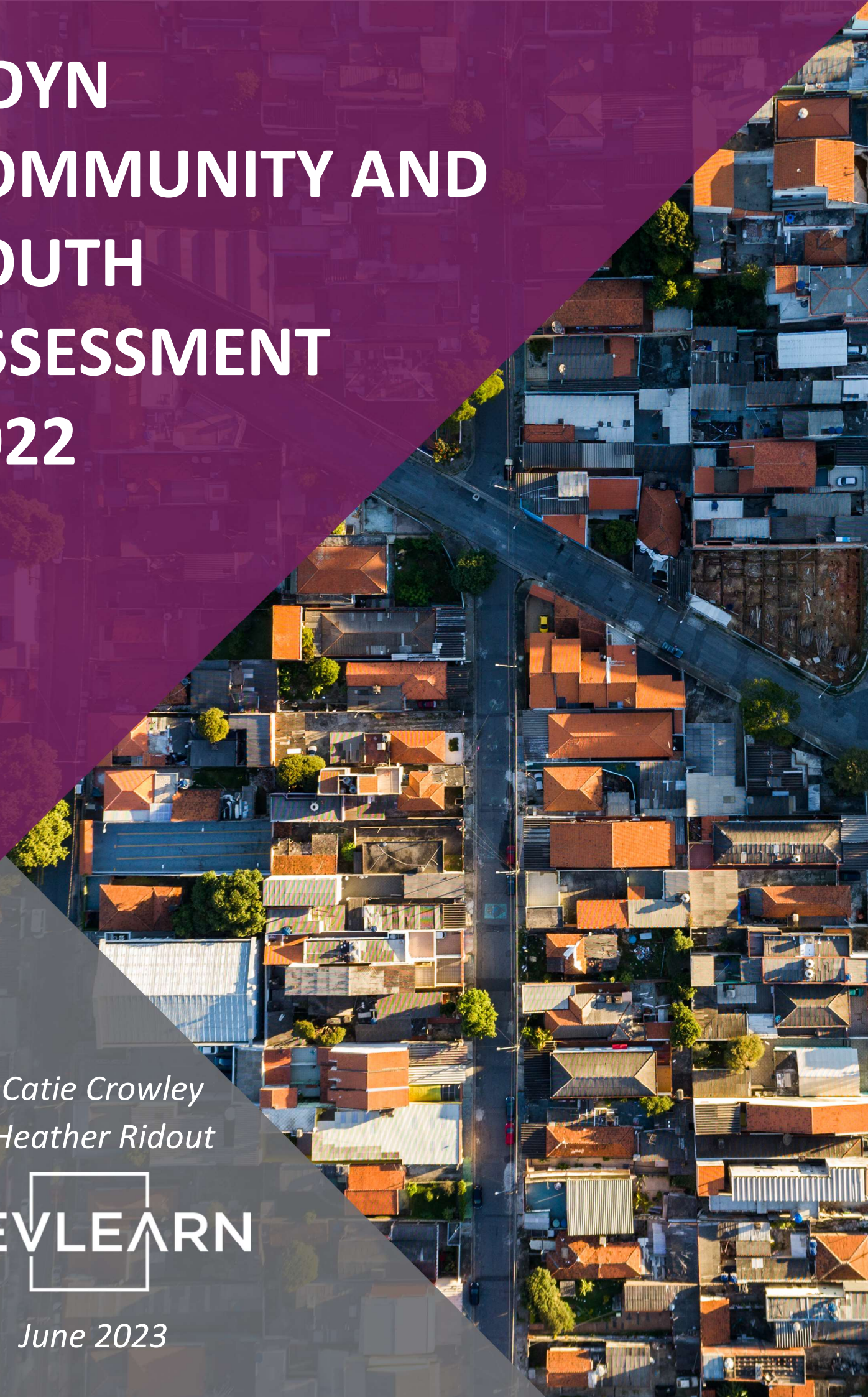
GOYN COMMUNITY AND YOUTH ASSESSMENT 2022



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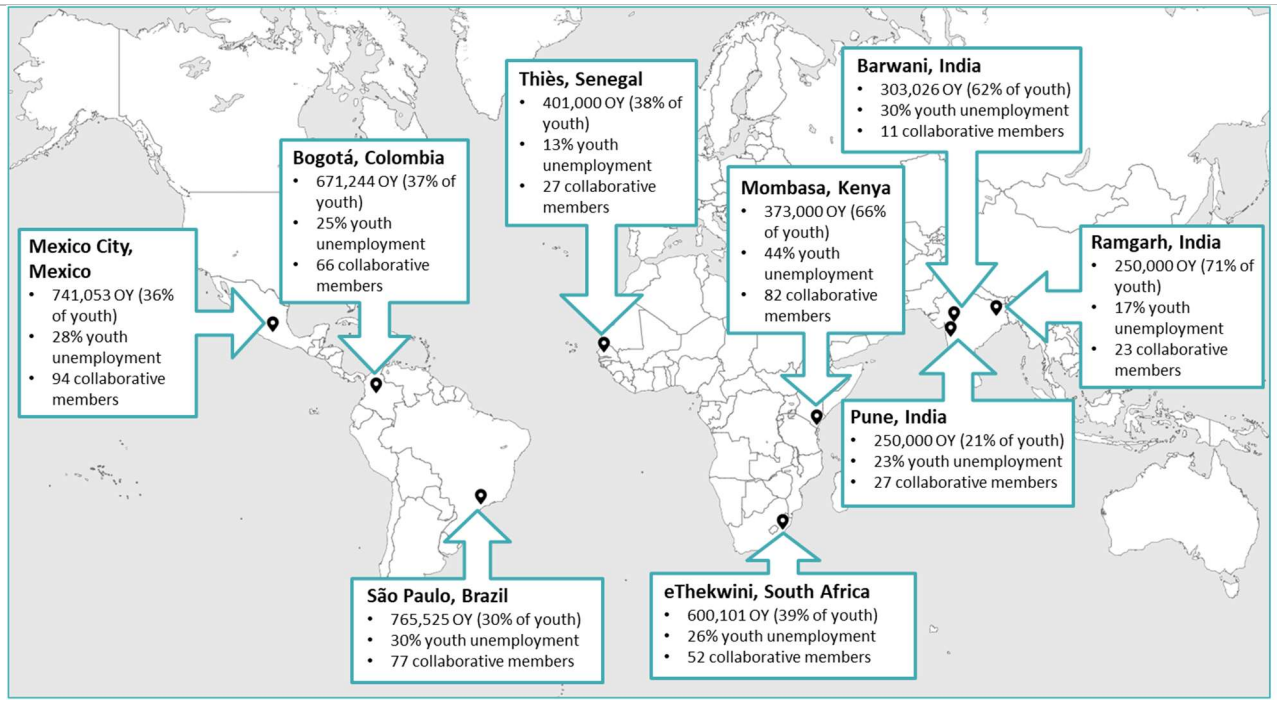
1. Introduction

Since 2018, the Global Opportunity Youth Network (GOYN) has worked to create sustainable economic opportunities for Opportunity Youth (OY)[1] through a collaborative, place-based, systems-focused approach. GOYN is housed at The Aspen Institute Forum for Community Solutions, with support from global partners Global Development Incubator (GDI), YouthBuild International (YBI), Catholic Relief Services (CRS), Accenture and Prudential. At the end of 2022, the Global Opportunity Youth Network includes nine communities, each coordinated by an Anchor Partner (AP):

Round 1 communities launched in 2019 • Bogotá, Colombia, coordinated by Fundación Corona • Mombasa, Kenya, coordinated by Swahilipot Hub Foundation • Pune, India, coordinated by Lighthouse Communities Foundation
Round 2 communities launched in 2020 • Ramgarh District, India, coordinated by Transform Rural India • São Paulo, Brazil, coordinated by United Way Brazil • eThekwini Municipality, South Africa (which launched in December 2020) coordinated by Harambee
Round 3 communities launched in 2021 • Thiès, Senegal, coordinated by Eclosio • Mexico City, Mexico, coordinated by YouthBuild Mexico • Barwani, India, coordinated by Transform Rural India

A full description of GOYN and its approach can be found in the GOYN Learning Report and Learning Brief on Collaborative Infrastructure. The figure below introduces key facts and figures for GOYN communities.

Figure 1. Global snapshot of GOYN communities



[1] Defined by GOYN globally as youth aged 15-29 who are out of school, unemployed, or working in informal jobs. Some communities consider expanded age ranges (up to 35) based on local definitions of youth.

1.1. The Community and Youth Assessment

The Community and Youth Assessment (CYA) is an annual process that seeks to build an understanding of the context, progress, and outcomes of GOYN communities' work. The assessment process invites communities to reflect on their progress using participatory methods for data collection across key actors in the GOYN Collaborative, including Anchor Partners, Opportunity Youth, MSAG (multi-stakeholder advisory groups)[2] and wider Collaborative members.

The CYA is led by DevLearn, GOYN's monitoring, evaluation and learning (MEL) partner. The first cycle of this assessment took place in 2020, with this 2022 assessment being the third iteration. The assessment examines:

- **Progress**: Context and key facts about GOYN communities and OY, tracking progress toward GOYN's vision and goals as defined by the GOYN Theory of Change and Results Framework.
- **Process**: Factors and processes that led to progress observed as well as key challenges, with the aim of highlighting lessons learned and best practices.
- **Systems shifts**: Expected and unexpected systems shifts that occurred as a result of GOYN's work.

The assessment is based on GOYN's Theory of Change and Results Framework. The findings are organized around the three outcome levels:

1. **Youth**: Engagement with GOYN, improved employability and change in economic and wellbeing outcomes.
2. **Collaborative and Ecosystem:** Collaborative infrastructure that co-designs and implements initiatives systems change initiatives and its engagement with actors in the wider youth employment ecosystem.
3. **Policy and Systems:** Coordinated and aligned efforts of GOYN that target or enact high-level shifts in policies, practices and approaches in the youth employment ecosystem.

In addition to this report, nine community 'snapshot' reports at the community level cover key metrics and findings in greater detail, with emphasis on success factors, challenges, and recommendations.

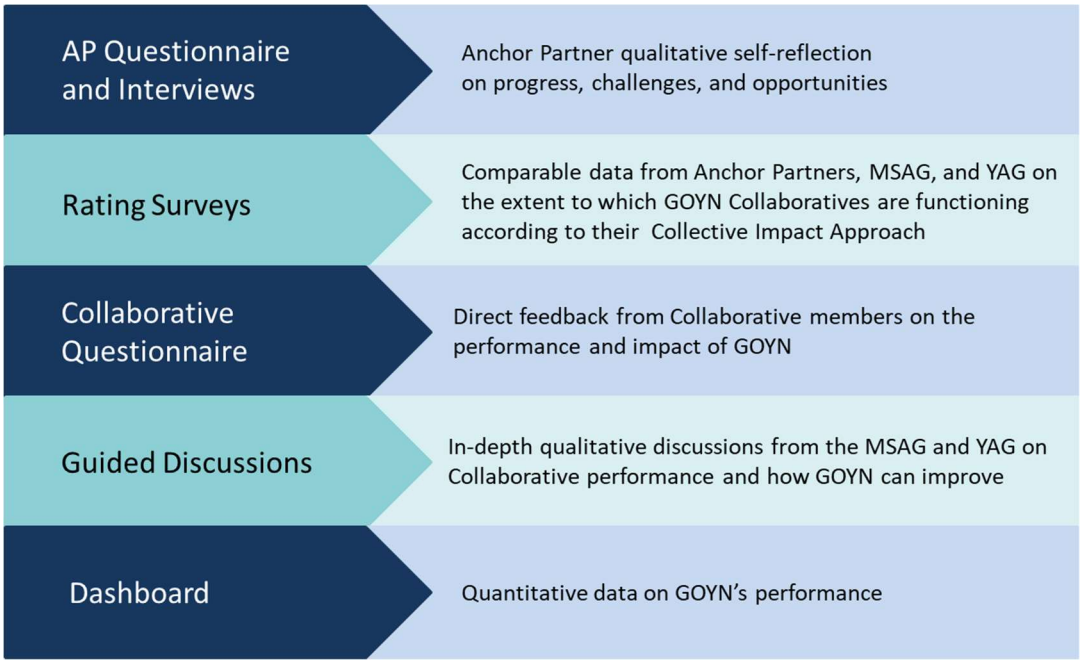
1.2. Community and Youth Assessment Methodology

This CYA uses a mixed methods approach, drawing on GOYN's internal monitoring data dashboard, survey questions, and qualitative research.

Data collection drew information from Anchor Partners, MSAG members, Youth / Youth Advisory Group (YAG) members, and members of the wider Collaborative. Data collection was conducted primarily by Anchor Partners and was triangulated and compared to previous assessments where possible. For the first time, this CYA consolidated quantitative collection through GOYN's Data Dashboard, surveyed collaborative members, and collected in-person data from YAG and MSAG members. This year, the Data Dashboard was introduced to provide a single consolidated source of quantitative data on key standard indicators, and the collaborative survey was introduced to gather feedback from a wider range of collaborative members.

[2] The Multi-stakeholder Advisory Group (MSAG), sometimes referred to as a Steering Committee, is a group of highly engaged collaborative members who meet regularly to support strategy and decision-making for the GOYN collaborative.

Figure 2. Data sources for the 2022 CYA[3]



A full account of the methodology can be found in Appendix A. Assessment methodology

1.2.1. Limitations

The data collection process was overseen by MEL focal points from each Anchor Partner. Different processes, capacities, and contexts in each community led to variations in the data collection process, and in some cases, missing data (see Appendix B. Participation in data collection by communityfor participation in data collection processes by community). Additionally, there was considerable variation in response rates for the Collaborative Questionnaire, ranging from 5% in Mexico City to 78% in Pune.

This global assessment process collects multi-language data from across the nine communities. Data was collected in English, Portuguese, Spanish, French, and Hindi. Data collection tools and responses were translated using machine translation with quality checks by MEL focal points where necessary. This process can present data quality issues if certain information is lost in translation or if participation favors respondents who are more comfortable in the language of data collection.

Finally, there are some likely biases in the data. Collaborative members who responded to the survey are likely to be the most engaged with GOYN and have the most favorable feedback, and cultural differences in some cases make providing critical or constructive feedback difficult. Moreover, responses are subject to social desirability bias, though training and guidance were provided to minimize this effect. These limitations are mentioned throughout the report where relevant to analysis.

[3] The Dashboard process was an internal process led by GOYN Global, and was not facilitated by DevLearn.

2. Opportunity Youth – 2022 Findings

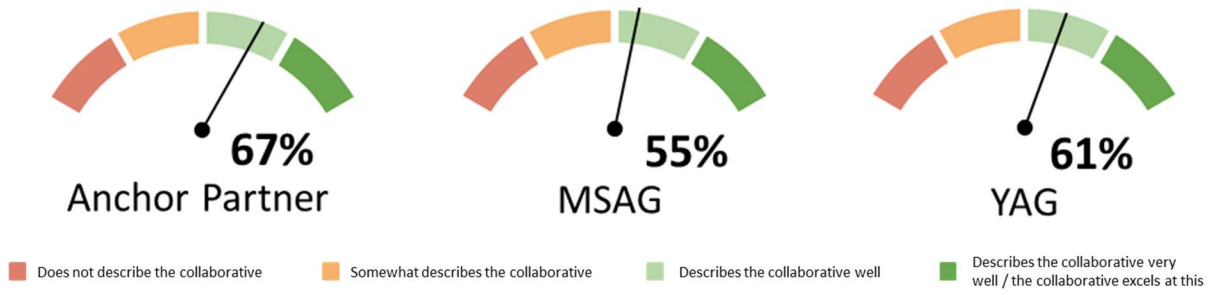
Key findings:

1. GOYN has dramatically expanded its reach, and a small proportion of connected youth transformed their livelihoods.
2. Successful pathways rely on market-driven approaches, youth engagement, and digital platforms.
3. Youth had high levels of engagement in pathway design and implementation. Youth were sometimes engaged as beneficiaries rather than members and desired a more strategic and leadership role.
4. Communities deepened their understanding of structural injustices that limit youth participation, and some communities are starting to directly address these barriers.
5. Reaching underserved groups, including youth with disabilities, continued to be a challenge.

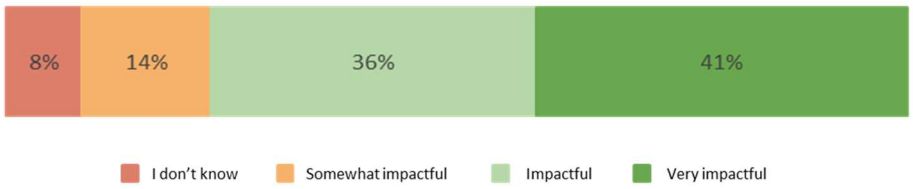
2.1. Finding 1: GOYN has dramatically expanded its reach, and a small proportion of connected youth transformed their livelihoods

Key rating scores: [4]

The collaborative has improved the functioning of the youth employment ecosystem in the community



Collaborative survey: How would you rate GOYN's overall impact on the youth employment ecosystem?



GOYN aims to improve youth economic outcomes through:

- **Connecting** youth to available opportunities and services
- **Facilitating youth access to opportunities which improve their employability** including counselling, mentorship, training, and other skill-building opportunities

[4] The rating survey responses were scored (0-3), corresponding % mean scores were generated for each group (AP, MSAG and YAG) responses, then averaged to generate a single score for the community for the purpose of this report. Scores disaggregated by respondent groups are presented in the community level reports. A full table of rating survey scores can be found in Appendix D. Average rating survey scores by respondent

- **Improving livelihoods**: Supporting youth journeys towards decent and sustainable employment[5]

2.1.1. GOYN connected an increased number of youth to opportunities in 2022

The number of OY reached by GOYN increased by 76%, from 143,322 in 2021 to 252,667 in 2022. This was driven by an increased number of pathways as more communities moved to implementation (from 5 pathways in 2021 to 25 in 2022) and by efforts to scale existing pathways.

