

YOUNG PEOPLE  
AT THE CENTRE



VISION AND PLAN  
FOR PLACING  
**YOUNG PEOPLE**  
AT THE **HEART** OF  
IMPLEMENTING IPPF'S  
STRATEGIC FRAMEWORK

**YOUNG PEOPLE  
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# YOUNG PEOPLE AT THE CENTRE

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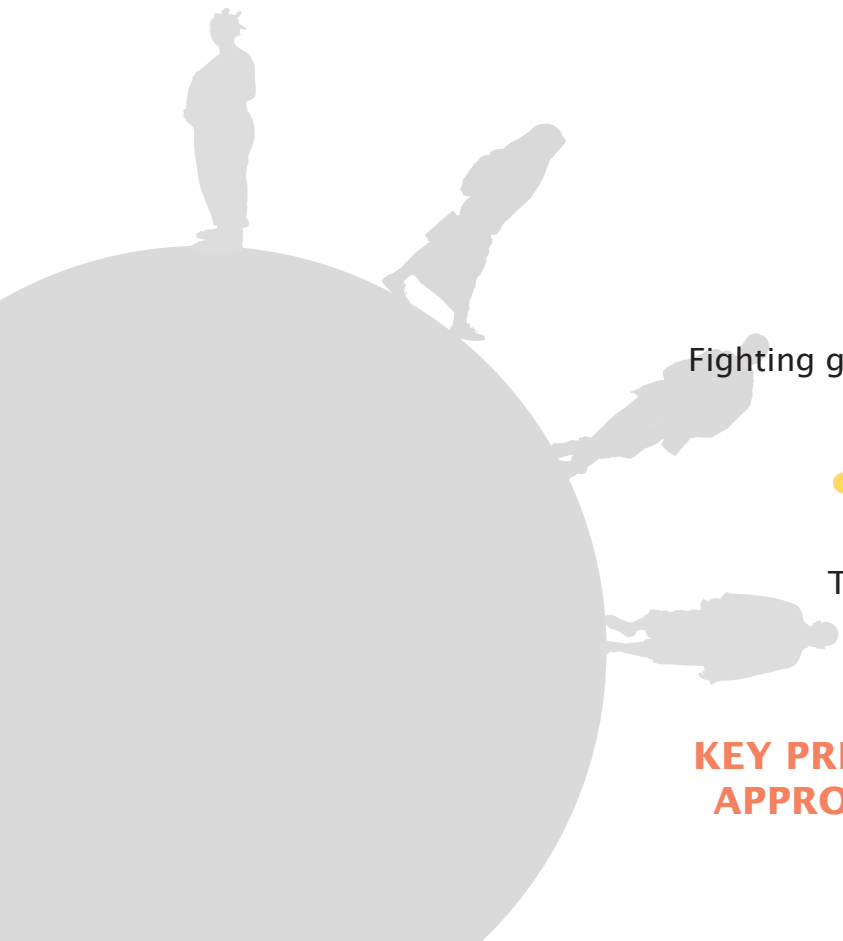
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# ACRONYMS

<b>CO:</b>	Central <b>O</b> ffice	<b>WAS:</b>	World <b>A</b> ssociation for <b>S</b> exual Health
<b>CRC:</b>	Convention on the <b>R</b> ights of the <b>C</b> hild	<b>WHO:</b>	World <b>H</b> ealth <b>O</b> rganization
<b>CSE:</b>	Comprehensive <b>s</b> exuality <b>e</b> ducation		
<b>IMAP:</b>	International <b>M</b> edical <b>A</b> dvisory <b>P</b> anel		
<b>IPES:</b>	Integrated <b>p</b> ackage of <b>e</b> ssential <b>s</b> ervices		
<b>IPPF:</b>	International <b>P</b> lanned <b>P</b> arenthood <b>F</b> ederation		
<b>LGBTIQ:</b>	Lesbian, <b>g</b> ay, <b>b</b> isexual, <b>t</b> ransgender, <b>i</b> ntersex, <b>q</b> ueer and <b>q</b> uestioning		
<b>MA:</b>	<b>M</b> ember <b>A</b> ssociation		
<b>RO:</b>	<b>R</b> egional <b>O</b> ffice		
<b>SRH:</b>	<b>S</b> exual and <b>r</b> eproductive <b>h</b> ealth		
<b>SRHR:</b>	<b>S</b> exual and <b>r</b> eproductive <b>h</b> ealth and <b>r</b> ights		
<b>STI:</b>	<b>S</b> exually <b>t</b> ransmitted <b>i</b> nfection		
<b>UNESCO:</b>	<b>U</b> nited <b>N</b> ations <b>E</b> ducational, <b>S</b> cientific and <b>C</b> ultural <b>O</b> rganization		
<b>UNFPA:</b>	<b>U</b> nited <b>N</b> ations <b>P</b> opulation <b>F</b> und		



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**Adolescents/young people/  
youth/children:** IPPF uses the  
**following definitions**, based on WHO's  
recommendations:

**youth** are aged 15-24

**adolescents** are aged 10-19

**young people** are aged 10-24

**children** are under 18 (a legal definition  
according to the Convention on the Rights  
of the Child).

### **Comprehensive sexuality education:**

CSE seeks to equip young people with  
the knowledge, life skills, attitudes and  
values they need to determine and enjoy  
their sexuality – physically and emotional-  
ly, individually and in relationships. CSE  
is provided in and out of school settings.  
The IPPF Framework for Comprehensive  
Sexuality Education includes seven topics:  
gender; sexual and reproductive health  
and HIV; sexual rights and sexual  
citizenship; pleasure; violence; diversity;  
and relationships.

### **Empowerment:**

Empowerment is based on the idea that  
giving people the knowledge, skills,  
authority and opportunity, as well holding  
them responsible and accountable for the  
outcomes of their actions, will help them  
become more motivated and competent  
to take control of their lives.

