



GOYN LEARNING REPORT

GLOBAL OPPORTUNITY
YOUTH NETWORK
THE FUTURE IS YOUNG

 aspen institute

ACKNOWLEDGEMENTS

The Global Opportunity Youth Network's (GOYN) inaugural Learning Report was made possible by the valuable contributions of GOYN's global partners. In particular, we would like to thank GOYN's Jamie McAuliffe and Alice Gugelev of the Global Development Incubator (GDI) for their contributions and leadership. We would also like to especially thank Majella van der Werf, Bakhtawer Abbasi, and Eunji Kim of GOYN, as well as Cyrielle Auffray of the Global Development Incubator (GDI) for their valuable contributions to this report. We are also thankful for the many young leaders who continue to lead and guide the GOYN and its mission.

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Table of Contents

Foreword	2
About GOYN	5
Designing For Scale	7
Selecting Communities and Anchor Partner	8
From Fragmented to Coordinated Ecosystems	11
GOYN According to Collaborative Members	16
Ecosystem Data Development: From Markets to Policies	18
Youth Profiles.	20
Snapshot of GOYN in 2020	22
Youth-Driven Solutions	23
GOYN According to Opportunity Youth.	26
Co-creating Scalable Pathways for Opportunity Youth.	28
The GOYN Model's Potential During COVID-19.	36
Growing a Powerful Body of Place-Based Research	39
Measurement & Evaluation.	44
Moving Forward in 2021 & Beyond	48

FOREWORD

We are very pleased to present the Global Opportunity Youth Network's (GOYN) inaugural learning report. GOYN arose out of the challenge that “[Youth Employment] overall is emergent with many initiatives still at a small scale, fragmented, and in early stages of development. Only a small number have shown the ability to scale and impact thousands or tens of thousands of participants let alone the hundreds of thousands or millions that the scale of the global youth unemployment crisis demands.”¹ These challenges are further compounded by “population shifts given the youth bulge, climate, conflict and urbanization while the changing nature of work in the form of automation and digitization is negatively impacting lower value-added manufacturing and emerging digital jobs. The most critical factor is the evolving population dynamics, with growing populations and jobs systems that cannot accommodate the high influx of workers [especially in developing economies].”²

Not only is this challenge complex and systemic, it is also highly contextual with different youth profiles and aspirations, business clusters, job types, and issues that are highly dependent on local factors. Therefore, in partnership with leading youth employment leaders around the world, GOYN designed a “place-based approach” to address this challenge:

Vision: Global Opportunity Youth (OY) achieve access to dignified, productive, and sustainable entrepreneurship and employment pathways.

Mission: Catalyze place-based systems shifts in communities—cities and districts— around the world through the creation of multiple, sustainable economic opportunities that increase income and assets for global “Opportunity Youth,” aged 15-29³ who are out of school, unemployed or underemployed.

Key Pillars: Place-Based Collaboration, Youth Engagement, Learning, Diverse Funding Mobilization, Data & Digital Platforms, and a global Call to Action to catalyze new partnerships and commitments.

¹ Jamie McAuliffe, A Global Opportunity: Get Youth Working, 2018

² Alice Gugelev, Creating jobs and sustainable livelihoods in a changing world, 2018

³ In several communities, this youth age range is extended to 35 as per local policies.

Goals: Over 10 years through 2030, create impact at three levels: 1) Directly produce positive outcomes for at least 280,000 youth globally and create a 10% tipping point in each community that in turn connects and improves lives for millions of young people; 2) Build community-based collaboratives that coordinate work, improve feedback loops in the employment ecosystem and ensure accountability for youth employment; and 3) catalyze systemic shifts in each community for policy, investment, data, advocacy, aligned incentives and civic engagement that accelerate youth participation, opportunity, and equity and contribute to more peaceful, vibrant communities.

Since GOYN's launch in late 2018, followed by site and partner selection in 2019, GOYN has now built a dynamic network of communities around the world. Nine communities—Pune, Ramgarh -Jharkhand District, and Barwani - Madhya Pradesh District, India; Mombasa, Kenya; eThekweni, South Africa; Bogotá, Colombia; Mexico City, Mexico, Thiès, Senegal and São Paulo, Brazil—are anchored by local partners who have spent the past year forming cross-sector collaboratives, engaging opportunity youth through “youth advisory groups,” collecting data and research, and developing contextualized strategies and pathways for scaled impact. The COVID-19 pandemic posed additional challenges to the already difficult working environments, yet it has been remarkable how many of the GOYN collaboratives mobilized to address pressing needs related to the pandemic and moved to online learning and communication over the past 12 months.



The work across the GOYN is supported by a committed group of global institutions that bring a complement of funding, technical expertise, and networks that are helping GOYN to rapidly evolve. GOYN is hosted at The Aspen Institute, and early members of the network are Prudential Financial Inc., Global Development Incubator, YouthBuild International,

Accenture, and Catholic Relief Services. In addition, DevLearn has now joined GOYN as the Measuring & Evaluation technical assistance partner, and at both the global and local levels, the Conrad N. Hilton, Vitol, Botnar, and Western Union Foundations as well as corporate partners such as Standard Chartered have all committed funding to advance the work. Moreover, without the inspiration and collegueship of the Aspen Institute Forum for Community Solutions (AFCS)⁴, GOYN would not exist. GOYN continues to learn from the impressive network and body of work AFCS has built in the United States.

While GOYN is still in the early stages of establishing a foundation of learning, practice, and evidence, there has already been interest to expand the GOYN model to new communities. In early 2021, Mexico City, Mexico, Barwani - Madhya Pradesh District, India, and Thiès, Senegal will establish Opportunity Youth collaboratives and the network is in the initial stages of considering expansion to additional countries and to new communities within current GOYN countries. These are early, encouraging signs that GOYN's long-term ambition of growing its network to include dozens of place-based OY collaboratives in critical regions around the globe will be realized.

This report lays out some of the early accomplishments and learning of GOYN. At the global level, GOYN is a vibrant and active learning network. Through monthly meetings and regular youth-led convenings as well as by forming communities of practice related to common themes, GOYN aims to develop a knowledge and evidence base that will inform and inspire others who are interested in advancing place-based, collaborative, scaled, and systemic approaches to accelerate youth opportunity. This first learning report has been prepared to share GOYN's mission and work but is also an invitation for all to join this network of committed champions of youth opportunity across the globe.

⁴ Aspen Institute Forum for Community Solutions (AFCS) is a network of 36 place-based, youth-focused communities in the United States.



ABOUT GOYN

The Global Opportunity Youth Network (GOYN) is the first global initiative to catalyze systems shifts for youth in communities around the world through the creation of sustainable training, employment, and income-earning pathways building on **place-based solutions**. Working with Anchor Partners situated in communities around the world, GOYN strives to create economic mobility for “Opportunity Youth”—young people aged 15-29⁵ who are out of school, unemployed, or working in informal jobs.

There is no **silver bullet** to address youth employment. Each context is different with different governments, business clusters and opportunities. Furthermore, youth are unique and have different journeys and interests from their peers and even for themselves at different points in time. Therefore, GOYN aims to develop a localized

*“suite of solutions” (job training, placement, entrepreneurship, vocational support, and demand and labor market mapping) including a referral network customized to each youth but executed at scale. In this way, **systemic, sustainable** change is complex but manageable at the level of a county, municipality, or district.*

The GOYN Model targets “**Opportunity Youth**,” intentionally applying an asset-based lens to youth that are often defined by their vulnerabilities or deficits. This framing underscores the social and economic gains from investing in youth as well as the **systemic, rather than individual**, source of the challenges youth face.

Using the term “Opportunity Youth”...causes a huge change in how these youth will see themselves and develop to achieve their goals throughout life. That change in the way everyone looks at this young person through a positive term means that we are able to see possibilities and go beyond.

GOYN São Paulo

A group of OY or “Jovens-Potência!” in Brazil prepare to film their powerful video manifesto in 2020. Toca de Barro Films. See the [video here](#).

⁵ In several communities, this youth age range is extended to 35 as per local policies.

GOYN promotes ways of working that put young people at the heart of solution design. Human-centered design principles are used to identify barriers and solutions and co-create strategies to reach scaled impact for OY and their peers. Through this process, youth are invited to engage with stakeholders across the entire community to advance economic pathways. GOYN builds the capacity of Opportunity Youth to understand and use data to advocate for policy change with employers and government actors and to develop and oversee the implementation of strategies.



DESIGNING FOR SCALE

GOYN's global footprint across its first six communities includes an estimated 2.7 million Opportunity Youth who are out of work or school or underemployed and represents over 40% of the local youth population. Few local institutions, including government and civil society organizations, have looked at this data in part because most official data sources do not capture information on Opportunity Youth. Therefore, a critical first step for GOYN is to collect data to clearly define the scale of the challenge.

Working with a solid base of data enables communities to consider and design solutions *appropriate to the scale of the problem* by addressing systemic challenges. GOYN communities design and evaluate interventions for scale and prioritize those efforts that have the greatest chance to positively impact at least 10% of the Opportunity Youth in each community (280,000 across GOYN) and engage with an additional 15% of youth (380,000 across GOYN). Over the next decade, as new communities join GOYN, these numbers will increase dramatically and, over time, GOYN will contribute to changing systems that will impact millions of youth across dozens of communities.

The GOYN Mombasa Youth Advisory Group defines the vision: A "Mombasa with increased access to youth opportunities, employment, and freedom of expression"

SELECTING COMMUNITIES AND ANCHOR PARTNERS

As GOYN builds its network, a key design consideration is geographic selection. A two-part approach is applied that includes first assessing the communities and then evaluating the local Anchor Partner, with clear criteria for both. At the community level, the criteria are comprised of four key components. [See GOYN Community Entry Criteria.]

At inception, GOYN developed a global list of countries and then short-listed countries and communities, both urban and rural, based on secondary data, primary interviews, and expert input. After extensive visits, review of data, and community workshops, the team selects a priority community. After a community is chosen, the focus turns to selecting an Anchor Partner whose role is to facilitate effective youth engagement, cross-sector collaboration, and co-design and accelerate interventions for scaled economic pathways for youth. The criteria for choosing an Anchor Partner includes alignment with GOYN values and a partner's technical abilities. [See GOYN Anchor Partner Criteria.]

Should GOYN not find a local partner that meets the Anchor Partner criteria, GOYN partners may build its capacity to fulfill the role. If no local organization exists that fits the criteria, GOYN may consider an international organization that has deep local presence and a commitment to building local organizations with a potential transition to a local organization over the first 2-3 years.

