



Operations Research on Meaningful Youth Participation in Indonesia

Final Report



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The Access, Services and Knowledge (ASK) programme is a three-year programme (from 2013 to 2015) funded by the Dutch Ministry of Foreign Affairs with the aim of improving the SRHR of young people (10 – 24 yrs.), including underserved groups. The programme which is a joint effort of eight organizations comprising of Rutgers (lead), Simavi, Amref Flying Doctors, CHOICE for Youth and Sexuality, dance4life, Stop AIDS Now!, the International Planned Parenthood Federation (IPPF), and Child Helpline International (CHI) is implemented in 7 countries, namely Ethiopia, Ghana, Indonesia, Kenya, Pakistan, Senegal, and Uganda. Operations research (OR) was identified as an integral part of activities in the ASK programme. The aim was to enhance the performance of the program, improve outcomes, assess feasibility of new strategies and/or assess or improve the programme Theory of Change.

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– Arushi Singh

Introduction

The Access, Services and Knowledge (ASK) programme is a three-year programme (from 2013 to 2015) funded by the Dutch Ministry of Foreign Affairs with the aim of enhancing uptake of Sexual Reproductive Health (SRH) services among young people aged between 10-24 years, including underserved groups. The programme which is a joint effort of eight organizations comprising of Rutgers WPF, Simavi, Amref Flying Doctors, CHOICE for Youth and Sexuality, dance4life, Stop AIDS Now!, the International Planned Parenthood Federation (IPPF), and Child Helpline International (CHI) is implemented in 7 countries, namely Ethiopia, Ghana, Indonesia, Kenya, Pakistan, Senegal, and Uganda.

In Indonesia, the programme is implemented by some members of the 'Aliansi Satu Visi'¹ (One Vision Alliance or ASV), which are Aliansi Remaja Independen (Independent Young People Alliance or ARI), Community Development of Bethesda Hospital (CD Bethesda), Perkumpulan Keluarga Berencana Indonesia (Indonesian Planned Parenthood Association or PKBI), the Ministry of Social Affairs, Republic of Indonesia (KEMENSOS), PKBI (DIY, JATIM, DKI, Pusat), Rutgers WPF Indonesia, Telepon Sahabat Anak 129 (TESA 129), and Yayasan Pelita Ilmu (YPI). PKBI Bali and PKBI Jawa Tengah are relatively new additions to the Alliance.

Within the SRHR Alliance's UFBR and ASK programmes, youth participation is a central strategy to employ young people's ideas, connections and unique youth-related expertise in programmatic work to increase the attractiveness and effectiveness of interventions and to fit with young people's realities and needs.

"Meaningful youth participation" has been defined as the active engagement of young people in all phases of the development and implementation of policies, programmes and services that affect their lives (Howard 2002). The importance of youth participation has been recognized in several international declarations, e.g. The United Nations Convention on the Rights of the Child (CRC) developed in 1989, the Program of Action (PoA) developed during the International Conference on Population and Development (ICPD) in 1994, the Declaration of Commitment on HIV and AIDS, developed during the United Nations General Assembly Special Session on HIV and AIDS (UNGASS on HIV and AIDS) in 2001. Youth participation can take place in various forms and at various levels. A commonly used model of young people's participation is Hart's (1992) ladder of participation, which identifies several levels, ranging from manipulation and tokenism to consultation and shared decision-making with adults. Another model is the continuum of youth participation (IPPF, 2008), which ranges from ad hoc input and structured consultation to negotiation and youth-run organisations. Young people's participation can concern many areas of programmes and organisations, e.g. governance, implementation, fundraising, needs assessment, research and advocacy.

The ASK programme aspires to have young people (defined as 10-24 year olds) at the centre, and as leaders of their work. Participation of young people is considered meaningful when they are structurally

¹ The ASV is a wider alliance with members who are involved in other programs.

engaged in all layers of decision-making and in the research, design, planning, implementation and evaluation of the ASK programme. The ASK Alliance aims for a high level of involvement of young people and strives towards a model where all ASK partner organisations are working with young people as equal partners (ASK Essential Packages Manual 2014). The aim of meaningful youth participation (MYP) is not only to ensure the effectiveness of youth-focused policies and programmes, but to empower youth to be leaders. Young people who are engaged in policy and programmes develop more confidence in themselves and their abilities. MYP in decision-making contributes to building the overall capacity of the organization, and strengthens commitment to young people’s rights (ibid). The ASK Alliance has set out minimum and ideal standards for MYP in the Essential Packages Manual, as well as guidelines, roadmaps and tools to support partners to reach at least the minimum standards. Capacity building and operational research within the ASK programme aim to support partners to operationalise the Essential Packages and reach higher standards.

Operations research (OR) was identified as an integral part of activities in the ASK programme. The aim was to enhance the performance of the program, improve outcomes, assess feasibility of new strategies and/or assess or improve the programme Theory of Change. The OR in Ethiopia focused on identifying promising practices and enabling factors for youth participation in the ASK programme. A team of researchers, including trained young co-researchers, conducted qualitative, participatory research with partner organisations to further increase our understanding of the effects of youth participation on SRHR interventions and the factors influencing this.

What is Operations Research?

- Research that generates evidence-based knowledge on interventions, strategies or tools that can enhance the performance, quality, effectiveness or coverage of a programme.
- An opportunity to gather evidence and more in-depth insights about the effectiveness of programmes and their thematic focus.

One of the major reasons for involving young people as researchers is that young informants are less restrained to talk about sexuality issues with researchers they can identify with. This results in more open and honest discussions and has a positive effect on the quality of the data that is collected: A more truthful representation of what is really happening in the lives of young people. Programmes that are built on such data, and that involve young people in leading positions have more chance of success, as the young people it targets will identify with it more and respond to it more. Another important reason is that youth participation in research is an empowering process in itself and can help to build mutually beneficial partnerships between adults and young people.

Research question

The key questions that this research aimed to answer are:

1. How does meaningful youth participation work to positively influence the development, implementation and delivery of SRHR interventions?
2. How can we best support organisations to strengthen their meaningful participation of young people?

To further increase our understanding of the effects of youth participation on SRHR interventions and the factors influencing this, we are interested in the details of:

- How are young people involved in the intervention and with what particular goals / assumptions?
 - Examples of involvement at different levels, including in decision making; formal / informal processes, etc.
 - Is there a difference in the manner of involvement for girls and boys?
 - How do these goals / assumptions compare against the young people's own understanding of the effects of their participation on them or the staff?
- What are the effects of youth participation on the ASK SRHR intervention?
 - What is the progression of meaningful youth participation for young people engaged in the programme for over a year / long-term?
 - Does the involvement impact gender equality / equity?
- What are the effects of youth participation on the young people themselves? On girls? On boys?
 - What makes it meaningful according to them?
 - How does it affect girls' and boys' agency, empowerment, self-confidence, critical thinking, political awareness and engagement, etc.?
 - Do they attribute their political engagement (or other aspects of change in perspective, if any) to the programme? If so, how?
- What are the effects of youth participation on the staff and organisations that carry out the intervention?
 - Have their perceptions on youth participation and gender changed because of working with them in a different way (before ASK and now)? How / why?
 - Do they treat girls and boys differently? How / why?
 - What helps them work meaningfully / share power with young people? What builds their trust in: young people's capacity; their respect for the power that is shared with them; the fact that youth participation does not necessarily mean more work for staff?
 - What motivates them to engage young people meaningfully? Were they (or any of their colleagues) themselves volunteers / peer educators, etc.?
 - How do gender norms and values of men and women in the organisations affect how they facilitate youth participation, and does this differ in how they approach boys and girls (effects on gender equity and equality)?

