GLOBAL OPPORTUNITY YOUTH NETWORK

THE FUTURE IS YOUNG

aspen institute

CONCEPT NOTE

INTRODUCTION

"Why should we spend time and effort on young people?" "Don't they just figure things out on their own?" "Isn't it a waste of time and money to try to support young people who have dropped out of school and can't get a job on their own?" "Wouldn't we be better off supporting children and early adolescents before it's too late?" "Youth employment is too complicated." These are some of the questions and preconceptions that permeate the world of youth opportunity. At the same time, communities across Africa, Latin America, and the Indian sub-continent are struggling with an existential crisis where a majority of their youth are being left out of the economic system. Yet, for twenty years, most of the efforts to tackle deep-rooted economic inequity have been rooted in Western models and projects, often lasting a project cycle of 2-3 years, uninformed by local realities, and leaving no real lasting capacity or legacy. Frequently, there is an inclination to deliver a "one model fits all" approach to a challenge--youth unemployment--that is, by definition, multi-faceted, differentiated by place, and requiring a whole systems framework, not a silver bullet approach.

At the Global Opportunity Youth Network, we believe in several things:

1) Young people are not the problem, **young people are the solution**;
2) Young people are not "disconnected"; **instead, systems designed for them (e.g., education, TVET, employment, juvenile justice) have too often failed them**; and
3) The answers to the crisis of youth unemployment do not sit in the offices of Western foundations and INGOs, **solutions are found in the lived experience of young people and leaders in community** through respectful dialogue and a concerted effort to redirect funding and the power of decision-making to community leaders best positioned to identify the most pressing problems to address and devise the most impactful solutions.

GOYN was founded on these and other values and, we believe, is proving out a different approach for youth opportunity – one that starts with youth and community leaders and builds a supporting structure of multi-sector collaboratives and global partners who can bring any needed resources and technical expertise while, at the same time, connecting communities to each other through a global learning, research, and communication network.

We are proposing a partnership to F. Botnar that will build on the promising work of our current collaboratives and communities and extend our approach to three important new

geographies of shared interest: Tanga, Tanzania, Bhubaneswar, India, and Barranquilla, Colombia.

These communities were identified, in large part, because they have **existing partners, supportive local government, and growing economic sectors that all lend themselves to establishing a local, cross-sector Opportunity Youth collaborative that can build on these existing assets and look for ways to accelerate progress and identify approaches (programs, policies, funding) that contribute to more systemic, long-term changes benefiting youth**. This Botnar partnership also comes at an opportune moment when we will be able to build on the impressive track record and know-how of current GOYN partners to help, through peer-to-peer support, establish community collaboratives in the new locations.

SUMMARY OF CONCEPT

In close coordination and partnership with young leaders, community partners, and key government and business leaders, **GOYN will establish Opportunity Youth collaboratives that will bring a long-term vision and commitment to accelerating economic opportunities and enhancing youth well-being in three locations: Tanga, Tanzania; Barranquilla, Colombia, and Bhubaneswar, India.**

Starting with deep dialogue among existing organizations, initiatives, and government, business, community and youth leaders, each community will build an "ecosystem" map of the OY community (e.g., overall numbers, key demographic data), an assessment of the existing OY support structure identifying gaps and opportunities, and a market analysis of the most promising OY pathways to livelihoods and youth well-being. With the collaboratives in place, anchored by a respected local institution, the coalition of partners will fund the implementation of 3-5 of the most promising pathways and put in place a data platform, complemented by a convening & coordination strategy, to track progress and mobilize additional partners and commitments.

All of this community-based work will be supported by peer organizations from existing GOYN communities and a group of global colleagues who will provide tools, technical support, and integration into a global youth and community network to lift up learning and cross-regional advocacy and partnership building. These tools also will be available to the rest of the F. Botnar network of partners.

The partnership will further prioritize key areas of youth innovation and civic engagement as critical pathways to launch across the 3 communities and the entire GOYN network and even the F. Botnar network.

This three-year partnership will set the foundation for a very different future for Opportunity Youth across these three communities and contribute to the ongoing development of an alternative approach to valorizing and supporting youth opportunities and aspirations across the globe.

SECTIONS OF THE PROPOSAL

1. **Place-Based Approach**

- Connecting systems change to a place-based approach
- Expanding the network to 3 communities
    - Tanga, Tanzania
    - Barranquilla, Colombia
    - Bhubaneswar, India
- Four components of the place-based approach
    1) Local ecosystem mapping and research
    2) Local implementation based on local assets and opportunities
    3) Support services (locally based)
    4) Peer supports
- Sustainability

2. **Global Learning and Capacity Building for Systems Change**
    - Toolkit, capacity building, and learning what works in place-based systems change and ecosystem coordination
    - Youth voice and agency in strategy development, implementation and outcomes

3. **Common Global Pathways**
    - Youth Innovation Fund
    - Youth Civic Engagement

1. Place-Based Approach

CONNECTING SYSTEMS CHANGE TO A PLACE-BASED APPROACH

Systems change is hard. Scalable and sustainable solutions are difficult to design, even harder to implement, and cannot be defined and owned by people outside of the community, cannot be sustained without the target group themselves, nor by any one organization or stakeholder.

Over the last 4 years, the Global Opportunity Youth Network has redefined the approach for youth well-being and employment by focusing on place-based systems change. Here is a snapshot:

> Deep in a large slum in Mombasa, Kenya, there is a great deal of activity as hundreds of youth gather to pick up plastic in their community for a recycling program. A young man emerges to give instructions with a smile and words of encouragement. Alfred Sigo, the CEO of Pwani Youth Network and a local resident, knows what it takes to mobilize his community for this effort, as well as for dozens of other projects, such as sports and football as a pathway for youth engagement, a radio talk show for youth, schools and health clinics, a COVID response program, and connecting youth to employment opportunities.
>
> However, despite all of his incredible efforts, Alfred also knows that the challenges for transforming the lives of his fellow youth are systemic and massive in scale. This

is why Alfred led the formation of the Global Opportunity Youth Network in Mombasa, which aims to build collaborative structures to mobilize the entire ecosystem towards change and opportunity for youth, placing them at the center of all progress. Anchored at the centrally-located Swahilipot Hub Foundation, GOYN Mombasa is now going strong and working in partnership with youth and leaders across the county and building collaboration and accountability with the private sector, government, civil society organizations, and training organizations to galvanize investment and transform youth employability and well-being outcomes for over 400,000 marginalized "Opportunity Youth" in Mombasa County. The GOYN Mombasa program has worked with over 1000+ ecosystem partners since its inception. These include the county and national governments, INGOs, NGOs, CBOs, foreign offices, youth hubs, safe spaces, trainers, employers, community leaders, elected representatives, social enterprises, and the private sector. Over 20,000 OYs have also been reached by GOYN via training, convenings, co-design sessions, and online outreach, as well as indirectly by partnering with collaborative members such as the youth hub partners and HR networks. By engaging, partnering, and shifting policies, we aim to transform the lives of 50,000 people over the next five years.

All around the world in 9 locations, GOYN is working with community leaders like Alfred and Anchor Partners such as Swahilipot Hub Foundation to address the challenge of youth well-being and employability by transforming the approach to youth:

1. Reframing the issue of youth employment and involvement as one of assets and opportunity – an asset-based lens for young people; this is why we call marginalized youth "Opportunity Youth," as we want everyone to think of the opportunities that young people can bring to their own communities, families, and themselves
2. Ensuring that all pathways and interventions are locally led and leverage existing local successful interventions, scaling what works and addressing gaps
3. Focusing on long-term solutions that are data-driven, locally owned and designed for scale and sustainability, including catalyzing significant and long-term investment in youth well-being and employability
4. Building local collaborative institutions that engage key stakeholders and Opportunity Youth leaders
5. Focus on developing a localized suite of solutions because there is no silver bullet for youth well-being and employability; it will take a number of different solutions for each young person, segment, and community towards building agency and transformation

The proposal to Fondation Botnar is to expand the GOYN community to 3 locations with the deep support of neighboring and similar existing communities, specifically:

- Tanga, Tanzania with the support of Swahilipot Hub Foundation in Mombasa, a similar "Swahili" cultural center several hours drive north of Tanga
- Barranquilla, Colombia with the support of Fundación Corona currently implementing a GOYN approach in Bogotá
- Bhubaneswar, India with the support of Lighthouse Communities Foundation (LCF) already implementing the approach in Pune, India

It is important to note that in all three cases, the ask for GOYN to replicate to these locations and the peer Anchor Partner support is actually demand-driven by each of the local communities with requests coming in from local partners (e.g., Hassan Mshinda in Tanga), governments (Bhubaneswar), and civil society organizations (Barranquilla).

WHY A PLACE-BASED APPROACH

The youth opportunity and well-being ecosystem is very context-specific. Approaches that are effective in certain countries, states, or cities have less relevance in others because of differences in the underlying structural economic and cultural factors. A place-based approach means focusing on solutions that are grounded in a deep analysis of the local youth employment ecosystem, are developed and implemented locally and bring together stakeholders active at the local level. This was the transformative and key moment for the birth of the GOYN movement around the world in December 2017.

A focus on community-driven development and place-based approaches allows for issues to be solved locally, based on the context of the specific challenges that youth face, such as teenage pregnancy or high dropout rates. Furthermore, a focus on "place" enables issues to be solved at a significant local scale. A problem of hundreds of millions is impossible to resolve, but a problem of tens of thousands is achievable. For example, if the total number of unemployed, out of school and underemployed youth is 250,000 in a community, local partners can focus on reducing that number and address the range of systemic issues that contribute to the challenge. Feedback loops are also shorter at the community level, with greater and immediate accountability among stakeholders if there is transparency and clear and frequent communication across the ecosystem.

Since inception, the GOYN network has grown to nine communities in which GOYN is currently active that includes four cities (Bogotá, Pune, São Paulo, and Mexico City), two districts (Ramgarh and Barwani), one province (eThekwini), one region (Thiès) and one county (Mombasa). Over four million Opportunity Youth currently live in GOYN communities, reinforcing the need for designing solutions both locally and at scale. The network contains a total Opportunity Youth population of about 4 million young people and encompasses over 1,000 local partners and government actors. The 3 potential communities would be joining this global network to share lessons, enhance interventions, and engage in global convenings both virtually and physically such as the upcoming meeting in Bogotá, Colombia where all global communities will be represented.

KEY COMPONENTS OF THE PLACE-BASED "APPROACH"

GOYN is by definition a local community-driven approach where the value of the network and intervention is global peer support and learning as well as **the framing and tools to bring stakeholders together and facilitate learning, evidence, and action.** There are 4 main components to the GOYN "approach" at the local level:

1) Research

- Ecosystem mapping leveraging existing data and co-designed by local stakeholders

- Development of Theory of Change and pathway strategies

2) Implementation

- Collaborative infrastructure
- Authentic youth leadership, engagement, and capacity building
- Local co-design and implementation of interventions

3) Enabling infrastructure

- Physical location for youth to gather
- Oversight of programs
- Outcomes and M&E tracking

4) Peer support

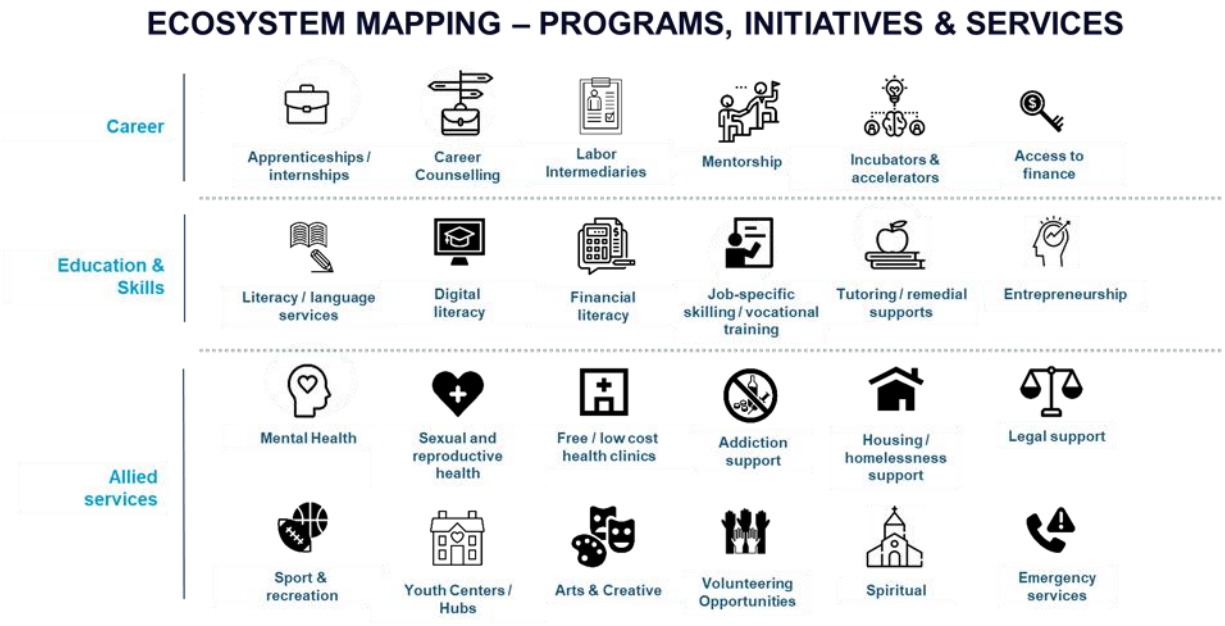
- Guidance and support for implementation
- Youth and stakeholder peer exchanges
- Common communications activities

1) RESEARCH

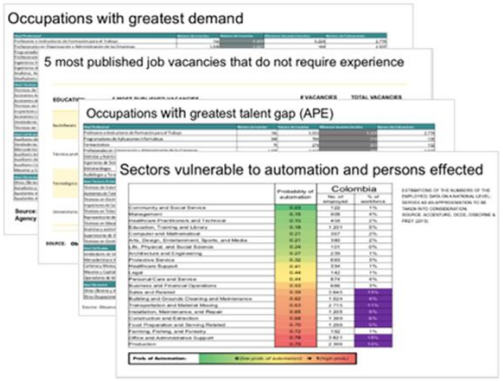
GOYN's work in a community always starts with a thorough analysis of the youth employment ecosystem, or ecosystem mapping. Leveraging existing research in local communities, ecosystem mapping is an essential step to identify all the relevant stakeholders in the community, spot gaps and opportunities in the current youth employment ecosystem, and understand the long-term changes required to increase economic opportunities for young people. This important analytical work is done in partnership with Opportunity Youth in the community, relies on extensive stakeholder consultations, and always leverages existing data and evidence from local partners to avoid duplicating efforts.

