IPPF International Planned Parenthood Federation

East & South East Asia and Oceania Region

GUIDELINE ON YOUTH PARTICIPATION AND YOUTH CENTRED APPROACH

ENGAGE | ENABLE | EMPOWER

FOREWORD

Almost one billion young people aged between 10 and 24 years live in Asia and the Pacific, accounting for more than a quarter of the population in this region. These young people live in diverse socio-cultural and economic contexts. Yet, intersecting characteristics including poverty, gender, disability, and sexuality continue to prevent young people from fully realizing and enjoying their sexual and reproductive health rights (SRHR). Increasing access to social media, technological advancement, and globalisation is contributing to changing sexual values, norms, and behaviours of young people. However, traditional and conservative socio-cultural attitudes towards young people's sexuality and sexual behaviour continue to remain as a significant barrier limiting young people's access to information and services.

The International Planned Parenthood Federation's (IPPF) **'Come Together - Strategic Plan 2028'** reaffirms its commitment to supporting young people to realize their SRHR and identifies 'youth-led' and 'youth-centred' programming as the central element to continue influencing these rights in the years and decades ahead. IPPF understands youth-led initiatives as taking place when young people have control over all aspects of the initiative with the minimum input of adults.

Taking this approach forward, IPPF developed a Theory of Change (ToC) through a collaborative co-design process with young people across the globe. The ToC summarises the perspectives, the program strategies, and the outcomes necessary to achieve the youth's vision for a world where they can realize and enjoy their SRHR. To achieve these outcomes, we must ensure that young people are equipped with the skills and the capacity to take lead role in programme and organisational functions, while Member Associations (MA) and Collaborative Partners will have to create positive changes that open opportunities for young people to participate at all levels.

IPPF East & South East Asia and Oceania Region (ESEAOR) is delighted to develop this guideline which will provide an easy-to-use guidance for implementation, improvement, and expansion of youth-centred approach with the MAs and Collaborative Partners in ESEAOR. We believe that the basic concepts and the adaptive tools contained in this guideline will support in promoting a culture and climate that encourages youth participation at all levels. We understand that adoption of 'youth-centred approach' is evolving and incremental in nature, thereby we would encourage the MAs and Collaborative Partners to treat this as a living guidance and enrich it with experiential learning.

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ACKNOWLEDGEMENT

ACRONYMS

CSE	Comprehensive Sexuality Education
ESEAOR	East & South East Asia and Oceania Region
HO	Head Office
HR	Human Resource
IPES	Integrated Package of Essential Services
IPPF	International Planned Parenthood Federation
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
MA	Member Association
MIS	Management Information System
MYP	Meaningful Youth Participation
PE	Peer Educator
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SRH	Sexual Reproductive Health
SRHR	Sexual Reproductive Health and Rights
ToC	Theory of Change
ToR	Terms of Reference
VCAT	Values Clarification and Attitudinal Transformation
YAP	Youth Adult Partnership
YCA	Youth-Centred Approach
YFS	Youth friendly services
YP	Youth Participation
YSNAP	Youth SRHR Network in East and South -East Asia and Pacific

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ABOUT THE GUIDELINE

'Come Together : IPPF's Strategy - 2028' is grounded on the principles of **diversity & inclusion** and **rights-based approach.** To translate the strategy into action, IPPF has developed Theory of Change for Youth-led and Gender Transformative SRHR programme which outlines youth-led and youth-centred programme strategies. Moving forwards, MAs and collaborative partners have to adapt youth-centred approach to implement Strategy 2028.

This guideline is developed to provide a simple and synthesised guidance for the MAs on implementing, improving and expanding youth participation and youth-centred approach (YCA) in the Member Associations (MAs) in ESEAOR. The chapters presented in the document provide a wide range of guidance to help the MAs promote a culture and climate that encourages youth participation at all levels.

The guideline is broken into four sections :

1.   Conceptual Overview,

2.   Scope of engaging young people in MA which is aligned with ToC

3.   Youth network in MA: forming, nurturing & sustaining, and

4.   Meaningful youth participation in practice

This document intends in no way to serve as an exhaustive tool. The application of the guidance and tools strongly acknowledges that MAs differ considerably in their reach, structure, focus and capacity across different settings and other context-specific factors. Furthermore, the guidance intends to be a living document presenting an opportunity to contextualise its use and enrich it by documenting with examples and experiences from MAs of implementing a youth-led and youth-centred approach and refining the tools.

CHAPTER−I

CONCEPTUAL OVERVIEW

Introduction

This chapter will provide a conceptual overview to managers, decision-makers, service providers and youth leaders in MAs to develop a shared understanding of the concept, build on its legacy, and transition to a youth-centred approach (YCA).

IPPF and its MAs are leading advocates for upholding young people's SRHR. IPPF recognises young people's increased agency

> **IPPF's Definitions**
>
> - Youth - 15–24 years
> - Adolescents - 10–19 years
> - Young people - 10-24 years
> - Children - under 18 years

and embraces them as equal partners. IPPF sees young people as the foundation for moving towards a youth-centred organisation. IPPF places young people at the centre of decision-making and programming. IPPF believes that focusing on young people's lives and needs, from their perspectives, allows theorganisation to transition from a youth-friendly to YCA by ensuring meaningful participation of young people at all levels of the organisation.

By now, many MAs have also started institutionalising YCA in their respective organisation. However, developing a shared understanding of youth participation and YCA within the MAs is essential to achieve the desired outcome across the Federation.

Defining Youth Participation, Benefits & Challenges

Youth Participation :

Youth participation is a process that ensures youth are meaningfully engaged in decision-making that affects them, their peers, and their communities. In this process, youth are no longer merely seen as beneficiaries rather it ensures that young people becomean integral part of the decision-making process across the governance structure and all phases of programs and services in the organisation so that their voices are heard and help in shaping the future. Youth participation does not mean just a dialogue between adults and young people. Instead, it is a mechanism to ensure that adults and young people work together as equal partners to make decisions and achieve desired and sustainable outcomes.

> According to IPPF policy, young people should be part of governance and other decision-making bodies. This form of participation should be institutionalized in the policies and structures across IPPF & Federation and should also include provisions for support networks for the young people involved.

Conceptual Framework for Youth Participation

PRACTICES

Identification & reach

Youth capacities & Opportunities

Adult capacities

Systems & Enviornments

DIMENSIONS

Access & Opportunity

Shared Power & decisionmaking

Relationships, Transparency & Trust

Safety

Mentorship & Development

IMPACT

Improved health outcomes

Improved knowledge, attitude & behaviour

Improved programmes, policies, services & systems
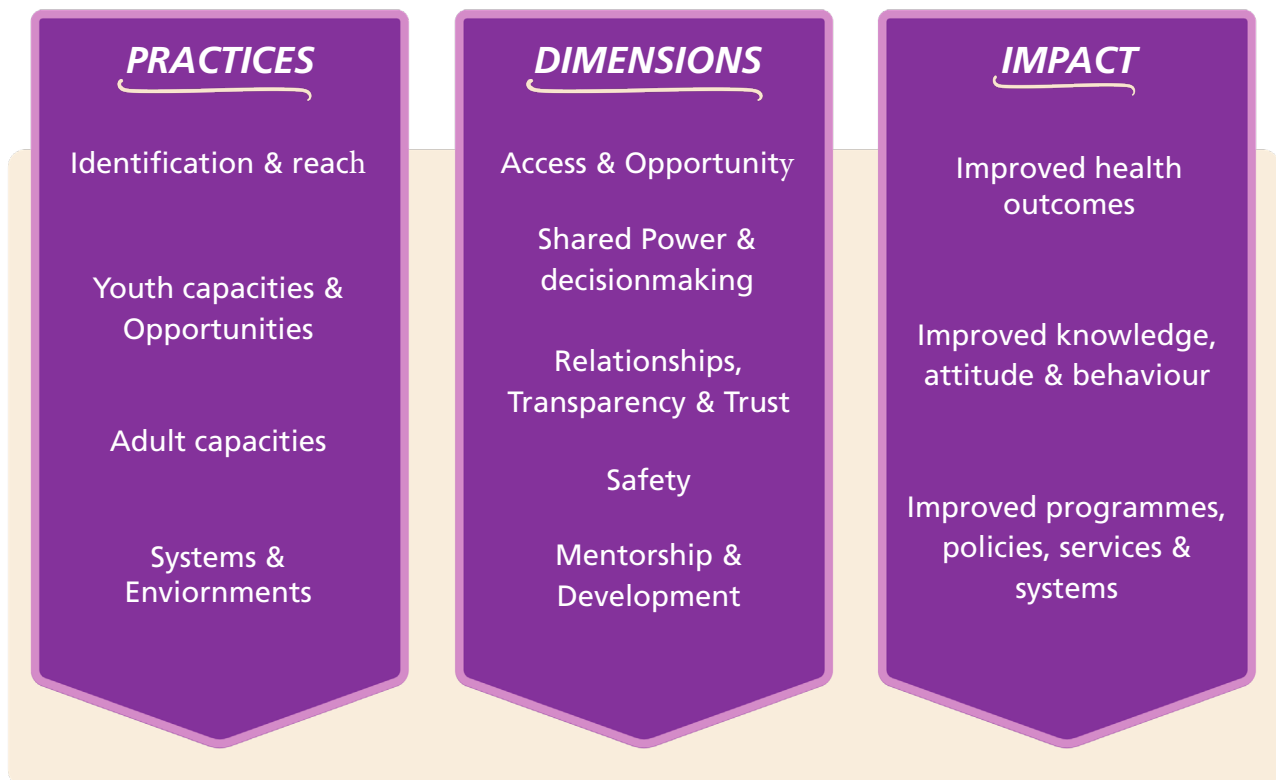
The Youth Participation framework synthesises core elements of effective practices and different dimensions identified as critical pre-conditions that support meaningful youth participation. **Practices** like using accessible language and communication channels that young people trust help in reaching out to diverse groups of young people. Similarly, increasing youth capacities and opportunities like developing personal assets and skills help in effectively engaging young people on matters that affect their lives. It also acknowledges that enabling systems and environment in consonance with building adult capacities to effectively engage with and listen to youth helps in building trusted relationships to share power and decision-making. **Dimensions** are the characteristics of meaningful youth participation which guides the approaches and helps in measuring the extent to which practices are effective. The common dimensions to promote youth participation are access and opportunity where youth get opportunities as co-creators, not just advisors, in developing policies, programs, and processes that affect them. Likewise, youth activities conducted in a

safe environment makes them feel safe as their voices are heard without any coercion, threats, or stigma. This helps in developing strong mutually complementary youth-adult relationship to share power and joint decision-making.

The interplay of these effective practices influences the critical dimensions ensuring enhanced youth participation through supportive systems and processes and improved knowledge, attitude, and skills to adopt positive health-seeking behaviour.

[1] **Key principles to guide the effective way of youth participation :**

Transparent and Informative : Young people must receive full, accessible, diversity-sensitive, and age-appropriate information about their right to express their views and the purpose and scope of participation opportunities.

Voluntary : Young people should never be coerced into expressing views against their wishes and should be informed that they can cease participation at any stage.

Respectful : Adults should acknowledge, respect and support young people's ideas, actions and existing contributions to their families, schools, cultures and work environment.

Relevant : Young People should have opportunities to draw on their knowledge, skills and abilities and to express their views on issues that have real relevance to their lives.

Youth Friendly : Environments and working methods should consider and reflect young people's evolving capacities and interests.