GOYN Community Entry Criteria

1. Need

- High # and/or % of under/unemployment youth

2. System readiness

- High level of political will to address the challenge—openness to collaborate
- Demand for greater ecosystem coordination
- Existing foundation/suite of solutions rooted in local context
- Macro-economic growth or need for catalyzing economic shifts

3. Critical stakeholders

- Existing Anchor Partners that can provide backbone support with deep reach and aligned values
- Strong interest from other funders and investors to support evidence, data, collaborative building, and acceleration of successful interventions

4. Country and global demonstration

- Outsized impact location has broader impact/influence

GOYN Anchor Partner Selection Criteria

GOYN Values:

- Committed to central pillar of authentic youth engagement - the most important component
- Scale mindset
- Deeply open to learning and innovation
- Pathways thinker

Capabilities:

- Trusted convener
- Data and performance measurement orientation
- Systems leadership
- Policy and advocacy
- Independent governance structure with long-term local presence both historical and planned

A key mandate of GOYN's work is to build the capacity of the Anchor Partner and the broader ecosystem of NGOs and other stakeholders. This support is provided along thematic areas, namely: scale mindset; systems thinking; data-driven decision-making and Measurement Evaluation and Learning (MEL); resource development and fundraising; cross-sector collaboration; research and analysis; youth voice and inclusion; and policy and advocacy.

Detailed capacity building activities for Anchor partner and local NGOS

Scale mindset	Aspires to accomplish transformative shifts rather than incremental progress; ability to think analytically and plan for change at a macro-level to meet total need; impacting the largest population in the most efficient way. • Scale models e.g. ○ Government and public institutions (influence policy, budgets and build capacity) ○ Business and private sector (create markets and new business models) ○ NGOs and non-profit organizations (replicate service delivery or open source information) ○ People and movements (behavior change)	Cross-sector collaboration	Partnering with ecosystem peers to "co-create" initiatives; willingness to contribute to definition of organizational models, processes, systems and share learning with community network; synthesize diverse opinions and achieve consensus; ability to convene and engage employers/private sector for design input, commitment, and ongoing support; ability to engage community leaders and underrepresented constituents to ensure their voices and perspectives are recognized and incorporated into strategies • Co-design workshops • Cross-sector working group formation & management • Consensus based / democratic decision making • Human centered design methods
Systems thinking	Gaining knowledge of a complex problem by understanding how its individual parts function, relate, are interconnected, identifying relationships and dependencies • System mapping • Asset mapping • Gap analysis	Research & Analysis	Ability to structure and execute research projects to understand root causes and identify possible solutions, • Primary and secondary data gathering and analysis • Problem tree analysis • Youth led research • Report writing
Data-driven decision making & MEL	Using data to inform strategy and guide decision-making and the ability to implement processes and systems to track performance • Theory of change • Results framework - selecting impact and output indicators • Problem & solution statements • Data collection tools and systems • Data visualization & BI	Youth Voice & Inclusion	Authentic and meaningful inclusion of youth in the planning, design and monitoring of programs and policies that impact their life outcomes. • Youth-led research • Youth advisory groups & governance models for including youth in decision making • Youth rights awareness
Resource development & Fundraising	Capacity to secure funding from local public and private sector sources, diversifying funding sources • Funder mapping and targeting • Budgeting • Compliance • Concept note development • CRM tools • Fundraising sprints • Impact investing and results-based finance	Policy and advocacy	Interest in and/or capacity to shape and/or influence policy and mobilize support and advocate for systems change for marginalized populations • Policy and advocacy action planning • Stakeholder heat maps

Key Accomplishments

- GOYN has successfully evaluated and on-boarded six communities including the cities of São Paulo, Brazil; Bogotá, Colombia; the county of Mombasa, Kenya; the rural district of Ramgarh, India as well as municipalities such as eThekweni, South Africa and Pune, India.
- GOYN is actively adding new communities and Anchor Partners in Thiès, Senegal and Mexico City, Mexico and exploring new countries for expansion as well as additional communities within countries that already have GOYN collaboratives.
- GOYN core teams based around the world have successfully built the capacity of Anchor Partners and local NGOs through workshops, training events, sharing of tools and approaches as well as weekly mentoring meetings and events.

Learning

From inception, GOYN has considered what the most “significant and relevant unit of change”⁶ is and at what level “systemic change” takes place. While there are many initiatives focused at the national or regional level, GOYN decided that its “unit of change” for shifting the youth employment paradigm should be at the sub-national level of a city, county, municipality, or district. (A future learning question is how to account for regional labor markets and urban and peri-urban migration patterns in many of GOYN communities.)

- Rural vs urban: In a particular country or large state, starting in an area that has more of a skills gap rather than a jobs gap can be easier to address. For example, rural areas with an outflow of youth such as northern KwaZulu-Natal or Thiès, Senegal make more effective second round communities because more work has to be done to catalyze investment and job creation.
- GOYN criteria for both community and Anchor Partner selection have stood the test of time with some key updates such as ensuring local partner capacity building and local governance structures.
- It is important to align Anchor Partners’ interests between their existing organizational mandate and programs and the new role they take on as intermediaries in an ecosystem. Anchor Partners need to develop a mindset that considers how to develop partnerships and raise funds to advance the whole ecosystem, not just their own programmatic or institutional priorities.

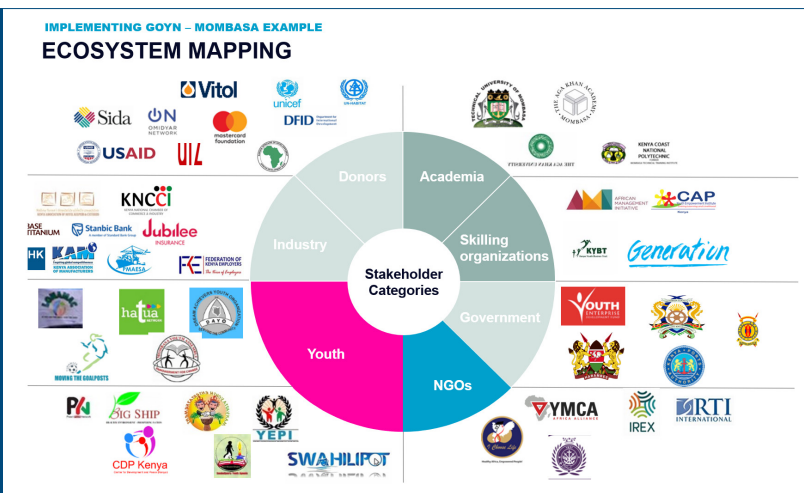
⁶ Attributed to Santhosh Ramdoss during his tenure at the Michael and Susan Dell Foundation

FROM FRAGMENTED TO COORDINATED ECOSYSTEMS

Upon community entry with the Anchor Partner, the first step is to lay the foundation of the GOYN approach. This includes seven key components that have a significant focus on dialogue, coordination, data gathering, youth engagement and identification of strategies for scale and impact.

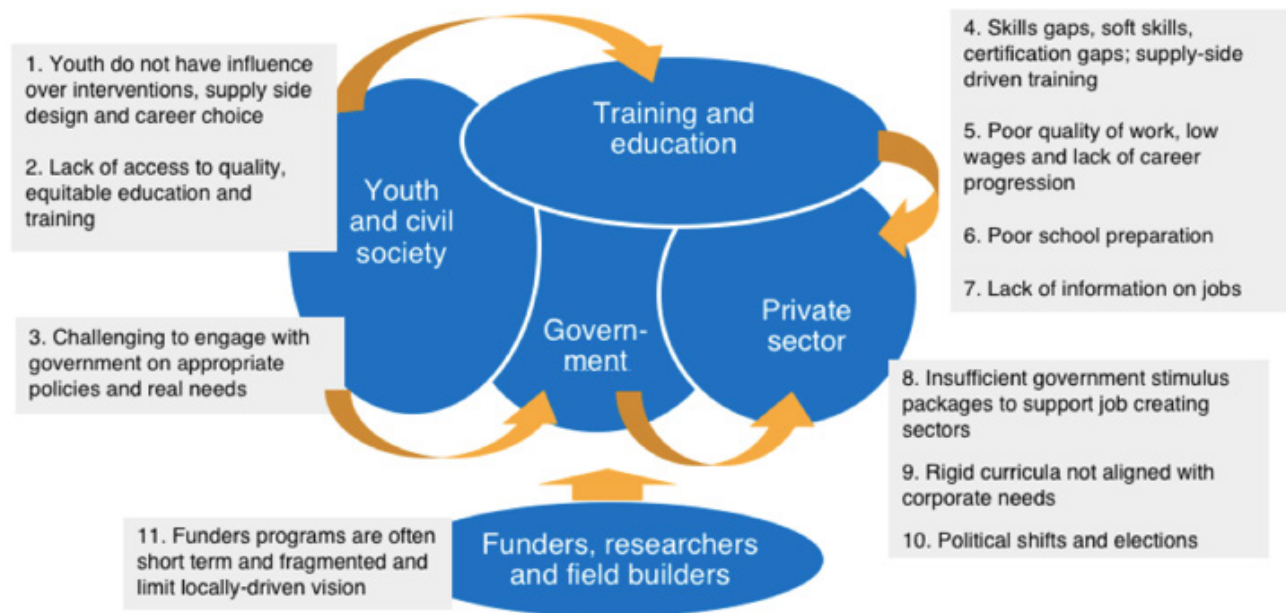
The GOYN Journey- Phase I

- Ecosystem Mapping
- Collaborative Infrastructure Setup
- Market Analysis
- Youth Segmentation
- Youth Capacity Building
- Vision and Impact Target Setting
- Pathway Identification & Development



The first step is to map the stakeholders in the ecosystem. This mapping includes not only listing key stakeholders and their activities but also identifying the breakdown in feedback loops that often exist among organizations related to the youth agenda.

Feedback loops and breakdowns in the youth employment community ecosystem



Alongside the ecosystem mapping work, the collaborative infrastructure is established in each community. This includes:

- A Multi-Stakeholder Advisory Group (MSAG) is set up with Opportunity Youth leaders and senior representatives from local government, skilling providers, employers, donors, education providers (public and profit), and youth-serving nonprofits. The collaborative develops a shared vision and agenda, informed by the ecosystem analysis, to build youth assets, address systemic barriers, and create youth economic opportunity at scale.
- The collaborative structure involves regular community consultation and dialogue and includes a Youth Advisory Group (YAG), working groups, and an Anchor Partner team who coordinates the full set of activities.
- GOYN supports collaboratives with grant funds and a range of tools and technical assistance related to collective action, measurement and learning, gender equity, inclusion of people with disabilities, entrepreneurship, and alternative financing, among other areas.
- In some communities, collaboratives also convene inter-department governmental working groups on the youth agenda, establish youth hubs and a referral network to work with organizations that focus on other critical youth development priorities such as sexual and reproductive health, mental health, access to supports for digital connectivity, child care, or transportation.

