

HER VOICE

VOICE, POWER & PURPOSE

HER Voice Fund Strategy 2022-2025

January 2022



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ACKNOWLEDGMENTS


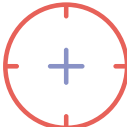




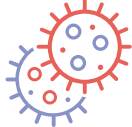




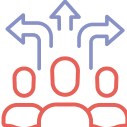
Y+ Global and the HER Voice Fund team would like to thank independent consultants Linnea Renton and Irene Ogeta for leading the development of this strategy. We would also like to thank the Global Fund to Fight AIDS, Tuberculosis and Malaria and ViiV Healthcare Positive Action for their ongoing support and their review and input into drafts; and all focus group participants, interviewees and survey respondents, for generously sharing their time and expertise to support the development of this strategy.



ABBREVIATIONS AND ACRONYMS

AGYW	Adolescent Girls and Young Women
CCM	Country Coordinating Mechanism
EAC	East African Community
ESA	Eastern and Southern Africa
GNP+	Global Network of People Living with HIV
HIV	Human Immunodeficiency Virus
HVF	HER Voice Fund
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer
NAC	National AIDS Commission or Council
NSP	National Strategic Plan
PEPFAR	US President's Emergency Plan for AIDS Relief
PR	Principal Recipient
SADC	Southern African Development Community
SGBV	Sexual and Gender-Based Violence
SRHR	Sexual and Reproductive Health and Rights
TWG	Technical Working Group
ViiV	ViiV Healthcare Positive Action
W4G4	Women 4 Global Fund
Y+ Global	Global Network of Young People Living with HIV
YPLHIV	Young People Living with HIV

ICONS

	LEADERSHIP		FOCUS / TARGET
	GENDER EQUALITY		CONSOLIDATION
	DIVERSITY & INTERSECTIONALITY		MONITOR / ASSESSMENT
	COVID-19		
	DATA SUPPORT		COORDINATION
	FUNDING		CAPACITY



INTRODUCTION

68%

AGYW aged 15-24 yrs in Eastern and Southern Africa are living with HIV.

26%

of new HIV infections in the region in 2019 were AGYW.

The HER Voice Fund is implemented by the Global Network of Young People Living with HIV (Y+ Global), with support from the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) and ViiV Healthcare Positive Action, to strengthen the meaningful engagement and leadership of adolescent girls and young women (AGYW) in decision making spaces with the aim of reducing HIV incidence and improving our broader health, wellbeing and rights. Despite the significant gains in the HIV response achieved over the last 40 years, AGYW continue to be disproportionately affected by HIV. In Eastern and Southern Africa (ESA), AGYW aged 15-24 years account for 68 percent of young people who are living with HIV (YPLHIV) and are 2.5 times more likely than our male peers to acquire HIV infection. In 2019, AGYW accounted for 26 percent of new HIV infections in the region.¹

HER Voice Fund recognises the expertise and power of AGYW in all our diversity, and the importance of ethical empowerment, meaningful engagement and leadership of AGYW in decisions that affect our lives. We recognise the urgent need to address the inequalities and key drivers that prevent AGYW from having a voice and participating meaningfully in relevant decision making spaces that influence AGYW programming at global, regional, national, and local levels. HER Voice Fund aligns with the Y+ Global 2022-2025 strategy pillar one, Raise Our Voice, that focuses on strengthening accountability to ensure that laws and policies reflect the rights and needs of AGYW in all our diversity, including AGYW living with HIV, AGYW living with disabilities, those who identify as Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ+), AGYW in conflict-affected zones, those in rural areas, AGYW who inject/use drugs, AGYW who sell sex, pregnant AGYW and young mothers. The HER Voice Fund strategy is also aligned with UNAIDS's Global AIDS Strategy 2021-2026² and Generation Equality accelerated targets and plans for 2025³ and the Global Fund strategy 2023-2028.⁴

¹ UNAIDS, Spectrum Estimates, 2020 [aidsingo.unaids.org]

² <https://www.unaids.org/en/resources/documents/2021/2021-2026-global-AIDS-strategy>

³ https://forum.generationequality.org/sites/default/files/2021-03/AC_Acceleration%20Plan.Final%20Draft%20%28March%2030%29_EN.pdf

⁴ <https://www.theglobalfund.org/en/strategy/>

HER Voice Fund is working to reduce HIV incidence amongst adolescent girls and young women (AGYW) and to improve our broader health, wellbeing and rights by supporting our meaningful engagement and leadership in relevant decision-making spaces.

