

ANNEX 1:

Terms of Reference: example from the MA to MA peer coaching project 2019

Terms of Reference

Youth Centred Approach Initiative 2019-20

I. Background

Our work with young people in ensuring their access to youth-friendly services and sexuality education has seen an incremental success in the past few decades. It has enabled us to move on with our goals from guaranteeing youth participation to placing young people at the center of our work and recognizing them as diverse and autonomous rights-holders.

This is well underlined across the IPPF Strategic Framework 2018-2022. As SRHR advocates, CSE educators, volunteers, activists and beneficiaries, young people are among the main drivers of achieving the outcomes. Therefore, to achieve the strategy objectives, each IPPF MA should strive to become youth centered.

IPPF defines a youth-centered organization as one that systematically places young people at the center of its business. 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-centered 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.

During the first phase of the YCA initiative technical support has been provided to nine MAs. MAs from Albania, Cyprus, Germany and Kyrgyzstan have been exchanging knowledge with MAs from Portugal, Spain, Ireland, France, Latvia, Bosnia and Herzegovina, Ukraine, Romania and Tajikistan. They all developed YCA Actions plans which are now in process of implementation and we will have insights on the results in the second half of the year. Also, a Toolkit on introducing and improving the Youth Centered Approach was developed by the MAs, Doortje Braeken, ENRO and YSAFE.

ENRO along with several MAs (both coach and coaches) went through a mid - term review of the initiative. The feedback and learnings from this process were taken in consideration for updating the coaching guidelines and the YCA Toolkit.

Some signs of change regarding youth centered approach are already evident. In all countries participating we have seen young people being involved in developing and implementing activities in partnership with the adults. The 2018 DHIS report shows that there are 4 more countries in 2018 complying with the accreditation standard of having at least 20% of Young People on the Board. And this can be only attributed to the dialogue on the importance of meaningful involvement of young people initiated in the past years, but mainly to your dedication to this principle and hard work.

Having said this the EN Regional Office decided to continue with the YCA initiative which aims to provide ongoing MA-to-MA coaching. Similar to previous phase, the assistance is based on the concept of bringing together a "Coach" MA willing to share expertise and good practice and "Coachee" MAs who identified YCA as an area for further development and who are committed to share, learn and make changes to strengthen YCA in their organization.

The coaching will be provided by colleagues from the Member Association of Cyprus. MAs Israel and Georgia will benefit from coaching and advice by sending two representatives (staff and young volunteer) to attend a workshop based on the YCA toolkit. During the visit they will discuss and work on the focus areas of their future YCA work and where they expect to achieve sustainable results. The learnings from the workshop will be incorporated in an MA YCA Action Plan for 2020, which will be the main outcome of the workshop. The Coach MA will facilitate the process of developing the action plan and will provide distant support to guide and coach the implementation of the AP.

The IPPF EN Regional Office will provide those MAs that are eligible for core funding with earmarked 'seed funding' for the implementation of the six months YCA 2020 Action Plans.

II. Scope of work

Participants

- Each Coachee MAs will nominate one staff member and one active youth volunteer that have experience with and are closely involved in the MAs' youth work. The representatives from the Coach MA (staff member and a young volunteer) who will be facilitating the process went through an orientation coaching workshop and are well introduced with the YCA toolkit.

Preparation

- Throughout the preparation for the face – to - face meeting several online calls involving the Coach, the Coachees and ENRO will be organized.
- At the onset, ENRO will organise a call in order to introduce the MAs with the concept, to present, discuss the ToR and the timeline of the initiative.
- The second call will be held among the Coach MA and the Coachees during which they will discuss how to organise a consultative process for completing the self – assessment checklist provided in the YCA toolkit in order to identify specific needs.
- Before the meeting the Coach MA will organize one last call, during which the Coachee MA will present the findings (identified needs) from the YCA self-assessment. The main purpose of the call is to define and agree on the main objectives of the workshop and to draft the visits' agenda. As soon as the draft agenda with the objectives is prepared it should be shared with ENRO for approval.
- The Coach and Coachee MA will agree on a mutual convenient date for the YCA workshop. The Coach MA is responsible for organizing the travel and accommodation of the Coachee MAs representatives.

Face to face visit/workshop

- As a next step all appointed Coachee MAs will visit the Coach MA. The agenda and the objectives will be confirmed prior to the visit. The 3-day agenda will address the identified needs of the Coachee MA. A template agenda for the workshop is included in the toolkit. Besides using the YCA toolkit, it is expected that the MA Coach will provide practical examples of their work including opportunities for the Coachee MA to meet and discuss with young volunteers, board members and staff and to get first-hand examples of good practice. The main expected deliverable from the visit is a six months Action Plan (AP) for 2020 that will be a pathway for the Coachee MA to improve the YCA in their organisation. The AP should prescribe tangible and achievable activities that will bring structural and sustainable change also after the coaching process. The Action Plans should be submitted to the ENRO by November 1, 2019 the latest.

