



GOYN ANNUAL CONFERENCE 2024
17th TO 21st NOV. 2024 | PUNE, INDIA

TRANSFORMING YOUTH LIVELIHOODS:
PATHWAYS TO FULL POTENTIAL



2024 ANNUAL REPORT

DECOLA CRIA

GOYN Rio de Janeiro



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1. Year one milestones for Decola Cria¹

Report question: Please reflect on the overall progress you've made during the reporting period. How does the progress you've made to-date advance the larger goals you hope to achieve?

a. Formed the three GOYN working bodies

- Collaborative with over 30 institutions, 22 of which have signed MoUs.²
- Steering Committee with Firjan (Federation of Industries of the State of Rio de Janeiro), Roberto Marinho Foundation, and the Youth Secretariat of Rio de Janeiro.³
- Youth Advisory Group (YAG) with 18 young people from across the city.

Box 1: Collaborative and Steering Committee institutions in 2024 and their formalization status

MoU signed

- Associação Beneficente Amar
- Centro de Convivência Mais que Vencedores
- CIEDS
- CIEE
- Dream Learn Work
- Ecos do Futuro
- Educap
- Firjan
- Fundação Roberto Marinho
- Gambatte
- Generation Brasil
- Instituto Besouro
- Instituto Coca-Cola Brasil (funding agreement for the Ecosystem Map)
- Instituto da Providência
- Kiyo Brasil
- Luta pela Paz
- Movimento de Mulheres Vitória Régia
- Museu do Graffiti
- Precisa Ser
- Redes da Maré
- Target Assessoria de Comunicação
- UNICEF (GOYN as part of a cooperation agreement with the Youth Front of CEDAPS)

Signature in discussion

¹ Based on the Design Phase Anchor Partner Work Plan.

² The MoU was developed based on examples from other communities and in consultation with the CEDAPS legal team.

³ UNICEF was initially also part of the Steering Committee, but opted to not participate directly due to its national governance structure. They stayed on as funding and strategic partners.

- Camp Mangueira
- Cinema Nosso
- Fundação Gol de Letra
- INPAR
- Instituto Jardim Botânico
- JUV-Rio (Youth Secretariat)
- Observatório de Favelas
- Recode
- Rede Cidadã
- Spectaculu

Others

- LINC (Laboratório de Inclusão Produtiva das Juventudes): cannot sign the MoU for institutional reasons, but still wishes to be part of the Collaborative
- Programa Jovens Construtores (YouthBuild Brazil): part of CEDAPS
- Sebrae: cannot sign the MoU for institutional reasons, but still wishes to be part of the Collaborative

b. Development, provider, funding, and monitoring of the Ecosystem Map

Based on examples from other communities, and the Ecosystem Maps of São Paulo and Bogotá, we developed the ToR for Rio de Janeiro’s Ecosystem Map to reflect the local needs of youth in the city. After evaluating proposals from possible providers, Instituto Veredas was chosen to lead the Ecosystem Map.

The study is set to conclude in February 2025, and is structured into three main modules:⁴

1. **Youth cross-cutting issues:** through a mixed-methods approach, the first phase of the study focuses on understanding the issues (‘atravessadores’) that affect young people’s relationship with study and work in the city. This was based on quantitative data gathered from official public databases, a literature review, and inputs from the Field Diaries developed by YAG members (further developed in section 3.a) and the workshop conducted with the Collaborative in August 2024. This module was completed in September 2024, and the initial report (pending adjusted based on comments by the Decola Cria team) is available [here](#).
2. **Ecosystem mapping:** mapping of 50 initiatives, policies, and/or programmes aimed at the inclusion of youth in the city through a ‘netnography’, as well as in-depth interviews and a focus group with key stakeholders to further understand challenges and opportunities in youth inclusion.
3. **Market study:** exploration of local market dynamics through the four main future economies – green economy, digital economy, care economy, and creative economy. Also includes interviews with four key stakeholders, one representing

⁴ The first module was finalized in September, and the second and third modules are being conducted simultaneously.

each economy, to explore trends and possibilities for qualified youth inclusion in these fields.

The Decola Cria team has biweekly meetings to monitor and provide inputs on the development of the study, as well as support Veredas in the contact with the YAG, Steering Committee, and Collaborative members when pertinent (for Field Diaries, interviews, focus groups, etc).