HER Voice Fund supports AGYW-led and AGYW-serving organisations through **grant-making, leadership building, organisational strengthening and advocacy** in 13 Global Fund priority countries in Africa, where the HIV incidence amongst AGYW is highest and the disparity in HIV risk between males and females is greatest, namely in Botswana, Cameroon, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Uganda, Zambia and Zimbabwe. We therefore focus our efforts where our work can have the most impact.

This strategy has been developed by the Global Network of Young People Living with HIV (Y+ Global) to set out the vision, ambitions and objectives of HER Voice Fund until the end of 2025, in order to position it effectively within the global response to HIV, sexual and reproductive health and rights (SRHR), and broader health and well-being for AGYW. Our strategy development approach has been evidence-based, collaborative and inclusive. Our 2022-2025 strategy is based on guiding principles, extensive consultation and key lessons that we have learnt on how to improve our performance.

Over the next four years, HER Voice Fund and its grantees will become **stronger, bolder, better connected, even more effective and more sustainably resourced** for the future, in order to continue playing a key role in reducing HIV incidence amongst AGYW and improving our broader health, wellbeing and rights. Collectively, we will be better able to address the priority issues voiced repeatedly by AGYW during our consultation process:

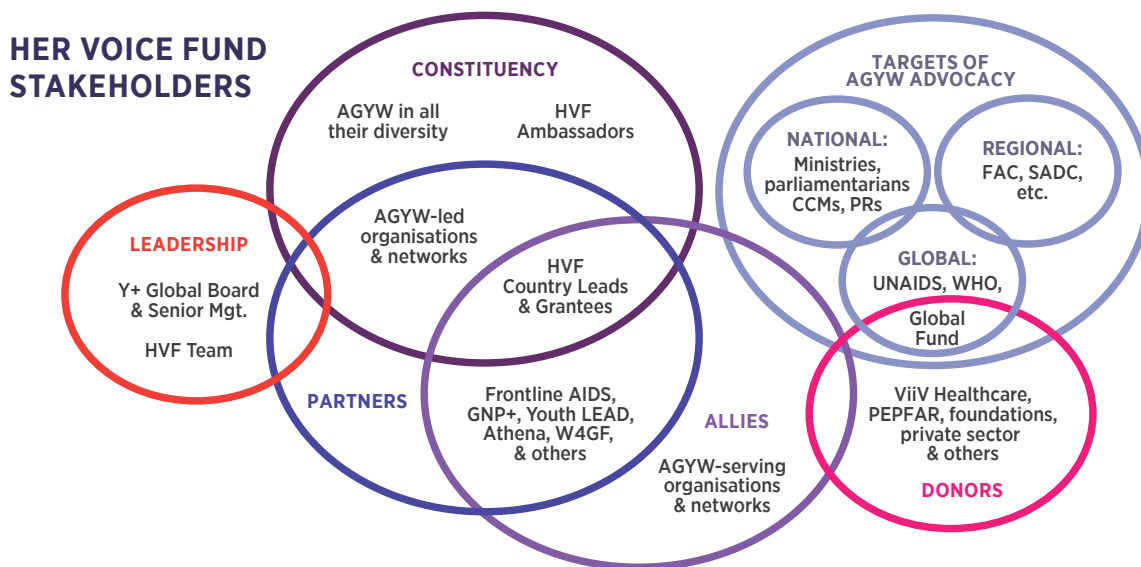
- ❑ HIV prevention, and support for those living with HIV
- ❑ AGYW-friendly HIV and SRHR services, treatment, care and support
- ❑ Prevention of sexual and gender-based violence (SGBV), and support for survivors
- ❑ Prevention of unintended pregnancy and early marriage, and support for young mothers
- ❑ Economic empowerment and livelihood opportunities

We will be guided throughout by our core principles of ethical engagement and leadership of AGYW, centrality of human rights and gender equality, and respect for diversity and intersectionality. As part of a global movement and aligning with Y+ Global strategy we will **strengthen our voice, claim our power and move forward with renewed purpose.**



STRATEGY DEVELOPMENT PROCESS AND KEY STAKEHOLDERS

This strategy has been developed in extensive consultation with AGYW and our key stakeholder groups, through individual interviews, group discussions and surveys. It also builds upon our successes, challenges and lessons learnt to date, identified through a review of key documentation, including the HER Voice Fund 2020 report; the Global Fund AGYW Technical Brief; HER Voice Fund pilot evaluation report 2019, and the Y+ Global Strategy.



