



Youth **LEAD**

Strategic plan **2016-2018**

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A large number of people have contributed to the development of Youth LEAD's 2016-18 Strategic Plan, representing young people from key populations and a range of partners and stakeholders working across the Asia-Pacific region. Youth LEAD would like to thank everyone involved for their valuable contributions.

Published February 2016



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1

Context



THE Global Fund Eol approved	YL has a full time functioning Secretariat YL Sec / Regional	Branding to Our Stakeholders there are training for new members to build them stronger on there jobs	YOUTH Focus ISSUE
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In the Asia-Pacific region, HIV remains a concern. Young people are seen as both a key target group and a strategic group with whom to engage when it comes to prevention and response efforts. In 2013, an estimated 610,000 young people (15-24) were living with HIV in the Asia-Pacific region (UNAIDS 2013). While national population-level data indicates a low prevalence of HIV in young people in most countries in the region, infections are concentrated in sub-population groups, referred to as *key populations at higher risk of HIV exposure*. Key populations are populations who are at increased risk of HIV exposure due to specific higher-risk behaviour that they engage in, specifically:

- **unprotected paid sex**
- **unprotected sex between males**
- **sharing of contaminated injection equipment**

Typically, key populations include: men who have sex with men; sex workers and their clients; transgender persons; seronegative partners in serodiscordant couples; people who inject drugs; and people living with HIV (UNAIDS, 2011). It is estimated that over 95% of all new HIV infections among young people in the Asia Pacific region occur among young people from these key populations (Independent Commission on AIDS in Asia, 2008).

FIGURE 1

It is estimated that over 95% of new HIV infections are accounted for by young key populations highlighting the need to access these populations for targeted interventions



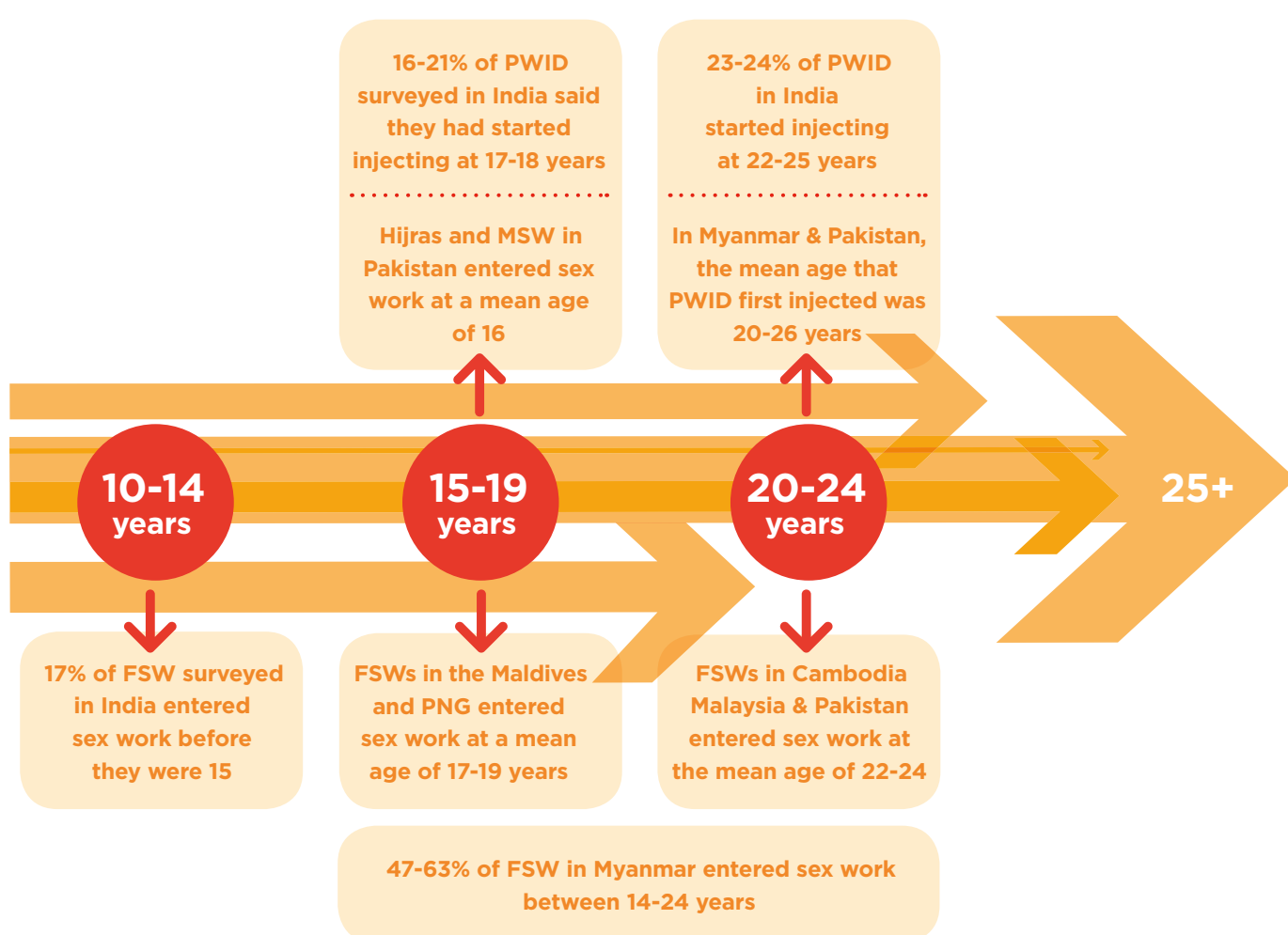
Most young people are at a low risk of HIV exposure

YKP account for > 95% of new infections

The elevated vulnerability of young key populations is perhaps unsurprising given that many of the behaviours that place people at a higher risk, such as unprotected paid sex, unprotected sex between males, and the sharing of contaminated injection equipment, tend to start at an early age (see Figure 2) (Reddy, 2012). Furthermore, studies consistently demonstrate that young key populations are more vulnerable than their older counterparts to sexually transmitted infections (STIs), including HIV and other sexual and reproductive health concerns (Baggaley, Armstrong, Dodd, Ngoksin, & Krug, 2015).