- Which factors influence effective and meaningful youth participation? How does gender influence it?
 - How can the individual country level organisations best engage with young people in a meaningful manner? What should they do? How should they address gender in doing this?
 - How can the ASK programme in the Netherlands best support the country programmes to engage young people meaningfully?

We hope that the results of this research strengthen the existing body of research on promising practices and enabling factors for young people's participation in SRHR projects. It also identifies ways in which barriers and challenges have been dealt with and provides recommendations for organisations who want to meaningfully involve young people in their organisation and projects. With regard to the ASK programme itself, the research generates recommendations for policy and practice, with a follow up plan, e.g. what are the entry points for meaningful youth participation, what good practices to put in place, how to make better use of the Alliance structure and opportunities, etc., as well as for improving the ASK Essential Packages document.

Methodology

This research followed rapid evaluation methodology, i.e. an intensive, team-based, program-focused investigation that uses multiple methods of data collection (especially qualitative methods); has an iterative process for collection and analysis; and relies on community participation in order to quickly develop a holistic understanding of a program from both an insider's and an outsider's perspective (I-TECH 2008:1). For this research, 'community' consists of young people and staff involved in participatory processes related to the ASK intervention.

The research in Indonesia was led by ARI, as it is the only youth-led organisation in the ASV and since the topic of the OR was Meaningful Youth Participation, it was deemed important that the youth-led organisation be the research lead. The research questions and objectives were introduced to the ASV partner organisations and they were asked to opt into the research. Other than ARI, seven other partner organisations opted to participate in the research (see research location below for details).

The research team included a research coordinator and eight young co-researchers who were trained for two days on the key concepts being researched and on conducting interviews and focus group discussions (training agenda in Annexure). Four of the young co-researchers were from ARI and the other four were from PKBI (Bali, Jogjakarta, Jawa Tengah and Jawa Timur). These eight young people were selected by the participating organisations from among their volunteer base. In ARI, there was a call for self-nominations and candidates submitted their CVs and expressions of interest, which were evaluated by an independent selection committee. In the other organisations, young people with prior experience in research were approached by organisation staff to apply / self-nominate or the youth committees were asked to self-select one person. The selection criteria included age to be 25 or below, prior exposure to research, and involvement in the ASK programme.

During the training, the young researchers were asked to develop their own definition of meaningful youth participation, which would form the basis of their study. This definition was based on the ASK Essential Packages manual and is as follows:

“Meaningful youth participation is a partnership between young people and adults, which is initiated and led by young people, in the form of capacity enhancement, opportunity to give opinions, and share power and roles at every level of a programme, i.e. planning, implementation, monitoring and evaluation.”

The data was collected through participatory, qualitative research, using in-depth interviews with project staff and young people as well as focus group discussions. The research team also observed intervention activities like youth centres and clinics. Project documentation was also referred to, prior to, and for the analysis of, the research. The number of people interviewed or participating in the focus group discussions is provided in the table below. Each interview or focus group discussion took an average of one hour to complete. The research teams were able to spend two to four days in each location, except with CD Bethesda and YPI, where only one day was spent at each organisation. An

attempt was made to spend 1-2 hours at the end of the last day to de-brief each organisation on some of the key findings of the team.

	Young people	Adults
Interviews (51)		
Dance4Life		1
IPPF		3
CHOICE	1	
Rutgers WPF		1
ARI	3	
PKBI DKI	2	3
PKBI Bali	3	3
PKBI Jawa Timur	5	5
PKBI Jawa Tengah	5	2
PKBI Jogjakarta	2	4
CD Bethesda	2	4
YPI		4
Rutgers WPF Indonesia		4
Total =	23	28
Focus Group Discussions (20)		
PKBI DKI	3	
PKBI Bali	3	
PKBI Jawa Timur	5	
PKBI Jawa Tengah	3	
PKBI Jogjakarta	2	
CD Bethesda	1	1
YPI	2	
Total =	19	1

The research locations were:

- Aliansi Remaja Independen (ARI), Jakarta
- PKBI DKI, Jakarta
- Yayasan Pelita Ilmu (YPI), Jakarta
- PKBI Jawa Timur, Surabaya
- PKBI DIY, Jogjakarta
- CD Bethesda, Jogjakarta
- PKBI Jawa Tengah, Semarang
- PKBI Bali, Denpasar

The research team was divided into two groups. One group, led by Faiqoh (ARI), included Dani and Zuhra (from ARI), and Zeni (from PKBI Bali) and Tata (from PKBI Jawa Tengah). The other group, led by Arushi, Jojo (ARI), and Itas (from PKBI Jawa Timur) and Awan (from PKBI Jogjakarta). Since ARI was the lead organisation for the research, the four young people from ARI travelled to the locations where their respective teams were assigned. The other four young people from the PKBIs joined the team at their home locations after having been through the training together.



The methodology used and short timeframe for this research poses some **limitations** to the research, especially in terms of generalising the results. Also the research did not encompass data collection among the beneficiaries of the programme, therefore limiting what we can say about the effects of meaningful youth participation on the effectiveness of the programme’s interventions. However, we emphasise that the purpose of this research is to create insight into how meaningful youth participation is being practiced, experienced and understood by the ASK partners in Indonesia and the young people they involve in the ASK programme, in comparison to the ASK programme’s central strategy for meaningful youth participation as posed in the Essential Packages. The ASK Alliance will use these insights to inform operations, strategies, and support within the programme.

The **analysis** of the data was done at two levels. The first level of analysis was done on the spot when the research team spent every evening de-briefing each other on their findings and sharing their impressions and analysis of the data collected that day. The key research questions and sub-questions were used as guidance to reflect on the data and the leaders of each team were responsible for taking notes from each of the interviews and FGDs conducted by their team members. Since the first analysis also contributed to the de-brief meeting with each organisation, it included:

- Good practices on meaningful youth participation

- Recommendations from interviews and FGDs (these were the recommendations that the research team heard)
- Ideas for strengthening meaningful youth participation (these were the research team's own practical suggestions based on the collected data)

The second level of analysis was done after the data collection was over, and both the research teams came together to compare findings, discuss their overall analysis and present this to the Programme Manager for ASK from Rutgers WPF Indonesia. The team also received inputs from this de-brief and incorporated the same in its analysis.

The data was segregated and analysed as per the broad themes taken from the research questions as below:

- Goal of involving young people, looking at why adults involve young people and comparing young people's own perceptions of why they have been involved
- Examples of youth involvement
- Effects of youth participation on the ASK programme
- Effects of youth participation on young people
- Effects of youth participation on the organisation, especially on staff and adults and their perceptions
- Factors that influence effective and meaningful youth participation

For this report, the data were interpreted against the ambitions for Meaningful Youth Participation as laid out in the ASK programme's Essential Packages Manual 2014, providing a critical framework for analysis (see also Introduction). Key aspects of this framework are:

- Structural engagement of young people in all layers of decision making
- Partner organisations engaging young people as equal partners
- Effectiveness of youth focused policies and programmes
- Empowering youth as leaders
- Commitment of partner organisations to young people's rights

Findings

This section lays out our findings from the operations research. It explains some of the good practices that the ASK partner organisations in Indonesia are undertaking with regard to meaningful youth participation. A brief outline of how each of the partners is carrying out their activities under ASK is also provided. Thereafter, the findings are categorised under key themes that the research questions set out to explore.

