



GLOBAL NETWORK OF  
YOUNG PEOPLE  
LIVING WITH HIV

# Y+ Global End-Term Strategic Evaluation Report

2022–2025

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This evaluation was independently conducted by Development Dynamics. The findings, conclusions, and recommendations presented in this report reflect the evaluator's assessment based on the evidence reviewed and stakeholder consultations undertaken.

# Acronyms & Abbreviations

<b>Term</b>	<b>Description</b>
<b>AGYW</b>	Adolescent Girls and Young Women
<b>ART</b>	Antiretroviral Therapy
<b>AYPLHIV</b>	Adolescent and Young People Living with HIV
<b>CCM</b>	Country Coordinating Mechanism
<b>COP23</b>	23rd Session of the Conference of the Parties
<b>CS4ME</b>	Civil Society for Malaria Elimination
<b>DAC</b>	Development Assistance Committee
<b>FGDs</b>	Focus Group Discussions
<b>GYI</b>	Gender, Youth and Inclusion
<b>HVF</b>	Her Voice Fund
<b>ICASA</b>	International Conference on AIDS and STIs in Africa
<b>KEQs</b>	Key Evaluation Questions
<b>KIIs</b>	Key Informant Interviews
<b>LAC</b>	Latin America and the Caribbean
<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning
<b>MTEF</b>	Medium Term Expenditure Framework
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>RCF</b>	Robert Carr Fund
<b>READY</b>	Resilient, Empowered, Adolescents and Young People
<b>SOGIE</b>	Sexual Orientation, Gender Identity and Expression

<b>SRHR</b>	Sexual and Reproductive Health and Rights
<b>UHC</b>	Universal Health Coverage
<b>USAID</b>	United States Agency for International Development
<b>VYV</b>	Vibrant Young Voices Consortium
<b>Y2Y</b>	Youth-To-Youth program
<b>YELs</b>	Young Emerging Leaders Programme
<b>YKPs</b>	Young Key Populations
<b>YNL</b>	Youth Next Level initiative
<b>YOSWA</b>	Young Sex Workers Alliance

# Glossary Of Terms

1. **Adaptive Resilience** – The institutional capacity of an organisation to navigate external shocks and funding crises by evolving its operations to maintain core functions.
2. **Fiscal Hosting Model** – A structural arrangement where an entity provides a legal and fiscal umbrella for unregistered grassroots groups, allowing them to build systems and mature into independent organisations.
3. **Horizon Scanning** – A strategic foresight technique used to monitor trends, threats and youth-led movements to proactively position an organisation for future opportunities.
4. **Intersectional Feminist Methodology** – A technique that intentionally centres the lived experiences of young people facing compounded marginalisation to confront structural power dynamics.
5. **Power-shifting models** – Innovative structures designed to transfer authority, resources and decision-making power from global hubs to grassroots and community levels
6. **Sequential Explanatory Mixed-Methods** – A research approach where qualitative data, such as KIs, is used to provide depth and context to quantitative trends identified in desk reviews.
7. **Strategic Governance Dashboard** – A proposed high-level reporting tool designed to provide the Board with outcome-level data to empower fiduciary oversight.
8. **Three-Horizons Framework** – A foresight tool used to manage the transition from the present system (Horizon 1) through a turbulent transition (Horizon 2) to a desired future state (Horizon 3)
9. **Triple Play Approach** – Development Dynamics’ framework that utilises Strategic Foresight, Design Thinking and Systems Practice to address complex social challenges

# Executive Summary

Y+ Global's Strategic Plan (2022 - 2025) marks a period of significant institutional maturation and programmatic impact. Over the last three years, Y+ Global has evolved from a growing network into a globally recognised youth-led advocacy organisation working on HIV and sexual and reproductive health and rights (SRHR). Regional partners and global stakeholders consistently described Y+ Global as an authentic youth-led voice that grounds global policy discussions in the lived realities of young people living with HIV.. By 2025, the organisation had transitioned from a localised advocacy network into a consolidating youth-led governance actor. The 2022-2025 strategic period reflects an era of structural evolution where youth leadership moved from project-based engagement to the organisation's core operating architecture.

## The 2025 Institutional Position

Y+ Global enters its strategic phase as a globally recognised leader that has institutionalised youth-led governance across the HIV ecosystem. Key achievements of this cycle include:

1. **Youth Leadership as Operating Architecture** - This transition from leadership training to a structured, institutionalised Young Emerging Leaders (YEL) pipeline, where young advocates occupy formalised seats in Country Coordinating Mechanisms (CCMs), Technical Working Groups (TWGs) and national policy processes.
2. **Movement-Building Power** - Advancing beyond issue-based advocacy into a cross-sectoral youth-led response that integrated mental health, gender-based violence and humanitarian action as structural determinants of health.
3. **Strategic Policy Positioning** - Solidifying the role of *watchdog* by ensuring global and national policies are grounded in the lived realities of young people through data-driven accountability tools like the READY to Care Scorecard.

## Responding to Funding and Operational Challenges

A defining success of this strategic period was Y+ Global's ability to navigate a sector-wide funding crisis during which many peer organisations diminished or dissolved. Despite severe external constraints, including the 2025 international funding cuts that disrupted the global response to HIV, through donors such as the US Agency for International Development (USAID) and the Robert Carr Fund (RCF), the organisation implemented measures to ensure adaptive resilience. Notably, Y+ Global:

1. Maintained **continuity of core staffing and programming** despite major funding disruptions.
2. **Secured landmark policy access**, including successful youth representation in the Country Coordinating Mechanisms (CCM) in Kenya and the first-ever youth-led budgetary allocation influence in Zambia.
3. **Strengthened locally led approaches**, such as the fiscal hosting model, which provided a legal and fiscal umbrella for unregistered grassroots groups to grow into fully-fledged organisations.

## Strategic Imperatives for Maturity (2026–2030)

The evaluation identifies three core **structural tensions**. These are framed not as failures but as growth-stage learning opportunities that Y+ Global is now prepared to formalise as it moves toward its next phase of maturity:

### 1. Strengthening Organisational Resilience

Y+ Global’s survival in 2025 was a testament to the resilience of its leadership and staff, who took on additional roles to protect the mission. The next strategy should strengthen long-term financial planning and reduce reliance on emergency staff responses during funding crises.

### 2. The Reporting-to-Oversight Opportunity

While the Secretariat has built a robust MEAL system, there is a perceived tension between data-driven oversight and operational interference. Currently, the Board is hesitant to leverage granular MEAL data for fear of being *perceived as interfering or micromanaging*. This reflects a healthy respect for management-governance boundaries. However, it also reveals a structural gap: the current reporting format is optimised for donor compliance rather than high-level fiduciary oversight. The 2026–2030 strategy presents an opportunity to design a *Strategic Governance Dashboard* – a tool that synthesises big picture milestones, like policy adoption or core funding ratios, to empower the Board’s oversight without pulling them into day-to-day operations.

