



Implementation Guide

GOYN Brazil

Support material for new cities

Guidelines for the first 3
years of implementation

March 2026



TABLE OF CONTENTS

Presentation - Welcome

Chapter 1 - The GOYN: Fundamentals and Global Structure
Concepts, methodology and governance

Chapter 2 - The GOYN in Brazil: From Arrival to Expansion
Context, communities, and national network

Chapter 3 - Building the GOYN: A Practical Approach
From structuring to sustainability

Chapter 4 - Brazilian Youth: One Context, Many Realities
Problems, challenges, and intervention opportunities

Chapter 5 - Deepening Knowledge
Glossary and Other References



**This guide is
interactive**

About the Implementation Guide

This material was developed by United Way Brazil (UWB) based on its role as the Executive Secretariat of GOYN in Brazil and the knowledge and experience accumulated as the Anchor Organization responsible for coordinating Global Opportunity Youth Network São Paulo (GOYN SP).

The Guide is based on the GOYN global methodology, developed by the Aspen Institute and the Global Development Incubator (GDI), and engages directly with the reference materials made available in the Learning Lab – especially the toolkits, which guide the design and implementation stages of the initiative.

Its construction also involved listening to and exchanging with GOYN's global, regional, and local teams, in addition to gathering contributions from professionals and experts working in the fields of youth productive inclusion, collective impact, and territorial development.

Based on these references, our effort was to connect the global model to the institutional, social, and territorial dynamics that influence and permeate the social impact ecosystem in Brazil. In other words, we seek to "Brazilianize" this approach, translating, organizing, and making the content more accessible in light of our country's contexts and challenges.

In this process, some terms, examples, and forms of organization were adjusted with the objective of increasing the Guide's adherence to the national context. These adaptations, however, do not alter the principles, the logic of operation, or the core elements of the GOYN methodology.





“This guide was designed as a starting point to support the initial moments of GOYN’s arrival in new cities.” It focuses especially on the first three years of implementation in a new community—the initial stage of a structured 10-year cycle.

Throughout the document, you will find guidelines, recommendations, and practical references that can assist your team in the initial structuring of the initiative.

It is important to emphasize that this material should not be read as a rigid script or a “ready-made recipe.” Each city has its own ingredients: institutional arrangements, implementation rhythms, specific challenges, and unique opportunities. And the GOYN approach recognizes and values this diversity!

What we offer here are possible paths and accumulated lessons that can facilitate decision-making throughout the process.

Whenever it makes sense, it is recommended to read the supplementary GOYN global materials to deepen your understanding of the approach.

We hope this guide is a useful contribution to your journey.

We wish you a great read and excellent work!

National Executive Secretariat — UWB



Welcome, Anchor Organization

Taking on the coordination of an initiative like this in your city is an important decision and, often, one accompanied by many doubts and questions. Its implementation in a territory can, in fact, be challenging and complex, and there is a reason for this.

The **GOYN - Global Opportunity Youth Network** arises precisely from the recognition that the challenge of productive inclusion for young people is a systemic problem. In many cities, relevant initiatives already exist, but they operate in a fragmented manner, with little coordination between organizations, public policies, and stakeholders.

Therefore, GOYN proposes an approach based on the **coordination of the local ecosystem**, bringing together youth, companies, government, and civil society organizations to build a shared vision and coordinate strategies capable of expanding economic opportunities for young people.

The implementation of GOYN in a territory, therefore, is much more than the creation or execution of a new project. It is a matter of coordinating and mobilizing a large alliance to expand opportunities for work, income, and the future for young people.

It was with this spirit that we prepared this guide.

» WHO THIS GUIDE IS INTENDED FOR

This material was developed especially for **Anchor Organizations**, responsible for coordinating the articulation of GOYN in the municipalities.

But it can also support:

- Civil society organizations.
- Partner companies and foundations.
- Public managers.
- Consultancies and technical teams involved in the implementation.
- Members of the local and collaborative ecosystem.

» HOW TO USE IT

The Guide was designed to support the implementation of a GOYN community throughout its first three years: a period dedicated to the structuring, consolidation, and organization of the initiative's foundations in the new city.

The content can be used as guidance material in team meetings, planning sessions, learning sessions, and guided reading moments, contributing to aligning understandings, supporting decisions, and guiding the next steps of the initiative.

» WHAT YOU WILL FIND HERE

- Concepts, definitions, and methodological principles that underpin the GOYN approach.
- References to support strategic decision-making throughout the implementation.
- Practical recommendations for managing implementation fronts.
- Parameters and criteria that guide a consistent implementation.
- Accumulated lessons, translated into guidance on what to do and what to avoid.
- Reference materials and links for consultation.

» WHAT YOU WILL NOT FIND

- Detailed distribution of daily team tasks → Internal organization, work routines, and division of responsibilities depend on the structure of each Anchor Organization.
- Predefined operational plans or rigid schedules
→ The strategies and stages of implementation must be adapted to the pace and conditions of the territory.
- Strategic decisions regarding local priorities
→ The definition of focus areas, partnerships, and initiatives must be built collectively with the local ecosystem.
- Prioritization of strategic interventions
→ Priority pathways for education, employment, or entrepreneurship must be defined based on an analysis of the local ecosystem.

» GUIDE AND THE learning Lab

The GOYN Brazil Playbook is an implementation guide that brings together the key milestones, lessons learned, and adaptations developed throughout the Brazilian experience, providing examples and references connected to the reality and diversity of the country's territories. However, it does not replace the Learning Lab, which should be the primary source of reference for GOYN Communities, as it brings together a complete set of tools, resources, and guidance that support all phases of Selection, Design, and Implementation.

» GOYN Toolkits

The GOYN Toolkit is a centralized repository of tools and resources for implementing GOYN in a community.

The toolkit addresses three main needs:

- Provide tools and resources to guide the implementation of GOYN in new communities, enabling high-quality implementation.
- Create a centralized and curated repository of GOYN tools and resources.
- Encourage cross-network learning by consolidating existing examples and best practices.



**Caixas de
ferramentas (toolkits)**



HOW THIS DOCUMENT IS STRUCTURED

HOW TO NAVIGATE THIS GUIDE

[Do you want to access the quick implementation guide?](#)



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[Reading time: 1 hour and 30 minutes.](#)

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Start by clicking here

Reading time: 3 hours.



I Chapter 1 I

THE GOYN: Fundamentals and Global Structure

Concepts, methodology and governance

THE GOYN: A purpose for existing, challenges to solve...

| Chapter 1 |

The Global Opportunity Youth Network (GOYN) emerged in 2018 as a response to global challenges that restrict youth access to economic opportunities.



Growth of the young population and global pressures:

- The world is experiencing a “youth demographic peak,” with 1.8 billion young people – a number that continues to grow.
- Demographic changes, climate crises, conflicts, and accelerated urbanization processes directly impact the life trajectories of youth.
- The labor market is undergoing profound transformations driven by automation and digitalization.
- The COVID-19 pandemic worsened this scenario, putting about 1.6 billion informal jobs at risk, especially in sectors with a high concentration of young people.



Absence of comprehensive and scalable solutions:

- Fragmented scenario, in which there is no “one-size-fits-all” solution.
- Need for coordinated interventions, highlighting the current lack of articulation between initiatives.
- Existing efforts reach only a portion of the young people who need support.
- Lack of adequate data for the design of more effective programs.
- Mismatch between supply and demand in the labor market.
- Lack of clarity regarding the Return on Investment (ROI) in youth employability programs.
- Most interventions do not address the main systemic barriers.



Specific vulnerabilities and exclusion of youth:

- High concentration of young people (90%) living in developing economies, especially in Sub-Saharan Africa and South Asia.
- Predominance of informality, with about 70% of young people holding informal jobs.
- Gender inequality in market access: 3 out of every 4 unemployed people are women.
- Low youth participation in the development of solutions, with young people rarely included as partners in the development of policies and programs.



The challenge: overcoming fragmented interventions and structuring a scaling strategy, oriented toward addressing challenges that impact tens of thousands of young people in the global south.

THE GOYN: An alliance, a movement, a global community...

| Chapter 1 |

[Quick guide](#)
[continue here](#)



The **GOYN** is a **global, multisectoral, and strategic alliance** led by the Aspen Institute (USA) and managed in partnership with the Global Development Incubator (GDI).

Its main purpose is to generate local systemic changes to create real economic opportunities for "Opportunity Youth."

To do this, GOYN brings together young people, companies, governments, civil society organizations, and experts into a large **collaborative community**.

MULTISECTORAL



It brings together young people, public authorities, the private sector, and non-profit organizations to co-create and implement solutions collaboratively, through comprehensive and effective actions.

TERRITORY-BASED APPROACH



It is structured as a global network of Anchor Organizations that operate at the community level to develop solutions relevant to the local context.

SYSTEMIC CHANGE



Works to establish sustainable, long-term changes by focusing on systemic barriers and the underlying factors of youth unemployment.

YOUTH POWER



It aims to promote economic mobility for "Opportunity Youth", young people between 15 and 29 years old who are out of school, unemployed or working in informal jobs.

ORGANIZING IDEAS

The great differentiator of this approach lies in recognizing the talents and agency that are part of youth, adopting a perspective guided by their assets and potential.

Instead of emphasizing difficulties or reproducing approaches centered solely on problems (such as the label "NEET," used to designate young people who neither study nor work), GOYN proposes a change lens. That is why we speak OPPORTUNITY YOUTH

In this way, the initiative seeks to build a more promising future by recognizing, valuing, and strengthening the transformative capacity of youth.

THE GOYN: A way of acting based on Collective Impact

| Chapter 1 |

Inspired by the logic of **Collective Impact**, this collaborative approach proposes a systemic action, in which different actors coordinate around a common goal, which allows for:



Influencing Public Policy: The collective voice and evidence generated by this robust collaboration have the power to shape and reshape laws and regulations, ensuring that the legal environment is more favorable to the inclusion of young people in the labor market.



Transforming Business Practices: Direct and coordinated engagement with the private sector facilitates the reassessment of hiring and talent development methods, promoting the creation of more and better opportunities for youth



Changing the Social Narrative: By engaging and amplifying diverse perspectives, the collaborative structure challenges and reconstructs social perceptions about youth, especially the most vulnerable, demystifying stigmas and promoting a fairer recognition of their potential and contributions.

It is the orchestrated action across these different dimensions that **expands real opportunities for young people and enables lasting systemic changes.**

“

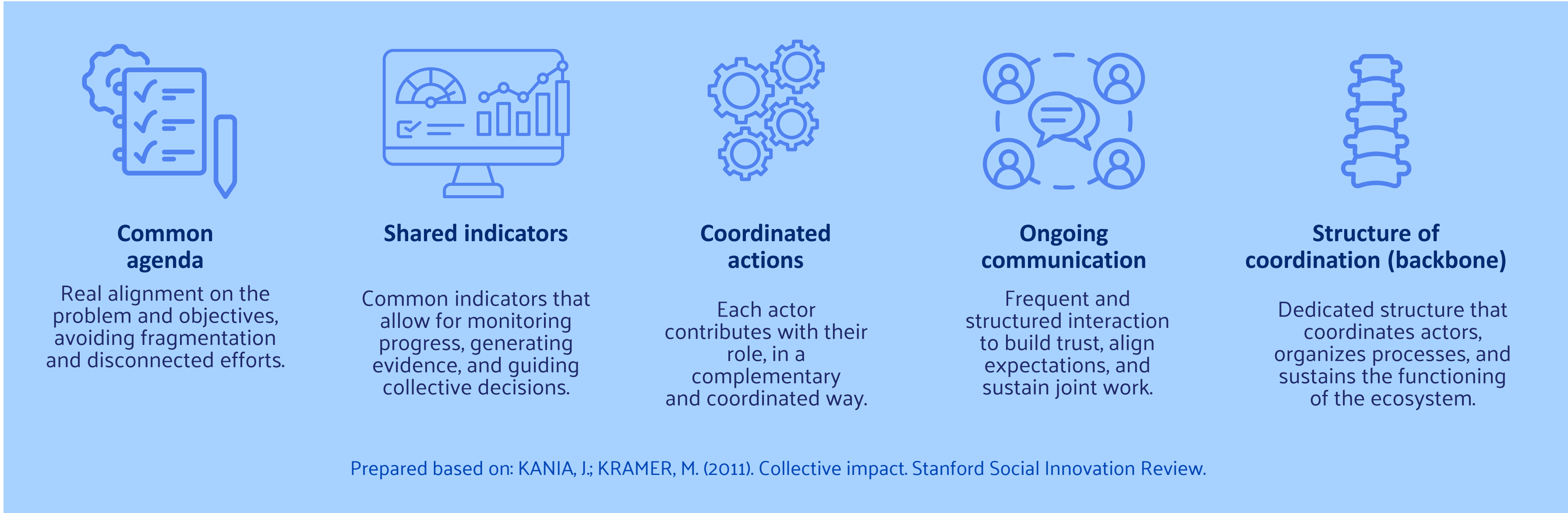
“Moving from isolated impact to collective impact is not just a matter of encouraging more collaboration or public-private partnerships.” It requires a systemic approach to social impact that focuses on the relationships between organizations and progress toward shared goals.

“Collective impact requires all participants to have a shared vision for change, which includes a common understanding of the problem and a joint approach to solving it through agreed-upon actions.”

(KANIA; KRAMER, 2011, p. 36 - our translation)

”

For this effective and lasting collaboration to occur, the literature points to five structuring conditions that are the backbone of any Collective Impact initiative. These are the foundations that support the alignment between actors, the coordination of efforts, and the continuity of actions over time.



It is based on these conditions that effective collaborative initiatives structure their actions in the territory.

GOYN structures its operations on pillars that guide the construction of systemic solutions for the productive inclusion of youth, as follows:

1. Territorial collaboration

- Design actions with a scale compatible with the challenge of youth unemployment in the community.
- Work in partnership with young people and community leaders to build a collaborative infrastructure guided by a shared vision of impact.
- Coordinate the local employability ecosystem to address structural barriers, including systemic injustices, that limit economic opportunities for young people.
- Adapt productive inclusion strategies to local needs and to the current and future demands of the labor market.
- Promote an “integrated set of solutions” for youth employability and entrepreneurship, including effective programs, public policies, and advocacy.

2. Strengthening the movement

- Strengthen a global narrative that reflects the value of investing in the potential of youth.
- Engage new partners, advocates for the cause, and investors to expand economic opportunities for young people.
- Influencing changes in mindset, practices, and policies to promote lasting systemic transformations.

3. Learning network

- Disseminate high-quality research, evidence, and best practices.
- Promote communities focused on dynamic practices to stimulate knowledge sharing and innovation.
- Monitor, evaluate, and share lessons learned from systemic changes in GOYN communities.

4. Youth voice and leadership

- Place the perspective of young people at the center of building solutions.
- Work in partnership with a global network of young leaders to share learnings, actions, and innovations.
- Connecting young people to resources, support networks, and allies to strengthen their autonomy and leadership.

5. Innovative financing

- Mobilize diversified and innovative global and local funding sources, expanding investments in economic opportunities for young people.
- Supporting communities in building solid cases for fundraising aimed at youth.

6. Data and technology

- Strengthen local capacities to adopt data-driven approaches for problem analysis, collaborative decision-making, and strategic planning.
- Support communities in the production and sharing of new data on youth.
- Boost digital platforms with the potential to scale up impact.

7. Equity and access to opportunities

(Cross-cutting pillar that guides the entire GOYN approach)



LEARNING BY DOING

Our Methodology - pillars

In São Paulo, these principles were translated into a unique methodology, built from practice in the territory.

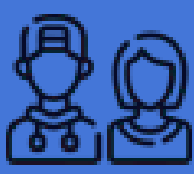
The GOYN SP approach transforms Collective Impact guidelines into concrete forms of governance, coordination, and collaborative action.

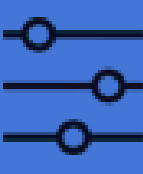

Ongoing communication


Relationship with investors


Knowledge management


Building and sustaining collaboration, with goals and a common agenda


Keeping youth at the center through inclusion and sustained engagement


Diversity and equity as cross-cutting themes

GOYN governance is organized into three interdependent levels, which connect **strategic direction, territorial coordination, and collective action**, based on the articulation between **its actors** and established **roles and responsibilities**.

[Quick guide continue here](#)

1

2

3

4

5

LEVELS

ACTORS

ROLES



1. Global Strategic Level

In the international model, it corresponds to the **GOYN Global**. In Brazil, we call it **Global and/or Regional Team**. It is responsible for guiding the initiative’s overall strategy, supporting expansion into new territories, producing methodological guidelines and tools, and strengthening international coordination among the communities.



2. Territorial Coordination Level

In the international model, it is called an **Anchor Partner**. In Brazil, we use the term **Organization and/or Anchor Partner**. These are the institutions responsible for coordinating the implementation of GOYN in the territories, mobilizing partners, structuring local governance, supporting fundraising, and ensuring the execution of the strategy.