FIGURE 2

Selected data from the region highlights that the behaviours that place people at higher risk of HIV often start at an early age
(Asian Human Rights Commission, 2002; Ministry of Public Health Afghanistan, 2011; Reddy, 2012) (Model adapted from AIDS Data Hub)



Young people often lack access to information and face barriers to accessing health and support services. For young key populations this is partly due to low coverage of services but also due to stigma and discrimination experienced at both the health system and policy levels (Bekker et al., 2015; UNESCO, 2014; UNICEF, UNESCO, Treat Asia, & APN Plus, 2013). In many countries this situation translates into early HIV infection and the potential for escalated growth of the HIV epidemic (UNESCO, 2014).

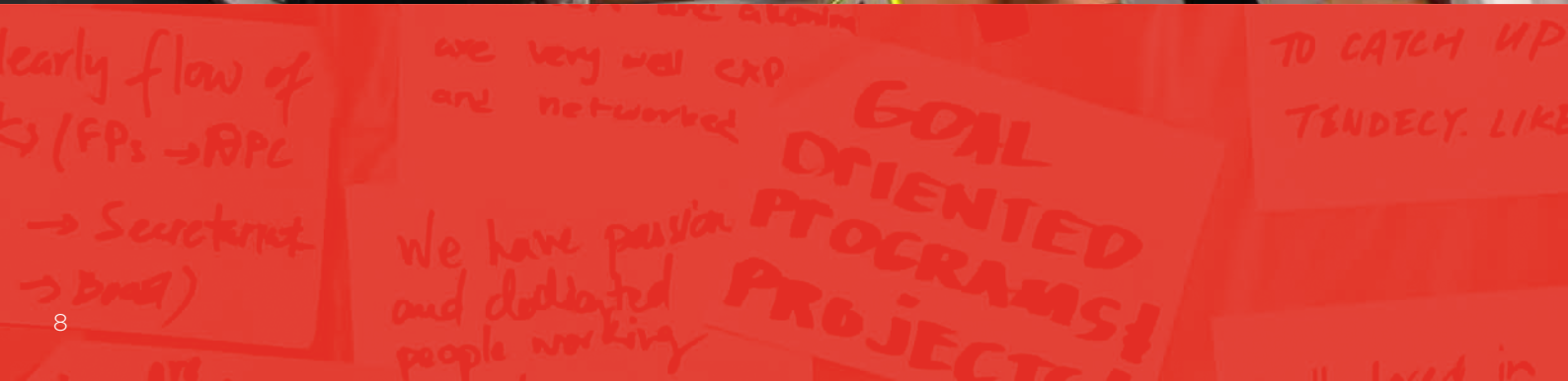


In the public health arena, it is well recognised that targeted interventions towards young key populations are necessary. While an increasing evidence-base is emerging highlighting promising practice in prevention and response interventions for these groups, good policy and practice remain lacking in many countries (Baggaley et al., 2015; Independent Commission on AIDS in Asia, 2008). Moreover, laws that criminalize drug use, sex work, same-sex relationships, and other such behaviours, in addition to stigma and discrimination against people who engage in these behaviours, create barriers to accessing and working both with and for young people at higher risk of HIV and young people living with HIV (Baggaley et al., 2015; UNICEF, UNESCO, UNFPA, & UNAIDS, 2013). Stigma and discrimination faced by young people living with HIV is an added challenge.

It is in this context that Youth LEAD has emerged as an organisation that advocates for the needs of young key populations at higher risk of HIV in the Asia Pacific region. As a youth-led and youth-serving organisation that brings young people from key populations to a common platform, Youth LEAD has unique skills and attributes to offer in the overall HIV and AIDS response in the region.

2

About Youth LEAD



Youth LEAD works with young people living with HIV and young key populations (YKP) at higher risk of HIV exposure, ages 18-27 in the Asia-Pacific region. As a youth-led organisation, connecting with a growing network of focal points in 20 countries across the region, Youth LEAD is uniquely placed to implement programs and initiatives that empower YKP to advocate for their needs. National focal points work for various grass-roots organisations targeting young people from key populations. Through its network, Youth LEAD is able to reach hundreds of typically ‘hard to reach’ populations of young people. A noted strength of Youth LEAD is that it brings together a range of young key populations to a common platform to advocate for the needs of young key populations, many of which are shared between key populations despite their differences. Through its important work, Youth LEAD has attracted increasing attention to the needs of young key populations in the region.

Youth LEAD’s Vision	Youth LEAD’s Mission
<p>A region where the human rights of young key affected people are respected and the impact of HIV and AIDS is mitigated through the meaningful involvement of young key affected populations to equal and equitable access to HIV prevention, treatment, care, and support.</p>	<p>Youth LEAD seeks to be the catalyst of change and empowerment for young key populations at higher risk of HIV exposure (YKP) through capacity building, advocacy, and the expansion of partnerships between local, national, and regional YKP organizations. Youth LEAD aims to ensure more meaningful participation and involvement of YKP in all levels of decision-making that impact their lives. Youth LEAD respects diversity and ensures gender balance in all aspects of its organizational structure and decision-making</p>



The key areas in which Youth LEAD focuses are:

- **Education:** Youth LEAD empowers and educates young people through New Gen workshops, Global Fund training, and sexual and reproductive health and rights (SRHR) promotion, taking a grassroots approach to HIV/AIDS education in Asia and the Pacific.
- **Networking:** Youth LEAD has over 50 focal points in 20 countries across the Asia Pacific region, and holds positions in regional task teams, the UNAIDS PCB, the Global Fund Board, and other key partnerships to ensure YKP needs are addressed.
- **Advocacy:** Youth LEAD works to change and contribute to national and regional HIV and youth responses in order to implement positive change and advocate for the needs of YKP.

