Global network of young people living with HIV (Y+)
Strategic plan 2019–2021
To foster and facilitate linkages between networks, building leadership among Young People Living with HIV.

1 Connect

To always engage Young People Living with HIV in the development of relevant scientific, social and policy research.

To influence and support the writing and communication of relevant policies.

2 Inspire

To be responsive of the needs of young people through specific interventions and capacity building program.

To build and support sustainable, impactful and evidence-based initiatives.

3 Empower

To foster and facilitate linkages between networks, building leadership among Young People Living with HIV.

To ensure and practice a robust governance framework.

4 Act
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Exciting times lie ahead! At Y+ we are thinking bigger and bolder and striving to be more connected.

Y+ is the **Global Network of Young People Living with HIV**. We are the only international Board formed of solely Young People Living with HIV, leading in the global HIV response. The Board is made up of nine regional positions.

Over the past couple of years, our profile has grown, and we have been a leading voice in calling for the representation and involvement of young people in decisions that impact our lives.

We wanted to make sure that we were responsive to the needs of our trusted and valued stakeholders, partners and most importantly fellow Young People Living with HIV, to ensure that we can proactively lead in the global response. We asked our stakeholders, YPLHIV and reflected internally about who we are, what we are striving to do and what we need to achieve it. Thank you to everyone for providing feedback to shape this document.

This document sets out our vision and objectives for the next three years. Through it we set out our intention to impact at each part of the global HIV response from science, to policy, capacity building to training and support.

To achieve a world free from AIDS and zero HIV transmissions, young people must be involved and leading in HIV treatment access and prevention methods, interventions and program.
We will continue to be bold. We will continue to profile and amplify the experiences and work of Young People Living with HIV. We will do so proactively, collaboratively, centring the experiences of Young People Living with HIV.

On behalf of the Board, we would like to thank all young people living with HIV and stakeholders who completed the surveys that shaped this strategy. We would like to thank our former Board members and friends, who were part of the strategy meeting (before the end of their term). We would also like to thank the Y+ secretariat who work tirelessly to amplify the voices of young people living with HIV.

I would personally also like to thank the Y+ Board for their support, grit and hard work, without them, our strategy and vision would not be possible.


Bakita Kasadha, Y+ Chair
Introduction to Y+: we have been evolving, persisting & growing since our conception!

Before we were Y+, we were Young Positives! Young Positive was created in 2004 and served as a virtual group connecting young people living with HIV (YPLHIV) to each other as well as to global decision-making spaces.

In 2010, we decided to integrate with the new youth programme of the Global Network of People Living with HIV (GNP+). GNP+’s programme (called the Y+ programme) aimed to mainstream youth issues within GNP+’s work. In 2012, a Y+ Advisory Group was established to provide ongoing feedback on the development of the Y+ programme.

The Advisory Group consisted of a voluntary group of 28 YPLHIV who had demonstrated a connection to a constituency within their region or community, as well as a commitment to undertake voluntary work for the Group.
Between 2012 and 2014, the Y+ Advisory Group and programme evolved into an ad-hoc global network of YPLHIV. In late 2013, the Y+ Advisory Group called for a strategic planning process to allow the Group to transition more formally to an YPLHIV network. At the strategic planning meeting in Cape Town, South Africa in April 2014, representatives of YPLHIV communities outlined a new vision, mission, governance structure and priorities for the Y+ network.

As part of the new governance structure, the Y+ Steering Committee (SC) was created in 2015 to govern the network. Early in 2017 Y+ steering committee met in Amsterdam for governance training and evaluated its current position as a global network of young people living with HIV and what could be the appropriate governance structure to serve the entire community of adolescent and young people living with HIV.

That brings us to present day - here we are: a Board of Young People Living with HIV, representing nine regions globally with a growing secretariat.