Inclusive: Participation opportunities should include marginalised young people of different ages, gender, (dis)ability, sexual orientation & behaviour and backgrounds.

Supported by Training : Adults and young people should be trained and mentored in facilitating young people's participation so they can serve as trainers and facilitators.

Safe and Sensitive to Risk : Expression of views may involve risks. Adults have a responsibility to minimise the risk of violence/exploitation to which young people may potentially be exposed and take every precaution to minimise it. Young people should participate in risk assessment and mitigation and know where to go for help if needed.

Accountable : Young people should receive clear feedback on how their participation has influenced outcomes and should be supported to share that feedback with their peers.

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[1] Source: Engage and Heard – Guidelines on Adolescent Participation and Civic Engagement

Benefits of Youth Participation :

Young people's participation benefits young people and adults and impacts the organisation's outlook, culture, and society.

> **Article 12 of the United Nations Convention on the Rights of the Child (CRC)** enshrines participation as a fundamental human right. Participation is much more than having a voice. It is about being informed, involved and able to influence decisions and matters that affect one's private and public life – at home, in alternative care settings, at school, at work, in the community, on social media and in broader governance processes.

For Young people : Youth participation helps significantly in overall development at the personal and professional level. It helps young people to develop self-worth, autonomy, aspiration, resilience, a sense of pride, a sense of purpose, and accountability .It increases young people's knowledge and cognitive development like problem-solving, critical thinking, decision making, and leadership skills. It develops social competencies like flexibility, caring, empathy, and a sense of belongingness.

For Member Association : Youth participation in decision-making increases the ability of the MA to make informed decisions that are more responsive and appropriate to the needs and interests of young people. It improves the quality and effectiveness of policies, programmes, and services in responding to the changing needs of the young people leading to greater transparency and accountability within the organisation and to the external stakeholders. Participation of young people in programmes and governance increases the credibility and visibility of the organisation.

For Community where MA and Young People work : This approach builds social responsibility among young people to become active citizens and increases social capital within the community. This process gives opportunity to young people to challenge stereotypes and regressive social norms which are harmful and deprives young people (based on their gender, ethnicity, religion, age) the opportunity to realise their SRHR.

Challenges of Youth Participation :

Personal level : One of the limitations to engaging young people is their lack of confidence when they have ideas and opinions but are unsure how to proceed, particularly when they do not view themselves as a group valued to be able to create change. Secondly, they resist in taking action or engaging due to lack of resources. Last but not the least, 'adultism' is a key barrier in involving young people in the organisation, when adults view young people as obstacles rather than resources. Adults believe they have more knowledge than young people and are entitled to enforce their views on young people without their agreement. This creates a feeling of being unwanted among the young people.

Structural Barriers : Lack of leadership commitment may impede access, opportunity, or support required to foster youth participation across the programme, decision-making processes, and operations. Organisational culture (i.e., values, beliefs, norms) and skewed power dynamics between adults and young people hinder young people

from taking advantage of the programmes offered and prevent their participation in decision-making as they hold negative opinions of the organisation/providers. Young people also hold back from participating in any programme or decision-making process, due to lack of or limited safe space and supporting environment guaranteed through policies, processes, and structures that are supposed to enable full participation of young people.

Social and Cultural Barriers : Social and cultural norms (beliefs or cultural practices), gender divide, and marginalisation (based on sexual orientation, ethnicity, and ability) often limit young people's participation in programme and decision-making process.

Youth Adult Partnership (YAP)

Youth-adult partnership (YAP) is a key strategy to ensure meaningful youth participation. YAP is often considered synonymous with meaningful youth participation. IPPF believes that MYP and YAP go hand in hand; they are not the same.

In YAP, young people and adults are equally involved and share power. They listen to each other, define the programme and activity together, and share decision-making power. Young people themselves can concretely address their issues and realities and can

> **Core Ingredients for Quality YAP**
> - Youth Need Choice, Youth need option
> - Establish clear roles and Expectations
> - Sufficient Time and Preparation
> - Encourage Collective mentoring
> - Carefully select where YAP is most needed

work on defining sustainable solutions together with adults. We believe that in positive YAPs, both the young people and the adults benefit and that programme outcomes will be more responsive to young people's needs – a real win-win situation for everyone involved! However, for building an effective and sustainable YAP, MAs should keep the following [2] elements in mind :

Establish clear goals for the partnership : Youth and adults should understand the reasons and objectives for establishing the partnership.

Share decision-making power : If youth have no power to make decisions, their participation is not one of partnership.

Have commitment from highest level : The senior/highest level of leaders in MA should commit fully to meaningful partnerships.

Be clear on roles and responsibilities : Be clear on which youth and adults have partnership roles and ensure that those persons in partnerships know everyone's roles and responsibilities.

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[2] Source: Youth Participation Guide- FHI

Be selective :   Select the appropriate youth and adults for the partnership. Youth vary widely in their level of development, readiness and willingness to assume responsibility, and adults vary widely in their degree of commitment to work with youth.

Provide training :   Young people may need training in communication, leadership, assertiveness skills, and technical areas. Adults may also need training in working with youth as well as in technical areas.

Be aware of different communication styles :   Different styles of communication do not necessarily imply disrespect, disinterest, or different goals and expectations. Asking questions and communicating clearly can help diffuse conflicts that arise from different communication styles.

Value participation :   Part of valuing youth participation is to hold young people accountable for their responsibilities, just as one would with adults. The skills and commitment that adults bring to the partnership should also be valued.

Include room for growth :   Establish ways for youth to advance to increased levels of responsibility, including opportunities for advancement.

Remember, youth have other interests :   Youth may not be able to meet high levels of obligation due to other commitments and priorities. Work with youth to develop a level of responsibility that matches their time and commitment.

Youth Centred Approach in IPPF

IPPF believes that youth participation can empower young people and maximise their potential by giving them voice and responsibility. IPPF's YCA systematically places young people at the heart of its programme and policy. It means engaging young people with open minds and hearts, promoting their right to participate, and offering them the opportunity to learn, collaborate, and freely express their needs and concerns. IPPF believes that young people should be supported and empowered to enable them to realise their sexual rights and strengthen their role as agents of change in the MA and the Federation. Youth-centred organisations ensure that all members, staff, and youth volunteers have an equal and respected voice in making decisions and taking action. Adapting YCA is a step towards transitioning from 'youth-friendly' interventions to 'youth-centred organisation' where young people are not seen as passive recipients but are involved as decision-makers by integrating youth issues into the organisation's operational framework.

IPPF envisions YCA to be institutionalised within MAs' youth strategies and programmes across the Federation. However, it is also recognised that the context in which MA works are different, and their size and capacity vary. More importantly, young people face diverse legal, political, social, and health challenges. There is no standardised method available for introducing and adapting a youth-centred approach. Considering this diversity, YCA needs to be adapted to the context of MA and the goals and objectives of the organisation. This is to bear in mind that it is a continuous process, and the MA needs to cultivate a culture of inclusivity and diversity, youth-adult partnership, and accountability over time.

Key elements to practice Youth Centred Approach in MA

- **Leadership Commitment** – Leadership buy-in is essential to implement and nurture YCA in any organisation. Sustainable youth participation requires adequate allocation of financial and human resources, which is possible when leadership recognises and acknowledges young people's importance as change agents and promotes YCA in the organisation.

- **Youth Adult Partnership (YAP)** – MA must have strong institutional commitment toward young people as equal partners. Recognising and acknowledging power dynamics between two generations is crucial for successfully implementing youth participation and YCA. Building trust between adults and young people and being explicit about each other's expectations remains a determining factor for effective partnership.

- **Diversity and Inclusion** – Recognising the diversity among young people is key to becoming a youth-centred organisation. Young people are not a homogeneous group; hence, adults must seek to understand their realities, interests, identities and aspirations. Adults must also recognize the factors that contribute to their exclusion and marginalisation so that even the most marginalised young people become partners. MAs should nurture a culture where everyone in the organisation recognises the sexual rights of young people and acknowledges and values young peoples' contributions.

- **Safe Space and Opportunity** – Creation of accessible and inclusive participatory spaces and opportunities shall ensure a conductive environment for participation of young people and allow young people to contribute voluntarily without coercion. Safe spaces are necessary for young people and adult staff to express their opinions and thoughts uninhibited, even when they have contrary views.

- **Financial Commitment and Human Resources :** MA will have to ensure adequate budget allocation to adapt YCA as it would require capacity building of staff and volunteers, constantly attracting and recruiting youth volunteers and investing in organisational systems and policies.

- **Create an Enabling Environment :** While working with young people, MA will have to ensure the protection of young people from any kind of intimidation, discrimination, sexual harassment, bullying, and workplace harassment. MA must ensure compliance

with safeguarding policy, workplace policy, code of conduct (aligned with IPPF's policies to ensure 'Do No- harm 'work culture and 'Zero Tolerance 'approach), and safe recruitment policy. The policies should outline how they are enforced, including a clear grievance redressal mechanism. Young people in the MA should be aware of and given orientation on such policies so that any incidence of abuse in MA would not go unchecked.

• **Resilient and responsive :** To become youth centred organisation, it is essential to build the ability of the staff to anticipate potential risks, which can be internal or external and be agile to address or mitigate them appropriately without affecting the organisation's work. It is highly recommended that the MA develops a risk register and a mitigation plan to respond to any unforeseen/adverse scenario.

Few examples of implementing and Strengthening YCA in the MA :

Sl. No.	Elements of YCA	Key action to be done
	Institutional Mechanisms	
1.	Institutional Commitment	• The Board commits to and complies with the 20% youth representation in governance structures (as per IPPF's policy). • Formal mechanisms are set up for young people (of all gender, sexual orientations, abilities, and backgrounds) to participate in strategic and annual planning exercises (including budgeting) and project design. • Nurture a culture within the organisation where everyone recognises the SRHR and the diverse needs and aspirations of young people.
2.	Human Resource	• **Human resource (HR) policy should include:** • Criteria and process of recruiting young people. • Opportunities for young staff members to take on leadership and management roles. • 'Career planning' and vertical mobility for young people. • Provisions ensuring staff members' commitment to promoting and protecting young people's sexual rights (to be explicitly included in the recruitment procedure for all staff). • Staff induction on young people's participation across MA. • Provision for recruiting/assigning dedicated staff to oversee youth participation initiatives and YCA across MA.

Sl. No.	Elements of YCA	Key action to be done
3.	Financial commitment	• Allocate budget from Core fund for youth participation initiatives and strengthening YCA in MA. • Mobilise funds from other donors (individual/corporate/institutional)
4.	Capacity Building	• Induct all staff and young people on working with young people, SRHR, YCA, and IPPF's policies. • Organise capacity-building activities where staff and young people would regularly receive training on YCA. • Organise value clarification and attitude transformation trainings (VCAT) for MA staff (facility-based, office, and field), service providers, and board members.

5.	Safe Spaces and Enabling Environment	• Ensure youth-friendly facilities and spaces where young people meet, network, and receive services.
		• Assess the clinic/facilities regularly, ensuring that the services provided are youth-friendly. Young people should be involved in planning, designing and evaluating the spaces.
		• Provide VCAT training to staff who work in youth facilities and spaces.
		• Create the following policies that would enable a safe and protective environment for young people. IPPF ESEAOR Office can help MAs to develop or revise their policies to align them with IPPF's .
		  • Safeguarding Policy
		  • Child protection policy
		  • Workplace bullying/harassment
		  • Code of Conduct/protocol
		• Provide young people with knowledge on safe reporting and grievance redressal mechanisms.