- It is of great importance that the Coachee MA should stay committed to ensuring sustainability of YCA mechanisms after the coaching initiative. These mechanisms in place should allow young people to:
 - to mobilize themselves and organize their work in the MA
 - to participate in decision making processes of MAs programmes
 - to participate as equals in the governance of the MA
- In their final reports the Coachee MAs should highlight how they will integrate and support the established YCA mechanisms after the coaching initiative.
- Distant coaching and support
- During the course of 2019-20 the Coach MA will provide online support to the Coachee MA. This online support will include correspondence via email and minimum 3 skype calls. In the meantime, the ENRO Youth Unit will be available for providing additional support.
- Feedback and reporting
- The Coach MA will be responsible for providing a report on the coaching process. The MA Coachee will deliver a report on the implementation (progress/results) of the AP and provide evidence that the established YCA mechanism is integrated in their 2021 APB.
- The final reports from the MAs (from both the Coachee and Coach MAs) should be finalised and sent to ENRO no later than August 30 2020.
- Some MAs involved in the initiative, both Coaches and Coachees, might be invited to provide feedback on the YCA toolkit and the implementation of whole initiative.
- Deliverables and time frame

	Deliverables	
• Steps	Coach MA	Coachee MA
• Preparation of the visit	Draft objectives/learning outcomes and agenda by 15 July 2019	Self-assessment conducted, and needs identified by 25 June 2019
• Face to -Face visit / workshop	Report from the visit/workshop by 25 December 2019	AP developed and submitted to ENRO by 1 November 2019
• Interim distance mentoring and support	Minutes of the coaching calls February 15 2020	
• Reporting	Final coaching report 30 August 2020.	Final report on the AP and plan for 2021 by August 2020.

ANNEX 2

Proposed steps in coaching process and agenda for first online meeting

Preparation

The MA coachee completes the self-assessment and shares it with the MA coach

Both MA coach and MA coachee study the modules of the YCA TOOLKIT

1. First online call

- Establish conversation/rapport: how are you doing
 - Reflection on the self-assessment
 - Define areas for concern/learning
- Going through the use of the logbook

Shape conclusion and agreements for the face-to-face meeting

2. The MA coach sends the draft agenda

3. MA-to-MA face-to-face meeting

4. Continuous online structured coaching sessions on a regular (e.g. monthly basis) 2/3 times

5. Ending the coaching relationship

Preparation logbook of MA peer coachee before next MA peer coaching session

What do we want to learn in the next session?	What are our questions?
Knowledge/information on YCA Personal attitudes values Professional skills Practical advice	
What would be most useful for our work to learn in the next session?	How do we want to learn it?
What will we do want to do differently?	What do we want feedback on

Learning logbook for peer coachee MA: after each MA peer coaching session

What have I learned today?	What were my questions?
Knowledge ASRHR Insight in personal attitudes Skills in providing YCA	
What is the most useful thing we have learned today?	How did we learn it?
What went well/badly?	Resulting actions
What will we do differently?	What do we want (further) feedback on

ANNEX 3

Examples Logbooks

These are examples and need to be adapted to the local situation/assessment

MA Peer coachee Learning objectives Log

Name: _____ Date: _____

What do you want to learn through engaging in the peer coaching relationship? After completing the self-assessment and defining your needs, please complete this form and discuss your goals with your peer coach. Examine your goals periodically, and discuss progress made.

Objective #1:

Knowledge on YCA

Please specify: What are elements of YCA we would like to know more about:

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What will we do to achieve the goal:

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Potential barriers to success:

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Resources/Support needed to achieve our goal:

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How do we want progress to be measured:

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Objective #2:

To improve institutional support (management/board/staff)

Please specify: What do we need do to engage the whole MA in YCA? / how do we ensure YCA at all levels of policy making (in the board) , design and implementation of our programmes/ improve youth adult partnerships

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What do we want to achieve the goal:

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Potential barriers to success:

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Resources/Support needed to achieve our goal:

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How do we want progress to be measured:

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Objective #3:

Initiating and sustaining youth group in MA

Please specify: What do we need start a youth group/ to keep youth group motivated?

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What do we want to achieve the goal:

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Potential barriers to success:

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Resources/Support needed to achieve our goal:

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How do we want progress to be measured:

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Objective #4:

To improve YCA in our services

Please specify: What is the specific aspect of YCA for which you need skills for successful implementation?

