

FINAL EVALUATION
EMPOWERING YOUTH TOGETHER GLOBALLY PROGRAMME (2022-2026)
BRAZIL EVALUATION REPORT

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List of abbreviations

AMAR – Associação Beneficente Amar
APPS – Awareness, Protection, Participation, and Skills
CEDCA – State Council for the Protection of Children and Adolescents
CONANDA – National Council for the Rights of Children and Adolescents
CMDCA – Municipal Council for the Rights of Children and Adolescents
CMDMDC – Municipal Council for Women’s Rights of Duque de Caxias
DGD – Directorate General for Belgian Development Cooperation and Humanitarian Aid
DKA - Dreikönigsaktion der Katholischen Jungschar
ESD – Education for Sustainable Development
EYTG – Empowering Youth Together Globally
FGD – Focus Group Discussion
GCE – Global Citizenship Education
QLEs – Quality Learning Environments
KII – Key Informant Interview
MCD – Mutual Capacity Development
MEAL – Monitoring, Evaluation, Accountability and Learning
SCD – Shared Capacity Development
SEBRAE - Brazilian Service of Support for Micro and Small Enterprises
SESC - Social Service of Commerce
SER – Se Essa Rua Fosse Minha
ToC – Theory of Change
TVET – Technical and Vocational Education and Training
YOUCA-Brasil – Youth for Change and Action Brazil Chapter
Y2Y – Youth to Youth

1. Executive summary

The final evaluation of KIYO Brazil's programme implementation of the multi-country initiative Empowering Youth Together Globally (EYTG) provides a critical assessment of the initiative's rollout throughout the 2022–2026 mandate. The analysis aims to determine the extent to which KIYO's approach to youth empowerment through the realisation of gender-sensitive quality learning environments (QLEs) yielded the expected results, enabling Brazilian youth to realise their rights, become active global citizens, and contribute to a sustainable and just society. This mixed-methods study relied on both quantitative and qualitative data to assess the programme's achievements and shortcomings.

Overall, the programme demonstrates strong performance across several OECD-DAC criteria, particularly in terms of efficiency, relevance, and effectiveness. Implementation was generally well-managed, with resources used appropriately and activities adapted over time to respond to changing contexts and emerging needs. The programme's focus remained aligned with the priorities of participating organisations and the realities of the target groups, contributing to meaningful results, especially in the creation of supportive environments in which young people could develop skills, strengthen their agency and engage more actively in their communities.

However, a number of limitations were also identified. Sustainability presents a more uneven picture. While there are positive indications of social sustainability, including the appropriation of methodologies and strengthened local ownership, financial and technical sustainability remain areas of concern, particularly in relation to partners' capacity to secure future funding and maintain the third-party capacity building approach without external support. Coherence is moderate, with effective collaboration at partnership level, but limited broader visibility and strategic articulation beyond immediate networks. In regards to impact, another challenge concerns the difficulty of verifying the programme's multiplier effect, particularly in terms of measuring the indirect impact generated through partnerships and network-based initiatives. Finally, the results relating to gender mainstreaming, as well as the mainstreaming of integrity and child protection and safeguarding, require careful analysis. The recommendations presented at the end of this report seek to address the main challenges identified in programme implementation. With regard to partner organisations, these incorporate demands that emerged during focus group discussions and reflect the perspectives and aspirations expressed by young participants when considering the future of the activities developed.

Although KIYO's operations are coming to an end globally, the outcomes of these years of work will continue to be felt in the lives of the young people who benefited from the programme and in the organisations that strengthened their institutional capacities

through this support. The key lessons emerging from this experience highlight the importance of cultural adaptation of programmes, the active participation of stakeholders from the design stage onwards, and the need for clear and consistent communication with organisations working directly with vulnerable populations.

2. Introduction

For the programme under analysis, KIYO worked with three local partners within the sphere of control: AMAR, an organisation that provides technical and vocational education and training for vulnerable youth; SER, whose social circus methodology reaches secondary schools and youth cultural spaces; and YOUCA Brazil, whose work supports youth-oriented advocacy structures. While the analysis will be conclusive for SER, since their partnership with KIYO ended in December 2025 and the reporting cycle has been completed, conclusions for AMAR and YOUCA Brazil are indicative and, however strong the prospects may be, depend on the full report submission for activities held in 2026, as these partnerships will end by the end of June 2026.

The programme in question followed a similar initiative carried out by KIYO, *Samen opkomen voor ieders rechten* (2017–2021), whose partners included AMAR, SER, and a youth-led group that would then be institutionalised to become YOUCA Brazil. Considering the long-term relationship between KIYO and these actors, this analysis refers to certain events that took place either during the previous programme or under KIYO's earlier leadership structure, the impacts of which are still felt today. With KIYO's closure scheduled for the end of May 2026, programme implementation in the five country offices (Belgium, Brazil, Burundi, DR Congo and the Philippines) will be discontinued.

Over the last programme cycle, KIYO witnessed several changes in the country: a shrinking civic and democratic space, noted in the government of far-right former president Jair Bolsonaro (2019-2023); a major reform of the basic education curriculum; and alarming rates of unemployment among youth. This evaluation assesses the impact of contextual changes on partners' ability to create enabling, gender sensitive QLEs for children and youth; explores beneficiaries' perceptions of the relevance of the Theory of Change (ToC) in light of changes that have occurred over the past four years; and assesses their maturity in overcoming challenges as they have arisen.

3. Description of the intervention

In the Empowering Youth Together Globally Programme, the ultimate goal is to empower children and youth, boys and girls, to become active global citizens and to develop the life skills needed to build a society that promotes sustainability and human rights. Over the past four years, the programme was implemented in the state of Rio de

Janeiro, primarily in the Baixada Fluminense, a region that comprises 13 municipalities known for precarious housing conditions and under-resourced public security, education, and health systems. The area registers blistering levels of violent crime and victimisation that affect local partners both directly - through military and paramilitary confrontations in their communities - and indirectly, through traffic disruptions and road diversions that impact programme schedules and restrict the youth's right to the city.

As one of the most densely populated areas in Brazil, the subpar urban planning in Baixada, combined with environmental degradation, exposes its residents to floods, loss of vegetation cover, and water sanitation crisis and pollution. Baixada, which literally translates as “Lowlands”, earned its name for having a geographical formation below sea level, increasing its likelihood of floods and contributing to water salinisation which, in the long run, can make up for recurrent water shortage in the region. The challenges yielded by topography are exacerbated by short-sighted political decisions that perpetuate poverty cycles in the region, making all the more important that youth from Baixada are politically, culturally, and educationally engaged to place their needs at the forefront of Rio de Janeiro's strategies to mitigate the impacts of climate changes.

Implemented against this backdrop, the programme aimed at empowering youth through the promotion of gender-sensitive QLEs based on Global Citizenship Education (GCE) and Education for Sustainable Development (ESD). Central to the programme's ToC, QLEs transcend the rigid, formal educational environments and practices commonly associated with the traditional mentor-mentee model, in which the knowledge-holder teaches while the learner passively absorbs information. Instead, this approach values formal, informal, and non-formal educational structures in which youth continuously co-construct knowledge and exercise agency within their environments. By broadening the understanding of learning environments, KIYO remained flexible to partner with contextually relevant local organisations whose work ranges from interventions in formal secondary schools to social circus methodologies.

The programme's implementation follows an iterative model based on a two-way learning approach, whereby KIYO partners with local organisations within its sphere of control on a two-way learning approach to build capacity and exchange expertise, experiences, and lessons learned both in- and cross-country (Result 1: Partnership Strategy & Institutional Capacity). The strengthening of youth empowerment approaches and their application is expected to occur through the interconnectedness of partner organisations (sphere of control); reach actors, i.e., the community-level structures (sphere of influence); and Brazilian youth (sphere of interest).

Among the organisations supported in the sphere of control there is SER, a 25-year old non-profit organisation focused on the socioeconomic and cultural development of youth through pioneering social circus methodologies (Result Area 2: Education). Operating in Laranjeiras (HQ) and in Baixada Fluminense's schools, this partnership aimed at having secondary schools providing a gender-sensitive QLE based on GCE/ESC principles for their students to be able to participate, develop skills and learn from their peers. SER supported both cultural collectives and secondary schools in the program. Throughout the last cycle, the collectives morphed into leading cultural actors capable of creating social impact and promoting youth empowerment. Their work with secondary schools, however, had to be reviewed due to KIYO's anticipated grant termination and the constraints posed by this new reality; nevertheless, a diverse range of initiatives was implemented, suggesting resilience and institutional maturity. By the end of 2025, SER had established partnerships with four public schools—CIEP 031 Lírio do Laguna, CIEP 139 Manuel Bandeira, CIEP 175 José Lins do Rego, and CIEP 228 Darcy Vargas—and five cultural collectives— Alarcon Picanço Criações, Jovens Malungos | *Acorda, Maria!*, Sarcômicos Cia. de Arte, Grupo Voarte , and Cia. Petricor.

The longer-term partnership relation is held with AMAR, a non-profit civil society organisation that works to promote the economic empowerment of youth in vulnerable situations by partnering with TVET providers (Result Area 3: Employability). Operating in São Cristóvão and Duque de Caxias, this partnership's goal was to have TVET providers offering a gender-sensitive QLE based on GCE/ESD principles for youth in vulnerable situations to gain adequate technical and entrepreneurship skills for employment as employee or self-employed. In 2025, new strategic partnerships were established with solar panel installation companies, as well as with communication channels advertising job opportunities and promoting their activities. In 2026 alone, AMAR established partnerships with nine TVET providers so far: EGZ Solar, Eletrons Solar, Solarise, Serv Rio, Sebrae, WinSolar, CEC NR10 e NR35, DLN Solar e Tecnologia, and MUDES.