### **Gender-transformative:**

Gender-transformative policies and  
programmes identify gender inequalities  
and discrimination; transform harmful  
gender norms, roles, relationships and  
behaviours; and strengthen those that  
support gender equality.

### **Mainstreaming young people:**

Mainstreaming youth is the process of  
assessing the implications for young  
people of any planned action in any area  
and at all levels. It's a strategy for making  
the concerns and experiences of young  
people an integral part of the design,  
implementation, monitoring and  
evaluation of policies and programmes.  
The ultimate goal of mainstreaming is to  
achieve equality. IPPF believes that young  
people's needs should not only be  
addressed separately but also included in

# GLOSSARY OF TERMS

all interventions. In this document, youth issues are integrated into all our work, outputs and outcomes.

## **Peer education:**

A peer is a person of the same legal status or a person who is equal to another in abilities, qualifications, age, background and social status. IPPF works with peer educators in many different ways. The most common approach to peer education is the provision of sexual and reproductive health and rights information, services and referrals, by trained peer educators, through outreach activities and youth centres to young people in and outside school.

## **Peer provider:**

A peer provider is a trained young person who provides counselling, contraceptives and other sexual and reproductive health services within the context of local laws and policies to young people inside and outside the school setting. Please see IPPF's International Medical Advisory Panel (IMAP) statement.

## **Sexual and reproductive health and rights:**

This term refers to the human right to sexual and reproductive health and to have access to health services and information (covering physical, mental and social well-being in relation to sexuality), including contraception. For women, men and transgender people, it includes the freedom to have, choose and exercise control over sexual relationships. It implies that people are able to have a satisfying and safe sex life, the capability to reproduce, and the freedom to decide if, when, and how often to do so (UNFPA).

## **Sexual rights:**

IPPF addressed sexual rights in its landmark Declaration (2008). Sexual rights complement sexual and reproductive rights. The Declaration represents a move to separate sexuality from sexual and reproductive health, and express a rights-based, inclusive, positive vision of sexuality.

## **Sexuality:**

Sexuality is an integral part of being human. Sexuality is experienced and expressed in thoughts, fantasies, desires,

beliefs, attitudes, values, behaviours, practices, roles and relationships. While sexuality can include all of these dimensions, not all of them are always experienced or expressed. Sexuality is shaped by the interaction of biological, psychological, social, economic, political, cultural, legal, historical, religious and spiritual factors (WHO). IPPF recognizes that young people are sexual beings, whether or not they have sexual feelings or are sexually active. We also recognize that all young people - regardless of age - need to be protected from inappropriate, unwanted or harmful sexual contact or relationships.

## **Theory of change:**

A theory of change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It focuses on mapping out or "filling in" what has been described as the "missing middle" between what a programme does (its activities or interventions) and how these lead to the achievement of desired goals.<sup>1</sup>

<sup>1</sup> Center for Theory of Change, <http://www.theoryofchange.org/what-is-theory-of-change/>

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### **Youth-adult partnership:**

The relationship between young people and adults in which each party has the opportunity to make suggestions and decisions, and in which each person's contribution is recognized and valued. A youth-adult partnership is one in which adults work in full partnership with young people on issues facing youth and/or on policies and programmes affecting youth.<sup>2</sup>

### **Youth-centred:**

A youth-centred organization systematically places young people at the centre and recognizes them as diverse and autonomous rights-holders. It endorses the right of young people in the organization to contribute, relate to other young people and adults, openly communicate and express themselves. A youth-centred approach gives young people the freedom to experience, think, explore, question and search for answers. It values young people's work and input. The organization's role is to provide an enabling environment in which it can nurture young people's talent, maximize their potential and enable them to thrive.

### **Youth-friendly:**

IPPF's IMAP describes youth-friendly services as follows: 'They are able to effectively attract young people, responsively meet their needs, and succeed in retaining these young clients for continuing care. Youth-friendly services should offer a wide range of sexual and reproductive health services relevant to adolescents' needs.'

### **Youth-led:**

Initiatives are considered youth-led when young people have control over all aspects of the initiative with the minimum input of adults. Young people are in the driver's seat: developing, implementing, monitoring and evaluating projects.

### **Youth participation:**

IPPF uses a model of youth participation whereby young people can critically explore policies and programmes, identify possibilities for change and exert genuine influence.

# INTRODUCTION



## YOUNG PEOPLE AT THE CENTRE

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### About this guide

Young people are crucial to IPPF and IPPF is crucial to young people. That's why young people and their sexual and reproductive health and rights (SRHR) are identified as a high priority in IPPF's Strategic Framework (2016-2022). Now - as we implement our Strategic Framework - is the perfect time to consolidate and scale up our work with and for young people. It's also the right time to demonstrate how we can put our youth-centred approach into action.

This is a guide for IPPF Member Associations (MAs) and the Secretariat (Regional Offices and Central Office) to help them prioritize, plan, budget and staff programmes and interventions with and for young people, based on all four outcomes of the Strategic Framework. It is written for young volunteers, programme managers, directors, Member Association board members, and staff at the Regional and Central Offices with responsibility for developing and/or allocating human and financial resources for youth programmes.

Regional youth staff, young volunteers, programme directors and representatives

from Member Associations all contributed to the plan. It outlines key actions that should be taken into account when designing and implementing SRHR programmes with and for young people. This guide will enable MAs and the Secretariat to make their commitment to a youth-centred approach a reality.

**WHY  
YOUNG PEOPLE?  
MAKING THE CASE**



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## Advancing empowerment

There are currently 1.8 billion young people in the world aged between 10 and 24. This huge group of young people are vital for progress today and in the future. We want young people to be happy, healthy and able to realize their full potential. But too many young people can't make their own choices about their sexual lives, and don't have access to information and health services.

Young people are extremely diverse. They have to deal with many different issues in their lives, such as school, work, mental and physical health and sexual and reproductive health. Young people need to be empowered to take control of their lives. This is even more important for the most marginalized and under-served young people. This includes the youngest; young people in poor, urban settings; young people with disabilities; young people living with HIV; and young people in humanitarian settings.