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What do we want to achieve the goal:

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Potential barriers to success:

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Resources/Support needed to achieve our goal:

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How do we want progress to be measure:

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Objective #5:

To improve YCA in our education programme

Please specify: How do ensure a YCA in or education programme/ improve our peer education programme?

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What do we want to achieve the goal:

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Potential barriers to success:

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Resources/Support needed to achieve our goal:

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How do we want progress to be measure:

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Logbooks for MA peer coach

Name: _____ Date: _____

What does your MA peer coachee want to learn through engaging in the peer coaching relationship?

Objective #1:

Knowledge on YCA

Resources/Support needed to achieve your MA peer coachee's objective:

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How will you measure progress?

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Objective #2:

To improve institutional support (management/board/staff)

Resources/Support needed to achieve your peer coachee 'objective:

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How will measure progress?

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Objective #3:

Initiating and sustaining youth group in MA

Resources/Support needed to achieve your peer's objective:

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How will you measure progress?

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Objective #4:

To improve YCA in our services

Resources/Support needed to achieve your MA peers coachee objective:

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How will you measure progress?

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Objective #5:

To improve YCA in our education programme

Resources/Support needed to achieve your MA peers coachee objective:

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How will you measure progress?

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ANNEX 4

Extra tips for coaching

How to develop objectives

In developing objectives, concentrate on the current situation and context of the MA and competencies of MA coachee, not just on the outcomes/results

An objective should be based on:

- A real problem or area for growth/learning for the MA coachee
- A problem that the MA coachee can influence
- An issue that the MA coachee can improve in
- An issue that can be resolved in partnership with young people

During the sessions

- Do not assume that everything you ask can be done, especially when it comes to extra work. Accept that a peer coachee cannot do everything. Being a kind peer coach means that your peer coachee will feel happier in the workplace, and feelings of guilt do not help.
- **Give feedback in a positive way, also called 'feedforward'**, to help your coachee with what they could do differently and how the peer coachee can contribute to that. In that way, you concentrate on the future and make more use of your coachee's strengths.
- At the outset of the client-coach relationship, you ask permission to be able to do this.
- Listen and show that you are listening; Listening is key, and this means listening at levels which includes not being afraid of using your intuition. But it is not enough to just listen and understand and be there with your coachee – they have to know that you are. So, use active listening techniques to selectively feedback what you are picking up. For more information on active listening in coaching see <https://www.ccl.org/articles/leading-effectively-articles/coaching-others-use-active-listening-skills/>
- **Talk your coachee's language:** Once you are tuned into your coachees you can start to speak their language. This is about picking up on your coachee's words and phrases and using these selectively in your own dialogue. This should be feeling natural if you develop a good rapport.
- **Listen to establish 'where' the MA coachee is in your dialogue:** One key factor to peer coaching is ensuring that you are at the same 'level' of communication with your coachee. To be in rapport we need to be at the same level at any one time – rapport will not be built for example if we start exploring feelings and emotions with our peer coachee if they haven't even got to the stage of exchanging facts and information.
- **Provide affirmations:** When you tune into your MA coachee and really know where your coachee is coming from you can pick up their strengths, qualities, attributes. Let them know what you are seeing. Often people cannot see their own qualities and it can be immensely powerful in building your relationship if you accurately feedback some strengths that you are observing.
- **Give open and honest feedback:** Remember integrity, honesty and openness are all qualities of a good coach. Remember the rules of good feedback stating how you feel rather being judgemental.
- Understand and use these tips for the coaching sessions and you will find a real opportunity to improve the relationships you have with your coachee.

How to end the relationship with peer coachee

Whatever the reason, it is important that you end the relationship in the most positive way so that your coachee still feels good and your own reputation remains intact. Although you cannot help them at this point in time you may be able to help your coachee in the future or others they know.

- Keep all conversations professional, objective and pleasant, avoiding accusatory or judgmental remarks:

Just because the coaching relationship needs to come to a close it doesn't mean that you have to end with ill-feeling. Remember your reputation is at stake and you need to give your coachee every reason to think and speak positively about you.

- Face-to-face is better:

Unless distance is prohibitive and telephone coaching has been the accepted norm, it is ideal to end coaching relationships during a face-to-face conversation when there is less opportunity for any misunderstandings. Avoid ending a coaching relationship by email at all costs!

- Establish how your coachee would like to move forward:

The key is to get commitment from them and, if the relationship between you has deteriorated, they are likely to say they would like to end it.

- Offer alternatives:

If they are struggling to see an alternative way forward, you may want to offer your suggestions as to who else may be able to help.