We are proud of where we have come from and proud of where we are going.
Mission
“ To provide ethical empowerment ensuring excellence in leadership, education and engagement in spaces that impact our lives. ”

Vision
“ To achieve the best quality of life for all Young People Living with HIV. ”

Portfolio of involvement
Our portfolio of involvement is critical to the values we hold. Young People Living with HIV, young professionals, our partners, stakeholders and other collaborators are involved in all activities of Y+, and the involvement is at all levels, from concept through to design and implementation.
Our values are what defines who we are and what we stand for. As the Global Network of Young People Living with HIV our values are embedded into everything that we do and what we represent:

**INCLUSION: Leaving no one behind**
We aim to ensure that all Young People Living with HIV especially those representing key and marginalized populations are meaningfully involved in our programming. We continuously monitor internal and external engagement, whilst at the same time creating opportunities for young key and marginalised populations living with HIV.

**PERSEVERANCE:**
We remain consistent and resilient in overcoming challenges and reaching our goals. We learn to support each other and build capacities within our communities. We mobilize partners, stakeholders, collaborators who embrace our values to deliver results.

**EMPOWERMENT:**
We develop and support Young People Living with HIV in taking control of their own health. Through obtaining relevant information and research we understand the needs of Young People Living with HIV at all levels (local, regional and international levels). Together with our partners, stakeholders and colleagues we aim to be relevant and responsive and to deliver exceptional results that positively affect the populations that we serve.
ETHICAL:
We operate and collaborate with a sense of diligence, integrity and transparency, building trust within our networks.

ACCOUNTABLE:
We require excellence and transparency from ourselves, our partners and stakeholders. We design and implement systems that allow for monitoring and evaluation of our practices increasing accountability and transparency within our organisation.

By ensuring that our values are maintained and implemented in all of our work, we ensure improved outcomes for: Young People Living with HIV, our investors, stakeholders and partners and improved outcomes for the larger society at all levels.
Who will be involved?
Our Board members are Young People Living with HIV (all under 30 years of age) and represent nine regions of the world: Asia Pacific, Caribbean, Eastern Europe and Central Asia, East and Southern Africa, Latin America, Middle East and North Africa, North America, West & Central Africa and West & Central Europe. The Board is primarily involved in activities related to the investment and legal obligations in the decision-making process of affairs related to Y+. Currently Y+ is supported by The Global Network of People Living with HIV (GNP+) who acts as the host organisation for Y+. The Board of Y+ has the mandate to operate and make decisions which directly affects the operational duties of Y+.

Who are the young people?
The Young People we serve come from a vast array of backgrounds and diversities. Y+’s main focal point is Young People Living with HIV, and, the local, regional and national networks that work with Young People Living with HIV across the globe.

For this reason we will strive to translate our main documents in the following languages: English, French, Portuguese, Russian and Spanish and Swahili.
Who are the stakeholders?
Y+ has numerous stakeholders (ranging from local grassroots organisations through to international governments, global organisations, the private sector and for/not for profit companies). The Board, in line with the organisation’s values, evaluates all stakeholders, past current and future, to ensure that they hold the same or similar values to Y+.

How are the decisions being made?
The Board members have voting responsibility, which is informed by evidence collected from the networks we work with and support, and the Young People Living with HIV globally. The Board Members make the final decisions and are held accountable to members and stakeholders of Y+. It was important to us to get a wide range of views to influence this strategy and ultimately the direction of Y+ for the next few years.
We aspire to develop a **Global Network of Young People Living with HIV** to serve both the Young People Living with HIV, and the interests of the wider communities globally. We aim to ensure that the voices of Young People Living with HIV are heard, and that Young People are involved in the decision-making process that affect their lives.

In order to build, maintain and grow our strategic operational plan we have five broad areas of involvement: **Science, Policy, Training, Capacity Building** and **Support**. We understand that all of these areas impact the experiences and quality of life of Young People Living with HIV. Our focus is to widen our scope, whilst being specific in what work areas, initiatives and program we will be investing our resources in. In doing so, we will not only be included in the global HIV response, but will crucially be a leading voice in influencing the international conversation around Young People Living with HIV.