3. Level of Collective Action in the Territory

In the international model, it is called **Collaborative**. In Brazil, it corresponds to the **GOYN Collaborative** or **Collaborative Network**: it brings together young people, civil society organizations, companies, and the public sector to co-create, implement, and scale solutions focused on local challenges of productive inclusion.

GOYN Global and Regional Teams

Provide methodological support

Anchor Organizations

Lead and coordinate

GOYN Collaborative

- Define and guide GOYN’s global strategy, ensuring alignment between regions and territories.
- Select and support new communities, ensuring adherence to the model and quality in implementation.
- Foster collaboration and learning among communities through global meetings, communities of practice, and the production of structured knowledge.
- Mobilize resources on a global scale, coordinating funders and strengthening the sustainability of the network
- Advance the global youth productive inclusion agenda through advocacy and coordination with strategic stakeholders.

- Articulate and mobilize local stakeholders around the youth productive inclusion agenda.
- Coordinate the local Collaborative, leading the co-creation and implementation of long-term strategies.
- Mobilize resources within the territory, ensuring the sustainability of the initiatives.
- Structure and support monitoring and evaluation (M&E) processes.
- Strengthen visibility and public engagement around GOYN.
- Connecting to the global network, sharing learnings, and incorporating best practices.

- Coordinate local stakeholders around a common agenda.
- Engaging young people as protagonists in building solutions.
- Produce and use data to understand challenges and guide decisions.
- Co-create and implement solutions aligned with local demands.
- Identify and accelerate paths for productive inclusion with potential for scale.



We know that it is not always simple to explain the GOYN proposal to new partners. The initiative involves powerful concepts and ideas, but they may seem abstract at first glance.

A simple way to introduce GOYN is to highlight its essence:

GOYN is a multisectoral alliance that coordinates actors and initiatives in the territory to strengthen the local ecosystem and expand economic opportunities for young people.

If necessary, it can be added that:

Instead of creating a new isolated program, GOYN connects existing initiatives, promotes coordination between organizations and sectors, and builds collective strategies to address structural challenges that affect youth.

This approach helps to make it visible that GOYN:

- does not replace existing policies or programs
- strengthens what already exists in the territory
- connects actors who previously operated in isolation
- promotes solutions built collaboratively

KEY IDEAS

- Complex problems require coordinated action: GOYN articulates actors and initiatives to address structural barriers to youth employment, understanding that no single organization can solve this alone.
- GOYN is not a ready-made program, but a collective construction, developed through the coordination of local actors, with strategies co-created and adapted for each territory.
- Data and evidence guide action. GOYN's strategies are based on diagnosis and analysis, strengthening the effectiveness of decisions.
- Young people are protagonists of transformation, not just "beneficiaries." They participate in governance, decision-making, and the construction of solutions.
- Each territory builds its own paths, and productive inclusion strategies are defined according to local vocations and dynamics.

[Quick guide
continue here](#)



| Chapter 2 |

GOYN in Brazil: From Arrival to Expansion

Context, communities, and national network

GOYN arrived in Brazil in 2020, through UWB ([United Way Brazil](#)), Anchor Partner, and coordinator of GOYN in the city of São Paulo. The initiative became known as **Global Opportunity Youth Network São Paulo (GOYN SP)**.

The program, aligned with its Theory of Change, tested 4 prototypes and subsequently structured its actions into 3 strategies: **Territory, Connect, and Market**, with operations concentrated in the South and East Zones of the city.

ABOUT UWB

A member of United Way Worldwide, the largest philanthropy network in the world, with over 130 years of history and operations in 132 countries, [United Way Brazil](#) has been in Brazil since 2001, when a group of business leaders and civil society representatives came together to create UWB. The goal is to articulate partnerships and alliances with different sectors to promote development opportunities for children (0 to 6 years old) and youth (15 to 29 years old) affected by structural injustices.

Summary of the initiative

Problem:

70% of the Opportunity Youth are concentrated in the city's outskirts (South and East Zones), areas that are more isolated from future economic opportunities.

Main systemic barriers identified:

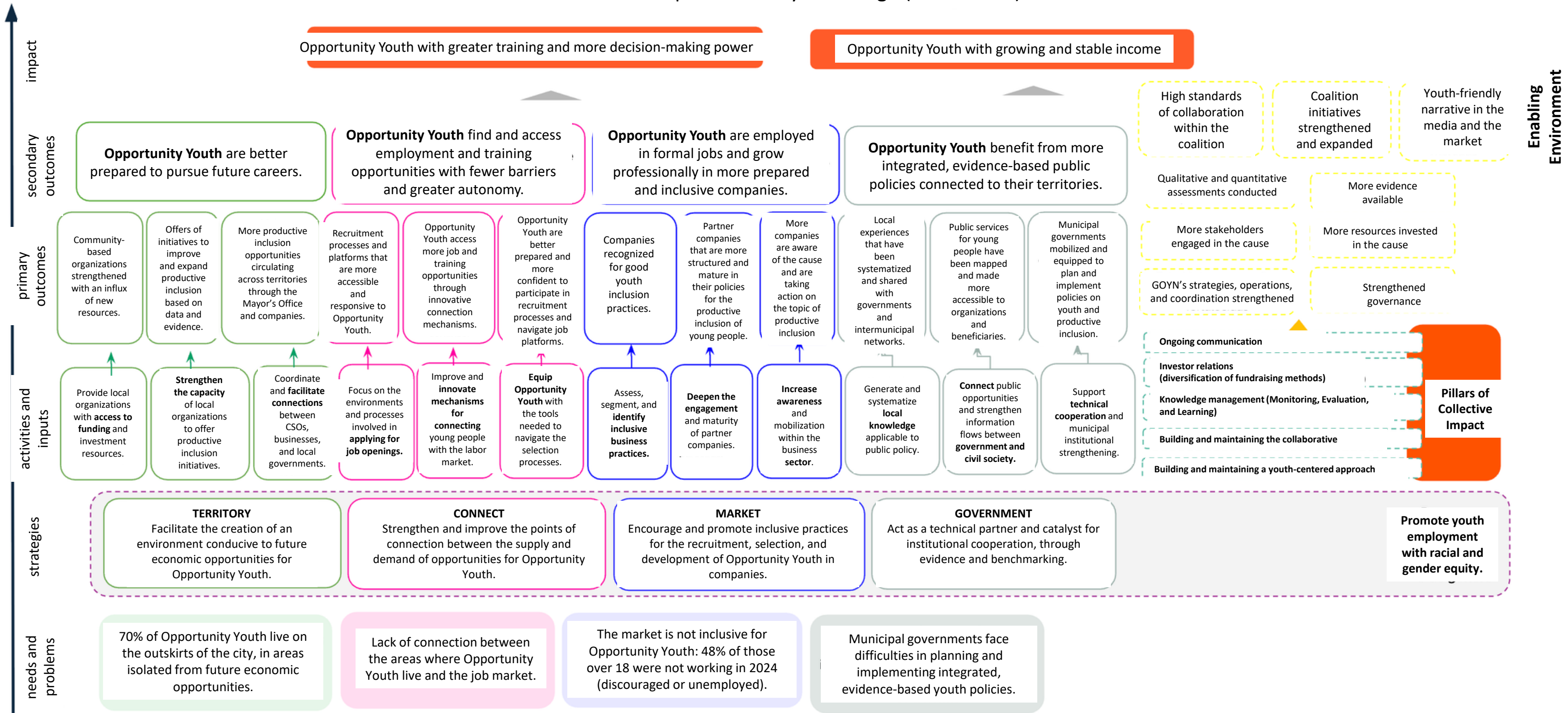
- Territorial inequality and urban mobility failures, distancing young people from opportunities.
- Non-inclusive market: "dehumanized" digital recruitment processes and disproportionate, exclusionary requirements.

Strategies and activities developed:

- **Territory:** provision of resources, technical and institutional support to strengthen local CSOs in the development of productive inclusion actions.
- **Connect:** focus on recruitment processes, connecting young people with job openings, and supporting young people throughout the recruitment process.
- **Market:** incentives and awareness-raising among companies to catalyze changes in hiring policies.
- **Government:** technical cooperation, regional coordination, and knowledge production.

GOYN SP | New Theory of Change (2026–2030)

1
2
3
4
5



Structural Barriers and Context

Job Quality and Retention: despite increased formal employability, jobs remain low-quality and have high turnover rates	Youth Mental Health: deteriorating mental health impacts retention in school and at work, requiring attention from public policies	Inequality in Access to Rights: young people in certain regions face severe restrictions in education, health care, and social protection	Changes in the World of Work: the advance of platformization and digitization is reshaping career paths and patterns of labor market entry	School Dropout and Adult and Youth Education: the rise in the number of out-of-school youth requires integration with youth and adult education policies	Gender and Racial Inequalities: these remain cross-cutting issues that shape access to opportunities and the quality of labor market entry
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In the city of Rio de Janeiro, the second implementation of GOYN in Brazil is taking place, named Decola Cria. The program has been developed since 2024 under the coordination of the **CEDAPS - Center for Health Promotion, Anchor Partner**.

In its third year, the initiative is in the phase of expanding the strategic paths defined, based on partnerships with actors present in the territories.

ABOUT CEDAPS

The Center for Health Promotion (CEDAPS) is a non-profit social organization founded in Rio de Janeiro in 1993. With a trajectory of over 30 years dedicated to strengthening vulnerable communities, the institution has established itself as a benchmark in the promotion of health, education, and local leadership in public policy.

Summary of the initiative

Problem:

High unemployment rate (32.6%) for young people aged 18 to 24 and deep institutional fragmentation among the actors already working on the front lines.

Main systemic barriers identified:

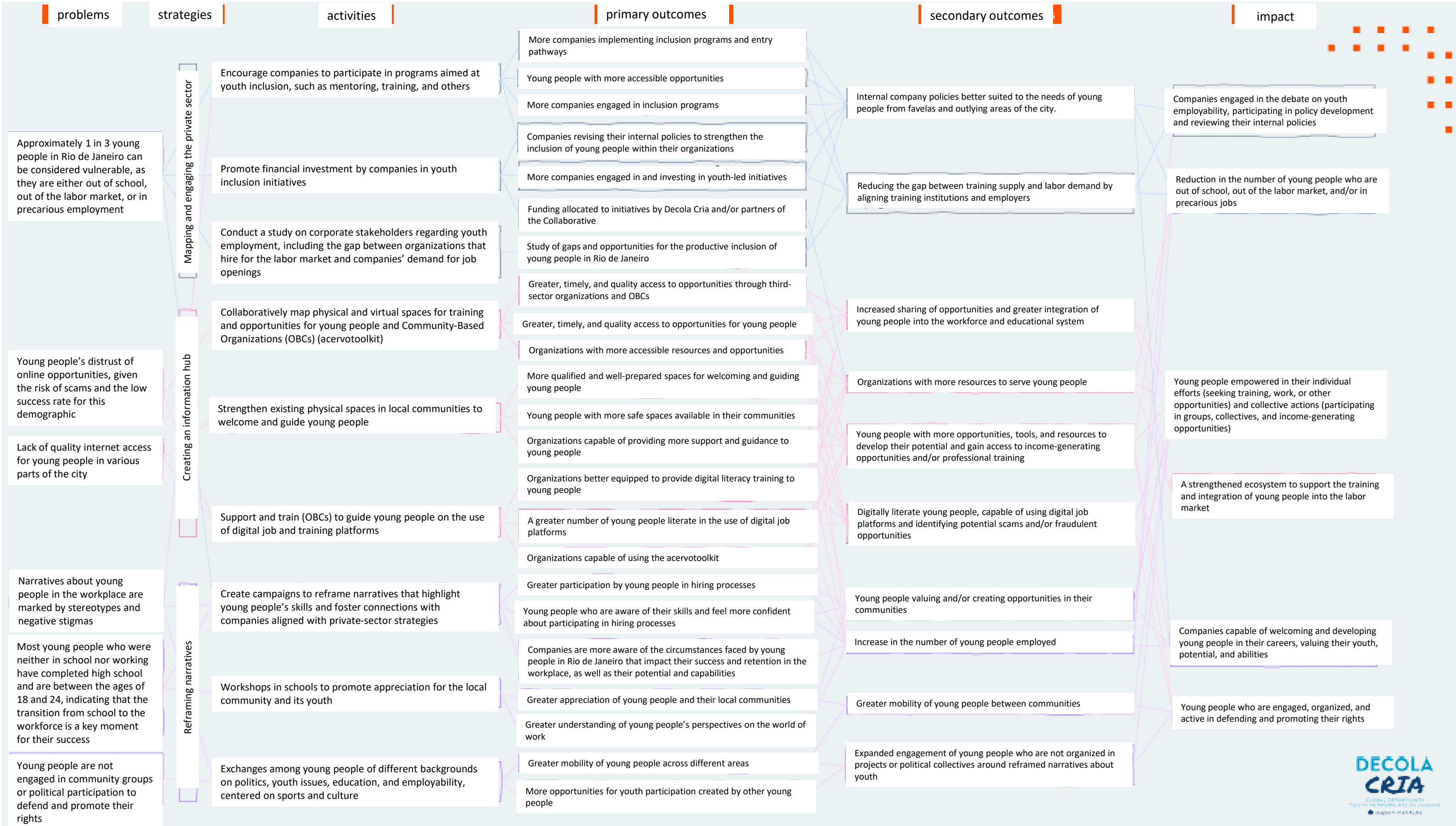
- **Information Asymmetry:** young people and territorial organizations do not access data and services that already exist in the city.
- **Stigmatization and Race:** youth from favelas are seen as “precocious adults” and face structural racism, hindering access to prosperous careers.

Strategies and activities developed:

- **Information Hub (CriaMap):** creation of a participatory virtual map to make health, education, and employment services visible throughout Rio.
- **Reframing Narratives:** collective campaigns, such as “Corre de Mães” (Mothers’ Hustle), and workshops in schools to value the territory and young talent.
- **Political Advocacy (Youth Council):** leadership of the “A River of Youth” process to bring concrete proposals for documentation and free transportation to municipal legislators.

1
2
3
4
5

Theory of Change



The Expansion and Scale Plan in Brazil

| Chapter 2 |

In 2025, based on the results achieved in São Paulo, the UWB Board and GOYN Global (Aspen Institute) began developing a territorial expansion process for other cities in Brazil, culminating in the **Expansion Plan** structured below:



Expansion objective

- Build a national ecosystem of GOYNs, sharing learnings and optimizing operations.
- Adopt a progressive expansion model, implementing the program in one city every two years.

Expansion strategy

- **Implementation:** entry into territories with high institutional readiness.
- **Strengthening:** development of local capacities before full implementation.
- **Scale:** consolidation of partnerships with governments and the private sector for systemic impact.

Criteria for expansion

Territory profile

- Urban areas with more than 1 million inhabitants.
- High concentration of young people in vulnerable situations.
- Presence of an active ecosystem of employment, innovation, and local organizations.
- Readiness for Collective Impact, including:
 - Coordination between government, businesses, civil society, and youth;
 - Track record (or clear potential) for collaborative performance.

Anchor Organization Profile

- Legitimacy and recognition in the territory.
- Technical capacity in the productive inclusion of youth.
- Experience in multisectoral coordination.
- Flexibility to adapt methodologies to the local context.

[Quick guide continue here](#)



The expansion plan designates the **National Executive Secretariat (UWB)** as responsible for coordinating and articulating the expansion of GOYN in Brazil, offering support to the territories and strengthening network operations.

[Quick guide](#)
[continue here](#)

EXECUTIVE SECRETARIAT: MAIN ROLES AND RESPONSIBILITIES



As a National Incubator

- Support Anchor Organizations in the early years, assisting in the initiative’s implementation process.
- Ensure that the national methodology is aligned with the Global one, providing technical support, training, and monitoring.
- Develop and manage shared tools, methodologies, and resources, such as research, data, and M&E frameworks.
- Share practical lessons, like a “roadmap,” to inspire decisions in the territories.

As Network Coordinator

- Coordinate the GOYN expansion strategy in the country
- Connect actors, territories, and opportunities, strengthening a national collaborative network.
- Mobilize national partners and connect the program to public and private agendas.
- Articulate and influence local demands with national agendas, expanding systemic impact.
- Technically influence the public agenda on youth issues.

What the Executive Secretariat does:

- ☒ Facilitates exchanges and learning between territories.
- ☒ Supports the building of local partnerships.
- ☒ Connects cities to each other and to the existing network.
- ☒ Strengthens collective action with tools and shared infrastructures.
- ☒ Supports the planning and structuring of local initiatives.

What the Executive Secretariat does not do:

- ☐ Does not mediate the relationship with GOYN global and regional.
- ☐ Does not define methodological guidelines (global role).
- ☐ Does not raise funds for communities individually, nor does it centralize national fundraising.
- ☐ Does not implement directly in the territories.
- ☐ Does not replace local governance or the Anchor Partner.