- Part positively:

Where possible end on a positive note summarizing what they have gained from their relationship and wish them luck. If appropriate, offer your help in the future or offer to contact them in say 6 months.

ANNEX 5

Example of face to face visit agenda and follow up

DAY 1

Session 1

- Welcome
- Introduction, agree on agenda

Session 2

- Introduction of YCA; consensus on YCA going through the outcomes of the self -assessment tool and the logbook, confirming the areas of concern and defining objectives together

Session 3

- Meetings: with staff/board members
- Meeting young volunteers in the field: reflection on their contributions/roles/needs/wishes in the MA

DAY 2

Session 1

- Discussing/ addressing objectives (logbook) Addressing the need that was identified with the self-assessment and that was defined as a objective in the log book. The MA coach should provide basic definitions (use the toolkit), facilitate a discussion on the options and provide example from their practice
- Follow up on the issues discussed during the online meeting

Session 2

- Discussing/ addressing objectives (cont.)
- Depending on the agreement between the MAs, during the following session a new goal can be addressed or the focus can remain on one single objective

Session 3

- Discussing/ addressing objectives (cont.) or field visit

DAY 3

Session 1

- Developing AP – Defining actions that will address one or all 3 objectives set in the logbook. Be precise and focus on actions that are realistic and that can be implemented in the next 6 months

Session 2

- Next steps and agreeing on on-line support

Follow up Online meetings after the Face to Face training

- Agree on the agenda before the call
- MA coachee to report on the progress and define the tasks
- MA coach prepares suggestions for moving forward
- Summary, shape conclusion and agreements for next step

ANNEX 6

YSAFE Rules and Regulations



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TABLE OF CONTENTS

Chapter 1.	Goal and Objectives	111
Chapter 2.	Membership	111
Chapter 3.	YSAFE Alumni	113
Chapter 4.	Organisational Structure	114
Chapter 5.	Annual Meeting	114
Chapter 6.	IPPF EN Youth Representatives	115
Chapter 7.	Steering Committee	116
Chapter 8.	The YSAFE Coordinator - Youth Advisor	119
Chapter 9.	Task Forces	119
Chapter 10.	Member Association Youth Representative	120
Chapter 11.	IPPF Regulations	120

Chapter 1: Goal and Objectives

Article 1) Definition: Youth Sexual Awareness For Europe (YSAFE) is a network of young volunteers of the Member Associations (MAs) of the International Planned Parenthood Federation European Network (IPPF EN).

Article 2) Goal and Objectives: YSAFE strives to lead and empower a network of young champions from Europe and Central Asia to educate and advocate for the full enjoyment of Sexual and Reproductive Health and Rights (SRHR) and ensuring meaningful youth participation in IPPF EN MA's by:

- Representing their respective national youth groups and/or young people from their National Association at the annual meeting and relevant events when delegated to do so.
- Building capacity of young people in the region to advocate and educate on CSE;
- Increasing the number of active volunteers in a growing YSAFE network, with a strong focus on underserved populations;
- Reaching an increasing number of young people through a variety of online methods with evidence-based information on the all CSE components;
- Building strategic partnerships, including with non-SRHR organizations to jointly advocate for CSE and youth friendly SRHR services;
- Engaging decision makers regarding young people's need for CSE and youth-friendly SRHR services;
- Strengthening the operational effectiveness and sustainability of YSAFE;
- Mainstreaming the Youth Centered Approach within IPPF European network.

Article 3) Relationship with IPPF EN: The YSAFE Network consists of individuals who are members of IPPF EN Member Associations and, where existing, their youth groups. YSAFE membership is subdivided into two categories: YSAFE Members and YSAFE Alumni. YSAFE is supported and managed through a dedicated work and budget stream of the IPPF EN Regional Office (IPPF ENRO). YSAFE's own vision, mission, and values are unique, but are aligned with the core values of IPPF.

Chapter 2: Membership

Article 4) Membership to YSAFE is open to all young volunteers in IPPF EN Member Associations under the age of 25 irrespective of their sex, marital status, ethnic origin, race, religion, sexual orientation, gender identity, or health status.

- **Article 4.1)** IPPF EN MA's and their youth groups will keep IPPF ENRO informed of YSAFE members in their organization according to their own internal structure through the person assigned in IPPF ENRO who maintains the membership database
- **Article 4.2)** In order to become a YSAFE Member, a young volunteer is to apply by submitting a membership application and a recommendation letter from their Member Association confirming their application. The applications are to be submitted to the assigned person in the IPPF ENRO who maintains the membership database.

