

# Rights. Resources. Resilience.

## Asia-Pacific Regional Young Key Populations Strategic Plan 2025-2030

*a collaboration between Youth LEAD, Y-Peer  
Asia Pacific and Youth Voices Count*

Youth LEAD



Youth  
Voices  
Count



**collaboration is the key.**

# foreword

We are pleased to present this Strategy Plan, a collective roadmap shaped by shared vision, lived experiences, and bold aspirations. This document is not only a plan of action but also a declaration of our commitment to advancing sustainable, inclusive, and impactful change in the years ahead.

In a time of rapid global shifts, complex challenges, and evolving community needs, strategic clarity and collaborative leadership are more essential than ever. This plan reflects the voices and insights of our partners, stakeholders, and most importantly, the communities, and it represents our unwavering focus on equity, resilience, and transformation.

Throughout this process, we have listened deeply, consulted widely, and held ourselves accountable to the people and principles we serve. As we move forward, this Strategy Plan will guide our decisions, align our efforts, and help us monitor our progress toward the outcomes we strive to achieve.

We extend our sincere gratitude to everyone who contributed their time, expertise, and passion to this work. May this strategy serve not only as a guide, but as a catalyst for continued dialogue, innovation, and collective action. Together, we move forward with purpose.

**Ikka Noviyanti (she/her/hers)**

**Regional Coordinator of Youth LEAD**

# foreword

It is with immense pleasure and a deep sense of purpose that we introduce the YKP Asia Pacific Regional Strategic Plan, a shared vision for Young People across the Asia Pacific Region.

This plan represents the culmination of dedicated effort, insightful discussions, and extensive consultations with a wide array of youth organisations, YKAP Activists, and our invaluable partners throughout the Asia Pacific.

Launched in mid-2025, this document arrives at a crucial time. As many youth and YKP organisations are navigating significant challenges, particularly related to funding and organisational sustainability. This Strategic Plan directly addresses these needs, defining clear priorities for YKPs and offering essential guidance for collaborative efforts to achieve our collective goals in Regional as well as National Level. It also addresses key issues such as mental health and Artificial Intelligence, which were not discussed in the past.

On behalf of the Y-PEER Asia Pacific Centre (Y-PEER AP), Y-PEER National Networks, Y-PEER AP Sister organisations and our esteemed partners, we extend our sincere gratitude to all the Young People who actively participated in countless consultations. We also thank the individuals from our partner organisations and consultants whose instrumental contributions have shaped an ambitious yet achievable plan – one that is grounded while boldly forward-looking.

**Sangeet Kayastha (he/him/his)**

**Regional Coordinator of Y-Peer Asia Pacific**

# foreword

Young people have always been at the forefront of development. Yet too often, they are excluded—not just from conversations, but from the very processes of conceptualizing, planning, and implementing the programs and policies that shape their lives.

This **YKP Strategic Plan for Asia and the Pacific** marks a bold step by young people to reclaim the helm of development—**for, by, and with them**. In a time of great uncertainty and rapid change, the strategies outlined in this document offer a clearer vision of how each of us can uplift, protect, and improve the lives of young people—regardless of race, religion, SOGIESC, socio-political status, geography, literacy, or health status.

Together with the members of **Youth Voices Count, Inc.**, and our partners from **Youth LEAD** and **Y-PEER AP**, we extend our deepest gratitude to the many young people who shared their dreams and aspirations. Their insights—on change-making, digital and physical safety, health, education, and more—are now woven into the fabric of this plan.

I quote the song “Yesterday’s Dream” by Donna Cruz to echo the spirit of unity, resilience, and hope that this plan embodies:

*“Fortogetherwe stand, divided we fall  
Togetherwe climb to the top of the world  
We can be what we want for the world to see  
That we are the children of yesterday’s dream.”*

As we launch this strategic plan, we hope to ignite the spirit within every young person, rekindle hope where it has dimmed, and illuminate paths once blocked by barriers—so that together, we may reach our shared goals.

**Anthony “Toni” Lopez (they/them/theirs)**  
**Excecutive Director of Youth Voices Count**

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# 1 - Background

# background

The Asia-Pacific region has witnessed a vibrant youth movement in HIV response since 2010, primarily driven by regional youth-led organizations such as Youth LEAD, Youth Voices Count (YVC), and Y-PEER Asia-Pacific Center (Y-PEER AP), as well as national youth groups, organizations and networks at countries. In 2010, as the global response to HIV was geared towards key populations (previously “Most at Risk Populations,” “Key Affected Populations,” or “HIV vulnerable populations,” etc.) for effective, targeted interventions to address those most vulnerable to HIV and to curve the epidemic. The young key populations (YKP) evolved within this approach since 95% of the new HIV infections were occurring amongst adolescents and young people from the key populations, primarily, people who use and inject drugs, people who sell sex, men having sex with men and transgender populations. Thus, HIV advocacy aimed to concentrate resources and efforts on adolescents and young key populations while forging collaborations with young people from different diversities. UN agencies (i.e. UNAIDS, UNICEF, UNFPA, UNESCO, and UNDP), regional networks of people living with HIV and key populations, donors (i.e. Robert Carr Fund, Global Fund, etc.) provided unwavering support and mentoring to the young key population leaders, however, a great deal of work was done by Young Key Populations themselves.

# background

Through their leadership and meaningful engagement, Youth LEAD, YVC, and Y-PEER AP have been the driving forces at the regional and national levels in the Asia-Pacific region ensuring that the issues that affect young people lives and voices of YKPs, young LGBTIQ, and young people from all diversities are heard at the decision-making platform. These regional networks changed narratives on youth-leadership by showcasing robust leadership at various fronts such as organizational development, policy and programmatic evidence-based advocacy, fundraising, partnership mobilization, and network expansion. Youth LEAD became the first youth network globally to receive grants from the Robert Carr Fund (RCF) in 2013 and the Global Fund CRG-Strategic Initiative fund in 2014. Both funding streams grew exponentially in financial amount and geographical scope, including fostering of youth consortia at the global level – namely the 4Youth Consortium under RCF, and the Count Me In and now the Youth to Youth Consortium under the Global Fund. These funds and growth were testimonies of relentless efforts of young key populations and youth leadership.

# background

Youth LEAD stormed into every HIV and SRHR (sexual reproductive health and rights) inter-governmental and advocacy forums at regional and global levels with innovative events, evidence, and powerful messages to include young key populations in policy and outcome documents. Youth LEAD also created YKP champions through its New-Gen training (with almost 1,000 young key populations trained in 22 countries); as well as strengthened YKP-led groups and organizations at the country level; and forged collaborations with like-minded organizations. Similarly, YVC consistently advocated and capacitated young people of marginalized sexual orientations, gender identities and expressions, and sex characteristics (SOGIESC) to lead safe, free, fulfilled, and enriched lives with equal and equitable opportunities to achieve their full potential as whole human persons. Y-PEER Asia Pacific brings together young people from all diversities and connects with young key populations, spotlighting the crucial areas of intersectionality and providing wholeness to the youth movement.

# background

By 2024, the YKP-led country networks have proliferated, their advocacy have led to numerous policy changes, strategic evidence on young key populations are generated by different agencies, donors have started prioritizing young key populations, Asia-Pacific young key populations are represented in almost every regional and global platform and most importantly the constituency of young key populations became stronger and stood unified. The result is also visible at the epidemic level with 24% reduction in new HIV infections amongst young people from 2010-2023, though it is still off track with 2030 target equivalent to 90% reduction in new HIV infections.