A **networked approach** amplifies the impact of local initiatives by connecting resources, capabilities, and learnings across territories. This makes it possible to achieve scale, strengthen the sustainability of these actions, and respond more effectively to the complex challenges faced by communities at the national level.

1

2

3

4

5

How networking works:

Each organization contributes with **distinct resources, knowledge, and capabilities**, expanding the impact in an equitable manner.

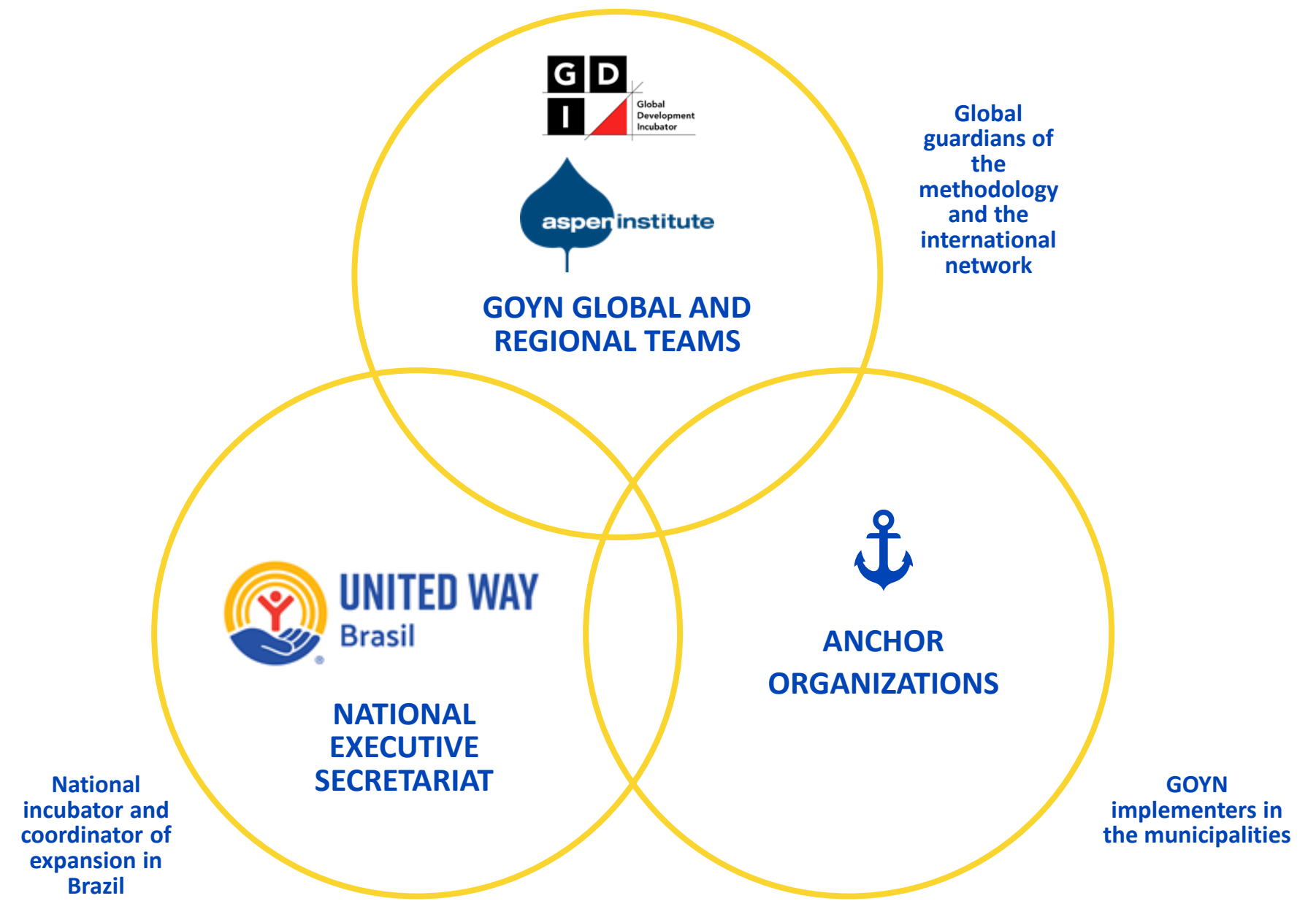
Cost sharing goes beyond the financial aspect. It represents a commitment to sustainability and justice, balancing contributions and returns.

An **Executive Secretariat** ensures coherence and integration of actions, without hierarchy, but with fluidity and efficiency.

The **operational costs** (governance, communication, monitoring, and management) can be divided in a **proportional and transparent** manner among all national GOYNs.

Decisions regarding the use of resources are **participatory and consensual**, reinforcing values of **horizontality and co-responsibility**.

This model requires trust, continuous coordination, and clarity of roles among the actors.



[Quick guide
continue here](#)

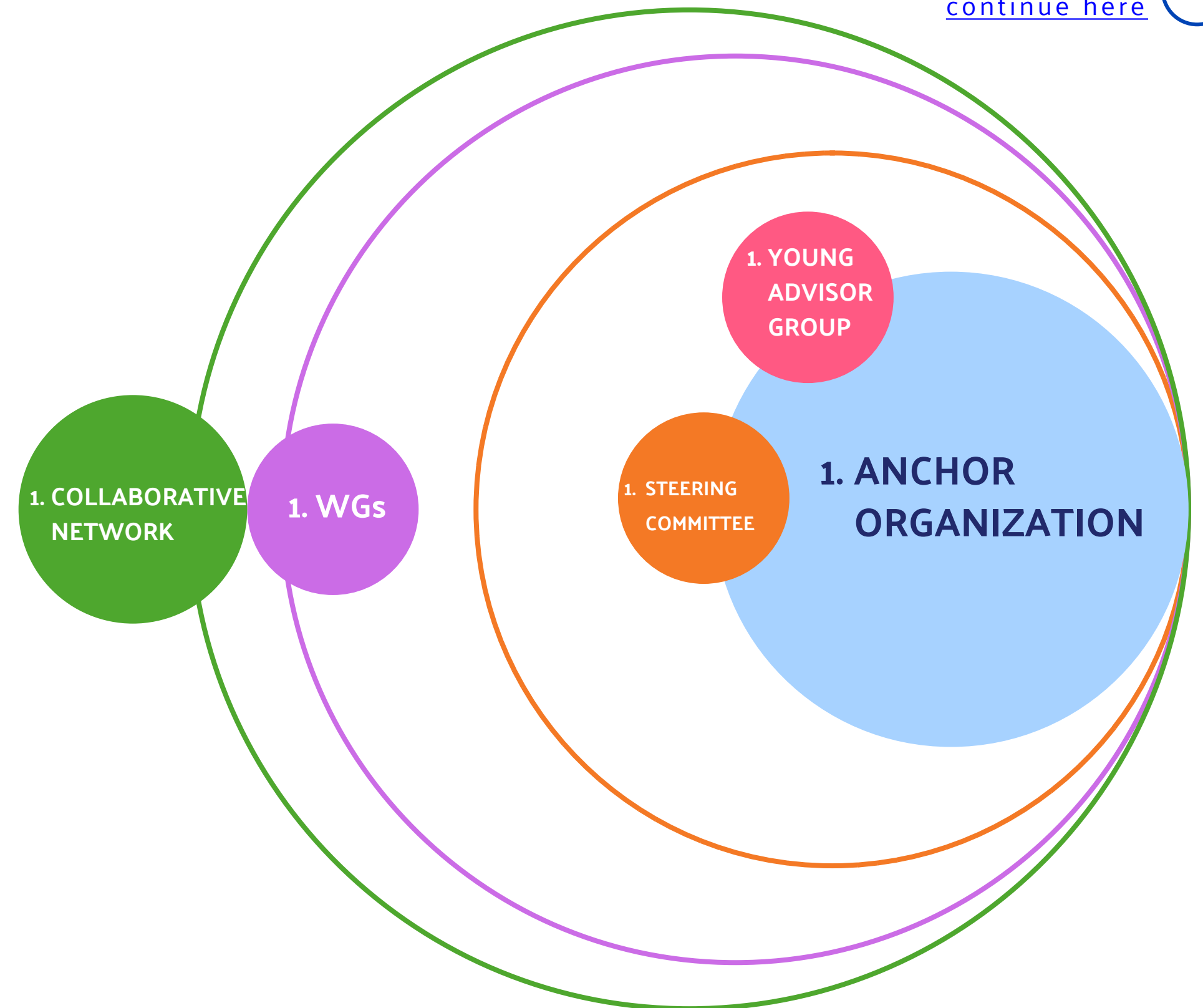


Locally, GOYN also operates through a **COLLABORATIVE INFRASTRUCTURE**. It operates with an organized governance arrangement, consisting of actors from the territory who share responsibilities, decisions, and actions regarding the initiative on a micro scale.

Instead of relying on a single institution, the model is sustained by the coordination between organizations, leaders, and young people, combining strategic coordination, local implementation, and ecosystem mobilization.

The Collaborative Infrastructure is composed of five complementary governance structures, as described below and illustrated in the diagram to the side:

1. Anchor Organization
2. Young Advisor Group
3. Steering Committee
4. Collaborative Network
5. WGs (Working Groups)



1. ANCHOR ORGANIZATION



[Quick guide
continue here](#)



Its central role is to activate, sustain, and strengthen the "connective tissue" of local governance, ensuring that collaboration generates results over time.

WHO IS IT?

With strong roots in the territory, the Anchor Organization is the institution responsible for articulating, coordinating, and ensuring the development of GOYN locally.

Your role is not to execute solutions directly, but to orchestrate actors, processes, and collective decisions, ensuring coherence, continuity, and strategic alignment.

WHAT DOES IT DO?

- Leads the implementation of GOYN in the territory.
- Connects actors and strengthens relationships of trust in the territory.
- Leads the process of building a common vision among the stakeholders.
- Promotes collective and coordinated actions among actors and initiatives.
- Orchestrates collaborative processes (proposes, listens, systematizes, and validates).
- Shares learnings and provides strategic guidance.
- Manages partner expectations, especially regarding resources and results.

MINIMUM STRUCTURE

A desirable minimum team is formed by three fully dedicated professionals: **Executive Director, GOYN Coordinator, and Youth Engagement Manager.** With the progress of the implementation, it is also suggested to hire an Operations and Monitoring Analyst, as well as a professional from the Communications field.

Tips and recommendations:

- Start small: 3 people working full-time are enough for the initial phase.
- Avoid centralizing actions, preventing the ecosystem from appropriating GOYN. The role of the anchor is more to mobilize than to execute.
- Building the ecosystem is an ongoing task ("it never ends").
- Be transparent and clear with all stakeholders involved in governance.
- Part of the process is built by "doing," and it is common to learn from partners.

1. YOUNG ADVISOR GROUP



[Quick guide
continue here](#)



Its central role is to ensure that strategies and decisions are informed, validated, and driven by the perspectives of the youth in the territory.

WHO IS IT?

The Youth Advisor Group is the space for active youth participation in GOYN's governance, ensuring that their perspectives guide decisions and strategies.

Composed of young people from the territory, the Youth Advisor Group acts as a permanent body for listening, co-creation, and validation.

WHAT DOES IT DO?

- Contributes to the construction of vision, priorities, and strategies.
- It brings perspectives and demands from the youth.
- Participates in the co-creation and validation of solutions.
- Strengthens youth leadership in the ecosystem.
- Acts as a bridge to other young people and territories.

MINIMUM STRUCTURE

The Youth Advisor Group must be composed of a **diverse group of young people from the territory**, which reflects the different realities, trajectories, and identities. Its participation must be continuous and structured, integrated with other governance bodies and in spaces that are accessible, safe, and prepared for active and qualified contribution. The Youth Advisor Groups vary in size between cities, with no fixed recommended number – in general, **between 10 and 40 young participants**.

Tips and recommendations:

- More important than the size of the Group is the level of engagement and the effective participation of the young people.
- Avoid token participation and ensure real influence.
- Prepare and support young people for qualified participation.
- Adapt the language and dynamics so as not to reproduce adult technical thinking.
- Value and recognize the contribution of young people.
- Promote diversity and inclusion.
- Avoid overload and misaligned expectations.
- Create spaces for active listening and feedback moments.

1. STEERING COMMITTEE



[Quick guide
continue here](#)



Its central role is to strategically guide and support GOYN in the territory, strengthening its legitimacy, connections, and capacity for scale.

WHO IS IT?

The Steering Committee is a leadership committee responsible for providing strategic direction and institutional support to GOYN in the territory, whether through networking, funding, or other contributions.

It brings together key actors from the local ecosystem with decision-making, coordination, and influence capabilities to guide priorities, strengthen partnerships, and support the implementation of the initiative. It is a kind of GOYN Advisory Council, with donors and experts.

WHAT DOES IT DO?

- Guides the GOYN strategy and priorities in the municipality.
- Connects the program to key stakeholders and opportunities.
- Supports resource mobilization and partnerships.
- Contributes to strategic decision-making.
- Acts as a GOYN ambassador.
- Monitors progress and provides support in overcoming challenges.
- Can lead strategic fronts or paths.

MINIMUM STRUCTURE

It is recommended to form a lean group, ideally with up to 6 members, composed of leaders with real decision-making and influence capacity. Seek a composition that blends engaged members, funders, and mobilizers, so that the Steering Committee gathers diverse capabilities. It is suggested that this group hold remote meetings and gatherings monthly, with occasional in-person meetings.

Tips and recommendations:

- Start the implementation with a Steering Committee that is almost fully formed.
- Analyze the reputation of organizations and/or members before inviting them.
- Start with a small, close-knit, and highly engaged group.
- Define expectations and roles from the beginning, as well as the formalization of participation (e.g., invitations, partnership terms, criteria for remaining, etc.).
- Assign concrete missions to members (e.g., mobilizing partners, opening doors, connecting people, etc.).
- Cultivate relationships of trust and co-construction with members.
- Balance and ensure the proper use of time by the members of the Steering Committee.

1. COLLABORATIVE NETWORK



Its central role is to expand capillarity and ensure that GOYN is connected to the realities, demands, and opportunities for youth.

WHAT IS IT?

The Collaborative Network brings together organizations that support the GOYN agenda, contributing with knowledge, resources, and connections. It is the broadest space of governance, responsible for ensuring diversity, legitimacy, and connection with the local reality.

HOW DOES IT WORK?

- Connects GOYN to different actors and initiatives in the territory.
- Contributes to validating agendas and priorities.
- Shares knowledge, data, and practices.
- Participates in periodic meetings for exchanges and alignment.

Tips and recommendations:

- Maintain engagement with regular and relevant meetings.
- Monthly remote meetings are recommended.
- Avoid passive participation; encourage active contribution.
- Value peer-to-peer exchanges (not just top-down communication).
- Use the network as a space for continuous listening to various stakeholders.

1. WORKING GROUPS



Its central role is to transform strategic priorities into concrete actions through collaborative work between stakeholders.

WHAT ARE THEY?

The Working Groups are smaller, thematic hubs formed by stakeholders from the territory who organize themselves to develop and implement actions in GOYN's priority areas.

HOW DO THEY ACT?

- They develop solutions and initiatives on specific topics.
- They test and implement prototypes.
- They coordinate partnerships for the execution of the actions.
- They evolve as new priorities and opportunities arise.
- Examples of possible WGs: Communication; Fundraising; Peripheral Territories; Monitoring, Evaluation and Research; Technologies.

Tips and recommendations:

- Start with priority topics that are clear and relevant to the community.
- Appoint leaders responsible for each WG.
- Avoid distraction: maintain focus and ensure concrete deliverables in each WG.
- Revise and adjust the composition and objectives of the WGs over time.

[Quick guide
continue here](#)



As already emphasized, the GOYN culture values collaborative governance, guided by **co-responsibility, continuous construction, and a focus on collective impact.**

This approach implies a unique way of acting that goes beyond structuring instances; it is necessary to **build relationships, align expectations, and maintain the engagement of the actors over time.** In contexts like the Brazilian one, where collaborative initiatives tend to lose momentum, this management requires intentionality and constant care.

Below are general practical guidelines, applicable to all mentioned instances:

[Quick guide
continue here](#)



✓ DO (strategic recommendations)

- Structure roles, responsibilities, and decision-making processes from the beginning.
- Continuously invest in building trust among the stakeholders.
- Promote active participation and a sense of shared responsibility in decision-making.
- Continuously boost stakeholder engagement over time.
- Balance long-term vision with concrete short-term deliverables.
- Ensure a diversity of voices with a concrete capacity for contribution and decision-making.
- Connect strategy to the reality of young people, with active listening and continuous validation.
- Organize the data monitoring system from the beginning, considering technological tools such as CRMs.
- Share learnings, data, and evidence to support collective decisions.
- Strengthen networking, encouraging peer-to-peer collaboration.
- Define the role of each instance to avoid overlap or gaps.
- Continuously adapt governance as the initiative matures.