MOMBASA EXAMPLE

BUILDING A COLLABORATIVE



GOYN-DEDICATED TEAM

GOYN core team

- Swahilipot Hub
- Catholic Relief Services
- Global Development Incubator

Staff

- GOYN Manager
- GOYN Youth Coordinator
- Data Coordinator

PATHWAY WORKING GROUPS

Composed of leaders from government, private sector, youth, funders

Working Groups

1. Digital Opportunities
2. Youth Hub Network
3. Health Sector

YOUTH ADVISORY GROUP

- 8 Youth leaders who are former or current Opportunity Youth from Mombasa
- Representation from each sub-county
- Equal distribution of women and men

CROSS-SECTOR ADVISORY GROUP

- Multi-stakeholder Influencers: 8-10 executive level representatives from civil society, private sector, education and training
- County level government leaders

ONGOING COMMUNITY CONSULTATION AND DIALOGUE

- Regular virtual and in-person convenings of 40-60 community leaders to discuss strategy, gather feedback on plans, set priorities

Key Accomplishments

- GOYN collaboratives are set up and thriving across six communities and include 173 partners as of December 2020.
- Multi-stakeholder collaborative members with senior representation from actors across the ecosystem are very engaged. Members have volunteered to support data gathering and implementation and outreach to funders, among other areas.
- Trained YAGs have regular meetings and are actively reaching out to their peers to involve them in GOYN's co-design and other work. Examples include:
 - o GOYN Ramgarh recruited 11 youth fellows who work alongside Youth Advisory Groups to mobilize support and connect rural youth—especially young women—to services and opportunities near their isolated villages.
 - o GOYN Mombasa added “Youth Champion” representatives from across the county and “Policy Champions” to supplement their Youth Advisory Group. As one example of influencing systems change, the Mombasa YAG, in consultation with other OY, reviewed the County 2020/21 Fiscal Paper and prepared a memorandum outlining recommendations on priority youth issues that were missing from the financial plan.
- Local and global funders are supporting collaboratives including in São Paulo: Fundação Arymax; Fundação Telefônica; Instituto Coca-Cola; and Fundação Itaú Educação e Trabalho. Other funders include: Vitól Foundation, Catholic Relief Services (CRS), Aga Khan Foundation, IREX, and Global Development Incubator (GDI) in Mombasa; Standard Chartered and IKEA in Ramgarh; and Botnar Foundation and Western Union Foundation in Bogotá.

Learning

Advisory group launch lessons

- Setting up the collaborative structure early in the process is key to enable evaluation of data and set direction. The GOYN approach is focused on engaging with the ecosystem to support data gathering and evaluation and ultimately co-designing the direction for GOYN in their own communities. (Typically, these kinds of data gathering and strategy development exercises are done by research firms after conducting interviews.)
- It is important that the collaborative structure overcome local politics influencing the composition of the members of the Multi-Stakeholder Advisory Group and the Youth Advisory Group.
- Youth participation in senior multi-stakeholder meetings requires intense capacity building and creating an intentional space in meetings for youth voice.
- Clear terms of reference are needed to describe the vision, roles, and activities of collaboratives.
- Members of the collaboratives require capacity enhancement and constant updates to familiarize with how GOYN works so as to play an active ‘ambassador’ role.

Collaborative operations lessons

- Senior-level representation helps ensure peer engagement at the multi-stakeholder group and set expectations that members are not just participants but *leaders* in the ecosystem. In this way, they have accountability for the outcomes and build ownership in the GOYN effort.
- Trust building is key to collaborative infrastructure and helps create a space for youth to share deeply rooted systemic barriers (especially structural injustices). Building youth agency also helps youth build confidence and a vocabulary to articulate hopes, dreams, challenges, and struggles.
- The collaborative process should be deftly facilitated to develop a common vision and agenda for which the group feels a collective responsibility. To stimulate learning, the collaborative process should also be fun, creative, and engaging.
- OY need to be engaged across all aspects of the collaborative including consensus building, data collection, decision-making and need to be at the *same* table as other stakeholders, such as government and private sector. OY often benefit from coaching and support to feel comfortable to participate and, once engaged, provide



Building the GOYN Bogotá Strategy with the collaborative group

invaluable insights. In Mombasa, Ramgarh, and São Paulo, for example, YAGs led conversations to discuss injustices in their communities.

- Time should be set aside by the collaborative to discuss fundraising, identifying specific intervention areas of interest to funders, and to source and cultivate relationships. As one example, MSAG members in GOYN Ramgarh were instrumental in bringing resources and building partnerships with some of India's leading youth-serving organizations including Google, Kormo, UNICEF's Generation Unlimited, and Game.
- Working Groups are successful when led or co-led by partners from the ecosystem.
- While Anchor Partners may lead much of the collaborative activity, it is critical to develop strategies and processes that involves the *entire* ecosystem.
- It is important to form a strategic group (Steering Committee) early on in the ecosystem mapping; this helps inform and guide decision-making.

GOYN ACCORDING TO COLLABORATIVE MEMBERS

SHARAD MAHAJAN is Executive Director of the Pune, India-based NGO, Mashal. Since October 2020, Sharad has been part of GOYN's growing collaborative committed to expanding youth economic opportunity. Sharad has just completed a survey of 2,790 household in Pune as a part of the collaborative's mandate to ensure that OY in Pune's slums have access to training and employment. While the NGO Mashal is well-known for its "slum atlas" which helps inform slum rehabilitation efforts, the GOYN Model provides a mechanism to accelerate locally relevant livelihood pathways and policy advocacy activities. As a member of the GOYN collaborative, Mashal partnered with GOYN on a groundbreaking survey of youth in the community Lohiya Nagar, Hadapsar to assess needs of OY in the wake of the COVID-19 crisis.

Sharad notes that while other approaches may conduct mapping or surveying in communities, GOYN's approach uses data directly to identify priority youth employment pathways: **"Livelihood support is the need of the hour since scores of youth are in financial distress because of various economic shocks including COVID-induced distress."** Based on needs reflected in mapping data, OY have been enrolled in livelihood pathways including vocational training and entrepreneurship and to provide support to access government identification. GOYN and Mashal have only just begun data-driven work to deliver improved livelihood outcomes for OY. Among other interventions, a survey of an additional 7,500 households and a six-month mentorship program are planned in 2021.

TARUN SHUKLA is a member of the GOYN Ramgarh collaborative and the NGO, PAN IIT Alumni Reach for India Foundation, which provides skill training for underprivileged girls and places them into work opportunities according to market demand. Through his work with the GOYN collaborative in rural Ramgarh, India, Tarun was instrumental in mobilizing 202 young women for skilling entrance exams and subsequent training. Prior to the collaborative's work to reach girls with services, girls did not have access to courses and exams because these opportunities were not offered locally, girls got married early, and they did not have access to skilling and career services.

Tarun notes, **“GOYN has helped me better collaborate with local partners,”** providing improved networks and reach to other partners. Previously PAN IIT would have had to mobilize girls for training with one staff member covering an entire district. Now, PAN IIT works through the collaborative’s youth fellows and youth hubs, increasing the reach of its critical services through the collaborative infrastructure.

The PAN IIT skilling course and exam were the first of its kind by conducting a dedicated entrance exam for young women OY in Ramgarh. Through the GOYN collaborative, local, place-based solutions create excitement in a rural district ecosystem and have the potential to scale opportunities, partners, and technologies into rural areas and sustainably improve the local economy overall.



ECOSYSTEM DATA DEVELOPMENT: FROM MARKETS TO POLICIES

Another critical component of the GOYN community entry process is to build baseline data and information upon which each community can shape strategies and evaluate impact over the ensuing years.

Ecosystem Analysis includes estimating the size of the challenge; that is, how many Opportunity Youth exist in a particular community. GOYN conducts a full market and value chain assessment identifying the following: demand and investment profile, emerging and declining business clusters, current and future job opportunities, skills requirements, and the most likely employment onramps for Opportunity Youth.

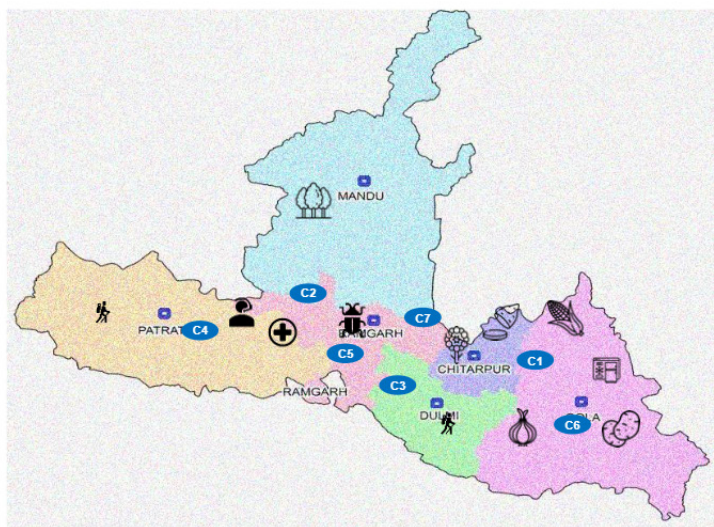
Local teams also evaluate all the current training providers, assessing their reach, locations, focus areas, alignment to demand, and efficacy. Finally, the team conducts a policy assessment to understand government engagement on the youth agenda, budget allocations for youth issues, as well as policies, laws, and taxation relevant to entry-level youth jobs and entrepreneurship activities.

Through a facilitated process, data provides a vehicle not only for understanding the challenges and the opportunities faced by OY and the community, but helps the collaborative uncover and agree on priorities. Working groups then form to identify a set of priority *pathways*⁷ for OY in key business clusters such as the health industry or green jobs as well as cross-cutting themes such as entrepreneurship or technical and vocational education and training (TVET)/ vocational sector reform.

GOYN Mombasa using data and a human-centered design approach to developing a youth information-sharing system

⁷ Opportunities towards economic integration including in education, skilling, employment, entrepreneurship, etc.

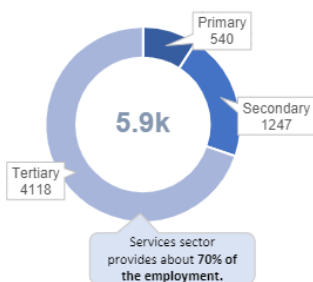
A basket of services, value chains and small businesses need to be supported in order to envision a different future for Ramgarh



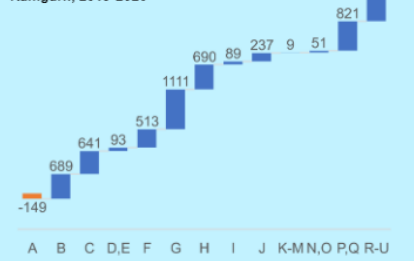
	Economic Activity Supported	Direct Impact*	Indirect Impact
Small businesses	C1 Agri Input Cluster	250	TBD
	C2 Food vending	350	
	C3 Home Maintenance	350	
	C4 Chemicals	200	
	C5 Auto and Electronics Repairs	350	
	C6 Agro Value Addition	1,600	
	C7 Jewelry & Cosmetics	200	
Value Chains	NC Other discrete businesses	4,200	30k HHs
	Lac	490	
	Sweet Potato	1,054	
	Potato	220	
	AE Agri-entrepreneur	1,900	
	Health care^	9,250	
	Rural BPO^	1,000	
Services	Tourism	TBD	TBD
	Cold Storage	50	TBD
	TOTAL	21.5k	100k farmers 30k NTFP HHs

* There are overlaps between the value chain and cluster's numbers for job creation. These are conservative estimates given that the clusters, value chains and service sector jobs which succeed will grow over time. The value chains which were not assessed in detail are not a part of the livelihood estimation

