



AFEW International

STRATEGIC PLAN

2023–2025

Safety, relief, and sustainable solutions for a better future to vulnerable and underserved populations in Eastern Europe and Central Asia (EECA)

FOREWORD

Since 2001 AFEW International has been working for all people in Eastern Europe and Central Asia (EECA) who face barriers in access to health, justice, and social participation. Our focus has always been on supporting civil society actors and networks representing communities that are excluded, criminalised, more stigmatised, and face multiple barriers preventing them from having equal access to basic services and being able to fully participate and advocate in civic life.

In 2022, the unfolding security, political, and economic crises across the EECA region due to the war in Ukraine have significantly impacted the work of AFEW International and its partners. Moreover, the long-term impact of the COVID-19 pandemic on the most vulnerable, underserved populations has intensified mental health issues, civil rights limitations, and diminished access to necessary healthcare.

Taking this into consideration, we have invested efforts to ensure that our 2023-2025 strategy and programming address the negative consequences of these crises on the underserved populations in the region.

The updated strategy is based on a people-centred, integrated model that puts vulnerable and underserved populations with the higher health risks at the centre of our collective efforts. In parallel, we aim to highlight and address the stigma, poverty, discrimination, and exclusion faced by underserved populations, all of which continue to drive underlying health and social inequalities, while working towards better-coordinated country-specific community-led responses in the EECA region. These aspects will remain core to the AFEW International's strategic vision and mission.

In 2023-2025 we will continue working to ensure greater international visibility for Eastern European and Central Asian underserved populations' needs and rights.

We will focus on strengthening AFEW International and our partners' capacities and specifically developing our joint programming in the Eastern Partnership countries and in Central Asia.

We will continue contributing to increased resilience and stability in the region by reducing stigma and creating a more enabling environment for populations we serve.

We will facilitate linking and learning for the community-based organisations and experts from different parts of the region providing platforms and opportunities for effective exchange and access to knowledge to the wider EECA region and neighbourhood countries.

We firmly believe that, given the emerging needs and crises, EECA should become a priority region again for the leading international donors, governmental institutions, and private donors.



Executive Director
Yuliya van Polanen

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INTRODUCTION

AFEW International's strategic plan for the period 2023-2025 will guide the organisation through a new phase of operation and establish it as a relevant, high performing and sustainable partner for civil society actors supporting the underserved and vulnerable populations' health and rights across the EECA region.

This document presents a realistic and agile 3-year strategic approach, anchored in a longer term vision and set of strategic objectives. This reflects the reality of the current operating landscape in the EECA region and we aim to make an important contribution to both the short and longer term health and other needs of the vulnerable communities we serve. It outlines the strategic direction and objectives that will guide AFEW International for the next 3-year period, including:

- AFEW International's **four strategic objectives** for 2023-2025 period
- AFEW International's niche **value proposition** for partners and stakeholders
- Necessary **action planning and risk management** over the next 3 years

Ultimately AFEW International will be adopting a flexible approach to strategic planning processes, cognisant of the volatile, unpredictable and high risk socio-economic, political and health context it operates in, and this reflects the heightened vulnerability and fragility across the EECA region as the war in Ukraine continues.

The strategy is founded on the principles of building the capacity of local civil society actors in the EECA region to be agents and catalysts of change, reform, dialogue promoting a more equal, inclusive and healthy society. We aim to highlight and address the stigma, poverty, discrimination and exclusion faced by underserved populations, that continue to drive underlying health and social inequalities, while working towards a better coordinated EECA wide community-led response.



ABOUT AFEW INTERNATIONAL

Background

AFEW International was founded in January 2001 in Amsterdam, the Netherlands by Doctors without Borders, who initiated an independent organisation that would focus particularly on the prevention of the AIDS epidemic in Eastern Europe and Central Asia (EECA) region.

Over the years AFEW International has evolved into a community of strong civic engagement, humanitarian actors in the EECA region committed to working with local civil society partners to support essential visibility and capacity strengthening efforts to ensure continuation of critical health and social services and programming while providing targeted technical and sub granting funding support.

Currently, the major domains of competence of AFEW International include public health and health rights, advocacy, and protection of underserved, vulnerable and marginalized groups in the EECA region.

AFEW International has gradually established a partnership of independent local organisations working in the countries of the EECA region. Currently the AFEW Partnership (AFEW) consists of four members operating in Kazakhstan, Kyrgyzstan, the Netherlands, and Ukraine.

AFEW International in the Netherlands serves as the international secretariat of the partnership. In the countries where we don't have an AFEW partner, we have developed and capacitated an extensive network of like-minded local civil society actors supported by expertise of the existing AFEW Partnership.

Underserved communities face significant barriers to accessing essential health and social services while experiencing a high disease burden and ill health. They are especially affected by HIV, TB and HCV, diseases of poverty, stigma, exclusion and ignorance.

