



YOUTH LEAD STRATEGIC PLAN 2019 - 2024

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Youth LEAD Strategic Plan 2019 – 2024

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YOUTH LEAD

CONTEXT

Globally, HIV remains one of the leading causes of death for adolescents (UNAIDS, 2018). Young people in general face disadvantages surrounding restrictive laws based on age, and in particular young key populations (YKPs) face a great amount of social stigma, discrimination, and violence that exacerbates the issue of accessing proper health care services for the prevention and treatment of HIV (Delany-Moretlwe et al., 2015).

In the Asia and Pacific region, HIV remains a major health concern, and progress appears to be slowing down in recent years. As of 2017, there are 5.2 million people living with HIV in the Asia and Pacific region, with 280 000 new infections in 2017 (Avert, 2013). This accounts for a decline in infections of 14% from 2010-2017, however progress has slowed down and some countries are seeing a rise in cases, largely among young key populations (YKPs) (Avert, 2013). A focus on key populations in general has resulted in declines in countries including Cambodia, India, Myanmar, Thailand, and Vietnam; however increases have resulted in Pakistan and Philippines, with increases among YKPs of 170% and 29% respectively (UNAIDS, 2018)

While the overall data may show decreasing rates of HIV globally, infections remain concentrated in key populations, and especially YKPs. YKPs are at increased risk of infection due to the riskier behaviours they engage in. Throughout their adolescence and youth they are exposed to a period of physical, psychological, sexual, social and emotional change. Thus, these youth may engage in experimentation with riskier behaviours including unprotected sex, injection drug use, unprotected paid sex work and may have little knowledge on the consequences in many cases due to the lack of sexual and reproductive health education they receive (Sass et al., 2018)

Therefore, it is becoming better known that there must be specific focus on YKPs in addressing HIV. With the Asia-Pacific region having the largest cohort of youth in history, this should be a particular focus (Godwin et al., 2014). We need to address the mismatch between laws and reality, the lack of education surrounding sexual and reproductive health, and the social stigma and discrimination faced by YKPs.



ABOUT YOUTH LEAD

Youth LEAD is a regional network in the Asia and Pacific region advocating for YKPs and adolescent key populations (AKPs) at higher risk of HIV exposure. Youth LEAD is uniquely placed within the HIV response as we work with local grassroots organisations through engagement with focal points, and work with UN agencies and larger International organisations to facilitate programming, funding, and initiatives. This engagement with local grassroots organisations allows Youth LEAD to target these hard to reach populations. Currently, Youth LEAD works with more than 50 focal points in more than 20 different countries in the Asia and Pacific region.

For more information on Youth LEAD, visit: www.youth-lead.org



Youth LEAD

Mission Statement

We want to be the catalyst of change and empowerment for young key populations through capacity building, advocacy, and the expansion of partnerships between local, national, and regional YKP organisations. We want to ensure more meaningful participation and involvement of YKP in all levels of decision making that impact their lives. We respect diversity and ensure gender balance in all aspects of our organisational structure and decision making.

YOUTH LEAD KEY FOCUS AREAS

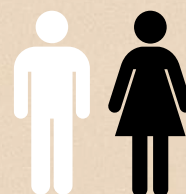
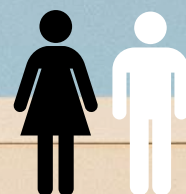
EDUCATION

Youth LEAD empowers and educates young people through TeenGen and NewGen workshops, Global Fund trainings, and SRHR promotion, taking a grassroots approach to HIV/AIDS education in Asia and the Pacific.



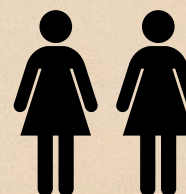
NETWORKING

Youth LEAD has over more than 50 focal points in more than 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.