In the development of its 2016-18 Strategic Plan, Youth LEAD has conducted a thorough review of its activities over the past three years (see Section 4 of this document). This reveals the tremendous success of Youth LEAD in building a strong network of young people, equipping its members with the necessary skills and tools to advocate for change, and engaging in a range of advocacy activities from a grass-roots level to a high-level policy platform.

History & Development of Youth LEAD

Youth LEAD was founded in mid-2010 under the Coalition of Asia-Pacific Regional Networks on HIV and AIDS (7 Sisters), initially receiving funding support from UNFPA. In subsequent years Youth LEAD has also received financial and technical support from UNICEF, UNAIDS, and UNESCO. In 2012, Youth LEAD became an independent network, following the creation of their first ever strategic plan 2012-15) and Governance Handbook. Youth LEAD became a registered organisation in Thailand in 2014.

The map below shows the expansion of Youth LEAD's network from 2011 to 2015. As of early 2016, Youth LEAD has around 50 focal points in 19 countries throughout the region: Bangladesh, Bhutan, Brunei, Cambodia, China, Fiji, India, Indonesia, Laos, Myanmar, Mongolia, Nepal, Pakistan, Philippines, Singapore, South Korea, Sri Lanka, Thailand, and Vietnam.

FIGURE 3

Youth LEAD's Network has expanded to 20 countries in 2015, with 56 focal points reaching out to target populations





Recognized as a uniquely placed organization carrying out an essential suite of work to engage young people from key populations meaningfully in the HIV response, Youth LEAD has earned a strong reputation among organizations working in the HIV response. It has received funding and technical support from a range of organizations, see Table 1.

TABLE 1

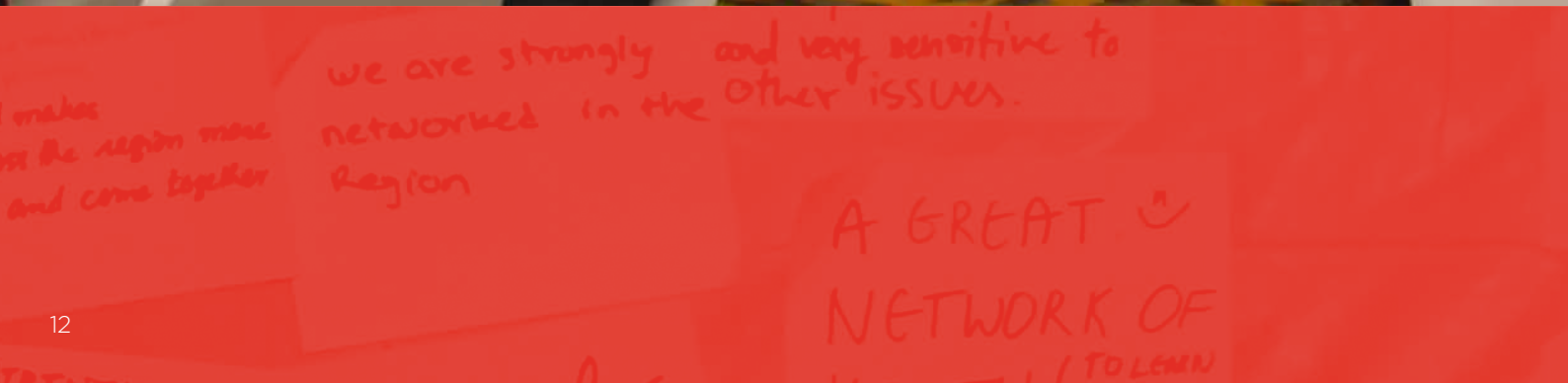
Youth LEAD funding sources, by year

2010	UNFPA
2011	UNFPA, Interagency Task Team on HIV and Young Key Populations (key partners: UNFPA, UNICEF, UNAIDS, UNESCO, Save the Children)
2012	Interagency Task Team on HIV and YKP, Japanese Government Grant (UNAIDS)
2013	Robert Carr Civil Society Network Fund, Interagency Task Team on HIV and YKP, AIDS Healthcare Foundation
2014	Robert Carr Civil Society Network Fund, Interagency Task Team on HIV and YKP, AIDS Healthcare Foundation
2015	Robert Carr Civil Society Network Fund, Robert Carr Global Fund Initiative, Interagency Task Team on HIV and YKP, AIDS Healthcare Foundation, Norwegian Agency for Development Cooperation (Norad)



3

Strategy Development Process (Methodology)



It also believes in the importance of reflecting on the last three years to take note of organisational successes, strengths and weaknesses to inform future priorities. They also believe in the importance of consulting with a range of stakeholders and focal points to a) gather feedback on the past three years and b) seek input on ideas for future strategic directions of the organisation. This has been achieved through a number of activities and has resulted in the development of the five Strategic Priority Areas for 2016-18 (presented in Section 5 of this document). Several activities have contributed to this process.



3.1 Review and analysis of Youth LEAD specific documentation

A thorough assessment of relevant organisational documentation (2012-15) was carried out with a view to identifying key strengths and achievements of the organisation. Documentation reviewed included Youth LEAD's annual reports, media releases, research reports, newsletters and the Youth LEAD website. Documents were analysed using a matrix aligning activities reported with the 2012-15 Strategic Plan and accompanying indicators. This analysis was then reviewed with the Youth LEAD secretariat. The purpose of this process was to identify where Youth LEAD's activities have aligned with their strategic priorities (areas of strength), where priorities have not been addressed (areas that were intended for action but for various reasons have not been a focus) and where they have deviated from the original priorities. The results of the document analysis are summarised in Section 4 of this document. The full analysis table is displayed in Appendix A.



