

Evaluation report

Global Opportunity Youth Network – São Paulo

(2020 – 2025)



Content



1. Introduction

2. Impacts on the Productive Inclusion Ecosystem

2.1 Methodology

2.2 Context analysis results

2.3 Qualitative analysis results

2.4 Evaluation results

3. Impacts of the GOYN SP initiatives

3.1 Introduction and methodology

3.2 Transformative Territories Fund

3.3 Raised to Power

3.4 Opportunities Network

4. Quantitative data analysis (Tracer Study)

5. Evaluation results

01. Introduction



 plano cde

**JUVENTUDES
POTENTES**
GLOBAL OPPORTUNITY
YOUTH NETWORK: SÃO PAULO
 aspen institute

Parceira Articuladora
 **UNITED WAY**
Brasil

Introduction

This report brings the results of the evaluation process of Global Opportunity Youth Network – São Paulo (GOYN SP) program, which is part of the international movement Global Opportunity Youth Network (GOYN), an alliance of youth, companies, governments, civil society organizations and experts, led worldwide by Aspen Institute (USA).

The program has been operating in Brazil since 2020, through UWB (United Way *Brasil*), GOYN's coordinating partner in the city of São Paulo.

Its mission is to boost youth productive inclusion (focusing on young people living in vulnerable situations) by generating economic opportunities for 100,000 young people from the outskirts of the city of São Paulo by 2030.

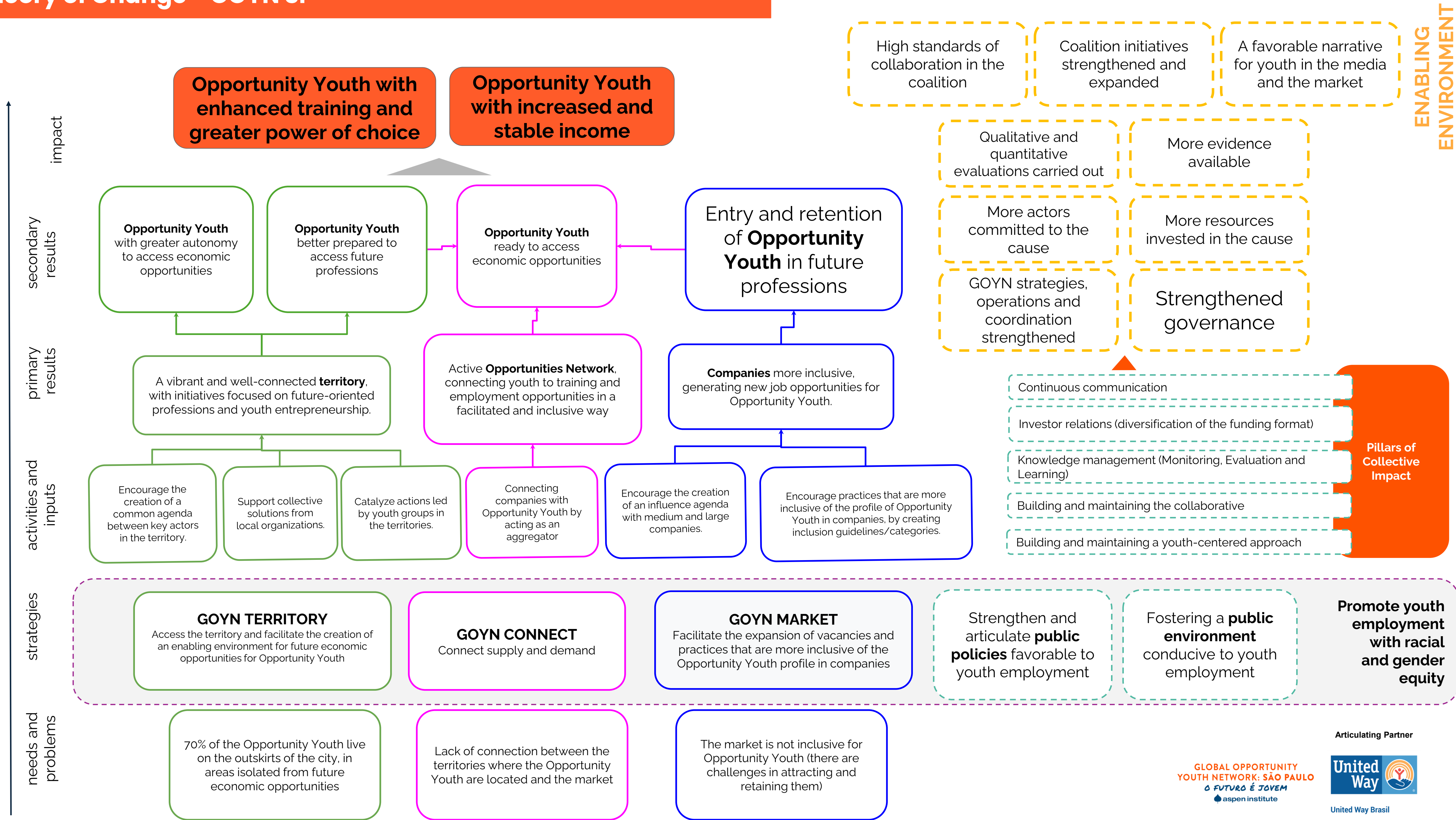
Its main premise is that no single actor can tackle the challenge of productive inclusion alone – an articulated ecosystem with shared objectives and practices is essential.

About Global Opportunity Youth Network – São Paulo (GOYN SP)

At its core, GOYN SP is a program that seeks to generate impact by **engaging and coordinating with local actors** involved in the cause of productive inclusion.

This is a complex task, summarized in a **Theory of Change**. This representation shows that GOYN SP uses different strategies:

- **Three with "programmatic" characteristics** (to the left of the Theory of Change): action in territories (Transforming Territories Fund); in connecting labor supply and demand (Opportunities Network); in the labor demand (Raised to Power).
- **Two with an influential (or advocacy) character** (more to the right in the Theory of Change): strengthening of public policies and creation of a enabling environment for the Youth Productive Inclusion.



02. Impacts on the Productive Inclusion Ecosystem



2.1

Methodology



Parceira Articuladora

UNITED WAY
Brasil

This evaluation answers the nine Theory of Change questions under "Enabling Environment".

High standards of collaboration in the coalition

Coalition initiatives strengthened and expanded

A favorable narrative for youth in the media and the market

ENABLING
ENVIRONMENT

Qualitative and quantitative evaluations carried out

More evidence available

More actors committed to the cause

More resources invested in the cause

GOYN strategies, operations and coordination strengthened

Strengthened governance

Evaluation approach

Based on GOYN SP's collective impact methodology, we sought to understand:

What are GOYN SP's contributions to the Youth Productive Inclusion ecosystem?

To answer these questions, this evaluation adopted the **evaluation approach** known as Outcome Harvesting.

Evaluation approach

The Outcome Harvesting (OH) approach is very suitable when the focus is on learning about changes that have already taken place, whether intentional or not, in **complex and collaborative contexts**, as is the case with the collective impact strategy.

Moreover, this approach is very useful when:

- **The results are not entirely predictable**, as in the case of a program/action that is innovative, adaptive or operates in dynamic ecosystems.
- **The changes are more qualitative and relational**, and cannot be measured objectively.
- **The program depends on multiple actors and diffuse contributions**: in this case OH helps to track *who did what* and how the program contributed (or not) to observe results.

Evaluation approach

The data that feeds the evaluation is entirely qualitative, obtained through **30 in-depth interviews** with key actors in the PI ecosystem (list of interviewees on the next page).

A semi-structured script was used for each interview, which **varied depending on the locus of each interviewee**, but all of them answered three key questions:

1. How do you see the youth productive inclusion agenda today?
2. What progress and challenges has this field presented?
3. How has GOYN SP contributed to this agenda?

For analytical purposes, the interviewees **are grouped into profiles**, based on the **proximity of their roles** within the ecosystem.

This is an analytical grouping, **which should not be confused as an institutional classification**.

- **Productive sector**: companies or representatives of business sectors are in the position of decision-maker on who to hire and how.
- **Public authorities**: local government bodies, responsible for formulating policies for youth.
- **Social sector (Territorially-based Civil Society organizations)**: work in the training and development of young people that live in the outskirts.
- **Social sector (Private Social Investment organizations)**: are larger in scale and act as program designers but, above all, as promoters and influencers of the cause.

Evaluation approach:

In-depth interviews

Productive Sector		
	Organization	Interviewees
Companies	Accenture Brazil	Maria Fernanda Mello
	Swedcham Brazil	Jonas Lindström
	DOW	Fernanda Azevedo de Souza
	Incense Group	Ionalda Correia Lisboa Ferreira
	PwC Brazil	Renato Souza Bruno Passarelo
	PepsiCo	Alessandra Machado Carlos Domingues
	Great Place to Work Brazil (GPTW-Brazil)	Daniela Diniz
Business Associations	Brazilian Association of Human Resources	Luis Druet
Total		10
Public authorities		
	Organization	Interviewees
City Hall of São Paulo	Municipal Department of Development and Labor	Armando Junior (Secretary)
	Youth Coordination	Edoarda Afonso Loureiro (Youth Coordinator)
	Total	2

Social Sector		
	Organization	Interviewees
Territorial-based Civil Society Organizations	Fesa CROMA Institute	Layla Marques
	Recycle Institute	Carlos Henrique de Lima
	Vocation	Fábio Felix da Silva
	State School Beatriz de Quadros Leme*	Rosilda de Assis
Private Social Investment	Accenture Brazil	Mariana Zuppolini
	Em Movimento	Larissa da Silva Fontana
	Arymax Foundation	Natália Di Ciero Leme Quadros Vivianne Naigeborin
	lochpe Foundation	Adriana V. Ferrazoli Pedro Cunha
	Roberto Marinho Foundation	Marcelo Bentes
	Vivo (Telefônica Brazil)	Alexandra Santos
	Tide Setubal Foundation	Kenia Cardoso
	Aspen Institute	Jamie McAuliffe
	EY Institute	Maite Paris
	Itaú Education and Work	Alexandre Suenaga Diogo Jamra
	UNICEF**	Gustavo Heidrich
	United Way Brazil	Flávia Conselheiro
	Total	19

* Public school that took part in GOYN SP. Their profile was considered closer to the qualifying organizations.

** UNICEF is not part of the Private Social Investment (it is a multilateral body), but its profile was considered closer.

Evaluation approach

We used **discourse analysis** to deal with the qualitative evidence, which consists of a method that seeks to understand **how subjects construct meanings** from language, taking into account context, power relations and values.

When analyzing the data, we described the speeches in **three fields**:

- How they described the evolution of the productive inclusion agenda in recent years and their institutional role in the cause;
- How they described GOYN SP's contributions to the agenda;
- What gaps and opportunities for improvement have been described

The lessons learned from these analyses were triangulated with GOYN SP's **Theory of Change** in order to conclude how GOYN SP contributed to the formation of an **enabling environment to productive inclusion** in each of the nine items listed under "Enabling Environment".

Evaluation approach

As a complement, the evaluation also presents an analysis of quantitative data on the context of **Opportunity Youth¹ in the city of São Paulo**, in terms of their socio-demographic profile and their possibilities of access to qualifications and the **labor market**.

To do this, we analyzed data from the **Continuous National Household Sample Survey (Brazilian Institute of Geography and Statistics – IBGE)** and **Annual List of Social Information (Ministry of Labor – MTE)**. We identified and quantified the Opportunity Youth and made a comparative analysis between **data from 2019** (pre-pandemic and shortly before the start of GOYN SP) **and 2024**, the year with the most up-to-date data.

Continuous National Household Sample Survey (IBGE)

- **Sample, quarterly** → shows the **broad reality of** the labor market.
- It captures **informality, unemployment and discouragement**.
- Enables analysis by **gender, race and education level**.
- **Advantage:** understanding **all youth**, including those outside formal employment.

Annual List of Social Information (MTE)

- **Census, annual** → covers **all formal employment relationships**.
- Details **sector, occupation, salary, etc.**
- **Advantage:** characterizing the **formal integration** of young people.

¹Opportunity Youth are young people aged between 15 and 29 who live in socially vulnerable conditions and have no opportunities for academic training and/or formal employment.

Results presentation

The report is structured in three main sections:

- 1. The analysis of contextual data**, based on data from Continuous National Household Sample Survey and Annual List of Social Information.
- 2. The results of the qualitative data analysis**: which organizes how each actor presents their narrative about the field of productive inclusion and the contributions of GOYN SP.
 - This section is divided by the "role" of the actors in the ecosystem: the productive sector; private social investment (institutes and foundations); grassroots Civil Society Organizations; and public authorities.
 - The division is purely analytical and does not necessarily represent a unity of opinions, but shares common characteristics that lead each group of actors to have their own views on the field and on GOYN SP.
- 3. The results of the evaluation itself**: shows the product of the triangulation of the speeches expressed by the interviewees with the Theory of Change and, in fact, answers how GOYN SP contributes to a more enabling environment for the productive inclusion agenda.

2.2

Context analysis results



What does contextual data have to say?

In 2024, **Opportunity Youth represented a significant contingent in São Paulo – more than 787,000 people, almost a third of all the city's youth.**

This public is mainly in the 18–24 age group, a critical age for entering the labor market, and carries strong vulnerability markers: a black majority, a prevalence of black women and many of these young people are already heads of household.

There have been important advances since 2019: **more young people are studying and have jobs**, which has reduced the percentage of "NEETs".

However, these gains have been accompanied by **changes in the occupational profile**, with an increase in **informality and self-employment**, indicating that entry into the market is taking place on a fragile basis.

On the formal labor market side, the largest employers of young people are **concentrated in traditional, low-innovation sectors** – commerce and administrative services. **More creative and technological sectors still play a marginal role** in the professional integration of young people.

This whole structure is directly reflected in income: **the vast majority of young people (85%) earn up to 1.5 minimum wages**, a significantly lower level than that observed among the youth population in the formal labor market.

To sum up: Opportunity Youth are still a large group of people who are gaining more qualifications and increasing their presence in the labor market, but they are still subject to fragile employment relationships, low pay and opportunities restricted to economic sectors with low innovation.

Context analysis

As we explained, we used two databases for this analysis, each of which aggregates different aspects:

- With the National Household Sample Survey, we can describe the context of the Opportunity Youth.
- With the Annual List of Social Information, we understand the characteristics of the formal labor market for young people.

The first stage was to define what Opportunity Youth is. GOYN SP defines this audience as follows:

Opportunity Youth are young people aged between 15 and 29 who live in socially vulnerable conditions and have no opportunities for academic training and/or formal employment.

In operational terms, considering the available data, we define Opportunity Youth:

- A. Young people aged 15 to 29 in the city of São Paulo and
- B. With a per capita household income of less than 1 MW and 3 or more residents per household* and
- C. Young people without formal employment or
- D. Young people without higher education.

* Adopted as vulnerability criteria.

Note: it is important to point out that the Annual List of Social Information does not allow us to identify Opportunity Youth, as it only covers those in formal employment.

Context analysis

Clarifications on the methodology for estimating Opportunity Youth in the city of São Paulo:

- In the August 2020 report "Mapping Opportunity Youth in the city of São Paulo", the population of Opportunity Youth was estimated using two references:
 - The São Paulo Social Vulnerability Index, from *Seade* Foundation, which is calculated using data from the 2010 Census (as yet not updated for the 2022 Census).
 - The Brazilian Institute of Geography and Statistics's (IBGE) projection of the young population for the city of São Paulo.
 - The two data were combined (without methodological details) to arrive to a total of **765,525 young people**.
- As one of the goals of this work is to update the contextual data for Opportunity Youth, we were faced with the challenge of updating an estimation that:
 - It is based on extremely outdated data (the 2010 Census) and which methodology is not fully reproducible, since not all the assumptions are set out in the report.
- In this way, we recalculated the estimation of the Opportunity Youth population using a methodology based on the National Household Sample Survey (a database that is updated every year) and with a clear algorithm.
- This will allow the program to track this estimation more constantly.

Context analysis

The new methodology for identifying Opportunity Youth applies the following criteria:

- By default, we used interview number 1 of the Continuous National Household Sample Survey rotating panel (only interviews number 1 and 5 contain the per capita household income variable). From the microdata, we followed these steps:

Instruction	Variable	Values
We filtered the sample from the city of São Paulo	Capital	São Paulo
We filter out young people (according to GOYN SP's audience)	V2009	From 15 to 29
We filtered out people with a per capita household income of less than 1 MW.	VD5012	Equal to 'More than ½ to 1 minimum wage' OR 'More than ¼ to ½ minimum wage' OR 'Up to ¼ minimum wage'
We filter out people in households with 3 or more residents	VD2003	Greater than or equal to 3
We excluded people with higher education and formal work	VD3004 VD4009	Different than 'Completed higher education' OR Different than 'Employed in the private sector with a formal employment contract' AND 'Registered domestic worker' AND 'Employed in the public sector with a formal employment contract' AND 'Military and civil servants'

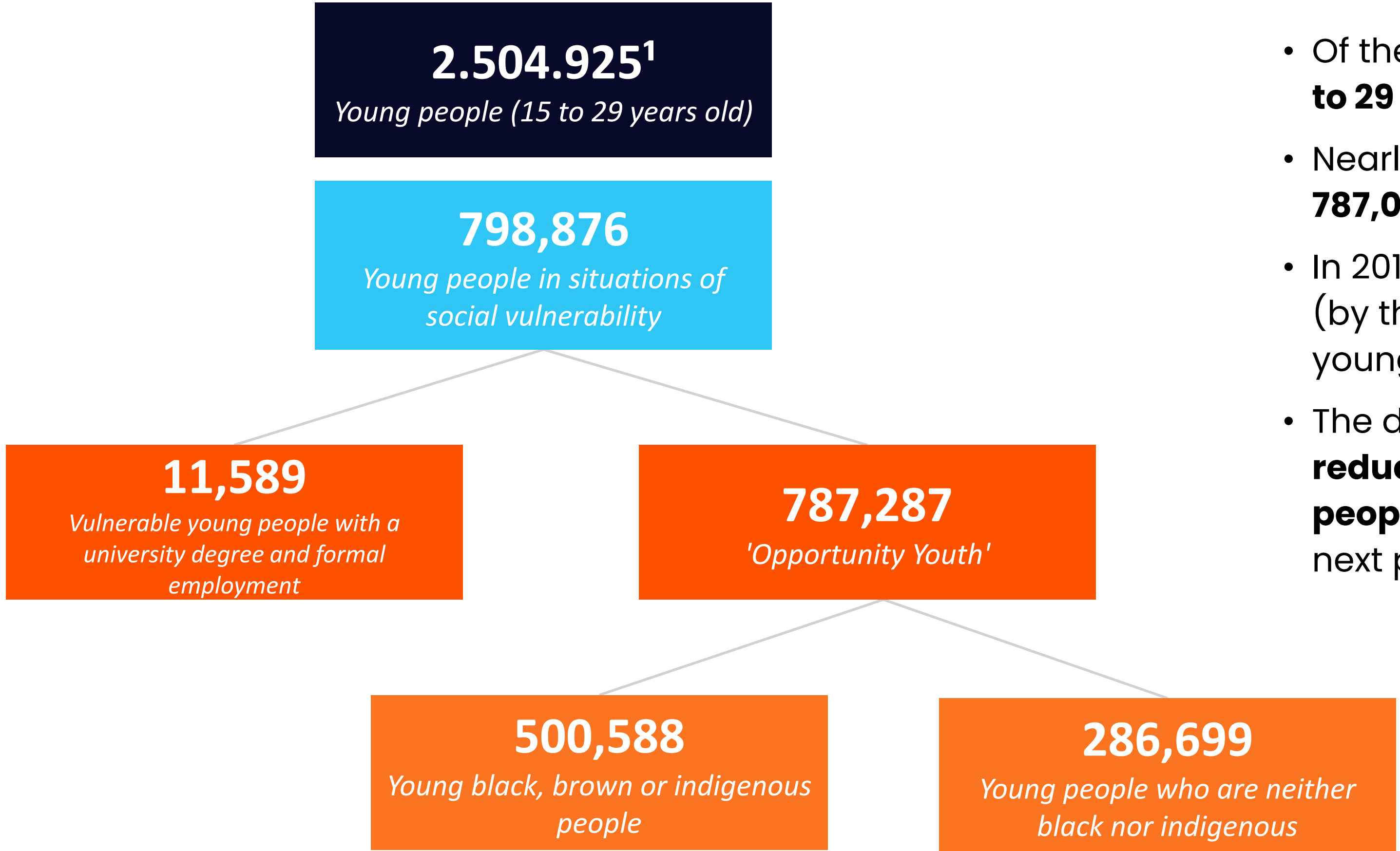
We applied this algorithm to both the most current National Household Sample Survey (2024) and the one of 2019 to compare with GOYN SP Mapping data.

For 2019, the National Household Sample Survey estimates a population of 900,000 young people, with a margin of error of 730,000 to 1 million.

Thus, even with different estimates, it is possible to say (due to the margin of error) that the figures in this report are not statistically different from those calculated in the Mapping*.

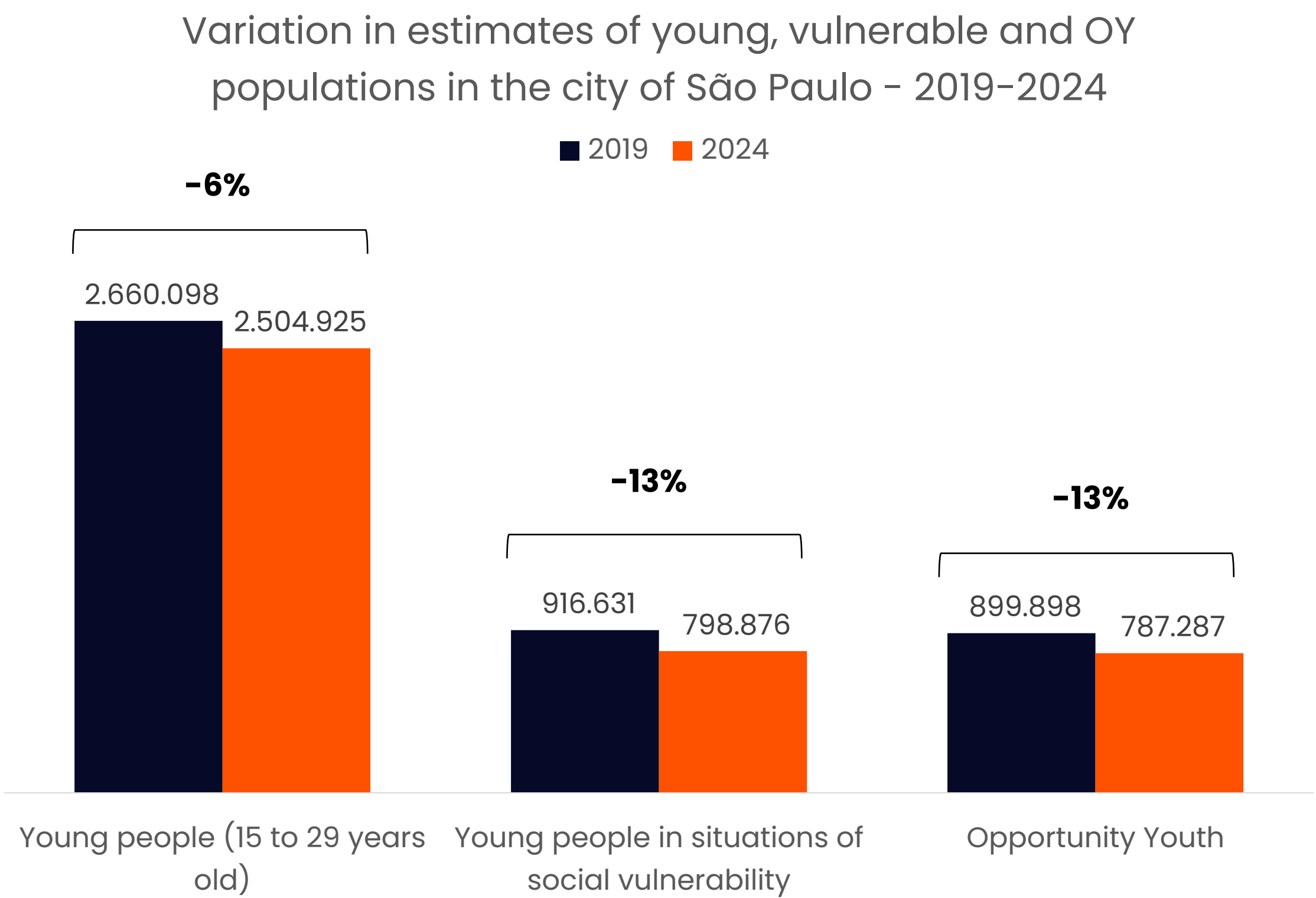
* The Mapping does not indicate the margin of error of Opportunity Youth population estimate.

In 2024, the Opportunity Youth in São Paulo totaled 787,000 people.



- Of the **2.5 million young people aged 15 to 29** in São Paulo,
- Nearly 800,000 are vulnerable (32%) and **787,000 are Opportunity Youth (31%)**.
- In 2019, the Opportunity Youth audience (by the same criteria) totaled 900,000 young people.
- The difference was mainly due to a **reduction in the number of young people in vulnerable situations** (see next page).

Opportunity Youth comparison between 2019 and 2024



- When we compare our estimates between 2019 and 2024, we notice a downward trend in the youth population in São Paulo (a drop of 6%), which is the result of demographic dynamics.
- On the other hand, the population of young people in social vulnerability fell by more than double that (13%) in the same period.
- As a result, the total number of Opportunity Youth actors also fell by 13%.

Opportunity Youth carry relevant vulnerability markers.

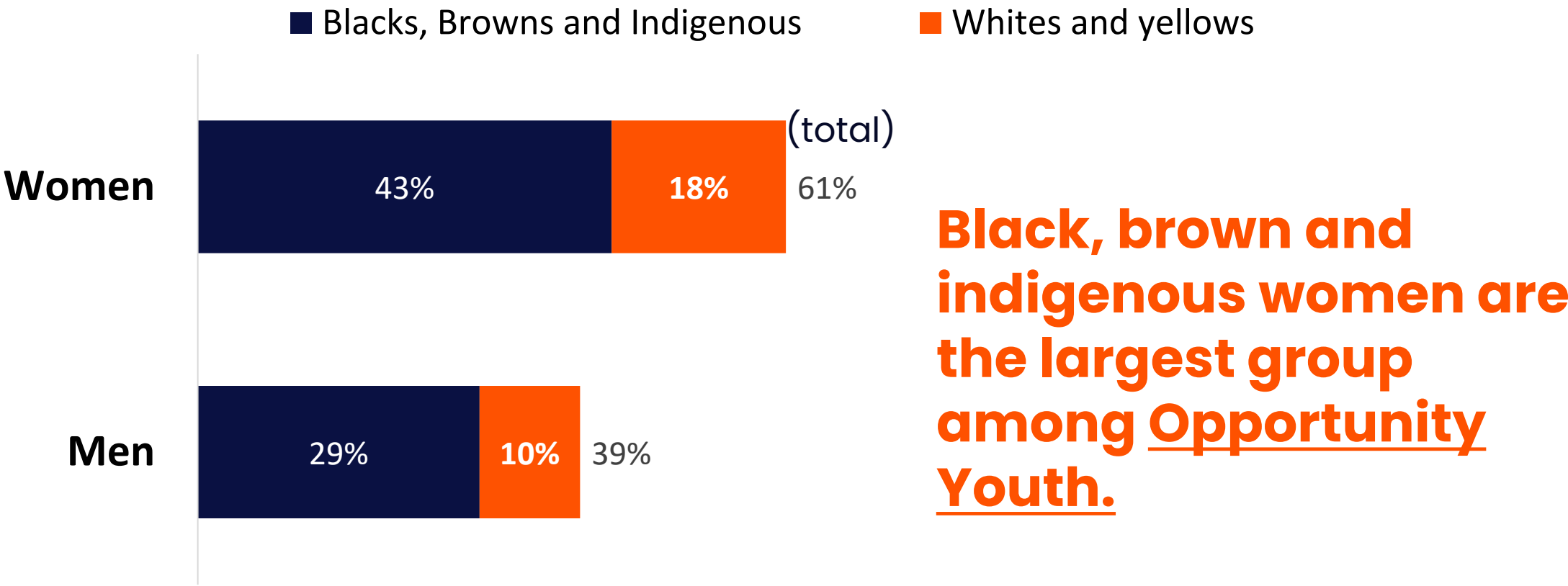
"Heads of households"

18% of Opportunity Youth declare themselves as the person responsible for the household.

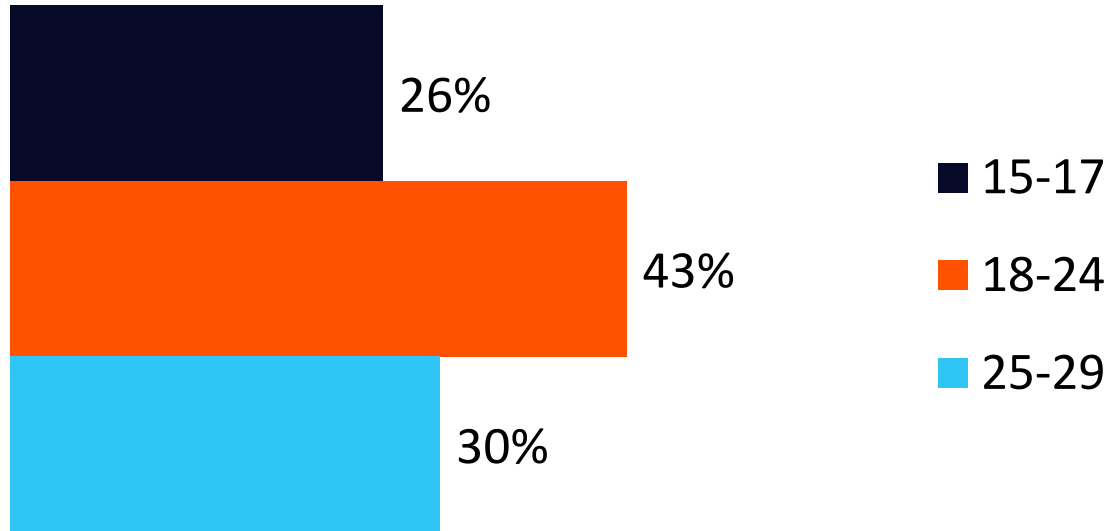
→ **61%** are women.

→ **72%** are black, brown or indigenous.

Opportunity Youth by sex and color/race



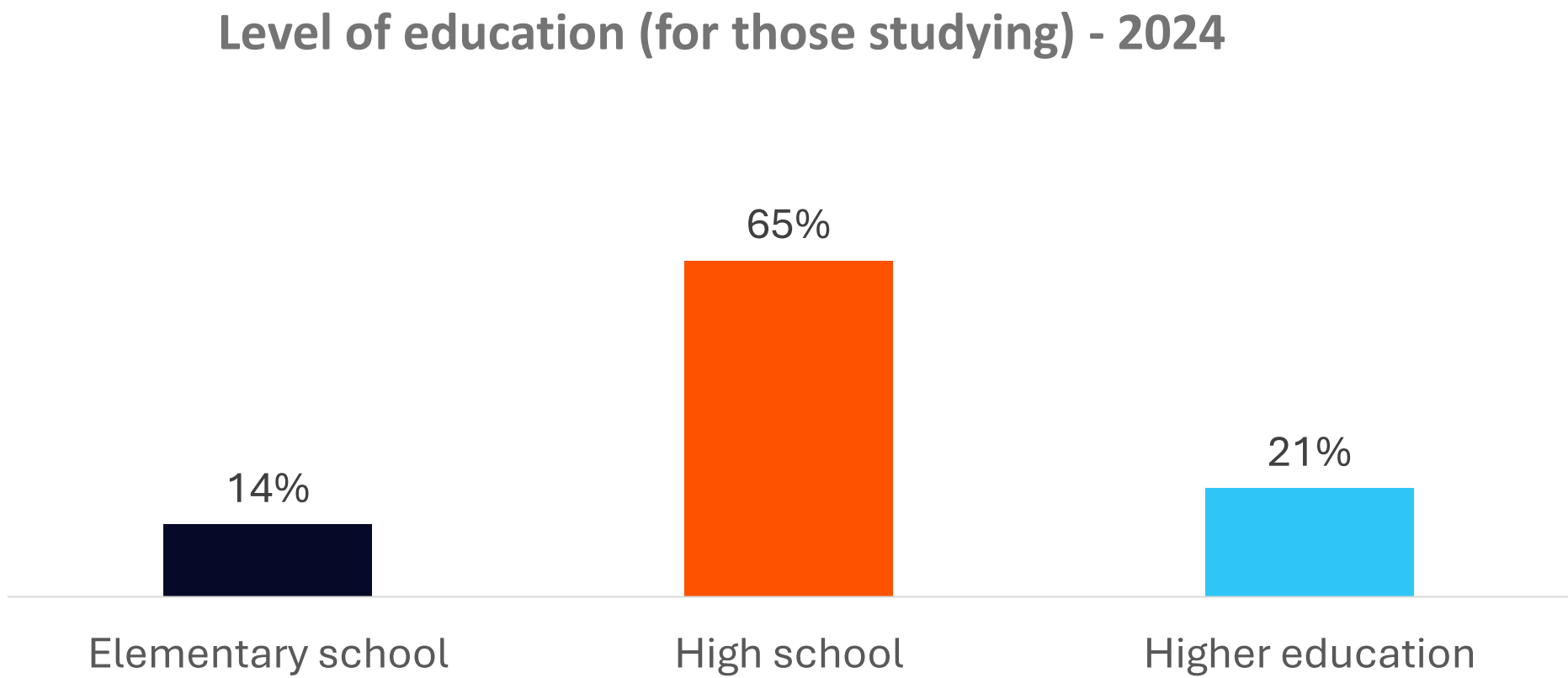
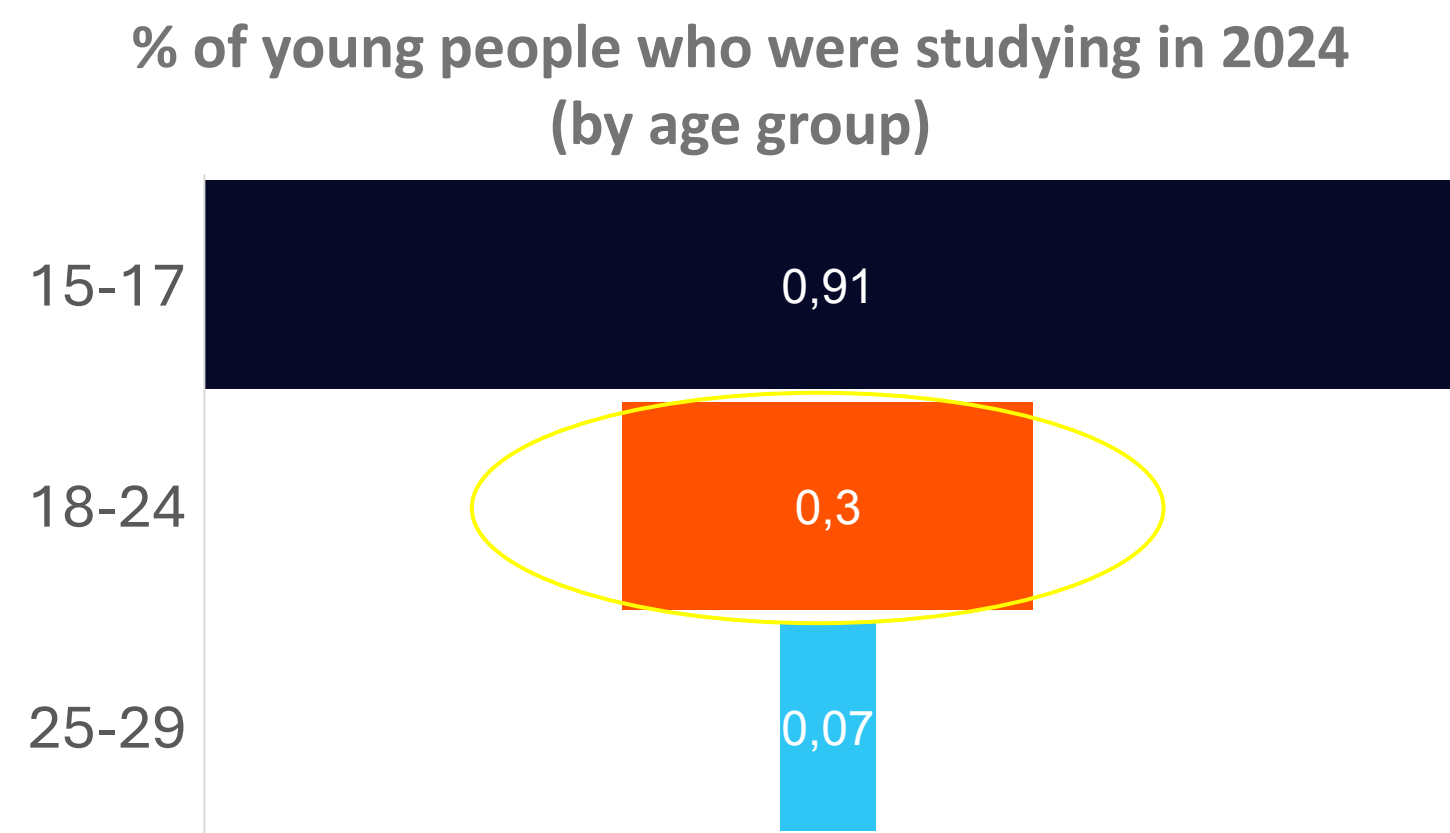
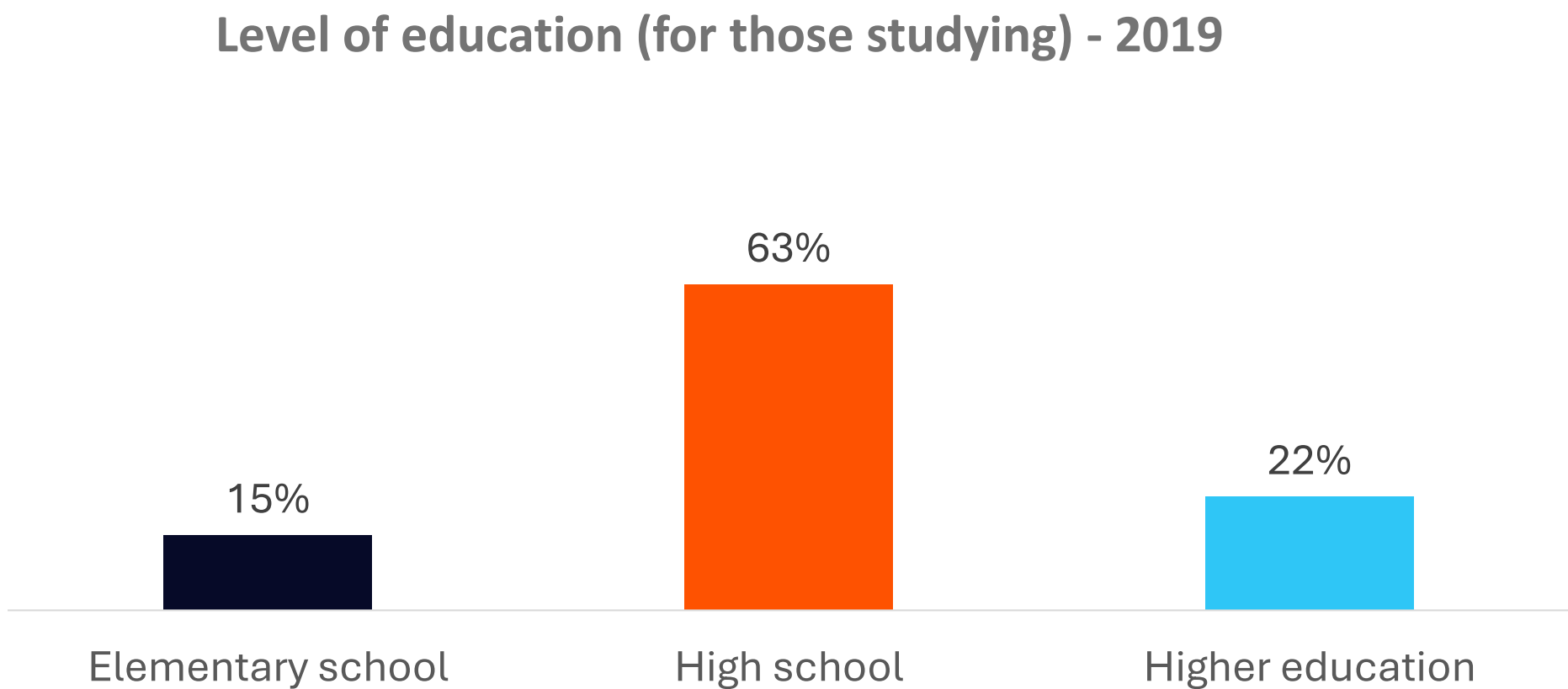
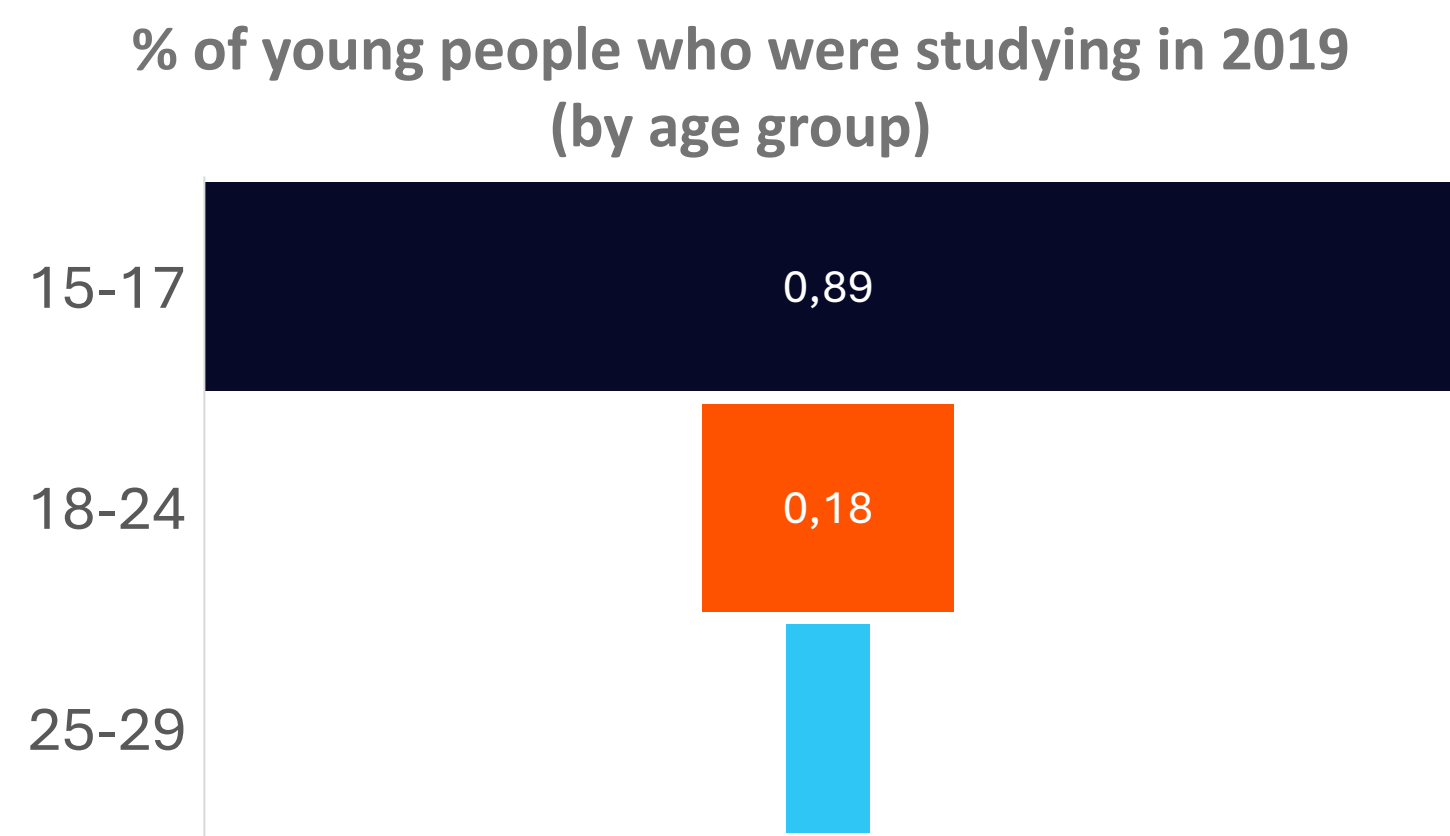
Opportunity Youth by age group



Most of the Opportunity Youth are between the ages of **18 and 24 : 43% of them are in this stage of life.**

