

BRUSSELS
JULY 2026



STRATEGIC REVIEW LAUNCH REPORT

Strategic & Governance Retreat
(Faro - June 2026)



European
AIDS Treatment
Group

FARO 2026

Building the next chapter of EATG together



What happened?

24–26 June, EATG gathered Board, team office members, programme leads, DMAG and members in Faro to launch its strategic review.

Why it mattered beyond EATG

Faro was not about deciding the next strategy. It was about:

- taking stock
- naming challenges
- reconnecting
- identifying priorities
- agreeing how to move forward

The strategic review aims to ensure that EATG remains a strong, independent and trusted European partner able to:

- represent the voices of people living with and affected by HIV;
- contribute scientific and community expertise to research, policy and regulation;
- strengthen patient involvement and health equity across Europe;
- respond to an increasingly complex political and funding environment.

Why now?

The previous strategy ended in 2025. The environment in which EATG operates has changed profoundly since 2020:

- HIV is increasingly integrated into broader health agendas.
- political and funding environments have become more challenging.
- communities' needs continue to evolve.
- volunteer-based organisations face growing sustainability pressures.

Rather than waiting for these changes to impose themselves, EATG has chosen to anticipate them through a structured strategic review.

What we learned

A lot has changed since 2020. EATG must adapt but without losing its identity. EATG's relevance is strong but need a strengthened organisation.

External reality

- HIV landscape changing
- Funding pressure increasing
- Political backlash growing
- Communities diversifying
- Digital transformation accelerating

Internal reality

- Communication gaps
- Governance ambiguity
- Trust needs rebuilding
- Volunteer fatigue
- Need for clearer accountability

What remains strong

- Scientific expertise
- Community legitimacy
- Advocacy role
- Treatment literacy
- European network

What emerged

Beyond a strong need for communication, five blocks were identified:

GOVERNANCE

Need for clearer roles, accountability and better interfaces.

TRUST

Need for more transparency, consistency, recognition of contributions.

MEMBERSHIP RENEWAL

Need to engage youth and strengthen onboarding.

STRENGTHENING QUALITY OF LIFE PROGRAMME

While QoL emerged as a particularly prominent cross-cutting area during the Faro discussions (ageing, stigma, mental health, frailty, person-centred care), this reflects the focus of the retreat rather than a hierarchy of programme importance. Participants also reaffirmed the continued strategic relevance of Combination Prevention and broader sexual health, as well as PiS.

SCIENCE & ECAB

Protect and modernise EATG's scientific role (ECAB / programmes review, HTA capacity, trial literacy, cure/prevention agenda, patient expertise).

What will not change

Despite the need to evolve, participants strongly reaffirmed EATG's core identity:

- community leadership;
- scientific excellence;
- patient involvement in research;
- European advocacy;
- knowledge translation;
- capacity strengthening (education and literacy).



SWOT analysis

Today, EATG faces a dual challenge:

- adapting to profound external changes while
- strengthening its organisational capacity.

The strategic review will address both dimensions simultaneously, recognising that organisational resilience is a prerequisite for sustained community impact.

Strengths

- Strong historical credibility and reputation
- Unique bridge between communities, science, healthcare and policy
- Lived experience expertise
- Scientific expertise
- Strong and large European network
- External partnerships and community trust
- Education, literacy and advocacy capacity

Weaknesses

- Governance complexity
- Slow / non-optimal decision-making
- Internal communication fragmentation
- Implementation gap
- Siloed structure
- Volunteer engagement and onboarding challenges
- Reduced internal trust and cohesion
- Institutional memory loss
- EATG “dual nationality” complicates its running

Opportunities

- Expand QoL agenda and PROMs
- Healthy ageing
- Younger leadership development
- Social Sciences and Community-based research
- New strategic alliances/partnerships
- New health policy spaces (HTA)
- Cross-condition knowledge transfer
- AI and digital health
- Integrated health system (health system strengthening)

Threats

- Funding pressure
- Political instability/backlash
- Shrinking civic space
- Volunteer disengagement (disorientation)
- HIV deprioritisation
- Increasing policy complexity
- Risk of poor implementation
- Organisational stagnation