Furthermore, we are jointly seeking pathways to secure data on young people not studying and not working in the city disaggregated by neighborhood or location, an information not available in public databases.

With regards to the funding of the study, after discussion with the GOYN Global team, it was agreed that funds for the initial sum of USD 20,000 needed for the study would be provided through a grant by the Aspen Institute. The Decola Cria team secured funding agreements with Instituto Coca-Cola Brasil, for R\$ 50,000, and Firjan, for R\$ 60,000, covering the remainder of the study and a launch event.

c. Action through partnerships with the Steering Committee

To start off Decola Cria with strong institutional connections and concrete contributions to the city, two partnerships were established with Steering Committee members:

- **UNICEF: political incidence and youth**

Development of a survey named “Um Rio de Jovens” to collect demands from youth in the city, in view of the local elections for Mayor and City Council. The survey was developed by the YAG, with support from the Decola Cria team.

YAG members went on to collect 1074 responses through interventions that used educational, cultural and sports activities as strategies to both obtain responses and mobilize youth in local issues and relevant discussions.

Final results were then presented to 11 candidates for the City Council whose agenda was in line with youth issues, of which four were elected.

In another workshop, the YAG transformed these results into proposals, considering existing policies. They are currently preparing to seek bilateral agendas with the elected candidates to present and seek avenues for the advancement of their proposals. The final report detailing the process and proposals developed by the YAG is being formatted and under final review.

- **Fundação Roberto Marinho: [Political Training for Youth Leaders](#) course**

In parallel with the survey, the YAG also contributed to the development of a course hosted by Fundação Roberto Marinho’s digital education platform, Co.liga, on the

fundamentals of political action and incidence and the importance of active participation in democratic processes.

An initial workshop was hosted in CEDAPS with the YAG and other youth to present the course structure and gather their contributions. [Course content](#) was subsequently developed by CEDAPS teams, involving YAG members. Co.Liga and 1MiO, initiatives from Roberto Marinho Foundation and UNICEF, respectively, hosted the course on their platforms and provided reviewing and indexing services.

Until November, 849 young people across the country connected to the course, 526 of them enrolled, and 436 completed it – 119 of the ones connected and 62 of those certified are in Rio de Janeiro.

d. Strong partnership with the public sector

Rio de Janeiro's Youth Secretariat (JUVRio) has been a key partner for Decola Cria in several ways. The presence of the Secretary in several events, including the launch, their contributions to the Ecosystem Map through interviews with both the Secretary and technical team members, and connection with the Labour Secretariat, also for Ecosystem Map interviews.

We also connected Instituto Veredas with the Pacto Pela Juventude (the main public policy of JUVRio) team to discuss the possibilities of data sharing of OY disaggregated by location, since this information is not available in public databases.

In November, we were able to bring the Youth Secretary, Gabriella Sampaio, to the GOYN Global Convening to present the work done by JUVRio through Pacto Pela Juventude in qualifying youth for data collection in their territories.

e. Official launch event and culmination of Steering Committee partnerships

In September 2024 three separate events were organized in the context of the official launch of Decola Cria in the city, and which also served as the culmination of a series of partnerships and initiatives with funders and Steering Committee members.

All three events were held in Museu do Amanhã, who offered its auditorium at only set-up and administrative costs.

- **Decola Cria Launch**

Representatives from 23 Collaborative organizations were present at the official launch, as well as partners from the Prudential Foundation, GOYN Global, and the press. The event included speeches from key partners such as Fundação Roberto Marinho, the Youth Secretary, Firjan, and UNICEF.

The Political Training for Young Leaders course jointly developed with Co.liga (discussed in section 1.c) was also launched at the event.

We also presented the [Collaborative Map](#), in which, with the support of the georeferencing team of CEDAPS, we mapped 35 Collaborative institutions by neighborhood, as well as YAG activities in the city. The map showcases areas with high presence of Decola Cria partners and areas with need of further representation.

Finally, each organization was presented with a plaque commemorating their participation in the initiative.

- [Event with legislative candidates: presentation of “Um Rio de Jovens” survey results](#)

With the elections less than a month away, eleven legislative candidates were presented with the survey results discussed in section 1.c.