GOYN's ecosystem mapping process is made of three interconnected pillars:

1. **Ecosystem analysis** – to develop a comprehensive picture of youth employment stakeholders and youth employment-related programs, initiatives, services, and policies in the community. Research under this pillar will typically start with reviewing previous mapping efforts undertaken by local partners, then working to identify and fill gaps in the mapping (if any). The picture below is an example of the categories of programs, initiatives, and services GOYN seeks to map in the ecosystem.



2. **Labor market analysis** – to identify current and future employment opportunities for Opportunity Youth in the community, and understand the practical pathways that will enable them to access these opportunities, such as skilling programs. Research under this pillar leverages available labor market data (e.g., from public employment agencies, industry associations, market intelligence reports, etc.) and seeks to fill any existing gaps through direct stakeholder engagement (e.g., with employers and skilling providers).



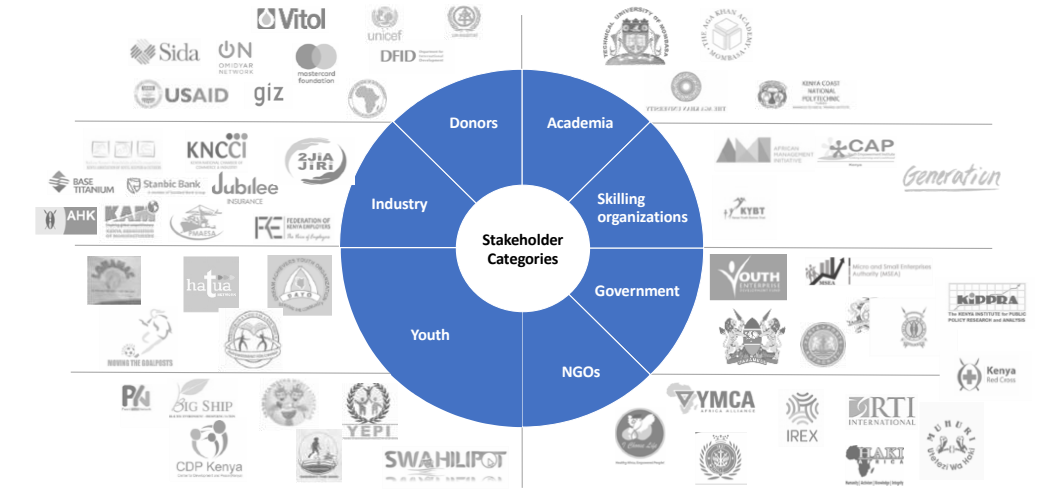
Snapshots from GOYN Bogotá labor market analysis

3. **Opportunity Youth segmentation & profiling** – to get a detailed understanding of the size, composition, challenges, and aspirations of the Opportunity Youth population in the community. Research under this pillar will first review existing data on youth in the community (e.g., data collected by local statistics agencies and/or youth employment stakeholders). In GOYN's experience, there will often be data available on youth overall, but disaggregated data on Opportunity Youth is harder to find. If there are gaps, GOYN will therefore work to identify ways to fill them, usually through a survey and focus groups with Opportunity Youth in the community. For example, in Bogotá in 2020, GOYN produced a first-of-its-kind survey of 1,489 Opportunity Youth to understand the state of their socio-emotional, economic, and developmental well-being in the midst of the pandemic and provided a blueprint of actions to be prioritized by the collaborative. The study was widely disseminated and was able to feed city-wide decision-making regarding the impacts of COVID and needed supports.

Ecosystem mapping is a collaborative process that involves Opportunity Youth and other community stakeholders. As part of GOYN's early youth engagement activities, Opportunity Youth are invited to participate in the ecosystem mapping, for instance by helping to identify relevant stakeholders, pointing out issues, gaps and challenges in the current ecosystem, and expressing their views on what a functioning youth employment ecosystem should look like. Wherever possible, Opportunity Youth are also involved in data collection and analysis, as they are often best placed to reach other Opportunity Youth and bring unique insights to the table. Beyond Opportunity Youth, Anchor Partners will also consult frequently with local stakeholders (including employers, public officials and civil society organizations) to gather their perspectives and seek feedback on research outputs.

A typical overview of the sector involves looking at each stakeholder in the community, for example the Mombasa mapping is updated regularly and a detailed and robust database is maintained locally.

Mombasa teams conducted an extensive eco-system mapping that is still continuing to evaluate and coordinate partners, policies and organizations

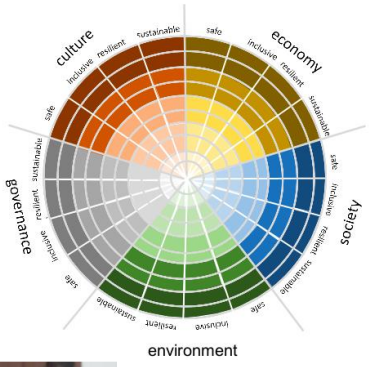


Source: GOYN

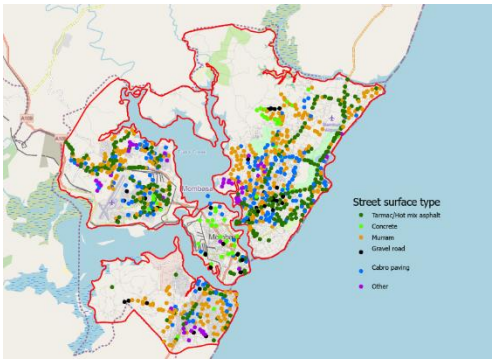
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Further in Mombasa, the team has come up with local indicators defined by youth, data is gathered, analyzed, interpreted, and presented by the youth themselves. This exercise is to be repeated on an annual basis and is in fact conducted in partnership with another F. Botnar partner, UN Habitat, who has provided laptops and capacity building for the young people.









Ecosystem mapping serves as the foundation of GOYN's strategy in the community. Once the ecosystem mapping process is complete, the Anchor Partner presents findings to Opportunity Youth and relevant stakeholders in a series of co-design workshops. These workshops allow the entire community to refine the conclusions from the ecosystem mapping process, and to agree on the priority areas GOYN should work on based on these findings. This ensures GOYN's strategy for the community is both grounded in data and evidence, as well as the product of a broad consensus between Opportunity Youth and other stakeholders – rather than the result of a theoretical exercise imposed on the community.

2) IMPLEMENTATION

Implementation is fully locally designed and driven by local stakeholders. The GOYN approach is to bring these stakeholders together to align on a shared vision for youth well-being and economic opportunity, develop and jointly implement a community-driven strategy, establish ownership and mutual accountability, enable data-driven decision making, lead communications and advocate for change, and leveraging others to scale what works. GOYN advisory and working groups meet regularly and play an instrumental role in sharing insights, designing strategies and activities, and influencing decision making. New Anchor Partners will tap into methodologies, assets, data, and learning developed through work in the nine existing communities in the GOYN network as well as leverage in everything that exists locally to ensure full alignment.

Collaborative Infrastructure is designed to create deep, long-term connections between different points of a network – in this case, stakeholders within the youth employment ecosystem. GOYN Collaboratives bring together actors from different sectors who share a common vision and commitment to addressing youth employment in their community, including stakeholders from the public and private sectors, education and skilling providers, civil society organizations and Opportunity Youth themselves. The purpose of these Collaboratives is to build collaboration, mutual accountability, trust and ownership over the challenges, strategies, and solutions to youth employment in the long term as well as weather any political changes that inevitably come in each community. GOYN Collaboratives are further unique in that they focus on leveraging extensive data sets and information for decision-making, bringing together community stakeholders who may have previously been left out of decision-making (such as youth themselves). Collaboratives

also seek to address existing power imbalances among stakeholders from different sectors by building capacity, encouraging constructive dialogue and strengthening feedback loops within the local ecosystem. This type of approach is much more difficult at a national or regional level: it is through the power of community-driven development and ownership that Collaborative Infrastructure works best.

The key collaborative structures are:

- **Youth Advisory Group**, with diverse representation across race, tribe, gender, religion, caste, geographic origin, and ability. This is coordinated and led by a Youth Engagement Manager.
- **Multi-Stakeholder Advisory Group**, representing actors across sectors. This is coordinated and led by a GOYN Community Coordinator.
- **Working groups and Communities of Practice,** typically led by the specific intervention type lead, e.g., data and data gathering, health and well-being, youth entrepreneurship, or a particular sector like creatives.
- **Network of youth-friendly centers**, service providers, and hubs
- **Broader community of local partners,** government actors, training providers, private sector players, research organizations, and funders

Youth as leaders. GOYN takes a partnership approach to youth engagement with a focus on youth leadership and capacity building for youth to be able to lead. Opportunity Youth are involved from the very early days of the GOYN Collaborative in the community, and participate actively in data collection and analysis, strategy development, and decision-making. This enables young people to see and understand the whole GOYN journey and to develop a sense of agency and ownership over the process. For example, in eThekwini (South Africa), the GOYN team first set up an interim consultative group of Opportunity Youth, which led the design of the terms of reference and selection process for the formal Youth Advisory Group. This approach, which is typical of GOYN communities, enables young people to have a direct say in the way they are represented within the GOYN initiative.

Creating an enabling environment. Not all youth who join GOYN Collaboratives come ready to engage with senior community stakeholders on an equal footing. Investing in training and coaching is key to enable their full participation in the Collaborative. For example, GOYN Pune trained Youth Advisory Group members on presentation skills as a preparation to participate in working groups. But it is not only the young people who need training. Adults in the Collaborative also need to learn how to adopt a partnership mindset and interact with young people effectively, so that the whole Collaborative becomes a space that welcomes, acknowledges, respects and highlights youth voices.

Building trust. Ultimately, the creation of this enabling environment is about building trust between youth and other members of the Collaborative: trust that their voices will be listened to, the diversity of their experiences recognized, and the reality of their challenges acknowledged. This trust is essential to facilitate the sharing (and therefore identification) of existing structural barriers to youth economic opportunity in the community. Once established, this trust can lead to incredibly powerful insights. For example, in Mombasa, Ramgarh, and São Paulo, GOYN Youth

Advisory Groups organized youth-led discussions on structural injustices in their communities, which has led these communities to raise these issues more vocally and intentionally.

Co-designing and implementing interventions starts with developing a community-driven strategy. It is crucial that the GOYN strategy in the community is designed in partnership with the entire Collaborative, and not just driven by the Anchor Partner. Although time-intensive, this process is essential to building a sense of collective ownership over the strategy and developing interventions that respond directly to the needs of the community. This will typically happen over a series of facilitated community workshops. For example, in Mexico City, GOYN hosted a series of four three-hour workshops over a one-month period, bringing together 30-50 participants to look at data, hear from Opportunity Youth and start identifying potential ways forward. The GOYN strategy in Mexico City directly evolved from those discussions. In Thiès, Senegal, the GOYN team has started building its Collaborative by doing extensive stakeholder consultations over multiple weeks, which is key to build awareness of GOYN and will facilitate the establishment of the Collaborative in due course.

In each community, the comprehensive ecosystem analysis and mapping rooted in market data will inform the local collaborative's decision making about pathways to prioritize with potential to create mass economic opportunities for local youth. Pathways are contextualized to each community's economic drivers and market opportunities, and pathway development activities in each community context will be designed and implemented based on the findings from the mapping phase.

Types of activities that GOYN communities would undertake in developing and implementing pathways include:

- Value chain analysis to identify potential jobs and skills gaps, jobs mapping
- Sector-specific training curriculum co-design, training of OY, demand-driven job placements
- Providing grants or credit to entrepreneurs or savings groups
- Mapping of OY journeys; delivery of interventions such as mentorship and life planning

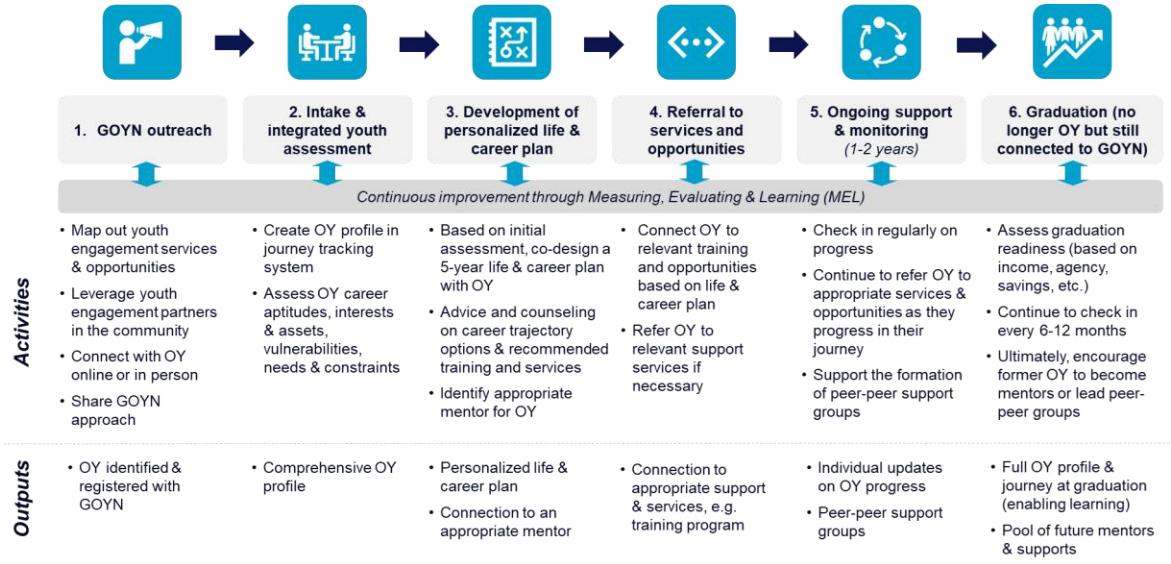
Each GOYN community also will build on and draw from existing activity in the local context to shape and augment GOYN pathways. For example, GOYN Bogotá Anchor Partner Fundación Corona is participating in collective spaces that seek solutions to local youth-related challenges, such as the *Atlántico Para Los Jovenes* initiative, led by the Governor's Office, focused on providing young people with access to education, entrepreneurship, and employment supports. Anchor Partners will play a critical role in ensuring alignment between GOYN strategies and activities and Fondation Botnar's existing OurCity presence and efforts, in order to maximize impact without duplicating work or creating confusion among stakeholders.