6.	Diversity	• Ensure that young people from diverse backgrounds, ages, sexual orientations, and gender identities are included at all levels.

Sl. No.	Elements of YCA	Key action to be done
	Programme	
7.	Service Delivery	• Ensure that MA facilities and clinics are youth-friendly. • Ensure that staff and service providers are respectful towards young people who are receiving services. • Provide VCAT training to staff in the facilities. • Involve the young people in assessing youth-friendliness of the facilities. • Adhere to IPES youth-friendly service standards.
8.	Comprehensive Sexuality Education (CSE)	• Involve young people in designing and implementing CSE programme in the MA. • Include young people in assessing CSE programme. • Develop a standard CSE programme aligned with IPPF's CSE framework guided by a sex-positive approach. • Engage young people as master trainers/trainers (peer educators) for CSE programme. • Engage young people in developing monitoring and evaluation (M&E) tools and guidelines to measure sex-positive approach in CSE.
9.	Working in and with the community	• Create opportunities for young people to work in the community as peer providers, researchers, reviewers, and peer educators. • Young people engage in awareness raising activities with community leaders, parents to influence gender and social norms that hinders young people accessing SRH services, information and education.
	Advocacy and Networking	
10.	Advocacy	• Engage and mobilise young people and youth networks in national advocacy initiatives. • Ensure that youth leaders in MA and the youth network identify and prioritise their advocacy and campaign agenda and plan.
11.	Networking and Partnership	• Facilitate the process of organising young people and collaborate with youth groups and youth networks. • Facilitate youth network partnerships with other local youth-led networks at national, regional, and global levels.

CHAPTER–II

SCOPE OF ENGAGING YOUNG PEOPLE IN MA

Introduction

In the previous chapter of the guideline, we have developed a shared understanding of different core concepts on youth-centred approach and youth participation. Over the years, IPPF MAs have involved young people in various capacities across the Federation.

IPPF's Theory of Change (ToC) for Youth-Led and Gender Transformative SRHR programme (Refer to Annexure – 1) provides a comprehensive outline for programme strategies and outcomes to translate the vision document (Strategic Plan2028) into action. The ToC will help MAs identify opportunities to expand youth participation within their programmes and structures. This allows young people to lead in developing, implementing, monitoring, and evaluating projects. MAs and young people must work in partnership at multiple levels to achieve the desired outcomes in the ToC.

This chapter attempts to synthesise the experience of MAs to aid further strengthening of youth participation by building on past actions and existing models. This chapter presents an overview of different kinds of roles where youth volunteers can be involved in MA putting the ToC into practice and ensuring youth-led and youth-centred programming.

Role of Young People in MA

Putting the concept of youth participation into action, MA should begin with strengthening the selection, recruitment, engagement, and retention of young people in the organisation. Young people are diverse, having different needs, skill levels, experiences, and backgrounds. Considering these important factors, MA should determine how, where,

> Youth engagement doesn't mean only recruiting young people as volunteers, interns, and junior staff members. It is a process that leads to a cultural shift and transformation within organisation and places young people at the centre of the work the organisation does.

and in what capacity it seeks to engage young people to accomplish meaningful youth participation. Alongside, the engagement of young people may require a self-reflection of organisational ability and shifts in attitudes around how youth and adults in the MA work together to achieve organisational goals. This will also require exploring young people's interests and removing the potential challenges or risks they may encounter. MA needs to monitor and evaluate these efforts regularly to provide a robust and sustained foundation for youth participation.

To ensure effective implementation of youth participation and sustain the effort, the following factors should be considered :

Selection, Recruitment, Engagement and Retention of Youth	Level of Participation	Organisational Capacity	Attitude Shift
Clarify different types of roles needed and how they will be involved. Awareness of their skills, experience, motivations	Assess the current level of youth participation in the MA	Secure institutional commitment/ leadership buy-in (policies, practices, structures).	Be aware of misconceptions and biases that youth and adults have about each other.
Recognise diversity	Determine ways that youth can be meaningfully and integrally involved.	Ensure youth-adult partnerships at all levels in the MA	Be open to changing attitudes and building skills in working with youth and adults.
Provide support for the unique needs based on their ability, health status etc. (supporting infrastructure-ramp, braille, logistics)	Avoid the "tokenistic" approach.	Provide mentoring and skills-building opportunities. Recognize that youth have agency and capacity.	Be aware of different styles of communication.
Be flexible - Support youth to balance their studies, work, and family commitment.	Ensure that youth are involved at all levels of the MA (governance, programme, etc.)	Outline clearly defined responsibilities and expectations for youth and adults	Value the skills and experiences of both youth and adults
Develop systems and strategies to retain/ recruit older youth who has attained 25 years (in alumni network/as staff)	Emphasise sharing of power between youth and adults. Establish clear goals, expectations, and responsibilities for youth and adults.	Monitor the needs of youth and adults regularly.	Organise VCAT training to remove stereotypes and biases

Youth participation is key to ensuring that policies and programmes effectively meet young people's needs. Young people's participation at different governance levels allows them to influence decision-making, policies, and procedures in the MA and the community. However, it is worth noting that being a board member does not necessarily guarantee meaningful participation in decision-making. Special measures may be needed to ensure equal partnership between young people and adults within the governing body. Further, engaging young people in the design, implementation, monitoring, and evaluation of programmes support young people's personal and professional development and strengthens MA's programmes, services, and organisational impact.

Each outcome in the to guides to work on multiple levels of influence to support long-term change. Therefore, MA must involve youth systematically across programmes and structures and in the community to achieve IPPF's vision of youth-led and youth-centred programme.

In consonance with the ToC, some of the suggested areas in youth participation that can be built are :

Scope	Roles of youth volunteers
ToC Impact Area 1 : Youth including key groups, shape and receive comprehensive sexuality education that embraces sex-positivity (CSE)	
Co-designer	Youth volunteers including key groups are part of designing, developing, and revising CSE curricula and materials that focus on gender transformation and sex-positivity.
Peer Educator (PE)	Youth volunteers including key groups as PEs can share information and [1]sex-positive sexuality education. PEs are also trained to conduct CSE sessions in formal and non-formal settings. Peer education is a very effective strategy to educate young people as they feel more comfortable receiving information from peers than adults. Peer educators trained in the CSE module can be a master trainer for the MA.
ToC Impact Area 2 : Communities provide, supportive, enabling environments in which youth can realise their SRH rights	
Advocate & campaigner	Youth volunteers and youth network can contribute in creating and enabling environment for SRHR. Youth and volunteer networks can play the following role as SRH advocate or campaigner to influence the social and gender norms that prevail : • Organise awareness campaign or talk-show with young people in the community on the SRH needs and rights. • Organise meeting or facilitate training with parents on CSE to promote awareness and understanding on young people's SRH needs. • Engage in awareness-raising activities in schools and communities on social, gender, cultural norms, and harmful practices hindering young people's access to SRH information, education, and services.

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[1] Source: Putting sexuality back into Comprehensive Sexuality Education: making the case for a rights-based, sex-positive approach

Scope	Roles of youth volunteers
ToC Impact Area 3 : Youth including key groups, access high quality and affordable youth-centred SRH services and care, and have positive experiences when receiving these services	
Peer Provider (outreach worker)	Youth volunteers including key groups can be key in delivering SRH services to their peers. The services can include contraceptive provision, counselling, referral, and follow-up. Peer providers may deliver single or multiple services. Peer providers can deliver services from the service delivery points of the MA. However, many MAs also provide services through other settings like mobile camps, community outreach, and home care. Thus, peer providers can be engaged in those settings too. MA should ensure that PEs are selected from diverse group like LGBTQI+ and other key sectors. Many MAs in different countries also use the term Outreach Worker. However, the expected role will be like Peer providers.
ToC Impact Area 4 : Youth including key groups, advocate for their SRH rights	
Research	
Researcher	Youth volunteers can participate as researchers and engage in interviewing youth and community members, data collection, identifying issues and needs within their communities, and working with staff to analyse data and presenting it to different stakeholders to support policy and programme recommendations. Youth volunteers can also contribute to research planning and designing the questionnaire/tools. However, MA must assess their capacity-building needs and should provide training before engaging them as researchers/evaluators. Young people can contribute to research and quality improvement efforts by contributing their feedback. A few examples of such engagements are as follows : • **Preparing Shadow reports** (e.g., Sustainable Development Goals, Convention on the Elimination of all forms of Discrimination Against Women) and sharing them with the decision-makers at the national/regional level. • **PEER Review (Participatory, Ethnographic, Evaluation and Research)** – Youth volunteers can be engaged in conducting PEER Reviews. IPPF has developed a manual on PEER review that can be used for this purpose.

Scope	Roles of youth volunteers
Evaluation & Quality Assurance	
Evaluator	• **Quality Assurance** – Youth volunteers should be engaged in assessing the youth-friendliness of MA facilities and the MA office. Similarly, youth volunteers can assess the CSE programme using Inside-Out Tool to improve the programme's quality. • **Social accountability** – Youth volunteers can conduct a social audit of public facilities that young people access in the community. Youth volunteers can organise meetings with officials/decision-makers to share the findings and recommendations for improvement. • **Accreditation :** Youth volunteers can conduct accreditation of health care providers to assess youth-centred service and care.
Advocacy and Networking	
Membership in Youth Forum/network	Youth volunteers who are part of any youth group/ network/ forum in the MA can actively influence policy at local, national, regional, or global levels that impact their lives. Furthermore, the network members can play the followingvroles : • Networking and collaboration with other youth-led organisations/networks representing LGBTQI+ and key groups/forums for joint advocacy. • Representation at different platforms for campaigns and advocacy. • Running media campaigns on SRHR issues. • Developing partnerships with institutional and individual donors to mobilise youth network funds. • Leading advocacy campaigns at national, regional, and global levels to influence the creation, amendment, or revoking of laws and policy affecting young people's SRHR
Youth Champion / change maker	Youth volunteers can act as 'youth champions' or change-makers to height enawarenesson young people's SRH needs and rights.

Scope	Roles of youth volunteers
As Staff / intern / consultant / volunteers	Young people can engage in the following role : • Manage social media for the regular update, share change-makers stories and voices, run a campaign, etc. • Develop campaign strategy and plan campaign initiatives. • Develop campaign communication materials. • Develop CSE materials and contents that is sex-positive and disseminate it through various digital platforms (e.g., Face book, website, Instagram etc.). • Deliver peer support through digital tools.

Cross Cutting Areas

Governance

As decision-makers, including Board Members	As per IPPF's policy, at least 20% of youth representation is mandated in the decision-making bodies. Youth volunteers shall be elected as Board members / Council members. They shall participate in key organisational decision-making processes by serving as Board members and participating in policymaking. This ensures that their inputs help shape the policies and procedures which govern the Federation and its MAs.

Programme Development & Management

Advisory group / consultant / intern / staff	Youth volunteers can actively contribute to programme design and development. This involvement can occur at various project management stages : (1) planning, (2) implementation, (3) monitoring & evaluation, and (4) designing tools. Youth volunteers can work on specific projects or identify community needs and suggest service improvements. Youth volunteers can offer their insights into different issues concerning the MA, like those related to crafting policies and procedures. They can participate in the recruitment process as recruiter/interviewer.