Finally, the youngest partner, YOUCA Brazil, was founded in 2016 and institutionalised in 2020 with KIYO's support (Result Area 4: Citizenship). Operating in Jardim Gramacho, where Rio de Janeiro's largest rubbish dump functioned for decades without environmental controls, KIYO's partnership with YOUCA aimed to support youth-oriented advocacy structures in providing a QLE for children and young people. This sought to enable them to become inspiring leaders who improve their lives and their communities, representing their interests in society and in participatory spaces at local, national and international levels. Throughout the programme, YOUCA established partnerships with 19 organisations: Associação dos Estudantes Secundaristas do Rio de Janeiro (AERJ), Brota na Laje, Capoeira do Dendê, ENEGRECER – Coletivo

Nacional de Juventude Negra, FENASE – Projeto Viver, Movimento Negro Unificado (MNU), Movimento Manoel Lisboa, ONG Terr'Ativa, PET Conexões Baixada, Pré Vestibular Paulo Freire, Projeto LUAR, Rede Cidadã, TechMOV, União dos Estudantes Secundaristas de Duque de Caxias (UEDC) UNICIRCO, Centro de Cidadania LGBTI, Grêmio Estudantil do Colégio Estadual Álvaro Negromonte, Centro Cultural Orgulho de ser Capoeira e Monitoramento Jovem de Políticas Públicas (MJPOP).

4. Evaluation purpose, objectives and questions

The evaluation seeks to generate learning and accountability across the different stakeholder groups involved in the program, while examining how the program's strategies, partnerships, and capacity-building approaches translated into results and institutional change. As the programme draws to a close and KIYO's activities are phasing out worldwide, this study serves as both an accountability tool for the use of public funds and a learning instrument to strengthen the broader non-profit sector, in line with Belgian Directorate-General (DGD) directives.

4.1. Relevance: "Is the intervention doing the right things?"

Questions examined whether the program responded to the concrete needs of young people and partner organisations, and whether its activities were aligned with youth priorities at local, state, and national levels.

4.2. Coherence: "How well does the intervention fit?"

Questions explored how the program coordinated with other actors in the sector to avoid duplication and how partnerships were established and prioritised. Particular attention was given to the program's strategy of strengthening partner organisations so that they could, in turn, train additional actors and create a multiplier effect.

4.3. Effectiveness: "Is the intervention achieving its objectives?"

Questions assessed the extent to which the program contributed to youth empowerment through quality educational spaces and strengthened community structures. Respondents were invited to identify which strategies worked best, including the role of mutual and shared capacity-building among partners, and to reflect on what could have been done differently to improve results.

4.4. Efficiency: "How well are resources being used?"

Questions directed mainly to KIYO and the organisations in the sphere of control examined how financial, human, technical, and logistical resources were managed throughout the program. Interviewees discussed issues such as budget execution,

internal allocation of staff and responsibilities, compliance with deadlines, and factors that facilitated or hindered efficient implementation.

4.5. Impact: "What difference does the intervention make?"

Respondents were asked to reflect on the program's short-, medium-, and long-term impacts on young people and communities. The interviews explored both direct and indirect outcomes, including observable changes in youth empowerment and whether the program's influence extended beyond its immediate beneficiaries.

4.6. Sustainability: "Will the benefits last?"

The interviews addressed the program's legacy and the likelihood that results will continue after the end of the partnership. Questions examined whether organisations and partners have strengthened their capacities to sustain activities independently and whether the program model is financially and institutionally viable. They also addressed the implications of KIYO's decision to close its operations globally, including how the transition and communication process affected partners and the field.

4.7. Cross-cutting themes: gender and environment

Finally, the scripts investigated how gender equality and environmental awareness were integrated into program activities. Interviewees discussed the implementation of gender-equality methodologies, the engagement of boys and discussions around masculinities, and initiatives designed to promote environmental awareness and sustainable practices among partners and youth.

5. Methodology

To reach the evaluation objectives described above, this study relied on a desk review of the programme's Monitoring, Evaluation, Accountability and Learning (MEAL) tools, financial reports and overall programme documentation (as listed in the Annexes section). The consultant participated in reflection workshops held with YOUCA and AMAR in order to increase the teams' sense of trust towards the researcher, following an observation made by KIYO's country staff that there could be grievances and potential resistance to speaking with the evaluator due to the anticipated interruption of the funder's activities in Brazil. Participation in these workshops was fundamental to refining the Key Informant Interview (KII) and Focus Group Discussion (FGD) guides, as well as to gaining clarity about the organisations' hierarchies, approaches and the main challenges encountered over the past years.

Following the evaluator's introduction during the reflection workshops, and with the support of KIYO's country office, a list of potential interviewees was compiled, prioritising members of the partners' leadership teams and representatives of the

organisations with which they are affiliated. Three KIIs guides were developed to explore perceptions from the perspectives of KIYO country office staff, organisations in the sphere of control (AMAR, YOUCA and SER), and their partners (sphere of influence). Across the three scripts, the questions were structured around common evaluation criteria while being adapted to each group's role in the programme. Together, they aimed to capture complementary perspectives on the programme's design, implementation, outcomes, and long-term sustainability. All conversations were held online through Google Meet, in sessions lasting between 30 and 180 minutes, and only one invited participant did not attend the meeting. The duration of the calls depended on how open the interviewee was in responding to the questions and on any technical difficulties encountered during the session. All interview guides, as well as the list of people met, can be found in the Annexes Section at the end of this report.

To engage with the direct participants of the programme (sphere of interest), two focus group discussions were conducted. Participants were recommended by the AMAR and YOUCA teams, following a request from the consultant to ensure gender parity, age diversity, and the inclusion of both newcomers and longer-term participants. The sessions brought together 10–12 participants in a circle to encourage open dialogue. Reflection exercises invited participants to consider how the programme had influenced their lives and whether they felt empowered through their participation. Through storytelling, painting, and small-group discussions, participants also explored connections between international issues and local realities, reflecting on how the programme supported their critical awareness and social engagement.

The focus group at YOUCA included a more diverse composition in terms of age and organisational experience. Participants ranged from 15 to 24 years old, alongside one older participant who is a co-founder of the organisation and who participated only occasionally in the discussion. Gender representation was more balanced than in the AMAR group, with a mix of cisgender men and women, and non-binary people. The length of engagement with YOUCA varied considerably, from approximately one year to more than three years, with several participants having joined around 2022. This variation suggests a group with differing levels of familiarity and commitment to the organisation, enabling reflections that may combine both long-term perspectives and more recent experiences.

The focus group conducted at AMAR consisted of 11 participants aged between 18 and 29 years. The group was predominantly male, with nine cisgender men and two cisgender women, indicating a strong gender imbalance in participation. In terms of engagement with the organisation, all participants reported having joined approximately one month prior to the session. The predominance of male participants, combined with

the fact that many were newcomers, as well as AMAR's lack of indicators to monitor post-programme employment outcomes, constituted a significant limitation in assessing the programme's results. Consequently, the analysis of this outcome relied on document review, which contains numerous accounts of labour market insertion facilitated by the programme; student testimonials, many of whom reported being attracted to the programme due to its employment potential; and instructors, who described hiring students within their own companies, establishing partnerships, and referring them to the labour market, highlighting the initiative's success.

Although other qualitative methods, such as Outcome Harvesting Workshops and the collection of Most Significant Change stories, were proposed during the inception phase of the evaluation, they were ultimately not employed. This decision was primarily due to the success of the FGDs, as participation was optimal and generated enough data to discuss, analyse, and document programme-related changes. Some participants also felt comfortable sharing personal stories of change related to their participation in the programme, which made scheduling additional meetings and conducting further in-person activities unnecessary and potentially burdensome for all parties involved.

The analysis followed a process of methodological triangulation, whereby insights from the different data sources were systematically compared and integrated. Interview and focus group transcripts were analysed thematically, while documentary materials were examined to contextualise and corroborate participants' accounts. Themes emerging from each dataset were then compared across sources in order to identify points of convergence, divergence and complementarity. This process strengthened the credibility of the findings and enabled a more comprehensive understanding of the programme. In relation to the limitations, no unanticipated logistical or ethical issues emerged during the research. As the partnership with SER concluded in December 2025, their availability to support the scheduling of focus group discussions was limited, and no collective evaluation of the sphere of interest they engaged with was conducted.

Finally, with regard to ethical considerations, it is important to note that all participants received clear and culturally appropriate information about the evaluation's purpose, procedures, risks, benefits, data use, confidentiality and voluntary nature. All participants in the sphere of interest, both below and above 18 years of age, signed a consent form to participate in the FGDs.

6. Findings and analysis

6.1. Relevance

The programme is assessed as extremely relevant. Unanimously, the parties involved stated that the programme contributed to strengthening structures aimed at the concrete

needs of Brazilian youth. The groups interviewed reached this consensus through different pathways. For the KIYO Brazil team, the programme's relevance is demonstrated concretely when one observes the data on youth unemployment in Brazil. Institutionally strengthening an organisation that promotes vocational training, integrating socio-emotional development and skills for the exercise of global citizenship, makes this result area one of the most robust: a clear response to a persistent problem in the Brazilian context. Regarding the advocacy and access-to-culture projects, the interviewees reaffirm their importance given the lack of adequate cultural spaces and the difficulty of civic mobilisation in the areas where the programme operates. However, they recognise that young people's demand for these structures arises *a posteriori*. In other words, unlike the active demand for vocational courses, civic engagement and cultural participation become a demand once young people come into contact with these spaces, because they were often unaware of their existence and importance prior to engaging with the programme.