Harmful gender norms and stereotypes, sexism, racism, homophobia, transphobia and other forms of stigma, discrimination and violence make young women, girls and LGBTIQ youth (including young

transgender people and young men who have sex with men) particularly vulnerable. Globally, young people face stigma and marginalization because of their sexual orientation, gender identity, ethnicity, behaviour (for example, young people who sell sex and/or inject drugs), or because they are in detention (prison or other closed settings). Other young people are exposed to domestic violence or substance abuse in the family, and are exploited and abused (for instance, young homeless people). SRHR programmes should not only seek to provide vulnerable young people with access to services and comprehensive sexuality education, but also deliver programmes that enable young people to feel that they are in charge of their lives. Empowerment is therefore an important concept in relation to young people's SRHR programming - particularly when it comes to serving marginalized youth.

## The journey to empowerment

Empowerment is about supporting young people to develop and feel confident in their identities. It's a process that enables young people to know and exercise their rights. Empowerment enables young people to maximize their opportunities and capacities in a way that puts their rights centre stage. It entails challenging top-down approaches to policy and programme development and enabling young people to participate in all decisions that affect them. To be empowered, young people need safe spaces where there is institutional commitment and support. This means that adults must be willing to adopt a hands-off approach and create a space where young people feel that they are trusted to act freely and seek guidance and advice whenever they need.

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### Promoting **sexual rights**

Life, survival, maximum development and access to health services are not just basic needs of young people, but fundamental human rights (UN 1989; UN CRC 2003). IPPF has developed a sexual rights agenda for young people. Considering young people's sexual rights fundamentally includes looking at equity and fairness: specifically which young people might be most vulnerable and at risk in different settings.

As young people's rights are fulfilled in youth programmes, all young people gain access to services and education, opportunities and possibilities, thereby advancing social equality. But this can only work if we really make it happen and



### Fighting **gender discrimination, inequality and prejudice**

Gender norms, sexism, racism, homophobia, transphobia and other forms of prejudices, stereotypes, discrimination and violence lie at the root of many factors that limit all young people's development and possibilities of expression, and drive inequality at different levels. Young women, girls and LGBTIQ youth bear the brunt of this discrimination. Programmes must seek to transform harmful social norms and overturn power dynamics that restrict young people's potential. All young people should have equal access to programmes, services, opportunities and possibilities of expression.



### Promoting **fairness**

Young people live in a world where there is a rise of authoritarian tendencies, populism and nationalism, and conservative values that challenge young people's sexual rights. If we - society, youth and adults - don't fight these trends, they will prevail and young people will live in a future world where their SRHR needs are neither met nor respected. Young people's anger and frustration need to be replaced with critical thinking skills and support to challenge harmful social norms, with solidarity and values of fairness in their overall life and development.

young people's rights aren't only there on paper. Young people must be there, in person, and their needs, concerns and priorities must be listened to and met. Most importantly, young people must be involved in programming.

IPPF has produced several key documents to guide the Federation to realize the sexual rights of all people, including young people. These include IPPF's Declaration on Sexual Rights, Exclaim! (translating the Declaration for young people), and Fulfil! a guidance document..

**IPPF &  
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PLAN FOR  
THE FUTURE**



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## The journey to a youth-centred approach

IPPF has come a long way. When it comes to working for and with young people, there have been many successes. In 2015 alone:

- ▶ Over **66 million sexual and reproductive health services** (SRH) were delivered to youth.
- ▶ **25.5 million** young people received **comprehensive sexuality education** (CSE) from IPPF Member Associations.
- ▶ The proportion of **SRH services** provided to youth in the Federation rose to **45 per cent** (from 35 per cent in 2010).

Looking back, we have learnt two powerful lessons which we can apply in the future:

1. **A comprehensive approach** linking CSE/information, services, and advocacy to address discriminatory attitudes, practices, policies and laws
  - makes our programmes more effective.

2. **Promoting the participation and leadership of young people at all stages** of programme development, implementation, monitoring and evaluation is a key entry point to empower young people. It also means that we address young people's real needs, desires and priorities.

Yet there is still much work to be done to ensure that young people's needs are acknowledged, respected and fulfilled. IPPF must address this gap and build on our successes by advancing a youth-centred approach at all levels of our organization. We must support and promote youth leadership both inside and outside the Federation.

## IMPORTANT IPPF DOCUMENTS

IPPF has produced a number of useful documents which underpin its work with and for young people. For all youth documents, see IPPF's vibrant Youth Hub at: <http://www.ippf.org/youthhub/Keydocuments> include:

### IPPF's policies:

- Youth
- Gender

### On sexual rights:

- Declaration on Sexual Rights
- *Exclaim!*
- *Fulfil!*

### On gender:

- Implementation plan (in development)

### On a youth-centred approach:

- Young at Heart

### On CSE:

- Framework for CSE
- Direct and Enabled: a CSE toolkit

### On services for and by young people:

- Provide

### IMAP statement on peer provision

## What does a youth-centred approach look like?

What does a youth-centred approach look like? In a youth-centred approach, young people are at the heart of our SRHR policy and programmes. Young people are able to meaningfully participate in processes at all levels of IPPF's organizational governance, decision-making, programming, implementation, monitoring and evaluation.

To do this effectively, both adults and young people should build trust between them and be explicit about what their interests are. In recruiting and working with young people, adults should make efforts to involve those who face barriers to participation. Adults must seek to understand youth realities – their interests, identities, aspirations and factors that contribute to their exclusion, so that even the most marginalized young people become partners. Our youth-centred approach will empower young people, enable them to realize their sexual rights, and strengthen their role in IPPF as agents of change.

An organization with a youth-centred approach has moved away from having

stand-alone, often project-funded youth projects and activities to a holistic programme that is not tied to specific donor support and is integrated into the organization's business model. All staff and volunteers - not just those working on the youth programme - are trained and have youth-friendly, non-judgemental attitudes.

How does this work in practice?

