



GOYN BOGOTÁ



Memories GOYN LATAM Learning Agenda

June 30, 2026



Methodology

This document systematizes the three learning sessions developed during the GOYN LATAM Meeting in Bogotá on June 30, 2026, in which representatives of GOYN's communities of Bogotá, Sao Paulo, Rio de Janeiro and Mexico City participated. The purpose of the meeting was to share practices, models and learning among the communities for their strengthening and articulation.

Systematization combines two sources:

- **Rapporteur's notes** taken during each session.
- **Content of the presentations** shared by each community (FTT — Powerful Youth/GOYN São Paulo; Governance and Advocacy — GOYN CDMX)

Session 1 — FTT: Territorial experience of Juventudes Potentes (GOYN São Paulo) and complementary strategies

Concept: To present the Transformative Territories Fund (FTT) model in depth — origin of the need, design, technical and financial operation, data structure and MEL — along with the complementary strategies that connect and feed back into the FTT. It includes difficulties, planned adjustments for the future and space for questions.

Learning Objective: Understand the FTT model and identify opportunities for articulation and integration with GOYN Bogotá.

1.1 What is the FTT model? What elements make it up?

Origin and institutional framework. The FTT, **Transformative Territories Fund**, is the main territorial intervention tool of Juventudes Potentes, the GOYN community of São Paulo. Powerful Youth was launched in Brazil in 2020 through United Way Brazil (UWB), GOYN's anchor partner in the city.

Governance and scale. Juventudes Potentes (JP) has a Youth Advisory Group (YAG) of 40 young people who act as the governing body of the program and co-authors of its decisions. The collaborative network of JP brings together 80 local organizations; of these, 25 are part of the FTT under a rigorous sub-granting selection process. In the second year of participation of each organization, its continuity or "graduation" is evaluated after a strengthening process aimed at re-granting.

What FTT offers. The fund seeks to expand the impact of those preparing young people for future-oriented professions in underserved communities, with a focus on the East and South areas of São Paulo. It offers three components:

- 1. Financial support.
- 2. Incentives for new alliances and connections.
- 3. Share knowledge through research (data and facts) and access to ecosystem experts, including capturing information from each young person through follow-up forms.

Key results 2022–2025:

- 35,216 young graduates
- 25 organizations supported per year (variable according to edition: 26 in 2022, 17 in 2023, 19 in 2024, 24 in 2025).
- Profile of graduates: 52% Afro-descendants, 48% under 18 years of age, 82% from the East and South zones of São Paulo, 56% women.

Training and investment by edition:

Year	Organizations	Total Investment (USD)	Connected	Improved	Transformed
2022	26	62.814	7.829	5.741	4.297
2023	17	60.292	7.023	6.244	3.788
2024	19	126.000	11.783	8.927	4.902
2025	24	163.200	14.305	14.305	Ongoing (2026)

Skills and economies of the future The course offerings of the FTT participating organizations in 2025 concentrate on technological (40 courses) and administrative (35) skills, followed by socio-emotional (30), sales (15), specialized motor skills (14), creative (12), care (9) and environmental (6). In terms of economies, the Digital Economy is the most present in almost all organizations, followed by the Creative Economy (design, video games, audiovisual, gastronomy) and the Care Economy (organizations with direct care programs, such as doulas or care for the elderly). The Green and Silver economies are underrepresented — this finding comes from POWERFUL YOUTH's own research called *"The Future of Work."*

1.1.1 How the model operates:

JP organizes its operation on four fronts, with the FTT as the main tool of the Territory:

- **Territory:** To facilitate an enabling environment for future economic opportunities. The FTT is the central tool for promoting and consolidating territorial actions.
- **Connect:** strengthening the connection points between supply and demand of opportunities, including connection with the business sector.
- **Market:** promote inclusive recruitment, selection and development practices within companies — in the report it was noted as "human talent and HR management, selection, retention".
- **Government:** act as a technical partner and catalyst for institutional cooperation through evidence and benchmarking — in the rapporteurship: "technical ally at the city level, support the

government with data and research (diagnosis in progress), generating alliances with entities to create connections."