To set a bit of context for meaningful youth participation in Indonesia, following are some key observations about the country:

- Indonesia has a vibrant youth culture and several youth organisations on different themes and issues
- Despite a hierarchical socio-cultural structure, young people enjoy a voice and the capacities to be agents of change, even though this is sometimes hindered by adult authority
- Different parts (or cities) of the country have very different levels of openness or conservatism with regard to issues of rights, young people, sexuality, etc.
- While discrimination based on gender and sexual orientation exists, it is possible to see young women taking the lead, and young gay men out and at the forefront of activities. However, there wasn't as much visibility of transgender persons (despite a great deal of discussion on their rights) and/or lesbian women.
- The PKBI is the member association of IPPF in Indonesia. It has the PKBI Pusat or Centre, which is an office based in Jakarta. In addition there are several PKBIs in different Daerahs or Regions / Provinces. These PKBIs function more or less as independent organisations that subscribe to common values. The Regional Directors are paid by PKBI Pusat, while all other salaries are managed at the Daerah level through project funding, clinic user fees and other resource mobilisation. Each Daerah has several Cabangs or Branches.

Good practices on meaningful youth participation

This section highlights some good practices on meaningful youth participation from each organisation. It also briefly outlines the partner organisations and some of the activities undertaken by them under the ASK programme that the research team learnt about or observed during the visit (refer to the boxes).

One of the good practices instituted by the ASV was the establishment of the youth forum in 2012, comprising young people from the ASV partner organisations, from which two young people were elected on to the ASV Board. Therefore, there was a policy adopted for two of the seven ASV Board members to be youth. This youth forum was also trained by ARI on advocacy in 2012, however, at the time of the research, the youth forum seemed defunct.

Aliansi Remaja Independen (ARI), Jakarta

ARI has an organisational policy that restricts the age for members to be between 10 and 24 years of age, and for board members to be up to 27 years of age. This ensures that members who have aged out can still contribute and mentor the organisation after aging out, while ensuring that space for young people is continuously created.

There is a flat and egalitarian structure in place at ARI. This enables young people to gain full ownership over the work they are involved in. It also helps that they all have a shared vision and work towards this. The team maintains friendly relationships amongst each other by spending time together outside of work. The coordinators maintain contact with the volunteers in their division through WhatsApp. This personal involvement and close communication results in the organisation achieving its objectives despite having limited paid staff, and enables shared decision making.

Keeping in touch with ARI alumni helps the young people in the organisation find support and guidance when needed.

ALIANSI REMAJA INDEPENDEN (ARI)

ARI is a youth-led organization, established in 2007 in Jakarta and with branches in other parts of the country. They would primarily conduct SRHR workshops in schools, but in 2010, ARI started working with CHOICE from the Netherlands and received training i.e. on advocacy. Since then, ARI has been focusing on advocacy for comprehensive sexuality education (CSE) and youth-friendly services (YFS) on local, national and international levels. ARI engages in building capacities, online media, research for advocacy, as well as raising awareness on SRHR.

Under the National Coordinator, there are thematic coordinators on SRHR, Media, etc. and these coordinators are all under 24. They work on a voluntary basis except for the National Coordinator, who gets a full-time salary, and also constitute the board. There are four other staff at ARI. Most of the programme work gets carried out by members and volunteers in each division. ARI also has advisors who are adults and are available for consultation by the ARI board to plan strategic directions, etc. Other than this, there is a forum for ARI alumni who can also be consulted.

At the time of the research, ARI was undergoing a strategic re-structuring with the help of an adult volunteer from Australia.

PKBI DKI, Jakarta

PKBI DKI has an organisational policy of minimum 30% representation of young people. Young people's involvement is at all levels, from planning and implementation, to monitoring and evaluation, especially with regard to youth friendly services.

Since 2012, PKBI DKI services were re-branded as Procure and young people were involved in designing the clinic as well as working together to define the quality of services. Every two weeks they have coordination meeting together with the Centra Mitra Muda (CMM), which is the youth centre. In this coordination meeting they discuss evaluation of the clinic and planning for the coming month.

Young people are given opportunities to learn from their mistakes but also work as professional staff, such as the coordinator of CMM, Programme Manager for ASK, Coordinator of Media, and D4L Coordinator. The current director of PKBI DKI is a good example of CMM's progression of youth involvement, as she was a volunteer in CMM before.

CMM has a good network with young people of diverse backgrounds, including young LGBT, sex workers, and young people in prison. It has a good system for the capacity building of young people, and adults play the role of advisors for CMM. CMM is a place for young people to ensure young people's voices are heard, with good capacity. Many young volunteers have successfully been trained and provided information to young people and made them interested to join CMM, especially because of Dance4Life activities in schools.

PKBI DKI

PKBI DKI trusts CMM to handle the youth programme, therefore, the ASK programme is run by young people aged 25 or below. CMM not only handles the ASK programmes, but also other programmes such as Unite for Body Rights (UFBR) and D4L. The young staff in CMM are both full time and part time. The ideas for activities for youth programmes come from the young volunteers. The implementation and the monitoring and evaluation are done by young people and adults.

PKBI DKI has branded its youth-friendly services as 'Procure'. Community mobilization and promotion of Procure is done by the youth centre called Centra Mitra Muda (CMM). Procure staff work with CMM to run a mobile clinic that goes to 'high risk' spots, such as *Panti Pijat* (Massage Parlors), where there are many hidden young sex workers. Procure clinic timings are from 08.30 am to 04.30 pm.

CMM works together with Procure to reach out to young people to increase their access to health services. They also directly work with Pusat Kesehatan Masyarakat (Puskesmas), the government public health service, to give training on youth friendly services.

Yayasan Pelita Ilmu (YPI), Jakarta

Young people became the main focus in Yayasan Pelita Ilmu in 2012 because of the UfBR programme, and they created the Forum Peduli Kesehatan Remaja Indonesia (Forum for Indonesian Adolescent Health Care or FPKRI). YPI used FPKRI to maintain contact with and have a space for activities by peer educator alumni who had received sexuality education through a programme called DAKU (Dunia Remajaku Seru! or My Teenage World is Fun!). In 2013, since young people became the central focus in the ASK Programme, YPI had a renewed focus on working with FPKRI.

Young people's involvement was mostly at the stage of implementation as well as engagement through social media (i.e. website, blog, Facebook page and Twitter) as administrators who provide information to other young people. While the FPKRI team was given the chance to create their own work plan for the year ahead, the team members were not able to follow through due to their demanding school life. Most of FPKRI's team were senior high school students, who were busy preparing for their graduation test.

The staff who work directly with FPKRI, however, are quite understanding about the need to involve young people, which enables good communication between them and the FPKRI team. Thus, the staff were aware of the needs of the FPKRI team. YPI also provides youth friendly services that are open from 03.00 pm – 07.00 pm.

YAYASAN PELITA ILMU (YPI)

YPI has a youth centre called Forum Peduli Kesehatan Remaja Indonesia (Forum for Indonesian Adolescent Health Care or FPKRI), which has its own work plan every year. The members of FPKRI are peer educators from a programme on comprehensive sexuality education called DAKU (which was under the UfBR programme). They are students. FPKRI is mainly focused on Result Area 1 of the ASK programme, i.e. information and communication through events, social media and Dance4Life, among others.