Despite all these success - there are emerging issues pertaining to funding reduction in HIV response and health as a whole, including the rise of anti-rights movements, shrinking space for civil society, the rise of authoritarian regimes in the Asia-Pacific, increased natural calamities due to climate change, infectious diseases, pandemic and so on. All these issues require a unified response, and no single organization is equipped to tackle these issues holistically. The issues of young people are diverse and require a comprehensive intersectional approach. The need for collaborative effort is more essential than ever not just for the survival of individual organizations but for the larger cause we believe in.

# background

The Asia-Pacific region is far from achieving the 2030 target in reducing new HIV infections by 90%. From 2010 to 2023, there has only been a 24% reduction in HIV new infections amongst young people (15-24) in the Asia Pacific region. Although only 7% of all people living with HIV are young people, 26% of all new infections in 2022 are from young people. In some countries, the new infection rates among young people are as high as 45%. To put into perspective, this means nine young people in every hour are infected with HIV.

These reflections and strategic evidence have brought all three regional youth-led networks to come together to forge a formidable alliance and take youth-led collaborations to new heights. The three networks began strategizing a common goal and approach to respond to the existing and emerging global, regional, and national issues; which led to the development of a collective strategic plan under one canopy. The strategic plan uses the term “We” to denote all three networks together.

Youth LEAD was founded in early 2010, with the vision of empowering young key populations with the necessary skills and tools to advocate for change, under the Coalition of Asia-Pacific Regional Networks on HIV and AIDS (7 Sisters) and financially supported by UNFPA. It was further supported by UNICEF, UNAIDS, and UNESCO in the following years. In 2014, Youth LEAD became a legally registered organisation in Thailand through the financial and technical support of the Robert Carr Fund and UN partners.

# background

Youth Voices Count (YVC) was established in 2010 by 40 young people representing 19 countries as a network of young men who have sex with men (MSM) and young transgender women in East Asia and the Pacific predominantly focused on improving sexual health. It was formally registered in the Philippines in 2019. Historically, YVC's key focus areas have been advocacy on youth-friendly SRHR services and addressing self-stigma and age-related barriers in accessing SRHR services.

Y-PEER Asia Pacific, initiated in 2009, is a youth-based organization working in the field of sexual and reproductive health and rights through peer education in Asia and the Pacific region. With the mission to empower young people to lead healthy lifestyles and actively participate in their communities through peer-to-peer education, Y-PEER Asia Pacific aims to foster youths who can make informed decision in the Asia and Pacific region with regards to their sexual and reproductive health and rights.

# 2 - Strategy Development Process

# strategy development process

## Regional consultation

On 23 September 2024, 24 young leaders from nine countries in Asia and the Pacific gathered in Bangkok, Thailand, for the Asia-Pacific Regional Young Key Populations Strategy Development Consultation. This consultation co-led by representatives from Youth LEAD, YVC, and YPEER AP provided initial ideas and a roadmap in shaping a joint five-year strategic plan for young people in the region. The consultation provided a collaborative space where participants engaged in various discussions, group work, and strategic exercises to collectively define core priorities for the regional strategy. The process aimed to consolidate the progress made by youth-led networks over the past decade while addressing the evolving challenges and opportunities in the region. By leveraging the knowledge and experience of regional young key populations leaders, the consultation fostered a strong foundation for a strategic plan that would enhance advocacy, secure funding, and strengthen policy engagement to support youth-led interventions

# strategy development process

## Regional consultation

Throughout the consultation, participants identified key strengths, existing gaps, and emerging issues that shaped the direction of the regional strategy. Discussions highlighted the growing recognition of youth movements in political and policy spaces, the expansion of regional and global platforms for youth advocacy, and the increasing engagement of stakeholders, including UN agencies and governments. However, participants also raised critical challenges, such as barriers to accessing youth-friendly services, stigma and discrimination, bureaucratic inefficiencies, and limited prioritization of HIV-related support and funding. Emerging concerns, including climate change vulnerability, economic instability, shifting political landscapes, and gaps in digital access, were also addressed as factors that will significantly impact young people in the coming years. The consultation concluded with a shared commitment to developing an inclusive and actionable strategy that will drive meaningful change, strengthen partnerships, and ensure that young key populations remain at the forefront of decision-making processes across the region.

# strategy development process

## Survey and KI survey

To ensure that the strategic plan reflects the perspectives and priorities of young people and key stakeholders, a comprehensive survey and key informant interviews were conducted. From 1 to 31 September 2024, an online survey engaged 31 young people from across the region, representing diverse young key populations-led networks and youth-led organizations. The survey explored key achievements of youth movements, areas requiring further focus, and emerging challenges that need to be addressed. Respondents highlighted the importance of national and regional advocacy, youth engagement in policy making, and capacity development for young key populations leaders and organizations. Additionally, the survey identified critical gaps, including barriers to accessing youth-friendly services, insufficient funding for young key populations -led initiatives, and the need for stronger partnerships with key stakeholders, including private sector actors and international organizations.

# strategy development process

## Survey and KI survey

Building upon the survey findings, 22 key informant interviews were conducted between October and December 2024 with representatives from regional and global partner organizations, UN agencies, donor institutions, and youth leaders at the national level. These interviews offered a deeper exploration of structural, financial, and policy challenges faced by young key populations networks, as well as emerging trends influencing the future of youth-led advocacy. Key informants emphasized the need for sustainable funding mechanisms, greater young key populations integration in decision-making processes, and innovative advocacy strategies to strengthen the impact of youth-led movements. Additional concerns included political instability, gaps in digital engagement, and increasing mental health challenges among young key populations. The insights from the survey and key informant interviews played a key role in shaping the strategic direction of the regional plan, ensuring it is data-driven, youth-focused, and responsive to the evolving needs of young key populations in the Asia-Pacific region.

## **3 - Alignment with national and global strategies**

# alignment with national and global strategies

The Asia-Pacific Regional Young Key Populations Regional Strategic Plan will contribute to various national, regional and global strategies, targets on health including HIV and SRHR, human rights, gender equality, and climate change.

Our Strategy will contribute to achieve various Sustainable Development Goals such as SDG3 Good Health and Well-Being; SDG4 Quality Education; SDG5 Gender Equality; SDG 8 Decent Work and Economic Growth; SDG10 Reduced Inequalities; SDG11 Sustainable Cities and Communities, SDG13 Climate Action, and SDG17 Partnerships for the Goals.

The strategic priorities of the Strategic Plan will contribute to achieve different Result Areas of the Global AIDS Strategy, especially Results 1 to 6 which emphasize prevention of HIV amongst young women, young people, tailored and integrated services for women, community-led services, and gender equality. Our strategic plan also serves to support the Global Fund strategy Objective B and C; i.e. community leadership, health equity, gender equality and human rights.

# alignment with national and global strategies

Young people, including young key populations, are the priority populations for WHO global health sector strategies on HIV, viral hepatitis, and sexually transmitted infections for 2022-2030. The Asia-Pacific Regional Young Key Populations Strategic Plan will contribute to delivering high-quality, evidence-based, people-centered services; and engage empowered communities and civil society.

The Strategy is also grounded on the principles of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), that discriminations against women violates the principles of equality and is obstacle to attain social, economic and cultural rights and eventually hampers the full development of the potentialities of women in the service of their countries and of humanity.

The strategic priorities described in this Strategic Plan also align with the priorities of UN Youth Strategy Plan 2030. The UN Youth Strategy priorities include youth leadership, greater access to quality education and health services, economic empowerment of young people, human rights of young people, and youth as catalysts for peace, security and humanitarian action.

# alignment with national and global strategies

Our Strategy aims to establish the integral relationship of climate change and its negative impact on the communities and women nearer to nature. Thus, we are inspired by the UN Convention of Climate Change, in particular COP28 in 2023 where the member states agree to enhance efforts to strengthen resilience amongst affected communities and linking climate action with nature conservation out of other major decisions. We aim to translate these global commitments into local actions.