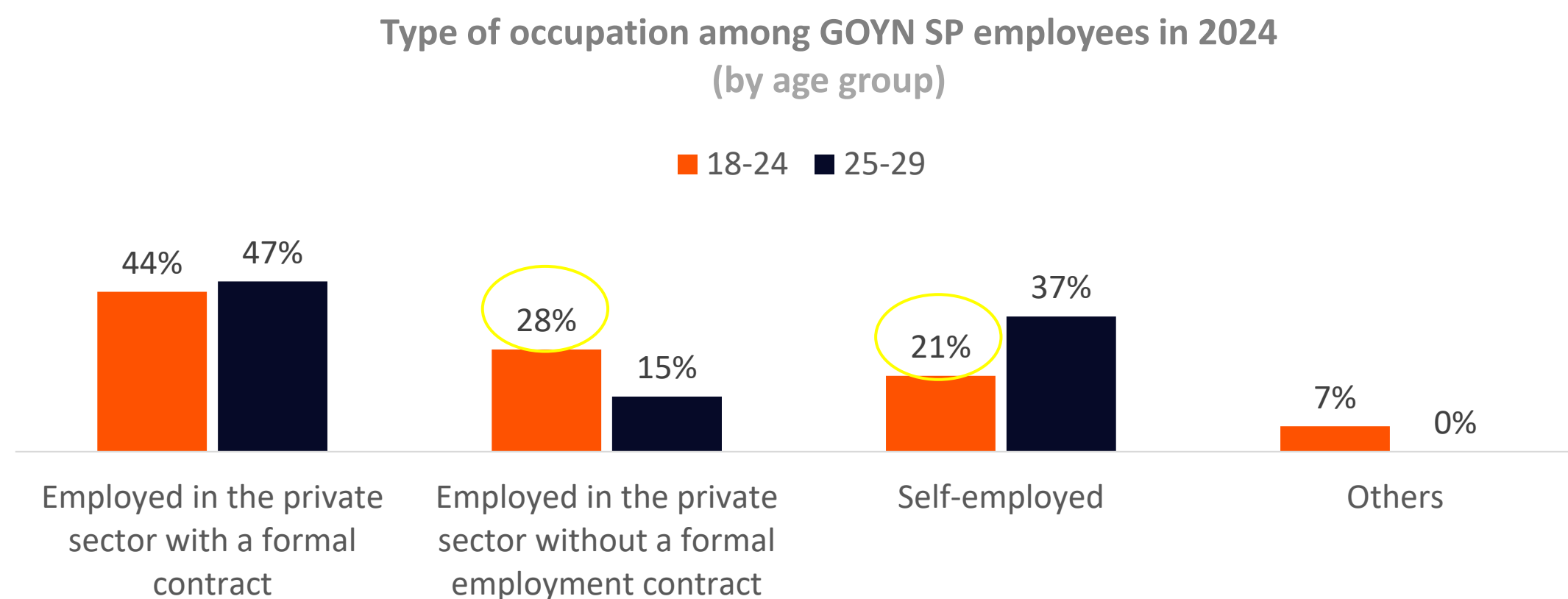
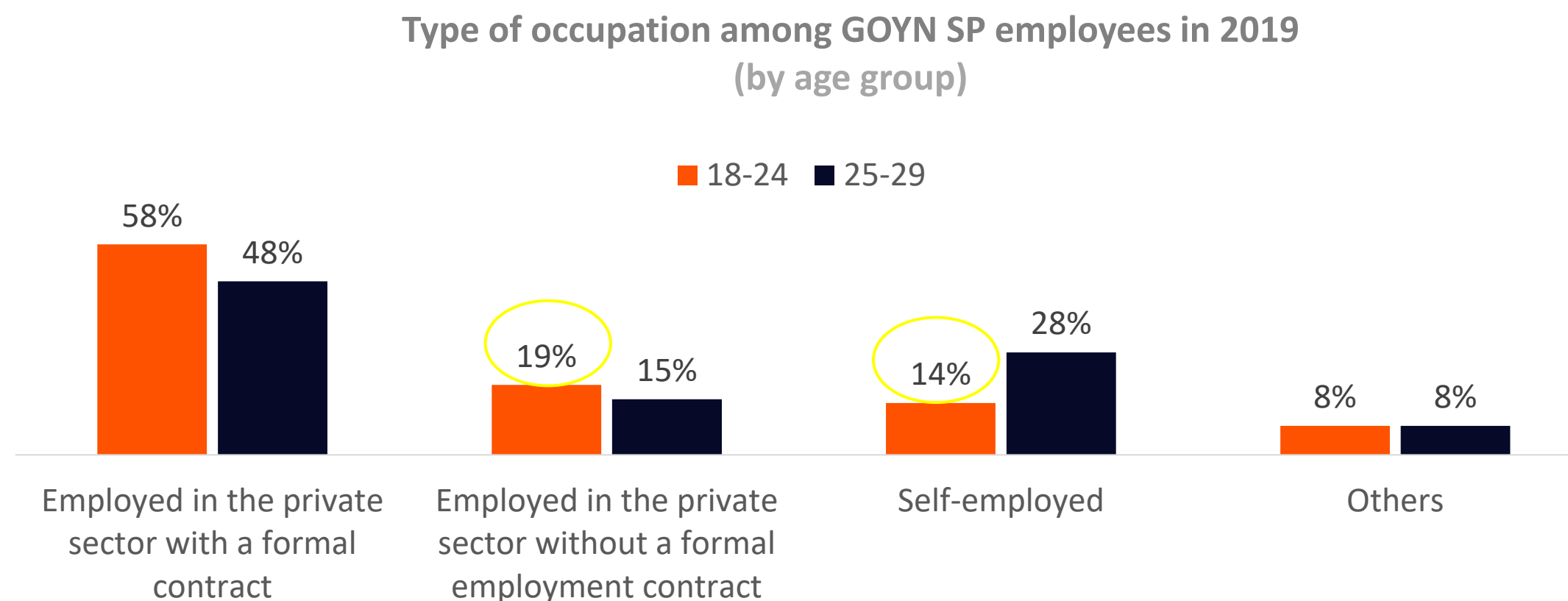
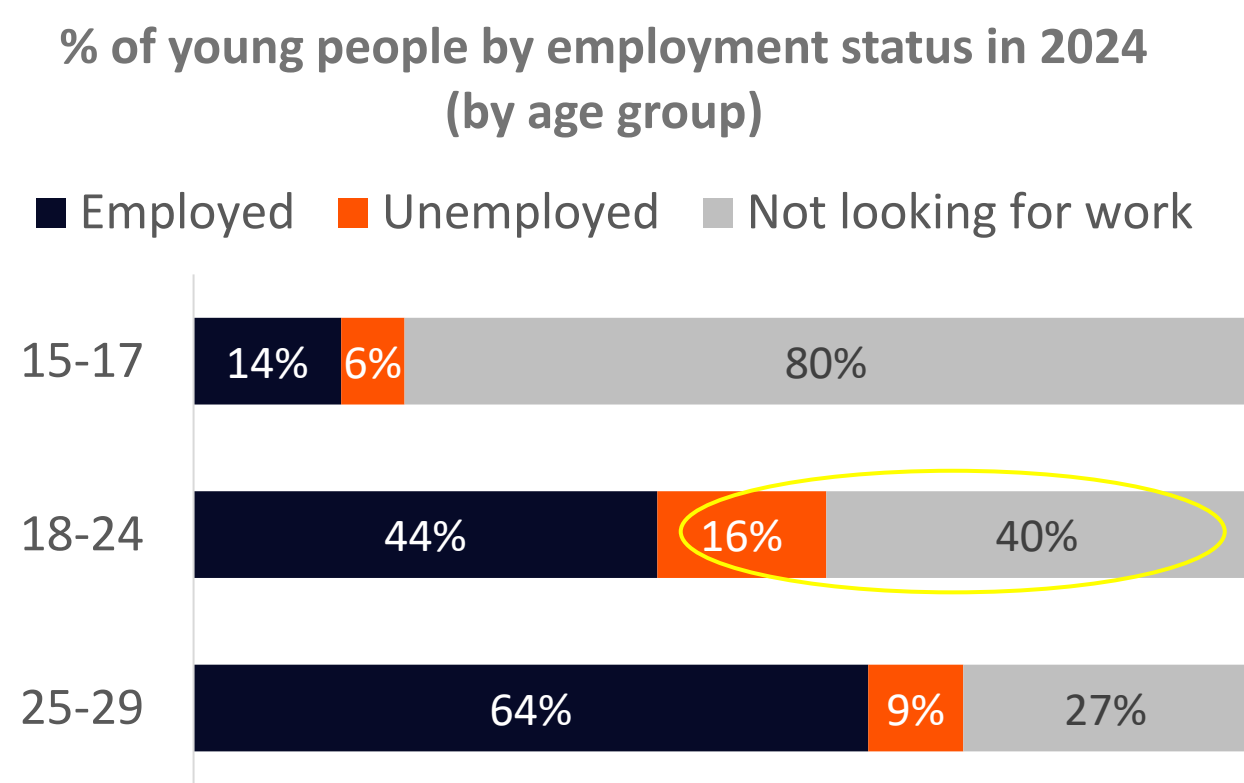
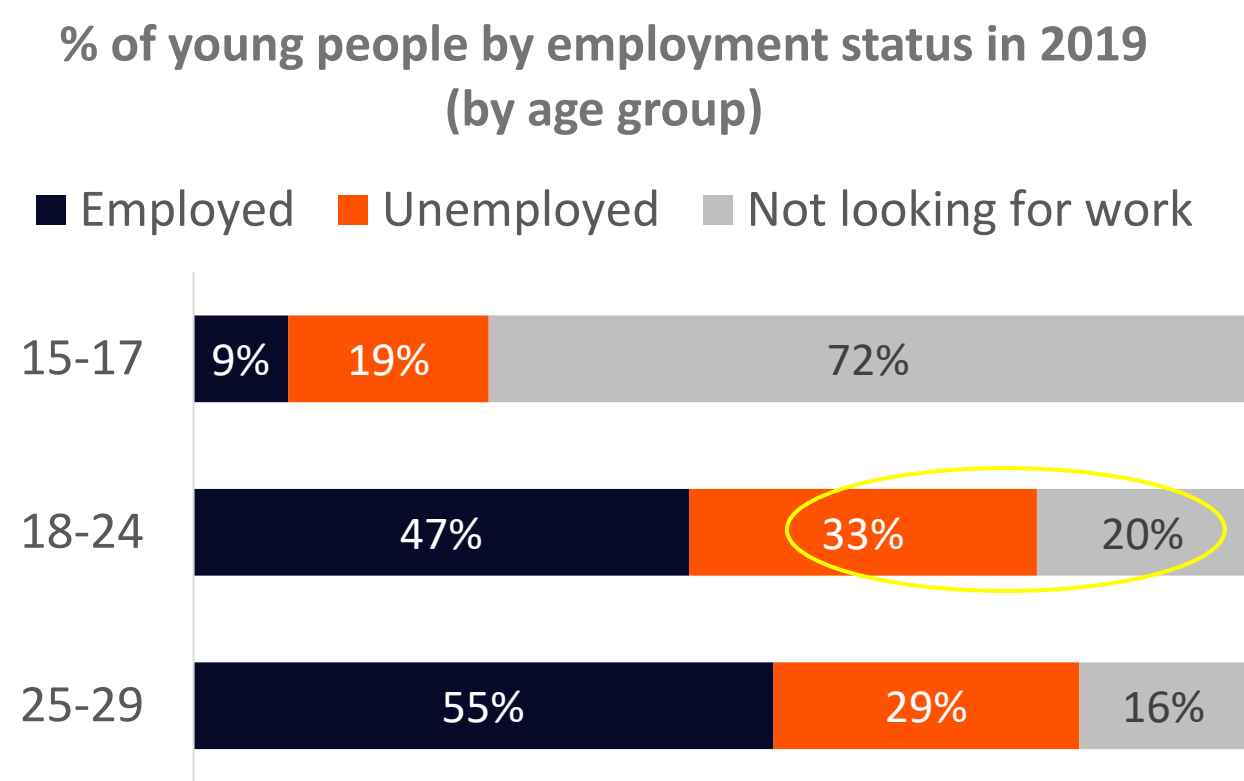
In other words, the majority of Opportunity Youth are at an **age considered critical** for entering the labor market.

The percentage of Opportunity Youth in the 18–24 age group attending school has risen significantly.



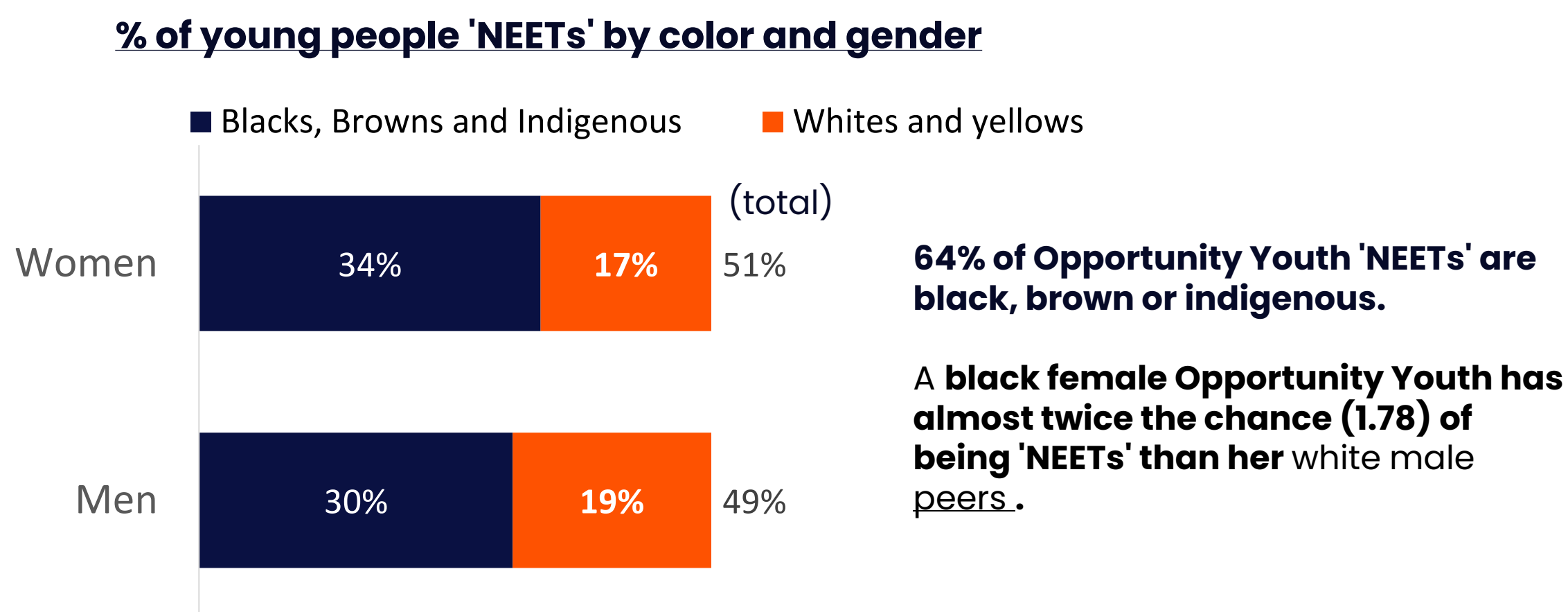
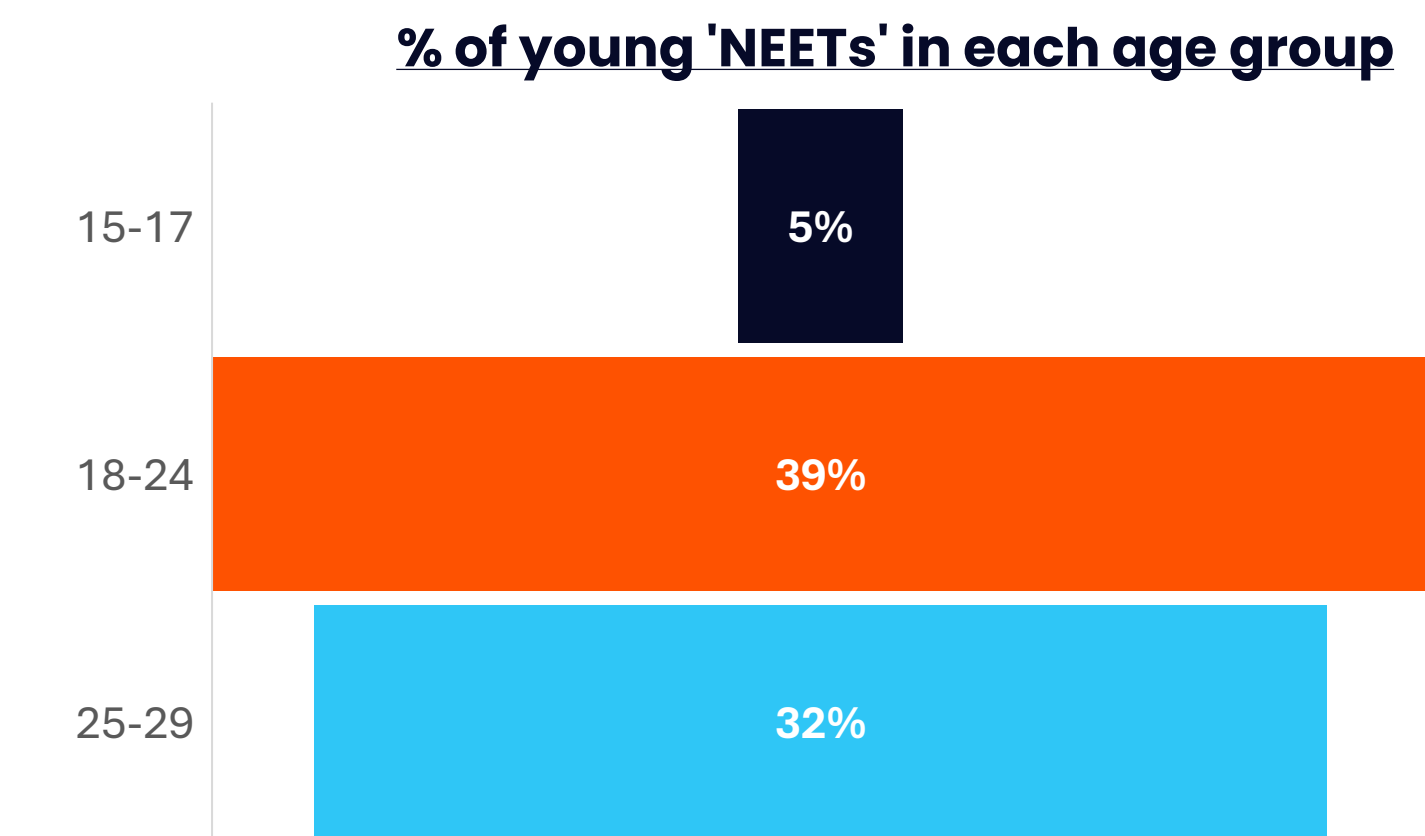
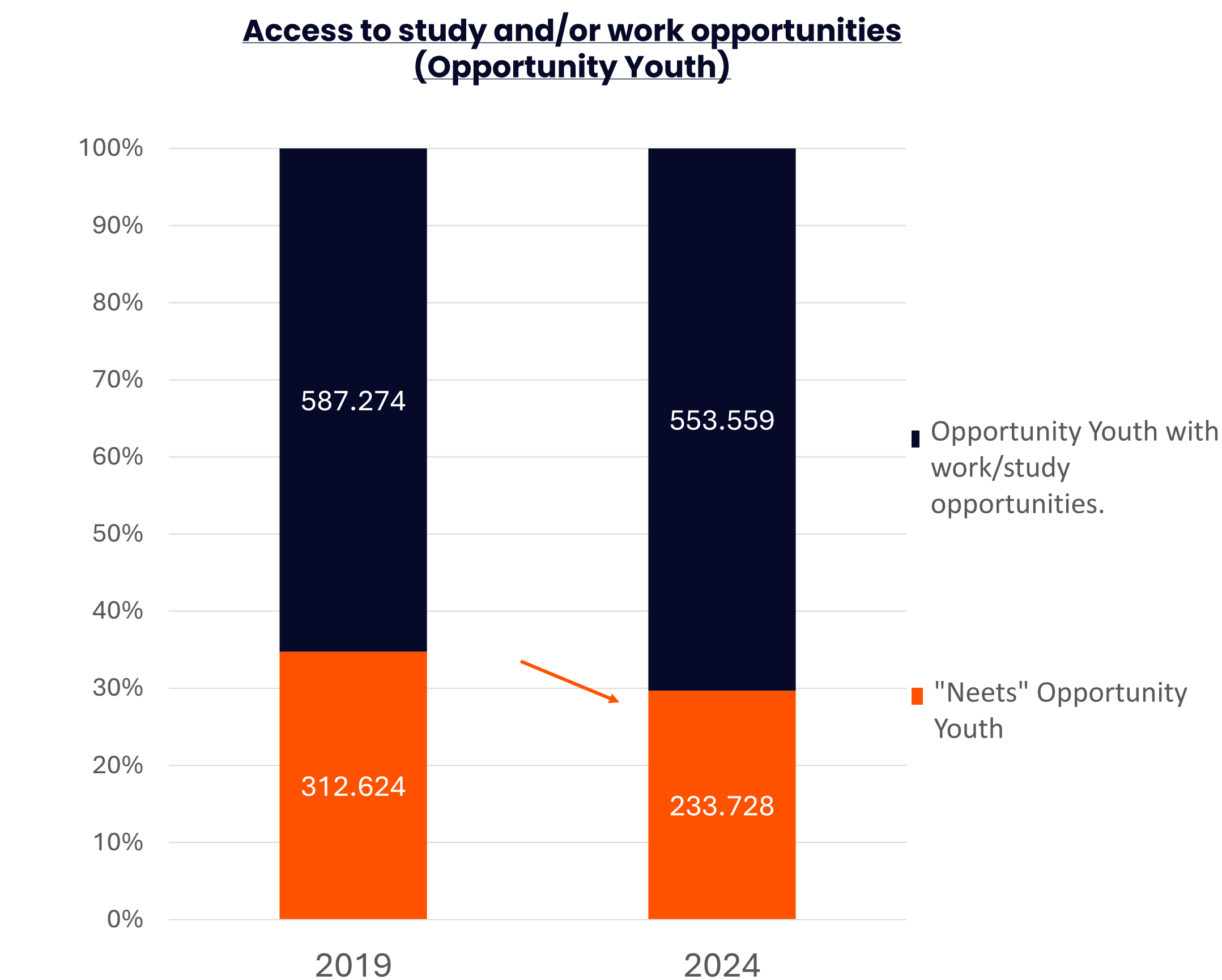
Data source
Continuous National Household Sample Survey (2024)

The percentage of unemployed young people has fallen, but discouragement, informality and self-employment have grown since 2019.



Data source
Continuous National Household Sample Survey (2024)

The proportion of young 'NEETs' within the total Opportunity Youth has decreased since 2019.

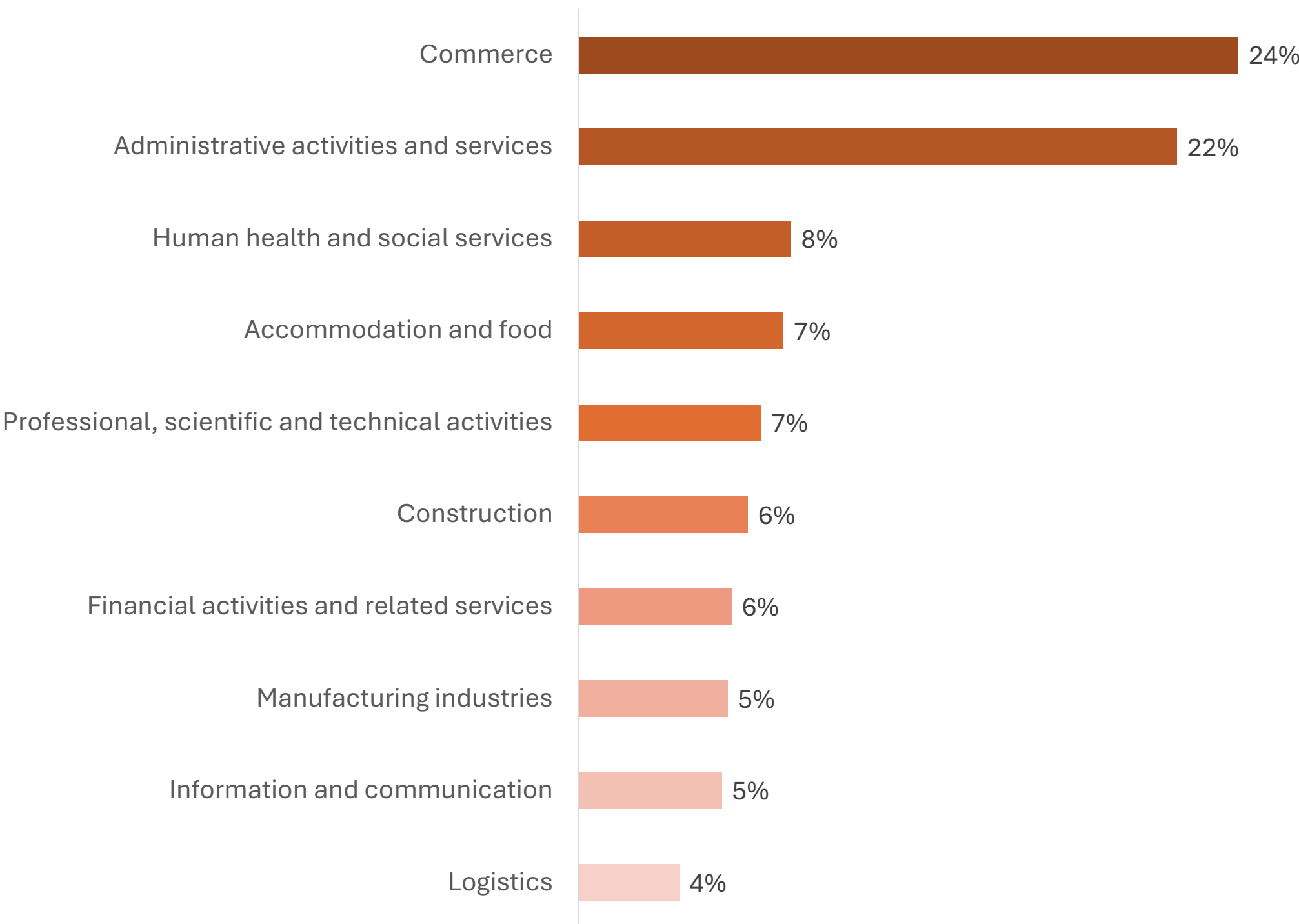


Data source
Continuous National Household Sample Survey (2024)

**We consider young people 'NEETs' (Not in Employment, Education or Training) to be those who were not studying and who were unemployed or discouraged at the time of the survey.*

Commerce and administrative services are the sectors that employ the most young people in São Paulo (in the formal market).

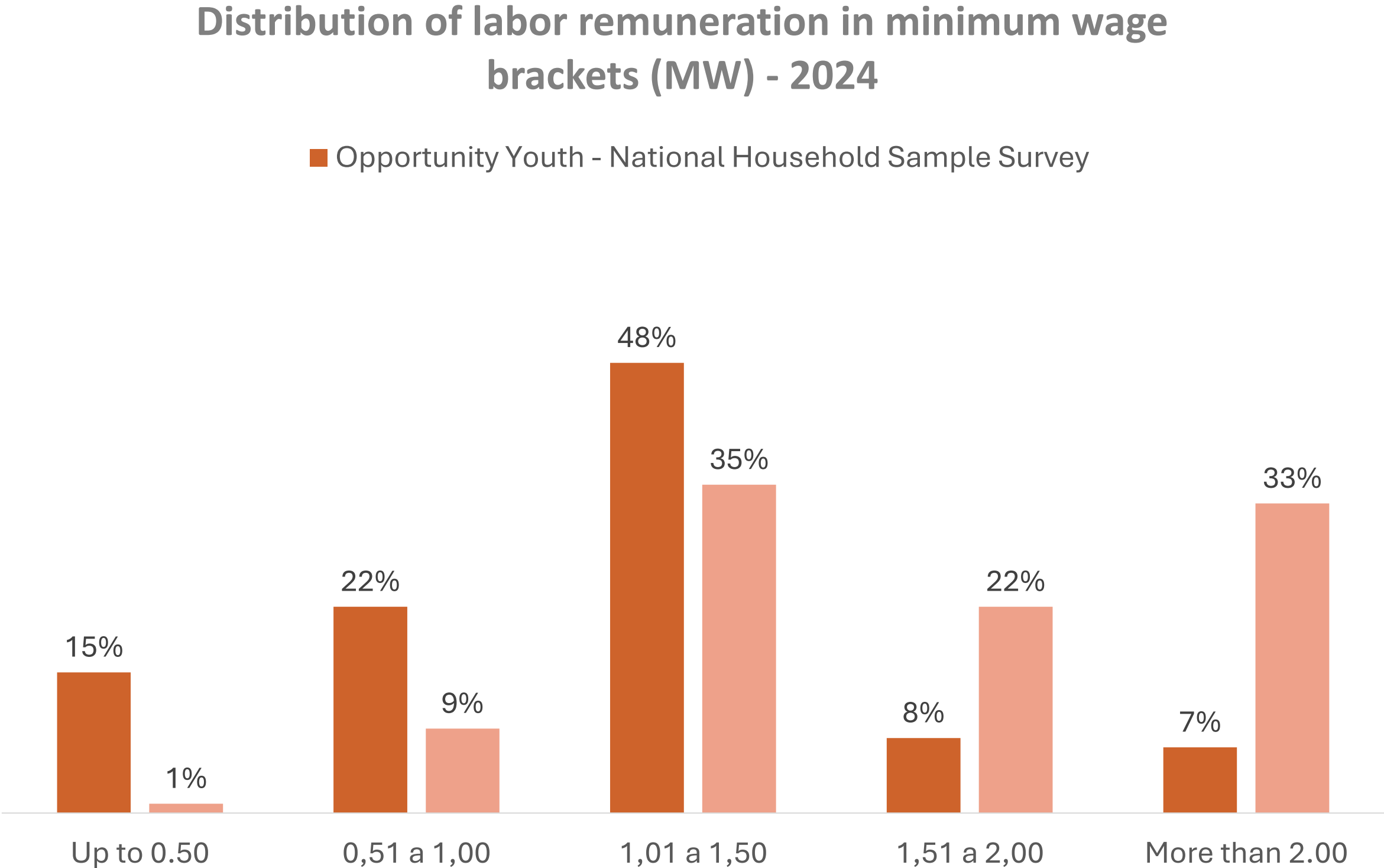
Top 10 sectors of economic activity employing young people aged 15 to 29 (2024)



Data source
Continuous National Household Sample Survey (2024)

- These two sectors – which include all types of commerce, customer service, labor outsourcing, etc. – are **almost half of all formal jobs** for young people aged 15 to 29.
- These sectors are typically the **main employers in the economy**, as they are labor-intensive.
- More technological and creative sectors, such as **Information and Communication, account for 5%** of all young people employed in the formal sector.
- These figures have remained **stable since 2019**.

The informality to which many Opportunity Youth are subjected is reflected in lower payment.



- The graph compares the compensation pattern of young people between the ages of 15 and 29.
- The young people found in the Annual List of Social Information are not always vulnerable and are in the formal market.
- The Opportunity Youth in the National Household Sample Survey are in both the formal and informal markets.
- This difference between the two profiles of young people is clearly reflected in their pay:
- **55% of those in the formal market earn above 1.5 MW, while**
- **85% of young people in the labor market earn less than 1.5 MW.**

Data source
Continuous National Household Sample Survey (2024); Annual List of Social Information (2024).

2.3

Qualitative analysis results



Three factors were mentioned as central to the evolution of the Productive Inclusion agenda since 2020.

1. Social and economic situation (Social Sector)

The **pandemic crisis** was highlighted as the main "catalyzing factor" of the cause:

- Young people were one of the most affected audiences, which made them one of PI's priority target groups.

In addition, in a context of **rapid economic change**, the issue of "work" has taken center stage in the social sector: **the jobs of the future have become a latent concern.**

2. Social agendas up for debate (Productive Sector)

With the growth of the **ESG Agendas**, issues such as race and gender inequalities have become part of the business vocabulary.

According to interviewees, this context acted as a **lever for PI initiatives.**

3. The role of public authorities in productive inclusion

It was also noted that the issue of **PI has been on the agenda of governments** such as:

- Federal government: the reactivation of the **Ministry of Labor** in 2023, with the creation of departments aimed at the productive inclusion of youth.
- São Paulo City Hall: **Youth Coordination** has reportedly made the issue of Youth PI a priority.

The concept of Productive Inclusion is seen as an extension of labor and income initiatives.

The notion of productive inclusion appears, among the interviewees from the social sector, as an extension of the **traditional work and income agenda**, by incorporating structural changes in the world of labor into the discussion.

With this, **Productive Inclusion s to be understood as a systemic agenda**, involving intersectoral actions that mainly concern economic development strategies, social assistance and education.

The pandemic is mentioned as a relevant milestone in this process, as it accentuates the vulnerability of labor relations and increases the centrality of the issue in the public debate, especially in relation to young people.

It is increasingly recognized in certain spaces within civil society that **joint action between the productive sector, the social sector and the government is necessary**, with the aim of **building a common agenda for the Productive Inclusion of Youth**.



"Productive Inclusion was born as an evolution of work and income generation policies, broadening the understanding of the issue and making it more comprehensive."

Interviewee, "Social Sector" profile

However, the PI agenda was not a consensus yet.

Interviewees from the social sector recognize the progress made in **consolidating the term** "productive inclusion" as a concept that is gradually spreading among organizations and actors in the field.

Despite this, **building a common understanding of this agenda is still one of the main challenges.**

While some recognize its complexity and multifaceted nature, others tend to **reduce it to targeted initiatives**, such as short-term qualification programs or labor intermediation actions.

In the view of interviewees from the social sector, this lack of consensus is one of the **limits to building an intersectoral agenda** that addresses PI issues in a systemic way – involving economic development policies, social assistance, education, etc.



"I think we need to take a much more structured, systemic view of this agenda, which is related to intersectoral policies, economic development, social assistance and education. It seems that this is not properly organized in the field yet.

The productive inclusion agenda has a more structured vision, but I still don't feel that this is a general perception.

The vast majority of people, entities that meet with public authorities, when they talk about this, say, 'So all I have to do here is offer short-term qualification courses for the public, they'll do this and after they'll be qualified and the market will absorb them'."

Interviewee, "Social Sector" profile

2.3.1

Private Social Investment



Private Social Investment: profile of interviewees



This section is based on in-depth interviews with fifteen representatives of Private Social Investment organizations – including companies, foundations and institutes – that are part of the social sector focused on the Youth Productive Inclusion.

These are generally larger organizations, which act not only as program formulators, but above all as promoters and influencers of the cause.

Social Sector		
	Organization	Interviewees
Private Social Investment	Accenture Brazil	Mariana Zuppolini
	Em Movimento	Larissa da Silva Fontana
	Arymax Foundation	Natália Di Ciero Vivianne Naigeborin
	Iochpe Foundation	Adriana V. Ferrazoli Pedro Cunha
	Roberto Marinho Foundation	Marcelo Bentes
	Telefônica Foundation	Alexandra Santos
	Tide Setubal Foundation	Kenia Cardoso
	Aspen Institute	Jamie McAuliffe
	EY Institute	Maite Paris
	Itaú Education and Work	Alexandre Suenaga Diogo Jamra
	UNICEF**	Gustavo Heidrich
	United Way Brazil	Flávia Conselheiro
	Total	15

* Public school that took part in GOYN SP. Their profile was considered closer to the qualifying organizations.
** UNICEF is not part of the Private Social Investment (it is a multilateral body), but its profile was considered closer.

What does the Private Social Investment have to say?

Private Social Investment recognizes that the productive inclusion agenda **has gained momentum in recent years**, supported by more evidence, new coalitions and a more receptive political environment.

Various foundations and institutes began to structure their **own strategies**, consolidating their activities even without fully integrated coordination.

In this context, **GOYN SP is seen as a strategic ally for the cause**, mainly for **putting young people and peripheral territories at the heart of the agenda** and for positioning itself as a **proof of concept for intersectoral collaboration**, with the capacity to bring together the private sector, public authorities and social organizations.

However, perceptions of the contribution are **asymmetrical**: for organizations that work closely with the programme, GOYN SP appears as a legitimate articulator, supporting Civil Society Organizations (through Transformative Territories Fund), mobilizing public authorities and integrating coalitions.

For more distant organizations, the impression prevails that GOYN SP lacks **clear objectives and a defined value proposition**.

Thus, it can be concluded that **the relationship between GOYN SP and Private Social Investment still needs to mature**. There is recognition of the program's legitimacy, but in order for it to really take shape as a **broad coalition around the cause**, it will be necessary to **clarify its identity and translate its objectives into concrete value for private social investment organizations**.

In general, the social sector has seen an increase in initiatives for the Youth Productive Inclusion.

This movement would have been the result of an intense **production and dissemination of evidence that endorsed the relevance of the cause**, attracting more investment to this agenda since 2020.

Interviewees from the 'Private Social Investment' profile often described the same understanding of **the concept of productive inclusion**:



"We are very much in line with the concept of productive inclusion. So when you talk about productive inclusion, you're talking about people having decent, sustainable jobs, labor or income."

Interviewee, "Social Sector" profile

Evidence mobilized on the relevance of Youth Productive Inclusion:

- Schoolchildren and young people as one of the groups most affected by the pandemic;
- Increase in informal labor;
- Intense transformations in the labor market generated by technological development; and
- Brazil is living through the end of the demographic bonus, with many of its young people still "under-qualified" for the labor market.

Qualitative analysis | Social Sector – Private Social Investment | PI context

As a result, private social investment has grown around the cause.

With more critical mass and recognition of the need for collective action to address the challenges, the interviewees believe that the third sector has been articulating some strategies:

Advocacy

Actions in coalitions, with the public and private sectors, to influence national and/or local public policies of interest to Youth Productive Inclusion.

Territorial action

Focus on local economic activities and support for community entrepreneurship, in partnership with local organizations.

Working with companies

Strategies for training, mentoring and connecting youth with formal employment opportunities, in partnership with companies.

In 2022, Productive Inclusion was among the five thematic areas that received the most funding from Private Social Investment, ranking fifth – behind Formal Education, Non-Formal Education, Culture and the Arts and Health.

Source: Gife Mosaic

Advocacy strategies were strengthened by a political context favorable to the cause.

As of 2023, the reactivation of the Ministry of Labor and the creation of departments focused on the productive inclusion of youth in the federal government would have brought **more structure to public policies in the sector.**

This scenario would have favored collaboration between government bodies and the third sector, with **more coalitions working to influence the issue.**

Despite this, some limitations to the effectiveness of actions carried out over the past few years were mentioned.

Limitations mentioned by the interviewees:

- Although the issue has gained momentum in the federal government, it **would be necessary to deepen the intersectoral approach to the issue**, which limits the effectiveness of actions.
- There are still **gaps in the implementation of policies at local level, especially in the cities**. Many places don't have specific departments or guidelines for youth, and there is a mismatch between schools and the labor market.
- They also mentioned the **need for more assertive advocacy for improvements in the Apprenticeship Law**, which has consolidated its position as a gateway for youth into the world of work, but still faces limitations.

Testimonies from Private Social Investment members working in advocacy:

Challenge – ensuring proper implementation of the Apprenticeship Law

*"Both large companies and the ecosystem of **small and medium-sized enterprises have very important weaknesses in promoting the inclusion of young people**, including a lack of knowledge about the legislation, about the apprenticeship law. There are many companies that unfortunately still don't meet the minimum quota of 5%. So there's still a lot to evolve.*

*We have a good range of legislation, the apprenticeship law is very positive, a regulation that establishes mandatory inclusion, but **the quality of this inclusion is still not very good – we hear a lot from young people, including large, structured companies that have very poor youth inclusion programs.***

This is the work we've been trying to do here at 1 Million Opportunities, to support these companies, to engage them, not just in opening up vacancies, but in their commitment to productive inclusion, to welcome and develop these young people, and to retention, because many also enter these opportunities and cannot progress to other types of contract after their apprenticeship."

Interviewee, Social Sector

As the concept of Productive Inclusion matured, the territory became more central to the Private Social Investment's strategies.

Over the last few years, the cause would have matured towards **recognizing the intersections between work, racism and economic development**. As a result, some productive inclusion initiatives have become more central to the territory.

The importance of looking at peripheral territories was raised as a consequence of the **understanding that, because of structural reasons, the formal labor market would not be able to absorb the entire population of the peripheries**.

In this sense, it is important to promote productive inclusion by fostering new economies in peripheral territories.

In some cases, strategies to promote entrepreneurship that were previously specific have now **benefited from a more continuous and structural approach**.



*"I understood that the third sector looks at this section of the population, which is young people, black, brown, indigenous people and those on the outskirts. I understood that the formal economy is unable to absorb this section of the population [...]. So, **today I think that the most coherent strategy for productive inclusion is investment in the economic activity of the peripheries. This means facing up to the fact that seed capital isn't going to solve the problem.** We need to talk about investment, quality investment. No one is going to be able to produce something of quality if they don't have cutting-edge technology there. We need to talk about entrepreneurship that is based on high value-added products, that can hire people locally."*

Interviewee, Social Sector

Private Social Investment's work with companies has been expanding, but the sector is having to choose between quality and quantity.

Although the number of institutions working to train young people for the labor market has grown, **initiatives in this area often prioritize gaining scale over the quality and consistency of the impact generated.**

According to interviewees from the sector, there **are few organizations that manage to provide effective job placement** – in other words, that promote real links between young people and companies.

In addition, although apprenticeship programs have become consolidated as one of the main entry points for young people into the labor market, **there are still obstacles in public policy (mainly in the Apprenticeship Law) that would hinder their full operation.**

Obstacles highlighted by the interviewees:

- There is a lack of research demonstrating the value of Youth Productive Inclusion for companies; we need to connect the cause to the business;
- There is a lack of research into the constraints in the Apprenticeship Act.
- There would be **few initiatives** to meet the aspirations of young people who **do not wish to follow professional paths in the formal labor market;**
- **There is little traceability/monitoring of young people who go through Productive Inclusion initiatives.**

GOYN SP's contributions to the Private Social Investment vary according to the degree of interaction with the Program.

In the interviews with organizations in the "Social Sector – Private Social Investment" profile that do not have a direct partnership with GOYN SP, it was difficult to pinpoint specific contributions made by the program.

GOYN SP's contribution reports revolve more around attributes:

- It is considered that GOYN SP shows **symbolic legitimacy** by giving a leading role to young people from the periphery (the cause of PI is addressed 'in the first person').
- It is recognized that GOYN SP contributes to the **dissemination of evidence** and good practices in the ecosystem.
- GOYN SP stands out for its participation in public policy advocacy **forums**.

The interviewees in this profile who seem to know GOYN SP's activities best are the members of the program's management committee.

For these members, GOYN SP has more concrete contributions:

- They also value the role of **putting youth and territories at the center of the agenda**.
- They recognize GOYN SP as a proof of concept for intersectoral collaboration, especially its **ability to bring the private sector together**.
- They point to contributions in **institutional support** for Civil Society Organizations (through Transformative Territories Fund), **mobilization of public authorities** and **participation in coalitions** around the agenda.

Testimonials from members of GOYN SP Steering Committee:

GOYN SP's contributions:

Systemic action and collective impact

"We have a model, a proof of concept of GOYN SP that is quite interesting – a collaborative model, where you involve the third sector, companies and the government in a specific area to try to come up with solutions. Then, I think this is where we need to have an interesting systematization to be able to replicate this in other places."

Balance between systemic and concrete action

"It [GOYN SP] also has a great contribution in balancing the agenda of productive inclusion, of having action in the territory, it dialogues with the productive sector, it has influence. I think GOYN SP is also a place that enhances the ecosystem. It helps the entities to meet, for us to bump into each other from other places. It is a place that strengthens the ecosystem. It captivates that too."

Difficulties in understanding the position of GOYN SP can limit coordination with the Private Social Investment.

Interviewees of this profile (especially the more distant ones) showed **some difficulty in understanding GOYN – SP**, suggesting that there may be challenges related to its brand and institutional positioning.

There were frequent statements about a lack of understanding about the **identity of the Program**, which is often confused with the identity of the organization that operates it (UWB). Likewise, the **perception was that their work is diffuse and unclear**.

In particular, these statements are closely associated with **the Private Social Investment's first interactions with the program**, at its very first events and meetings. For those who have distanced themselves from the program over the years, **the first impression of a lack of focus ended up prevailing**.

This type of consideration is important, as it shows the **potential challenge for GOYN SP to articulate with the Private Social Investment** in a broader way, beyond its closest network.

If we take into account that this part of the social sector is made up of **organizations that are already established**, we can assume that working in coalitions – an objective of GOYN SP – will only make sense **if these organizations see a clear value proposition**.