✗ AVOID (common risks and mistakes)

- Relying exclusively on informal relationships to support governance.
- Creating complex or poorly functional structures from the start.
- Allowing symbolic participation, without real power of influence or decision-making.
- Centralizing decisions or execution in a few actors, which can lead to overload, especially for the anchor organization's team.
- Confusing roles between levels (e.g., bringing major decisions to the Collaborative).
- Disregarding the specificities and dynamics of the peripheral communities and the youth.
- Treating youth participation as occasional or accessory.



| Chapter 3 |

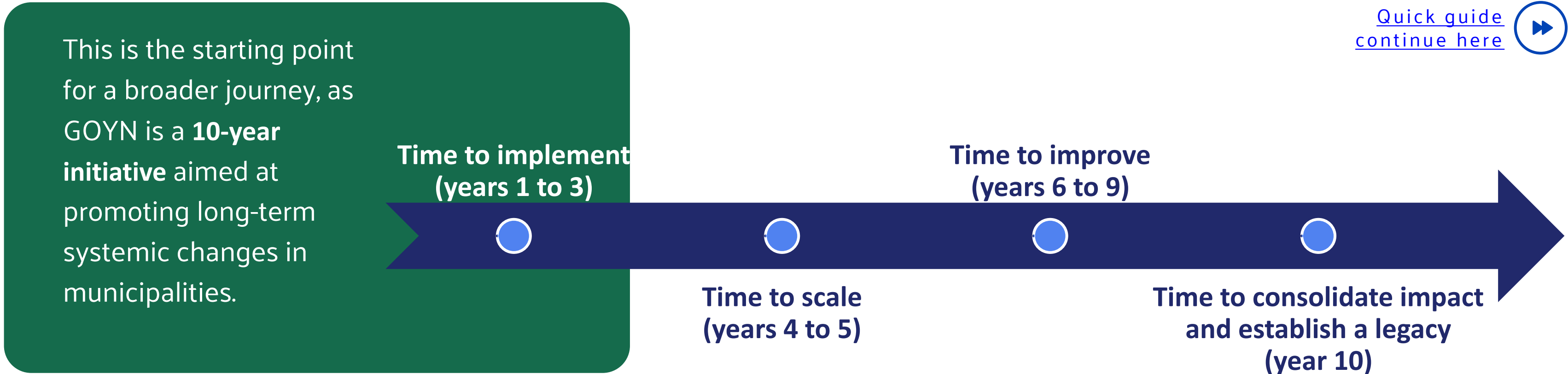
Building GOYN A Practical Approach

From structuring to sustainability



The construction of a new GOYN community requires the development of several **areas of action** for its effective implementation and activation.

Based on the experiences and lessons learned from the existing GOYN communities in Brazil, and in alignment with the global methodology, it is considered that this initial cycle lasts up to three years – a period intended to structure the foundations, organize, activate the ecosystem, and begin the implementation of strategic pathways.

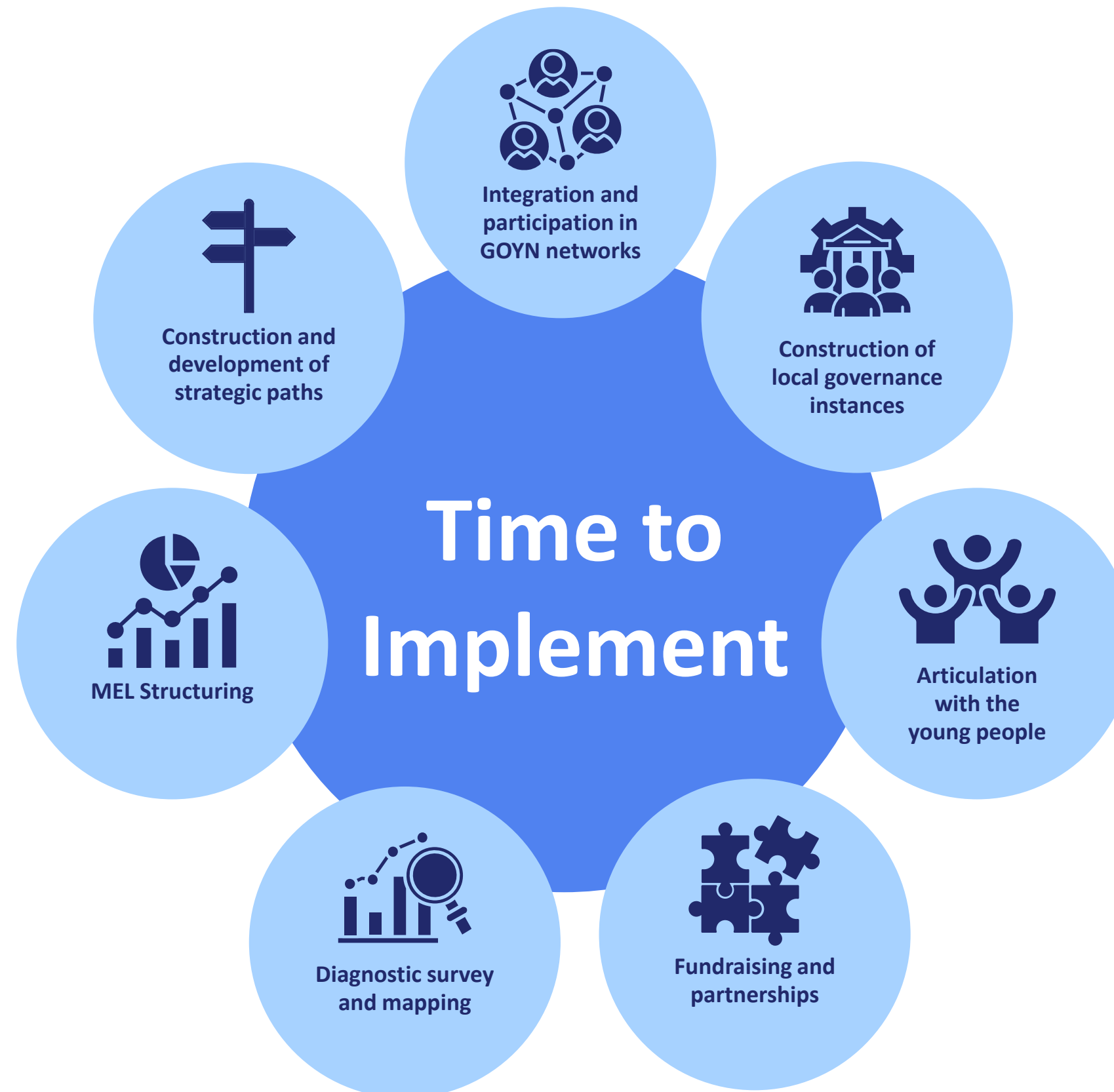




[Quick guide
continue here](#)



The process of implementing a GOYN community, aimed at building and activating its foundations, is organized into seven areas of action:



The **IMPLEMENTATION TIME** corresponds to the **first three years** of establishing a GOYN community in a new territory. This phase involves several interdependent areas, which combine **relationship-building, understanding the local ecosystem, strategic planning, and the development of capacities for action and continuous learning.**



The first set of areas focuses on the **connection, coordination, and mobilization of stakeholders**. These areas are essential for building the **collaborative infrastructure** of the GOYN community.

[Quick guide
continue here](#)



Integration and participation in GOYN networks

It refers to the connection with the GOYN network (at a global and national level), promoting exchanges, learning, and access to methodologies, experiences, and opportunities for collaboration with other communities.



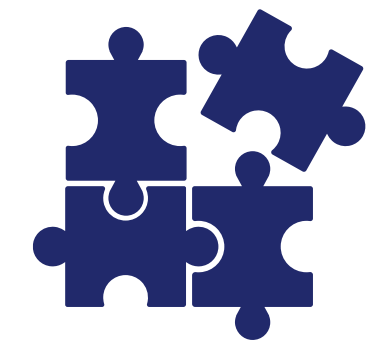
Construction of local governance instances

It involves the training, selection, and appointment of the members who will make up the Steering Committee, the Young Advisor Group, and the Collaborative Network, as well as the definition of roles, responsibilities, and decision-making processes within these bodies.



Coordination with youth

Promotes the active engagement of young people in the process, defining qualified forms of participation and encouraging youth leadership in the construction of strategies, decision-making, and the mobilization of other young people in the territory.



Fundraising and partnerships

It consists of the mobilization and coordination of strategic partners from the public and private sectors and civil society, aiming to facilitate resources, support, and collaborations that foster the development of actions and the strengthening of the GOYN community.



The second set of areas involves **knowledge production, strategic direction, and continuous learning throughout the process**. These areas are central to **defining the focus of the GOYN community's activities**.

Although they play a more structuring role in the strategy, these fronts develop in an integrated manner with the previous ones, which support the relationships, mobilization, and collaborative foundation necessary for their implementation..

[Quick guide
continue here](#) 



Diagnostic survey and mapping (creating the “ecosystem map”)

It guides understanding of the municipality by mapping the local ecosystem. It combines data analysis, engagement with stakeholders, and the identification of initiatives, dynamics, challenges, and opportunities to inform the definition of priorities and strengths and to guide the GOYN community's strategies.



Structuring of monitoring, evaluation and learning (the “MEL” front)

Structures processes, routines, and monitoring and evaluation tools for the GOYN community, including the definition of goals, indicators, and tracking workflows. It aims to generate evidence on the progress of actions, support decision-making, and promote continuous cycles of learning and strategy adjustments.



Construction and development of strategic pathways (designing the pathways)

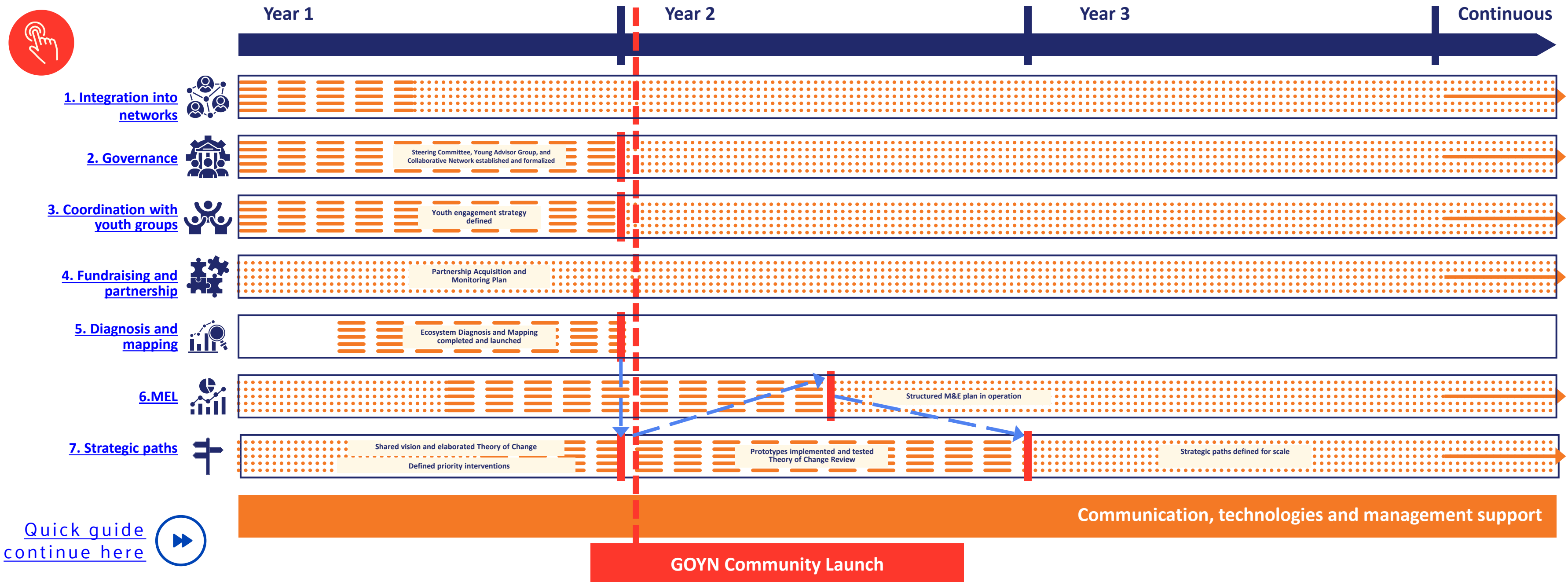
It involves building a shared vision and a Theory of Change for the territory, defining and prioritizing strategic paths for action, and designing and implementing interventions and their prototypes. These interventions guide the testing, scaling, and continuous refinement of the GOYN community's strategies.



The seven fronts were distributed over three years, in the diagram below. The **filling of the bars indicates the possible intensity** of dedication to each of them, highlighting moments of greater structuring, when they are more filled, and moments of continuity and maintenance, when they are less filled. The vertical lines in **red** signal **important milestones** in each area of activity – some of them contributing directly to the progress of other areas, when followed by the **blue dotted arrows**.

Throughout the entire implementation journey, **communication, technologies, and management support**, positioned at the base of the diagram, act as cross-cutting dimensions that support and connect the different fronts.

Finally, the **community launch** stands as a milestone that cuts across all fronts, representing a **key moment for the GOYN Community**.



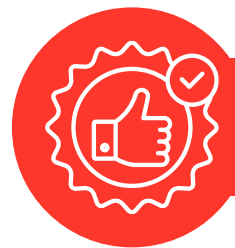
[Quick guide continue here](#)





Importance of milestones and deliverables

As we have emphasized, collaborative and systemic processes require stages of internal development. Therefore, we recommend not “rushing” the “Implementation Time” of a GOYN Community. This is especially true during this “gestation” period for new communities. Having intermediate milestones across different fronts highlights progress over time and strengthens **transparency, engagement, and accountability among the stakeholders and partners involved.**



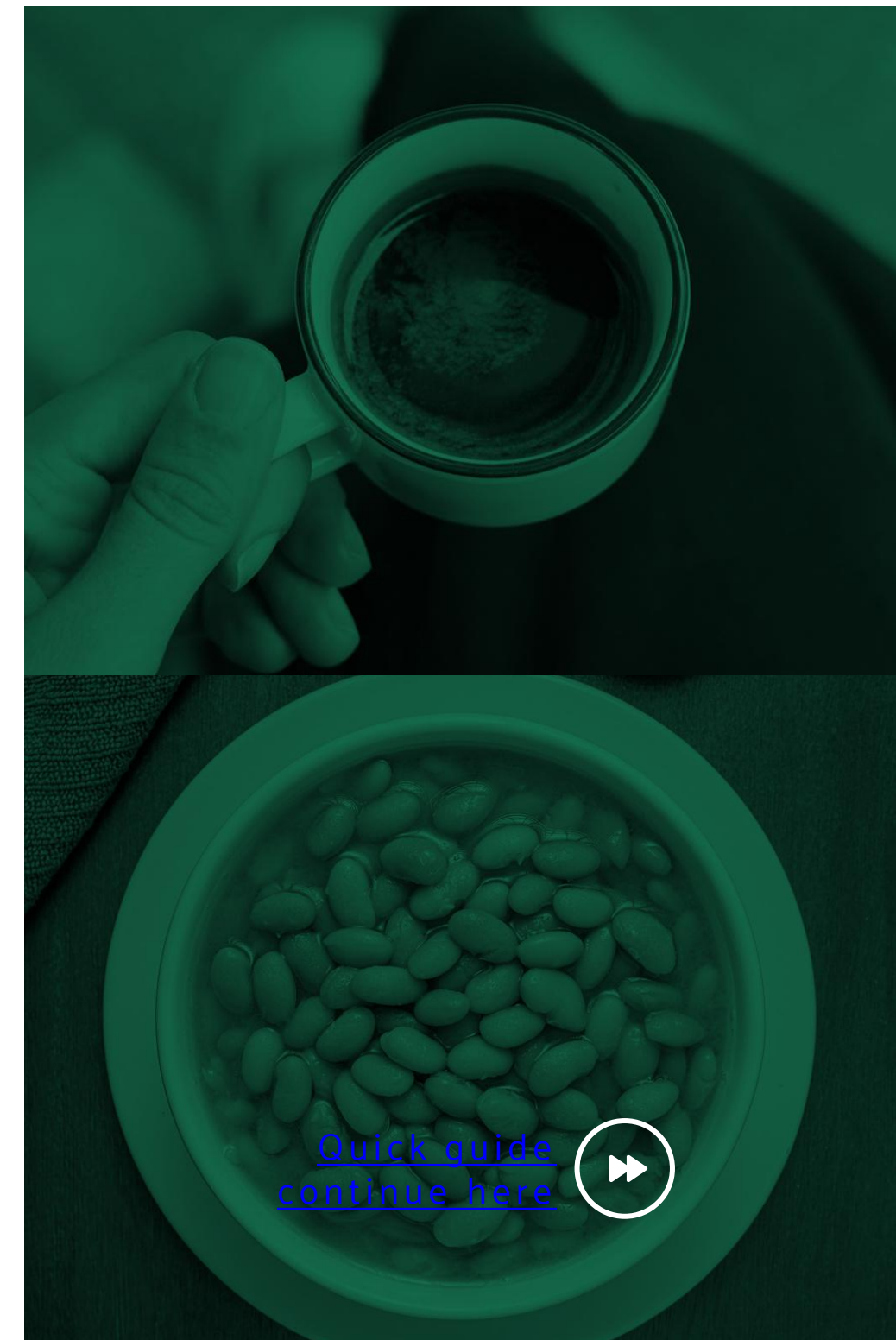
LEARNING BY DOING

"Serving coffee while the beans are cooking"

Initiatives with a collective impact take time, because building trust, alignment, and a shared vision is not a quick process.