Scope	Roles of youth volunteers
Mentorship	
Mentor	Youth volunteers who are advancing in age and are not part of the youth network can be involved in MA as mentors and undertake the following activities : • Induction of new youth volunteers and new staff. • Training staff on different issues (e.g., YAP, young people's SRHR, etc.).
Fundraising	
Fundraiser	Young people can engage in resource mobilisation by organising fundraising events, partnerships with youth-led organisations, developing funding proposals, and other income generating activities and projects.

CHAPTER–III

Chapter – III

YOUTH NETWORK – FORMING | NURTURING | SUSTAINING

Introduction

Organising young people is one of the successful strategies to ensure democratic practice through youth participation in all spheres of the decision-making process. This chapter details the process and considerations inorganising youth volunteers, as a network in MAs, Associate Members, and Collaborative Partners, to strengthen their participation in programmes and governance processes across the Federation. The guidance presented in this chapter will help MAs to support youth volunteers form, nurture, and sustain the youth network.

Youth Network - Opportunities and Challenges

Youth network in IPPF refers to an organised group or groups of young people at local, national, and regional levels, who voluntarily came together for a common purpose (improving SRHR), thereby systematically involving them in decision-making. This structure provides a platform for youth participation and empowerment and guides their decision-making through a democratic process. The MA youth network is dynamic and not a fully autonomous body as it is affiliated with an MA.

Organising young people in the form of a network has multiple benefits. At the MA level, a youth network helps institutionalise meaningful youth participation within the organisational framework. Youth participation helps MAs make informed decisions by giving importance to young people's needs and aspirations. Further, youth network helps build the MA's capacity to formalise structures, policies, and procedures to increase youth participation in its operations, management, and governance. At a personal level, participation increases young people's knowledge and life skills for real-life problem-solving. It also strengthens their interest in social causes as it nurtures capacity for long-term commitment.

Youth network provides a very potent platform for young people to share learning and express their views. The following are prerequisites to establishing and sustaining successful youth networks :

- Clear articulation of the network's purpose and scope.

- A governance structure where rules, regulations, and protocols are developed.

- Cleared definition and delineation of members' roles and responsibilities.

Common Benefits of Youth Network

- It provides a **platform for knowledge sharing (tools, experiences, best practices, specific project ideas)** and a forum where young people can express their views and opinions and be part of the decision-making process.

- It creates a **sense of belonging** to a regional and global initiative and motivates them by learning about other members' success and lessons learnt.

- **Creates leaders** by providing an opportunity for capacity building and empowerment.

- Provides venue for more credible and stronger voices and enhanced representation for realising young people's SRHR at the local, national, regional, and global level.

Youth Network in Member Association

A. Structure

The structure of the youth network should enable young people to be democratically involved at all levels of decision-making and operations in the MA. Therefore, a system is to facilitate youth representation from diverse levels and backgrounds with clearly defined roles, responsibilities, and accountability.

The structure can be designed depending on the size and operation of the MA, the structure of the existing youth network, and the demographic and geographical alignment of the respective countries. A standard structure may not necessarily be applicable for all MAs and youth network. In such cases, the prescribed structure may be localised, contextualised, and improved to strengthen the existing structure as may be relevant, including in cases where MAs want to establish a new youth network.

Branch Level Network :

Any MA having its operation stretched to the branch/province/district level may find it relevant to start the youth network at its most basic unit. It should be noted, though, that while this structure brings out the voices of young people directly from the communities MA works with, they may not share the same goals and desired outcomes as other MAs in the region. The branch-level network can form a 'branch committee/working group/task force' (name shall be decided by all concerned parties) consisting of three to five members (number may vary depending on the network size and the number of members) through election or selection amongst the existing members. This committee will act as secretariat/office-bearer to connect the youth volunteers from grassroots to branch-level governing body of the MA, the national-level youth network, and the MA head office. This structure will bridge the communication gap and ensure to bring the voices and feedback of the youth volunteers from the community where the services are availed by young people and the community at large, thereby improving the quality and effectiveness of the services. Overall, this branch-level structure can be kept more informal to attract and motivate young people to join the network and allow it to grow organically.

National Level Network :

National level Network can be formed by nominating one/two representatives from each Branch Level Network, depending on the number of branch networks and size of each network. In MAs where the branch-level network does not exist, youth volunteers in collaboration with the MA can decide on the size of the national network and its membership process. The MA shall develop a Terms of Reference (ToR) for the national network in consultation with the youth volunteers. The 'Steering / Executive Committee' of the national network will lead the network and ensure communication,

consultation, and coordination between the Branch level network (if any), MA head office and regional network. The 'Steering Committee' will ensure a democratic and transparent process for selecting youth volunteers from the network for representation (20% per IPPF's policy) in the MA Governance structure and Regional Youth Network.

B. Functions

Broadly, the functions of the MA youth network (branch and national levels) will have the following dimensions, which can be modified and adapted depending on its structure and size :

1. Opportunity :

Provide young people with the opportunity to grow, develop capacity, bring positive change within themselves and society at large, provide peer-to peer support, and be active citizens.

2. Partnership :

Develop partnerships with other youth networks and youth-led organisations at local, national, and regional levels for networking, sharing, and learning. Partnership with different organisations will create opportunities to mobilise resources for the network to support its work at different levels.

3. Platform :

Provide a platform for young people to participate in different forums to express their voices and opinions and to share information, knowledge, experiences, and best practices. This will help the network to advance and increase its visibility and effectiveness by strengthening collaboration, creating coherence, and enabling exchange.

4. Advocacy :

Prioritise the advocacy agenda and strategy about young people and SRHR. The network can organise campaigns, consultations, dialogues, and interfaces between young people and policymakers. These activities help highlight issues affecting SRH services and rights of young people and help address policy-related barriers to accessing SRH services.

5. Communication and Dissemination :

Ensure regular and continuous communication between the local and national network and MA. Share youth network activities (local and national) and provide related updates to MA leadership, which includes management and the governing body (or board members as relevant). Subsequently the youth network would report back to the youth members any feedback or updates received from MA head office (HO) or IPPF ESEAOR Regional Office (RO).

Steps to form Youth Network

Membership → Space → Name, Goal & Strategy → Governance → Working Procedure → Funding

Mobilising Volunteers (Membership)

Different approaches and strategies can be adapted while mobilising youth volunteers for the network :

- The most practical way to attract and recruit youth volunteers is to approach young people engaged within the MA programme like CSE, service facilities, youth centres (young peer educators, peer providers, youth champions) and spread the information about the 'opportunity to get involved' through 'word of mouth'. This mechanism serves very well to reach out to a diverse group of young people engaged with the MA.

- Another way to raise awareness about the engagement opportunity is through social media, newsletters, MA website, posters, and radio programmes (check your organisation's policy on social media). The message/communication to present the 'opportunity to get involved' should be accurately described to avoid creating

false expectations that may potentially disappoint or discourage young people's participation in future opportunities.

- Reaching out to young people in schools, universities, and youth-led organisations where MA implements their work or that they collaborate with.

- MA can also invite application for youth volunteers and select them through a screening process. One disadvantage of this process, however, is that often the MA may get enticed to select high-achieving or high-performing young people and end up having a youth network representing the same characteristics of youth who share same perspectives and do not represent the full range of youth served by the MA.

- There might be MAs who recruit volunteers for the network through a one-time membership fee. However, the MA adopting such a mechanism will have to ensure that it does not restrict the engagement of any interested youth volunteer in the MA network due to their inability to pay the membership fee.

One of the key challenges a youth network faces is ensuring diversity in its membership base as young people are not homogeneous. Hence, the MA youth network strategy must allow the representation of youth volunteers from diverse backgrounds, including very young adolescents (10-14), gender, sexual orientation, health status, culture, race, ethnicity, capability, and capacity.

Finding a safe space to meet

Youth Network will need a space where the members can meet and function effectively. The space can be decided and finalised in discussion with the MA and the youth network members. However, the following points shall essentially be considered while deciding on the space :

- **Space should be safe** – Do young people feel safe going there?

- **Accessible and affordable** – Can young people reach the space easily from their respective locations (transportation available) ? Will the cost to reach the space (transportation cost) be high for young people? Does this space have flexible schedule (will it be accessible after working hours/at times when young people are available to meet?) ?

- **Cost involved** - Will there be any rent or other logistical cost involved (computers, furniture, food), which the youth volunteers may have to bear ?

The youth network may secure space within the MA infrastructure in agreement with MA (e.g., office, Service Delivery Point, youth centre, or any establishment managed by the MA). Given the technological advancement and access, meetings can also be organised online. However, the network members may need logistical support for online meetings like online platform, internet connectivity, devices, or any other required accessories. This virtual space should be inclusive, safe, and accessible to all members.

Case Study

The Tuvalu Family Health Association (TuFHA) has an active youth network despite facing significant challenges including.

- **Lack of New People to it :** A small population of 11,000 + is spread across nine islands (three large + six small) that are geographically separated.

- **High Competition for Youth Volunteers :** It is difficult to replace youth volunteers when they age out as the population is small, travel is difficult, and there are other NGOs recruiting volunteers.

- **Inability to reach all communities** as funding from organisations usually prioritise the three largest islands.

- **Difficulty in planning activities :** All organisations including the MA fully rely on governmental vessels to travel from isle to isle. Travel on smaller ships is dangerous (may also be illegal). This means hours of waiting and sudden and unpredictable change of plans.

This MA deserves credit and recognition for its persistence in the work. Allowing young people, the freedom to be creative in their peer support and messaging including dancing, theatre and creation of videos helped them establish and strengthen an active youth network. In addition, they actively support youth in travelling to other islands for outreach and advocacy work – something that could not happen without the planning and preparation from the MA.

Name of the network, goal and strategy

The members need to define their identity if the network is starting from scratch. Thus, selecting the network's name is essential to personify its mission and reflect its focus. Going forward, the network's name will also be necessary for branding and visibility to the external world.

Whether a new youth network or one existing in the MA, the members must define its goal and objectives. They must prepare a strategic plan along with an action plan. As a start, the youth network should focus on one or two priorities rather than work on multiple issues. While identifying the priorities, the following pointers can be considered :

- As the youth network is part of the MA, the goal, objectives, and action plan should be aligned with MA's vision, mission, goals, and strategy.

- Being SRHR champions, what does the network want to achieve and how to achieve it, taking into consideration the limitations within the MA and the network, should be clear.

- The work plan should be SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

Governance : Coordination, rules and regulation of the network

To realise the network's full potential, it needs to determine its rules, regulations, and protocols. By so doing network ensures that it can contribute effectively within the MA, engage in MA's initiatives, foster synergies, discover support, and make informed decisions. All these elements need to be instituted via inclusion in the ToR of the network. Articulation of the ToR in youth-friendly language will enable an easy and shared understanding of the content among all stakeholders. Though the network governance framework is guided by the provisions in the ToR, it helps to keep in mind the dynamic ecosystem in which the MA and the network operates. The ToR should be reviewed and amended accordingly in regular intervals to ensure its relevance and effectiveness.

Tips : The National Youth network members may select one or two members to act as coordinators to ensure continuity and consistency in the communication between the network members and MA. This should be a voluntary position and democratically selected by youth volunteers. The tasks of the coordinator may include :

- *Ensure regular communication between members and MA.*

- *Organise regular meetings with youth volunteers, the steering committee, and the MA.*

- *Ensuring the development of work plans and sharing progress with different stakeholders.*

- *Coordinating and supporting the activities of youth volunteers at different levels.*

Resource mobilisation for the network

Member Association : MA should ensure the availability of financial resources to support the youth network for organising meetings, logistical support, and undertaking other programmatic and advocacy-related work. MA should provide technical assistance to the network members when required and give its members the opportunity to participate in relevant training, events, and/or conferences. MA should identify and support key youth network planned activities in any given financial year. These activities should be in MA's Annual Programme Budget (IPPF budget) and/or in any other donor budget as relevant. Further, MA can think of allocating a small grant for the network as a 'grand challenge' fund where the youth network can propose innovative projects that address young people's SRHR needs.