### 3. Bridging Global Representation

Y+ Global has demonstrated strong agility in overcoming language barriers by leveraging dedicated translation services and local partnerships in countries such as Angola and Mozambique, ensuring effective service delivery. Currently, purely Spanish- or Portuguese-speaking partners account for less than 15% of the network, and the organisation has strategically focused on regions where data and funding opportunities align. The 2026–2030 strategy presents an opportunity to transition

from these operational workarounds to a model of native leadership in the Latin American and Caribbean (LAC) region. Furthermore, donor earmarking has created programmatic overlaps between READY and the UNITED! Movement, Y+ Global is now poised to strengthen internal coordination to ensure the movements complement each other seamlessly without creating brand confusion.

This report was prepared independently by [Development Dynamics](#), a Nairobi-based consulting agency and Afro-centric pan-African think tank that works across the development, philanthropy, and impact ecosystem to drive insights, innovation, and strategic investment.

# Introduction and Methodology

## Background and Context

Y+ Global stands at a significant moment, ready to build on the progress made by its first-ever strategic plan while navigating an increasingly complex global landscape. The organisation's internal health efforts were noted in KIIIs as having **really transformed and shaped Y+ Global** over the past years. This evaluation serves as an opportunity to reflect on past achievements and challenges to strengthen the organisation's capacity and ensure its relevance for the next generation of young people living with and affected by HIV.

## Evaluation Objectives and Scope Of Work

The primary objective of this evaluation was to conduct a rigorous, intersectional, and evidence-based assessment of the Y+ Global Strategic Plan (2022–2025) against the standard OECD Development Assistance Committee (DAC) criteria (Relevance, Effectiveness, Efficiency, and Sustainability), with a foundational focus on Safeguarding and Equity. The secondary objective was to use these findings to inform the development of the 2026–2030 strategic plan anchored in *strategic foresight, systems practice and design thinking*.

The review covered 14 multi-country projects implemented by the Y+ Global secretariat and supported network members between **January 1, 2022 and December 31, 2025**. The programs and projects reviewed are as detailed in the next section.

# Y+ Global Programs & Projects

## The Robert Carr Fund Portfolio

The Robert Carr Fund (RCF) serves as the primary architect of Y+ Global's institutional stability, providing the funding necessary to build organisational capacity rather than just project-specific outputs. Through the 2022–2024 grant cycle, RCF support has been the primary driver for Y+ Global's transition into an independent, registered entity with dual registration in South Africa and the Netherlands, a move that has enhanced its credibility as a multi-partner grant manager.

## **1. Vibrant Young Voices (VYV) Consortium**

The Vibrant Young Voices (VYV) Consortium represents a premier example of Y+ Global's capacity for consortium leadership. Operational through the 2022-2024 funding period, the VYV program focused on mobilising support for the removal of barriers to HIV services and the enforcement of human rights protections for adolescents and young people living with HIV (AYPLHIV). A critical development in this program's trajectory occurred in early 2025, when Y+ Global assumed the role of financial host for the consortium, a responsibility previously held by Pediatric-Adolescent AIDS Treatment for Africa (PATA). This transition was the culmination of years of targeted investment in financial management systems and standard operating procedures (SOPs), enabling the direct redistribution of resources to youth-led networks.

## **2. The 4Youth Consortium and Regional Small Grants**

Operating concurrently with the VYV initiative, the 4Youth Consortium (2022-2024) is dedicated to regional advocacy and the strengthening of ISP-led (Inadequately Served Populations) movements in the Global South. This program provides a channel for Y+ Global to allocate resources to regional networks through a robust small-grants program. In 2024, the initiative supported nine networks in Latin America and Asia, providing technical assistance in fundraising, strategic planning and donor relations.

## **High-Level Advocacy and the Love Alliance Partnership**

### **3. Love Alliance**

The Love Alliance (2021 - 2025+) is a multisectoral partnership funded by the Ministry of Foreign Affairs of the Netherlands, designed to challenge punitive laws and advocate for the rights of key populations. Within this framework, Y+ Global acts as a Global Advocacy Partner (GAP), focusing on building a strong network of young activists and addressing the structural drivers of the HIV epidemic.

### **4. Young Emerging Leaders (YEL)**

The Young Emerging Leaders programme is one of the organisation's most visible leadership initiatives under Love Alliance. Operational from 2022 through at least 2025, YELP is co-implemented with the Global Network of People Living With HIV (GNP+) and supported by Aidsfonds. The program targets young key population advocates aged 15 to 25, providing them with advanced mentorship and technical training to navigate high-level decision-making platforms such as the World Health Organisation (WHO) and the Global Fund.

## 5. Decriminalisation and Rights-Based Campaigns

Love Alliance focuses heavily on challenging legal environments that hinder HIV prevention. The My Reality campaign in 2024 used storytelling to call policymakers to action on behalf of the lived experiences of young key populations. In Nigeria, the program supported the launch of petitions to include key population protections in the HIV Discrimination Act, while in Zimbabwe, advocates worked within technical working groups to integrate mental health into HIV programming.

Through the READY Academy 2.0 and the **Moment of Truth** webinars, the program also builds resilience against the anti-rights and anti-gender movements. These initiatives provide safe spaces for peers to share the challenges of operating in increasingly restricted civic spaces, ensuring that the next generation of leaders is equipped to sustain advocacy efforts despite growing political opposition.

## The Self-Care Revolution | You(th) Care and YouthWise

### 6. The You(th) Care Project

The You(th) Care project is a four-year initiative (2022-2025) operating in Kenya, Tanzania and Zambia. The project is implemented by a consortium including Y+ Global, ARASA, PATA and several national youth networks. Its primary objective is to expand access to digital self-care products and empower AYPs to advocate for their reproductive health and rights.

### 7. The YouthWise Project and the Support Group Model

Operational from 2021 to 2024, the YouthWise project implemented a youth and women-led model in Kenya and Malawi. This initiative was designed to address the holistic needs of AYPLHIV by providing a scaffolding of support that includes status acceptance, confidence building and adherence counselling.

## Multilateral Partnerships and Global Monitoring

Y+ Global has positioned itself as a technical partner for major multilateral agencies, helping to institutionalise youth-led monitoring and social accountability mechanisms in HIV response.

### 8. #UPROOT Youth-Led Scorecards (Last Mile Initiative)

The #UPROOT Scorecard initiative, funded through a USAID-UNAIDS agreement, was implemented from December 2021 through 2022 and 2023. This program focused on community-led monitoring across seven countries: Burundi, Ghana, Kyrgyzstan, the Philippines, Uganda, Vietnam, and Zimbabwe. The project involved

over 750 adolescents and youth in consultations to evaluate the quality of HIV services and the meaningful **engagement of young people in policy spaces**.