It's like cooking beans: the process is slow, careful, and cannot be rushed without compromising the quality of the result. For those who are waiting, this time may seem too long, and so, while the beans are cooking, it's important to serve good coffee to those who remain at the table awaiting the feast.

These “cups of coffee” are the milestones and interim deliverables that make progress visible along the way. They do not replace the beans, nor do they attempt to stave off hunger, but they create legitimate reasons for people to stay at the table, following the process, trusting in the work being done, and remaining engaged.



[Quick guide
continue here](#)





1 - Integration and participation in GOYN networks

Main activities performed:

- Participate in specific thematic meetings for learning and exchange, known as "Communities of Practice" (CoPs).
- Participate in GOYN meetings and events (convenings and the like).

Estimated pace and duration:

- It begins from the very first moments, even before implantation.
- More intense at the beginning (immersion and initial connections).
- It remains continuous throughout the entire process.
- It may vary according to the maturity level of the networks and the availability of the Anchor Organization's team.



[Quick guide continue here](#)



Networks.

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GOYN Learning Report (2nd Edition, 2025)



Tools and support materials

In this folder, you will find links to platforms, suggestions for learning sessions, and other information about the communities of practice provided by GOYN.





1 - Integration and participation in GOYN networks



TIPS AND RECOMMENDATIONS

1. **Plan your participation**, prioritizing topics, spaces, and interactions that are most relevant to your community at this moment.
2. **Ensure the involvement of more than one team member** to broaden the internal circulation of learning and strengthen the continuity of the process.
3. **Create internal routines for sharing** that connect the learning from the networks to decisions and actions within the community.
4. **Promote opportunities for exchange with the Steering Committee, Young Advisor Group, and Collaborative Network**, strengthening collective ownership of ideas and lessons learned.
5. **Organize learning sessions between the networks and the local community**, connecting people, ideas, and resources with concrete issues in the area.

Pitfalls and points of attention

[Quick guide continue here](#)



- **Be sure to reach out to GOYN Global when methodological questions arise:** avoiding this dialogue can lead to misalignments that only become apparent later on and are more difficult to correct.
- **Avoid making decisions that fall outside your role:** always seek clarity regarding the role of the anchor organization, the GOYN Global secretariat, and other bodies, while respecting spaces for shared decision-making.
- **Be careful not to adopt an overly directive or centralizing stance:** GOYN's culture is collaborative; avoid attitudes and leadership styles that could weaken the network and the engagement of its members.
- **Do not treat participation in networks as something secondary or incidental:** this effort is strategic and can directly support the resolution of challenges you are likely to encounter in this process.
- **Be careful about "replicating" practices from other communities:** not everything is replicable. It is essential to adapt practices to the local context.
- **Don't let lessons learned "sit idle" within the team:** if they are not shared with the Steering Committee, Young Advisor Group and partners, much of the value of this initiative is lost,



2 - Construction of local governance instances

Main activities performed:

[Quick guide
continue here](#)



- Structure the local governance of GOYN, defining and activating the following bodies: Anchor Organization, Steering Committee, Young Advisor Group, Working Groups, and Collaborative Network.
- Define clear roles, responsibilities, and operating procedures, ensuring alignment among stakeholders and avoiding overlaps or gaps.
- Mobilization and qualified composition of members, seeking diversity of profiles, sectors, and experiences – with the active presence of young people.
- Build partnership and decision-making agreements, including arrangements regarding participation, communication, and next steps.
- Encourage continuous engagement of local stakeholders, with network activation and the creation of spaces for exchange, listening, and collaboration.
- Promote coordination between the bodies, ensuring a connection between strategy (Steering Committee), youth participation (Young Advisor Group), and action (Working Groups and Network).

Estimated pace and duration:

1. It begins from the first months, with the progressive activation of the bodies.
2. It involves constant cycles of building, testing, and adjusting governance over time.
3. It requires continuous investment in facilitation, coordination, and monitoring of the bodies.
4. It varies according to the territory's level of maturity and the density of local networks.
5. It tends to consolidate over the first year, with progressive strengthening of the autonomy of the bodies.

Milestones:

Steering Committee, Young Advisor Group, and Collaborative Network established and formalized

[Quick guide
continue here](#)



- ✓ Local GOYN team hired and onboarded (Executive Director, Coordinator, Youth Engagement Manager).
- ✓ Organizational chart/structure of the local collaborative infrastructure defined.
- ✓ List of local partner organizations adhering to the GOYN principles and potential additions to the Collaborative Network.
- ✓ Governance documents detailing roles, responsibilities, and terms for the Steering Group and the Young Advisor Group.
- ✓ General community engagement roadmap for the design phase and for continuous flow.

[Tools and support materials:](#)



This folder contains reference materials and examples from other GOYN communities for building governance, including descriptions of roles and responsibilities, templates for agreements, and bodies for the Steering Committee and Young Advisor Group.





2 - Construction of local governance instances

[Quick guide](#)
[continue here](#)



Pitfalls and points of attention



TIPS AND RECOMMENDATIONS

1. **Start early, but with a clear purpose**, establishing governance from the outset, without rushing into unnecessary formalities.
2. **Prioritize clarity regarding roles and alignment of expectations**, avoiding ambiguities about responsibilities and ways of contributing among different levels and individuals.
3. **Build trust before demanding deliverables**, investing in relationships, listening, and alignment among the stakeholders.
4. **Ensure diversity and legitimacy in the composition**, including different sectors and ensuring the active participation of young people.
5. **Activate governance in practice**, creating concrete spaces for decision-making, exchange, and collective construction, not just informative meetings.
6. **Ensure coordination among the different levels**, avoiding fragmentation or isolated operations between Steering Committee, the Young Advisor Group, and other bodies.
7. **Invest in training for the Collaborative**, that promote capacity building and deconstruct prejudices, generating collaboration among everyone.

- **Avoid underestimating the time it takes for governance to mature:** pressure to deliver results can lead to skipping steps in building trust and alignment, weakening the process in the medium term.
- **Low engagement in the Young Advisor Group:** when young people are not involved in decision-making, there is a risk that the GOYN will lose its purpose and meaning.
- **Be mindful of the workload being concentrated on a few individuals:** especially within the Anchor Organization's team or among the most engaged members of the groups, which can compromise sustainability and continuity.
- **Avoid the inefficient use of time in collective spaces:** excessive meetings that lack focus or clear follow-up tend to lead to burnout and demobilization.
- **Difficulty moving from discussion to action:** an accumulation of discussions without concrete outcomes can weaken the credibility of the governance structure.
- **Mismatch between expectations and capacity for implementation:** when the design of the governance structure or agendas does not take into account available resources and time, the risk of frustration increases.



3 - Coordination with youth groups

[Quick guide
continue here](#)



Main activities performed:

- Develop a youth engagement strategy with clear guidelines on meaningful participation, diversity of profiles, and real opportunities for young people to exert influence.
- Establish the Young Advisor Group, with transparent selection criteria, defined roles, ongoing training, and activities linked to local governance.
- Create spaces for listening, dialogue, and co-creation, ensuring that young people have a say in defining priorities, strategies, and solutions.
- Support the mobilization and coordination of young people in local communities, strengthening existing networks, collectives, and initiatives.
- Promote opportunities for youth engagement and visibility (such as events, campaigns, and gatherings), highlighting the issues, experiences, and narratives of young people.
- Incorporate the youth perspective into the initiative's decisions and communications, ensuring that their contributions influence the direction of GOYN.

Estimated pace and duration:

1. It begins in the early stages of implementation and is fundamental to the entire GOYN strategy.
2. It intensifies at the start of the Young Advisor Group's formation and during the design of the strategy, and continues on an ongoing basis.
3. It requires ongoing monitoring, with a gradual increase in the level of youth leadership.
4. It varies depending on the local context, especially in areas with less prior youth organization.
5. It is recommended that the framework for engaging with youth be fully established within the first 3 months and operational by the program's first year..

Milestones:

Youth engagement strategy defined

- ✓ Young Advisor Group action plan for the next 12 months.
- ✓ Terms of Reference for the Young Advisor Group, detailing roles, responsibilities, and operating procedures.
- ✓ List of Young Advisor Group members presenting a brief profile of the young people who make up the group (name, age, gender, race, neighborhood, etc.).
- ✓ Youth Manifesto drafted by the Young Advisor Group, highlighting how they wish to be recognized by society, their skills, and their aspirations for the future.
- ✓ Youth training plan with an estimated duration of 6 to 12 months, developed in dialogue with the members of the Young Advisor Group.

Tools and support materials:



This folder contains materials and examples from other GOYN communities to support youth engagement, including strategies, tools, and templates for the creation and operation of the Young Advisor Group.





3 - Coordination with youth groups



TIPS AND RECOMMENDATIONS

- 1. Get ready:** Before structuring actions and formal opportunities for participation, ensure the team is on the same page about what youth leadership means in practice. Reflect on the **role of young people in decision-making**, move beyond adult-centered approaches, and distinguish between symbolic participation and participation that carries real influence. It is essential to build initiatives “with young people,” not just “for young people,” recognizing them as legitimate partners. This preparation helps avoid common mistakes and fosters more authentic and sustainable engagement.
- 2. Start by mobilizing existing networks and collectives**, valuing local histories, connections, and leadership.
- 3. Consider mobilizing young people for the Group** through partnerships with other NGOs and/or via a public call for proposals.
- 4. Create concrete conditions for participation**, taking into account time, travel, digital access, and other barriers that young people face.
- 5. Diversify engagement formats**, combining in-person and digital spaces, structured listening, and co-creation processes.
- 6. Use digital technologies and resources** as central tools to mobilize, coordinate, and strengthen youth networks across different regions.
- 7. Define and formalize clear roles for the Young Advisor Group**, specifying the decisions they can influence, including where and how their contributions make an impact.
- 8. Invest in training and ongoing support for young people**, strengthening their autonomy, skill sets, communication, and advocacy capacity.

Pitfalls and points of attention

[Quick guide
continue here](#)



- **Avoid participation without real influence:** symbolic processes lead to frustration and demobilization when young people do not see their contributions reflected in decisions.
- **Do not rely solely on spontaneous engagement:** without structure, support, and intentionality, participation tends to weaken over time.
- **Pay attention to the practical conditions of participation:** work schedules, school, and family responsibilities directly impact young people’s involvement.
- **Avoid treating young people as a homogeneous group:** this reduces the diversity of perspectives and limits the development of more effective solutions.
- **Do not separate listening from decision-making:** when contributions do not translate into visible action, the process loses legitimacy.
- **Avoid concentrating engagement on just a few young people:** this can lead to burnout, low turnover, and restrict the diversity of voices.
- **Avoid forming participation groups consisting only of young people who are already engaged:** this limitation reduces the diversity of perspectives and even the geographical reach.
- **Avoid bringing young people together with adults or senior leaders** without prior preparation. For many, this interaction will be new, and it is essential to carefully facilitate these intergenerational exchanges.



4 - Fundraising and partnerships

[Quick guide
continue here](#)



Main activities performed:

- Strategically plan finances, with the definition of priorities and fundraising goals.
- Ensure that the fundraising strategy is aligned with the network's Common Agenda (including mapping of funders).
- Develop consistent narratives and proposals.
- Continuously manage relationships with partners and the opportunity pipeline, aiming for the diversification and sustainability of the initiative.

Estimated pace and duration:

1. It begins from the very first moments, with the definition of priorities and initial strategic contacts.
2. 1. It intensifies as implementation progresses, with relationships becoming more solid and proposals maturing.
3. It has evolved into a continuous process of prospecting, relationship-building, and recruitment.
4. It varies according to the local scenario, the maturity of the project, and the density of the partner ecosystem, in addition to "fundraising" needs.

Milestones:

Plan for attracting and monitoring partnerships



Document detailing the complete fundraising methodology, from the identification and prioritization of diverse funders (public, private, international, and innovative) using CRM, to engagement in strategic networks and the development of standardized proposals.

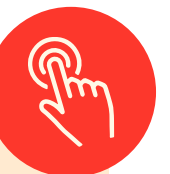


Periodic monitoring of partnerships for engagement and accountability.

Tools and support materials:



This folder contains materials to support fundraising actions, including instruments and tools for planning, prioritization, and support for the development and management of proposals.





4 - Fundraising and partnerships

[Quick guide
continue here](#)



Pitfalls and points of attention



TIPS AND RECOMMENDATIONS

1. **Recognize fundraising as a continuous and relational process**, not limited to the submission of proposals.
2. **Align the fundraising strategy with the Common Agenda**, prioritizing funders whose priorities align with GOYN's approach: youth, employability, social impact, diversity, etc.
3. **Invest in building long-term relationships**, even when there is no immediate funding opportunity.
4. **Ensure that partners understand GOYN as a systemic and integrated initiative**, avoiding fragmented efforts on specific projects or associating it solely with strategic pathways.
5. **Adapt materials and approaches to different funder profiles**, taking into account their interests, language, key messages, and mobilizing slogans.
6. **Be transparent about the use of resources** (activities, tools, operational costs) and the expected impact of the investment or contribution.
7. **Anticipate funding deadlines and cycles**, preparing "standard" and adaptable materials and proposals in advance.
8. **Invest in building trusting relationships with funders**, keeping in mind that, in the Brazilian context, funding decisions are often influenced by legitimate ties of proximity, credibility, reputation, and referrals.

- **Avoid structuring fundraising efforts without taking the Brazilian context into account:** the legal and tax bureaucracy of the nonprofit sector, economic and political volatility, and intense competition for resources require more robust, adaptive, and well-founded strategies.
- **Pay attention to the need for transparency and institutional legitimacy:** in a context of public distrust of NGOs, weaknesses in communication, governance, or accountability can undermine the initiative's credibility.
- **Do not concentrate relationships and negotiations on just a few people or organizations:** centralization weakens the sustainability of partnerships and limits the institutionalization of fundraising strategies.
- **Avoid spreading efforts across multiple unrelated opportunities:** the lack of strategic direction in the search for partnerships can compromise **the initiative's coherence and diminish its value proposition**.
- **Avoid overburdening the team with operational fundraising demands:** the accumulation of proposals, reports, and negotiations can compromise the quality of deliverables and the sustainability of the initiative.



5 - Diagnostic survey and mapping

[Quick guide
continue here](#)



Main activities performed:

- Map and analyze the local ecosystem, providing a detailed overview of all relevant stakeholders, existing programs, and policies, as well as an analysis of the local labor market, sectors, and specific opportunities;
- Work on defining and developing youth profiles, combining quantitative analysis (demographic and socioeconomic data) with qualitative analysis (life trajectories, perceptions, and barriers experienced);
- Develop integrated analyses, linking data, evidence, and territorial insights to inform the definition of strategic priorities;
- Create spaces for listening and validation with local stakeholders, including young people, partners, and experts, ensuring legitimacy, ownership, and collective development of the findings.
- Systematize and publish the final assessment, structuring the mapping as a strategic tool for mobilization, alignment, and decision-making within the ecosystem.

Estimated pace and duration:

1. It begins with the research work plan, which runs concurrently with the phases of governance structuring and integration into the GOYN network.
2. It involves ongoing cycles of data collection, analysis, and validation, with continuous adjustments based on interactions with the local community.
3. The survey can be completed in approximately 5 or 6 months, depending on the complexity of the context and the availability of data.
4. It can be conducted by the Anchor Organization through the hiring of consultants or companies specializing in research.

Milestones:

Ecosystem diagnosis and mapping completed and launched

- ✓ Document detailing civil society organizations, government, companies, youth collectives, and existing programs in the municipality, as well as the political and funding landscapes.
- ✓ A presentation summarizing the evidence gathered and the main findings from the diagnostic phase. To be presented at a public event to share the results with local partners and young people, promoting the dissemination, ownership, and collective understanding of local challenges and opportunities.

Tools and support materials:



This folder contains reference materials and examples for ecosystem diagnosis and mapping, including analysis tools, research planning, databases, and youth profiles.