1.1.2 Selection of organizations and pay-for-results model

Selection criteria: alignment with the goals of the FTT and with the youth inclusion agenda. The composition of the FTT 2026 group is 14 social organizations, distributed as follows: 7 training providers, 3 state schools, 2 technical schools and 1 organization of the S System / entrepreneurship.

The invitation is formalized by a letter that presents the FTT proposal, the participation criteria, the expected deliverables and the logic of payment by results.

Pay for Results model: the model moves forward in two steps

- **Step 1:** payment for results anchored in youth monitoring — participation, progression and follow-up. This creates a shared definition of outcomes, strengthens accountability from the outset, and generates comparable data across organizations.
- **Step 2:** payment for results anchored in institutional capacity. Use the evidence from Step 1 to identify capacity gaps and link the payment to verified institutional improvements (data routines, youth engagement mechanisms, management practices), not to the training activity itself. Implementing an MEL area can be considered an institutional outcome when the organization establishes clear roles, regular monitoring routines, and uses the data to improve youth follow-up and program decision-making

The complete operational cycle of FTT has three phases:

1. **Entry and selection:** mapping of organizations in priority territories → individual presentation and alignment meetings → documentary, legal, financial and institutional review → kickoff event to align goals, timeline and rules.
2. **Implementation and monitoring:** delivery of monitoring tools → delivery of training (between 30 and 1,600 hours depending on the program) → monthly networking and collaborative learning spaces → form of young graduates (Phase 1 of the monitoring instrument, see 1.1.3), which activates the **first payment for results**.
3. **Results and data intelligence:** after 6 months, transformed youth form (Phase 2 of the instrument), which activates the **second payment** — conditional on the validation of the number of trained young people who actually achieved placement; and data consolidation via BI, with youth profiles, comparisons between organizations and an overview of the FTT.

Payment per young person: it is not paid for young people who give up the process, only for graduates. Between 2023 and 2024, the amount of investment per young person increased by approximately USD 20. The payment to the organization is released at two moments: when it reports the fulfillment of the goal of young people trained, and after 6 months when the job placement is confirmed.

Goal 2026 (collective goal mindset): Each organization must contribute to the achievement of the aggregate goal of the FTT, not just its individual organizational goal:

Indicator	Goal 2026
Young people with access to opportunities and information	22.000
Young people trained in future-oriented professions (cultural, technical and professional routes)	13.500
Youth with access to income generation and/or formal education	4.900

1.1.3 Monitoring instruments

There are two forms reported by different actors:

- **Phase 1 — Youth self-assessment** (completed by the youth): identification (basic data, contact, document, age), profile (gender, race, disability, region), before/after (changes in employment, education and income), self-assessment of job readiness and skills developed (technical, communication, teamwork).
- **Phase 2 — Progression monitoring** (completed by the organization, at 6 months): basic data of the organization, youth progressions (work, education, entrepreneurship), counting rule (avoids duplication: one youth, one category), monitoring method (how data was collected), influence of GOYN SP on progressions (support, network, opportunities), and learnings/lessons captured.

Technologies used:

- Bitrix24 as a CRM (secure data management and storage in accordance with the LGPD — Brazilian data protection law)
- WhatsApp as the main channel of communication and articulation
- Power BI for visualization and impact monitoring, with a public interactive dashboard available on the POWERFUL YOUTH website.

1.1.4 Benefits and challenges identified

Benefits for organizations:

- strengthening institutional capacity — financial support from the FTT is perceived as essential and flexible, allowing investment in maintenance, infrastructure, access conditions for young people (transport, food) and complementary activities
- network-building and cross-sectoral collaboration — organizations highlight the connections fostered by JP as a core benefit, generating a sense of belonging to a network, and the FTT strengthens coordination between CSOs and municipal public policies
- a more strategic approach to productive inclusion — the FTT introduced the idea of preparing young people for "good jobs" and not just any job, and strengthened a data-driven culture with longer-term tracking.