- [Decola Cria launch for youth](#)

Over 100 youth mobilized by the YAG and Pacto Pela Juventude attended the launch event specifically targeted at youth, which included the presentation of the survey results, thematic discussions based on priority topics in the survey, and cultural presentations.

2. Lessons learned

Report question: Please reflect on lessons learned, changes that you believe may result within the next year or so as a result of this work, and challenges or surprises you have encountered during the reporting period. If you have encountered challenges, please describe how you have addressed them.

Among the lessons learned throughout the design phase of Decola Cria, the following were highlighted in the internal planning session to be addressed in 2025:

- **Engagement of the Steering Committee as a collective:** in the design phase, we created strong partnerships with Steering Committee organizations through bilateral activities. However, we had difficulties engaging them as a group. In year two, we want to create ways to strengthen their sense of collective ownership of Decola Cria.
- **Integration between GOYN working bodies:** though we had substantial accomplishments in the collaborative, steering committee, and YAG, we found it a challenge to integrate the three groups (as stated regarding the Steering Committee as well), create a sense of collective ownership and belonging to Decola Cria as a whole. In year two, with the pathways designed, we will seek ways to promote deeper connections between them.
- **Robust fundraising strategy:** one of the challenges for fundraising in the design phase was not having a specific strategy and plan of action to present to possible

funders, as it was being developed with the GOYN working bodies. With that in place for year two, we want to more actively engage funders in Decola Cria and broaden our partnerships with national and international donors.

- **Previously structured communications plan:** considering the importance of the narrative change approach to GOYN, a detailed and well thought out communication plan developed in advance and considering the specific milestones planned for the year. This includes using social media to promote the initiative and provide a platform of recognition for YAG and collaborative members.
- **Private sector engagement:** throughout the year, in our attempts to approach possible partners in the private sector, and came to the conclusion that to effectively engage with this sector we will need a structured plan and specifically direct our efforts to better engage with it. Private sector presence in the collaborative is still a challenge, and we will likely design parallel pathways of engagement before we integrate them with the other institutions.

3. Youth Engagement

a. Participatory and co-construction activities

Report question: Please describe how you engaged opportunity youth (OY) during the first year of the grant and which strategies did you use for OY engagement? This includes but is not limited to the YAG members, engagement activities and the number of OY reached, etc.

The first year of Decola Cria was focused on building, qualifying and involving the YAG in both their own agenda and the initiative as a whole. YAG members were initially invited from partner institutions in the Steering Committee and Collaborative, and engaged in two main agendas⁵:

- **Ecosystem Map: Field Diaries**

As part of the first module of the Ecosystem Map, YAG members developed Field Diaries registering their experiences, aspirations, and challenges faced in their daily lives in the city, with special attention to areas relating to studies and work. The Field Diaries were used as a qualitative component to include the voices of youth and have their experiences as a foundation for the study.

Instituto Veredas provided weekly sessions to support YAG members and held a workshop after the completion of the diaries to validate and discuss their findings.

An additional product stemming from the Field Diaries is further discussed in section 7.d.

⁵ YAG members received a monthly stipend to support them in the implementation of both agendas, as well as financial support for the implementation of mobilization activities for the survey.

- Political incidence: Um Rio de Jovens survey and Political Training for Young Leaders course

Strategies and their modes of youth participation for these two products were described in more detail in sections 1.c and 1.e.

It is important to highlight how, when developing their mobilization plans relating to the survey, the YAG went beyond gathering responses, and used their creativity and their own priority agendas and experiences to create interventions in education, culture, sports and other areas. YAG members organized an independent artists exhibition and poetry show, a women's football tournament, dialogue activities in schools and partner programs such as CIEE and JUVRio.

Besides their own agenda, strategies were also developed to include the YAG (and the Collaborative as a whole) in broader decisions regarding Decola Cria, including the development of the local name of the initiative.

Box 2: Development of local name and brand

In interactions with the Collaborative and YAG we noticed that the name GOYN generated confusion, as many were unsure on its pronunciation and meaning. This led to a participatory process to create a name that generated in participants a sense of belonging and identification with initiative.