## **9. The UNITED! Movement and UNICEF Engagement**

Launched in 2024, the UNITED! Movement is a flagship three-year initiative (2024-2027) supported by the UNICEF Eastern and Southern Africa Office (ESARO). This program is notable for its formal Program Cooperation Agreement (PCA), the first of its kind between UNICEF and a youth-led organisation. The UNITED! Movement aims to strengthen the advocacy capacity of regional networks in Eastern and Southern Africa, focusing on leadership skills, digital engagement and comprehensive sexuality education (CSE). It builds upon the earlier Ground UP initiative (2021-2023), which focused on grassroots youth mobilisation.

## **10. READY+ (Resilient, Empowered, Adolescents and Young People)**

READY+ is a movement and a portfolio of initiatives based on the partnership between Y+ Global and Frontline AIDS (Netherlands MoFA, 2016 - 2025). Operating across six countries in Eastern and Southern Africa: Angola, Eswatini, Malawi, Mozambique, Zambia and Zimbabwe, READY+ empowers adolescents and young people living with HIV through a specialised peer-led support model, including the Community Adolescent Treatment Supporters (CATS) initiative. The program focuses on improving clinical health outcomes and SRHR knowledge by using effective monitoring tools such as the READY to Care Scorecard.

## **The Global Fund and Private Sector Synergies**

Y+ Global's role within the Global Fund ecosystem has evolved from that of an external advocate to a strategic technical assistant and implementer through several key mechanisms.

## **11. Youth-to-Youth (Y2Y) Consortium**

The Youth-to-Youth (Y2Y) Consortium, supported by the Global Fund's Community Engagement Strategic Initiative (CESI), is the first youth-led consortium within the Fund's architecture. Since its inception in 2024, the Y2Y program has provided technical assistance to youth networks in Africa to enhance their participation in Country Coordinating Mechanisms (CCMs). In Cameroon, the program collaborated with CAGEAD to develop a three-year strategy for youth engagement in health governance.

## **12. Youth Next Level (YNL)**

The Youth Next Level (YNL) initiative (2022–2025) is a suite of guidance resources developed in collaboration with UNAIDS to institutionalise and sustain youth-led HIV responses globally. This initiative provides a structured roadmap for governments, donors, and international stakeholders to move toward meaningful partnerships in which young people serve as decision-makers. Key components include a comprehensive resource package translated into multiple languages and technical checklists used to anchor Memorandums of Understanding (MoUs) with country partners, ensuring that principles of youth leadership are embedded into national HIV strategies.

## **13. HER Voice Fund**

Y+ Global also manages the HER Voice Fund (HVF) initiative, which is supported by both the Global Fund and ViiV Healthcare Positive Action/GSK. This initiative operates in 13 priority countries in sub-Saharan Africa, where the HIV incidence amongst AGYW is highest and the disparity in HIV risk between males and females is greatest. HVF strengthens the meaningful engagement and leadership of AGYW in decision-making spaces with the aim of reducing HIV, TB and Malaria incidence and improving broader health, wellbeing and rights of AGYW in their diversity.

## **14. Catalytic Investments and the Private Sector**

Through HER Voice Fund implementation, Y+ Global continued its partnerships with ViiV Healthcare Positive Action, GSK and Global Fund to secure catalytic investment under the Gender Equality Fund (GEF), which partners with women-led organizations to mainstream gender-transformative approaches in HIV, TB and malaria responses. These private-sector collaborations provide a critical buffer against the volatility of bilateral aid and allow for exploration of innovative interventions in gender-responsive programming for health.

# **Evaluation Methodology**

## **A. Purpose of Evaluation and Evaluation Questions**

The purpose of the evaluation was to provide an evidence-based assessment of the 2022–2025 Strategy’s relevance, effectiveness, efficiency and sustainability. The Key Evaluation Questions (KEQs) were structured around three strategic pillars, seeking answers on policy traceability, capacity-building efficacy, and institutional resilience, as detailed in the inception report matrix. Below are the five Key Evaluation Questions (KEQs):

1. **Relevance:** How well did the strategy align with the needs of young people living with HIV and the evolving global HIV response?
2. **Effectiveness:** To what extent were the objectives under the three strategic pillars, Raise Our Voice, Build Our Network and Secure Our Future, achieved?
3. **Efficiency:** Were the resources, financial and human, used optimally to deliver strategic results?
4. **Sustainability:** Are the benefits of the interventions likely to continue, and is the organisation's governance future-proofed?
5. **Equity & safeguarding:** How did the strategy address intersections, marginalisation, and ensure the safety of its network?

## B. Evaluation Approach and Rationale

The evaluation employed a **Sequential Explanatory Mixed-methods Approach**, in which qualitative data deepen and explain quantitative trends identified in the desk review. This approach was guided by an intersectional feminist methodology that centres the lived experiences of young people facing multiple forms of marginalisation. The analysis also utilised Development Dynamics' Triple Play Approach (**strategic planning, systems-based analysis and design thinking**) to anticipate future risks and identify structural bottlenecks.

## C. Design of the Evaluation and Timing of Data Collection

The final data collection scope was adjusted from the original plan: **a total of 26 KIIs** were conducted, including 2 board members, 3 regional partners, program leads, 3 members of the secretariat team, and selected program beneficiaries. The planned online survey and validation FGDs were deferred due to time constraints and the cancellation of attending the ICASA convening, which was the intended venue for youth and partner consultations.

## D. Methods of Data Collection and Sample Sizes

Data collection relied on in-depth qualitative data collection via 26 KIIs and a thorough review of organisational documents. Instruments included semi-structured interview guides tailored to the stakeholder's role, ensuring questions probed for specific examples of policy influence, budgetary decisions and organisational risk mitigation mechanisms.

## E. Sources of Information and Data

The analysis relied on triangulation across multiple sources:

1. **Primary Institutional Documents:** Strategic Plan (2022-2025), MEAL Strategy (2022-2025) and Annual Reports (2022, 2023, 2024).

2. **Project Specific Reports:** Core findings and statistics were extracted from *You(th) Care Mid-Term Review (2024)*, *YouthWise Project Impact Study (2024)*, *#UPROOT Scorecard Progress Report (2022)*, *Love Alliance GAP Reports (2024,2025)*, *Vibrant Young Voices/4Youth RCF Annual Surveys (2022,2024)*, *Youth Next Level Phase 3 Narrative Report (2024)*, *Youth-to-Youth Component 2 Narrative Report (2025)*, *HER Voice Fund Close-out Reports and AIDS 2024 Youth Force Report* to provide granular evidence for the wins identified in KIIIs.
3. **Primary Data:** Qualitative transcripts and synthesis notes from the 26 KIIIs and 1 Focus Group Discussion conducted with the board members, secretariat team, program leads, regional partners and beneficiaries.