Our key stakeholders include:



▣ **HER Voice Fund leadership** – This includes the Y+ Global Board and senior management, as well as the HER Voice Fund Coordinator and team.



▣ **Constituency of AGYW in all our diversity** – AGYW who sell sex, young LGBTIQ+, young women living with HIV, young women in conflict-affected zones, young mothers, young women with disabilities, and adolescent Muslim girls (a community rarely represented) were all among the participants consulted.



▣ **Direct partners and other allies** – These include organisations and networks we collaborate with, either formally or informally, on causes of shared interest. This constituency was represented in the consultation process by the Global Network of People Living with HIV (GNP+) and Frontline AIDS. We also have common cause with others including Youth LEAD, ATHENA Network, the US President’s Emergency Plan for AIDS Relief (PEPFAR) and Women 4 Global Fund (W4GF).



▣ **Donors** – We welcome the constructive input given by our current donors ViiV Healthcare Positive Action and the Global Fund during the consultation process. Our 2022-2025 strategy now offers us the opportunity to approach potential new donors including the private sector, philanthropic foundations and multilateral institutions.

▣ **Targets of HER Voice Fund advocacy** – With our new strategy, we and our implementing partners will be well positioned to advocate for AGYW rights at all levels. At national level, we aim to influence Ministries, parliamentarians, Country Coordinating Mechanisms (CCMs) and Principal Recipients (PRs); at regional level, we focus on the Eastern African Community (EAC) and Southern African Development Community (SADC); and at global level, we advocate in a variety of multilateral fora (e.g. UNAIDS, WHO and the Global Fund).

CORE PRINCIPLES AND VALUES

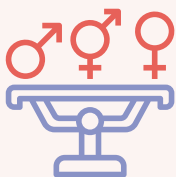
HER Voice Fund stands as a custodian of meaningful youth participation and leadership principles, aligned closely to Y+ Global. Our remit focuses on amplifying the voices of AGYW in all our diversity, and we are proud to have built a strong track record of supporting movement-building, participation and consultation, creating AGYW champions and exerting influence in key platforms with and through AGYW-led and AGYW-serving organisations. Embedded into pillar one of Y+ Global Strategy (**Raise Our Voice**), HER Voice Fund will create, support and nurture excellence in AGYW leadership in spaces that affect our lives, underpinned by our values of **inclusion, perseverance, empowerment, ethics and accountability**. We recognise that accelerating the leadership of AGYW in decision-making spaces on issues that affect our health and rights requires targeted investment to overcome the barriers to that affect our meaningful participation.

Our core principles are:



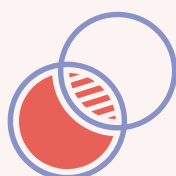
ETHICAL INVOLVEMENT AND LEADERSHIP OF AGYW:

In line with the Global Consensus Statement on Meaningful Youth Engagement⁵, we seek to empower AGYW and highlight the importance of our involvement in policy framing, programme design, implementation, monitoring and evaluation, and holding authorities to account.



CENTRALITY OF HUMAN RIGHTS AND GENDER EQUALITY:

At the heart of HER Voice Fund is an unshakeable belief in the rights and equality of AGYW in all spheres of life. We aim to be bold and brave in challenging inequality wherever it is found.



RESPECT FOR DIVERSITY AND INTERSECTIONALITY:

We recognise AGYW as individuals, with the right to define our own needs and priorities based on individual circumstances, contexts and identities. At the same time, we know that inequalities, which continue to drive the HIV epidemic and other global health challenges including COVID-19, are multiple and intersecting. Using an intersectional approach enables us to see AGYW holistically to create comprehensive and effective responses.

⁵ <https://www.who.int/pmnch/mye-statement.pdf>



GOALS AND OBJECTIVES

A strong inequalities lens is central to the new UNAIDS Global AIDS Strategy 2021-2026, as it is to Generation Equality and the Global Fund and PEPFAR strategies.

This means that HER Voice Fund, firmly anchored in challenging the multiple inequalities that affect AGYW in all our diversity, is well positioned to make strategic contributions to the global HIV, SRHR and related health, gender and rights responses.

We recognise that in order to be most effective, there is a need for HER Voice Fund to give greater attention to the depth of AGYW engagement and the quality of our performance, to ensure accountability to our constituencies. Well prepared evidence and human rights-based, and gender transformative advocacy agendas, articulating the needs and priorities of AGYW and tailored to the nuances of each national context, will help each Ambassador or AGYW representative exert leadership and influence in that space.