Benefits for young people: they valued the technical and socio-emotional training received, especially in basic computer skills (Excel) and overcoming barriers such as shyness; continuous accompaniment helped to build confidence and professional continuity.

In figures: the percentage of young people in the FTT who did not work fell from 78% to 33% after training (those who were not looking for work fell from 29% to 9%); of those who started working, 74% did so in formal employment; average income increased 83% (from R\$896.70 to R\$1,638.29); 92% felt more prepared for the labor market; 3 out of 4 continued in higher education.

Session 2 — Transformation at Scale: Working with Government and Public Policy Advocacy (GOYN CDMX)

Concept: GOYN CDMX has made significant progress in public policy advocacy and articulated work with the government, from the co-design of scalable alternative education models to the design of a district care policy. The session sought to answer: how is this advocacy achieved?, what are the main challenges and how were they overcome?, how is progress measured from a narrative of systemic change?

Learning objective: To understand the routes and forms of advocacy in public policy and articulated work with government developed by GOYN CDMX, and to identify actionable learnings for GOYN Bogotá.

2.1 How has GOYN CDMX managed to influence public policy? In what problems? How do you follow up? Who does it articulate with?

2.1.1 Governance of the Steering Committee

The GOYN CDMX Steering Committee has four functions: to guide the course of the initiative and accompany key decisions; to promote collaboration between organizations; to open new alliances to grow impact; and to ensure the continuity of work over time.

Its composition: 5 donors, 5 CSO members, 2 GAJ (Youth Action Group — equivalent to the YAG of São Paulo, although the rapporteur also noted "3 GAJ" in a different point, see gaps), 1 private chamber/union, 1 government agency (the Ministry of Labor) and 1 anchor partner.

Criteria to be part of the Steering Committee:

1. have in-depth knowledge of the purpose and operation of GOYN as a collective and collaborative initiative
2. appropriate the systemic change strategy of GOYN CDMX as a whole
3. Have constant, active and permanent participation in the scheduled meetings (minimum 80% attendance)
4. Collaborate on strategic decision-making on outreach, advocacy and resource mobilization
5. participate with a minimum co-investment of \$500,000 MXN per year for the financial sustainability of the initiative and the strengthening of the coordinating team, either in cash (for hiring/payroll of the coordinating team, or in-kind support with dedicated personnel) or in cash/kind for strategic coordination activities.

- Exception to the minimum co-investment: GAJ, Government, AJTD (acronym not defined in the rapporteurship — possibly a territorial/youth alliance or articulation) and the private sector.

Contributions per member:

Partner	Type of contribution	Destination of the contribution
Conrad N. Hilton Foundation	Cash	Coordinating team and operating expenses (admin, travel expenses, events); FIT project fund; funds for EclJ; GAJ economic resources; M&E; Consultancies
Accenture	Cash	Coordinating team and operating expenses; Kompas; GOYN Hub; Aim
Co-investment (NMP, Coppel, FSBanamex)	Cash	Coordinating team and operating expenses; Companies with Youth; M&E
Clap	Species	Co-investment for Hub and Apunta
Citizens' Initiative	Species	Co-investment for Voices and Agents
SERAJ / ACFP	Species	FLOU/Youth Studies Opportunity
GAJ / STyFE / SmilePill / AJTD	N/A	N/A

2026 Budget: total of \$17,642,945 MXN (USD 1,008,168), with the following distribution: Conrad N. Hilton Foundation 53%, Accenture Global 19%, Monte de Piedad National Social Investment (includes Hilton component) 8% + 6%, Social Promoter Mexico 5%, Coppel Foundation 4%, Banamex Social Development 3%, Aspen 2%.