We were referred by Beatriz Azeredo to [Refinaria Design](#), a company specialized in branding and visual identity. Through an in-kind donation of R\$ 10.980,00, we developed a participatory process involving the YAG and the Collaborative to develop GOYN Rio de Janeiro's name. The process involved the following steps:

1. **Workshop with YAG:** initial brainstorm and raising of possibilities.
2. **Refinement by Refinaria team:** 10 logo options were developed based on the workshop.
3. **Internal prioritization:** the CEDAPS team prioritized four options through an online vote.
4. **Final decision with Collaborative:** an online vote was made with all GOYN members (Collaborative and Steering committee organizations, Decola Cria team, and the YAG) to make the final decision.

The name 'Decola Cria' was selected with the majority of the votes, and the decision was communicated to all partners via Whatsapp.

With the name selected, Refinaria developed the brand and visual identity of Decola Cria based on global guidelines and references. Additionally, they developed the [brand guidelines](#), logo package, presentation template and graphic elements.

YAG members were also highly present in collaborative discussions, with an average of five members attending each meeting, and actively participating in activities along with other members.

b. Lessons learned on youth engagement

Report question: What are key reflections on lessons learned, changes, and improved youth outcomes are a direct result of OY engagement in GOYN? If so what specific outcomes were noted? (This could include how engagement contributed to their capacity building and skills development, thinking, engagement with the wider community, expansion of their support network, personal or professional growth, etc.).

The following are highlights among the contributions and learnings stemming from OY and YAG engagement:

- It is important to include youth in decision-making processes, but always in a qualified and structured way, as to ensure their participation occurs in a genuine, mutually beneficial and respectful manner. It is crucial to include forms of YAG participation in the governance process.
- Any decision involving the YAG must include their planned participation, considering a series of issues: what is their level of proximity to the issue at hand? What is the dynamic of the group, and how will this decision affect it? How can we ensure that opportunities become available to members in an egalitarian manner?
- When OY are properly qualified and trusted to take the lead, they become more engaged and invested in activities, which causes them to go beyond expectations and have a greater impact on their peers and communities.
- The YAG was extraordinarily effective in mobilizing their peers and securing additional community resources needed (aside from funding provided by Decola Cria) for the Um Rio de Jovens survey, and they used a variety of strategies to do so. They went from facilitating dialogues in public schools to hosting community events, such as poetry slams and sports tournaments. It is important to support them in recognizing and making use of these skills, emphasizing that they are relevant leadership abilities that can be used in and beyond Decola Cria.

4. Collaborative engagement

a. Activities and engagement

Report question: Describe the engagement level of your collaborative. (Include a short description of activities, numbers of meetings, convenings, etc.) Please include any lessons learned or reflections on how engagement could be improved.

The engagement plan for the collaborative in year one included monthly meetings, bilateral meetings with prospective partners, virtual mobilization for meetings and other events, and participation in the Ecosystem Map. Monthly meetings were planned in order to establish a collective understanding of GOYN principles and methodology, and collectively develop a shared vision and strategy for GOYN Rio based on the Ecosystem Map. A brief description of each meeting is described below:

- April: introduction to GOYN and the concept of 'systemic impact'.
- July: deepening understanding of GOYN principles.
- August: presentation of initial results of Ecosystem Map and contributions to the study.
- September: official launch.
- October: building a shared vision and strategy (contributions that will be used to draft the theory of change).
- November: focus group for module 2 of the Ecosystem Map (voluntary and virtual).
- December: wrap-up of the year and first look and 2025 pathways.

Throughout the year, we reflected on how to promote engagement and build an understanding of Decola Cria as a platform for collective action that could leverage the work of each organization. In the coming year, we will explore four avenues for maintaining engagement: co-construct actionable solutions; involving members in a participatory manner through transparency and involvement in decision-making when pertinent; offering public recognition for contributions; and structuring qualified funding processes that leverage collaborative organization practices.

b. Participatory pathway design

Report question: How have actors in the ecosystem been engaged in the identification and design of the pathways (including OY)? Are there strategies that could be considered to increase engagement in pathway development? If yes, what are they?