Case Study

Reproductive Health Association of Cambodia (RHAC), a great example of youth empowerment, provides a small annual budget to young people for them to design, facilitate and monitor a youth initiative. Each year, young people strategise and choose an urgent priority topic to address. Examples include an advocacy project to build a larger narrative around SRHR in the community during action from local leaders and decision-makers. The entire project from inception to design and evaluation are youth-led allowing complete authority and decision-making power.

Other Sources : In addition to the MA direct funding support, the youth network may want to explore other funding sources available to support their work/network. This support need not necessarily be financial. The support can come in many different forms like providing a venue for meetings, supplies, sharing a platform with like-minded organisations for joint advocacy, printing of communication materials for campaign/ visibility, or obtaining a scholarship for participating in events. As nothing is too small, it is worth considering partnering with a like-minded network to submit joint funding applications.

Local government, the private sector, and individuals also sometimes have funds for similar activities, which can be explored and tapped with support from the MA. Since youth network members might be very new to this work, the MA should play a critical role in supporting the youth network in resource mobilisation.

Working procedure of the network

a. Induction:

- Induction should be organised for youth volunteers who are new in the network. This can either be done by a former youth member (alumni). If there are no alumni available, an MA staff can facilitate the induction training. The induction should include MA's and IPPF's vision, mission, programme, policies, code of conduct, and expected roles and responsibilities of the youth volunteers. A short induction module can be prepared with the help of Network Alumni Members for easy reference. **(Refer to Tool 3)**

- Capacity building of the youth volunteers should be organised periodically on different themes with support from MA.

- Opportunities to participate in training sessions, seminars, or workshops should be provided by MA from time to time. This opportunity will help the volunteers to build their confidence and inspire greater commitment to young people's SRHR.

- All members should be oriented on the ToR of the network to enable them to understand their roles and responsibilities and how to discharge their responsibilities efficiently. The ToR should be accessible to all the members for easy reference.

- The network should develop a criteria/eligibility checklist for selecting youth volunteers to participate in any training, event, conference, or workshop. This would help avoid any biases or conflict among the members.

b. Meetings:

- The youth network (branch and national) should organise at least one annual meeting or an agreed regular schedule as stated in the ToR. The meeting agenda can include the latest plan of action, follow up if any, discussion of emerging issues related to the community where youth work or activities related to youth programme is implemented, and distribution of responsibilities as needed for implementation of the action plan. A member of the MA staff (Youth Focal point or any other staff assigned by MA) should regularly attend these meetings.

- The steering committee of the national youth network should convene regular meetings at least once every quarter or, as stated in the ToR, in collaboration with the MA. The meetings can be organised either online or physical, if the situation allows. The meeting will be a venue to: (1) discuss the progress of the network's annual plan and other network-related activities; and/or any (2) decide on replacement/vacancy in the steering committee, any suspension/expulsion, the election of the steering committee, any policy amendment proposed; (3) plan for annual youth network meeting; (4) tackle issues to be discussed in regional youth network; and (5) discuss any other important business.

c. Steering Committee and Election :

- National/branch-level network should elect Steering Committee/Working Group (as named by the network in their respective country) or office-bearer for overall governance and management of the network.

- The composition of the Steering Committee/Working Group should be as stated in the ToR.

- The election of the Steering Committee/Working Group representatives shall follow the procedure decided in the ToR.

d. Communication :

Youth network members will have to communicate with internal and external stakeholders regularly. Network members can develop a communication strategy that is aligned with MA's communication protocol / policy. Knowing that most of the youth volunteers might be from Gen-Z, who usually consume and interact with digital technologies and social media with ease, MA can support the network to adopt new technologies, along with conventional tools, based on ease of use to communicate and collaborate within the network and with external stakeholders.

Internal : Internal communication covers members of network either meeting in person or online. In-person meetings are significant opportunities for members to get motivated and energised. It provides an excellent environment to share knowledge, learn, create new plans, and inspire. However, the frequency of meetings, or determining meeting type (online/in-person), number of participants (whether whole group or steering

While planning communication strategy, keep in mind the following points :

- Develop **Objectives of the communication strategy.**

- **Craft clear message or information to be articulated.**

- **Decide the target groups (policy makers, young people, NGO's, donors, community etc.) who should be influenced**

- **Select the most effective tools to reach your target audience.**

- **Map resources (financial/human/time) available for developing a communications strategy**

committee) will largely depend on the size of the membership base, place where members live, and the agenda of the meeting, among others.

- Internal stakeholder includes youth and adult volunteers, MA staff, any member in IPPF ESEAOR RO, members across the Federation, regional youth network, and global youth forum.

- The communication channel can be email/ group email, printed letters, and for quick informal communication or in urgent cases, mobile call/any internet calls, chat messages can be considered. However, all the formal and official communication should be documented for future reference.

- The communication strategy developed by the youth network should have mechanisms to enable young people to bring ideas and feedback on the services (CSE, SRH services, facilities, youth centres, etc.) continuously from the community where MA works and share the feedback promptly with MAs to improve its youth programme.

External :   External communication is a way to make the network visible to the external world and is necessary for external collaboration, advocacy, and fundraising.

- External stakeholders include other youth agencies, young people not formally associated with the network (local, national, regional, and global), donors, and partners.

- There are many ways to communicate with the external world. Youth networks can create a website, Instagram, Face book page, other social media platforms, newsletter, brochures, articles, and blogs along with convention communication tools. Youth networks may also organise podcasts and webinars to reach out to external stakeholders and young people to share their stories and achievements or to run advocacy campaigns.

- For any official communication with donors and partner organisations, the communication channel should primarily bevia email for future reference.

- Network members may consider branding and visibility while preparing a communication strategy/plan. Communication will help the network increase their visibility as well as of their issues and activities. The network may come up with a logo, in coordination with the MA,that represents their mission and priorities.

Tips :

- *While using social media, there is a potential risk of being victim of cyber bullying, so MA should develop an orientation programme on prevention of and dealing with cyber bullying for the youth volunteers and make available and accessible support or advice in case of any such event happening.*

- *Make the virtual space inclusive, fun, and flexible. No member should be excluded due to their economic status, lack of or limited resources, and capability.*

e. Collaboration with MA :

The network in MA is not a fully autonomous body. Therefore, network members must have regular and systematic communication and coordination with MA and adhere to the MA policies for efficient functioning. In this process, MA has a critical role to play :

- MA must ensure that staff is assigned from MA, ideally from the youth programme unit who shall guide and coordinate with the youth network representatives and constantly be in touch with youth network members.

- The decision-making process and roles of both the parties should be clarified. For example, which one should be a joint decision or which is to be decided individually by network representatives or MA. MAs should be transparent about the process and timeline of a decision to be taken by them so that network representative understands that few decisions may take a longer time due to the involvement of multiple stakeholders.

- MA should ensure that the youth network representatives are democratically elected to the governing bodies (branch and national).

- Youth network in consultation with the MA should jointly nominate/select/elect the youth member to the MA governing body.

- MA should ensure that youth network representatives are consulted while developing strategies, annual work plans and budgets, preparing annual reports, implementing programmes, and monitoring and evaluating MA activities.

- Similarly, the youth network representatives should keep the MA updated on their plan of action, relevant decisions, and any support needed.

- MA should also ensure that all the youth members are oriented on MA's policies and protocols and have access to relevant documents and resources on SRHR.

f. Exit Interview :

- The network representative, along with MA staff, shall carry out an exit interview with the volunteer who is leaving the network to find out what they liked and disliked about their role and any recommendations they would make for programme improvement and whether the volunteer wants to be part of the network in future as advisor or mentor. **(Refer to Tool 2)**

- If the exiting volunteer holds an office-bearer role or is responsible for any important activity, proper handover should be ensured.

g. Celebrate Achievement :

- Youth networks need to take time out to acknowledge and celebrate their achievements and efforts. MA should encourage youth volunteers to recognise their accomplishments and provide a platform or occasion to celebrate them. This is a great way to inspire the volunteers to sustain participation and strengthen the members' cohesiveness, team spirit, and sense of belonging.

Transitioning from Active Youth Volunteer to an Alumni

As per IPPF's policy, any youth who has attained the age of 25 can no longer be part of the MA youth network and cannot be elected to represent young people in MA/IPPF governance structures. MA can make a strategy for transitioning the exiting youth volunteers as they attain the age of 25 years to engage them in other MA initiatives.

However, there might be limitations to engaging these volunteers. MA and youth networks can devise ways to retain the interested volunteers as a resource pool and capitalise on their experience and potential. Below are some suggestions on how to engage the transitioning youth volunteers:

- MA can create a resource pool of exiting youth volunteers based on their knowledge and skill set. These volunteers can be engaged periodically for training, orientation, and other activities in the MA.

- Former youth volunteers can also be mentors and coaches to the newly-elected steering committee and youth volunteers of the national/branch-level youth network.

- Interested former youth volunteers can join MA programmes if there are any suitable employment opportunity.

- Former volunteers can form Alumni Network and plan annual meetings online or physical, provided the financial support is available. Exiting volunteers in coordination with the MA can publish a 'Yearbook' (online or printed version as appropriate) every year celebrating success stories and accomplishments. The 'Yearbook' can be shared and disseminated within the Federation and with other organisations and donors.

- Youth Volunteer Alumni Network can create a Face book page to connect with former volunteers in the region and globally.

- Former youth volunteers can also transition to adult volunteers and be part of the governance structure in that capacity.

Tool - 1

YOUTH NETWORK SELF ASSESSMENT TOOL

This tool can be used by youth volunteers to reflect on the most pressing issues that need to be addressed and improved, where appropriate, to run the network successfully. This template can be filled individually or collectively and eventually will allow the members to jointly prioritise it in three parameters: high, medium, and low. The network members can develop a work plan for future planning. This template can be adapted and contextualised as necessary.

Details	Available(Y/N)	Priority			Action plan
		H	M	L	
Organisational Development					
Youth Network has a ToR articulating the scope of the network, membership rules and regulations, its functions, election of the Steering Committee, meeting procedure, etc.					
Steering Committee Members/office-bearers are elected democratically					
The ToR of the network is available and understood by all the members					
The network members have developed an annual plan jointly and review it at regular intervals to assess the progress					
The network members have knowledge about financial and other resources available in MA (if there are any) to support their work in the country.					
Communication/ Information Flow					
Decision-making processes and who has authority to make which decisions in the network are clear to all.					
All the relevant information and updates related to the network (national/regional and global) are shared and systems are in place for sharing (regular meetings-online/physical, emails etc.).					