For the leadership of the partner organisations, the programme strengthens three fundamental pillars for the holistic development and empowerment of Brazilian youth (employment, citizenship, and access to culture), directly responding to persistent structural barriers that limit young people's opportunities and participation. These interventions take place against a challenging backdrop marked by structural constraints that reinforce the programme's relevance: a rigid, often outdated, and precarious education system that falls short of providing both physical and pedagogical infrastructures conducive to positive social transformation, thereby limiting equitable learning opportunities (Result Area 2: Education); a highly informal and non-formal job market characterised by rising levels of flexible, part-time, insecure and hazardous work, which constrains upward social mobility (Result Area 3: Employment); persistently low levels of youth political representation and limited institutional channels for participation, despite a reported interest among youth in engaging in decision-making processes (Result Area 4: Citizenship); and a broader sociopolitical context marked by resistance to gender and environmental agendas, which restricts inclusive dialogue and affects young people's ability to engage with these themes in informed and constructive ways (Transversal Themes: Gender and Environment).

When beneficiary youth are asked what motivates them to attend meetings at the organisations and what ideal learning spaces would look like, they emphasise not only the importance of vocational courses, encouragement of social participation, and integration into cultural circuits, but also broader aspects such as belonging, a sense of community, the widening of horizons, and access to opportunities never previously experienced. These dimensions of belonging are not incidental, but are actively fostered through a combination of relational, pedagogical and material factors embedded in the

programme's approach—such as horizontal learning environments, representation, safe spaces for self-expression, and the removal of practical barriers to participation.

Across all partner organisations, young people report feeling treated as rights-holders for the first time: they highlight the possibility of learning within non-hierarchical spaces, and of expressing their ideas and personal identities without fear of judgement. These elements contribute directly to a sense of psychological safety and recognition, which are central to sustained engagement. In AMAR and YOUCA, the provision of free meals emerges consistently in the testimonies as a key moment of sharing and as a tangible expression of care. The prominence of food in these narratives also reflects the socio-economic vulnerability of the target population, many of whom experience limited access to adequate and diverse nutrition. In this context, adaptations to menus or the frequency of meals should not be understood as ancillary, but as essential accommodations that enable participation. These practices reduce immediate barriers to attendance while reinforcing a sense of dignity, inclusion and belonging.

At AMAR, young people further point to the profile of instructors—many of whom have experienced upward social mobility despite challenging backgrounds—and to participatory methodologies that place learners at the centre of the process, as key factors underpinning the expansion of horizons and the strengthening of autonomy and self-confidence. At YOUCA, in addition to the similarly relatable profiles of instructors, many of whom identify with sexual and gender minorities, young people report being able to discuss issues related to racial identity, sexual orientation and gender expression more freely than in their home environments. During the site visit, the evaluator observed a young participant asking organisational leadership for permission to play her *macumba* music at the premises, noting that she does not have the freedom to do so at home—an example that illustrates the organisation's role in creating safe and enabling spaces for identity expression.

At SER, artistic expression through circus practice is described by participants as a means of developing emotional openness, building peer connections grounded in creativity, and approaching personal challenges with greater lightness. This highlights the role of culturally relevant and expressive methodologies in fostering belonging and engagement.

Interviewees generally agree that the Mutual Capacity Development (MCD) strategy is highly relevant. Through MCD, partner organisations were able to strengthen their institutional capacities, i.e., investing in more structured and strategic organisational strengthening including the introduction and use of MEAL tools such as scorecards and impact assessment methodologies (moving beyond narrative reporting); the facilitation of reflection workshops; and the creation of regular exchange spaces between KIYO

Brazil, programme partners, and both local and Belgian networks. It also encompasses more operational dimensions, such as support in financial management (e.g. structuring budget tracking tools) and organisational formalisation processes, as illustrated by the support provided to YOUCA in obtaining legal registration (CNPJ).

The programme's approach of working primarily through intermediary actors to reach final beneficiaries is sometimes perceived by interviewees as relatively uncommon in the Brazilian context, where many organisations are oriented towards direct service delivery in response to urgent social needs. In a context where civil society organisations frequently fill gaps left by a weakened welfare state and fragile social policies, most organisations prioritise direct service delivery. Urgent needs such as hunger, exposure to violence and the growing impacts of extreme weather events require immediate responses, favouring operational models centred on direct assistance rather than indirect capacity-building through networks.

However, this perception warrants further nuance. Brazilian civil society is characterised by a diversity of approaches, including strong traditions of network-based, movement-oriented, and capacity-strengthening initiatives. For instance, organisations such as ActionAid Brasil support grassroots groups working on family farming and food sovereignty across the country through a combination of financial support and institutional strengthening, while Purpose Brasil has developed initiatives such as the *lara* accelerator to strengthen small climate justice collectives and enhance their advocacy capacity. Such organisations typically combine capacity development with other strategies, including direct service provision, campaigning, or research dissemination. Fully specialised models focused exclusively on strengthening third-party actors—such as the KIYO approach—appear to be less common in practice. This may reflect structural constraints within the sector, as even well-established organisations often rely on a mix of approaches to sustain their operations and demonstrate tangible impact. For smaller organisations in particular, the need to show immediate, visible results to secure funding and ensure institutional survival can make it more challenging to prioritise longer-term capacity-development strategies.

For Brazilian partners, completely abandoning direct service provision was therefore not a viable option if they were to maintain credibility and visibility in their communities. As a result, the programme evolved into a hybrid model combining engagement with third actors and direct service delivery. According to KIYO's leadership team, because the approach was initially introduced in a largely top-down manner, considerable adjustments were required to make this balance workable for all parties involved.

Similarly, programme frameworks drawn from international development discourse such as ESD, the APPS lens and GCE were not applied as rigid or directly translated

concepts. Initial attempts to transfer terminology and tools from English into Portuguese, including MEAL instruments and evaluation forms, revealed challenges in contextual translation and assimilation, with partners reporting that the terminology was not easily understood and did not resonate with their realities. In response, KIYO Brazil prioritised the integration of underlying concepts through practice rather than nomenclature. For example, although partners were largely unfamiliar with terms such as ESD, related themes were incorporated into activities in contextually meaningful ways. In Jardim Gramacho, young people were encouraged to reflect on local environmental challenges linked to the former landfill site, while at AMAR, discussions on sustainability were embedded within vocational training on solar panel installation.

In this regard, it is worth noting that, while the mid-term evaluation identified differing understandings of what constitutes a quality learning environment—often focused primarily on the physical infrastructure of schools—by the end of the programme cycle all interviewees emphasised the centrality of youth protagonism within educational strategies. Respondents highlighted pedagogical approaches that value creativity and practical learning, the development of socio-emotional skills, and exposure to new perspectives as key elements of an enabling learning environment. This shift suggests a significant evolution in how partner organisations and beneficiaries understand and value the programme following the completion of the KIYO cycle.

6.2. Coherence

The overall assessment is that the programme demonstrated a strong degree of internal coherence; however, externally it fell short in extending and amplifying its networks beyond the immediate reach of partner organisations and Belgian-affiliated networks in the country. In particular, the organisation’s council in Brazil, as well as its fundraising efforts and broader strategic approach, would likely have benefitted from more robust engagement with relevant Ministries and Secretariats—especially those focused on youth, education, gender, and race—as well as from deeper collaboration with civil society actors undertaking similar work, such as Meu Rio, Casa Fluminense, and Instituto Alana. Besides, interviewees indicated that the programme adds value for the type of intervention and distinctive characteristics of the partner organisations with which it has affiliated.

The sharing of good practices with collectives and non-formalised organisations, as well as methodologies for discussing issues such as gender and diversity, appears as evidence of the coherence of the intervention. Concrete examples from the programme indicate that exchanges between partners generated learning and institutional change at multiple levels. Through contact with other organisations, partners reviewed and adapted internal processes, identifying new approaches to their work and alternative

ways of engaging young people and community actors. These interactions contributed to the refinement of organisational practices and strengthened the partners' ability to operate within their respective territories.

Collaboration among partners also resulted in practical joint initiatives, in line with the Shared Capacity Development (SCD) approach foreseen under Result Area 1. KIYO intentionally fostered complementarities between partners through this mechanism, which translated into shared activities such as sustainable fashion shows, mutual invitations to facilitate workshops, and the exchange of methodologies and experiences. Interactions with groups from other Brazilian states, such as Bahia, enabled participants to learn about different cultural practices and local environmental conditions, including challenges such as water scarcity. The inter-country SCD between KIYO Brazil and KIYO Philippines was particularly valued by partners. A notable example was the successful culminating activity of the Youth2Youth (Y2Y) initiative during the Mid-Term Evaluation with YOUCA Brazil, which further reinforced peer learning and international exchange. At the same time, exchange opportunities also benefited young participants. International and interregional cooperation allowed all parties involved to reflect on their realities by comparing them with those of peers in other contexts. Participants often noted that, despite geographical distance, the challenges faced by young people were frequently similar.

With regard to cooperation, the absence of dedicated technical staff within third-party organisations to develop and sustain partnerships is considered a weakness in the programme's design. This includes, in particular, the lack of personnel specifically responsible for prospecting and applying to funding opportunities and other resource mobilisation strategies. While some efforts were made—for example, YOUCA assigned a staff member to fundraising functions—these were limited by the individual's level of experience and by the fact that such responsibilities were combined with other core roles. The accumulation of programme delivery and fundraising functions within a single position constrained the effectiveness of both. Within KIYO itself, the fact that operations were carried out by a very small team also limited the organisation's ability to establish broader strategic partnerships, including with institutes in the fields of education, culture and public policy, which could have enhanced its visibility and institutional positioning. As a result, despite over 20 years of presence in Brazil, the organisation has not achieved significant visibility nor consolidated a strong institutional presence, which may have hindered its ability to mobilise resources within Brazilian philanthropy.