3.2 Consultation with Youth LEAD Board members and other stakeholders

In order to gather input from a range of stakeholders and partners, a brief qualitative survey was sent to stakeholders identified by Youth LEAD. Ultimately, the aim of this consultation process was to ensure that the future direction of Youth LEAD aligns with a range of realistic needs, is sensitive to the changing nature of the HIV epidemic in the Asia-Pacific region and compliments the work of other agencies working within this agenda.

The survey included the following questions:

- 1** What is Youth LEAD doing very well (strengths)? Please indicate minimum 2 and maximum up to 5.
- 2** What is Youth LEAD not doing very well (weaknesses or areas to improve)? Please indicate minimum 2 and maximum up to 5.
- 3** When you look at the EXTERNAL ENVIRONMENT of Youth LEAD, what OPPORTUNITIES do you see? External environment can be: local communities, country situation, other organizations in the HIV field ... Please indicate minimum 2 and maximum up to 5.
- 4** When you look at the EXTERNAL ENVIRONMENT of Youth LEAD, what RISKS or THREATS do you see? External environment can be: local communities, country situation, other organizations in the HIV field ... Please indicate minimum 2 and maximum up to 5.
- 5** A total of 10 stakeholders responded to the survey. The results are summarised in Appendix B.



3.3 Consultation with Country Focal Points

A range of representatives from Youth LEAD's network engaged in activities to reflect on Youth LEAD's strengths and weaknesses and consider future directions of the organisation. Ultimately, the aim of this consultation was to ensure that the future direction of Youth LEAD aligns with a range of realistic needs of focal points and their constituents at a national level.



Step 1.

A brief qualitative survey was sent to Youth LEAD focal points in 19 countries. It included the following questions:

1. What is Youth LEAD doing very well (strengths)? Please indicate minimum 2 and maximum up to 5.
2. What is Youth LEAD not doing very well (weaknesses or areas to improve)? Please indicate minimum 2 and maximum up to 5.
3. When you look at the EXTERNAL ENVIRONMENT of Youth LEAD, what OPPORTUNITIES do you see? External environment can be: local communities, country situation, other organizations in the HIV field ... Please indicate minimum 2 and maximum up to 5.
4. When you look at the EXTERNAL ENVIRONMENT of Youth LEAD, what RISKS or THREATS do you see? External environment can be: local communities, country situation, other organizations in the HIV field ... Please indicate minimum 2 and maximum up to 5.

Step 2.

A one day Strategic Planning Workshop used the SWOT (Strengths, Weaknesses, Opportunities and Threats) tool to identify strategic factors that help or hinder Youth LEAD in reaching its full potential. A four-step process was used, with the workshop facilitated by Peter Cauweiler (ASIO Consulting):

1. **Swot Analysis:** Completion of matrix identifying Strengths, Weaknesses, Opportunities and Threats
2. **Identifying of Strategies:** Identification of strategies that address the challenges from the SWOT
3. **Identifying the Top 4-5 draft priority areas:** Identification of logical areas to prioritise and finalisation of the detail of the strategic priorities

Forty participants from 16 countries attended this meeting, including members of the Board, Secretariat and national focal points. The full results of this process are available in the Youth LEAD's 2015 AGM report. The results of this workshop were used by the Youth LEAD Secretariat as a basis for finalising five strategic priority areas, which are presented in Section 5 of this document.

4

Reflecting on the Past 3 Years by Strategic Priority (2012-15)



has a full functioningariat / Regional

Branding to Our Stakeholders
there are training for new members to build them stronger on there jobs

YOUTH LEADERSHIP FOCUSED ON VARIOUS ISSUES

From YL Capacity building trainings, learn more on provider to provide support
Providing opportunities equal opp- for capacity building/development

Youth LEAD's 2012-15 Strategic Plan included three Strategic Priority areas (Youth LEAD, 2012):



Based on the document review and analysis, the following is a brief reflection on Youth LEAD's achievements in each of these priority areas. See Appendix A for a full analysis of Youth LEAD activities against their strategic priorities for 2012-15.



STRATEGIC PRIORITY 1

Building YKP Capacity: Leadership Skills, Organizational Development and Project Sustainability

A stocktake of Youth LEAD's activities between 2012-15 show that they have carried out an impressive number of activities which have contributed to the capacity development of young key populations at higher risk of HIV in the Asia-Pacific Region.

Most notable is the adaptation and supported delivery of NewGen Asia Leadership short course in regional and country settings. This has evolved as a significant component of Youth LEAD's work over the last four years. Through these short courses, delivered in ten countries, over 300 young people have developed skills and knowledge in advocacy, communication, strategic planning and leadership. (This figure is likely an underestimate as in several countries, national activity has continued independently of the Youth LEAD Secretariat.) A well-supported and monitored waterfall training model has led to many focal points at a national level becoming co-trainers themselves. The anecdotal and recorded impact of NewGen, in terms of the internal empowerment of young people who have gone on to make a difference in the HIV response, is promising. (Cahill, Beadle, & Coffey, 2013; Coffey & Acaba, 2015; de Guzman, 2015). Figure 4 illustrates just some of the ongoing impact of the initiative.

In several countries, the leadership and advocacy skills developed in the NewGen training have given rise to informal and registered national YKP Networks (see results for Strategic Priority 2), strengthened partnerships with government and contributed to successful advocacy for legal and policy reform. In Indonesia, NewGen has been adopted by the Indonesia National AIDS Council as the national leadership manual for young key populations where it has been rolled out across all provinces.