Throughout the year, the ecosystem mapping, collaborative, and YAG building processes intersected and interacted, culminating in the three main pathways designed for implementation in 2025 (described in section 7.b). Elements that contributed to this process include:

- Initial collaborative meetings where three main areas affecting OY were identified: basic education, local support network (family), and urban mobility.
- YAG meetings where the term ‘precocious adult’ was identified as a common factor in OY experience in the city.
- Ecosystem Map findings and establishment of five categories of cross-cutting issues (‘atravessadores’) of OY in the city: education quality; family relationships; the state of the labor market; discrimination and social categories; and territory.
- Two final collaborative workshops, where participants contributed to building a shared vision and strategies, and which highlighted an information gap among civil society organizations, the importance of connecting local stakeholders, and broadening the possibilities of choice for youth.

These elements, connected to the GOYN methodology (highlighting the importance of strengthening the ecosystem, focusing on narrative change, and putting OY at the center) led to the creation of three pathways to be explored in 2025.

5. Course corrections and changes

Report question: Please describe any significant unanticipated events or organizational or environmental changes that have had an impact on your work during this reporting period. Include a description of how you have responded to those changes and how your plans for the future of this work may change as a result.

The main changes that occurred in the course of 2024 pertain to the CEDAPS team. Melissa Abla, the coordinator of the Youth area, will step down from the position in 2025 to pursue a PhD and will remain in CEDAPS in an advisory capacity. Ingrid Siss, the Youth Mobilization Coordinator of Decola Cria, will also step down from the position, as she received an invitation to work with the next public administration.

In response to this, the internal Decola Cria team was restructured, with the arrival of Ives Rocha as an Institutional Partnerships Advisor for the Youth area and co-coordinator of Decola Cria, along with Anna Becker, who was already acting in this capacity in 2024. A new Youth Mobilization Coordinator will be hired in 2025, and the team will work with Ingrid to draft a transition plan and explore any possibilities of maintaining her connection to the YAG, if possible.

With regards to the Decola Cria working bodies, another occurrence that required a course correction was UNICEF’s decision that it could not participate in the Steering Committee, due to its national governance structure. In order to maintain the organization and value its role as a program and funding partner, we adjusted the language used when mentioning our partnerships with them that involved the Steering Committee, and kept them involved in the process.

6. Success stories

Report question: Are there example/s of success stories or other ways that you have captured the impact of the initiative that you could share? Please attach them.

The initial work plan of the YAG and the possibility of amplifying youth voices through GOYN have allowed us to leverage young people, even in the design phase.

In the Decola Cria launch, several YAG members were interviewed by the largest television channel in Brazil, giving statements on how it is key to ensure political engagement by youth and the importance of youth leadership, as well as the arrival of Decola Cria in the city. Seeing themselves represented in major communication channels, where OY are so often represented in a negative light, was a major achievement to them. YAG members [Vinicius Almeida](#), [Danilo Quadra](#), [Larissa Lúcia](#) and [Matheus Moreira](#) were interviewed on the launch and the Political Incidence course. This process highlighted to us the importance of mass communication to impact narratives on OY.

In november, another YAG member, Maria Dutra, went to the GOYN global convening in Pune, India. She made several observations and questions related to her work at Decola Cria and her experience in Rio de Janeiro and Brazil. Maria stated that she had always dreamed of actively participating in equitable social and political changes due to having been denied many opportunities. The conference opened new horizons and possibilities for Maria, as she said in her statement:

“Being able to access and participate in this conference, sitting at the same table as influential leaders and having access to them increased my hope for my future as a young person even more. Seeing more experienced people concerned about our future and moving collectively and together with young people to break this negative generational conflict made me very happy. For many people who, like me, grew up in a place where society does not care about those who are black, from the favelas or poor, to be able to have hope is a treasure. GOYN and CEDAPS gave me space to voice my opinion, and I go back to Brazil bringing more hope”.

7. Planning and support for 2025

Report question: What are your learning objectives for the next year of funding (i.e. what knowledge gaps related to your work do you want to pursue?) How can the GOYN support your learning objectives?

There are five main areas we will focus on over the next year of funding: fundraising, pathway implementation, MEL, YAG leadership, and integration between GOYN working bodies.

a. Fundraising

The Decola Cria strategy for year two was developed along with the programme plan for the initiative. It will follow three main pathways for partnerships: the Decola Cria fund, the three selected pathways for Collaborative action, and the YAG action plan.

Box 3: Fundraising strategy for year one

The initial year of Decola Cria was focused on developing a strategy for fundraising that could solidify existing partnerships, open the way for new ones (particularly with the private sector), and permit contributions in a scenario where specific pathways for 2025 were under development throughout the year.