Details	Available(Y/N)	Priority			Action plan
		H	M	L	
Youth volunteers get essential information related to conferences, events, and training in a timely manner, allowing them to capitalise on opportunities.					
Capacity Building					
All youth volunteers have received induction training					
Youth volunteers get opportunities to attend learning sessions, training, workshop, etc.					
Youth volunteers have access to relevant documents and information related to SRHR in MA.					
All youth volunteers are oriented on the safeguarding policies in MA and how to report serious adverse events.					
Safe Space and Safeguarding Policies					
The network has a safe space where youth volunteers can meet					
Space allocated is accessible (can be accessed by differently-abled youth volunteers, affordable, etc.) and safe (physical and emotional) for youth volunteers to practice, engage, and learn.					
Virtual space managed/facilitated by MA used by the youth network members are inclusive and safe.					
Collaboration with MA					
The network members are aware of the process of representation on MA's Board and Regional Youth Network.					
Youth Network members are involved in the programme planning and policy development.					

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Tool - 2

EXIT INTERVIEW

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An exit interview will provide an opportunity to gather valuable feedback from exiting volunteers, which can help the youth network and MA improve and retain volunteers. Volunteers are not obligated to participate in an exit interview, as it is a voluntary process. The exit interviewer can start the conversation by thanking the youth volunteer for his/her time and honesty.

Below is a sample template that the youth network can localise. This will ensure that the exit interview process is consistent and easy to complete. Exit interviews may be conducted in person, over the phone, or online.

We would appreciate your feedback on your experience with us. We value your comments and look forward to using this information to improve our work.

Name of the youth volunteer :
Name of the interviewer :
Date :
1. **What is your primary reason for leaving the network [few close end options can be provided like career, study, personal, lack of recognition in the network etc., or it can be an open-ended question]?**
2. **What did you enjoy most associating with the youth network and MA ?**
3. **What did you like least ?**
4. **Did any policies or procedures support or hinder your participation or association? Do you feel you were well informed regarding policies and procedures ? If not, why ?**
5. **How did you find the team spirit/morale within the network ?**
6. **What would you suggest to improve the network's work, approach, or procedures ?**
7. **Would you like to share with us your overall experience as a youth volunteer?**
8. **Any other comments you would like to add ?**

Tool - 3

INDUCTION PLAN

Time	Activity	Responsibility	Resource/ Logistics
30 mins	Welcome and Introduction • Welcoming new youth volunteers • Overview of the induction program • Introduction with new youth volunteers • Admin and logistics guidelines	Alumni member of Youth Network/ Existing SC member or youth volunteer	
20 mins	Overview of MA and IPPF • Vision, mission and values, objectives, purpose, goals, and approaches. • Organisational structures, Board of Trustees, managers, staff, and communication lines • Policies and Code and Conduct (safeguarding, Do No Harm, workplace harassment).	Alumni Member of youth network/MA staff [youth focal point and relevant]	PPT and Volunteer Pack
20 mins	• MA's and IPPF's programme and Strategic Plan 2028 • About Youth-Centred Approach | Youth-Led ToC	MA staff	PPT
20 mins	TEA BREAK		
30 mins	About MA youth network • Governance structure • Roles and responsibilities of SC members and general youth volunteers • ToR of the youth network- Election, meeting, communication, representation (national, regional, and global level in the Federation), Alumni group etc. • Previous year's network work plan	Existing SC members	PPT

Time	Activity	Responsibility	Resource/ Logistics
30 mins	YSNAP Overview • Structure • Function • Election • Regional Priorities Global Youth Forum • Structure • Role • Representation	YSNAP member/Youth volunteer from MA network	PPT
20 mins	Wrap Up and question & answer	Youth Volunteer (MA youth network)	

CHAPTER–IV

MEANINGFUL YOUTH PARTICIPATION IN PRACTICE

Introduction

This chapter provides guidance on the steps and processes to put Youth-Centred Approach (YCA) into practice in MA to strengthen youth participation. It provides tools and resources to help MAs partner with young people to assess, plan, implement, and monitor YCA in the organisation. Further, it will provide guidance for the MAs to develop plans, offer the opportunity to engage youth meaningfully, value their opinions, and incorporate their voices into programmes.

This chapter consists of three parts, namely:

1. Steps for putting YCA and youth participation in action.

2. Tools for implementing YCA.

3. Examples of YCA in MA.

Steps of Putting Youth Engagement into Practice

Self Assessment → Planning & implementation → Monitoring & Evaluation → Follow Up → Sustain & Scale up

Getting started: Self-Assessment :

Some MAs have embarked on the journey by actively engaging young people in the programmes and organisational structures to become youth-centred. Others may be planning to start and are working on the background processes. In both cases, before launching fully into action, MA needs to do an organisational readiness assessment. This would be extremely helpful as different MAs will be at different readiness levels due to their size, structure, complexity, and availability of resources. Thus, 'Organisational Readiness Assessment' will allow the MA to measure the present youth participation and youth-centeredness in the organisation. This process will also help MA to plan and improve the quality of the youth participation and strengthen the existing policies and practices that integrate YCA seamlessly as a part of organisational culture and sustain it.

> **Self-assessment exercise will help to understand :**
>
> • Where the MA is now in terms of level of youth participation.
>
> • Where the MA want to be in future.

In this process, MA will be able to identify the barriers and the gaps in implementing

YCA. This assessment can be carried out internally, or if the MA wants to bring objectivity to the assessment can involve an external consultant as a facilitator. However, an internal group should be formed to run this assessment consisting of staff from different departments of the MA, board members, and most importantly, youth volunteers to bring their ideas and opinions into the process. Young people for this purpose should be someone already engaged in the MA or understands MA programmes, functioning, and structures to contribute meaningfully. A structured assessment tool can be used for consistency and objectivity. A sample assessment tool is provided below for reference. This tool can be modified as required.

MA can decide to undertake the assessment by organising a workshop or through a meeting. The tool will help the assessment team to have structured deliberation to build consensus on the current situation and decide on the priorities for improvement.

Each response to the statement in the tool tool's statement should either be substantiated with evidence based on MA's experience or state the actions to be taken to put it into practice. Using the assessment tool is just the entry point for long conversations in the MA that eventually will lead to a diligent planning process to create robust organisational culture, systems, and policies for adopting a youth-centred approach across the MA.

The sample self-assessment tool has two parts :

i. Quantitative tool to assess the current level of participation in MA **[Refer to Tool 4].**

ii. Qualitative tool to assess MA's readiness to engage young people **[Refer to Tool 5].**

Tips : Before applying the self-assessment tool, some points to consider are :

- *Define the scale of the assessment (e.g., time, resource, scope).*

- *Finalise the assessment tool and guidance note.*

- *Identify and orient the participants who will be involved in the assessment.*

- *Decide on the facilitator (internal or external).*

Planning & Implementation

Once the self-assessment exercise is accomplished, the group should come to a consensus on the priorities and areas of improvement to strengthen youth participation and YCA. A work plan should be prepared based on the agreed priorities. The group can consider the following questions while preparing the work plan. (Refer to Tool - 6)

A.	What was the planned scope and scale of the self-assessment ?
B.	Are there changes recommended at the policy level or in their practices ?
C.	Are there any proposed changes that may require governance decisions ?
D.	What is achievable and feasible with the current available resources and capacity ? (Can take a small step at one time based on available resources.)
E.	Do we need additional resources to implement the work plan ? How can we address the gaps by integrating the plan into the ongoing activities of the MA ?
F.	Who are the key stakeholders in implementing the work plan ? (Include a RACI framework in the work plan to assign people who will be Responsible, Accountable, Consulted, and Informed).
G.	How can we engage these stakeholders to achieve the shared goals ? How can we engage young people in implementing and monitoring this work plan ?
H.	What is a realistic timeframe to achieve these goals ?
I.	How can we share the assessment findings and the work plan with the broader organisation to ensure shared vision and feedback ?
J.	How will we monitor progress in implementing the plan ? What are the output and outcome indicators ?
K.	What will be the mechanism to manage and analyse the data ? The mechanism should also capture the quality of the youth participation and the YCA initiative.
L.	How can we disseminate the work plan updates from time to time to a larger group to ensure that everyone knows about the progress and impact ?

Once the workplan is finalised and agreed upon, it should be implemented and monitored in agreed intervals.

> *Tips :* *If any new intervention is recommended in the workplan, it would be sensible to start on a small scale or pilot it in one place/site and scale up gradually according to the lessons learned. For example, MA wants to involve young people in assessing whether youth facilities and SHR services are youth-friendly. This can be implemented in one or two sites. Based on the learning, it can be scaled up across the MA.*

Monitoring & Evaluation

Regular monitoring of the work plan will allow systematic tracking of the progress and impact. When setting targets and measuring youth participation and YCA, ensure the following :

- Classify and disaggregate the data to measure the level and type of youth participation, youth representation, etc.

- Design the MIS system to collect and interpret the data.

- Use some qualitative indicator that will allow to measure the quality of youth participation. Data can be gathered through interviews or focus group discussions.

- When measuring the skills and competencies of young people built through their engagement or capacity building in MA, in-depth interviews of staff and youth volunteers can be carried out or best practices/case studies can be documented. **[Refer to Tool 7]**

Few progress markers are given below, which will guide the MA to measure YCA and more details can be found at : https://www.ippf.org/sites/default/files/ippf_youngatheart_english.pdf

Sl. No.	Goal	Progress markers
1	The governing board and management of the organisation place young people into positions of governance	• At least 20% of young people on the governing board. • There is a youth focal point, and this person is connected to the youth network. • Young people feel involved and empowered in decision-making processes.
2	Staff and service providers are trained in values, capabilities, and skills relating to youth involvement and non-discrimination.	• All staff and youth volunteers in the organisation, including management and governing board members, have received training on being youth-centred. • Service provider partners and partners involved in implementing programmes have received training on being youth-centred. • A diverse range of young people feel listened to and valued by the organisation.
3	Young people are involved in developing, reviewing, and updating relevant policies and process.	• Youth provide input on existing policies and procedures. • Youth are consulted on new policies and procedures. • Youth provide input on proposed amendments to existing policies and procedures. • Youth are provided training on policy development.

Sl. No.	Goal	Progress markers
4	When working on projects or initiatives, youth and adults make decisions collaboratively.	• Adults and young people working on a project team have joint membership and shared decision-making responsibilities. • Adults and young people's suggestion and input are given equal weight when making a decision. • Youth are consulted when key tasks and timelines are being determined.

Follow up

An informal follow-up can be done routinely with the key stakeholders responsible for implementing the work plan. This will allow keeping tabs on the timeline, challenges, or any area of concern that may need immediate attention or support. It would be a good idea to assign a staff in MA who will oversee the implementation of the work plan and be the point of contact for other stakeholders. This assigned person will work closely with the MA leadership to update on the progress and further action.

Sustain and scale up

Youth participation is a continuous process and gradually strengthens and institutionalises within the organisation and its culture. Sustaining youth participation in any organisation needs to go beyond organising events and workshops with young people and should focus on establishing practices, policies, and safe spaces to maintain relationships and connections with young people.

A few factors to consider for sustaining and scaling up youth participation in MA are :

• When young people are asked to provide inputs and feedback on policy or programmes, the MA must go back to them and share how their ideas were used. This practice motivates them to stay engaged and get involved should the opportunity to do so present itself in the future.

• Look for new/innovative approaches to sustain young people's engagement and attract new youth volunteers.

• Share best practices/stories of benefits and experiences of youth participation internally and externally to create a positive culture in the organisation.

• If any initiative by young people ends, it is essential to have follow-up action to keep the momentum going. A few suggested follow-up actions are to :

⇨ Establish or strengthen the youth network.

⇨ Share stories and messages on young people's contribution internally and externally through online platforms, meetings, conferences, workshops, etc.

⇨ Organise regular follow-up calls with youth members and network.