## 4 - Strategic Priorities



## **Strategic Priority Statement 1: Diverse funding sources**

*Expand donor outreach to include diverse donor portfolios and adopt innovative fundraising strategies for the youth movement in the region*

# Diverse funding sources

## *Context*

The siloed approach to address young people, young key populations, and young LGBTIQ+ is often an echo of the siloed approach to funding youth issues. The regional youth networks are primarily dependent on HIV funders such as Global Fund, Robert Carr Fund, or specific UN agencies for their core and program support—although YVC also receives smaller grants for core and programmatic activities.

The funding for health and HIV, in particular, are decreasing. From 2016 to 2018, only 2% of all HIV funding is allocated for programmes targeting key populations; despite key populations accounting for over half of new HIV infections. If we further zoom down, harm reduction funding had a 94% gap in 2022 and only 0.7% of HIV money goes to harm reduction. In 2022, US\$20.8 billion (constant 2019 United States dollars) was available for the HIV response in low- and middle-income countries—2.6% less than in 2021 and well short of the \$29.3 billion needed by 2025. There is no viable funding data for young people. However, anecdotal evidence suggests minimal targeted or dedicated funding from the major HIV funding agencies such as the Global Fund and PEPFAR goes to young key populations as they are clubbed within the key populations' umbrella.

# Diverse funding sources

## *Context*

For domestic funding, governments in the Asia-Pacific often invest more on employment generation, social security for orphan and vulnerable children (though children living with HIV are often missing on this list), sports for young people, education etc. Where there is domestic funding for HIV programs, they are often allocated to HIV treatment such as ART procurement and laboratory fees but significantly less on key population and community engagement. This implies lesser to no funding for young key populations.

In this context, the impact of the shrinking funding space for HIV and health is mostly borne by regional organizations since funding is diverted only to global and national organizations—regional organizations were least prioritized by the Global Fund CRG Strategic Initiative grant and the Robert Carr Fund. The recent ban on the US foreign aid has added further complexities and increased degree of uncertainty on funding for regional organizations. As such, there is a need to diversify donor portfolios for the financial sustainability of the regional networks.

# Diverse funding sources

*What we  
aspire to do*

## ***1 - Increase collaboration to identify diverse funding sources***

We, the regional networks, will come together to leverage collective programs, projects, and unique portfolios of each network to diversify funding sources. We will develop a dedicated team or recruit fundraising consultants to list out the donors with their relevant information, make connections and pitch our ideas and concepts. We will also forge a consortium with other like-minded youth-led organizations in this fund-raising endeavor.

# Diverse funding sources

*What we  
aspire to do*

## ***2- Innovate fundraising initiatives to include private sector engagement***

Along with collaborating, we also aim to broaden our fundraising initiatives by employing innovative strategies such as crowdsourcing, community mobilization, individual donations, and engaging high-worth individuals. We aim to establish connections with the relevant private sector with social corporate responsibility or foundations. The team will list out such private sectors, make connections and pitch the ideas and concepts.

*“To ensure sustainability, networks should diversify their funding sources, seeking partnerships not only with donors but also with the private sector and social enterprises.”* - Global Partner Representative, Vietnam.

# Diverse funding sources

*What we  
aspire to do*

## ***3-Strengthen international donor advocacy***

To ensure existing donors such as the Global Fund, bilateral donors, and UN agencies continue to scale up investment on young key populations, we aim to generate additional evidence and utilize existing tools, practice, and knowledge to strategize our advocacy efforts at national and global levels. We will advocate for unrestricted core funding for youth-led organizations to allow them to carry out crucial data generation and advocacy work; strengthen the grassroots youth-led organizations who are left out from mainstream funding due to eligibility and other structural barriers for smaller organizations.

*“Prioritizing unrestricted funding is key to enable the implementation of small-scale, innovative projects. This flexibility allows networks to reach new YKPs and AKPs at the local level and adapt to their unique needs.”* - Young key population leader, Mongolia

# Diverse funding sources

*What we  
aspire to do*

## ***4- Advocate and lobby strategically to influence governments to increase government funding allocations to services on HIV, SRHR, social justice and young people***

To influence increased government investment on HIV, SRHR, and social justice, we aim to strengthen budget advocacy to governments and connect young key populations to broader youth programs such as employment, sports etc. We aim to increase the capacity of young people to advocate for increased budgets at national and provincial levels. To do this, we will collect evidence, develop strategies, create allies, and launch advocacy campaigns to increase government funding to national and sub-national youth-led organizations. Our advocacy will also prioritize social contracting to ensure that government funding is channeled to youth-led organizations.

# Diverse funding sources

## *Result Areas*

### ***Outcome Results (High-level)***

- Outcome 1.1 – Diverse sources of funding have been secured in areas including but not limited to social justice, SRHR, human rights, gender equality, LGBTIQ rights, economic empowerment, health system strengthening, humanitarian response, pandemic preparedness, and climate action.
- Outcome 1.2 – Continued and increased funding allocations, in particular unrestricted core funding, have been secured for young key populations from major HIV international donors such as the Global Fund and PEPFAR.
- Outcome 1.3 – National governments have their increased commitment on health, HIV and young key populations and have channeled the funding to YKP-led organizations through social contracting
- Outcome 1.4 – Young key populations and LGBTIQ youth groups and organizations have received funding on employment generation, entrepreneurship, and small-scale business
- Outcome 1.5 - Private sector funding agencies have been successfully engaged to provide funding to youth-led organizations

# Diverse funding sources

## *Result Areas*

### ***Output Results (Mid- to Low-level)***

- Output 1.1.1 – At least 2-3 innovative fundraising strategies have been developed and implemented to support the core cost of regional youth-led organizations.
- Output 1.1.2 – At least 2-3 private sector funding sources have been successfully engaged.

# Diverse funding sources

## *Result Areas*

### ***Key indicators to measure the success***

- Number of innovative funding strategies implemented
- Number of funding beyond HIV received from international donor agencies
- Number of private sector donors successfully engaged to fund young key populations LGBTIQ youth and marginalized young people
- Number of governments allocating funding for the young key populations, LGBTIQ youth and marginalized young people
- Percentage of HIV funding for young key populations



## **Strategic priority statement 2: Digital health advocacy**

*Contribute to a safer online space through engagement, networking and advocacy campaigns on digital health*

# Digital Health Advocacy

## *Context*

“Digital health” is defined by the World Health Organization (WHO) as digital technologies used for health promotion, health service delivery, supply chain management, health financing, human resource management and data services. Out of 4.3 billion people in Asia Pacific, there are over 2.5 billion social media users in Asia Pacific due to increased internet connection throughout the rural areas and most of them are between the age group of 18-35. The data indicates the wider use of digital platforms at an unprecedented scale. It brings a huge potential for interconnectedness and fostering networking for various issues. Social media is also an attractive platform for young people. The global study on digital health found that young people increasingly rely on their mobile phones to access health information and services through Google searches, social media platforms (such as Facebook, Instagram, YouTube and TikTok), and social messaging platforms (such as WhatsApp). A smaller number of young adults described using dedicated mHealth apps.

# Digital Health Advocacy

## *Context*

International agencies such as the UN and other bi/multilateral organizations have actively promoted the digital platform and tools as a cost-effective measure to improve access to health. In 2020, the World Health Assembly approved a Global Strategy on Digital Health 2020-2025, which committed member states to develop and implement national digital health strategies. Countries have started investing and regulating digital health – but these strategies do not always include protection for human rights, ethics and data privacy. More importantly, these strategies have used a blanket approach to diversity.