Table 1. Youth connected, accessing opportunities and improving livelihoods in 2021 and 2022

	2021			2022		
Community	Connected[6]	Accessed opportunities	Improved livelihoods	Connected	Accessed opportunities	Improved livelihoods
Barwani	676	7	54	2,065	3,193	323
Bogotá	12,602			30,734	3,612	197
eThekwini	87,218	17,985	4,233	103,215	12,382	2,716
Mexico City	40	n/a	n/a	30,559	19,596	2,080
Mombasa	20,996	85		42,644	2,005	
Pune	9,994	6,441	685	16,121	7,244	1,529
Ramgarh	8,941	3,938	900	8,589	3,567	1,910
São Paulo	2,855	554	83	18,243	7,712	40
Thiès	n/a	n/a	n/a	497	45	
Grand Total	143,322	29,092	5,955	252,667	59,356	8,795

Of the 252,667 OY connected to GOYN in 2022, 56,505 (22%) were reached online. Online engagement largely consisted of youth accessing content on GOYN community websites and digital platforms, as well as some direct phone and WhatsApp support. Communities that reported online engagement strategies include Mombasa (26,001 connected online), Bogotá (25,761), Mexico City (4,559), and Pune (184).[7] GOYN Bogotá and São Paulo had notable increases in reported online reach this year, with a respective eightfold and fivefold increase in youth connected to GOYN. GOYN Bogotá's online reach was driven by social media engagement and website visits, as well as registration for trainings and workshops. In São Paulo, engagement involved OY receiving opportunities via WhatsApp and youth participating in career fairs, and GOYN Mombasa used a radio show to reach OY.

Promising practices: successful engagement strategies

- Job fairs: Job fairs with involvement from training institutions and potential employers were a successful way for OY to make professional connections and gain face-to-face support. GOYN Pune conducted job fairs with community leaders that had relatively low placement rates but were very successful in mobilizing youth engagement, with 200-400 youth participating per job fair. Their job fairs organized with training institutions had much higher placement rates (nearly 70%, as youth were trained at vocational training centers),

[5] Including formal, informal, or self-employment.
[6] There are discrepancies between reach figures in the Dashboard and those reported for the 2021 CYA. For this report, the higher figure was treated as the most accurate / up to date, however an exercise to reconcile these figures should be undertaken.
[7] The nature of engagement of individuals reached online varies by community, and it is difficult to track exact numbers of online reach.

but lower turnout at around 50 youth per job fair. Job fairs have the potential for both breadth and depth of impact on youth if leveraging the collaborative membership to co-organize/deliver these events (e.g., bringing community leaders and training organizations together).

- Online platforms: Communities engaging high numbers of youth often used online platforms that link youth to opportunities and provide job-matching services. eThekwini continues to have the largest proportion of connected youth in 2022 through their national platform, SA Youth, which connects youth to training, matching, and career support through a centralized network.[8]

In 2022, 59,356 OY accessed opportunities for improved employability, representing 23% of total connected youth in 2022. The number of youth accessing opportunities increased considerably from approximately 29,000 in 2021 (104% increase). Youth who went on to access to opportunities in 2022 had received soft-skills and leadership training (31%), skills training (28%), work experience (21%), and career support (17%) through GOYN pathways.[9] Sector-specific capacity building/training ranged from agriculture to construction, digital services and hospitality, depending on the local economic context and subsequent pathway focus in each community.

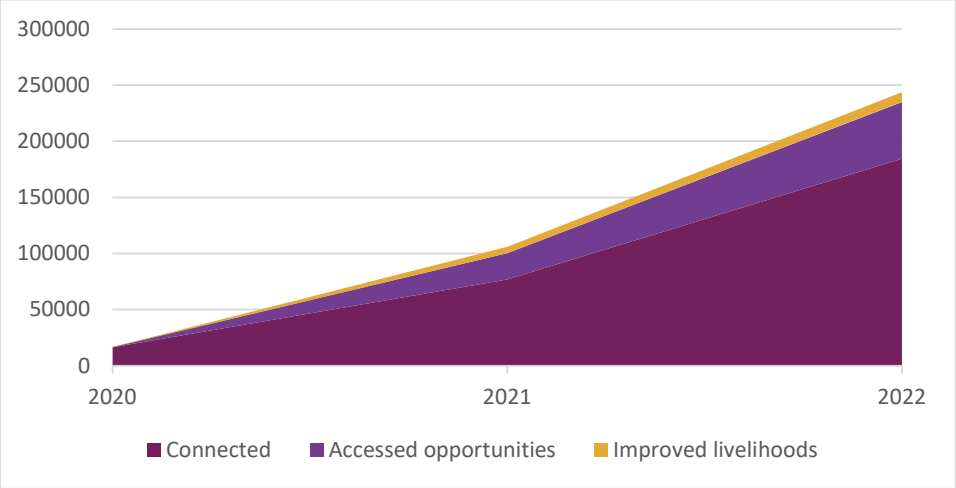
2.1.2. A relatively small proportion of OY reached by GOYN have improved their livelihoods

Youth improving their livelihoods increased from 5,955 to nearly 8,795, a 48% increase from 2021. While there was a 48% increase in the number of youth improving their livelihoods during 2022, it remains a small proportion of those connected to services with GOYN (3%). These OY have largely accessed formal or informal employment (65%), and a smaller proportion had begun self-employment (19%) or grown an existing business (8%). There does not appear to be a correlation between how long a collaborative has been operating and the numbers of youth impacted with improved livelihoods. The highest absolute numbers of youth with improved livelihoods were from eThekwini (round 2, 2,716) and Mexico City (round 3, 2,080). GOYN Ramgarh (round 2) and GOYN Barwani (round 1) reported the highest proportion of connected youth who reached improved livelihoods, at 22% and 16% respectively.

The high variability in these numbers across communities reflects data collection challenges related to this particular outcome. While tracking youth who access opportunities, such as skilling courses, is relatively straightforward, tracking youth who take up employment or self-employment after accessing support can be challenging. These data collection challenges can explain the absence of reporting on this outcome from some communities (e.g., GOYN Mombasa) or underreporting in some other communities (e.g., GOYN São Paulo reported just 40 youth with improved livelihoods despite having connected 18,243 to services with GOYN). GOYN Global is working closely with all communities to improve data collection systems and processes to enable greater reporting accuracy going forward.

[8] As the network grows and other communities expand their reach, however, GOYN eThekwini now accounts for a smaller proportion of the 'connected' numbers, down from 65% in 2021 to 41% in 2022.
[9] The remaining 3% are other types of support.

Figure 3. GOYN's reach by year



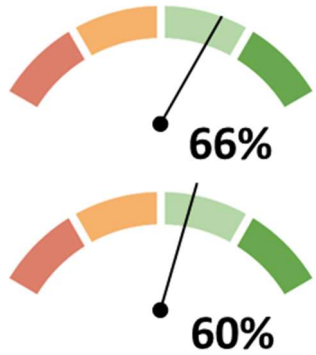
Beyond data collection challenges, factors that may limit the numbers of youth with improved livelihoods after accessing opportunities through GOYN could include:

- A lag effect, as there is an expected time period between participating in skilling and finding employment. If this was a significant factor, we might expect a stronger correlation between the length of time a collaborative has been operating, and the number of youth improving their livelihoods.
- The intensity and duration of support. For example, online engagement facilitates tracking and following up with youth, but may not be sufficient to compel youth to adopt new behaviors or take up an opportunity.
- Dropout or low attendance/participation levels due to structural barriers related to poverty, social norms, and other difficulties faced by youth. For example, GOYN Pune noted that some youth were matched with jobs but did not take them up due to complex socio-cultural factors. Targeted sub-groups may require more intensive or face-to-face accompaniment (2.4 details how communities addressed structural barriers to participation).
- Local economic factors which determine the scope of employment opportunities available. For some communities, engaging employers also presented challenges. The effects of Covid-19 on local economies may also continue to impact opportunities. These factors are discussed in more detail later in this report.

GOYN's reach data is subject to quality issues when it is aggregated or compared between communities, which limits explanatory power on GOYN's current impact. The data captures a range of engagement and support that takes place at different intensities. For example, the indicator for number of 'youth with improved career management' includes metrics ranging from the 'number of youth registering to an online platform' and receiving online career guidance to a more intensive 'number of youth attending a career planning workshop'. At the livelihoods level, following up with youth who have received employability support to measure life outcomes also poses a general challenge, and it is likely that the current figures are undercounting total numbers of youth livelihoods impacted.

2.2. Finding 2: Successful pathways rely on market-driven approaches, youth engagement, and digital platforms

Key rating scores:



The collaborative has the collective capacity (e.g. personnel, technology, data) to support the facilitation, planning, implementation, and management of its work.

The collaborative collectively designs opportunity youth pathways and strategies for achieving pathway outcomes, based on an evidence-based understanding of the ecosystem landscape in the community.

Does not describe the collaborative | Somewhat describes the collaborative | Describes the collaborative well | Describes the collaborative very well / the collaborative excels at this

GOYN Collaboratives cited several success factors as they expanded their engagement with OY during 2022.

2.2.1. Market driven approaches

Several communities highlighted the importance of market-driven approaches for sustainability and scale. They targeted sectors based on their potential for growth and potential to provide jobs for OY.

Communities attributed successful pathways to a design process based on market research and speaking with employers to understand their hiring needs.

Market driven approaches

- GOYN Pune spent time speaking with private sector employers to understand what skills they required from their employees. Using this information, they identified youth that matched the skill-profiles for existing vacancies and invited them to job-fairs to meet potential employees. This approach led to unprecedented engagement of private actors in their job fairs, who gained access to OY with relevant skills, and reduced their hiring costs.
- GOYN Bogotá selected sectors to work in based on the potential for inclusive job growth. For example, they target the technology sector, a high priority for both the private sector and policymakers, attracting considerable investment. GOYN Bogotá also work in the construction sector, which generates a substantial proportion of jobs in Colombia but is currently male dominated and has previously untapped potential for women.
- The success of GOYN Mombasa's pathways was partially due to extensive market assessments. GOYN Mombasa mapped 3000+ opportunities in Mombasa's labor market, working with six youth employment stakeholders. They consulted hiring actors in high-potential sectors to ascertain the skill gaps then worked to design training curricula based on these skills. For example, there was a gap in the labor market for animator roles in the hospitality and tourism sector, for which there was no existing training or certification. GOYN Mombasa developed a program for training, apprenticeship and certification that successfully opened job opportunities for OY as the design phase was demand-driven approach and sector-informed.

2.2.2. Youth engagement

Youth involvement in design and implementation was a critical success factors, particularly for Round 1 and 2 communities. Youth were instrumental in encouraging other OY to engage with GOYN and acting as ambassadors for GOYN in the community.

Youth engagement as a success factor for pathway design and implementation

- In Mombasa, the YAG had a key role in raising awareness of and linking OY to GOYN. YAG members mobilized OY to register to their Youth Database, with 5,000 new youth registered during their last reporting period.
- In Ramgarh, YAG members are consulted when collaborative members design an intervention, answering their questions and ensuring that pathways respond to youth needs.
- GOYN Barwani reported that youth act as ambassadors for GOYN and have a key role in targeting youth. They also act as a source of accountability, ensuring program delivery happens on time.

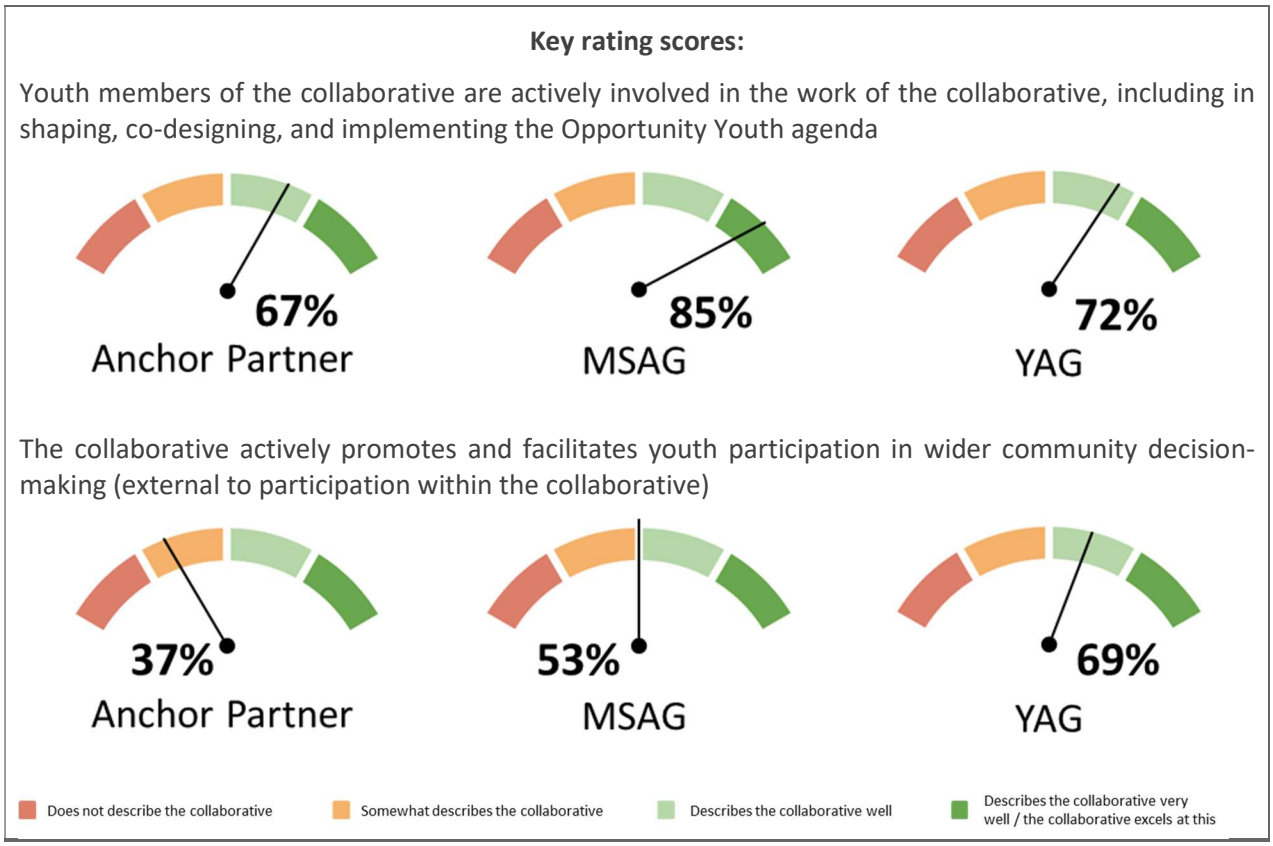
2.2.3. Digital platforms

Digital platforms have enabled communities to effectively track and communicate with OY. Data systems that were previously manual are now streamlined and integrated owing to the use of collaborative data management platforms and CRM systems, improving the efficiency and ease of managing and monitoring progress on pathways.

Digital platforms as a key success factor for pathways

- GOYN Mombasa uses Airtable for their Youth Database and as a tool for internal work planning. They use messaging platforms to share job opportunities with OY and engage youth on social media to raise awareness about GOYN's activities. In 2023, they plan to digitally track OY who attend in-person or virtual events.
- GOYN Ramgarh uses Mform to register young people, perform an online assessment, map their aspirations, link them to services, and track their progress at the Youth Centre. This includes a portal and mobile app, and there are plans to launch a youth-facing platform in 2023.
- GOYN in Ramgarh, Barwani and Bogotá developed online training courses during 2022, which complement in-person learning or improve accessibility of support for groups with difficulty accessing in person services.
- GOYN São Paulo stores data on OY and communicates with OY at scale via a CRM system. They also use WhatsApp to communicate with young people and maintain engagement.
- GOYN eThekwini's SA Youth program links youth to training, matching, and job-seeking support on a single national-level platform.

2.3. Finding 3: Youth had high levels of engagement in pathway design and implementation. Youth were sometimes engaged as beneficiaries rather than members and desired a more strategic and leadership role.



High levels of youth participation and involvement were reported by YAG for all GOYN communities. As the above figure illustrates, this was recognized by communities as an overall strength. Through guided discussions, youth identified eight key roles they play in GOYN communities:

Figure 4. Themes around how youth envision their role vis a vis GOYN



2.3.1. Youth in round 1 and 2 communities had strong engagement in design and implementation of pathways

Common forms of youth participation in pathways included brainstorming, co-design, and supporting implementation. This was particularly relevant for round 1 communities who have nurtured youth engagement over a longer period and have established pathways with youth participation. For instance:

- YAG members in Pune shaped the logistics pathway by raising awareness of the need for the work designing an approach to meet OY aspirations. GOYN Pune also introduced a mentorship pathway based on input from the YAG. Furthermore, two OY were hired in Pune in coordinating roles for pathways.
- Youth in Mombasa also have an integral role in implementing pathways, with the Anchor Partner noting that, "*ideation and design of the initiative puts youth at the center as key stakeholders of its objective."* For example, 200 youth participated in developing the Creative Pathway for GOYN Mombasa. YAG members participate in weekly pathway strategy meetings and the YAG has a critical role in mobilizing OY to join GOYN Mombasa's Youth Database.
- Youth from Mexico City joined technical working groups, and for one pathway, youth selected the organization to conduct trainings with 80 youth and supported the workplan and ecosystem mapping process.
- In Bogotá, youth worked on design and validation of two pathways in 2022, including alongside experts to develop their digital pathway. YAG members in Bogotá reported that they would like a greater role in implementation, including leading on developing and implementing pathways.[10]

Youth were also closely involved in research activities, especially data collection. For example, in Ramgarh youth supported market research on the sweet potato value chain. GOYN Pune engaged 80 youth interns to conduct a survey, in partnership with a local university. Youth also took part in brainstorming and ecosystem mapping in Mexico City, and in Mombasa 40 youth fed into the design and data collection for the Mombasa Urban Monitoring Framework with UN-Habitat. In Bogotá, youth were closely involved in every stage of their Annual Report process.

2.3.2. Youth are sometimes engaged as beneficiaries rather than collaborative members, and expressed a desire for greater strategic influence

Youth involvement is a core GOYN pillar, and most YAG members report strong engagement within the collaborative. In Mexico City, YAG members organized events, dialogues and working sessions with youth. In Bogotá, youth participate in in the steering committee and in Mombasa and eThekwini, youth participate in working groups. In some cases, youth represented GOYN in the community, for example in the formal roles of youth ambassador in São Paulo and as youth fellow in Ramgarh and Barwani. GOYN Thiès reported a shift in OY mindsets, noting that youth began to see themselves as leaders who can have a voice in decision-making bodies. GOYN Mexico City reported that YAG members play strategic advocacy roles for collaborative organizations. The convening in Bogota was an important experience for youth participants who experienced a global platform and visibility.