Local GOYN community budgets include funds to pilot pathways to livelihood in promising sectors and evaluate which areas show potential to be most effective and scalable. For example:

- GOYN Bhubaneswar has $325,000 allocated over three years to test nano and micro entrepreneurship, in partnership with the Ministry of Micro, Small and Medium Enterprises, to identify replicable blueprints for social enterprises that can employ greater numbers of OY.

- GOYN Tanga has earmarked $150,000 over three years to explore blue economy pathways, including potential for job growth in fisheries and hospitality and tourism.

Youth journey tracking is a typical approach in each community, underpinning strategy development and intervention design. From experience, GOYN knows that the majority of Opportunity Youth require multiple interventions before they can enter (or re-enter) formal employment or education. For instance, they may need to first get help to access existing social services, then do a skilling course, then attend a job preparedness session, etc. Opportunity Youth are most vulnerable at transition points during this journey, when one form of support is ending and another has yet to begin - as they may be uncertain about next steps, face financial hardship, or lose important social connections during the transition. This is why GOYN aims to work with the whole community of stakeholders to follow Opportunity Youth throughout their entire journey rather than through a single intervention. This approach ensures that young people receive continuous support and mentoring and do not "fall through the cracks" at key transition points. The chart below illustrates what this journey tracking looks like from GOYN's perspective.



Rather than duplicating efforts, **this approach leverages existing programs and interventions in the community by centralizing information and creating "connective tissue" that facilitates the journey of Opportunity Youth** from one intervention to the next, and provides visibility to stakeholders on the progress of young people through the system.

To be done successfully, **youth journey tracking requires both physical and digital infrastructure.** Physical infrastructure is essential as Opportunity Youth need places to gather, connect and access services. GOYN works with local youth employment stakeholders to provide such connection points, often by utilizing existing facilities, with the goal of designating "youth hubs" for Opportunity Youth in the community. GOYN Ramgarh has been especially successful with this strategy, creating hubs in strategic locations across the district that provide Opportunity Youth with curated information and support.

Digital infrastructure is just as important. A centralized, geo-mapped repository of programs and initiatives is essential to be able to provide youth with relevant, up-to-date information about what services are available to them. Each GOYN community has its own website where this information can be consolidated. In addition, an integrated youth journey tracking system is essential to follow the journeys of Opportunity Youth from one intervention to the next. Ideally, this system can be accessed and updated by all local GOYN partners in the community, with a single identifier for each youth registered in the system. GOYN communities have made significant progress in building such infrastructure: in Pune, GOYN has built a tracking platform (WeConnect) with thousands of young people registered in the system; in eThekwini, GOYN's partner Harambee manages the SA Youth platform which has seen over 150,000 new Opportunity Youth register and access content (in eThekwini only) over the last two years.

Finally, youth journey tracking enables GOYN to collect data and evidence to improve programs over time, for instance by identifying which interventions are most and least effective for Opportunity Youth or which transition points are most difficult to navigate. It also enables GOYN to assess when an Opportunity Youth might be ready to "graduate" from GOYN support. In Mombasa, GOYN is working on developing an "Opportunity Youth Index" that would aggregate both psychosocial and economic indicators to assess the progress of Opportunity Youth on their journey towards greater agency and financial resilience.

Designing for scale. GOYN has the ambitious goal of impacting a significant number or percentage of Opportunity Youth in each community which requires designing interventions that can reach tens of thousands of youth. These interventions typically need to focus on lifting structural barriers that prevent long-term economic gains for Opportunity Youth, or providing enablers that can support entire segments of the labor market. For example, GOYN Mombasa facilitated the creation of the Mombasa Entrepreneurship Resource Center for Youth, which will consolidate entrepreneurship support resources for all youth in the community.

Leveraging others and scaling what works. Finally, Collaborative Infrastructure should seek to identify the assets (funds, expertise, resources, connections) that exist in the ecosystem, and to leverage those to achieve systemic change. This approach is both efficient (no duplication of efforts) and empowering, as it recognizes the strengths that each stakeholder brings to the Collaborative. For example, GOYN Ramgarh is leveraging expertise from local training providers to develop Enterprise Facilitation Hubs in strategic locations across the district, which will provide aspiring and existing entrepreneurs with an easy access point to curated resources.

Digital infrastructure and M&E. As described above, digital infrastructure is essential to support GOYN activities in the community, both to centralize information about programs and initiatives available to Opportunity Youth and to track Opportunity Youth journeys in the community. In addition to their local GOYN website, GOYN communities have each built different tools and platforms to do this, for example:

- GOYN Pune is using the WeConnect platform to register and track Opportunity Youth as they go through agency-building, skilling, and vocational training courses, and ultimately access job opportunities;
- GOYN eThekwini is using the SA Youth platform, a free mobile application that centralizes jobs and skilling opportunities for young people in South Africa;

- GOYN Bogotá has built a website, Quiero Ser Digital, that centralizes information about career opportunities (jobs and skilling) in the digital sector, and is engaging Opportunity Youth through the DigiO Instagram account;
- GOYN São Paulo is using a CRM system that connects young people to opportunities through WhatsApp;
- GOYN Ramgarh is using a centralized management information system to track the impact of its interventions in the community;
- GOYN Mombasa has built an online resource center for aspiring entrepreneurs (MERCY).
- Digital infrastructure is also necessary to support monitoring and evaluation of interventions at the local and the global level. GOYN is currently in the process of building an online global dashboard which will track progress against core GOYN outcomes (improved youth economic opportunity, ecosystem coordination, systems change) in each community on a quarterly basis. The dashboard will use data from each community's M&E system and can also be used as an M&E tool in its own right for communities that do not have their own tracking system in place.

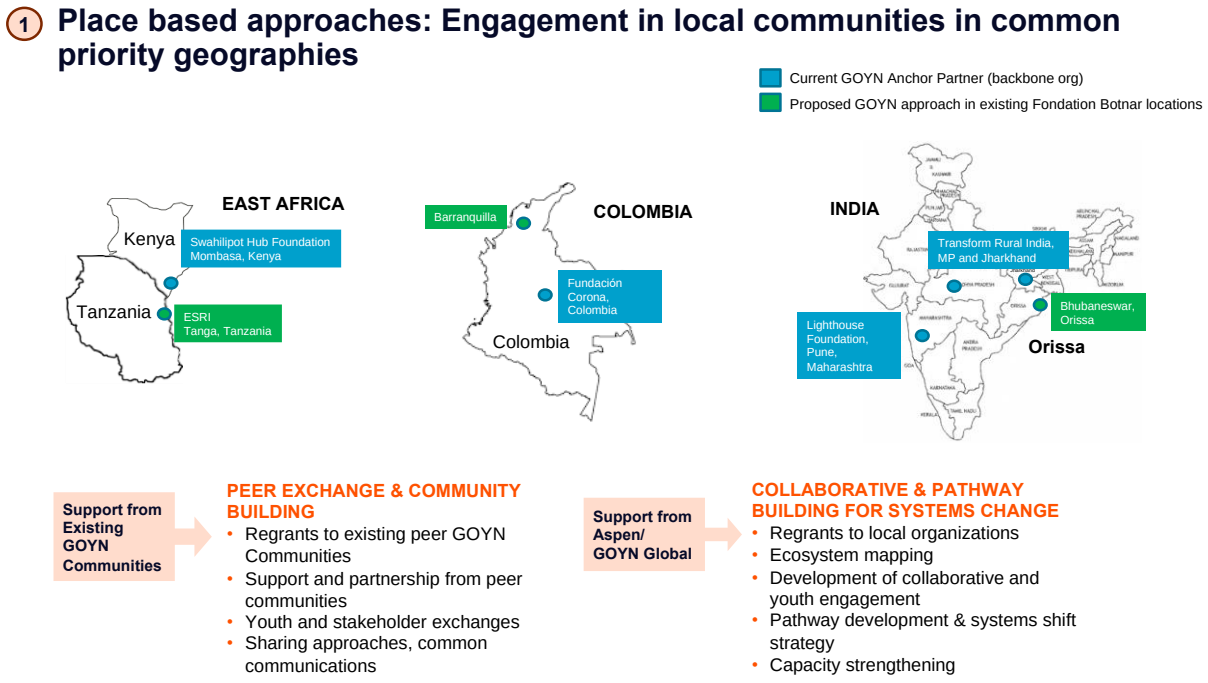
3) ENABLING SUPPORT

- In each community, a critical component of the work is to have a safe space for youth to gather, whether in one location or a network of hubs across the community. Further, it is important to have a common back-end infrastructure to support on logistics, storage of common assets, and other youth training and engagement materials. In the case of Tanga, this could be an office space in addition to leveraging all the existing hubs such as the STEM park.
- Often overlooked is the lack of digital infrastructure such as laptops and Wi-Fi for youth to be able to access information and programming, therefore, it is proposed to have a foundational set of common assets for local youth to use for free or at a small annual membership fee.
- The GOYN program is deeply dependent on data and analysis of the ecosystem, the local community, youth themselves (adhering to data privacy), hyperlocal mapping, etc. Therefore, it is important to have the digital infrastructure set up for youth to conduct interviews, surveys, mapping of local wards and structures.
- The enabling support, although a small part of the budget, will provide the critical back-end infrastructure to support the overall research, communications, and implementation of the program. If such an infrastructure already exists (e.g., in Tanga with local Social Business or Tanga Yetu), the team will leverage that office space and infrastructure, supplementing where needed.

4) PEER SUPPORT AND YOUTH EXCHANGES

To facilitate knowledge sharing, GOYN will complement and further build up these community actors with capacity building support, tools and resources, and guidance from proximate "peer" GOYN communities with experience in breaking down silos and fostering local collective action. Learning across communities is a fundamental benefit of the GOYN network.

For example, lessons learned in how to structure interventions and engage local stakeholders to address the needs of economic migrants in the GOYN community in Bogotá is providing valuable insight to address similar challenges in Pune, India.



The specific nature of this peer support includes the following, with a real example from Mombasa (which will be similar to Pune support for Bhubaneswar and Bogotá support for Barranquilla):

A) Key staff support

- Support from the GOYN Mombasa (Swahilipot Hub Foundation) Executive Director to connect on a regular basis and visit Tanga to share lessons and connections, provide extensive advisory services on youth mobilization, create a dynamic space in a Swahili culture environment, bring in data and digital and technology platforms, engage with local private sector players, and connect with employment pathways
- Support from GOYN Mombasa Advisory to connect on a regular basis and visit Tanga to share lessons and support with advisory
- Support from GOYN Mombasa Youth & Strategy Coordinator to provide structuring and formation advice

B) Youth Advisor support

- Support from Mombasa Youth Advisors to set up and mentor the Tanga Youth Advisory Group on civic engagement, forming a youth advisory group, training on strategy and systemic pathway design and implementation, data collection and use of technology, and telling a data-driven story. Estimated to be about 10 days per

month from about 5 different youth depending on topic area, including the Chairman of the Youth Advisory Group and the lead on the Entrepreneurship Pathway.

C) Travel expenses for cross-community exchange

- Travel expenses (by car and hotels) to/in Tanga is ideal as the locations are very close, about a four-hour trip one way.

D) Common narrative development

- On the East African coast, there is a common culture and history, the Swahili culture. The youth of coastal or "Pwani" East Africa are very similar in backgrounds, challenges, and interests. As part of the F. Botnar application, there is a goal to build a common narrative amongst the youth of common communities (e.g., Pune and Bhubaneswar as secondary cities in India or Barranquilla and Bogotá amongst the immigrant/refugee populations).
- Part of the peer budget includes investment in communications and storytelling amongst the youth and stakeholders of the partner communities

SPECIFIC INTERVENTIONS ALREADY IDENTIFIED IN EACH COMMUNITY

Specific proposed interventions that are locally defined by each of the 3 communities have already been identified by the local communities; pathways are to be finalized after the ecosystem mapping. 100% of work is to be conducted by the local partners, local community-based organizations with peers from nearby/same country communities providing peer exchanges and mapping and implementation guidance.