5 - Diagnostic survey and mapping

[Quick guide
continue here](#)



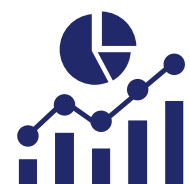
Pitfalls and points of attention



TIPS AND RECOMMENDATIONS

- **Prioritize a territorial approach.** Instead of trying to map the entire city in equal detail, consider focusing on priority areas where vulnerability is critical.
- **Balance hard data with real-life stories,** combining quantitative methods (statistics and indicators) and qualitative methods (testimonials and stories). Numbers show the scale of the problem, but the experiences of young people and local stakeholders provide the context needed to design solutions that work in practice.
- **Young people are not just “subjects” of study; they are researchers:** the youth perspective should guide the analysis. Actively involving young people in data collection and the interpretation of results yields deeper insights and strengthens their sense of ownership of the strategy.
- **Neutrality builds trust:** the assessment must be impartial and evidence-based, not based on institutional opinions or the wishes of funders. Honest and transparent research is essential to gaining the necessary legitimacy and attracting partners.
- **Use existing references as a starting point:** whenever possible, draw inspiration from indicators, databases, and analytical categories that have already been developed. ➔ See how to use references in [Chapter 4](#) of this guide.
- **Treat the diagnostic as a strategic product,** not just a step in the process: structure, communicate, and publish the mapping as a key deliverable of the implementation phase. Making the findings visible and accessible increases partner engagement, strengthens the initiative’s legitimacy, and helps position the GOYN community as a knowledge hub in the region.

- **Avoid purely descriptive analyses:** don’t limit yourself to organizing data. Ensure that the analysis yields actionable insights and directly contributes to the definition of strategic priorities.
- **Don’t accumulate information without a clear purpose:** be mindful of excess data that does not guide decisions. Continuously ask: How does this finding influence our strategy and operational design?
- **Do not overlook structural contextual factors:** avoid analyses that disregard historical and social markers, such as racial, territorial, and gender inequalities, which shape young people’s life trajectories.
- **Be wary of superficial interpretations of youth:** consider the diversity of profiles, life trajectories, and forms of economic participation.
- **Avoid conducting the assessment in isolation:** do not overly centralize the process. A lack of listening to and validating local stakeholders reduces buy-in and the potential for mobilization.
- **Do not underestimate the political potential of the assessment:** treating the mapping solely as a technical input limits its scope. It can (and should) be used as a tool for coordination, influence, and positioning within the ecosystem.



6 - Structuring monitoring, evaluation, and learning (MEL)

Main activities performed:

- Define objectives, expected outcomes, and community indicators.
- Establish monitoring routines (meetings, records, data collection, and follow-ups).
- Collect and organize qualitative and quantitative data.
- Develop the initial M&E plan.
- Promote opportunities for reflection and learning throughout the process.
- Use evidence to review strategies and inform decision-making.

[Quick guide
continue here](#)



Estimated pace and duration:

1. It begins in the first few months of implementation, based on the community's strategic decisions.
2. It gains momentum with the initial structuring of the system and monitoring routines.
3. It continues throughout the entire process, supporting the management and learning of the GOYN Community.
4. It evolves as the community matures and resources become available.

Milestones:

Structured and operational
M&E plan



Guidance document that defines **what will be monitored, how, by whom, and how often**, prepared, validated, and agreed upon – with prioritized indicators.



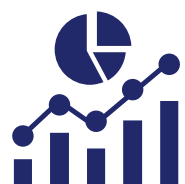
Data collection routines initiated, data recorded periodically, and lessons learned incorporated as adjustments during the implementation phase.

Tools and support materials:



This folder contains reference materials for MEL, including registration and tracking tools, data management, and methodological references such as indicators and Theory of Change.





6 - Structuring monitoring, evaluation, and learning (MEL)

Pitfalls and points of attention



TIPS AND RECOMMENDATIONS

[Quick guide
continue here](#)



1. **Start with a simple M&A system**, prioritizing essential indicators and evolving as capabilities and resources expand.
2. **Adopt the GOYN indicators** (youth who are connected, impacted, and transformed), ensuring alignment from the start.
3. **Combine quantitative and qualitative data** to capture the complexity of young people's life trajectories.
4. **Establish monitoring and learning routines**, using the data for analysis, strategy review, and decision-making.
5. **Adapt tools to the local context and seek support**, combining accessible solutions with partnerships and tools (e.g., dashboards, integrated databases, etc.).
6. **Define key metrics ("big numbers")** to support communication, mobilization, and tracking of results.
7. **Consider tools such as CRMs** to support monitoring, especially the monitoring of young people.
8. **Consider impact evaluations over longer cycles**, keeping in mind the need for a more robust evaluation (e.g., ~5 years).

- **Don't turn MEL into an overly technical process or one that's disconnected from practice:** systems that are too complex tend not to be used on a day-to-day basis.
- **Avoid treating monitoring solely as a matter of accountability:** when the focus is only on reporting, the potential for learning and strategic adjustment is lost.
- **Be careful not to place responsibility for MEL on a single person or department:** this can reduce collective use of the information and weaken its strategic function.
- **Do not delay setting up the MEL system excessively while waiting for an "ideal" model:** learning happens in practice, and the system strengthens through use.
- **Avoid disconnecting MEL from the community's decision-making:** if the data does not influence choices and priorities, the system loses its meaning for the GOYN community.
- **Pay attention to consistency and continuity in data collection:** frequent changes in methodology or a lack of standardization make it difficult to conduct analyses over time.



7 - Strategic paths

[Quick guide
continue here](#)



Main activities performed:

- Define 2 or 3 priority strategic pathways for action, based on the findings of the ecosystem map.
- Establish working groups (WGs) to implement the strategic paths in the form of “prototypes.”
- Develop the Theory of Change and revise it after testing the prototypes, based on the chosen strategies (paths).
- Prepare for scaling: structure the prioritized paths into action plans, assigning responsibilities and resources for expansion.

Estimated pace and duration:

1. This phase is directly linked to diagnosis and mapping, as the strategic paths are defined based on the results of those phases.
2. **Year 1:** developing a vision for the future, conducting co-creation workshops, and defining 2 to 3 priority strategic paths.
3. **Year 2:** developing and implementing the prioritized paths, while generating insights.
4. **Year 3:** refinement of the paths and preparation for consolidation and scaling of solutions.

Milestones:

Shared Vision and Theory of Change developed.
Prioritized interventions defined (2 to 3 strategic paths).

Prototypes implemented and tested.
Revised Theory of Change.

Strategic paths consolidated and refined for scale.



A set of documents that record and detail the construction process of the initiative in the locality, based on the findings and discussions from the mapping and diagnostic front.



Tools and support materials

This folder contains reference materials and examples from other GOYN communities for defining priorities and strategic paths, including work plans, budgets, and the organization of working groups (WGs).





7 - Strategic paths

[Quick guide
continue here](#)



TIPS AND RECOMMENDATIONS

1. **Ensure meaningful co-creation—not just symbolic participation**—in workshops to define strategic paths and in the implementation of prototypes. Allocate adequate time and resources so that the various stakeholders (especially young people) can contribute to and influence decisions.
2. **Translate concrete decisions into simple terms**, using visual tools (such as the ToC and pathway maps) to make the choices understandable and actionable for everyone involved.
3. **Balance ambition and feasibility** by prioritizing pathways with the potential for systemic impact, but which are also realistically implementable in the local area.
4. Engage leaders from the outset, involving key stakeholders as early as the pathway-definition phase, strengthening their commitment to the initiative, and engaging more members in the Collaborative Network.
5. **Maintain focus and strategic discipline** by limiting the number of pathways (3–4), as this enhances execution capacity and prevents the dispersion of efforts.
6. **Remember that scaling an initiative is not just about expanding the number of people served**; it can also mean government adoption, the creation of a replicable model, and sustainability over time, among other aspects.

Pitfalls and points of attention

- **Avoid generic or impractical approaches:** Broad statements do not guide action. Strategic approaches must indicate clear directions for transformation.
- **Be mindful of specific interests hijacking the agenda:** do not allow the priorities of funders or organizations to dictate the paths at the expense of local evidence and the demands of young people.
- **Do not underestimate power dynamics in co-creation processes:** without intentional mediation, certain voices tend to dominate, limiting the diversity of perspectives.
- **Avoid prioritizing solutions that do not address structural causes: superficial interventions** may yield isolated results, but they do not produce systemic change.
- **Beware of fragmentation in implementation:** strategic paths require coordination; avoiding disconnected initiatives is essential for generating scale and impact.



Communication, technologies and management support

[Quick guide
continue here](#)



Cross-cutting areas are those that, rather than focusing on a specific, isolated objective in the implementation process, act as facilitators and catalysts for the actions of all other fronts within the program.

They operate continuously throughout all phases and stages of a GOYN Community, adopting specific focuses and approaches as needed, while always maintaining their structural and permanent nature. They are also essential for ensuring the coherence, quality, and sustainability of the strategies implemented.

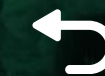
These fronts are coordinated by the Anchor Organization through its central team and developed collaboratively with the support of the Steering Committee and the Young Advisor Group, contributing to their continuous improvement.

Important: Cross-cutting areas are essential to the functioning of any GOYN community. These areas support collaboration, coordination, and the creation of collective impact. Therefore:

- Engage regularly with other GOYN communities, sharing best practices, lessons learned, and tools.
- Access and use the Learning Lab, especially the “Communications & Events” and “Data & Technology” sections.
- Avoid rework: prioritize adapting solutions that have already been tested within the network. Engage the national network and the Executive Secretariat to identify tools, resources, and references that are already available.

There is a significant accumulation of practices, materials, and solutions already developed. Leveraging this repertoire is part of the strategy, not a shortcut.





Communication

[Quick guide
continue here](#)



Communication is the driving force that ensures GOYN's purpose, progress, and results are disseminated, understood, and valued by all stakeholders—whether internal or external to the initiative—such as governance bodies, potential partners, and society at large.

What it involves:

- Building a local narrative (identity, language, and positioning).
- Development and management of the initiative's own channels (website and social media).
- Ongoing communication of actions, results, and lessons learned.
- Content production and channel management.
- Strategic engagement with partners and key audiences.
- Support for mobilization and coordination among stakeholders.
- Organization of events.

Tips and recommendations:

1. Adapt your language to different audiences.
2. Prioritize clarity and consistency in your messages.
3. Use communication as a tool for mobilization (not just outreach): develop key messages to influence the ecosystem.
4. Highlight the stories and voices of young people in the region.
5. Use data and evidence to strengthen your narratives.
6. Plan the frequency and regularity of your communication: event calendar, updates to the Steering Committee, the Young Advisor Group, etc.
7. Highlight the results and processes of the GOYN Community: lessons learned and progress.
8. Prioritize building the initiative's own digital presence, ensuring autonomy and strengthening its identity as a collective movement.



How it connects to the fronts:

- **Integration into the GOYN networks:** strengthens connections with the global and national networks, facilitating exchanges, raising the visibility of local initiatives, and providing access to opportunities. It also helps position the community within the broader GOYN ecosystem.
- **Building governance structures:** facilitates coordination among council members, ensuring the flow of information, transparency in decision-making processes, and continuous alignment with GOYN's direction.
- **Engagement with youth:** is essential for mobilizing, informing, and inspiring young people. Communication tailored to their language and channels fosters authentic engagement, increases the visibility of their issues, and strengthens their leadership role.
- **Fundraising and partnerships:** a consistent narrative, combined with the strategic dissemination of results, is essential for attracting and engaging funders and partners, highlighting the initiative's impact and relevance.
- **Diagnostic assessment and mapping:** Communicating the objectives and results of the diagnostic assessment helps validate data, stimulate informed discussions, and engage the community in understanding local realities.
- **MEL structuring:** Supports the dissemination of a culture of evaluation, the communication of findings to different audiences, and the transformation of learnings into shared knowledge that feeds back into the program.
- **Strategic Pathway Design and Development:** ensures that strategies and action plans are widely understood, embraced, and implemented by the various stakeholders, from the executive team to young people and partners.



Technologies

[Quick guide](#)
[continue here](#)



The strategic use of technologies strengthens the GOYN community through the management and organization of data, information, and documents, in addition to facilitating coordination among stakeholders.

What it involves:

- Implementation of CRM (Customer Relationship Management) systems for partners and the network.
- Development of monitoring panels and data visualization (dashboards).
- Structuring of collaborative management systems (tasks and documents).
- Use of digital platforms for communication with the ecosystem.
- Organization and integration of ecosystem databases.

Tips and recommendations:



1. Plan your data structure in advance: don't put off data collection and organization—this directly impacts your ability to monitor results and report on them.
2. Prioritize simple, functional solutions: avoid complex tools that won't be used on a day-to-day basis.
3. Ensure accessibility and shared use: choose platforms that can be used by different types of stakeholders.
4. Integrate GOYN Global tools whenever possible: take advantage of existing structures.
5. Use technology as a means, not an end: the focus should be on decision-making and coordination, not on the tool itself.

How it connects to the fronts:

- **Integration into GOYN networks:** digital platforms, collaborative tools, and databases are crucial for managing the partner network, facilitating the exchange of information, and promoting remote collaboration.
- **Establishing governance structures:** document management systems, virtual calendars, and online communication tools ensure organization, efficient meetings, and agile decision-making.
- **Engagement with youth:** social media, communication apps, and digital engagement tools are essential for mobilizing young people, gathering insights, and creating accessible channels for participation.
- **Fundraising and partnerships:** CRM (Customer Relationship Management) tools, project management platforms, and digital presentation systems assist in prospecting, tracking, and formalizing partnerships and donations.
- **Diagnostic surveys and mapping:** online research tools, data collection and analysis platforms (georeferencing, dashboards) make the process more efficient, accurate, and capable of generating complex insights.
- **MEL structuring:** indicator management systems, real-time dashboards, and data storage platforms are essential for tracking progress, analyzing results, and generating reports on an ongoing basis.
- **Strategic path building and development:** collaborative planning tools, task management platforms, and knowledge repositories assist in the co-creation, monitoring, and review of strategic plans.



Management Support

[Quick guide
continue here](#)



Management Support involves all administrative, financial, legal, and logistical processes that ensure the efficient operation of GOYN, especially in what we call backoffice and day-to-day work management, ensuring compliance in the development of the initiative.

What it involves:

- Structuring of the core team.
- Formalization of partnerships, agreements, and governance bodies.
- Financial, administrative, and compliance management.
- Logistical and operational support.
- Human resources management.
- Contract and supplier management.

Tips and recommendations:



1. Put together a team dedicated to the initiative: clear roles are essential to ensuring consistency.
2. Formalize processes and agreements from the start: this prevents future misalignments.
3. Invest in organization and operational predictability: well-defined schedules, workflows, and responsibilities increase efficiency.
4. Use existing templates and tools: especially those from the Learning Lab and GOYN materials.

How it connects to the fronts:

- **Integration and participation in GOYN networks:** ensures the formalization of agreements, contract management, and logistical support for events and meetings with partners.
- **Establishment of governance bodies:** ensures the organization of meetings (agendas, minutes), administrative support for the councils, and legal compliance of decision-making processes.
- **Coordination with youth groups:** provides the necessary support for carrying out activities (spaces, equipment), manages scholarships or stipends, and formalizes youth engagement (volunteer agreements).
- **Fundraising and partnerships:** manages the financial cycle, from budget preparation and financial reporting to ensuring legal and tax compliance with the requirements of funders and partners.
- **Diagnostic surveys and mapping:** provides administrative and logistical support for conducting field research, hiring consultants, and managing the resources involved in the process.
- **MEL structuring:** manages contracts with external evaluators and the budget dedicated to MEL, and ensures the organization of data and reports.
- **Strategic roadmap development:** provides support in organizing strategic workshops, managing documents, and allocating resources for the implementation of plans.



LEARNING BY DOING

[Quick guide
continue here](#)



Communication

The Opportunities Network of **GOYN SP**, in São Paulo, has shown that low-cost technology is the most effective way to reach young people. Instead of creating a new, resource-intensive app, the initiative uses WhatsApp, which uses very little data and is already part of people's daily lives. What sets it apart is its human (“handcrafted”) curation.

Young people reported feeling safer from scams and fake job postings because they know that a member of the program's team has vetted those opportunities. Connecting this channel to the CRM system has made it possible to register more than 80,000 young people and track their progress individually.



Technologies

The team at **Decola Cria**, in Rio de Janeiro, fed Artificial Intelligence with data from territorial surveys and the PNAD (National Household Sample Survey) to generate suggestions for curriculum frameworks and educational pathways for the Naves do Conhecimento (public facilities). This demonstrated how the Anchor Organization can act as a “technical arm”—in this case, through the use of technology—to enhance existing government policies.



Management Support

In São Paulo, the **Opportunity Youth** program pays a 15% overhead to United Way Brasil (anchor partner) to use their institutional back-office (finance, HR, legal).

This budgetary clarity is vital for transparency with investors and ensures that the program team (which must have at least one person dedicated to operations/MEL) focuses on coordination without being absorbed by the internal bureaucracy of the Anchor Organization.



WHAT ABOUT THE LAUNCH?

[Quick guide
continue here](#)



Well, if you have made it this far, then we hope you are preparing for this great moment...

Or that you come back here soon to find out how to make it happen 😊

The launch of GOYN isn't just an event. It's the community's first public milestone in the territory!