Beyond cooperation with partners, the programme's added value is also related to the work carried out by the partner organisations themselves. These organisations innovate

either by operating in neglected territories where similar interventions do not exist; by offering courses that are not available free of charge in those areas; or by integrating innovative approaches such as social circus, which are also not widely provided by a substantial number of organisations.

6.3. Effectiveness

Overall, the programme is considered effective. The implemented strategies appear to have contributed significantly to the achievement of the programme's expected results, particularly through the institutional strengthening of partner organisations.

6.3.1. Result 1: Partnership Strategy & Institutional Capacity

Regarding the strengthening of learning environments through the partnership strategy, 299 learning exchanges were expected by the end of 2025, and 301 were achieved, surpassing the established target. Until 2025, YOUCA had been the primary content generator (149 exchanges). AMAR was the only organisation that performed below expectations, and interviews with their leadership team indicated that project management difficulties, combined with changes in courses offered and high administrative demands were the main reasons for this outcome.

The mentorship provided by KIYO to strengthen MEAL systems, as well as organisational development, emerged in all conversations as the programme's main legacy. Partner organisations reported that, although they initially perceived the completion of reports and the close monitoring of indicators as a significant investment of time and human resources, over the years they came to understand its importance in improving their own operations and strengthening their credibility with funders. At the same time, some partners reflected critically on certain operational aspects of the monitoring framework. While organisations adapted to the tools and requirements over the course of the programme, they suggested that the scorecards applied with both third party structures and young participants could be simplified or reformulated in future iterations in order to reduce administrative burden and improve usability. In addition, several partners noted that a considerable amount of time was required at the beginning of the programme to carry out the contextualised translation and adaptation of key programme documents, which delayed the initial implementation phase.

In 2025, with the announcement of the programme's closure, participants expressed regret over the reduction in training activities and exchanges among partner organisations, while emphasising the importance of the work developed together. Similarly, exchanges with Belgium and with other countries participating in the programme were highlighted as important sources of inspiration and as opportunities to broaden references for the adoption of good practices within the organisations.

6.3.2. Result 2: Education (Partner: SER)

In the context of secondary schools, SER demonstrated strong effectiveness in establishing and maintaining partnerships with educational institutions. The number of schools collaborating with SER met or exceeded the targets set for the entire cycle (2022–2025), suggesting a solid engagement strategy and a strong capacity to build relationships in the field. However, the total number of young people reached began to fall below targets during the 2024–2026 period. This decline was more pronounced among boys than girls, pointing to potential challenges in sustaining male participation. At the same time, SER succeeded in engaging a notable number of non-binary participants, which indicates some openness in its outreach and inclusion practices.

For SER, the programme largely reinforced an already well-established methodology. According to the organisation, its core work with youth cultural groups would likely have continued even without KIYO's support. However, the programme contributed significantly by expanding networks and fostering collaboration with public schools. Cultural exchanges between partners were particularly influential, leading to joint cultural initiatives and collaborative applications for cultural funding. These exchanges broadened the scope of SER's activities and strengthened its capacity to scale its work within schools and communities.

Through the programme, SER was able not only to increase the number of schools in which it operates, but also to deepen its engagement within these schools, creating safer and more welcoming spaces for young people both inside and around the school environment. Concrete examples were cited of young people who, through the strengthened work of SER with cultural collectives, have been able to pursue livelihoods in the arts. Over the programme, SER provided structured support to school managers, culminating in the publication of a manual that systematises key learnings and offers practical guidance for schools. SER's leadership believes that school managers are capable to sustain outcomes beyond direct support because of the concrete tools they have, such as the manual; the potential of young people, teachers, and collectives to replicate successful practices and strengthen local networks; and shifts in mindsets around inclusion, safety, and welcoming environments.

6.3.3. Result 3: Employment (Partner: AMAR)

In the area of youth empowerment through Technical and Vocational Education and Training providers, results for AMAR present a more uneven trajectory. During the first two years of the programme (2022 and 2023), the number of TVET providers engaged remained below the expected targets. However, by 2025, the organisation had significantly surpassed its objective, reaching 15 providers against a target of 9 (167%

achievement). This progression suggests that the partner initially faced difficulties in mobilising its network but subsequently adapted its strategy and strengthened its approach to partnerships. This shift can be attributed to a combination of factors: regular meetings with partners enabled adjustments to the methodology in line with evolving realities, while maintaining the quality of delivery; efforts to engage teachers and technical staff fostered joint problem-solving and shared ownership, particularly in maintaining performance without increasing workload; and the continuity of a qualified and committed teaching team supported consistency and quality.

The number of young people accompanied towards decent employment broadly aligned with programme targets, although discrepancies between boys and girls were observed. In particular, the lower retention or engagement of boys raises questions about the factors influencing participation (a more detailed discussion of related cross-cutting issues, including gender, is provided in Section 6.7). AMAR lacks established indicators and does not systematically track participants' post-course employability, reflecting a broader weakness in its monitoring and evaluation practices. This gap is primarily linked to the absence of structured follow-up mechanisms, as participants typically disengage from the organisation upon completing courses, making longer-term tracking difficult. While AMAR attributes this to practical challenges—such as low response rates and frequent changes in contact details—the persistent inability to generate even basic outcome data suggests a more structural limitation in the design and prioritisation of its MEAL systems. As a result, the organisation is unable to adequately assess the effectiveness of its vocational training or demonstrate impact over time.

KIYO's contribution to AMAR's operation is highlighted by the partner's team. In their case, training activities initially relied on a relatively informal model in which courses were offered and teachers were hired primarily based on trust, often through existing community or church networks. Through its mentorship, KIYO encouraged the organisation to adopt more structured practices, such as developing professional training programmes for staff, implementing clearer recruitment and screening procedures, and focusing on citizenship and life skills training.

6.3.4. Result 4: Citizenship (Partner: YOUCA and SER)

In the context of youth-oriented and youth culture structures, YOUCA demonstrated consistently strong performance. The number of young people reached remained above target levels throughout the programme cycle, with the exception of 2023. As with the other partners, gender disparities were observed between targets and actual results, with the number of boys reached lagging behind that of girls. Nevertheless, YOUCA engaged the highest number of non-binary participants among the partners (11), and

this number increased steadily over the five-year period, indicating an expanding capacity to reach diverse youth groups.

In the case of YOUCA, KIYO's contribution was also primarily strategic and organisational. YOUCA originated as a group of youth activists, and its activities were initially described as relatively informal and loosely structured. Through the programme, the organisation was encouraged to reflect on and systematise its practices, which resulted in the development of internal methodological guides, management manuals, and training materials documenting its approaches. This process enabled the organisation to articulate its work more clearly to external stakeholders and to strengthen its capacity to attract new funders and partners. The programme also supported improvements in financial management and administrative systems, providing training and mentoring to staff responsible for organisational management.

As transformational advocacy through the amplification of youth voices is the primary outcome expected from YOUCA, the organisation has leveraged shared capacity development to partner with *coletivos* and strengthen its presence within thematic councils and commissions. YOUCA's members currently participate in the Municipal, State and National Councils for the Protection of Children and Adolescents (CEDCA, CMDCA, and CONANDA), as well as of the the Municipal Council for Women's Rights of Duque de Caxias (CMDMDC), attending regular meetings and presenting their perspectives on youth empowerment, rights, and participation.

Although the group has not yet directly influenced concrete policy outcomes—such as the adoption, amendment, or rejection of specific legislation—nor led to the implementation of new policies attributable to their efforts, their sustained participation in advocacy structures represents a meaningful contribution to policy dialogue. Through their engagement, YOUCA introduces and legitimises the perspectives of underrepresented youth, contributing to ongoing discussions, influencing stakeholders, and helping to democratise spaces intended for inclusive political participation. YOUCA also promotes youth political participation through the organisation of, and engagement in, collective movements such as the *Marcha das Mulheres Negras* (Black Women's March), the Pride Parade, and the *Movimento Candelária*, a collective that campaigns against police brutality and institutional racism.

YOUCA's youth-led advocacy is transformational in two key ways. First, participants unanimously reported that engaging in advocacy strategies has enhanced their understanding of their political context, strengthened their ability to identify oppressive power dynamics, and increased their willingness to act in pursuit of equality. Second, it is contributing to the transformation of the spaces they occupy by reshaping and diversifying the voices represented within these governance bodies.

6.4. Efficiency

The programme is considered highly efficient, having achieved its results with fewer resources than initially planned and with lean teams across all organisations involved. The capacity-sharing model on which the programme was based relied on the assumption that, by working together, the different actors would be able to expand impact with fewer human and financial resources. This assumption proved to be valid, as evidenced by the analysis of financial reports and by individual interviews conducted with key stakeholders.