	Tanga, Tanzania	Barranquilla, Colombia	Bhubaneswar, India
1. Research	Ecosystem mapping, leverage existing mapping done by the Tanga City data team, the EU work on blue economy With the local consulting partner led by Hassan Mshinda, developing theory of change, long-term strategic pathways; Report publication	Primary and secondary research leveraging the OurCity Barranquilla initiative Stakeholder engagement to collect and validate research Data visualizations and MEL platform development	Ecosystem mapping and ToC development leveraging existing programs by the government, other NGOs and also Botnar's existing investments
2. Implementation	**Systems Change – Collaborative institution building**	**Systems Change – Collaborative institution building**	**Systems Change – Collaborative institution building**

	Leverage and enhance the existing Tanga multi-stakeholder advisory groups with data, workshops, and facilitation to build trust and feedback loops Support the GOYN Coordinator (local leader) and key local advisors Support the local network of civil society organizations and build their capacity	Identification and engagement of local stakeholders in the Collaborative, leveraging the OurCity initiative Set up the GOYN Collaborative, including a network of all local hubs Set up multi-stakeholder advisory group Support local organizations through capacity-building activities Hire local team to lead GOYN Collaborative, including Director, Coordinator, Knowledge Management lead, Communications lead, and administrative support Develop and implement community-level MEL framework aligned with global GOYN framework	Hire GOYN coordinator (local leader) and local youth engagement coordinator Set up multi-stakeholder advisory group, youth advisory group and working groups to co-design and implement a locally driven strategy Organize and facilitate workshops and convenings with youth and key local stakeholders Support local organizations through capacity-building activities Develop youth and partner data tracking systems
	Youth capacity building Leverage and enhance existing Tanga youth advisory groups, including capacity building and stipends, workshops Hire Youth Engagement manager Leverage and enhance existing community youth spaces and workshops	**Youth capacity building** Review of GOYN youth voice agenda and development of youth engagement strategy, leveraging existing youth engagement activities in the community including OurBarranquilla activities Set up and build capacity of youth advisory group Spaces for integration between OurBarranquilla and GOYN youth	**Youth capacity building** Organize capacity-building activities for youth including civic engagement, leadership and agency-building activities Facilitate local and global peer exchanges for youth Provide free Wi-Fi access for youth Provide devices (computers) for youth to access online resources
	Peer youth exchanges to build connections and collaboration	-	**Youth Wellbeing Index** Develop, test, and roll out tool to measure youth well-being in collaboration with local government officials

	Youth stipends, travel and convenings - global and Mombasa		
	Communications and storytelling Communications team and equipment to capture the Swahili culture and connections	**Storytelling and narrative shifts** Logistics and communications support for GOYN, leveraging capacity of local partner Formal launch of GOYN in the community with one or more events with local stakeholders	**Storytelling and narrative shifts** Local team and equipment to capture stories of Opportunity Youth and impact of GOYN in Bhubaneswar
	Sectoral and entrepreneurship pathway implementation Leverage/complementing existing regranting mechanism of Tanga Yetu Youth Innovation Fund/Lab - entrepreneurship that focuses on social innovation and experiences rather than venture capital type businesses Blue Economy - growth in fisheries, H&T - build on the pilots in fishing, seaweed, and crabs Pilot and growth in for new pathways such as digital Agribusiness Urban Food systems	**Pathway implementation** Based on co-designed strategy with local stakeholders and youth, identify and implement three pilots (MVP) for Opportunity Youth pathways in Barranquilla Leverage/complement local partners to scale and implement pathways	**Government engagement and pathway investment** Hire local expert to map demand and manage relations with the private sector Hire local investment and planning advisor Hire local government liaison manager to manage and build relationships with local government departments/officials
			Pathway implementation Implement Lighthouse (LCF) model for youth engagement, including foundational course for Opportunity Youth

			Leverage local skilling organizations to implement skilling pathways Pathways for nano and micro entrepreneurs Digital infrastructure to support pathway implementation (database/tech platform)
3. Support services	**Staffing in Tanga** Finance and operations Impact, data and M&E tracking	**Fundación Corona support** Administrative support from Fundación Corona	**Staffing in Bhubaneswar** Finance and grant executive Recruitment manager
	Office in Tanga Set up a place for youth to connect and for the team to work out of Rental, utilities, air time, laptops, furnishings, etc.	-	**Office in Bhubaneswar** Set up a place for youth to connect and for the team to work out of Rental, utilities, devices, communication materials, etc.
4. Peer support	Senior leadership (specifically ED) and youth leaders to share their experiences and ideas Build connections between Mombasa and Tanga youth including road trips between locations Light touch advisory support	Technical assistance coordinator and support Travel for exchanges between Barranquilla and Bogotá	

Sustainability

Place-based, collaborative-building systems change is a multi-year proposition that necessitates a long-term view and vision from communities backed by a mix of funding that can build and sustain collaborative infrastructure while expanding (and sustaining) Opportunity Youth pathways. While F. Botnar will be investing in the first phase of collaborative infrastructure together with seeding pathway funds for the most promising strategies, there is a clear expectation that communities will be building long-term funding strategies from the outset so that F. Botnar's funding will be leveraged and its core investments sustained well beyond the initial three-year grant period. A

core pillar of GOYN's work is diverse and sustainable funding strategies to drive sustainability of the GOYN approach for 10+ years. These strategies include approaches such as the following:

- **Influence on fiscal budgets at the city/county/region basis:** the GOYN Communities have a key focus on influence the budgeting cycle such that funding is spent more equitably and effectively for youth programming. For example, In Mombasa, youth leaders and the collaborative have formed a strategic partnership with the County government to build the capacity of the TVET system to be more responsive to the demands of local employers and coordinate youth entrepreneurship funds and opportunities for the County. In São Paulo, seminal research on the needs of OY have influenced how the municipal government is now funding youth entrepreneurship going forward. Finally, given Indian government interest in the GOYN's methodology and approach, we have some of the clearest examples of government funds being leveraged for youth pathways in India.
- **Allocations of existing sub-national funding:** In most communities, government programs often pay for parts of projects such as the youth hub network in Mombasa or the employment centers in Pune are hosted at government cites.
- **National / state fiscal budgets and schemes:** In many communities, GOYN partners also take advantage of linking to state (India) and national schemes such as funds for youth entrepreneurs or the creation of skilling centers such as the World Skills Center in Bhubaneswar. Continuing to not only access these schemes but also influence spending will be a key driver of continuing.
- **Aligning local, global foundation and bilateral investments:** We are seeing more focus on youth employment globally and greater allocations of foundation and bilateral efforts to youth programming. For example, Accenture seeded a two-year grant to invest in critical digital and community infrastructure to connect OY to resources linking them to the digital economy. This investment has attracted a range of other donors—from Western Union Foundation's support for GOYN Bogotá's digital marketplace to Citi Foundation's support for digital pathways in São Paulo and a variety of other partners in Pune and Ramgarh. This demonstrates the power of local pathway models attracting a coalition of local and global donors joining forces.
- **Corporate CSR:** As there is greater corporate involvement and shared value, we see corporates providing greater support to youth programs. In India, there is a sustainable source of this funding through a 2% allocation to non-profit activities and they are increasingly allocating funding to youth including GOYN work.
- **Impact investing for livelihood funds**: With the rise of impact investing, there are more funds and blended finance vehicles for funding youth livelihoods and entrepreneurship.
- **Pay for results structures:** structures such as social impact bonds or development impact bonds, or simple outcomes-based contracts, direct funding to service providers based on the impact they achieve rather than the activities they perform. These structures have become more common in recent years and have attracted new capital from impact investors.
- **Career bonds**: career bonds enable students to receive funding for a skilling program, with a commitment to repay the funds through a portion of their monthly income once they are employed and earning above a minimum income threshold. These structures are attractive both to students, who only need to repay if the skilling program "pays off", and to funders, for which the risk of non-repayment is spread across a large pool of students and payments from successful graduates can compensate losses from unsuccessful ones.

As with other aspects of this proposal, while we cannot be very specific about the amount and source of other funding (though we have shown in the budget, where we are able, how we will already leverage considerable investment from other GOYN partners to complement F. Botnar's grant), we can point to multiple examples of how current GOYN communities are building in sustainability.

Building and Sustaining Collaborative Infrastructure

GOYN's current communities received three years of guaranteed funding to invest in the critical staffing, convening, data & research, and youth engagement costs needed to form and curate the local collaborative. This funding has now been renewed for up to two more years with the expected local "match" funding increasing each year so that--by year five--the majority (if not all) of the core operational costs will be covered by local funding resources. Current communities are experimenting with different approaches to build this local ownership and buy-in. GOYN Bogotá has built in an annual "membership" contribution expected by local funders and larger nonprofit members of the collaborative. GOYN São Paulo has just confirmed a three-year commitment from a cohort of local funders to cover the majority of their collaborative expenses for the next three years to enable them to concentrate new fundraising on pathways implementation. GOYN Pune, GOYN Ramgarh, and GOYN Mombasa have built their collaborative costs into bigger partnerships (e.g., Conrad N. Hilton in Mombasa, JP Morgan in Pune) to ensure diverse resources cover their operational costs. More generally, GOYN Global is working with all communities to think through long-term sustainability strategies for the core collaborative infrastructure to ensure long-term staying power. One immediate example: at the GOYN global convening this December in Bogotá, Colombia, communities will be thinking together about creative strategies to sustain collaborative capacity, bringing in examples from other networks like the Collective Impact Forum, co-led by The Aspen Institute.

Expanding and Sustaining Opportunity Youth Pathway Funding

In each community, pathway funding takes different forms with one common element: funders are investing in policy, programming, and youth advocacy strategies that will advance the whole ecosystem of opportunity for young people in the community. In India, due to the 2% mandated corporate give-back to communities, GOYN Pune has leveraged this revenue to advance pathways with corporate partners. At the same time, given Indian government interest in the GOYN's methodology and approach, we have some of the clearest examples of government funds being leveraged for youth pathways, such as the GOYN collaborative in Ramgarh raising funds from local government to spur youth agri-entrepreneurship. In another example, Accenture seeded a two-year grant to invest in critical digital and community infrastructure to connect Opportunity Youth to resources linking them to the digital economy. This investment has attracted a range of other donors—from Western Union Foundation's support for GOYN Bogotá's digital marketplace to Citi Foundation's support for digital pathways in São Paulo and a range of other partners in Pune and Ramgarh. This demonstrates the power of local pathway models attracting a coalition of local and global donors joining forces to expand on the initial pilot phase, not to mention the range of learning and practice shared through a cross-community digital opportunity learning community. We would anticipate a similar kind of approach in the three new communities to

leverage F. Botnar's initial pathway investments with new local and global funding partners and deep learning across communities.

Innovative Financing for Youth

In addition to the various ways GOYN communities and GOYN global partners are raising donor funding, there is a concerted effort to find ways beyond grant funding to accelerate youth opportunity. GOYN's fifth strategic pillar is dedicated to finding alternative or "innovative" financing strategies and partners to support youth opportunity. Many of GOYN's partners are already pioneering models like social impact bonds, career bonds, and other pay-for-success models that can tap new financing streams and incent government to fund more proven approaches. Over the next several years, GOYN will invest more time and effort to build out these approaches with partners. From an extensive landscape review conducted by GOYN partner Global Development Incubator in 2022, we know there is great appetite for new financing to support youth economic opportunity, but the sector is still in its infancy in terms of proven models and approaches. We see this as an opportunity to spur progress and learning in an area critical to greater scale and sustainability across the youth livelihoods space.

SUMMARY OF COMMUNITY-LEVEL STRATEGIES

Specific community-level strategies are already in process, leveraging what exists locally, connecting to government systems and ensuring youth voice, capacity building, and progress towards improved employability and well-being. These strategies will be refined over time as the work commences.

TANGA

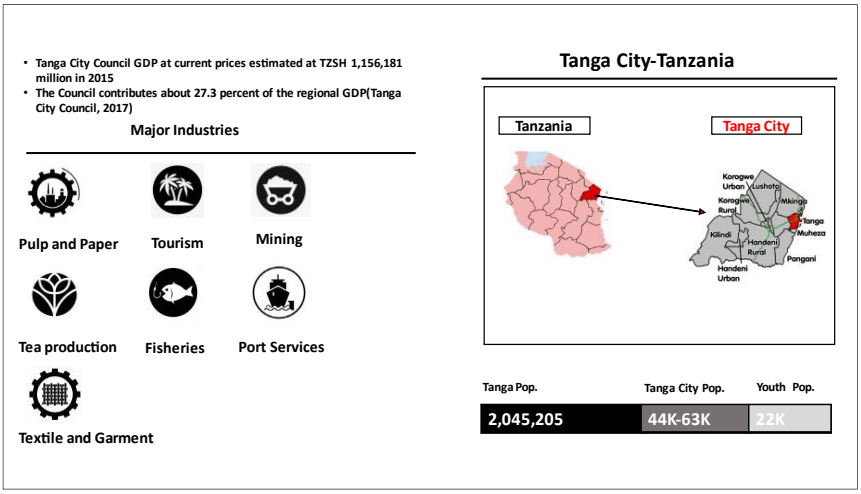
Tanga overview:

Tanga is one of Tanzania's 30 regions, located at the extreme northeast corner. It borders Kenya and Kilimanjaro to the north and the Indian Ocean to the east. Tanga is Tanzania's oldest port, dating back to the 6th century. The region has vast stretches of agricultural land, minerals, and adequate infrastructure. Also, the region has substantial economic potential in fishing, agriculture, tourism, mining.

A. **OY profiles**

There are three broad categories of OY:

- Homeless youth living on streets
- Youth who have dropped out of school due to reasons such as poverty, early pregnancies, drugs or kicked out of education due to juvenile delinquency
- Youth with some form of education but under-employed



Youth are a sizeable portion of Tanga City's population

The region has a population of 2 million at present which is expected to grow over 5% year on year. Youth population in the region is estimated at 286,328 youth (Finscope, 2017). However, the city has an estimated population of 44K-63K with a youth population of 22K.

B. **Employment Landscape**

- **Key Sectors**

  A few of the most significant sectors include fishing, agriculture, tourism, mining, textiles, garments, sisal and tea products, food processing, drinks, textiles, and wood products. There are also facilities for manufacturing steel and iron. Small/informal businesses include motorcycle transportation, sewing, food vending and small restaurants, vegetable sales, cereal sales, shops selling domestic products, bicycle/motorcycle repair, motorcycle/car wash, barber shops, etc.

- **Existing initiatives that are ongoing**

  As part of the **OurCity initiative**, which partners with the Tanga City Council, private companies, and non-governmental organizations, policies and governance are shaped, data is collected, and technology is used to develop and transform youth capacities. A few of the initiatives include redeveloping Jahmhuri Park and Raskazone beach, establishing STEM park business mentoring and training by Rlabs, supporting savings groups by Tanga City Council, and fostering youth engagement through the Tanga Yetu Initiative.



  Government Support: Dedicated government departments have been established to provide youth with opportunities to form saving groups, receive business skills training through partners, and receive funding. To date, 1023 youth have been reached, and 17 saving groups have been formed, each with 230 members.

Tanga City's approach to tackle youth unemployment

In the 2021/22 fiscal year, the Tanga City Council loaned TSH2 billion to women, young people, and people with disabilities. In the preceding year (2020/2021), the council gave TSH 943m interest-free loans to members of various groups, helping them become more economically independent through starting small business and savings groups.