Article 5) Rights: All young volunteers in IPPF EN Member Associations have the right to be informed by their MA of YSAFE and its activities and to be considered eligible to apply for membership status. YSAFE members have the right to receive a membership pack (in English and in Russian) and dedicated internal communications about YSAFE activities. They also have the rights to be informed of YSAFE activities, to participate in YSAFE projects (incl. task forces) when

selected, to suggest issues for discussion at the Annual Meeting, to stand for election for the Steering Committee (SC), and for the positions of Youth Representatives on the Regional Executive Committee (REC). YSAFE members can act as spokespeople of YSAFE when delegated to do so by the YSAFE Steering Committee and can identify as members throughout their activities. Members are not paid for their services, but may receive reimbursement for expenses incurred in line with IPPF Policy.

Article 6) Termination: Membership ends when:

- A member becomes 25 years old, with the exception of Youth Representatives on the REC and YSAFE SC members who can be YSAFE members and remain in office until the end of their mandate;
- A member stops being a volunteer in a Member Association;
- A member violates IPPF's and/or YSAFE's vision, mission and values; and
- If the supporting Member Association is suspended, expelled or resigns from IPPF membership.

If any of the above happens, notification will be given to the member after which the membership shall be immediately terminated. Violation of IPPF's and/or YSAFE's vision, mission and values is determined through IPPF EN's Code of Conduct.

Chapter 3: YSAFE Alumni

Article 7) Definition: YSAFE alumni are understood to comprise all former YSAFE members who's YSAFE membership has terminated as per article 6 of these Rules and Regulations except when

- A member violates IPPF's vision, mission and values; and
- If the supporting Member Association is suspended, expelled or resigns from IPPF membership; the SC can exceptionally, after providing a motivated decision, invite former YSAFE members to join as YSAFE alumni.

Members who stop being a volunteer in a Member Association are still eligible to provide input to the YSAFE network as defined in article 8

Article 8) Rights & Contributions YSAFE alumni will be informed and can contribute to the YSAFE Network as follows:

- Receiving information from the YSAFE coordinator with regards to relevant updates and opportunities in a timely manner
- Can, With the support of a YSAFE member, propose the creation of a YSAFE TaskForce
- YSAFE alumni can be contacted to contribute to YSAFE Task Forces by the YSAFE Steering Committee and Task Force responsibilities, as well as the YSAFE Coordinator, pertaining to their expertise
- Can, in exceptional circumstances, meaning where a YSAFE member cannot attend, be invited by the YSAFE Steering Committee to contribute to any activities on behalf of, or carried out by, the YSAFE Network or the IPPF ENRO, where possible any alumni attending an event on behalf of YSAFE should do so together with at least one YSAFE member

Article 9) Termination YSAFE alumni membership ends when

- A member violates YSAFE & IPPF's vision, mission and values
- An alumni turns 30 years old
- Through an explicit notification to the YSAFE Coordinator

If any of the above happens, notification will be given to the member after which the alumni status shall be immediately terminated.

Chapter 4: Organisational Structure

- YSAFE Member
- Annual Meeting (AM)
- Steering Committee (SC)
- Youth Representatives on the Regional Executive Committee (REC) of IPPF EN
- YSAFE Alumni
- YSAFE Coordinator Task Forces, if any
- National Focal Points, if any

Chapter 5: Annual Meeting

Article 10) Annual Meeting (AM): YSAFE delegates from all IPPF EN Member Associations gather together once a year to form the AM, which is the highest authority of YSAFE where delegates agree on the YSAFE work plans, take part in capacity building activities and elect SC members and Youth Representative candidates.

Article 11) Member Associations' Representatives at the Annual Meeting: The IPPF ENRO issues an invitation to the AM at least eight (8) weeks prior the meeting.

The AM is composed of one delegate from each Member Association. Member Associations and their youth groups nominate two young people (at least 50% who are women) to attend the meeting. Member Associations who have a youth volunteer on the SC are allowed to nominate an additional delegate to the Annual Meeting who will cast the vote of the Association so as to avoid a conflict of interest of Steering Committee members and to ensure the network and the various youth groups have sufficient turnover. The SC selects one delegate per Member Association, using the following selection criteria:

- Gender balance (at least 50% should be women);
- Proficiency in English;
- Ensuring a mix of new and experienced YSAFE members across the whole Meeting;
- Relevant experience related to the topic and sessions of the AM; and
- Motivation and commitment to actively prepare, participate and follow-up on the AM.

When the selection is made, the YSAFE Coordinator will inform the Executive Directors and/or youth coordinators and selected delegates of the results.