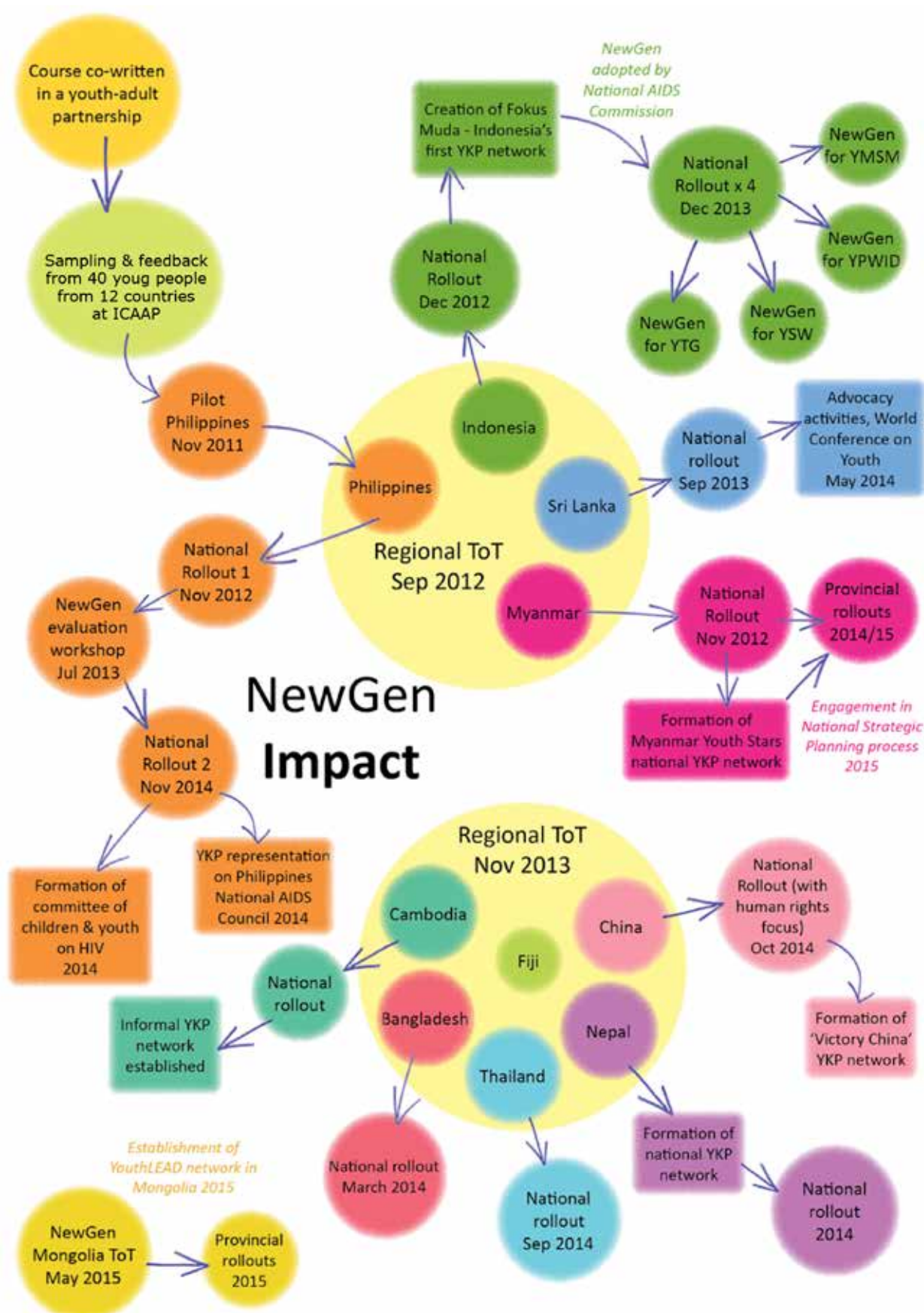
"Before coming here, I had very little information and skill; but undergoing the course, I feel empowered and have a vision now to bring together young KAPs [key affected populations] in my hometown and help them learn as I did. I feel the responsibility to inform my community"

– A participant from NewGen Indonesia



FIGURE 4

Illustration of NewGen Asia Impact



STRATEGIC PRIORITY 2

Strengthening YKP Networking and Promotion of Strategic Partnerships

Over the last four years Youth LEAD have made a concerted effort to engage a range of focal points from diverse countries across the region. Inclusive and representative growth of the network has been a priority and Youth LEAD have made efforts to gain equal gender representation and representation of key population groups.

Youth LEAD has both engaged existing networks of young key populations and, through various activities, has been the catalyst for the creation of networks in a range of countries (see Figure 4).

Specifically, Youth LEAD has facilitated the development of the following YKP networks:

- Indonesia – establishment of *Fokus Muda*, a legally registered network of young key populations;
- India – young key population network established with efforts currently in place to seek legal registration;
- Pakistan – youth ‘chapter’ established within national network of key populations;
- Myanmar – *Myanmar Youth Stars* network established with efforts currently in place to seek legal registration;
- Cambodia, Nepal, Mongolia, China – structures and procedures in place for young key population network (as yet not legally registered);
- South Korea – Establishment of organisations working for young key populations.

As well as expanding and strengthening their own network, Youth LEAD has become well known has a regional organisation and has built strategic partnerships with other organisations working in the region. Youth LEAD is a core member of the Asia Pacific Interagency Task Team on Young Key Populations. Additionally, it is a member of the HIV Young Leaders Fund (an international youth-led funding mechanism), is involved in The Pact (a global consortium of 25 youth serving organisations working in the area of HIV) and is a formal partner of Y-Peer. Youth LEAD is also a part of the Asia Pacific Regional Civil Society Organisation (CSO) Engagement Mechanism, becoming the Children, Youth and Adolescent focal point in 2015. It is also represented on the Global Fund Board and has recently been selected as one of two regional delegates to the UNAIDS Programme Coordinating Board (PCB) for 2015-16. Notably, it is the first Youth Network to be part of this Board.



STRATEGIC PRIORITY 3

Regional and National Level Advocacy: Influencing Laws and Policies leading to a better informed programming

Members of Youth LEAD's network have been actively involved in advocacy activities at a national, regional and international level. Youth LEAD's various capacity building activities (see results for Strategic Priority 2) have helped many young people to build personal skills which have enabled them engage in strategically in such activities.