In July, CEDAPS and United Way Brasil (UWB) hired a joint fundraising expert, Luísa Hernandez, to develop strategies that could allow cooperation and mutual benefit between Decola Cria and Juventudes Potentes. With her departure from the team in November, the organizations opted to pursue their fundraising strategies internally, in view of the different stages of each initiative, and seek cooperation in specific areas where opportunity arises.

Luísa developed the initial fundraising strategy for Decola Cria with four strategic pillars based on the GOYN methodology for systemic change:

1. Financing employability and economic empowerment projects
2. Strengthening the network of Civil Society Organizations (CSO)
3. Produce and disseminate knowledge
4. Redefine narratives on OY

These pillars were the basis for the development of possible collaboration strategies with the Collaborative in 2025, discussed in section 7.b.

i. The Decola Cria fund

Inspired by the Juventudes Potentes territorial fund, this strategy will allow us to position Decola Cria as a regранter, strengthen the ecosystem (through collaborative organizations) both financially and by offering qualification and exchange opportunities, impact OY, and explore opportunities to connect youth, community-based organizations and other actors through funding.

ii. Collaborative pathways

Funding specific to the pathways described in the next section (information hub, private sector exploratory study, and communication for narrative change).

iii. YAG action plan

YAG funding will be procured through integration with Collaborative pathways, as well as their specific agenda described in the next section.

For all three strategies, we seek to mobilize local and international donors, as well as seek possible opportunities to connect and integrate different working groups and pathways.

b. Pathway implementation

Through the process described in section 4.b, we developed three main pathways for collaborative implementation in 2025:

i. Establish Decola Cria as an information hub on OY ecosystem

Create, through Decola Cria, a hub for connecting and sharing information between CSOs and connecting supply and demand for opportunities for young people in the city, addressing the information gap between organizations, young people and the ecosystem as a whole.

ii. Map and engage the private sector

Conduct an exploratory study including engagement strategies with the collaborative to understand the demands and possibilities of major private stakeholders to engage in the inclusion of OY, understanding the motivations, challenges and necessary changes for companies to better engage with youth.

iii. Communication strategies for narrative change

Redefine narratives about youth through collectively developed communication strategies and focusing on key themes that impact the possibility of including young people in education and work. Possibilities already raised by the collaborative include: Workshops in schools to promote the value of the territory, Producing academic content in favela language and in language accessible to companies, Redefining the role of young people in companies.

c. Monitoring, evaluation and learning (MEL)

We are currently working with Bianca Matos, an external consultant, to develop our dashboard and indicators, as well as strategies for collecting data from the collaborative and connecting MEL pathway strategies with broader Decola Cria goals.

In year two, with pathway implementation, we intend to have an adequate MEL system to assess our progress and serve as a basis for future improvements as the initiative evolves.

d. YAG leadership

As previously discussed, YAG members will be actively involved in pathway implementation. Aside from their participation in Collaborative agendas, the following are the planned activities for 2025:

- **Political incidence:** development and implementation of an incidence plan for three of the proposals elaborated by the YAG as part of the Um Rio de Jovens survey.
- **Field Diaries Exhibition:** considering the breadth and depth of the diaries, and the specific scope of the Ecosystem Map, the Veredas team suggested the development of a separate product that can more broadly capture their contributions. After discussing with the YAG, an exhibition based on the diaries (which included visual and sound elements as well as written) will be part of their work plan for 2025. We are currently assessing the possibility of incorporating the exhibition to the study's launch.
- **Private sector mobilization:** at least 3 workshops with recruitment and selection sectors of companies aimed at building strategies for recruitment that favour OY inclusion.
- **Internal and external meetings:**
 - ~20 regular meetings aimed at planning, aligning and monitoring YAG activities.
 - ~2 external social engagement activities aimed at disseminating content related to YAG political incidence, offered to young people who participate in Collaborative institutions.

e. Integration between GOYN working bodies

In all of the strategies and activities described above, we will seek to find avenues to connect and integrate the different GOYN working bodies. For instance, how the YAG can be mobilized to participate in youth engagement training provided to CBOs, or how Steering Committee members can lead activities related to pathway implementation.