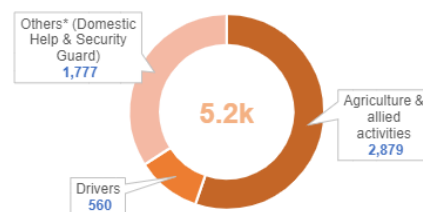
Formal Sector Incremental Demand Ramgarh, 2019-2020



Industry-wise Incremental Demand Ramgarh, 2019-2020



Informal Sector Incremental Demand¹ Ramgarh, 2019-2020



Growth A- Agriculture, Forestry and Fishing B- Mining and Quarrying C- Manufacturing D- Energy E- Water Supply F- Construction G- Wholesale and Retail Trade H- Transportation and Storage I- Accommodation & food service J- Information and Communication K- Financial and Insurance L- Real Estate M- Professional, Scientific and Technical activities N- Administrative and support service activities O- Public Administration and Defence P- Education Q- Human Health and Social Work R- Recreation S- Other Service T- Undifferentiated Goods and Services U- ET Organisations and Bodies

YOUTH PROFILES

Employment programs often focus on higher capacity youth who can thrive in training and entrepreneurship accelerator programs. In addition, programs often treat youth as one, homogenous group. By contrast, the GOYN approach continuously assesses whether “Opportunity Youth” are indeed the focus of the recommended interventions. GOYN works with communities to ensure inclusion of persons with disabilities and aims for balanced gender, religious, and tribal ratios as well as geographic representation from across the communities. Applying a human-centered design approach, communities build micro-level youth profiles or segments based on economic and social contexts, needs, and factors that challenge them in accessing opportunities. Youth profiles make it possible to fully understand the nuanced needs of young people in a given geography.

Youth profiles can be segmented into 3 directional categories



- Over the course of a young person's life, many experience different support requirements
- Differences by age, gender, savings, assets, grit and other circumstances
- Ideal focus is on providing supports customized to each young person's circumstances, aspirations and market/societal constraints

Key accomplishments across the ecosystem mapping, data gathering and analysis, and youth profile development

- To date, GOYN has completed detailed ecosystem mapping across six communities which include the scale of the OY challenge, demand mapping of opportunities, and analysis of government-led programs and policies.
- Detailed youth profiles and segments have been defined through human-centered design processes.
- GOYN mapped out existing interventions including TVET/vocational training organizations, accelerators, incubators, youth civil society organizations, government programs, and funds as well as private sector apprenticeship programs in each community.

- Ecosystem Analysis Reports were broadly developed and disseminated:

- o In São Paulo, Brazil, GOYN's launch in October 2020 drew more than 300 participants in a lively multi-sectoral kickoff that presented ecosystem data, analyzed and used it to extract pathways by 60 actors, including 50 organizations and strong collaboration with OY.

- o Workshops and webinars conducted in Ramgarh, Mombasa, and Pune shared findings and strategies with members of the ecosystem.

- o Given limited formal sector opportunities in Ramgarh, entrepreneurship/self-employment emerged as a strong pathway with more than 80 opportunities identified as feasible and attractive to youth.



Qualitative data gathering deep in the GOYN Pune community

Learning

• Gathering data

- o Peer-to-peer research among OY is a critical tool to obtain information about the barriers youth face in accessing economic opportunities. OY have the ability to reach harder-to-reach OY, ask questions, and extract unique insights. Involving OY in the creation of interview guides and in the research process is also critical. In Bogotá, Colombia, for example, OY surfaced mental health and its importance to OY as a key topic.
- o In Brazil, the Youth Advisory Group members were trained to gather data. The process of helping youth understand data is an important first step in involving them in decisions about where the collaborative should focus.
- o Secondary data is also important to ecosystem analyses. Employing national censuses, municipal and city level inputs help triangulate and fill data gaps.
- o Leveraging the YAG and bridging the digital divide: Given YAG members' roots in the communities, they offer the first contact and opportunity to connect with OY. To facilitate this, Mombasa has provided the YAG with laptops to accelerate OY data gathering and save the cost of travel to the main hub/Anchor Partner's office.

• Sharing data with the ecosystem

- o Using data visualization in a way that is comprehensible and digestible—and making it publicly available—is key. GOYN applied Power BI as an innovation to this end in São Paulo and Bogotá.
- o Prior to GOYN's involvement, stakeholder data was siloed or non-existent. Developing a fuller map of what and where local organizations are provides a fuller picture of the ecosystem and encourages greater coordination and an ability to identify gaps in service delivery or location.
- o Ecosystem mapping also helped identify high-potential value chains with potential to create large number of opportunities for local youth. In Ramgarh, for example, this led the district administration to establish a INR 10 million fund to support the development of the Lac (used to produce resin) value chain.

SNAPSHOT OF GOYN IN 2020

During the first year of the program, global communities have gotten off to a great start engaging OY in research, workshops, and early days of implementation in areas of health, COVID-19 response, creative careers, and capacity building in data gathering and analysis.



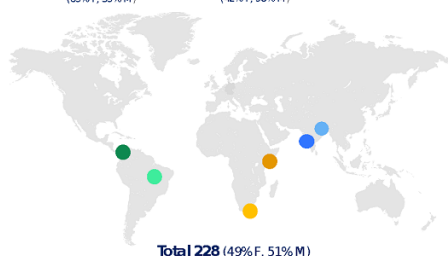
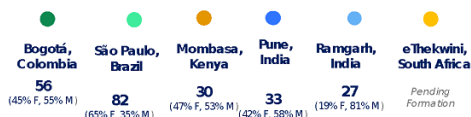
Youth Actively Participate in the Decision-making of our Collaboratives
"Nothing About Us Without Us"



58 Youth Advisory Group (YAG) Members
 (45% F, 55% M)

Individuals Supporting Collaboratives

Is a great way to visualize information about users



Supporting GOYN as participants in learning events, research and as volunteers

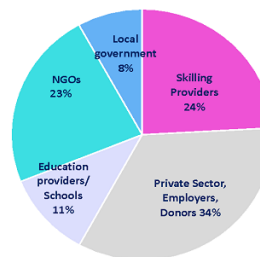
11,469

Includes participants of learning events, webinars, local eco-system support, volunteers and participants of surveys/research endeavors



Note: Duplicative participation may be reflected.

Diverse Collaboratives Fuel our Global Work



173 Partner Organizations



YOUTH-DRIVEN SOLUTIONS

YouthBuild International is GOYN's global partner that focuses on positioning OY at the center of all GOYN initiatives. GOYN builds youth capacity and "voice," enabling young people to engage with data, advocate for their priorities, and spur youth-led innovation. To support future replication, GOYN develops knowledge and methodologies and creates frameworks and toolkits, supported by training.

Global Youth Convening in pre-pandemic times

Key Accomplishments

- GOYN designed and facilitated Virtual Capacity Building webinars focusing on the youth voice and engagement needs of GOYN Anchor Partners using asset-based storytelling and advocacy, organizing, and team/community-building. Youth Advisory Groups were trained on Participatory Action Research, OY peer-led research, and data collection to inform local action projects and programs.
- GOYN launched monthly joint Youth Advisory Group (YAG) calls with YAGs members from the following communities: Bogotá, Colombia; Mombasa, Kenya; Pune, India; Ramgarh, India; and São Paulo, Brazil. Some 45 to 60 youth from five communities were connected for virtual cultural exchanges—YAG members were able to meet and engage in virtual icebreakers and community building activities as well as educate each other about their country contexts and local GOYN efforts. As a best practice, GOYN facilitated translation across four languages—English, Hindi, Portuguese, and Spanish—through a team of translators. YAG members were trained in virtual collaboration platform/tools.

"... Speakers encouraged me to continue with the plans that I have made for the youth in my community—to show that as a community we can eradicate social injustice by working together."

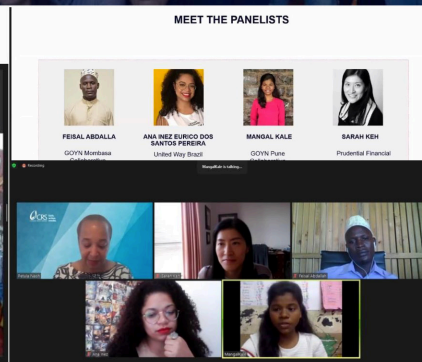
Opportunity Youth participant of 2020 Global Youth Convening

- GOYN Mombasa held a virtual structural injustice meeting with the second highest Twitter trending # (hashtag) in Kenya on the meeting day.
- To further improve business ideas, including familiarizing with statutory requirements for running businesses, GOYN Mombasa initiated monthly “Pitching Thursdays,” a platform to showcase businesses as well as hosting bi-monthly business law clinics to educate youth about policies affecting their ventures.
- In 2020, a virtual Global Youth Convening (#GOYNC20) elevated youth voice from December 7 to 10. Nearly half of the 79 presenters who designed sessions were OY who showcased youth innovations, shared the impact of COVID 19 on community pathways, and co-facilitated dialogues on structural injustice and systemic barriers to opportunity. They co-designed interactive sessions that drew young leaders, social entrepreneurs, practitioners, NGOs and members of the private sector, and funders and government from 33 countries. Sessions were translated simultaneously in five languages. In Mombasa during the #GOYNC20, one Tweet chat drew 153,000 passionate young people to discuss the impacts of structural injustice.
- Young leaders contributed to designing conversations for the GOYN Youth Innovations Fund (YIF), launched in April 2021. Their input led to identifying the four main goals of the YIF: 1) *catalyze* Opportunity Youth-led actions to address barriers that young people face to productive, quality livelihoods; 2) *train* teams of local youth leaders on the skills required to plan, design, launch, and manage local action project, and link these teams across geographies; 3) *incentivize youth analysis* and mapping of barriers to productive livelihoods, coupled with access to institutions, data, and adult allies who help young people build this analysis; and, 4) *enable experimentation and innovation* at the local level and populate a searchable global bank of youth-led innovation managed by the GOYN.
- In Ramgarh, YAG members were involved in the field assessment of an agriculture cluster related to sweet potato value chains that may generate lucrative opportunities.
- In Pune, Youth Advisory Group members, together with collaborative partner organizations, established the need for a focus on youth mentorship and have established mentoring as a priority pathway.

Learning

Youth are ready and eager to engage in structural injustice conversations in ways that adult allies may not be. For 2021, structural injustice conversations will include discovery and learning processes that will support the facilitation of these conversations that engage youth and adults while working toward the youths’ aspirational vision and goals for achieving structural justice.

Monthly joint Youth Advisory Group calls with youth and staff from all communities that have convened a group of youth advisors and/or established a Youth Advisory Group/Board were well attended and reflect a strong desire to connect with OY from other global contexts and engage in more peer-led learning and exchange. In 2021, planning and facilitation of the Joint YAG calls will shift to YAG-led planning and facilitation supported by Anchor Partners and GOYN Global team members.



Trust building is vital to collaborative infrastructure including for youth to share deep-seated systemic gaps (especially structural injustices), and agency building is key to help youth build vocabulary for and articulate hopes, dreams, challenges, and struggles.