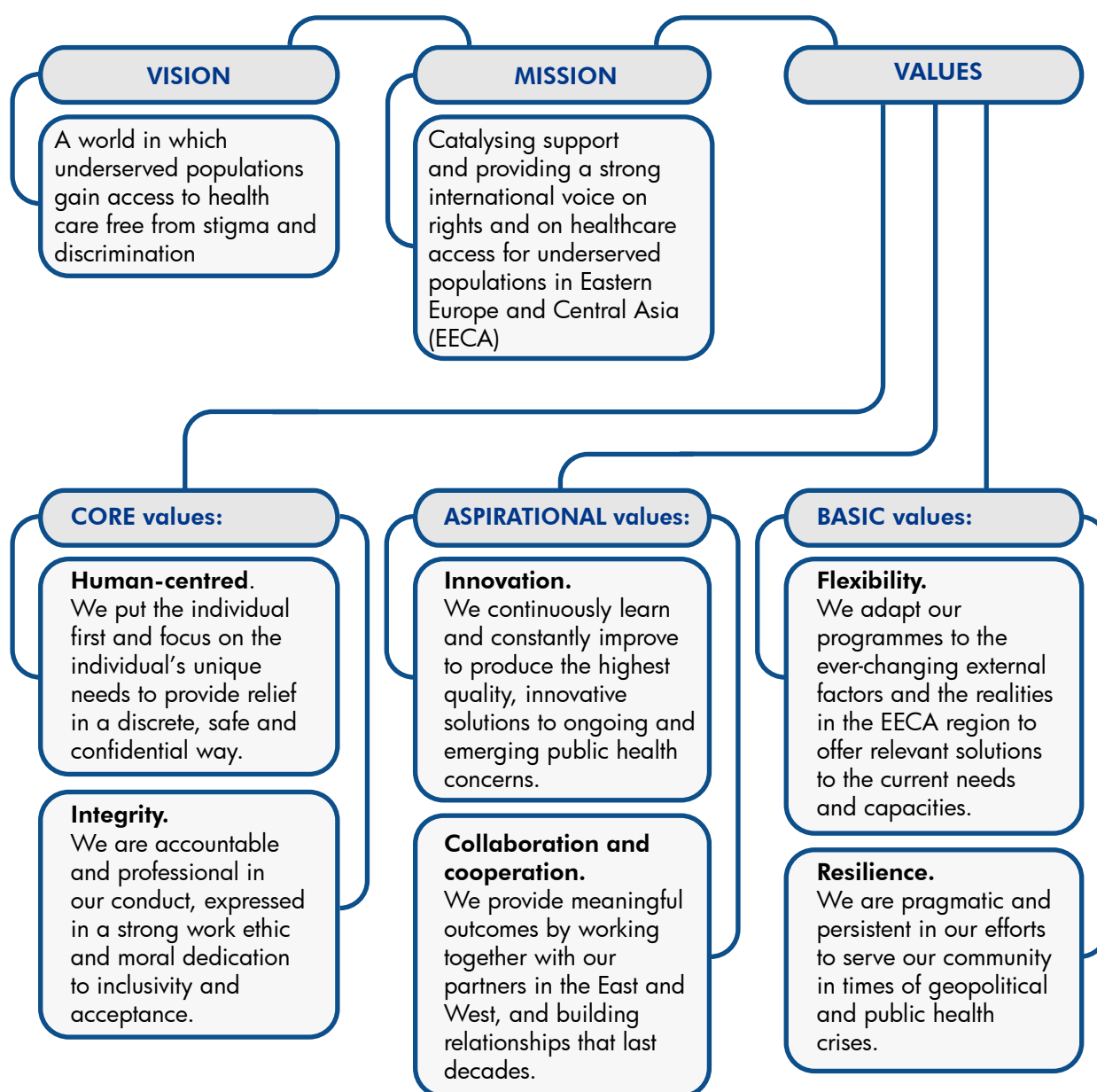
Therefore, within the public health domain AFEW International continues to focus on promoting health access and advocating for increased access to prevention, treatment and care for major public health concerns such as HIV, tuberculosis, COVID-19, viral hepatitis, as well as promoting broader sexual and reproductive health and rights in the EECA region.

AFEW International together with partners builds the capacity of specific vulnerable and underserved populations in the EECA region – these are civil society actors and advocacy groups and activists – representing individuals and communities who have disproportionate burdens of HIV risk and disease and lack of access to quality, lifesaving essential basic health services (including, but not limited to LGBTIQ, men who have sex with men, people who use drugs, sex workers, people living with HIV, (ex) prisoners, (labour) migrants, vulnerable women, youth and adolescents).

Geography

We are dedicated to giving support and a strong international voice on rights and on health access to underserved populations in Eastern Europe and Central Asia (EECA) Region, with a specific current focus on 4 Eastern Partnership countries - Armenia, Georgia, Moldova, Ukraine, and 4 Central Asian countries - Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan.

Upon urgent needs, AFEW International also works in Europe with individuals who had been displaced from their EECA countries (such as Ukrainian refugees in Poland and the Netherlands).



Methods

Through constructive engagement with governments and civil society in the countries where it works, *AFEW International and the members of AFEW Partnership* advocate for the basic human right to health and demonstrates why it must be extended to reach the most marginalised, stigmatized groups in society.

Recognising that civil society can be effective in filling voids in the health and social systems of the EECA region, *AFEW International and the members of AFEW Partnership* assist local organisations with technical support (hands-on training, and customised consultations) so that they can reach more people and serve them more effectively.

Working directly with those who live at the sharp end of the epidemics, *AFEW International and the members of AFEW Partnership* empower underserved populations at higher risk with tailored, accurate information and assistance in building their own support networks.

Where basic treatment and care (for instance, antiretroviral drugs, care for pregnant women, prevention tools, etc) are absent or inadequate, *AFEW International and the members of AFEW Partnership* support the development of direct services to underserved populations. In particular, different departments of the healthcare systems in EECA (i.e., tuberculosis clinics, AIDS centres, drug rehabilitation centres) often work in isolation from one another, leading to gaps in care for people with complex issues. AFEW's client management models and HIV/TB collaborative activities bridge these gaps and help service providers to better structure their responses.