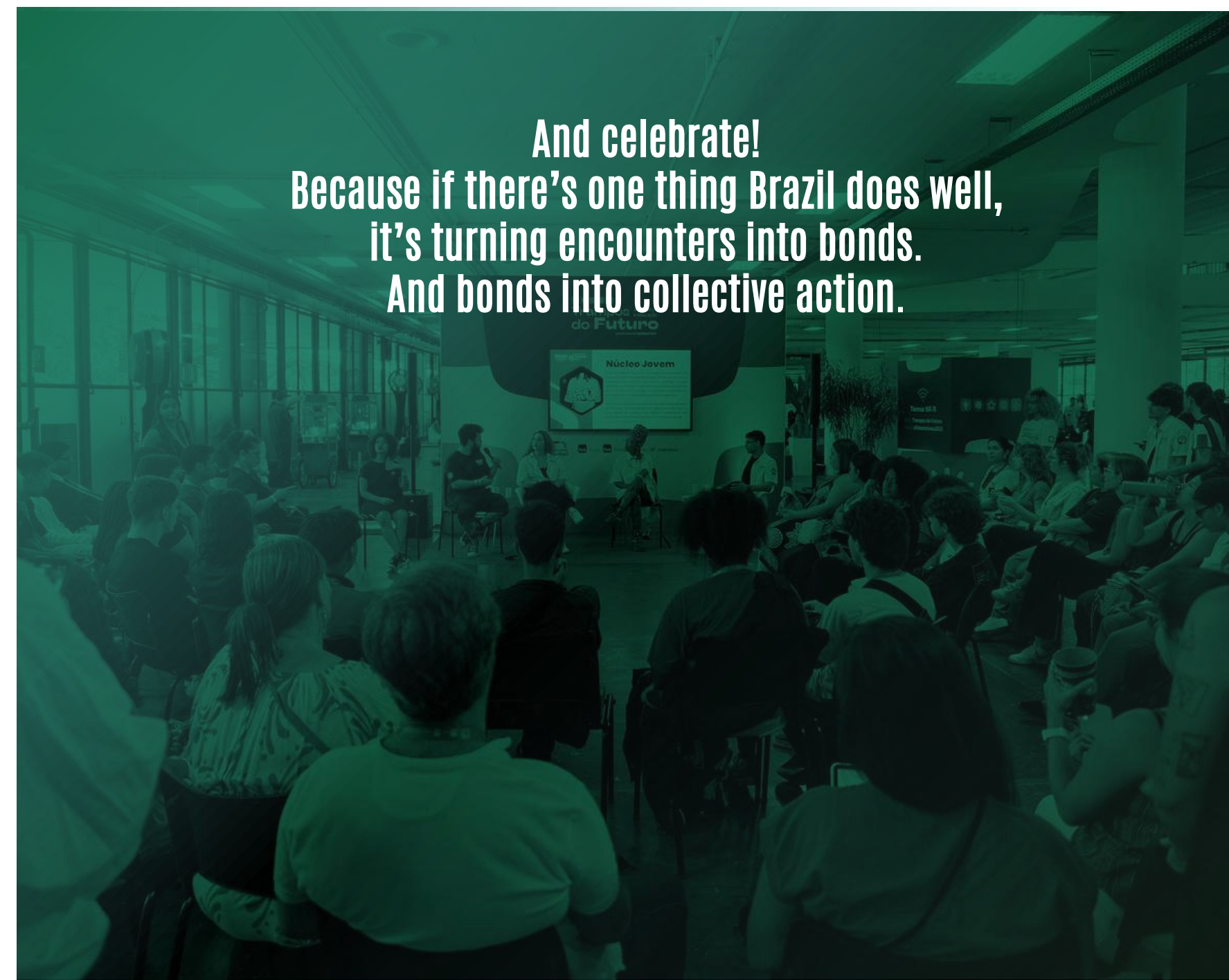
WHAT YOU CAN'T MISS

- Give young people a real leading role (with young people on stage, speaking, and leading the event).
- Invite strategic partners from the start and focus on collaboration.
- Make the purpose clear: why does GOYN exist in this region?
- Present the initial assessment and the next steps (even if they're still a work in progress).
- Foster connection: don't just have presentations—create moments of interaction among the participants.
- Promote a truly welcoming atmosphere: coffee, food, and a warm reception make all the difference.

PRACTICAL TIPS:

- Take advantage of existing events in the area to gain scale and reach a wider audience.
- Invite local artists, cultural collectives, and creative youth groups.
- Pass the microphone: less institutional talk, more listening and diversity.
- Delegate the organization of certain parts of the event to the Young Advisor Group (youth engagement in action).
- Invite and acknowledge partners and leaders by name—building rapport matters.
- Mix up formats: discussion circles, presentations, cultural activities, and networking.
- Use the occasion to build relationships as well: strengthen ties, generate interest, and open doors to partnerships.

And celebrate!
Because if there's one thing Brazil does well,
it's turning encounters into bonds.
And bonds into collective action.





[Quick guide
continue here](#)



| Chapter 4 |

Brazilian Youth: One Context, Many Realities

Problems, challenges, and intervention opportunities

1

2

3

4

5



This chapter provides context for our **target audience—youth in vulnerable situations**—and presents relevant data on the Brazilian landscape. It also aims to prepare your **GOYN community** to engage in dialogue about youth and productive inclusion on a macro scale, strengthening and refining your narrative from the very start of implementation with plenty of data and evidence!

Tip: Make a point of reading this with your team so that, together, you can discuss and align your messaging around this data and information, which reflects the reality of many young people in your municipality.

Who are the young Brazilians today and why is investing in them strategic for the country's future?

The face of Brazilian youth

In a country as large as Brazil, it is difficult to paint a single “picture” of the typical young Brazilian. Life experiences, opportunities, and challenges vary greatly across regions, territories, and social groups. That is why it has never made more sense to speak of “youths,” in the plural.

From north to south, young people make up about a quarter of the Brazilian population: approximately 48 million people between the ages of 15 and 29 (IBGE, 2024). This broad group encompasses different generations: part of the millennial generation, the so-called Generation Z, and, more recently, the first members of Generation Alpha who are beginning to enter this age group.

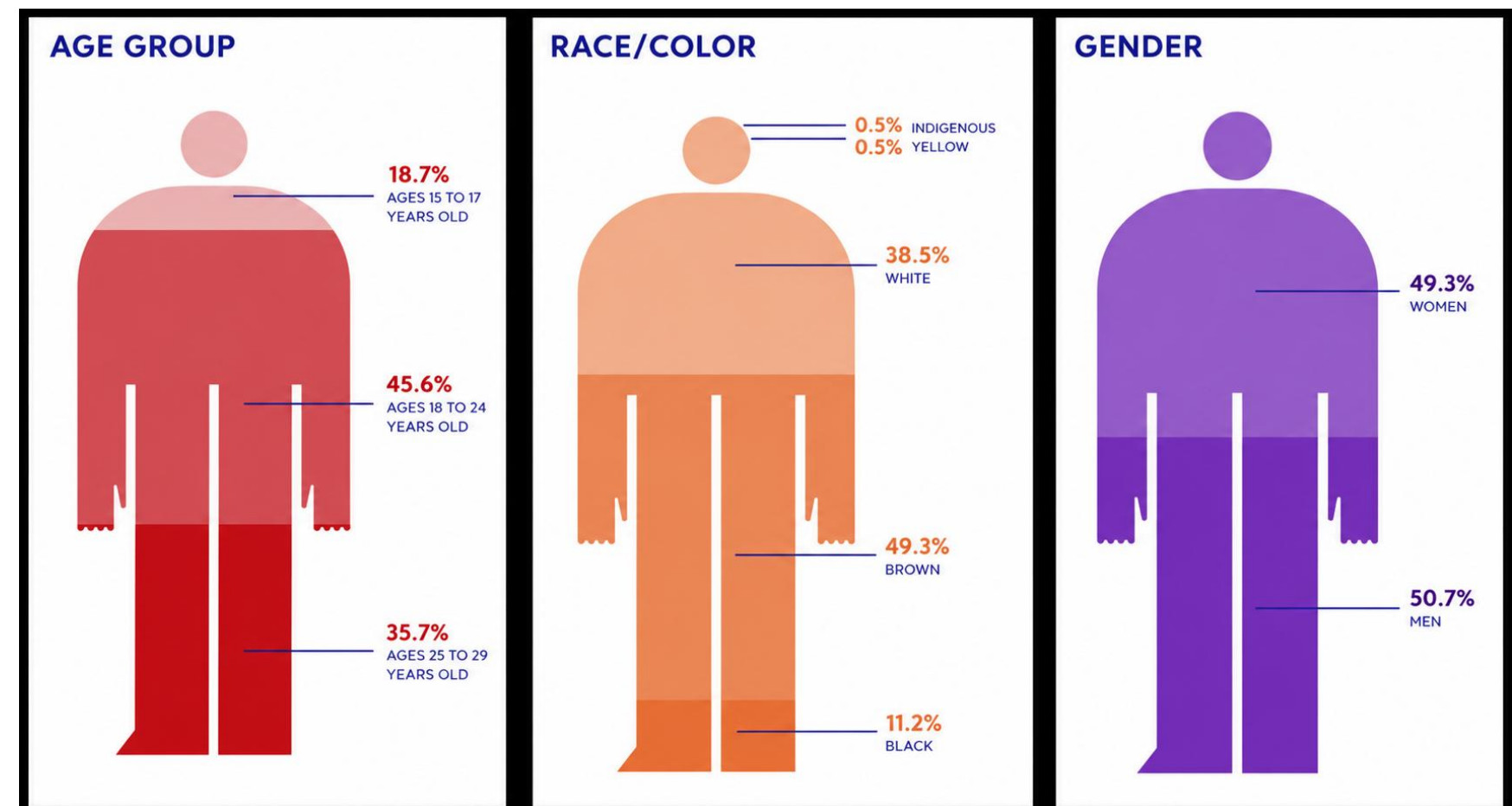


Brazil is currently in the final years of a strategic demographic window: THE DEMOGRAPHIC BONUS!

There are more people of working age than dependents. This means that a large generation of young people can drive the country's development. Turning this potential into reality depends on expanding economic opportunities and productive pathways for young people. (UNFPA, 2014; Neri, 2019; IBGE, 2024).

1/4 of the Brazilian population is made up of young people, which represent about 48 million people.

The Southeast and Northeast are the regions with the largest presence of young people (19.1 million and 13.4 million, respectively). Together, they account for about **67% of the country's young population**.





Who are the young Brazilians today and why is investing in them strategic for the country’s future?

Between vulnerabilities and inequalities

In Brazil, being young also means navigating profound social, educational, and economic inequalities. Although the past few decades have expanded access to education and information, many young people still face significant barriers to completing school, accessing decent job opportunities, and breaking historic cycles of poverty.

These inequalities are intersected by factors such as race, gender, region, and socioeconomic status, which continue to shape very distinct life trajectories among Brazilian youth. Their effects are evident both in the difficulties of entering the educational and labor markets and in greater exposure to various forms of social vulnerability, including contexts of violence and insecurity that particularly affect young people in certain regions.

School dropout rates also directly impact young people’s life trajectories. With fewer qualifications, many young people face difficulties accessing formal employment and end up in informal jobs, characterized by low wages, instability, and limited prospects for social mobility.

In 2024, about 1/4 of young Brazilians lived in a situation of poverty - about 12 million!

In the Northeast and North regions, poverty affects 43.7% and 39% of young people between 15 and 29 years old.

Among Black and Brown people, the proportion of young people living in poverty (32%) is twice that observed among white people (16.5%).

The occurrence of poverty among young Brazilians is also twice as high among those living in rural areas as among those living in urban areas.

Source: IBGE, 2024

65% of youth deaths in Brazil are caused by violence and accidents.

Among young people aged 15 to 29, external causes (such as assaults, traffic accidents, and other forms of violence) account for the majority of deaths in this age group.

... and among the victims of violent deaths, young Black people account for about 73%.

Source: Ministry of Health and Fiocruz, 2025.

In 2024, about 10 million young Brazilians between 15 and 29 years old (20%) were neither studying nor working.

Although it is the lowest percentage of the last decade, this contingent is still significant. Young women represent 26.9% of this scenario. Among the poorest, this percentage reaches 39.7%. As for young people living in rural areas, 30%.

About 3.3 million young people were neither studying, nor working, nor had they completed their basic education.

... in which women account for 63.2%.

6 out of 10 young people who did not complete basic education and were only working should have been attending high school.

... in which young Black people account for 71.2%.

Among young people who drop out of school, 42.4% do so to work, with this group reaching 52% in the southern part of the country.

Source: IBGE, 2024

Youth in Brazil: Diversity, Challenges, and Opportunities

| Chapter 4 |

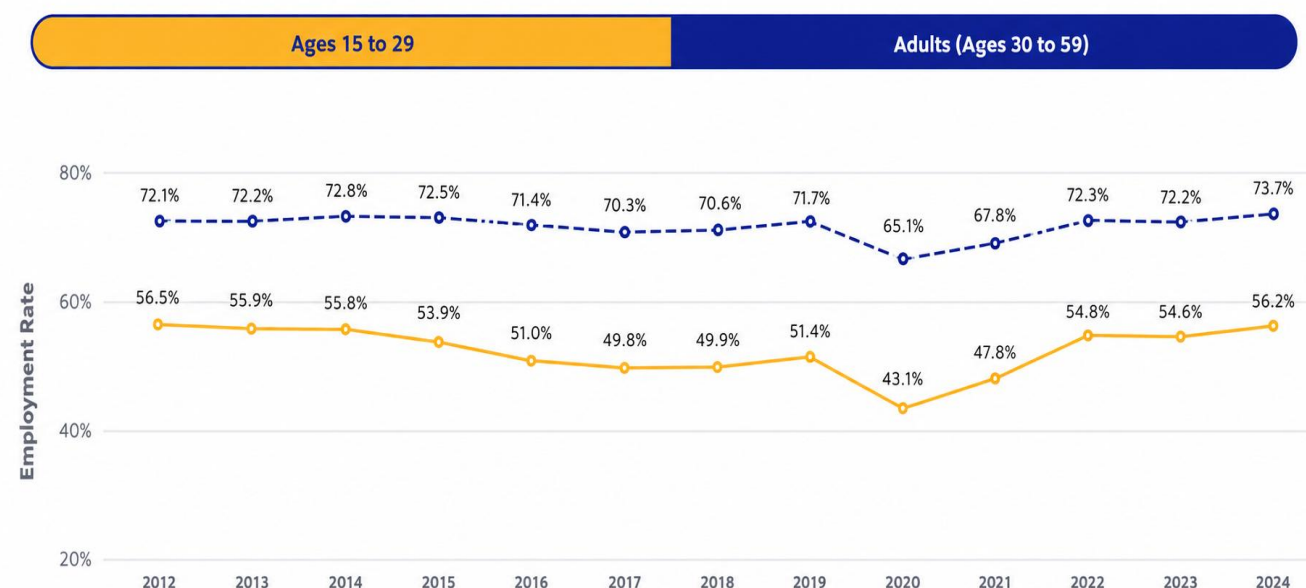
Who are the young Brazilians today and why is investing in them strategic for the country's future?

Studying and working...

Despite the inequalities that still shape the life trajectories of Brazilian youth, the youth labor market has recently shown signs of recovery. In recent years, the employment rate among young people has begun to rise again, indicating a gradual resurgence in labor force participation following periods of sharp decline.

This trend reveals a mixed picture. On the one hand, there are growing opportunities for economic participation, especially in dynamic sectors of the economy and in new forms of work associated with the digital economy and the service sector. On the other hand, youth labor market participation is still characterized by lower incomes, higher rates of informal employment, and less job stability compared to that of older workers.

Evolution of the Employment Rate - Brazil



Em 2024, cerca de 37% dos jovens que não concluíram o ensino médio estavam empregados, porcentagem que sobe para cerca de 66% entre aqueles que concluíram o ensino fundamental, chega a aproximadamente 74% entre os jovens com formação técnica e atinge quase 85% entre aqueles com diploma de ensino superior.

O nível de escolaridade, portanto, continua sendo um fator determinante para a ampliação de oportunidades. Jovens com nível de escolaridade mais elevado apresentam taxas de emprego mais altas e rendas significativamente maiores. Mesmo assim, muitos jovens ingressam no mercado de trabalho em condições precárias ou com baixa proteção social, o que limita não apenas as possibilidades de integração produtiva e de progressão na carreira e na remuneração, mas também seus horizontes futuros e planos de vida.

In Brazil, young people with a college education earn, on average, twice as much as young people who have completed high school.

Young people in rural areas earn, on average, 23% less than young people in urban areas (among youth without a completed high school education).

Among young people, the equation is simple: the higher the level of education, the lower the chances of unemployment.