### A few examples:

- Young people (respective of their gender and sexual identity) take part in strategic and annual planning exercises, including budgeting. They participate in project and programme design, implementation, monitoring and evaluation.
- Strategic and annual plans prioritize youth issues, and appropriate resources and budgets are allocated to youth programmes. Those programmes that are not directly focused on youth should be linked to youth programmes as much as possible.

- Young people (both female and male, and representing marginalized youth) hold decision-making positions in the organization. These positions are institutionalized in the organization.

Many of our MAs are pioneers. They are already on the journey towards a youth-centred approach. This way of thinking, planning, management, programming, costing and change should, however, be complete and totally ingrained in the Member Association's DNA.

A youth-centred approach promotes sexual rights as human rights. Youth programming should enhance an understanding of respect, equity, sexual expression and freedom from stigma and discrimination, not only among young people, but among their parents, other adults and the communities they live in. Promoting these values will enable young people to take action to secure their own well-being and happiness, as well as show solidarity with those whose rights are being violated. This approach has implications for the way IPPF develops and implements its service delivery programmes, advocacy and management.

With young people at the helm – in collaboration with adult staff and volunteers – SRHR programmes for young people are far more likely to respond to the realities of young people's lives. In the process, young people will be empowered and their experiences enriched. To check that initiatives are truly youth-centred, an assessment tool has been developed (see Annex 1).

### **Being gender-transformative**

A youth-centred approach goes hand in

hand with gender equality. Gender is one of the three cross-cutting themes in the Strategic Framework (2016-2022). Gender norms, roles and responsibilities limit young people's potential to grow and develop. Young women and LGBTIQ youth are particularly affected. As we design youth programmes, it is important that we identify and understand how interventions affect and need to be applied differently to young women, young men and sexually diverse youth precisely because of these layers of vulnerability. IPPF has a progressive gender policy and our gender-transformative work will be supported by a new gender equality strategy.

### **Being sex-positive**

For IPPF, sexual well-being and sexual pleasure are core values. We believe that all people, including young people, have the right to the highest level of health and well-being in relation to sexuality, including the possibility of pleasurable, satisfying and safe sexual experiences. Our programmes should therefore be founded on a positive approach to young people's sexuality.

But what does sex-positive mean? It's an approach that celebrates sexuality as a vital part of being human: something that enhances life, bringing joy and energy. Sex-positive approaches strive to achieve ideal experiences, rather than just working to prevent negative experiences. At the same time, these approaches acknowledge and tackle the various risks associated with sexuality, without reinforcing fear, shame or taboo surrounding young people's sexuality.



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# KEY PRINCIPLES FOR A YOUTH-CENTRED APPROACH TO YOUTH PROGRAMMING

- **Young people are sexual beings, whether or not they are sexually active. Their sexuality should be appreciated as a source of pleasure that contributes to their overall happiness and fulfilment.**
- **Youth programming must support young people to be empowered and to negotiate rewarding, loving and safe relationships.**
- **Young people's rights and participation are central to all sexual and reproductive health programmes, service delivery, comprehensive sexuality education and policy-making.**
- **Young people's experiences, perspectives and aspirations should be at the core of efforts to realize their sexual rights.**
- **Young people's capacities are continuously evolving: their abilities and rights to be agents of social change should be encouraged and recognized.**
- **Youth programming should aim to be gender-transformative.**
- **Young people's relationships (with other young people and adults), in their unique cultural and political contexts, influence the fulfilment of their sexual rights as they grow up. This must be taken into account in youth programming and decision-making.**

**VISION AND PUTTING  
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**IPPF's vision through a youth lens:  
YOUNG PEOPLE ARE FREE TO MAKE  
CHOICES ABOUT THEIR  
SEXUALITY AND WELL-BEING, IN A  
WORLD WITHOUT DISCRIMINATION**

Applying a youth-centred approach to achieve all the deliverables in IPPF's Strategic Framework can only succeed when the highest levels in the organization - at national, regional and international level - demonstrate their commitment to working with and for young people. This means investing financial and human resources.

We will not describe an entire youth programme in detail, since each Member Association must translate the youth-centred approach to youth programming in its own context, however, we will outline key considerations and elements.

### 1. One size fits all?

We know that a shared global agenda strengthens collaboration and creates unity across the Federation: between MAs, and between the MAs and the Secretariat. Learning from the influential Choices and Opportunities programme (2011-2015)

has shaped the youth-centred approach which is reflected in the Strategic Framework. This approach needs to be institutionalized within MAs' youth programming implementation strategies - for all MAs across the Federation.

As young people are not all the same, each MA may decide, for example, to focus on specific young people according to their context, either because of need or existing service coverage by other organizations. All Member Associations work in different contexts. MAs' size and capacity vary. More importantly, young people face diverse challenges in their legal, political, social and health environments. Young people's sexuality may be denied, criminalized or accepted. Young people have different needs, priorities and desires, depending on their age, culture, ethnicity, location and socio-economic status. Flexibility and responsiveness are essential in implementing youth programmes. Intervention goals need to be aligned with and address young people's needs, even if these change over time. There are, nevertheless, common programmatic issues that require both financial and human resources. Certain key elements

are shared by all successful youth programmes. These are that youth programmes should:

- ▶ **focus on empowerment and participation**
- ▶ **address structural barriers**
- ▶ **be holistic and aligned to all outcomes of the Strategic Framework, working alone or in partnership with others to ensure comprehensiveness**
- ▶ **ensure opportunities and systems for volunteers, board members and staff from different departments to support and contribute to the youth**

## 2. Connect strategies and activities

A comprehensive, holistic strategy is essential. Youth programming activities are less effective when they stand alone. Internally, linkages between them create synergy, reinforcing each other and amplifying impact. Advocacy strategies and strategies to advance youth leadership, for example, can promote and advocate for CSE. CSE works at its best when combined with other strategies, such as the provision of youth-friendly services (in SRH facilities, stand-alone youth centres or through youth peer providers). During CSE, adolescents and young people should:

- ▶ **Receive referrals to services, when needed.**
- ▶ **Gain an understanding of how they can play an active role in making decisions about their care. This includes reflecting on the importance of informed consent, privacy and confidentiality; and learning how legal frameworks support or prevent them from making decisions about their health.**

- ▶ **Learn how they can play an active role in supporting their peers or partners to access SRH services, for example, by informing them of existing services and legal requirements to access care.**

SRH is part of the overall development of young people. By working in partnership with non SRH organizations including social welfare and education will ensure that our interventions are part of a holistic approach to young people's health and well-being.