Finally, long-term sustainability lies at the heart of *AFEW International and the members of AFEW Partnership's* programming, meaning that each project activity comes with a clear strategy for its eventual handover to local authorities, governments or civil society groups.

During the last three years, AFEW International has further prioritised the following approaches:

AFEW International's role as a **global and regional advocate** for public health in the region free of stigma and discrimination

Exploring **hybrid funding models** (donor funding combined with activities to generate income) and social enterprising in order to generate revenue for civil society organisations.

Digitalisation, specifically the need to improve digital structures and skills among local partners.

AFEW International's role as a **facilitator of change** and advocate for legal and social justice in the broader Eastern Europe and Central Asia region, empowering communities to voice their needs, participate and make decisions for themselves.

Target groups and public health focus areas

Vulnerable women

Power and economic imbalances related to gender can increase the vulnerability of women. This vulnerability combined with stigma against women who use drugs and sex workers leave women with reduced access to harm reduction and drug treatment services. Women living with HIV also require separate attention, if only because of the issue of prevention of mother-to-child transmission (see below) and child care. Activities for female sex workers aim to create non-discriminatory, non-judgmental and user-friendly medical and psycho-social services, including HIV prevention, counselling and testing services.

Adolescents at higher risk

AFEW International and the members of AFEW Partnership develop informational materials, outreach programmes and peer training initiatives especially for young people living in high-risk circumstances. Activities for young drugs users and young offenders focus on information and education on healthy lifestyles, including information on HIV and drugs. Access to health services for young people who use drugs is hampered due to laws and regulations. With the help of the ombudsman in e.g., Ukraine, AFEW Ukraine addresses this access to services with policy makers and politicians.

Governmental and non-governmental organisations (national and international).

As part of AFEW International and the members of AFEW Partnership's sustainability strategy, the partnership strengthens the capacity of local governmental and non-governmental partners. AFEW International and the members of AFEW Partnership provide technical support in order to equip staff with the right knowledge to provide HIV and TB prevention, treatment, care and support that is up-to-date and of good quality. For instance, AFEW International and the members of AFEW Partnership train police staff in HIV prevention and creates a resource centre and a pool of trainers to make such a training programme sustainable. Organisational development comprises training in management skills, administrative and financial skills, monitoring and evaluation and fundraising. These skills promote the sustainability of our partners and hence the sustainability of the approaches that we introduce.

Prisoners

AFEW International and the members of AFEW Partnership work together with ministries of justice, prison health experts, inmates and local NGOs to strengthen local capacity and ensure that prisoners have the same access to information and services as those living outside prison walls. This policy is in line with the internationally accepted principles of the World Health Organization (WHO). Given the high rate of injecting drug use in the prisons in the region, this implies that AFEW also advocates for provision of needle exchange and opioid substitution therapy in prisons. Another major component of AFEW International and the members of AFEW Partnership's prison work is the introduction and upscaling of transitional client management. To ensure continuity of care for released prisoners, a system has been developed that prepares prisoners for release and guides them to medical and social assistance outside of prison.

Men who have sex with men (MSM)

MSM are one of the key populations at risk. Due to stigma and discrimination MSM encounter barriers in accessing information and health services and having a healthy and satisfying sexual life. AFEW International and the members of AFEW Partnership are collaborating with local Lesbian Gay Bisexual Transgender organisations in training of police officers, capacity building, reaching out and offering information and testing and treatment to MSM.



People who use Drugs

At the core of AFEW International and the members of AFEW Partnership's effort to reduce the exceptionally high level of HIV transmission among people who inject drugs in EECA is the support for harm reduction and the support of national harm reduction and people who use drugs networks. These networks comprise training centres for professionals, needle exchange points, introduction and provision of opiate substitution therapy and provision of less harmful alternatives to unsafe injecting drugs.

People living with HIV

Stigma and discrimination remain prevalent in the countries of EECA, even within the very services that they rely on for treatment and care. Breaking through the wall of prejudice directed at this group is vital to addressing the HIV epidemic and is therefore a priority area for AFEW International and the members of AFEW Partnership. Education, training and advocacy within state services are combined with mobilization and support of communities of people living with HIV.

Tuberculosis related activities and TB Patients

AFEW International and members of AFEW Partnership are improving knowledge of Tuberculosis among staff of NGOs in Central Asia by developing training and information materials.

Viral Hepatitis and hepatitis C specifically

AFEW International and the members of AFEW Partnership recognise the high prevalence of hepatitis C in the EECA region. The majority of people infected with hepatitis C are people who inject drugs. AFEW International and the members of AFEW Partnership advocate for the development of national policy plans and for access to the most effective hepatitis C treatment.

STRATEGIC ANALYSIS

Political, Economic and Social Context

Underserved populations continue to face significant barriers to accessing essential health and social services while experiencing high burden of disease and ill health, and are especially affected by HIV, TB and HCV, all diseases of poverty, stigma, exclusion and ignorance. Their basic human rights and capacity to advocate for those rights are curtailed and any limited access to legal and policy platforms is becoming even more severely restricted.

The ongoing war in Ukraine and imposition of sanctions is impacting the entire Eastern European and Central Asia region, and resulting in a [severe health emergency that is adversely impacting many countries](#). The disruption to diagnostics

and treatment services for HIV, MDR-TB and HCV has the potential to be a driver of new infections and mortality especially for these underserved groups in the region, as healthcare systems in the region come under pressure. Aid flows to Ukraine have been substantial in the last 18 months, and while welcome, this also means less funding is earmarked for underserved populations programming for the rest of the EECA region with donors actively re directing and re purposing their funding. Meanwhile civic space, in many EECA countries is under intense pressure with increasing limitations and restrictions on civic actors' ability to deliver programming, advocate for their communities and operate in a safe and enabling environment.