Each Member Association delegate has one vote at the AM. Steering Committee members and IPPF EN Youth Representatives attending the Annual Meeting shall not have the right to vote except when they are the sole delegate from their country. The quorum for votes to be considered is 50% + 1 of the present voting delegates. Staff of the IPPF ENRO, including the Coordinator, may attend in a non-voting capacity.

Minutes of the AM are recorded and kept at the IPPF ENRO.

IPPF EN Youth representatives, as defined by Chapter 5 of these rules and regulation, are encouraged to attend the Annual Meeting, next to the representative of their MA, to ensure a clear link between the network and the other IPPF Structures and to increase their democratic mandate.

Chapter 6: IPPF EN Youth Representatives

Article 12) IPPF EN Youth Representatives on the REC: IPPF Regulations specify that any board should include 20% young people. The IPPF EN REC is composed of 9 members of which 2 are Youth Representatives. The YSAFE Network shall nominate and elect two candidates (at least 50% women) who will be confirmed as Youth Representatives by the Regional Council.

These Youth Representatives are full members of the REC and shall contribute to all governance issues concerning the IPPF EN.

Article 13) IPPF EN Representative to the IPPF Governing Council: The IPPF EN Regional Council shall elect amongst the YSAFE nominated candidates for Youth Representatives on the REC, one candidate as representative to the Governing Council. The member of the REC being a Youth Representative who has not been elected as representative to the Governing Council shall automatically be appointed as Alternate Representative to the Governing Council. The Alternate Representative will not be invited to Governing Council meetings unless it is to replace the Youth Representative .

YSAFE will put forward the Youth Representative who has obtained the most votes at the YSAFE AM election as the suggested candidate for Youth Representative to the Governing Council, provided their availability. Should there be a tied vote, the youth representatives will decide among themselves who to put forward as the Youth Representative to the Governing Council, taking into account the necessary time commitment. Youth Representatives are not required to be a YSAFE member at the time of their election.

Article 14) Criteria for Youth Representative nominations: Candidates for the positions of IPPF EN Youth Representatives should send their CV, a letter of motivation, and a letter of support from the Member Association addressed to the YSAFE Steering Committee, the latest five weeks before the YSAFE AM takes place,. The Executive Director of the Member Association and the Regional Director will check the nomination against eligibility criteria. A list of eligible candidates with their motivation letters will be sent to all delegates of the AM at least one week prior to the start of the meeting.

The YSAFE SC might consider asking the IPPF EN Nominations and Election Committee for help in stimulating young people to stand for election to the REC.

Eligibility criteria

1. Be a volunteer in one of the IPPF EN Full Member Associations;
2. Be a member of the YSAFE network;
3. Be under 25 years old at the time of election;
4. Have a letter of recommendation from the Member Association;
5. Have at least two years' experience at the association level in either programme development, service delivery or advocacy;
6. Be able to communicate in English;
7. Be able to serve a three-year term as Youth Representative. This includes participation on the REC, IPPF EN Regional Council, IPPF Governing Council meetings (as representative or alternate), and be able to attend the YSAFE Annual Meeting as an observer, if budget allows.

Article 15) Youth Representative election procedures: At the beginning of the AM, delegates shall appoint a team to oversee the elections. The team shall be selected of those not seeking election and will be composed of: an Elections Chairperson, vote counter, and at least one SC Member.

In the year when elections for both the SC and the IPPF EN Youth Representatives are to take place, the first election will be for the Youth Representatives. The positions of Youth Representative and SC member cannot be held concurrently. In case a candidate is nominated for both Youth Representative and SC member, the candidate will be excluded from the election for SC member when the person is elected as Youth Representative at the Annual Meeting.

All candidates will be requested to orally express their motivation at the AM. This oral expression should not take longer than 2 minutes after which candidates will get 3 minutes for Questions and Answers from the floor. In case a candidate is not present at the AM, a recorded expression of their motivation can be submitted to the Advisor prior to the start of the meeting. Elections will be held by secret ballot. A candidate is confirmed by simple majority and the results will be communicated to the REC for confirmation during the IPPF EN Regional Meeting. Where the 50% gender quota is not reached, a renewed call will be launched by the YSAFE coordinator.

In the case of a Youth rep stepping down a time-appropriate solution is to be determined between the REC and the YSAFE SC. It is encouraged to hold new elections through any means agreed upon between the YSAFE Steering Committee and the REC, including digitally within an agreed time-framework.