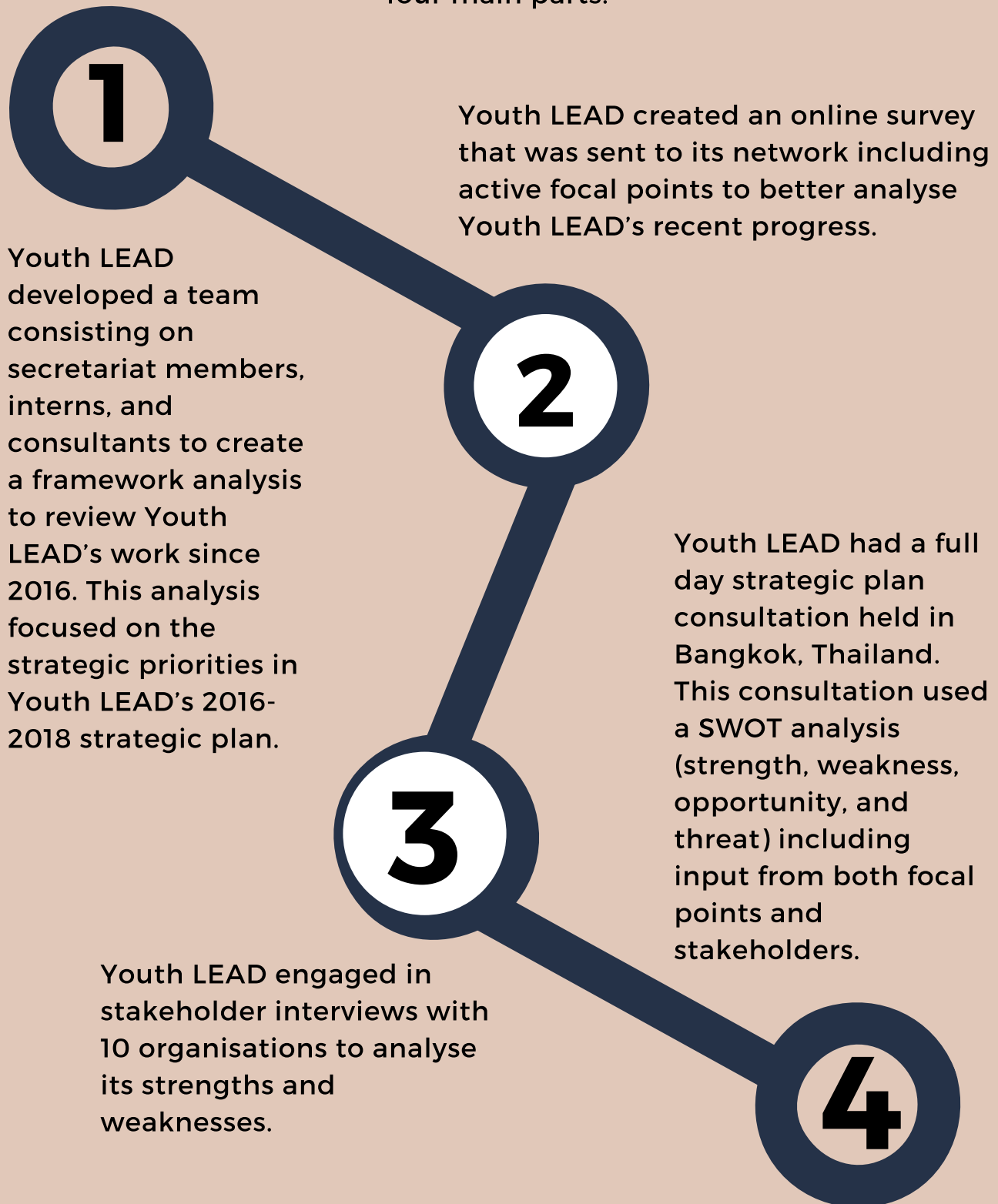
ADVOCACY

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.



STRATEGY DEVELOPMENT PROCESS

The development of the 2019-2024 strategic plan consisted of four main parts:



STEP ONE

FRAMEWORK ANALYSIS

The first step was to identify the progress Youth LEAD has made since 2016 according to the strategic priorities outlined in the 2016-2018 Strategic Plan. The framework analysis consisted of an internal review, evaluating the success of priorities based on outlined indicators. The purpose of this was to identify areas Youth LEAD has not previously focused on or had limited success in.