Changes within SER's financial team coinciding with the early termination of the programme were described by one interviewee as traumatic, and everything "became somewhat disorganised" in the final phase of the programme. Leaders at YOUCA consider that resource management was generally efficient and highlighted two internal measures that contributed to this outcome: changing their accounting firm and hiring a fundraising specialist in 2025 to support the preparation of proposals and applications for funding calls. However, they also reported that communication gaps and changes in the timing of budget transfers by KIYO created challenges for efficient financial management. Interviewees expressed some criticism regarding the limited autonomy they had over budget decisions, as well as abrupt changes related to financial arrangements. For example, during periods of favourable exchange rates, when the Brazilian real gained value, they were not allowed to use the resulting surplus to reinvest in project improvements. The execution of the budget following the decree announcing the early termination of the programme also generated pressure to spend the funds allocated for 2025 more rapidly, without the possibility of creating a reserve to be used more strategically in the following year.

For AMAR, the lean team structure contributed to administrative and financial efficiency, as there was strong communication between different areas to optimise the use of resources. In addition, interviewees stated that all targets were met within the established deadlines and that any changes were always communicated in advance by the partner organisation.

6.5. Impact

All interviewees stated that the programme generated clear impacts in the short, medium and long term. Overall, the most significant impacts were observed in the areas of financial sustainability, institutional development, the quality of project delivery, and youth empowerment at the individual level.

In terms of sustainability, fundraising capacity was strengthened through KIYO's involvement, both by facilitating relationships between partner organisations and funders and by technically supporting the restructuring of internal practices that ultimately made the organisations more professional. In this sense, KIYO Brazil's local network commend the impact created by the programme: *"KIYO supports organisations that are not in media spotlights, that are not media hubs [...] It is challenging because it is harder to channel resources to organisations that are not accustomed to receiving them: it requires those on the other side to undertake an educational effort [...] At the last event, a guide on integrity for third-sector organisations was produced — I will ask Monique for about five copies to distribute within our integrity department. We do not see this being discussed internally. It is the type of organisation [KIYO] concerned with the institutional development of third-sector organisations that have institutional fragility, which is the case for most collectives."*

With regard to institutional development, KIYO's support enabled partners to strengthen their internal policies and operational procedures and to institutionalise knowledge. One example with both immediate and long-term implications was the renewal of AMAR's management team, which now appears more open to innovation and organisational change. Organisations that were previously accustomed mainly to drafting activity reports also began, for instance, to apply evaluation tools such as scorecards. This shift towards impact-oriented monitoring systems has gradually been adopted across the organisations and facilitates engagement with funders, as it aligns with a language and framework widely used within the philanthropic sector.

The programme also produced visible improvements in the quality of project delivery. Activities became more structured and responsible, with greater sensitivity to issues such as gender equality and environmental awareness. At SER, the artistic residency established through the programme has become a consolidated space for cultural collectives and is expected to continue even after the programme's conclusion. In relation to schools, however, the organisation's leadership considers it more difficult to assess the medium- and long-term impacts. Since the termination of KIYO's support, activities in schools have been suspended while SER seeks additional funding to sustain this strategy. Nevertheless, it is believed that teachers who were trained through the programme — some of whom initially worked with groups of around 50 students — will continue to influence students through the methodologies and knowledge acquired, even if this impact is difficult to measure.

For YOUCA, clear short- and medium-term transformations were observed in young people's access to opportunities and in their perspectives about the future. Many participants had never previously visited a cinema, museum or even the beach, nor had they participated in public demonstrations or understood how to organise politically to

demand services for their communities. Several young people reported that the first time they considered the possibility of entering university was after participating in YOUCA's activities, as they had previously not realised this was an option available to them. Feelings of belonging, recognition and dignity were frequently mentioned by participants and are regarded as important intangible impacts with lasting significance. Reflecting on how YOUCA supports her learning experience and fills a gap in her immediate context, one of the focus group participants stated: *“This is the only project that welcomes young people — most of the projects in Jardim Gramacho support children rather than youth. The children grow up without knowing what to do; they do not have the kind of support that YOUCA provides. Here there is active listening and genuine exchange. They follow up with families: Sueny, Jonathan and Bruna have already visited my home. The project focuses on our interests and aims to bring something that everyone will learn from.”*

For AMAR, the strengthening of the organisation has helped generate positive impacts not only for young participants but also for the companies and institutions that collaborate with the organisation. Interviewees reported a shift in perceptions that previously portrayed young people as disengaged or lacking ambition. Over the medium term, young participants begin to see themselves as active members of society and gradually develop a sense of empowerment and participation in civic life. Another important intangible outcome relates to community formation: young people supported by the programme become part of a broader social fabric in which they can contribute productively, generating income for themselves and their families and strengthening their communities. In the focus groups, several statements were made along these lines: *“We cannot dream of what we do not know”; “You finish secondary school and it feels as though that is the highest point you can reach — then you look around and do not see anyone at university. AMAR helps me break through the barrier; now I know it is possible to get there”*, stated one of the respondents.

The mid-term evaluation identified a widely shared perception of a multiplier effect, whereby young people directly involved in the programme bring peers into the initiative. While this dynamic is acknowledged by stakeholders, the present analysis challenges the assumption that a fixed ratio of 1:3 has been consistently achieved. According to KIYO's leadership, the multiplier effect can in fact be tracked between the partner organisation and third actors; and between third actors and youth. However, some interviewees expressed scepticism regarding attempts to measure the multiplier effect among young participants, noting that one survey — in which young people received a phone call and were asked to identify peers who had not participated in the programme but would have been impacted — was methodologically weak and prone to inaccuracies. A more fruitful way of measuring the multiplier effect would be to identify peers of participants and a comparable group of non-exposed youth, and then conduct

baseline and follow-up surveys with them to enable estimation of indirect effects using differences-in-differences.

6.6. Sustainability

All interviewees agreed that the institutional development support provided by KIYO significantly improved organisational efficiency, strengthened the quality of work, and enhanced credibility with external stakeholders. All partners invested in documenting their approaches. SER produced a methodological manual, including a case study of its intervention at partner school CIEP 139, compiling good practices to guide educators, school managers, and public administrators; and developed the pedagogical guide *Rede Circo nas Escolas*, consolidating its social circus methodology. AMAR advanced the systematisation of its vocational training approach, integrating technical skills with life skills development. YOUCA Brasil also developed several technical resources to support organisational strengthening and replication, including a guide on the formalisation and institutionalisation of youth organisations.

However, the programme's emphasis on working through third parties, rather than direct service delivery, may be difficult to sustain without KIYO's dedicated support, posing a risk to financial sustainability. It remains uncertain whether partner organisations will maintain this approach in the long term. While it may continue to serve as a differentiating factor for fundraising, several partners indicated that they are likely to prioritise more direct interventions once the programme concludes.

SER's activities demonstrate partial financial sustainability, and their continuation will depend on the mobilisation of new funding sources and partnerships. The school engagement strategy has been temporarily suspended due to the end of KIYO's and DKA's support, as well as the redirection of support from Miseror to another project within SER. The organisation is currently exploring the development of new partnerships — including those emerging from the cultural networks mobilised through the KIYO-supported project — to reintroduce activities with schools on a more punctual basis. This continued collaboration suggests that the networks and sense of ownership developed during the programme have created a basis for ongoing collective action, even in a context of reduced financial resources.

YOUCA, which had relied on KIYO as a major funder, is currently seeking alternative funding sources as part of the programme's exit strategy. The organisation secured support from other Belgian partners and restructured its operations in order to continue impacting young people primarily through advocacy structures. However, engagement with third actors is likely to be deprioritised in favour of other programme lines, such as the provision of preparatory classes for university entrance exams. For AMAR, which

has received support from KIYO for around twenty years, the exit strategy has triggered a stronger effort to diversify funding sources and partnerships. The organisation is seeking not only financial support through grants and projects, but also institutional partnerships that provide services or technical support. For instance, instead of paying for expensive training courses, AMAR may collaborate with institutions such as SESC or SEBRAE that can provide expertise and training through in-kind contributions.

In relation to social sustainability, YOUCA intends to maintain its engagement with young people through advocacy and community mobilisation. Although certain programme components may change or be reduced, the organisation's core mission of youth engagement remains intact. Similarly, AMAR's team and third actors appear to be aligned with the organisation's discourse and practices. According to interviewees, these actors are likely to continue their involvement in training and professional development initiatives for young people even after the end of the programme, contributing to the ongoing relevance of the work.

6.7. Transversal Themes – Gender & Environment

An analysis of the MEAL tool shows that organisations report having achieved satisfactory results in terms of institutionalising gender mainstreaming in their projects. On average, organisations improved from a baseline of 1.7 to 3.2, exceeding the expected target of 2.5 by the end of 2025. Although the overall results are satisfactory, several reservations should be noted. Over the course of the programme, SER, YOUCA and AMAR committed to developing internal gender policies; however, by its conclusion, only YOUCA had approved a final version of the document. Gender mainstreaming efforts were largely limited to workshops facilitated by the KIYO team, with more systematic approaches depending on the individual commitment and prior expertise of staff members. In the case of YOUCA, its women-led structure and advocacy focus on gender and sexual diversity resulted in multiple related initiatives. However, the absence of a formalised policy raises concerns regarding the sustainability of these efforts beyond the current leadership.

Secondly, gender discussions were largely framed around women and girls, with limited attention to boys or to masculinities. This represents a missed opportunity to engage boys more effectively, promote positive masculinities, and strengthen healthy relationships between boys and girls. In YOUCA, the predominance of girls is closely linked to its advocacy-oriented profile and its emphasis on inclusive spaces that affirm gender and sexual diversity. While this has successfully attracted girls and LGBTQ+ youth, it has also contributed to the perception of YOUCA as a “queer safe haven”, potentially limiting its accessibility to some boys—particularly cisgender, heterosexual boys facing socio-economic pressures to conform to traditional masculine roles,

including income generation and social status. Boys often joined through social connections rather than sustained interest, and the absence of targeted engagement strategies—such as entry points aligned with their realities—constrained retention.