# Digital Health Advocacy

## *Context*

Digital platforms bring in both benefits and risks. The risks include rampant misinformation and censorship of health information leading to negative consequences of health; anxiety about phone “addiction”; verbal abuse and threats; public shaming; sexual harassment and stalking; extortion and blackmail; and physical violence. Some of the anxiety also revolved around the risk of online surveillance, considering criminalization of abortion and same-sex sexual behavior. These harms were reported by young women, LGBTQ+ people, and sex workers. A recent global study found that nearly 60 per cent of women had experienced one or more forms of online harm.

Youth LEAD, Y-PEER and YVC have actively and safely utilized the online spaces to spread awareness, strategize advocacy campaigns and tools for effective regular coordination and communications. This strategic plan will build on these strengths and foster the utilization of digital space to improve health, provide accurate information and run advocacy campaigns.

# Digital Health Advocacy

## *What we aspire to do*

### ***1 - Generate evidence on the use of digital health for young people and develop tools, guidelines and trainings to capacitate young people to safely navigate digital health and effective use of AI tools.***

The need for evidence on the use of digital platforms is crucial due to the evolving nature of digital technology and artificial intelligence (AI). The three youth-led networks aim to conduct studies to generate findings on young people and their use of digital health and AI. This evidence can then be collected to create a repository of different findings that can be utilized to develop engagement strategies for the effective and safer use of digital health and AI. This evidence will also be useful in identifying appropriate social media platforms for youth engagement.

Once strategies for engaging with digital health and AI have been developed, these findings can also be used to develop tools and guidelines to increase the capacity of young people to navigate and utilize digital health and AI safely and effectively.

We will adapt the existing regional YKP-specific tools and guidelines on safer use of online platforms to access accurate information and effective use of AI tools for professional work. We will develop shorter videos or podcasts on safe use of online platforms, AI tools and disseminate regularly.

# Digital Health Advocacy

*What we  
aspire to do*

## ***2 - Strengthen advocacy platforms of Youth LEAD, YVC, and YPEERAP to strategize and run online campaigns for advocacy and change***

Leveraging each network's social media presence in platforms such as Facebook, Instagram, and X, the three networks will conduct internal reviews and evaluations on the effectiveness of these platforms for online advocacy. The networks will foster synergy to co-create and amplify impactful and innovative online campaigns to attract more young people to the network and run larger campaigns. The networks will also deliberate on a potential joint platform to foster cross-sharing and to mobilize a larger number of young people. We will also brainstorm on the need of developing dedicated apps for network members.

*"By establishing regional hubs or shared platforms, networks can pool resources and expertise, ensuring that underfunded countries still benefit from regional initiatives."* - UN Partner.

# Digital Health Advocacy

*What we  
aspire to do*

***3- Advocate at national and international levels for the inclusion of human rights, ethics, data privacy and confidentiality in the digital health strategies and policies, and ensure data governance are adequately placed***

Aligned with the WHO Global Strategy on Digital Health, we will capacitate and support country partners to ensure national strategies on digital health and AI are aligned with human rights standards and cater to the specific needs of YKPs. This includes identifying partners and stakeholders at the country level to formulate advocacy plans. Similarly, we will engage with international agencies such as UN partners and organizations working on data governance for digital health and ensure that the needs of young key populations are integrated in their tools, policies and practice.

*“One emerging trend is the increasing use of digital platforms for advocacy and service delivery, which presents both opportunities and challenges. Youth-led networks need to adapt to the rapid pace of technological change to stay relevant.” - Global Partner Representative, Vietnam*

# Digital Health Advocacy

## *Result Areas*

### ***Outcome Results (High-level)***

- Outcome 2.1 – Young people, young key populations and young LGBTIQ groups are capable of using digital health and AI tools to improve their health
- Outcome 2.2 – The national strategies on digital health at countries are based on the foundations of human rights, equity, ethics and address the diversity with robust systems on data governance.

# Digital Health Advocacy

## *Result Areas*

### ***Output Results (Mid- to Low-level)***

- Output 2.1.1 – Adequate evidence related to digital health, AI and young people have been generated and regularly updated
- Output 2.1.2 – Strategies and capacity-building initiatives for the effective and safe use of digital health and AI have been implemented
- Output 2.1.3 – Innovative and massive online campaigns led by young people have mobilized large numbers of young people
- Output 2.2.1 – The three regional networks have contributed to tangible policy changes on digital health and AI for young people at national and international level.

# Digital Health Advocacy

## *Result Areas*

### *Indicators to measure success*

- Number of studies and publications developed and disseminated on digital health, AI, and young people; including incidences of online harassment, abuse and violence among young key populations
- Number of tools and guidance on digital health, AI and young key populations produced and disseminated
- Number of multi-country online advocacy campaigns led by young key populations
- Number of forums or dialogues with stakeholders in development of national strategies on digital health and AI respecting human rights, equity, ethics and diversity.



### **Strategic priority statement 3: Enabling environment**

*Ensure that the human rights of adolescents, young key populations, LGBTIQ youth and young people are protected and promoted through a protective and promotive policy and legal environment, and universal access to comprehensive social, economic and health services*

# Enabling Environment

## *Context*

A 2023 report from Amnesty International stated that the overall outlook for human rights in the Asia Pacific region remain bleak in 2023/2024. Although there are modest gains for the rights of women and LGBTIQ in few countries, the long-standing patterns of discrimination against marginalized and minorities persist. This is followed by many governments' intensified crackdowns on media; arbitrary arrest and detention of human rights defenders; widespread impunity; victims routinely denied their rights to justice, truth and reparation; and international humanitarian law violations including the criminalization of children.

# Enabling Environment

## *Context*

People living with HIV and key populations are often treated differently by the government and society. Key populations such as people who sell sex, use and inject drugs, men having sex with men and transgender people are criminalized in a number of countries in Asia and Pacific based on conservative religious and moral grounds. Sex work and the possession of drugs are criminalized or subject to punitive regulation in almost the entire region, same-sex sexual acts were still criminalized in 18 countries in 2021 (including 2 countries where the death penalty may apply), and six countries currently criminalize transgender people. Young key populations face multiple legal issues as they are equally criminalized as member of key populations and face additional layers of barriers for being young. In addition, countries have age of consent policies that hinder adolescents and young people below a certain age to access HIV-related services such as harm reduction, HIV testing and treatment, and other SRH services.

# Enabling Environment

## *Context*

Because of these persistent legal and policy barriers fueled by anti-rights movements, young key populations, youth LGBTIQ and marginalized young people face humanrights violations, such as violence and denial of access to services. For instance, key populations are excluded from social health insurance in many countries due to criminalization or they are hesitant to register themselves to such schemes in the fear of incarceration. Young people who sell sex, who use drugs, or LGBTIQ find it difficult to be part of national government programs on employment generation, free education, etc. There are still cases of young people living with HIV terminated from school after the involuntary disclosure of their HIV status. Children living with HIV in many countries do not receive benefits as orphans or vulnerable children. In many countries there is a systematic exclusion of these young key populations from national programs. The danger and degree of exclusion increases more with a rise in authoritarian regimes in many countries.

# Enabling Environment

*What we  
aspire to do*

## ***1 - Capacitate and prepare young people to face the increasing anti-rights movement in the region***

The three networks aim to consistently train young people, young key populations, and young LGBTIQ on human rights and legal advocacy, including on safeguarding in times of crisis or arbitrary detention. Existing tools on human rights and legal advocacy, such as Young People and Law, will be update to adequately respond to new and rising human rights challenges.

# Enabling Environment

*What we  
aspire to do*

## ***2 - Create a legal and community support system and continue generating evidence to monitor the human rights situations of young people***

We will design legal and community support systems to support young people facing human rights violations. The support will range from legal, financial, moral and emergency support to ensure that young human rights defenders' lives are safeguarded in the time of crisis.