- Through a collaboration with New York University's Robert F. Wagner Graduate School of Public Service, GOYN learned how to structure tools and processes for its Youth Innovations Fund, based on round one achievements that will be showcased at GOYN's 2021 Youth Innovations Fund Gathering. GOYN worked with a group of NYU Capstone students to research and establish best practices for program management and develop a framework for its application and evaluation processes.

GOYN ACCORDING TO OPPORTUNITY YOUTH

JORGE RINCON TORRES came to Global Opportunity Youth Network (GOYN) through a friend in early 2019. GOYN Bogotá was beginning to build a collaborative infrastructure to improve youth economic opportunities for OY and was looking to ensure youth voice is incorporated in its work. Excited by the prospect of working with GOYN, Jorge contributed to workshops for civil society organizations and other stakeholders to understand the barriers and constraints for OY in Bogotá, Colombia. He notes feeling differently about GOYN because it doesn't have a vertical decision-making model. **"The GOYN Model has had a significant impact. It allows us to create consensus on the problems of young people and, in the same way, to create much more accurate solution to those problems."** Jorge has been part of the collaborative management and has played an important role in the working groups that design priority pathways for young people. Before the GOYN Model, he says, the public and private sectors in Bogotá worked in a disjointed and unorganized way on the same problems. The interventions were less effective because the challenges and barriers to Opportunity Youth employment weren't defined—even by OY themselves. GOYN has led city actors to focus on youth and coordinate their efforts more efficiently on behalf of young people. Jorge believes GOYN will allow OY to be squarely positioned on the public agenda in Bogotá: "What is needed is to see GOYN and its potential for impact, with optimism."

When **ANA INEZ EURICO** first heard about GOYN São Paulo—a new collective impact youth employment initiative, she was struck by the opportunity to access training and build a network. As an "Opportunity Youth," a young person not in school, unemployed, or informally employed, she was used to being "on the peripheries" of society. It was May 2020 and Ana recognized the importance of being visible and the power of youth voices that can speak to the lived experience of young people in marginalized communities. She brought her voice and energy to the collaborative's Youth Advisory Group (YAG), sharing her experience and participating in data collection efforts that uncovered barriers to youth employment. When GOYN São Paulo advertised an assistant position, Ana joined the GOYN team. She began leading the YAG, playing a prominent role in fostering GOYN São Paulo's focus on race, gender, and geographic

inequities and contributing to GOYN's global Structural Injustice Working Group. What makes GOYN different, she notes, is that it links information and data with the experiences of OY, creating a space to lift up Opportunity Youth's voices. The connection through the global community provides opportunities to meet young people in other realities. As Ana says: **"GOYN enhances and expands the vision of young people, bringing through their experiences the opportunity to create change and enhance their voices and helping us achieve our potential."**



ALFRED SIGO is the CEO of the Pwani Youth Network (PYN), a network that brings together various youth-led community-based organizations and youth groups in Mombasa, Kenya. As an "Opportunity Youth" himself and a strong advocate for youth, Alfred believes there is "nothing for youth, without youth." At inception, GOYN Mombasa needed dynamic youth outreach networks, and in March 2020, Alfred became part of the first GOYN Mombasa Youth Advisory Group. He spearheaded an awareness campaign on COVID-19, educating highly marginalized populations in six sub-counties about how to best protect themselves from the pandemic. Utilizing PYN's network, Alfred and his peers coordinated to reach over 8,000 people through the campaign. Over the last two years, Alfred has participated in numerous co-design workshops and OY-led outreach efforts aimed at identifying opportunities to accelerate employment and entrepreneurship opportunities for youth in Mombasa County. He is passionate about building opportunities for OY in the creative and health sectors. Alfred has created opportunities for over 2,000 youth through his network. Alfred attests to the impact GOYN has had on OY in the county: **"I am a big believer in young people being co-creators in solutions that work for them. GOYN is creating systems shifts that enable youth to push for changes they deem necessary not just here, but both nation-wide and worldwide."**

CO-CREATING SCALABLE PATHWAYS FOR OPPORTUNITY YOUTH

The final component when GOYN works in a community is co-creating a long-term strategy and scalable pathways, or interventions. Following ecosystem mapping, market and context assessments, and Opportunity Youth size and profile identification, the community collaboratives leverage this information to develop and launch a five-year strategy. Collaboratives work together to co-design the GOYN community Theory of Change and associated pathways that respond to barriers and strengths and catalyze systems shift in the youth employment landscape.

Even if the process takes longer, pathways are intentionally co-created with the Multi-Stakeholder Advisory Group (MSAG), Youth Advisory Group (YAG), and young people in the broader community to ensure accountability and ownership over the strategy.

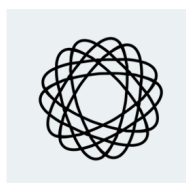
GLOBAL OPPORTUNITY YOUTH NETWORK PATHWAY PRINCIPLES

Collaboratives apply the following lenses when designing and selecting youth employment pathways



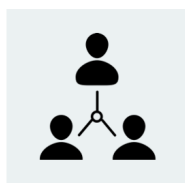
Impact at
Scale

1



Systems
Change

2



Cross-
Sector

3



Informed
By Research
& Evidence

4



Inclusive
Co-design

5



Equity

6

To determine pathways, the GOYN principles, such as focusing on scale and sustainability, leveraging, and accelerating strengths, are aligned with what is effective and drives towards tipping points for systemic changes.

In order to ensure momentum and demonstrate progress for each pathway, communities identify quick wins that can engage youth and stakeholders. Each activity should be aligned with a long-term scalable strategy; that is, all pilots should be testing an intervention that can inform how youth outcomes will shift at scale.

Overall, there will not be a single pathway that drives the answer but multiple pathways based on context and the diverse needs and interests of Opportunity Youth.

Examples of pathways include:

Business context and alignment to interventions

- Creation and adoption of existing labor market information system or platform that reflects market and demand linkages, including evaluation of value chains and process approaches such as surveys with employers.
- Deep dive into business clusters and alignment to investment and priority growth sectors, such as careers in data and digital, health (not just healthcare), hospitality and tourism, creative industry, construction, transport and logistics, green and blue economy jobs. These are all highly contextual to each location.
- Micro and small enterprises development and support through information, financing, and mentorship, which often also includes policy and taxation shifts.
- Technical and vocational education and training (TVET) support, alignment to demand and potential curriculum reform in deep partnership with government and private/NGO TVETs.
- Broader marketplace development of job opportunities and roles for youth.

Youth journeys

- Review and development of informal to formal pathways; appropriateness of keeping informal job and entrepreneurship solutions given local context.
- Coordination of Youth Hubs and safe spaces in a community, including sports, creatives, health clinics, training facilities, and vocational training areas, adding hubs where there are gaps.
- Transition from jobs to personalized career development and counseling, including tracking youth progress by name.
- Creation of enhanced secondary school to career transitions, informal to formal transitions.

Youth Hub Network to connect with peers and offer services

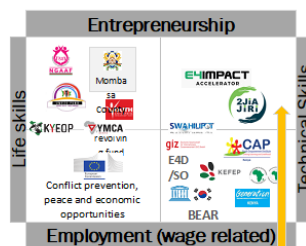
Coordinated network and improved sustainability and Centers of Excellence



- Mapped out youth engagement places
- Coordinated and complementary service offerings
- Shared services across the network
- Shared backend data, reporting and evaluation
- Shared virtual network
- Possibility for hub & spoke centers

Source: GOYI Mombasateam analysis

Address gaps



Gap in technical assistance and regulatory support for entrepreneurship

Improve service offering at centers and to complement TVET (sports, creatives)



Counselling	Leadership	New services
Entrepreneurship	Health & Well Being	Digital Training
Readiness for work	Apprentice placements	Community Development
Partnerships	Sports	Events
Research driven design	Safe spaces	Culture
Business Incubation	Volunteering	Private sector
Government	Community	Civil society

Enabling supports

- Diverse funding streams including pay for results and impact bond instruments.
- Policy assessments and alignment to youth economic opportunity strategy, including fiscal allocations and taxation policies.
- Digital and technology support that ensures access to hardware, software, and connectivity; digital information sharing; and enablement for digital jobs through training and enhanced accessibility.

Key Accomplishments

- GOYN communities have thus far identified 24 pathways as part of long-term systemic strategies in their communities.
- A key aspect of all strategies includes **alignment to business clusters and demand-driven jobs**:
 - In Ramgarh and Pune, India, there is a big push on both rural and urban micro-entrepreneurship aligned



"We are so excited to be included in designing GOYN Pune, and are charged up to do our bit to change the lives of young people like us in our city."

Aasia Shaikh, Youth Advisory Group Member

with local industries or value chains such as technology, automobile sector, agriculture, and health with emerging support and partnership from private sector banks including Standard Chartered and HSBC.

- o In South American communities of Bogotá in Colombia and São Paulo in Brazil, there is a big push on creating marketplaces that match job training organizations and seekers as well as building sustainable and ongoing relationships with employers.
- o In African communities in both Mombasa, Kenya and eThekweni, South Africa, there is a focus on continuously collecting information on jobs, job roles, and types by maintaining connections to employers. These communities are also beginning to establish the labor market information systems that share information with existing training and vocational partners.
- o Digital technologies have great potential to be development enablers for rural youth. However, rural youth have less access to digital technologies and face higher barriers. In order to enable rural youth, comprehensive human-tech solution is being developed with youth hubs and youth fellows in Ramgarh.
- **Focus areas for investment based on local context:** GOYN has seen great interest from government, private sector, and foundation partners to align support based on GOYN's Phase 1 research. For example, in Ramgarh, India, there is investment from the District Mining Fund fueling job-creating efforts aligned with local industries such as Lac ("shellac") processing and sweet potato farming. In Pune, India, there is interest from the Pune Municipal Corporation to support a fund for Opportunity Youth, and there are opportunities in the creative industry and the blue economy, connected to the oceans, in Mombasa, Kenya.
- **Coordination of the ecosystem:** Based on ecosystem mapping, GOYN teams are coordinating stakeholders and organizations in each community and developing directories of partners with key information such as reach, program description, and location. They are also setting up structures to enable long-term coordination.
- Ecosystem study identified health as a promising pathway for the Opportunity Youth of Ramgarh. The study found that approximately 30 to 40% of positions in the public healthcare system in Ramgarh and other districts of the state are vacant. Further, the private healthcare sector is also poised for long-term growth within the country. With the easing of pandemic-induced lockdown, Ramgarh collaborative partner PAN IIT resumed its highly recognized training program for ANM Nursing course for female candidates in November 2020. PAN ITT decided to encourage female OY from Ramgarh to apply for and enroll in the



"We have to understand what young people's beliefs are—what they feel is valuable—and the private sector, understanding this, must offer opportunities aligning with young people expectations."