## 3. Integration and teamwork

IPPF embraces a client's life cycle approach to the provision of its sexual and reproductive health services. It recognizes that being sexually happy and healthy is a continuous process, and that significant issues occur at different times in people's lives, and are related. How we address a young person's sexuality and sexual health will have an influence on her/his future sexual and reproductive health.

IPPF's integrated package of essential

services (IPES) is a model of how to expand access to a broad range of high-quality sexual and reproductive health services throughout the client's life cycle under a "one-stop shop", irrespective of the point of entry. This can lead to an intergenerational approach. Examples include a daughter-mother strategy to prevent cervical cancer (provision of vaccination to young girls creates an opportunity to attract mothers to screening and preventive therapy services on cervical cancer); and immunization services for children present an opportunity to deliver contraceptives to young mothers. To achieve this client's life cycle approach from a youth-centred perspective, all staff and volunteers should be positively engaged and aware of youth issues – this is not the sole responsibility of youth officers or young volunteers. Likewise, youth staff should be aware and involved in other programmatic issues beyond the youth programme. This means that all staff should work together, harnessing their expertise and experience: they should learn from each other. All staff can and should support each other and know how young people's SRHR can be integrated into the MA's overall work programme.

#### 4. Mainstreaming and quality

Mainstreaming youth in all outcomes and levels of the Strategic Framework has many benefits. It will generate much broader support for young people's SRH rights and needs in the organization. Focusing on quality of care for young people will enhance quality for all clients. Nevertheless, mainstreaming youth can run the risk of generalizing the work with and for young people and diluting the quality of our youth work, especially if it is implemented too quickly and without a plan.

Delivering quality of care requires support and capacity building of all staff and volunteers. To ensure successful mainstreaming and integration of young people's needs in specific areas, such as access to a comprehensive package of SRH services, including HIV services, safe abortion and contraceptives, the organization needs a strong expertise on youth. If IPPF wants to remain the global, regional and national leader in youth SRHR, specific knowledge and skills relating to young people's SRHR are required at all levels of the Federation. The youth-centred approach

with its checklist for effective integration in all programming, management and governance will support this transition to mainstreaming youth for MAs and the Secretariat (see Annex 1).

#### 5. Where to start?

Depending on their context, size and capacity, MAs can develop and align their strategies and activities under each outcome and priority objective of IPPF's Strategic Framework. Key actions should reflect young people's expressed needs and desires. The needs assessments by MAs that informed the Strategic Framework can be a good entry point. Another good way to start is to meet with young people who already actively participate in the MA, share the strategic plan and get their views on how programming can become genuinely youth-centred in their context. At the same time, activities should be interlinked, in order to support and strengthen each other. Value for money should be assessed not just in terms of the number of services delivered, but also effectiveness in improving the well-being, realizing rights and achieving a positive

impact on young people's sexual identities and relationships, including vulnerable and under-served youth.

Sustainability should be a key component. The youth programme may include interventions related to young people's overall development. This entails building strategic youth alliances and networks.

As discussed, a youth programme or youth interventions should not be the responsibility of just one youth programme manager or even a youth division. Rather, it should be the joint responsibility of all staff - working together to make our work count for young people.

# THEORY OF CHANGE

## IMPLEMENTING IPPF'S STRATEGIC FRAMEWORK: PLAN FOR A YOUTH-CENTRED APPROACH

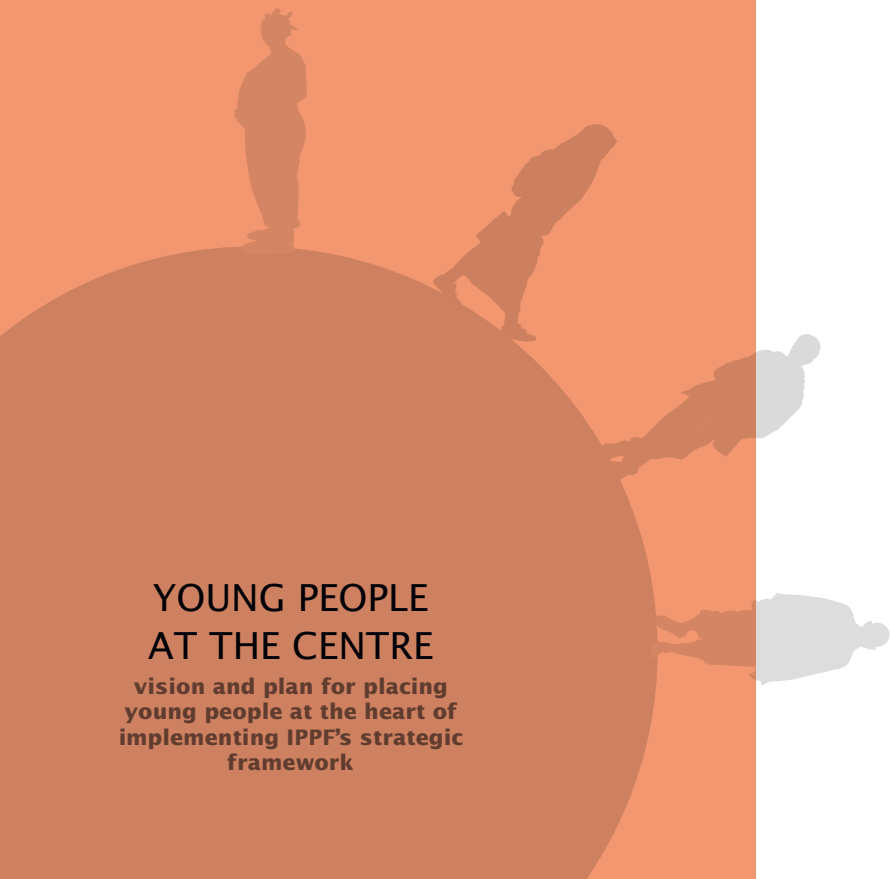
This model visualises how the Strategic Framework youth plan can develop over time.