STEP TWO

ONLINE SURVEY

The online survey consisted of seven questions. The first were biographical questions such as the individual's country they reside in and their age. Another question asked whether they had previously been involved with Youth LEAD.

The following questions addressed Youth LEAD's work itself and their analysis of it:

Questions:

- What have you learned/ what were your positive experiences with Youth LEAD? (e.g. education through workshops and conferences, community involvement, etc.)
- What are some areas where Youth LEAD could improve? (e.g. community involvement, SRHR issues, legal issues, etc.)
- What opportunities do you think there are for Youth LEADs work surrounding HIV and YKPs? This can be within your community, country, or related to other organisational work. (e.g. education, establishing networks, reaching hard to reach YKPs, advocating for the needs of YKP. etc.)
- What are some threats that may limit the work done by Youth LEAD surrounding HIV and YKPs? This can be within your community, country, or related to other organisational work (e.g. data collection, transition of information between existing and new coming community leaders, national legal barriers, etc.)

STEP THREE

STAKEHOLDER INTERVIEWS

This step consisted of 10 interviews with various stakeholders involved in the HIV response including representatives from regional technical partners, regional networks, regional youth networks, and global partners who have been involved with Youth LEAD. The interviews consisted of four questions:



Questions:

- What are the strengths of Youth LEAD as a regional youth-led network?
- What weaknesses can you identify for Youth LEAD?
- What areas should be the most invested in for Youth LEADs work with both YKPs and AKPs?
- What threats can you identify for Youth LEAD, both short and long term?

Results:

- **Strengths:** giving a voice to YKPs, the ways in which Youth LEAD draws attention to the issues through various campaigns or creative efforts, energy and enthusiasm, diversity of membership, and creating a space for young people to address the issues they face.
- **Weaknesses:** limited resources and the ability to ensure everyone's voice is heard even within YKPs to have comprehensive and representative efforts, ensuring focal points voices are representative, diversifying funding sources, data and evidence gathering, and monitoring and evaluation.
- **Opportunities:** Increasing both quantity and quality of membership and increase knowledge at the country level, strengthen communication efforts to allow for a stronger youth movement, expanding beyond the Asia-Pacific region, and focusing on identifying possible partnerships and collaboration opportunities.
- **Threats:** Reduction in funding for HIV/AIDS globally, conservative governments with strict legal regulations, a reduction in efforts surrounding HIV and therefore a reduction in stakeholders, and advocacy at the regional level.



STEP FOUR

STRATEGIC PLAN CONSULTATION

The strategic plan consultation was a one day meeting held in Bangkok, Thailand with 27 Youth LEAD focal points and stakeholders. The consultation brought together individuals from various countries with the focus of identifying Youth LEAD's future goals and ensuring these met a range of needs across the Asia-Pacific region.

PROCESS

1

Overview: A presentation of the framework analysis, survey results, and stakeholder interviews given to focal points.

2

SWOT Analysis: Focal points were split into four groups to each provide an analysis of the strengths, weaknesses, opportunities, and threats of Youth LEAD and their work.

3

Voting of Top Priorities: Findings from the SWOT analysis were presented, and focal points voted on the issues of most importance to their communities to identify the target areas for Youth LEADs future work.

4

Stakeholder Input: The day ended with the attendance of stakeholders from Youth Voices Count, Youth RISE, APCASO, UNFPA APRO, UNESCO, UNAIDS RST, AFAO, APN+, APCOM, YPEER, and ANPUD. Stakeholders were presented with the findings of the consultation and given the opportunity for their own input.

Strategic Priorities 2019-2024 (1)

Throughout the strategic plan development process Youth LEAD has been able to identify five key priorities that address the needs of YKPs and AKPs. These priorities are as follows:

1

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

2

Strengthen and expand formal and informal networks, new YKP organisations and the organisational capacity that brings together young people from key populations at higher risk of HIV exposure to a common platform at a regional and national level.