Faro's outputs

DIMENSION	EXPECTED OUTPUT	REACHED?	RESULT ACHIEVED / CURRENT STATE
EXTERNAL	External trends and challenges map	YES	Key trends identified include shrinking civic space, anti-rights backlash, changing donor priorities, HIV integration into broader health systems, healthy ageing, multimorbidity, migration, AI and digital transformation.
	Positioning questions	YES	Core positioning questions emerged, notably: Should EATG remain narrowly HIV-focused or broaden into wider health and rights spaces? How should EATG reposition itself in integrated care systems? How can scientific credibility be maintained while expanding strategic alliances? These remain open strategic questions for the next phase.
INTERNAL	Organisational diagnostic hypotheses	YES	Fragmented communication, unclear accountability, weak onboarding, institutional memory loss, volunteer fatigue, procedural inconsistency and trust deficits. These form the basis of the organisational review.
	Governance and role clarity issues	YES	Blurred roles between Board, the team, Programme Chairs, DMAG and members; unclear delegation; uneven accountability; lack of operational clarity. The need for revised ToRs and clearer operational interfaces was strongly confirmed.
	Participation and cohesion gaps	YES	Clear gaps were identified in onboarding, intergenerational integration, member engagement and communication flows. Cohesion risks during transition were explicitly acknowledged, especially around disconnection and concentration of responsibility.

STRATEGIC	Core identity reflections	YES	Strong convergence on: treatment activism, scientific literacy, regulatory expertise, patient involvement in research, education, peer-led empowerment and community legitimacy. EATG is not a service organisation.
	Emerging strategic orientations	YES	Quality of life, ageing, stigma, migration, Eastern Europe, member engagement, institutional memory, internal communication, HTA, patient expertise, AI and community-led research.
	Open questions for consultation	YES	Scope of EATG's future mandate, governance redesign, prioritisation model, role of programmes, future of ECAB, broader health agenda expansion and sustainability model.
PROCESS	Shared roadmap for the next months	PARTIALLY	Core principles and broad process architecture were agreed (consultation, participation, milestones, continuity), but the formal roadmap still needs to be operationalised into a concrete timeline, deliverables and responsibilities.
	Clarity on next phases and expected outputs	PARTIALLY	There is clarity on the broad purpose of the next seven months (review, consultation, governance review, strategic drafting), but the exact sequencing, ownership and expected outputs still need formal consolidation.

What happens next?

Over the coming months EATG will:

- assess the previous strategic cycle;
- broaden consultation well beyond Faro participants;
- engage thematic and regional communities;
- develop strategic recommendations;
- prepare the next Strategic Framework.

Transition roadmap

IMMEDIATE (0–3 MONTHS)	MEDIUM-TERM (3–6 MONTHS)	LONG-TERM (BEYOND 6 MONTHS)
▪ Confirm governance review ▪ Improve communication with members ▪ Clarify Board, office team and committee roles / organisational functioning ▪ Launch strategic review and follow-up mechanisms ▪ Address immediate trust-building actions ▪ Assess lessons from the 2020–2025 strategic cycle ▪ Broaden consultations	▪ Consolidate strategic priorities and recommendations ▪ Review governance documents and ToRs ▪ Strengthen onboarding and internal coordination ▪ Define measurable KPIs ▪ Improve coordination and reporting ▪ Develop implementation plan	▪ Implement new strategy ▪ Monitor Key performance indicators (KPIs) and strategic delivery ▪ Evaluate governance reforms ▪ Expand partnerships and strategic alliances ▪ Position EATG in broader health agenda ▪ Continuous organisational learning
EXPECTED OUTPUTS		
Shared consultation process and roadmap, strategic learning from 2020–25 Strategy, interim role clarity	Draft strategic framework, revised governance proposals, KPI framework	New strategic cycle operationalised (implementation plan), KPI framework operational

Next strategy

Faro launched EATG's strategic renewal. The next phase will transform this shared diagnosis into clear strategic choices, strengthened governance and renewed impact for communities across Europe.





EATG European
AIDS Treatment
Group

www.eatg.org

The European AIDS Treatment Group (EATG) is a patient-led NGO that advocates for the rights and interests of people living with or affected by HIV/ AIDS and related co-infections within the WHO Europe region. Founded in 1992, the EATG is a network of more than 150 members from 45 countries in Europe. Our members are people living with HIV and representatives of different communities affected by HIV/AIDS and co-infections. EATG represents the diversity of more than 2.3 million people living with HIV in Europe as well as those affected by HIV/AIDS and co-infections.

European AIDS Treatment Group (EATG)

Secretariat Address: Interoffices | Avenue des Arts 56 -4c, 1000 Brussels, Belgium

Statutory Address: Lindemannstraße 66 40237 Düsseldorf Germany

German Charity no. VR8542 | **Belgian reg. no.** 0877.686.583

© 2026, EATG