Despite this engagement, some youth do not feel they are fulfilling their role as collaborative members or advisors. Youth in Mexico City highlighted that collaborative spaces could do more to enable meaningful collaboration with youth and noticed an *"incongruence between some*

[10] Note that though Bogotá is a Round 1 community, their YAG was consolidated for the first time during 2022.

organizations' narrative and their actions toward opportunity youth," suggesting that even organizations with a youth empowerment mission can struggle to put this into practice. Youth in Mexico City appreciate involvement but wish to make a difference and have decision-making sway within the collaborative. As a YAG member explained, "Youth should not be seen as trophies or numbers, but powerful actors in collaborative member organizations whose voices are taken into account." However, the Mexico City YAG acknowledge that "adult centeredness is deeply rooted in our culture" and that GOYN is leading on a cultural shift. These observations may also reflect GOYN Mexico City's relatively early stage in building youth partnership.

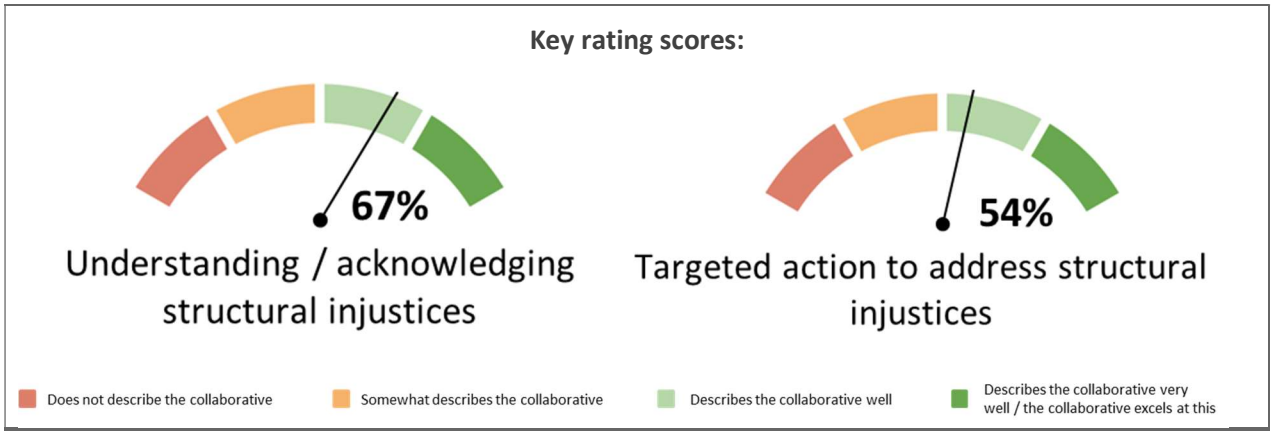
- "Opportunity youth have a development role, a disruptive role and we act as a bridge, since we create and build practices for being able to influence many more organizations and youth. We have the responsibility to advise the Global Opportunity Youth Network Mexico City. Therefore, we need to professionalize our work in order to positively impact the next generation of the Youth Advisory Group (YAG) and the network's projects and initiatives that are developed as a result of their thoughts and ideas." [YAG member, GOYN Mexico City]
- "Our opinions and knowledge [have] been used properly for brainstorming, collecting and making sense of data. However, there are some spaces in which our voices and actions have not been prioritized and must in order to ensure a youth-led vision." [YAG member, GOYN Mexico City]

Anchor partners and MSAG members demonstrated awareness of this dynamic. In Mombasa, Pune and Thiès, Anchor Partners highlighted the need for more spaces and platforms for OY participation. A member of the MSAG in Ramgarh felt that there was limited interaction between the MSAG and YAG. GOYN Pune highlighted that some youth lack confidence to participate in meetings, and in Mexico City the need for safe spaces was emphasized as a way to encourage youth involvement. GOYN Mexico City's YAG met 48 times in the last year, and regular convening of the YAG might be an important first step to empower and engage youth members.

> "Youth suggested being able to take the lead in specific activities in the collaborative in which they have resources and give their strategic vision as a way to empower their role in decision making and improve youth engagement in the strategy."
>
> YAG Discussion notes, GOYN Bogotá

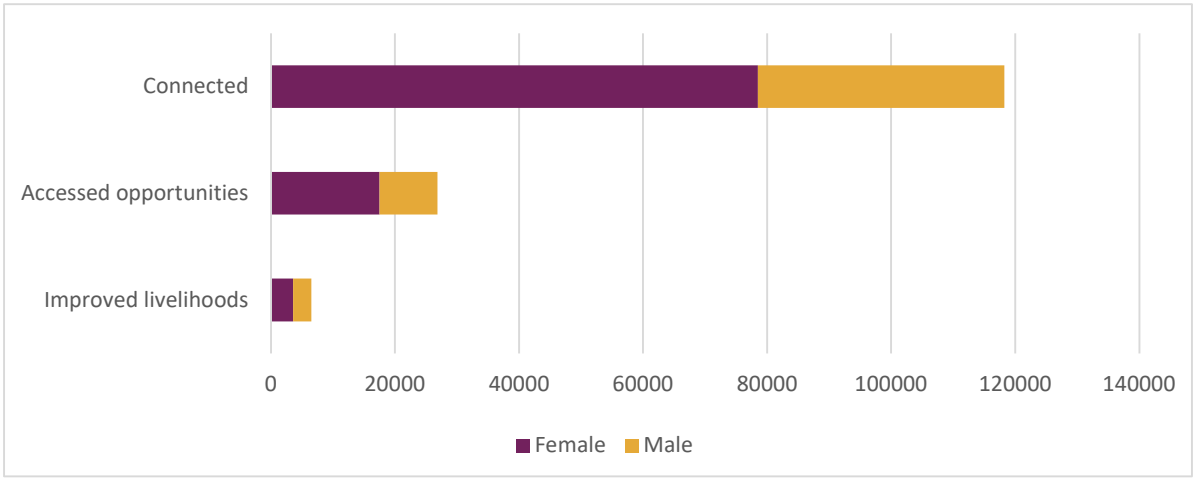
In response to this challenge, some communities are building the YAG capacity of Youth Advisory Group members to participate more fully in the work of the Collaborative. For example, GOYN Bogotá trained 15 youth councilors to engage with and analyze the findings of their annual report. As GOYN Thiès developed their collaborative infrastructure in 2022, they trained youth in communication skills, held workshops around roles and responsibilities, and emphasized youth importance in decision-making. It is notable that the emphasis in all these activities is on building capacity of the YAG to interact with the wider collaborative, rather than building the capacity of the wider collaborative to be more inclusive of youth voice.

2.4. Finding 4: Communities deepened their understanding of structural injustices that limit youth participation, and some communities are starting to directly address them



Collaboratives noted the role of structural barriers in limiting youth participation. Structural barriers refer to systemic injustices faced by OY, in which institutions, power structures and social dynamics disadvantage certain groups. In 2021, communities acknowledged the challenge of structural injustice as a barrier to youth participation and initiated conscious efforts to better target marginalized sub-groups. During 2022, communities demonstrated a more nuanced understanding, discussing how cultural and social norms, discrimination and cycles of exclusion were major obstacles to youth obtaining and applying their skills and accessing sustainable income generating activities. For example: in Mombasa, youth from lower income communities dropped out of training programs due to the burden of fuel costs and childcare. In Bogotá, women had trouble attending trainings due to their unpaid care obligations at home. GOYN Barwani highlighted that banks are hesitant to provide financial services to young entrepreneurs as youth don't have access to collateral.

Figure 5. GOYN's reach by gender



In particular, GOYN's reach data shows a drop in the proportion of women between the stage of benefitting from support and experiencing improved livelihoods. The proportion of women reached was high among youth engaged (66%) and accessing opportunities (65%) and drops to just over half at the level of impact on life outcomes (55%). This suggests that GOYN's additional targeting and efforts to connect young women to services was necessary to reach parity on young women whose livelihoods are impacted. Levels of engaged women were particularly high among communities that

spoke of explicitly taking measures to reach young women, with GOYN in eThekwini, Ramgarh, and Pune accounting for the highest proportion of women engaged. This shows a successful effort of targeted strategies to overcome barriers that young women face.

Communities recognized that this was an area of strength. The ratings below suggest that communities feel that they are better at understanding and acknowledging structural injustices than at taking action to address them, although they are making progress with the latter. The rating for understanding and acknowledging structural injustice is the same as it was in 2021 (67%).[11]

During 2022, all GOYN communities worked on better understanding structural injustice. They undertook both formal and informal research, including in partnership with external research institutions. These included:

- GOYN São Paulo's study in partnership with the Social Knowledge Network examining demographic exclusion of young people in the peripheries of São Paulo, which will inform recommendations for public and private institutions around productive inclusion.
- In 2022 GOYN Pune began a partnership with Saint Mira's College to carry out research on structural injustices (to be completed in 2023). This data will hone their understanding of youth needs and will feed into proposals for funding and pathway design around trainings and job fairs.

Regularly interfacing with youth also fostered an understanding of structural barriers. For instance, GOYN Pune has improved their understanding of youth experiences through thousands of home visits where they speak to youth about their challenges. GOYN Ramgarh engaged with women's collectives to better understand their challenges, as part of a larger strategy to achieve at least 50% female participation in their activities. Piloting interventions was also critical, as it allowed GOYN to engage directly with vulnerable groups, and better understand their challenges and concerns.

> "The main learning we have had from the GOYN pilots with migrant population and women population is to recognize the additional barriers of these populations that imply offering complementary services to facilitate their access to opportunities, such as childcare, advice on legal issues for migration, accompaniment and differential guidance during [pathways]."
>
> AP Questionnaire, GOYN Bogotá

Though targeted action to address structural injustice was less prominent than demonstrating an understanding of the issues, some communities began to take action and expect to continue to do so over the next year. Examples of the progression from understanding to action included:

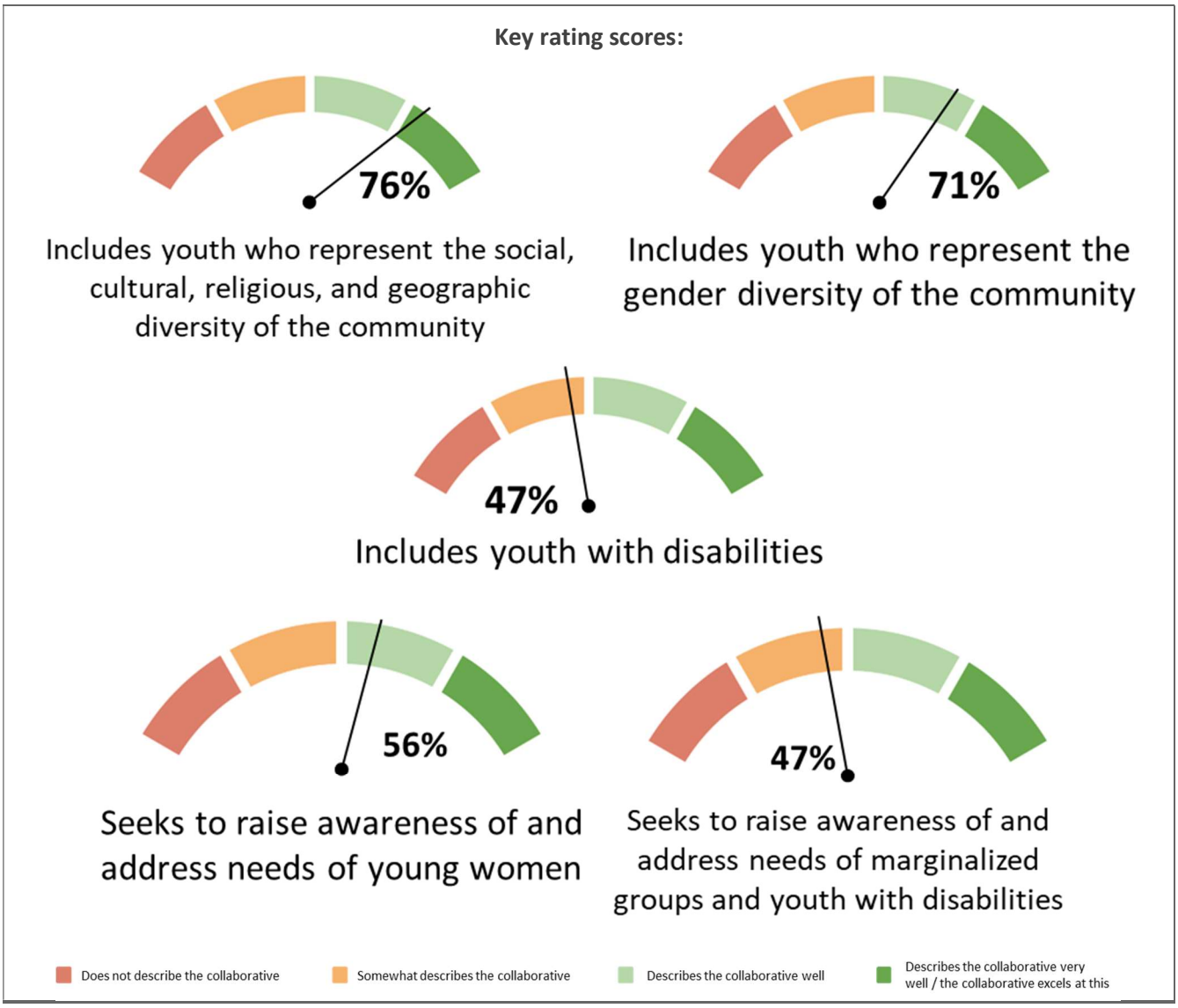
- In 2021, GOYN Pune identified that cultural barriers to women working outside of the home were preventing participation. This year, GOYN Pune began working with employers who could offer work from home opportunities for women.
- GOYN Bogotá's research found that the population of OY is 37% overall but is higher among sub-groups (69% for young migrants, 72% for people with disabilities, 42% for people from ethnic groups and 41% for LGBTQ+ people). These findings prompted the Collaborative to design targeted solutions. Their learnings from pilots with migrant populations highlighted the need for additional services to facilitate access, such as legal advice around migration. In

[11] This was the first year asking communities about targeted action to address structural injustices. Last year, communities were asked whether their pathways and strategies are designed to address unique challenges faced by different sub-groups of OY, which received a rating of 68%. Taking sub-groups into account in design has a slightly lower threshold of achievement than targeted action aimed at addressing structural injustices, which may explain the score differential.

response to barriers to participation for training targeting women in the construction sector, GOYN Bogotá provided additional support around unpaid care work, including access to online training for women who previously faced barriers to participation.

- GOYN Ramgarh took several measures to address women's challenges. For example, GOYN Ramgarh worked with women's collectives to understand their challenges, and worked with women's associations and women's colleges to better target women OY. They also co-designed a tailored training module for women entrepreneurs. To ensure that women could attend, GOYN Ramgarh liaised with parents and provided logistics support to female trainees.

2.5. Finding 5: Reaching underserved sub-groups, including youth with disabilities, continued to be a challenge



Respondents from every GOYN community, including YAG and MSAG members, emphasized the importance of diversity and inclusion. For many communities, diversity and inclusion was cited as both an area of progress and an area for further improvement, as communities have prioritized it but

are still struggling with resources and knowledge to target priority sub-groups.[12] There was a general sense among respondents that diversity of youth participating in GOYN makes the collaborative function better.

Figure 6. Sub-groups targeted by GOYN Anchor Partners and wider collaborative members, by community

	Women	Immigrants / refugees	LGBTQIA+	with children	With health needs	In the juvenile justice system	With disabilities	Experiencing homelessness	Ethnic groups	Other
São Paulo	✓	✓	✓	✓	✓	✓	✓	✓		✓
Bogotá	✓	✓	✓	✓	✓	✓	✓		✓	✓
Mexico City	✓	✓	✓		✓	✓	✓		✓	
Thiès	✓			✓	✓	✓	✓	✓		✓
Mombasa	✓	✓	✓	✓	✓	✓	✓	✓		✓
Ramgarh	✓	✓		✓	✓	✓	✓		✓	✓
Barwani	✓			✓		✓	✓	✓	✓	✓
Pune	✓	✓	✓	✓	✓	✓	✓	✓		✓
eThekwini	✓	✓	✓				✓			

Different communities had different sub-groups of interest. For example, GOYN São Paulo has longstanding racial and spatial inequalities, and the MSAG emphasized the need for awareness raising efforts on these disparities. GOYN eThekwini and GOYN Pune have both engaged with LGBTQ+ youth, and this has deepened their understanding of their challenges and needs.

Promising practices box: engaging sub-groups

- Bring in youth voice: in São Paulo, diversity and inclusion was a big emphasis, and the Collaborative included youth in its policy and advocacy work. In 2022 they worked with 50 young people from the peripheries of São Paulo, mobilizing their involvement with the municipal political agenda, preparing them for vocal public leadership roles, and engaging them on research on diversity and productive inclusion. These youth ultimately became their YAG.
- Membership and representation are key: In Pune, diversity and inclusion have been a focus, particularly around gender and youth with disabilities. The collaborative became aware of the extent of challenges that youth with disabilities face in accessing livelihoods as they attempted to find job placements for youth with disabilities. GOYN Pune hired a young person with a disability for the Youth Innovation Fund (YIF) to help connected other disabled youth to pathways. The Anchor Partner also noted that having an LGBTQ+ YAG member has prompted discussion around inclusivity within the collaborative. Additionally, experience within the Anchor Partner organization around training and employing LGBTQ+ youth in government and corporate jobs has helped GOYN incorporate a transferrable model of inclusion.
- Targeted approaches: For GOYN Ramgarh, working through women's associations and women's colleges helped them better target and access young women. Research and data were a powerful tool for inclusive targeting. In Bogotá, georeferenced data on OY allowed them to better target based on geographic disparities. GOYN Mombasa also noted that grassroots targeting has led to a greater/more diverse youth participation.

[12] Sub-groups refer to OY from marginalized groups who are most affected by structural injustices.

- Making pathways more inclusive: GOYN Ramgarh incorporated considerations for tribal youth in their pathways. Tribal youth account for 14% of Ramgarh's youth population, and they often have a preference for local employment opportunities rather than commuting out of their local area. With a better understanding of this group's aspirations, GOYN Ramgarh started the Tribal Entrepreneurship Program in collaboration with School for Social Entrepreneurs. This supported nearly 60 aspiring young tribal entrepreneurs with training and business discovery support, and 24 went on to start enterprises. The local government requested that the project also support their existing program targeting tribal youth (Chief Minister Employment Generation Program), for which GOYN Ramgarh assisted with more than 20 applications.

Anchor Partners consistently rated their ability to include youth with disabilities relatively low (47% on average). This is a repeat finding from 2021. GOYN Thiès had the highest rating (62%) on inclusion of youth with disabilities, reflecting the fact that a large proportion of their collaborative partners (55% of respondents to the collaborative survey) target youth with disabilities in their work.

