

## **IPPF Strategic Fund**

## **Consortia Grants**

## 2022 Funding-Cycle

# **Gender Transformative and Youth-led Programming**





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## 1. Strategic Fund

In July 2020, the IPPF Board of Trustees approved Stream 2 of IPPF's Resource Allocation Model, also referred to as the Strategic Fund. The purpose of the Strategic Fund is to support initiatives in the areas of the Strategic Framework that require additional investment, and that will help IPPF deliver on its strategic outcomes. In designing Stream 2, the Independent Resource Allocation Commission relied on a number of criteria that were set by the membership:

- The Strategic Fund should provide greater agility and the ability to react swiftly to strategic changes and emerging opportunities.
- The Fund should leverage the critical expertise and delivery capacities of Member Associations and Collaborative Partners, helping to close gaps where they exist, allowing for regional or multi/country approaches.
- The Strategic Fund should have an MA-centric outlook and seeks to build on existing MA capacities, where such exist, rather than develop new centralised ones.

#### **Consortium Grants Channel**

The strategic fund has a <u>number of channels</u> where IPPF Member Associations can apply for funding. The largest of the channels is the Consortium Grants Channel. Every year, the Consortium Channel issues a new call for concepts on a specific strategic theme. In 2021 the theme was abortion self-care. The duration of the consortium grants are typically two years, from the time of signing the agreement.

In the 2022 cycle the consortium channel theme is Gender-transformative Youth Programmes.

## 2. Opportunity Statement

Today there are more young people than the world has ever known, approximately 1.2 billion adolescents and youth between the ages of 15 and 24, constituting 16 per cent of the global population. Most of these young people are based in the developing countries of Latin America, the Caribbean, Africa and Asia. It is estimated that by 2030, the world will be home to more than 1.3 billion 10 – 19 years old's, over 80 per cent of whom live in sub-Saharan Africa and Asia.<sup>1</sup>

Adolescents and young people's sexual and reproductive health and rights have been at the heart of IPPF's mission for over 30 years. Young people have been at the forefront of Member Association's programmes on Comprehensive Sexuality Education (CSE), youth-friendly services and governance. Indeed, in 2021, nearly half of all the clients who accessed SRHR services were young people. IPPF's commitment to supporting young people to make decisions about their sexual and reproductive health and rights (SRHR) is seen through its commitment to a youth-centred leadership, requiring that at least 20 per cent of the board members be young people below the age of 25. Further, IPPF relies significantly on its youth networks based at national and regional levels. These networks provide young people with the platform for networking and the opportunity to coalesce around key SRHR issues affecting them.

<sup>&</sup>lt;sup>1</sup> https://www.un.org/development/desa/youth/world-youth-report/wyr2020.html



#### **Gender Transformative Youth Programme**

The last decade has seen extraordinary and fast changes that have specifically impacted young people's lives. Digital technology has provided a vital space for SRHR, although with significant variations across regions. In addition, young people have been at the centre of global social movements. These include the promotion of democracy such as the "Arab Spring" or advocating against sexual harassment such as "Me Too Movements", those that combat racially motivated violence such as "Black Lives Matter", and those that fight for environmental protection. Further, young people have increased awareness of their sexuality and gender identity. Their appreciation of gender fluidity and positive gender norms is higher than previous generations.

Despite these changes, poverty, gender, and intersecting inequalities have continued to hinder the ability of young people to make informed choices and adopt health-promoting behaviours. In many contexts around the globe, poverty and intersecting inequalities interact with gender relations to impact the reproductive health rights of young people, particularly young women. Meanwhile, barriers to meaningful youth engagement and participation in sexual and reproductive health rights have continued. Cultural, religious norms and other restrictions prevent adolescents and young people from expressing their sexuality, accessing the information on sexual and reproductive health and rights, and not allowing them to speak openly and make decisions about their sexuality. Consequently, programmes and policies are often designed to 'fit' young people without considering their needs, wants or diversity. In addition, young people have continued to experience bias and stigma from parents, service providers and health workers who act as barriers to information and education for young people in need of services, especially when it comes to unmarried young people and adolescents.