2.1.2 Theory of Change and Desired Systemic Changes

The problem: 779,000 young people in Mexico City, of which 403,000 are in precarious jobs, 192,000 are disconnected (out of formal education and work) and 184,000 are high school students (EMS) in poverty.

Barriers identified: discrimination, overload of care work, lack of skills for work, disconnection of young people with respect to work areas, lack of representation of young people opportunity, job insecurity, poverty, school dropout and lag.

Enabling forces (what GOYN CDMX is changing): paradigm of collaboration and systemic change, openness of government to collaborate, city with a strong economy, youth leadership, committed ecosystem.

Desired systemic changes:

1. narrative that highlights the value of youth opportunity (OY)
2. Employers with inclusive practices that invest in training
3. Youth opportunity with strengthened skills
4. Public policies that favor young people Opportunity
5. Articulation of resources in the ecosystem
6. youth opportunity with representation in decision-making spaces.

2.1.3 Pathways and their funding status

Unlike São Paulo, GOYN CDMX has not had constant direct funding for its pathways:

- **Education:** there is a fund developed, focused on FIT programs, which seeks to transition to a Payment for Results (PxR) model in the future. It includes an academic leveling program (learning groups) and a "second chance" model for upper secondary education, with a component of public policy advocacy — the latter is developed in greater detail in 2.1.5 (SECTEI strategy).
- **Employment:** training and routes in digital, hospitality and sales; the "Companies with Youth" programme (phases 1, 2 and 3); FIT programmes.
- **Entrepreneurship:** currently without a dedicated funder; the aim is to rethink the approach of this route. It includes training and the "Voices of Agents" initiative as a project of the GAJ.

Facilitator/pathway funding structure: Conrad N. Hilton funds knowledge generation, communication, and narrative change, and—along with Aspen (YIF/ELP)—youth leadership and agency opportunity; Accenture finances the Hub and the digital platforms of connection points and territory; Aspen also finances the financial inclusion project of the entrepreneurship route; Promotora Social México (PSM) contributes to salaries, operating expenses and consultancies in a transversal way.

Operational structure: there are technical working groups for Employment and Entrepreneurship (with the participation of members of the GAJ), with thematic subgroups (hospitality, digital, linkage with employers — the latter meets twice a month in the framework of "Enterprises with Youth"), as well as an Advocacy Committee and a steering MEL. The coordination base team is made up of 7 people centralized in YouthBuild Mexico; advocacy leadership is coordinated by Iniciativa Ciudadana, and CLAP manages the physical/logistical space.

Restriction on the use of funds: with resources from the Hilton Foundation, lobbying actions cannot be financed, but advocacy actions can be financed. A coordinator is paid from these funds and consultancies and research are covered according to the progress of the strategy. About the "Companies with Youth" background: it was originally conceived as a business plan, but ended up consolidating itself as the "second chance" model aimed at advocacy.

2.1.4 Strategic route of pre-electoral advocacy (2023–2024)

Within the framework of the 2023–2024 Mexico City electoral process, GOYN CDMX developed an advocacy strategy aimed at positioning the needs and proposals of young people in the public agenda and in the government programs of the candidates for the Head of Government. The strategy combined the strengthening of youth advocacy capacities, the collective construction of evidence and proposals, and a process of sustained dialogue with political actors before and after the elections, with the purpose of generating conditions for the adoption of public policies that favor the economic inclusion of young people.

1. Advocacy training for young people opportunity (Nov–Dec 2023).
2. Development of diagnoses in the topics of interest (Dec 2023–Feb 2024).
3. Youth Preparation (February 24, 2024).
4. Thematic dialogue tables (March 4, 2024), organized around: care system, employability policy for youth opportunity, improvement of technical education / EMS of second chance with connection to work, and promotion of youth entrepreneurship opportunity.
5. Development of a collective advocacy agenda (Jan–Mar 2024), built from the results of the working groups, systematized in a diagnostic document prepared by ACFP (acronym undefined), which became the GOYN Public Policy Agenda.
6. Presentation of the agenda to the campaign teams (April 2024).
7. Dialogues with campaign teams (Apr–May 2024).
8. Dialogue with the transition team of the elected government (Jul–Nov 2024).