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 in order to ensure the universal access to comprehensive HIV and SRHR information and services for adolescents and young people from key populations.

4

Strengthen both external and internal communication strategies within the Youth LEAD network. This includes strategies to enhance training, fieldwork, and access to information while also strengthening information sharing within the Youth LEAD network and within the secretariat.

5

Ensure there is a knowledge transfer system whereby information can be shared from those transitioning out of the Youth LEAD network to those currently in the network or just entering.



HOW DO YOUTH LEAD'S EFFORTS ALIGN WITH GLOBAL STRATEGIES? (1)

Youth LEAD's efforts will align with various different elements of the **Sustainable Development Goals**, different result areas of the UNAIDS 2016-2021 strategic plan (UNAIDS, 2015), as well as the Global Funds 2017-2022 strategy (The Global Fund, 2017).

03

Good health and well-being

3.3

By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.7

By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes

3.8

By 2030, Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all



5.1

End all forms of discrimination against all women and girls everywhere

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

05

Gender Equality

HOW DO YOUTH LEAD'S EFFORTS ALIGN WITH GLOBAL STRATEGIES? (2)

Youth LEAD's efforts will align with various different elements of the **Sustainable Development Goals**, different result areas of the UNAIDS 2016-2021 strategic plan (UNAIDS 2015), as well as the Global Funds 2017-2022 strategy (The Global Fund, 2017).

Reduced inequalities

10

Peace, justice and strong institutions

16

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

10.2

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

10.3



Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.3

Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.7

Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.10

Promote and enforce non-discriminatory laws and policies for sustainable development

16.B

UNAIDS targets Youth LEAD will contribute to:



Result Area 1: Children, adolescents and adults living with HIV access testing, know their status and are immediately offered and sustained on affordable quality treatment

Result Area 3: Young people, especially young women and adolescent girls, access combination prevention services and are empowered to protect themselves from HIV

Result Area 4: Tailored HIV combination prevention services are accessible to key populations, including sex workers, men who have sex with men, people who inject drugs, transgender people and prisoners, as well as migrants

Result Area 6: Punitive laws, policies, practices, stigma and discrimination that block effective responses to HIV are removed

Result Area 8: People-centred HIV and health services are integrated in the context of stronger systems for health



Global Fund objectives Youth LEAD will contribute to:



Strategic Objective 2: Build resilient and sustainable systems for health

Operational objective 1: Strengthen community responses and systems

Operational objective 2: Support reproductive, women's, children's, and adolescent health, and platforms for integrated service delivery

Operational objective 5: Strengthen data systems for health and countries' capacities for analysis and use

Strategic Objective 3: Promote and protect human rights and gender equality

Operational objective 1: Scale up programs to support women and girls, including programs to advance sexual and reproductive health and rights

Operational objective 2: Invest to reduce health inequities including gender- and age-related disparities

Operational objective 3: Introduce and scale up programs that remove human rights barriers to accessing HIV, TB and malaria services

Operational objective 4: Support meaningful participation of key and vulnerable populations and networks in Global Fund-related processes

Operational objective 5: Integrate human rights considerations throughout the grant cycle and in policies and policy-making processes



**STRATEGIC
PRIORITIES**

STRATEGIC PRIORITY DETAILS

Strategic Priority #1

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

BACKGROUND:

This strategic priority aims to develop YKP champions with belief that Individuals can make a big difference. Youth LEAD has been long developing the leadership capacity of YKPs through various initiatives including NewGen. In 2017, the new manual, TeenGen, was developed to target capacity building amongst AKPs. Given that certain groups such as young drug users, transgender individuals, sex workers, and those from the MSM community have typically been marginalised, this strategic priority will emphasise capacity building amongst these groups. In the meantime, Youth LEAD will also explore innovative online capacity development initiatives targeted at AKPs and YKPs. Similarly consistent exposure to national, regional and global platforms like workshops, trainings, conferences etc. will be continued to capacitate the YKP leaders.