The positive perceptions brought up by Private Social Investment organizations close to GOYN SP may be an **indication of how the program can be positioned** to attract more partners in the sector.

2.3.2

Territorial-based Civil Society Organizations



Parceira Articuladora

UNITED WAY
Brasil



Territorial-based Civil Society Organizations: profile of those interviewed

This section was drawn up on the basis of in-depth interviews with four representatives of local Civil Society Organizations.

Most are organizations that work directly with young people living in the outskirts of the city and speak from the practical experience of this work.

Social Sector		
	Organization	Interviewees
Territorial-based Civil Society Organizations	Fesa CROMA Institute	Layla Marques
	Recycle Institute	Carlos Henrique de Lima
	Vocation	Fábio Felix da Silva
	State School Beatriz de Quadros Leme*	Rosilda de Assis
	Total	4

What do territorial Civil Society Organizations have to say?

Qualifying organizations have gone through a **period of expanding opportunities in** recent years, marked by new legislation, greater public visibility and an influx of more resources. This environment has allowed them to consolidate their position as central actors in PI.

In this context, **GOYN SP is recognized as a catalyst for this strengthening**, providing **institutional and financial support** at a strategic moment.

The impact was twofold: **institutional**, by strengthening the organization's internal capacities, and **symbolic**, by allowing them to see themselves as part of an ecosystem of productive inclusion.

In this sense, the Transformative Territories Fund was fundamental in **stimulating concrete partnerships** between Civil Society Organizations, as well as bringing them closer to public authorities.

This support has proved particularly essential in the face of the institutional shortcomings faced by organizations working in peripheral territories.

Unlike part of the Private Social Investment, which still questions GOYN SP's value proposition, for these organizations the Program was perceived as **absolutely indispensable for their maturation**.

However, challenges remain, the main one being **the limited dialog with the productive sector**.

In short, GOYN SP was decisive in repositioning territorial Civil Society Organizations as part of an ecosystem, strengthening their bases and legitimizing their role. The next step will be to build more effective bridges with the productive sector.

Public policies in the 2000s were important levers for young people's employability, according to qualifying organizations.

Some public policies from the 2000s – such as the **Young Apprentice Law** (Law No. 10.097/2000) and the **Internship Law** (Law No. 11.778/2008) – were mainly responsible for the **progress made on the youth employability front** over the last few decades, according to representatives of the organizations interviewed.

Although distant in time, these policies are still cited by the organizations interviewed as being **the cornerstones of their work**. It is these policies that still justify the actions of many today.



"Even though most companies, the corporate sector, don't see this as a process that can catalyze change in society, there has been a huge advance because we have a significant number of young people getting their first professional opportunities through these two laws (the Internship Law and the Young Apprentice Law)."

Interviewee, "Social Sector" profile

Qualitative analysis | Social Sector – Territorial-based Civil Society Organizations

More recently, since 2020, qualification companies have experienced a boom in the PI agenda.

According to representatives of the qualification companies, in recent years there has been a **boost in interest from various actors in the cause of Youth Productive Inclusion**, increasing the **availability of resources** and favoring the environment in which these organizations operate.

Over time, however, the same organizations have observed an increase in **the volatility of the investments allocated to the cause – something that could undermine its sustainability.**



*"We've noticed that **the issue is fading away within organizations as other agendas gain prominence.** This is a characteristic of many organizations in Brazil, **there is a difficulty in making their agendas last.**"*

Interviewee, "Social Sector" profile

Along with partnerships and resources, the organizations highlight **the increased visibility of the cause** in the media and public opinion.

Beyond that, there's a clear view that organizations are better informed about the trajectories of Opportunity Youth, in other words, that **there's more knowledge circulating in the field.**

This would have brought more **critical sense to the field** and greater awareness of **the inadequacy of the "NEETs" narrative**, guiding the construction of new narratives.

Knowledge has also raise awareness of the **need for coordinated action between the different actors in the ecosystem.**

All these advances have been positive in terms of broadening the scope of these organizations' work.

Now, they are concerned with other challenges:

Corporate culture

- Companies in general have an **instrumentalized and short-termist view of** young people.
- It is from this viewpoint that the **opinion of "little engagement"** on the part of companies, which we showed earlier, stems.

Insufficient Public Policies (PPs)

- **Youth employability PPs would have limited reach and results.**
- In addition, the **lack of education** among young people would be a **barrier** to accessing the labor market.

Engaging young people

- According to interviewees, there is a **mismatch between the qualifications offered by existing organizations and the aspirations of young people**, which they have demonstrated :
- (1) desire/need to generate income quickly; and
- (2) Eagerness to work with what you dream of.

The involvement of companies was raised as an important gap in the work of territorial-based Civil Society Organizations.

In the view of representatives of the organizations, the business culture is still marked by an **immediate and instrumentalized vision of youth.**

In this sense, in the perception of those interviewed, young people would be assimilated by companies as:

- "cheap labor";
- compliance with quotas defined by law;
- way to achieve Diversity, Equity and Inclusion (DEI) goals.

There would be no vision in companies of Opportunity Youth as **talents to be developed** :



*"We've **found difficult to find companies that really want to develop young people**, that want to have them inside the company to have **a really meaningful and developmental experience.**"*

Interviewee, "Social Sector" profile

According to the organizations, the productive sector is very much guided by the apprenticeship and internship laws, but they have gaps that limit the results.

Although laws created in the 2000s have increased the **hiring of young people**, the results achieved are still insufficient.

According to the interviewees:

- Many companies would not meet their apprenticeship **quotas** under the law;
- Many of those that hire through apprenticeship law **create little opportunity** for young people in terms of professional development.



"If all companies complied with the apprenticeship quota, we would have approximately one million one hundred thousand young people employed every year by the program in Brazil. In 2024, I think it was 602 thousand.

[...]

Because there is a group of people who do and do very well in business, but there is still a very significant proportion who don't have this awareness of human development."

Interviewee, "Social Sector" profile

In addition, the educational gap would be a barrier between Opportunity Youth and the labor market.

Representatives of local Civil Society Organizations reported the arrival of young people with **basic difficulties in reading, writing and interpreting**, aggravated by the pandemic and the fragility of public education.

This gap **would also affect their digital literacy**, which is an aggravating factor in a progressively digitalized world.

Mental health issues are also an aggravating factor for young people.

The organizations interviewed would act to mitigate these effects, but recognize the limitation of their impact given the magnitude of the problem.



*"The main barrier isn't because they're young, it's because **we have a very weak public education system**. So it's the young person who can barely write, interpret or type a text [...] it's very complex, because we have to take care of other socio-educational areas and that suddenly **makes it a bit difficult to access the selection process.**"*

Interviewee, "Social Sector" profile



*"After the pandemic, youth [...] there's this young female at Youth Center, for example, who **is in the first year of high school and can't read or write.** [...] many young people have a lot of emotional issues [...] she **had an anxiety crisis [...] she told herself she couldn't do it.**"*

Interviewee, "Social Sector" profile

Engaging youth in training pathways for work is also a challenge for different reasons.

- **Inadequacy of traditional teaching models:** new generations are from the Digital Age and cannot adapt to the traditional lecture format. This context would require active and gamified methodologies, which place them as protagonists.
- **Wide range of online courses as competition:** access to online, short-term specialization courses would be increasingly easy, which would make qualifying organizations less attractive.

There is a disconnection between the courses on offer and the aspirations of young people.

Rather than following a long path of professional qualification, many make a rational calculation guided by the need and desire to generate income quickly. In this sense, training models linked to practical experiences, such as apprenticeship programs, have proved to be more attractive, precisely because they combine training with a short-term financial return.

And young people are more selective when it comes to job opportunities. Even among those considered "Opportunity Youth", there is less willingness to accept "any job".

The preference is for activities that make sense to them and are aligned with their interests, which shows a disconnection between the traditional labor market and their expectations.

According to the organizations interviewed, GOYN SP has made contributions in two main areas:

Strengthening initiatives for youth qualification

- Through the Transforming Territories Fund, the qualifiers were able to access resources that helped to provide support and an institutional structure for their work.

Strengthening the role of local actors as an ecosystem

- Territorial-based Civil Society Organizations (qualifiers, social welfare organizations and public authorities) began to see themselves as part of an ecosystem, which encouraged joint action and the establishment of spaces for exchange between organizations.

Through the Transforming Territories Fund, GOYN SP strengthens the PI ecosystem on the outskirts of São Paulo.

By providing financial resources and technical support, the **Transforming Territories Fund has helped to build capacity in territorially-based Civil Society Organizations:**

- **Physical space:** with the resources accessed through the Transforming Territories Fund, organizations can improve the infrastructure used by the young people they serve.
- **Scale:** in some cases, the organizations supported have increased the number of young people they serve.
- **Organizational:** Grassroots organizations are adopting a more *data-driven* vision, with a more strategic view of their operations.

When receiving a "free" resource, Civil Society Organizations representatives mentioned the possibility of investing in their specific needs as a benefit.

In addition, through the Transforming Territories Fund, GOYN SP has helped **boost the Productive Inclusion ecosystem on the outskirts of the city.**

- With the monthly meetings provided by the Transforming Territories Fund, organizations start to practice exchanges and learning that broaden their repertoire.
- Organizations are now working in partnership, creating more opportunities for young people in the area.

GOYN SP has imprinted its collaborative DNA from the start.

Moments of exchange and co-construction provided at the beginning of the work of GOYN SP were **mentioned positively by the organizations**.

- Some interviewees attributed these moments to the fact that they had matured in the field of productive inclusion, both from a strategic and operational point of view.
- The production and dissemination of knowledge is also perceived from the point of view of collaboration.



*"They have access that is very important to me as an institute, which is **access to knowledge, of Brazilian youth and global youth**. This is knowledge that I don't have and that **I'll only have access to if GOYN SP shares** it, you know? So I think that's very cool, very genuine, right?"*

Interviewee, "Social Sector" profile



*"It's undeniable that my **maturity in this place, knowledge, background of productive inclusion and of discussion and possibilities** was very much fostered in the Cube and in that beginning of lots of discussion there at GOYN. So it was very important for me and for the organization as well. [...]"*

*This ecosystem that you saw there, the three pillars, is something of ours, but you can't deny that I was **inspired by all our conversations and the initiatives we had at GOYN.**"*

Interviewee, "Social Sector" profile

Through the work of GOYN SP, Civil Society Organizations in the area are beginning to see themselves as an ecosystem*.

In a third sector perceived as excessively self-referential, GOYN SP is seen as a neutral intermediary capable of promoting effective collaboration.

Through the **Transforming Territories Fund**, grassroots organizations come to see themselves as part of an ecosystem of productive inclusion.

The organizations participating in the Transforming Territories Fund were already fundamental gateways for youth, but the networking provided by GOYN SP has allowed them to stop acting in isolation.

This change has materialized in **concrete partnerships**: exchanges of methodologies between Civil Society Organizations, the circulation of vacancies and opportunities and the rapprochement with public policies such as **Meu Trampo**, articulated by GOYN SP together with the Youth Coordination Office.

The symbolic impact is also striking: the Transforming Territories Fund meetings have helped to **break down the logic of competition for resources**, encouraging collaboration focusing on young people, as well as generating a sense of belonging and collective identity.

For many organizations, participating in initiatives such as **Raised to Power** and having direct access to business leaders was equally transformative, allowing young people to see new possibilities and overcome symbolic barriers in relation to the labor market.

In short, GOYN SP **not only strengthened grassroots Civil Society Organizations institutionally, but also redesigned the environment in which they operate**, creating the conditions for them to perceive themselves as part of an interdependent coalition, better connected with companies and public authorities.

* The contributions described here are analyzed deeply in the chapter dealing specifically with the Transforming Territories Fund.

2.3.3

Productive sector



Production sector: profile of interviewees

This section is based on in-depth interviews with ten representatives of the production sector.

Among those interviewed, there are both representatives of companies directly engaged with the cause of the Youth Productive Inclusion, and business associations that engage with the sector in a broader sense - although not always directly linked to the cause

Productive Sector		
	Organization	Interviewees
Companies	Accenture Brazil	Fernanda Mello
	Swedcham	Jonas Lindström
	DOW	Fernanda Souza
	G. Incense	Nalda
	PWC	Renato Souza Bruno Passarelo
	PepsiCo Foundation	Alessandra Machado Carlos Domingues
	GPTW	Daniela Diniz
Business Associations	ABRH	Luis Druet
Total		10

What does the productive sector have to say?

The productive sector closest to GOYN SP recognizes the program as **an important sensitizer to the cause of productive inclusion**. Partner companies report that they have become more engaged with the issue since they became closer to GOYN SP, especially through initiatives such as Raised to Power and the GPTW Opportunity Youth seal.

On the other hand, a broader look at the productive sector shows that this engagement is still restricted to a "bubble" of companies that have already been sensitized. Outside of this, there is **a prevailing view of low engagement or ignorance about the cause**.

This poses two challenges for GOYN SP: **I) broadening the base of sensitized companies and, above all, II) converting sensitization into practical commitments**.

To this end, it seems important that the PI agenda is recognized beyond the ESG as a potential HR policy. However, there is recognition that the agenda is **not yet fully aligned with the language and priorities of HR departments**.

We need a clear value proposition and the design of services that make it easier to integrate the PI agenda into business logic.

In short, **PI is not yet a consolidated agenda in the productive sector**. GOYN SP has already taken important steps to position it and sensitize leaders, but **transforming this initial recognition into operational commitments** – that generate concrete benefits for young people and companies – **remains the next big challenge**.

The "S" dimension of the ESG is seen as the main lever for joining the cause of productive inclusion.

In general, the companies heard in the evaluation have a **history of partnerships** with GOYN SP and can be considered **engaged with the cause**.

In this context, the interviewees described the "S" dimension of **the ESG as the main gateway to the cause of** productive inclusion in their companies.

In addition, all the companies interviewed demonstrated some degree of coordination between ESG areas (or related **areas**, such as Sustainability, Diversity and Inclusion) and the **Human Resources area**, which is directly linked to the business.

Particularly in these cases analyzed, the HR areas themselves already had DEI (diversity, equity and inclusion) **agendas**, exactly where the '**vulnerable youth**' audience ended up connecting.

In other words, the companies taking part in this evaluation seemed to have some **institutional and cultural preconditions** so that, even if they entered through the ESG route, the productive inclusion agenda would also end up **being part of their HR practices**.

The companies interviewed adopt different strategies for Youth Productive Inclusion.

Interviewees reported that, over the last few years, there have been important advances in the understanding of productive inclusion as a social impact strategy in the corporate environment.

- **Changes in corporate governance**

- **PWC case:** redesign of apprenticeship programs to adapt them to DEI targets, with the migration of the management of young apprentices from operational HR areas to strategic Corporate Sustainability areas.

- **Selection process for apprentices focused on young people living in the outskirts.**

- **Accenture case:** carried out in partnership with local NGOs, this selection process included preparatory mentoring and training sessions prior to the interviews, with competition only between peers.

- **Structural barriers of access challenge**

- **Pepsico case:**

- Seeking to hire apprentices and trainees to work in senior positions, not limiting Youth Productive Inclusion to entry-level positions.
- Offering a career plan for operational positions as a strategy for socio-economic diversification of the workforce, using the ZIP code (location) as an indicator of diversity.

In contrast, the social sector perceives the productive sector as not being very engaged with youth PI.

The social sector interviewed for the evaluation **circulates through a diverse range of** companies and is a voice close to the growing pains of youth. That's why we think its **vision is important for this discussion.**

For these actors, many companies still restrict themselves to complying with the Apprenticeship Law¹, and would not yet **see strategic value in the issue and therefore would not be as engaged with the cause.**

This vision seems an important counterpoint to the vision of the companies that are most engaged with GOYN SP.

Seeing apprenticeships as the main gateway for Opportunity Youth to enter the labor market, the social sector ends up **criticizing the way companies implement apprenticeships:**

- Non-compliance **with legal quotas;**
- There is **little concern about the experience of youth** who go through apprenticeship programs.
- **Little focus on socio-economic vulnerability** as part of the admission criteria (whether via Apprenticeship or otherwise).

¹The Apprenticeship Law (10.097/2000) establishes rules for the hiring of young apprentices, aged between 14 and 24, by medium and large companies.



"(...) the issue of productive inclusion is not on the executive agenda of HR areas (...) it is seen very much as a compliance agenda (...) it's a waste, because companies can't extract value from the agenda and they also fail to get to know young people."

Interviewee, "Social Sector" profile



"If companies met their young apprentice targets, we'd have a lot more young people employed. (...)
Companies meet their diversity targets at the bottom, not at the top – all diversity is counted towards the young apprentice quota."

Interviewee, "Social Sector" profile

The social sector explains the low engagement with the PI agenda for two reasons.

Lack of social literacy on the part of companies

Recruitment and selection processes **are often digital**, which would exclude the majority of Opportunity Youth – due to lack of access or digital literacy.

In addition, **selection criteria would often require qualifications beyond what is necessary** for entry-level positions (such as fluency in English, for example).

This context often leaves Opportunity Youth out of selection processes.

Invisibility of Opportunity Youth

Opportunity Youth are often seen by corporate leaders as "under-qualified" – the qualification activities they access are seen as 'low impact' in the context of the companies.



*"Today, the few opportunities that exist go to young people who don't need them, either because of a lack of social literacy or because **the activities they access are of low impact and visibility for these companies.**"*

Interviewee, "Social Sector" profile

The articulation of the PI agenda with HR areas is seen as a crucial strategy.

The social sector's main criticism is that companies still see little value in the cause of youth **productive inclusion**.

Although this view comes from outside the companies, it seems to resonate, in a sense, with **warnings from representatives of the productive sector**.

The interviewees pointed to the need for **Youth Productive Inclusion to be part of corporate agendas**, by approaching HR departments – just as the companies interviewed say they do.

There are two reasons for this warning:

- Not connecting PI with HR would leave the agenda restricted to **larger companies** with well-structured ESG agendas.
- There is a growing and recent risk of **politicization of ESG agendas**.

We'll explain each of the reasons below, but the main consequence of this warning is that, **without a more direct connection with HR** (and therefore with the business), the PI agenda could **end up achieving limited results** in terms of generating opportunities for youth.

According to the interviewees, there are risks in anchoring Productive Inclusion in ESG alone.

Limiting the focus to large companies:

- Large corporations, with robust governance structures and strategically positioned ESG areas, tend to find it easier to incorporate the productive inclusion agenda.
- In these companies, ESG has a transversal influence and can even influence recruitment and selection processes – as illustrated in the cases presented above.
- However, **this is not the pattern in Brazil, where the majority of companies are small and medium-sized enterprises**, which do not have the same formal ESG structures.

Politicization of the ESG:

- In the current context of global polarization, there is a movement towards a retraction of ESG strategies in some US-based multinationals.
- This process could jeopardize the sustainability of productive inclusion initiatives anchored exclusively in these areas, creating vulnerability for the agenda.



*'I think there is still a lot of room for us to grow, especially when we move away from the reality of large companies that **have very large structures and end up being able to address this agenda**, and think of small and medium-sized companies, which may appear to have a smaller individual impact, yet we know that the long tail effect is substantial.*

Interviewee, 'Productive Sector' profile



*'There are companies where HR is stronger, the ESG area is just starting out, even sometimes ESG reports to HR, there are companies where ESG is stronger, HR is there in operations trying to solve the daily problems and doesn't have time to do anything different. So I think that **this will vary a lot from company to company. And I think the risk is that you end up with a divided agenda, you know? Too many cooks in the kitchen, right?***

Interviewee, 'Productive Sector' profile

For the productive sector, GOYN SP has contributed by giving visibility to the cause of youth employability – focusing on youth from the outskirts.

Partners of the initiative highlighted GOYN SP's work to **position youth employability as a relevant cause in the corporate sector, seeking to raise awareness and generate debate** on the specific challenges faced by youth in situations of vulnerability.

The interviewees recognize the contributions through two strategies:

Great Place to Work Seal – GOYN SP

It would have contributed to giving visibility to Opportunity Youth as a **group** that is recognized among the targets of DEI agendas.

Raised to Power

It helps to raise awareness of youth PI by bringing the corporate world closer to the challenges and barriers faced by young people;



*"On the market, the initiative plays a pioneering role in **Raising awareness in the private sector**, creating networks with companies and HR professionals interested in promoting the inclusion of youth in the labor market. **This is proving to be one of GOYN SP's greatest strengths**, with strategic potential to guarantee the initiative's long-term sustainability, especially at a time when **companies are showing interest in including youth, but are still facing structural challenges in doing so.**"*

Interviewee, "Social Sector" profile

The GPTW GOYN SP Seal has helped to place the PI agenda within the DEI agenda.

According to the initiative's funding partners, GOYN SP had an important role to play in the creation of the GPTW label.

This event was highlighted as an important step in **placing Opportunity Youth as one of the target audiences of the Diversity, Equity and Inclusion agendas.**

This would be an important kick-start, but it would still **be necessary to expand** this understanding among the productive sector, since the **GPTW Seal was only mentioned among GOYN SP's closest partners.**



"(...) to have achieved the Great Place to Work seal, and created this awareness in companies that this is a population that needs a special process and a different look to be able to enter companies, just like any historically underrepresented populations. Once they are in companies, continue to grow. I think GOYN SP has managed to make a leap, I don't think it's where it needs to be yet, it's still a bubble, but at least there's a consolidated concept that [Opportunity Youth] is a group, you know? The first thing is to create identity, and they managed to create it. They deserve the credit for that."

Interviewee, "Productive Sector" profile

The Raised to Power is perceived as a chance to bring companies closer to the reality of Opportunity Youth.

According to the interviewees, Raised to Power leaves an important legacy in the companies that take part in the initiative, of raising **awareness** about the reality of Opportunity Youth.

In this sense, Raised to Power territory was praised for **bringing corporate leaders closer to the structural barriers** that limit Opportunity Youth's access to the labor market.

However, it was often mentioned that the initiative still **tackles the problem in a superficial way**, and it would be necessary to prompt companies to make a more practical and effective commitment to the PI of Opportunity Youth.

This is in line with the view that **the PI agenda should be brought closer to HR.**



*"The opportunities I've had to do the Raised to Power are fantastic because **they give me the chance to bring the company closer to the youth's reality.** When you go to the territory, you understand why those who work on-site more challenges. In certain regions, apart from the transportation issue, there are other barriers that you face in order to get there."*

Interviewee, "Social Sector" profile

The "post-Raised to Power" is seen as a possibility to deepen the commitment to productive inclusion.

For many interviewees, the biggest gap in GOYN SP's initiatives with the productive sector is the **lack of a value proposition for the HR areas**.

In this sense, there is potential for GOYN SP **to exploit** . Some services that GOYN SP could offer as support to Raised to Power were raised:

- Offering qualified and certified **talent pool** to fill positions in companies participating in Raised to Power.
- Encourage corporate **volunteer programs** to provide mentoring to young people;
- Offer **leadership training** on how to deal with new generations at work.
- Mediate **debates** on the subject within companies.



"The Raised to Powers I attended were highly praised in this sense [of raising awareness]. People leave sensitized and that's great. What I miss is a 'so what'?"

Interviewee, "Productive Sector" profile

2.3.4

Municipal government



Municipal government profile of the interviewees

This section is based on two in-depth interviews conducted with representatives of São Paulo City Hall in areas that work directly with Youth Productive Inclusion.

Public authorities		
	Organization	Interviewees
City Hall of São Paulo	Municipal Department of Development and Labor	Armando Junior (Secretary)
	Youth Coordination	Edoarda Afonso Loureiro (Youth Coordinator)
Total		2

Summary: what the public authorities have to say

São Paulo City Hall had already been structuring **Productive Inclusion as a cross-cutting theme**, articulated by various departments, with a focus on **entrepreneurship**, the **creative economy and technology**.

This arrangement was described as strategic in order to respond both to the immediate demands of the labor market and to the aspirations of youth.

In this scenario, **GOYN SP was perceived as an opportune and central partner**, offering what the public authorities claimed they didn't have: the **ability to coordinate with the social sector and mobilize young people**.

The program's contribution was especially recognized for enabling **spaces for dialogue between the government and territorially-based Civil Society Organizations**, creating bridges that didn't exist before.

The interviewees highlighted the **mobilizing power of GOYN SP**, capable of giving visibility to youth and forging partnerships between different sectors. This quality was described as "impeccable" and seen as a benchmark for other projects.

On the other hand, there are still **needs**: to expand more channels of dialog with **Private Social Investment**, to improve the **low technical capacity of grassroots Civil Society Organizations** to deal with the demands of public partnerships.

In short, GOYN SP was **decisive in strengthening the dialogue between public authorities and civil society**, helping to consolidate PI as a cross-cutting policy. The next step is to **deepen this dialogue, professionalize partner organizations and expand the coalition with social investors**, to move forward with the agenda on a larger scale and with greater sustainability.

Productive inclusion is seen as a cross-cutting issue in the current municipal administration in São Paulo.

According to interviewees, the SP City Hall is carrying out various actions on the issue, treating it in **a cross-cutting manner**, present in various portfolios:

- Department of Economic Development and Labor;
- City Department of Human Rights and Citizenship;
- São Paulo Development Agency;
- Department of Education;
- City Department of Culture;

Efforts at intersectoral coordination and complementarity between the policies developed would be present in municipal management within the theme



*"All these [departments] have been working hard on the issue of entrepreneurship, the creative economy and technology. And even though each one does its own program, we **have a very nice thread of continuity: the student who, for example, passes Meu Trampo, can go to São Paulo Development Agency, and do an acceleration, and get a resource for their business. So we have this continuity within the city hall. I think that each policy complements each other.**"*

Interviewee, "Public authority" profile

"We also work together with our partner departments. So, for example, Human Rights has Rede da Hora [...] In the Department of Culture [...] We're working very closely with the Department of Innovation and Technology to develop an innovation center together with the State Government in the West region, where we're going to connect University of São Paulo, Institute for Technological Research (IPT), SP Institute of Weights and Measures, SP Research Foundation, to our Green Innovation Hub [...] along with the Funding Authority for Studies and Projects."

Interviewee, "Public authority" profile

Three pillars are central to youth PI in the city: entrepreneurship, creative economy and technology.

The focus on these pillars would, according to the interviewees, be a kind of guideline for all **the Productive Inclusion public policies implemented by the different municipal departments.**

According to City Hall representatives, the choice to work with entrepreneurship, the **creative economy and technology** was a strategy related to some factors considered important in the economic reality of the city of São Paulo:

- **Current economic dynamics:** areas where there is more demand for work in the city today.
- **Future of the economy:** areas where there is an expected growth in demand for work (with more companies being attracted to the city).
- **Reality and aspirations of young people:** areas that converge with the desires and interests of today's youth.

In addition to these pillars, the Health, Gastronomy and Administration sectors were cited as strategic for the city.

Department of Economic Development and Labor: intersectoral actions and strategies for productive inclusion in São Paulo.

The Department of Economic Development and Labor concentrates most of the Productive Inclusion actions in the city of São Paulo.

According to the secretary, the department **conducts the municipal agenda in a broad way**, covering vulnerable groups in general and also policies focused on youth.

These policies would be offered either by the Department itself, or in horizontal articulation dynamics – that is, involving other portfolios of the municipal administration, such as City Department of Human Rights and Citizenship, Department of Culture – or vertical, in dialog with state and federal government spheres.

The conduct of PPs in the area of Youth Productive Inclusion has been marked by:

- Digitalization of professional qualification and labor intermediation **services**, with the *CATE Portal* as the main platform for distance learning courses.
- **Granting of financial aid** (Work grant) linked to participation in professional qualification programs, with priority given to vulnerable groups.
- **Partnerships** with social organizations and private companies to offer qualifications in strategic areas such as audiovisual and technology (e.g. *Criar* Institute, Microsoft, Google, Amazon and Meta).
- **Intersectoral** coordination with other municipal departments – such as the City Department of Human Rights and Citizenship – in order to serve the most vulnerable groups, including youth in socio-educational measures and the LGBTQIA+ population.



*"We have this need for professional qualification, where we **need to think not just about today, but about tomorrow.** Not just what **companies need today, but what the future of work demands**, how we see attracting new companies and this market transformation for the future so that we can prepare these young people."*

Interviewee, "Public authority" profile



"To have long-term results, we must prepare this public today. The second point is to have the sensitivity to understand that many young people no longer want formal labor. Today they really want to be entrepreneurs, they want to go into the creative economy. [...] It's pointless to simply follow the Brazilian Labor Laws, clock in at eight in the morning, if that's not what they really want."

Interviewee, "Public authority" profile

Youth Coordination: efforts to consolidate a municipal agenda for youth in São Paulo.

In collaboration with civil society, the Youth Coordination Office has made efforts to consolidate an agenda focused on Productive Inclusion.

According to the coordination of the portfolio, **the articulation with the third sector would be a central strategy** to make this agenda viable .

In recent years, the department has worked on revitalizing partnerships to implement strategies with a view to creating a Municipal Youth Plan by 2026.

Collaboration between civil society organizations and the Youth Coordination Office would be ongoing, taking place in different ways:

- **Production of knowledge:** research on youth made available over the last few years has subsidized decisions and planning.
 - Among the actors mentioned were: UNICEF, Itaú Foundation, GOYN SP, LinC
- **Operational support:** partnerships with the social sector contribute directly to the execution of actions such as *Meu Trampo* and *Rede da Hora*;
- **Joint planning:** the dialog with partners guides the construction of the Municipal Plan for Youth, promoting moments of listening and broad participation.



"These are partnerships especially with the third sector. Our vision is to join forces and work together. Public authorities can't do anything on their own. The third sector is an actor who is every day working directly with our target audience, the youth. So we understand that this partnership is fundamental. We have partnerships with UNICEF, the Roberto Marinho Foundation, GOYN SP itself and ESPRO.

[...]

We have some research that was provided, in parts, by Itaú Foundation, the very research that GOYN did previously. We have some research from UNICEF. Now we're also in contact with LinC. Nayara from GOYN SP is also involved, which is the arm of FGV that focuses solely on Youth Productive Inclusion. So I think there's a lot of good stuff to come."

Interviewee, "Public authority" profile

GOYN SP is considered one of the main partners of the Youth Coordination.

Within the public authorities, the youth PI agenda would have benefited from the creation of spaces for dialog with the social sector.

Initiatives such as LinC and IMIO were mentioned as examples of progress in the dialogue between the third sector and governments, and GOYN SP took part in these forums.

Interactions such as these initiatives bring benefits related to the **availability of evidence, mobilization capacity and collaborative planning** to strengthen youth PI.

Since 2022, GOYN SP has had a Technical Cooperation Agreement with the city's Youth Coordinator. According to Edoarda, responsible for the portfolio, GOYN SP would be the main partner on the youth PI front.

The biggest gain from interacting with GOYN SP would be related to its mobilization potential:



"I think the issue of mobilization and articulation of GOYN SP is impeccable. Every organization, every project should learn from them, so they could talk a bit about the tools they use. It's very cool and impressive. Wherever I go, I talk about the project. Their ability to mobilize people is very strong."

Interviewee, "Public authority" profile

An important demonstration of these contributions is the municipal government's desire to expand its links with the social sector.

In order to make further progress in this direction, the interviewees see two major needs.



More spaces for dialog with Private Social Investment

- It is essential to strengthen dialogue channels for coordinated action between the social sector and public authorities.

Low technical and institutional capacity of territorial-based organizations

- Grassroots organizations working in peripheral territories would still find it difficult to carry out actions with the public authorities.

Effective dialog between the social sector and public authorities needs to be strengthened.

Managers mentioned the need to further expand dialogue with the social sector in order to boost the government's planning and execution capacity.

The main challenge is coordinating multiple organizations to **ensure that Private Social Investment initiatives contribute to dialogue and support government-level decision-making.**

On the other hand, there would be a **lack of knowledge of the social sector about the actions carried out by the municipal government.**

This gap has been attributed to **political polarization**, which would result in the rejection of policies based on the party position of the current government. In the view of those interviewed, **the social sector's valorization of public policies would be fundamental to achieving effective gains in scale.**



I think it lacks dialog. You have to knock on everyone's door asking for help, asking for data, research, partnerships, in order to make something work. [...] but I think that with dialog we can build something good.

Interviewee, "Public authority" profile



Another thing that is very harmful is [...] people [...] thinking that the actions of a government are ideological and refuting everything that is done, whether it's on side A or side B. We have to understand that government is for everyone. Elections are a contest, so you have sides. Now, when you're talking to the government, you're talking to everyone.

[...] unlike a private company, which does productive inclusion on an infinitely smaller scale [...] we [public authorities] do professional inclusion for a thousand, two thousand people [...] even so, there is no positive view of what we do.

Interviewee, "Public authority" profile

Lack of technical capacity of grassroots organizations limits possibilities of implementation with public authorities.

According to interviewees, one of the limits to the implementation of public policies for youth **productive inclusion** in São Paulo's territories is the lack of **qualified organizations** to act as partners with the city government.

Grassroots organizations **contribute significantly** to Opportunity Youth initiatives but often lack the technical and institutional capacity to handle the bureaucratic processes needed for City Hall partnerships, such as work plan development and accountability.



*"I believe it's a tireless effort by everyone involved. At the same time, **I also think there's a lack of professionalism, you know?** We face challenges when it comes to the more bureaucratic aspects of our work. However, the daily effort of welcoming, supporting, and engaging with these young people remains fundamental and deeply important.*

*But behind all of this, in order to obtain resources and formal partnerships, there is a bureaucratic side that these institutions need to become more professional. In coordination, we manage parliamentary amendments that are implemented through partner organizations. That's when the magnitude of the challenge becomes clear, from preparing detailed work plans to meeting accountability requirements... **And I'm talking about smaller organizations within the communities that do incredible work.**"*

Interviewee, "Public authority" profile

03. Impacts of the GOYN SP initiatives



3.1

Methodology

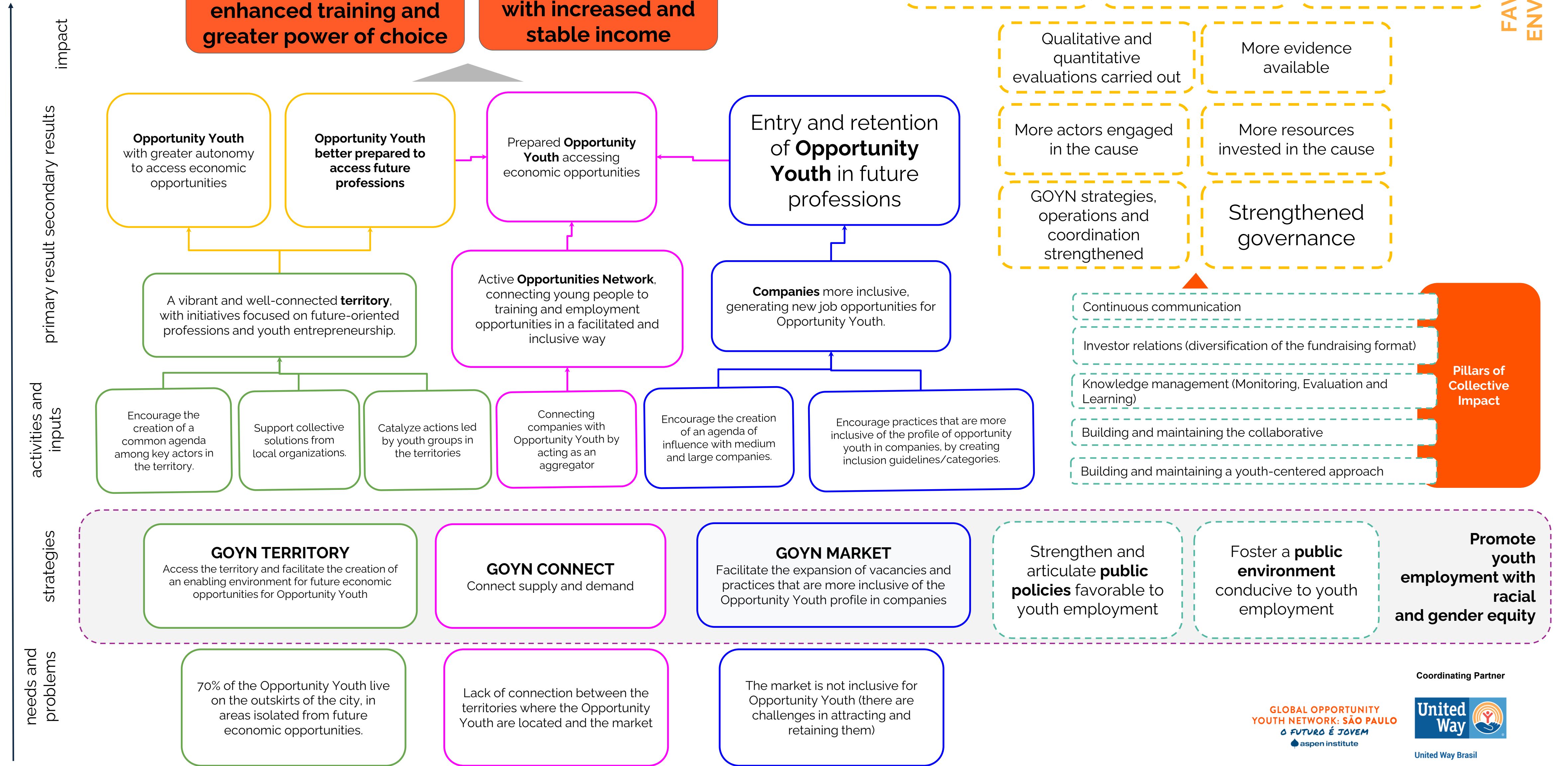
Evaluation objectives

At its core, (GOYN SP) is a program that seeks to generate impact by **engaging and coordinating with local actors** involved in the cause of productive inclusion.

This is a complex task, summarized in a **Theory of Change** (ToC, presented below). This representation shows that the GOYN SP uses different strategies:

- **Three with 'programmatic' characteristics** (on the left side of the ToC): action in territories (through the Transformative Territories Fund); connecting labor supply and demand (through the Opportunities Network); and labor demand (through Raised to Power).
- **Two with a "collective impact" character** (more to the right in the ToC): for strengthening public policies and creating a favorable environment for the productive inclusion of young people.

Theory of change GOYN-SP- Adjusted(2023)



Evaluation approach

The focus of this report will be on the **Territory, Connects and Market strategies** of the Global Opportunity Youth Network São Paulo (GOYN SP) Program, trying to answer evaluative questions for each program:

- **Territory – Transformative Territories Fund**

What are the Transformative Territories Funds contributions to strengthening territorial initiatives aimed at productive inclusion?

How have the young people supported by these initiatives benefited in terms of their productive inclusion?

- **Connection – Opportunities Network**

To what extent has the Opportunities Network contributed to increasing young people's access to job vacancies?

- **Market – Raised to Power**

How has the Raised to Power helped companies to adopt practices that are more inclusive of the Opportunity Youth profile?

How have the young participants in the Raised to Power been influenced in terms of their repertoire about the world of work?

Evaluation approach

With a ToC pointing to a straightforward results chain with very clear descriptions, the evaluation can adopt a simultaneous mixed methods approach, with each method focusing on specific audiences and themes:

- **Qualitative method:** focus groups with social organizations (Transformative Territories Fund and Raised to Power); with young people (Transformative Territories Fund and Opportunities Network) and with companies (Raised to Power), aimed at understanding perceptions about the programs' contributions and addressing topics that are difficult to measure, such as institutional contributions and changes in attitudes, among others.
 - The qualitative data contributed, above all, to determining the primary results.
- **Quantitative method:** survey with young people (Transformative Territories Fund and Opportunities Network) aimed at ascertaining quantifiable information, covering issues related to results in the labor market and measuring the prevalence of some qualitative perceptions.
 - The quantitative data contributed to the secondary results and impacts.

Qualitative method – focus groups with community-based CSOs (Transformative Territories Fund).

We had the participation of 16 representatives of organizations that have benefited from Global Opportunity Youth Network São Paulo (GOYN SP) via **Transformative Territories Fund** over the last few years.

These organizations represent different sectors in the productive inclusion ecosystem in the city of São Paulo, as shown in the table below:

Type	Organization
Social	Ademir de Almeida Lemos Youth Center
	Bethania Youth Center (Cardeal Rossi)
	Nossa Senhora do Ó Youth Center
	Ana Rosa Institute
Educational	Leopoldo Santana State School
	Renata Graziano State School
	Maud Sá State School
	Juntos pelo Capão
Training organizations	Aldeia do Futuro
	Centro Educacional Assistencial Profissionalizante (CEAP)
	Centro de Estudos e Pesquisas Dr João Amorim (CEJAM)
	Rede Cidadã
	Crescer
Entrepreneurial	Via de Acesso
	Sebrae

Qualitative method – focus groups with young people (Transformative Territories Fund)

We spoke to 21 young people, aged between 17 and 22, who have completed professional training experiences in organizations **benefiting from the Transformative Territories Fund**.

With the aim of enriching the analysis and identifying the ways in which having undergone training has contributed to their professional careers, we sought to consider the following:

- Different qualification experiences (different organizations)
- Different career paths (young people who are working and young people looking for opportunities)

Groups 1 and 2 - Young people who are working			
Organizations	Number*	Age	Territories
Camp Centro	2	19, 21	Itaquera Pq. Boa Esperança
Croma	1	19	Capão Redondo
Espro	3	19, 21, 21	Brasilândia, Belenzinho, Interlagos
Rede Cidadã	1	22	São Matheus
Inst. Ana Rosa	1	20	Vila Sônia
Isbet	1	21	Artur Alvim

Group 3 - Young people looking for professional opportunities			
Organizations	Number*	Age	Territories
Aldeia do Futuro	1	18	Cidade Ademar
CEAP	2	17, 18	Pedreira, Interlagos
Nurap	1	21	Grajaú
Rede Cidadã	2	17, 20	Cidade Tiradentes, Zona Leste

**total number of young people who participated: 21*

Qualitative method – interviews with companies and organizations that took part in the Raised to Power

We individually interviewed six representatives from **companies** that had taken part in **Raised to Power** – three in the in company mode and three in the territory mode.

We individually interviewed six representatives from companies that had taken part in **Raised to Power** – three in the in company mode and three in the territory mode.

Modality	Participating company
Raised to Power in company	Swedish Camber
	Grupo Incense
	Nelson Williams Institute (INW)
Raised to Power territory:	DOW
	EY Institute
	Accenture

Modality	Participating organizations
Raised to Power in company	Aldeia do Futuro
	Rede Cidadã
Raised to Power territory:	Aldeia do Futuro
	Obra do Berço

Qualitative method

focus groups with young people who took part in the Raised to Power

For the two focus groups, we had the participation of nine young people who had experienced different modalities of Raised to Power.

Modality		Organization	Number of young people
Group 1	Raised to Power in company	Aldeia do Futuro/ Young Advisor Group (YAG)	5
Group 2	Raised to Power Territory:	Young Advisor Group (YAG)	4
Total number of participants			9

Qualitative method

focus groups with young people and organizations (Opportunities Network)



We heard from 24 young people who participate in the Opportunities Network and 5 organizations that promote the Network to the young people they serve.

	Number of participants
Group 1 (young people)	5
Group 2 (young people)	5
Group 3 (young people)	14
Group 4 (organizations)	5
Total	29

Quantitative methodology – survey with young people

- Telephone survey of participants in training courses run by organizations benefiting from the Transformative Territories Fund and members of the Opportunities Network WhatsApp group.

Total of 600 interviews*:

450 for Transformative Territories Fund beneficiaries and

150 for Opportunities Network beneficiaries.

- The questionnaire covered aspects of **socioeconomic profile, characteristics of participation in the labor market and schooling** and perceptions of the contributions of having participated in the programs.

- The questions, in particular, are **linked to the results of Global Opportunity Youth Network São Paulo (GOYN SP)**, as expressed in the Theory of Change.
- We analyze the data using **descriptive statistics**, and make comparisons between Transformative Territories Fund and Opportunities Network whenever it makes sense.
- To make it easier to read, we've identified the young people who took part in the Transformative Territories Fund organizations' training courses only as Transformative Territories Fund, but in practice, **their answers refer to the organizations that benefited them.**
- Whenever we aggregate the beneficiaries of the two programs, we refer to them only as GOYN SP, also to make the report easier to read.

*Maximum margin of error of 4 p.p. (with 95% confidence).

3.2

Transformative Territories Fund

3.2.1 Summary of Results

3.2.2 About the program

3.2.3 Results on CSOs that benefited

3.2.4 Results on the beneficiary youth



3.2.1

Transformative Territories Fund – Summary of Results

Transformative Territories Fund| Summary of results

What are the results perceived by the supported CSOs?