Funding Context

Heightened tensions and the ongoing conflict in Ukraine means that many donors have repurposed traditional grant programming for the region in 2022-24 period. However welcome and needed new humanitarian aid flows are for Ukraine, the flip side is less funding for underserved populations service and rights programming for the rest of the EECA region, as the small pool of donors supporting underserved populations (and HIV and human rights), reprioritise and repurpose their funding and granting mechanisms. In Ukraine while the health crisis and needs grow *(for example 44% of people in liberated areas are seeking health care for chronic conditions, such as kidney and heart disease. One in 3 people can no longer afford to buy medicines. An estimated 10 million people may have a mental*

health condition) – meanwhile some level of donor fatigue has set in with philanthropic donations falling dramatically in 2023.

This in a context where existing resources for the underserved populations' health response in most EECA countries remains limited. For example in 2020 the funding for HIV response in the region was less than half (45%) of what is required to reach the region's resource targets for 2025. HIV funding in the region has flattened and in some cases declined from domestic and international sources since 2018. One of the main role of AFEW International is to 'bring the Voice' from the EECA region to the international agendas.

EECA HIV, TB and HCV Context

EECA continues to experience the fastest growing HIV epidemic in the world and is the global epicentre of multi-drug resistant tuberculosis (MDR-TB). The region is already characterised by fragile and underfunded health systems that have been weakened by Covid-19. Some 1.6 million people are living with HIV in the region (with Russia accounting for 70 per cent of this total) and around 146 000 people are newly infected each year. Drug use accounts for around 50 per cent of new infections, but unprotected sex is set to become the main driver in the coming years.

There is currently a “Perfect Storm” of persistently high infection rates for HIV, TB and HCV amongst vulnerable communities in the EECA region, impacted by a Covid-19-related slowdown in progressing key interventions linking underserved populations groups in particular to essential treatment and care is the biggest gap in the region’s efforts to improve health access and overall quality of life for underserved populations.

Civil Society Operating Context

All of this overlaid by vulnerable and marginalised communities and civil society in the EECA region being subjected to increasingly punitive laws, aggressive policing and social stigma;(including on HIV transmission, drug use with ongoing victimisation, exclusion and criminalisation of communities). Meanwhile civil society’s capacity to support underserved populations in many EECA countries faces multiple legal, administrative and financial

barriers, including restrictions on foreign funding and legal sanctions, limiting their contributions to the health and social care response for their clients. Indeed UNAIDS (2021) reports urgent need to build human rights-based responses to achieve HIV prevention and treatment targets in the region, including: challenging harmful gender norms, gender based violence, and removing discriminatory and punitive laws and policies.

Impact of war in Ukraine

There are an estimated 260,000 people living with HIV in Ukraine. In Ukraine itself the WHO reports that 200 healthcare facilities in Ukraine have been attacked since the conflict began. While drugs for HIV treatment financed by PEPFAR have reached the country, there remains another layer of challenge: distributing them to regions across the country. Ukraine is also lacking essential medicines and is struggling to keep the most basic of health services up and running. The steady progress that Ukraine has made against infectious diseases like HIV and TB could be set back years. The longer the war goes on, the more likely it is that the region’s economic instability will evolve into a health crisis, as regional governments

exhaust cash reserves needed to procure essential medicines and medical supplies, and try to keep their own essential health infrastructures running. Ukraine’s economy shrank by an estimated 30% in 2022 although output is now stabilising in 2023, while Russia hit by unprecedented sanctions, was plunged into a deep recession with output projected to contract by 11.2 percent in 2022. Besides the devastating impact on Ukraine and Russian Federation, countries in the region that are dependent on its economy (especially so for Belarus, Kazakhstan, Kyrgyzstan, dependent on the rouble and Russian remittances) have been also severely hit.

STRATEGIC DEVELOPMENT

AFEW International's strategy reaffirms the organisation commitment to meeting its core mission of supporting the wider health needs and rights of vulnerable and underserved populations across Eastern Europe and Central Asia. The strategy has been developed through the lens of the current conflict in Ukraine and resulting displacement of millions of people across the EECA region and EU with its unfolding humanitarian and health emergency. It represents an opportunity for AFEW International to reset its vision, mission, goals and operational model to be more relevant, inclusive to contribute to wider efforts to build resilient and democratic societies in the wider EECA region.

This Strategic Plan came as a result of many years of engagement with stakeholders from different backgrounds and through discussions and networking with other likeminded organisations to set clear strategies and objectives that we believe will make a real difference and can be scaled up and replicated.

Meetings and discussions were held with actors at different levels, ranging from international actors, to the final beneficiaries on the ground. Specifically, the following events have been conducive to formulating AFEW International's strategic directions and objectives:



As a result, the core of AFEW International's strategy continues to be focused on the needs of the vulnerable population communities that AFEW serves. Addressing the impact of HIV/TB/Hep C on these communities remains a priority.

However, this is now framed within a broader people-centred concept where urgent needs for better visibility, advocacy and coordination of communities affected by these socially significant diseases provide an entry point for greater activism and contribution to the region's general reform and recovery processes.

This new strategic approach to our work will not limit AFEW International programming and impact to our "traditional" partner EECA countries, but it will enable the organisation to expand to other countries in the region, particularly to the identified countries of Eastern Partnership and Central Asia.