## F. Limitations of the Evaluation

The limitations of this evaluation are directly related to the necessary adjustments in the sampling plan:

1. **Purposive Sampling and Interpretation of Findings:** The evaluation's reliance on purposive sampling of staff, leadership and nominated beneficiaries provides valuable insight into institutional capacity and implementation dynamics. As with many learning-oriented evaluations, feedback from project leads may be filtered through an implementation lens. This underscores the importance of triangulating perspectives with project documentation, reporting outputs, and evidence of outcomes to holistically assess program success and community-level relevance.
2. **Phased Scope Of Validation:** To prioritise the strategic development of the 2026 - 2030 plan, the network-wide online survey was shifted into the co-creation phase. This ensures that broad network sentiment is captured as a forward-looking planning tool rather than a historical verification metric. While the current report relies on in-depth qualitative triangulations with core leaders, the full network validation will be integrated into the forthcoming Strategic Design document.

# Strategic Performance Findings By Pillar

## Raise Our Voice | Advocacy & Influence

*This pillar focuses on advocacy and the amplification of youth voices to influence international and national policy, budgeting and decision-making spaces to ensure that global responses are grounded in lived realities*

Y+ Global supports young people in engaging with policy and decision-making spaces that have historically excluded them. Through this approach, the organisation has secured landmark access, ensuring youth voices are not only present but also positioned to influence outcomes. The Youth-To-Youth program advanced this in Cameroon by facilitating an initial youth-led advocacy workshop that provided young people with the technical foundation to understand CCM roles and Global Fund funding request processes. Young people later used this knowledge in consultations with CCM members to present evidence-based recommendations, resulting in a clear shift from passive participation to informed, confident engagement in national governance.

The Youth Next Level (YNL) initiative intensified this impact by convening a training webinar with over 50 PEPFAR Country teams and interagency staff, highlighting the significance of sustained investment in youth leadership. At the regional level, Y+ Global strategically positioned YNL in Latin America through a panel discussion at *Innovacion Positiva* in Colombia, reaching a diverse audience of advocates and researchers.

This leadership was solidified at the global level with the appointment of the Y+ Global Board chair, Horacio Barrera, as the Chair of The Global Fund's Youth Council for the 2024-2026 term, ensuring young voices directly shape funding allocations. The You(th) Care project achieved a major milestone in Kenya, making it one of the first African countries to domesticate the WHO Guideline on Self-Care Interventions for Health and Well-being. In Zambia, the project secured commitments from the Ministry of Health under the Medium Term Expenditure Framework (MTEF) across four key areas: demand creation, coordination through technical working groups (TWGs), technical support and service delivery.

Through the *Engage Us: Our Health, Our Rights* campaign, co-led with the READY Movement and the Vibrant Young Voices (VYV) Consortium, Y+ Global tackled barriers to youth participation by engaging LGBTIQ+ communities and hosting advocacy workshops in Uganda and Nigeria. Additionally, the Love Alliance program connected 13 Young Emerging Leaders (YELs) to high-level global platforms, including the AIDS 2024

Conference and HIVR4P, overcoming logistical and financial barriers through innovative virtual hubs. These YELs organised specialised advocacy webinars addressing critical gaps in children's rights, U=U messaging and age of consent for reproductive health services.

The 2025 Love Alliance reporting cycle highlights that YELs have significantly expanded their influence by occupying positions on national advisory bodies, including CCMs and National AIDS Councils. A significant advocacy outcome was achieved in Nigeria, where YEL-led digital activism transformed a stigma-burdened petition for the National Anti-discrimination law, increasing its signatories from 200 to over 5,000 within a single year. Furthermore, YEL advocacy in Zimbabwe sensitised the Ministry of Health and Child Care on youth-specific needs, resulting in a formal commitment to integrate mental health support into HIV services for young people.

The VYV advocacy campaign specifically leveraged a digital platform to focus on the needs of children and adolescents living with HIV in all their diversity, ensuring their voices shaped the AIDS 2022 Montreal youth declaration. This initiative also equipped media personnel with knowledge of ethical reporting to increase the positive visibility of young key populations. The #UPROOT Youth-led Scorecard initiative further exemplifies this success by facilitating transparent consultation processes in seven countries: Vietnam, Philippines, Zimbabwe, Ghana, Uganda, Burundi and Kyrgyzstan. As a result of this work, young people in Burundi and Vietnam reported a significant improvement in their understanding of the specific policies and laws that affect the provision of healthcare services to youth. This program demonstrated Y+ Global's ability to promote meaningful involvement and push policymakers to adopt a human rights-based approach even in contexts with punitive laws.

The YouthWise project demonstrated similar advocacy success, in which a young change-maker named Mariam lobbied local health service providers to initiate cervical cancer screenings for young women after the facility claimed they were unavailable for that age group; the facility now provides these services to all age groups. Furthermore, YouthWise efforts led the Malawian Department of Health and HIV to commit to including Y+ Malawi in the drafting of future Global Fund project applications.

Implementing partners and regional stakeholders affirm that this advocacy is not performative. One regional partner described Y+ Global as a "*natural fit*" because the network effectively cascades information from service recipients and peer supporters at the facility level up to global policy dialogues. This partner emphasised that Y+ Global serves as a necessary "*watchdog to hold other organisations accountable by encouraging accountability when policies or interventions do not adequately consider young people..*"

Staff and advocates also validated successes, including participation in the Kenyan Country Coordinating Mechanism and youth-led involvement in Zambian budget allocations. As internal reflections surfaced, *“The young people being in the room with other policymakers or decision makers is a step towards the right decision.”*

## **Build Our Network | Capacity & Equity**

*This pillar aims to build strong and representative global networks by providing assistance, innovative capacity building and fiscal hosting to empower youth-led organisations.*

This pillar has seen the development of high-impact leadership models that have successfully translated training into tangible policy influence. A standout achievement is the Young Emerging Leaders Programme (YELP), which developed a cohort of young advocates equipped to engage in global health governance. This program was highlighted by a Young Emerging Leader at ICASA 2023, who shared how it enabled him to facilitate advocacy and SOGIE training and to create safe spaces for individuals to share their experiences. The program’s My Reality Campaign further used storytelling and podcasts to debunk myths and raise awareness of issues affecting young key populations globally.

Under the Love Alliance, the network expanded its reach by establishing virtual hubs in countries including South Africa, Uganda, Kenya, Malawi, Zambia, Tanzania and Nigeria, enabling advocates to engage with real-time updates and scientific data despite visa restrictions. This initiative also prioritised movement self-reliance by providing technical support in registration and fund management, allowing local groups to secure independent funding.

Y+ Global has also broadened its network’s impact through the #UPROOT program, which involved over 750 adolescents and youth across multiple country networks. This initiative successfully engaged a diverse population, including men who have sex with men (MSM), transgender individuals, sex workers, and young people who use drugs, as well as those living with disabilities and ethnic minorities. Y+ Global provided technical support and guidance, assisting country partners such as Zimbabwe in implementing large-scale data collection across all districts. This effort fostered essential collaborations between youth-led organisations and key stakeholders, such as UN agencies and government ministries.