2.6. Youth - Key recommendations

The table below summarizes the key recommendations that emerge from the findings in this section.

GOYN's reach and pathway implementation

- **Job fairs** have been a successful way of engaging OY in person and show promise for linking large numbers of OY to employment opportunities. They have also helped involve collaborative partners and are mutually beneficial for potential hires and potential employers. To further leverage the potential of job fairs within a collaborative context, communities can look to bring diverse actors together to increase both reach and quality of impact.
- **Youth databases and online platforms** are powerful tools to reach large numbers of youth and provide multiple resources in one place. They can be a tool for engagement and awareness raising, and successful tools have been to register youth to the platform to track them and follow up with them through automatic messaging or communicating at scale. Platforms also provide a centralized source of information and services to youth such as skilling opportunities or job matching. Thirdly, platforms can facilitate monitoring and tracking of OY journeys through online follow-up surveys and self-assessments. Given the successful rollout of technology solutions across the network, a tech toolkit or guidance around options for tools would help communities capitalize on their benefits.
- **Market-driven approaches** have been a common factor for successful pathways. Investments in market research to assess sectors of high growth potential for youth jobs and labor market trends are crucial during pathway design. For example, tailoring a skilling program to gaps identified by employers will increase likelihood of OY finding opportunities. It can also be useful to target sectors of high priority for public or private investment, and paying attention to needs and incentives of the private sector has been successful in opening livelihood opportunities.
- **Involving youth in pathway design and implementation** has improved GOYN pathways, with youth playing an instrumental role in clarifying the key problems to address at the design stage, mobilizing participation of other OY, supporting formative or monitoring research, and ultimately keeping GOYN accountable.
- As GOYN refines its **Data Dashboard**, indicators for youth engagement could distinguish between light touch engagement, such as viewing online content vs. more intense engagement, which may involve interpersonal interaction (online or in-person) or tailored messaging. Similarly, indicators for youth accessing opportunities could be categorized based on intensity to be more meaningfully aggregated. Refining indicators to be more comparable will allow further analysis into areas where more intensive support is necessary to bring youth to the point of accessing improved livelihoods.

Youth engagement

- While Anchor Partners demonstrated awareness of the importance of deepening youth participation to a collaborative 'membership level', **awareness raising and training** may be necessary for GOYN collaborative members to consider YAG members and involved youth as equal stakeholders. Case studies of success from across the global network could be used as stimulus for these conversations to showcase the importance and value of this level of engagement.
- **YAGs should meet regularly** to formalize their involvement in the collaborative, and youth members should be present in working groups and at other collaborative meetings (including internal/administrative, pathway centered, and outward-facing meetings). This will also further the process of YAG members taking on meaningful roles and responsibilities within the collaborative.

- Some collaboratives have found success in **capacity-building for OY on soft skills** such as leadership and public speaking to boost OY confidence to take on visible roles and responsibilities.
- Ensuring that collaboratives are seen by youth as **safe spaces** was highlighted as an important practice to encourage youth participation. This links to a wider sensitization process for the collaborative. This is an area where communities would benefit from case studies and promising practices as they emerge across the network, and it is recommended that this topic be re-visited in global forums and communities of practice.

Structural barriers and diversity and inclusion

- While continuing to deepen their understanding of structural injustices through research, communities should **build targeted action into pathways**, drawing on existing practices from across the global network. In particular, providing additional support around specific barriers that sub-groups face in participation should be planned for at the pathway design stage. For example, if travel to training centers is difficult for a sub-group, a stipend or an online option could be provided/planned for.
- Where possible, **disaggregating and georeferencing OY data** will be important for raising awareness of disparities and for targeting. Communities who have successfully implemented this level of monitoring could share learning around their tools and processes and guidance incorporated into ongoing monitoring and evaluation guidance at the global level**.**
- In terms of diversity, Collaborative members' and ecosystem partners' expertise has been helpful, for example, women's associations or women's colleges providing expertise and access for targeting women OY. Communities should **seek expertise on diversity and inclusion** from within their network and consider maintaining a key contact/advisor member within the collaborative.
- **Membership and representation** are key for diversity. For example, having an LGBTQ+ YAG member nuanced the collaboratives discussions and considerations for working with this sub-group.
- **Bringing youth voice into policy discussions** or awareness raising around structural injustices is critical for ensuring a true understanding of OY challenges.
- Given that diversity and inclusion are an ongoing challenge for communities, additional expertise or resources may be needed from the global GOYN network to support communities in targeting and engaging with sub-groups.

3. Collaborative & Ecosystem – 2022 Findings

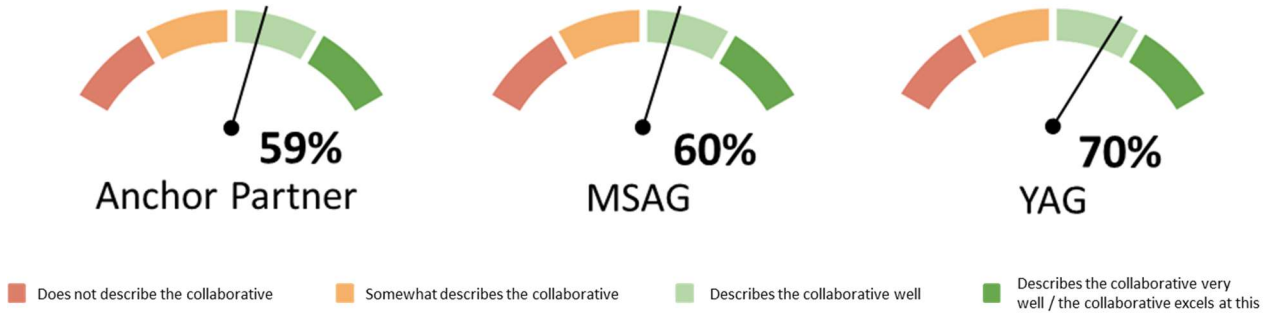
Key findings at the Collaborative and Ecosystem level

1. Collaborative membership grew substantially, and overall satisfaction among members was high.
2. Communities' progress over time highlights a common journey from early collaborative building to a networked and functioning collaborative.
3. GOYN collaboratives take a diversity of approaches, with some fulfilling a 'networker' role and others favoring an 'implementor' role.
4. Communities faced challenges building relationships with private and public sector actors.
5. Collaboratives were more data-driven in 2022, using data to inform implementation and engage external stakeholders.

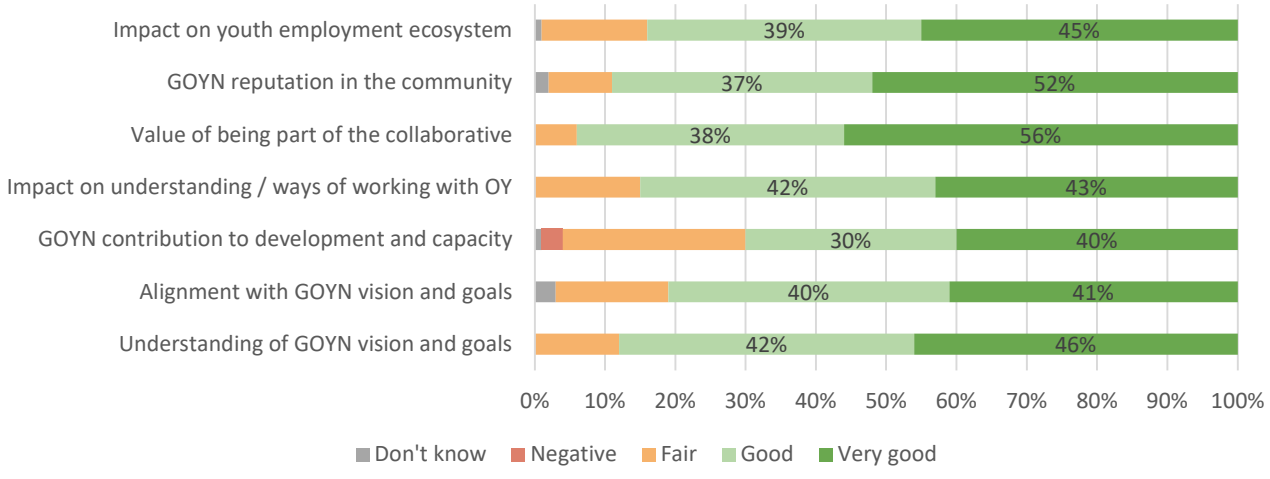
3.1. Finding 1: Collaborative membership grew substantially, and satisfaction among members was high

Key rating scores:

Outcome 1 – Well-functioning collaborative infrastructure[13]



Collaborative survey: Key feedback for GOYN[14]

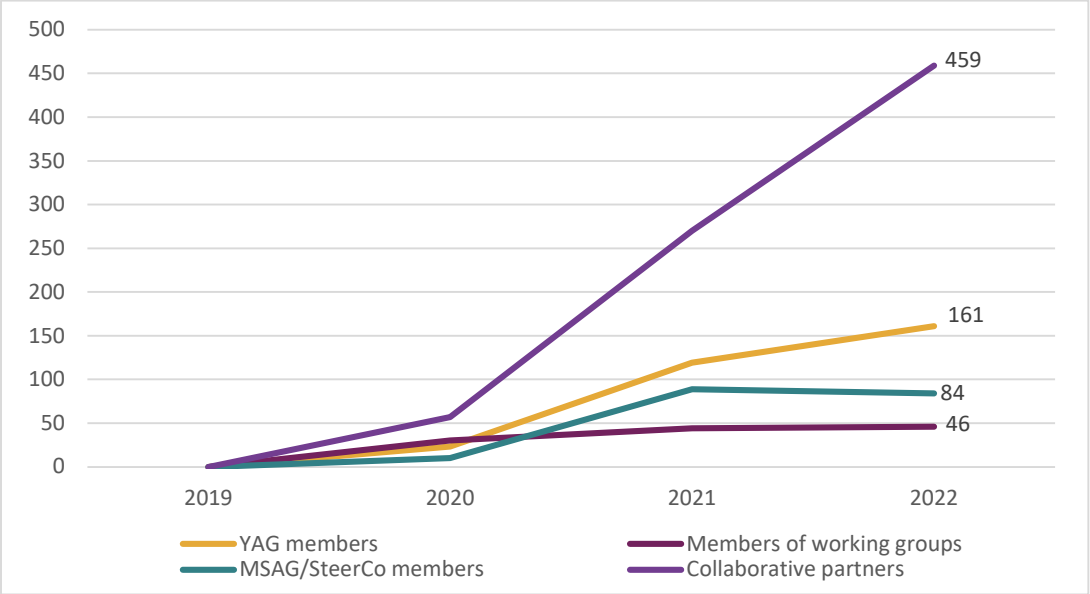


[13] Aggregated score of ratings for indicators that fall under Outcome 1.

[14] Responses for each Likert style feedback question varied, and the chart aggregates how positive the response was. For example, a 'negative' feedback response for 'GOYN contribution to development and capacity' corresponded to the response 'no contribution'.

The number of collaborative member organizations increased by 70% (from 270 in 2021 to 459 in 2022). Nearly all communities grew their network during 2022, with GOYN Mexico City nearly tripling the number of organizations in their collaborative. The majority (54%) of the network consists of civil society organizations, with 34% from the private sector and 12% from the public sector.

Figure 7. GOYN collaborative members over time[15]



Collaborative make-up varies by community. The number of organizations in the collaborative ranges from 11 to 94, while the sizes of MSAGs and YAGs tend to be more closely clustered (ranging from 5 to 16 and 11 to 35, respectively). There was no clear relationship between the number of Anchor Partner staff working full time on GOYN and the size of Collaboratives, nor between the year a GOYN community was established and collaborative size.

GOYN Collaboratives have increased their Anchor Partner staffing, YAG membership, and MSAG membership since last year. There are 87 stakeholders advising the GOYN collaborative as MSAG members, a slight increase from 82 in 2021. There are 161 OY acting as members of Youth Advisory Groups, a 35% increase from 2021. Overall FTE staffing for GOYN among Anchor Partners is 87, an 17% increase since last year, and comprising about 12% of the 704 FTE staff across GOYN Anchor Partner organizations. The table below shows full time equivalent (FTE) staffing and YAG, MSAG and Collaborative members for each community in 2021 and 2022. GOYN communities have 28 working groups with 46 members (compared to 18 in 2021).

Figure 8. GOYN Capacity by community, by year[16]

	FTE for GOYN		MSAG Members		YAG Members		Collaborative Members	
Community	2021	2022	2021	2022	2021	2022	2021	2022
Bogota	12	17	7	10	0	21	42	66
eThekwini	2.85	6	15	5	13	15	47	52
Mexico City	4.5	4	10	16	10	11	30	94

[15] Note that before 2021, increases were driven by growth of collaboratives but also new GOYN communities being established. No new communities were created from 2021 to 2022, so the increase in membership is due to growth of existing collaboratives.
[16] Both Barwani and Ramgarh communities are facilitated by Transform Rural India. Staff work across both communities.

Mombasa	16	11	14	10	15	11	45	82
Pune	15	27	8	7	17	18	17	27
Ramgarh	4	5	14	16	18	14	13	23
Barwani			4	11	16	21	11	11
São Paulo	8	8	10	6	30	35	65	77
Thiès	11.8	9	0	6	0	15	0	27
Total	74.15	87	82	87	119	161	270	459

Reach among collaborative survey respondents[17] was 66,053 OY in 2022. The services most commonly offered to OY by collaborative organizations were social services (52%), skilling and vocational training (46%) and job placement support (45%), followed by career counseling (39%), internships or apprenticeships (39%), mentorship (32%), and entrepreneurship support (28%). Nearly half of respondents (45%) of respondents report that they work on changing policies related to OY.

Engagement among GOYN collaborative survey respondents appeared to be high, with 97% having participated in at least one GOYN activity or initiative during 2022. The most common modes of participation reported by collaborative respondents were attending GOYN events (56%), attending GOYN meetings (42%), participating in a working group (38%), implementing pathway activities (34%). Other common involvement included being part of the MSAG (29%), attending training sessions (24%) and participating in research activities (22%).

Collaborative members highly rate the value of being part of the collaborative, GOYN's reputation in the community, and GOYN's impact on the ecosystem and their own organizations' capacity and ways of working with OY. Collaborative organizations also positively rated their own understanding of and alignment with GOYN's vision and goals.

> "Good work in building internal capacity of local organizations especially those which are youth led and work towards improving the quality of life of OY."
>
> Collaborative respondent, GOYN Mombasa

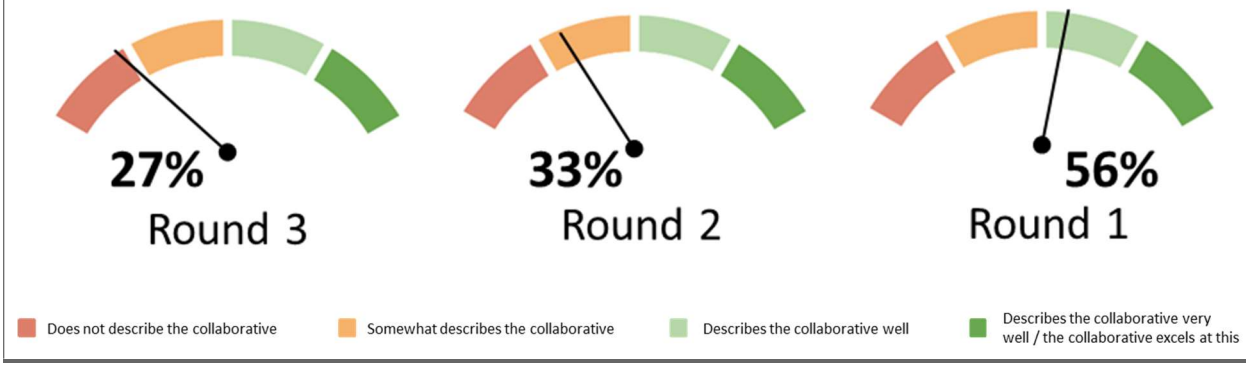
Collaborative survey respondents gave largely positive feedback. In particular, they highlighted GOYN's focus on impacting OY, the value of coordinating collective work between organizations, and GOYN's efforts to build capacity of collaborative members. In terms of areas for improvement, some respondents noted the need for improved communication on GOYN's activities, and the need to improve GOYN's visibility and better communicate impact. While this is not a representative sample of the collaborative (as more engaged members are more likely to respond to the survey), they are encouraging findings.

[17] This assessment introduced a new survey tool to better profile member organizations of the wider collaborative, with 119 respondents across communities. The overall response rate was about 30%, with response rates for each community ranging from 5% (Mexico City) to 78% (Pune). This reach figure is undercounted given response rates and the fact that not all GOYN collaborative members are implementing organizations with reach numbers.

3.2. Finding 2: Communities' progress over time highlights a common journey from early collaborative building to a networked and functioning collaborative

Key rating scores:

The collaborative has processes and tools in place to improve communication and coordination between different groups of stakeholders



GOYN collaboratives face similar journeys and common challenges from the early stages of setting up collaborative infrastructure to becoming a fully networked and active collective. For communities, achieving interconnectedness has been shown to take time. However, earlier stage collaboratives can learn from mistakes or best practices raised by later stage communities to facilitate their collaboratives' progression.

3.2.1. Round 1 Collaboratives grew more interconnected with the ecosystem, and Anchor Partners took on a matchmaking role

GOYN Collaboratives established close linkages between members, enabling strategic cooperation on pathways and other initiatives. This level of interconnectedness was found to be higher among round 1 communities. Round 2 and 3 communities are likely to be focused on the earlier stage of building collaborative infrastructure and membership, as reflected in the rating scores above. Round 1 Anchor Partners acted as matchmakers, building networks among collaborative members and identifying synergies and opportunities. For example, GOYN Bogotá's efforts to foster collective work across collaborative members has led to 26 new strategic alliances and 44 collaborations within the Collaborative. This included a connection with the Social Integration Secretariat that allowed collaborative members to provide services to youth registered with the district's public entities. The Anchor Partners who positioned themselves as networkers and conveners fostered a sense of ownership of GOYN's work among collaborative members with the idea that "*if you are participating in GOYN, you are GOYN*" [Anchor Partner, GOYN Bogotá].