- The Transformative Territories Fund has made three types of contributions to territorial-based organizations: (1) institutional capacity building; (2) access to networks and connections; and (3) a strategic approach to PI.
- **The financial resource of the Transformative Territories Fund is considered fundamental because it is flexible** (“non-earmarked”), allowing organizations to maintain and improve their operating conditions, crucially, access conditions for young people, such as transport, snacks and materials.
- This expansion of institutional capacity strengthens the organizations’ performance and, consequently, **broadens the opportunities for Opportunity Youth to access them..**
- In addition, Global Opportunity Youth Network São Paulo (GOYN SP) acts as an articulator, connecting organizations to their own initiatives (Opportunities Network and Raised to Power) and to public policies (such as Meu Trampo). These connections **reinforce and expand the work done by the organizations.**
- The program also qualified the work of organizations by reinforcing the importance of **preparing young people for decent jobs** and introduced a **data-driven culture**, encouraging long-term follow-up of young people.

What are the results for young people?

- Strengthening the work of territorial-based organizations is crucial, since the **young people served face complex economic and territorial vulnerabilities**: 64% live in families with an income of up to one minimum wage.
- The training accessed by the young people has brought significant results in their professional careers:
 - The **percentage of young people who were not working fell** from 78% to 33% after taking part in the training.
 - Their **average income rose** 83%, from R\$896.70 to R\$1,638.29.
 - The majority of young people **attribute the achievement of work to training**, with 92% considering themselves better prepared for the job market.
 - **79% of young people consider training "very important" or "important" for their professional lives.**

3.2.2

Transformative Territories Fund – About the program

Transformative Territories Fund | About the program

Transformative Territories Fund

What is it?

Since 2022, the Transformative Territories Fund has been GOYN Territory's main strategic action, with **four annual editions having been held since then**.

Its scope consists of supporting organizations that serve young people from peripheral regions of the city who, in their scope of activities, offer productive inclusion (PI) initiatives – mainly the **offer of professional qualification oriented towards sectors considered promising**.

The design of the Fund presupposes that, on the basis of the training offered by these organizations, the young participants would have **better conditions of access to their first job opportunities** and/or to continue their education – thus broadening their possibilities for future professional integration.

The organizations covered by the Transformative Territories Fund are mainly located in the southern and eastern zones of the city of São Paulo (SP), and benefit from the GOYN SP in three ways:

- **Financial resources** conditional on the number of young people trained or entering the job market.
- Monthly meetings, where members come together:
 - **Training:** lectures on evidence from the field of youth productive inclusion with experts on the subject.
 - **Access to network and articulation:** connection with stakeholders in the field (companies and governments) and access to training opportunities and other experiences aimed at young people.

Transformative Territories Fund | About the program

According to the Global Opportunity Youth Network São Paulo (GOYN SP) typology, organizations are divided into four categories according to the type of qualification they offer.

Their selection for the Transformative Territories Fund is based on their ability to mobilize young people from peripheral territories in the city of São Paulo.

Educators

They reinforce the content of the Brazilian National Common Core Curriculum for Secondary Education.

E.g. state schools, ETECs, CROMA Institute.

Social

They focus on developing socio-emotional skills and digital inclusion

(e.g. Youth Centers) and technical health courses (e.g. CEJAM).

Training organizations

They support entry into the world of work through the Apprenticeship Law, Internships or via the Consolidation of Labor Laws (CLT). The training courses focus on administrative and sales skills.

Ex: Nurap, Camp Centro, Crescer.

Entrepreneurial organizations

Development of skills linked to entrepreneurial activity, such as small business models, management skills, marketing and sales.

Ex: Sebrae.

Transformative Territories Fund| About the program

In practice, it was observed that these organizations play different roles in the Productive Inclusion ecosystem – with functions that go beyond offering professional qualifications.

Youth Productive Inclusion Ecosystem				
Role	Type of organization	Services	Role in the ecosystem	Public served
Social Protection	Social Welfare NGOs offering complementary education • Ex.: Instituto Ana Rosa, Juntos pelo Capão, CJs	• Work during after-school hours • Offer socio-educational activities • Offer technical courses	A space for welcoming, socializing and training vulnerable young people.	Young people in vulnerable situations, often referred by the social assistance network.
Basic Education	• State schools	• Training young people in basic education	Expanding educational opportunities.	Young people of school age, especially in secondary school.
Professional Education (public and private)	Public or private technical schools (third sector) • Ex.: ETEcs, Camp Centro, Aldeia do Futuro	• Offer technical and vocational secondary-level courses	Offer work-oriented educational continuity	Young people of school age or older who seek vocational training.
Employability	Organizations that promote connections with the market and careers • Ex.: Instituto Croma, CEAP	• Offer technical training; • Strengthen soft skills; • Offer mentoring; • Facilitate access to young apprentice vacancies.	Preparation for work and labor intermediation	Young people looking for their first job.
	Qualifying CSOs linked to apprenticeship programs • Ex.: Espro, ISBET, Rede Cidadã, Nurap	• Comply with the requirements of the Apprenticeship Act • Offer training associated with formal apprenticeships.	Regulatory bridge between company and young apprentice.	Young people hired as apprentices in companies (15-24 years old).
Entrepreneurship	Entrepreneurship Support Organizations and Business Skills Training • Ex.: SEBRAE	• Offer training in entrepreneurship: management and the development of entrepreneurial skills.	Encourage income generation and productive alternatives outside formal employment.	Young people interested in starting small businesses.

The role of organizations in the territories, in the view of their representatives.

Organizations that are part of the social protection network

- Located in outlying areas of the city, where public policies often don't reach, these organizations play – in the view of interviewees – a fundamental role in the lives of Opportunity Youth, **acting as a gateway to qualification opportunities that would hardly reach them otherwise.**



*"Here in Jardim Ângela, where we're located, it's a very large territory, very populous, but even so it's still very needy, **the city council still doesn't have many services in place.** Even though we are part of the largest Social Assistance Secretariat (SAS) in the city of São Paulo, we have a lot of services, but it's still not enough to serve this population. **So, a lot of the time, these young people, they access these opportunities through the services that are made available to them.**"*

Interviewee, Youth Center

Organizations linked to the public education system

- The state schools we spoke to operate a comprehensive model of education. Their representatives described the school's role in **enhancing students' education**, emphasizing:
 - Develop young people's skills for the job market and/or entrepreneurship
 - Act as bridges connecting students with training opportunities
 - Help young people plan and make decisions about their future.



"We started the partnership with Transformative Territories Fund based on a change in our political-pedagogical project after the pandemic. We were able to get to know each other, have access to the public notice and we work with a premise here of triggering three principles in our students: respect, learning and autonomy. And we saw the school as a field for enhancing, especially with Goyñ at the time, the issue of learning and autonomy."

Interviewee, State School

The role of organizations in the territories, in the view of their representatives.

Private institutions offering training, mentoring and connections with the job market

Despite forming a heterogeneous group of organizations, all of them **work to train young people professionally before they enter the workforce**, combining training in technical and socio-emotional skills, mentoring and job connections.

In the view of the interviewees, their role is:

- complement schools by offering quality training free of charge;
- prepare young people from the outskirts for their first job opportunity;
- act as a bridge between young people and job opportunities;
- Support young people throughout their first job opportunity.

Training organizations

In partnership with companies, they are organizations that operate Apprenticeship and Internship Programs. In the view of their representatives, their role in the PI ecosystem is to **promote economic empowerment based on formal employment.**

Social vulnerability profile of the young people assisted.

According to the interviewees, the young people served by Transformative Territories Fund organizations have a **complex set of vulnerabilities that act as barriers to their entry into the job market.**

Many of them would fall short of the requirements of the vacancies available, either because of **low schooling and learning gaps**, or because of **limited mastery of basic skills** that are demanded by the world of work.

There have been reports of young people in secondary school who still can't read or write, and who can't interpret texts or carry out simple mathematical operations.



"They can't interpret text, write essays, how are they going to write a report? "They don't know how to calculate percentages [...] What can we do if we don't have a solid foundation in education?"

Other types of vulnerability raised by the interviewees:

- **Digital literacy:** Many of these young people have not mastered basic computer tools, restricting their use almost exclusively to their cell phones.
- **Mental health:** Young people with depression and anxiety or drug addicts who are unattended by their families or the health system also present additional vulnerabilities.
- **Family structure:** while those with greater family support tend to be more engaged, those who come from unstructured families face greater difficulties of continuity, in the perception of the CSO representatives interviewed.

3.2.3

**Transformative Territories Fund –
Results on beneficiary CSOs**

CSOs benefiting from the Transformative Territories Fund perceive three types of impact from their participation in the initiative:



Expansion of institutional capacities

Access to the resource offered by the Transformative Territories Fund enables a series of **improvements in institutions**, which also translate into more access for young people.



Network and articulation

Access to a **set of connections and initiatives** that translate into direct benefits for the young people served.



Strategic look for Productive Inclusion

Framing work qualification as an opportunity for dignified and promising income generation

A look at the **traceability of results** in productive inclusion.

Transformative Territories Fund resource as a tool for strengthening CSOs' capacities

The financial resources offered by the Transformative Territories Fund are **considered fundamental for the participating organizations**, especially those that make up the **social protection network** (such as the Youth Centres), which have often complained about the insufficiency of the public transfers they usually access.

According to the interviewees, **the difference made by the Transformative Territories Fund would be the flexibility** in allocating the funds, which can be invested according to the needs of each organization.

This would be a benefit that other sources of funding, such as contracts with the City Council itself, would not make possible.

In other words, the Transformative Territories Fund resource is “non-earmarked,” which is an advantage in the organizations’ context.

In this sense, interviewees reported situations that indicate that, through the transfer of financial resources, Global Opportunity Youth Network São Paulo (GOYN SP) **contributes to organizations maintaining and improving their operating conditions, strengthening their performance and, consequently, expanding the possibilities of access for Opportunity Youth.**

This "broadening of capacities" takes place in different ways, in the context of each organization.

The use of Transformative Territories Fund resources varies according to the general scope of action of the organizations.

In some cases, qualifying organizations reported investing the funds in **maintenance of the computer room**. One of the schools mentioned **building a meeting room**.

The Youth Centers, which have a broader scope within the field of social assistance, **mentioned various uses — such as for leisure infrastructure and field trips**.

Other organizations serve a number of young people that exceeds their capacity in terms of resources and infrastructure. In these cases, the Transformative Territories Fund resource would contribute to **covering the costs inherent in extending the service provided**.

Interviewees mentioned using Transformative Territories Fund resources for different purposes:

- **Maintenance of operations:** Water, electricity and internet bills.
- **Infrastructure improvements:** creation of meeting rooms, acquisition of equipment (computers, school materials) and improvement of physical spaces frequented by students.
- **Conditions of access for young people:** transportation, snacks, uniforms and sports materials for students.
- **Gains in scale:** serving more beneficiaries than provided for in public agreements.
- **Complementary activities:** Graduations, field trips.

GOYN SP as an articulator of opportunities in the territory:

Organizations often highlighted the connections made by GOYN SP as an important benefit of their participation in the Transformative Territories Fund.

This is expressed in the different types of opportunities they have accessed through GOYN SP's articulations:

Global Opportunity Youth Network São Paulo (GOYN SP)'s own initiatives:

Raised to Power and Opportunities Network

Municipal public policies for Productive Inclusion:

Meu Trampo (My Gig)

Being part of a network of territory-based civil society organizations

Transformative Territories Fund | Results on beneficiary CSOs | Network access and connections

Possibility of participating in GOYN SP initiatives: *Raised to Power and Opportunities Network*

The interviewees frequently mentioned the partnership with Global Opportunity Youth Network São Paulo (GOYN SP) as a **unique opportunity to participate in initiatives that encourage youth leadership in their organizations.**

In this sense, the possibility of participating in initiatives such as *Raised to Power* and the *Opportunities Network* was mentioned as a **concrete benefit to the young people served** by these organizations, both in terms of **repertoire and access to job vacancies.**

Participation in face-to-face events, with external guests who generate a **feeling of identification on the part of young people** was generally mentioned as a major attraction, as they tend to generate strong engagement.

- **Raised to Power:** reports indicate that contact with CEOs and professionals from large companies helped to break down symbolic barriers and demystify the corporate environment:



"I think it breaks away from that common belief that, because we're young, we can't talk to someone who's already part of the professional world." So they've been demystifying some things too. Wow, the guy asked for my contact details. What do I do?"

Interviewee, "Social Protection" Profile

- **Opportunities Network:** An interviewee representing a Youth Center told the story of a young man who got an apprenticeship at a bank through the Opportunities Network, which was described as a remarkable and mobilizing experience:



"he's super excited because it's close to the college... so you see in practice how well the Opportunities Network works".

Interviewee, "Social Protection" Profile

Transformative Territories Fund | Results on beneficiary CSOs | Network access and connections

Public Policies for Productive Inclusion reach young people via connections made by GOYN SP.

Most of the interviewees mentioned access to the Municipal Public Policy *Meu Trampo*, as a **consequence of the connection made by GOYN SP with the Youth Coordination Office**, within the Municipal Secretariat for Human Rights and Citizenship (SMDHC), at one of the Transformative Territories Fund's monthly meetings.

This suggests that GOYN SP has played an important role in **articulating public social assistance policies** (such as the Youth Centers) and **productive inclusion policies in vulnerable territories** – where the lack of access to information seems to limit access to opportunities.

Meu Trampo is an entrepreneurial education policy that teaches basic management principles aimed at starting small businesses at a low cost.

This would have helped to optimize the work carried out by the CSOs benefiting from the Transformative Territories Fund, which often offered this type of qualification on their own – without, however, having the most appropriate means and methodologies.



*"As for our ability to take part in the trainings, to be present and engaged in all the meetings – that's been very important, especially because of the connections that were made during this time. "And **one of the connections we managed to achieve during this period [at Transformative Territories Fund] was the issue of Meu Trampo (My Gig).**"*

Interviewee, CSO in the "employability" sector

Being part of a network of territory-based civil society organizations

The Transformative Territories Fund's monthly meetings were mentioned as relevant formative moments, mainly due to the **possibility of connecting with other** territorially-based organizations that deal with peripheral youth and face similar challenges.

Some interviewees mentioned that this proximity between the organizations tends to neutralize the view that there is competition for resources, **encouraging a more collaborative approach to the work**, with a focus on young people.

In this context, the organizations **voiced a desire for more face-to-face moments**, in order to deepen the sense of belonging and collaboration encouraged by the meetings.



"I've been working in the social field for 14 years, and in the beginning I used to say, wow, there was a lot of 'social predation' — we thought everyone was our competitor: the NGOs, the institutions, because funding was scarce. And now, seeing this harmony, this social synergy, I think it makes all the difference — it's when we show society a greater social action, a greater good, aimed at everyone."

Interviewee, Qualifying CSO Representative



"Having this shared perspective with other NGOs makes the work feel like, 'look, we're on the right track, because other NGOs are facing the same challenges, dealing with the same issues — and together we can overcome them.'"

Interviewee, Representative of an employability-focused NGO

GOYN SP as an articulator of opportunities in the territory.

“[...] Through the fund, together with the collaborative cafés that take place monthly, we were able to establish several contacts and bring in new partnership opportunities.” And also within the fund we took part in two editions of a program run by the United Way, which was the Skills for Life program. We organized two training groups here in partnership with them. Last year, through a partnership between the Transformative Territories Fund and a company called MapFry, we brought a geolocation course to the school, where students had the opportunity to work with the tool and completed the program with a certification. Through the Transformative Territories Fund and the Municipal Secretariat for Human Rights and Citizenship, we are going into the third year of a project developed by the Bisouro Institute, which is a program called Meu Trampo. And then I also mention the possibilities that came with partners. Through them we had contact with CPM, Cidadão ProMundo, and today we are a hub for weekend English courses for the community too. We had contact with the Fesa Croma Institute and every year around 30, 60 young people go through a mentoring and qualification process. “And then we keep expanding our range with the opportunities that come from these new partners that show up, along with the ones we develop on our own, right?”

Interviewee, State School Representative

Results on beneficiary CSOs | Strategic look at PI

Transformative Territories Fund has introduced new ideas about working in Productive Inclusion, transforming the way organizations look at their own practices.

In the interviewees' narratives, this was expressed mainly in two ways:



**Preparing young
people for good jobs**



**Introduction of a data
driven culture**

Results on beneficiary CSOs | Strategic look at PI

Desire to prepare young people for good jobs – “not just any job.”

Interviewees stressed that the program would have reinforced, for the organizations, the importance of preparing the young people they serve for **decent jobs, which dialogue with their life projects.**

According to the representatives interviewed, this is directly related to the organizations' internalization of the concept of Productive Inclusion, which was presented by GOYN SP during the Transformative Territories Fund's monthly meetings.

In some cases, this has translated into **changes in the practice of the organizations** which, with the encouragement of the GOYN SP, have started to **connect young people with complementary training** – such as language courses and qualification workshops.

In this context, the meaning of "productive inclusion" **ceases to relate solely to immediate insertion into the labor market**, and expands into a broader journey of continuing studies and access to better future opportunities.



“I think for a long time we were in a mindset of ‘any job will do,’ and now this generation is also starting to think about what kind of job they want – one that aligns with their purpose, their lifestyle, and so on.”

Interviewee, "Social Protection" Sector.

Results on beneficiary CSOs | Strategic look at PI

Introduction of a data driven culture.

One of the counterparts required by the GOYN SP in order to grant benefits to organizations is **the application of forms for the young people who attend the training courses.**

The purpose of this form is to **map the young people served by these organizations**, make it possible for the GOYN SP itself to connect them with other initiatives – such as the Opportunities Network – as well as to **monitor the results** achieved by the supported organizations in the task of promoting the PI of these young people.

Based on the interviews, it was noted that most of the organizations began to do this monitoring **for the first time after the GOYN SP's encouragement.**

In some cases, this encouraged the development of **long-term follow-up strategies for the youth who take part in the initiative** – covering their productive inclusion journeys from training to their first job opportunities as apprentices or interns, and eventually to their permanent employment.

This can be read as an advance in the organizations' M&E strategies, with a tendency to impact on their strategies to achieve more concrete results in terms of professional insertion.

Challenges related to the application of forms also have been the subject of complaints.

Given the heterogeneity of the group of organizations benefiting from the Transformative Territories Fund, it is natural that the operationalization of data collection processes is a more challenging task for some than for others.

This tends to vary according to the level of maturity of organizations in relation to data-driven management, which depends mainly on systematic data collection processes.

In this regard, some organizations complained of difficulties in applying the form.

Main challenges mentioned:

- Mobilize classes to a space with internet and computers (infrastructure that not all organizations have);
- Ensure qualified professionals accompany young people when they fill out the form;
- Dealing with the difficulties many people have in understanding the questions on the form; and
- Instability of the submission link;
- Instrument limitations: organizations from the Social Protection sector pointed out that the M&E form had limitations, as it does not fully capture the breadth of their activities, which go beyond the scope of vocational training.

3.2.4

Results on the beneficiary youth

2.4.1 About youth

- Life trajectories
- Professional dreams and aspirations
- Experience in the job market

2.4.2 Training experience and self-development

About youth

Life trajectories

The interviewed youth described life paths marked by different vulnerabilities.

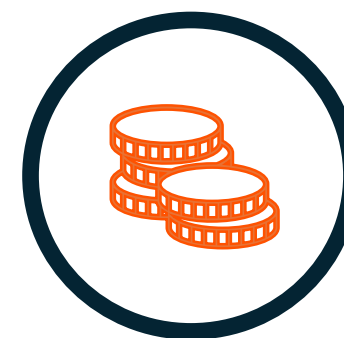
For analysis purposes, we grouped them into two categories:



Territorial

Living in peripheral areas, the youth describe their **neighborhoods as lacking public facilities, job opportunities, and vocational training courses.**

Their search for opportunities depends on **constantly moving to central regions.**



Economic and family

Young people in general are the children of **fathers and mothers who have rarely accessed higher education**, or who have done so with difficulty.

Their adult role models often work in **occupations considered to have lower social status** or that are more vulnerable to instability (e.g., street cleaner/garbage collector, housekeeper, seamstress, informal vendor).

Personal and family vulnerabilities – such as single-parent families or parental health problems – were also raised as part of many trajectories.

Living in the outskirts, young people face multiple barriers to accessing opportunities.

Many of the participants live in peripheral areas of the southern and eastern zones of São Paulo, where **access to study and work opportunities is limited**.

The territorial vulnerabilities imposed by where they live include the distance from education and employment opportunities, as well as the lack of local infrastructure.

Their search for opportunities depends on constantly moving to central regions, which, according to the young people, is done in intense routines, in the double journey of reconciling work and studies.

Young people have often complained about the **burden this places on their budgets**: taking several buses and eating out generate expenses that have a significant impact on their financial life.

Young people in general described their neighborhoods as **lacking in access**, with emphasis on:

- **Lack of employment options:** There are no apprenticeships or internships in the areas where they live. According to them, the jobs available in the region are in commerce,
- **Lack of professional training courses:** Access to professional training usually requires an average commute of 50 minutes to central regions in other locations (such as Santana or Guarulhos)
- **Lack of public facilities**, such as "Houses of Culture", which would impact on the possibility of accessing information about existing opportunities

Participants described family trajectories marked by difficulties.

The interviewees were, in general, the children of people who did not go on to higher education, or who did so in the midst of difficulties.

In this context, their guardians or parents were often working in **occupations considered to have lower social status** (or more prone to instability). Among the occupations mentioned are: housekeeper, seamstress, informal vendor, and street cleaner/garbage collector, among others.

In rare cases, some young people had parents with higher education degrees — these were mentioned as sources of inspiration, as they had achieved **social prestige despite having grown up with limited resources**. In these cases, the professions mentioned were: university professor and engineer, etc.

The lack of family structure and personal vulnerabilities were also mentioned as part of the trajectory of many young people, who in these cases were **children of single-parent families (single mothers)** or faced situations of illness in the family.

GOYN SP's target audience comes from poor/vulnerable families.

Results of the survey answered by young people (Transformative Territories Fund and Opportunities Network) show that:

64% of young people live on up to R\$1,412 per month.

Of these:

26% live on up to R\$706/month and are on the **poverty line** considered a target of public policies.

38% live on between R\$706 and R\$1,412, a profile of **economic vulnerability in the context of the city of São Paulo**.

Professional references at home:

More than 60% of young people have fathers/mothers working in activities that do not require a higher level of education.

In this context, their professional inspirations and role models are people within their family and social circles who have succeeded through “hard work,” “education,” or “entrepreneurship.”

Achievements through "hard work"

When asked who inspires them as professional role models, young people often mentioned their parents, highlighting their "determination and hard work from an early age" as part of their path to success.

Many were from single-parent families, the children of single mothers. In these cases, it was common for them to highlight their mothers’ lifelong struggle to provide for the family on their own.



"People who came from humble beginnings and achieved high positions through hard work inspire us."

Young interviewee, "Working" profile

Access to good jobs through education

Trajectories in which access to good employment or income opportunities was achieved through education serve as “motivation to keep going.”

In these cases, young people mentioned people from their family or social circle who had finished university and gone on to get good jobs: older siblings, teachers and people at work.



"I know that it was through knowledge that they changed their lives. They are my main reference".

Young interviewee, "Working" profile

Social ascension via entrepreneurship

Entrepreneurial stories were also mentioned as inspirations.

Examples:

- Uncle who started his own business
- Church pastor who started making money with e-commerce.



"When it comes to the e-commerce I want to start, there's my pastor from church. He works in this area. "We talk about this a lot — because, ultimately, we need to stay close to people who help us grow, not those who keep us stagnant." So, I think he's the person I'm most inspired by today when it comes to e-commerce."

About youth

Professional dreams and aspirations

Overall, young people see securing a “good job” as the means to fulfill their dreams: achieving financial stability and owning material goods.

The interviewees frequently demonstrated their desire to achieve financial stability, **acquire assets** (buy a house/car) and offer **better living conditions for themselves and their families**.

These dreams act as strong motivators in their trajectories. All of them believe that, in order to achieve this, it would be necessary to get a good job – which, in their view, would be **“one that values you and is related to your area of interest”**.

In this sense, interviewees also demonstrated their desire to work professionally in what they enjoy.

The short- to medium-term plans for achieving these dreams, however, vary according to the stage of each person's professional life, as we'll see below.



"My dream is to have a stable life, without too many worries and with money to pay the bills."

Young interviewee, Working as a Young Apprentice.

"I'm 19, okay? So we kind of know what we want, but we don't know how to get there. My dreams are pretty cliché, honestly – but I do want to buy a house, a car, and travel."

Young interviewee, working as a permanent employee.

The interviewees were at different points in their professional lives.

Most of them had taken their first steps as young apprentices or were still looking for an opportunity.

For analysis purposes, we have separated them according to their stage in professional life:

Young people looking for their first opportunity

- On average younger (school age)
- At the time of the survey, they were looking for opportunities
- They complained of difficulties in finding jobs with a workload that could be reconciled with their studies.

New entrants to the labor market

- At the time of the survey, they were going through their first experience in the job market, or had already finished their first experience as Young Apprentices;
- They were still studying at the time of the survey.

Young people with professional experience

- They started as Young Apprentices between the ages of 14 and 16;
- At the time of the research, they were finishing university, some of them already working as trainees in their training area;
- They accessed their first opportunity via apprenticeship programs, but have already had other experiences besides this one;
- They have better defined professional goals.

Young people looking for opportunities: a desire for income and professional experience in the short term.

- Those who were still of school age and/or out of the labor market expressed the **desire to enter the job market quickly** in order to gain experience.
- Their statements were filled with frustration due to the difficulty of **finding job openings that could be reconciled with their studies** (especially school).
- The majority were studying at secondary, technical or university level in the technology area.
- Those who weren't studying yet mentioned that they were looking for training in areas that they thought would provide a quick return on investment – in other words, **areas in which there would be more jobs.**
 - In this regard, areas such as Human Resources (HR), Administration and Information Technology (IT) were mentioned.



***"I want to work with IT, but I think I'll have to start in the administrative field first."** In IT, in informatics, it's going to take a while. "Later on, once I'm in college, it'll get easier."*

Young interviewee, Looking for an opportunity.

"HR is an area that every company has, so it's not difficult to find a job."

Young interviewee, Looking for an opportunity.

New entrants to the labor market: desire to achieve better opportunities.

Among those who, at the time of the survey, were beginning their careers in the position of Young Apprentice, the **desire for growth was very present**.

- While some envision better opportunities within their companies, aiming for higher positions and stability, others have shown that they plan to **continue their studies** with the aim of building a long-term career.
- This indicates that the **apprenticeship program** is understood as a **first step** which, in addition to providing immediate income, also serves as a preliminary and necessary stage for more qualified entry into the labor market.



"I want to get a degree, work in my field and grow within the company. "And even moving up to higher higher positions, right?"

Interviewee, working as a Young Apprentice

"I'm taking a prep course to get into USP (University of São Paulo)." I hope to get into Social Work next year too. For the time being, I'm thinking of applying for a job in this area, so that I can get used to the routine of Social Work. But once I've graduated, or even during my internship, I hope to work in a SAICA, really focused on children and adolescents."

Interviewee, working as a Young Apprentice

Young people with professional experience: desire to work with what they love.

- Young people with more experience in the workplace had started early, at the age of 14, 15 or 16, often motivated by the desire for financial independence.
- At the time of the survey, interviewees of this profile were completing higher education courses and were either trainees or already working as permanent employees.



*"To be honest, I started early because of the money, to help out at home, to be able to cover my costs. Like, I want to go to the mall with my friends, I want to help my mom at home. And also be independent. **Today I don't think that work is just about money, but when you're 14 you have that view, don't you?**"*

Young interviewee, Working as a Young Apprentice

- In these cases, the **desire to change careers in order to work with what they love often arose.**
 - Young people explained this desire based on their experiences, mentioning that they had learned more about what they like and what they want for their future.
- Some paths were mentioned as possibilities:
 - **Enroll in a graduate program in another area (e.g., marketing or management); or**
 - **Open your own business.**



"I'm going to stop earning money for the company and start working for myself".

Young interviewee, Working as a permanent employee

About youth

**Experiences and perceptions of the
world of work**



Young Apprentice and Internship: essential gateways for the job market.

Interviewees who had already entered the job market **placed a high value on apprenticeship and internship programs.**

By giving them their first contact with the corporate environment, the opportunity to work as a Young Apprentice would have been an essential gateway to the job market, in the view of the interviewees.

More experienced young people emphasized the importance of having started their career at an early age, as this would have made it easier for them to find new opportunities as trainees or permanent employees.

Few, however, were hired by the company where they had started as apprentices.



"I'm following this path too, I was a young apprentice with my first professional experience, at Banco Safra, and now, as I said, I'm an intern."

Young interviewee, Working as an intern.

In these cases, the trajectories described by the participants show two **important contributions to the experience as a Young Apprentice:**

- **Gaining professional experience**, learning to deal with the corporate environment;
- **Meeting people** who later connected them with other relevant professional opportunities.



"Then my former supervisor, from when I was an apprentice, told me about a job opening. Then he called me, and I went back to the association. It'll be a year since I was back there."

Young interviewee, Working as a permanent employee.

Despite the positive assessment, young people also complained about their experiences in the Young Apprentice position:

Feeling undervalued

According to the participants, companies would not require young apprentices to do tasks aimed at developing them for professional life.

The tasks they performed were to "do what nobody wanted to do".

Little investment in qualifications

There is a perception that companies **invest less in training young apprentices** compared to interns or trainees, **delegating this responsibility to partner institutions.**

Lack of growth prospects

Young people complained about the lack of opportunities for professional growth and the working conditions offered by the companies where they started as Young Apprentices.



"I don't plan on growing within the company or being made permanent, because it's a company where I don't see any room for growth. And also because, if I'm not mistaken, their schedule there is mostly six days on and one day off."

Young person interviewed, working as a Young Apprentice.

Lack of appreciation

*"I think companies kind of see Young Apprentices as **doormats**. So, like, let's just give it to the Young Apprentice — let them do what we don't want to do. And I don't think it should be just that, right? There's a bit of a gap, both on the company's side and in the course."*

Young person interviewed, working as a Young Apprentice

Lack of investment in qualifications

*"Companies have internship and trainee programs — **they invest in them, they provide knowledge, training courses, and all that. But when it comes to Young Apprentices, they place all their trust in other institutions**, and they don't always make an effort to provide that kind of training themselves, you know?" Because sometimes a young apprentice has the same capacity as a trainee, only they've been at university for less time, things like that, you know?"*

Young person interviewed, working as a permanent employee

Results of the survey answered by young people show that the majority start their career in entry-level positions and low-tech sectors.

At the time of the survey, the respondents were aged between 15 and 29 – a critical stage for their entry into the job market.

78% of respondents who worked held entry-level positions.

→ 38% young apprentice
26% assistant
14% trainees

Almost half (46%) worked in low-tech **sectors**, such as administrative services or retail.

A large portion, however, **would like to work** professionally in the fields of **technology or healthcare (41%)**.

This context reveals that the transition to “jobs of the future” is a key aspiration for a large share of the youth benefiting from the Transformative Territories Fund.

About youth

**Training experience and self-
development**



Transformative Territories Fund | Youth – Training experience and self-development

Data from the survey show that young people, in general, attribute advances in their path to productive inclusion to the training they have completed in CSOs supported by the Transformative Territories Fund.

Most of the respondents have made progress in terms of professional integration and income:

- The percentage of **young people (from the Transformative Territories Fund) who were not working fell from 78% to 33%** after taking part in the training.
- Those not looking for work fell from **29% to 9%**.
- Among those who have started working, **74% are in formal jobs**.
- As a result, the **average income rose 83%**, from R\$ 896.70 to R\$ 1,638.29.

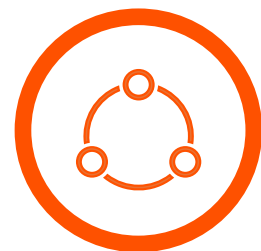
Most attribute the progress they have made to the training they have received from CSOs supported by the Transformative Territories Fund:

79% consider that **the training "was very important" or "important"** for their professional life.

92% of young people consider themselves **better prepared** for the job market after training.

3/4 of young people continue studying in higher education and 62% consider that their training has contributed to this.

In the qualitative stage, we heard from young people who had been through two types of CSO, which were evaluated differently:



CSOs offering full-day support

A support model that is not limited to a single, isolated service (such as a specific training course), but is instead characterized by a coordinated set of actions that accompany young people throughout the different stages of their insertion into the labor market.

Young people attributed an important part of their professional journey to the support they received from these CSOs.



Qualifying CSOs

Organizations that meet the requirements of the Apprenticeship Act. In this context, they offer **theoretical training with practical work experience in the position of Young Apprentice.**

Young people evaluated these training courses ambivalently – the soft skills content was considered useful, but the technical component was seen as lacking.

Transformative Territories Fund | Youth – Training experience and self-development

Support throughout their professional careers and quality training were aspects that were positively evaluated by the young people who went through support CSOs during their entire journey.

In general, interviewees who have been through these organizations had access to **technical and socio-emotional qualifications before entering the job market**, associated with:

- **Preparation for job interviews**; or
- **Connection with young apprentice vacancies**; or
- **Mentoring** during their first professional experience.

In the cases analyzed, the young people not only highlighted the quality of the training they received, but also **recognized these organizations as key partners in their careers**, attributing an important part of their professional achievements to them.

Training in hard and soft skills:

The lessons they learned were often seen as essential to fill gaps in the education they received in public schools, which were perceived as being far removed from the demands of the job market.

Young people often recognized the training they received for its "high quality". Many said the course provided their first learning experiences in:

- Basic computer skills (mainly excel)
- The fact that they broke down barriers of shyness/communication.

Support to get and stay in a job

Young people who had received support to achieve this and had also received mentoring throughout their career as a young apprentice mentioned this support as a fundamental element in their professional life – it would have given them security and increased their chances of continuing.

Early career support

"So the company I'm working for now — I actually started there as a Young Apprentice through [name of the CSO], and the support I received was wonderful. Every day, at the company, they'd text me, how's it going?"

Young interviewee, Working as a permanent employee

Training in hard and soft skills:

"I think high school alone is very weak. The technical course I took at [name of CSO] helped me develop a lot, both in technical and personal skills."

Young interviewee, Looking for an opportunity.

Transformative Territories Fund | Youth – Training experience and self-development

Young people who went through qualifying CSOs valued learning in soft skills associated with practice as a Young Apprentice.

In these cases, the youth worked as Young Apprentices at the hiring companies four days a week and dedicated one day to attending classes at the training institution, which was mandatory as part of the Apprenticeship Program they were enrolled in.

In general, these young people described training experiences that focused on developing behavioral skills and general preparation for the corporate environment.

According to the interviewees, the topics covered would include:

- Communication/speaking;
- Teamwork;
- Professional attitude;
- Notions of labor rights and professional responsibilities;

The evaluations in this regard were positive, especially because they were accompanied by practice in the first job as a young apprentice:



*"As it was my first job, it gave me experience for the future. I developed more there. **Not just the job, but the training helped me develop a lot.** In my own way I'm very quiet, I didn't know how to behave."*

The lack of practical lessons on essential topics would be a major shortcoming of the qualifying CSOs, according to the young people.

Young people who have been through qualifying CSOs complained about the lack of practical lessons in basic technical content that they perceived as essential in their day-to-day work in companies, in the position of Young Apprentice.

Among the missing topics are:

- How to use Excel
- How to use email

In addition to the lack of these more "basic" contents, some also characterized the training courses as technically out of step with the technological demands they see in their work routine.



"For example, in my course I didn't use Excel at all and we know that in an administrative job it's necessary."

And today at the bank we work with AWS, which is something much more advanced — it's all about cloud computing, uploading information, managing things in the cloud.

*So we're like, **come on — in a Young Apprentice course that's supposed to prepare us for the job market, there isn't even Excel** training, which is required by many startups out there. Excel is already outdated — all those formulas, like VLOOKUP and so on. Imagine for a place, for example, that's as big as a bank. So I think when it comes to soft skills, they manage to do well."*

Transformative Territories Fund | Youth – Training experience and self-development

Finally, regardless of the type of organization attended, we were able to identify desirable/undesirable elements, in the view of young people:

Desirable

- Development of soft skills with meaningful experiences (e.g. interview preparation, public speaking, etc.)
- Relevant technical content: from the basics, such as office suite, to more advanced tools, which they consider necessary to achieve better positions in the job market (e.g. AI, Cloud, AWS);
- Labor intermediation (connection to getting your first job); and
- Mentoring and support for staying in your first job.

Undesirable

- Lack of lessons on the basics of working tools (e.g. excel);
- Classes with outdated and/or excessively theoretical technical content, without opportunities for practice;
- Disorganization in the classroom; and
- Poor physical infrastructure.

3.3 Raised to Power

3.3.1 Summary of results

3.3.2 Raised to Power: what is it?

3.3.3 Contributions to young people – Raised to Power in Company

3.3.4 Contributions to young people – Raised to Power Territory

3.3.5 Contributions to promoting inclusive business practices



3.3.1

Raised to Power – Summary of Results

What are the results for young people?

- For young people, Raised to Power **broadens their perspectives and opens up new horizons**. The program works to deconstruct symbolic barriers, changing young people's view of the corporate world.
- Many young people reported feeling fear or apprehension before the visit, but the experience demystified the idea that the environment would be hostile or that they would suffer class prejudice.
- The **program acts as a "bridge", offering a repertoire** for future decisions and helping to "narrow down" the list of desired professions. As it is a mediated first contact, the experience gives them greater confidence for real situations (such as interviews) and teaches them about corporate "codes of conduct".
- In addition, the opportunity to get to know the trajectory of people who have come from close social positions **builds references**, demystifying the idea that a corporate career would be impossible and generating a strong sense of acceptance.

What are the results for companies?

- Raised to Power seeks to raise awareness among corporate leaders about the challenges faced by peripheral youth, encouraging the adoption of inclusive business policies. This experience is described as something that "bursts the bubble" of the business leaders who take part, **fostering greater awareness.**
- The evaluation showed that the program acted as a **catalyst for strategic Productive Inclusion (PI) actions.** Examples include the revision of EY's youth inclusion plan, making it a strategic priority, and the creation of the "Flip" program by Accenture, which resulted in the training and hiring of 18 young apprentices.
- The Raised to Power Territory modality is particularly effective in highlighting contrasts, confronting executives with barriers to access (low self-esteem, lack of suitable clothing or long commutes), providing input on how to work more clearly with young people.
- Companies are also recognizing Global Opportunity Youth Network São Paulo (GOYN SP) as a strategic partner for recruiting prepared young people.

3.3.2

Raised to Power

What is it?

Raised to Power | About the program

Raised to Power: what is it?

Raised to Power is an **immersion experience** created to **bring together two universes** that rarely meet: big companies and young people from the outskirts of the city.

On the companies' side, the Raised to Power seeks to raise awareness among leaders about the challenges faced by marginalized youth, encouraging the adoption of inclusive corporate policies capable of democratizing access to job opportunities.

As for young people, the aim is to broaden their repertoires and open up horizons in order to strengthen their career paths.

Global Opportunity Youth Network São Paulo (GOYN SP) offers two types of Raised to Power, which are offered as a service to companies.



Raised to Power in company

- Young people visit the companies to experience a day in the corporate environment.
- The visit agenda is adaptable, with the participation of one or more company volunteers.
- The journey of the visit includes a dynamic exchange of experiences and self-knowledge.



Raised to Power territory:

- Business leaders visit organizations on the outskirts of the city to get to know the reality of young people.
- The agenda is adaptable and exclusive – with the participation of one or more companies per immersion.
- The visit includes talks and a tour of the NGO.

3.3.3

Contributions to young people

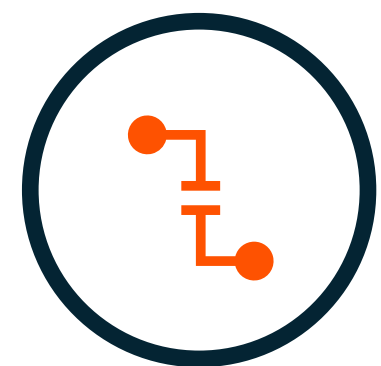
Raised to Power in company



Contributions – Raised to Power in company

In general, the Raised to Power in company was the first experience of the young people interviewed within a large company.

The experience was described as important, mainly because it changed their view of the world of work. This happened in two ways:



Breaking down symbolic barriers

- The Raised to Power would have helped to deconstruct negative images that young people had preconceived about the working environment in large companies.



Knowledge about the world of work

- As it was a mediated first contact in a "controlled" environment, the experience would have made young people more confident about facing the world of work in other situations after the Raised to Power (e.g. job interviews).
- In addition, contact with the different areas of a company helped them in the task of choosing a career for their future.

Contributions – Raised to Power in company

Raised to Power in company: experience that breaks down symbolic barriers between young people and the corporate environment.

Young people, in general, had their first contact with the corporate world through the in company Raised to Power.

Many reported feeling apprehensive, anxious or afraid before the experience – which, according to the interviewees, had to do with their expectations or preconceived images about working in the offices of large companies.

While some expected to find a hostile and "dehumanized" work environment, others reported the fear of suffering class prejudice.

According to the participants, however, the experience provided by the Raised to Power would have demystified these symbolic barriers, related to ignorance and social stigma: **young people in general felt well received, and welcomed by the companies, which was mentioned as a positive surprise.**



"It really changed my view of what a company is. I also had the view that the company would just be that little cubicle, everyone doing their own thing, not having any human contact with other people. **That was something that scared me a lot. Not having this humanity within a company.** But there was a lot of this humanity in the companies we visited."

Young interviewee

*"I'd never been to any company before the Raised to Power, and I was quite scared too, about how they were going to welcome us. **I was afraid we'd get there and... Get out of here, you poor people!**"*

Young interviewee

Contributions – Raised to Power in company

For young people, going to companies represents an opportunity to broaden their repertoire about the world of work.

According to the interviewees, the Raised to Power acts as a "bridge" that shows the reality of the job market:

Experiencing the corporate environment before actually entering the market would have worked as an educational experience, according to the young people.

This would have occurred both in practical aspects – offering references for future decisions – and in cultural aspects, by revealing behaviors and codes of conduct specific to this universe.

These two aspects are detailed in the table on the right:



*"I don't think I'd go into logistics finance at all. Wow, not really. **It would be, like, the last option, but it was good to know, but I would never act in it.**"*

Young interviewee

Repertoire for future decisions

By getting to know the different sectors of a company, young people reported having acquired knowledge about work from a practical perspective.

After the Raised to Power, young people would be in a better position to "narrow down" the list of professions they want to follow – or even to say with more certainty what they don't want for their future.

Behavior at work

The Raised to Power experience was also associated with learning about the "codes of conduct" that exist in the corporate world – especially how to behave in work situations.

The Raised to Power would have been important to gradually insert them into this universe, in a way that prepares them for real situations in the future (e.g. job interviews, day-to-day life in large companies, etc.).

This experience has helped many young people feel more secure about their professional future, strengthening their confidence in their next steps.



*"Today I work in Faria Lima, I wouldn't feel comfortable going there because I wouldn't know how to behave there, because there are places, there are situations and in each one you have to know how to behave." **So I think that the Raised to Power is very important for us to be able to insert ourselves into this world, you know?"***

Young interviewee

Contributions – Raised to Power in company

The opportunity to learn about the careers of people who have risen to prominence made a positive impression on the young people interviewed.

In this context, representativeness was often mentioned as an important factor, for various reasons:

Inspiration and the possibility of the future

- Getting in touch with people who came from social positions close to their own would help them build benchmarks, **demystifying the idea that building a corporate career would be impossible for someone like them.**
 - This is especially relevant among Opportunity Youth, who come from poorer families and generally lack professional references.
- Companies that present spokespeople close to young people would also help to **deconstruct a preconceived idea, which some young people mentioned, that people don't rise by merit, but by appointment.**

Welcoming feeling

- By providing exchanges with people who identify with young people, the Raised to Power in company creates a welcoming environment, putting them at ease in the exchange dynamics.



*"It's not as if he's only there by appointment. He had to really go for it and give up a lot. And he fought to be there. So it's a reality more like ours. It's more real, isn't it? So that made me feel very welcome. Like, it's possible. **I'm in an environment where people have also had to fight hard to get where they are. It's something closer to my reality.** He also made me feel very welcome, right?"*

Young interviewee



*"I think that when you feel welcomed, when you feel that you can talk, or even when you see people who have come from where you came from and have reached high positions in companies, I think that **the feeling of belonging, it manages to overcome the feeling that you don't deserve it, that you won't make it, you know?**"*

Young interviewee

*"He built all that, but he also went through a lot of difficulties and this shows that even if he's in the place he is today, we can also go through the same thing and that we'll go through difficulties, in short... It was very nice to have this exchange, to see that we too **have this place, even if it takes time, even if it's a difficult process.**"*

Young interviewee

3.3.4

**Contributions to young people
Raised to Power Territory**

Contributions – Raised to Power Territory

Interviewees described the Raised to Power territory as an experience that brings companies closer to the reality of Opportunity Youth.

Based on the interviews, it is possible to note the particularities of this modality that bring specific contributions:



Vocalization of access barriers

- By providing an immersion in the context experienced by young people from the outskirts of the city, the Raised to Power Territory has the effect of highlighting contrasts:
 - executives are confronted with the inequalities that affect the conditions of access to the labor market experienced by Opportunity Youth.
- This would have an educational potential for the productive sector, which, once sensitized, would have the input to rethink its social role with young people.