YPI reaches out of school youth in the community as well, but through its staff members.

YPI also works with the public health services (known as Puskesmas) in five areas, i.e. West Jakarta, East Jakarta, South Jakarta, North Jakarta and Central Jakarta. There are youth leaders associated with each of the service delivery points who help other young people in the field access health services, including those provided by YPI.

PKBI Jawa Timur, Surabaya

The progression from being a volunteer to getting staff positions is well established in PKBI Jawa Timur. Putra, the Youth Programme Manager, himself started at PKBI as a young volunteer 10 years ago and through increased involvement and new project funding, eventually secured a staff position. As the youth team leader, he encourages the spirit of voluntarism among the young people he works with, ensures that the team remains young and recognises leadership potential.

The young volunteers demonstrate a lot of passion, initiative and knowledge on SRHR, especially on sexual diversity. Apart from their knowledge, they also strongly view themselves as agents of change and act as advocates within the organisation and the community.

The level of engagement of these young people within the youth programmes is high, from decision-making, planning, implementation to monitoring and evaluation. Key staff positions pertaining to the youth programme, like PME and Programme Coordinator are held by young people (25 and below). There are regular team meetings where everyone brainstorms on upcoming projects and team members express their interest in particular activities.

Due to this, those young people who are directly involved in the programme have a good understanding of the ASK programme and its indicators. They are, in fact, expected to deliver on the results and indicators.

The youth team leader definitely enables a good team environment, motivating a spirit of community service and voluntarism among the young people.

PKBI JAWA TIMUR

PKBI Jawa Timur has a Regional Director and several projects with respective project staff, as well as a clinic with clinic staff. The salary all staff comes from the projects being implemented as well as clinic user fees. Current projects are from Global Fund, MenCare, ASK, and the Global Comprehensive Abortion Care Initiative. All staff are assigned under different projects and work more or less exclusively on their respective projects.

The ASK programme is run by the youth team, under the Youth Programme Manager. Other than the Programme Manager, all other team members of the youth team are aged 25 or younger. They work full-time or part-time and get an honorarium for their services under the ASK programme, but consider themselves volunteers. They run counselling, information and media, community mobilisation, and research and advocacy divisions, through the youth centre called Sebaya. There are three community organisers who supervise the peer educators that have been chosen from the 10 communities being reached (these communities are under-served, out of school youth, 'high-risk', and/or have a large membership, for example biker gangs, street buskers, lesbian groups, etc.). There are also six partner organisations or community based organisations like those of drug users, or the AIDS Control Commission, which are used for referrals and other partnership activities. The Dance4Life activities reach out to eight different communities, including five schools (not overlapping with those reached through the peer education).

Other than the services provided through the PKBI clinic based on the same premises as the office and the youth centre, there are referrals to seven government clinics, primarily for VCT (not provided by PKBI), STI testing and ANC. At the time of the operations research, the youth team was planning to open a separate youth-friendly clinic in the youth centre, which as separate access from the regular PKBI clinic, to enable more young people to obtain services without hesitation and with enhanced confidentiality.

PKBI Jawa Timur also serves neighbouring areas called Pamekasan and Jombang, where similar ASK activities take place. The youth centre in Jombang is also called Sebaya, while the one in Pamekasan is called Perisai.

PKBI DIY, Jogjakarta

PKBI DIY is implementing the vision, mission & values of PKBI, and those of MYP, in their full spirit. Most of the staff at PKBI DIY seem to believe in universal human rights and movement building. The young volunteers also demonstrated a lot of passion, initiative and knowledge on SRHR, human rights and movement building. The organisation works with 22 community networks, especially women's networks, and has built bridges between them and LGBT networks.

Young people are involved not only in programmes but also in advocacy and documenting rights violations and are encouraged to be human rights defenders. To be recruited as a volunteer, adherence to the organisational vision and values is a must. A form is filled to assess attitudes as well as interests and skills of potential volunteers.

"I work with the transgender and difabled (differently abled) communities. Part of what I do is to observe and collect evidence on the situation of their lives in order to advocate for their rights."

- A young volunteer community organizer

The volunteer community organisers are all young people who are responsible for collectivising different groups of marginalised and under-served young people. There are some staff members, including the Regional Director, who have moved up the ranks from being volunteers to finally getting staff positions.

The clinic doctor has regular discussion meetings with young people to get feedback on the services, e.g. timings, atmosphere, etc.

At the level of governance, the organisational policy is to have a minimum of 20% representation of young people. PKBI DIY has made efforts to engage the adult board members in youth related activities so that they view their

PKBI DIY

PKBI DIY has a Regional Director and several staff, a clinic and branches that serve different (rural) areas of the Special Region of Jogjakarta. The salaries of staff come from projects, however, the staff are not divided as per project and instead they work on programmes. Thus, programme staff work together as a team on yearly work plans that are based on the overall vision and mission of PKBI DIY. Any project funding that comes in is accepted and adjusted as per these programmes. In case a project does not fit in with PKBI DIY's programmatic objectives, the funding for the same is not accepted. Current project funding at PKBI DIY is from ASK, SAAF, Rutgers WPF, Hivos, and the Global Comprehensive Abortion Care Initiative. The portion of project funding that is meant to supplement the Regional Director's salary is saved in the Daerah's bank account to provide back-up funds for sustained programme activities in case there is a lack of appropriate project funding.

At the time of the operations research, PKBI DIY was undertaking a restructuring that would enable the Branches to engage directly with community mobilisation and better youth representation in the organisation.

The programme reaches schools as well as young sex workers, young LGBT youth, street youth, and other rural youth through 40 volunteer community organisers who are reimbursed for transport costs. The school youth currently form the PKBI youth forum, which gets represented on the PKBI Branch Executive Boards. The young sex workers, LGBT and street youth have been organised into an independent group called SUKMA (Voice for Diversity) that aims to join a youth association called YOTHA (this is independent of PKBI). The PKBI Regional Executive Board has representation from the youth forum as well as SUKMA. Thus, the restructuring is also aimed at enabling SUKMA representation on the Branch Executive Boards.

Clinical services are provided by PKBI as well as mobile clinic facilities in coordination with all the branches.

realities, appreciate the work required, and have a better relationship with the young people.

CD Bethesda, Jogjakarta

CD Bethesda has two young staff in the ASK programme, young peer educators and young community based distributors (CBDs). The organisation provides a lot of trainings for young people from the organisations on the ground, on journalism, media, leadership, and programme management. They then assist these young community based organisers in their plans of action after the training, by providing small funding.

CD Bethesda has close networks with national newspapers and is thus able to bring up health issues in the media. The young people who receive training are encouraged to write articles for the CD Bethesda magazine.

Under the ASK programme, the organisation works closely with the Puskesmas or government public health clinics.

Through a partner organisation that constitutes ex-clients of CD Bethesda, they have established a health insurance programme for the poor.

CD BETHESDA

CD Bethesda (established in 1974) is a unit of Bethesda Hospital, which is under the Christian Foundation for Public Health (YAKUM). CD Bethesda was established to conduct community development activities in addition to the hospital and health services provided, with the understanding that 'health' was not only physical. Thus, community development ensures that YAKUM does not take only a bio-medical approach to public health, aims to address the root causes of health problems like the environment, lack of knowledge, etc., focuses on vulnerable groups, and engenders preventive measures through empowering communities.