Our specific goals and objectives for the next four years are divided into two phases:

□ **Phase 1** runs until the end of 2022 and coincides with the current financial commitments from ViiV Healthcare Positive Action and the Global Fund.

□ **Phase 2**, from January 2023 to December 2025 (aligning with the timeframe of the new Y+ Global strategy) will require the mobilisation of additional resources, as per objective 5 of Phase 1 below.

PHASE 1: JANUARY – DECEMBER 2022



1. To provide grants in 13 priority countries to support AGYW to participate and exercise leadership in key decision-making spaces at all levels that affect our health and rights.

These include Country Coordinating Mechanism (CCM) and Country Operational Plan (COP) meetings, National Strategic Plan (NSP) consultations, Technical Working Groups (TWGs) and other fora related to HIV, sexual and reproductive health and rights (SRHR), gender, and violence against women and girls.



2. To support HER Voice Fund Ambassadors and AGYW to exert influence and advocate effectively for policies and programmes that promotes the health, wellbeing and rights of AGYW by equipping them with well-prepared evidence to support advocacy agendas, articulating the needs and priorities of AGYW and tailored to the nuances of each national context.

3. To support movement building in the HIV response that celebrates the leadership of AGYW and bring together key stakeholders, donors and implementers to support our empowerment in the development and implementation of advocacy agendas at all levels.

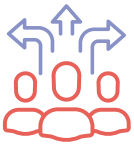


4. To collate the innovations being developed across 13 countries and share these in accessible formats for AGYW to encourage scale up, regional learning and capacity building (for example, the “Mabox” platform supported by Positive Vibes and subsequently adapted with LEGABIBO in Botswana).



5. To identify and pursue opportunities to diversify the HER Voice Fund funding base beyond the current donors and existing funding agreements to ensure expansion and sustainability.

PHASE 2: JANUARY 2023 – DECEMBER 2025



1. **To expand our reach, coverage and impact to enhance the meaningful participation of AGYW across 13 priority countries by:**
 - a. Increasing the size of grants by up to 100% available to well-performing current grantees.
 - b. Increasing the number of grantees by 25%, to 120 grantees.



2. **To support AGYW to participate and exercise leadership in key decision-making spaces at all levels that affect our health and rights.** These include CCM and COP meetings, NSP consultations, TWGs and other fora related to HIV, SRHR, gender, and violence against women and girls.

3. **To mobilise and advocate against laws, policies, programmes and practices that prevent or impede equal access, thereby reducing the barriers that prevent AGYW from engaging meaningfully in key decision-making spaces.**



4. **To improve the monitoring and oversight of HER Voice Fund grantees' work at grassroots level:**



- a. Reviewing and strengthening the role of Ambassadors and Country Leads in due diligence and follow-up.
- b. Enhancing the role of the Project Management Unit (PMU) in relation to in-country support and mentorship mechanisms.
- c. Further engaging key stakeholders such as NAC with clear TORs on how to increase support and local ownership and accountability of the programme at country level.



5. **To support movement building in the HIV response that celebrates the leadership of AGYW and bring together key stakeholders, donors and implementers to support AGYW empowerment in the development and implementation of advocacy agendas at all levels by:**

- a. Sharing lessons and providing mutual support between HER Voice Fund and other engagement funds for women and girls including Voix Essentielles⁶ (implemented by Speak Up Africa with support from the Global Fund and Fondation CHANEL in francophone Western and Central Africa)
- b. Developing a 'Linking and Learning' platform that connects HER Voice Fund with AGYW movements that are pursuing complementary goals (e.g. She Decides, Women Deliver, W4GF, DREAMS, ATHENA Network, etc.) for mutual learning and collective impact.

6. **Facilitate and support a stronger role for AGYW to participate in existing community-led monitoring mechanisms to ensure the voices of AGYW in all our diversity and promote accountability.**



7. **Promote and support AGYW-led and AGYW-serving organisations to mobilise and leverage domestic funding resources driving AGYW programming by;**
 - a. Advocating for domestic investment in the leadership of AGYW, from both the public and private sectors.
 - b. Strengthening the capacity of grantees to apply for multilateral funding in-country, e.g. UNAIDS, UN Women, UNICEF, UNFPA, CRG TA funding, etc.
 - c. Supporting grantees to apply for government funding including NACs grants where countries are flexible, like South Africa.
 - d. Supporting Ambassadors (existing, new and Alumnae) as a consortium to develop mentorship programmes and implement advocacy activities.