Valuing young people

- With dynamics that give young people a leading role, Raised to Power Territory reveals the potential of young people on the outskirts of the city, removing them from the position of being "vulnerable" and positioning them as agents of change (potential talents).
- What's more, by listening to the executives in a family environment, young people reported having experienced a sense of belonging in relation to the companies – fundamental to overcoming the idea that they "won't be able to" overcome barriers.

Contributions – Raised to Power Territory

Barriers experienced by Opportunity Youth are placed in evidence in the Raised to Power Territory Territory.

Raised to Power Territory is an experience that takes executives and company representatives to community spaces and local institutions frequented by young people, such as Youth Centers (CJ), Aldeia do Futuro, Obra do Berço, among others.

In this way, the meeting takes place in the environment of the young people themselves, reversing the traditional logic of taking them to companies and creating a space for direct dialog.

According to the people interviewed (both young people and representatives of NGOs or participating companies), this experience would highlight the contrast between the reality experienced by volunteers and that presented by peripheral youth.

This would raise awareness of challenges that are generally far removed from the experience of people from higher classes who do not inhabit these territories.

Among the aspects that would have caught their attention, according to the interviewees, are:

- the low self-esteem of many young people when they imagine themselves in corporate environments
- lack of access to clothing considered suitable for work
- routines overloaded by the time spent on long journeys by public transport
- the insecurity faced when traveling between peripheral territories and other parts of the city.



*"He [the CEO] got out of his bubble of privilege, right? And **he started to look at the difficulties, he got in touch with the difficulties that all these young people have, right?** Of a girl having to leave the house at three o'clock in the morning, facing all the dangers of the early morning to get to the bus stop, having to take three buses to get to her final destination."*

Interviewee representing participating company



"Why is it that when the company invites them to a selection process, they don't go?" And then when the company hears from this young person, and not from an organization mediating, that he doesn't go to the company because he doesn't have clothes, that he doesn't go to the company because he doesn't feel well, that he doesn't leave the territory to get to know the companies, maybe the company is in Itaim, Pinheiros or Paulista, and he's afraid to have this access, **it becomes clearer to the company how to work."**

Interviewee representing Aldeia do Futuro, participating NGO

"I remember that they were very shocked by the things we brought. So, something that's... that's in my day-to-day life, like, waking up very early, going to school at dawn, like that, at the time, right? To go to school, or to go to college, or to go to work, for them was already something very unimaginable. So I was always very surprised by this clash between different realities."

Young interviewee

Contributions – Raised to Power Territory

Youth at the center: active listening and changes of perception in Raised to Power Territory.

According to the interviewees, the activities proposed by Raised to Power Territory would give young people a central place to speak, while executive volunteers would occupy a position of "active listening".

This would take place in different ways: through reverse mentoring activities, discussion circles, and cultural presentations by the youth.

For the companies, this would have been an important opportunity **to learn about the young people's potential** — their communication and idea-sharing skills, their engagement with the NGO they attended, and the mutual respect they showed toward one another.

- In some cases, company representatives reported their positive surprise upon realizing the potential of young people from the outskirts.

For young people, these activities seem to have the effect of generating a sense of belonging and of being placed "on an equal footing" with people they would usually see as "unattainable", or from a very distant universe: the corporate world.

- One of the young women highlighted the fact that she had been surprised by the willingness of executives to **listen to what young people have to say** and, based on this, look for ways to promote their development in the world of work.
- This **would contrast with her preconceived idea** that companies would see young people as "cheap labor".

By putting young people on an equal footing with companies, Raised to Power Territory shows that it has the potential to break paradigms and change the views of both companies and young people.



*"The young person's voice has never been put on the same footing as someone who finances, for example, which is the situation we're talking about, a Raised to Power. Sitting in the same chair, sitting in the same space, being able to look at the same height, that kind of thing, I've never really seen it, like that, in such a specific way. So, **'look, you who are a businessman are going to sit here in the chair and you're going to sit with the young man and you're going to listen to him'**".*

Young interviewee

*"As young people, we're always placed in a role of... cheap labor. So it's abusive apprenticeships, internships, jobs that exploit us. And **it's good to see companies that are willing to listen to young people, to try to find other ways of working with us.**"*

Young interviewee

Raised to Power | Contributions to young people

Finally, the feeling of the young people who took part in the Raised to Power is that the initiative could go further, delivering more than it already does.

Some suggestions were raised:

- **Continuity:** For the young people interviewed, the Raised to Power should go beyond a single meeting. One suggestion was to offer mentoring and more meetings as a way of maintaining the companies' support for young people
- **Dynamism and adaptation:** young people who have been on more than one experience may find the activities repetitive;
- **Creating a comfortable environment for everyone:** activities to "break" the ice and taking care of representativeness among company spokespeople who volunteer for the Raised to Power would be important precautions, according to the interviewees
- **Desire to act with social impact:** Many young people mobilized personally by participating in the GOYN SP want to work in social entrepreneurship or community action. Some showed a desire to be instructed on how to pursue these areas professionally.
- **More opportunities to listen to career paths:** young people have shown a desire for more initiatives that allow them to get in touch with inspiring career paths
- **Care and preparation:** Talking about sensitive topics such as mental health requires preparation on the part of the volunteer companies

3.3.5

**Contributions to promoting
inclusive business practices**

Raised to Power | Contributions to inclusive practices

Companies describe Raised to Power as an experience that "bursts the bubble" of those who take part, regardless of the modality experienced.

In the view of the interviewees, this leads to greater awareness and empathy on the part of the participating teams.

Contributions to companies vary according to their profile and context, but are usually related to two factors:

1. Inclusive hiring

- Strategic actions: sensitizing leaders to create inclusive policies or initiatives.
- Temporary hires: Opportunity Youth employed in Young Apprentice positions.
- This factor was mentioned mainly by companies (for-profit institutions): Accenture, EY, DOW

2. Improving social impact strategies

- Contribute to a cause that is already part of the institution's social impact objectives.
- Exchange methodologies and improve projects in the area of inclusion.
- This factor is most often mentioned by non-profit institutions (Chamber Sweden, INW), or by companies with social responsibility actions (G. Incense).

Raised to Power | Contributions to inclusive practices

More inclusive hiring:

The Raised to Power as a catalyst for strategic actions of Youth PI in companies.

Based on the interviews, it was observed that, in some cases, participation in the Raised to Power would have catalyzed **strategic actions** aimed at the Productive Inclusion of young people in companies.

We consider strategic actions those that involved **changes in the company's hiring policies** or initiatives that **actively sought to promote the productive inclusion** of Opportunity Youth after participating in the Raised to Power.

These cases have some factors in common:

- Previous partnership with UWB and GOYN SP;
- Participation of strategic leaders (*C-Levels*) in the Raised to Power;
- Some level of previous social engagement by the company;
- Participation in the Raised to Power Territory modality.

Next, we will present each of the **cases that fit into this context**, the results achieved and the challenges.



Case 1: EY Institute

Review of the youth inclusion plan based on the Raised to Power Territory.

Context

EY (Ernst & Young) already had a close relationship with UWB and the Global Opportunity Youth Network São Paulo (GOYN SP) program. The company took part in the Raised to Power with the aim of raising awareness among leaders of the cause of youth PI and encouraging volunteering among executives.

20 senior executives were selected strategically – people with decision-making power, capable of creating new jobs, reviewing processes and supporting investments.

Raised to Power results

- The volunteering action evolved into a **strategic review of the company's** youth inclusion plan, which was raised to the level of a priority for the company.
 - Drawing up short-term targets, KPIs and commitments to the cause.
 - Redesign of the youth inclusion journey at EY, from attraction and selection to the career plan and educational benefits.
 - Innovative ideas emerged, such as providing the cost of the young apprentice as "free" to the business areas until they are hired, acting as an internal incentive to hire them.
 - The experience made it possible to connect the social agenda to a business challenge for the company: the need to **train professionals for its own area of activity**. This gave strength and ambition to the inclusion plan, turning it into a strategic project for the perpetuity of the business.

Challenges mentioned in relation to Post-Raised to Power

- **Young Apprentice Legislation:** apprenticeship program's professional link model makes it impossible for the company to make contributions to educational benefits (such as college) for apprentices;
- **Keeping the issue on the agenda** of the top leadership in the midst of other priorities;
- **Promote attitudinal inclusion:** change leaders' mindsets so they can develop their teams.
- **Raising awareness on a larger scale** – the Raised to Power only involved 20 executives



*"It was a very impactful experience for the people who took part. And **as it was a group with high leadership and decision-making power, it's a group that naturally said, 'let's review this',** and then it took on a tone, a force, which was like this, the HR leader, the president, everyone heard about what happened and said, no, now we're going to review it and it's going to become a priority for us."*

Interviewee, Ernst Young



Case 2: Accenture

Training and hiring young people as a result of participating in Raised to Power Territory.

Context

The president of the company, who was already close to UWB and Global Opportunity Youth Network São Paulo (GOYN SP), took part in an Raised to Power Territory.

Raised to Power results

- According to the company representative, the President's visit to the area had made him aware of the barriers and vulnerabilities faced by young people from the outskirts of the city, which had triggered a reflection on the company's role in creating real opportunities for these young people.
- As a result, strategic areas of the company were asked to design a training program that would benefit not only Accenture, but also a network of partner companies.
 - In this context, the "Flip" program was born, a pillar within the "Fly High" initiative, aimed specifically at young people in situations of social vulnerability;

Post-Raised to Power results (Flip program)

- Designed collaboratively with youth, UWB, and Aldeia do Futuro, the program offered a journey that included: a simulated recruitment process; training in soft and hard skills; financial support; hands-on experience within the company; and a hiring round;
- 25 Opportunity Youth took part in the program and 18 completed it, all of whom were hired as Young Apprentices (by Accenture and other companies);

Challenges mentioned in relation to Post-Raised to Power (Flip program)

- **Retention of young people:** many would have dropped out of the Program to go to more immediate paid activities, due to personal needs.
- **Gain in scale:** The artisanal and painstaking model required a high investment of time on the part of the company, which makes it difficult to replicate.



*"Our president, he was part of Raised to Power Territory [...] he was very impressed when talking to these young people, so that's when it all started [...] it provoked a reflection in the sense of 'what can I do to be able to give opportunity, train these young people and give them opportunity?' Because **they are young people who have a lot of potential**, and because of their context, they often end up not being able to exploit this potential to the full."*

Interviewee, Accenture

Raised to Power | Contributions to inclusive practices

Improving social impact strategies:

The Raised to Power as a project that fits into companies or initiatives with the purpose of social inclusion

In non-profit institutions, or in those where the Raised to Power was contracted for purposes related to "social responsibility", the impacts of the experience on fostering the productive inclusion of young people were more diffuse.

Overall, these experiences have contributed to:

- Providing exchanges of methodologies to improve pre-existing projects in the institutions;
- Promote the engagement of employee volunteers;
- Establish strategic partnerships for the articulation and dissemination of youth PI in the productive sector.

These cases will be detailed below.



Case 3: Swedish Chamber

Opportunity to spread the PI cause for other companies

Context

Swedcham is a non-profit association focused on networking, training and the exchange of experiences between companies, with around 200 members, mostly Swedes in Brazil.

Under its current leadership, the Chamber has made it its strategic goal to engage in educational projects, recognizing the importance of training for social transformation.

The link with Global Opportunity Youth Network São Paulo (GOYN SP) began in 2023, through the United Way, and materialized with the Raised to Power companies, which consisted of a visit by young people from Capão Redondo to Swedcham's office.

Raised to Power results

The experience was described as remarkable because it led the Chamber's team to reflect on inequalities and the challenges of productive inclusion. Although Swedcham cannot directly fund external initiatives, it acts as a catalyst, mobilizing its member companies and publicizing opportunities.

This intermediation would have resulted in connections such as the one between ABB and GOYN SP.

For the future, Jonas intends to move forward with formalizing the partnership with GOYN SP and suggests strengthening the program's international visibility, engaging other chambers of commerce and stimulating joint dialogue between companies.

By prioritizing education and recognizing the potential of peripheral youth, the Chamber is positioning itself as a strategic partner of Global Opportunity Youth Network São Paulo (GOYN SP), with the capacity to pave the way for greater entrepreneurial engagement in productive inclusion.

Challenges mentioned

- Structural barriers that distance the outskirts from the corporate environment;
- Need to gradually build youth skills;
- Companies' difficulties in turning ESG and diversity commitments into effective practices.



"[the young people] got up here on our stage and talked about the organization, their lives, their dreams. So it was very nice to hear. And I think it was a good experience for them too, right? They prepared a PowerPoint, they showed it to us."

Interviewee, Swedish Chamber



Case 4: Nelson Williams Institute

Exchange of immersion methodologies with social impact.

Context

The Nelson Wilians Institute (INW) operates nationally with programs on access to justice, education for citizenship and productive inclusion.

The partnership with Global Opportunity Youth Network São Paulo (GOYN SP) via Raised to Power began in 2023, as part of the "Leaders Who Inspire" volunteer project.

Raised to Power results

The experience connected INW professionals — from different areas and hierarchical levels — with young people from public schools and social organizations, through activities that combined personal career stories, practical career guidance, and methodological tools introduced by GOYN SP, such as SWOT analysis and a flight plan.

For the volunteers, there was a strengthening of empathy, an appreciation of their own stories and greater strategic engagement with social impact.

The case demonstrates how Raised to Power enhances INW's work by structuring methodologies, expanding its reach, and connecting youth with reference professionals — reinforcing productive inclusion as a strategic pillar for transformation.

Challenges mentioned

- At Raised to Power Territory, we bring professionals into organizations to reach more young people, without losing the power of the experience of bringing them into the corporate environment;
- Articulating companies beyond the logic of financial donations;
- Encourage exchange and benchmarking networks between social organizations.



"What does he [the young person] need to do, step by step, to get where he wants to be? So he wants to go to university? How is he going to plan for this? How is he going to get his feet on the ground, organize himself, prepare himself? So you start looking differently at public schools, at studying, at reading — at all those simple things that are part of this process. So, for him to reach the position he wants, it's not that simple — it's not just about being able to. He has to prepare for this. So it's a very clear, very honest, and very empathetic conversation — coming from the understanding that the volunteer has also walked that same path."

Interviewee, Nelson Williams Institute



Case 5: DOW

Global Opportunity Youth Network São Paulo (GOYN SP) as a partner in the recruitment of young people for the position of Young Apprentice.

Context

Dow maintains a historic partnership with United Way Brasil, in line with its social strategy. The first connection with GOYN SP took place through Raised to Power Territory, held in Jardim Miriam, with the participation of HR staff and Young Apprentice mentors.

The aim was to bring young people from the periphery closer to the corporate environment and the job market.

Raised to Power results

- The volunteers were impressed by the quality and potential of the young people: good communication, clear objectives, commitment, respect and support from the centers.
- HR saw a strategic opportunity, as the company is looking to hire young people from socially vulnerable backgrounds.
- GOYN SP's differential, according to interviewee: young people arrive prepared, with technical knowledge and communication skills

Post-Raised to Power results (Flip program)

- Internal Strategic Connection – the volunteer initiative brought the Social Responsibility and Communication departments closer to HR, which began turning to GOYN SP as a source of talent.
- Talent Hiring – recruitment of a young person from GOYN SP, with highly positive feedback from company leadership.
- Engagement in Events – Dow's representative took part in an event promoted by GOYN SP, indicating a deepening of the partnership.

Challenges mentioned in relation to Post-Raised to Power

- Although the company had 8 apprenticeship vacancies, only 1 was hired via GOYN SP due to miscommunication and timing.
- General difficulty in keeping young people engaged throughout the 15-month contract; in this sense, GOYN SP stands out for preparing youth to understand the importance of commitment.
- During the field visit, company volunteers did not clearly distinguish the specific role of GOYN SP in relation to other United Way branches.
- Gap between apprenticeship (which does not require higher education) and internship (starting from the 3rd semester of university), making retention difficult.



*“And many times, because they’re so young, we can’t expect them to come in already prepared for that. And that’s why, when we take on a young person from **GOYN SP** – **someone who’s already had that kind of exposure** – **they already understand that, wow, it’s important to enter the job market. That, you know, once you enter the job market, you need to be committed – you have to show up every day, dedicate yourself – because in the future you’ll reap the rewards and all that.**”*

Interviewee, DOW



Case 6: G. Incense

Raised to Power as an incentive to continue social actions.

Context

The company combines family tradition with a strong culture of diversity and valuing young people, investing in apprentice programs and social projects. The partnership with Global Opportunity Youth Network São Paulo (GOYN SP) has strengthened this trajectory, bringing young people closer to the corporate environment.

In the Raised to Power in company, young people visited Incense's office for an agenda of presentations from different areas and sharing the family's entrepreneurial stories.

Results

Among the results, we highlight the internal motivation of the team, the appreciation of the inspirational role of retail and the preparation of young people with tools such as profile assessments.

For the future, the Incense Group and GOYN SP envision greater articulation to bring young people closer to real jobs, explore the protagonism of young people who attract their peers and maintain inspirational actions as a gateway to the world of work.

The case shows how retail companies can be agents of productive inclusion, provided they are supported by partners capable of mediating access and credibility with young people.

Challenges mentioned

- Specific regulatory barriers in the retail sector, which could not hire children under 18 until 2024.
- Difficulties in accessing and engaging young people
- Logistical barriers in São Paulo.



"Until last year, we had a difficulty in retail, where bringing in young people under the age of 18 was impossible. We couldn't do it because we weren't suited to it."

Interviewee, Incense Group

Summary of cases

In this chapter, we analyzed six cases of Raised to Power, in its two forms: Raised to Power Territory and Raised to Power In Company. The aim was to evaluate the initiative's contributions to the young productive inclusion practices of the participating companies.

The interviews indicated that in two of the six cases, the effects of the Raised to Power were more significant in terms of young productive inclusion:

- The case of Accenture, which gave rise to the youth employability initiative (FLIP);
- The case of Ernst & Young, which resulted in the revision of the company's youth inclusion plan;

In these examples, the Raised to Power proved to be especially relevant in sensitizing key stakeholders (executive leaders) to the social role of companies in the face of the situation of exclusion experienced by young people from the outskirts of the city. In addition, it stood out for offering important inputs to business leaders on factors to be considered in youth productive inclusion practices in the corporate environment.

In both cases, the companies had important preconditions for consolidating results:

- Deep previous involvement with the social/productive inclusion cause;
- Participation of strategic leaders within companies;
- Governance structures that allow articulation between two strategic areas for youth PI: the social area and the human resources area.

Summary of cases

In the other cases, the effects of the Raised to Power on the promotion of productive inclusion in companies were specific or indirect:

Specific effects

- In the DOW case, the Raised to Power resulted in a one-off recruitment, but the GOYN SP came to be recognized as a potential partner for recruiting young apprentices;
- In the case of G. Incense case, the Raised to Power sparked a desire to resume productive inclusion actions;
- These cases share a weaker engagement with the cause of youth productive inclusion, for different reasons:
 - in the first case, due to internal governance issues ("weak" articulation between HR and the social area);
 - in the second case, due to regulatory barriers (retailers couldn't hire children under 18 until 2024).

Indirect effects

- In the Swedish Chamber, the GOYN SP has gained a relevant partner for the dissemination of the cause among the productive sector;
- In the INW case, GOYN SP supported pre-existing social actions developed by the institution in the logic of social responsibility.
- Both institutions operate on a non-profit basis and have, at their core, the realization of actions with an external social impact.

3.4

Opportunities Network

3.4.1 Summary of Results

3.4.2 About Opportunities Network

3.4.3 Connectivity and job search

3.4.4 Opportunities Network: uses and perceptions



3.4.1

Summary of results

Summary of Results

- The Opportunities Network acts as a *hub* of information about work and study opportunities on Whatsapp, and the evaluation showed that **79% of its members accessed information about opportunities through the Network.**
- The young people interviewed value Opportunities Network above all for its reliability and practicality. The main differentiator of the Network is the human (“handcrafted”) curation carried out by a member of Global Opportunity Youth Network São Paulo (GOYN SP), which **provides a sense of security for the youth.**
- This curation ensures that the job openings and training opportunities shared are genuine and better suited to the profile of Opportunity Youth (e.g., free courses, internships, or apprentice positions), protecting them from scams.
- The Whatsapp format is also praised for being practical, centralizing opportunities and, crucially, consuming little internet data, **facilitating access** during long commutes.

Summary of Results

- The survey with young Opportunities Network participants shows good results: the percentage of **those not working fell** from 67% to 37%. As a result, the **average individual income rose by 41%**, from R\$958.11 to R\$1,354.16.
- Building on these advances, a majority of **64% considered the Network to be “very important” or “important”** for achieving such results in the job market.
- However, the evaluation also reveals that the high volume of Opportunities Network messages can lead to “digital fatigue” and low engagement (silencing of the group).
- In addition, we show that the Opportunities Network faces the barrier of having to direct young people to external platforms (Gupy, LinkedIn, etc.). Young people characterize these tools as “toxic” and “unintuitive”, and complain about “dehumanized” processes (mediated by algorithms) and the lack of feedback on applications.
- As a suggestion, the young people ask the Opportunities Network to publicize opportunities that are more geared to their moment in life and location.

3.4.2

About the Opportunities Network



About the Opportunities Network

How does the Network work?

The Opportunities Network is a platform created by Global Opportunity Youth Network São Paulo (GOYN SP) to support young people in entering the job market.

Its operation is based on connecting a CRM system (Customer Relationship Manager) with WhatsApp groups. The CRM ensures that more than 80,000 young people are now registered in a database, with information that generates technical knowledge, related to the profile of the young people, for the program.

WhatsApp groups are used for direct contact with young people on a weekly basis, and job vacancies and training opportunities aligned with the profile of Opportunity Youth are advertised to registered young people.

3.4.3

Connectivity and job search



Opportunities Network | Connectivity and job search

Young people describe ambivalent relationships with social media.

If, on the one hand, they are important tools for communication, entertainment and study/work, on the other hand, they can cause "digital fatigue" and anxiety – symptoms that young people related to information overload.

The most used, according to the interviewees, would be:

■

Whatsapp

Use for communication in different areas of life

They consider it essential, as it would be used for different purposes.

Some have admitted to being negligent with incoming messages – they take a long time to reply, archive or silence messages as a way of dealing with the excess of triggers through the app.

Tik Tok, Instagram and Twitter, Youtube

Access to entertainment and news

Interviewees reported using it for entertainment and to search for specific content – e.g: Twitter for news, YouTube for studying.

Young people often mentioned making conscious use of social media because they felt overwhelmed:



"I participate in very few groups and all of them are silenced. I think I have a group with just my friends. The rest are all groups, church group. I used to take part in the family group, but I left. They put me back in and I left again."

Young interviewee

"Sometimes I'd like to be less connected, because sometimes people can get to me in my own home, right? But on WhatsApp I have more of a communication group, in general I don't really like chatting by message. I use for entertainment, Instagram, TikTok. I quite like listening to podcasts too, but in general I watch a few things, but I don't post them."

Young interviewee

The most popular job search platforms are generally associated with negative experiences:

LinkedIn

"Necessary evil for professional life"

Although they understand the purpose of the platform, the interviewees often characterized it as "toxic" and "unintuitive".

Job platforms

(Gupy, Infojobs, 99jobs, etc.)

High complexity and mistrust

Young people have often complained about the registration processes on these platforms, which would be impractical – since they require registration and login on multiple platforms.

In addition, the dehumanized process of selection processes through these platforms generates mistrust.

Opportunities Network | Connectivity and job search

LinkedIn: low self-esteem and navigation difficulties keep young people away.

Young people described LinkedIn as a "necessary evil" for their professional lives.

Although they understand the purpose of the platform – related to connecting professionals – the interviewees often characterized it as "toxic" and "unintuitive".

This perception would be related to their experiences of using the network, often crossed by issues of self-esteem and usability of the platform.

Worsening self-esteem

By being exposed to a wide variety of professionals – potential competitors for these young people in the world of work – young people associate the LinkedIn experience with a worsening of their self-esteem, which would be a reason for demotivation and anxiety.

Difficulties in using the platform

LinkedIn would be an unintuitive platform that requires knowledge and skills in the search for vacancies, which many would not have.



"I think it [LinkedIn] gives you a 'slap in the face', like 'oh, there are 10,000 people vying for this job'. For two vacancies. And then you get a bit discouraged."

Young interviewee

Job platforms: perception of high complexity and mistrust on the part of young people.

Job search platforms in general (such as Gupy, Infojobs, 99 Jobs, etc.) are considered complex and unreliable.

Perception of high complexity

Young people have complained about the excessive number of registrations they need to make in order to apply for jobs, which are spread across these platforms.

In addition, the selection processes would require answers to a large number of questions, which would make the applications complex.



"It's happened that I haven't been able to sign up for vacancies because I'd go in and it would say that I'd already registered and I didn't know the password and I couldn't recover it."

Young interviewee

Dehumanized" process generates mistrust

Interviewees showed a lack of confidence in selection processes that are mediated by platforms.

According to the young people, artificial intelligence tools and algorithms would be elements that work against their candidacies – an argument mobilized by young people to justify not being called for interviews.

In addition, there were frequent statements of "fear of scams" – some interviewees cited cases of acquaintances who had been victims of fake job vacancies.

Young people's main complaint about the selection processes is the lack of feedback.

A large proportion of young people reported not having received feedback on the selection processes they had applied for on online platforms.

These reports were accompanied by feelings of **frustration and discouragement at continuing to look for jobs.**



*"I have a lot of trouble with these type platforms, I don't get any feedback. And so, I've already applied for several, I already have friends who say, look, this position here seems perfect, sensational. I only get confirmation emails like, oh, you've applied and that's it, you've applied. "And then, on LinkedIn, you don't get any responses either — not from 300 other internship or talent companies, nothing, no replies. You don't get any feedback, you don't know why you didn't pass, you don't know if someone else came in, if the company gave up, you just don't get any feedback. **I think this lack of feedback deceives us.**"*

Young interviewee

3.4.4

Opportunities Network Uses and perceptions

Opportunities Network | Survey with members

Results of the survey applied to young people in the Opportunities Network show that the information disseminated by the Opportunities Network has a wide reach and relevance.



79% of respondents who are part of the Opportunities Network have accessed information about opportunities through the Network.

22% have participated in some training through Opportunities Network.

Of these, 73% have completed at least one course.

The percentage of young people who were not working fell from **67% to 37%** after taking part in the training.

As a result, the **average individual income rose 41%**, from R\$958.11 to R\$1,354.16.

For 64% of young people, the Opportunities Network was "very important" or "important" for these results on the job market.

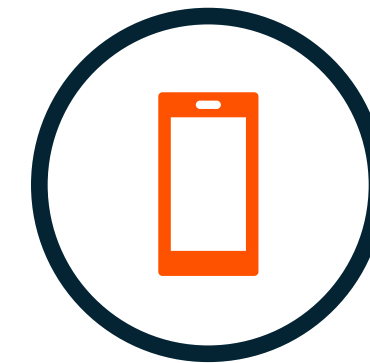
Young people interviewed use Opportunities Network to look for work and study opportunities and/or to share them with acquaintances.

The main differentiators between the Opportunities Network and other platforms would be reliability and practicality.

This is due to:



Human curation:
brings reliability



**Format and platform
(*WhatsApp*):**
generate practicality

Opportunities Network | Connectivity and job search

The human curation behind the content published by Opportunities Network conveys reliability to young people.

Young people reported feeling safer when applying for vacancies advertised through Opportunities Network.

- The reports show that young people value the "artisanal" way in which the content posted on the Network is curated, always going through the scrutiny of a member of Global Opportunity Youth Network São Paulo (GOYN SP).
 - According to the interviewees, this would convey confidence in the applications, saving them from scams/fake vacancies.

In addition, access to content with a filter aimed at the profile of Opportunity Youth would also be an advantage.

- Selection of vacancies and opportunities with a filter aimed at Opportunity Youth: free training opportunities, internships and young apprenticeships.



*"It [the Opportunities Network] curates. **When I see the vacancies and courses there, I trust that someone has done this curation to know that it's not a scam for me.**"*

Young interviewee

*"Many of the vacancies [at Opportunities Network] really are vacancies that you can't find easily on LinkedIn, on Nube. These are positions that are quite good, well paid, that you would normally earn by pursuing a technical degree, so to speak. But many of them don't need something very specific and **it's easily accessible to us.**"*

Young interviewee

Opportunities Network| Connectivity and job search

Opportunities Network format and platform (WhatsApp) were also associated with practicality of use.

Centralizing study opportunities in one place saves time.

- Young people don't have to search on different sites/platforms without having to search on the different existing platforms;

Whatsapp as a platform is also a differentiator:

- The app is easy to access in young people's daily lives, which involve long commutes;
- Dissemination via the app allows for previews, without having to open several tabs on your phone;
- The application consumes little internet data.



"I think it's nice that the opportunities are very centralized. So it's easy for you to see that sometimes you put in a description some information that's important and relevant that will decide if I'm going to join or not if it's right for me or not. It's super simple to pass on to other people, you don't have to copy the link, just forward it."

Young interviewee

"Really, because it's WhatsApp, you don't need much internet to load the page, to load the link. It's just a text message — sometimes you don't even need to load the image, and you can already see the job posting. You don't need to be searching, Googling, chasing."

Young interviewee

Opportunities Network | Connectivity and job search

However, too much information in the group can lead to low engagement.

- In some cases, interviewees reported feeling overwhelmed by the recurrence of content, which leads to disengagement (they silence or archive the conversation).
- In addition, there is a difficulty in viewing the content – many reported difficulty in identifying vacancies relevant to their profile.



*"It's a very high concentration of messages and notifications. So there's also that more annoying part, you know? A "somewhat" negative point. I don't know if we can say it's negative, but the sheer volume within the group, you know? **A lot of information, so sometimes we don't look that much.**"*

Young interviewee

Opportunities Network | Connectivity and job search

Analysis of the interviews shows that the Opportunities Network faces some limitations.

Although Opportunities Network facilitates part of the job search process, many of the barriers involved remain:

- Many vacancies advertised by Opportunities Network direct young people to external platforms (e.g. LinkedIn, Nube, 99 Jobs, etc.), which are considered to be not very "friendly" to young people, as explained in the previous section.

Difficulties in segmentation:

- Although the Opportunities Network concentrates members with a similar socio-economic profile, there can be great variety in terms of age, career path and addresses.
- This leads to a problem of alignment between audience and content: young people have voiced demands for vacancies that are more geared to their time of life and place of residence.



"It [the Opportunities Network group] centralizes vacancies from other platforms. So, in the end, we still have to sign up to these platforms or register there."

Young interviewee

"Maybe segment it a little more — like, people who are in high school could go in one group that fits certain openings, and then there are those in college who would be a better fit for others. So maybe organizing it that way would be nice. Not necessarily creating a separate group for each, but, I don't know, maybe sorting it differently."

Young interviewee

04.

Quantitative data analysis

4.1 Profile of the interviewees

4.2 World of work

4.3 Experience with the programs

 plano cde

**JUVENTUDES
POTENTES**
GLOBAL OPPORTUNITY
YOUTH NETWORK: SÃO PAULO
aspen institute



Parceira Articuladora

UNITED WAY
Brasil



4.1

Profile of the interviewees

Summary of findings

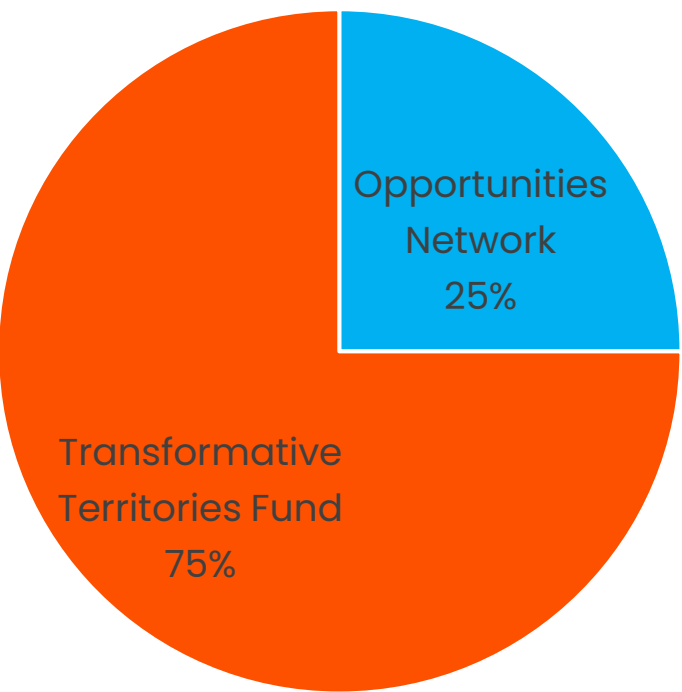
- 1. GOYN SP caters for a critical age group for entering the market:** the majority of beneficiaries are 18–24 years old (and there is a slight majority of women), a time of transition with typical challenges of first experience and building a professional career.
- 2. Beneficiaries come from economically vulnerable backgrounds:** 26% live on up to ½ minimum wage per capita and 38% on between ½ and 1 minimum wage; 57% identify as black and most live in the south and east of São Paulo—a context of inequality that affects access to opportunities.
- 3. Young people show high levels of participation in education for their context:** almost 3 out of 4 are studying (about half in higher education), a high level of access given their socioeconomic background.

- . In line with this, the qualitative evidence reinforces that the **young people served by the GOYN SP come from contexts of vulnerability**: peripheral territories with little access to opportunities, single-mother families and with informal and unstable work histories.
- . Despite this, they are young people with **strong educational engagement**: they strive to keep studying and pursuing qualifications, and express high aspirations for their own career path.
- . This combination – vulnerability and ambition – shows that the GOYN SP reaches an audience that **most needs support, but a potential horizon for social mobility**, provided there is a connection between their aspirations and job opportunities.

Profile of the interviewees

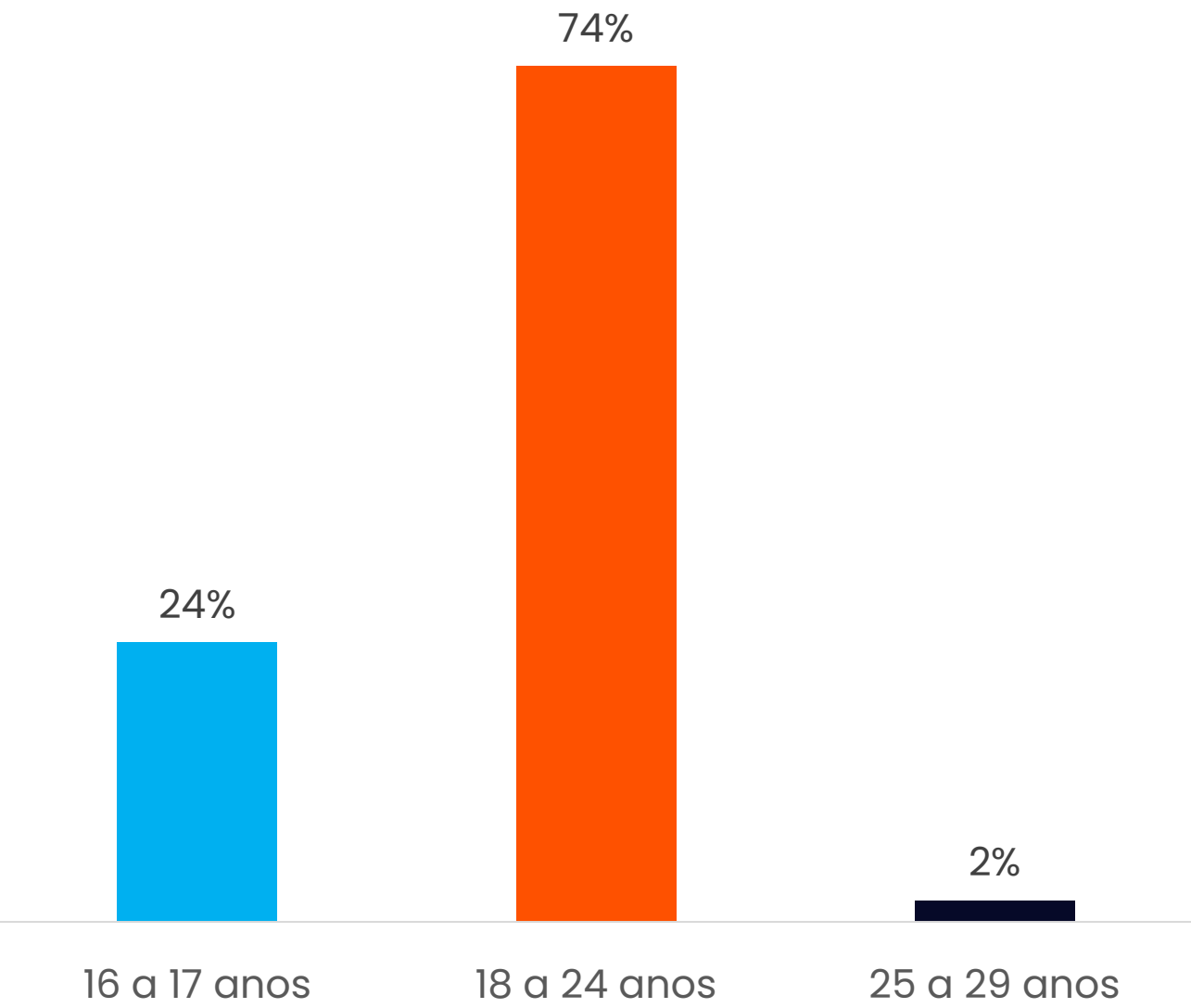
The majority of respondents are aged between 18 and 24 and there are slightly more women (cis) in the sample.

Which program did you participate in?



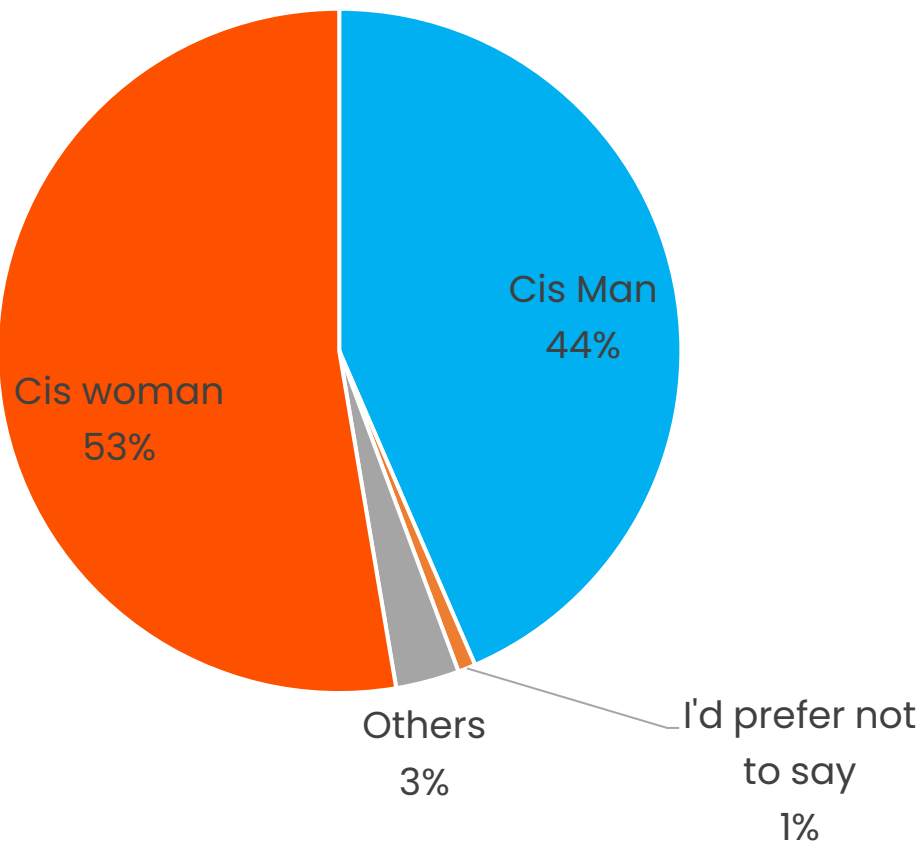
Number of valid answers: 600.

Age group



Number of valid answers: 600.

Self-identification of gender



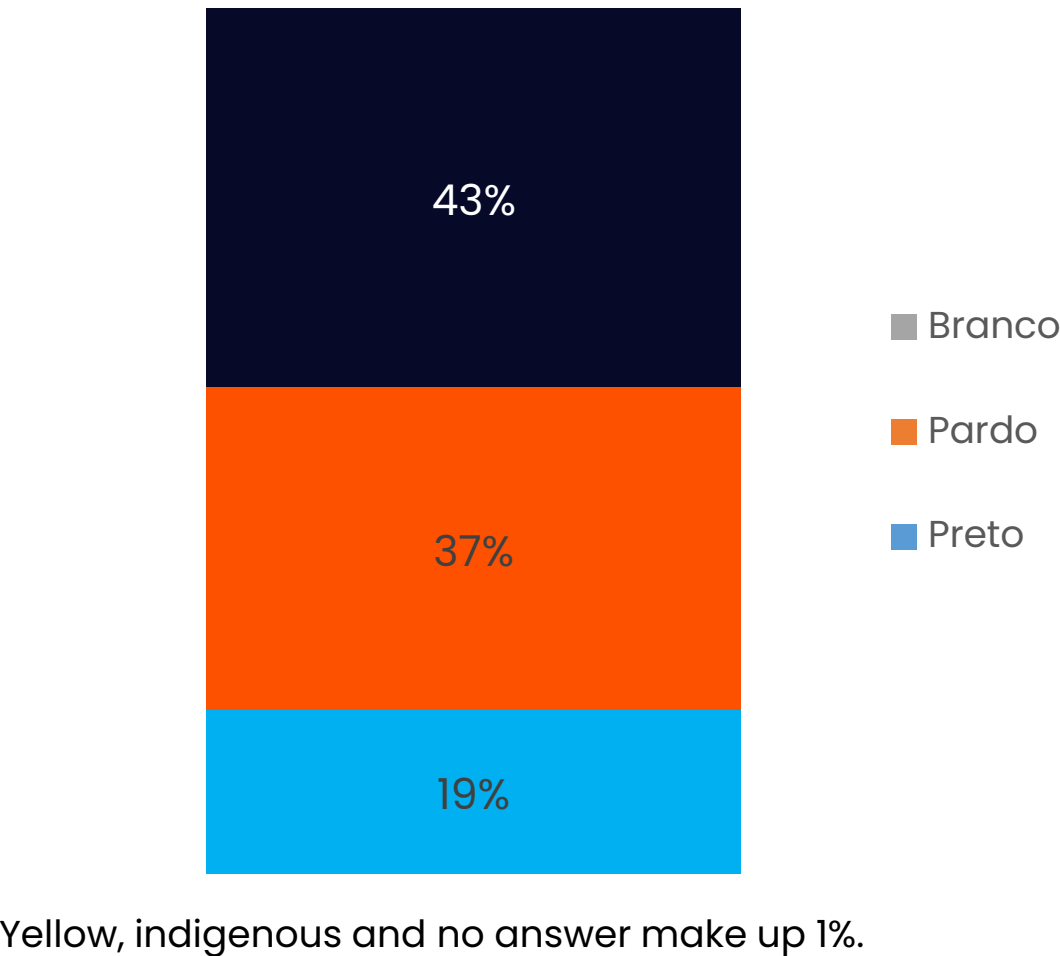
Number of valid answers: 600.

Profile of the interviewees

57% of those interviewed consider themselves black and the majority are concentrated in the southern and eastern zones of São Paulo.