PROCESS



TEENGEN

Leadership Training Course
for Adolescents from Key
Populations



NEWGEN

Leadership and Capacity
Building Course for Young
Key Populations



YOUTH LEADERS

Empowering future youth
leaders in the HIV response

MEASUREMENT INDICATORS

OUTCOMES:

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.

“ Youth champions are the drivers of change within their communities. Without them, we wouldn't be able to do the work we do, effectively ”

- Gaj Gurung (Regional Coordinator of Youth LEAD)



OUTPUTS:

- Number of capacity development initiatives carried out
- Number of adolescent and YKP directly reached by capacity building activities at a regional and national level
- Number of young people who became a Youth LEAD focal point following a capacity development activity
- Number of NewGen country rollouts.
- Number of Youth LEAD focal points trained to lead capacity building workshops (e.g. NewGen) through training of trainer activities
- Number of toolkits/manuals developed or adopted and implemented for the capacity development of adolescents (i.e. targeted specifically at adolescent age group)
- Number 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.)
- Number of adolescent and YKP reached by cross-network mentorships, sharing programs, etc.
- Number of capacity building activities that make innovative use of digital technologies to reach more adolescent and YKP.

STRATEGIC PRIORITY DETAILS

Strategic Priority #2

Strengthen and expand formal and informal networks, new YKP organisations and the organisational capacity that brings together young people from key populations at higher risk of HIV exposure to a common platform at a regional and national level.

BACKGROUND:

This strategic priority aims to strengthen the organisations and networks led by YKPs including those that are working for YKPs. These organisations and networks will give YKPs a platform to consolidate their ideas, and to unify as well as magnify their voices. These efforts will allow for sustained advocacy, ability to reach out to unreached YKPs and bigger contributions to the HIV response as a whole. The small grants, capacity development trainings, south-south learning and consistent mentoring will be key to organisational development and network strengthening. Youth LEAD also aims to adapt the existing organisational development manuals to cater the specific needs of YKP-led organisations. 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.

Stronger Together



MEASUREMENT INDICATORS

OUTCOMES:

- 1** Establishing Youth LEADs role as a strong regional network with the capacity to bridge partnerships between regional and national networks amongst a range of like-minded stakeholders and youth-led organisations working with and for AKP and YKP in the region.
- 2** 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.



OUTPUTS:

- Number of new countries in the Youth LEAD network (with priority placed on countries in East Asia and Pacific regions)
- Number of instances that technical assistance is provided to address/support adolescent/YKP-led groups and organisations
- Number of regional online resource centres initiated and utilised by the countries
- Number of MoUs signed with different regional networks to advance and integrate the issues of YKP in their policies, guidelines and broader network
- Number of formal partnerships between Youth LEAD and other organisations (including youth-led organisations, UN agencies, NGOs, working on issues related to adolescents and YKPs)
- Number of regional and national consultations with adolescents and YKPs on relevant issues organised or co-organised by Youth LEAD secretariat and/or national focal points
- Number of focal points and/or YKPs represented in regional/global conferences and/or organisational meetings (e.g. AGMS, review meetings, committee meetings, board meetings, etc.) with priority placed on those from new or recently joined countries.
- Number of national YKP networks that Youth LEAD supported towards legal registration
- Number of activities that aim to increase knowledge of Youth LEAD and their important work at a national level
- Number of country partners assessed against organisational capacity criteria (highlighting strengths and weaknesses)
- Number of country partners provided with small grants or core funding by Youth LEAD secretariat

STRATEGIC PRIORITY DETAILS

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 in order to ensure the universal access to comprehensive HIV and SRHR information and services for adolescents and young people from key populations.

BACKGROUND:

This strategic priority has various components. Firstly, to remove the barriers posed by the policy and law for AKP and YKP to access the HIV and SRHR services as the criminalisation of key populations, age consent are major policy and law related barriers. Secondly, to remove the structural and technical barriers such as stigma and discrimination, lack of youth friendly services etc. This strategy is based on a right to health approach and aims to put human rights at the centre of the discussion, while designing and delivering any HIV and SRHR services.