Chapter 7: Steering Committee

Article 16) YSAFE Steering Committee (SC): The YSAFE network is led by the five members of the SC who help move the network towards YSAFE's mission and vision, cherishing YSAFE's values. The SC needs to plan activities and projects by means of an annual plan, which is updated every 6 months with the support of the YSAFE coordinator and the Youth Unit at IPPF ENRO, and regularly reports on activities at Annual Meetings. The SC members serve a one-year term with the possibility of prolonging their tenure for one more year based on their personal decision until they have reached the maximum age as established in these rules and regulations. When a SC member's tenure is expired, a new SC member is elected. The elections take place at Annual Meetings every year and on-need basis in between. The SC facilitates the AM and represents YSAFE at the Regional Council, and supports members in national and regional campaigns and projects. The SC members represent YSAFE at the IPPF EN Regional Council.

The responsibilities of the Steering Committee include:

- To serve as the main point of contact for the Coordinator and IPPF ENRO;
- To develop SC meeting agendas in consultation the YSAFE Coordinator;
- To chair the meetings of the SC as decided upon by the Steering Committee;
- To oversee the performance of the SC and the implementation of the YSAFE Strategy together with the YSAFE Coordinator as per the YSAFE strategy and year plan as well as through the defined portfolio of each member;
- To chair the AM;
- To ensure regular communication and sharing of relevant information with the Youth; Representatives to the IPPF EN Regional Executive Committee; and
- To perform responsibilities as delegated by the SC, the YSAFE Network, the AM, and IPPF EN.
- To facilitate the exchange of knowledge, skills and best practices between members;
- To develop, implement, monitor, and evaluate and follow up on YSAFE initiatives;
- Oversee the performance of Taskforces, if any
- To support working groups and focal points, if any; and
- To communicate with partner organisations as agreed collectively or delegate said responsibility to other YSAFE members.
- To report on the implementation of the Annual Plan and Strategy

The SC is composed of one Chairperson, one Vice-Chairperson, and three Members:

Chairperson: The Chairperson has the duty to provide leadership to the SC and serves as the primary spokesperson of the YSAFE Network;

Vice-Chairperson: The Vice-Chairperson shall assume the duties of the Chairperson should they be unable to do so.

Members: SC Members shall have a specific portfolio based on the needs and priorities of the YSAFE Network established at the AM.

Whilst no set portfolios exist – as these vary depending on the needs and expertise of the Steering Committee and the YSAFE Network, tasks are generally divided in the following categories: advocacy, communication, project design and/or project implementation. Steering Committee candidates are encouraged to specify their area of expertise at the moment of presenting their candidacy to run for the Steering Committee

Article 17) Nominations for Steering Committee election: IPPF ENRO will send a call to the Member Associations and the YSAFE Network for nominations of candidates who wish to stand for the YSAFE SC.

Members of the Steering Committee can be re-elected provided they have not exceeded the tenure of 6 years in the YSAFE SC or exceeded the total tenure of 12 years participation in the IPPF EN Regional Council. The total tenure of 12 years is applicable to all delegates to the Regional Council having voting rights. If a SC candidate is running for a second tenure they should be excluded from the process of electing the candidates.

Candidates running for a renewed tenure should be excluded from the process of approving candidacies and being members of the election committee. Where all Steering Committee members are running for re-election ENRO will be responsible for oversee election procedures with the support of additional YSAFE members where needed.

Those standing for the SC elections are to send their CV, a letter of motivation and a letter of support from their Member Association and any further requested information to the YSAFE Steering Committee through the YSAFE Coordinator five (5) weeks prior to the AM.

The Coordinator will confirm the eligibility of all nominations and should there be no or not enough eligible nominations, another call will be sent out with a deadline of two (2) weeks prior to the AM.

A list of eligible candidates with their motivation letters will be accessible to all AM delegates at least one week prior to the AM.

Eligibility criteria to stand for YSAFE SC election:

1. Be a volunteer in one of the IPPF EN Full Member Associations;
2. Be a member of the YSAFE Network;
3. Be under 25 years old at the time of election;
4. Have a letter of recommendation from the Member Association;
5. Be able to communicate in English;
6. Be able to serve a one year term as SC member, including participating in online SC Meetings, the AM and IPPF EN Regional Council; and
7. Be able to work on YSAFE projects as per their expertise and facilitate YSAFE related tasks from a distance during the time between the meetings until the end of their mandate.

Candidates may only stand for election of one post: Chairperson, Vice-Chairperson, or Member. However, candidates standing for the post of Chairperson and Vice-Chairperson will automatically become a candidate for the election Vice-Chairperson and then Member in the event that they are not elected as Chair or Vice-Chair.

- Where possible, at least one of the previous SC members is elected to the new SC in order to ensure an element of continuity;
- It is required that at least 50% of the SC members need to identify themselves as female to comply with IPPF regulations.
- At least one SC member(s) come(s) from the Central Asian region in order to ensure regional representation if no candidacies are received from this region this rule does not apply;
- It is strongly recommended that the SC has an appropriate mixture of gender, backgrounds and regional representation.