Promising practices

- In Bogotá, a registration tool on their website allows organizations to register interest in GOYN and join a networked 'portfolio' of collaborative members. This allows GOYN to find synergies between registered organizations and pathways. Registered organizations can reach out to each other directly on the website to work together or exchange information.
- In Ramgarh, collaborative members worked in partnership across several initiatives. They worked together to provide continuing employment trajectories through college and

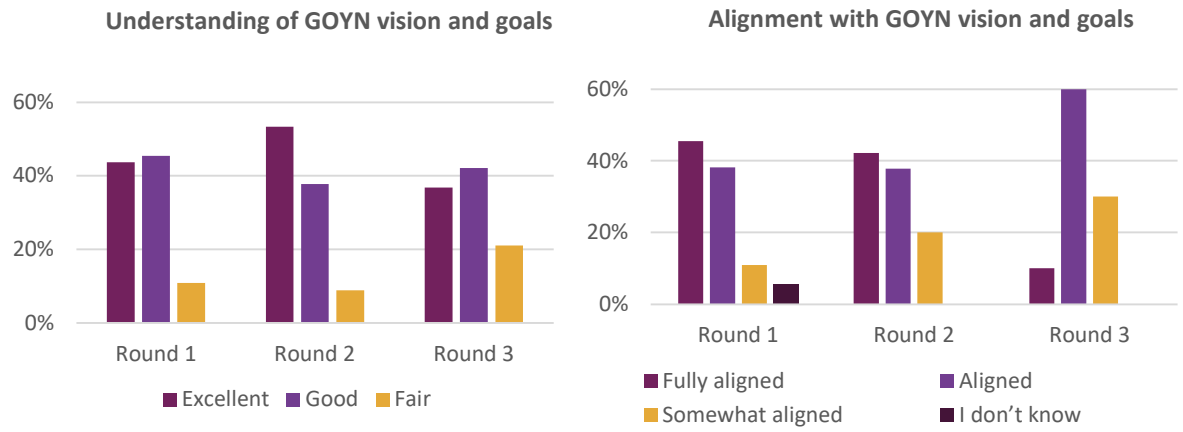
educational institutions, linking their students to career counseling and employment opportunities offered within the collaborative. As the AP noted, "*Since each of the members are working somewhere in the youth lifecycle, it is very important to start working where someone ends.*"

Communities are leveraging the networks of collaborative members. For instance, working group members in Mombasa were instrumental in making connections between employers and training institutions, improving OY chances of securing jobs. In Pune, a partnership with a local university to engage students on data collection led to a wider job placement drive which was subsequently publicized to other universities in the area via their network. This led over 800 youth to register for the job drive, their biggest turnout to date. In Ramgarh, the National Rural Livelihood Mission provided a list of supported enterprises to the SELCO foundation, and other market players have leveraged the National Rural Livelihood Mission's Cluster Level Forum platform for awareness raising and mobilizing participation.

3.2.2. Round 2 and 3 communities focused on fostering a sense of belonging and alignment across the collaborative

Some communities had difficulty achieving a sense of belonging and alignment among members. For example, GOYN Mexico City faced challenges creating cohesion among members of the collaborative. Some members lacked a sense of shared vision and belonging to the collaborative, as each member has their own individual or organizational priorities. A member of the MSAG explained, *"I believe that today the perception of what GOYN seeks to do is different among the participants. It would be important to encourage us more to have a sense of belonging to GOYN."* GOYN Barwani noted a similar concern around attribution, that it was unclear who would get credit for activities carried out through GOYN. In Pune, MSAG and YAG noted that they weren't always aware of what was happening across the collaborative on funding and implementation, and the need for more regular communication was emphasized. GOYN Barwani and GOYN Thiès also emphasized the need for members to build up a shared understanding of GOYN and its approach. 'Alignment with GOYN vision and goals' was one of the areas that had the lowest rating from those surveyed across the collaborative.

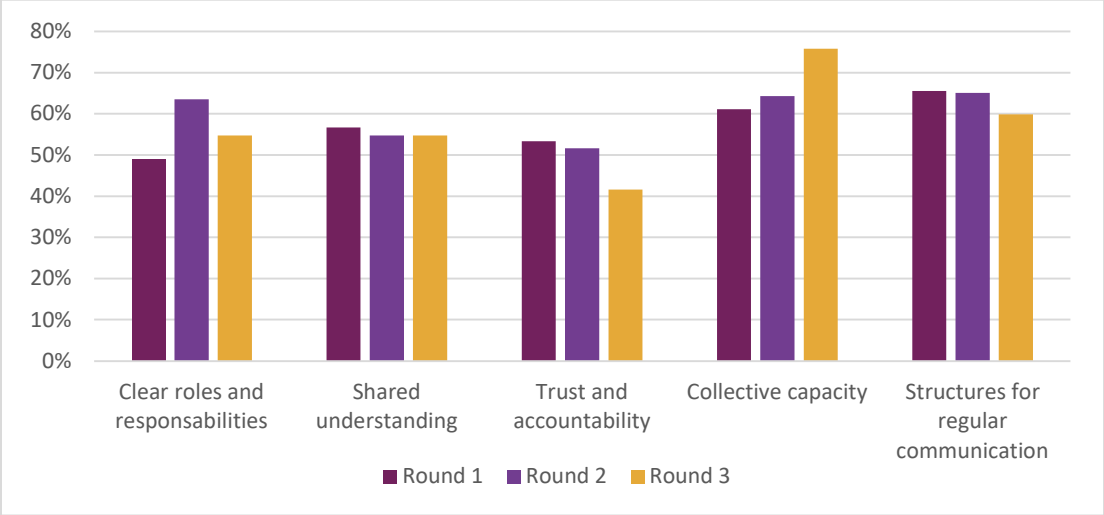
Figure 9. Collaborative survey responses on understanding of and alignment with GOYN's vision and goals



> *"[The collaborative is] evolving into a collective identity – has no sense of shared identity. [Members have] a vision of "GOYN" as a project [in which the] group [is] working together with GOYN, [however] it should be a vision that GOYN is the whole network. - "I am not in GOYN and yes I am a part of GOYN".*
>
> Anchor Partner in São Paulo

Trust and collaboration result from investment in collaborative infrastructure, regular convening and communications. Across the network, trust and effective collaboration have been built over time. To achieve this, communities with newer collaboratives emphasized building forums for regular communication and interaction. For example, Barwani hosts regular meetings, workshops, seminars, working group touch points, and external events. GOYN Mexico City sends out monthly newsletters to collaborative members. GOYN Bogotá promotes networking spaces between collaborative actors to help them better coordinate and restructured management of the collaborative to give steering committee members a greater decision-making role.

Figure 10. Rating scores: Functioning of Collaborative Infrastructure by round



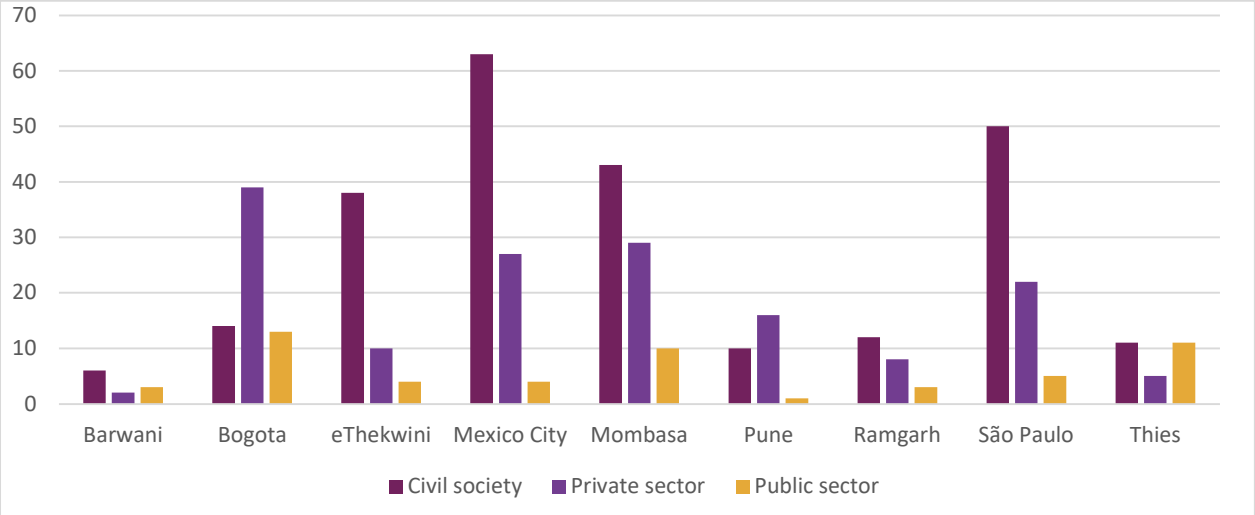
Capacity-building supports collaborative-building. For GOYN Thiès, capacity-building and sensitization was an important part of the early stage of the collaborative. This took the form of capacity-building workshops that built an understanding among MSAG members of GOYN's approach and prepared them for planning, implementation and monitoring. It was necessary to generate buy-in and understanding around the GOYN approach, which is new for stakeholders who are used to a more traditional development model. Having a physical meeting space for regular convenings of most involved collaborative members such as MSAG members was also important.

3.3. Finding 3: GOYN collaboratives take a diversity of approaches, with some fulfilling a 'networker' role and others favoring an 'implementor' role

Collaboratives vary in size and structure, suggesting that communities implement the GOYN approach differently. For example, this diversity can be seen in the composition of organizations in collaboratives. In Thiès, and to some extent in Ramgarh and Barwani, the government is the largest

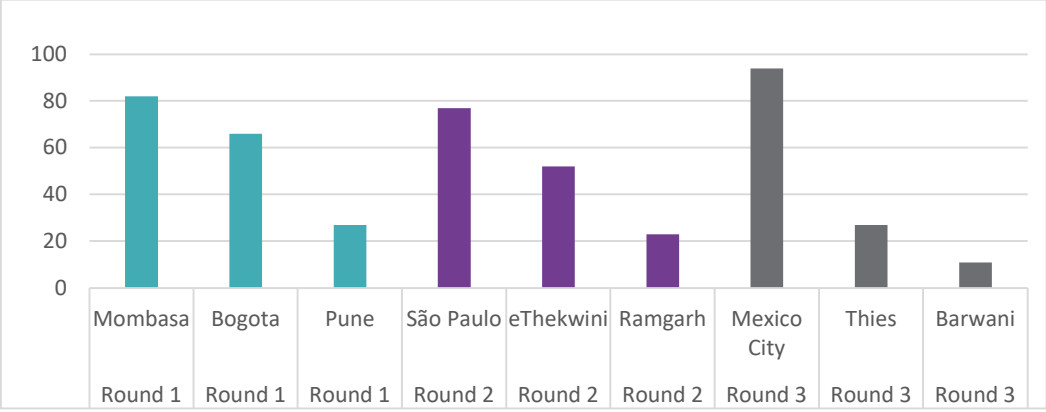
player and service provider in the youth employment ecosystem, and these collaboratives have a relatively larger share of public sector actors. In other communities, the youth economic empowerment space has a very active civil society, which explains the large proportion of non-governmental organizations involved in eThekwini, Mexico City, São Paulo and Mombasa collaboratives. GOYN in Pune and Bogotá have been able to engage a large proportion of private sector actors (see 2.5 for more details).

Figure 11. Types of collaborative members by community



There are also variations in communication structures and ways of working. For example, the number of MSAG/Steering Committee meetings per year varies widely. GOYN São Paulo and GOYN Mexico City's MSAGs met most frequently (10 and 9 times, respectively), while other MSAGs met infrequently (GOYN eThekwini's MSAG met once, GOYN Ramgarh and GOYN Mombasa MSAGs met twice during 2022). GOYN Pune in particular highlighted that regular convening and communication across members was a challenge. MSAG members in Pune noted that they were not aware of GOYN's funding strategy or what was happening more broadly at the GOYN/ecosystem level, citing a need for more regular updates and meetings. An MSAG member from GOYN Pune also noted having difficulty explaining GOYN's work, and that it was not always clear to stakeholders what was happening across GOYN. GOYN Mexico City received feedback from stakeholders on the need to better amplify youth stories and communicate achievements to stakeholders across the ecosystem.

Figure 12. Number of organizations in the collaborative, by round



There are considerable differences in collaborative size and make-up even within rounds of communities (as shown in Figure 12 above), suggesting these characteristics are not closely related to how long each GOYN community has been operating. It also does not appear to be closely related to Anchor Partner capacity in terms of full-time staff, which varies from 4 FTE in Mexico City to 27 FTE in Pune.

Differences in collaborative size and make-up are partly contextual, relating to how large or urbanized a community setting is, and therefore the number of actors operating in that space. This variance can also be attributed to the local context and institutional background/focus of the Anchor Partner. APs who are 'implementers' tended to have more of a focus on pathways, leveraging existing resources or models for implementation. Those from a 'convener' background, such as foundations, focused more on convening the collaborative and building infrastructure. For example, GOYN Bogotá has been operating for four years with a large collaborative network, established ways of working among members, and strong youth engagement, yet only formally consolidated their YAG in 2022.

Beyond Anchor Partner characteristics, there are also structural factors that favor implementation over a convening role. For example, the youth economic empowerment space is dominated by programs and funding structures that follow traditional implementation models, and GOYN's approach may have difficulty being understood in this space. For example, communities raised the issue that funding opportunities are often predicated on the collaborative filling a traditional implementer role for a project which may take capacity or focus from convening the collaborative and a subsequent collective impact approach.

This flexibility in the approach is a strength as well as a challenge for GOYN. GOYN collaboratives have freedom to adaptively tailor their approach in collaborative building and collective impact to the landscape of actors and opportunities in their local context. This flexibility also raises a key question for the network around the extent to which aspects of the approach are fixed and which can be adapted to local needs. For example, Anchor Partners that have a "convening" background may lack expertise on leading grassroots level youth engagement. Conversely, implementers may struggle with working at the systems level, fostering collective action and improving coordination in the youth employment ecosystem.

There is ambiguity around which core features of the GOYN approach are fixed vs. flexible. For example, Bogotá formally established their YAG in the fourth year of their collaborative, while communities typically form a YAG as one of the first steps to collaborative building. Core vs. adaptable elements do not seem to be clear to communities at present. Similarly, guidelines around how often MSAG members should meet or how often communications should be sent across the collaborative (i.e., a newsletter or regular update email) do not appear to be enforced. It may be important for GOYN to identify the extent to which there is a need for more consistency and consider the benefits and risks of differences in how communities carry out the GOYN approach. This also means that GOYN needs a mechanism to identify when a core element of the GOYN approach is lacking, in order to step in with additional support or capacity building.

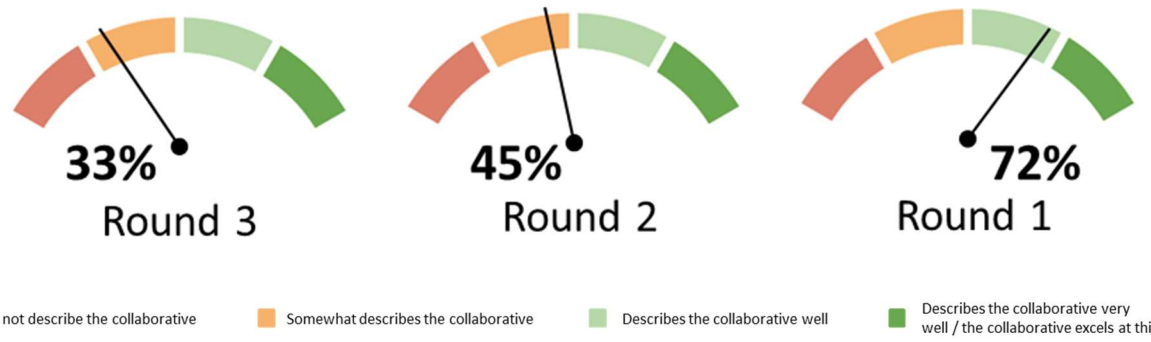
3.4. Finding 4: Communities continued to face challenges building relationships with private and public sector actors

Key rating scores:

The collaborative includes a variety of stakeholders that represent the diversity of the youth employment ecosystem in the community (public sector, private sector, civil society/nonprofit organizations, local community members)



Representatives from the private sector are actively involved in the collaborative



Anchor Partner ratings for private sector involvement in the collaborative are strong for round 1 communities, but considerably lower for round 2 and 3 communities. Round 2 and 3 communities also gave themselves low ratings on outreach to the private sector (38% and 42%), suggesting that one factor in the lack of involvement of these organizations may be limited concerted efforts to engage the private sector. It could be that communities are unsure of how to identify and approach private sector actors to target for partnerships. This is a continued finding from 2021, when communities reported having an unclear strategy for engaging the private sector.

Round 2 and 3 communities faced ongoing difficulties engaging the private sector. GOYN Thiès struggled to mobilize private sector members, attributing challenges to their profit-motive and the fact that they don't traditionally tackle issues of youth employment (which other collaborative members would have already been engaged in). GOYN São Paulo also highlighted a perceived mismatch between GOYN's social mission and private sector incentives, in particular private companies, who do not see how the cause is connected to their business strategy. GOYN Mexico City also had difficulty establishing and maintaining alliances with private sector actors, most importantly, employers. These findings correspond with findings from 2021 where several communities expressed similar challenges.