This impact is further reflected in the YouthWise project, which leveraged existing networks such as COWLHA in Malawi to rapidly establish supportive peer environments, achieving high acceptance: 95% of participants described their YouthWise group as *supportive or totally supportive*. A standout achievement of YouthWise is the creation of a leadership pipeline where several young people rose from project beneficiaries to peer mentors and eventually to formal staff positions within the project, embodying the ethos of youth-led change.

Success is also evident in the Y+ Global's ability to drive change within major international funding processes. In 2023, support from the READY movement enabled young people in Tanzania to identify and present their priorities to PEPFAR and the government during COP23. This meaningful involvement led to approximately 75% of youth-led priorities being adopted, including specific commitments to increase the number of viral load and CD4 testing machines in every district and to secure government support for reviewing the National Policy on HIV/AIDS.

Y+ Global expanded its footprint in 2025 through the establishment of a new regional network of sex workers in East Africa, Africa Young Sex Workers Alliance (YOSWA) and a new coalition in Kenya dedicated to financial policy advising. This progress is further reflected in the official registration of two additional youth-led networks and the targeted strengthening of six key organisations: Y+ Kenya, YARHU Uganda, Zvandiri, TMSI Nigeria, EVA Nigeria and Trans Initiative Uganda, through intensive policy literacy and systems training. These efforts have directly enhanced the network's institutional credibility, enabling members to qualify for Global Fund and other international funding.

Through the launch of the *Youth Against Pandemics* digital platform in Cameroon, created to connect and amplify youth voices across HIV, TB and malaria, the network expanded its impact. The Y2Y program also completed a national mapping of youth-led and youth-serving organisations in Cameroon, documenting geographic coverage and thematic focus areas to ensure evidence reflected diverse realities, including those of young key populations and young people residing outside urban areas.

Network impact has also been broadened through the You(th) Care project's peer support model. In Kenya's Homabay County, the combination of earmarked youth service delivery days and peer support mentorship resulted in almost 100% viral suppression among AYPLHIV attached to the project clinic. This model of peer-to-peer engagement is further supported by the creation of leadership pipelines; in YouthWise, young people rose from project beneficiaries to formal staff positions. However, the network faces an institutional challenge: high attrition among trained peer educators, primarily due to their desire for further education or professional development.

When it comes to network infrastructure, Y+ Global has advanced its network foundations by integrating the Youth Next Level guidance as a core principle into its Memorandums of Understanding (MoUs) with country partners, ensuring that established principles and policies are adopted at the implementation level. This institutionalisation was supported by an internal webinar for over 100 implementing partners, which focused on using YNL checklists to promote meaningful engagement. To improve scalability, Y+ Global developed a comprehensive plan for an e-learning module tailored for mobile devices and featuring interactive elements such as storytelling and certification to motivate youth participation.

The organisation has also achieved a major milestone in consortium leadership by transitioning into a proficient fiscal host for other youth-led and youth-serving organisations, including TB Women, CS4ME and J+ LAC. This shift positions Y+ Global not just as a network but as a systemic driver of power-shifting that ensures resources flow directly to youth communities. Impact is also evident through the 4Youth consortium, which provided technical assistance and small grants to 9 networks across Latin America and Asia, enabling them to develop sustainable financial plans and engage effectively with national ministries. This model provides emerging national networks with clear pathways for career growth and leadership training, cultivating a new squad of advocates equipped to navigate complex global health governance.

The HER Voice Fund (HVF) continues to serve as an anchor for the network's strategic impact, reaching 49,369 AGYW face-to-face during the 2022-2023 reporting period. HVF is qualitatively critical because it provides the organisation with the strategic leverage necessary to place young women into decision-making platforms. For example, HVF resources supported AGYW participation in 319 key events during PEPFAR COP and Global Fund processes. Crucially, 30% of grantees secured follow-on funding due to Y+ Global's technical assistance. This highlights HVF's strategic importance to Y+ Global's grant management and community accountability efforts, which are primary channels through which Y+ Global showcases its institutional maturity in these areas.

Furthermore, the READY Academy demonstrated high efficacy, with 95% of participants reporting new skills and over 66% rating their advocacy skills as above average post-training. The network's strength also lies in its ability to support unregistered grassroots groups through the fiscal hosting model. This allows youth-serving organisations to “*set up systems, register their organisations and become independent organisations*” while leveraging Y+ Global's name and institutional reputation. The network's success is further validated by its approach to capacity building. During the 2022-2025 period, capacity assessments were conducted for approximately 70% of projects, including READY+, UNITED! Movement, HER Voice Fund and You(th) Care, ensuring technical support was tailored to identified institutional gaps.

While Y+ Global has successfully distributed a range of practical tools and resources, the organisation recognises an opportunity to better report on the utility and outcomes derived from their use. YouthWise demonstrated progress here by translating complex WHO self-care guidelines into an accessible, youth-friendly toolkit. Survey data showed that 79% of respondents were familiar with the tool and 67% had actively used it to manage their health. Proving the extent to which movements effectively utilise these toolkits is an essential prerequisite for building strong funding cases; without this evidence, the link between resource provision and impact remains difficult to verify. For

example, while #UPROOT scorecards identified gaps, the project's heavy reliance on unpaid volunteers highlighted a systemic challenge for future resource mobilisation.

The Love Alliance report highlighted that while virtual hubs increase accessibility, working with young key population networks naturally requires additional time and technical support to ensure regulatory compliance. This data gap extends to the participation of Young Emerging Leaders (YELs) in national budget dialogues; while access was secured, the concrete results and quantifiable shifts in budgetary allocations from these specific engagements require more systematic tracking. Similarly, while the UNITED! Movement has achieved significant representation across Africa; the next phase of maturity could focus on documenting the concrete advocacy outcomes and actionable results emerging from the programme.

## **Secure Our Future | Sustainability and Governance**

*This pillar focuses on institutional maturation, excellent governance and financial resilience to ensure Y+ Global is accountable and sustainable for future generations*

Y+ Global achieved a milestone in 2024 by transitioning to the independent management of its financial systems, supported by an ISO certification audit. The Y2Y program reinforced this progress in Cameroon, where country partner CAGEAD, strengthened its administrative, financial and organisational systems over the years. However, Y2Y implementation also highlighted the challenge of differing institutional capacities among national partners, as some networks, such as RECAJ+, remain in active institutional development, requiring additional flexibility and ongoing support.

As with many networks and organisations, Y+ Global's resilience was tested during the 2025 sector-wide funding crisis. The organisation faced a critical sustainability challenge due to a significant reduction in government funding, which halted Global Network for People Living with HIV (GNP+) funding for Y+ activities. In response, Y+ Global demonstrated high agility by seeking funding flexibility from Aidsfonds, which allowed the YEL programme to be sustained, albeit with a reduction in grants from 15 to 11. To mitigate the impact of changing CCM priorities in Kenya, YEL graduates integrated into the CCM itself to ensure that YKP needs remained a priority for future funding cycles. Implementing partners noted the organisation's ability to respond in real time, such as by organising around funding cuts to envision a future with limited resources. This continuity was upheld through considerable additional effort by staff, who served as external consultants to ensure programmatic consistency.