Public presentation of the agenda: representatives of the three political campaigns that contended for the governorship of Mexico City participated, with more than 100 attendees: 36 representatives of local government, 5 media, 3 chambers of commerce, 9 donors, 20 CSOs and 27 young people of the city.

Outcomes of bilateral campaign meetings: agreement with all three campaigns to work with the transition team after the elections; agreement to adopt a positive narrative around "opportunity youth" (not necessarily the term itself, but the narrative approach); and agreement with all three campaigns to consider opportunity youth as a potential workforce for the Care System.

The GAJ defined the care system as its own advocacy agenda to be promoted. In the design of the agenda, it was decided not to work with the legislative branch but with the executive, except in the case of the care agenda. This decision generated an unforeseen challenge: after more than 6 months of joint work and design, the allied secretary of education was transferred to another agency and a replacement arrived without prior knowledge of the subject. The rapporteur's office concludes from this an explicit lesson: "advocacy in LATAM has been tied to the person who, from politics, is allied and close" — that is, the risk that advocacy depends on interpersonal relationships with specific officials, and not on institutionalized agreements that survive staff turnover.

2.1.5 Scalability, advocacy and leadership strategies on the front (progress 2025–2026)

The presentation of GOYN CDMX documents four active advocacy fronts:

a) SECTEI (Secretariat of Education, Science, Technology and Innovation):

- *Identified situation:* 460 thousand opportunity youth lack complete EMS, which results in precarious jobs. 97% of vacancies require a certificate of upper secondary education (data from the "Apunta" research).

- *Desired situation:* An alternative form of EMS—public, technical, work-oriented—suitable for young adults who are unable to return to traditional schooling.

- *Actions 2025:* agreement with SECTEI, consultancy with CINVESTAV, technical working group (TWG) and high-level dialogues.

- *Challenges and actions 2026:* strategy against political and budgetary factors, and dialogue with the new secretary.

(b) STyFE (Ministry of Labour and Employment Promotion):

- *Identified situation:* 600 thousand young people have opportunities in precarious and/or disconnected jobs, with discrimination, unacceptable working conditions, burden of care work and low representation in the public agenda.

- *Desired situation:* increase economic opportunities and decent work with a gender approach, and achieve active participation of young people in educational and employability policies.

- *Actions 2025:* agreement with STyFE; STyFE as a member of the Steering Committee; GOYN point / employment agency; workshops for youth opportunity; awareness to business chambers; participation in the RNVL and other committees, and the actions of "Companies with Youth".

- *Challenges and actions 2026:* enable GOYN Points in mayor's offices; geolocation of youth opportunity and territorial strategy; certification of skills by STyFE; communication campaigns to the business sector to promote hiring; national job fairs.

- STyFE as a "champion actor" (key and active ally). The commitments to hire young people for opportunity by the business chambers are low (1%), although it stands out as an achievement that this commitment is already established as law.

c) SEBIEN (well-being / care system):

- *Identified situation:* more than 100 thousand opportunity youth unrelated to education/employment carry out care work, and are invisible as caregivers in discussions about the Care System and the Care Law of Mexico City.

- *Desired situation:* direct and active participation of young people opportunity in discussions, as a priority population and caregivers; promotion of professionalization, labor dignity and inclusion in Social and Solidarity Economy strategies.

- *Actions 2025:* Young Voices in Care Forum (with ICPCD and Oxfam); ECOS Network, Technical Care Group; prior consultation forums for the Law of the City Care System, with the local Congress.

- *Actions and challenges 2026:* achieve the approval of the Care Law in the Congress of Mexico City, and continue the dialogue for the publication of its operating rules and budgets.

d) Mayors + Voices and Agents (territorial):

- *Identified situation:* low representation and participation of young people, an opportunity from the periphery, with few points of connection with the territories.