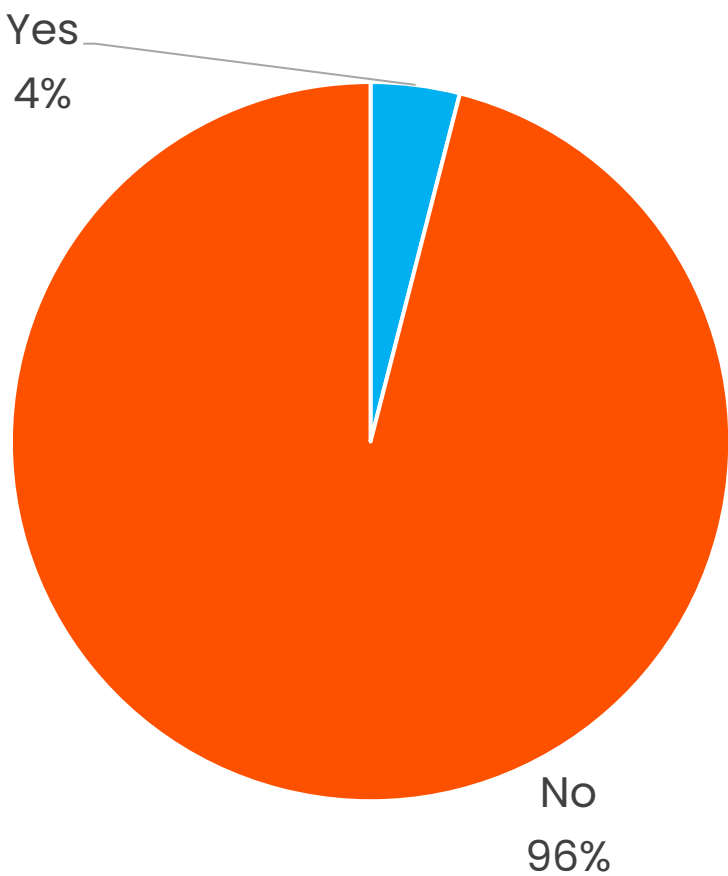


Self-identification of color/race/ethnicity



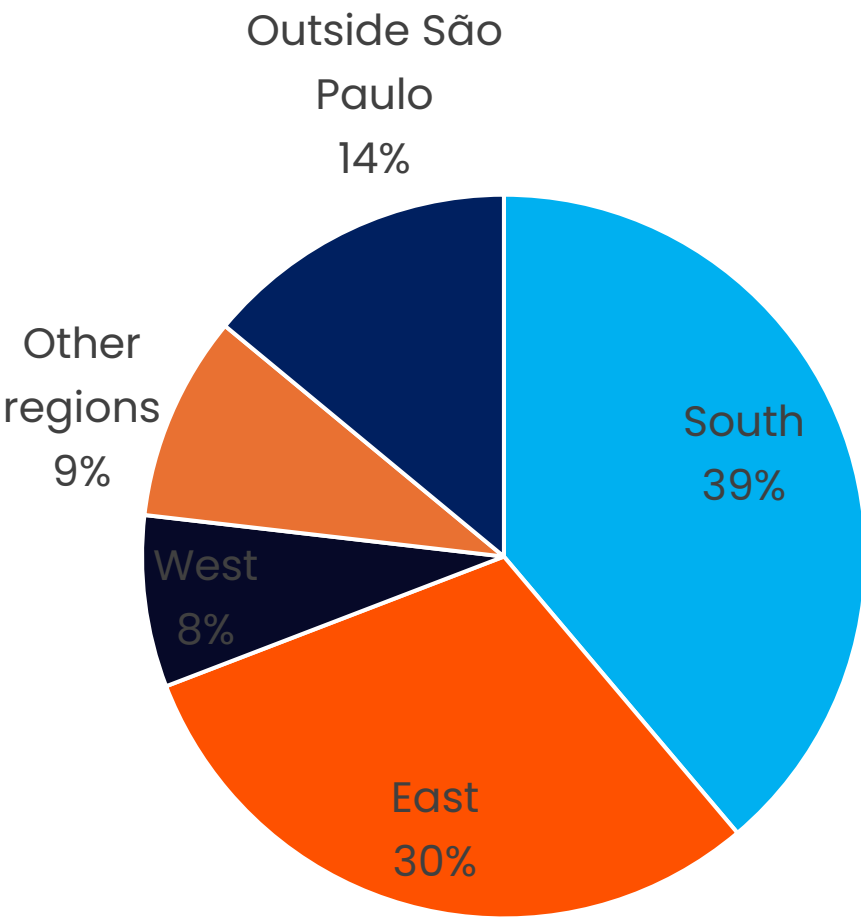
Number of valid answers: 600.

Do you have children?



Number of valid answers: 600.

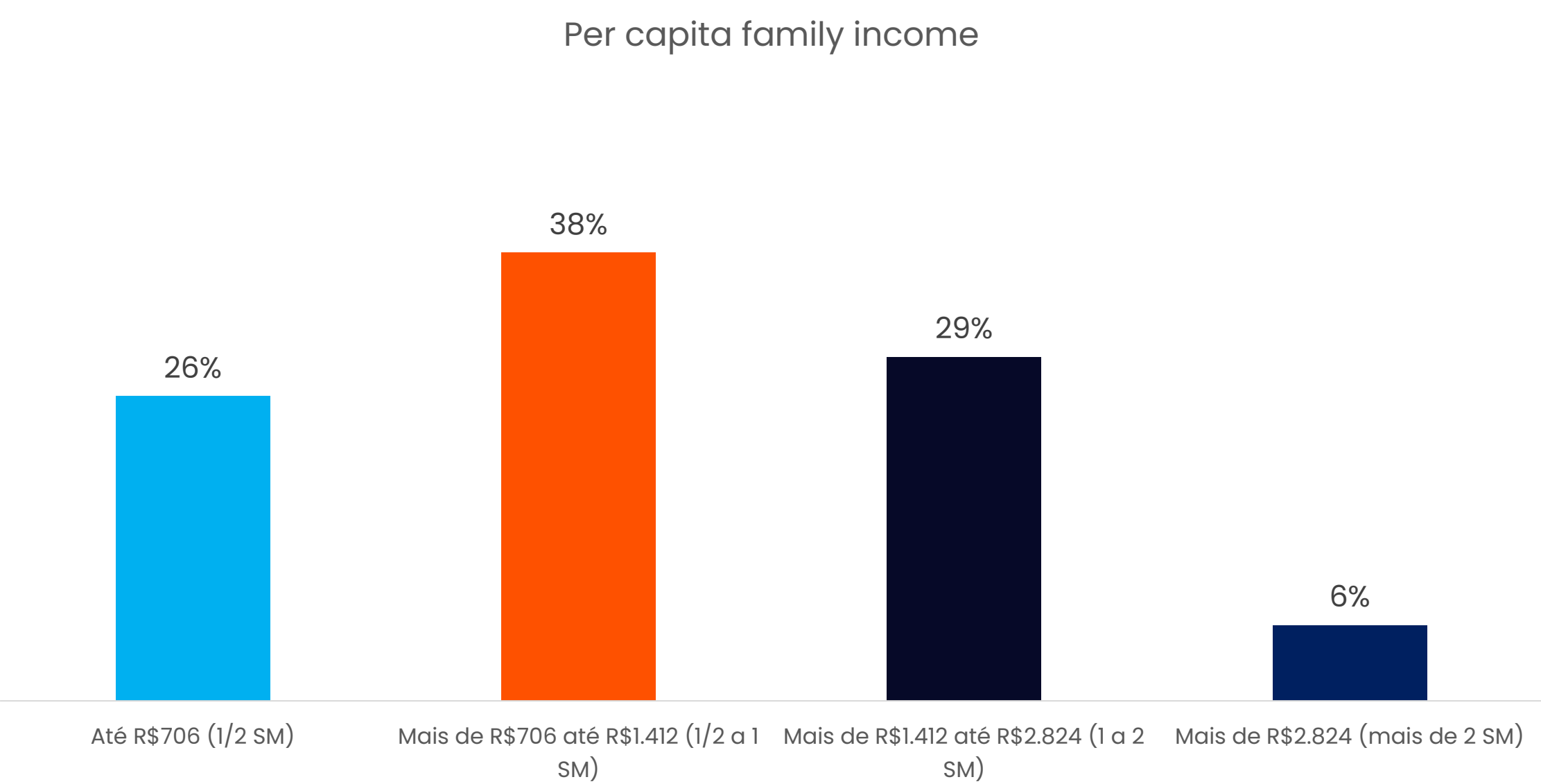
In which part of São Paulo do you live?



Number of valid answers: 600.

Profile of the interviewees

The majority of respondents come from lower middle class or poor families.

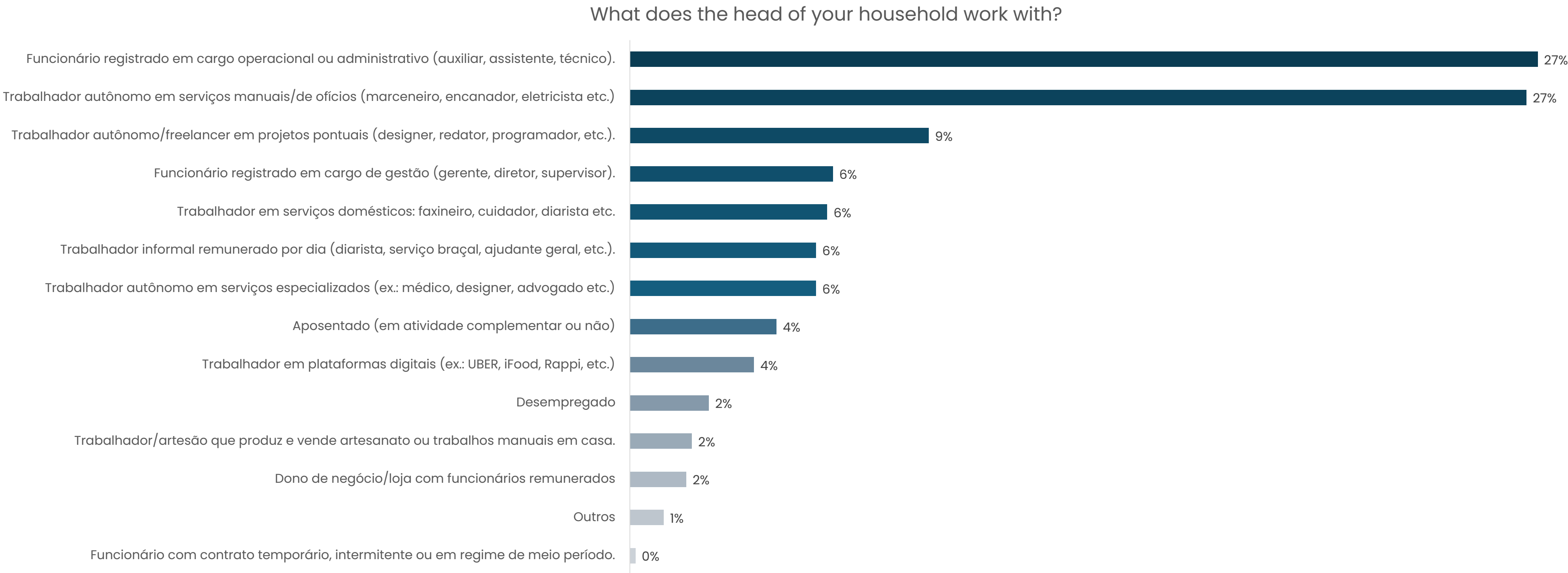


- 26% come from families earning up to ½ the minimum wage per capita.
- In Brazil, this is the poverty line most often used in public policies.
- 38% have a per capita family income of between ½ and 1 minimum wage, which, for the context of São Paulo, can be considered a situation of social vulnerability.

Percentages among valid answers (25% of respondents don't know or didn't answer). Number of valid answers: 450.

Profile of the interviewees

The heads of young people's families have professions that typically require medium/technical level qualifications or less.



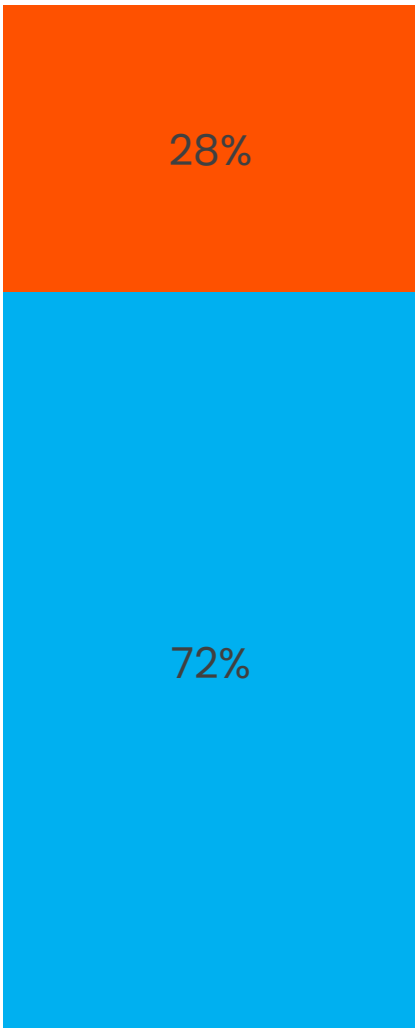
Number of valid answers: 600.

Education profile

Almost 3 out of 4 respondents are studying, divided between secondary and higher education.

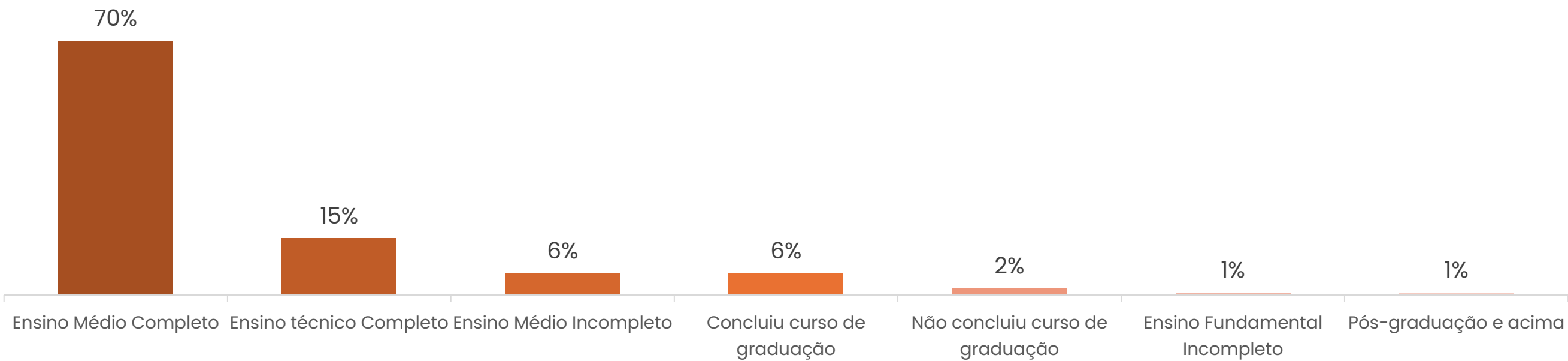
Are you currently studying?

■ Sim ■ Não



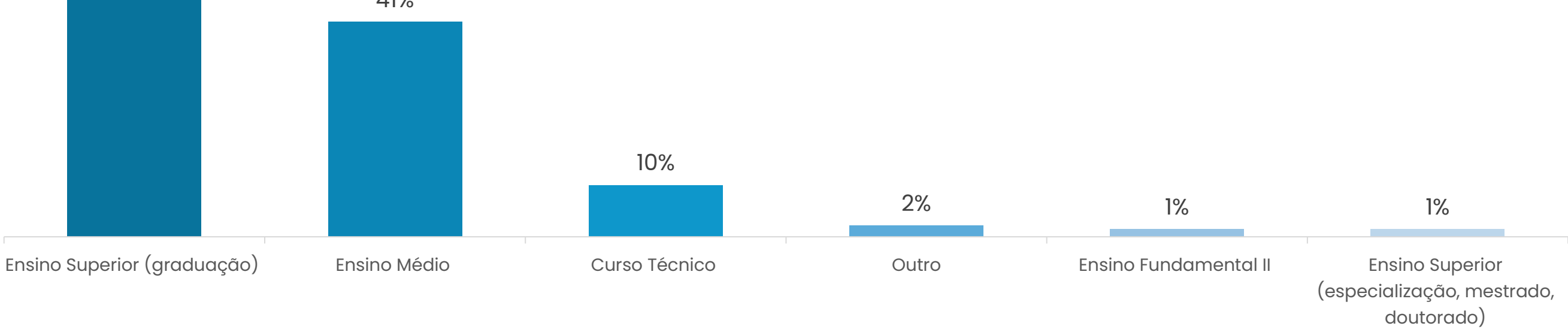
Number of valid answers: 600.

(among those who are not studying) What is the highest level of education you have attained?



Number of valid answers: 168.

(among those who are studying) What degree are you pursuing?



Number of valid answers: 432.

4.2

World of work

Summary of findings

- 1. Productive inclusion increased after GOYN SP:** the share of those not working dropped from 74% (before) to 39% (after); those not even looking for a job fell from 29% to 9% — showing a strong movement toward entering the labor market.
- 2. High level of formal employment:** 45% of all respondents are in formal jobs (under CLT), which corresponds to 74% of those currently working — a contrast to Brazil's broader context of high informality.
- 3. Income rose consistently:** the share of participants in the “no income” and “up to ½ minimum wage” brackets fell from 50% to 25%; average income increased from R\$912.06 to R\$1,567.26 (+72%).
- 4. Young people occupy entry-level positions:** 76% are apprentices/trainees/assistants, which is consistent with the age, experience and qualifications of these young people, and also explains the salary level observed.
- 5. The current work experience and the desire to remain in the same field are relatively positive,** but a significant portion of participants expressed the wish to change fields, as they do not consider their current work experience to be a good one.

- The decline in unemployment and the rise in income align with the qualitative perception that the training programs supported by the Transformative Territories Fund have effectively **opened concrete pathways to formal employment**, according to the youth.
- The fact that the jobs are in **entry-level positions (apprentice, trainee, assistant)** is also consistent with the profile of the training opportunities to which these young people are exposed.
- Despite a more positive trend about the current work experience, **the qualitative reports concretize the dissatisfactions:** low-skilled tasks and lack of growth prospects.
- In short, the Transformative Territories Fund seems to support training that contributes to **initial insertion**, and there is still no clarity as to how **young people's work trajectories will be consistent and sustainable**.

Summary of findings

6. Young people work in the commerce and administrative services sectors: there is little insertion in higher technology sectors (IT, industry, etc.), which reflects the very structure of the Brazilian economy.

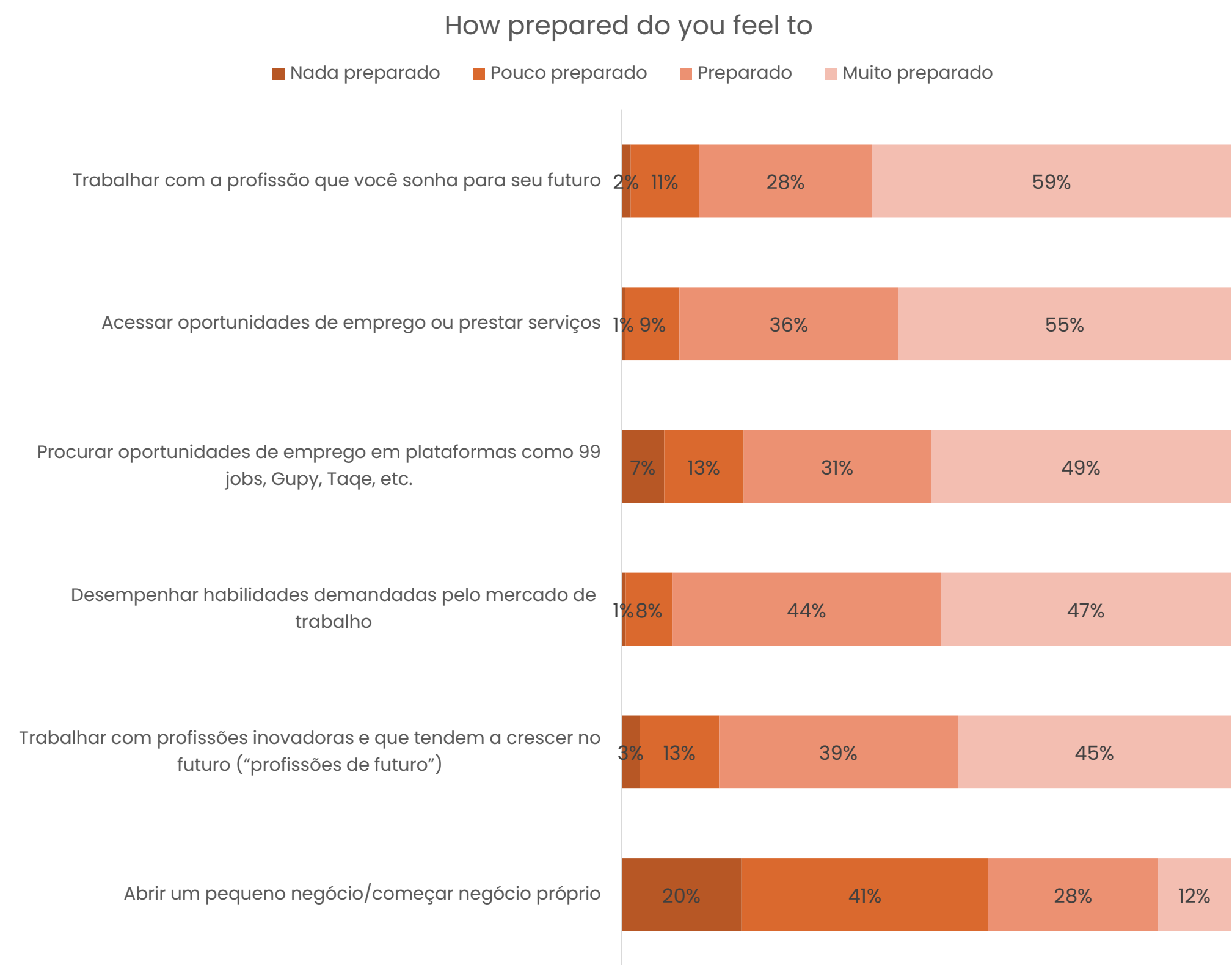
7. Aspirations, however, are aimed at other sectors:

Technology and health are the sectors most desired by young people, even if they are not the ones that employ them most today.

- . The concentration in **retail and administrative services** confirms that young people have entered traditional, low-innovation sectors.
- . The qualitative reports reinforce that although these placements guarantee first experience – something that young people value – they **don't always offer robust learning or career progression**.
- . On the other hand, the **aspirations of young people** are in sectors such as **IT and health** – which also stood out in the qualitative evidence – and are in line with one of the Transformative Territories Fund's most important pieces of work with organizations (guiding them to prepare young people for the new economies).
- . In short, the Transformative Territories Fund guarantees **entry into the formal market**, although not yet in the sectors where **young people want to build their careers**.

World of work

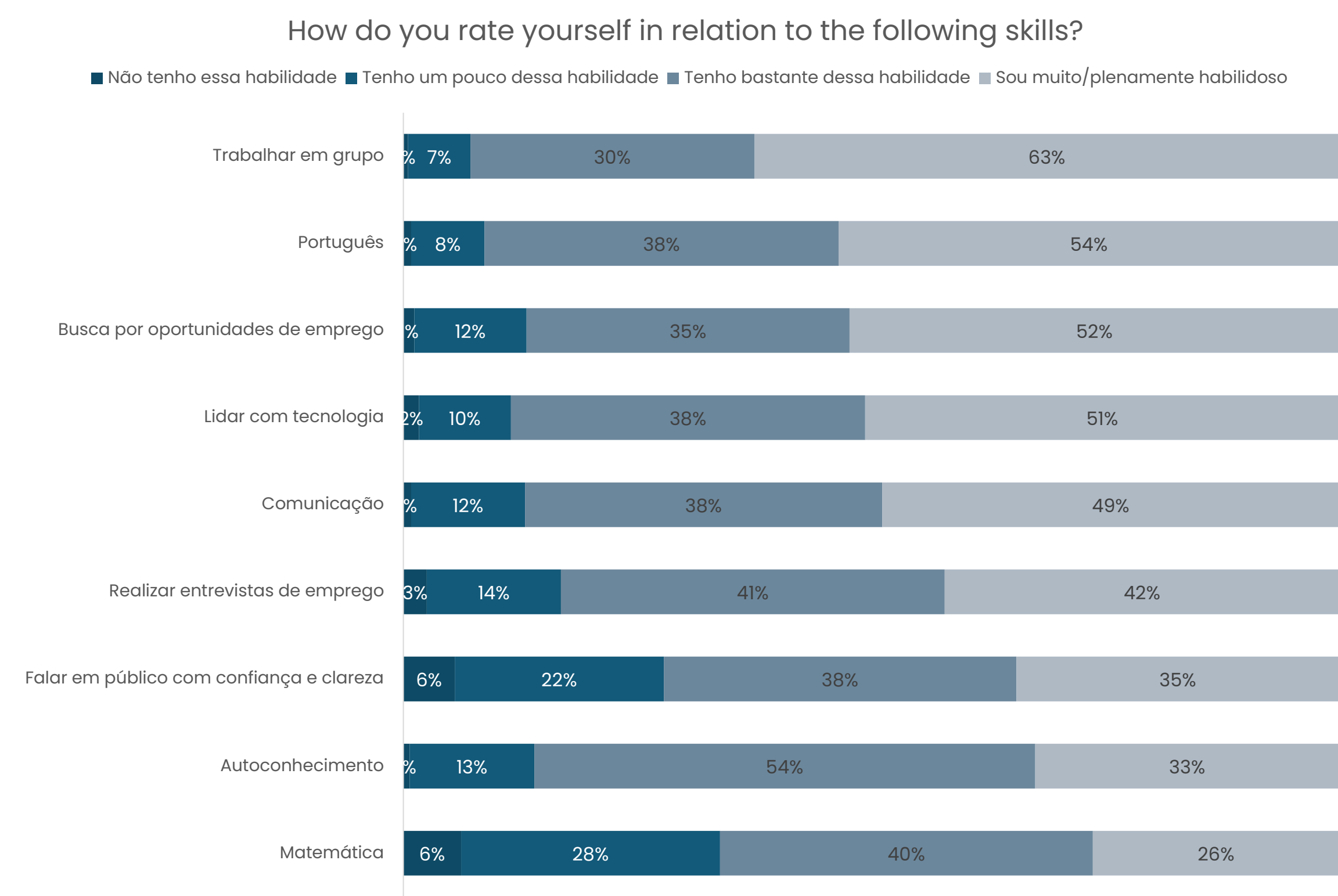
The majority of respondents say they are prepared for the job market.



- There is a difference between those who feel very prepared to work in what they dream of (59%) and those who say they are very prepared to work in the professions of the future (45%).
- This could indicate a mismatch between the profession of the dream and the "future" or even a lack of knowledge about these professions.
- It is noteworthy that few young people feel prepared for entrepreneurship.

World of work

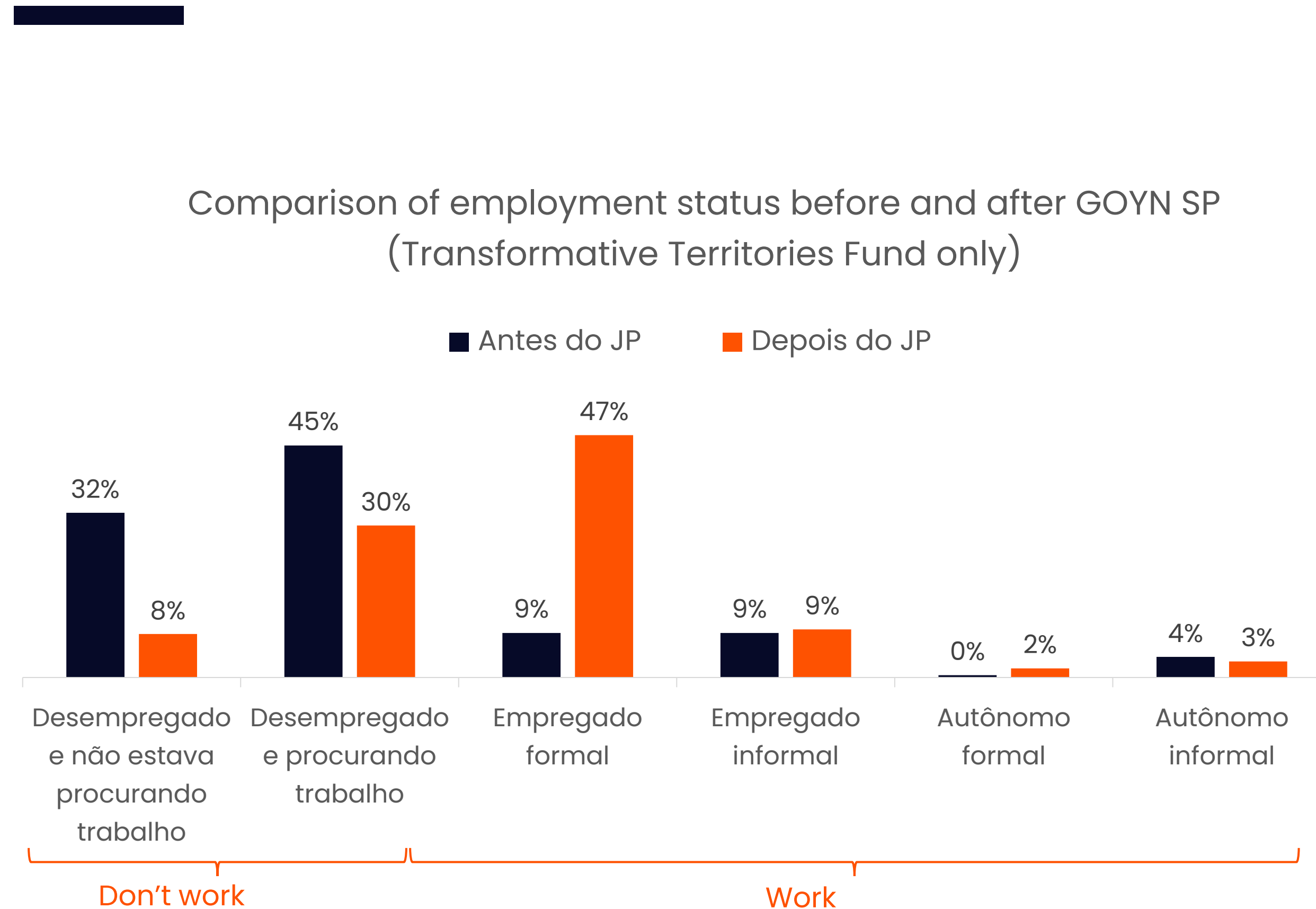
The majority of respondents feel that they are fully capable of working in groups.



- It is worth noting that there is a much smaller percentage of young people who consider themselves to have self-knowledge and math skills.
- It is important to note that many young people feel able to look for job opportunities
- But a smaller percentage feel ready to take part in job interviews and to speak in public.

World of work

The percentage of Transformative Territories Fund youth not working fell from 77% (before training) to 38% (after completing training).



- In addition to the increase in occupation, it is also possible to note - among the participants in the training courses that went through the Transformative Territories Fund - that there was an increase in participation in the labor market:
- Before the GOYN SP 32% weren't even looking for work, after the GOYN SP it's 8%.
- After GOYN SP, 47% of Transformative Territories Fund respondents are formal employees, which represents 76% of all respondents who work.

Number of valid answers: 450 (Transformative Territories Fund).

* For Opportunity Youth in the city of São Paulo in the PNAD 2024.

** Considering only the employed (62%), the percentage in formal employment is $47\%/62\%=76\%$.

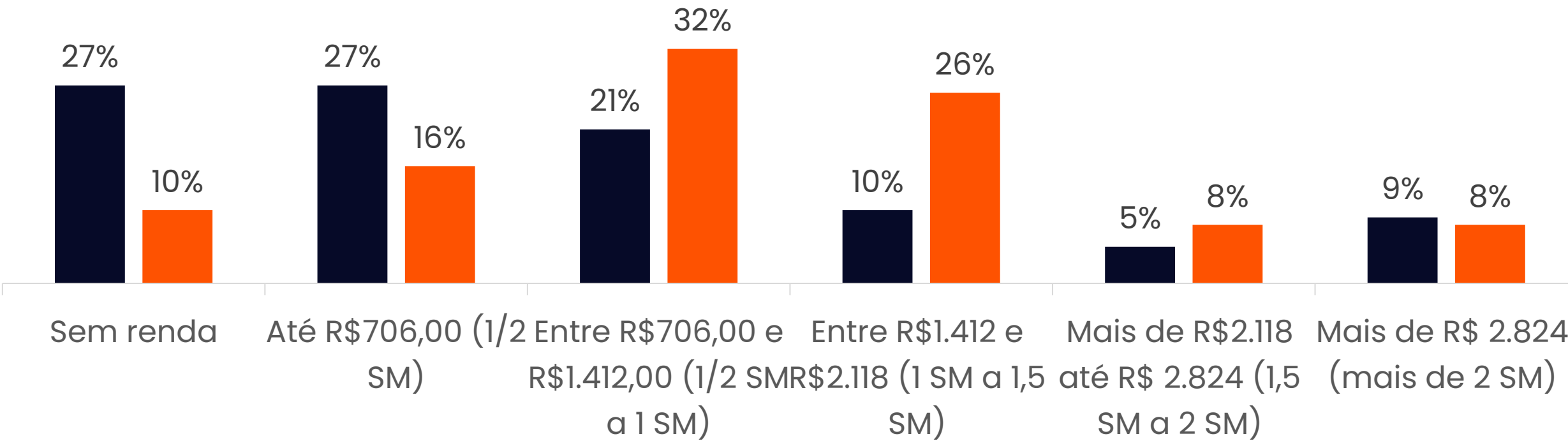
World of work

With their entry into the world of work, the individual income of Transformative Territories Fund youth has also increased.



Comparison of individual income range before and after
GOYN SP
(Transformative Territories Fund only)

■ Antes do JP ■ Depois do JP



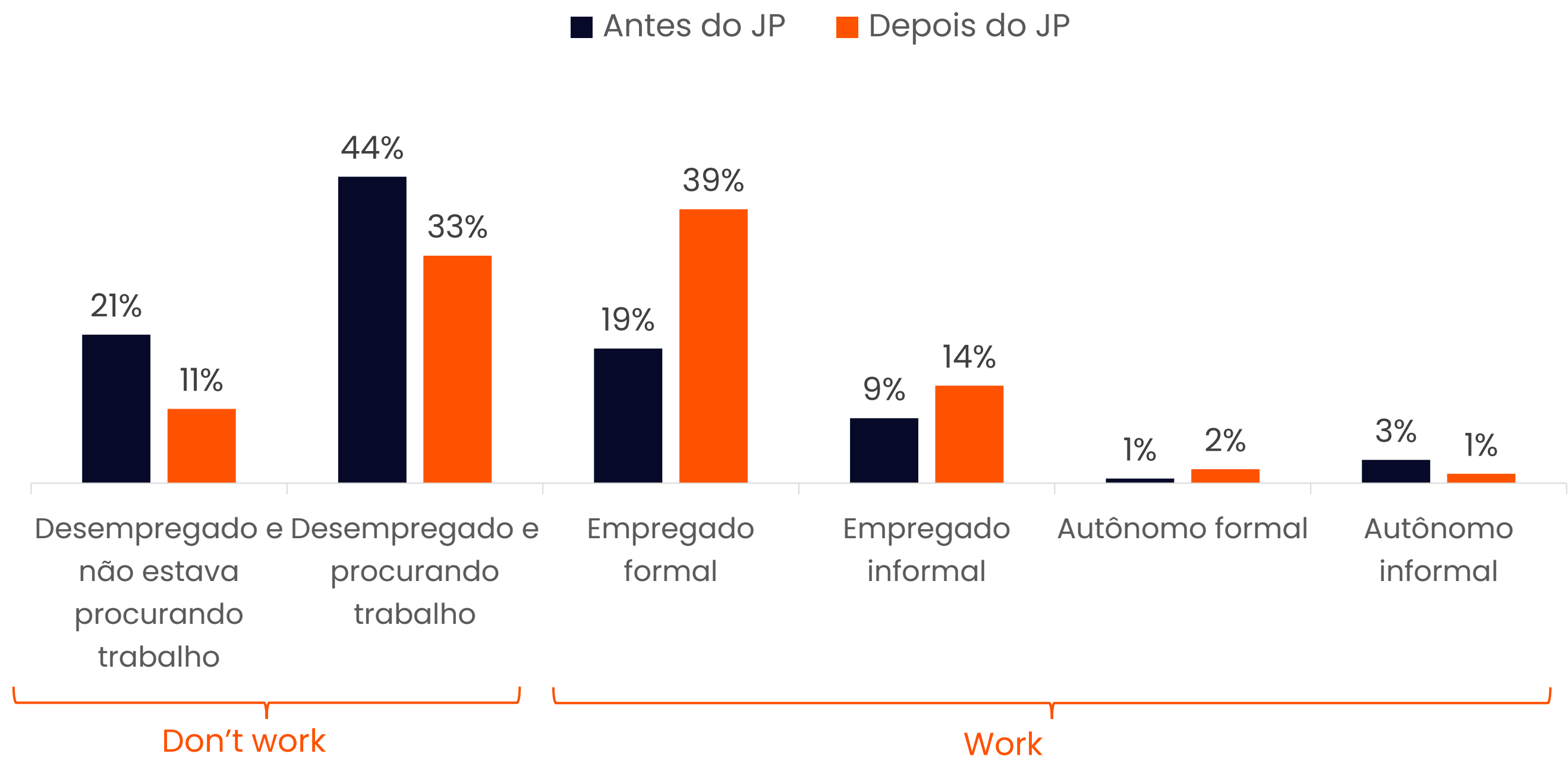
- The percentage of Transformative Territories Fund youth with no income or a very low income (up to ½ MW) fell from 54% to 26%.
- And there was also a big increase in the income range between 1 and 1.5 MW.
- With this, we estimate that the average individual income of Transformative Territories Fund interviewees went from R\$896.70 (before the GOYN SP) to R\$1,638.30 (after the GOYN SP).
- This represented a growth of 83%.

Number of valid answers: 338-383 (Transformative Territories Fund), excluding cases that did not know or did not answer.

World of work

Young people in the Opportunities Network who didn't work fell from 65% (before entering the Opportunities Network) to 44% (after entering the Opportunities Network).

Comparison of employment status before and after GOYN SP (Opportunities Network only)



- In addition to the increase in occupation, it can also be seen - among Opportunities Network participants - that there has been an increase in participation in the labor market:
- Before the GOYN SP 21% weren't even looking for work, after the GOYN SP it's 11%.
- After JP, 39% of Opportunities Network respondents are formal employees, which represents 70% of all working respondents.

Number of valid answers: 150 (Opportunities Network).

* For Opportunity Youth in the city of São Paulo in the PNAD 2024.

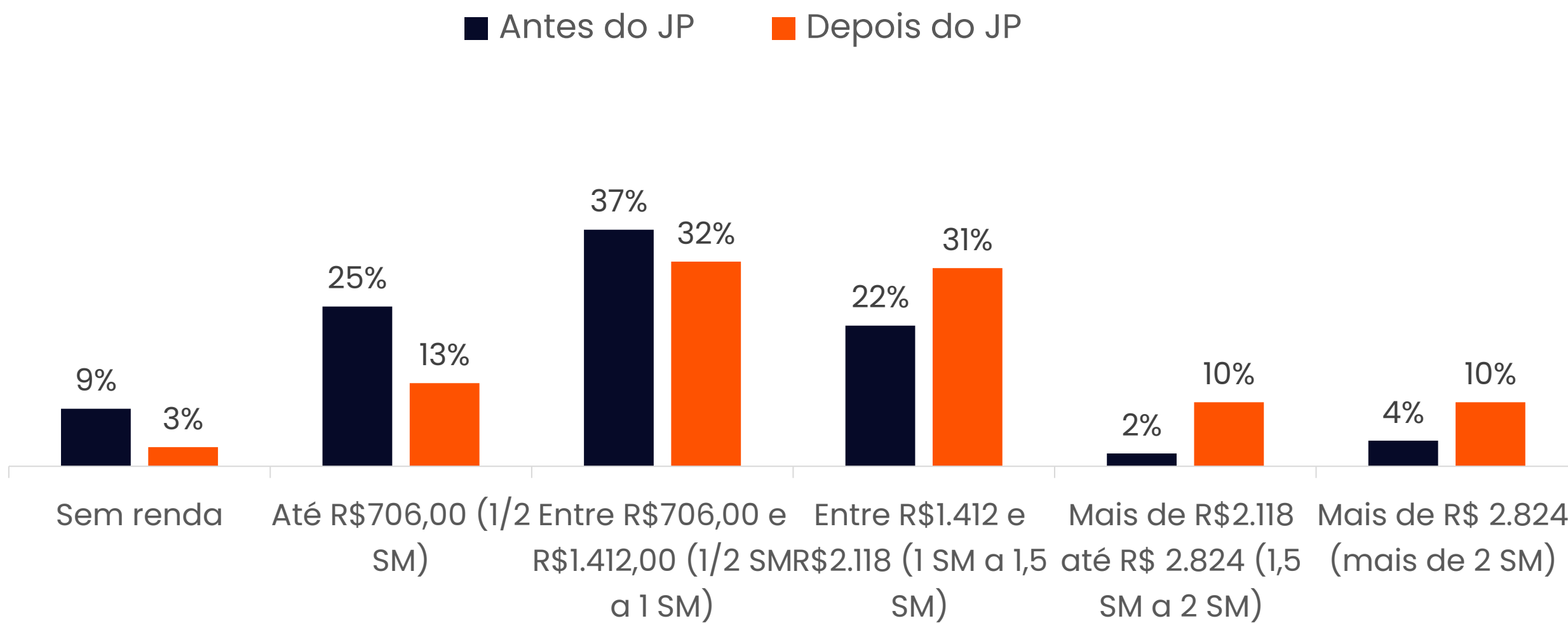
** Considering only the employed (56%), the percentage in formal employment is 39%/56%=70%.

World of work

With their entry into the world of work, the individual income of Opportunities Network youth has also increased.



Comparison of individual income range before and after GOYN SP (Opportunities Network only)

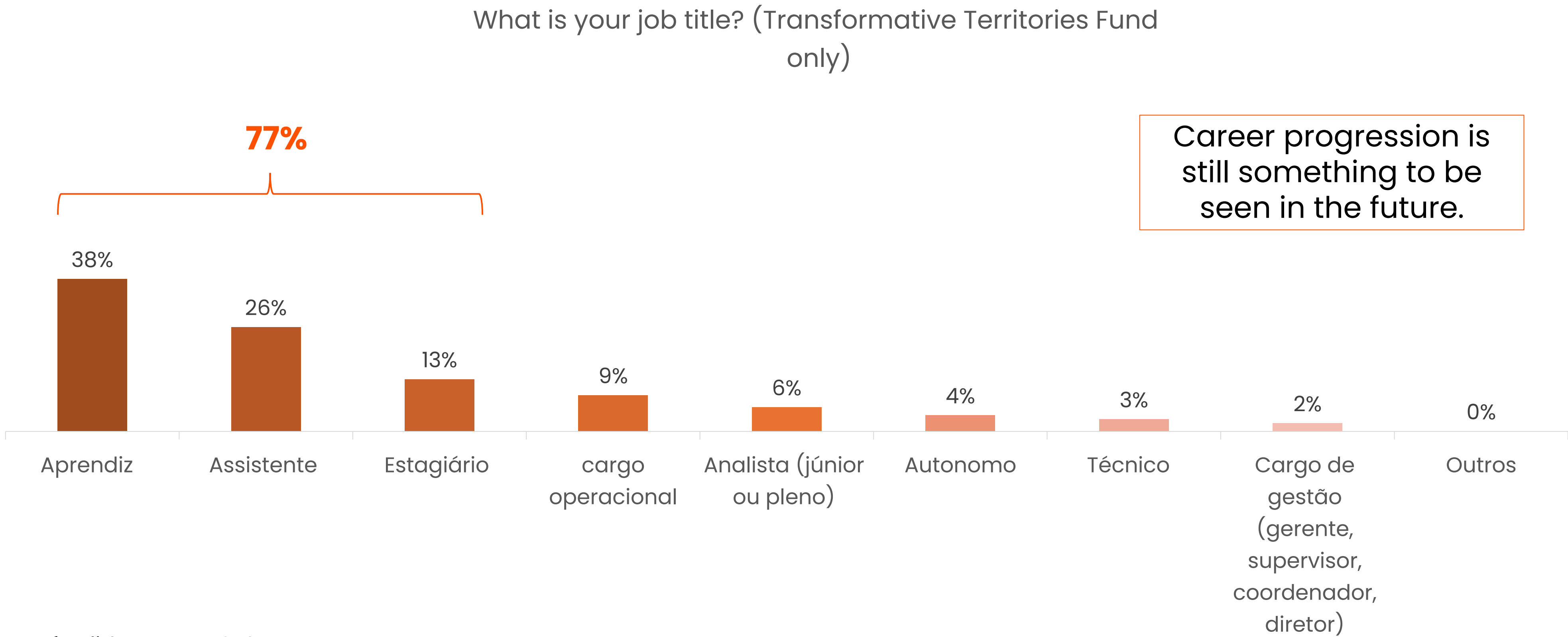


- The percentage of young people in Opportunities Network with no income or a very low income (up to ½ MW) fell from 36% to 16%.
- And there was also a big increase in the income bracket above 1 MW.
- With this, we estimate that the average individual income of Opportunities Network interviewees went from R\$958.11 (before the GOYN SP) to R\$1,354.16 (after the GOYN SP).
- This represented an increase of 41%.

Number of valid answers: 90-99 (Opportunities Network), excluding cases that did not know or did not answer.

World of work

The majority of young people in the Transformative Territories Fund hold entry-level positions (apprentice, trainee, assistant).