## 3. Request for concepts

IPPF invites consortia of IPPF members to submit concepts for the 2022 funding cycle. The total available amount for the 2022 funding cycle is USD 2.2 million, which will be awarded to a single consortium. The grant should be implemented over two years from the project commencement date.

To apply, an accredited IPPF Member Association must **register an interest in writing before or on 03 June, 2022.** The expression of interest should be done using the template in annex 1 and sent to the email address: <a href="mailto:strategicfund@ippf.org">strategicfund@ippf.org</a>. The expression of interest can be submitted by any IPPF Member Association that fulfils <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria set out in annex">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria</a> set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria</a> set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria</a> set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria</a> set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria</a> set out in annex</a> <a href="mailto:the eligibility criteria">the eligibility criteria</a> <a

Once the form has been received, the Stream 2 team will email the full application form to the lead applicant. **The full application is due on 30 June 2022.** 

It is the responsibility of the lead applicant to form and represent the consortium. The final application must outline the full consortium according to the below consortium criteria.

- Applications must be submitted by consortia consisting of IPPF Member Associations (MAs), Collaborative Partners (CPs), national or regional IPPF youth networks and at least one external partner with relevant expertise.
- A consortium must comprise IPPF member associations from more than two IPPF regions.



- The consortium should be operating in a minimum of six countries.
- In-country implementation should be done by or through a national IPPF member association, collaborative partner or IPPF youth network.
- The lead partner in the consortium must be an IPPF Member Association. The
  consortium lead assumes responsibility for forming and managing the consortium,
  including financial management and reporting. The lead budget should consider costs
  related to, e.g. cost verifications/audits, communications, including translations and
  interpretation needs, results verification etc.
- The consortium must include at least one youth-led/youth-centred partner organization external to IPPF with reputable experience working on the identified impact areas.
- All applicants and project staff must have experience working with youth.

## **Timeline/ Key Milestones**

13 May	Request fo	r Expr	essions of Inte	rest a	and Proposals	issue	d	
03 June	Deadline	for	submission	of	expression	of	interest	to
strategicfund@ippf.o	<u>rg</u>							

On-going support to applicants, through FAQs page and direct engagements

06 June	Lead Applicants Information Meeting
30 June	Deadline for submission of Proposals
15 July	Technical Review Panel convene to agree on final Proposal scores
20 July	Decision Making Panel convenes to take a final decision on Proposals
30 July	Successful applicants informed, with feedback for changes where
required	

On-going support to successful applicants to develop full proposals

30 August Start-up work plan and detailed budget submitted.

10 September Contracts signed and Project implementation period commences

#### **Steps**

To apply, follow these simple steps:

- 1) Send your completed **Expression of Interest Form** before or on the **03 June 2022** to <a href="mailto:strategicfund@ippf.org">strategicfund@ippf.org</a>. Find the Form in Annex 1.
- 2) **Briefing Meeting:** once you have submitted your EoI, you will be invited to join a briefing call, along with other lead applicants. You will have a chance to ask questions to the technical team.
- 3) Send your completed Proposal Application Form before or on 30 June 2022 to: <a href="mailto:strategicfund@ippf.org">strategicfund@ippf.org</a>. Thank you for your interest in this program. We look forward to hearing from



#### 4. Technical Criteria

#### **Youth Programming Vision and Goal**

IPPF's long-term vision for the Gender Transformative Youth Programme is to:

Catalyse sustainable change by enabling and empowering young people to lead the design and delivery of gender-transformative youth programmes.

In support of this long-term vision, the overall goal is to

Deliver gender-transformative youth programmes that promote sexual and reproductive health and rights through a youth-centred approach<sup>2</sup>.

#### **Impact Areas**

Concept Notes MUST respond to ALL 4 Impact Areas. Applicants will work towards **one or more** of the Impact Areas outlined below of your choice. Applicants should demonstrate how the concept will contribute to each of the Impact Areas.