We have used the metaphor of a garden. Whatever we decide to plant in our garden won't grow well without healthy soil. The youth-centred approach in the garden creates a strong, rich, durable soil. The seeds we have planted and are helping to grow will become our vibrant outputs. The roots are the strategies: they are intertwined, they support and feed each other. This will result in the plants growing, full of promising buds. These are young people who can become leaders and champions; are empowered to make choices and know their sexual rights; have access to quality services and are helping to make the world a better place.

The buds need to be nurtured and continuously fed by the fertile soil and roots to flower and flourish. This will then contribute to the four outcomes, and, ultimately, the impact.

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# YOUNG PEOPLE ARE FREE TO MAKE CHOICES

about their **sexuality & well-being** in a world **without discrimination**

**100 governments**  
respect, protect and fulfil sexual and reproductive rights and gender equality

**1 billion**  
people act freely on their sexual and reproductive health & rights

**2 billion**  
quality integrated sexual & reproductive health services delivered

**One high**  
performing accountable and united Federation

I am a **leader**

I am **empowered**

I am **healthy**

I **contribute** to a better world

## ADVOCACY

- Promote champions for adolescent SRHR
- Strengthen young people's capacities to influence agenda and advocate
- Set up and Strengthen Youth - led advocacy and accountability mechanisms
- Promote coalitions and support to youth networks

## CSE

- Work with communities to contextualise challenging issues
- Develop and scale up web-based CSE interventions
- Include young people in development and assessment CSE programmes
- Strengthen referral systems between CSE and others relevant services
- Expand partnerships with local NGOs
- Develop country-specific, tailored arguments to promote CSE in and out of school
- Increase number of peer educators trained on quality CSE programme
- Conduct rigorous evaluation of CSE programmes, involving young people

## YOUTH SERVICES

- Implement health financing strategies to ensure affordability
- Form youth-friendly partnerships with public and private providers
- Use mobile clinics and outreach programmes to reach more marginalised young people
- Provide an integrated and complete package of services
- Simplify process to report cases of sexual and gender-based violence
- Strengthen services focused on the needs of young people
- Provide tailored medical and psychological support

## ORGANIZATION

- Support, motivate and retain young volunteers and young staff, especially from marginalized groups
- Create a youth-centred business plan to operationalize a youth centred approach
- Create a system for supporting the personal and professional development of young volunteers and staff
- Support fundraising for SRHR programming at all levels of the Federation
- Mobilize activists to promote youth SRHR

## YOUTH-CENTERED APPROACH

# KEY ACTIONS FOR A YOUTH-CENTRED APPROACH

In the chart below, key actions have been listed under each outcome. We have translated the Strategic Framework's four outcomes and eight priority objectives to youth-centred programming. Under the strategies, linkages between the different outcomes have been highlighted. As implementation is a process that develops over time, benchmarks for success have been identified under each outcome.

The image features a large orange circle on the left side, representing a globe. Silhouettes of four people are shown walking along the top edge of the globe. The first person is standing upright, while the others are in various walking or pushing a cart-like object. The background is a solid orange color.

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## OUTCOMES

### OUTCOME 1

**Hundred governments respect, protect and fulfil sexual and reproductive rights and gender equality**

### OUTCOME 2

**One billion people act freely on their sexual and reproductive health and rights**

### OUTCOME 3

**Two billion quality, integrated sexual and reproductive health services delivered by IPPF and our partners**

### OUTCOME 4

**A high-performing, accountable and united Federation**

## OUTPUTS from a youth-centred programming perspective

#### Accountability and advocacy

Governments are held to account on political commitments related to freedom of sexual expression and access to CSE and SRH services for all young people

#### Leadership

Youth leadership and participation (including young women and girls) in advocacy for young people's SRHR are promoted

#### Comprehensive sexuality education

Young people, including the youngest and most marginalized, are educated and informed of their sexual rights and how to claim them

#### Working with young people to raise public awareness

Awareness is created among young people and their communities of young people's sexual rights, and access to services and education

#### Service delivery

Integrated, quality, rights-based, youth-friendly, client-centred services are delivered and enabled

#### High-performing

Young volunteers and young staff, especially from marginalized groups, are included and supported

Fundraising for adolescents' and young people's SRHR programming is supported at all levels of the Federation