Camilo Montes, National
Business Association of Colombia

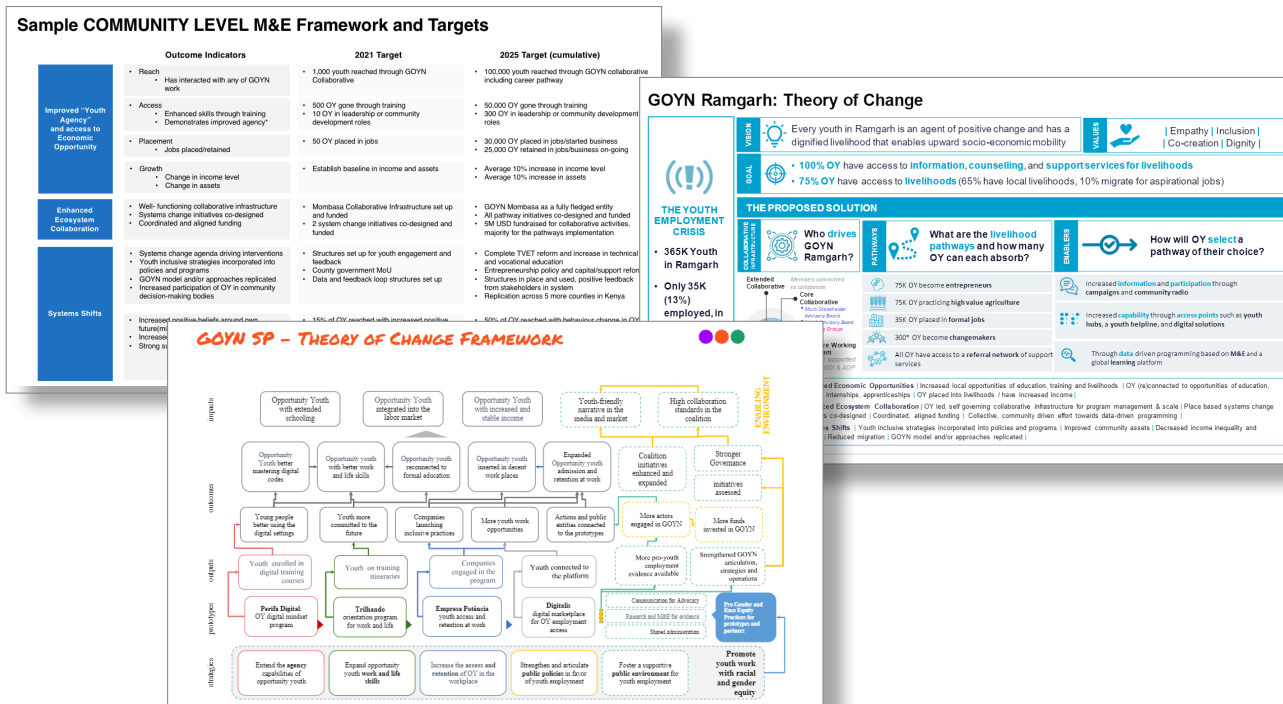
program. GOYN infrastructure was in place with local partners and youth fellows at the Block levels, and 15 small camps were set up at village levels. These camps counselled young women in rural Ramgarh about the ANM course, career prospects, and the potential to contribute to the healthcare systems as nurses. In the duration of a month, the team was able to mobilize 202 female OY candidates for the examination. The overwhelming response from Ramgarh district was unprecedented, and this resulted in an entrance exam being conducted specifically for youth in Ramgarh for the first time. This demonstrates Ramgarh collaborative members' timely and coordinated efforts creating further opportunities for OY in the district.



Pune youth training in film-making Careers

- **Launch of high-priority pathways:** As communities move towards the implementation phase, they have engaged in several pilot and high-profile launch activities. These include health jobs in Mombasa in partnership with Catholic Relief Services (CRS), a youth mentorship program in partnership with the Rotary in Pune, and a marketplace in Bogotá that partners with Botnar Foundation. The GOYN-Accenture partnership launched the Digital Opportunity pathway with the goal of reaching 195,000 Global Opportunity Youth. This investment will enable GOYN communities to address systemic barriers that prevent young people from accessing resources, services, and other supports that provide on-ramps into technology and digital employment as well as the wider world of work.
- Entrepreneurship was identified as a high-potential pathway for rural youth in Ramgarh based on the ecosystem mapping. GOYN team partnered with Standard Chartered Bank to develop local ecosystem to support and launch rural youth entrepreneurs.
- **Partnerships for implementation:** GOYN Bogotá developed a partnership with the public authority that manages youth criminal justice in Colombia. Through 2021, they will co-create alternatives to the existing services for the youth in the system and co-lead a pilot program for 2021 with a new working group. Based on the results, they will advocate for necessary public policy changes. Further, GOYN is building a midterm partnership with the economic development secretary to co-lead a broader ecosystem collaboration strategy that will help to articulate projects and programs on economic inclusion for vulnerable populations in Bogotá with an emphasis on youth and women.

Examples of Five-Year Theory of Change/Strategic plans:



Learning

- A co-designed process is critical for sustainability and accountability even if it means a longer process is undertaken.
- Multi-stakeholder co-design is critical to building pathways even if it delays strategy development. To ensure stakeholder equity, stakeholders should come together and share their perspectives in a respectful and inclusive way and be generous with sharing resources across the entire collaborative.
- Defining pathways for a GOYN community is an iterative process with pathways emerging from several rounds of discussions with the MSAG⁸ and YAG. Pathway implementation is most robust when the Anchor Partner works together with several other local implementing partners.
- Youth voice is critical to gaining insight into what challenges OY faces in the prioritized pathways and to understanding the current and existing supports available to youth. In Bogotá, Colombia, this has led to the piloting of an end-to-end Digital Opportunity pathway for migrant women and youth.
- Ramgarh community has been able to leverage and roll out successful models by partnering with leading organizations like Tata Strive, Head Held High Foundation, and the Agri-Entrepreneur Growth Foundation (AEGF).

⁸ A number of communities refer to a Multi-Stakeholder Advisory "Board" rather than "Group".

Market demand / gaps

- Alignment to data and demand requires significant effort.
- Intensive support is required to continue aligning to data and consider outreach and impact numbers.
- Facilitating market linkages between skilling providers and employers in practical ways is key while aligning to demand data. GOYN Bogotá is building the capacity of labor intermediaries to work as a bridge between supply and demand in order to build out the Digital Opportunity pathway. It is also seeking to influence the hiring practices of employers to be more inclusive of OY.
- Pathways need to consider geographic requirements, gender differences, and differently abled youth and leverage data, mapping and youth interviews.
- Solutions should be built for the long term rather than presented as research reports (e.g. data platforms and feedback loops in the system rather than reports).



GOYN Pune partnership outreach for Livelihood Pathway implementation.

Focus on scale

- To keep focus on scale, choosing pathways that are aligned with pathway principles is a key process in each community.
- No pathway alone can achieve systemic shifts; each community has to have a combination/suite of pathways suited to various OY interests and competencies.
- Given low economic activity and aspiration of youth in Ramgarh, a combination of pathways—agriculture, employment, and entrepreneurship—has been identified to catalyze opportunities at scale for the rural OY.

Evolving content insights

- Definition of a job is an evolving conversation with questions around informality, livelihoods, and micro-entrepreneurship.
- Youth want access to information in the spaces they occupy and in ways they can understand.
- Designing for Opportunity Youth, compared to designing for high-capacity, well-educated, and well-connected youth, requires deliberate and consistent focus. This is also the case when designing for women and differently abled youth.

- As communities advance the implementation of existing pathways, there has been a constant need to receive feedback from the collaborative on the right pace, timing, and thematics that should be included to foster communication, trust, and collaboration. Given the COVID-19 crisis, the collaborative developed new tools beyond the virtual meetings, including WhatsApp groups for the collaborative and working groups, a virtual community of more than 800 OY on Facebook, and other communication tools.



THE GOYN MODEL'S POTENTIAL DURING COVID-19

GOYN has been humbled by the strength of its model in offering response to communities during the COVID-19 pandemic. Whether through rapid assessment of community needs, targeted research of the social, developmental, and economic impacts of the pandemic on OY and their micro-communities, hotline management, or connecting return migrants to government assistance schemes, the GOYN Model provided an infrastructure through which to understand impacts on OY and their communities and respond by improving access to critical services.

GOYN Pune in India survey on impact of COVID-19 amongst youth

Key Accomplishments

- GOYN designed and facilitated Virtual Capacity Building webinars focusing on the youth voice and engagement needs of GOYN Anchor Partners using asset-based storytelling and advocacy, organizing, and team/community-building. Youth Advisory Groups were trained on Participatory Action Research, OY peer-led research, and data collection to inform local action projects and programs.
- GOYN Bogotá produced a first-of-its-kind survey of 1,489 OY in Bogotá to understand the state of their socio-emotional, economic, and developmental well-being and provide a blueprint of actions to be prioritized by the collaborative. The study informed city-wide decision-making regarding the impacts of COVID-19 and necessary supports. The collaborative used results to prioritize improving mental health and strengthening socio-emotional skills and identified poor internet accessibility as a key barrier for OY.
- GOYN Mombasa's collaborative and YAG mobilized 190 volunteer COVID Youth Responders who designed and carried out a survey to assess pandemic-related needs and provide services reaching 8,747 people in the community.

- GOYN Pune noted a growing need for community-level support during the pandemic. OY partnered with Pune Municipal Corporation along with 70 corporate and citizen volunteers to establish a COVID-19 Vasti Mitra Helpline. The Helpline coordinated with NGOs to support the distribution of food for 7,000 families and became a source of information and emotional support for families in urban slums who were experiencing growing food shortages in lockdown. GOYN team made further contact with the youth and connected 602 youth to livelihood development organizations.
- The COVID-19 pandemic made it necessary for São Paulo, Brazil, eThekweni, South Africa, and Ramgarh in rural Jharkhand, India to advance ecosystem analyses and engagement virtually. Partners were agile in increasing online presence and convening stakeholders with significant participation.
- GOYN conducted training on COVID-19 response, which engaged 160 youth in Mombasa, Kenya. In partnership with CRS, this training is expected to grow to reach 300 youth.
- GOYN mapping shows entry point to health career pathways, which could create as many as 5,000 jobs.
- Leveraging training organizations will result in adding healthcare to the curricula.
- As an immediate response towards the COVID-19 crisis in Ramgarh, the collaborative members decided to join forces to provide immediate relief and rehabilitation support to vulnerable returnee migrant households. The NGO members deployed the human resources and embedded youth fellows for identifying vulnerable households and worked closely with the local administration to ensure priority access to government entitlements and welfare programs. A survey was conducted to identify needs of the returnee migrants capturing details like level of qualification, income, skill level, access to government schemes, and benefits, among others. The survey data found that approximately 70% of the migrant returnee had no access to government schemes and benefits. As the next step, small camps were set up at villages, where information on the government schemes and benefits were given to the villagers. The returnee migrant households that were eligible were supported to submit applications to benefit from the schemes, and the applications were verified and handed over to the local administration for quick processing. With the support from NGO members, the local administration was able to focus on application review and expedited the process. As a result, 3,080 members of the returnee migrant households were linked to various government schemes and benefits (monetary benefit of INR 210 lakhs) within three months.