These Impact Areas were co-created by youths and non-youths across all IPPF regions. The program's Theory of Change (Annex 2).



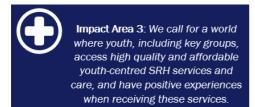
Impact Area 1: Focuses on improving youth access to truly comprehensive education around their sexual and reproductive health and rights. This includes content and educators who are open, responsive, and positive when delivering this content.



**Impact Area 2:** Involves working with communities to create more positive, accepting and facilitatory environments for youths to access and realize their SRH rights.

<sup>&</sup>lt;sup>2</sup> IPPFs youth centered model empowers young people, enabling them to realise their sexual rights, and strengthen their role as agents of social change. It builds on our current three-pronged approach to youth sexual and reproductive health and rights, including: 1) youth-friendly services, 2) comprehensive sexuality education and 3) social and policy change. Being youth-centred is about encouraging young people to think, question, explore and search for answers, and in doing so they may be empowered to transform their lives and to influence the cultural context and local power dynamics that affect their lives.





**Impact Area 3:** Involves improving the access and quality of SRH services for youths, including supporting services to provide more positive experiences to youth who access the care they provide.



**Impact Area 4:** Involves strengthening the capacity of youth worldwide to advocate for their SRH rights and be listened to as the experts they are on youth-focused issues and solutions.

#### **Working with Key Groups**

IPPF define 'youth' as between the ages of 10 and 24 years. We know youth face barriers to realizing their sexual and reproductive health and rights. We also recognize some sub-groups of youth face additional barriers. This program is inclusive of all genders and sexual orientations.

Projects need to work with/for one or more key groups of youth. Below is a list of examples of key groups. In addition, applicants can work with any other key groups identified in their contexts.

#### Examples of Key Groups:

- Young adolescents (10-14-year-olds)
- o LGBTQIA+ communities
- Girls who are pregnant or married early
- Displaced youths or migrants
- Youth who experience cognitive and/or physical disability
- Youth with lower education levels
- o Female adolescents
- Youth who live in rural areas
- Youth from poor backgrounds
- Youth who are racially or ethnically discriminated against, incl. indigenous groups
- Youth in sex work
- Youth living with HIV
- o Youth who use drugs
- o Youth in prison
- o Girls/Young women who are suspected of witchcraft
- o Orphans and children without guardians
- Youth in humanitarian settings
- Youth without digital access



#### **Working at Different Levels of Influence**

Imagine that people exist at the centre of a circle, surrounded by layers, or levels, of influence. Each level can create barriers, or provide support, to the person's behaviour. Evidence shows that projects at two or more levels are more likely to succeed<sup>3</sup>.

Examples of strategies under each level are below. In addition, some strategies can work at more than one level. For example, working with journalists who are committed to areas of reproductive health could work at the community and macrosystem levels.

#### Individual-level: youths

Examples of individual-level strategies:

- production and dissemination of CSE materials to youth, by youth, in local languages, including on digital platforms
- training to support youths' confidence to access SRH services, with specific attention to younger age-groups and adolescents, and from key groups.

#### Microsystem level: homes, communities, schools/workplaces, services etc.

Examples of micro system-level strategies:

- training primary and secondary school teachers to improve their capacity and comfort to teach CSE effectively
- training of parents in CSE to promote understanding of youth and adolescent SRHR
- organizing engagements with health workers to share knowledge and increase awareness of the needs of key groups

#### Macrosystem level: government, other national-level decision-making spaces

Examples of macrosystem-level strategies:

- strengthen linkages between networks of organizations and develop shared advocacy plans
- create opportunities and spaces for young people and key groups to share evidence, grievances, and lived experience on SRHR with government and power holders
- o challenge consent laws that perpetuate violence and inequity

#### 5. Core Principles

The concepts must adhere to the principles outlined below. The consortia should align their programme design to fit with the criteria in the full application form.