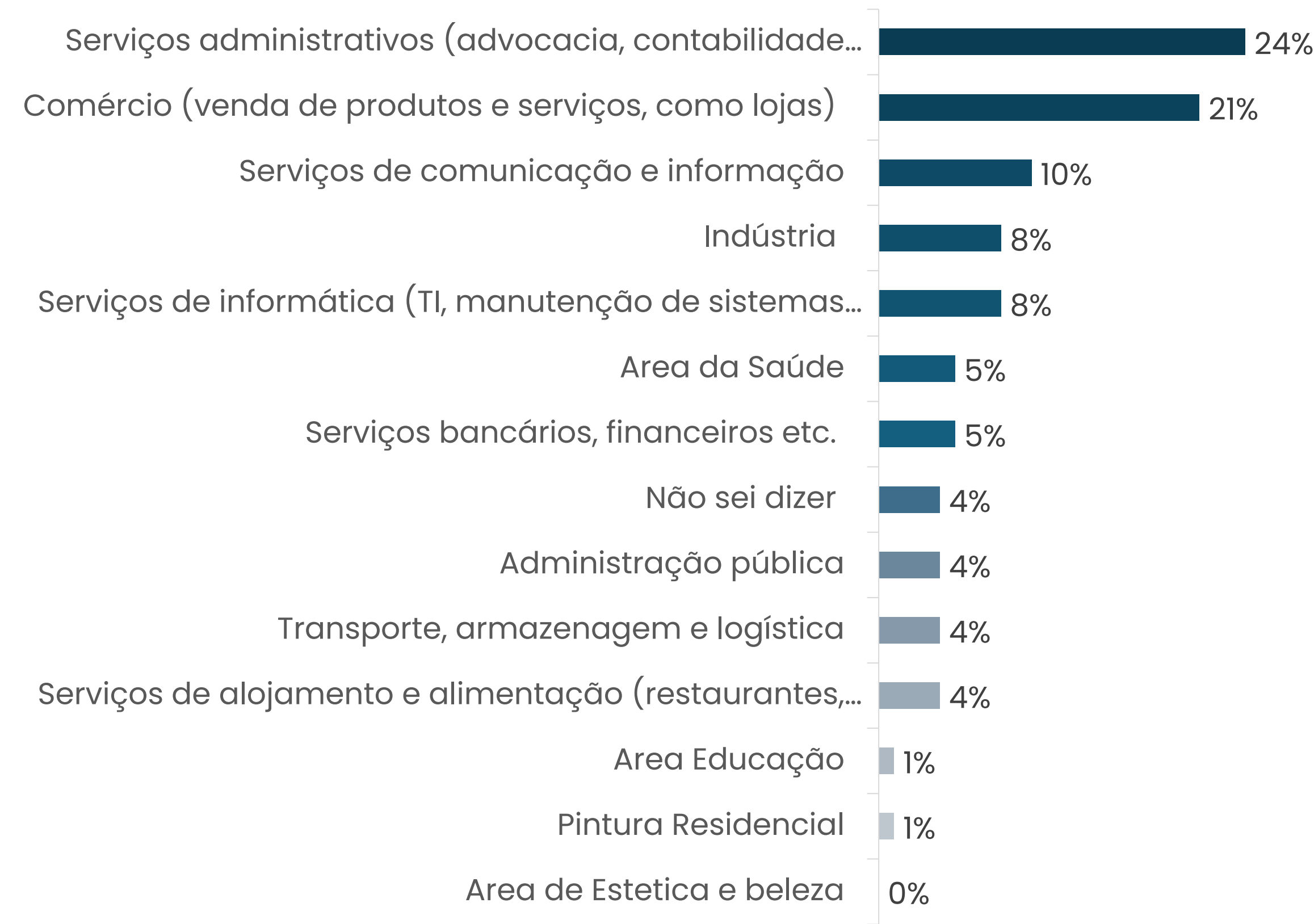
Number of valid answers: 279.

World of work

Typically, young people are employed in administrative services and retail.



Which of these sectors best fits your current job (Transformative Territories Fund only)?



45% work in administrative services and retail.

This is in line with the context of the city of São Paulo:

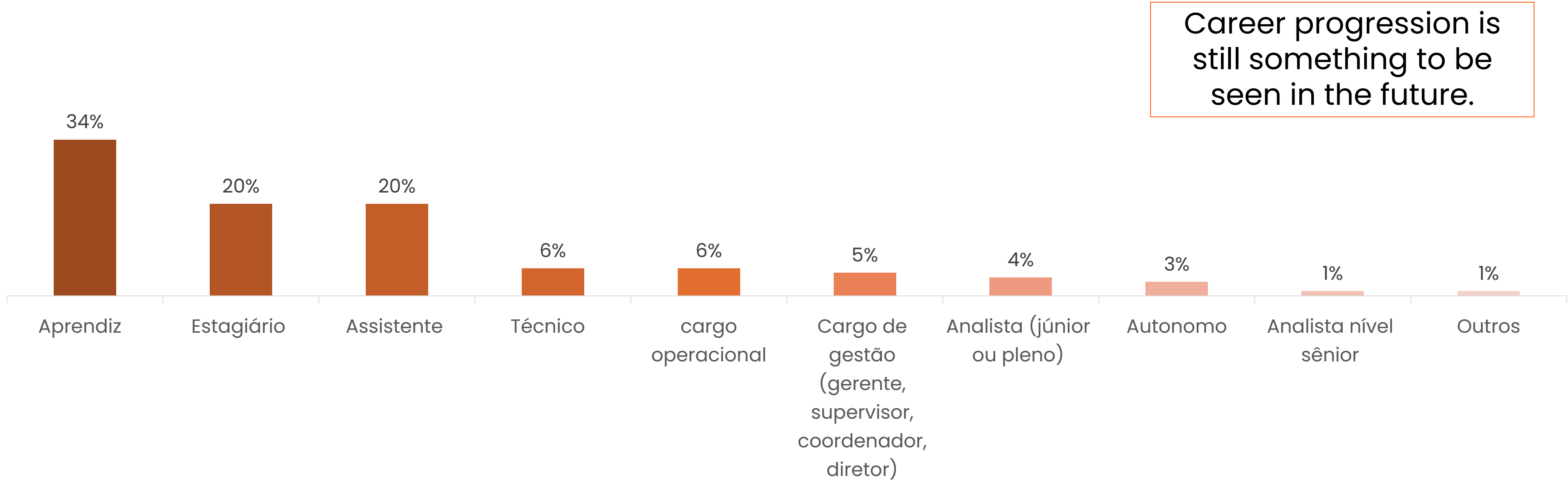
According to RAIS, 46% of all young people are employed in these sectors.

Number of valid answers: 279.

World of work

The majority of young people in the Opportunities Network hold entry-level positions (apprentice, trainee, assistant).

What is your position? (Opportunities Network only)

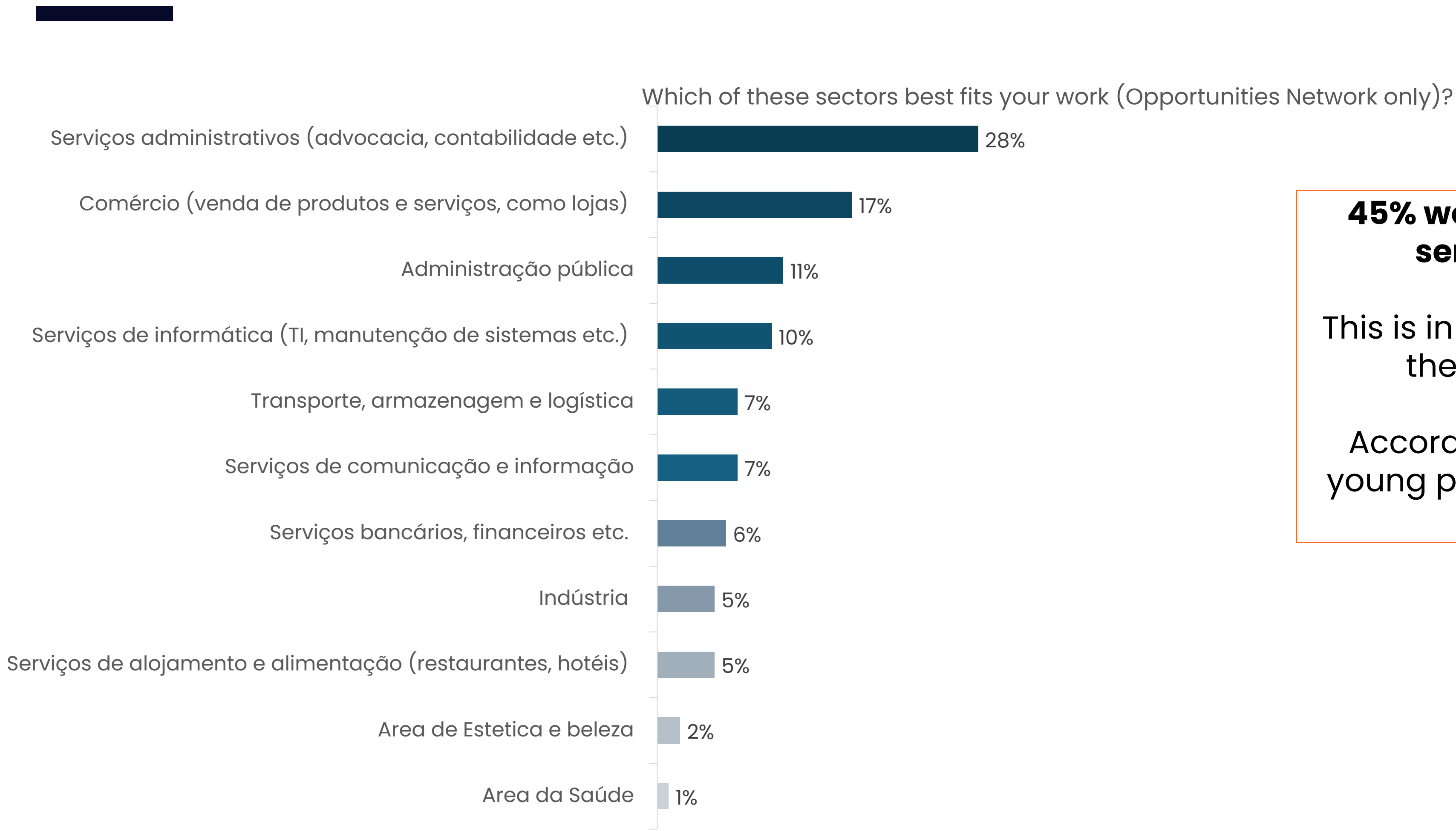


Career progression is still something to be seen in the future.

Number of valid answers: 84.

World of work

Typically, young people are employed in administrative services and retail.



45% work in administrative services and retail.

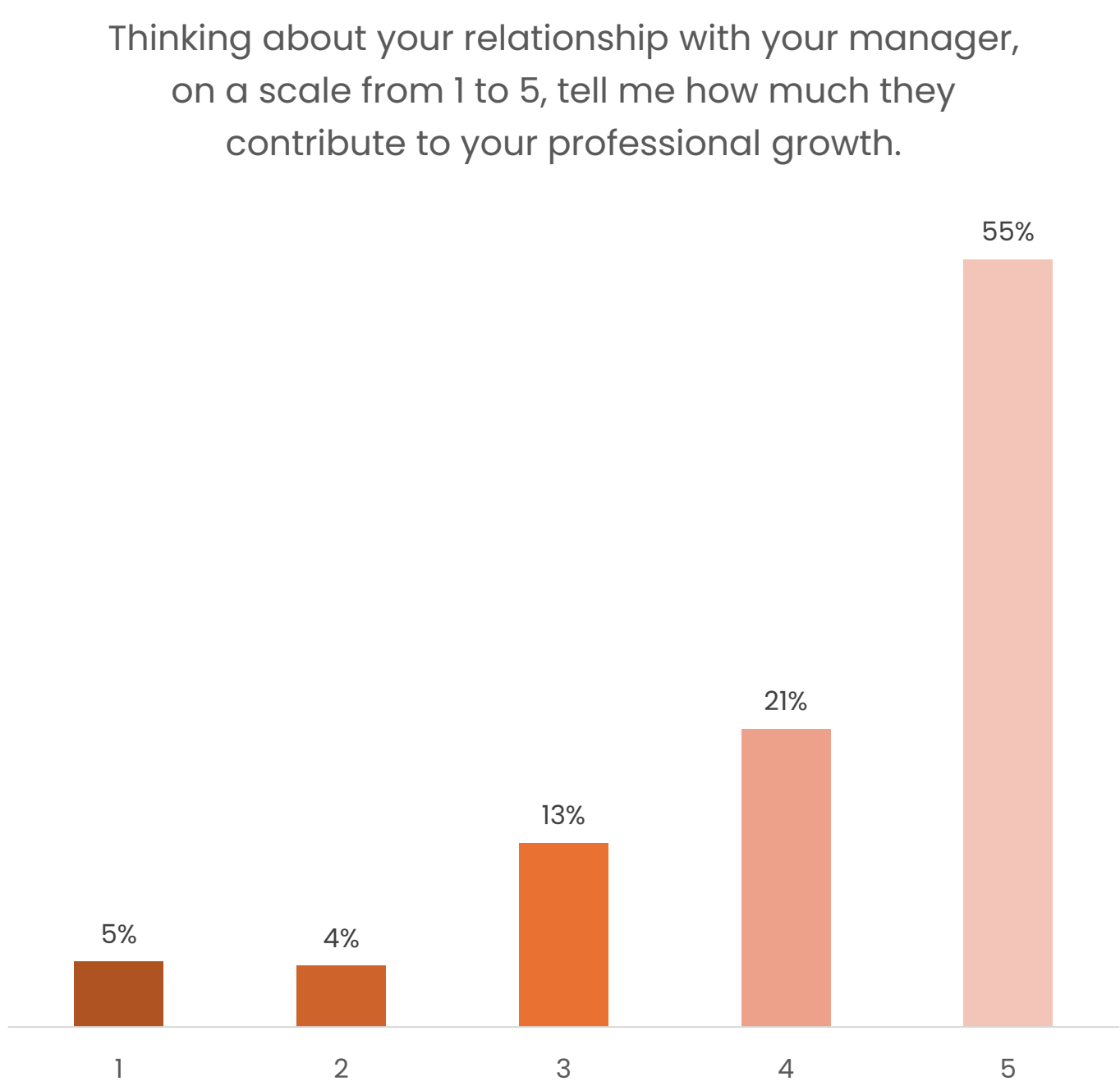
This is in line with the context of the city of São Paulo:

According to RAIS, 46% of all young people are employed in these sectors.

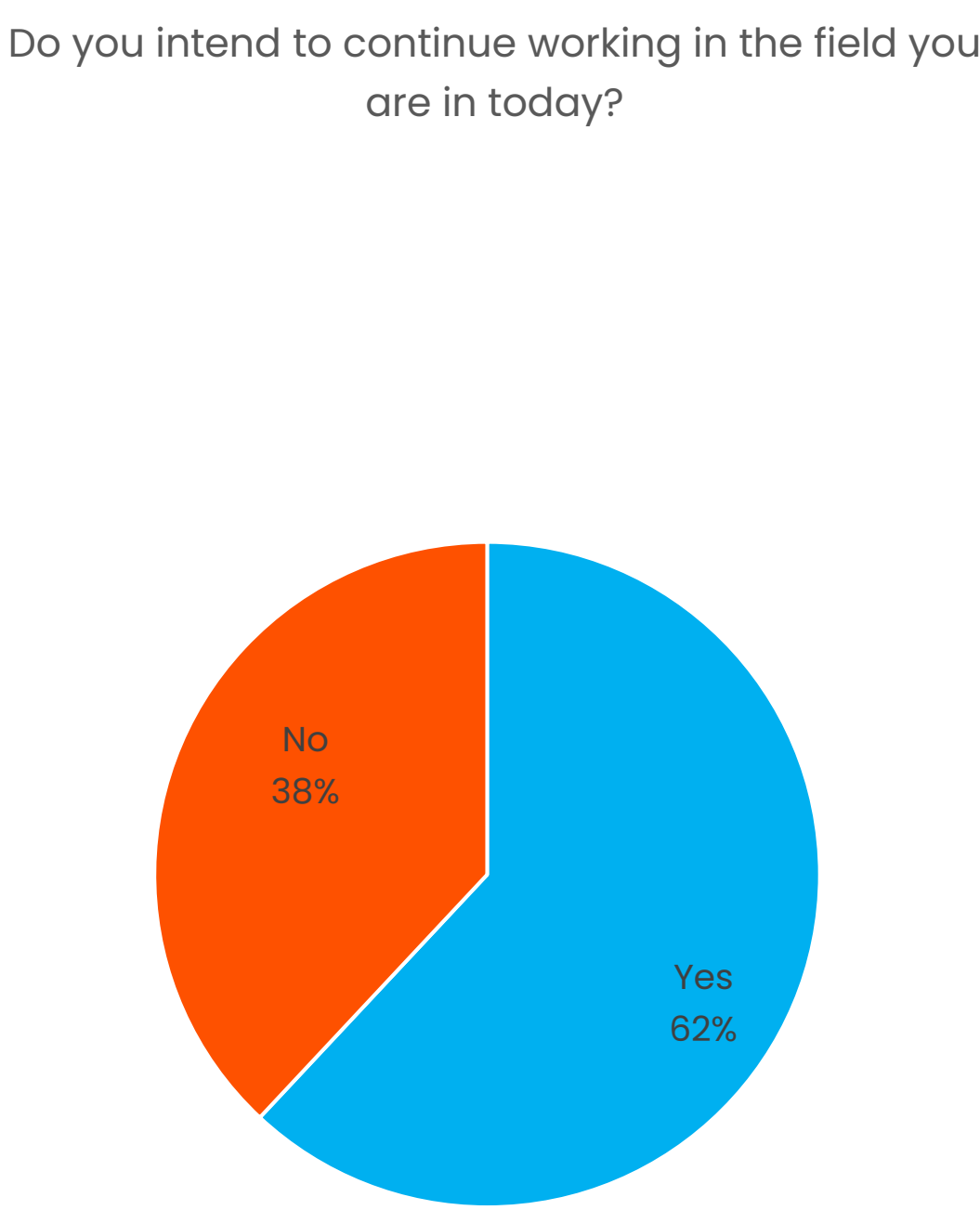
Number of valid answers: 84.

World of work

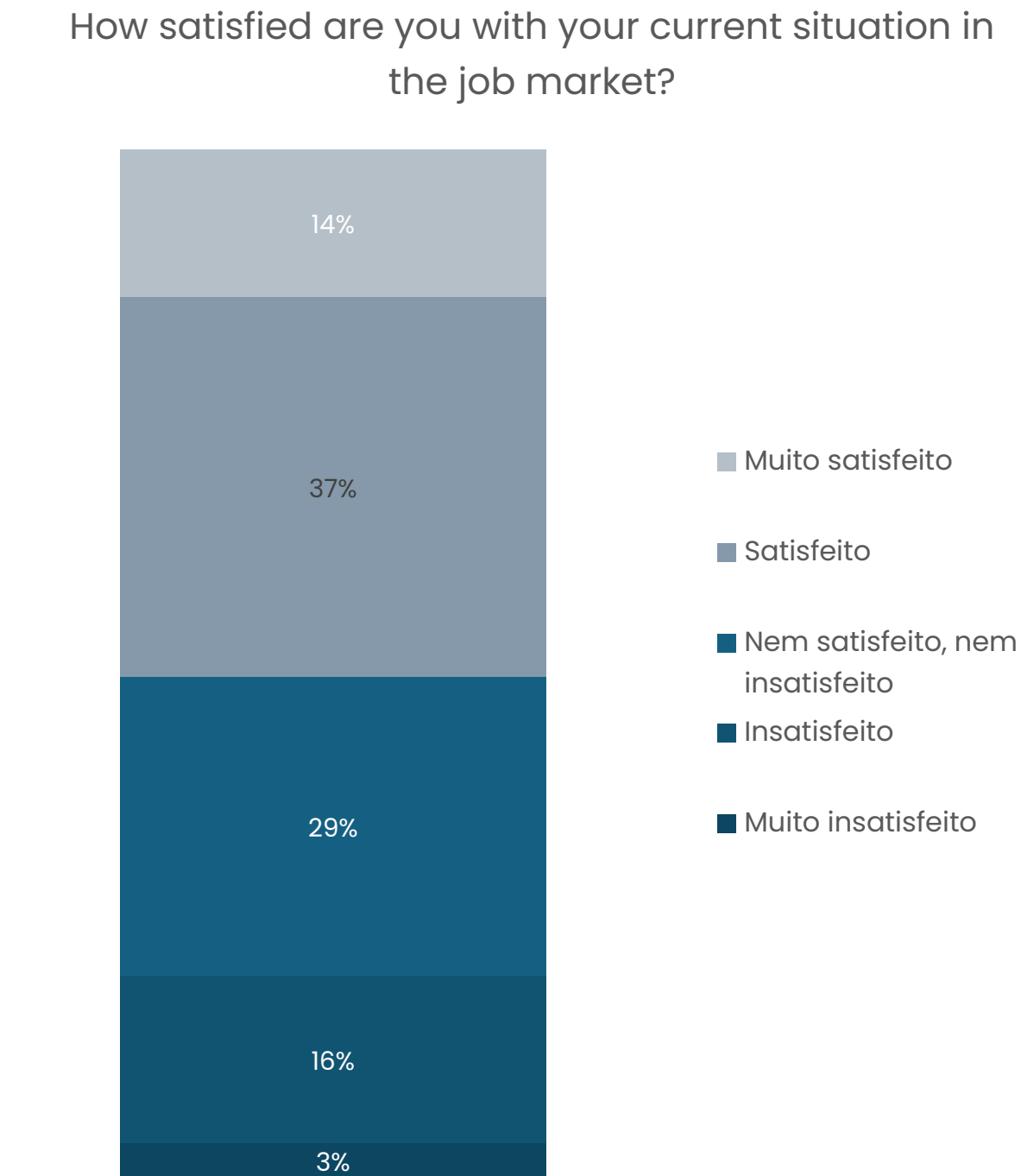
Participants showed mixed opinions about their current employment situation; however, 62% expressed the intention to continue working in the same professional field.



Number of valid answers: 355.



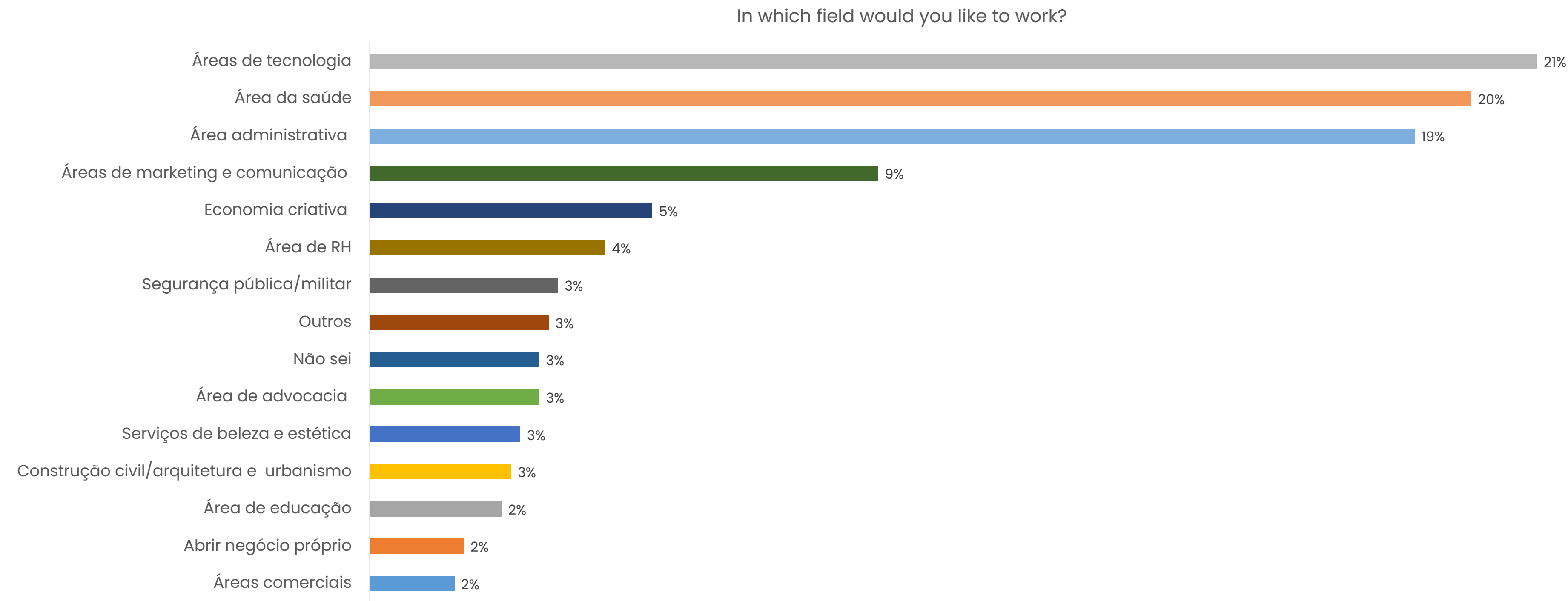
Number of valid answers: 355.



Number of valid answers: 355.

World of work

Technology and health are the sectors most desired by young people, although they are not currently among those that employ them most.



Number of valid answers: 600.

4.3

Experience with the programs



Summary of findings

1. Socio-emotional skills at the center: In the Transformative Territories Fund, the vast majority have participated in training in socio-emotional skills and almost all report improvement in them.

- In fact, from the previous section we see that young people **consider group work to be a strength**. However, important socio-emotional skills such as communication and self-knowledge (in addition to math) remain a challenge.

2. Programs perceived as important: Transformative Territories Fund: 32% “very important” + 47% “important”; Opportunities Network: 20% + 44% — reinforcing the Transformative Territories Fund’s stronger contribution to training and capacity building.

3. Opportunities Network as an information hub: 79% accessed information about opportunities; few participated in training activities (mostly virtual).

4. Suggestions for improvement: focus on quality of courses (Transformative Territories Fund) and more targeted dissemination of opportunities (Opportunities Network) – adjustment points to increase impact.

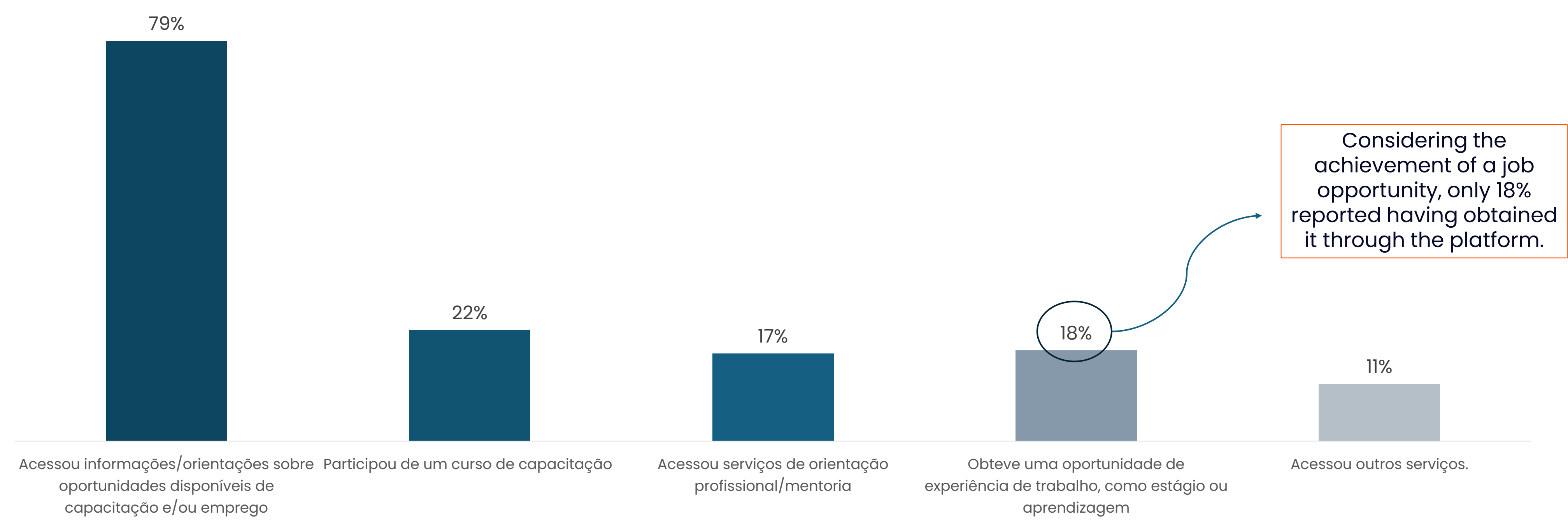
- In the qualitative evidence, the young people also recognize as the main gain the **development of socio-emotional skills** – greater self-confidence, communication and the ability to work in groups.
- At the same time, they point out the need to deepen **technical skills** (IT, Excel, etc.), showing that there is still a gap between the training offered and market demands.
- For CSOs, the Transformative Territories Fund represented **flexible resources and institutional support**, allowing them to expand their infrastructure and adopt more strategic practices.
- From the degree of importance that young people attach to training, it can be inferred that Transformative Territories Fund **has helped organizations to offer relevant qualifications**. However, the young people's comments indicate that there are still aspects of the quality of the courses that need to be worked on.

Experience with the programs

Among Opportunities Network participants, 79% accessed information about opportunities, while few took part in training sessions or other services.



Through your contact with the Opportunities Network, please indicate whether you:

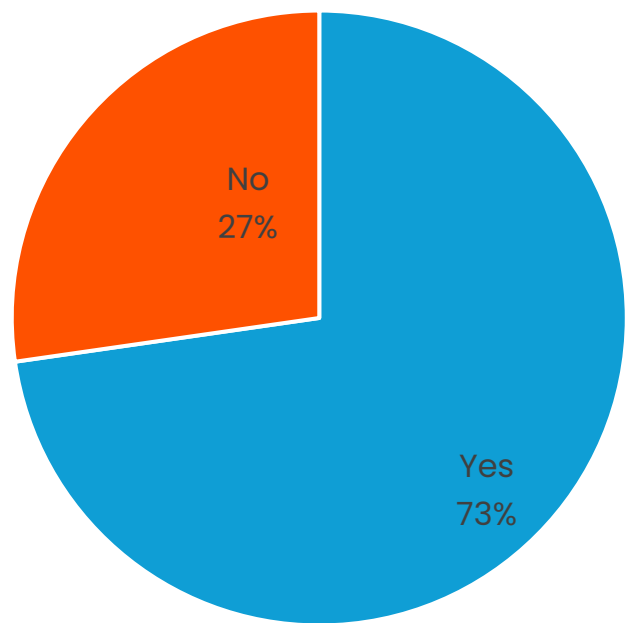


Number of valid answers: 150.

Experience with the programs

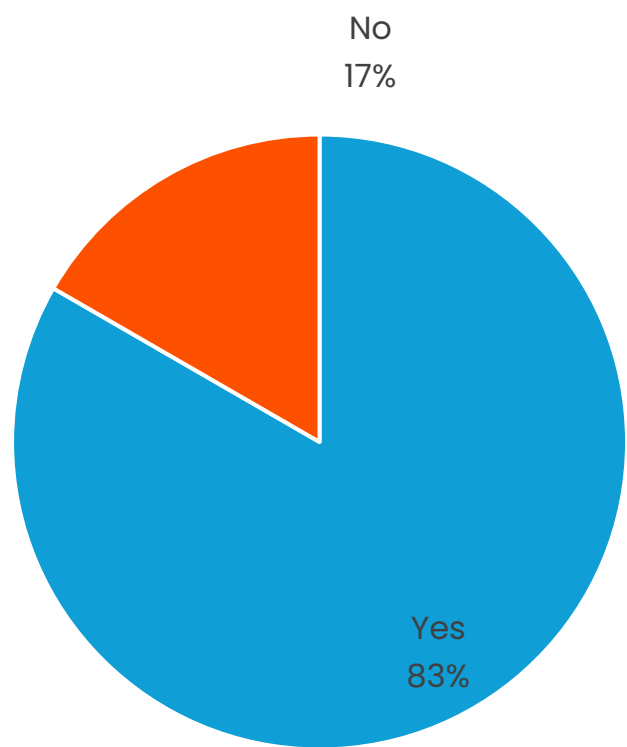
Among those who have accessed training, there is a prevalence of virtual training. The majority have completed these trainings.

(Among those who participated in training)
Did you complete the training course?



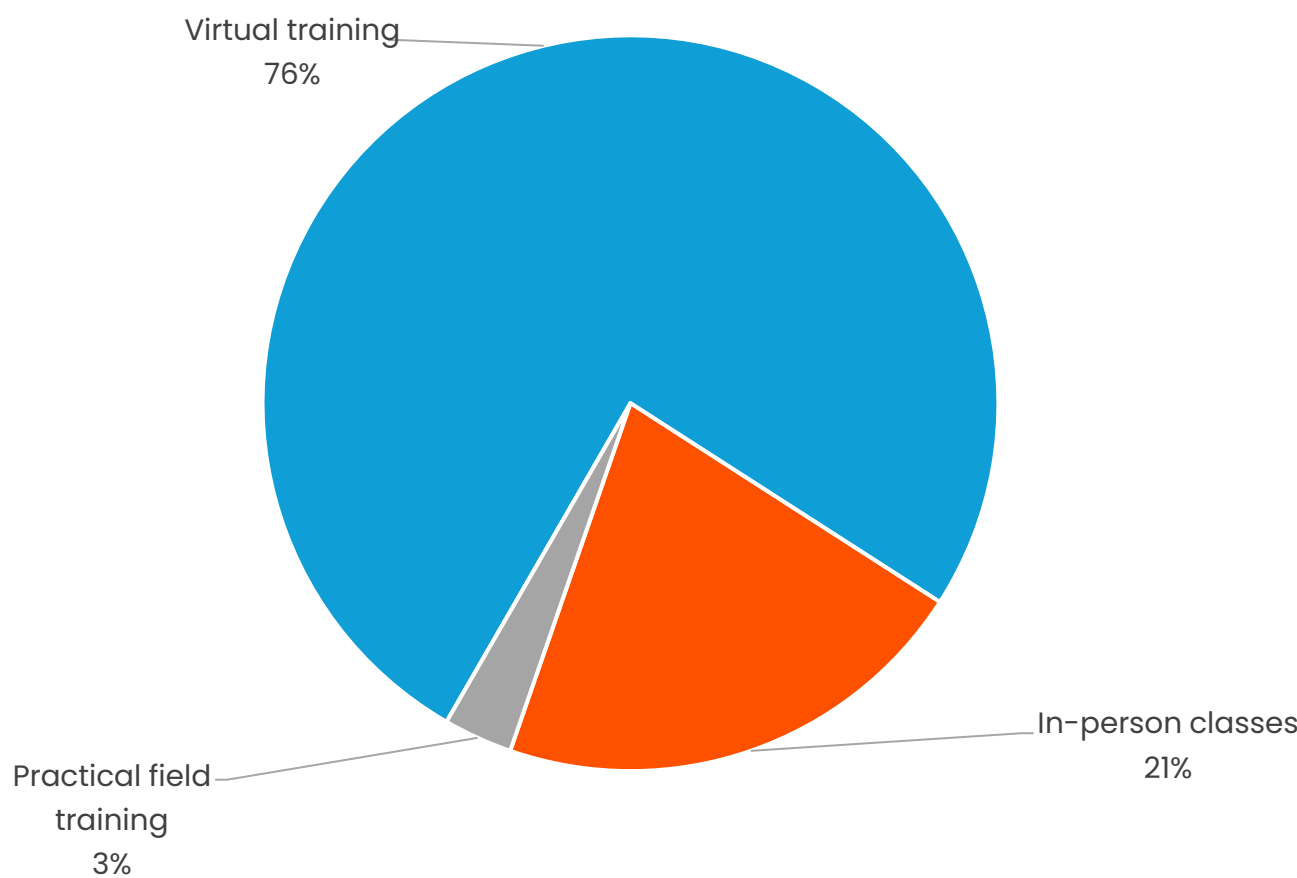
Number of valid answers: 33.

Did you receive certification for this training course?



Number of valid answers: 24.

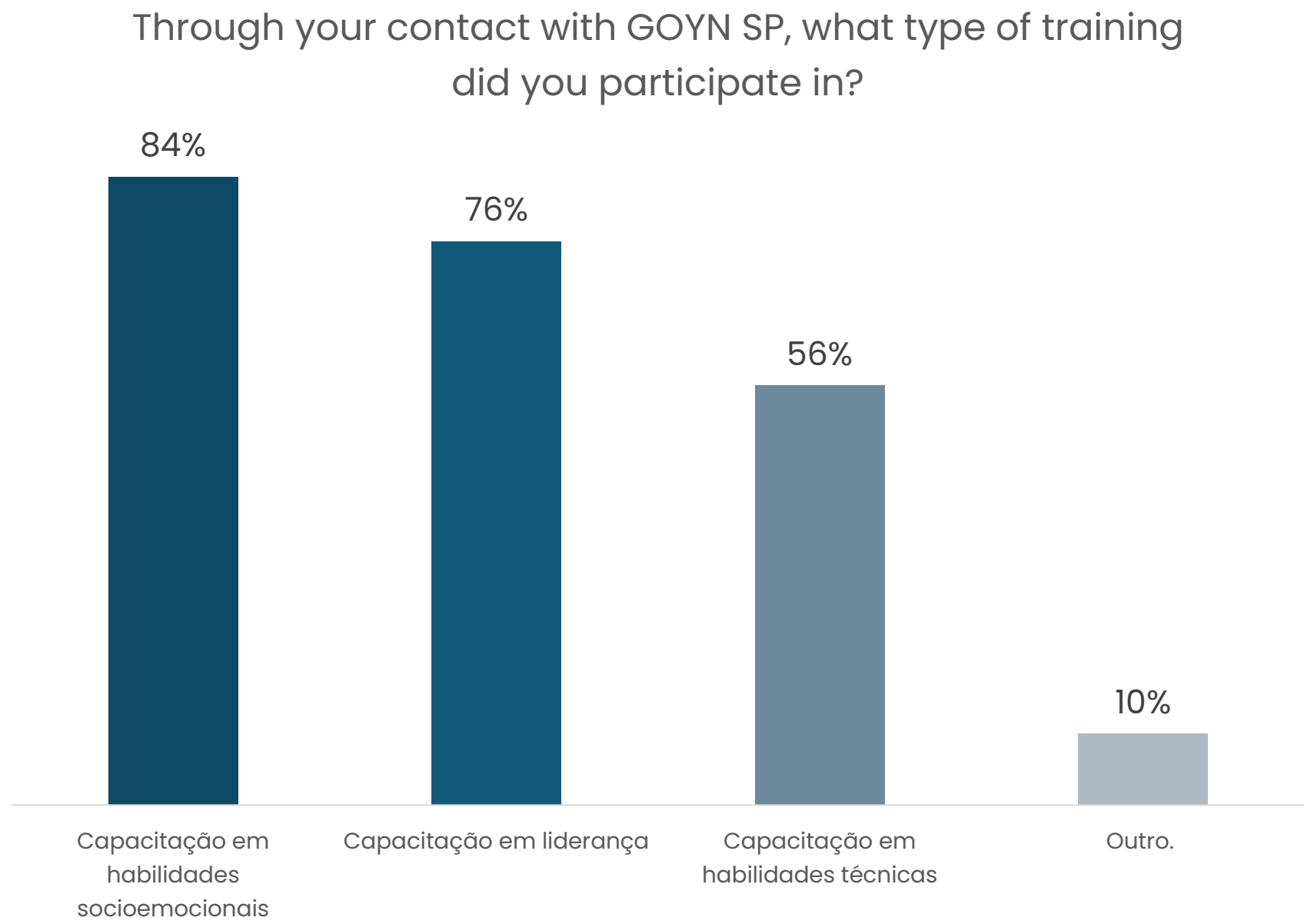
What teaching methods were used during/for the training course?



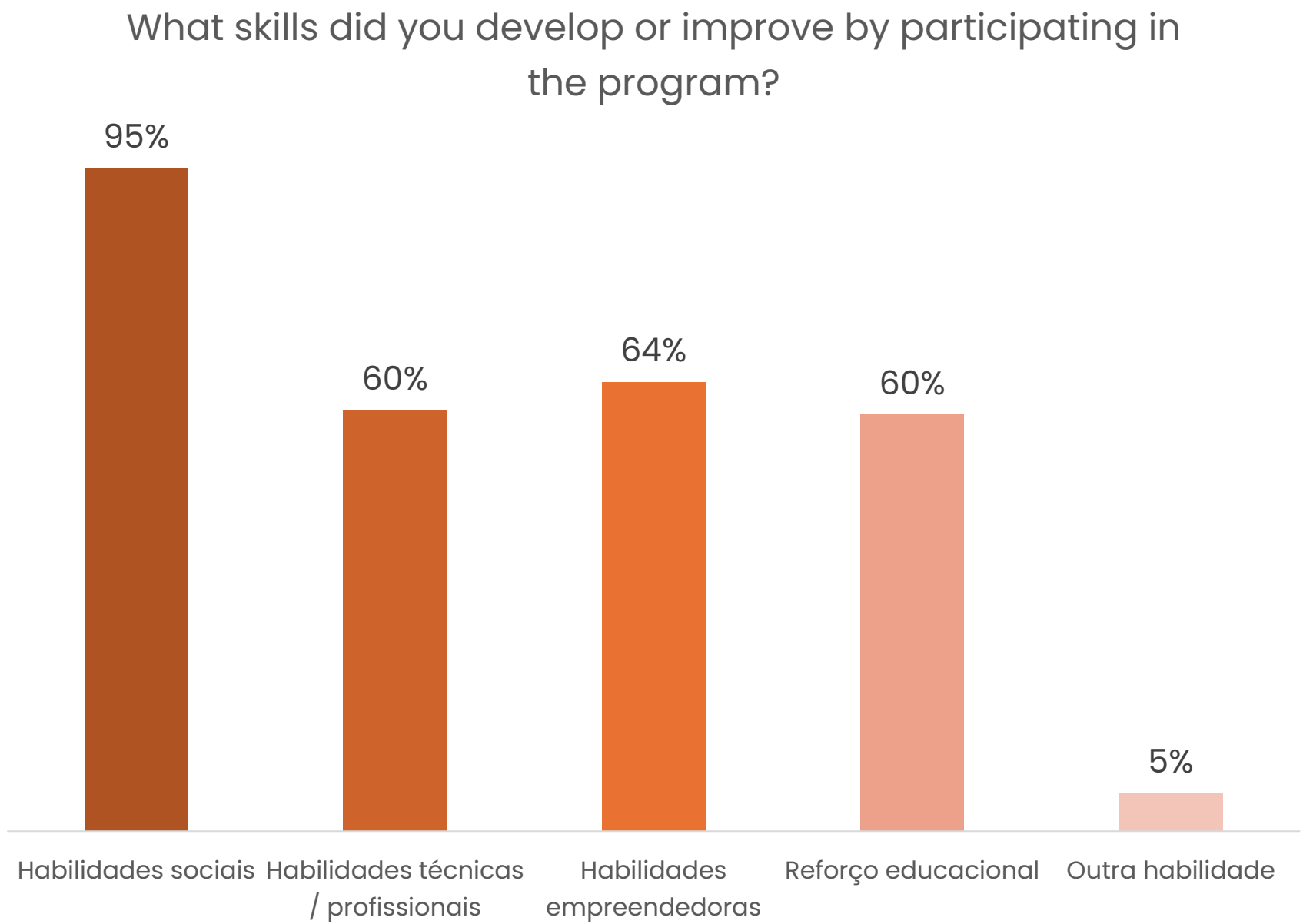
Number of valid answers: 33.

Experience with the programs

In the Transformative Territories Fund, the vast majority took part in training in socio-emotional skills and almost all were able to improve them after the program.



Number of valid answers: 450.