- *Desired situation:* 20 opportunity youth leaders in Ecatepec, Iztapalapa, and Cuauhtémoc, and a network of 200 young people with a focus on emotional well-being and mental health.

- *Actions 2025:* Voices and Agents project; co-investment of ICPCD, YIF and GAJ; territorial alliances; agreements with mayors.

- *Actions 2026:* training (Youth Lab); organisation of territorial cells; community projects.

2.1.6 Measuring progress and attribution: how do you measure the reach and impact of advocacy on a case-by-case basis?

The discussion revolved around the distinction between **attribution** and **contribution**: advocacy results should be thought of in the long term, understanding that it is more feasible to demonstrate GOYN's contribution to change (in the medium and long term) than to attribute the result directly and exclusively to it.

About the advocacy team: The person currently in charge of advocacy was hired after the elections, with 14 previous years of experience working with government and institutional relations. Before her arrival, the leadership of advocacy was exercised by a person identified in the rapporteurship as "Emilia" (without a last name or formal role registered). With the arrival of the new advocacy person, GOYN and the GAJ's own agenda grew.

Incidence form: the rapporteurship mentions the existence of an "incidence form" as an instrument, without attaching its content or structure — it is pending to be requested from the CDMX community.

Session 3 — Regional Financing Strategies Workshop

Concept: map a list of potential partners and discuss strategies on regional synergies to approach funders.

Learning objective: To identify forms and mechanisms of financing GOYN communities, their differentials, potential funders and possibilities of regional articulation.

3.1 How are GOYN communities financed? What stands out about each one?

The following table consolidates the financial structure reported by each community during the workshop. The original terminology of the rapporteurship (Steering Committee / Grants / Local / Species / Emergency Fund) is maintained because not all communities use the same categories, which in itself is a relevant finding for GOYN Bogotá: **there is no single financial model between GOYN communities**, but adaptations to each local context.

Community	Main sources	Distinctive elements
Bogota	Steering Committee (annual membership fee, 1-2% each, supports the backbone) approx. 20%; Grants 80% (Botnar, GitLab, Accenture, JPMorgan), of which 70% go to pathways; Global/Aspen, in decline, for spaces and specific interventions	As new partners join, the anchor partner has decreased its cash contribution, maintaining in-kind and administrative contribution. Explicit challenge: there is no guaranteed direct funding for the backbone.
Barranquilla	International: Grants 75-85% (down) — Fundación Botnar (intervening together with OurCities), Accenture Global (with a focus on sustaining backbone systems thinking); Local 1-2% via Steering Committee (in intentional promotion) — Fundación Santodomingo, United Way, Fundación Corona; Specie 10% (administrative support, spaces, events)	Pathways financed with city resources (mayors' offices, unions, Fundación Santodomingo, CCB) that do not commit direct input of resources but do leverage and multiply the existing resource.
CDMX	International grants — Hilton 50%, Accenture 20%; Local 30% (Coppel, Nacional Monte de Piedad, Banamex, PSM) — increasingly direct reporting with the FITs and interventions;	Local funders have come to understand GOYN's role and mission better thanks to the results of CRM at the ecosystem level (and not just individual youth).

	Species — backbone and research; Steering Committee — Clap, ICPCD	
São Paulo	International 60% (Accenture, Caterpillar, Aspen); Local 40% (Itaú, Coca-Cola, AryMax, Em Movimento, Accenture Brasil, United Way); Emergency fund of USD 200 thousand (<i>endowment</i> of local partners); Revenue from projects to companies (~5% of budget)	YAG develops products and projects as its own consulting service. The "Elevated to Power" program sells projects and services to companies (including VIP clients) and offers consulting to other NGOs/organizations to strengthen their systemic roles, with a step-by-step toolkit aimed at companies.
Rio de Janeiro	Backbone: Aspen; Pathways: no steady funding — UNICEF Brazil (close to Cedars-Sinai, in conversation for PxR), Coca-Cola (in conversation for PxR), Brazil Foundation (in conversation for PxR), Federação Firjan (local); Species — Fundação Roberto Marinho, CIEE Aprendizaje, Alcaldía Municipal, Firjan	Younger, pathway-funded community not yet consolidated; actively exploring the Pay for Results (PxR) model with several funders in conversation. In the future: entry of Accenture, Shell (LATAM business case) and National Geographic (Green Jobs).