We will also closely monitor the human rights violations relating to young people, young key populations and young LGBTIQ people by creating a human rights and legal policy change tracking system. Such a system will be strategic to design the support system and mobilize resources for such support. The network will also consistently generate evidence on issues such as human rights, inclusion of young key populations, LGBTIQ youth and marginalized young people in government programs and collaborate with other expert organizations monitoring such issues such as Amnesty International and Human Rights Watch.

# Enabling Environment

*What we  
aspire to do*

## ***3- Form alliances with human rights defenders and organizations to include young key populations and LGBTIQ in broader advocacy***

We will collaborate with dedicated human rights organizations and defenders to ensure that young key populations and LGTBTIQ are included in their advocacy through an intersectional approach. There are instances that criminalized groups fall off the crack in the advocacy of larger human rights organizations and groups. For instance, rights groups advocating for refugees and migrants often do not include HIV, young, and LGBTIQ+ issues. We will develop research, briefs, and hold dialogues to increase collaboration and forge broader alliances.

# Enabling Environment

*What we  
aspire to do*

## ***4 - Formulate and implement advocacy strategies to influence the government for policy and legal changes***

We will formulate national advocacy strategies to influence governments to enact policies and laws on human rights, economic development, access to essential social and health services for young key populations and young LGBTIQ people. We will leverage our regional and global presence to influence governments through international advocacy events such as high-level meetings, inter-governmental meetings such as Asia Pacific Forum on Sustainable Development, ICPD, etc.

# Enabling Environment

## *Result Areas*

### ***Outcome Results (High-level)***

- Outcome 3.1 – Alliances with human rights organizations have been established to document issues, protect, and promote the rights of young key populations and young LGBTIQ people, as well as to build the capacity of young human rights defenders
- Outcome 3.2 – Enabling national policies, laws, and government programs have been formulated by governments to cater to the unique needs of young key populations and young LGBTIQ people

# Enabling Environment

## *Result Areas*

### ***Output Results (Mid- to Low-level)***

- Output 3.1.1 – Young human rights defenders have the capacity to document, assess, and advocate for human rights issues affecting young people, young key populations, and young LGBTIQ people.
- Output 3.1.2 – Effective support systems at national and regional levels have been created with the capacity to safeguard the rights and lives of young human right defenders.

# Enabling Environment

## *Result Areas*

### *Indicators to measure success*

- Number of alliances with larger human rights organizations established to include the human rights issues of young key populations and young LGBTIQ people
- Number of policies and government programs developed to address the human rights of young key populations and young LGBTIQ people
- Number of young key populations and young LGBTIQ people trained on legal advocacy, human rights and retained as the human rights defenders
- Number of national and regional support systems created for young human rights defenders



## **Strategic priority statement 4: Youth leadership**

*Build the capacity of adolescent, young key populations, LGBTIQ youth, and young people to strategically lead and contribute to HIV, health, social justice and climate change responses at national, regional, and international levels*

# Youth Leadership

## *Context*

Youth leadership is crucial for a tangible and sustained youth-led response. It is a consistent process where the leadership is transferred from one generation to another. When youth leaders are well equipped with skills and knowledge about intersectional youth issues, they can effectively address the diverse barriers and challenges that prevent young people from accessing their rights.

This strategy will expand the horizon of existing youth leadership programs to cover issues that impact HIV and the health of young key populations such as climate change, humanitarian response, social justice and human rights. It is crucial that newer generations of youth leaders comprehend these intersections of HIV and advocate for comprehensive and intersectional programs and policies.

# Youth Leadership

## *Context*

All three networks have incubated youth leaders through various training and mentorship programs. Youth LEAD trained hundreds of young key populations through their NewGen and TeenGen training programs, as well as activities funded by the Global Fund. Youth LEAD and Y-PEER AP collaborated in 2015 to integrate SRHR into the NewGen training manual. Y-PEER AP has also trained young people through their national and regional SRHR training programs, while YVC has their Ignite Mentoring program. All three networks also provide unrestricted-flexible small grant funding to the country partners which has been instrumental in realizing and exercising the leadership skills gained in training.

# Youth Leadership

## Context

The three networks aim to continue and expand its capacity-building programs to increase youth leadership in the Asia-Pacific region. The three networks will also aim to collaborate with youth-led organizations working on climate change, social justice, to further enhance the intersectionality of its youth leadership programs.

*“Youth LEAD asked us what our plans for the future were, how we envisaged ourselves as leaders, how we wanted to bring about change for our friends and communities. Nobody had ever asked me that before. I think just thinking about that changed me as an individual.”* - Youth LEAD focal point, China

# Youth Leadership

## *What we aspire to do*

### ***1 - Enhance the intersectionality and continuity of youth leadership initiatives and foster cross-learning***

Youth leadership and capacity-building initiatives should be continuous due to ageing out, leadership transfers, and emerging new youth issues. The three networks will continue to implement their own leadership development training and mentorship initiatives; bring in new and younger leadership, as well as update existing tools and manuals to address the emerging youth issues. While doing so, we will also find areas for collaboration to synergize our individual initiatives, develop innovative tools and methodologies, avoid duplications in participants, and maximize financial resources.

We will also explore and design effective digital space for youth leadership building in alignment with the Strategic Priority 2 (digital health). We will develop tools and guidelines to facilitate online leadership training and orientation.

# Youth Leadership

## *What we aspire to do*

### ***1 - Enhance the intersectionality and continuity of youth leadership initiatives and foster cross-learning***

*“It’s easy to have a bias that we are always pushing for capacity building, but it is true that as people age out, new people onboarding will need training and need to familiarize themselves with how to work with national organizations and regional networks. The focus should be on how frequently we need this kind of training and what topics/skills should be covered.” – Young key populations Representative, Taiwan*

# Youth Leadership

## *What we aspire to do*

### ***2 - Collaborate with experts to expand youth leadership to emerging areas***

We will collaborate with youth organizations and experts on climate change, humanitarian response, and social justice for the purpose of cross-learning, integrating HIV and health in their agenda, and leveraging their expertise to train young key populations and LGBTIQ leaders. In doing so, we aim to strengthen the knowledge portfolios of youth leaders on these issues in relation to HIV and health.

# Youth Leadership

## *What we aspire to do*

### ***3 - Strengthen youth-led organizations at the national and local level***

We will continue strengthening youth-led organizations at the national and local level through unrestricted small funding, capacity development, exposure to international forums, and advocacy. The aim is to develop the financial, governance, and organizational capacity of youth-led organizations so they can mobilize their own resources in the future.

*“Prioritizing unrestricted funding is key to enable the implementation of small-scale, innovative projects. This flexibility allows networks to reach new YKPs and AKPs at the local level and adapt to their unique needs.”* – Young key population Representative, Mongolia

# Youth Leadership

## *What we aspire to do*

### ***4- Explore skills development and opportunities for youth employment and entrepreneurship***

At the national level we will advocate to governments to ensure that young key populations, LGBTIQ youth, and marginalized young people are part of the employment generation schemes. Additionally, we will proactively identify and collaborate with organizations working on youth employment and entrepreneurship to develop the skills and provide opportunities to young people. At the regional level, we will mobilize resources to create a dedicated fund to develop the employable skills of our members.

# Youth Leadership

## *What we aspire to do*

### ***5 - Promote intergenerational solidarity and collaboration***

Intergenerational solidarity and collaboration are fundamental to public welfare and informal care systems and integral to the achievement of the SDGs. Using the principle of intergenerational solidarity, the three networks will seek intergenerational equal partnerships with non-youth-led organizations to leverage their expertise and network for mentorship, capacity-building, and expansion of youth-led initiatives and their impact.