These countries have a set of common and overlapping issues and concerns affecting underserved communities that can be addressed through a common approach and shared learning.

AFEW INTERNATIONAL'S VALUE PROPOSITION

Based on the above analyses, AFEW International's core Value Proposition is determined to be the unique nature of its work in the EECA region through its partnership model with local civil society groups representing underserved populations in the region. AFEW International supports CSOs working with and for vulnerable population groups, helping to strengthen their organisational capacities and financial resilience; while providing a crucial

platform for linking, learning and dialogue from East to West in Europe/Central Asia.

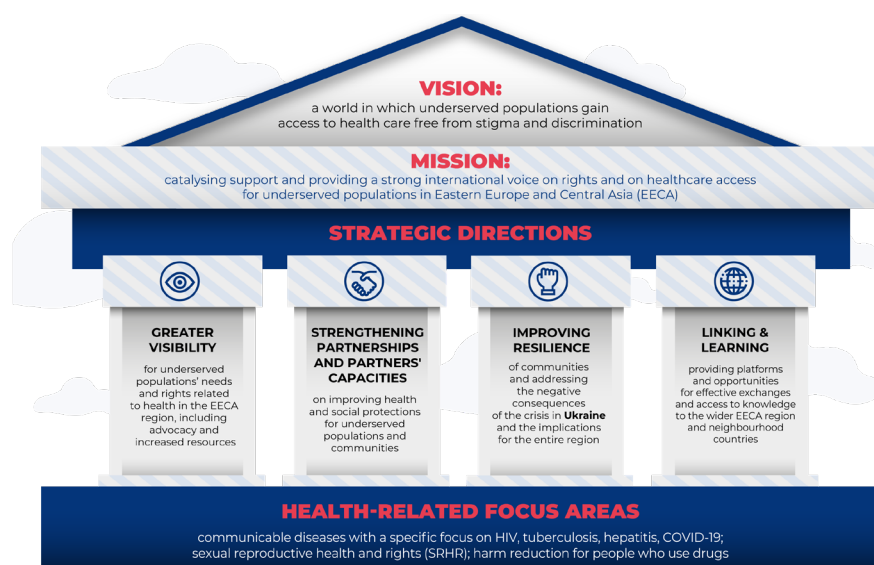
AFEW International has a unique role in the EECA underserved populations development and humanitarian space; linking underserved activists, civil society, and communities with common needs and face barriers to addressing those needs.

Other important Value Added elements AFEW International offers its partners and stakeholders includes:

- **AFEW International's long and consistent track record working with civil society partners in the EECA region**, with a shared understanding of the political and socio economic landscape in the region and with strong and trusted strategic relationships with public and civic stakeholders; evidenced by its funding resilience and ability to promote collaboration and joint programming in a hard to reach / operate environments.
- **AFEW International provides resources to EECA based civil society** (in terms of funding, data, research and new models of best practice), and **coordinates dispersed and diverse vulnerable population groups** and civil society, and facilitate joint working.
- **AFEW International is a trusted platform, facilitator and convener** bringing together vulnerable population communities in Eastern Europe, Central Asia, and South-East Europe (inside and outside of the EU) to generate a united voice and enhance visibility for these communities regarding their health and rights.
- **AFEW International connects our civic partners in the EECA region** with pan-European and global health and rights activists and institutions including engagement and lobbying with officials and decision-makers in the Netherlands, at the EU Brussels level and at a national level in many hard to reach / restrictive contexts in the EECA region.
- **AFEW International works with civil society networks** (supported by the UN and INGO partners and local authorities,) **to help displaced migrants from across the EU /EECA to access essential drugs and services** and ensure medical professionals and support networks are sensitised to the specific circumstances and needs of vulnerable population migrants living in their communities.
- **AFEW International's Focus on Ukraine**
AFEW supports local NGOs in Ukraine that support vulnerable populations responding to their medical other non-medical needs in wartime, such as food, documentation, housing, transportation, and evacuation. AFEW advocates for and lobbies for more funding for local NGOs: of the global total of \$1.2 billion in humanitarian aid paid by governments to Ukraine, 67% is going to United Nations agencies, 10% to the ICRC, 7% to international NGOs, and less than 0.1% is actually directed to Ukrainian organizations.

A FEW INTERNATIONAL'S STRATEGIC OBJECTIVES: 2023-2025

Based upon the comprehensive analysis conducted together with its stakeholders, our vision, mission and values, and in consideration of the priorities that AFEW International has identified for the EECA region, **the following four transformative strategic objectives for 2023-2025** have been formulated:



1. GREATER VISIBILITY for underserved populations' needs and rights related to health in the EECA region, including advocacy and increased resources

What do we want to achieve?

Measurable change in awareness, levels of social justice, and funding for underserved populations in civil society across EECA with supported communities having more awareness about existing inequalities and their specific health needs.

2. STRENGTHENING PARTNERSHIPS AND PARTNERS' CAPACITIES on improving health and social protections for underserved populations and communities

What do we want to achieve?

Strengthened AFEW Partnership and partners with greater operational and financial capacity working on improving health and social protections for underserved populations in at least eight countries in the EECA region.

3. IMPROVING RESILIENCE of communities and addressing the negative consequences of the crisis in Ukraine and the implications for the entire region

What do we want to achieve?

Agile targeted support for displaced migrant underserved populations due to the war in Ukraine and enhanced coordination of civil society actors in the EECA region and across Europe contributing to recovery processes.

4. LINKING AND LEARNING through the provision of platforms and opportunities for effective exchanges and access to knowledge to the wider EECA region and neighbourhood countries.