At SER, gender imbalances are linked to entrenched norms associating arts and culture with femininity. While the organisation has created strong and safe spaces for girls, there is limited evidence of deliberate efforts to challenge these norms or reposition cultural activities as relevant to boys. As such, lower male participation reflects not only outreach limitations but also how programme content engages—or fails to engage—with prevailing constructions of masculinity.

In AMAR, although courses in areas such as web design, solar panel installation, IT, and barbering attract more boys, engagement remains affected by external pressures to enter the labour market. At the same time, organisational practices have tended to reinforce traditional gender roles, as the leadership made limited efforts to identify and recruit female service providers or to actively promote courses among female students in male-dominated fields. This was compounded by the limited integration of gender training—linked in part to a more conservative, faith-based culture and male-dominated leadership—which constrained critical engagement with both women and men, and indicates a weaker incorporation of gender mainstreaming compared to the other partner organisations.

Regarding the mainstreaming of integrity and child protection/safeguarding, the average result was satisfactory, increasing from a baseline of 1.5 to a score of 3.2 in 2025, thereby surpassing the expected target of 2.8. However, it is important to note that the organisations do not have specific safeguarding policies addressing abuse, harassment, and sexual exploitation. The approach to this theme has been limited to an initial workshop facilitated by KIYO at the start of the programme, alongside some references within each organisation's code of ethics and conduct. While this provided a useful foundation, the integration of the theme into day-to-day practices appears to have remained relatively limited.

From year 3 onwards, KIYO introduced a more structured integrity strategy among partners, centred on the designation of integrity focal points. The intention was to create regular and safe spaces for discussing integrity-related cases and raising awareness, with these focal persons expected to disseminate knowledge and help institutionalise good practices within their organisations. However, indications that other staff members, including those in coordination roles, were not always aware of the work being carried out, suggest potential limitations in visibility, ownership, or organisational embedding of the initiative. This evaluation considers safeguarding and integrity a key area of concern

across all organisations. Strengthening this dimension would require the adoption of robust and mandatory safeguarding policies to prevent the re-victimisation of young people in vulnerable situations and to ensure the provision of psychological first aid when necessary, particularly given the high levels of exposure to violence faced by many participants, as recommended by UNICEF.

Concerning discussions around the environment and sustainable development, it is worth noting that the Education for Sustainable Development (ESD) component was the one applied with the least rigour within the logical framework established by the programme. Reflections on sustainable practices were therefore carried out on an *ad hoc basis*, without clearly defined structures or systematic guidance. Nevertheless, environmental concerns were present in the work of partner organisations, and their importance is recognised at all levels. At YOUCA, environmental issues are a central topic of reflection because the organisation operates in an area surrounding a former landfill site. Initiatives such as a sustainable fashion show and discussion circles on the Sustainable Development Goals were highlighted as important contributions. At SER, one of the school directors interviewed noted that the pedagogical proposal implemented in schools this year was partly inspired by reflections developed together with KIYO partners during a workshop related to COP30. At AMAR, environmental awareness is reflected both in the inclusion of solar panel training modules within vocational courses and in internal initiatives such as reducing the use of plastic cups and encouraging recycling practices.

Project leaders at YOUCA and SER consistently raised the issue of racism as a pervasive structural problem affecting their work— and pointed to what they perceived as a form of colour-blindness within the programme. Several respondents noted that the absence of indicators within the MEAL framework to monitor anti-racism practices meant that an important dimension of their work was not captured, particularly the efforts required to design and deliver courses and modules to address this topic. Given that Brazil is one of the most racially diverse countries in the world and that poverty is racialised, the programme served predominantly Black youth in the country. In this context, partners argued that, within a multi-country programme such as EYTG, issues of race and xenophobia should have been addressed more explicitly. Interviewees recalled a concrete incident to illustrate this concern: during a video call between Brazilian and Belgian youth, a participant began mimicking a monkey in what respondents described as a racist gesture directed at the Brazilian group. Interviewees referred to this episode to reflect on the limitations of a Westernised understanding of Global Citizenship Education when it is not grounded in a robust anti-racist theory and practice. According to KIYO leadership, a number of important steps were undertaken in

the period following the episode, particularly with regard to revising the methodology of the youth exchanges, including aspects related to preparation, content, and facilitation.

7. Synthesis and conclusions

The Empowering Youth Together Globally Programme achieved its primary objective of increasing young people’s agency through the strengthening of quality learning environments and the promotion of principles related to Education for Sustainable Development and Global Citizenship Education. In doing so, it contributed to a process of self-reflection among partner organisations, which reported progress towards the institutionalisation and systematisation of best practices related to project management, impact assessment, and gender and integrity mainstreaming. Beneficiaries indicated that their participation in programme activities contributed to a stronger sense of empowerment, confidence and engagement in their communities. By partnering with non-conventional educational initiatives and supporting them in developing strategies to engage third-party actors in order to maximise their impact, KIYO prioritised capacity building and network development among their grantees.

The programme’s internal performance scoring consistently rated all DAC criteria as ‘A’, based on annual participatory self-assessments conducted by partners and the local team. This evaluation broadly validates these scores for efficiency and relevance, both of which are assessed as strong, with the programme demonstrating adaptive implementation over time. Effectiveness is also largely confirmed as ‘A’; however, important limitations are noted in the case of AMAR, particularly the absence of indicators to track post-course employability, which constrains a full assessment of outcomes. Sustainability presents a more mixed picture: while social sustainability is considered strong (‘A’), financial sustainability ranges between ‘B’ and ‘C’, with SER facing greater challenges in securing future funding, and technical sustainability is assessed as ‘B’, given uncertainties around the continuity of the third-party implementation model. Coherence is rated as ‘B’, reflecting limited visibility of KIYO and a lack of strategic expansion beyond existing networks. Gender is also assessed as ‘B’ due to the absence of formalised policies, and environment as ‘B’, as although it was addressed as a cross-cutting theme, it did not evolve into a structured framework embedded into the partners’ approaches.

The MCD and SCD approaches proved particularly robust. Participants emphasised that exchanges facilitated by the SCD approach helped them realise that young people in different contexts face similar challenges, which strengthened solidarity and perspective. Those approaches allowed for a greater degree of programme flexibility and iteration—an adaptive approach that traditional NGOs often find difficult to operationalise. The simultaneous provision of financial resources and capacity-building

support also bears similarities to practices adopted by philanthropic organisations that implement participatory grantmaking strategies. However, the existence of stronger oversight mechanisms, financial guardrails and a more controlled execution structure maintained by KIYO situates the organisation closer to the operational model of a traditional NGO than that of a core-funding philanthropic partner.

The collaboration provided valuable learning opportunities for KIYO, including a stronger understanding of the Brazilian civil society context and the opportunities and limitations of working through third-party actors. It also supported the integration of racial perspectives into its approach to global citizenship and led to clearer, more structured communication protocols with partners. These have been continually improved since the communication shortcomings noted during the announcement of the anticipated conclusion of programme activities, as well as more broadly during periods of leadership transition within KIYO. Participants reported that frequent and sometimes abrupt changes in KIYO’s leadership and financial management structures created feelings of instability and uncertainty among partner organisations. For non-profit organisations working closely with partners in vulnerable communities, it is particularly important to communicate structural changes in a careful and transparent manner.

The SCD warrants a more nuanced assessment. While partners have engaged with external actors that have, overall, enhanced the impact and reach of their activities, there remains significant untapped potential. In the case of YOUCA, advocacy efforts have largely focused on participation in or facilitation of workshops and discussion circles, as well as engagement in advisory councils on rights. There is scope to strengthen direct youth-led advocacy aimed at concrete policy influence and change, drawing on the work of organisations already operating in this space. For AMAR, more proactive connections with women-led businesses—particularly those focused on women in STEM fields—as well as strengthened partnerships with the “Sistema S” network, would be important to expand outreach. In the case of SER, it will be essential to maintain active engagement with the State Department of Education until new funding cycles emerge, in order to maximise the sustainability of achieved impacts. More broadly, KIYO did not consolidate its position as a widely recognised organisation by the end of its operations in Brazil, remaining relatively unknown among education specialists and within key councils beyond the Baixada Fluminense region.

Overall, the organisation successfully fulfilled the mandate of the 2022–2026 programme cycle and achieved its overarching objectives. By the end of the programme, three core partner organisations had developed more solid and institutionalised organisational infrastructures. In addition, the programme’s broader

ecosystem included 32 organisations within its sphere of influence, and the initiatives collectively reached more than 2,100 young people.

The programme's success can be attributed to a combination of contextual factors related to the socio-political environment in Rio de Janeiro during the implementation period, as well as the strength of the partnerships in building momentum around youth empowerment initiatives. Increased openness within the State Department of Education, particularly in the context of reforms to the *Novo Ensino Médio* (New High School), created favourable conditions for cultural and non-formal educational initiatives. At the same time, the willingness of institutions within Brazil's Sistema S—such as Sebrae and SESC, which provide TVET courses—to collaborate expanded opportunities for vocational pathways. In parallel, the growing importance of Environmental, Social and Governance (ESG) agendas within private companies made the combination of professional training and civic education particularly attractive for partnerships with the private sector. The period was also characterised by the reactivation of councils focused on the rights of children and adolescents, the reorganisation of public mobilisations in defence of minority rights, and a broader reopening of spaces for political dialogue. These developments contributed to a favourable environment for civic engagement and helped facilitate the achievement of programme objectives.