The overall guiding principles that will contribute to a successful implementation of this strategy are:

- Young People’s involvement;
- Being responsive to Young People’s needs;
- Influencing policy change;
- Ensuring and practising good governance;
- Building and supporting evidence-based initiatives.

**Our strategy will be achieved through our identified strategic goals and priorities.**
Strategic challenges

As with all strategic plans, there are challenges. The Board has worked hard to recognise and minimalize the challenges and risks posed. The Board has identified the following as potential risks and challenges in the implementation of the strategic plan:

**Changing landscape of HIV**
With the advancement of treatment and technologies, HIV is now a long-term manageable condition. Whilst still remaining a high priority for public health, HIV is no longer a high priority for some governments.

**Succession planning**
The Board of Y+ consists of Young People aged 18–30 years old. As an organisation that is led by young people, all Board Members will eventually ‘age out’ and the risk is that wisdom and lessons are not passed on from Board Member to Board Member. A secure succession planning procedure will be implemented to minimise this risk.
Legal barriers and government policies
As a global network operating in all regions, we acknowledge there are legal barriers and regulations that Y+ must adhere to. As we work to influence establishment of laws and regulations that positively impact the lives of Young People Living with HIV and in conjunction with our local Networks, we operate in accordance with local regulations (whilst advocating for the policies and laws that must change to reduce HIV transmission and support YPLHIV to live well with HIV).

Capacity
Y+ lacks full (human) resources or capacity to meet its work load. To minimise the impact on our work plan, we are seeking to increase our capacity through a number of different ways including staffing, joining consortiums and other interventions.

Competition
As a unique global network by and for Young People Living with HIV, we strive, however, to work in a respectful and collaborative manner with all our partners.

Member demographics
As a Global Network of Young People Living with HIV, we recognize that some young people find it difficult to engage with program and initiatives at local, national, regional and/or international level, so our aim is to use creative means to engage with all Young People from grassroots level to global level.

“International recognition”
Although we recognise the international challenges and various levels of best practices across different regions, we will strive to achieve the greatest standards of inclusion and representation while operating within our values as stated above.
The strategic goals of this three-year plan are divided into five areas: **Science**, **Policy**, **Training**, **Capacity Building** and **Support**. Each of the goals has been identified after consultation with Young People Living with HIV, stakeholders, and the current and former Board members of Y+. Each goal and objective was discussed in detail before any final decisions were made on what to include as priority areas for the three-year strategy.

**Science**

Young People Living with HIV should be increasingly and ethically present within the scientific community. Our involvement should be meaningful and with purpose. Young people should be included in developing centres and research centres as well as on the scientific management bodies of research that is related to Young People. YPLHIV should be considered as a valuable asset.

These objectives will be met by strategic goals 1, 2 and 3 through objectives 1.1 1.2 1.3 2.1 2.2 2.3 3.1 3.2 3.3

⇒ See Our Work Plan section, page 22.
Policy
Young People Living with HIV should be increasingly and ethically present in the development, formulation, consultation and writing of policies that directly or indirectly affect YPLHIV. Our involvement should be at all levels from local bodies through to international policy development.

These objectives will be met by strategic goals 4, 5 and 6 through objectives 4.1 4.2 4.3 5.1 5.2 5.3 6.1 6.2 6.3

» See Our Work Plan section, page 23.

Training
Young People Living with HIV should be supported and educated in order to be meaningfully, ethically and inclusively engaged and to provide input into all aspects that affect our lives. Training is a critical component to ensure inclusivity, strong leadership and better outcomes for YPHIV and the healthcare systems that support us.