Promising practices for engaging the private sector

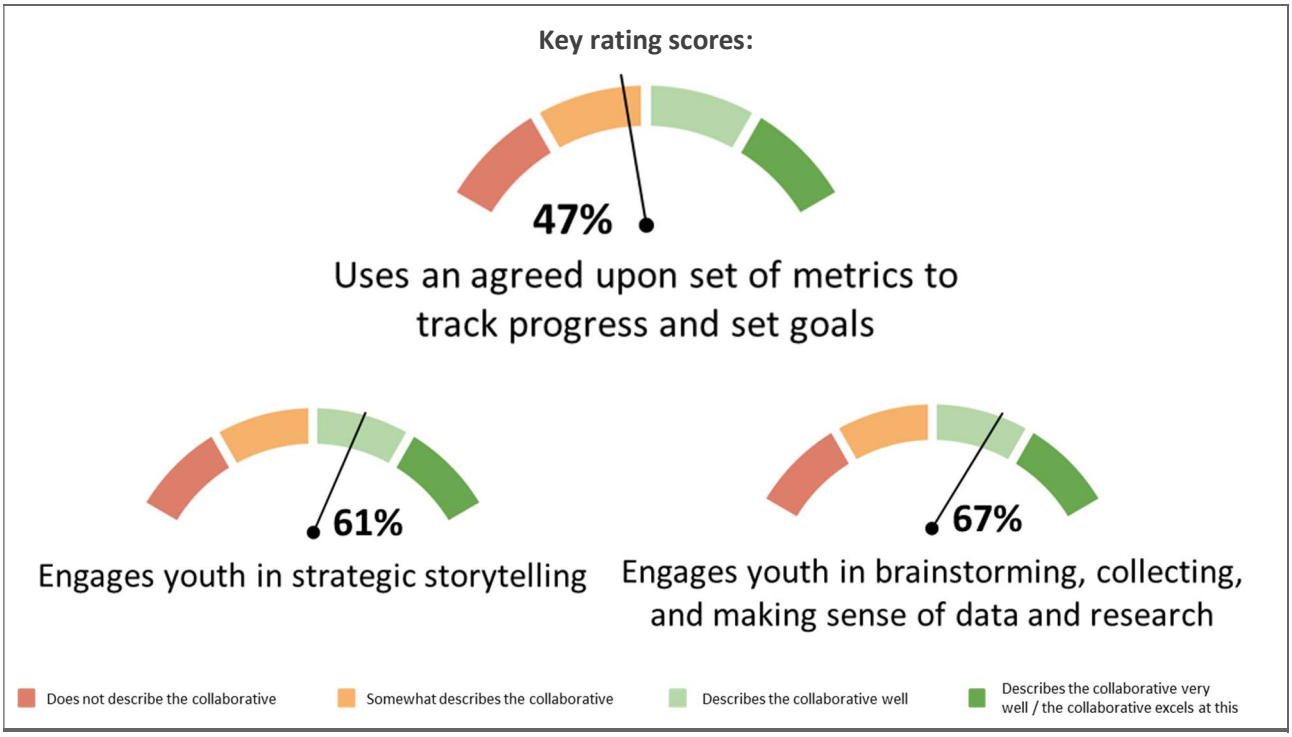
- Leveraging connections of collaborative members: In Mombasa, working group members had key connections with employers and training institutions, and they engaged stakeholders by convening them to map key sectors of Mombasa's labor market. In 2021, GOYN Bogotá made engaging the private sector a major priority. They have since engaged private sector actors through their two MSAG members who are part of the Chamber of Commerce.
- Outreach to business associations: GOYN Bogota has reached out to business associations like the US Colombia Business Council and the National Association of Businesses in Colombia (ANDI). They have used this to engage companies interested in investing in Colombia and in communities through CSR.
- Dedicating human resources to private sector engagement: GOYN São Paulo noted that hiring staff to lead on private sector outreach is important, and in 2022 GOYN Bogota hired a communications officer who shapes strategy on communicating with ecosystem actors.
- Understanding private sector priorities. In Pune, pathways were conceived to match the needs of private sector partners, and they noted that employers were more engaged when they could receive matching services from Vocational training centers to reduce their hiring costs. GOYN Bogotá noted external factors that shape interest, such as demand in the market for labor related to tech that generates interest in their digital pathway, and the fact that the new government's national agenda prioritizes youth, creating momentum for social investments to be directed in this area.

Some communities also struggled to engage the public sector. The public sector has the lowest representation in collaboratives at just 12% on average. In some cases, this is due to a relatively smaller number of relevant public sector organizations (i.e., one agency may handle several aspects of youth unemployment). It is also important to note that different community contexts had varying scope in terms of the public sector's role in the larger youth employment ecosystem. Notwithstanding, some communities faced difficulty engaging government actors. This was sometimes due to contextual factors, for example, elections that took place during 2022 led to changes in relevant stakeholders for GOYN in Mombasa, Bogotá, Mexico City, and São Paulo. In Mexico City, there is a historically complicated relationship between local government and NGOs, which can make cooperation difficult.

Promising practices for engaging the public sector

- Raise awareness of GOYN's approach. Thiès, Ramgarh and Barwani, are contexts where government actors are the primary players in the youth employment ecosystem, and all noted that the public sector tended to be skeptical of or unfamiliar with GOYN's collective approach. GOYN Thiès conducted workshops and trainings to build partner capacity and familiarity with GOYN's approach.
- Leverage overlap between GOYN and the public social agenda. GOYN in Ramgarh and Barwani have built relationships with members of local government administration since their early stages. In doing so, GOYN has focused on helping local government identify and solve gaps or weak areas in public programs, with a focus on making these changes adaptable and replicable. This strategy has built buy-in among public sector actors and has set pathways up to be replicated by local governments in other districts. The new national government in Colombia has put youth high on its agenda, and GOYN Bogota has taken advantage of this to reach out to public actors on youth policy.

3.5. Finding 5: Collaboratives were more data-driven in 2022, using data to inform implementation and engage external stakeholders



GOYN communities increased their use of data and research to inform pathways, influence policy and mobilize support. Of the nine GOYN communities, seven reported increasing their use of data for decision-making during 2022. This expanded use of data was attributed to support from GOYN Global as well as an increased focus on data across the collaborative, interest in shared measurement, and partnerships with external research bodies such as universities. Communities used data in various ways:

- **Targeting and OY challenges**. GOYN Bogotá found that georeferenced data was useful for targeting OY, and GOYN Mexico City drew on employment surveys to select areas with the largest number of targeted OY. GOYN Thiès produced a diagnostic report based on research into community challenges, drawing on collaborative member data. Pune also conducted an exercise to map the geographic distribution of OY for improved targeting. In response to low take-up of employment opportunities following training, GOYN Mombasa conducted a follow-up survey that revealed a preference among youth for pursuing entrepreneurship, allowing them to adapt their strategy accordingly.
- **Market analysis to inform pathway design**. GOYN Mombasa conducted labor market mapping and subsector analyses to identify employment opportunities for OY. GOYN Mexico City is also in the process of a labor market assessment. GOYN Ramgarh and GOYN Barwani conducted detailed analysis of the bamboo and sweet potato sectors to inform pathway design around farmers starting income generating activities along these value chains.
- **Monitoring and learning**. GOYN Bogotá developed a learning agenda with training operators to capture lessons learnt from their digital pathway pilot. GOYN Ramgarh and GOYN Mombasa have online tools to track OY journeys, collecting monitoring data that can inform improved follow-up and support. GOYN São Paulo co-launched a working group for monitoring, evaluation and learning, that meets monthly and has expanded GOYN's capacity in MEL for decision-making and knowledge management.

Spotlight on GOYN Pune

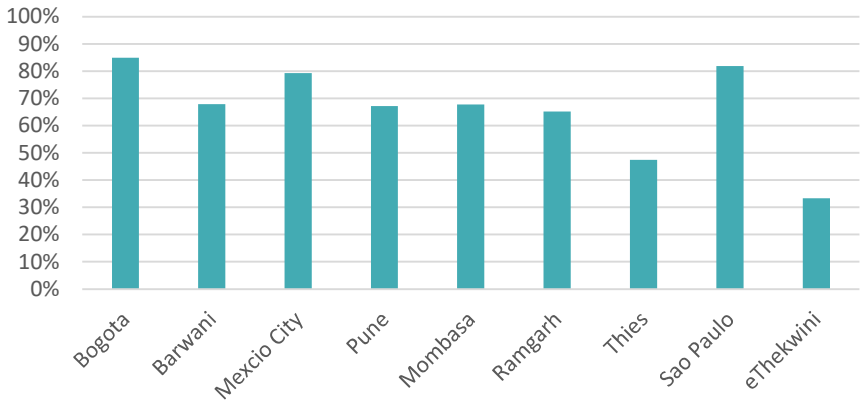
GOYN Pune has done extensive data collection to understand youth challenges.

- With support from Accenture, GOYN Pune built the digital infrastructure necessary to capture data on nearly 25,000 OY. GOYN Pune partnered with a local college to engage 80 university students as interns on data collection, for which these students received academic course credits. This large team of enumerators visited every slum community in Pune and conducted household surveys with OY. This data fed into a proposal for a demand-supply gap reduction program, the vulnerable women's support program, and the structural justice research program.
- GOYN Pune also collected data on 7,621 OY in partnership with MASHAL. This year GOYN Pune continued their practice from previous years of home visits, where they are able to reach OY at a grassroots level and have open conversations with them about their challenges, needs and aspirations. GOYN Pune also carried out qualitative research on differently abled OY through their home visits, which has been a difficult group to reach. These conversations helped them understand their unique challenges.
- GOYN Pune has also partnered with Saint Mira's College to conduct a study of structural injustices using a participatory action approach to data collection with student researchers. GOYN Pune developed the design and procured the funding for the research, but their close partnership with Saint Mira's has allowed the university to carry the work forward and lead on data collection.

As shown in the chart below, GOYN in Bogotá, São Paulo, and Mexico City rated themselves highest on producing and sharing policy-relevant research. Examples of how research was used as a tool to engage stakeholders and influence policy makers include:

- **Mobilizing engagement and support for GOYN**. GOYN Bogotá used their 2022 annual report for proposals and stakeholder engagement and presented findings to more than 200 stakeholders in the ecosystem. In Ramgarh, the team used the sweet potato value chain study to mobilize one of their stakeholders, NABARD, to provide financial assistance to 1,000 OY farmers to pilot a new variety of sweet potato.
- **Influencing public policy**. GOYN São Paulo conducted two major pieces of policy research in 2022, on the effects of the pandemic on youth and on productive inclusion of youth who have graduated from public education network. These studies produced clear recommendations geared toward policymakers. GOYN Bogotá held sessions with public sector entities to engage them with findings and recommendations of their annual report. (For more detail on policy influence, refer to 4.2).

Figure 13. The collaborative regularly collects and uses data to produce policy-relevant research or learning pieces on Opportunity Youth and shares findings with the wider community, including key decision-makers



Though research was sometimes used in external communications and stakeholder engagement, there is opportunity for further dissemination and knowledge leadership. A common point of feedback among YAG and MSAG members was that their collaborative should develop a stronger strategy for external communication. Youth often gave feedback that collaboratives had not fully capitalized on social media as a communication tool.

3.6. Collaborative & Ecosystem – Key recommendations

The table below summarizes the key recommendations that emerge from the findings in this section.

Collaborative building

- **Forums** for convening with stakeholders in the youth employment ecosystem have been effective in growing and deepening the collaboratives network. This represents a format for communities that have encountered challenges when growing the collaborative. Given these can be resource intensive, co-design and delivery from across existing collaborative members and utilizing combined resources is recommended as a strategy to both grow the network and deepened collaboration and ownership for existing members.
- **Regular meetings** should take place within the collaborative, including with the MSAG, YAG alongside regular ad hoc gatherings (workshops, trainings for members, etc.). Members collaborating on pathways (such as through establishing regularly-meeting working groups) provide a more formal structure for communication that deepens partnerships. Where possible, channeling members to such groups/ clusters (including communities of practice for earlier stage communities who are not yet at the working group stage) could be an effective strategy for increasing connection and ownership.
- **Communications** across the collaborative should be sent on a regular basis to update members on GOYN's work and maintain engagement from stakeholders within the collaborative. This can be done through newsletters, emails, social media posts, WhatsApp groups, etc. Communities that have had success in this area can share best practice across the network in terms of how to effectively and efficiently create and manage external content.
- **Creating tools and systems** to manage GOYN's portfolio of collaborative members could help foster synergies and opportunities for collaboration between members. For example, GOYN Bogotá's website allows organizations to register interest in GOYN and complete a profile that can match them to opportunities for involvement in initiatives or pathways with other organizations.
- For early-stage collaboratives, establishing a **sense of belonging and shared understanding** may involve efforts to build member capacity to implement the GOYN approach. It is important to define and align on terms such as 'Opportunity Youth' and 'systems change' as well as to undertake collective goal setting from early stages to generate buy-in.

Differences in implementation of the GOYN approach

- There is a need to consider what elements of the GOYN approach/model are adaptable for a place-based approach, and which are fixed. This exercise should also involve identifying risks associated with 'implementation-focused' approaches that could miss potential to achieve systems change.
- GOYN should establish a mechanism for identifying where a core element of the GOYN approach is lacking and provide support or capacity building to a community accordingly.

Private sector relationship building

- **Outreach** is critical to building relationships with the private sector. Leveraging the connections of collaborative member organizations has also been instrumental for private sector outreach. Reaching out to business associations has enabled communities to tap into networks of stakeholders with shared values. Within these processes, dedicating human resources to private sector engagement has yielded partnerships with in GOYN communities. It is recommended that communities that have not allocated resources include this in their strategic planning with dedicated capacity for outreach.
- It is important to understand **private sector incentives**, and where possible, take them into account when developing pathways. For example, matching skilling needs of employers when designing a training and targeting sectors or themes of high priority for potential partners

Public sector relationship building

- **Raising awareness** of GOYN's approach has been important for government actors who tend to be skeptical of or unfamiliar with a collective approach.
- **Leveraging overlap between GOYN and the public social agenda** has led to opportunities for collaboration with the public sector. For example, helping local government identify and solve gaps in social programs or taking advantage of a national government's youth policy agenda to join the conversation have been successful.

Drawing on and communicating data

- **Partnering with local education institutions** can increase capacity for research and provides an opportunity to engage youth on data collection. It is recommended that these actors are included in the scoping of stakeholders for communities and that this research and learning agenda is explicit in strategic planning across communities.
- **Dedicated resources and targeted capacity building** increased GOYN collaboratives use of data for targeting and diagnosing OY challenges, conducting market analysis to inform pathway design, and monitoring and learning. This trend should be maintained through similar efforts, for example, creating a MEL working group was successful in institutionalizing the use of data for strategic decision making.
- **Sharing research** widely with policy makers should aim to start a conversation. Collaboratives should continue to seek opportunities to **gain** a seat at the table to discuss findings or present findings in public forums.
- Collaboratives should capitalize on **social media** to share research with the youth employment ecosystem. Annual reports and policy papers should continue to be used as tools to mobilize engagement and support for GOYN.

4. Policy & Systems – 2022 Findings

Key findings at the Policy and Systems level

1. GOYN communities prioritize systems change but lack a unified framework for how to conceive of and achieve systems shifts.
2. In 2022 GOYN communities gained a seat at the table for policy conversations.
3. 2022 saw examples of ecosystem actors adopting GOYN practices, approaches and pathways.

4.1. Finding 1: GOYN communities prioritize systems change, but lack a unified framework for how to conceive of and achieve systems shifts

Communities sought to create systems shifts through influencing youth policy, promoting the adoption or scale-up of pathways by ecosystem actors, and through high-level collective impacts on youth themselves. GOYN communities communicated their commitment to impacting the systems that shape youth opportunities and livelihoods. In 2021, collaboratives began working on shifting narratives within the ecosystem and later stage communities began working on influencing youth policy. In 2022, as collaboratives became more networked and expanded their collective influence, it became apparent that communities are focused on and prioritizing systems change.

There was less emphasis on shifting mindsets/promoting asset-based narratives, and communities did not discuss shifts of funding flows for OY as a type of systemic change. A few communities highlighted work to shift mindsets in 2022. Notably, Mexico City promoted asset-based narratives through their social media and newsletter sent across the collaborative, as well as two events focused on the topic that were reported by national newspapers. The definition of OY has gained traction among stakeholders and government officials/agencies at the county level. Similarly, Mombasa held a workshop in 2022 in which participants agreed to adopt the term 'Opportunity Youth'. There was less mention of shifts in funding in the ecosystem, however one anecdotal example was in São Paulo, where two policy reports influenced the municipality to launch a $3 million entrepreneurship fund for training 10,000 entrepreneurs by 2024.

When asked what strategies were most successful to influence systems shifts in the youth ecosystem, round 1 communities showed a range of different perspectives:

- GOYN Mombasa and GOYN Bogota described their policy work. For example, GOYN Mombasa noted, "Through the creative working group, we have developed the Mombasa Film Policy…The draft document has then been subjected to public participation meetings offering the larger ecosystem an opportunity to input on the policy before it's submitted to the county government for adoption."
- GOYN Bogota discussed the adoption or scale up of practices by actors in the ecosystem: "The training programs have also generated evidence that influences the ecosystem to change practices and ways of approaching the OY."
- GOYN Pune responded by describing the cumulative impact of their pathways on youth: "Home visits and in-depth conversations with OY through relationship building has enabled trust building with OY and in depth understanding of OY challenges. This has

been the foundation of our programs that have emerged over the years including conducting job fairs in community and institution settings, promoting women in workforce program."

Overall, it is difficult to detect among GOYN communities a common understanding or single framework around systems change. In fact, the MSAG in Mexico City pointed out that building a shared understanding of systemic change has been a challenge for the collaborative. Communities may tend to tackle types of systems shifts that fall within their 'comfort zone' of implementation. For example, Bogotá's collaborative is deeply networked and has expertise in policy influence, while GOYN Pune has a wealth of grassroots links to youth and very developed pathway implementation. Collaboratives demonstrate an understanding of general principles of systems change as defined by GOYN' results framework, but concretely grasping how to move from grassroots level implementation to the collaborative influencing the ecosystem may be a difficulty.

In absence of a clear framework, setting goals and targets around systems shifts may be difficult for collaboratives and for GOYN at a global level. Furthermore, if collective work of collaboratives is already having impact on the systems that shape youth employment and wellbeing, a framework can help communities systematically track and measure their systemic impacts. Developing a unified framework to understand, plan for, and measure systems change is a possible area of growth for GOYN in 2023 and beyond as existing collaboratives grow and develop.

Promising practice

In 2022 GOYN Bogotá began developing a measurement approach for the collaborative's collective impact based on a Collective Impact Forum framework. The collaborative has a Collective Impact Coordinator who led on updating their results framework to capture interactions between ecosystem actors and work across the wider ecosystem. GOYN Bogotá will pilot this monitoring system for three pathways, including an upcoming USAID initiative with youth in the judicial system.

