3. Monitoring and Evaluation

6.3.1 Monitoring

A monitoring mechanism will be put in place by the Secretariat to monitor progress of implementation to ensure that projected results are attained. The monitoring system will track progress of outputs from activities undertaken to enable corrective actions where necessary, for the attainment of expected results.

Reporting Requirements

SAA is accountable for the operational success of the strategic plan. The Secretariat will report periodically to the Administrative Council on the status of implementation. These will include: monthly, quarterly and annual reports including audit reports. An annual audit is a very important component of reporting, and must be conducted by an independent certified auditor to test the completeness of the financial statements, accounting practices and controls.

6.3.2 Evaluation

A mid-term review will be undertaken in 2019 to determine the extent to which earmarked activities have been implemented and progress made towards the achievement of intervention activities.

A final evaluation will be conducted at the end of the five-year period (2021) to assess the efficiency, effectiveness as well as the outcomes of implemented interventions. Lessons learned through the evaluations will provide input for fine-tuning activities and to guide the design of subsequent strategic plans.

6.3.3 Monitoring and Evaluation Framework

Objective	Indicators	Baseline	Targets					Remarks
			2017	2018	2019	2020	2021	
1. Expand the focus of SAA to include HIV and AIDS, TB, Malaria, and other emerging viral infections	Number of symposia organized		2	1	3	2	4	Cumulative
	Number of focus areas with lead persons		2	2	2	2	2	
2. Position SAA as the leading advocate/voice or center for HIV, TB, Malaria and other emerging viral infections in Africa	Proportion of planned marketing activities undertaken		100	100	100	100	100	
	Number of documentation on SAA given to delegates		5000	3500	6500	7000	10000	Cumulative
	Number of people who received SAA's annual newsletter		10,000	10,000	10,000	10,000	10,000	
	Number of updates of websites per quarter		15	15	15	15	15	
	Number of SAA members participating in making presentations at International Conferences		3	4	6	8	10	Cumulative
3. Mobilize resources for implementation of the strategic plan	Amount of funds raised through conferences		1M	50.000	1.5M	100.000	2.0M	
	Number of conferences organized for and on behalf of other organizations		0	1	1	1	0	Cumulative
	Number of grants proposals submitted		2	5	6	7	8	Cumulative
	Proportion of grant proposals accepted.		40%	40%	40%	40%	40%	
4. Strengthen the institutional and governance structure of SAA	Number of new members joining SAA		5	5	5	5	5	
	Execution of the sustainability draft plan			20%	50%	70%	100%	
5. Promote the generation and dissemination of evidence based strategic information to guide policy formulation in the Africa.	Number of people participating in ICASA conferences		5700		6000		7000	Cumulative
	Proportion of participants satisfied with the organization of ICASA		90%		90%		90%	
	Number of abstract booklets disseminated		5000	300	5000	500	7000	Cumulative
	Number of visitors to the portal		10000	9000	15000	10000	20000	Cumulative
	Number of downloads from the portal		1000	1000	1500	2000	2500	Cumulative
	Number of scientific publications produced		1	2	1	2	1	Cumulative
	Number of fellowships supported		100	25	150	75	200	Cumulative

	Number of publications produced by fellows		100	25	150	75	200	Cumulative
6.Strengthen SAA's organizational capacity to lead research and undertake effective communication	Number of staff and members who participated in capacity needs assessment		150	15	150	15	150	
	Presence of capacity development plan		Yes	Yes	Yes	Yes	Yes	
	Number of staff trained (by areas of training based on capacity needs identified)		150	15	150	15	150	Cumulative
	Number of SAA staff and members trained in grant proposal writing		15	10	15	15	20	Cumulative
	Number of young researchers trained		5	10	10	10	15	
7.Strengthen Partnership or Collaboration with Governments, research institutions and international bodies to respond adequately to HIV, TB, Malaria and emerging infection.	Number of high-level regional meetings organized		4	2	4	2	4	Cumulative
	Number of MoH and Aids Commissions partnering with agreement with SAA		1	1	1	1	1	
	Number of partnerships agreement with key partners		20	3	25	6	26	
	Number of partnerships meetings held		7	2	5	2	7	
	Number of people using the Apps		3000	300	3000	500	4000	Cumulative
	Number of new members joining SAA		20	30	40	50	60	Cumulative
8.Lead advocacy for the response to HIV, TB, Malaria and other infectious diseases	Number of advocacy conferences organized		0	1	0	1	0	Cumulative

APPENDIX

PARTICIPANTS' LIST – STRATEGIC PLANNING RETREAT FOR SAA
 VENUE: LA PALM ROYAL BEACH HOTEL, ACCRA, GHANA,
 DATE: 3RD AUGUST 2016

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30.	Mr Gordon Tambro	SAA Secretariat	
31.	Mr Jacques Tolno Saa Tamboukende	SAA Secretariat	

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DATE: 29TH MARCH 2017

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