These objectives will be met by goals 7, 8, 9, 10 and 11 through objectives 7.1 7.2 7.3 8.1 8.2 8.3 9.1 9.2 9.3 10.1 10.2 10.3 11.1 11.2 11.3

» See Our Work Plan section, from page 24 to 25.
Capacity Building
Young People Living with HIV should be empowered to take control of their own health. Through building capacities, and in conjunction with the relevant training and partnerships, YPLHIV should be encouraged and supported to build on current and future processes in order to be able to lead and make changes that will positively affect our lives.

These objectives will be met by goal 12, 13, 14, 15, 16, 17 and 18 through objectives 12.1 12.2 12.3 13.1 13.2 14.1 14.2 14.3 15.1 15.2 15.3 16.1 16.2 17.1 17.2 18.1 18.2 18.3 → See Our Work Plan section, from page 26 to 27.

Support
Young People Living with HIV should not only receive support, but offer support to new programs, existing programs and/or initiatives that directly or indirectly affect our lives.

These objectives will be met by goal 19, 20 and 21 through objectives 19.1 19.2 19.3 19.4 20.1 20.2 21.1 21.2 → See Our Work Plan section, page 28.
The Board’s strategic direction for Y+ is to remain focused and make progressive advances towards achieving our mission, our vision and our goals.

There are numerous risks associated with an ambitious three-year strategy ranging from implementation and funding through to reputational and regulatory risks. We seek to minimize and mitigate all risks through a comprehensive risk management procedure detailing organisation risk, responsible person(s) and actions to be taken to control and minimise risk exposure.

However, the Board is not promoting a risk-averse culture. By taking smaller more calculated risks, along with mitigations to minimize these risks, the risks undertaken lead to smaller and less damaging setbacks, allow for learning and lessons to be learnt, maintain the overall levels of risk to an acceptable standard and allow for the goals and objectives of the strategy to be met.
Building integrity

As the Global Network for Young People Living with HIV, we are recognised as leaders within the global response to the HIV epidemic amongst Young People. We are effective advocates who bring about change.

By setting ethical global standards of operation and engagement we ensure integrity in our work and we ensure both achievement and excellence in all aspects of youth involvement.

As visible Young People Living with HIV, we strive to set standards that are replicable making sure that our reputation is maintained.
To ensure operational excellence we will:

1. Consistently review our systems, processes and outcomes.

2. Maintain open levels of dialogue with our stakeholders, partners and Young People.

3. Be proactive, relevant and responsive.

4. Ensure youth leadership and engagement is central to the Y+ Network and maintained at all levels.
THE AREA OF SCIENCE

Strategic Goal 1
Lead on research paper: mental health strains among people who provide Peer 2 Peer support.

1.1 Mapping of funders & stakeholders;
1.2 Obtain evidence on mental health strains among peer 2 peer supporters;
1.3 Design & implement correct peer 2 peer programs.

Strategic Goal 2
Involvement in Research & Development

Develop an online glossary of terms to ensure young people’s understanding of research terminologies, which will be available in different languages;

2.1 Develop an online glossary of terms to ensure young people’s understanding of research terminologies, which will be available in different languages;
2.2 Educate and engage young people in reviewing relevant protocols;
2.3 Ensure young people are members in the management Board of relevant clinical trials.

Strategic Goal 3
HIV Cure research

3.1 Communicate and engage with HIV cure researchers and research organisations/institutions;
3.2 Organise webinars, calls, announcements, publications to inform Young People Living with HIV about the updates on cure researchs;
3.3 Lead on forming a global youth community advisory Board
THE AREA OF POLICY

Strategic Goal 4
Access to Latest treatment

4.1 To support national, regional, international networks to access information about latest treatments;

4.2 To partner with influential bodies, pharmaceutical companies and policy makers for purposes of effectively supporting the latest treatment initiative for Young People;

4.3 To ensure better health outcomes for all Young People Living with HIV.

Strategic Goal 5
Assistance with policy development

5.1 To ensure that Young People are ethically represented within policy and decision making bodies;

5.2 Continuously educate Young People so they are updated on policy development;

5.3 Identify areas of unmet needs;

5.4 Position and promote policies that positively affect young people.

Strategic Goal 6
Mental health support

6.1 To implement the recommendations and outcomes of the research paper;

6.2 Developing toolkits with guidelines and resources on mental health for Young People Living with HIV;

6.3 To identify and communicate gaps to policy makers.
THE AREA OF TRAINING

Strategic Goal 7

Inclusive strategies (leave no one behind)

7.1 Engage Key Population’s Living with HIV on our Board;
7.2 Make external communications available in different languages;
7.3 Implement Y+ programs across all regions.