- **Existing partners and roles**

TangaYetu is part of the OurCity initiative that works in partnership with youth, Tanga City Council, the private sector, and NGOs to improve the health and wellbeing of young people in Tanga City

Name	Type (NGO/Private Sector/ Local/Regional/Global	Role
Segal Foundation	Foundation	Infrastructure support
Tanga City council	government	Youth engagement, business funding
HD Consulting	Private sector	Project Management
Dlab	Not for profit	GIS tracking
Ardhi University	Government	Data and GIS tracking
STEM Park	Not for profit	Youth Space
R labs	Not for profit	Skills training, business support and funding

C. **Ecosystem challenges**

- **Labor Markets:** Poor job market linkages, skilling not linked to demand, poor wages, poor quality of jobs, poor access to markets, poor access to finance, and lack of business development support
- **Collaboration**: minimal ecosystem collaboration among stakeholders to build a Tanga strategy, poor alignment to government policies and planned investments
- **Data: Minimal or no data to inform** decision-making and strategy. Data on youth demographics, markets, investments, and youth social services remain scarce, inaccurate, or nonexistent

D. **OY challenges**:

- **Youth:** Lack of youth agency, access to safe spaces, lack of support for wellbeing, mentorship, career counseling, apathy/dropping out of training, lack of positive storytelling, and minimal access to information.
- **Policy and advocacy**: Low youth civic engagement and participation, poor understanding of policy development and advocacy, and inability to constructively engage authority on issues

II. Proposed activities to shift youth economic outcomes at the city level

In order to address the youth unemployment challenge at scale, a series of place-specific solutions involving a variety of partners across the city is required.

Area	Ongoing Initiatives	Proposed Activity

Collaborative structure building	Working with cross sections partners for different initiatives, this includes: • Tanga City Council for funding of youth savings groups • Rlabs to support mentorship and business skilling • Dlab for research, data and platform development • HD consulting for technical support	• GOYN to provide a tool kit to conduct a wide ecosystem mapping of stakeholders, Co-design with the stakeholders and develop the Tanga Theory of Change. • The Dlab maps local hubs and collaborates with partners like Tanga City, City, Rlabs, HDulting and others to support the hub with infrastructure, management, governance of digital access, fundraising, grant management, monitoring. In addition, the goal is to build the governance capacity of 100 CBOs, aiming to reach over and impact 10,000 youths in Tanga within 2 years.
Labor markets and skills development	Tanga Yetu initiative has already identified priority sector, this includes fisheries, agribusiness among others Has already provided support by developing fish markets and provided over 12 boats to support fishing. Additionally, through the City Council, 1023 youth have been trained in mindset shift and business skills and then provided with funding to support their businesses	• Support RLab to scale mindset change for entrepreneurship, job readiness, financial literacy, and digital literacy to reach 5000 over the next two years. • Partner with the Tanga City council to scale funding for start-ups & saving groups and offer business development services, support value chain analysis and market access in priority sectors such as the urban food systems, blue economy, hotel and tourism, fisheries, agribusiness and other opportunities from planned investments. • Provide toolkit for mapping out demand for priority sectors such as the urban food systems, blue economy, urban planning, entrepreneurship, hotel and tourism, aligning SME and entrepreneurship to emerging infrastructure (planned investments and train 1000 OY over next two years.
Enhanced data research to create pathways for youth employment and inform decision-making	Ongoing partnership with Dlab and for the Living lab initiative that support use of GIS to map out data to support data driven decision making, access to information monitoring and assessment youth employment, digital skills and citizen	• Partner with the Dlab and the Tanga City Council and Living Lab initiative, to map out business models and employment opportunities in the data collection pathway and train over 500 OY and connect them income activity. • Mapping of different sectors to identify long term pathway with M&E framework developed and published with partners. Alignment of ecosystem players to government plans and strategies.

	influence. 20 youth have been trained on digital skills for collection of data, in addition they work closely with boda boda for data collection	• Use the Living Lab initiative to map out youth hubs, businesses, jobs, develop job matching platforms and other youth services and opportunities within tanga.
Youth engagement	In partnership with Rlabs, train youth on mindset shift and then offer business skills, currently with 1023 trained, grouped into savings groups, and provided with funding by the City Council of Tanga	• Support OY in participating in activities in Mombasa and GOYN convenings, support travel to OYs to Mombasa and GOYN convening, Support travel to key staff to Mombasa and GOYN convening. Support OY journeys and provide support for youth wellbeing. • Tanga Yetu Reach over 10,000 OY annually with positive messaging, information on job opportunities, youth safe hubs, upcoming trainings among other opportunities. Develop personalized career and mentorship pathways supporting youth journey in Tanga targeting 5000 OY annually.
Administration and staffing		• Provide office space to host key staff, support utilities of the space, provide airtime and Wi-Fi to youths, Support key staff with laptops for work. Support printing and publications. Provide office appliances for key stakeholders

III. Sustainability post funding

- Development of community assets:
  - Community institutions that are self-governing and self-sustaining
  - Cost efficient and pay for use ‘Physical’ hubs offering OY services and supports
  - Investment from government or adoption by government in specific initiatives in line with the developed Theory of Change
- Developing youth as future leaders:
  - Focus on transferable, global skills
  - Build capacity of youths to uptake leadership position
  - Agency is irreversible

IV. Scale

- Scale across the other 3 division to cover the entire Tanga region and reaching all 24 administrative wards
- Templatize the Tanga approach to replicate to other communities across Tanzania
- Essential project aspects for scale: Documenting learnings and templatizing the approach such that it can be adapted by context

BARRANQUILLA

I. Barranquilla overview:

Colombia has more than 12 million young people between 14 and 28 years of age, 47.5% of whom are considered Opportunity Youth; at least three million are neither studying nor working and close to 2.5 million young people are in the informal sector. Barranquilla is the capital of the department of Atlántico. It is the main city of the Caribbean Region of Colombia. It has more than 1,200,000 inhabitants, of which 90% are under 64 years old, and the average age of the population is 33 years old.



46% of youth in Barranquilla and its metropolitan area - about 228,000 young people - are considered Opportunity Youth. With only half of the students graduating from secondary education going on to higher education, the city faces the enormous challenge of retaining and guaranteeing opportunities for access to post-secondary education or formal employment for young people with certifications or degrees who are of working age. The rate of informality among young workers is 56%, one of the highest in the country. Close to 40% of the population lives in monetary poverty, with at least 7.5% of the population living in extreme poverty.

A. OY profiles

There are 496,524 youth in Barranquilla of which 46% – or 228,728 – are Opportunity Youth. The youth unemployment rate is 26.5% (vs a 15.4% general unemployment rate in the city) and the informality rate for youth workers is 56.5% in Barranquilla.

Barranquilla hosts the third largest number of migrants and refugees in Colombia (after the border city of Cúcuta and Bogotá), with close to 100,000 foreign-born residents (approximately 8% of the population). This population, of which many are from neighboring Venezuela, includes a large proportion of young people who face multiple barriers in accessing employment, such as lack of documentation and unfamiliarity with the local employment context.

B. Employment landscape

- One of the fastest growing cities in the country, with a strong industrial heritage; key sectors of economic activities include manufacturing, BPO, trade, finance, hospitality & tourism (due to proximity to Cartagena)
- Strategically located at the intersection of the Caribbean Sea and Magdalena river (third largest port in the Caribbean coast region)
- Four permanent free trade zones located in or near to the city, with attractive conditions for international investment

C. Government priorities

Youth employment is an important priority for the local Barranquilla government. Three areas of interest stand out:

- Developing English-speaking skills as a pathway to employment (especially relevant for BPO sector)
- Supporting youth entrepreneurship
- Facilitating access to employment for migrant populations (for instance with the *Todos Somos Barranquilla* initiative which aims to provide migrants with access to vocational training, psychosocial support, legal documentation support, and connections to employers)

As in every other GOYN community, GOYN will work with local government officials in Barranquilla to ensure these priorities are integrated into GOYN's strategy for the community.

D. Youth employment ecosystem

There is a robust youth employment ecosystem in Barranquilla that has the capabilities, will and diverse resources to develop a far-reaching program with a vision of systemic change. In particular, there are six initiatives that GOYN Barranquilla will seek to build on:

1. **OurCity Barranquilla** (supported by Fondation Botnar) is the first project in the community that seeks to generate opportunities for youth with an approach based on relational well-being, the use of artificial intelligence and the commitment to involve youth in city planning.

    - **Opportunities for GOYN alignment/collaboration**: collaborative, place-based approach; focus on youth voice

2. **Casa Grande Caribe** (Caribbean Big House) is an initiative that seeks to provide specific solutions to the relative social backwardness of the Caribbean Coast in five areas: education, nutrition, health, basic sanitation, and financing and quality of public finances. The initiative has focused its efforts on identifying strategic investments to promote social development in the Colombian Caribbean zone (includes Barranquilla and its metropolitan area, as well as cities such as Cartagena and Santa Marta and its surrounding areas), based on an investment portfolio of USD 16 billion for a period of twelve years. The project is supported by the Center for Regional Economic Studies of the Bank of the Republic, the Promigas Foundation, Fundesarrollo, the National Association of Entrepreneurs (Andi), the Mamonal Foundation and the "Cómo vamos" programs in Barranquilla, Cartagena and Santa Marta.

    - **Opportunities for GOYN alignment/collaboration**: investments in higher education, vocational training and skilling; expansion of youth social services

3. **Pacto por el Desarrollo Social de Barranquilla** (Pact for the Social Development of Barranquilla) is an initiative led by the Mayor's Office of Barranquilla that seeks to direct social investments towards 6 city challenges:

    1. Improve food security and health of vulnerable groups.

    2. Reduce poverty and improve living conditions.

3. Increase the integration of the migrant population.

4. Provide opportunities to young people by reducing poverty traps.

5. Increase the productive inclusion of sectors with low qualifications and employability.

6. Promote equal opportunities for women.

- **Opportunities for GOYN alignment/collaboration**: draw from the collaborative approach in creating relationships with foundations, corporate social responsibility teams and international agencies to promote specific actions around the mentioned challenges

4. **Voluntariado cívico de Cultura Ciudadana en Barranquilla** (Civic volunteering program) is an initiative led by the Office of Civic Culture of Barranquilla that engages OY to get involved in public space, restore parks and historical and cultural heritage, promote care and citizen values for the city, and carry out actions for the benefit of 55 (out of 188) neighborhoods in the city. In this program, every young person applies by submitting a video sharing their motivation for helping other citizens, and a project they would like to promote in their community in one of three areas: culture, humanism, and civility.

- **Opportunities for GOYN alignment/collaboration**: youth voice & youth leadership; potential synergies with GOYN Youth Innovation Fund

5. **Atlántico para los Jóvenes** (Atlantic for youth) program is an initiative of the Departmental Government whose objective is to contribute to the reduction of the youth unemployment rate, have a positive impact on the rate of access to higher education in the department (including Barranquilla and its metropolitan area), strengthen human capital, and generate conditions so that the youth population can fully develop and build their life project. The program includes, among other strategies, granting scholarships for higher education and housing subsidies.

- **Opportunities for GOYN alignment/collaboration**: focus on youth unemployment and access to education

6. **Global Shapers Hub** is an initiative for youth led by the World Economic Forum, that seeks to promote local ideas that have an impact on the communities of Barranquilla, but that at the same time, serve as an inspiration for different young leaders of the world. The Hub has been developing and accompanying initiatives related to climate action, the culture of peace, quality education, water care and the promotion of international development agendas.

- **Opportunities for GOYN alignment/collaboration**: youth voice & youth leadership; potential synergies with GOYN Youth Innovation Fund

Even before officially launching in the community, GOYN Barranquilla will work with each of these initiatives to identify how to build on their strengths and achievements to date, avoid replicating existing efforts, and understand where gaps exist and how these can be filled.

II. Proposed activities to shift youth economic outcomes at the city level:

To address the youth unemployment challenge in Barranquilla, an ecosystem strategy consisting of multiple, coordinated, place-based solutions involving all local stakeholders, as well as Opportunity Youth themselves, needs to be developed. This strategy will be designed and implemented through the following activities:

1. **Ecosystem coordination activities**

    A. **Ecosystem mapping:** complementing existing research from Our Barranquilla with primary and secondary research on:

        1. **Key local stakeholders** - including private sector, government, donors and funders, skilling organizations, trade associations, youth-led organizations, research institutions, etc., to identify needs and opportunities in the ecosystem (including in terms of public policies and investment)

        2. **Local labor market** - sectoral analysis to identify sectors with potential growth, human talent gaps, greater capacity for youth inclusion, etc., as well as to understand if there are gaps between the supply of training and labor market demand, which sectors are of greatest interest to young people, and to assess the quality of guidance and intermediation services

        3. **Opportunity Youth** - looking at how many OY are in the community, in which areas they are mainly located, and their demographic characteristics such as gender, race, disability, social class, etc.

    Data will be collected, and findings validated, in close collaboration with local stakeholders and Opportunity Youth. This will be articulated with the development of the participatory diagnosis that will be developed within the framework of Our Barranquilla.

2. **Setting up of Collaborative Infrastructure:** setting up the essential structures for collaboration in the ecosystem, including the Steering Committee/Multi-Stakeholder Advisory Group, Youth Advisory Group (YAG), and working groups; establishing a common agenda and developing a shared vision, strategy and theory of change through co-design workshops.

3. **Addressing structural barriers:** working with the local ecosystem to identify and address systemic injustices and barriers to youth economic opportunity and well-being.

4. **Developing a locally driven youth employment strategy**: using the findings of ecosystem mapping, develop a strategy that can respond to local needs and links to current and future demand on the labor market; and can influence lasting shifts in mindsets, practices and policies in support of OY in the community.

5. **Designing joint interventions to increase youth economic opportunity and well-being (in coordination with the OurBarranquilla framework):** working with stakeholders and Opportunity Youth, prioritizing pathways of intervention, and developing solutions to be

implemented or accelerated (if they already exist) with the support of the whole Collaborative; starting with pilots to generate trust through early successes.

B. Youth-facing activities

In conjunction with the youth participation process of OurBarranquilla:

1. **Youth voice and leadership**: centering the perspective of young people in the co-creation of solutions, through regular workshops and youth-led events (including GOYN Global Convening)

2. **Youth partnership:** partnering with local networks of OY leaders, to share learnings, actions, and innovations; setting up a Youth Advisory Group in the community and connecting YAG members to the global GOYN YAG community

3. **Agency- and capacity-building:** linking young people to resources and allies to build youth agency and support youth in becoming leaders in their community

4. **Youth Innovation Fund:** accelerating youth-led projects that seek to empower and include more young people in economic, training, participation and leadership opportunities

III. Sustainability post funding

GOYN Collaborative Infrastructure is designed with sustainability in mind. A lot of the impact achieved through GOYN, such as increased stakeholder coordination, increased youth participation, shifts in mindsets, policies and practices, improved youth agency and skills, are durable, positive changes that cannot (or not easily) be reversed even if GOYN were to stop operating in the community.