What do we want to achieve?

Effective exchange and access to knowledge, best practices, innovations and research for EECA Civic Actors and Public Authorities for mutual learning and greater awareness on underserved populations health needs and services as well as how to better protect of their fundamental (human) rights.

STRATEGIC PLAN KEY OUTCOMES AND INDICATORS FOR 2023-2025

Our work in each of the 4 Strategic Objectives areas will achieve the following outcomes

Objective 1: Greater Visibility for underserved populations' needs and rights related to health in the EECA region, including advocacy and increased resources	
Outcomes	Indicators 2023-2025
Key international donors and decision-makers are aware of the specific needs (particularly related to health and rights) of underserved populations in EECA Region.	<ul style="list-style-type: none"> • More political awareness of the specific needs of underserved populations in the EECA Region. (i.e. EECA has returned to the Dutch MoFA agenda for 2025-2029) • Underserved populations needs are present in the current political agenda (of EU, CoE, OSCE)
International funding is available for programmes targeting underserved populations in EECA Region.	<ul style="list-style-type: none"> • The overall budget for the activities targeting health and rights of underserved populations in the EECA region, increased by 25% higher investment
Less stigma and discrimination in the region towards underserved populations and Communities in EECA Region.	<ul style="list-style-type: none"> • Campaign results presented at the international fora, involving key stakeholders and creating further open dialogue and support platforms.

AFEW International Interventions:

- Participating in international civil society fora & international public actions in the EECA and abroad to advocate for the human rights of underserved populations and raise awareness
- Donor roadshow/ convening in EU to bring donors to the table.
- Organising online and offline events (trainings, panel discussions) with representatives of underserved populations, governments and donors;
- Showcasing and storytelling the impact AFEW International has through the voice and lived experience of CSOs and their beneficiaries, organising overarching campaigns;
- Working with European media to keep EECA HIV, harm reduction and LGBTI issues on the radar of public and policymakers
- Strengthen consortium approach involving aligned NL and EU NGOs to jointly bid for strategic grants and contracts funding HIV/ ISPs/ Civil society strengthening. Build partnerships with new funders, especially in corporate and business structures, to fund EECA and SEE NGOs and/or HIV, STIs, TB, hepatitis, SRHR, COVID- and illicit drug use-related programs

Objective 2:

STRENGTHENING PARTNERSHIPS and partners' capacities on improving health and social protections for underserved populations and communities

Outcomes	Indicators 2023-2025
Strengthened governance, operational and financial capacity of Civil Society Organisations to participate in local policy, dialogue and reform processes and thus better able to provide services and promote inclusive health access rights for underserved population Groups (in EECA region).	<ul style="list-style-type: none"> # of public health / rights based policies developed or revised with underserved population CSO participation through EU support # of underserved population CSO actively recording and reporting human rights violations # of underserved population CSOs with Financial Manual and Policies in place # of underserved population CSOs reporting annually on safeguarding /security / accountability and with whistleblowing procedures in place # of underserved population CSOs receiving new donor grants funding
AFEW Partnership is trusted and engaged by EECA CSOs	<ul style="list-style-type: none"> • Strengthened AFEW Partnership applying to proposals with involvement of all AFEW countries • Specific offers and support modules developed, promoted and used among existing partners (within currently running programmes – Russia, Kyrgyzstan, Ukraine, Uzbekistan, Moldova and Georgia) # of countries/organisations from EECA cooperating with AFEW International based on the signed agreement(s) # of EECA countries engaged in the international projects initiated by AFEW International # of initiatives in EECA where AFEW International is invited as technical support consultant or advisor
All AFEW partners and cooperating organisations have strong links with the vulnerable populations they serve	<ul style="list-style-type: none"> # of stakeholders from the vulnerable and underserved populations and communities they serve being engaged in AFEW partners initiatives # of CBPR researches targeting the served most-at-risk populations AFEW partners made

AFEW International Interventions:

- Strong / robust financial fund management model co created to support local health and health rights access projects
- Community-based participatory research (CBPR)
- Technical Assistance (financial, management, governance)
- Skills /support on safeguarding policy and practice training and skills development in the areas of safety and security
- Fundraising, donor engagement and income diversification, including developing and integrating innovative and sustainable financing mechanisms
- Facilitating community-led development, organisation and movement building

Objective 3:
IMPROVING RESILIENCE of communities and addressing the negative consequences of the crisis in Ukraine and the implications for the entire region

Outcomes	Indicators 2023-2025
Increased capacities and coordination of organisations and initiatives supporting Ukrainian refugees in the EECA region and across Europe	# of CSOs with increased awareness and capacity to serve Ukrainian refugees from underserved populations and communities
Increased number of EECA migrants/displaced persons due to the war in Ukraine living with HIV who stay in good mental health.	% of EECA migrants / displaced persons with HIV in NL self-reporting improved mental health and coping strategies

AFEW International Interventions:

- Humanitarian aid (support with registration in country; information about the access to the medical facilities; material aid (clothes, food, hygiene products) finding a place for residence and housing assistance)
- Linkage to services (info in UA/RU about HIV access to services; promo videos – patients & health provider with message on stigma free access to services; on-line and off-line linkage support (registration in health facility, facility navigation, case management) culturally appropriate / explainers)
- Psychosocial support (short individual interventions targeted at mental health improvement; group psychological interventions targeted mental health improvement and community building; referrals to the specialised mental health care offered in UA and RU; meet & eat meetings for PLHIV from Ukraine)
- Advocacy and coordination (Materials for the project partners/collaborators about addressing the stigma and cultural specificity)

Objective 4: LINKING AND LEARNING through the provision of platforms and opportunities for effective exchanges and access to knowledge, best practices, innovations, research and pilot initiatives regarding Underserved populations Population health needs and services as well as how to better protect of their fundamental (human) rights.