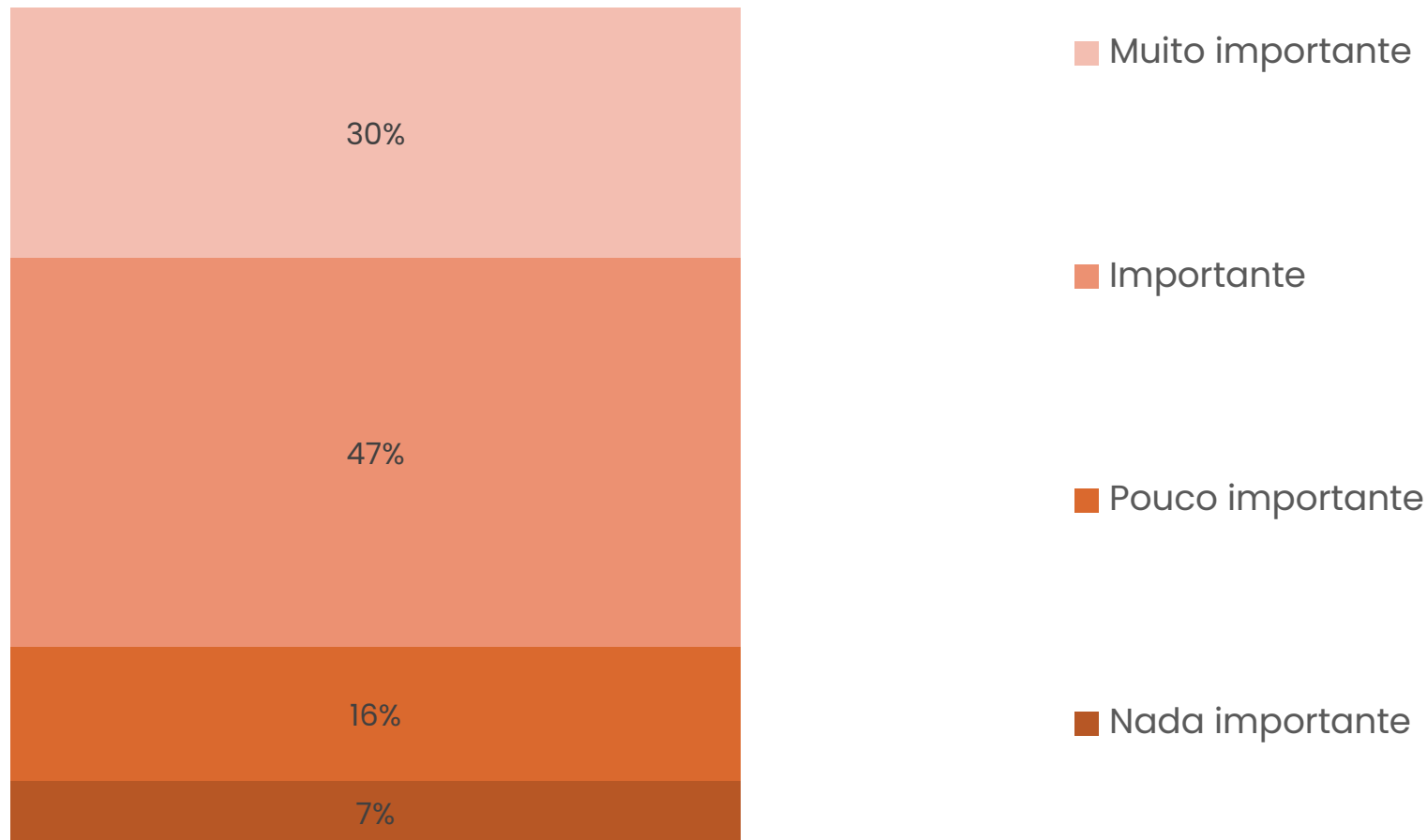
Number of valid answers: 444.

Experience with the programs

The vast majority of respondents consider that participation in the GOYN SP programs was important for changes in their work situation.



How important was your participation in the GOYN SP program in terms of changes in your job market situation and/or income?



Percentage does not take into account 17% who did not answer or did not have changes in their work situation. Number of valid answers: 499.

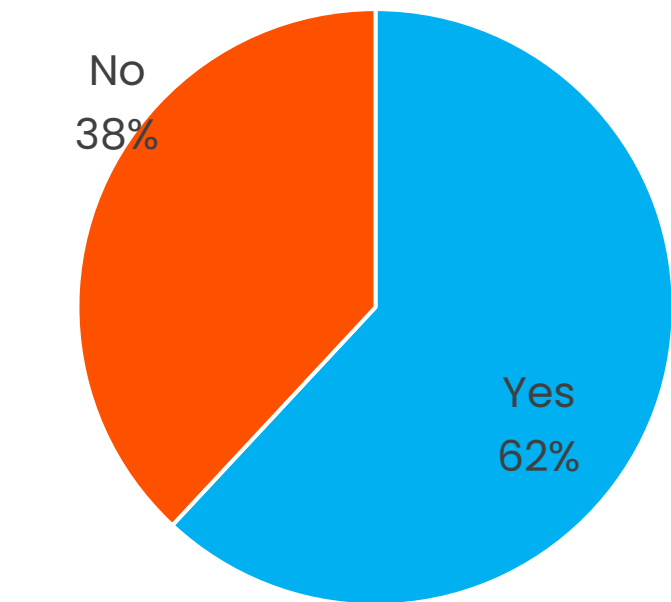
- There is a difference in evaluation between the participants in the two programs:
- Among those who attended the Transformative Territories Fund: 32% consider it 'very important' and 47% 'important'.
- Among Opportunities Network beneficiaries: 20% 'very important' and 44% 'important'.

Experience with the programs

In general, respondents attribute high value to the program in terms of skills development and preparation for the job market.

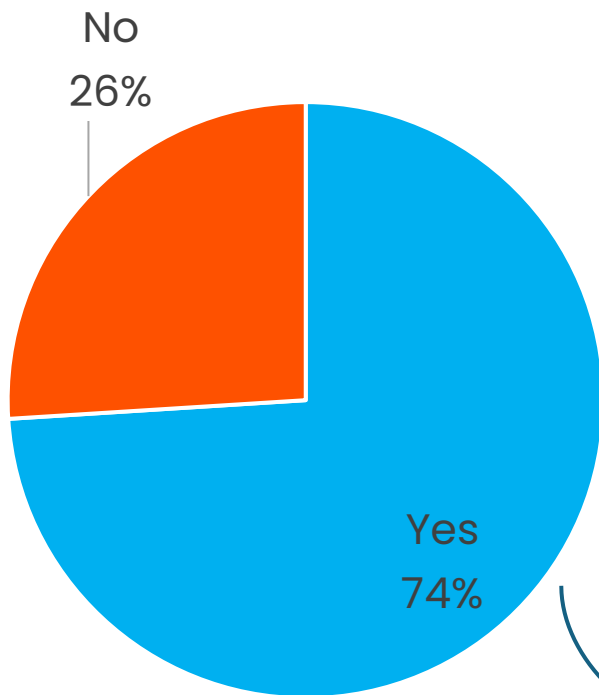


Did you seek to continue your studies as a result of your participation in GOYN SP?



Number of valid answers: 600.

Have you developed new skills or competencies from participating in GOYN SP?

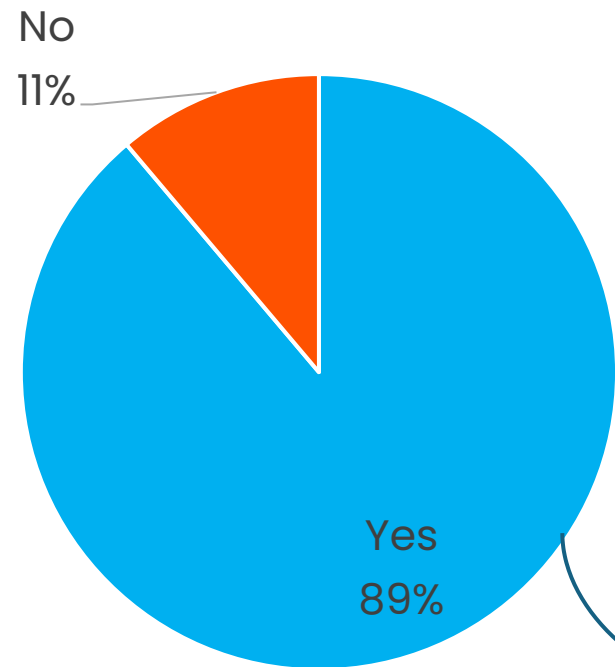


Number of valid answers: 600.

Comparing by program:

- 80% yes for Transformative Territories Fund
- 50% yes for Opportunities Network

Do you feel more prepared for the job market today compared to when you had not participated in the GOYN SP?



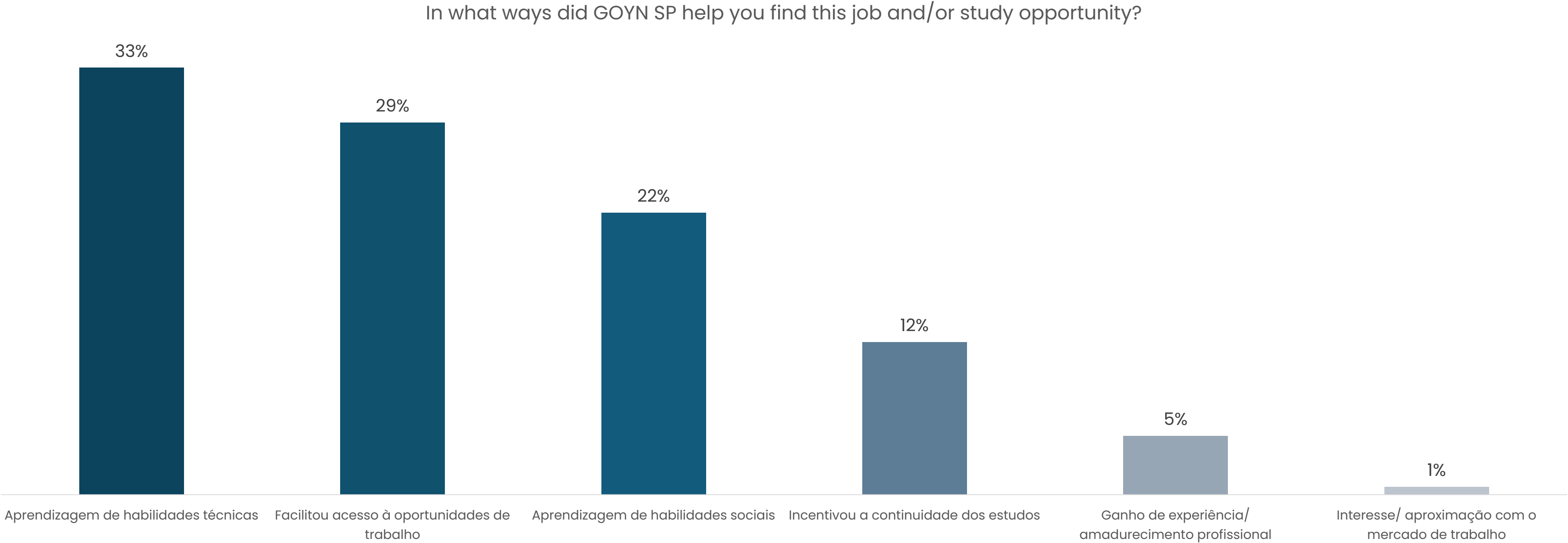
Number of valid answers: 600.

Comparing by program:

- 92% yes for Transformative Territories Fund
- 80% yes for Opportunities Network

Experience with the programs

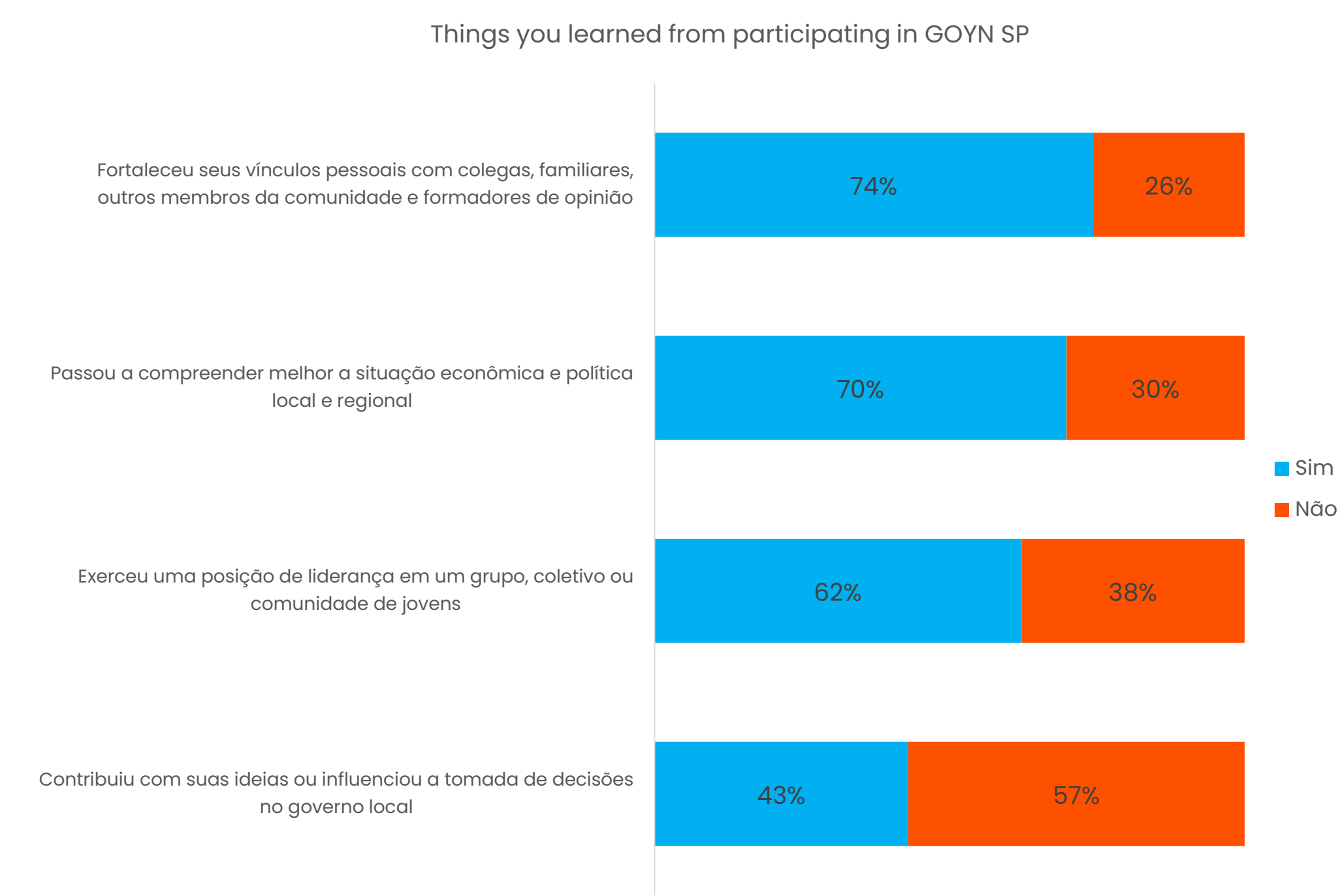
In an open response, learning important skills for the job is highlighted by 55% of respondents as the main contribution of the GOYN SP.



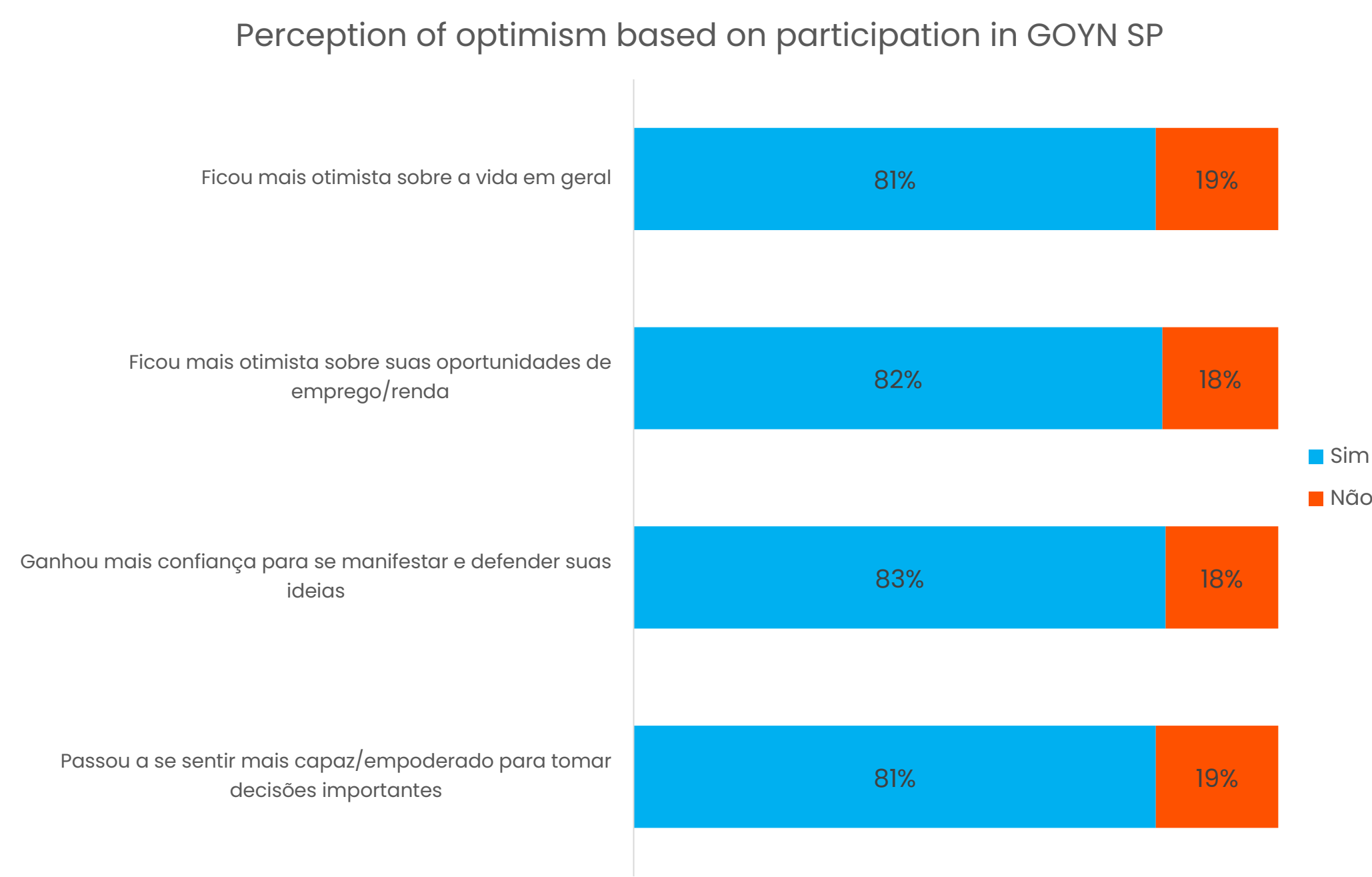
Number of valid answers: 332.

Experience with the programs

The majority of respondents declare greater optimism and important learnings beyond the job market.



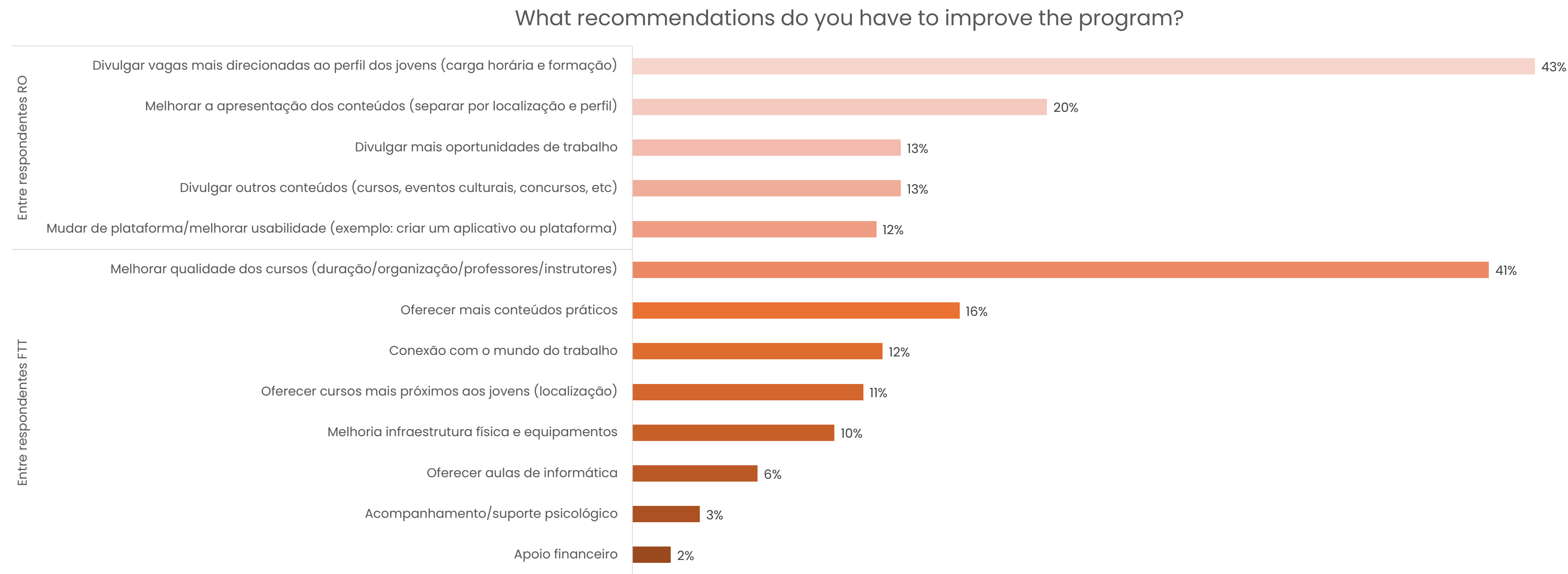
Number of valid answers: 600.



Number of valid answers: 600.

Experience with the programs

The main suggestions for improvement focus on improving aspects of course quality (for Transformative Territories Fund) and publicizing more targeted opportunities (for Opportunities Network).



Number of valid answers: 304.

05.

Evaluation results

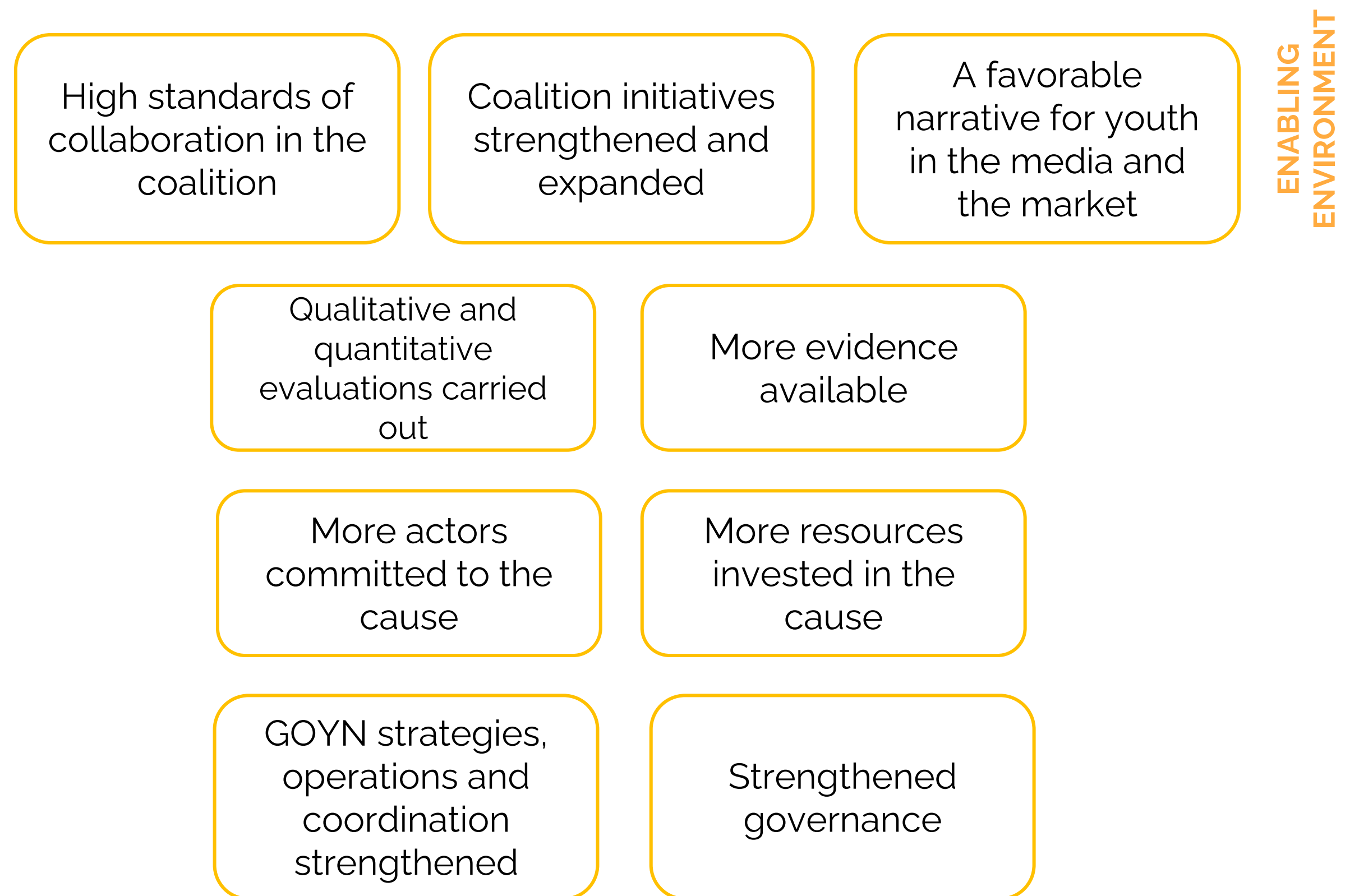


 plano cde

**JUVENTUDES
POTENTES**
GLOBAL OPPORTUNITY
YOUTH NETWORK: SÃO PAULO
aspen institute

Parceira Articuladora
 **UNITED WAY**
Brasil

This evaluation answers the nine Theory of Change questions under "Enabling Environment".



How we evaluate GOYN SP

This section brings together the evaluation findings organized around the **nine Enabling Environments** defined in GOYN SP's Theory of Change.

As explained, we used the **Outcome Harvesting (OH)** evaluative approach. In practice, the evaluation process involved three stages (starting with the analysis of qualitative data):

- . **Outcomes identification:** we mapped which relevant changes occurred in the period from 2020 to 2025 in each Enabling Environment.
- . **Distinction between outcomes and contributions of GOYN SP:** we critically analyzed GOYN SP's role, distinguishing what actors attribute to it from what resulted from other factors.
- . **Substantiation of the evidence:** we adopted the criterion of **substantiation** assigning greater significance to the changes most consistently and comprehensively reported by the interviewees.

Finally, for each Enabling Environment, we have indicated **which actor profiles (companies, NGOs, Private Social Investments, public authorities)** have benefited most from GOYN SP's contributions, which allows us to analyze not only "what has changed", but also **"for whom has it changed"**.

Evaluation results

Enabling Environment-1 – High standards of collaboration in the coalition & Enabling Environment-2 – Coalition initiatives strengthened and expanded

Outcomes

- . Collaboration has advanced in the territories (Transforming Territories Fund, exchanges and partnerships).
- . The municipal government incorporated the PI agenda and began to act more as a network.
- . However, the common agenda is still fragile and unequal.

GOYN SP's contributions

- . Territorial backbone (infrastructure, routines, support through Transforming Territories Fund).
- . Neutral intermediary facilitating cross-sector collaboration.
- . Access to knowledge and narratives about youth.
- . Legitimacy to open a dialog with the government.

Main beneficiaries

- . Territorial-based qualifying organizations.
- . Municipal government.
- . Productive sector closer to the program.

Evaluation results

Enabling Environment-3 – Youth-friendly narrative in the media and market

Outcomes

- . Productive inclusion is now seen in a more systemic way by the social sector and public authorities.
- . In the case of companies, the diffusion of the concept is still restricted to a "bubble" and little translated into HR.

GOYN SP's contributions

- . Dissemination of the term PI in the ecosystem of territories and in the productive sector.
- . Positioning youth and the territory at the head of the agenda, together with the social sector.
- . Qualified awareness-raising on the subject for business leaders.

Main beneficiaries

- . Productive sector closer to the program.
- . Qualifying organizations
- . Private Social Investment organizations

Evaluation results

Enabling Environment-6 – More actors engaged in the cause

Outcomes

- . The productive sector is more mobilized, although still restricted to the ESG bubble.
- . The municipal government began to engage with the cause and treat it as a cross-cutting issue.
- . Qualifying organizations have expanded their participation in coordination with each other and with the public authorities.

GOYN SP's contributions

- . Mobilization of the municipal government, which began to recognize the legitimacy of GOYN SP as an articulator of the territory.
- . GOYN SP opened doors in the private sector by sensitizing leaders.
- . Qualifying organizations have become more articulate around the cause.

Main beneficiaries

- . Qualifying organizations.
- . Municipal government.
- . Productive sector closer to the agenda

Evaluation results

Enabling Environment-7 – More resources invested in the cause

Outcomes

- . Increased availability of resources for the productive inclusion agenda.
- . More recently, however, we have seen greater volatility in these resources.

GOYN SP's contributions

- . Transforming Territories Fund represented the contribution of resources with flexible characteristics and accompanied by technical support.
- . The creation and articulation of connections within the ecosystem has helped raise more funds.

Main beneficiaries

- . Qualifying organizations

Evaluation results

Enabling Environment-8 – Strengthened governance

Outcomes

- . Cross-sector dialog forums have emerged in recent years (e.g. *Bora Hub LinC*, *IMIO*).
- . The municipal government has been structuring the agenda transversally and in partnership with the territories.
- . However, the concept of productive inclusion still needs to be more consolidated in some sectors.

GOYN SP's contributions

- . Recognition of its legitimacy as an articulator of the ecosystem in the territories.
- . The cooperation agreement with the City Council gave institutionality to GOYN SP's articulation capacity.
- . Transforming Territories Fund encouraged organizations in the territory to create local governance routines.

Main beneficiaries

- . Municipal government.
- . Territorial-based organizations.

Evaluation results

Enabling Environment-9 – GOYN SP strategies, operations and articulation strengthened

Outcomes / GOYN SP Contributions

- . Projects (such as Raised to Power and GPTW) have opened doors within the productive sector.
- . Transforming Territories Fund has helped to institutionally structure organizations at the cutting edge.
- . Articulation with the municipal government helped to create connections.
- . Projects still need to evolve to deepen their potential impacts.

Main beneficiaries

- . Territorial organizations.
- . Municipal government.
- . Productive sector.

Summary of conclusions

Each agent in the productive inclusion ecosystem has a different perception of GOYN SP's contributions to the field. Therefore, the conclusions of the evaluation must be read from each perspective.

For companies:

- . GOYN SP opened doors and gave **visibility to the productive inclusion agenda** through Raised to Power and the GPTW Opportunity Youth seal, helping to reposition peripheral youth as "potential talent."
- . It has acted as a **neutral intermediary between companies, organizations and public authorities**, reducing barriers to entry.
- . However, the outreach was concentrated on companies already engaged in ESG and close to the UWB network. HRs are still not **mobilized**, and PI is not yet a consolidated part of hiring practices.

Summary of conclusions

For qualifying organizations:

- . GOYN SP, through Transforming Territories Fund, brought **flexible resources, collaboration routines and exchange spaces**, strengthening grassroots organizations.
- . It has fostered **scale, professionalization and a data-driven culture**, expanding networks and increasing opportunities for young people.
- . Organizations began to **see themselves and act as an ecosystem**, articulating actions with local actors and the municipal government.
- . The challenge of **aligning language with companies** still persists, limiting the professional integration of young people.

Summary of conclusions

For Private Social Investment organizations:

- . GOYN SP helped **reposition the PI agenda in the Private Social Investment field**, offering common language and evidence.
- . It has contributed to the **curation and dissemination of knowledge** and the mobilization of actors (Private Social Investment, government, companies).
- . However, for some organizations, there is still a **lack of clarity about the program's objectives**, which limits deeper engagement and the perception of value.

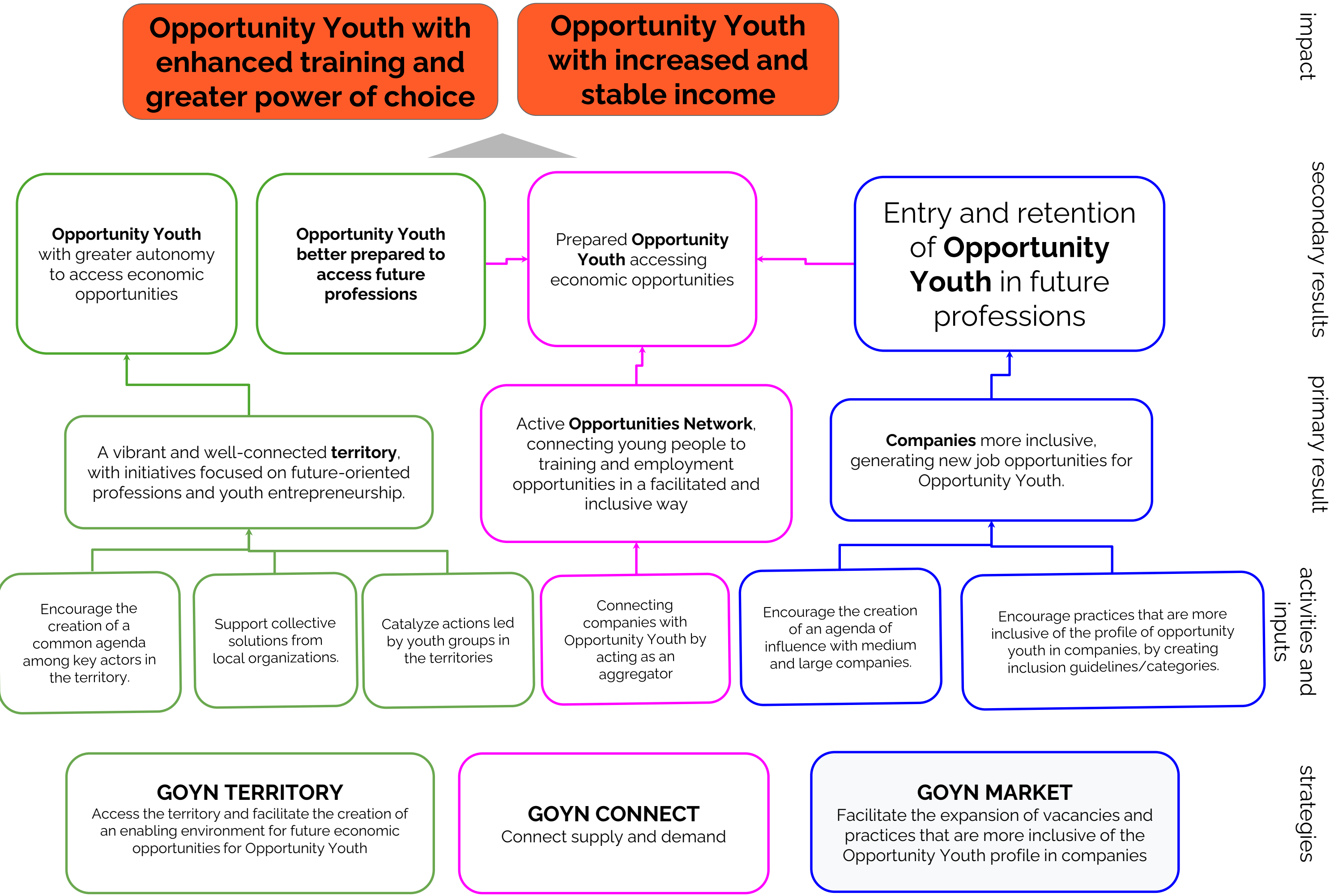
Summary of conclusions

For the Municipal Government:

- . GOYN SP helped to **institutionalize the PI agenda in the City Hall** (Youth Coord.), creating channels between the government, the social sector and companies.
- . It has facilitated **PI's inclusion in local forums and policies**, strengthening links with organizations in the area.
- . However, public authorities report difficulties in consolidating **stable and autonomous partnerships** with the social sector.

Evaluation results

This section responds to the programmatic elements of the ToC.



Evaluation results

How we evaluate GOYN SP's programs

This section brings together the findings of the evaluation organized **around the results and impacts** envisaged in GOYN SP's Theory of Change.

As we explained, we used a direct evaluation approach, the data was analyzed and **triangulated in the light of each predicted result**.

In this evaluation, **triangulation** was the act of combining, for each ToC theme, the **qualitative readings** of the interviews/discourse analysis with the **survey indicators** (Transformative Territories Fund/Opportunities Network), verifying:

- **Convergences** (same direction),
- **Complementarities** (the qualitative explains the numbers, and the quantitative gives scale to the statements)
- **Tensions** (e.g. aspiration in IT/health vs. insertion in traditional sectors).

The conclusions were **substantiated** by the weight of recurring and coherent evidence between the sources, without "fitting" data by force. The aim was not to prove causality, but rather to judge the **plausibility of the Transformative Territories Fund/Opportunities Network's** contribution to the observed changes, preserving nuance and usefulness for decision-making.

Evaluation results | Programmatic strategies – Territory (Transformative Territories Fund)

Evidence for Transformative Territories Fund results

Secondary results

Opportunity Youth better prepared to access future professions

- Educational engagement: 3/4 of young people are studying (with a significant proportion in higher education).
- Aspirational: most people's areas of interest are IT and health.
- Alignment gap: the majority of young people still do not have access to future-oriented professions; there is a lack of technical training that would enable them to enter these fields.

Opportunity Youth with greater autonomy to access economic opportunities

- Confidence and readiness: most participants developed socio-emotional skills such as self-confidence, communication, and teamwork.
- 79% of young people considered training to be important for their career.
- The percentage of Transformative Territories Fund youth without jobs fell from 78% to 33%, with the majority being employed in the formal market.

Primary result

A vibrant and well-connected territory, with initiatives focused on future-oriented professions and youth entrepreneurship

- Flexible resources and routine meetings (Transformative Territories Fund) have strengthened grassroots organizations and activated local networks.
- Organizations began to adopt a more strategic approach to productive inclusion, incorporating a focus on 'more promising professions.'

Evidence for Raised to Power results



Secondary results

Entry and retention of Opportunity Youth in future professions

- The cases in which Raised to Power has contributed to changing hiring practices are still isolated and recent.
- Thus, it has not yet been possible to produce robust evidence regarding the entry and retention of young people linked to the program's activities.

Primary result

Companies more inclusive, generating new job opportunities for Opportunity Youth

- In some cases, the Raised to Power has contributed to changes in hiring policies (revision of inclusion plans and creation of new programs).
- In other cases, the Raised to Power brought more diffuse contributions. Its success has depended on the commitment of leaders and the coordination between the social and HR departments of the companies.
- Making companies more inclusive does not depend solely on the Raised to Power — which manages to “burst the bubble” — but rather requires certain preconditions in order to transform some corporate practices.

Evidence for the results of the Opportunities Network

Secondary results

Prepared Opportunity
Youth accessing
economic
opportunities

- The percentage of young people in Opportunities Network who are unemployed fell from 67% to 37%.
- 64% consider the Opportunities Network to be important for their career.
- 18% got a job through the Opportunities Network.
- Young people express the desire for greater segmentation of job opportunities by profile, life stage, and location — a limitation of the current communication format.

Primary result

Active Opportunities
Network, connecting
young people to
training and
employment
opportunities in a
facilitated and
inclusive way

- Young people believe that the Opportunities Network facilitates access to job opportunities, and its main advantage is the human curation of openings, which ensures the reliability of the opportunities.
- 79% of participants say they access information about job opportunities.
- Going to external platforms is still a barrier, as they are considered "unfriendly" and have "dehumanized" selection processes.

Evidence for GOYN SP results

Impacts	Opportunity Youth with increased and stable income	• Increase in income: individual average went from R\$ 912 → R\$ 1,567 (+72%). • The vast majority of those employed are in formal jobs. • Turning market entry into progression is still a challenge (growth opportunities are not always available).
	Opportunity Youth with enhanced training and greater power of choice	• 55% cite learning job skills as the main contribution of the GOYN SP. • The perception of development in socio-emotional skills is practically universal among the young people interviewed. • Educational continuity sustains young people's power of choice (greater school/college retention).

Evaluation summary

The evaluation of the Global Opportunity Youth Network São Paulo (GOYN SP) program presents the results of an evaluation process on the efforts made and the results achieved in youth productive inclusion, as well as the limitations related to the complexity of the issue. Led by United Way Brasil, the GOYN SP seeks to boost the productive inclusion of young people in situations of vulnerability through a multi-sector coalition, based on the premise that no single actor can tackle this challenge alone. The evaluation focused on three programmatic strategies: the Transformative Territories Fund, the Opportunities Network and Raised to Power.

Transformative Territories Fund Strengthening and Connections for Inclusion

The Transformative Territories Fund has proven to be one of the strategies for strengthening grassroots social organizations working in peripheral territories. The flexible financial resources made available by the Fund **have helped to maintain operations**, improve infrastructure (such as computer rooms), purchase equipment and **expand the service to more young people, partly compensating for the weakness of the public system.**

In addition to the financial support, the Transformative Territories Fund **has set up a network of connections for these organizations**, linking them to other GOYN SP initiatives (such as Opportunities Network and Raised to Power) and to municipal public policies (e.g. the Meu Trampo Program). This network **encouraged a more collaborative approach** among CSOs, reducing competition for resources and putting young people at the center. It also introduced a data driven culture and a **strategic look at Productive Inclusion**, with a focus on preparing young people for jobs that are in line with their life projects, and not just "any job".

(continued)

Evaluation summary

(cont.)

For young people, it can be seen that **the percentage of unemployed fell from 74% to 39% after the GOYN SP**, with the majority of young people working in the formal market. **The average individual income of Transformative Territories Fund participants grew by 83%** from R\$912.06 to R\$1,567.26. The majority of young people (95%) report having developed and improved socio-emotional skills, such as **self-confidence, communication and teamwork**, which is relevant for professional integration. Educational engagement is another important aspect, with almost **three out of four young people continuing their studies, many in higher education**, which can increase their power of choice.

However, Transformative Territories Fund faces limitations. Although young people aspire to work in the technology and health sectors, **the majority are still employed in entry-level positions in traditional sectors such as retail and administrative services**. This indicates a gap between the training offered and the demands for "professions of the future", suggesting the **need to deepen relevant** technical content (e.g. Excel, AI, Cloud). The application of follow-up forms is still a challenge for some organizations, due to infrastructure problems or young people's difficulties in understanding the questions. **Career progression beyond the initial entry into the market remains a challenge to be overcome.**

(continued)

Evaluation summary

(cont.)

Opportunities Network (RO) Connection and Information, with Engagement Challenges

The Opportunities Network is GOYN SP's programmatic strategy focused on connecting young people to job vacancies and training. Its **strengths are reliability and practicality**. The human curation of vacancies, carried out by members of Global Opportunity Youth Network São Paulo (GOYN SP), helps to ensure that the **opportunities advertised are genuine**, without scams and suited to the profile of the Opportunity Youth, including free courses and less demanding vacancies.

The practicality of the WhatsApp format is also valued. The app is easy for young people to access on a daily basis, consumes little internet data and allows them to preview vacancies and centralize information, optimizing the search. The Opportunities Network functions as an information center, with **79% of participants accessing guidance on training and employment**. On the other hand, 18% say that they have actually accessed job opportunities through the platform.

(continued)

Evaluation summary

(cont.)

However, Opportunities Network also faces limitations. The **excess of information and notifications** in the WhatsApp group can lead to the disengagement of young people, who feel overwhelmed and sometimes **silence or archive the conversation**. Another point observed is that many of the vacancies advertised by Opportunities Network **direct young people to external platforms** (such as LinkedIn, Nube, 99 Jobs). These platforms are seen as "unfriendly", requiring multiple registrations and "dehumanized" selection processes and, above all, a lack of feedback, which generates frustration and discouragement among young people. Finally, the WhatsApp format makes more advanced customizations impossible, **limiting Opportunities Network's ability to offer vacancies that are more targeted** to the moment in life, age, career path and place of residence of each young person, a demand voiced by the young people themselves.

Raised to Power Bridging Worlds and Business Impact

Raised to Power is one of GOYN SP's strategies that aims to bring large companies closer to young people from the outskirts of the city, seeking to sensitize leaders and broaden young people's repertoires. The results observed include the **sensitization of business leaders** which, in some cases (EY and Accenture), **catalyzed strategic changes in hiring policies** and youth inclusion plans.

(continued)

Evaluation summary

(cont.)

For young people, the Raised to Power represents an experience that contributes to **breaking down symbolic barriers and demystifying the corporate environment**, making them more secure for future professional interactions. The experience **broadens young people's repertoire** about the world of work, allowing them to get to know different sectors, codes of conduct and refine their career choices. The representation of leaders who have come from similar backgrounds **inspires and contributes to a sense of acceptance and belonging**, demystifying the idea that ascension is impossible. In the Raised to Power Territory modality, by taking executives into the communities, the program highlights the vulnerabilities and potential of young people, **reaffirming the potential of young people as "agents of change"**.

The limitations of the Raised to Power include the fact that the most significant results in terms of hiring and strategic changes **tend to occur in companies with preconditions**, such as prior partnership with the GOYN SP, engagement of C-Level leaders and a governance structure that links the social and HR areas. In other cases, the effects were more specific or indirect. There are challenges related to the Young Apprentice legislation and the difficulty in keeping the issue within the top management. Retaining young people in long-term programs is also an obstacle, sometimes related to immediate financial needs. **Young people suggest that the Raised to Power should go beyond a single meeting**, offering continuity through mentoring and more opportunities to listen to professional trajectories and instruction in social entrepreneurship.