# Youth Leadership

## *What we aspire to do*

### ***6 - Explore the potential of developing a joint regional youth hub***

The strategy aspires to create a joint regional youth-hub, which serves as a digital platform with resources, tools, guides, practices, data and support system dedicated to young people, young key populations, and young LGBTIQ. The hub will be an interactive one-stop service center for young people to access information on HIV prevention, leadership training manuals, and updates on news and advocacy campaigns in the region.

*“Engaging with organizations like the Seven Alliance, which have successfully navigated transitions, can provide useful models for this shift. Although this process may be challenging, especially if there is no GC9 of the Global Fund, it is crucial to secure diversified funding streams and long-term sustainability for the network’s future impact.” - Regional Partner representative, Indonesia*

# Youth Leadership

## *Result Areas*

### *Outcome results*

- Outcome 4.1 – National and local youth-led organizations have strengthened financial, governance, and organizational capacity to mobilize their own resources
- Outcome 4.2 – There are more accessible employment and entrepreneurship opportunities for young key populations, LGBTIQ youth and marginalized young people to support their livelihood and activism

# Youth Leadership

## *Result Areas*

### ***Outcome Results (High-level)***

- Outcome 4.1 – National and local youth-led organizations have strengthened financial, governance, and organizational capacity to mobilize their own resources
- Outcome 4.2 – There are more accessible employment and entrepreneurship opportunities for young key populations, LGBTIQ youth and marginalized young people to support their livelihood and activism

# Youth Leadership

## *Result Areas*

### *Output Results (Mid- to Low-level)*

- Output 4.1.1 – More young people, young key populations, and young LGBTIQ people have become capable youth leaders to advocate for HIV and human rights
- Output 4.1.2 – Updated training manuals, tools, guides are abundant and accessible to young people.
- Output 4.1.3 – Young key populations and young LGBTIQ leaders have increased capacity on climate change, humanitarian response, social justice and able to articulate these intersectional issues with HIV and health
- Output 4.2.1 – The three regional networks have established equal adult-youth partnerships with larger non-youth-led organizations

# Youth Leadership

## *Result Areas*

### *Indicators to measure the success*

- Number of young people, young key populations and LGBTIQ who have become new youth leaders in the HIV and human rights space
- Number of training manuals, tools, guides developed and made accessible to young people
- Number of young key populations and LGBTIQ leaders able to articulate the intersectionality of HIV and health with climate change, humanitarian crisis and social justice.
- Number of youth employment and entrepreneurship programs for young key populations, LGBTIQ youths and marginalized young people implemented in collaboration with governments and other stakeholders
- Number of national youth-led organizations with strengthened financial, governance, and organizational capacity funded by national and international funding agencies.
- Number of intergenerational dialogues or events held annually



## **Strategic priority statement 5: Access to services**

*Ensure equitable access of adolescents, young key populations, LGBTIQ youth and young people to youth-friendly and youth-responsive health, HIV, SRHR, mental health services, information and commodities*

# Access to services

## *Context*

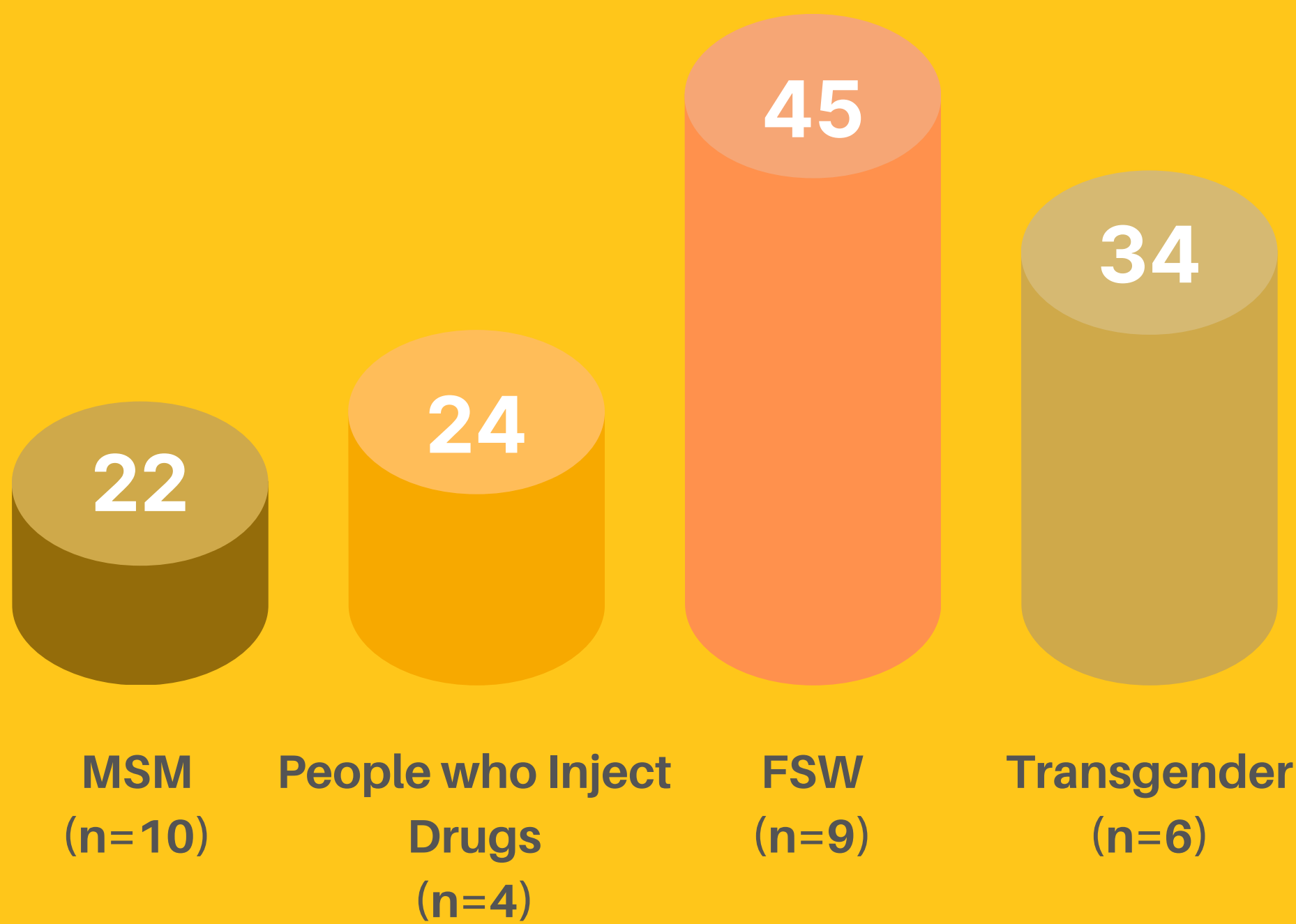
According to a 2022 study, young key populations make up 26% of new HIV infections across the Asia-Pacific. In some countries, this proportion is higher, such as as 50% in Thailand, 48% in Indonesia, 47% in Cambodia and 41% in Lao PDR. One of the reasons behind these high proportions of new HIV infections among young key populations include inequitable access to HIV prevention services. At the regional level, only 22% of young people have comprehensive HIV knowledge in 2021; and it is as low as 6% in Pakistan, 11% in Timor Leste, 12% in Bangladesh. The highest proportion of young people with comprehensive HIV knowledge is only 50% in Thailand.

# Access to services

## Context

Similarly, the median percentage of young key populations accessing HIV services are below 50%. The graph below depicts that only 22% of young men who have sex with men, 24% of people who inject drugs, 45% female sex workers and 34% transgender people access HIV prevention services. Access of young key populations to HIV testing and counseling services is lesser than their adult key populations counterpart in many countries of Asia and the Pacific.