Vasti Mitra helpline in GOYN Pune

Learning

- Leveraging cross-community research agendas is key. A COVID-19 learning brief with comparative observations from Kenya and South Africa on youth skills development and employment was produced by GOYN Mombasa.
- The GOYN Model's research focus and collaborative methodology unlocks government policy in a crisis. GOYN Ramgarh surveyed more than 3,000 OY returnee migrants as a result of COVID-19. The collaborative infrastructure engaged with the migrant OY to link migrants to government assistance. A survey tool was developed to capture key information related to gaps in assistance, level of skilling, income, and pathway needs. GOYN linked migrant OYs to immediate relief and mapped their skills to help them in connecting with local livelihood opportunities. Local NGO partners and youth worked together to reach 3,080 migrants who accessed agriculture assistance, social security, and other benefits and critical assistance.
- GOYN Pune launched a qualitative survey of OY challenges, aspirations, and needs through the participatory involvement of six organizations, which are part of the Working Group, and nearly 30 student interns from the social sciences stream of the St. Miras College. The collectively designed and implemented survey pooled the collective wisdom and resources of the organizations resulting in learning and further design of a quantitative research tool ready for city-wide implementation.



Mombasa COVID Response Team providing services in the local community.

GROWING A POWERFUL BODY OF PLACE-BASED RESEARCH

One of GOYN's key pillars is to generate data and evidence to understand ecosystems and pathways, promote continuous improvement of new approaches, improve outcomes for OY, and scale best practice. A body of place-based participatory action research grew to set up the GOYN global structure, fuel the development of pathways for OY in 2020, and will accelerate implementation moving forward. Another key pillar of GOYN is to leverage this work and create thought leadership articles and efforts in the youth employment space and drive global advocacy around the youth agenda. Global themes and experience sharing across the network and youth employment community at large can be derived from GOYN's inherently place-based approach focused on local needs and contexts. This body of place-based participatory action research provides a rich basis for the network's work in 2021.

Key Accomplishments

- The origin of the GOYN effort was based on foundational studies by the network's partner organizations that recognized the need for a different approach to youth employment, which is critical to scaled and sustainable success.

The Aspen Institute:

- ***A Global Opportunity: Get Youth Working:*** Laid the basis for GOYN through a global review of international interventions and youth employment sector interviews
- ***Toolkit to Engage Employers and Opportunity Youth on the Future of Work***

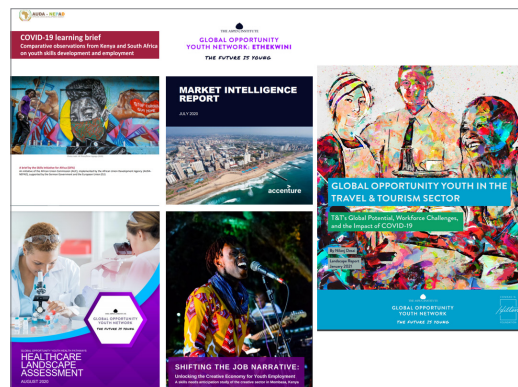


Global Development Incubator:

- ***Creating jobs and sustainable livelihoods in a changing world:*** Overviewed global interventions by types of livelihood and employment interventions that supported the basis of the creation of GOYN
- ***More than the Sum of Its Parts: Making Multi-Stakeholder Initiatives Work***
- ***What's Your Endgame?***

As GOYN aligns interventions to demand and growing opportunities, in-depth sectoral studies play a key role for the prioritization of pathways:

- Health: GOYN eThekweni produced a **Global Opportunity Youth Health Pathways Healthcare Landscape Assessment** to inform its approach to moving OY into meaningful careers in formal employment within the industry at scale. The assessment pinpoints how to connect OY to demand-driven skilling, jobs, and livelihoods in the health sector. See the report on [GOYN's website](#).
- Creatives: GOYN Mombasa produced **Shifting the Job Narrative: Unlocking the Creative Economy for Youth Employment; A skills needs anticipation study of the creative sector in Mombasa, Kenya** on the potential of the Creative's pathway. Through its partner Swahilipot Hub and after eight months of targeted, collaborative study in Mombasa and beyond, a thorough blueprint of the sector includes action plans for stakeholders across six sectors to facilitate access to meaningful, creative jobs by OY. See the report on [GOYN's website](#).
- Travel & Tourism: GOYN published **Global Opportunity Youth in the Travel and Tourism Sector: T&T's Global Potential, Workforce Challenges, and the Impact of COVID-19**, a landscape report on the potential to connect OY to the global Travel and Tourism (T&T) sector. The report explores the ongoing and pandemic-specific challenges to a greater scale of OY workforce development in this sector. See the report on [GOYN's website](#).



Surveys and studies:

- In partnership with African Union-New Partnership for Africa's Development (AU-NEPAD) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), GOYN communities published a report on the AU learning site about COVID-19 responses related to youth employment in Kenya and South Africa. (GOYN in Africa is slated to work with AU-NEPAD and GIZ in 2021 on two new reports regarding partnerships between TVETs and the private sector as well as emerging TVET models in entrepreneurship.)
- GOYN Mombasa, Pune, and Ramgarh are planning Health pathway studies as well as entrepreneurship studies. For example, Accenture India conducted scoping research regarding the potential for OY-initiated

entrepreneurship streams and proposed roll-out plans. This is supporting development of entrepreneurship proposals that are considered by donors including HSBC.

- As noted previously, GOYN communities have conducted extensive surveys with youth on the impact of COVID-19 and the youth's reaction to the pandemic and shared the findings with the communities and partners.
- As no local data is available for Ramgarh, GOYN conducted a survey of more than 700 rural youth to help understand the aspirations and challenges of rural youth. The findings along with ecosystem mapping helped identify potential pathways for Ramgarh community.
- GOYN Ramgarh has launched a study to identify opportunities for rural youth across the sweet potato value chain. The study will help recognize pain points and gaps in the existing supply chain and identify opportunities for rural youth in solving these problems and providing services to local farmers for increased productivity and better market linkage.

Webinars:

- To launch GOYN's Global OY in the Travel and Tourism Sector Report, GOYN held two webinars bringing together international industry leaders, youth-focused implementers, young people, and funders to collectively discuss research findings and the various challenges that T&T industry faces in attracting, skilling, hiring, and retaining young workers.
- GOYN São Paulo hosted a virtual launch event that featured a broad spectrum of NGOs, private sector, government, and skilling providers, among others, presenting solutions designed to impact more than 100,000 OY directly. This included a call to action for companies on the importance of the Opportunity Youth agenda. GOYN São Paulo directly engaged with human resources directors from the private sector, local associations, the State Education Secretary, and other bodies in the consultative process.
- Videos are a powerful tool for sharing the messages as well as getting to know the program and to meet the youth. See an example from the GOYN São Paulo program on [United Way Brasil's YouTube Channel](#).
- GOYN Mombasa conducted a webinar on social justice and equity and participated in a dissemination workshop for the Creative Career pathway research report hosted by the Global Apprenticeship Network.

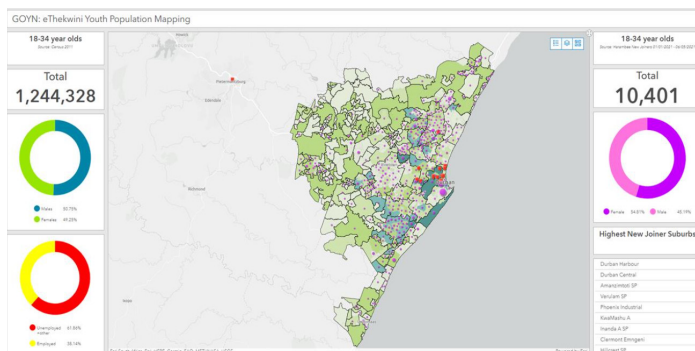
Local training sessions:

- GOYN Mombasa conducted extensive entrepreneurship accelerator application trainings and developed a full course on policy and civic engagement, followed by training youth advisory members and launching a youth policy engagement subcommittee which is tasked with accelerating youth engagement in policy work.
- GOYN Pune conducted a movie-making training for its Youth Advisory Group members, who then submitted

their work to a movie-making contest run by Milan Resilient Cities. The movie showcases the collective action model that helped 3,000 low-income families of the city through a helpline. This was held under Milan Urban Food Policy Pact, an international agreement of Mayors of more than 100 cities across the world. The movie highlights the power of collaboration among various sections of the society while battling a crisis.

Toolkits for communities:

- GOYN teams in all communities developed extensive tools for market demand mapping, mapping the ecosystem, and defining Opportunity Youth and terms of reference for all collaborative members and codified all aspects of the GOYN community entry and ecosystem mapping process.
- In some communities such as Pune and eThekweni, GOYN's Anchor Partners started to map out the full youth population by sub-location and gender.



Finally, the GOYN communities identified common global themes for experience and best practice sharing, including:

- Approach to entrepreneurship specifically for Opportunity Youth
- Overcoming structural injustice – launched a global advisory group
- Inclusion of women and people with disability in all programs
- Alternative financing tools such as impact bonds, pay for results mechanisms, impact investment, early stage/ livelihood entrepreneurship funds, and career bonds
- Career development and mentorship
- Digital enablement and opportunities – formed community of practice group
- Policy reform and capacity building amongst youth
- Future of work
- Education to employment



Learning

- Global meetings and discussions are most meaningful when grounded in local cases while local experience is enriched through global exchange. The interplay between global and local work is at the core of the Global Opportunity Youth Network.
- Data collection, research, and evidence allow all communities to establish credibility, provide a foundation to engage with stakeholders, and design data-driven initiatives.
- A global network is advantageous as it allows GOYN communities to share tools, experiences, and ideas in a supportive environment.
- Local learning webinars and events bring youth together to share ideas and connect with their peers as well as other stakeholders.
- Publishing seminal thought pieces on themes or business sectors galvanizes partners and provides a foundation for GOYN efforts and the launch of pathways.
- Trainings for youth should be ongoing to build capacity around data and research as well as equipping youth with the knowledge of emerging sectors and jobs. This gives youth the ability to determine their own futures as well as to engage with government and private sector actors to recommend policy changes.

MEASUREMENT & EVALUATION

Through a dedicated and growing Measurement and Evaluation (M&E) capacity, GOYN aims to generate data and evidence to improve the community programs, draw partners into the network's youth advocacy agenda, catalyze data-driven decision-making in all of GOYN communities, and determine the impact and value addition of the GOYN approach.

This dedicated M&E function is now established at the global level in partnership with DevLearn to share best practices and coordinate approaches as well as refine and measure locally relevant indicators at the community level, which are aligned to the Theory of Change for each community. At the global level, GOYN is able to consolidate and measure progress for the full network and evaluate differences between communities for the purposes of learning what works where.

GOYN focuses on creating both a robust, localized framework in each community and the process by which the framework is designed. The approach leverages data, stakeholder views, and youth and multi-stakeholder involvement while applying a realistic lens on what is measurable and attributable to the GOYN effort. This usually culminates in several workshops to define the Theory of Change, vision and mission, key strategic pillars, pathways, and indicators to evaluate outputs and outcomes. In 2020, GOYN has successfully completed these workshops in both offline and online formats.