GOYN's approach is also designed so that each Collaborative progressively builds the capacity to identify sources of funding for its long-term operating costs and for interventions under its pathway, with a big emphasis on sustainability. In Bogotá, for example, the GOYN Collaborative has built in an annual "membership" contribution expected from local funders and larger nonprofit members to sustain its activities, and is developing self-sustaining financing models for some of its interventions. For instance, the Quiero Ser Digital Fund offers career bonds (structured as income-share agreements) to students enrolled in digital career "bootcamps" (high-quality, short-term skilling programs). These career bonds enable students to receive funding for a skilling program, with a commitment to repay the funds through a portion of their monthly income once they are employed and earning above a minimum income threshold. These structures are attractive both to students, who only need to repay if the skilling program "pays off," and to funders, for whom the risk of non-repayment is spread across a large pool of students and payments from successful graduates can compensate for losses from unsuccessful ones.

Other communities have developed their own sustainability plans, for instance through government or corporate partnership, or mobilization of impact investment capital. Similarly, GOYN Barranquilla will be expected to develop its own long-term financing model, in line with the specificities of the local funding landscape. For example, there may be opportunities to set up a partnership with the local government that would create a sustainable funding stream, or to create an impact investment fund for youth entrepreneurship (capitalized by local and/or international impact investors).

IV. Scale

In Barranquilla:

- The place-based collaboration approach is focused on designing solutions at the scale of the community's youth employment challenge; all interventions will be designed with scalability in mind.
- GOYN will leverage data and technology to build community capacity to adopt data-driven approaches to problem analysis, collaborative decision making, and strategic planning.

Beyond Barranquilla:

- Participation in a global learning network ensures dissemination of evidence and best practices through communities of practice, knowledge repository and global convenings; so that learnings from Barranquilla can be replicated across the network and inform work in future GOYN communities.
- The place-based collaboration approach develops the capabilities of the local Anchor Partner, who can replicate the approach to another location or transfer the methodology to another organization for replication (as Fundación Corona will be doing with the Barranquilla Anchor Partner).

BHUBANESWAR

I. Bhubaneswar overview:

Bhubaneswar is a Tier II city in eastern India and is the capital of the state of Odisha. It is a regional hub, and part of a larger metropolitan region with former capital Cuttack.

The city is part of the Smart Cities Mission and has a growing IT and education hub. It is known as "Temple City" and is a popular tourist destination. The city is also the cultural hub of the Oriya people, language, and cinema.

Major Industries

| Chemicals | Drugs & Pharmaceuticals | Ink, Paints & Varnishes | Insecticides | Fertilisers |

Workers Classified by Major Occupation (2011-12)

Occupation	%
Legislators, senior officials and managers	14.98
Professionals	10.25
Technicians and associate professionals	11.93
Clerks	4.15
Service / shop / market sales workers	25.08
Skilled agricultural and fishery workers	0
Craft and related trades workers	28.73
Plant / machine operators and assemblers	3.25
Elementary occupations	1.63
Workers not classified by occupation	0



Bhubaneswar: Work Status



OY profiles

There are three broad categories of OY:

- Homeless youth living on streets
- First generation migrant youth living away from home in hostels and unable to find employment post studies in Bhubaneswar
- Second generation migrant youth living in slums who are un/der employed

OY are a sizeable portion of Bhubaneswar's population

The city has a population of 1.2 million at present which is expected to grow to over 1.5 million by 2030. 20% of the population is youth, ~70% of whom are Opportunity Youth.

B. **Employment Landscape**

- Private Sector
  - Fastest growing 'smart city' in India and rapidly growing regional hub for IT, healthcare, and apparel. Hospitality, tourism, retail are fast growing sectors with huge unmet demand
  - Four established industrial zones with paper, steel, automobile, food, pharma, electronics manufacturing
  - Dedicated IT SEZ and one of the four notified 'Information Technology Investment Regions' in India
- Examples of Public Sector and Civic Engagement

- Several urban development projects are designed to create employment for youth - e.g., 'Socially Smart Bhubaneshwar' an initiative of Bhubaneswar Smart City Limited (BSCL), launched in collaboration with Bhubaneswar Municipal Corporation (BMC) and United Nations Population Fund (UNFPA) and implemented by Humara Bachpan Trust (HBT**)** and aims to engage youth, especially women, to promote interventions on women's safety, leadership training, and skill training.
- The Bhubaneswar Municipal Corporation is training and hiring transgender youth to manage and run the city's sanitation plants.

C. **Government Support**: The government is supportive and visionary, with globally recognized models for creating community employment in civic management - e.g., The Jaga Mission - which recognizes slum dwellers as city makers and brings dignity to the work they do.

Odisha government's multi-stakeholder approach to tackle youth unemployment

The Odisha Skills Development Authority from the Ministry of Skills has a mandate to train and employ 1.5 million young people by 2024. In this endeavor, the government is looking at participatory involvement from multiple stakeholders for building life skills, technical skills, and job placements. The government is running certain initiatives directly that would potentially cover 25% of the target population directly and the rest would be catered to by other players.

D. **Ecosystem challenges**
   - High in-flow of rural youth from across the state migrate to Odisha for education and work opportunities
   - With the absence of a demand-driven skilling approach, focus is on skilling rather than retention in workforce
   - OY skilled are mostly export labor rather than for local opportunities

E. **OY challenges**: Prevalence of substance abuse, petty crime, inadequate mental health supports, bias towards office jobs even when lower paying

II. Proposed activities to shift youth economic outcomes at the city level:

The youth unemployment challenge in Bhubaneswar is multi-faceted. No one solution will work by itself - a suite of place-specific solutions involving multiple partners across the city is needed to address this at scale. Based on the above context and initial conversations with multiple key stakeholders, the following key activities are needed to shift socio-economic outcomes for youth in Bhubaneswar:

1. Ecosystem development activities

1. **Ecosystem Mapping and multi-stakeholder co-creation of ToC**: Mapping OY number, segments, industry and jobs, paid civic engagement opportunities, entrepreneurship opportunities, planned investments, NGOs and CBOs, skilling organizations, academia, existing youth development programs, government investments and schemes, skills gaps, jobs gaps
   Partners: Accenture, Kalinga Institute of Social Sciences
2. **Setting up a Collaborative Infrastructure**: MSAG, YAG, youth workshops and convenings, sector-specific working groups with sector experts, capacity building, data sharing, broader ecosystem building, co-creation and alignment towards ToC for transformation of youth social and economic outcomes in Bhubaneswar and defining roles and responsibilities of each stakeholder
   Partners: Lighthouse
3. **Setting up a Government Liaison Cell**: Institution of a state level cell to (i) attract private investment into the city and (ii) support ongoing employer/demand mapping by sector
   Partners: Odisha Skill Development Authority, Departments of Labour, and MSME
4. **Transforming skilling sector**: Capacity building of partners and increasing alignment with government programs and private sector investments for non-ITI and polytechnic graduates
   Partners: World Skills Council, Ruchika, Orange Cross, Tech Mahindra Foundation, ICICI Foundation in a few key sectors - IT/ ITES, Healthcare, Retail, Hospitality and tourism, Creatives
5. **Activating opportunities for nano and micro entrepreneurs** (non ITI) - small investment into 4-5 social enterprises for capacity building and access to capital for scale to employ 20-50 OY - replication blueprint for 20-30 more social enterprises each employing 50-100 people
   Partners: Maavni, Ministry of MSME, Odisha
6. **Development of a Youth Wellbeing Index**: To map overall wellbeing of OY in Bhubaneswar (some baseline data available)
   Partners: Humara Bachpan, Bhubaneswar Municipal Corporation

2. Youth-facing activities

1. **Career and Life Planning**: for dignified and consistent work that pays enough for themselves and their family to lead a dignified life
   Partners: Lighthouse, Humara Bachpan, others (emerging from ecosystem mapping)
2. **Agency building:** to make informed life choices and navigate challenging personal and professional situations, awareness of self
   Partners: Lighthouse, Humara Bachpan
3. **Counseling and support**: to increase awareness and access to existing public and private sector supports and opportunities
   Partners: Lighthouse, Humara Bachpan, others (emerging from ecosystem mapping)

III. Sustainability post funding

- Development of community assets:
    - Self-governing, self-sustaining community institutions set up
    - Directory of public and private services and supports and organizations
    - Cost efficient and pay for use 'Phygital' hubs offering OY services and supports
- Developing youth as future leaders:
    - Focus on transferable, global skills
    - Agency is irreversible

IV. Scale

- Scale across 114 urban centers across Odisha since the government has a similar approach to inclusion and development as well as the same data parameters across the state.
- Templatize the Bhubaneswar approach to replicate across all 100 smart cities across India
- Essential project aspects for scale: Documenting learnings and templatizing the approach such that it can be adapted by context

2. Global Learning and Capacity Building for Systems Change

A major benefit and objective of setting up a local and global network is the opportunity for communities to learn from one another and benefit from each other's experiences. GOYN's learning agenda identifies key learning themes, implements activities, and designs products to achieve several core objectives:

- Test and evaluate models for change
- Respond to knowledge gaps, refine approaches, and support design and implementation
- Build evidence base to guide community interventions and decision making
- Contribute to the global body of work on key themes/topics, and shape conversations and thinking related to solutions for Opportunity Youth

Central to GOYN's learning and knowledge management priorities is the development and delivery of tools and approaches that will enable (1) faster scale-up of the GOYN approach in new communities; (2) dissemination of research, evidence, and best practices across GOYN communities and beyond; and (3) promotion of practitioner knowledge-sharing and innovation. All of GOYN's learning activities are grounded in the experiences of GOYN communities, building on their successes, challenges and lessons learned over the years.

② Global learning and capacity building for place based, systemic change with youth voice at the heart of the work

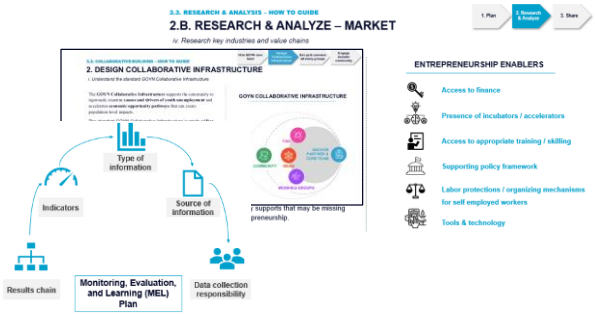
Learning Across the GOYN Network

- Comprehensive toolkits
- Global knowledge exchange calls and events
- Workshops
- Hands-on technical assistance
- Global & local convenings
- Thought leadership publications









Global Support for GOYN Communities

- **Capacity building in organizational practices**
  (e.g., youth engagement, data & technology, M&E, communications)
- **Methodologies for developing economic pathways & systems change**
  (e.g., ecosystem mapping, stakeholder analysis, labor market models)
- **Communities of practice to advance key thematic areas**
  (e.g., entrepreneurship, innovative financing, structural justice, mental health

Learning takes place at two levels within GOYN:

- At the local level, the role of GOYN Anchor Partners includes fostering a learning environment where collaborative members can learn from each other's approaches, successes, and challenges. This learning happens through regular collaborative meetings, as well as through the work of technical working groups. In regions/countries where the GOYN approach is being replicated to a new location, as would be the case in India, Colombia, and Tanzania under this proposal, the guidance and experience offered by local Anchor Partners to the new communities is also an invaluable learning channel, offering locally relevant insights to successfully set up and implement the GOYN approach.
- At the global level, learning is primarily driven by Anchor Partners, who share experiences and lessons learned through a variety of channels facilitated by the Global Team:

1. Regular Global Calls and Virtual Convenings

- Monthly Anchor Partner calls with all GOYN communities from Africa, India, and Latin America, discussing key issues, sharing challenges and ideas, and building a global network
- Monthly Youth Advisory Group calls spanning the global community, using real-time interpretation, with OY sharing ideas and challenges and providing peer-to-peer support; these also include training on advocacy of issues, shifting mindsets in communities, and sharing of tools and channels for influence
- Annual Convening, typically 3 days long, led by youth and local partners, with creative performances, peer-to-peer exchanges, sharing of experiences, and capacity-building in civic engagement, job pathways, structural justice and equity, data and technology, and other priority areas

2. Global Communities of Practice

GOYN hosts global Communities of Practice and working groups, convenings of local practitioners on key topics of interest to promote learning, innovation, and cooperation to foster continuous program improvements and efficiencies. Communities of Practice and working groups support GOYN's thought leadership by contributing to webinars and publications on their respective themes.

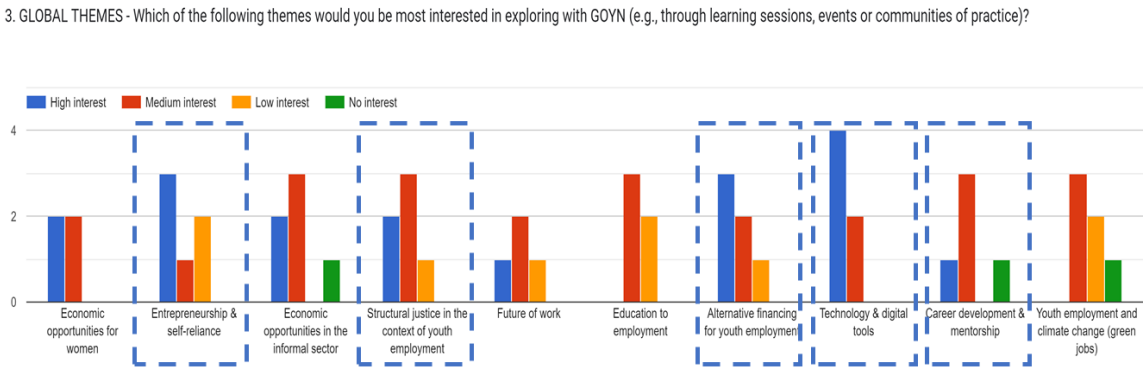
Current GOYN Communities of Practice and working groups include:

- Data, technology & digital
- Youth engagement
- Structural justice and equity
- Innovative and diverse financing for youth employment and entrepreneurship
- Monitoring & evaluation

Additional communities of practice are being planned on the following themes:

- Entrepreneurship
- Mentorship
- Youth journeys, tracking and agency building
- Civic engagement

GOYN believes learning should be demand-driven – these themes have been selected based on areas of interest expressed by GOYN Anchor Partners during regular calls with the Global Team and in GOYN Learning surveys.