This work was further strengthened by the Frontline AIDS accreditation secured in late 2025, which validates that Y+ Global meets high institutional standards for quality and leadership. In addition, Y+ Global successfully completed UNICEF's HACT Assessment. This is a risk-based management framework for evaluating partner capacity, determining cash transfer modalities, and mitigating financial risks. Y+ Global was the first youth-led organisation within the UNICEF system to achieve this milestone. To preserve this excellence, the organisation is moving beyond informal leadership transitions to establish a structured Alumni Network. This network serves as a strategic resource of vetted talent, where departing leaders act as advisors and brand ambassadors to the next generation. The Board is currently refining the terms of reference for the network, including a six-month rest period and term extensions for outgoing members to mentor their successors, to ensure institutional memory is preserved.

In 2024, Y+ Global made significant investments in Board maturation through the 4Youth work plan, providing training in governance best practices, financial oversight and strategic leadership. To remove barriers to participation, the organisation continued providing communication stipends for board members representing Europe, MENA, Latin America, Africa, Asia and the Caribbean, allowing them to engage fully in decision-making despite geographic or financial constraints. Additionally, internal reflections and mid-term data from the You(th) Care point to a persistent challenge: a perceived hesitancy by some partners to fully trust youth-led organisations with large financial resources, sometimes viewing their role as more *symbolic* than operational. This emphasises the need for funders to be prepared to absorb and manage larger financial allocations effectively.

Regional partners emphasise that for resilience to last, Y+ Global could focus on country-level implementation. Strategic interpretation of this feedback suggests a move toward a leaner regional /global team focused on technical assistance to empower local teams. This empowerment is defined as a locally led decision-making approach in which country teams are supported not only in technical capacity but also granted the strategic authority to lead their own response. Shifting the Secretariat's role from technical support and coordination to that of a facilitator of local autonomy allows power and resources to be redistributed directly to the communities most impacted, enabling community-level change. In terms of governance, the Board is proactively managing institutional memory by reviewing conditions under which former members may return as consultants and requiring outgoing members to mentor their successors.

As part of its commitment to long-term impact, Y+ Global developed a dedicated Monitoring and Evaluation (M&E) framework for the YNL initiative, featuring structured indicators to track the inclusion of youth-led groups in national strategies. However, the development of an interactive roadmap for the organisation's new website, a key

component of the YNL dissemination strategy, faced delays due to limited team capacity and technical constraints, illustrating a persistent institutional bottleneck.

Still on resilience and sustainability, external reflections during this evaluation suggest that the mandate for this pillar is currently too broad, as it attempts to consolidate both high-level resource mobilisation and direct accountability to the youth constituency into a single strategic goal. Institutional progress reports from the VYV Consortium and 4Youth confirm that, while technical assistance and new financial systems, such as those established for Y+ Malawi, have improved readiness, the organisation still faces systemic challenges stemming from external macroeconomic instability and funding lags. #UPROOT's implementation experience demonstrated that the lack of official government support can explain the representative absence from crucial consultations, pointing to the need for formalised engagement protocols with government agencies.

YouthWise implementation data reinforces this, identifying a personnel gap where young leaders at the forefront of programming require more structured mentorship from older, more experienced staff to expedite learning and strengthen organisational management. Similarly, Love Alliance participants received advanced training on decriminalisation of Universal Health Coverage (UHC), yet persistent legal barriers in 156 countries highlight the need for sustained, policy-linked resource flows. This provides an opportunity for restructuring to ensure institutional survival, specifically funding, and accountability through constituency fidelity, with a distinct technical focus.

# Cross-Cutting Analysis By Criterion

## Relevance and Coherence

*Relevance assesses the continued alignment of Y+ Global's goals with the shifting needs of young people living with HIV and the evolving global political landscape.*

The strategy continues to align closely with the needs of young people living with and affected by HIV, with partners noting that Y+ Global provides a *real, authentic voice for young people living with HIV* and an *authentic watchdog voice*. The YNL resource package underscored this by finalising and translating all guidance materials into French and Spanish, ensuring broad usability across different regions. However, the translation process highlighted that contextual relevance and ease of understanding are as critical as linguistic accuracy, and that they require early planning and local input in future phases. The Y2Y program bolstered the network's strategic relevance by updating and translating the Cameroon Country Profile with a youth lens, making national data and Global Fund processes accessible to young people in a consolidated, youth-friendly format for the first time. This helped ensure that youth advocacy was supported by national evidence and data.

The VYV Consortium's *Engage Us* campaign reinforced this relevance by holding focus group discussions with LGBTIQ+ youth to speak on participation barriers, while the *We Are The Change* curriculum, co-designed with PATA, empowered community organisations to support AGYW more effectively. Love Alliance further demonstrated strategic relevance by integrating climate justice and gender-based violence (GBV) awareness into its 2024 planning, highlighting the intersection between health equity and environmental sustainability. It also mitigated external language barriers for French-speaking partners by providing simultaneous translation and native French-speaking mentors to ensure equitable engagement. Love Alliance 2025 reporting affirmed this relevance through a strong intersectional focus on mental health advocacy in Zimbabwe and addressing criminalised behaviour in Nigeria, where YELs utilised the HIV and Aids Anti-discriminatory Act to develop fact sheets for key populations.

The #UPROOT scorecard project underscored this relevance by engaging young key populations, including those in countries where their identities remain criminalised, ensuring that their diverse experiences directly informed national advocacy strategies. YouthWise further validated this relevance through its holistic response to self-care, treating AYPLHIV as complex human beings rather than just patients; 89% of participants reported that they feel they take very good care of themselves as a result of the project's

support. The organisation has also shown significant agility in overcoming language barriers by investing in translators and working with country partners who understand local communities in places like Angola and Mozambique, where the READY Movement facilitated activities.

Internal feedback highlighted limitations in multilingual capacity, particularly in Spanish and Portuguese, which are essential for engagement in several high-need regions.

Strengthening language capacity would enhance organisational relevance, partnership and resource mobilisation efforts across these contexts. Currently, Y+ Global has strategically focused on regions where funding and high-need data align, a model that has successfully supported 85% of the English-speaking network. Similarly, while movement overlaps between READY and the UNITED Movement are often donor-prescribed, regional partners see them as complementary resources in high-need regions.