*Median percentage of young people from key populations accessing HIV prevention services in the Asia and the Pacific region, 2016 - 2020*



*Data from 10 countries: Bangladesh, Cambodia, the Lao People’s Democratic Republic, Malaysia, Mongolia, Myanmar, Pakistan, the Phillipines, Thailand, and Viet Nam.  
Source: Global AIDS Monitoring*

# Access to services

## *Context*

Despite a growing policy focus on the implementation of youth-friendly SRH services in Asia-Pacific countries, utilization rates remain low. Child marriage and early union is common (1 in 8 girls and 1 in 50 boys) and almost 27 million young women aged 20-24 years are married before the age of 18. Less than half of 15-24 year olds with multiple sexual partners used a condom at last sex. Around 1 in 8 births by adolescent's girls are unintended with an estimated 3.6 million unsafe abortions each year. A systematic review in 2024 revealed that SRH education is still not part of school curricula; sexuality was seen as a taboo to discuss among (unmarried) young people; young people still find it difficult to navigate puberty; young people have low bodily autonomy due to traditional practices, religious beliefs, social and gender norms.

Mental health issues are also on the rise among adolescents and young people. More than 1 in 10 girls and almost 1 in 7 boys aged 10-19 years have a mental health disorder. Suicide is the second-leading cause of death among girls, and the third leading cause of death among boys aged 15-19 years. Among young key populations (YKP), the risk for developing mental illness is heightened by other vulnerabilities such as early sexual debut, high numbers of sexual partners, low condom use, transactional sex, needle sharing, including drug/alcohol abuse.

# Access to services

## *What we aspire to do*

***1 - Intensify efforts to reach young key populations with comprehensive packages of HIV prevention services, including care and support, tailored to the needs of young people; and monitor progress through data collection***

Young key populations—especially children, adolescents, and young people living with HIV—face unique challenges pertaining to disclosure of HIV status, life-long medicine, opportunistic infections, stigma and discrimination. Eventually young people living with HIV will face issues around sexuality, relationship, and community. Mitigating these challenges require a youth-friendly support system with counseling, proper information, mentoring and access to youth-friendly HIV services.

# Access to services

## *What we aspire to do*

### ***1 - Intensify efforts to reach young key populations with comprehensive packages of HIV prevention services, including care and support, tailored to the needs of young people; and monitor progress through data collection***

We will work closely with technical partners, service providers, and government agencies to ensure that young key populations and young people living with HIV have access to comprehensive packages of youth-friendly HIV services including HIV testing and treatment, counseling, and harm reduction. We will also ensure that young key populations diagnosed with HIV are effectively referred to the continuum of treatment, care and support; and linked to life saving medicine.

The networks will map out and monitor the HIV epidemic among young key populations in priority countries and provinces; and focus advocacy efforts where the epidemic is rising or where young key populations are left behind. The networks will then collect promising practices of providing HIV services to young key populations and develop normative guidance to capacitate service providers on providing youth friendly services. Similarly, the network will utilize existing tools to capacitate the health service providers to youth-friendly services free from stigma and prejudice.

# Access to services

## *What we aspire to do*

### ***2 - Integrate comprehensive, youth-friendly HIV and SRHR services into national health systems including and universal health coverage***

Youth-friendly service centers have been proven to provide better and effective HIV and SRHR services to young people by enhancing access to the quality and tailored services. Youth-friendly services ensure that health systems are responsive to the needs of young people. Thus, integrating youth-friendly services into national health systems strengthens national HIV response and the broader health system as a whole.

The strategy envisions for a multi-pronged approach to do this. First, the networks aim to strengthen existing youth-friendly SRHR services and service centers to integrate into broader health systems. Second, the networks aim to increase demand for more youth-friendly service centers wherever the HIV epidemic is on the rise. Third, the networks will create guidance on managing youth-friendly services and ensure that service providers follow and integrate this guidance into service delivery. The strategy employs youth-friendly services as a tool to ensure that universal health coverage is responsive to the needs of young people and young key populations.

# Access to services

## *What we aspire to do*

### ***3 - Increase access to quality, gender-responsive, age-appropriate, comprehensive sexuality education services***

The networks aim to increase access to comprehensive sexuality education—in line with international guidance, national laws and policies—ensuring that this addresses the realities of adolescents and young people in all their diversity in and out of school. The networks will jointly work to collaborate with key stakeholders such as UNESCO, UNICEF, and UNFPA. The networks will also ensure the prioritization and inclusion of underserved young people including young people with disabilities and young people from ethnic and racial minorities.

# Access to services

## *What we aspire to do*

### ***4 - Increase young people's awareness on mental health and access to quality, youth-friendly mental health services and support systems***

All three networks have implemented initiatives on mental health awareness and self-care in the past. We aim to increase awareness on mental health through publications, events, training; and create a peer-support system and a referral system to discuss mental health with peers, mental health experts, and clinicians.

# Access to services

## *Result Areas*

### *Outcome Results (High-level)*

- Outcome 5.1 – Youth-friendly HIV, SRHR, mental health services and comprehensive sexuality education are integrated into national health and education systems
- Outcome 5.2 – More young people and young key populations know their HIV status
- Outcome 5.3 – More young people living with HIV have suppressed viral loads
- Outcome 5.4 – New HIV infections among young key populations are reduced

# Access to services

## *Result Areas*

### *Output Results (Mid- to Low-level)*

- Output 5.1.1 – Young people in all their diversity have increased access to comprehensive youth-friendly HIV and health services including care and support for young people living with HIV
- Output 5.1.2 – In- and out-of-school youth have increased access to quality, gender-responsive, age-appropriate, comprehensive sexuality education
- Output 5.1.3 – Young people have increased awareness and access to quality, youth-friendly mental health services

# Access to services

## *Result Areas*

### *Indicators to measure the success*

- Proportion of new HIV infections in young key populations in Asia and the Pacific
- Number of comprehensive youth-friendly and young key populations-friendly HIV, SRHR and mental health services
- Number of countries with health systems integrating youth-friendly HIV and SRHR services responding to the needs of young key populations and LGBTIQ youth
- Number of countries implementing comprehensive sexuality education for in and out of school young people



## **Strategic priority statement 6: Organizational capacity**

*Strengthen the organizational capacity and sustainability of adolescents, young key populations, LGBTIQ youth and youth-led initiatives, organizations, and networks*

# Organizational Capacity

## *Context*

One of the reasons for the growth and impact of Youth LEAD, YVC and Y-PEER AP is their solid organizational foundation that has helped them weather through different phases of organizational crises and growth. As youth-led organizations, the three networks frequently change leadership and active membership due to aging. As non-profit organizations, they are prone to shifting national and international ideologies, priorities, and funding regimes; these include anti-rights and anti-gender ideologies, shrinking civil society space, and diminishing HIV funding. Natural disasters, conflict, and health pandemics equally threaten the lifespan of youth-led organizations. As such, youth-led organizations, networks, and initiatives need to be resilient and sustainable.

# Organizational Capacity

*What we  
aspire to do*

## ***1 - Continue organizational development initiatives and build robust organizational systems and culture***

The networks will regularly reflect and evaluate their organizations to identify and address areas of improvement and mobilize resources for dedicated core funding specifically for organizational development. The aim is to build robust internal regulation and accountability systems and organizational work cultures that will lead to the resilience and sustainability of the networks. Throughout these initiatives, each network's board, secretariat, and members will be regularly oriented on their roles and responsibilities and updated on changes and developments.

# Organizational Capacity

*What we  
aspire to do*

## ***2 - Facilitate cross-learning across the networks***

All three networks have their own strengths and weaknesses, thus, cross-learning and knowledge sharing will be important to learn from each other's success and lessons-learnt. The networks will collaborate to foster partnerships and support each other's growth.