Specifically, Youth LEAD has carried out advocacy activities in the areas of:

- National strategic planning on the HIV response
- The Global Fund model
- Youth-friendly testing and treatment
- Sexual and Reproductive Health and Rights (SRHR)

In their own activities (e.g. national capacity building workshops), Youth LEAD has made an effort to engage with Government and other relevant partners. Additionally, by raising its profile as a unique organisation representing the voice of young key populations, Youth LEAD has been a strategic contact for high profile UN organisations and international NGOs working towards legal and policy reform in the region, many of whom have called on young leaders from Youth LEAD's network as representatives in relevant regional meetings and advocacy activities. This has led Youth LEAD to make a strong contribution to efforts to remove policy and legal barriers and create an enabling policy and legal environment that meets the needs and rights of young people from key populations at higher risk of HIV. Of particular note is Youth LEAD's role as a catalyst for the creation of *Fokus Muda*, the Indonesian national network of young key populations at higher risk of HIV who have been engaged in an ongoing consultative role with the Indonesian National AIDS Council.



5

Strategic Priorities for 2016-2018



YOUTH LEAD
(Regional)
IS OFFICIALLY
REGISTERED

Youth LEAD's 2016-18 strategy aims to build upon past achievements of the organisation, draw on areas in which Youth LEAD is uniquely placed to make a difference, respond to emerging needs of young key populations in the region and fit strategically within the broader HIV and AIDS response in the Asia Pacific region.

For 2016-18, Youth LEAD's Strategic Priorities are:

STRATEGIC PRIORITY 1

Build capacity in adolescent and young key populations at higher risk of HIV exposure to enable them to strategically contribute to the HIV response at a national, regional and international level.

STRATEGIC PRIORITY 2

Strengthen and expand formal and informal networks that bring together adolescents and young people from key populations at higher risk of HIV exposure to a common platform at a regional and national level.

STRATEGIC PRIORITY 3

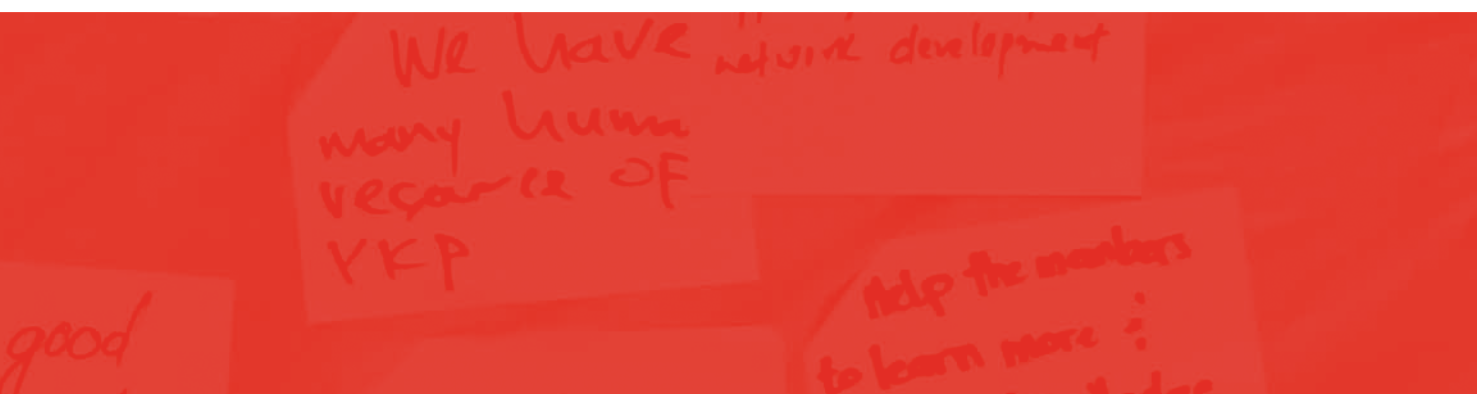
Advocate for an enabling policy and legal environment for adolescents and young people from key populations at higher risk of HIV exposure and hold governments accountable to enabling policies and laws.

STRATEGIC PRIORITY 4

Advocate for universal access to comprehensive information and HIV and Sexual Reproductive Health (SRH) services for adolescents and young people from key populations at higher risk of HIV exposure.

STRATEGIC PRIORITY 5

Strengthen the organisational capacity and sustainability of Youth LEAD as a uniquely placed and well-respected regional network bringing together adolescents and young people from key populations at higher risk of HIV exposure.



Youth LEAD's strategic priorities respond to priority areas within the post-2015 development agenda (Open Working Group of the General Assembly, 2015). Specific Sustainable Development Goals (SDG) and Targets that Youth LEAD will contribute to are:

- **GOAL 3: Ensure healthy lives and promote wellbeing for all ages**
 - **Target 3.3:** By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, waterborne diseases and other communicable diseases
 - **Target 3.7:** By 2030, ensure universal access to sexual and reproductive healthcare services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs
 - **Target 3.8:** Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- **GOAL 5: Achieve gender equality and empower all women and girls**
 - **Target 5.1:** End all forms of discrimination against all women and girls everywhere
 - **Target 5.6:** Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- **GOAL 10: Reduce inequality within and among countries**
 - **Target 10.2:** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
 - **Target 10.3:** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- **GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.**
 - **Target 16.3:** Promote the rule of law at the national and international levels and ensure equal access to justice for all
 - **Target 16.7:** Ensure responsive, inclusive, participatory and representative decision-making at all levels
 - **Target 16.b:** Promote and enforce non-discriminatory laws and policies for sustainable development

Youth LEAD's strategic priorities also respond to Results Areas within the UNAIDS 2016–2021 Strategy (UNAIDS, 2015). Specific Results areas that Youth LEAD will contribute to are:

- **RESULT AREA 1:** Children and adults living with HIV access testing and are offered and sustained on quality treatment
- **RESULT AREA 3:** Young people, particularly young women and adolescent girls, empowered to protect themselves from HIV and access combination prevention services
- **RESULT AREA 4:** Tailored HIV combination prevention services accessible for SWs, MSM, PWID, TG, prisoners and migrants
- **RESULT AREA 6:** Punitive laws, policies, practices, stigma and discrimination that block effective responses to HIV removed

STRATEGIC PRIORITY 1

Build capacity in adolescent and young key populations at higher risk of HIV exposure to enable them to strategically contribute to the HIV response at a national, regional and international level.