The reproductive health and HIV work began in 1995, however, a larger part of the work was focused on HIV. With the ASK programme in 2013, CD Bethesda's focus expanded to include sexual and reproductive health as well as youth, especially the younger age group starting at age 11. Other new concepts for CD Bethesda are youth-friendly services, essential package of services, and harm reduction models.

Under the ASK programme, there are two adult community organisers who enable access to services among schools and rural areas, through mobile clinics as well as referral to government clinics and the Bethesda Hospital. They also supervise community based distributors (CBD) of condoms who are under 24 years of age, out of school and male, female as well as transgender. These CBDs have been selected from partner organisations and peer support groups (e.g. PLHIV). There are also young people from these partner organisations that are provided with leadership, journalism, and other trainings, and then designated as community based organisers. Within CD Bethesda itself, there are only two young staff under the ASK programme.

PKBI Jawa Tengah, Semarang

PKBI Jawa Tengah has in place the policy for minimum 30% representation of young people in the organisation's governance processes. Young people are involved at all levels from planning and implementation to monitoring and evaluation, for the youth programmes.

The adult staff in PKBI Jawa Tengah are youth friendly and take on the role of advisors for the young people running Pilar. Pilar itself has a strong network, reaching out to one junior high school, 10 senior high schools, 10 universities, 3 communities and other networks. They have a good capacity building system for young people in schools, universities and communities.

There is a strong capacity building system for young staff and new volunteers. At the beginning of their involvement with PKBI and Pilar, all young people get basic training on the vision and mission of the organisation, issues and systems. After this basic training, Pilar has its own capacity building that focuses on youth friendly health services, issues, etc.

In 2014, Pilar created five divisions, which are:

1. Data Division: focuses on data and research, based on Pilar's need for advocacy.
2. Media Division: handles offline and online campaigns of Pilar.
3. Services Division: handles Youth Friendly Services which are integrated with the adult clinic, called Klinik Warga Utama. It also collaborates with Puskesmas and independent midwives.
4. Education Division: handles awareness raising activities to schools, communities and universities.
5. Community Development Division: arranges Peer Educators in schools, universities and communities.

By creating these divisions, Pilar has a clearly defined role to play, which is thanks to Pilar's current coordinator who was a programme manager in Pilar before. These divisions also ensure that the coordination and involvement of young volunteers is guaranteed.

PKBI JAWA TENGAH

The youth centre of PKBI Jawa Tengah is called Pilar and was established in March 1996. Pilar has strict regulations on the coordinator and members being under 25 years of age. There are five divisions, i.e. education, services, media, data, and community development.

There is also a network of peer educators in Universities, schools, and three communities. This network is called the Youth Association of Central Java (YOCEV). Pilar took the initiative to create YOCEV, because they wanted a strong network that would promote SRHR issues in Central Java. From time to time, Pilar helps the network by giving training on SRHR.

The ASK programme is directly handled by Pilar. Under the ASK Programme, Pilar has an MoU with the Department of Health to ensure that the public health services are youth-friendly. Pilar has a referral system with 10 Puskesmas, 18 Independent midwives and 1 women crisis centre.

Most of the coordinators in Pilar's divisions get paid, some of them are full and the rest are part time. The full time staff get an insurance from PKBI.

PKBI Bali, Denpasar

At PKBI Bali the policy on young people's involvement stipulates a minimum of 20% young people on the board. The youth centre, Kisara is directly under the Executive Director and yearly funding is made available for this youth programme. The programme is planned every year based on discussion from the team in Kisara, which are all of them are young people.

There is a system for the capacity building for young people. New volunteers will get training and will be involved in the process of Kisara's events. Young people are part of planning, implementation, monitoring and evaluation. The adults place a lot of trust on the young people to handle the Kisara programmes, mainly acting as advisors.

The young volunteers demonstrate a lot of passion, initiative and knowledge on SRHR. They found it easy to accept SRHR issues and with this knowledge, Kisara does its own advocacy to the government in Denpasar, working directly to influence the government on SRHR.

Young people in the programme have a good understanding to implement the programme, along with a professional attitude, which influences their achievement of the indicators.

PKBI BALI

PKBI Bali's youth centre is called Kisara and was established in 1994. It has since been quite well-known among young people in Denpasar. Kisara is an acronym for Kita Sayang Remaja (We love Young People) and describes PKBI's programme for young people, established since 1994. Now Kisara is handled by young people who directly engage at all levels: planning, implementation, monitoring and evaluation.

Kisara has four radio stations and magazines in some schools in Denpasar. This makes them quite popular, along with other awareness raising activities in schools, universities and communities as well as direct advocacy to the government.

The ASK programme is directly under Kisara management. It has enabled a clear job description for some of the young people working in Kisara by creating some new positions such as Project Coordinator of ASK, Program Officer of ASK and three Community Organizers (for Badung, Denpasar and Gianyar). Other positions in Kisara are integrated into the ASK programme under the services division.

The programme reaches schools as well as young people in Seka Teruna Teruni (STT), a cultural community that is followed by young people who are not yet married.

School going youth currently form the PKBI youth forum, which gets represented on the PKBI governing board. The representatives of the youth forum have the responsibility to deliver the voice of all of young people to the board.

Overall, the research team observed that young people were involved in program planning, implementation, monitoring, and evaluating through the different organisations. The nature of this involvement differed from organisation to organisation. In some, like PKBI Jawa Timur, PKBI Jawa Tengah and PKBI Bali, young people were in charge of the programme to such an extent that the adults actually didn't engage with it. In others, like PKBI Jogjakarta, young people and adults worked together in partnership.

We felt that the best example of MYP in the ASK programme was from PKBI DIY (Jogjakarta) because, when they designed a programme, they did so in partnership with young people and then looked for a donor that would fit their requirements. This meant that programmes truly reflected what young people in the ground wanted, rather than fitting with donor requirements. In fact, the organisation was undergoing a re-structuring process and the young staff were involved in organisational decision making alongside the adults.

In almost all the PKBIs, young people had become or were put into positions of decision making such as program manager, youth coordinators, etc. These positions had sufficient bargaining power with adults. Thus, the progression from being a volunteer to getting more and more involved in the organisation, with increasing responsibilities existed in the PKBIs to varying levels of formality. The research team also saw examples of young people being able to advocate alongside adults and the government on matters concerning them. The PKBIs reach out to a variety of young people, including those identifying as LGBT and several are also part of the staff or volunteer cohorts.

The PKBIs have organisational policies for 20-30% representation of young people on the executive board. This policy is at varying levels of implementation with some boards having active youth members with a large youth mandate, while on other boards they are more tokenistic. ARI also has a policy that limits the age of members to between 10 and 24 years of age, while board members can be up to 27 years of age, but should have joined ARI no later than age 24.

Organisations like CD Bethesda and YPI have not traditionally been involving young people to the extent that PKBI has. Therefore, due to the ASK programme, they have begun giving more responsibilities to young people, though still limited as compared with the PKBIs. ARI itself is a youth-led organisation with an egalitarian structure that enables a full contribution of young people at different levels and in the area that their skills and interests lie. Adults are advisors to the organisation and there is a structure in place to keep in contact with ARI alumni. There is also a conscious effort to transfer knowledge to younger volunteers in order to maintain the age limits and have new leadership at all times.