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# STRATEGIES

Priority objectives 1 and 2	Priority objective 3	Priority objective 4	Priority objectives 5 and 6	Priority objectives 7 and 8
<b>Leadership</b>	<b>Direct CSE</b>	<b>Working with young people</b>	<b>Direct and enabled service delivery</b>	<b>Young volunteers and staff</b>
Identify, engage and nurture women, youth leaders and champions to promote adolescents' and young people's sexual rights	Deliver quality-assured CSE programme and interventions - both content and delivery - using IPPF's tools (such as Inside & Out), with a focus on rights, gender equality and sex-positivity	Engage young people in campaigning to ensure young people, especially girls, are empowered to access services and CSE	Integrate youth-friendly services into existing SRH service delivery programmes	Ensure the ongoing development of adult staff and volunteers in order to raise awareness of youth issues that reflect a youth-centred approach
Set up and strengthen youth-led accountability mechanisms for young people's right to quality CSE and services	Expand the provision of CSE to under-served young people, such as young adolescents, young people with disabilities, young people living with and affected by HIV, and youth in humanitarian settings	Reach young people with social and behaviour change communication activities to convey positive messages on sexuality, rights and SRH services	Deliver SRH services within a range of services and other youth services	Create a system for supporting the personal and professional development of young volunteers and young staff (including employment, learning and training opportunities) to build a future workforce
Support IPPF youth volunteers and other youth leaders to set youth-related advocacy priorities and lead coalitions	Invest in innovative approaches to CSE, including social media	Identify and create opportunities for young people to work with local communities	Integrate youth-friendly service standards into the Quality of Care framework and checklist	Actively recruit young staff
Provide ongoing training to develop a common understanding of adolescent and youth SRHR issues	Increase the number of peer educators trained on quality CSE	Include health literacy and empower young people as (future) clients of SRHR services	Ensure all service providers for young people, including peer providers, are non-judgemental and understand key policies and laws	Provide a comprehensive induction for all new staff on young people, sexual rights and the youth-centred approach
Work with young people to advocate for CSE and access to services (link to outcomes 2 and 3)	Develop and/or scale up web-based CSE interventions	Collect data on knowledge, practices and attitudes of young people and their communities around key issues of interest to youth	Enable youth-friendly partnerships with public and private providers	Create and deliver an induction and capacity building programme for all new young volunteers
<b>Partnerships</b>	Introduce a standard mandatory training programme (possibly online) for young volunteers, peer educators/providers and guardians which includes all elements of IPPF's CSE framework, adapted to the local situation	<b>Engaging with the community</b>	Ensure data is age-disaggregated	Create opportunities for staff and young volunteers to engage with each other socially and professionally
Engage and mobilize other youth networks and youth groups in global, regional and national advocacy initiatives		Use dialogue and feedback to build voice and agency in communities around youth issues	Implement health financing strategies to ensure SRH services are affordable for youth	Establish a mentorship scheme for new volunteers by former young advocates and volunteers Invest in a transition plan for young volunteers
Work with national human rights experts and lawyers to assess issues such as age of consent, freedom of sexual expression for young people, access to services and CSE			Support young people's role in assessment, monitoring and evaluation	Mobilize young activists and develop an activist support platform
			Recruit and train youth-friendly service providers and specialised, committed staff who are sex-positive and provide support with respect and kindness	<b>Policies and plans</b>
			Develop a pool of trainers who can deliver cascade training in youth-friendly services to all levels within MAs	Create a youth-centred business plan that reflects a youth-centred approach



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Form alliances with youth-led or youth-focused organizations and networks within the SRHR field and beyond

### Advocacy and training

Ensure that young people's sexual rights are represented in all advocacy work Engage young IPPF volunteers as activists in campaigning online and offline (links to priority objectives 7 and 8)

Support and build the capacity of youth activists and MAs' youth group in advocacy and accountability skills.

Include young people in the design, assessment, improvement, implementation, monitoring and evaluation of MAs' CSE programmes

Strengthen referral systems between CSE and others relevant services Conduct rigorous evaluations of CSE programmes, including measuring young people's ability to exercise their sexual rights

### Enabled CSE

Contribute to CSE provision within the education sector: build capacity of teachers, other educators and facilitators

Tailor the design and/or input to national curricula according to IPPF's vision on CSE, including sensitive issues, such as sexual diversity, safe abortion and sexual pleasure

Work with the community to introduce and gain support for all aspects of IPPF's CSE framework, including contextual challenging issues

Expand partnerships with youth and other organizations to work on CSE and build networks (link to outcome 1)

Work with young people and other stakeholders to develop strong, tailored arguments for promoting CSE in formal and non-formal settings (link to outcome 1).

Use community mobilization and CSE to discuss linkages to other health areas

Hold focus group discussions and feedback sessions to identify what young people need in messaging

Work with young people and the community to develop and test messages on CSE and services

Use TV, radio, theatre, music and social media to convey messages on CSE, designed by young people.

Provide orientation on service protocols for service providers to explain what is within the national legal framework

Give specific medical and psychological support to young pregnant girls and young mothers

Strengthen the delivery of safe abortion information, education and services focused on the needs of young people (link to outcome 2)

Simplify the process to report cases of sexual and gender-based violence

Provide an integrated, comprehensive package of services for young people

### Innovation and outreach

Develop innovative approaches to ensure access to SRH services and commodities which give more ownership to young people, including the use of technology, user-controlled methods, non-traditional outreach and peer provision

Identify and reach out to young people, especially those who are vulnerable and under-served, through innovative service delivery approaches

Ensure peer educators and providers are involved in service delivery and quality control

Create a name and reputation for services as youth-friendly

Address legal and policy barriers limiting young people's access to SRH services and information (link to outcome 1)

Roll out specific tools to strengthen youth-friendly services (e.g. Provide) and adapt them for tablet or mobile use

Use mobile clinics and outreach programmes with peer providers to reach the most marginalized young people, including the youngest and those in remote communities.

Actively implement and monitor child protection and youth policies

Create a mechanism to value and recognize the contribution of young volunteers to MAs' work (not only financially)

Prioritize youth issues within MAs' strategic and annual plans (including financing)

Set up formal mechanisms for young people (of all genders and representative of their diversity) to participate in strategic and annual planning exercises, including budgeting, and project design

Ensure that young people make up at least 20% of MAs' decision-making bodies, in line with IPPF's Governing Council structure

Provide support, policy and guidance for young people's participation in governance, including training tools for young people and a commitment statement for all board members

### Resource mobilization

Support fundraising for youth initiatives throughout the Federation Promote the MA as a youth organization (for example, to donors).