The GOYN overarching M&E framework aims to reflect impact at three key levels:

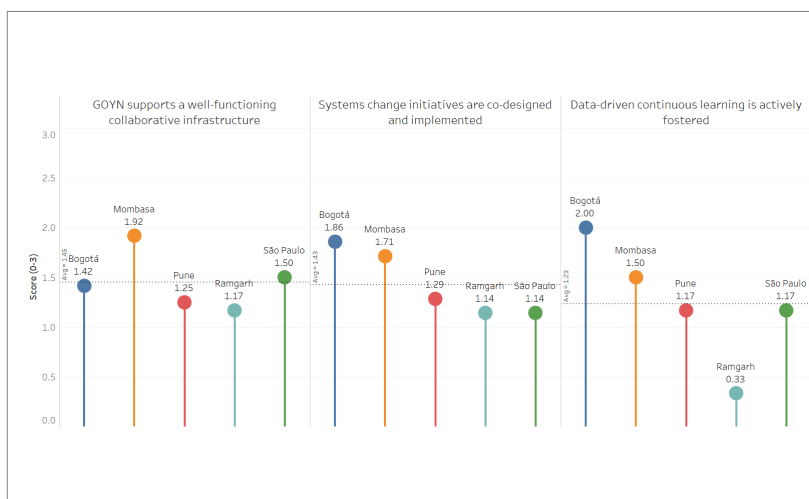
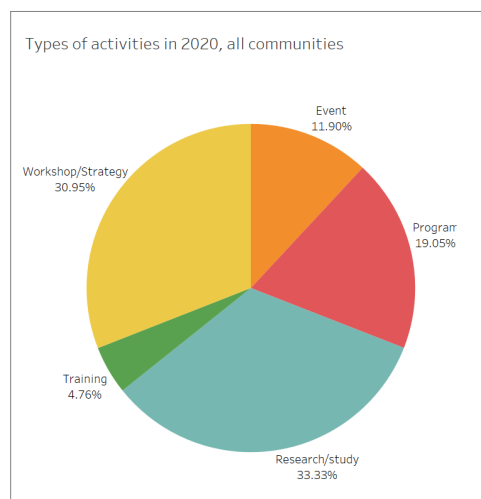
- 1) Improved Youth Agency and Access to Economic Opportunity
- 2) Enhanced Ecosystem Collaboration
- 3) Systems Shifts in Community

At the community level, a typical framework includes indicators and short- and long-term outcomes for each of the three levels:

Sample COMMUNITY LEVEL M&E Framework and Targets

	Outcome Indicators	2021 Target	2025 Target (cumulative)
Improved "Youth Agency" and access to Economic Opportunity	- Reach - Has interacted with any of GOYN work - Access - Enhanced skills through training - Demonstrates improved agency* - Placement - Jobs placed/retained - Growth - Change in income level - Change in assets	1,000 youth reached through GOYN Collaborative 500 OY gone through training 10 OY in leadership or community development roles 50 OY placed in jobs - Establish baseline in income and assets	100,000 youth reached through GOYN collaborative including career pathway 50,000 OY gone through training 300 OY in leadership or community development roles 30,000 OY placed in jobs/started business 25,000 OY retained in jobs/business on-going - Average 10% increase in income level - Average 10% increase in assets
Enhanced Ecosystem Collaboration	- Well- functioning collaborative infrastructure - Systems change initiatives co-designed - Coordinated and aligned funding	- Mombasa Collaborative Infrastructure set up and funded 2 system change initiatives co-designed and funded	- GOYN Mombasa as a fully fledged entity - All pathway initiatives co-designed and funded 5M USD fundraised for collaborative activities, majority for the pathways implementation
Systems Shifts	- Systems change agenda driving interventions - Youth inclusive strategies incorporated into policies and programs - GOYN model and/or approaches replicated - Increased participation of OY in community decision-making bodies - Increased positive beliefs around own future (mindset transformation) - Increased community engagement - Strong support networks	- Structures set up for youth engagement and feedback - County government MoU - Data and feedback loop structures set up 15% of OY reached with increased positive belief about their own future - Increase in xx OY actively engaged in their community 500 OY developing strong support network in one or more area (family, professional, peers, etc)	- Complete TVET reform and increase in technical and vocational education - Entrepreneurship policy and capital/support reform - Structures in place and used, positive feedback from stakeholders in system - Replication across 5 more counties in Kenya 50% of OY reached with behaviour change in OY in accessing economic opportunities

At the global level, there are aggregated measurements for output, such as types of activities run in the GOYN communities and disaggregated qualitative and quantitative outcome measurements. All evaluations are conducted at the three levels—youth impact, ecosystem collaborative, and systemic shifts.



Key Accomplishments

- The global M&E Framework refined and reviewed by all communities
- Ongoing surveys across the network to collect data across key outputs and outcomes
- Ongoing capacity building with each of the GOYN communities to improve the Theory of Change and define output and outcome indicators as well as methodologies of gathering and analyzing data
- The first annual GOYN community assessment conducted with the full GOYN network, resulting in key findings:
 - Youth engagement featured strongly across all activities with more than 8,400 youth participating.
 - Communities established 24 pathways and convened 12 associated working groups to design and execute interventions.
 - Communities rated themselves as having made significant headway in developing their collaborative capacity. Youth rated the collaboratives' work even more highly than the collaboratives themselves.
 - Communities are beginning to lay the groundwork for policy dialogue by forging relationships with public sector decision-makers in addition to aligning their efforts with local and national efforts.

Learning

- Youth love data! An encouraging finding from each of the communities is how excited youth are in learning how to collect, analyze, and share data. As reflected in the title of a recent panel “Data is Power,” youth in each community have embraced citizen-driven data and analysis as a source of agency building. Too often this narrative is controlled by others such as research, statistics, and consulting companies and developed with minimal youth input. If youth are able to understand, interpret, and gather data for their own communities, they can influence the way that stories about their communities are told and put a spotlight on inequities that should be addressed. Rather than just sharing how they feel, youth can use data to support and empower their claims.
- There is a need to put in place frameworks to promote acceptance of citizen-generated data across the communities. This will enable other ecosystem players including the government to use this data and inform policies and other youth targeted interventions.
- A robust data gathering and analytics capability is important to fill data gaps across the GOYN network. This will also build data sets to more effectively educate and advocate to policymakers and others for the benefit of Opportunity Youth. The GOYN team also needs to create building blocks in rolling out this capability in phases with each community even if it takes longer.
- Capacity-building training sessions were usually oversubscribed as youth wanted to learn more about indicators

that should be measured and tracked over time. GOYN is animated by the prospect of helping to spur greater interest among youth data scientists.

- Ensuring that M&E is co-designed with the community stakeholders builds a foundation of mutual accountability and trust.
- The GOYN community is committed to tracking indicators that go beyond reach and training, while ensuring placements into economic opportunities can be assessed through measurements of income, asset building, and connections. These are inherently harder to measure but the global teams are inspired to include these measurements especially as many economic opportunities are informal gig work or entrepreneurial ventures that are harder to track as official jobs.
- The most difficult part of the GOYN approach is tracking and attributing systemic indicators. Preliminary systemic impacts include measurements such as policy influence, policy shifts for areas such as business registration, higher enrollment and graduation from vocational training, youth civic engagement, equitable distribution of services by geography, income inequality, and youth labor force participation by location, age, and gender. Further afield or second-order indicators that communities have discussed include reduced violence, teenage pregnancy, and drug use. The team anticipates that this work will continue to be improved and refined over time and will require innovative approaches to M&E.

MOVING FORWARD IN 2021 & BEYOND



Photo credit: Nick Abrams

The following are key objectives that GOYN and its partners look forward to realizing in 2021 and beyond:

- **Move fully from design to implementation in currently established communities:** GOYN communities implement priority pathways with measurable Opportunity Youth outcomes fueled by growing network of local and global funding partners.
- **Add new GOYN communities:** Given the success and power of the GOYN approach to date, there is emerging demand to bring GOYN to new communities in countries such as El Salvador, Rwanda, Tanzania, Argentina, and Madagascar. GOYN is excited to explore these places with partners, identify communities and Anchor Partners, and expand its network in late 2021/2022.
- **Build a GOYN how-to guide and toolkit:** As the network grows in both communities and partners, the team is preparing for scale by building an open source platform of the knowledge, tools, and resources including “how-to” guides, templates, checklists, PowerPoint presentations, videos, and other critical tools to enable a high-quality expansion of the network.
- **Develop a next generation Learning Lab of resources across the GOYN approach and methodology:** As the GOYN network develops, there is an emerging body of work and methodologies in engaging communities, amplifying youth voice, building capacity of civil society, working with government, mapping out demand, conducting value chain and business cluster assessments, taking entrepreneurship financing approaches, and exploring a plethora of other exciting themes, innovations and pathways. Efforts are already underway to build a moderated environment where communities are sharing ideas and approaches and collaborating as peers and a learning community.

- **Launch a number of key communities of practice:** The GOYN community has prioritized key themes such as diverse financing for youth employment, digital opportunity, structural justice, entrepreneurship, health careers, civic engagement and policy channels for youth issues, creative pathways, and mentorship. A large part of the GOYN global team's work is to convene the network along as a subset of these learning priorities.
- **Ramp up the global and local advocacy of the Opportunity Youth agenda:** Building on the data and reports generated by the network to date, GOYN is aiming to ramp up its thought leadership locally and globally, contributing to a broader campaign and call to action to elevate and improve the narrative of OY as an extraordinary source of untapped human capital and essential to the well-being and sustainable development of their communities and countries.
- **Elevate Structural Justice as a key GOYN priority:** The emphasis on Structural Justice is the result of Anchor Partners and young people lifting up this thematic as a core part of the GOYN principles. GOYN is co-designing with global OY and GOYN partners a strategy that combines space for dialogue, awareness-raising, and concrete action to address structural injustice that impedes equitable access and opportunity for youth across GOYN.
- **Accelerate and deepen Youth Voice & Engagement:** As GOYN global OY community expands, the network will focus on increasing the capacity of OY through leadership training, youth innovations funding, institutionalizing peer groups, and running and national and global youth-led forums to share challenges and inspiring stories.
- **Develop and implement a data and digital strategy:** A key strategic pillar of GOYN is the development of data and digital platforms to support the work efficiently, equitably, and at scale. A key component of the data and digital strategy is to build community and especially youth capacity to gather data, analyze findings, and design programs. Digital platforms also have the potential to shift outcomes at mass scale in exciting approaches such as job/training-matching platforms, customized career assessment, advisory and youth journey tracking, and enhanced coordination of the ecosystem.
- **Partnerships:** GOYN will continue to look for local and global partners to bring expertise, learning, joint implementation, and funding. GOYN also intends to launch the global leadership council of youth employment experts and visionaries.

Thank you for your interest and partnership. Please reach out to the GOYN team if you would like to join the growing network at GOYN.