Diagnosis shared among all communities: all communities face the same structural problem — no one wants to fund the backbone (the coordinating team and the operation of the initiative), and funders prefer to allocate resources to direct interventions with young people.

3.2 Discussion on regional articulation (YouthBuild Global)

The rapporteurship records a discussion, apparently less structured than the rest of the session, on the possibilities of a regional financing strategy coordinated by YouthBuild Global:

- It has been difficult to incorporate regional challenges into a joint strategy.
- The only funders available so far are the same international funders that each community already has separately; If you want a joint fundraising strategy, you should specifically look for multilatinas companies and present them with a unified proposal.
- It has not been feasible to find a funder that seeks a simultaneous presence in so many countries.
- The focus of current projects is too regional/local in their results, which makes it difficult to pitch together.

Ideas raised to move forward (registered as an open list, without development or assignment of managers):

- Identify which actors correspond to the *business case* that is built together.
- Connect, from local offices, with the global offices of shared funders (e.g. Accenture).
- Look for an anchor organization that, like Accenture, can give stability to a joint strategy.
- Present in an aggregate way the goal of OY impacted at the regional level, as an "FTT between communities".
- Generate learning networks between communities, systematizing and comparing results.
- Build a network of young people with exchanges between communities, standardizing outcome indicators to identify which ones are most attractive to funders and generate a common

taxonomy of indicators. It was identified that all GOYN communities already have a GAJ/YAG, which provides a common basis for easy alignment.

- The following specific lines of work are: (1) to generate a *regional business case* with leveling of indicators, networks and comparable interventions; (2) map potential shared funders.

3.3 How do communities identify their potential funders?

As part of the workshop, the communities carried out a joint mapping exercise of potential funders, aimed at identifying actors with the capacity to strengthen the financial sustainability of both each community and an eventual regional strategy. The discussion was based on a shared diagnosis: the current context presents a reduction in traditional sources of philanthropy and cooperation, which makes it necessary to diversify sources of financing and strengthen a regional value proposition. In this framework, Aspen and the communities proposed the construction of a joint business case that would allow the five GOYN LATAM communities to be presented as a regional initiative, in order to expand the capacity for resource mobilization, strengthen the articulation between communities and increase the scope of their collective impact.

The discussion also made it possible to specify the profile of the potential prioritized funders. Beyond providing resources for specific interventions, the importance of identifying organizations willing to finance the backbone of communities was highlighted, with an understanding of systemic change approaches, interest in strengthening local ecosystems, and flexibility to accompany long-term transformation processes. The mapping exercise combined the knowledge and networking networks of each community with a reading of each country's funding ecosystem.

As a result, a preliminary list of potential regional allies was consolidated and specific responsibilities were assigned to the community leaderships to advance in the approach to those funders with whom there were already links or possibilities of dialogue. Likewise, the role of YouthBuild Global as an articulator with international funders was highlighted, taking advantage of its relationship capacity to open financing opportunities that strengthen GOYN LATAM's regional strategy.

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| • CAF | • Ford Foundation | • Citi Foundation |
| • GIZ | • Vélez Reyes+ | • Microsoft Foundation |
| • IDB | • Mastercard Foundation | • Grupo Bimbo |
| • Amazon | • Visa Foundation | • Unilever |
| • Cisco | • JPMorgan | • P&G |
| • Kellogg Foundation | • Open Society Foundations | • Danone |
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