Strategic Goal 8

Leadership

8.1 Support the strengthening of leadership of local and regional Young People Living with HIV networks and constituencies;
8.2 Develop training manuals for Youth leadership;
8.3 Map and develop a roadmap for young people involved in leadership.

Strategic Goal 9

Monitoring & Evaluation

9.1 Develop M & E tool(s) to evaluate outcomes and process of partner projects;
9.2 Develop M & E tool(s) to evaluate outcomes and process of Y+ projects;
9.3 Embed consistent M & E across all our projects.
Strategic Goal 10

Health care worker & patient relationship

10.1 Develop guidelines and mechanisms for Young People to transition through clinics;

10.2 Partner with health care bodies to Implement “Ready to Care” tool;

10.3 Partner with patient and healthcare bodies to ensure a person-centred approach.

Strategic Goal 11

Peer-to-peer support

11.1 Advocate for the funding of adolescent Peer 2 Peer support;

11.2 Develop a manual and strategies for Peer 2 Peer workers;

11.3 Set-up online Peer 2 Peer programs.
THE AREA OF CAPACITY BUILDING

Strategic Goal 12

Quality of life

12.1 Identify and define Quality of Life beyond treatment;
12.2 Advocate for HPV and Hep B. vaccination;
12.3 Advocate for Hepatitis treatment and screening.

Strategic Goal 13

Peer-to-peer support

13.1 To inform and communicate progress and updates on projects to stakeholders;
13.2 Determine process for stakeholder engagement around Y+ work.

Strategic Goal 14

Sexual and Reproductive Health (SRH)

14.1 To support and enhance READY project;
14.2 To gather data on local and regional context of SRH;
14.3 Create and distribute evidence-based campaigns that help Young People Living with HIV choose healthy and pleasurable sex.

Strategic Goal 15

Treatment Literacy

15.1 Review, improve and expand treatment literacy tools for Young People Living with HIV;
15.2 Collect data to understand gaps in literacy knowledge among Young People Living with HIV;
15.3 Engage youth networks in social campaigns to empower and disseminate information about treatment literacy.
Strategic Goal 16

Ethical Guidelines

16.1 Create evidence based ethical guidelines and toolkits for young people’s engagement;
16.2 Engage youth led organizations in drafting the guidelines to stakeholders;

Strategic Goal 17

Youth Conference

17.1 Determine strategies to implement a youth conference;
17.2 Develop strong relations with conference organizers and other agencies.

Strategic Goal 18

READY Movement

18.1 Review and evaluate the current program;
18.2 Conduct regional needs assessment;
18.3 Develop and implement (with partners) the READY program in other regions.
THE AREA OF SUPPORT

Strategic Goal 19

Governance

19.1 Define needs and capacities of the governing body;
19.2 Leadership training for Y+ Board to strengthen leadership capacities among Young People Living with HIV networks;
19.3 Strategize a formal process (MOU) with networks;
19.3 Assessment and evaluation of collaborative networks.

Strategic Goal 20

Supporting prevention initiatives

20.1 To partner with global organisations on prevention and treatment initiatives;
20.2 To source and provide international initiatives with valuable information for young people;

Strategic Goal 21

Linking of national, regional and international initiatives

21.1 To map Young People Living HIV networks globally to create a Y+ service directory of trusted networks;
21.2 To disseminate a quarterly newsletter among Young People Living with HIV networks and partners other agencies.
Acknowledgments

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