<sup>&</sup>lt;sup>3</sup> Medical Research Council (2019) Developing and evaluating complex interventions: new guidance.



#### 1) Youth-led

IPPF is committed to this program being led by youths and providing appropriate support and capacity building opportunities to successful applicants throughout the 2-year program.

While the consortium will be led by an MA, youth-led organizations should be engaged as equal partners. These are uniquely placed as grass-roots organizations that are more likely to understand youth and adolescent stories and experiences accessing SRHR. This will be key in reshaping youth access to SRHR from often unwelcoming setups, medicalized and provider-led towards a more open, vibrant ecosystem of communities, collectives and social networks, enabled by supportive policies and formal health systems that empower young people and adolescents.

#### 2) Gender transformative

A gender transformative approach to youth SRHR is needed to achieve sustainable change by transforming gender norms and patriarchal structures to challenge existing gender inequities and promote positive change in gender roles and power dynamics.

IPPF defines gender transformative policies and programmes as aiming to change gender norms and promote fair and just relationships<sup>4</sup>. Gender-transformative programming aims to build equitable social norms and structures; advance individual gender-equitable behaviour; transform gender roles; create more gender-equitable relationships; advocate for policy and legislative change to support equitable social systems<sup>5</sup>.

#### 3) Inclusive, recognizing the diversity of youths

The program will be inclusive of sexual and reproductive health for the youth of all genders and sexual orientations, all age groups within the 'youth' 10-24 years age range, and youth from all backgrounds, including those groups who are underserved and/or at the margins of their societies.

#### 4) Rights-based and evidence-based

IPPF recognizes youths' right to safe and pleasurable sexuality, free of coercion, violence, judgment, and stigma. IPPF further recognizes young people's rights to realize their reproductive choices and full body autonomy including access to contraception and abortion. This program aims to promote these rights through supporting youth-led work. Project strategies should be supported by evidence of success, whether in the proposed context or elsewhere, or have enough of a theoretical basis for predicted success.

#### 5) Impactful and comprehensive

This program went through a participatory co-design process with youths and non-youths when creating the program impact areas and related outcomes and this Call for Proposals. The impact areas aim to be comprehensive enough to achieve the overall program goal and broad enough to allow youths to work in areas with the most capacity and interest.

<sup>&</sup>lt;sup>4</sup> IPPF policy handbook (2021) as amended and approved by the board

<sup>5</sup> ibid



## 6. Measurement, Learning and Evidence Generation

All proposals should establish robust learning frameworks and aim to generate evidence, including appropriate metrics to understand outcomes related to youth-centeredness, systems change and gender transformation among specifically defined populations.

IPPF will identify a third-party monitoring organization that will support the development of a monitoring, evaluation, documentation and learning framework and will track progress throughout the implementation of the program in collaboration with the MA consortium lead.

The framework will include a clear articulation of quantitative and qualitative metrics and ensure meaningful and impactful measurements for young people and IPPF.

Monitoring and measurement functions in the gender transformative youth programmes may include one or more of the following:

- Key groups are shaping and receiving comprehensive sexuality education that embraces sex positivity.
- Communities provide a supportive and enabling environment where youth can realise their sexual and reproductive health and rights.
- Key groups accessing high quality, youth-centred and comprehensive sexual and reproductive health care services, and care and have positive experiences when receiving these services
- Young people are leading in advocacy for sexual and reproductive health.

## 7. Concept Note Review and Scoring Criteria

#### **Eligibility Criteria**

All concepts will be reviewed against the following eligibility criteria. Applications which do not meet all eligibility criteria will be automatically disregarded from the process.