## ***3 - Build systems for smooth leadership transitions and knowledge transfers***

Ensuring smooth leadership transitions and knowledge transfers are crucial for youth-led organizations due to frequent changes in leadership and membership due to ageing. The networks will document existing good practices on organizational leadership and knowledge transfers, and develop systems and policies that support smooth organizational transitions.

# Organizational Capacity

*What we  
aspire to do*

## ***4- Expand and manage network membership***

Network members, as individuals or organizations, form the backbone of regional networks. They are invaluable sources of information and knowledge, as well as arms that expand the reach and impact of regional networks. By mobilizing and joining forces, young people and youth-led organizations can create impactful movements that can influence governments, international organizations, and funding bodies.

In this regard, the networks aim to expand their member base by developing campaigns and incentives to attract new members. The networks will also improve how they manage and engage with their members through consistent support, communication, respect, and equal partnership to keep them active and allied.

# Organizational Capacity

*What we  
aspire to do*

## ***5 - Enhance stakeholder collaboration and partnership***

The networks will continuously reflect and map stakeholders to identify potential allies and partners for collaboration. This includes being open to partnerships with UN agencies and other international organizations to amplify and support the work of youth-led organizations, as well as collaborating with government agencies to back youth-led initiatives and co-develop impactful national policies and programs for young people especially young key populations and LGBTIQ youth. The networks will also continue engaging with funding agencies to advocate for increased funding for youth-led organizations and initiatives, ensuring that they see the value of funding and meaningfully engaging young people.

# Organizational Capacity

## *Result Areas*

### ***Outcome Results (High-level)***

- Outcome 6.1 – Youth LEAD, YVC, and Y-PEER AP have robust and resilient organizational systems and work culture that can withstand changing social, political, and funding environments
- Outcome 6.2 – Youth LEAD, YVC, and Y-PEER AP have full trust and support for each other to continue collaboration and partnership
- Outcome 6.3 – Youth LEAD, YVC, and Y-PEER AP have increased member base that can influence governments, donors, and other key stakeholders

# Organizational Capacity

## *Result Areas*

### ***Output Results (Mid- to Low-level)***

- Output 6.1.1 – Systems for smooth leadership transitions and knowledge transfers have been developed and institutionalized
- Output 6.2.1 - Cross-learning and knowledge sharing initiatives have been implemented to foster growth and collaboration across Youth LEAD, YVC, and Y-PEER AP
- Output 6.2.2 – Youth LEAD, YVC, and Y-PEER AP have partnered with various stakeholders to implement and support youth-led initiatives across the Asia-Pacific region
- Output 6.3.1 – More individual and organization members have joined Youth LEAD, YVC, and Y-PEER AP

# Organizational Capacity

## *Result Areas*

### ***Indicators to measure the success***

- Number of systems, policies, and plans in place that can guide organizations in withstanding social, political, and funding shifts
- Number of cross-learning and knowledge sharing initiatives implemented
- Number of systems and policies to guide smooth leadership transitions and knowledge transfers
- Number of new individual and organization members that have joined Youth LEAD, YVC, and Y-PEER AP
- Number of countries where network members are based in
- Number of initiatives implemented in collaboration with UN agencies, international organizations, governments, and other stakeholders

## **5 - Monitoring and Evaluation**

# monitoring and evaluation

We will monitor and evaluate the progress of the strategic plan through the following:

1

## **Program and project design principle**

The three networks will use the strategic priorities outlined in this plan as guides to design and develop future programs, projects, activities, and campaigns. This means that our initiatives should aim to achieve the results in the strategic plan. Doing so ensures that the collective impact of the three networks responds to the strategic priorities, indicators, and targets agreed upon in this plan.

The three networks understand that donor and partner priorities and targets may be different from this strategic plan. As a result, project proposals, design, and implementation may not always fit neatly with the strategic plan for the purpose of securing funding. However, the three networks will aim to identify areas where donor/partner priorities and this strategic plan's priorities align and leverage them in design and implementation. Through this, the networks' initiatives will have a degree of alignment to the strategic plan regardless of donor and partner priorities.

# monitoring and evaluation

We will monitor and evaluate the progress of the strategic plan through the following:

2

## **Annual work-plan and report**

The networks will develop their own annual work plan as the key monitoring tool to measure progress on the strategic plan. The networks will reflect and report on achievements, risks, and challenges in relation to the targets, indicators, and results indicated in the strategic plan annually through an annual report. This annual reflection and reporting on the strategic plan will also be an opportunity to collate project activities implemented throughout the year and analyse them in relation to the strategic plan priorities.

The annual report will be presented to each organization's board meetings to provide updates on progress relating to the strategic plan.

# monitoring and evaluation

We will monitor and evaluate the progress of the strategic plan through the following:

3

## **Joint reflection and evaluation**

In addition to each network producing their own annual reports, Youth LEAD, YVC, and Y-PEER AP also aim to jointly reflect and assess the progress and achievements relating to the strategic plan on an annual basis. This joint exercise will ensure that each network's initiatives complement each other; and identify any overlaps, gaps, and opportunities for collaboration to achieve the results and targets of the strategic plan. The joint exercise will be guided by a process agreed upon by the three networks.

# monitoring and evaluation

We will monitor and evaluate the progress of the strategic plan through the following:

4

## **Independent evaluation**

The three networks will aim to have independent mid- and end-term evaluations conducted to leverage external expertise and insight into the networks' progress in achieving the results and targets of the strategic plan.

These evaluations will happen ideally in Year 2/3 and Year 5 of the strategic plan, and will be joint evaluations of Youth LEAD, YVC, and Y-PEER AP's progress. The three networks will also aim to mobilize funding to conduct the independent evaluation.

## 6 - Resource Mobilization

# resource mobilization

Ensuring sufficient resources is crucial to the implementation of the strategic plan and the achievement of its desired results. The three networks will thus mobilize resources using the strategic plan as a guiding document. This means that applications for future funding will incorporate the proposed activities, targets, and indicators from the strategic plan to ensure that all our programs and projects contribute to the strategic plan's implementation and achievement.

To get an idea of the resources needed to sufficiently fund implementation, the three networks will each develop an annual cost projection every year. The cost projection includes proposed budgets for programs, projects and activities, communication, human resources, and organizational development that the networks are planning to do in the year as part of their annual work plan. This also includes expected activities under multi-year initiatives such as Youth LEAD's activities under the Global Fund CE-SI. The cost projection will help the three networks to identify which proposed initiatives need resource mobilization.

As mentioned in Strategic Priority 1, the three networks will aim to secure funding from diverse sources including international funding agencies, national governments, embassies and consulates, the private sector, and crowdfunding sources. The three networks will aim to map these donors annually to identify their funding priorities and how they align to this strategic plan.

## **7 - Partnerships and Stakeholder Engagement**

# partnerships and stakeholder engagement

Across the strategic plan, partnerships with different stakeholders play a key role in the three networks' success and achievement of the goals. The networks aim to regularly map out these donors to develop stakeholder engagement strategies that will lead to stronger collaboration and opportunities. These stakeholders include but are not limited to the following:

## **Government stakeholders**

Ministries of Health, Youth, and Social Development; national centers for HIV/AIDS and STI; provincial and district government offices; foreign embassies and consulates



# partnerships and stakeholder engagement



## Technical partners

UNAIDS, UNFPA,  
UNICEF, UNDP,  
UNESCO, WHO, UNODC;  
academic institutions,  
International NGOs

## Civil society partners

Global, regional, and national  
key population networks,  
women and LGBTIQ  
organizations; climate action  
organizations, human rights  
organizations, like minded  
youth-led organizations,  
women organizations

# partnerships and stakeholder engagement

**Funding  
agencies**

Bilateral and multilateral  
donors; public and  
private foundations;  
private sector  
companies, individuals

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