A key challenge concerns financial sustainability, as KIYO represented a significant proportion of the operational budgets of partner organisations. Additionally, there are challenges related to the capacity-development strategy: because the programme relied heavily on building partnerships and strengthening the capacities of third-party actors, the results often materialise over longer timeframes. This can make it more difficult to secure long-term funding for such initiatives, particularly in contexts where donors prioritise short-term and easily measurable outcomes.

Across the three partner organisations, the evaluation findings do point to a consistent pattern: although girls tend to be the majority of participants (with the partial exception of AMAR), boys appear more prone to disengagement over time. However, this trend cannot be understood solely as a matter of attendance or outreach; rather, it reflects a combination of gender norms, organisational positioning, and programme design choices that have shaped how boys perceive and access these learning environments. A cross-cutting issue is the limited explicit engagement with masculinities as a thematic focus. As noted by KIYO leadership, while discussions on gender in Brazil have largely centred on women and, to some extent, LGBTQ+ communities, there has been comparatively little structured reflection on masculinities. This gap appears to have constrained partners' ability to critically engage boys and sustain their participation

beyond initial entry points. While the annual Action Plan reflected concrete efforts to adapt KIYO's internal structures towards gender equality—such as needs mapping, the development of mechanisms to improve project accessibility, and the reinforcement of flexible working arrangements compatible with care responsibilities—partner organisations primarily engaged with the topic through broader training sessions on gender and sexuality. Although they were encouraged to develop their own gender policies, by the end of the programme only YOUCA had a gender policy in place. Similarly, integrity measures largely consisted of standard Codes of Ethics and Conduct, rather than robust, dedicated policies addressing sexual abuse, exploitation, and harassment, despite the organisations working with vulnerable groups characterised by unequal power relations. Environmental sustainability was treated as a cross-cutting theme, mainly through occasional workshops.

With the closure of KIYO's operations in Brazil, the programme nevertheless leaves behind important lessons for the third sector. Among the most significant are the value of network-based approaches to social impact and the strategic importance of investing in informal and non-formal educational spaces as key pathways for youth empowerment. These lessons may serve as valuable references for future initiatives seeking to promote youth participation, social inclusion and civic engagement in Brazil.

8. Good practices and promising approaches

- The mutual capacity development and the shared capacity development approaches proved effective and contributed to youth empowerment: By combining financial support with institutional strengthening, the programme enabled partner organisations to consolidate their operational capacities, refine their methodologies and expand their engagement with young beneficiaries. Rather than focusing exclusively on short-term activities, the programme contributed to strengthening the organisational structures and governance practices of partner institutions, thereby enhancing their long-term ability to deliver youth-centred programmes. Contact with organisations from outside the country carrying out similar work served as a source of inspiration for the leaders of the Brazilian organisations and provided young participants—many of whom had never left Rio de Janeiro—with practical exposure to experiences of global citizenship. In several cases, young participants reported increased confidence in their abilities, greater awareness of their rights and opportunities, and a stronger sense of agency in shaping their personal and professional trajectories.
- Investment in non-formal learning environments strengthened youth protagonism and empowerment: Activities implemented outside conventional classroom

settings proved particularly successful in engaging young people and fostering active participation. Non-formal education spaces allowed for more flexible and participatory pedagogical approaches, encouraging dialogue, collaboration and critical reflection. These environments enabled young people to develop a sense of ownership over the learning process, strengthening the capacity of young people to actively shape and influence the initiatives that affect their lives and communities. Through participatory workshops, group discussions and project-based activities, participants were encouraged to articulate their views, develop leadership skills and engage in collective problem-solving.

- Holistic youth development strengthens programme engagement: Youth beneficiaries from all partner organisations highlighted that they function not only as training centres but also as supportive community spaces. For many young people, these environments provide guidance, emotional support and a sense of belonging beyond what they receive from their families or formal education systems.
- Practical and creative activities increase youth participation: Workshops that combine creative expression and hands-on learning proved particularly effective in engaging young people. Activities such as dance, theatre, graffiti and practical solar panel installation classes generated high levels of enthusiasm and participation.

9. Recommendations

9.1. General recommendations

- Systematically integrate and scale practices that foster a sense of belonging: A sense of belonging—promoted through inclusive pedagogies, representation, and practical support such as food provision—is a critical enabling factor for youth engagement and learning. These elements not only address material and structural barriers to participation, but also create safe and affirming environments where young people feel recognised and valued.
- Improve monitoring tools to better engage youth: The use of scorecards for evaluation was perceived by many young participants as overly long and difficult to complete. Participants suggested developing simpler, faster and more engaging monitoring tools that can still generate meaningful data while respecting young people’s attention spans.

- Maintain and expand international and interregional exchange opportunities: Participants strongly valued exchange opportunities with other regions and countries. These experiences do not necessarily need to involve international travel; virtual or hybrid exchanges with youth from other countries can still generate meaningful learning.
- Strengthen the mainstreaming of gender policy across partner organisations: Gender policy should be more consistently mainstreamed across all partner organisations, with each organisation expected to establish and implement a robust gender policy. In addition, these policies and related programme activities must explicitly address masculinities in order to promote healthy relationships between boys and girls and sustain male participation.
- Support organisations in developing internal safeguarding policies: Partner organisations should be supported in developing and implementing internal safeguarding policies addressing sexual harassment, exploitation, and abuse, with the completion and adoption of such protocols established as a mandatory condition for the disbursement of funds.
- Develop an anti-racism policy: Race and ethnicity play a significant role in the relationships among young beneficiaries, within the leadership structures of partner organisations, and in the dynamics between funders and grantees. Strengthening racial literacy should be considered essential components of youth empowerment, enabling young people to better understand and confront structural inequalities that shape their opportunities and life trajectories.
- Headquarters should increase transparency in relationships with country-offices and local partners: Several participants highlighted the need for greater transparency in communication between KIYO headquarters, regional offices and local partner organisations. Establishing clear and consistent protocols for organisational transitions and programme adjustments would help strengthen trust with partners and reduce uncertainty during periods of institutional change.

9.2. Partner-specific recommendations

- YOUCA
 - Expand academic preparation opportunities by introducing pre-university preparatory courses as part of programme activities. This responds directly to a demand expressed by programme participants, while also contributes to improved engagement and retention of boys.

- Leverage the untapped potential within existing advocacy structures by moving beyond participation limited to council representation and public demonstrations, and instead using established partnerships to design and implement large-scale advocacy campaigns that exert pressure for policies that strengthen and empower young people.
- Maintain a welcoming environment while strengthening institutional boundaries and reinforcing the organisation's professional stance, in order to avoid paternalistic relationships and promote participants' autonomy and independent development.
- AMAR
 - Expand technical and vocational training options, including: comprehensive electrical training courses, complementing the solar panel installation training already offered; ceiling finishing or other construction-related modules.
 - Increase the recruitment of female instructors to strengthen identification among female participants, and expand initiatives promoting women in STEM to encourage their engagement.
 - Establish simple and mandatory follow-up mechanisms, such as scheduled post-course check-ins or alumni engagement activities, integrated into programme design from the outset, to enable the systematic collection of outcome data, particularly on employability.
- SER
 - Strengthen internal financial management processes.
 - Expand joint fundraising efforts with youth collectives to secure long-term financial sustainability for the organisation.
 - Maintain close dialogue with education authorities and partner schools, especially the State Department of Education, to ensure that the groundwork is in place for a new cycle of joint activities should funding become available in the future.

9.3. Looking ahead: future youth empowerment initiatives beyond KIYO

- Decola Cria: In discussions with partners from Cedaps, there was interest in developing a programme focused on youth vocational training in partnership with organisations previously supported by KIYO. This initiative appears promising given the persistently high levels of youth unemployment in Rio de Janeiro.
- Organisations such as [Meu Rio](#), a non-profit operating in Rio de Janeiro that supports the formation of youth activist groups and mobilises young people to advocate for high-quality public services, could represent promising partners.

- [Casa Fluminense](#), an organisation engaged in research and advocacy, may also serve as a strategic partner, helping to expand programme activities and increase the visibility of initiatives undertaken by participating organisations.

10. Lessons Learned

- Partnerships and knowledge exchange enhance programme relevance: both national and international exchanges — whether with other organisations, communities or youth groups — were repeatedly identified as powerful learning opportunities. These interactions help participants recognise shared realities across territories and strengthen collective learning.
- Having a more participatory design process from the outset could have reduced the period of trial and error experienced during the first years. It took considerable time for partners to fully understand the programme’s approach, particularly the shift away from direct service delivery towards work with third actors. Earlier joint reflection and clearer communication about the programme’s Theory of Change may have avoided some of the initial resistance and operational friction.
- Leadership transitions and organisational instability can significantly affect trust and programme implementation. Changes in leadership within KIYO and complex governance relationships between partner organisations created tensions and periods of uncertainty, which at times weakened confidence and slowed decision-making.
- The programme highlighted the importance of clearly defined technical structures within partner organisations. A more structured approach to staffing — including clearly defined technical roles such as partnerships manager, coordinators and fundraiser leader — could have strengthened implementation and ensured that specific programme components, particularly work with third actors, received adequate attention and resources.
- The experience suggests that stronger incentives for innovation and proactive partnerships may be necessary. In some cases, opportunities to expand collaboration with external institutions — such as technical education providers or vocational training centres — were not fully explored. Encouraging partners to pursue more creative partnerships could strengthen the programme’s ability to influence systems and extend its impact beyond direct beneficiaries.