Outcomes	Indicators 2023-2025
AFEW Academy/Community upholds its reputation as a knowledge broker and an expert technical partner on accessible digital learning	An accessible, comprehensive package of digital learning modules within a safe and dynamic digital community platform, exchange of best practices, developed based on the capacities and the needs of the underserved populations and communities # of experts involved in the AFEW Academy # of active members of the AFEW Community
AFEW-supported EECA INTERACT workshop ¹ becomes the main annual scientific event on HIV, TB, HCV, SRHR, and harm reduction in the EECA region	# of papers presented during the conference published later on in scored journals # of the studies presented for the first time during the event # of Regional or European-wide professional organisations endorsing the event

AFEW International Interventions:

- AFEW Academy/Community - learning & mentoring, best practice platform developed with continuously delivered comprehensive package of digital learning modules/information exchange co-created with AFEW Partnership and partners in the EECA region.
- Annual EECA INTERACT scientific workshops planned, promoted, delivered and learning disseminated

¹ EECA Interact is a specialist forum, attracting the best experts in the field of HIV, TB, HCV, SRHR and underserved populations' health, engaging with and mobilising a new generation of young scientists. www.eeca-interact.org

SUSTAINABILITY AND THE LONGER TERM FUTURE

While the donor development landscape is changing rapidly and in unpredictable ways, AFEW International's new strategic approach and operational model is now more relevant, inclusive and sustainable in serving most vulnerable and underserved communities across EECA. AFEW International will pursue its core objectives within the framework of realistic, agile and responsive annual plans.

The strategy and annual plans will be reviewed using inclusive consultation methods on a quarterly basis and be adapted when needed. This reflects new reality of the current operating landscape where we aim to make an important contribution to both the short and longer term health and other needs of the most at risk communities we serve.

By focusing on the wider needs of underserved population communities and working collaboratively with donors and partners in EECA and at EU level, more funding and partnership opportunities will be available to the organisation.

By being streamlined / on line / low cost AFEW International will be better positioned to survive and thrive as an expert niche player and influencer in the HIV /health / key population /rights landscape.

Core focus remains on expanding partners in different countries and continue to bring a 'voice' from EECA region to a Pan European donor and governmental audience as well as lobbying for recognition and resourcing to address strategic underserved population health risks- leveraging if needed off the current geo political spotlight on the region.

AFEW International is aware of the risks and take measures for their prevention. Risk matrix (Annex 1) includes risks awareness and measures of prevention.

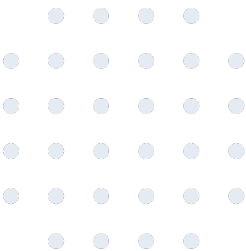
In the medium and long term, the ambition remains for AFEW International to be a facilitator of change and exchange between East and West, a strong advocate for human rights and access to healthcare for all, and to raise awareness of and funding for AFEW International and the AFEW Partnership and, in more general terms, for the EECA region civil society actors as a whole.



ANNEX 1: RISK MATRIX

RISK NO	DESCRIPTION OF RISK	RISK AWARENESS AND MEASURES OF PREVENTION
1	Human resources: Medium: Turnover of staff & loss of in-house technical expertise due to organisational uncertainty	New strategy 2023-2025 gives opportunity to build new team and hires experts from the EECA & SEE region. Rotation of personnel is much less compared to 2020-2022
2	Political / Operational: Medium: National authorities in EECA change policies, close borders, prevent access, which affects AFEW International's ability to operate in the region through local partners.	AFEW International operates in the EECA region over 20 years and this potential risk is always taken into consideration and discussed with AFEW Partnership and partners in the countries. Interlinked work within AFEW partners on regular basis ensures avoiding major risks
3	Ukraine War: High: Ukrainian refugee crisis requires overwhelming need of underserved populations support and AFEW International is unable to respond or engage with overstretched and under pressure stakeholders and donors	An emerging and unpredictable risk. AFEW International continuously coordinates efforts with donors, partners and governments to ensure sufficient emergency aid flow to the region
4	Funding: High: War in Ukraine and economic fallout affecting funding environment both for public giving and funding from institutional donors - rapid change and reductions anticipated. Also spotlight on Ukraine response neglecting other EECA countries creates imbalance in AFEW International programme portfolio – tensions between partners	AFEW International needs to continue bringing the 'Voice' from the EECA region with signaling to governmental instructions / potential donors of increasing health crisis on international and even on global level. EECA needs to become priority region for coming 2023-2025
5	Financial: Medium: Economic turmoil due to war and sanctions in EU and globally with high cost and inflation and impacting prudent budget management	AFEW International has robust financial management reporting in place to detect any inflationary issues impacting budget spend, as well as rigorous operational processes to ensure cost efficient spending where possible. AFEW International has incorporated the high inflation context in the current budget to inflation proof as much as possible in what is a volatile global macro-economic environment.
6	Loss identity: Low: Diminished AFEW International identity makes it hard to secure strong viable funding and programming partnerships	AFEW International realizes the potential risk of losing one of the AFEW partnership members in coming period, however strategy for coming 2023-2025 shows expansion of building new capacities for other countries, such as Georgia, Armenia, Moldova, Uzbekistan etc.