Detail:	Engage in a range of activities that build the capacity of adolescents and young people from key populations at higher risk of HIV, recognizing them as uniquely placed to contribute to the HIV response. This includes capacity building activities at a regional, national and provincial level in the areas of young key populations and human rights, sexual and reproductive health and rights (SRHR), tailored comprehensive sexuality education (CSE), treatment issues, leadership, resource mobilization, and community network strengthening, as well as other areas in response to needs identified by network members. Youth LEAD will draw on conventional and innovative capacity building strategies including mentoring models (pairing adolescents with more experienced network members), trainings and use of digital technologies to reach more people.
Alignment with Sustainable Development Goals:	SDG 3 (3.3); SDG 5 (5.1); SDG10 (10.2, 10.3); SDG 16 (16.7)
Alignment with UNAIDS 2016-21 Result Areas:	Results Area 3
Indicators:	<p>Outcome: Youth LEAD Focal Points across the Asia-Pacific region have capacity to contribute to the HIV response at a national and regional level and are able to strategically influence policy change and reform that makes a positive difference for young people from key populations at higher risk of HIV.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • # of capacity development initiatives carried out <ul style="list-style-type: none"> a) that are initiated by Youth LEAD secretariat at a regional level b) that are supported (technical/financial) by Youth LEAD secretariat at a regional, national or provincial level • # of adolescent and YKP directly reached by (above) capacity building activities at a regional and national level • # of young people who became a Youth LEAD focal point following a capacity development activity • # of NewGen country rollouts conducted using the 2.0 Manual • # of Youth LEAD focal points trained to lead capacity building workshops (e.g. NewGen) through training of trainer activities • # of toolkits/manuals developed or adopted and implemented for the capacity development of adolescents (i.e. targeted specifically at adolescent age group) • # of adolescents and YKP directly involved in global, regional and national policy-making platforms (e.g. PCB, Global Fund Board, national strategic plan steering committees, CCM, delegations of high level governmental meetings etc.) • # of cross-network mentorship, sharing programs • # of adolescent and YKP who reached by (above) mentoring program • # of capacity building activities that make innovative use of digital technologies to reach more adolescent and YKP

STRATEGIC PRIORITY 2

Strengthen and expand formal and informal networks that bring together adolescent and young people from key populations at higher risk of HIV exposure to a common platform at a regional and national level.

Detail:	Expand and strengthen Youth LEAD's regional level network which brings adolescent and young people from key populations at higher risk of HIV exposure together to a common platform from which to advocate for their shared needs and rights. Youth LEAD also aims to support the strengthening of networks at a national level, including existing (newly established) national networks of young key populations and new national networks. This will be achieved by strengthening partnerships with other youth-led organisations at a regional and national level and facilitating mentoring relationships between countries (including networks between adult and youth networks).
Alignment with Sustainable Development Goals:	SDG 3 (3.3)
Alignment with UNAIDS 2016-21 Result Areas:	UNAIDS Results Area 3
Indicators:	<p>Outcome: Youth LEAD established as the strong regional network with capacity to bridge partnerships between regional and national networks amongst a range of like-minded stakeholders and youth-led organizations working with and for adolescent and YKP in the region.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • # of new countries in the Youth LEAD network (with priority placed on countries in East Asia and Pacific regions) • # of instances that technical assistance is provided to address/support adolescent/YKP-led groups and organizations • # of regional online resource centres initiated and utilized by the countries • # of MoUs signed with different regional networks to advance and integrate the issues of YKP in their policies, guidelines and broader work. • # of formal partnerships between Youth LEAD and other youth-led organisations working in the area of adolescent and YKP • # of formal partnerships between Youth LEAD and UN organisations/ NGOs organisations working in the region in issues related to adolescent and YKP • # of regional and national consultations with adolescent and YKP on relevant issues organised or co-organised by Youth LEAD Secretariat and/or national focal points • # of YKP represented in various regional and global conferences (IAC, ICAAP, IGM etc) and conference organising committees • # of national YKP networks that Youth LEAD supported towards legal registration • # of country partners working closely with the government • # of country partners with diverse stakeholders and joint ventures with different like-minded organizations

STRATEGIC PRIORITY 3

Advocate for an enabling policy and legal environment for adolescents and young people from key populations at higher risk of HIV exposure and hold governments accountable to enabling policies and laws.

Detail:	<p>Work from a human rights platform to advocate for removal of policy and legal barriers and establishment of enabling policies and laws that facilitate universal access to information, education, treatment and services for adolescents and young people from key populations at higher risk of HIV. This will include working with partners to transform existing data and research into user-friendly summaries (e.g. fact sheets) that highlight the issues of young key populations by country and which can be understood by young advocates and used for national level advocacy. Youth LEAD will continue to work with partners to make a unique contribution to further research and development activities including facilitating access to hard-to-reach populations and expanding the research agenda to explore young people's lived experiences of policy and legal environment (e.g. observing where policy filters to practice). Youth LEAD aims to focus on advocating for the shared needs across different young key populations with a focus on specific populations, including young people living with HIV where necessary and/or strategic.</p>
Alignment with Sustainable Development Goals:	SDG 3 (3.3, 3.7, 3.8); SDG 5 (5.1, 5.6); SDG 10 (10.2, 10.3); SDG 16 (16.3, 16.7, 16b)
Alignment with UNAIDS 2016-21 Result Areas:	Results Area 1, 4, 6
Indicators:	<p>Outcome: Contribution to activities that remove policy/legal barriers and create an enabling policy/legal environment that meets the needs and rights of young people as a result of the involvement of a strong network of young leaders representing adolescent and YKP.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • # of programs and projects that Youth LEAD leads or is a partner in that aim to create enabling policy and legal environments for adolescents and YKP • # of Youth LEAD focal points engaged in (inter)governmental meetings (regional or national) that relate to policy and legal reform (e.g. age of consent laws) • # of capacity development initiatives focused specifically on advocacy for an enabling policy/legal environment and human rights targeting YKP at a regional and national level (see SP1 indicators) • # of documents (position, papers, advocacy statements etc.) developed and largely disseminated • # of existing reports summarised in a youth-friendly format • # of promising practice stories shared via Youth LEAD's website and other online platforms • # of research studies contributed on legal barriers for adolescents and YKP • # of relevant social media advocacy campaigns conducted by Youth LEAD through various online platforms