4.2. Finding 2: In 2022 GOYN communities gained a seat at the table for policy conversations

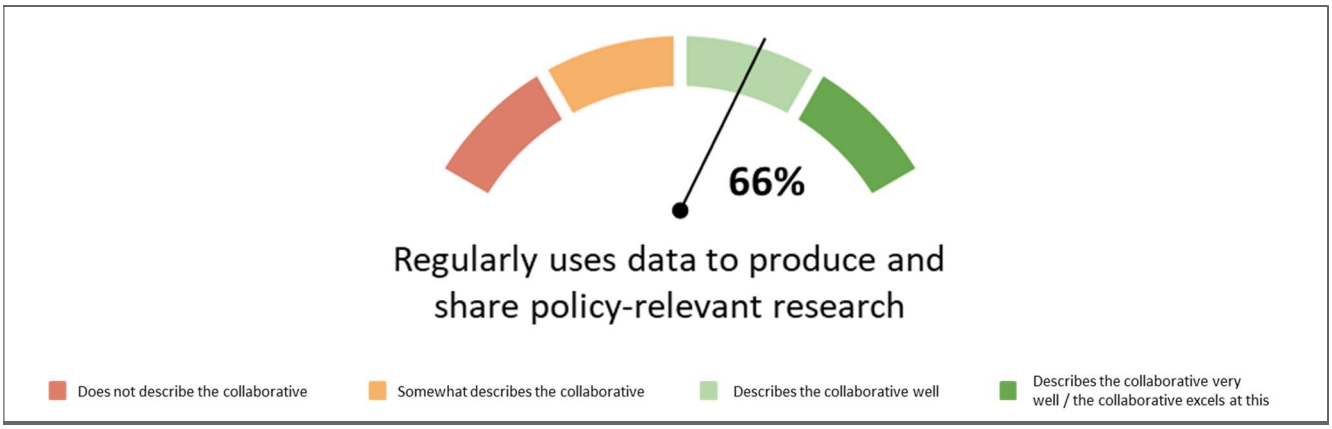
Key rating scores:



Working to influence policy to address OY needs

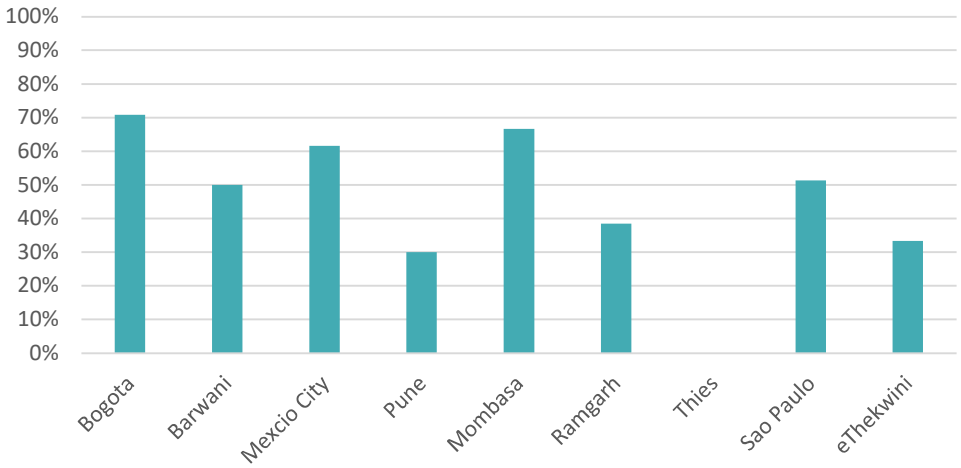


Regularly reaches out to public officials and policy makers to build relationships in support of its OY agenda



Communities are producing and sharing research to influence policy change. Though several communities were thinking about policy change, collaboratives rated themselves fairly low on the statement: '*The collaborative is working to change existing policies /practices or to create new policies (at national, regional or local level), to directly address opportunity youth needs'.* Ratings ranged from 30% in Pune to 71% in Bogotá.[18] Anchor Partners rated themselves lower on average than the MSAG (33% vs. 47%). This perhaps reflects the challenges of enacting policy change. The MSAG in São Paulo, one of the more policy-focused collaboratives, found it challenging to reach decision-makers to share policy research. Despite the low average rating on policy change, communities rated themselves fairly high on producing and sharing policy-relevant research, with GOYN Bogotá, São Paulo and Mexico City (79%) excelling in this area.

Figure 14. Rating score: Collaborative is working to influence policy to address OY needs



The political context provided opportunities for policy influence in some communities. Somewhat surprisingly, communities that rated themselves highest on working to influence policy were not those with higher proportions of public sector collaborative members. The common factor appeared to be operating in a context with an active civil society, in which there is space for nongovernment institutions to weigh into policy debates. Additionally, recent elections and thus turnover among public officials in Bogotá, São Paulo, and Mexico City may have presented opportunities to contribute to policy roadmaps and plans that would guide an actor or agency's work over the next political term.

During 2022, GOYN in Bogotá, São Paulo and Mombasa contributed to national youth policy documents and plans. For example, GOYN Mombasa contributed to a local government plan for the

[18] This rating question was not yet applicable for GOYN Thiès, which is still in its collaborative building stage.

county government's Mombasa Youth Policy. The collaborative also convened stakeholders to develop Mombasa Film Policy to unlock 5,000+ jobs, which is to be submitted to Mombasa County Assembly. GOYN São Paulo influenced the development of government plans in the 2022 elections and produced consolidated guidelines for the National Youth Plan through the forum "Juventudes do Agora". GOYN Bogotá fed extensively into national and local policy plans for youth employment. These examples demonstrate that communities have significantly increased their activity in the political arena (compared to 2021).

Spotlight on Bogotá

Public sector knowledge and policy expertise within GOYN Bogotá has allowed the collaborative to target national development plans amid elections and emerging government priorities. Feeding into policy plans and roadmaps was an important entry point for advocacy and sharing recommendations, particularly around structural injustices.

- Bogotá worked with the National Authority for Youth Policy, the highest institution for public policy in Colombia, contributing to a roadmap for youth policy for the next four years. The weight of network of collaborative stakeholders gave the Anchor Partner more influence when sharing their learnings about structural injustices.
- GOYN Bogotá worked with the district education agency that deals with access to higher education for young people in the city (Atenea), participating in dialogues to shape education policy until 2028, with the plan to be approved in 2023. The Anchor Partner noted: "*They have used data from the GOYN report to focus their actions and have developed lines of work based on the Marketplace's findings to formulate their programs. It is expected that by 2023 this work will allow more than 10,000 young people to access training opportunities.*"
- During 2022, Bogotá also worked with the secretary of education to create a policy document with guidance around identifying training and employment opportunities for youth, continuing work from 2021 with analysis of four additional sectors.

Research was a key component of policy advocacy for GOYN communities. In 2022, GOYN São Paulo supported two major policy research papers on productive inclusion of young people and on the effects of the pandemic on youth. The latter research explored the impact of the pandemic on OY, and advocated for solutions including a stipend for youth. This research was picked up by a politician, who used it in the design of an entrepreneurship program that is now implemented. GOYN eThekwini conducted research into the Department of Basic Education's Employment Initiative, generating learning around improving service delivery for young people. GOYN eThekwini cooperated closely with the public sector, civil society and the research community to make these learnings explicit. The strong capacity that GOYN communities have for data collection and research (see 3.5) is beginning to be harnessed, and can be further leveraged going forward, for policy influence.

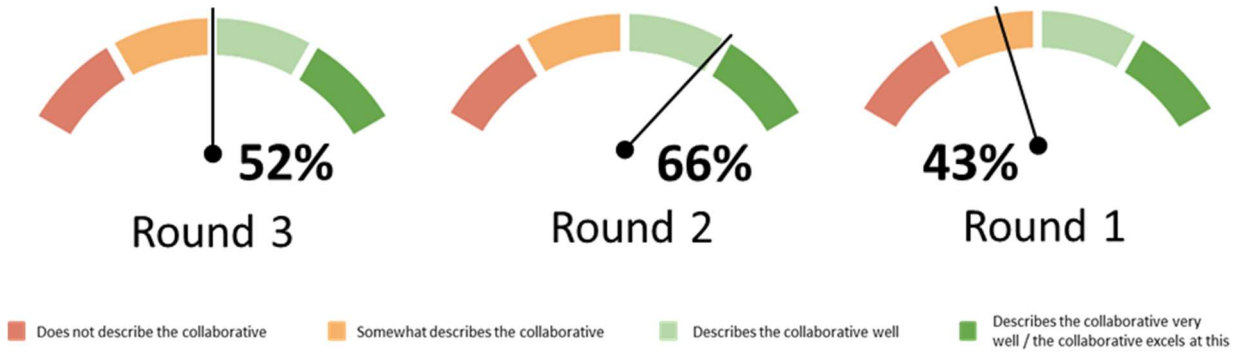
In some cases, youth were closely involved in a community's policy and advocacy work. For example, GOYN Mombasa worked on a film policy aimed at attracting investments in the industry that would create opportunities for OY, noting that "Public participation attracted about 200 youths and creatives keen to shape the future of the industry through the collaborative." The aforementioned "Juventudes do Agora" movement in São Paulo also brought OY into public debates on political issues, and the collaborative's work on Productive Inclusion of Youth and Diversity, Equity and Inclusion had close involvement of 50 OY from the peripheries of São Paulo.

Youth involved in GOYN were also observed to be politically engaged and display visible roles in their communities. For example, YAG members in Mombasa had an active role during elections in educating their peers and participating in civic education forums to advocate for peaceful elections. One YAG member even applied to be a candidate in the county assembly election in Mombasa, and having a YAG member running for local government was inspiring to other youth. YAG members from Ramgarh and Barwani participated in a Model G-20 Summit in India hosted by the Indian Institute of Democratic Leadership. The YAG in Ramgarh was also engaged on a more local level, participating in local governance and service delivery, supporting a local vaccine drive and supporting migrants to register on an employment portal. These examples of youth involvement in policy show the organizing potential of the YAG and indicate that policy involvement is an important way to elevate youth voices in the community.

4.3. Finding 3: 2022 saw examples of ecosystem actors adopting GOYN practices, approaches and pathways

Key rating scores:

OY pathways are implemented by collaborative member organizations and partners across the ecosystem, who dedicate specific time to supporting the collaborative's efforts



GOYN communities influenced ecosystem actors' practices and approaches. In certain cases, this meant that implementation partners scaled up or continued a pathway autonomously. In Bogotá, following learnings from a piloted training for women in the construction sector, Organización Corona and Sodimac will continue to implement the pathway autonomously. Similarly, the training operators in Bogotá have incorporated practices in their courses to strengthen the inclusion of vulnerable populations following learnings from the training pathway in the digital sector. Notably, ATENEA, the district's education agency will offer a digital sector training to benefit 7,000 youth in 2023. One of GOYN Mombasa's collaborative members, the Boma International Hospitality College in Nairobi plans to scale up a training program developed by GOYN that features a certification and apprenticeships for animators in the tourism industry. Other communities also noted early-stage interest in scaling approaches or replicating the GOYN approach, including GOYN in Pune, São Paulo and Mexico City.

Spotlight on GOYN Ramgarh and GOYN Barwani

GOYN Ramgarh developed an integrated program for creating an enabling environment for entrepreneurship at the ecosystem and district level with a range of support services for young entrepreneurs. This was later scaled to Barwani as well. In the context of these two communities, GOYN works closely with government administrations, who are the primary actors in livelihoods and education in rural India. Additionally, the two-district model operates in multiple contexts, and

GOYN Ramgarh/Barwani had a focus on piloting as a demonstration that could be scalable and replicable in other contexts. Having developed the Bharat Enterprise Enabler Support Pathway at the district level and tested it with close collaboration of stakeholders, the pathway was well received.

This led the Ministry of Rural Development to issue plans to replicate the pathway in 10 districts across four states in India as part of its RSETI program. GOYN Ramgarh was selected as the model district to demonstrate learnings, and the Ministry invited the GOYN team to a workshop in New Delhi to present the integrated entrepreneurship model and how to incorporate it into RSETI's work.

There have been other notable examples in Ramgarh and Barwani of stakeholders picking up or replicating approaches. The youth hubs in these communities are a one-stop solution for hard-to-reach rural youth to provide access to counseling, skilling, employment opportunities, entrepreneurship support, and information about government entitlements. Based on the successful demonstration in Barwani, the Government of Madhya Pradesh adopted the youth hub model and plans to replicate it to 107 blocks from 2022-2023 and will potentially scale to all 52 districts by 2023-2024. Furthermore, GOYN Ramgarh signed an MOU with the Jharkhand State government for developing career counseling and skilling at colleges and training institutions. Following pathways that target tribal youth in Ramgarh, GOYN was asked to support the Chief Minister Employment Generation Program.

Though GOYN takes a place-based approach, these examples in Ramgarh, Barwani, Bogotá and Mombasa suggest that GOYN can have influence beyond their communities through the extended geographic reach of collaborative partners. For example, GOYN Bogotá worked with Fundacion Nutresa on policy conversations around education challenges in Bogotá, and this work also influenced the foundation's advocacy work in Barranquilla and Cali.

4.4. Policy & Systems – Key recommendations

The table below summarizes the key recommendations that emerge from the findings in this section.

Systems shifts

- GOYN communities would benefit from a **clear systems change framework** that sets out a unified approach for understanding, planning for, and measuring systems change. This framework should draw on the market analysis included in the ecosystem mapping, enabling communities to understand the current status of the market systems they work in, and set a collaborative vision for what these markets should look like in future. This would enable communities to better link their pathways with their overall work to build a collaborative ecosystem, showing how they contribute to an overall systems shift.

Policy change

- **Follow national or local-level policy priorities** and get a seat at the table for conversations to shape national policy plans or agendas. Joining the conversation with relevant data gives credibility and a platform to feed into policy plans.
- See recommendations around public sector relationship building (3.6).

Influencing ecosystem actors

- **High-quality evidence** generated from pilots is a compelling tool to convince ecosystem actors to take up a pathway or practice. To achieve this, monitoring and evaluation capacity should be included in the planning and resourcing for pilot projects. Communities that have successfully achieved this can share their approaches to both capturing this evidence and effectively communicating it to support other communities who are looking to pilot.
- **Co-creating and co-implementing pathways** from an early stage is a key strategy for sustainability as it increases the likelihood of ecosystem actors taking ownership and carrying forward a pathway. As above, this element should be considered from the ideation stage through to piloting and implementation.
- Collaboratives should **prioritize partners** who have the will, capacity, and geographic reach to expand, replicate, or scale up an improved practice. See recommendations around public and private sector relationship building (3.6).

5. Conclusions and recommendations

5.1. Summary of findings

During 2022 GOYN expanded its reach in its 9 communities, collaboratives developed and became more cohesive, and communities began seeing systemic effects of GOYN's collective approach. This Community and Youth Assessment examined these communities' progress toward GOYN's goals, success factors and challenges, and began observing possible systems shifts that have arisen from GOYN's work in 2022.

5.1.1. Youth

During 2022, there was a considerable increase in OY engaged and accessing opportunities, while a smaller proportion of OY went on to see improved livelihoods outcomes. Many new pathways began in 2022, and collaboratives developed some best practices around implementation, including youth involvement, use of technology and digital platforms, and market-based approaches. Youth engagement across communities was very high, and youth in round 1 and 2 communities deepened their active role in implementation. At the same time, youth were not fully in their role as advisors and collaborative partners. This was partially due to perceptions of youth in adult dominated professional spaces, and there may be work to do in collaboratives to shift mindsets toward seeing OY as collaborative members rather than beneficiaries.

As in 2021, structural barriers and diversity and inclusion continued to be an area of emphasis for collaboratives, who began to better understand structural injustices through research and address them by adjusting pathways. Reaching certain sub-groups to ensure diversity of youth participants continued to be a challenge.

5.1.2. Collaborative & Ecosystem

Collaborative membership grew considerably in 2022, and collaborative member organizations gave positive feedback and valued being part of GOYN. Collaboratives at different stages show a common journey from early-stage development to becoming a fully networked collective. In 2022, Round 1 communities became more interlinked, and the year saw increased numbers of collaborations and synergies between organizations, with connections being fostered by the Anchor Partner. Round 2 and 3 communities had not yet reached this stage of interconnectedness and emphasized the importance of building up a sense of alignment and unity among members.

Collaboratives in different communities varied considerably in size, composition, and ways of working together. In particular, there is a trade-off between collaborative building through networking and convening and developing implementation pathways, and differing degrees of emphasis on these elements may depend on the Anchor Partner and its relative capacities and approaches. In particular, an 'implementation' focus may preclude a collaborative's ability to enact systemic shifts. These variations across communities are both a strength and a challenge, allowing communities to adapt to their context but raising the question of which aspects of the GOYN approach are fixed and which are flexible.

Communities faced challenges in building relationships with private and public sector actors in 2022. They also became more data driven, using research for pathway design and implementation as well

as in advocacy. The year also saw the introduction of technology solutions for collaborative management.

5.1.3. Policy & Systems

As collaboratives expanded their influence, they gained the capacity and networks to begin influencing systems change, which primarily took the form of changes in policy or replication/scale up of GOYN approaches. A clear unified framework for understanding systems change would help document and support these advances further.

During 2022, there were several cases where GOYN collaboratives contributed to or influenced public policy around OY issues, and instances where GOYN approaches were scaled up or taken on by ecosystem actors, suggesting that GOYN's impact extends beyond its network of communities.

5.2. Recommendations

The following are high-level recommendations that emerged based on these findings. Specific findings are outlined at the end of each section, and best practices and strategies that communities successfully employed related to specific challenges are interwoven throughout the report.

1. **Tracing impacts on youth livelihoods**. GOYN has documented considerable progress on connecting youth to employability support in 2022 but has not yet been able to evidence the same jump in youth with improved livelihoods. It is normal for high-level impacts to lag behind engagement with GOYN support, and so we would expect to see improvements over the next year. However, it is worth communities assessing which of their activities are most likely to lead to impact and considering the potential tradeoffs for depth of impact vs. breadth of reach. GOYN should also further refine the Data Dashboard to allow meaningful aggregations of indicators that distinguish between light-touch and intensive support to allow further analysis of which activities are yielding high-level impacts.
2. **Expertise on diversity and inclusion**: Given that diversity and inclusion are an ongoing challenge for communities, additional expertise or resources are needed from the global GOYN network to support communities in targeting and engaging with sub-groups. Similar support from the network to foster learning and disseminate tools and best practices around research and MEL or frameworks for thinking about structural injustices have precipitated considerable movement in communities in both areas. It may also be important for Collaboratives to seek expertise on disability or other sub-groups from within their network and ensure that this specialist area is represented among members.
3. **Clarity and support for the GOYN approach.** The diversity in how collaboratives respond to their local context is an important strength of GOYN communities. It raises the question, however: On which aspects of the GOYN approach can communities pivot and to what extent? GOYN should identify which elements of GOYN are core features that must be present in every community. This should also involve an exercise to identify when an Anchor Partner requires additional support and capacity building, with a focus on risks of approaches that are overly implementation-focused and limit a collaborative's propensity for convening and networking.
4. **A framework for systems change**. During 2022, communities shared striking examples of systems-level changes, most notably policy influence and uptake of GOYN approaches by ecosystem actors. This assessment was designed during the early stages of GOYN, before communities began to garner this level of influence and a review of the current framework on which it is based is timely to ensure these impacts can be captured in full. Moreover, this

assessment revealed that communities do not have a unified framework for conceiving of systems change, though their ideas do align loosely around the definitions in GOYN's results framework. Thus, at this stage of the network's development, there is a major gap in 1) a common definition of systems change, and 2) ways of systematically evaluating the extent to which GOYN is collectively enacting systems change.