- Consortia must submit applications. The lead agency must be an IPPF Member Association. At least one consortium member must be a youth-led organization/network external to IPPF with experience working on the identified impact areas. The consortiums must comprise IPPF members, CPs or youth networks from more than two IPPF regions.
- The consortium must demonstrate how they will address the Impact Areas within their Concept Note
- The consortium must follow the correct procedures and deadlines and must use the correct templates
- The lead applicant must demonstrate unqualified audits for the last two years and must demonstrate onward granting experience and systems.
- The lead applicant must be solvent and able to demonstrate funding and an income pipeline for the period 2021-2022
- The lead applicant must have an annual turnover that is larger than the tendered amount

All applications will be reviewed by a Technical Review Panel and scored against set criteria grouped into three main categories. Proposals can score a maximum of 200 points. Assessment categories, criteria and weighting are as follows:



#### **Technical quality (95 points)**

All concepts will then undergo a technical review by an expert team. The section is worth a total of 95 points.

<u>Youth-led:</u> The proposal equips young people with the capacity to lead the design and the implementation of the gender transformative youth programme; (20 points)

<u>Relevance</u>: The proposal demonstrates a clear and comprehensive understanding of the context and drivers relevant to the technical brief/vision and impact areas; (20 points)

<u>Feasibility:</u> The proposal is feasible and realistic in its design; the activities to be implemented and goal to be achieved are realistic within the timeframe and budget; (10 points)

<u>Impact</u>: There is a defined path between the outcomes of the proposed initiative and its intended impact. Is the impact at an acceptable scale? (20 points)

<u>Sustainability</u>: The proposal includes plans for how critical activities or outcomes will be sustained/continued beyond the duration of funding. The proposed plans are reasonable and realistic. (15 points)

<u>Evidence generation</u>: The concept outlines an approach to measurement and evidence generation, including relevant metrics. There is sufficient focus on the generation of evidence to support the scale-up and replication of successful interventions. (10 points)

### Principles (75 points)

The final review will be carried out by a tender review panel, who will consist of MA Director(s), External Donor(s), and IPPF leadership. The TRP will review two sections, a) Principles; b) Consortium.

<u>Youth-centred</u>: The proposed interventions intended adopts a youth-centered approach in all its interventions and proposes to work with external youth networks working on different intersecting issues involving young people. (15 points)

<u>Gender-Transformative</u>: The proposed interventions are active in challenging gender norms and addressing issues to promote gender equality and enable transformation through youth-led change. The proposed concept includes a robust gender assessment in its design. (15 points)

<u>Rights-based</u>: The proposed interventions emphasize diversity and inclusion, emphasizing a rights-based approach recognizing young people's right to bodily autonomy including access to the full range of SRHR care; and involving youth from diverse backgrounds, including youth of a range of sexualities and genders from all over the world; (15 points)

<u>Inclusive:</u> The proposed interventions place emphasis on youth-led programmes explaining how different age groups of youth will be targeted. This will ensure age-appropriate messaging contextualized to differing needs amongst different age groups while remaining inclusive of a range of youth; (15 points)

<u>Innovation</u>: The concept is innovative and transformational in its approach. The consortium has attempted to include innovation in the different components of the proposed initiative. The



initiative has clear scope to contribute to or advance youth-led change within IPPF and the Global community. (15 points)

## **Consortium (30 points)**

<u>Value proposition</u>: The consortium should outline their unique selling point/ value proposition as a collective against the vision of the Strategic Fund Goal (15points)

<u>Capacity</u>: The consortium should demonstrate the offer of each consortia member and articulate their role and ability to deliver on the proposed interventions. (15 points)



## **Annex 1: Expression of Interest Form**

## **Expression of Interest Form: Gender Transformative Youth-led Programming**

Please submit this Expression of Interest Form (EoI) to strategicfund@ippf.org before time (5 pm GMT) on 3<sup>rd</sup> of June, 2022

#### Notes:

Gender-transformative programs aim to change gender norms and promote fair and just relationships.

Youth: Individuals between the ages of 10 and 24 years.

See the Call for Proposals document for information on the program, including the Theory of Change (Annex 2 of the Call of Proposals).