Goal of involving young people

One of the questions we tried to find the answer to was what motivation adults had to involve young people and how this compared with young people's own perception of why they were being involved. There was an interesting mix of ideas and perceptions where, in some organisations, like PKBI Jawa Timur, adults involved young people because the programme demanded it, but the young people involved actually ran the entire programme and knew more about it than the adults. In other organisations, like PKBI DIY, the adults believed that involving young people meant the sustainability of the organisation and regeneration of the board members and staff and the young people felt they had a place that really listened to them and their ideas. While there were still other organisations, like CD Bethesda, where not all young people understood how they should be involved. Some young people who were in positions of power, e.g. as youth centre directors, understood that the programme should only be implemented by them as young people but this knowledge and understanding was often limited to the few young people working in the team. The other young volunteers or communities did not know how or why they should be involved in the organisation.

Some of the reasons heard from the adults on why they involved young people were:

- Acknowledging the needs of young people to fulfil their rights
- Improve their existence
- Explore the potential of young people
- Facilitating a space for young people to be creative
- Young people as agents of change
- It's in the constitution of the organisation
- As the regeneration system for the organization
- Building a sustainable youth character
- Because young people are aware of the problems among them
- Young people know the best language to use with their peers
- To reach the target of a program
- As one of the program requirements
- To fulfil the quota

"We believe that this is about young people's identity. Age is part of identity and the struggle is related to that. Young people should have key positions or influential positions since that is very important to be able to make a difference."

- Gama, Regional Director, PKBI DIY

"When we're talking about young people, it is not fair for us to make decisions for young people because we may not be in touch with their realities."

- Putra, Youth Programme Manager, PKBI Jawa Timur

There were some adults who themselves had worked their way up from being youth volunteers to staff positions, who had a more political motivation towards involving young people. They believed in young people's abilities and their right to be involved. On the other hand, some adult board members (e.g. in PKBI Jawa Timur) were not quite sure why there was a policy in the organisation for 20% representation of young people on the board. Many of the young people in the PKBIs saw their participation as a right,

while the young people in CD Bethesda and YPI were not as sure of their roles, possibilities of involvement, and what they could do.

Examples of youth involvement

As per the ASK Essential Packages manual, young people should ideally be involved in several areas ranging from governance, programme strategy, management, planning, implementation, monitoring, evaluation, and fundraising to context and problem analysis, needs assessment and baseline, research, results/target definition, community mobilization for service delivery and advocacy and raising awareness or building demand for services. As mentioned in the earlier section on good practices, there were several instances of young people being involved at almost all levels.

For example, in the youth centres at Bali (known as Kisara), Jakarta (known as Youth Partnership Centre or CMM), Jawa Tengah (known as Pilar) and Jawa Timur (known as Sebaya), young people were planning the programs, implementing ALL youth programmes and doing monitoring and evaluation of the said programmes. However, this was not necessarily a good thing because what it meant was that often the adults had minimal interest in the programme, thus when the youth team had requests or wanted to do something out of the ordinary or change some norms and procedures to make them easier for young people, they were met with a lot of resistance and had to persevere to get what they wanted. In PKBI Jogjakarta, young people were not only involved in the youth programme but also in the strategic direction of the organisation itself, and here, the partnership appeared to be seamless between young people and adults.

In addition, young people were taking forward the Dance4life programme, through which they had involved a lot of schools and communities. There were several young staff and volunteers including LGBT youth. In some organisations, however, the young people were merely implementing the programme given to them by adults, e.g. in CD Bethesda and YPI. In CD Bethesda, young people's roles were to raise awareness, generate demand for services and as community based distributors. The young staff did not appear to have any decision making powers in their roles and were only implementing what the adults asked them to do.

The other key area where young people were seen to be at the forefront was on the social media campaigns. These are almost all run by young people and this seems to be direct result of the previous operations research on meaningful youth participation in e & m health strategies. Almost all the organisations had new divisions on research and social media, which were run by young people.

There were several entry points that enabled young people's initial involvement in the programme / organisation. These included:

- Dance4Life
- The youth centre (e.g. Sebaya), where there was a lot of solidarity among the members
- Community outreach through Sebaya (PKBI Jawa Timur), Pilar (PKBI Jawa Tengah) and PKBI Jogjakarta
- Recruitment through Social media (PKBI Jawa Timur, PKBI Bali, PKBI DKI Jakarta, PKBI Jawa Tengah and ARI)
- School outreach

- Several different opportunities for training (CD Bethesda)
- Alumni and peer educators from DAKU and Setara programmes that focused on comprehensive sexuality education (YPI)
- Radio, peer educators from communities, schools, etc. who advertise / open recruitment, social media and this year the trend was for the young people involved to ask their friends, girlfriends and boyfriends to get involved (PKBI Bali)
- School magazines were used to recruit volunteers (PKBI Jawa Tengah and PKBI Bali)
- Conducting events like Car Free Days, Youth Expo, etc. that attract a lot of young people and are curious about the organisation (PKBI Jakarta and ARI)
- Community mobilisation in schools and the information centre for counselling in schools where the teacher counsellor talks about the organisation and encourages students to join (school facilitates the students to join up)

Effects of youth participation on young people

Among the many things that young people gained from being involved in the ASK programme and the organisation, self-development, both personal and professional was one that came up repeatedly. Young people get a chance to get work experience, whether as volunteers or as staff members, as well

"I found something new at PKBI. It's from us to us and the sense of togetherness in Perisai is awesome. They lifted me up. It is a great platform to make a difference."

- A young volunteer

as enhance their skills like public speaking, self-confidence, and knowledge on SRHR. They also develop new relations and broaden their network by working together with the large cohort of young staff, volunteers and programme clients. In fact, 'familial solidarity' was one of the motivating factors mentioned by young people. They felt like they had a lot of friends once they had joined the organisation and could talk freely about 'sexual things'. Many young people felt a tightly knit kinship with their teams.

Several young people, engaged with ARI, for example, also had an interest in the issues of SRHR, for which they were afforded a platform to act from, gain more knowledge and spread more awareness. They mentioned that it felt good to be useful to other people and to help their friends with their problems. Many young people, especially in the PKBIs, knew that as young people they had rights and those rights had to be fulfilled.

"I love the idea of sharing information through the radio. My role in PKBI expanded, and I faced my fear of talking to the public. I learnt more about SRHR problems among young people, like unwanted pregnancy. I get to travel too. I went to Bangkok for training."

- A young volunteer and board member

They also receive trainings and are eager to learn. The opportunity to have the simulation of working life even while they were still studying was another

motivating factor for young people. Many of the young people felt relaxed in the youth centres and spent considerable amounts of their free time there. Some mentioned that they got food and/or free wifi at the youth centres, or were curious about the programme.

As mentioned earlier, many of the PKBIs have young people running the entire youth programme. This meant that the responsibility of achieving the ASK objectives fell upon the young people. For some, this created a lot of pressure as the adults expected them to achieve the results but were not necessarily supportive or didn't provide adequate guidance where required.

Young people gained a lot in their personal lives from engaging with PKBI Jawa Timur: self-confidence, public speaking, better understanding of sexuality, a sense of togetherness, and expanded networks. Young people mentioned their own perspective building on SRHR, LGBT and inclusiveness through

"I went to an Islamic boarding school so SRHR was a taboo and uncomfortable topic for me. Since my association with PKBI, I am not judgmental and have a better understanding of SRHR. I become part of the solution."