Beyond quantitative reach, Y+ Global has demonstrated high mandate fidelity by adapting its strategy to humanitarian contexts. The organisation's response in Ukraine in 2022, facilitating HIV treatment, food security and infant commodities for over 1,200 people living with HIV, supported by the ViiV fund under emergency response, directly aligns with its mission to promote the right of young people to live healthy and fulfilling lives, even amidst conflict. This approach recognises that clinical health outcomes are closely linked to basic needs such as nutrition, which is technically essential to the efficacy of antiretroviral therapy. Additionally, Y+ Global's ability to pivot its #UPROOT project from Ukraine to Kyrgyzstan following the outbreak of war demonstrated strategic agility and a commitment to maintaining operations in high-need areas despite conflict. Furthermore, Y+ Global has navigated significant currency volatility, which directly impacts the investment power of sub-grants in local contexts. While these adaptations demonstrate operational agility, they also highlight a strategic opportunity to transition towards a policy for macroeconomic risk mitigation to protect local partners from inflation shocks.

The strategic pivot to online advocacy in 2024 is highly relevant and represents an awareness of the shrinking space for in-person HIV advocacy. Through digital promotions, YNL-related content garnered over 10,000 impressions on X (formerly Twitter) and reached over 8,000 people on Facebook. YouthWise utilised social media and WhatsApp groups to effectively reach young people in their own digital domains, which was particularly successful in Kenya, though limited by smartphone access in rural Malawi. Love Alliance's virtual hubs overcame financial constraints and visa restrictions, allowing YKPs to moderate and lead sessions at global conferences for the first time. In the same breath, YKPs have shown incredible resilience in expanding the reach of their initiatives and sustaining information sharing despite hostile environments. For instance, the UNITED!

Movement reached more than 9,000 people through digital media and social media campaigns in 2024, demonstrating the power of youth-led digital action.

## **Effectiveness and Efficiency**

*Effectiveness measures the achievement of strategic objectives, while efficiency evaluates how optimally human and financial resources were utilised to deliver those results*

Effectiveness in 2025 was enhanced through the development of the AYP Dashboard in Kenya, which provides real-time data on key issues affecting youth to inform policy. Love Alliance also optimised internal efficiency by closely monitoring spending trends and reallocating budget to support additional YEL training opportunities, ensuring maximum impact despite reduced global aid.

Y+ Global has established pathways for evidence-based decision-making. For example, the #UPROOT project used a two-day orientation session to ensure all country implementing partners reviewed the scorecard toolkit, improving their capacity to implement the project at the national level. The Y2Y project generated structured, documented evidence on barriers to health services, including gender-related barriers, through youth-led consultative meetings and analytical tools. Love Alliance utilised technical assistance grants as a platform for resource mobilisation, empowering community leaders with skills in public speaking and scholarship applications. You(th) Care showed great effectiveness in Tanzania, where new HIV infections among young people in implementation districts declined from 238 in mid-2022 to 66 in mid-2023. This reduction is directly associated with enhanced accessibility to HIV services and increased SRHR awareness. YouthWise also demonstrated effectiveness through strong health outcomes: 94% of project participants are on ART, 82% fully adhere to their treatment, and 89% have achieved undetectable viral load. In 2024, the VYV Consortium updated MOUs and initiated the development of an integrated monitoring framework to track impact across youth-led initiatives.

The MEAL and communications teams collaborate effectively on key organisational products, such as the Annual Report, to document online reach and impact. Programmatic reviews and end-of-year evaluations are conducted regularly to assess efficiency and effectiveness. Within the programs team, the MEAL function is integrated into regular meetings, providing data-driven recommendations that have led to successful project adjustments. This indicates that the loop between monitoring and implementation is functional at the technical level. To further enhance this success, there is an opportunity to optimise the direct integration of MEAL insights into high-level management decision-

making. Advancing from a technical presentation of data to a more direct inclusion of MEAL in broad strategic deliberations will ensure that Y+ Global's high-level direction is consistently guided by real-time learning.

The evaluation identifies a critical opportunity to transition the MEAL system from a reporting tool into a functional, reflexive system for systemic alignment. The Love Alliance project spearheaded the development of Gender Youth Inclusion (GYI) roadmap webinars to inform partners about best practices in critical areas such as Gender Transformative Approaches (GTA) and ethical engagement. However, the project also found that advocacy work itself can expose youth to heightened risks, necessitating enhanced measures such as monthly one-on-one mentoring to prioritise well-being alongside technical goals.

YouthWise revealed a critical gap in mental health support; while physical health outcomes were high, only 68% of participants reported good mental health, with 30% reporting it as *bad* or *very bad*, indicating that mental well-being must be a primary focus for the next strategy. Furthermore, efficiency was challenged by systemic health barriers, such as drug stockouts at facilities, which prevented youth from accessing their ART despite high motivation. For VYV, one of the primary efficiency challenges was the significant delay in fund disbursement due to RCF financial difficulties, which forced the consortium to adjust timelines and heightened the need for diversified unrestricted funding to avoid project disruption.

A notable reporting gap also exists regarding the indicator *proportion of YPLHIV in our diversity who report that the delivery of interventions is the best for them*, pointing to either an implementation gap in data collection or a need to refine the indicator to better fit the strategic objective. Additionally, while achievements are documented, there is currently no systematic evidence of a "*what went wrong and what did we change?*" loop. Addressing this through a dedicated section on intentional learning would allow the organisation to capture these reflexive insights and use them to drive continuous strategic adjustment rather than just external compliance.

Efficiency remains challenged by external dependency. Y2Y implementation revealed a gap: young people were often invited into Global Fund processes late or without sufficient context to meaningfully influence decisions, pointing to the need for intentional sequencing of capacity-building and advocacy. Further, the significant delay in fund disbursement due to funder financial difficulties in 2024 forced consortia to adjust timelines and highlighted the need for internal emergency reserves.

Y+ Global has established a footprint with 109 implementing partners in 30 countries, with partners highlighting the organisation as a *natural fit* for cascading service data from health clinics and youth-friendly community spaces, and local-level discussions into global policy dialogues. To further enhance the efficiency of the global mandate, there is a strategic opportunity to broaden regional support by shifting the centre of gravity from the global office toward country implementation teams. Y+ Global prioritises this by investing in small grant programs at the regional and global levels that enable national organisations to implement projects specifically tailored to reach hard-to-reach populations, addressing needs in ways that a global secretariat cannot directly achieve. Strengthening this cascading of the network to sub-national levels, such as provinces and districts, remains a priority to improve the efficiency of reaching currently underserved communities. This evolution allows for a secretariat focused on technical assistance while equipping teams on the ground to drive change at the community level.

## **Sustainability and Systems Change**

*Sustainability examines the durability of programmatic benefits and the resilience of institutional systems to withstand external shocks and leadership transitions.*

Sustainability is anchored in the transition from community-led projects to sector-wide standard setting. The “*We Matter, Value Us*” guideline has successfully influenced global health standards, informing Penta’s pediatric research protocols to ensure young people act as co-creators in clinical trial design. While these guidelines are intended to inform donors and stakeholders, including UNAIDS, and to serve as a benchmark for what meaningful engagement looks like, their primary institutional value lies in empowering young people to hold agencies accountable to these principles.