Currently Youth LEAD has a manual titled Legal Advocacy Toolkit to capacitate the YKP to comprehend the issues surrounding legal barriers and how to effectively address those issues. Similarly Youth LEAD is also developing an Implementation Toolkit for YKP which will be an Asia Pacific regional guide for the planners and programmers to design and implement YKP related interventions not limited to HIV and SRHR services. These two tools will jointly support to achieve the vision of this strategic priority.



MEASUREMENT INDICATORS

OUTCOMES:

- 1** 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.
- 2** Youth LEAD contributes as a strong advocate to activities that enable universal access to information, commodities, and HIV and SRHR services of YKP.



OUTPUTS:

- Number of programs and projects that Youth LEAD leads or is a partner in that aim to create enabling policies and legal environments for adolescents and YKP
- Number 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)
- Number 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
- Number of documents and/or guidance tools developed and largely disseminated (e.g. papers, advocacy statements, context-specific and user friendly tools).
- Number of existing reports summarised in a youth-friendly format
- Number of research studies contributed to on legal barriers for adolescents and YKP.
- Number of relevant social media advocacy campaigns conducted by Youth LEAD through various online platforms
- Number of instances in which Youth LEAD secretariat and/or focal points contributed to the development of prevention, treatment guidelines (relevant to adolescent and/or YKP) at a national, regional, and global level
- Number of activities related to Universal Access that utilise partnerships with other like-minded youth and non-youth organisations in the areas of service provision (SRHR, harm reduction, Prep, etc.)
- Number of programs/ interventions/ advocacy activities responding to the comprehensive SRHR needs of adolescent/YKP.
- Number of promising practice stories shared via Youth LEADs website or other online platforms which 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 DETAILS

Strategic Priority #4

Strengthen both external and internal communication strategies within the Youth LEAD network. This includes strategies to enhance training, fieldwork, and access to information while also strengthening information sharing within the Youth LEAD network and within the secretariat.

BACKGROUND:

To strengthen both internal and external communications, Youth LEAD is set to improve their communications outreach with two important changes. The first phase will include the development of a comprehensive Communications Strategic Plan (CSP), to be completed in 2019/2020. As a regional network, communications remains an integral part to not only maintaining the current partnerships of the organisation, but to ensure that partner-organisations, stakeholders and young-key populations are involved throughout Youth LEAD's activities. The CSP aims to better understand how the organisation is already functioning as a network and to ensure that Youth LEAD operates effectively and efficiently through this plan. The communications strategy will be organisationally driven, rather than communications orientated, and will align with the objectives of this strategic plan. Additionally, the plan will reinforce the importance and relevance of communications; how Youth LEAD operates as a regional network and the role of communications in achieving the overall organisational objectives.

In 2020/2021, upon the completion and direction of the CSP, Youth LEAD will make changes and upgrades to the communications and social media platforms. In this year, a new website will be released that focuses on information sharing, resource mobilisation of Youth LEAD materials and include an interactive social network visualiser - connecting YKPs from the Asia-Pacific region with meaningful youth-engagement. Moreover, changes to social-media platforms will reflect the transformations made on the new Youth LEAD website that promotes access to quick and reliable information and online engagement of YKPs. o tools will jointly support to achieve the vision of this strategic priority.

MEASUREMENT INDICATORS:

OUTCOMES:

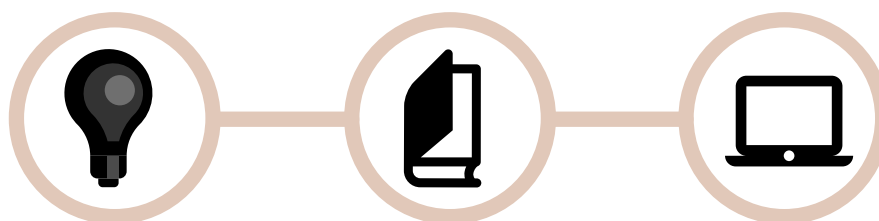
- 1** To assess the internal and external communications of Youth LEAD and strengthen the organisation as a regional network
- 2** Ensure efficient handling of information and resources between the secretariat and regional partners, stakeholders, board members, community partners and young-key populations