Appendices

5.3. Appendix A. Assessment methodology

The Community and Youth Assessment is an annual process which seeks to build an understanding of the context, work and outcomes of GOYN communities. The assessment is led by DevLearn, GOYN's MEL partner. It seeks to:

- Provide an understanding of the context & key facts about GOYN communities and OY during 2022
- Track progress toward achieving GOYN's vision, mission and goals as defined in the GOYN Theory of Change and Results Framework (Annex 1)
- Explore both expected and unexpected outcomes which have come about as a result of GOYN's work in 2022 and key factors in bringing them about.

The first cycle of the assessment took place in 2020. It consisted of three processes - an open questionnaire, a rating survey and a youth assessment. The 2021 cycle used revised versions of these tools, and added interviews with APs and a complementary in-depth qualitative research component, which included an exploration of outcomes at the collaborative level and piloting a YAG-led process using a mobile chat platform (Whats App). Building on the experiences from the past 2 years and learning and feedback from Anchor Partners, this year the assessment will include a focus on:

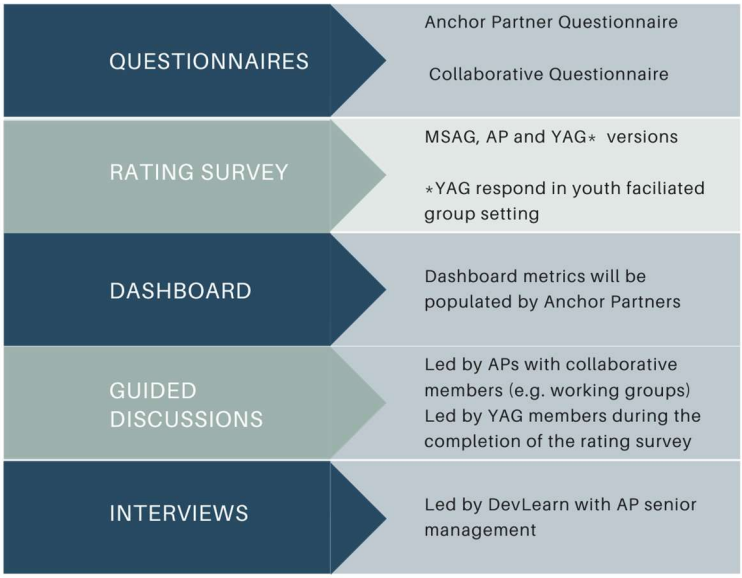
- **Consolidating and streamlining data collection -** The assessment will include the measurement of several indicators which are crosscutting with grant requirements for network level reporting. This coincides with wider efforts to consolidate quantitative data reporting via the implementation of the GOYN dashboard. Once fully operational, the dashboard is expected to be the primary source of quantitative data, enabling the additional assessment tools to focus on qualitative data collection. Finally, this year the process will also involve the analysis of existing MEL impact reporting which has been from communities level data collection (for example OY focus groups). This is to avoid duplication of effort and optimize the use of the results from communities' MEL efforts during 2022.
- **Collecting more data at the Collaborative level -** Understanding the state of OY and GOYN's reach requires data and insights from the wider collaborative. This year, an additional questionnaire will be developed that is targeted towards collecting this data and engaging more collaborative members in the process.
- **The involvement, contribution and experiences of OY in achieving GOYN's goals** - Anchor Partners were consulted on improvements which could be made to the assessment[19]. One of the areas highlighted was an increased emphasis on the role, opinions and experiences of OY in shaping and contributing to the work of the collaborative. In response, this will be a focal area for this assessment.

A full **assessment matrix** has been developed which is formulated around a set of guiding questions and topics which reflect the objectives of the assessment (Annex 2). This lists all indicators which the assessment seeks to collect data against and the tools which will be used to measure each one.

5.3.1. Data Collection Methods

For the 2022 Community and Youth Assessment, data will be collected using the following tools:

[19] During an MEL Community of Practice open to AP staff and collaborative members, participants were asked to reflect on



These tools are further detailed below. The following groups will be involved in the process as respondents:

- **Anchor Partners** - The Anchor Partner MEL contact will coordinate the process at community level including the completion of data collection tools, bringing in key team members where needed.
- **Multistakeholder Advisory Group/Steering Committee group members** - this refers to a small group of partners working closely with APs on GOYN strategy.
- **Collaborative Members** - this refers to a broader group of active partners with a connection to GOYN's work
- **YAG** - Youth Advisory Group who operate as part of the collaborative.

As different communities are at different stages, it is not expected that all communities will participate in all data collection processes. This will be agreed with each AP.

Questionnaires

Two questionnaires will be developed and distributed to Anchor Partners.

- **Anchor Partner Questionnaire** - A predominantly qualitative questionnaire, updated from 2021 (as the quantitative measures will now be collected directly from the dashboard). This will be focused on reflections on work which has occurred in 2022, communities' collaborative contexts, the development of the collaborative and its infrastructure including in relation to partnerships and fundraising and plans/targets/aspirations for 2023. Where there are relevant MEL reports which can provide more details in particular areas, links or uploads can be added. This will be completed by the Anchor Partner.
- **Collaborative Questionnaire** - Predominantly quantitative with a couple of qualitative questions. This short questionnaire will be completed by collaborative members (as defined above). It is recommended that Anchor Partners engage collaborative members before sharing the questionnaire (to explain the nature and purpose of the questionnaire) and subsequently follow up to increase participation. If there are any existing events or gatherings which will bring collaborative members together these can be leveraged for data collection.

Both tools will be responded to via a *Google Forms* link. An accompanying copy in *Word* will also be available to support the collation of responses and in case response via the link is not possible.

Rating Surveys

The rating survey uses phrases that describe the collaborative and its work and provides likert scale response options to rate progress against key indicators. There are versions for the Anchor Partner, MSAG and YAG to complete. The tool was inspired by the Aspen Institute's Opportunity Youth Forum (OYF) assessment. This year the tool will include fields for optional narrative responses to enable respondents to provide further explanation or examples of their rating. Where possible the YAG should complete this in conjunction with a youth-led guided discussion (see below), facilitated by one of the YAG members with notes taken to capture key aspects of the discussion.

Dashboard

As the transition to the dashboard is ongoing, Anchor Partners will receive support to develop and complete their community level data sets, with the aim of having this populated by the end of the year.

Guided Discussions

Guided Discussions are facilitated semi-structured conversations which allow participants to reflect and contribute to the understanding of key topics. This year, discussions will be carried out with:

- MSAG / Steering committee - facilitated by the anchor partner
- YAG - facilitated by YAG members whilst completing the rating survey to focus the conversation on experiences and reflections on being part of the collaborative and its functioning during 2022

Conversations can be carried out during an existing meeting or in a dedicated session. Guides with suggestions of questions and sub-questions and prompts will be provided. Findings will be triangulated with the data from the questionnaires and surveys to create a more robust evidence base, add depth and provide community-specific insights into what has changed as well as why and how these changes have taken place.

Interviews

The purpose of these follow up interviews will be to obtain insights into the processes which are understood to have facilitated/inhibited the outcomes and results identified through the dashboard, assessment questions, rating scale responses, secondary data collection and guided discussions. These will take place with Anchor Partners (senior management).

5.3.2. Summary of data collection processes and respondent groups

R = Respond; C= Coordinate; F = Facilitate

	Anchor Partners	MSAG	YAG	Collaborative
Questionnaire (AP)	**R**			
Questionnaire (Collaborative)	**C**			**R**
Rating Survey	**R/C**	**R**	**R**	

Dashboard	**R**			
Guided Discussion (Collaborative)	**C/F**	**R**		
Guided Discussion (YAG)	**C**		**F/R**	
Interviews	**R**			

5.4. Appendix B. Participation in data collection by community

Figure 15. Participation in data collection processes by community

	Collaborative Survey	Rating Survey AP	Rating Survey MSAG	Rating Survey YAG	AP Quest.	AP Interview	Group Discussion MSAG	Group Discussion YAG
São Paulo (Brazil)								
Bogotá (Colombia)								
Pune (India)								
Mexico City (Mexico)								
Mombasa (Kenya)								
Thiès (Senegal)								
eThekwini (South Africa)								
Ramgarh (India)								
Barwani (India)								

5.5. Appendix C. GOYN Theory of Change and Results Framework

Table 2. GOYN Theory of Change

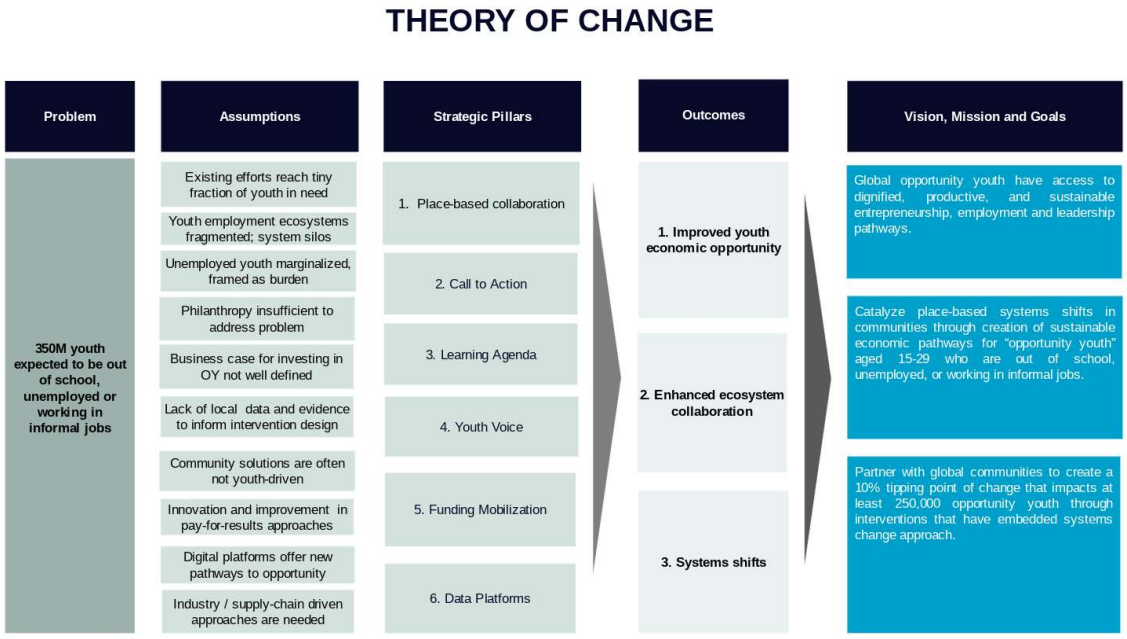


Table 3. GOYN Results Framework

RESULTS FRAMEWORK

GOAL: By 2023, partner with communities and opportunity youth to effect systemic changes to reach a (minimum) 350,000 opportunity youth and improve economic opportunities for a (minimum) 280,000 youth.

Outcome 1. Improved youth economic opportunity	Outcome 2: Enhanced ecosystem collaboration	Outcome 3: System shifts in youth ecosystem
1.1 OY engaged with GOYN 1.1.1. Number of OY who took part in at least one GOYN activity	**2.1 GOYN supports a well-functioning collaborative Infrastructure** 2.1.1. Collaborative members reflect the demographic diversity of the community. 2.1.2. The collaborative includes representatives of a variety of sectors necessary to achieve its goals who are actively involved in carrying out its vision. 2.1.3. OY are actively involved in the work of the collaborative and inform the decisions made by the collaborative. 2.1.4. Employers/the business community are actively involved in the work of the collaborative. 2.1.5. The collaborative has the structure, systems, and capacity in place to function effectively.	**3.1 Coordinated and aligned funding supports OY systems change** 3.1.1. Partner organizations commit financial resources or dedicated staff time to support the collaborative's efforts 3.1.2 New public or private funding allocated to expand OY pathways
1.2. OY (re)connected to opportunities 1.2.1. Number of OY completing education, training or other skill-building opportunities. 1.2.2. Number of OY experiencing improved agency	**2.2 Systems change initiatives are co-designed and implemented** 2.2.1. Systems change pathways are co-designed, implemented, and enhanced through working groups and growing multi-sector partnerships. 2.2.2. The collaborative aligns its work with other local efforts in support of OY. 2.2.3. Collaborative planning includes explicit acknowledgement of structural injustices in their communities.	**3.2 OY inclusive strategies incorporated into policies and programs** 3.2.1 Asset-based narrative of OY is introduced and supported through collaboratives, pathways, and call to action 3.2.2 New policies addressing OY needs passed 3.2.3. OY-inclusive strategies are incorporated into programs and policies 3.2.4. An increasing number of OY participates in community decision-making bodies.
1.3. OY placed into livelihoods 1.3.1. Number of OY who have started or grown an income-generating opportunity 1.3.2. Number of OY accessing employment or better employment 1.3.3. Number of OY increasing their income	**2.3 Data-driven continuous learning is actively fostered** 2.3.1. The collaborative agrees measurable goals with the community. 2.3.2. The collaborative shares, analyzes, and reflects on data regularly to support continuous improvement. 2.3.3. Youth lead or are engaged in participatory research, and engaged and strengthened to review, assess, and use data. 2.3.4. The collaborative reaches out to decision-makers, public officials, and policy-makers to share data and/or research on OY and makes a case for policy/strategy changes	**3.3 GOYN approach and/or interventions replicated** 3.3.1 New collaboratives or communities adopt GOYN approach/model

5.6. Appendix D. Average rating survey scores by respondent

The rating scores below are aggregated across all communities. Note that certain questions did not apply to the YAG.[20]

Statement	Anchor Partner	MSAG	YAG	Average
The collaborative includes a variety of stakeholders that represent the diversity of the youth employment ecosystem in the community (public sector, private sector, civil society/nonprofit organizations, local community members)	70%	68%	n/a	69%
Representatives from the private sector are actively involved in the work of the collaborative (i.e. potential employers and partner businesses)	48%	48%	n/a	48%
The collaborative includes youth members that represent the social, cultural, religious, and geographic (where youth live) diversity of youth in the community .	78%	69%	82%	76%
The collaborative includes youth members that represent the gender diversity of youth in the community.	74%	64%	74%	71%
The collaborative includes youth members with disabilities.	52%	36%	52%	47%
The collaborative has clear roles and responsibilities for all the partners involved.	52%	58%	n/a	55%
There is a common (shared) and coherent understanding of the collaborative, its membership/structure and its purpose and goals.	52%	57%	n/a	54%
Collaborative members trust and feel accountable to each other, including across different stakeholder groups (private sector, public sector, civil society, opportunity youth).	46%	55%	n/a	51%
The collaborative has the collective capacity (e.g. personnel, technology, data) to support the facilitation, planning, implementation, and management of its work.	67%	65%	n/a	66%
The collaborative has structures in place to ensure there is regular and open communication among members (e.g. scheduled meetings, meeting notes, shared information platform, etc.)	56%	68%	n/a	62%

[20] Questions that did not apply to the YAG involved high-level aspects of collaborative management that youth members are unlikely to have been closely involved with.

The collaborative has processes and tools in place to improve communication and coordination between different groups of stakeholders (private sector, public sector, civil society, opportunity youth).	42%	59%	n/a	51%
Youth members of the collaborative are actively involved in the work of the collaborative, including in shaping, co-designing, and implementing the Opportunity Youth agenda	67%	85%	72%	75%
The collaborative is known, reputable and sought after by the community and key stakeholders.	56%	48%	n/a	52%
Collaborative members develop new skills and capacities through their engagement with GOYN.	58%	59%	n/a	59%
The collaborative has improved the functioning of the youth employment ecosystem in the community.	67%	55%	n/a	61%
The collaborative collectively designs opportunity youth pathways and strategies for achieving pathway outcomes, based on an evidence-based understanding of the ecosystem landscape in the community.	59%	61%	n/a	60%
The collaborative partners leverage their own connections to advance the opportunity youth work of the collaborative.	67%	55%	n/a	61%
The collaborative actively reaches out to community decision-makers, public officials, and policy makers to build relationships and partnerships in support of its opportunity youth agenda (i.e. in particular, any policy change agendas).	44%	53%	n/a	49%
The collaborative actively reaches out to the private sector to build relationships and partnerships in support of its opportunity youth agenda.	52%	49%	n/a	51%
The collaborative aligns its work with other relevant local/community/national efforts.	63%	53%	n/a	58%
The collaborative demonstrates a solid understanding of and explicitly acknowledges structural injustices within the community (such as those faced by women, persons with disabilities, or members of marginalized groups), and how structural injustices affect the challenges and opportunities faced by different subgroups.	63%	64%	73%	67%
The collaborative has planned or undertaken targeted action to address structural injustices	48%	55%	60%	54%

and the unique challenges faced by opportunity youth in the community.				
The collaborative uses an agreed-upon set of metrics (determined by stakeholders both inside and outside the collaborative) to set goals, track progress and improvement of its interventions.	37%	57%	n/a	47%
The collaborative regularly collects and uses data to produce policy-relevant research or learning pieces on Opportunity Youth and shares findings with the wider community, including key decision-makers..	59%	63%	76%	66%
The collaborative closely engages youth in brainstorming, collecting, and making sense of its data and research.	63%	59%	79%	67%
The collaborative engages youth in strategic storytelling about their experiences to amplify their voice and communicate their experiences to the wider community.	48%	59%	77%	61%
OY pathways are implemented by collaborative member organizations and partners across the ecosystem, who dedicate specific time to supporting the collaborative's efforts.	59%	45%	n/a	52%
The collaborative actively seeks to generate funding streams from a variety of sources, such as governments, philanthropic funders, development agencies and private sector organizations.	52%	53%	n/a	52%
OY pathways resourcing includes dedicated funds from collaborative member organizations and partners across the ecosystem.	41%	41%	n/a	41%
The collaborative has established a clear asset-based opportunity youth narrative (i.e youth have the necessary resources and skills to achieve their desired outcomes), and promotes this narrative across the ecosystem	56%	54%	n/a	55%
The collaborative is working to change existing policies /practices or to create new policies (at national, regional or local level), to directly address opportunity youth needs.	33%	47%	n/a	40%
The collaborative actively seeks to raise awareness of and address the needs of young women in the community.	59%	53%	n/a	56%
The collaborative actively seeks to raise awareness of and address the needs of youth from marginalized groups and young people with disabilities in the community.	48%	46%	n/a	47%

The collaborative actively promotes and facilitates youth participation in wider community decision-making (external to participation within the collaborative).	37%	53%	69%	53%