⁶ <https://voixessentielles.org/en/>



In the longer term, HER Voice Fund has the potential to demonstrate significant innovation and leadership by advocating for the greater involvement of AGYW in monitoring and accountability, grant-making and governance. This will depend on systematic collection and application of evidence about the most effective ways to ensure the availability, accessibility and acceptability of high quality, affordable, gender-responsive services for AGYW in line with global guidance and evidence-based practice. Learning from and sharing lessons with other relevant organisations, networks and initiatives will be important to maximise the impact of HER Voice Fund over the next four years and beyond.

THEORY OF CHANGE

To ensure a united vision for future work, it is vital to articulate clearly the overall impact HER Voice Fund aims to achieve. Based on our consultation process, that impact is the following:

Adolescent girls and young women benefit from rights based and gender transformative laws, policies, practices and programmes, resulting in a reduction in HIV incidence and improvements in our broader health, wellbeing and rights.

To achieve this impact, we will undertake 4 interdependent and mutually supporting pillars of work:



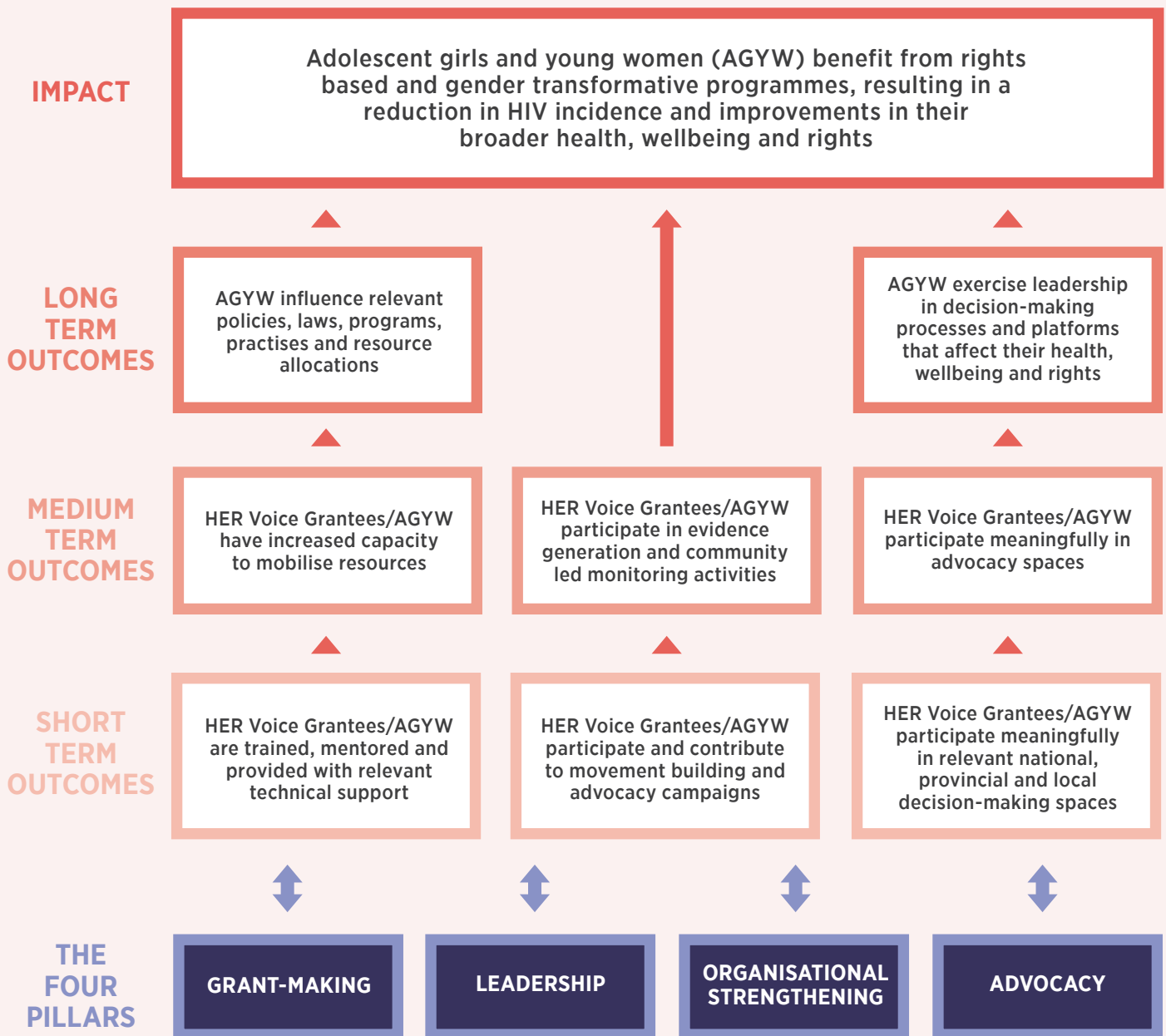
- **Pillar 1:** Grant-making
- **Pillar 2:** Leadership
- **Pillar 3:** Organisational strengthening
- **Pillar 4:** Advocacy