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## BENCHMARKS FOR SUCCESS

Leadership	Direct CSE	Working with young people	Direct and enabled service delivery	Young volunteers and staff
Increased number of young people trained as youth leaders	Increased number of young people reached with quality-assured CSE, including sensitive topics	Increased number of young people involved in developing positive SRHR messages	85% of youth clients recommend our services	Increased number of young volunteers and improved retention rates
Increased number of partnerships with other youth networks		Increased number of young people reached with positive SRHR messages	Increased percentage (60%) of services provided to young people, including vulnerable young people	Increased number of young people meaningfully involved in annual planning
Increased number of successful policy initiatives /legislative changes to advance youth SRHR			Increased percentage of MAs providing the full package of services (IPES) to young people	Increased number of young people recruited as staff members
Increased number of youth groups take a publicly supportive action on SRHR (to which IPPF contributed)			Increased number of young people assessing the quality of services	Minimum of 30% of budget allocated to adolescent and youth SRHR activities
supportive action on SRHR (to which IPPF contributed)				Youth activities systematically included in project proposals.

GETTING  
THINGS **DONE**  
TOGETHER



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Implementing a youth-centred approach to youth programmes and interventions should be a collaborative process between the Secretariat (Regional Offices and Central Office) and Member Associations. All play an important role in providing mutual support and technical assistance.

This support should take place in two stages:

### 1. Assessment.

This is to ensure that MAs, ROs and CO become familiar with the overall youth programme and the youth-centred approach. The aims are to:

- identify how the youth programme responds to the specific contextual needs
- identify where they are in implementing the youth-centred approach
- set priorities in moving the youth programme forward.

This assessment should use a participatory model: this also facilitates

the introduction of the youth-centred

### 2. Targeted support and technical assistance

Once the assessment is finalized and areas for improvement are identified, targeted technical assistance will be given, using existing tools and guidelines. It is important that this support advances a coordinated youth programme, according to IPPF's vision and deliverables. There are many ways in which this support and technical assistance can be provided, including:

- onsite
- online
- MA to MA exchange visits
- peer coaching among youth staff at the Secretariat and MAs
- sharing best practices
- formal orientation programmes for new staff.

For a comprehensive description of internal support, IPPF Technical Assistance Network (IPPF TAN) has produced a document which describes a wide range of technical assistance approaches for Secretariat to Secretariat, Secretariat to MA, MA to MA, and MA to Secretariat. These approaches include exchange visits, twinning, events or workshops to exchange knowledge, mentoring, internships and shadowing, training courses, online training or events, learning centres and institutes.

A youth-centred approach will bring about many benefits. Not just for young people who will be empowered to live healthy lives where they can act on their sexual rights, and express their sexuality freely. But also for adults who will benefit from improved quality of care, as well as a sense that they are helping young people to realize their full potential and become global citizens.

## ANNEX 1: CHECKLIST FOR A YOUTH-CENTRED APPROACH

Organizations wishing to put a youth-centred approach into practice need to start from within. They must ensure that they are ready to place young people at the centre. An integral part of starting from young people's point of view is to review organizational structures, policies, budgeting, hierarchies and ways of working. This checklist can help to assess the youth-centredness of the organization and help to consider changes.

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PROGRAMMES	YES	NO	NEEDS IMPROVEMENT
<p><b>Creating safe spaces</b> Youth-friendly spaces - free of stigma and discrimination - exist where young people can meet, network and support each other.</p>			
<p>Young people are included in the design, implementation, monitoring and evaluation of safe spaces.</p>			
<p><b>Diversity</b> Young people from diverse backgrounds, age, sexual orientation and gender identities are included at all levels.</p>			
<p><b>Service delivery</b> Young people are involved in assessing whether SRH services are youth-friendly and how they address the sexual health needs and rights of young people.</p>			
<p>Young people are included as peer providers.</p>			
<p><b>CSE</b> A standard training programme exists for young volunteers, peer educators and peer providers which includes all elements of IPPF's CSE framework, including sexual rights and citizenship.</p>			
<p>Young people are included in the assessment of existing CSE programmes.</p>			
<p><b>Working in and with the community</b> Young people are engaged to work with communities and opportunities are created for communities to work with young people.</p>			



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PROGRAMMES	YES	NO	NEEDS IMPROVEMENT
There is an understanding of the challenges and opportunities of creating an enabling environment, including the social, cultural and legal/policy barriers young people face (for example, through the use of participatory research).			
A mechanism is in place to identify new policy initiatives and create opportunities for young people to work with local communities, legal organizations and policy-makers.			
<b>Advocacy</b> Evidence-informed approaches are used and documented to challenge harmful social norms, laws and policies that discriminate against young people and prevent them from accessing SRH services, information and education.			
Young people and youth networks are engaged and mobilized in national advocacy initiatives.			
Young people and adolescents are involved in setting advocacy priorities and leading coalitions.			
Young people's priorities are mainstreamed in all advocacy work.			
<b>Partnerships</b> The organization collaborates with youth groups and youth networks.			
Youth groups are involved in national, regional and global advocacy initiatives.			
Alliances have been formed with youth-led and youth-focused organizations and networks within and beyond the SRHR field.			



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<b>MECHANISMS</b>			
<p><b>Institutional commitment and policies</b>  Youth issues are prioritized and costed in strategic and annual plans.</p> <p>Formal mechanisms exist for young people (of all genders and representative of their diversity) to participate in strategic and annual planning exercises (including budgeting) and project design.</p> <p>Policy and guidance are in place to strengthen young people’s participation in governance, including training tools for young people and a commitment statement for all board members.</p> <p>Child protection and youth policies are actively implemented and monitored.</p> <p>The board is committed to, and complies with, the 20% youth representation target.</p>			
<p><b>Human resources</b>  Staff members are recruited who are committed to young people’s sexual rights – this is explicitly included in the recruitment procedure for all staff.</p> <p>Opportunities exist for young staff members to take on leadership and management roles.</p> <p>Human resource policies are in place which eliminate structural barriers to hiring young people, especially for entry level positions.</p> <p>Career planning and staff development are an obligatory part of annual performance reviews, entry/exit interviews, and staff objectives.</p>			
<p><b>Capacity building</b>  All new staff and volunteers receive an induction on young people, sexual rights and the youth-centred approach.</p> <p>There is ongoing training and development of adult staff to raise awareness of youth issues, clarify values and reflect on their attitudes towards young people.</p>			

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