ANNEX 2:
AFEW INTERNATIONAL ORGANISATIONAL CHART





ANNEX 3: FUNDRAISING STRATEGY SUMMARY

Goal

Ensure sufficient funding for existing AFEW International projects and planned new programmes identified in the strategy

Outcome

Increased diversity of AFEW International funding sources, appropriate to achieve the goals set in the strategy

Objectives

- Maintain existing relations with institutional donors
- Increase AFEW International's participation in regional and national project consortia focusing on the health of most-at-risk and underserved populations in EECA region
- Increase the interest of the donors supporting the development projects in financing initiatives related to the health of underserved populations in the EECA region

Strategic focus – activities

To achieve the planned goal and ensure enough income, sufficient to both continue current and introduce new projects, the mix of below different fundraising approaches will be used. Except for relying on the previously identified funding sources, it's planned to increase AFEW International participation in the existing project consortia, leading to the access to new funding

sources. Moreover, by advocacy it's planned to increase interest on health of key populations in EECA among previous AFEW International donors and the new ones. As a result, it's expected to achieve more diversity in the funding sources and reduce organization's vulnerability for external risks related to the funding sources.

- **Responsive grantmaking** – based on applying for a grant to accommodate programs that fall within an AFEW International mission and strategy. Within this approach, it's planned to respond to the current calls for proposals, submitting the applications addressing the needs of the populations served. The current financing possibilities will be checked by periodic information checks, maintaining relations with the current donors and using the newsletters.

Example donors: European Commission (European Union), STOP TB Partnership, EEA Grants, EU member states development programs

- **Strategic grantmaking** – based on the advocacy activities to convince institutional donors to expand their activities to new countries, focus on the new priorities or increase the budget of the existing programs. Within this approach, it's planned to raise awareness of existing donors around the challenges addressed by AFEW International and their geographical scope and strive to cover them in their strategies.

Example donors: Dutch MoFA

- **Initiative grantmaking** – based on launching a specific effort to convince donors with no open calls to finance the particular project responding to their priorities. Within this approach, it's planned to apply for funding from private companies and charitable organizations. Participation in the networking events, such as conferences, seminars, presentations or charitable events, mixed with their identification based on the internet searches will be used.

Example donors: private Dutch foundations, Open Society Foundations, Pharmaceutical companies

- **Collaborative grantmaking** – based on working with the other organizations working in the EECA region. Within this approach, it planned to initiate cooperation with entities with long-term experience and being preferred by big donors (so-called «gatekeepers»). By offering them unique AFEW International expertise, we plan to join the country- or regional-wide projects they initiate or manage. Possible partners/ consortia will be identified based on the mapping and during networking events, such as conferences, seminars and presentations.

Example donors: USAID, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Elton John Foundation

ANNEX 4: CASHFLOW FORECAST STRATEGY 2023-2025

Cashflow EUR	2023	2024	2025
Cash balance on reserve	907	702	721
Governments (i.e. Dutch, German MoFa)	44	150	500
EU Commission / Delegations	173	750	500
Corporate Foundations (i.e. Gilead, ViiV)	120	210	210
Elton John AIDS Foundation	147	80	-
Private donors (incl. AFEW community membership)	150	210	220
Total income	1 541	2 102	2 151
Vision Expenditures			
Objective #1: GREATER VISIBILITY	79	140	147
Objective #2: STRENGTHENING PARTNERSHIPS & PARTNERS' CAPACITIES	443	700	735
Objective #3: IMPROVING RESILIENCE	110	210	221
Objective #4 : LINKING & LEARNING	45	150	170
Total	677	1 200	1 273
Fundraising costs	65	78	85
Administrative costs	97	103	110
Total administrative & fundraising	162	181	195
TOTAL IN RESERVE AFEW INT	702	721	684

ANNEX 5: FOUR-TIER APPROACH TO PARTNERSHIPS IN THE EECA REGION

TIERS	COUNTRIES	LEVEL OF INVOLVEMENT	SPECIFIC FOCUS BY COUNTRY
1 – EXISTING MEMBERS OF AFEW PARTNERSHIP, STRONG ORGANISATIONS	KAZAKHSTAN KYRGYZSTAN UKRAINE	CONTINUE PARTNERSHIP, FUNDRAISING SUPPORT, LINKING TO EXPERTS AND BEST PRACTICES	<p>KZ - supporting with regional projects, linking to international partners, fundraising</p> <p>KG - strengthening with international expertise on harm reduction, migrants and prison health and visibility on the international level</p> <p>UKR - providing targeted support to community-based organisations and humanitarian relief due to the ongoing war</p>
2 – CURRENT PARTNERS IN THE ONGOING PROJECTS	ARMENIA GEORGIA MOLDOVA UZBEKISTAN	STRENGTHEN CAPACITY, ACTIVE COLLABORATION	<p>ARM - strengthening capacity of strong partners such as New Generation NGO to become focal points supporting public health community-based organisations</p> <p>GE - supporting advocacy and visibility of community-based organisations such as Tanadgoma focused on MSM and drug-users on the regional and international level</p> <p>MOL - facilitate linking and learning, support exchange of innovations and best practices including digital approaches of Pozitiva Initiativa</p> <p>UZB - building capacity and visibility of Ischons va Hayot to unite and support community-based organisations and mobilize resources</p>
3 – SOME INVOLVEMENT	TAJIKISTAN	EXPLORE OPPORTUNITIES	Depending on upcoming opportunities partnerships and requests for support
4 – HARD TO REACH/ON HOLD	AZERBAIJAN BELARUS RUSSIA TURKMENISTAN	MONITOR	Depending on political and security situation