Each work stream contributes to the core mission and mandate of HER Voice Fund. As its name suggests, it is primarily a funding mechanism. However, the distinctive added value of Y+ Global lies in its close connection to the wider youth movement, particularly in relation to HIV and SRHR, and in its own embodiment of youth leadership principles. Therefore, Y+ Global’s management of HER Voice Fund cannot be ‘neutral’; it must be embedded in a broader context of contributing to movement building for youth, young women and girls. The leadership, organisational strengthening and advocacy components are essential for achievement of longer-term impact of the grant monies disbursed and are therefore a vital part of sustainability.

Our Theory of Change outlines our desired impact and the short, medium and long term outcomes that we anticipate, linked to the four pillars and the objectives articulated above.

THEORY OF CHANGE

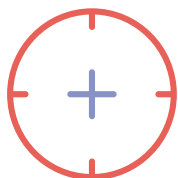


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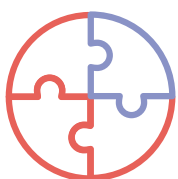
- Civil society and community -led and -based organisations actively participate in domestic resource mobilisation
- Civil society and community -led and -based organisations actively monitor resilience activities
- AGYW are able to demonstrate their leadership skills and are able to utilise them

KEY LESSONS TO STRENGTHEN OUR PERFORMANCE

The overall findings and recommendations from HER Voice Fund's strategy consultation process can be summarised as **clarity, consolidation, consistency, coordination and capacity**. These lessons will guide us in strengthening our performance over the next 4 years.



□ **CLARITY:** Our new strategy has a clear vision and focus, and we will work towards greater clarity in how we define and communicate our achievements. Representation of AGYW in national platforms is important, but only if it is clear what difference our participation actually makes. Clearly articulated local successes, e.g. a young woman meeting a local decision-maker or service provider and achieving something for her community, can be equally powerful.



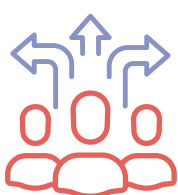
□ **CONSOLIDATION:** We will consolidate our work both geographically and operationally, rather than plan for major expansion or alteration at this time. The current 13 focus countries have been carefully chosen by the Global Fund based on extensive data about the drivers and impacts of HIV among AGYW. Therefore – unless and until the underlying data indicate otherwise – there is no compelling reason to shift geographical focus in the short to medium term. There is, however, an argument for expanding reach and coverage within the 13 countries, by increasing the level of grant allocated to grantees and/or by increasing the number of grantees per country, for greater collective national impact. In operational terms, consolidation means mastering all current functions and performing them as effectively and efficiently as possible.



□ **CONSISTENCY:** We recognise that to date the follow-up and monitoring of grantees' work on the ground has been patchy, complicated by COVID-19. In the next phase of our work we will bring greater attention to oversight and verification. Consistency also means alignment with our stated values, which calls for greater efforts by HER Voice Fund to target support towards AGYW in all our diversity and promote our genuine, meaningful and ethical engagement. We will be mindful in particular of the needs and rights of AGYW living with disabilities, those who identify as LGBTIQ+, AGYW in conflict-affected zones, those in rural areas, AGYW who inject/use drugs, AGYW who sell sex, pregnant AGYW and young mothers.



□ **COORDINATION:** Improved alignment with the Global Fund funding cycle will be an important consideration in light of the forthcoming 7th Global Fund Replenishment in 2022, followed by development of country funding requests and negotiations around allocations. We will also strengthen our coordination with other major donors, specifically PEPFAR and the processes to develop Country Operational Plans (COP). Creating better connections among the grantees in each country, and between Ambassadors and grantees, will also strengthen our work, increase our capacity and our ability to create meaningful impact.