⇨ Form an advisory group or committee to provide regular feedback and inputs.

⇨ Carry out the regular evaluation (semi-annual or annual) to reflect on the experience and how it impacted them.

⇨ Mobilise funds to support YCA.

⇨ Connect young people to other opportunities and with other youth organisations/network matching their interests and advancing their organisational and individual goals.

Tool - 4

Quantitative tool to assess the level of youth participation in organisation

Indicators	Number
A. Total number of youths serving on board (youth-adult ratio)	
B. Total number of paid youth staff (full and part-time, by designation)	
C. Total number of youth members who participated in planning and implementing the project	
D. Total number of youth interns (voluntary - placed by colleges or universities and receiving stipend)	
E. Total number of active youth volunteers (network, individual members)	
F. Distribution of Young staff by department (HR, finance, administration, programme, advocacy, communication, etc.)	
G. Number of capacity development training provided to young staff / volunteers (subject and total participants)	
H. Profile of youth participants in the training (age, gender, etc.)	

Tool - 5

Self-assessment tool for organisational readiness to implement YCA

Indicators	Yes	No	Needs Improvement	Action / Evidence
Institutional Policy / Governance				
Youth participation is supported by legislation, policy, and guidelines in MA [comply with 20% representation at the governance structure - Boards, Executive committee etc.].				
MA's governance structure has youth representation at multiple levels to ensure they have meaningful participation in decision-making.				
A strategic plan/framework for youth participation has been developed (to guide MA on how to involve youth).				
The MA has developed strategies for attracting, recruiting, and retaining young volunteers.				
Youth issues are included as priorities in the strategic and annual plans of the MA.				
There are processes in place to include youth voices in the MA's work (e.g., Feedback forms, Youth Advisory Councils, Youth network's feedback).				
All staff, board members, and youth volunteers received training/orientation on YCA and understood youth engagement initiatives.				
Youth Adult Partnership				
Clear roles and responsibilities are set when youth and adults are working together on projects or initiatives.				
Competency assessments of young and adult staff are done to evaluate their competence in working in partnership and are provided with an opportunity to develop this skill.				
Youth and adults create mutual agenda.				
Youth and adults make decisions jointly and collaborate when working.				

Indicators	Yes	No	Needs Improvement	Action / Evidence
Youth and adults learn from each other while working together and develop related skills and knowledge (youth and adults are co-learning partners).				
Youth is encouraged to voice concern and have access to managers/leaders in MA who can address these concerns.				
Mentorship opportunities exist so that youth and adults can share their knowledge and abilities.				
Youth's contributions/achievements are celebrated and shared.				
Youth Leadership and Decision Making				
Youth are involved in designing, implementing, and reviewing projects.				
Youth are involved in reviewing and updating relevant policies and processes.				
Youth are trained and mentored so that they feel comfortable and can participate in decision-making processes.				
Youth plan and deliver training sessions and presentations.				
Youth provide input over budgets associated with projects they are working on, or which impacts them.				
Youth's feedback is incorporated and shapes the goal of the projects/initiatives.				
Youth are involved and feedback is taken from them when developing strategies for recruiting youth and retention.				

Indicators	Yes	No	Needs Improvement	Action / Evidence
Diversity & Inclusion				
MA engages youth with different				
(i) Perspectives (cultural, geographic, socio-economic, sexual orientation-LGBTQI+) (ii) Skills and abilities (iii) Demographic characteristics (including very young adolescents [10-14 years], gender, ethnicity, culture etc.)				
The programme/project in MA tailors activities based on the needs of different youth segments (e.g., age, sex, other social differences, and developmental stages).				
Safe Space and Enabling Environment				
The MA programmes provide a safe and inclusive environment across the organisation and all MA activities/programmes are for all young people, where all social differences are respected.				
Protocols/Guidelines/Code of Conduct for behaviour and ground rules are documented and are created collaboratively with youth.				
MA has safeguarding policies and protocols.				
MA adopts the 'Do No Harm' principle throughout all programmes and takes steps to implement them (MA office premises, CSE – formal and informal setting, youth centre/clinics/facilities, MA managed/facilitated virtual spaces, youth network etc.).				
MA conducts an ongoing assessment to understand the context in which it is operating and its interaction with the programme and continuously act upon the findings to avoid negative impact/risks.				
Space is accessible for the youth of various abilities (for example, ramps, braille etc.).				

Indicators	Yes	No	Needs Improvement	Action / Evidence
MA regularly conducts safety audits (e.g., flammable and/or toxic materials, sharp materials, wobbly furniture, susceptible to any violence etc.) of the spaces which are accessed by youth (facilities/ youth centres, MA managed/ facilitated virtual spaces, youth network space, CSE informal and non-formal setting) to ensure hazard-free spaces.				
MA develops 'Safety standards or protocols', implements, and shares 'approved security and safety plans and procedures' with youth, staff and families (community), promoting a strong sense of shared ownership and responsibility.				
Youth are informed and oriented about the complaint process/ grievance redressal mechanism.				
Youth Friendly SRH services				
All MA facilities/clinics are accessible and youth-friendly to all young people. MA designs specific services that are responsive to the needs of diverse groups, including: LGBTQI+, young people living with HIV, young people living with disabilities, very young adolescents, unmarried young people, and other marginalized groups.				
MA regularly carries out accreditation of facility centre to assess whether youth-friendly service and care are provided.				
All the services providers receive regular training on : i) medical and technical skills; ii) rights-based and youth-friendly approaches to service delivery taking into consideration young people's evolving capacities and diversities; and iii) VCAT, YFS protocols/guidelines etc.				
MA carries youth-led audits on health service providers including peer providers to assess knowledge, attitude, and practice to provide youth-friendly services and care.				

Indicators	Yes	No	Needs Improvement	Action / Evidence
MA has developed guidelines and protocols to deliver youth-friendly services that respect, protect, and fulfil sexual rights. Special emphasis should be placed on confidentiality and privacy of services, as well as guaranteeing non-judgemental and non-discriminatory approach to service delivery.				
The guideline/protocol to deliver YFS is developed and evaluated by youth volunteers.				
Comprehensive sexuality Education				
MA involves young people from a range of diverse backgrounds in the design, implementation, and evaluation of CSE curricula focussing on gender-transformative and sex-positivity approach and IPPF Framework for CSE.				
MA provides ongoing training and support to teachers, trainers, and peer educators to raise professional standards in delivering CSE and to be sensitive to gender, age, race, differently-abled, LGBTQI+ and key groups.				
MA regularly monitors CSE programme provided through outreach, facility-based, and non-formal settings.				
MA has developed protocols/guidelines to ensure safe and enabling environment to deliver CSE in formal, non-formal setting, and online or virtual spaces (for example- addressing stigma& discrimination, cyber bullying, sexing etc.).				
MA has developed CSE materials with messages that are rights-based, non-judgemental, and sex-positive and language used is inclusive, gender-transformative, easily understood, and attractive to diverse group of young people.				
Human Resource				
MA has a dedicated position/staff/assigned focal point to support youth participation and coordination with youth group/network.				

Indicators	Yes	No	Needs Improvement	Action / Evidence
The system is in place to create opportunities for young staff members to take leadership and management roles and HR policies remove structural barriers to recruiting young people.				
Staff are recruited based on the skill set and understanding of young people's SRHR, youth development, etc.				
Strategies/recruitment criteria in HR policy for attracting, recruiting, and retaining young people from a diverse group.				
Performance review, professional development, career planning, and exit interview are included in HR policy.				
Capacity Building				
Youth are provided ongoing training and skill-building opportunities.				
Staff get an opportunity to learn and develop youth engagement skill.				
Is there a mentorship programme and assigned supervision to support young people, and is exited youth network member (aged out) involved in mentoring existing young staff/youth volunteers?				
Finance				
MA allocates unrestricted/core funds for youth programmes and youth participation.				
Adequate resources are committed to supporting HR and programme costs for youth programme.				
MA mobilises funds to ensure sustainable investment for the youth programme and its scale up.				
Programme				
Clinic/facilities/centres where young people meet and access services are youth-friendly spaces.				

Indicators	Yes	No	Needs Improvement	Action / Evidence
Young people are engaged as peer counsellors and educators.				
Young people are engaged in working with communities and opportunities are created for communities to work with young people.				
Standard CSE training manual is available (aligned with IPPF's CSE framework, including sexual rights and citizenship, sex-positive, pleasure chapter etc.).				
Advocacy and Networking				
Young people and youth networks are involved in setting advocacy priorities and leading the advocacy agenda.				
MA advocacy priorities related to young people's issues are documented and supported by an evidence-based approach.				
MA collaborates with youth groups and youth networks.				
Youth groups are involved in national, regional, and global advocacy initiatives.				
Monitoring & Evaluation				
Youth are actively engaged in programme monitoring and evaluation and research.				
Young people are engaged in assessing the quality of CSE programme.				
Young people are engaged in assessing SRH services and facilities for youth-friendliness.				
MA has periodic reviews of data to ensure that youth from diverse groups are equally participating in and benefitting from the programme.				
The organisation tracks youth outcomes in regular intervals, and M&E systems for this purpose are in place.				

Tool - 6

Work Plan Template

Key Areas	Action/ Activities	Person Responsible	Person Accountable	Person Consulted	Person informed	Resource and Technical Assistance Required	Time-line	Follow up on activities	
								Status	Date

Tool - 7

Template for evaluating quality of youth participation

This sample template can be used to evaluate the quality of the youth participation by interviewing youth volunteers who are involved. This template can be adapted in the context of their role/ engagement in MA.

Statements	Strongly agree	Partially agree	Partially disagree	Disagree
I have received induction training on MA's policies, protocols, vision, mission, etc.				
My roles and responsibilities were clearly articulated before engaging in any activity.				
There is a mechanism in place to provide feedback and input on the programme or policies by young people.				
Adult staff in MA values and respects my input and allows me to contribute in meetings.				
A mentor/supervisor is assigned to support my work in MA.				
I feel safe when I raise my concerns in any meeting.				
I am aware of MA's grievance redressal mechanism and whom I can reach out to.				
Service providers in the MA's clinic/ facility are respectful towards me and they provide all information and support while I was accessing services.				
I received opportunity to collaborate with other youth volunteers in the MA and the youth network.				
This engagement has helped me to develop my skills and capacity.				

ANNEXURE - 1

YOUTH LED AND GENDER TRANSFORMATIVE PROGRAMME ToC

Youth, Including Key Groups, Realize and Enjoy their Sexual and Reproductive Health Rights.