Through continuous lobbying and advocacy, the government of Tanzania, through the Tanzania Commission for AIDS (TACAIDS), has taken significant steps by developing a *Meaningful Engagement Guide* and *Standard Operating Procedures (SOPs)* for Adolescent Girls and Young Women (AGYW). Similarly, the READY to Care Scorecard has driven health systems reforms in READY+ countries, leading to the integration of the READY+ model into Mozambique’s national THRIVE framework..

To ensure these systems remain sustainable, the Board is addressing the MEAL-Governance disconnect by reframing its role around three core fiduciary duties: Care, Loyalty and Obedience. The proposed strategic governance dashboard will shift the Board’s focus toward outcome-level milestones, such as progress toward a target core-to-restricted funding ratio, allowing for strong fiduciary oversight without operational

interference. This evolution will secure the organisation against single points of failure and move it towards a model of systemic resilience.

## **Intersectional Equity/Safeguarding**

*Intersectional equity and safeguarding assess Y+ Global's commitment to centring the most marginalised populations and maintaining ethical standards for safety and protection.*

Since the launch of the MEAL plan in late 2022, Y+ Global has demonstrated significant progress in its technical capacity to capture nuanced intersectional data. While early strategic reporting in 2022 highlighted gaps, such as the need for more clearly defined disability metrics, this was a necessary part of the implementation learning curve. From 2023 to the present, data sets within the HER Voice Fund, READY+ and You(th) Care projects have disaggregated reach among the young key population, including AGYW, sex workers, those who inject drugs and people living with disabilities.

The VYV Consortium has led in this area by conducting specialised focus group discussions with LGBTIQ+ youth and YKPs in criminalised contexts to ensure their needs inform national health strategies. This evolution is anchored in the technical assistance that Y+ Global provides to its partners, helping them develop the systems needed to reliably measure intersectional impact. While the organisation provides technical assistance to help partners develop intersectional data systems, gaps remain. In Zambia, youth advocates identified that current project strategies have not been sufficiently tailored to reach young people living with disabilities, highlighting a risk that this group may be left out of service provision. Furthermore, persistent stigma from health facility staff remains a barrier for young people seeking SRH services.

It is important to note that Y+ Global maintains a principled approach to safeguarding by ensuring that disclosures of sensitive identities remain voluntary. Y+ Global respects the privacy of young people and does not require disclosure unless it is a key component of the intervention or may compromise the individual's safety. To further consolidate this success, Y+ Global is advancing the development of a professional centralised database to unify these data sets and provide a comprehensive, real-time evidence base for its equity mandate, as resources permit.

# Feedforward and Recommendations

Y+ Global's 2022-2025 strategic plan provided the essential institutional structure needed for the organisation's growth. The organisation excels in philosophy and grassroots capacity investment (Pillar 2- Build Our Network). However, institutional efforts to Secure Our Future (Pillar 3) have been structurally insufficient in policy formalisation and risk management. The core challenge for the 2026-2030 strategy is to close the loop between intention and evidence by formalising policy in areas of financial risk and accountability, ensuring that operational resilience and technical measurement meet the organisation's high strategic ambition.

## Prioritised Strategic Recommendations for 2026-2030

### 1. Institutionalising Systemic Resilience

Long-term sustainability will require stronger institutional systems that reduce reliance on individual staff efforts during funding crises. Based on the resource-flow conditions of systems change, the strategy for 2026-2030 must move beyond reactive budget adjustments by employing backcasting from a defined 2030 financial target, such as achieving a 40:60 core-to-restricted funding ratio. Formalising the crisis mitigation plan into a financial contingency Standard Operating Procedure (SOP) will help ensure that core staff and programming are safeguarded by policy, rather than relying solely on individual sacrifices.

### 2. Designing a Data-Driven Governance Ecosystem

Closing the Governance-Data loop requires a fundamental shift in mental models at both the Board and Secretariat levels. Co-designing a strategic governance dashboard will empower the board to fulfil its fiduciary duties of care and loyalty by focusing on high-level outcome data rather than operational minutiae. Utilising the *Three-Horizons framework*, Y+ Global can transition from Horizon 1, operational reporting, to Horizon 3, strategic oversight, ensuring governance is anchored in real-time learning and evidence-based decision-making.

### 3. Correcting Structural Representation Barriers

Broadening the global mandate involves resolving the relationships and power dynamics of systems change in underrepresented regions. Utilising *Horizon Scanning* to identify emerging youth-led movements in Latin America and the Caribbean will allow Y+ Global to proactively position itself as the primary partner for regional donors. This involves allocating core funding to recruit staff and providing portfolio-level guidance to ensure that Y+ Global's initiatives

complement one another through unified branding, thereby effectively addressing the 15% representation gap identified in the evaluation.

#### **4. Shifting Power Dynamics, The Centre Of Gravity**

External reflections consistently affirmed that real change happens at the country level. This imperative addresses *Power Dynamics* by shifting network support and technical resources down to sub-national levels, such as provinces and districts. Repositioning the Secretariat as a high-level technical assistance provider, a logic already demonstrated by the fiscal hosting model, will allow Y+ Global to reach the underserved populations while strengthening the internal cohesion of national networks and improving the efficiency of the global HIV response.

#### **5. Operationalising High-Level Advocacy Traceability**

Transitioning from tracking policy access to measuring tangible policy outcomes is the next frontier for Y+ Global's advocacy. Anchored in the *Policies* condition of systems change, this requires Horizon Scanning to identify emerging policy shifts at national planning tables, such as the National AIDS Council. Building on victories such as the Tanzania PEPFAR win, where 75% of youth-led priorities were adopted, Y+ Global must now mandate a technical framework that links youth leadership in the room to specific, quantifiable changes in national HIV strategies.

#### **6. Evolving MEAL from Upward Accountability to Strategic Steering**

The current reporting method is primarily driven by donor-mandated accountability tools, which risk creating a state of ceremonial compliance in which data collection serves external verification rather than internal adaptation. To advance past this, the 2026-2030 strategy could implement a subdivided MEAL system that separates donor-facing logs from a dedicated internal strategic steering function. This internal system will focus on logical integrity, tracking the causal links between activities and long-term impact, while creating intentional space for documenting strategic failures and the resulting pivots.

## Strategic Implementation Matrix (2026 – 2030)

System Condition	Strategic Action	Foresight Lens	Evidence Anchor
<b>Resource Flows</b>	Formalise financial contingency SOP	Backcasting	2025 crisis survival
<b>Mental Models</b>	Implement a strategic governance board	Three Horizons	Board fiduciary duties
<b>Relationships</b>	Recruit LAC capacity	Horizon scanning	15% Network gap
<b>Power Dynamics</b>	Sub-national network cascading	Systems practice	KII reflections
<b>Policies</b>	Outcome-level advocacy	Logic integrity	Tanzania COP23 Win
<b>Practices</b>	Formalise alumni network membership	Knowledge management	Frontline AIDS Accreditation