□ **CAPACITY:** Achieving all of the above calls for the right capacity in both staffing and governance structures. As our grant portfolio grows, so too does the need for sufficient staff numbers to service the growing workload and meet demanding deadlines for deliverables. The right mix of expertise, including greater representation of the SRHR community and of AGYW themselves, is also important for proposal review and governance purposes.

EVOLVING PANDEMIC: HER VOICE FUND PREPAREDNESS DURING COVID-19

The COVID-19 pandemic has disrupted the implementation of HIV programming; exacerbated existing inequalities experienced by AGYW; and threatens to compromise the achievements of the last 40 years in the HIV response. We must intensify HIV prevention efforts and address the structural barriers that threaten AGYW's health and rights and prevent us from fulfilling our potential. This calls for working as a collective, together with grantees, key stakeholders and donors to continue to find creative solutions to engage AGYW effectively, in ways that comply with pandemic protocols and restrictions (e.g. through data bundles to support online participation), as well as directly addressing the impact of COVID-19 itself on the target AGYW population. COVID-19 response funding is essential to address the challenges AGYW are facing as a result of the pandemic, including loss of livelihood; need for food and hygiene packs; transport costs to access healthcare and the need to generate demand for equal access to vaccination by AGYW in our diversity.

OPERATIONALISING THE STRATEGY

AGYW in all our diversity are at the centre of the HER Voice Fund and are instrumental in supporting the successful implementation of our strategy over the next four years. AGYW are represented on the Project Advisory Group and contribute to key decision-making processes, including the selection of grantees. **Country Leads and Ambassadors**, have a leading the coordination and implementation role of HER Voice Fund in each of the 13 priority countries to ensure that the grantees' work aligns closely with our Strategy; responds to the priorities of AGYW in all our diversity; and also contributes to achieving national targets relating to HIV, SRHR and AGYW programming. The implementation of our strategy is also supported by **The Steering Committee, Project Advisory Group, and Program Management Unit**. The Steering Committee will provide strategic oversight and support, including ensuring that the Fund is adequately resourced to realise the Strategy's desired impact and outcomes. The Project Advisory Group will ensure that the priorities supported through the Fund makes the greatest possible contribution to the realisation of our strategy, while the Project Management Unit is responsible for the day-to-day coordination and implementation of the Fund.

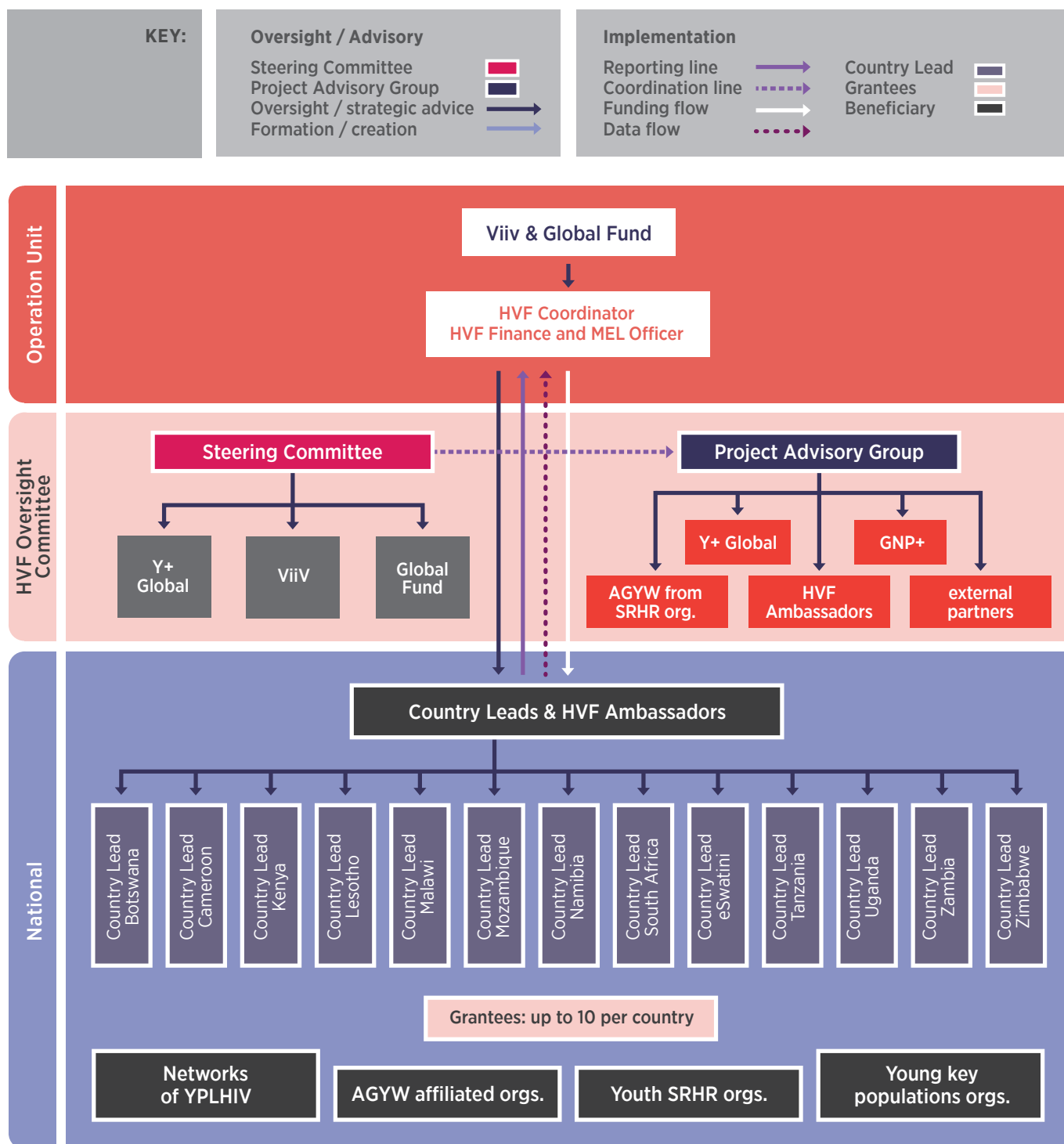
Our 2022-2025 strategy builds upon the successful implementation of the HER Voice Fund over the last three years. Implementing this strategy successfully, calls for renewed commitment and effort, working in partnership, and ensuring the expertise and voices of AGYW are at the center of decision-making and programming.