- A young volunteer

the orientation trainings received from PKBI as volunteers. Associating with PKBI DIY, PKBI Jawa Tengah and PKBI DKI Jakarta enabled young people's political engagement. It also inspired greater tolerance, more open minds, and non-judgemental attitudes among them. Some of the young people also found a space that helped them come to terms with their own sexuality and realise that they were not 'bad' people for being gay or lesbian.

"I was at first unwilling to even shake hands with women. I went to an Islamic University and at night, I was volunteering for PKBI, reaching out to sex workers. This was an extreme thing for me. Learning by experience is very different from learning on paper and this has made me wiser."

- A young volunteer community organiser

In the case of ARI, being a youth-led organisation, young people work quite hard in their designated roles despite not being employed by the organisation. They mentioned having learnt to voice the needs of young people, recognise young people's rights violations, and advocating to the government. They were also glad for the opportunity to learn by doing since they had to handle structural and organisational management issues themselves, which they would never have the chance to deal with in an 'adult' organisation.

"My parents initially limited my involvement in ARI but now that they see the benefits I get from being part of ARI, they are more relaxed. I started respecting diversity myself, having met many kinds of young people through ARI. I feel I'm more open-minded and can explain about sexuality and SRHR to my friends. If I hadn't joined ARI, I may have continued to believe that LGBT are sinful."

- A young coordinator

Effects of youth participation on the organisation

The research team observed that since young people are planning and implementing the programme, it actually works well, for example in Bali. Young people understand their issues, needs and realities and have consistent regeneration with younger successors among the communities and young people they work with. Similarly, the ASK programme enabled PKBI DIY to strengthen youth leadership.

For some organisations, involving young people implies fulfilling or achieving the target or the quota for youth involvement, or to get funding. However, other organisations see the benefits of expanded outreach networks because of their involvement of young people. For example in PKBI Jawa Tengah, young people have reached out to biker gangs and the Executive Director said that with the young people in the organisation, it has become more colourful. Similarly, in PKBI Jawa Timur, the clinic staff said that they had got a more youth-friendly clinic since they began working closely with the youth team. A better collaboration had been achieved between the youth team and the clinic services team because of ASK.

In the case of PKBI Jogjakarta, the Regional Director is a relatively young person (around 34 years of age) who rose through the ranks, starting as a volunteer and eventually being selected as the Regional Director. This has meant that the entire organisation embodies the spirit of youth leadership and meaningful involvement of communities in programmes that affect their lives. There is also a philosophy of solidarity and movement building among the staff and volunteers here since they build partnerships across movements, e.g. with the women's rights movement and the LGBT movement, as well as having a robust discourse on rights.

Reaching out to LGBT youth is something that seems to have occurred mainly due to the involvement of young people in the PKBIs. The research team observed that the adults were often more conservative but that the young volunteers and community organisers felt this was an important population to reach out to and have done so without hesitation.

An organisation like CD Bethesda acknowledged the role of the ASK programme in strengthening their youth programme by being more comprehensive on SRHR (as they were previously focused on HIV), and by pushing them to reach younger people, i.e. starting from age 11. In addition, they started using social media for education and this required them to involve young people to keep up the social media messaging and campaigns.

Rutgers WPF Indonesia, as the coordinating agency for the ASK programme, makes efforts to consult with young people, for example, at the time of the research, they were planning to talk to young people about the impact of ASK to feed into the consolidation meeting.

The involvement of the youth-led organisation, ARI, has led to the Alliance partner organisations learning to become more youth-friendly and to consider ARI as an equal member of the Alliance rather than the young people who can be told what to do. On the other hand, the Alliance partners are still learning that they need to be supportive rather than critical of a youth-led partner organisation as it may not have access to expertise on areas like monitoring and evaluation or knowledge management.

Some support has been provided by the 'adult' partner organisations like PME training by Rutgers WPF, Islamic perspective on safe abortion by PKBI Jogjakarta, training on sexual and gender based violence by the Unite for Body Rights partners, etc.

Factors that influence effective and meaningful youth participation

The research team found several factors that influence meaningful youth participation:

- Friendly staff and open responses from adults to young people; a realization of the importance of involving young people
- Policy of 30% youth representation on the executive board
- Sufficient material and non-material support provided to young people; consistent transfer of knowledge from young people in decision making roles to younger volunteers thus ensuring easy take-over of roles once they age out
- Adults who have been young volunteers now in decision making positions, for example, in PKBI Jawa Timur, PKBI Jawa Tengah and PKBI Bali, the youth programme officer had started as a young volunteer himself and now encouraged independent thinking by his youth team, providing only guidance and feedback on where they could face pitfalls, etc.
- A system of progression where starting as a young volunteer, it is possible to become a member of the organisation or staff, and maybe even become a director
- Curiosity and interest on SRHR
- Young people's motivation such as the need to improve one's experience, skills, etc.
- Shared vision with the organisation
- Money is not the only motivating factor (in fact in the case of Indonesia it was the least of them), instead, having relationships, being given trust, believing in the same things, having a vision they relate to, etc. keeps young people attached to an organisation; in addition, a clear leadership progression is a motivating factor
- The concept of a 'paid volunteer' which enables young people to work with a job description and an 'honorarium' but still maintain flexi-time unlike a regular staff member
- The availability of a youth organization
- Self-awareness
- Youth-led organisations have the potential to be more egalitarian and less hierarchical

*"I need to be the voice of the unheard. In this case, young people."
- A young volunteer and board member*

*"Our spirit is to work with the community and not be worried about time and money. We meet a lot of new people and have new experiences and the experience is priceless."
- A young 'paid volunteer'*

*"Always boost their confidence. Make room for error, create chances for them to shine. Making mistakes is normal, so give them time and guidance."
- Putra, Youth Programme Manager, PKBI Jawa Timur*

One of the key factors we observed, that allowed young people to perform their tasks, engage in all aspects of the programme, including planning and monitoring, and take leadership over the youth programme in many of the organisations,

was the trust accorded to them by the adults in the organisation. By giving the reins of the youth

programme over to the young people, providing adequate training on issues and skills and being available as partners and guides worked best towards enabling effective youth leadership. In some places, this relationship worked more as a partnership while in others the adults had a more laissez faire attitude. In the latter scenario, the young people faced greater challenges in delivering their roles, achieving their targets and maintaining motivation to stay involved, because often the adults had a final say in decision-making. Combined with their lack of involvement in the youth programme, this meant that they were not always open and flexible to young people's needs and demands.

In a youth-led organisation like ARI, one of the main factors motivating young people's involvement and voluntarism was the shared vision. They identified with the vision and mission of the organisation and wanted to work together to achieve the organisational goals. This was also seen in the young people who led the youth programmes at the PKBIs. They felt that they were working together towards common goals and a vision.

Conclusion and Recommendations

To answer the question of “How does meaningful youth participation work to positively influence on the development, implementation and delivery of SRHR interventions?” the findings from this operations research reveal that every organisation has different levels of MYP and this can affect the kind of decision-making that occurs in the different organisations. Since there is a different interpretation of MYP in every organisation, they can all say they have MYP. However, if a common understanding is developed in the ASV, with clear standards and criteria, then it would be easier to measure where each partner organisation in the Alliance stands and monitor this.