Annexes

[25 NARRATIVE REPORT - AMAR 2025 - PORT](#)

[25 NARRATIVE REPORT - SER 2025 - PORT](#)

[25 NARRATIVE REPORT - YOUCA BR 2025 - PORT](#)

[KIYO - Formulário de consentimento](#)

[FGD Case studies](#)

[FGD Script](#)

[Interview script](#)

[ANNEX 1 TOC KIYO Outcome Brazil - Theory of Change for the outcome 'Empowering children and youth together in Brazil'](#)

Casa Fluminense. Mapa da Desigualdade.
<https://casafluminense.org.br/atuacao/mapa-da-desigualdade/>

e Mulheres. <https://mailchi.mp/6f033b6d201b/guia-salvaguarda-hivos>

[DGD Programma BRA 2022-2026](#)

Financial reports consolidate in the following files made available by the KIYO team:

- [RAP_FIN_2025_BRA_AMAR_MC](#)
- [RAP_FIN_2025_BRA_CO_2025_MC](#)
- [RAP_FIN_2025_BRA_SER_MC_20260120_IT](#)
- [RAP_FIN_2025_BRA_YOUCA-BRA](#)

[MEAL tool Brazil 2022-25](#)

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APPENDIX A. Review of the MEAL Tool

1.1 Core Programmatic Hypotheses

Based on the programme visualization, nine primary hypotheses drive the logic:

- Sphere of Control (H1): If KIYO strengthens the development of the POs' methodologies through a review of their materials and with an APPS lens scan, partners will become more institutionally sustainable and become able to assimilate their practices and methodologies better.
- Sphere of Control (H2): If KIYO promotes SCD and MCD among the POs, they can exchange experiences and expertise and share skills to enable an organization environment that is sensitive to gender, racial and cultural diversity in Brazil.
- Sphere of Influence (REACH) (H3): If KIYO partners are successful in sharing experiences and methodologies with their Reach, the Reach actors will become more sensitive to vulnerable youth and will enable them to access their actions.
- Sphere of Influence (REACH) (H4): If KIYO succeeds in sharing its approaches with REACH, they will insert the development of life skills in its practices.
- Sphere of Impact (H5): If youth involved with the POs or reach are able to develop their life skills, they can gradually be inserted into advocacy spaces. Thus, youth can not only inspire other youth in their communities but can also have influence the execution of public policies at the municipal and state level through advocacy.
- Sphere of Impact (H6): If youth are empowered by the programme, they can become references in their communities and start to develop art and culture projects in their communities reaching and inspiring other youth.
- Sphere of Impact (H7): If youth gain access to a decent job, they can contribute to the family's livelihood.
- Context (H8): If Brazil elects pro-democracy governments, the actions of our partners can get external support and be expanded.

- Context (H9): If Brazil elects an authoritarian government there is a risk of persecution of human rights defenders, freezing of funds, intensification of inflation, and prices increases. So, the youth might move away from the project because they are experiencing food insecurity, thus needing direct policies and assistance.

2. Results Framework and Key Performance Indicators

The logframe measures progress on a 4-point scale: 1 (Fragmented), 2 (Capitalized), 3 (Institutionalized), and 4 (Pioneering).

Result 1: Partnership Strategy & Institutional Capacity

- Objective: KIYO and its partners strengthen their learning environments for youth empowerment through their partnership strategy.
- Key indicator (1.1): 352 exchanges expected by year 5. Until 2025, YOUCA had been the primary content generator (149 exchanges).
- Mainstreaming (1.2 and 1.3): Year 5 targets a score of 3.3 for Safeguarding, moving partners towards “pioneering” status. The target score of 3 for gender mainstreaming suggests a less transformative impact in this area.

Result 2: Education (Partner: SER)

- Objective: Secondary schools provide a gender-sensitive quality learning environment based on GCE/ESC principles for their students, boys and girls, to be able to participate, develop skills and learn from their peers.
- Target by end of program (2.2): 4 schools collaborating with SER. Reached: 7.
- Impact (2.4): 1,000 young people reached. Actually reached by end of program: 598. A gender gap is evident, with decreased engagement among boys.

Result 3: Employment (Partner: AMAR)

- Objective: TVET providers provide a gender-sensitive quality learning environment based on GCE/ESD principles for youth in vulnerable situations, boys and girls, to gain adequate entrepreneurship skills for employment as employee or self-employed.
- Target by the end of program (3.2): Collaboration with 9 TVET providers.
- Impact (3.4): 500 youth successfully accompanied toward decent employment.

Result 4: Citizenship (Partner: YOUCA and SER)

- Objective: Youth-oriented (culture) structures provide a quality learning environment for children and youth to become inspiring leaders who improve their personal, family and community lives, and who collectively represent their

interests in society and in participation spaces at the local, national and international level.

- Target by the end of program (4.2): 6 youth culture structures coached by SER. Reached 9 by end of program; 14 youth-oriented structures supported by YOUCA BRAZIL. Pending reporting cycle.
- Impact (4.4): 1280 youth reached through social circus and through the youth-oriented structures

3. Indicator Performance Overview (2022–2026)

The programme's logic flows from institutional expertise (O.1) to community reach (O.2), resulting in individual youth empowerment (O.3).

Indicator	Baseline	2024 Achieved	2025 Achieved	2026 Target
O.1: Institutional Expertise	1.8	2.7	3.3	3
O.2: Reach/Community Quality	2	2.2	2.7	3
O.3: Youth Empowerment Elements	1	3.6	3.3	5

**Note: 2026 data for KIYO, AMAR, and YOUCA contain zero values, indicating a pending reporting cycle.*

3.1 Institutional Evolution (O.1)

YOUCA: Demonstrated the highest growth, rising from a 1.3 baseline to 3.4 by 2025. Overall, by 2025, the KIYO country office recorded the highest score, at 3.5.

3.2 Community Reach (O.2)

YOUCA: Demonstrated the highest growth, rising from a 1.6 baseline to a score of 3.4 by 2025. In 2024, however, the partner faced underperformance, scoring 1.7 against a projected target of 2 (87% of the target achieved). This suggests important strategic adjustments and course corrections in its approach to community outreach.

3.3 Youth Empowerment Outcomes (O.3)

The number of elements indicating increased youth empowerment — defined as scoring above 3 on a 4-point scale — was 1 at baseline and was expected to increase to 5 by Year 5. While results initially met or exceeded targets, from 2023 onwards nearly all partners reported outcomes below the projected targets.

List of people met

No	Name	Organisation	Position	Date
1	Ana Carolina Lacerda	KIYO Brazil	Country representative	06/02 and 10/03
2	Monique Eleotério	KIYO Brazil	Project coordinator	26/02, 27/03, and 03/03
3	Sueny Nogueira	YOUCA Brazil	Project coordinator; co-founder	26/02, 04/03 and 19/03
4	Wellerson Carneiro	YOUCA Brazil	Financial Administrator	26/02
5	Brunna Nascimento	YOUCA Brazil	Co-founder and project mentor	26/02
6	Jonathan Lima	YOUCA Brazil	Social Education Instructor	26/02 and 19/03
7	Gabriel Eduardo dos Santos	ONG Projeto Luar (community-level organisation on YOUCA's reach)	Representative	06/03
8	Marcus Vinícius Souza	Coletivo Negro Pet Conexão (YOUCA's reach)	Representative	06/03
9	Eduardo Oliveira	YOUCA Brazil	Member	19/03
10	Laís Vitória Portela	YOUCA Brazil	Member	19/03

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	da Conceição			
11	Daniel Souza da Silva	YOUCA Brazil	Member	19/03
12	Evellyn Cruz	YOUCA Brazil	Member	19/03
13	Andriely Lopes Pereira da Silva	YOUCA Brazil	Member	19/03
14	Adryan Ferreira Gomes	YOUCA Brazil	Member	19/03
15	Guilherme Junio	YOUCA Brazil	Member	19/03
16	Breno Willian Neves Fraga de Araújo	YOUCA Brazil	Member	19/03
17	Juan	YOUCA Brazil	Member	19/03
18	Rafaela Cristine	YOUCA Brazil	Member	19/03
19	Tereza Souza	YOUCA Brazil	Member	19/03
20	Kayleane Araújo	YOUCA Brazil	Member	11/03
21	Antonio Carlos China	AMAR	Project coordinator	27/02 and 11/03
22	Bruno Costa	AMAR	Administrative and financial coordinator	27/02
23	Lilian	AMAR	Social worker	27/02
24	Julia Mauricio de Souza	AMAR	Young trainee	27/02 and 25/03
25	Luiz Leandro	Eletrons Solar (AMAR's reach)	Representative and Solar Panel Instructor	23/03
26	Pedro Henrique Fernandes	AMAR	Member	25/03
27	Yuri Alexandre Oliveira	AMAR	Member	25/03

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28	Vitória Marcelle Passos	AMAR	Member	25/03
29	Daniel	AMAR	Member	25/03
30	Rodrigo Cesar Freire	AMAR	Member	25/03
31	Ricardo Freitas	AMAR	Member	25/03
32	Francisco Wesley Rodrigues	AMAR	Member	25/03
33	Matheus Ferreira Rodrigues	AMAR	Member	25/03
34	Pedro Gabriel Ribeiro	AMAR	Member	25/03
35	Jonathan Bispo dos Santos	AMAR	Member	25/03
36	Idson Tavares	SER	Project coordinator	24/03
37	Lina Ferreira	Trupe (SER's reach)	Former NYAB participant; trupe member	10/03
38	Jacqueline Barbosa	CIEP 139 Manuel Bandeira (SER's reach)	Director	18/03
39	Gisele Obara	TRIAS	Director	10/03
40	Ives Rocha	CEDAPS	Decola Cria Coordinator	06/03