OUTPUTS:

- Number of formal governance and communications related documents developed, endorsed and implemented (i.e. internal communications, leadership, model, etc.).
- Number of focal points from new (or recently involved) countries represented at various organisational meetings, including but not limited to, AGMS, review meetings, committee meetings, and board meetings.
- Increasing number of followers and interaction in the social media and websites
- Number of innovative digital communication platform identified and utilised.
- Increased list with all the key partners, stakeholders, focal points communicated consistently.
- Number of newsletter, annual reports, publications produced and disseminated.
- Number of policy on the publication standard developed and implemented.

PROCESS



ANALYSE

To better understand Youth LEAD as a Regional Network

DEVELOP

Communications Strategic Plan (CSP)

IMPROVE

Ensure efficient handling of information and social media accounts

STRATEGIC PRIORITY DETAILS

Strategic Priority #5

Ensure there is a knowledge transfer system whereby information can be shared from those transitioning out of the Youth LEAD network to those currently in the network or just entering.

BACKGROUND:

The effective transition of leadership to the younger generation has been a classic problem in youth-led organisations. In order to address this issues, Youth LEAD is focusing on improving ways to better transfer this knowledge in order to help mitigate the negative impacts this can have on an organisation. As Youth LEAD only became an independent organisation in 2014, it underwent its first major transition in 2017 with the change of Regional Coordinator- the key leadership position in the organisation. This helped to highlight the issue and has prompted Youth LEAD to think of ways to mitigate the impact within its own secretariat, as well as in the broader Youth LEAD network.

MEASUREMENT INDICATORS

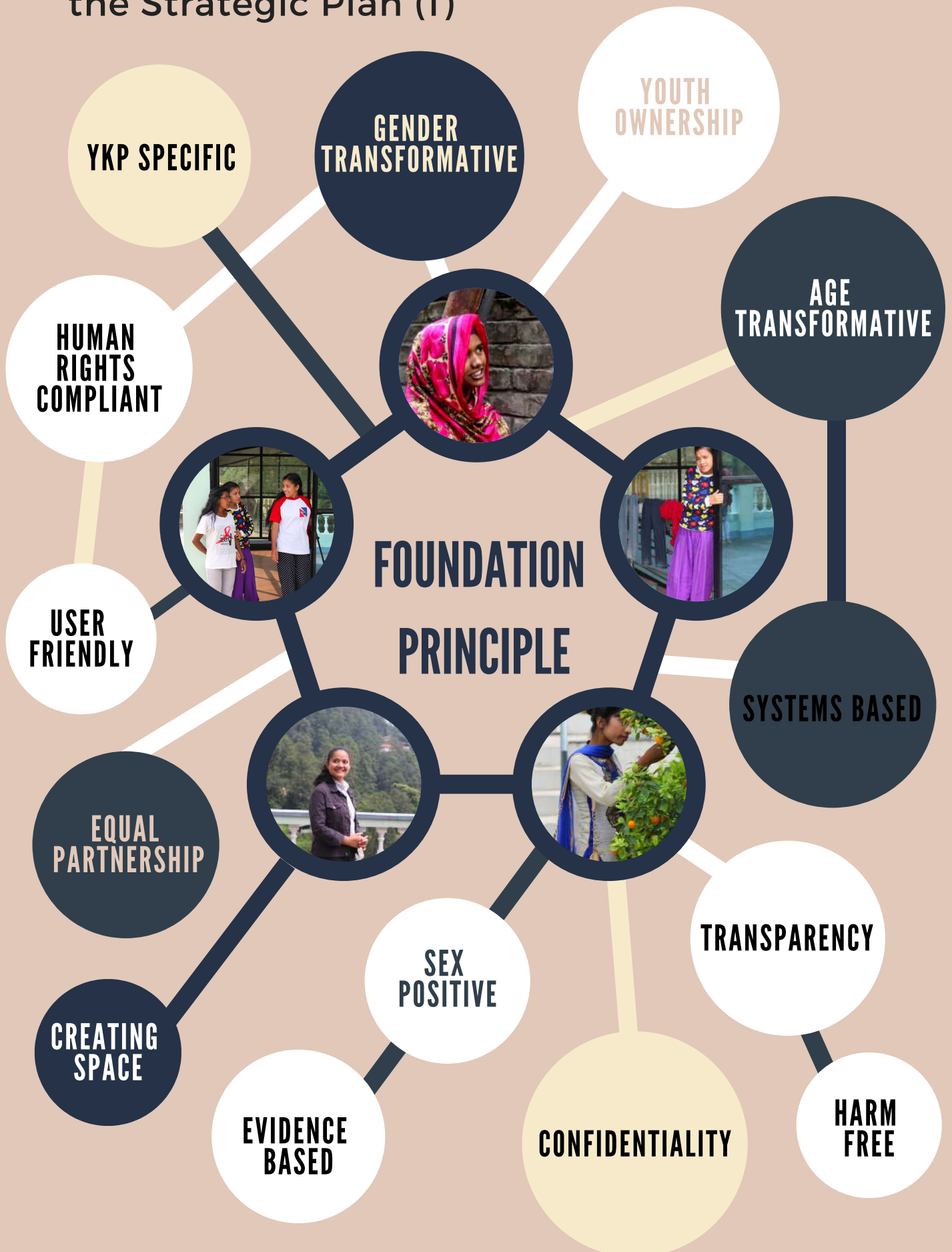
OUTCOMES:

Youth LEAD will be able to address the issue of knowledge transfer within its own secretariat and also provide support to organisations within the regional network on how to facilitate successful knowledge transfer.

OUTPUTS:

- Develop a formal process for knowledge transfer within the Youth LEAD secretariat
- Number of cross-network mentorships and/or sharing programs.
- Number of organisations within the Youth LEAD network who were supported regarding knowledge transfer.
- Number of ways that Youth LEAD alumni were mobilised to support efforts and knowledge transfer
- Number of strategies developed and/or used in trainings to address knowledge transfer and capacitate organisations to ensure their continued success.

Implementation Mechanism and Review of the Strategic Plan (1)



Implementation Mechanism and Review of the Strategic Plan (2)

Implementation and Monitoring

The Strategic Plan is a concrete guiding document for Youth LEAD to pave its way to achieve its vision. In order to ensure the effective implementation of the plan and monitor its progress- following approaches are adopted.

Annual Strategic Plan

Youth LEAD develop the annual plan and budget every year to streamline its annual activities. The annual plan will be reflective of and a kind of annual operational plan to the strategic plan. The priorities identified by the strategic plan will be the basis for the annual plan. The plan will be developed by the Secretariat and reviewed, approved by the International Board. The board will ensure that the annual plan carries the essence and key messages of the strategic plan.

Annual Report

Annual report serves to portray the achievement of the organisation in a whole year and a key communicating document to the broader stakeholder. The annual report will be one of the monitoring tools of the strategic plan. The Secretariat will develop the annual report and the board will ensure that the report contains and outlines the progress inline with the priorities of the strategic plan.

Board Meeting Review and Inclusion

Youth LEAD will hold a physical board meeting every-year and a remote meeting once in every six months. The review on the progress of strategic plan will be one of the agendas for the physical board meeting. The Secretariat will be requested to make presentation on the progress followed by action plan- in-case of deviation.

Review of the Strategic Plan

The mid-term review of the strategic plan is proposed to be done at the end of three years. The approach and methodology of the review will depend on the availability of the resources. In-case of lack of resource- the review will be internal by the secretariat and board followed by the stakeholder meeting. The Secretariat will present the modality of the review to the board- six months before the end of the three years.

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