1	. Lead Applicant Profile
	se attach proof relating to
anyth	ning marked in <mark>red.</mark>
0	IPPF accreditation Status
0	Geographical location
0	Current # of salaried staff
0	- J J
0	3 · · · · · · · · · · · · · · · · · · ·
	an online presence? e.g.
	website/social media, please
	provide link
0	2021 income (USD)
0	Any qualified audits in the last
	two years
0	Current grants and income
	pipeline for the period 2022-
	2023
0	Any other information is
	relevant to the proposal.



## 2. Additional Questions

 Why does your organization work with key groups of young people? i.e. what is the organization's motivation to work in these areas? (200-300 words)



#### **Annex 2: Theory of Change**

Impact Areas

Impact Area 1: We demand a world where youth, including key groups, shape and receive comprehensive sexuality education that embraces sex-positivity.



Impact Area 2: We demand that communities provide supportive, enabling environments in which youth can realize their SRH rights.



Impact Area 3: We call for a world where youth, including key groups, access high quality and affordable youth-centred SRH services and care, and have positive experiences when receiving these services.



Impact Area 4: We call for a world where youth, including key groups, advocate for their SRH rights.

- Youth, including key groups, participate in the design of gender- transformative CSE materials and content that is sex positive.
- Governments, policymakers, and other gatekeepers, commit to including CSE which embraces sex-positivity in national curriculums.
- CSE materials which embrace sex-positivity and raise the profile of key groups are available in local languages and are accessible on wider platforms.
- Teachers and facilitators are equipped to deliver CSE and sex-positive materials to youth, including key groups.

- Community power holders, including community leaders, teachers, and parents & caregivers understand the importance of supporting youth to realize their SRH rights.
- Youth, including key groups, engage with other advocacy organizations working with marginalized populations to advocate for changes to community norms about their SRH rights.
- Key groups of youth have increased visibility within communities and are recognized by community power holders.

- Youth, including key groups, are aware of their rights and where they can easily access SRH services.
- SRH services are accessible, affordable, responsive to, and welcoming of youth, including key groups.
- The cultural, political, economic, and legal environment supports youth, including key groups, to access SRH services.
- Youth, including key groups, hold power holders to account and have the necessary skills to advocate for their SRH rights.
- There are laws, policies, processes, and budgets in place that support youth participation, including participation of key groups.
- Power holders, including policymakers and government, understand the importance of youth participation, including the participation of key groups.

- Production and dissemination of CSE materials by youth in local languages, including on digital platforms
- Support government to effectively monitor the quality of CSE delivery in schools and support teachers/systems where necessary
- Train primary and secondary school teachers to improve their capacity and comfort to effectively teach CSF
- Work with youth to define and create safe and participatory spaces for youth to access accurate information (out of school)
- Coordinate the design of an improved national CSE curricula for primary and secondary schools

- Create safe spaces for community members to meet and discuss LGBTQIA+-related issues and ideas on how to support the LGBTQIA+ community
- Training of parents in CSE to promote understanding of youth SRHR
- Work with public, community, and private media: journalists who are committed in areas of reproductive health
- Inclusion of stories of individuals from groups at the margins within popular mass media or movies to improve community knowledge, understanding and acceptance
- Strengthening accountability and grievance resolution mechanisms at points of health service delivery for youth and key groups
- Establishing peer accompaniment and support networks to support peers and key groups to access SRH services
- Organizing engagements with health workers to share knowledge and increase awareness of needs of key groups
- Carrying out youth-led audits on health service providers Establishing a accreditation system for health service providers
- · Deliver peer support through digital tools
- · Delivering youth-led care to peers
- Advocate for removal of legal and policy barriers to access

- Research, including through participatory action research, to generate evidence, knowledge and learning to strengthen evidence-based advocacy activities
- Strengthen accountability mechanisms to raise concerns
- Strengthen linkages between networks of organizations and develop shared advocacy plans
- Create opportunities and spaces for youth, including key groups, to share evidence, grievances, and lived experience on SRHR with government and power holders.
- Challenge consent laws that perpetuate violence and inequity

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

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

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

Program Strategies

Intermediate Outcomes