All elected SC members must sign a conflict of interest form and a code of conduct under the IPPF Policy 4.17: Protecting Children, Young People and Vulnerable Adults.

Article 18) SC Election Procedure: At the beginning of the AM, delegates shall appoint a team to oversee the elections. The team shall be selected of those not seeking election and having no voting rights and will be composed of: an Elections Chairperson, vote counter, and at least one SC Member, who is not running for re-election.

All candidates will be requested to express their motivation at the AM in the form of pre-recorded election video, which will be accessible to the AM delegates at least 1 week prior to the elections except if another method is agreed upon by the Steering Committee. This expression shall not take longer than 3 minutes – in case the submitted video is longer, it will be cut to first three minutes.

SC Elections will be held in three steps: 1. Voting for the Chairperson; 2. Voting for the Vice-Chairperson, 3. Voting for the three Members.

Elections will be held by secret ballot. A candidate is duly elected by simple majority and for the election of the three Members, the three candidates with the highest votes are elected. In case of tie, a second secret ballot will take place for those candidates with the tied votes. If after the second ballot, the votes are still equal, the Election Chairperson shall decide by drawing straws.

Where an elected Steering Committee does not consist of at least 50% individuals identifying as female, the next candidate with most votes complying with this requirement shall replace the 3rd member, 2nd member and/or 1st member until the threshold has been reached.

In the year when elections for both the SC and the IPPF EN Youth Representatives occur, the elections for IPPF EN Youth Representatives shall take place first.

Article 19) Termination and Replacement: In case of resignation for any reason, a SC member needs to inform the Chairperson, the Coordinator, and the Member Association. A SC member can be dismissed from their position if they are unresponsive for one month or if they violate IPPF vision, mission and values. The SC together with the IPPF ENRO can agree on expelling a SC member after extensive evaluation and motivating the reason for expulsion. The Chairperson stepping down from the SC is automatically replaced by the Vice-Chairperson. In case the Vice-Chairperson steps down from the SC or replaces the Chairperson, a member of the SC takes over their roles and responsibilities as agreed amongst the remaining SC members.

Chapter 8: The YSAFE Coordinator - Youth Advisor

Article 20) The Coordinator: Coordination of YSAFE is undertaken by the ENRO programme advisor for youth, a paid staff position based at the IPPF EN Regional Office. The purpose of the coordinating work is to ensure the effective functioning and strengthening of the YSAFE Network, to provide support in the implementation of IPPF EN youth related regional initiatives and to keep the membership record complete and up-to-date as well as mainstreaming the Youth Centered Approach throughout the region. A detailed list of tasks is included in the position's Job Description. The Coordinator is part of the Youth Unit.

Recruitment process: IPPF ENRO manages the advertisement of the position. Interviews with shortlisted candidates are conducted by IPPF ENRO staff and YSAFE SC representatives. The hiring decision is made jointly by IPPF ENRO and the YSAFE SC. The term of the position is set by the IPPF ENRO.

Chapter 9: Task Forces

Article 21) Task Forces: The SC may establish Task Forces for a specific task to support the work of the Network. The SC may announce a call for a Task Force and a Task Force Leader at anytime. The Youth Advisor, together with the SC, is responsible for the development of a Terms of Reference, the selection process, and the support and supervision needed. YSAFE members and YSAFE Alumni may apply to join the task force.

Each Task Force shall have a leader who is responsible to coordinate and support the group in executing their action plan and a SC member is to oversee the workings of the Task Force.

The Task Forces are to periodically provide reports as indicated in the Terms of Reference of the Task Force.

Chapter 10: Member Association youth representatives

Article 22) Member Association Youth representatives to the YSAFE Annual Meeting shall serve as the MA's point of contact. This person is the Association's main contact person regarding YSAFE activities and is to take a coordinating role to link national and regional youth activities. Where an Annual Meeting Delegate is no longer in a position to act in such a position, the MA shall inform ENRO and appoint an alternative, including – where no volunteer is available – a staff member.

Chapter 11: IPPF Regulations

Article 23) Rules and IPPF: In the case where there are conflicting or outdated regulations or where this document does not cover a subject, the authority of the IPPF EN and IPPF regulations and policies shall be consulted.

Article 24) Dissolution: the YSAFE Network may be dissolved after a decision of the IPPF ENRO, after consultation of the YSAFE Steering Committee and MA youth representatives.

Approved by YSAFE Annual Meeting 2019 delegates, 25/03/2019