Despite the involvement of young people in the governing boards of different regions (in the PKBIs), there is not enough youth-adult partnership visible. Even with the programmes, adult involvement is low and there is not enough guidance and support from the adults.

“There is an awkwardness between the young people and the adults so a new strategy is needed for this awkwardness to be removed.”

- Faiqoh, young researcher

Despite this, young people have taken on the mantle of delivering the ASK programme in several of the partner organisations and seem to push more cultural boundaries on SRHR than the adults. This has also brought about some conflict between the adults and the young people, which continues to be a source of tension for a few partners. However, as far as the spirit of the ASK programme’s result areas are concerned, it is being implemented fully in those partners where the young people run the youth teams. These youth teams have the advantage of having some adults at hand, e.g. Youth Programme Manager, or a Regional Director, who can provide immediate feedback. Organisations like ARI, being youth-led, need constructive feedback from their ‘adult’ partner organisations.

For further concrete actions to bring this about, the recommendations below answer the other research question, i.e. “How can we best support organisations to strengthen their meaningful participation of young people?”

There were some recommendations we heard from the respondents, which included:

- The ASV should be used to strengthen the Alliance members and learn from each other. Communication between ASV members should also improve to facilitate this and to strengthen the Alliance.
- Communication with the National Programme Coordinator should also be improved, with regular communication on any changes, and on report formats and submissions.
- While it is important to have targets and key performance indicators, too much pressure on the young people, combined with unpleasant comments by adults when these are not achieved, demotivate the young volunteers. Adult support and guidance along with shared responsibility would help more.

- Young volunteers should be given the PKBI membership card as they are often in the field, engaging with marginalised and key populations of young people, and talking about SRHR. There have been some instances of raids by conservative groups and/or police, thus the membership cards would provide protection and credibility to the young volunteers and peer educators.
- Dance4Life training is needed for each of the four stages for the dance team (PKBI Jatim, Pamekasan).
- While there are several trainings provided to the young volunteers at PKBI, more specific trainings on the skills needed for each volunteer to fulfil their roles would be useful. There should be a comprehensive training on advocacy by ARI for the youth team (PKBI Jawa Timur).
- It would be good to put all the D4L groups in touch as they all work in their separate areas but don't share experiences.
- There should be training on the structure and organisation of PKBI as well as the youth forum for the young school goers being reached (PKBI DIY).
- There needs to be more capacity building for youth forum representatives to enable them to contribute meaningfully at the executive board meetings (PKBI DKI).
- There needs to be more transparency and better communication from the Daerah (region) to the Cabang (branches).
- Adult board members should share the meeting schedule with the young board members to ensure that they understand what is being discussed in the meetings and can contribute meaningfully (PKBI Jawa Timur).
- Training and meetings should be organised keeping in mind young people's competing priorities like school, etc., i.e. at times and days convenient for young people to attend and after consultation with them (CD Bethesda).
- There needs to be greater transparency on available budgets for the youth activities and shared decision making between young people and adults (CD Bethesda and YPI).
- Adult board members should work together with young board members in order to implement youth programmes in the field (PKBI Bali).
- The ASV members need to discuss their diverse values in relation to different sexual rights issues, have perspective building / value clarification on sexual rights, and agree on common principles and values that all partners espouse.

Other recommendations from the research team were:

- National policies of the PKBI are not trickling down effectively enough, therefore there is inconsistent implementation. Better communication and monitoring systems are needed to ensure consistent implementation.
- Good clarity on organisational financial policies, especially for volunteers who are not getting a salary but putting in a lot of time and effort to achieve programme results; reimbursements and per diems should be equal for adult and young volunteers and there should be transparency on the financial procedures.

- More training on youth-adult partnership for the board members – such trainings should be done with equal numbers of adult and youth participants to enable dialogue and facilitate a better understanding of each other with the ultimate aim of better power sharing between adults and young people.
- Perspective building on SRHR for adult board members at the PKBIs as in some cases young people are much further along in their understanding of sexual rights and are being held back by the adults.
- Youth-adult partnership training for organisations like CD Bethesda and YPI is also needed since the few young people involved do not have decision-making powers and felt that they were asked to perform tasks to achieve targets, rather than being seen as partners in the programme. Learning from the PKBIs may help these organisations involve young people in decision-making, evaluations, and other aspects of the programme.
- Simple, transparent and fair procedures for youth involvement and youth representation within the organisation. These are currently still being developed in the different PKBIs with different systems like ‘paid volunteers’ in PKBI Jawa Timur being on the governing board, and non-volunteers in PKBI DIY being on the governing board, or young people with hardly any connection to the programme being on the board in PKBI DKI. Therefore, the PKBIs need guidance on having an open, transparent and democratic process. While there are guidelines for the youth forum, the implementation of these need to be monitored, and young volunteers who are doing a lot of work need to have a voice in policy making.
- Put in place better feedback mechanisms or regular opportunities for youth-adult interaction in organisations like YPI and CD Bethesda where a system for youth representation at governance doesn’t yet exist.
- Greater involvement and support of adults (in some of the PKBIs) with the youth programmes and less pressure on the young people to achieve results all by themselves (fine balance between granting autonomy to young people on the one hand and directing their actions on the other).
- Integrated programming, including youth programming, since there is increased funding available for youth programmes and youth-led initiatives. Thus these should be seen as part of the organisations core business rather than an add-on component (PKBI Jawa Timur).
- Clinical staff need more training on youth-friendly services and their attitudes around young people’s sexuality, including sexual activity, need to be addressed in some partner clinics.
- Young people involved in the communication aspects of the programme, e.g. Dance4Life, need to be gain closer links with the clinical services. In some cases, the D4L team had not even seen the clinic or know what services were provided there. This needs to be rectified, with regular clinic open days for the young volunteers, community organisers, and other involved young people.
- Put in place a comprehensive sexuality education curriculum with standard modules and messages to enable all young volunteers and staff to get uniform knowledge and skills as well as

the ability to impart the same to newer volunteers and community members (Rutgers WPF has one).

- The ASV youth forum needs to be re-activated with clear regulations about representation, linkages with the young people working on the ASK programme on the ground, clarity on role of the youth forum, and its relationship with ASV. At the time of the research, the youth forum had not had an election of representatives to the new ASV board.
- The ASV, under the guidance of Rutgers WPF Indonesia, should ensure meaningful youth involvement in all of its activities and meetings, e.g. the consolidation meeting, or other decision making fora. This would mean that technical discussions need to be in simple language to ensure that young people understand and are able to contribute, in addition to budget allocations to facilitate young participants in the meetings. Members of an active youth forum for the ASV, along with representatives of ARI, would be able to do this effectively.
- As the coordinating agency for the ASK programme, Rutgers WPF Indonesia should designate one of its staff members to lead on meaningful youth participation, i.e. include in the job description of one of the staff working on ASK, that they must critically evaluate ASK related decision making and activities and ensure MYP in them at all levels, from ASV to the partner organisations.
- The Alliance members in the Netherlands should agree on the coordinating agency in Indonesia and ensure that their country partners cooperate fully with the coordinating agency and thus enable more cohesive programming at country level. For example, if one country partner has signed their contract with one Dutch partner, they should not consider themselves accountable only to the Dutch partner but also be willing to share programming decisions with the coordinating agency within the country. This would enable all result areas to be addressed cohesively and remove undue pressure from one or the other country partner for particular result areas.