HER Voice Fund 2022-2025 strategy provides a roadmap on how we collectively come together to realize our shared goal to reduce HIV incidence amongst adolescent girls and young women.

COVID-19 continues to increase the disparities and inequalities, preventing AGYW from realising our full potential and engaging in key decision-making spaces. We have substantial evidence that putting AGYW at the forefront and engaging with us as equals and experts increases the sustainable impact of investments. The missing link is how we capitalise that gain and channel it towards changing the status quo of AGYW lives by driving change and scaling up innovation.

The HER Voice Fund 2022-2025 strategy provides AGYW with a roadmap on how we can come together to realise our shared goal to **reduce HIV incidence amongst adolescent girls and young women and to improve our broader health, wellbeing and rights by supporting our meaningful engagement and leadership in relevant decision-making spaces.**

IMPLEMENTATION MAP



IMPLEMENTATION MAP:

OPERATION UNIT

1. Global Network of Young People Living with HIV (Y+ Global)

- Grant coordination through Operations Unit (OU)
- Coordination of Steering Committee & Project Advisory Group
- Selection and management of Country Leads
- Monitoring, evaluation and learning
- Ensuring HER Voice Fund communications & representation is done well
- Reporting to ViiV and the Global Fund

HVF OVERSIGHT COMMITTEE

2. Steering Committee

- Quarterly check-ins to discuss overall direction and performance of HER Voice Fund
- Approval of specific grant mechanisms including criteria for selection, call for application, communications plan
- Strategic thinking about how to connect with other movements, networks and spaces

3. Project Advisory Group

- Monthly check-ins
- Technical and strategic grant implementation guidance
- Direct grant and strategic oversight
- Reviews and approves grantees put forward by HVF Ambassadors and country leads
- Coordination with Y+ Global and GNP+


NATIONAL

4. Country Leads

- Advertises call for applications at country level
- Works with HVF PMU to review grantee applications and put forward a shortlist to the Project Advisory Group
- Pulls grantees together monthly to check in on progress and to ensure advocacy and activities are aligned

Marcya Jeiambe
HER Voice Fund Ambassador
Mozambique



The logo consists of two adjacent squares. The left square is red with the word "HER" in white, bold, sans-serif capital letters. The right square is white with the word "VOICE" in red, bold, sans-serif capital letters.

HER VOICE

 hervoicefund@yplusglobal.org

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