Source: IBGE, 2024

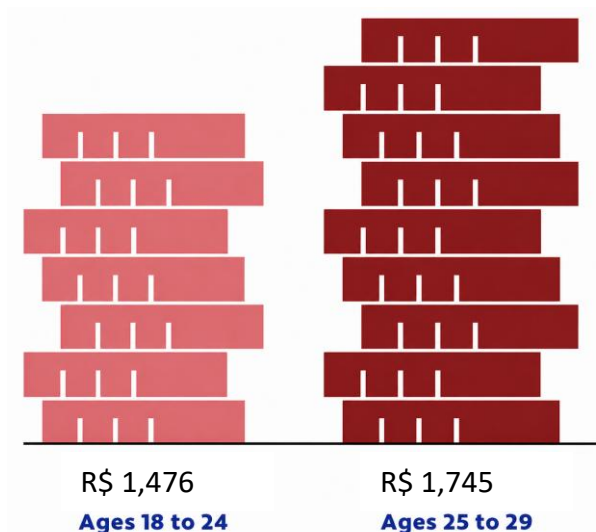
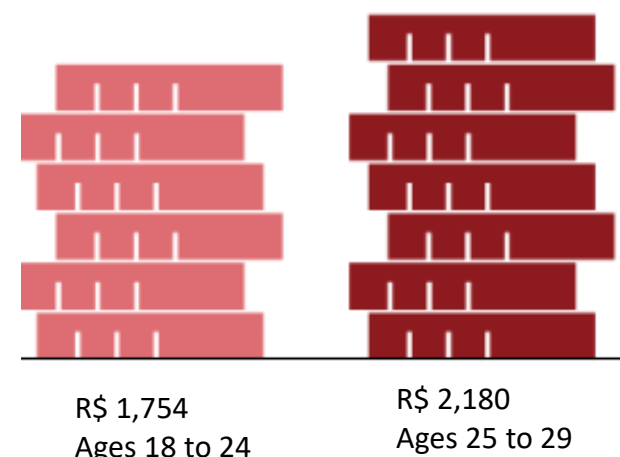
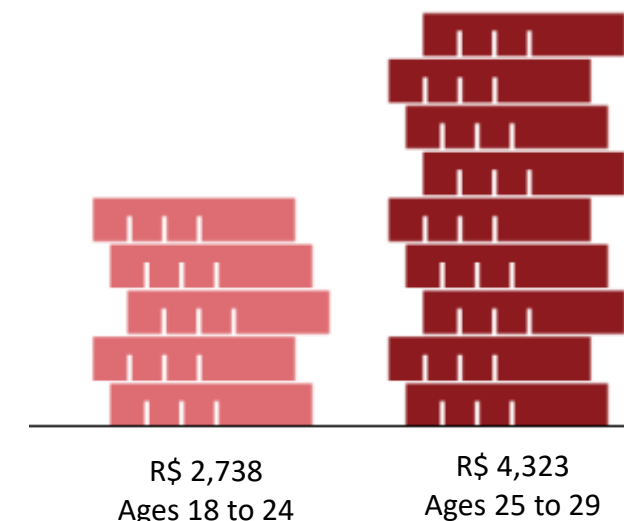
In 2024, about 56% of young people aged 18 to 29 were employed, a percentage still lower than that observed among adults aged 30 to 59 (~74%), but which indicates recent progress in the integration of youth into the labor market.

IBGE. Continuous PNAD, 2nd quarter 2012 to 2024. Elaborated by: Roberto Marinho Foundation Research and Evaluation Center.

And the final balance is...

Education is one of the main factors driving income growth among young people

Today, those who complete higher education can earn 1.8 to 2.5 times more than those who have not completed high school.



Mismatch between education and the demands of the workforce

Recent studies also indicate a significant misalignment between the education offered to young people and the actual demands of the job market.

In a consultation conducted by the Roberto Marinho Foundation with organizations working with youth and employability, **67.65% point to the lack of professional qualification and technical training courses suitable for the different profiles of young people.** Furthermore, **58.82% believe that many courses are not updated or aligned with the vacancies and skills currently demanded by the market.**

This mismatch also appears in the relationship between young people and employers. According to the study:

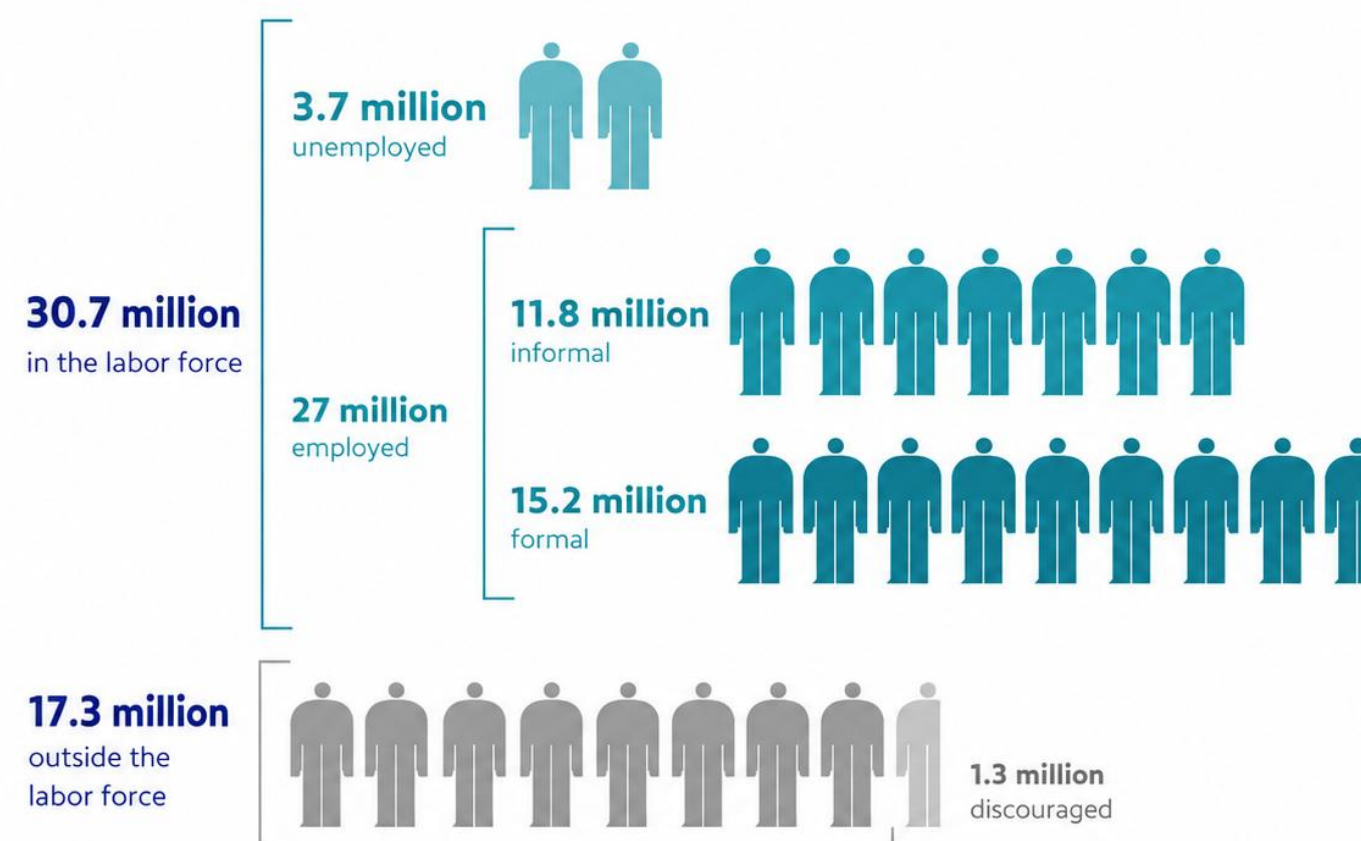
- 76.47% of organizations state that young people are poorly informed about emerging careers and how the world of work functions.
- 82.35% report that employers face difficulties in hiring young people with the necessary qualifications for the available vacancies.



17.3 million young Brazilians are out of the workforce

Labor Market in 2024 in Brazil

48 million: total number of young people aged 15 to 29



Source: IBGE. Continuous PNAD, 2nd quarter 2012 to 2024.

Prepared by: Research and Evaluation Center of the Roberto Marinho Foundation.

Young people who are neither studying nor working fail to generate approximately R\$ 463 billion per year ($\approx 4.3\%$ of GDP)
Source: CNC, 2025

The low rate of youth participation in the workforce represents not only a social challenge but also a significant loss for the Brazilian economy. Estimates indicate that young people who are neither studying nor working fail to generate approximately R\$ 463 billion per year, an amount equivalent to roughly 4.3% of GDP.

When millions of young people remain outside the education and labor markets, the country fails to tap into significant potential for income generation, innovation, and economic dynamism. In various economies, it is precisely the younger generations that drive the renewal of skills, adaptation to technological changes, and the modernization of production systems. In this sense, the Brazilian landscape reveals not only vulnerabilities in young people's educational and professional trajectories but also the existence of enormous human and productive potential that remains largely untapped.



Working with youth through new lenses

Throughout history, young people have often been portrayed through the lens of stigmas or nostalgic comparisons with previous generations. It is not uncommon to hear that young people “don’t care about anything,” that they are less committed, or that they are detached from the responsibilities of adult life. This kind of interpretation, however, ignores the fact that each generation is shaped by specific historical contexts and responds to them in its own way.

As sociologist Karl Mannheim has pointed out, generational changes are not a problem to be corrected, but an essential part of the dynamics of societies: it is the new generations that reinterpret the world they have inherited and introduce new ways of thinking, working, participating, and organizing collectively. For this reason, working with young people requires, first and foremost, viewing them through a new lens.

Even in contexts marked by inequalities and structural challenges, Brazilian youth demonstrate a significant range of abilities and potential. In recent decades, access to education, technology, information, and social networks has expanded. Young people are increasingly participating in social, environmental, cultural, and political initiatives; advocating for causes; creating projects; launching ventures; and experimenting with new forms of organization and collaboration. This diversity of experiences and approaches broadens the possibilities for social innovation and for developing solutions to complex local challenges.

It is from this perspective that we propose to view young people: not only by focusing on the difficulties they face, but also by recognizing the potential they possess. Where often only vulnerabilities or gaps are seen, there is also creative energy, the capacity for mobilization, and a desire for transformation. Recognizing this potential is a fundamental step toward building strategies that expand opportunities and strengthen the role of young people in transforming their communities. It is in this sense that we speak of **Opportunity Youth**.

...from vulnerability to power





[Quick guide](#)
[continue here](#)



The solution is systemic...

In a vast country like Brazil, with millions of young people, great territorial diversity, and a broad network of institutions, public policies, and civil society initiatives, the challenges related to the productive integration of young people cannot be understood or addressed in isolation.

This means that the responses must also be systemic. No single organization, program, or sector will be able to tackle a challenge of this magnitude on its own. Expanding opportunities for young people requires **coordination among different actors—such as governments, businesses, social organizations, educational institutions, and young people themselves—who are capable of building robust, complementary, and lasting solutions.**

At the same time, it is essential to emphasize that young people are not merely beneficiaries of these strategies, but **an active part of the solution.** In different regions, they are the ones experimenting with new forms of organization, mobilizing networks, creating initiatives, and driving change. In a context like Brazil's, building pathways to expand economic opportunities for young people is necessarily **a collective effort and a project for a shared future.**





Potential in the Brazilian Context

Given the complexity of the challenge and the potential of the Brazilian context, regulatory frameworks, public policies, conditions, and other frameworks can be leveraged as avenues to significantly expand opportunities for young people. These avenues are not mutually exclusive and are most effective when coordinated in an integrated manner. Below, we highlight a few:

.... 10 ways to expand economic opportunities for youth

- 1. Growth of the digital economy and technology careers:** The digitization of the economy expands opportunities in areas such as programming, data, automation, and digital marketing, opening new pathways to employment for young people in various sectors.
- 2. Expansion of Vocational and Technical Education (VTE):** Technical training is likely to become even more important as a strategy for entering the workforce, especially when linked to the real demands of the labor market.
- 3. Extensive vocational training network in the country:** Brazil has an extensive training infrastructure (such as the S System, federal institutes, and technical schools) that can be mobilized to expand young people's access to vocational training.
- 4. Strengthening internship and trainee programs:** Internships and trainee programs serve as important bridges between education and the labor market, allowing young people to gain practical experience and develop professional skills.
- 5. The Apprenticeship Law's vast, untapped potential:** Law No. 10,097/2000 requires companies to allocate between 5% and 15% of their job openings to young apprentices. If fully implemented, it could generate more than 3 million opportunities, compared to the fewer than 500,000 that exist today.
- 6. Expansion of work-based learning (WBL):** Models that combine training and practical experience—such as vocational training, internships, and dual training—help reduce the mismatch between skills and market demands.
- 7. New opportunities associated with the green economy:** the transition to more sustainable production models tends to generate new jobs in areas such as renewable energy, the circular economy, environmental management, and sustainable innovation.
- 8. Growth in entrepreneurship and self-employment:** the expansion of the MEI (Individual Microentrepreneur) program and flexible work models opens up avenues for young people to develop their own businesses or new forms of income generation.
- 9. Expansion of e-commerce and new business models:** changes in consumption patterns and the growth of e-commerce broaden opportunities for entrepreneurial initiatives and new forms of income generation facilitated by digital platforms.
- 10. Emerging opportunities in the care economy:** the aging of the Brazilian population is increasing the demand for services related to care, health, and well-being, creating new niches for training and employment.



Same methodology, different solutions

Quick Guide –
Reading Completed!

The approach is common...

Although young people in Brazil face recurring structural challenges—as evidenced by the data mentioned regarding inequalities in access to opportunities—these challenges manifest themselves in different ways in each region.

This scenario calls for a contextualized analysis: understanding not only the common problems, but also how they manifest locally and what specific barriers limit young people’s life trajectories in each context.

It is within this framework that GOYN operates: the initiative makes it possible to identify local priorities for the productive integration of young people and to develop responses tailored to the specific characteristics of each region.



The paths adopted are not...

São Paulo identified that 70% of young people are geographically isolated and that the labor market is not inclusive (high entry barriers and high turnover rates). The solution focused on **formal employability**, working to strengthen local organizations, raise awareness in the formal labor market, and connect young people with opportunities.

In **Rio de Janeiro**, priority was given to strengthening a fragmented ecosystem that limited access to opportunities. The solution sought to **reduce information asymmetry and combat stigmas** surrounding local youth by promoting a shift in the narrative.

The strength of the GOYN approach lies precisely in the combination of a common methodological foundation and the ability to adapt to local realities, allowing solutions to emerge from the experiences, strengths, and dynamics of each region.

“Although the courses of action are tailored to the specific characteristics of each context, all communities share fundamental pillars. These include cross-sector collaboration, building local movements, and strengthening learning networks. Also noteworthy are actively listening to the voices and leadership of young people, a focus on equity and structural justice, as well as diversifying funding sources and using technological platforms for data analysis and to accelerate educational and professional trajectories.”

[Local Action, Regional Impact: The Global Opportunity Youth Network in Latin America](#)





DEEPENING KNOWLEDGE

Glossary and Other References

GOYN Glossary



Speaking the same language is essential for strengthening networking efforts. The adoption of common concepts and terminology facilitates coordination among stakeholders, the alignment of expectations, and the implementation of strategies in different territories.

This glossary compiles some of the key terms used in the context of GOYN, with the aim of fostering a shared understanding among the various stakeholders involved.

- **Strategic Pathways:** Priority actions defined to address specific challenges within the territory.
- **Cross-Sector Collaboration:** Joint action among government, businesses, and civil society organizations.
- **GOYN Core Team:** The team responsible for the operational coordination of the initiative.
- **Multi-Stakeholder Advisory Group (MSAG):** A strategic body composed of leaders who guide decisions and set priorities.
- **Working Groups:** Thematic groups that implement actions within the Strategic Pathways.
- **Collective Impact:** An approach based on coordinated action with shared goals and common metrics.
- **Collaborative Infrastructure:** The set of structures and governance mechanisms that support the functioning of GOYN.
- **Opportunity Youth:** Young people with potential who face barriers to accessing education and employment opportunities.
- **Learning Lab:** A global platform that provides tools, resources, and learning opportunities across the GOYN network.
- **Ecosystem Mapping:** The process of identifying stakeholders, initiatives, and opportunities within a territory.
- **Monitoring, Evaluation, and Learning (MEL):** A system for tracking results and generating learning and insights.
- **Young Advisory Group (YAG):** A group of young people who contribute to decision-making and the development of strategies.
- **Anchor Partner:** The organization responsible for coordinating the implementation of GOYN within a territory.
- **Youth Partnership:** An approach that recognizes young people as strategic partners.
- **Prototypes / Piloting:** Short-term interventions designed to test hypotheses, pathways, and solutions before scaling them up.
- **GOYN Collaborative:** A network of local stakeholders working in a coordinated way to generate collective impact.
- **Learning Network:** An ongoing exchange of knowledge and experiences among GOYN communities and territories.
- **Shared Measurement:** Common indicators used to monitor collective progress.
- **Theory of Change:** A methodology that explains how actions lead to impact over time.
- **Global Network Engagement:** Interaction among GOYN communities to share experiences and learning.

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