Excerpt from GOYN Learning Survey (2021)

3. GOYN Learning Lab

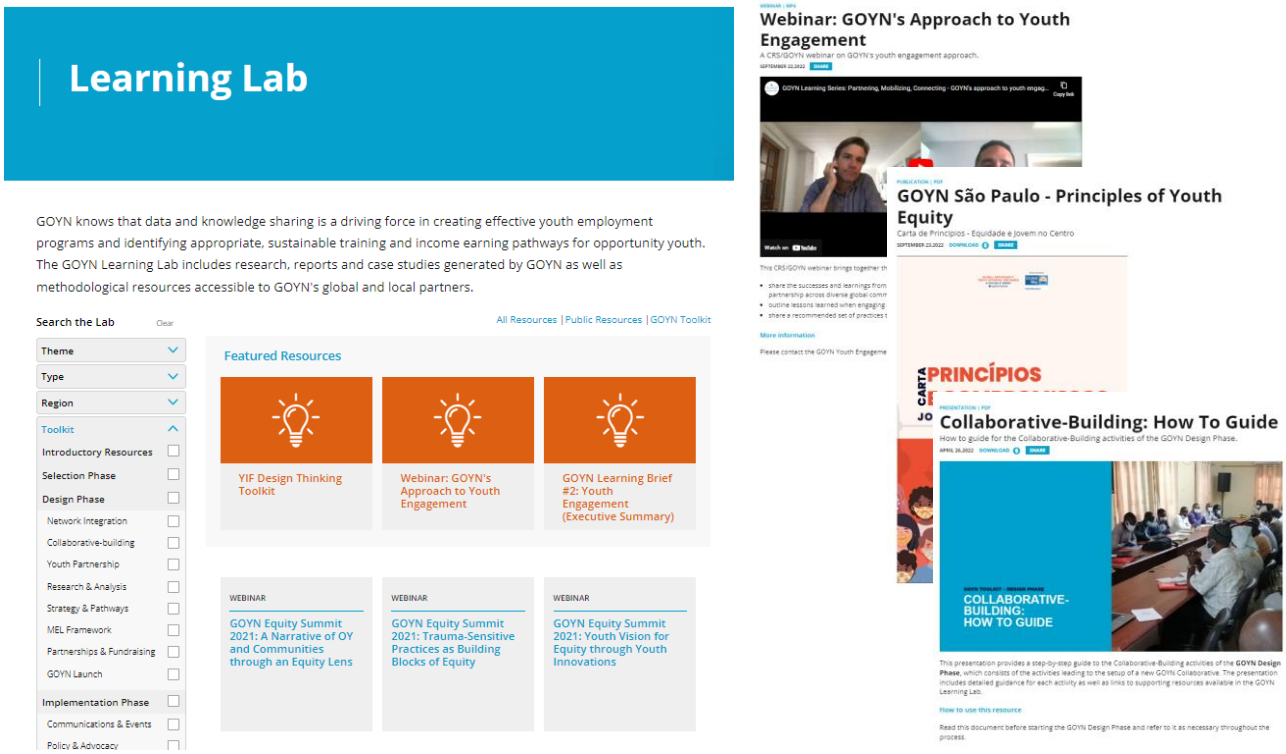
The GOYN Learning Lab, available through the GOYN website, is a dynamic suite of tools, methods, and training developed for and by communities across the network (including comprehensive "how to" guides, tutorials, templates, and examples of best practices). This large repository of methodological resources supports the start-up of new GOYN communities and their evolution across each major component of GOYN's

approach, and is enriched by the local experiences of GOYN communities. New resources are added to the Lab as communities develop them.

The GOYN Learning Lab was launched in Q2 2022, with a significant addition of new resources in September 2022. Feedback from GOYN Anchor Partners on the Lab has been very positive to date. The GOYN Design Toolkit, in particular, has been very useful to GOYN's newest communities (i.e., Thiès, Barwani) and to inform GOYN's expansion plans as developed in this proposal. In 2023, GOYN will be exploring ways to drive more systematic and regular use of the platform by Anchor Partners (including technical improvements to the platform to facilitate access and navigation, and implementation of best practices such as sharing resources through links rather than attachments, highlighting available resources in monthly emails and calls, creating a process to request new resources from communities, etc.).

Examples of current resources include:

- Extensive online resource Toolkit, including templates, tools and outputs from other communities (proprietary to the network)
- Youth mapping and segmentation, including human-centered design approaches and diverse data sourcing including local and national statistics
- Demand mapping of key sectors (hospitality and tourism, health, logistics, digital and data science, green jobs, blue economy, full set of entrepreneurial and informal opportunities by localized community and value chain, creative economy, etc.)
- Mapping of all youth-related employment and entrepreneurship interventions, from direct livelihood, training and employment providers to entrepreneurship resources and accelerators/incubators
- Mapping of all non-livelihood related supports including civil society groups for youth, health and SRH groups, transport support, childcare, sports-related engagement, gender and PWD supports, etc.
- Mapping of all relevant local policy, government interventions, and budgets
- Terms of reference and best practices in Collaborative Infrastructures started in each community, such as the Multi-Stakeholder and Youth Advisory Groups
- Monitoring and Evaluation Framework, Theory of Change, and key strategic tools related to place-based youth employment
- Sample strategies, pathways, and scalable strategies focused on systems change
- Webinars from GOYN Communities of Practice, including case studies of data & technological tools used by GOYN Anchor Partners
- Youth engagement resources, including learnings and resources from the Youth Innovation Fund
- Communications and marketing tools, including social media toolkits and examples of communication products from a range of GOYN communities



Snapshots from the GOYN Learning Lab

4. Thought Leadership

GOYN's Learning Report, Learning Series, publications, convenings, social media platforms, and other outputs all build on local experiences from GOYN communities to share learnings with other youth employment practitioners at a global level.

With Botnar's support, GOYN will continue to strengthen these global learning channels to continue growing its repository of locally driven, experience-based tools and best practices for systems change in the youth employment space, and to create and manage spaces where GOYN local partners can exchange and learn from one another on key cross-cutting themes.













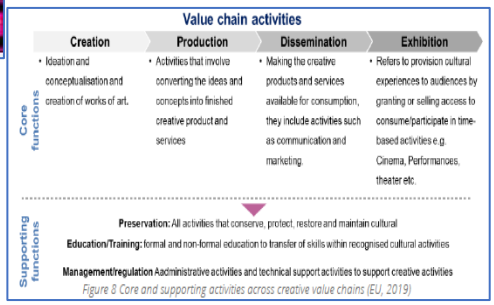


Figure 8 Core and supporting activities across creative value chains (EU, 2019)

Connection with Botnar's Evidence to Action framework

GOYN's approach is very much aligned with the five principles of Botnar's Evidence to Action (E2A) framework:

- **Fit for context:** all of GOYN's work is grounded locally and designed and executed in partnership with Opportunity Youth, from the selection of the Anchor Partner to the initial research and ecosystem mapping, to the GOYN strategy development and the implementation of interventions in the community.
- **Drivers of inclusion and equality:** structural justice and equity is one of GOYN's strategic pillars. In each community, GOYN's local partners seek to identify the structural drivers

of exclusion and inequity and to design interventions and solutions that take into account these inequities, raise awareness and ultimately contribute to shifting mindsets and opening opportunities for structurally disadvantaged groups.

- **Empowering & engaging with 'mundane' innovation**: all of GOYN's interventions and solutions are driven and developed locally in GOYN communities, with the involvement of Opportunity Youth. In particular, the Youth Innovation Fund provides funding to young people to develop, implement and lead innovative solutions to social issues in their community.
- **Encouraging of an enabling environment**: building a long-term, cross-sectoral coalition of stakeholders that can work together to create systems shifts is at the core of the GOYN approach. GOYN's work in a community always starts by a locally driven research and ecosystem mapping exercise that seeks to understand the underlying drivers of youth unemployment in the community. This is critical as these drivers will be different in each community, and there is no 'one size fits all' strategy that could work in all communities.
- **Global in reach**: while all of GOYN's work is grounded locally, we recognize the value of global exchanges across GOYN communities, through communities of practice and knowledge-sharing (as described above in this section) to foster learning, share best practices and tools, and where appropriate, inspire others to adapt successful approaches to their local context.

GOYN looks forward to learning from, and further aligning with, Botnar's E2A framework as part of the work to be undertaken with this grant.

Capacity Building

As part of the systems change strategy for the place-based approach, the global team provides extensive capacity building at both the Anchor Partner and local partner levels in each of our communities.

Regarding the Anchor Partner, the key areas of capacity building include support not only for GOYN implementation but broader aspects of all Anchor Partner work; these include:

- **Strategy, operations, and finance**
    - Assessment of operations, financial, proposal and report writing, strategy development, and implementation work; for example, in Mombasa, GOYN partner team support included implementing a full evaluation leveraging a capacity framework. This approach resulted in a plan for the local Anchor Partner to build out its general strategy, program, and operations.
    - Expert technical support for finance in managing expenses, tracking budgets and variances, submitting edits to grant allocations, and managing indirect cost rates
- **Partnerships**
    - Partnership development for the Anchor Partner with local implementing partners, but also bilaterals, global funders, INGOs, and diverse youth employment initiatives, e.g., this included connections to funders and financing partners for GOYN Bogotá
- **General skills for team development**

    - Conduct workshops on human-centered design, grant proposal development, team development, project management
    - Team development including career planning, communication tools, professional tools such as modeling, budgeting, PowerPoint, and presentation skills
    - Support HR build-out and scaling plans of the Anchor Partner, e.g., building out HR levels and benchmarking salaries for GOYN Mombasa
    - Workshops with the management team and the full team on designing and piloting for scale and systems change
- **Communications**
    - Support on storytelling, branding, communications planning, tailored stakeholder engagement
- **Monitoring, Evaluation and Learning (MEL)**
    - Building out monitoring and evaluation frameworks connected to the organization's Theory of Change; for example, in South Africa, Brazil, and Colombia, building out detailed input, output and outcome linkages
- **Youth and policy**
    - Catalyze policy and advocacy approaches such as influencing entrepreneurship growth in Ramgarh and Mombasa through changing registration and taxation policies, including broader fiscal policy and citizen engagement approaches
    - Support on youth engagement strategy across all initiatives; for example, at GOYN São Paolo, youth engagement strategy for the entire organization

For local partners, the approach would include bucketing the partners into categories of what are the key needs and supports each partner would need. The key categories identified by the combined global/local team include:

- Independent programs: nationally or internationally run programs without local hosts such as USAID, GIZ and foundation programs
- Very established: those with more than US$1M annual budget and greater than 10 years in existence with physical space and staff
- Established: more than $50,000 in annual budget with a physical staff and full-time staff
- Developing: working through volunteers, running projects with annual budgets over $10,000
- Early stage: large youth groups focused on mobilization spaces and platforms without significant budgets.

In each of the GOYN communities, Anchor Partner teams have mapped out the hubs, youth sports centers, health clinics, youth-friendly centers and grouped them into these segments and categories. Each of these NGO/community-based organizations require a customized capacity-building approach based on their needs such as storytelling, research capacity, fundraising, proposal development, or reporting. Anchor Partners have signed MOUs with hubs to build their capacity and collaborate on achieving key outcomes related to youth development, agency building and economic improvement.

Local teams are also building out data capacity across the ecosystem and tracking systemic shifts in overall community outcomes. For example, in GOYN Mombasa, the team has partnered with UN Habitat to set a baseline and track social, environmental, governance, economic, and cultural

indicators that have been co-developed with youth. The data is in turn gathered by a cadre of hundreds of youth data experts that have been trained at hubs throughout the county. This data capacity will extend beyond GOYN focused data and activities.

Furthermore, in each community, the Anchor Partners support local partners through specific capacity building improvements that are broader than GOYN, including (depending on local funder partners):

- Placement of hardware such as printers/copiers, computers, laptops, and iPads
- Allocation of funding for airtime and software licenses
- Allocation of fellows to each of the hubs to support on-boarding of youth for all programs; for example, in Ramgarh, the team has allocated 12 fellows to local youth-friendly centers and trained them in mentorship skills and technology skills
- Providing data platforms for partners, such as in GOYN Pune, sharing technologies of youth journey tracking with all partners and hubs in the municipality; and sharing youth skills development technologies such as in GOYN Bogotá, where the team developed a marketplace that will be accessible to local partners and bootcamp partners
- Event hosting at local partners that brings much needed attention, funding, and opportunities

Competencies Developed

The following are key capacity-building areas linked to GOYN's Theory of Change and the pillars that drive community-wide impact. These detailed capacity building activities serve to strengthen local partners and youth-focused hubs across the network.

Competency Developed	***Definition***	***Knowledge/Tools Cultivated***
Scale mindset	Aspires to accomplish transformative shifts rather than incremental progress; ability to think analytically and plan for change at a macro-level to meet total need; impacting the largest population in the most efficient way.	• Scale models, e.g.: o Government and public institutions (influence policy, budgets, and build capacity) o Business and private sector (create markets and new business models) o NGOs and non-profit organizations (replicate service delivery or open source information) o People and movements (behavior change)
Systems thinking	Gaining knowledge of a complex problem by understanding how its individual parts function, relate, are interconnected, identifying relationships and dependencies	• System mapping • Asset mapping • Gap analysis

Data-driven decision making & MEL	Using data to inform strategy and guide decision-making and the ability to implement processes and systems to track performance	• Theory of change • Results framework - selecting impact and output indicators • Problem & solution statements • Data collection tools and systems • Data visualization & BI
Resource development & Fundraising	Capacity to secure funding from local public and private sector sources, diversifying funding sources	• Funder mapping and targeting • Budgeting • Compliance • Concept note development • CRM tools • Fundraising sprints • Impact investing and results-based finance

3. Common Global Pathways

Youth partnership is a critical element of GOYN's approach (as described in this Learning Brief, also included among the attachments provided). Opportunity Youth are involved in every aspect of GOYN's work, from local strategy development and intervention design, to data collection and analysis, to global events and convenings. With the support of Fondation Botnar, GOYN will further invest in two global streams of work that aim to reach more Opportunity Youth with resources and capacity-building to strengthen their sense of agency as active, engaged citizens with innovative ideas that can transform their communities: the Youth Civic Engagement Pathway and the Youth Innovation Fund.