STRATEGIC PRIORITY 4

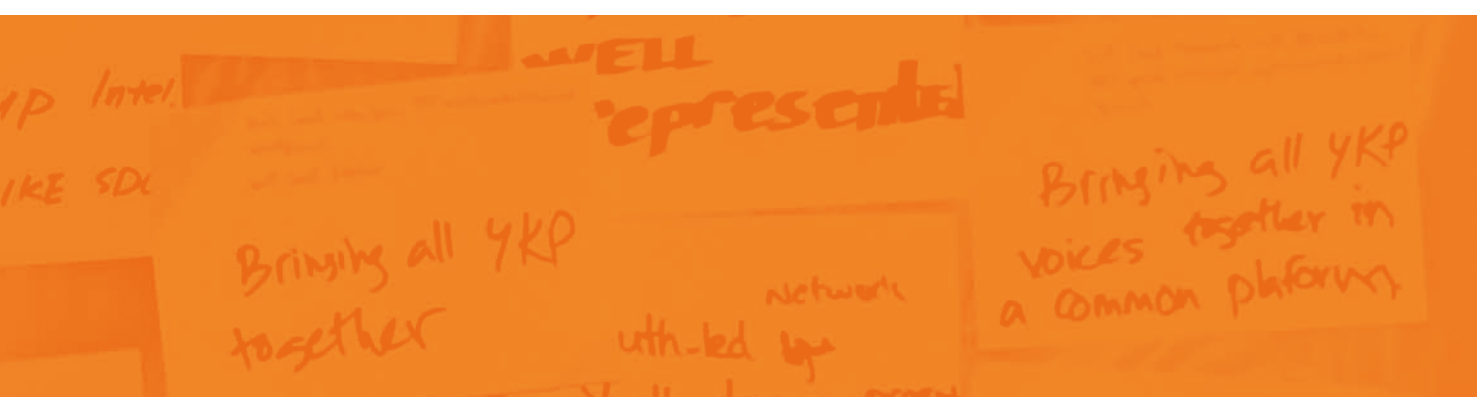
Advocate for universal access to information and HIV and SRH services for adolescents and young people from key populations at higher risk of HIV exposure.

Detail:	Work from a human rights platform to advocate for universal access to comprehensive information and accessible, youth-friendly HIV and SRHR services for adolescents and young people. This will include working with national focal points to advocate governments, sharing of promising practice from around the region and strengthening of existing tools that guide best-practice in delivering information and establishing non-judgemental, accessible, youth-friendly services.
Alignment with Sustainable Development Goals:	SDG 3 (3.3, 3.7, 3.8)
Alignment with UNAIDS 2016-21 Result Areas:	Results Area 1, 3, 4
Indicators:	<p>Outcome: Youth LEAD contributes as a strong advocate to activities that enable universal access to information, commodities, and HIV and SRHR services of YKP.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • # of instances in which Youth LEAD secretariat and/or focal points contribute to the development of prevention, treatment guidelines (relevant to adolescent and/or YKP) at a national, regional and global level • # of context-specific user-friendly guidance tools developed and disseminated by Youth LEAD based on existing complex materials (in a range of languages) • # of activities related to Universal Access that utilise partnerships with other like-minded youth and non-youth organizations in the areas of service provision (SRHR, harm reduction, Prep etc.) • # of programs/interventions/advocacy activities responding to the comprehensive SRHR needs of adolescent/YKP • # of promising practice stories shared illustrating adolescent and YKP-friendly service models/initiatives/interventions in which Youth LEAD focal points are involved via Youth LEAD's website or other online platforms.

STRATEGIC PRIORITY 5

Strengthen the organisational capacity and sustainability of Youth LEAD as a uniquely placed and well-respected regional network bringing together adolescents and young people from key populations at higher risk of HIV exposure.

Detail:	Strengthen the capacity of Youth LEAD as a youth-led organisation advocating for the needs and rights of adolescents and young people from key populations at higher risk of HIV exposure in the Asia-Pacific region. This will include review of relevant internal processes and formalisation of governance structure, roles and responsibilities with the aim of organisational strengthening and sustainability. It will help to ensure that Youth LEAD is adaptable to emerging needs and a fluctuating funding environment. It will require efforts to expand engagement with the adolescent age group.
Alignment with Sustainable Development Goals:	All
Alignment with UNAIDS 2016-21 Result Areas:	All
Indicators:	<p>Outcome: Youth LEAD is recognised and well respected as a strong youth-led organisation carrying out an important suite of unique work in the Asia Pacific region.</p> <p>Output:</p> <ul style="list-style-type: none"> • # of activities that aim to increase knowledge of Youth LEAD and their important work at a national level • # of country partners assessed against organisational capacity criteria (highlighting strengths and weaknesses) • # of meetings (online/face-to-face) between Youth LEAD and country focal points to obtain formative feedback • # of formal governance-related documents developed, endorsed and implemented (e.g. internal communications, leadership model etc.) • # of Youth LEAD secretariat positions formalised with clear ToRs • # of country partners provided with small grants or core funding by Youth LEAD secretariat. • # of focal points from new (or recently involved) countries represented at various organizational meetings, including but not limited to, AGMs, review meetings, committee meetings and board meetings.





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