	Impact Area 1:	Impact Area 2:	Impact Area 3:	Impact Area 4:
IMPACT AREA	We demand a world where youth, including key groups, shape and receive comprehensive sexuality education that embraces sexpositivity.	We demand that communities provide supportive, enabling environments in which youth can realize their SRH rights.	We call for a world where youth, including key groups, access high quality and affordable youth centred SRH services and care, and have positive experiences when receiving these services.	We call for a world where youth, including key groups, advocate for their SRH rights.
INTERMEDIATE OUTCOMES	• Youth, including key groups, participate in the design of gender-transformative CSE materials and content that is sex positive. • Governments, policymakers, and other gatekeepers, commit to including CSE which embraces sex-positivity in national curriculums. • CSE materials which embrace sexpositivity and raise the profile of key groups are available in local languages and are accessible on wider platforms. • Teachers and facilitators are equipped to deliver CSE and sex-positive materials to youth, including key groups.	• Community power holders, including community leaders, teachers, and parents & caregivers understand the importance of supporting youth to realize their SRH rights. • Youth, including key groups, engage with other advocacy organizations working with marginalized populations to advocate for changes to community norms about their SRH rights. • The groups of youth have increased visibility within communities and are recognized by community power holders.	• Youth, including key groups, are aware of their rights and where they can easily access SRH services. • SRH services are accessible, affordable, responsive to, and welcoming of youth, including key groups. • The cultural, political, economic, and legal environment supports youth including key groups, to access SRH services.	• Youth, including key groups, hold power holders to account and have the necessary skills to advocate for their SRH rights. • There are laws, policies, processes, and budgets in place that support youth participation, including participation of key groups. • Power holders, including policymakers and government, understand the importance of youth participation, including the participation of key groups.
PROGRAM STRATEGIES	• Production and dissemination of CSE materials by youth in local languages, including on digital platforms. • Support government to effectively monitor the quality of CSE delivery in schools and support teachers/systems where necessary. • Train primary and secondary school teachers to improve their capacity and comfort to effectively teach CSE. • Work with youth to define and create safe and participatory spaces for youth to access accurate information (out of school). • Coordinate the design of an improved national CSE curricula for primary and secondary schools.	• Create safe spaces for community members to meet and discuss LGBTQIA+- related issues and ideas on how to support the LGBTQIA+ community. • Training of parents in CSE to promote understanding of youth SRHR. • Work with public, community, and private media: journalists who are committed in areas of reproductive health. • Inclusion of stories of individuals from groups at the margins within popular mass media or movies to improve community knowledge, understanding and acceptance.	• Strengthening accountability and grievance resolution mechanisms at points of health service delivery for youth and key groups. • Establishing peer accompaniment and support networks to support peers and key groups to access SRH services. • Organizing engagements with health workers to share knowledge and increase awareness of needs of key groups. • Carrying out youth-led audits on health service providers Establishing a accreditation system for health service providers. • Deliver peer support through digital tools. • Delivering youth-led care to peers. • Advocate for removal of legal and policy barriers to access.	• Research, including through participatory action research, to generate evidence, knowledge and learning to strengthen evidencebased advocacy activities. • Strengthen accountability mechanisms to raise concerns. • Strengthen linkages between networks of organizations and develop shared advocacy plans. • Create opportunities and spaces for youth. including key groups, to share evidence. grievances, and lived experience on SRHR with government and power holders. • Challenge consent laws that perpetuate violence and inequity.

FOUNDATION

Youth are equipped with the agency and capacity to lead and implement a gender transformative IPPF program, supporting youth, including key groups, to realize and enjoy their sexual and reproductive health rights.

IPPF and youth will work towards this objective throughout program implementation, strengthening youth technical knowledge, project management skills, monitoring evaluation, research & learning skills, governance capacity, and financial skills, while supporting changes to ensure the wider environment in which youth work is safe, enabling, and inclusive.

Key groups of youth are context-specific but are understood to include groups that face barriers to realizing their sexual and reproductive health rights, including but not limited to LGBTQIA+ communities, youth who do not have digital tools or internet, out of school children, people with disabilities, youth in sex work, people living with HIV. racially or ethnically discriminated groups including indigenous populations, girls who are pregnant or mamned early, drug users, and displaced people.

ANNEXURE - 2

GENERIC TERMS OF REFERENCE
NATIONAL YOUTH NETWORK

[Name of Member Association]

[name of the Country]

ARTICLE-1

1.1 Name

The name of the network shall be [name of MA youth network], referred to hereafter as the network [of the name of the MA].

[name of MA youth network] is a youth-led network run by youth volunteers from [name of MA] who shares the core values of [name of MA] and is committed to contributingto the achievement of [name of MA] vision and mission.

1.2 Location

The youth network's main office shall be located either in one of MA offices in [Country and city name] or in any of the branch offices/chapters [name of the branch or chapter]

1.3 Structure

[name of MA youth network] can start chapters or branches if MA operates at the branch or province [as applicable] level. However, extending the youth network to the branch or provincial level is subject to the size and capacity of the youth network and MA.

1.4 Procedure

Interested Young People Shall :

    (a)   Fill up the Youth membership form.

    (b)   Shall receiveinduction training on joining the [name of MA youth network]

1.5 Aims and Objectives

The aims and objectives of the [name of MA youth network] shall be :

    (i)   Ensure representation and meaningful participation of at least 20% young people at all levels of governance in MA [name of the MA].

    (ii)   Build capacity of youth volunteersto advocate, educate, and accelerate the SRHR agenda in the country and the region.

    (iii)   Contribute to planning, developing, and reviewing programmes and policies in MA.

    (iv)   Mobilise and reach out to the diverse, most marginalised, and unreachable young peopleto createa broader youth membership base.

    (v)   Enable exchange of skills, information, and experiences between youth volunteers at the country level.

    (vi)   Establish partnerships with other youth networks and youth-led organisations in the country and at branch level (if applicable) for joint programming, advocacy, collaboration and shared learning.

ARTICLE-2

2.1 Membership and Eligibility

(i) Youth volunteer who is a person below 25 (twenty-five) years of ageirrespective of their sex, marital status, ethnic origin, race, religion, sexual orientation, gender identity, or health statusat the time of their nomination to the [name of the MA youth network].

(ii) Youth volunteers may have to pay one-time membership fees[1] for joining MA.

(iii) Each member in the [name of the MA youth network] will have voting rights to elect Steering Committee / Youth Council/Working Committee[2].

2.2 Termination

(i) A member becomes 25 years old, except for YSNAP Steering Committee members who are IPPF Board members andwill remain in office until the end of their mandate.

(ii) A member stops being a volunteer in a Member Association.

(iii) A member violates MA's vision, mission and values or code of conduct; and is suspended, expelled or resigns from MA membership.

ARTICLE-3

3.1 Steering Committee (SC)

(a) Definition :

[Name of the MA network] Steering Committee is the Governing body within the youth network. A similar structure can be formed if the network's work is extended to branches or provinces.

(b) Composition :

(i) The [name of MA youth network] shall form a Steering committee comprising five to ten members [depending on the size of the membership in the network].

(ii) Members of the [name of MA youth network]shall elect officer bearers forSteering Committee,ensuring at least 50% female representationand representation from diverse youth groups.

(iii) The term of the Steering Committee members shall be three years andshall not exceed two consecutive terms for any office bearer position.

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1 Do all the MAs have the same policy for membership fees for youth volunteer

2 Youth Network will decide the name of their governing body

(c) Nomination :

(i) Any candidate who wishes to stand for any of the positions in the Steering Committee shall meetall the criteria below :

    a. Be a youth volunteer in the Member Association youth network (including youth volunteers from branches or provinces) and below the age of 25 at the time of nomination and election.

    b. Uphold the vision, mission, and values of MA

(ii) Candidates cannot stand for more than one post at the same time.

(iii) Candidates shall express their interest in a prescribed form and submit it to the Returning Officer [who jointly decided and designated by the MA youth network and assigned Focal point in MA]. Nominations for the SC positions shall be closed at least 30-45[3] days before the election.

(d) Election :

Procedure for conducting an election to the SC :

(i) To ensure a democratic and transparent election process, an Election Committee shall be comprised of youth volunteer from the network (who is not contesting for SC position). The Returning Officer will be responsible for managing and supervising the election.

(ii) Each member of [Name of the MA network] shall have one vote each.

(iii) Elections will be held by secret ballot. A simple majority duly elects a candidate. In case of tied votes for the same position, a second secret ballot will take place for just those candidates with tied votes. If the votes are still equal in the second ballot, the Election Committee shall decide by drawing straws.

(iv) Election Committee shall be responsible for Counting votes.

(v) If the [Name of the MA network] has branches/chapters, the same procedure can be adopted to elect SC for branch or provincial level youth network.

3.2 Functions of Steering Committee :

The Steering Committee shall have the following functions and duties :

(i) Serve as the point of contact between the Youth Members (national, branch/chapter network) and MA and YSNAP at the regional level.

(ii) Organises regular meetings with youth members and chair/moderate the annual and other online or physical meetings.

(iii) Submit progress reports of [Name of the MA network]to MA youth focal point and copy them to YSNAP.

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3 To be confirmed

(iv)   Shall ensure youth representation at the MA governance level [20% youth representation per IPPF policy] through a democratic and transparent process.

(v)   Represent the youth network to YSNAP, Global Youth Forum, and General Assembly or select youth volunteers in consultation with MA.

(vi)   Facilitate [Name of the MA network]'s inputs to programmatic and policy decisions at the MA.

(vii) Lead on country advocacy efforts and bring the country's priorities to the regional advocacy agenda.

3.3 Termination and Replacement of Steering Committee :

In case any SC member resigns from her / his position. In that case, threemonths' notice[4] along with justification needs to be provided to the members of the SC, and the vacant position will be re-elected.

ARTICLE-4

4.1 Meeting and procedures :

(a)   The [Name of the MA network]shall organise an annual meeting or annual assembly where all the youth volunteers of the network (from all the branches/chapters) will get an opportunity to meet and share their experiences. It can be organised just before YSNAP's regional youth forum and Global Youth Forum.

(b)   The Steering Committee shall organise meetingsonline or physical (other than an annual meeting)for regular communication, updates, and discussion. This frequency can be decided based on the need and urgency.

(c)   Quorum- The Quorum for the SC meetings shall be 50% plus one member present in the meeting.Proxies shall not count for a quorum; if the quorum is not present, the Chair or the designated steering committee member shall declare the meeting adjourned.

(d)   Majority- any decision in the meeting shall be decided by a simple majority of the members present in the meeting.

4.2 Representation to YSNAP :

(a)   The SC shall be responsible for nominating youth members to YSNAP.

(b)   SC shall nominate a youth network member to YSNAP in consultation with MA through the selection or election process.

(c)   Once the youth volunteer is selected or elected, MA shall share the representative's name with IPPF ESEAOR RO.

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4 Notice period can be finalized in consultation with MA and regional youth network member

4.3 Representation to Global Youth Forum :

(a) [Name of the MA network] SC shall be responsible for nominating youth members for representation in Global Youth Forum amongst existing youth network members or SC members in collaboration with MA.

(b) [Name of the MA network] SC is responsible for informing YSNAP of the representative's name and connecting her/him with YSNAP and IPPF ESEAOR RO.

(c) In case [Name of the MA network] SC members intend to attend the Global Youth Forum. That member cannot be part of the decision-making process for finalising the nomination list.

(d) The participants participating in Global Youth Forum will also be part of the General Assembly.

(e) [Name of the MA network] SC shall ensure that the youth volunteer participating in Global Youth Forum is oriented on the country's priorities and regularly attend YSNAP meetings to discuss and finalise the regional priorities to be shared.

(f) Assigned Focal Point in MA shall the name of the MA representative with YSNAP SC and IPPF ESEAOR RO.

ARTICLE- 5

5.1 Amendments :

This ToR can be amended by the [Name of the MA network] dependent upon any revision of MA and IPPF's Act & Regulations, By-laws and Policies if needed.

5.2 Dissolution / Closure :

MA can decide to dissolve the [Name of the MA network] after consultation with the [Name of the MA network]Steering Committee, MA youth representatives and IPPF ESEAOR RO.

ARTICLE-6

In interpreting this Procedural ToR and any other omissions, MA Acts and Regulations will supersede.

References

1. Young People at the Centre :
   https://www.ippf.org/resource/young-people-centre-may-17

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