A. Youth Civic Engagement Pathway

Under this pathway, GOYN invests in local youth leadership by providing young people with the necessary skills and tools to achieve systems change in their communities through civic engagement and policy advocacy. This works involves four key components:

- **Mobilization of Opportunity Youth Leaders** - engaging local Opportunity Youth leaders in a partnership approach to understand their specific needs and aspirations
- **Youth Capacity Building** - developing tools, training, and activities to build capacity of young people to understand and engage in policy advocacy and lead change efforts
- **Youth-led Stakeholder Engagement** - supporting youth leaders in their efforts to engage stakeholders in their communities to effect change
- **GOYN Civic Engagement Toolkit** - developing global tools that can be adapted locally to strengthen GOYN's local partners' ability to support youth civic participation

Mobilization of OY Leaders

OY leaders will be mobilized via virtual and in-person engagements as GOYN ambassadors at local and global convenings to inform conversations, agendas, and actions, as well as generate greater focus on the intersections of equity, structural justice, economic opportunity, and livelihoods, particularly pertaining to the most vulnerable OY. Broader and more consistent presence of GOYN's young leaders will go far not only in amplifying the voices of young people to advocate for new policies and practices, but also in bringing a new OY narrative to life. OY leaders will be mobilized in the following ways:



Youth consultation organized by GOYN Thiès, Senegal.

- Workshops with local OY to share data and learnings and gather responses and recommendations related to policies that impact OY access to economic and livelihood opportunities and ideas for positive youth-led advocacy and actions.

- Facilitation of virtual and in-person conversations with local and global OY Opportunity partners allies on the intersections of equity, structural justice, economic opportunity, and livelihoods. Illustrative examples of such groups include existing GOYN global allies and colleagues at Making Cents, Youth Economic Opportunities; ILO, Decent Jobs for Youth; World Bank, S4YE; and Generation Unlimited.

Youth Capacity Building

Leveraging the existing design collaborative infrastructure with Youth Advisory Groups (YAGs), Anchor Partners, and Global Partners, GOYN will develop the Equity Leader Skillset Capacity Building and Training Program (ELP), a youth-informed, youth-centered curriculum designed to cultivate the master skillset that will help OY leaders advance greater equity at the community level, consisting of:

- Personal Leadership
- Personal Wellness
- Mental and Emotional Health Practices
- Youth Advocacy Through Asset-based Personal and Community Narrative
- Youth-led Action Research
- Stakeholder Engagement and Education.

The program is expected to run 2-4 months in duration and will be delivered via in person and virtual modalities depending on local context and COVID-related conditions and policies.

Youth-led Stakeholder Engagement

To reframe the global narrative around OY, GOYN will launch a campaign strategy and design process, including:

- Discovery of current perceptions of priority audience segments;
- Developing or adapting corresponding content and channel strategies to reach them;
- Planning and executing initial testing of messaging, capturing learning to guide iteration and expansion of campaign activities.

Foundational to this effort will be engaging young people in co-designing campaign messaging, tools, and channel strategies to adapt and test.

Another key priority will be boosting the capacity of GOYN collaboratives to activate the new narrative campaign in locally relevant ways to shift stakeholder perspectives in community contexts.

Ultimately, GOYN will identify "opportunity gatekeepers"—employers, financing institutions, and government entities--able to unlock access to employment and entrepreneurship financing opportunities for OY and will involve them in OY-led conversations to educate them on the value of investing in greater economic opportunity for OY. In establishing affirmative relationships with these entities, young leaders will positively influence perceptions of OY to shift their intentions related to hiring OY or investing in OY entrepreneurs. This process and learnings will inform the development of the civic engagement toolkit, described below.

Civic Engagement Toolkit

This toolkit will provide background and tools for GOYN Anchor Partners and OY leaders in the following key areas:

- Context and rationale for a GOYN Civic Engagement Pathway
- Role of civic engagement in efforts to create meaningful employment and economic opportunity for OY
- Role of civic engagement in supporting OY to address structural inequities
- Civic engagement competencies
- Examples of OY-led civic engagement, leadership, action, and innovations
- Overview of GOYN ELP and implementation guidelines
- Civic engagement tools and resources (assessments, action planning, fun activities, etc.)

The civic engagement program will be designed via a co-creation process with YAGs, Anchor Partners, and GOYN Global Partners. We will work with partners to identify the following:

- Youth-relevant policies and the intended versus actual impacts of those policies
- Alternatives to those policies and the channel to change them
- Mapping of partners and stakeholders to engage
- Mapping of systems and proposed changes

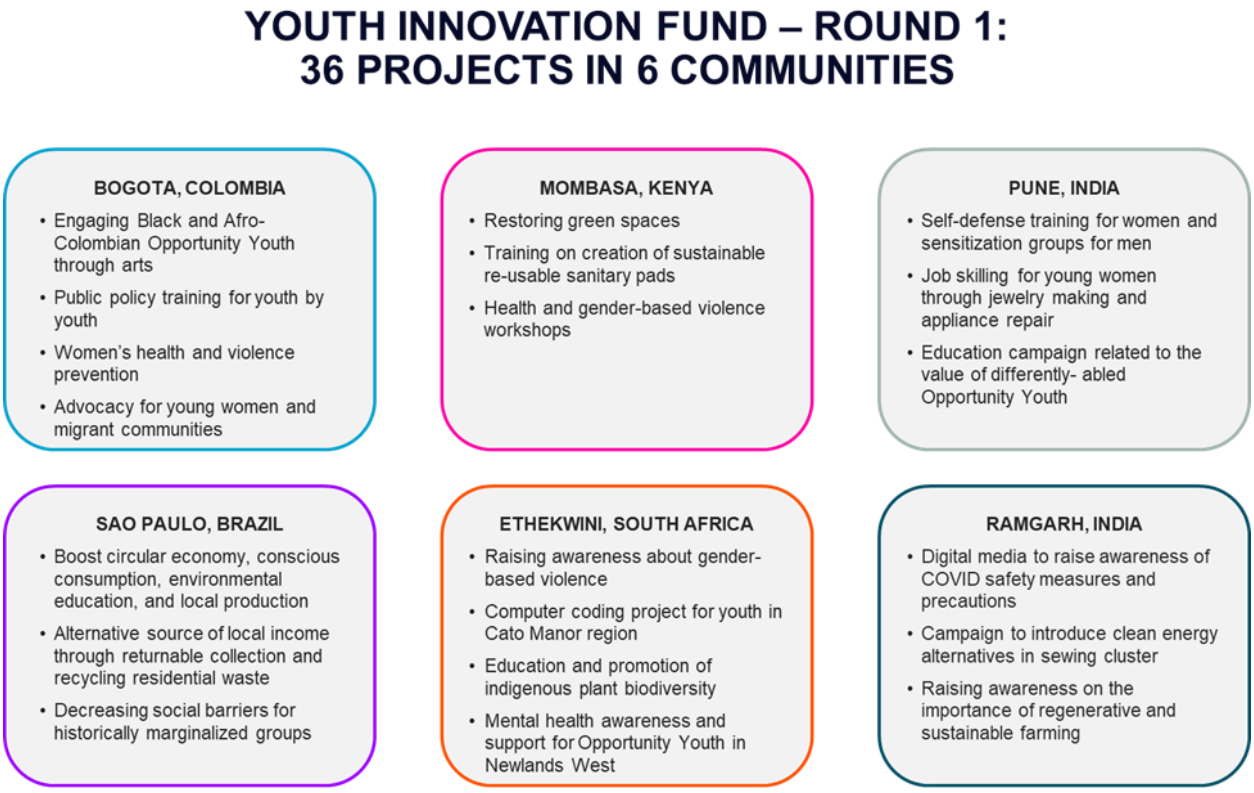
The toolkit will be made available to all GOYN communities, including the three new F. Botnar-funded communities, once their OY advisory groups have been established.

B. The Youth Innovation Fund (YIF)
Investing in Opportunity Youth sourced innovations and actions, opportunity to provide matching funds

Background and Round 1 results
Launched in 2021, the YIF offers young people a unique opportunity to champion innovative ways to tackle key social issues in their communities, sharpen their leadership skills, and turn their big ideas into reality. The YIF supports youth-created and youth-led projects that engage Opportunity Youth and adult allies in actions that seek to address local barriers to employment, equity, and environmental sustainability. GOYN manages the selection process and provides mentorship and start-up capital to grantees, and trains local youth leaders in the skills required to plan, design, launch, and manage local action projects. GOYN also brings together YIF grantees so they can share their innovations, leadership, and visions for the future of their communities in a global forum.

During Round 1 of YIF, 36 projects were funded, at $500-$1000, led by 100 OY leaders across 6 GOYN communities. All projects were designed to create awareness and encourage youth-led actions related to sustainability, access to opportunity, equity, and inclusions of highly marginalized OY.

The image below illustrates the diversity of initiatives supported by GOYN in the first round of the YIF:



Najma Parween's project is a powerful example of youth innovation supported by the YIF. Najma lives in the rural community of Ramgarh, India, where around 250 families from her village are involved in sewing activities. She noticed that frequent power blackouts were affecting household work and ultimately incomes. With funding from the YIF, Najma took the initiative of popularizing the usage of solar-powered sewing machines and is now training 400 young women to use such machines. She is also working with artisans in local markets to create a client base for the fabrics and garments produced by local families involved in sewing activities.

Not everything has to scale – Youth Innovation Fund for inspiration and demonstration

As illustrated by the examples above, the YIF is designed to be a mechanism for encouraging youth civic engagement and innovation rather than as a pipeline for venture capital-type investment. The reality is that not everything has to become a large entrepreneurial venture but can have significant impact if demonstrating innovation, showing that youth from marginalized communities can make a difference and get recognized for it and bring the community together around critical social issues.

With future rounds of YIF, GOYN may explore the potential to scale up a small number of highly promising models. With its venture philanthropy experience, Fondation Botnar would be a welcome partner in this exercise.

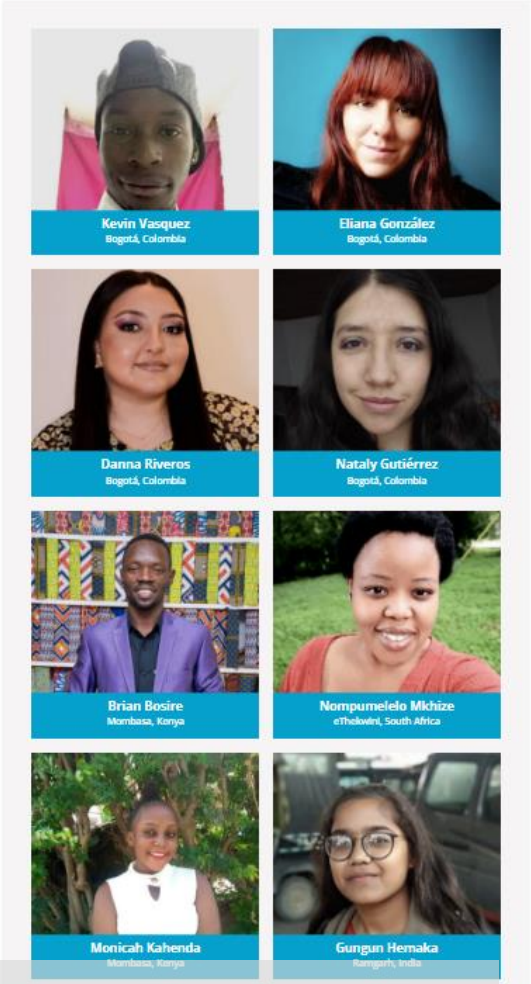
Looking forward: Round 2 of the Youth Innovation Fund

The support of Fondation Botnar will enable GOYN to:

- **Resource and launch the next round of the YIF across GOYN communities**

For Round 2 of the YIF, GOYN has committed $5000 to each of 7 GOYN communities – Bogotá, Mombasa, Pune, Ramgarh, São Paulo, eThekwini, and Mexico City. We have updated an existing RFP process that will be led by YAGs who will identify viable projects. We will select 30-40 projects led by up to 100 OY leaders and engage up to 3000 across GOYN in youth-led actions to address the barriers faced by OY related to economic opportunity and social exclusion. Final selections will be made by a global review committee that will include GOYN partners and GOYN YAG leaders.

Fondation Botnar will provide matching funding to the fund to expand the reach, depth, scope, and evaluation of the work. The support will enable us to support additional projects in Barwani, India, and Thiès, Senegal and the new F. Botnar-supported GOYN communities.



Some of the youth leaders from YIF Round 1.

- **Increase and strengthen connections to other Global OY who are leading similar innovation efforts**

A YIF Community of Practice (COP) will be launched via WhatsApp where 30-40 teams of Youth Innovators can share challenges, successes, and learnings from their projects, all while building relationships across geographies. One key learning from supporting a Youth Advisory Group COP is that WhatsApp text messages can be linked to Google Translate, facilitating communication and dialogue despite language barriers.

We will further strengthen those connections and relationships at GOYN equity-focused convenings in 2023 and 2024. We will highlight and amplify the impact of the Youth Innovators and their role in helping to shape local and global narratives about the critical role of Opportunity Youth in implementing local solutions and addressing inequities. Youth Innovators will share their stories and impact of their projects with other local networks, global youth convenings, global youth networks, and across the GOYN via the GOYN Learning Hub hosted on the newly launched GOYN global site.

- **Design and launch a monitoring, evaluation and learning (MEL) approach to assess the impact of YIF projects on their community and on the OY involved, and to draw lessons learned for future YIF rounds**

We will work with evaluation partners at DevLearn and in partnership with OY and Anchor Partners to create a MEL framework that measures the impact of YIF projects, documents learnings, and makes recommendations for future YIF rounds. Another key focus of this evaluation will be to identify opportunities and resources for Youth Innovators to grow their innovations beyond the YIF timeline and scope.

This MEL framework will be created with OY. All data, learnings, and reports will be shared with OY leaders across the GOYN (Youth Advisory Groups and Youth Innovators) in youth-friendly formats that OY leaders can then share with local youth and partners as part of their local advocacy and education work communities. The MEL framework and learnings will then be shared by Youth Innovators with a global audience at GOYN equity-focused convenings in 2023 and 2024.