



November 24th, 2025

ANALYSIS REPORT

FINALIST CITIES FOR GOYN EXPANSION IN BRAZIL

Campinas • Fortaleza • Porto Alegre • Recife



GOYN BRAZIL EXPANSION

Introduction

This report was produced following the Learning Visits carried out between October 28 and November 14, 2025, and presents an in-depth analysis of the four finalist cities selected for the expansion of GOYN Brazil in 2026: **Campinas, Fortaleza, Porto Alegre, and Recife.**

The analysis of the four finalist cities follows the same logic as the global GOYN expansion, incorporating recent lessons learned from processes conducted in countries such as India, Colombia, Haiti, and the history of São Paulo and Rio de Janeiro. This includes triangulation between secondary data, structured listening, and analysis of institutional, territorial, and political readiness.

Prepared by: Salomão Cunha Lima (UWB Consultant)

Review and approval: Gabriella Bighetti (CEO, UWB)

São Paulo, November 24, 2025.

The objectives of this report are:

- To present a robust analysis of the four finalist cities considered for GOYN expansion in 2026;
- To accurately describe the approaches used, the actors interviewed, the data collected, and the strategic insights gathered;
- To offer technical support so that the UWB Council can deliberate on the city or cities with the greatest potential for implementation;
- Recommend possible expansion scenarios, considering factors such as political alignment, institutional capacity, the existence of potential anchor partners, ecosystem maturity, and the availability of key actors for co-building the GOYN hub.

GOYN BRAZIL EXPANSION

Report Objectives

What is GOYN and why expand?

The **Global Opportunity Youth Network (GOYN)** is a global program founded by the Aspen Institute dedicated to promoting the productive inclusion of vulnerable young people through systemic actions, multisectoral coordination, social innovation, and data production. In Brazil, the initiative is led by United Way Brazil and has been operating since 2020 in the city of São Paulo, where it was named **"Juventudes Potentes"** (Powerful Youth) by the young people themselves. The network has established itself as a platform for coordination between government, businesses, civil society, youth, and academia.

Given the positive results and the maturation of the São Paulo ecosystem, **the UWB Council and GOYN Global (Aspen Institute)** have expressed interest in initiating a process of **territorial expansion to other communities in Brazil starting in 2026**. This report guides the decision on which city or cities have the greatest appetite, capacity, and conditions to receive the GOYN model.



GOYN 2025 Convening, São Paulo



Brazil in the GOYN Network Context

Brazil already hosts two consolidated hubs of the network:

São Paulo (Juventudes Potentes) and **Rio de Janeiro (Decola Cria)**.



The challenge now is to expand this activity strategically, starting with the selection of four "powerhouse" cities for an in-depth diagnosis.

To this end, together with the UWB Council and representatives from Aspen and GDI, we have defined some strategic guidelines for this expansion in Brazil, based on GOYN's global premises, with the aim of creating a network of three cities to implement GOYN over the next few years (one new city every two years).



Stages of the City Selection Process

Throughout 2025, the process of understanding and adapting pre-existing models to the Brazilian reality, as well as the broad and in-depth diagnosis of potential cities, which includes on-site visits, aimed to understand local contexts in order to identify the city chosen to begin the expansion of GOYN in Brazil starting in 2026.

DIAGNOSIS

Evaluation of materials and interviews with **20 stakeholders** addressing topics such as choice of territories, profile of the anchor organization, financing, and role of UWB/Aspen

CONCEPT PAPER

Definition of **premises and criteria** for defining Power Territories (governance, indicators, and budgetary vision), done in conjunction with Aspen

Prioritization of criteria with the Council

CITY STUDY

Definition of **2 to 3 cities with the potential** to host GOYN:

Finalists:

- Recife
- Fortaleza
- Campinas
- Porto Alegre

ON-SITE VISITS

Analysis of city dynamics and **local coordination** of potential anchor organizations

IMPLEMENTATION VALIDATION

Validation of the first city for expansion and the anchor organization

Stage completed

Stage completed

Stage completed

Stage completed

In progress
Forecast: December

| Global Premises of GOYN | Strategic Directions in Brazil |
|--|---|
| Scalable Solutions | Prioritize cities with high youth population density |
| Collaborative action / collective impact | Seek territories with a history of or willingness to engage in multisectoral coordination (government, NGOs, companies, young people) |
| Systemic change | Focus on cities with structural challenges and the capacity to generate replicable lessons |
| Youth prosperity | Choose territories with a high number of vulnerable young people and productive potential |
| Decent and sustainable jobs | Prioritize cities with productive vocations aligned with sectors of the Economy of the Future (green economy, creative economy, technology, among others) |
| Long-term programs with clear governance (10 years) | Focus on territories with engaged local government and institutions with the capacity for sustainability |
| Real productive inclusion (employment and/or entrepreneurship) | Select cities with large employers and/or solid entrepreneurial ecosystems |
| Youth at the center, with an active voice | Promote listening and direct involvement of young people in understanding the territory and local agreements |
| Implementation via locally anchored and legitimized organizations | Select territories where it is possible to identify an anchor partner with high technical capacity and local coordination |

Diagnosis and research

20 online and in-person interviews conducted with strategic leaders from GOYN.

Four ideation and validation workshops conducted with GDI, the JP Management Group, the UWB Council, and ICE.

Cities surveyed (secondary sources) based on **22 approved criteria** (quantitative and qualitative data)

5 classification criteria, listed by the UWB Council: % of young people who are neither in education nor employment, % of young people in informal employment (social demand), public policies for young people, social investment, and CSO ecosystem.



Insights from the Diagnosis

Twenty interviews were conducted between April and June 2025.

YOUTH LEADERSHIP

GOYN is only legitimate when **young people are at the center of its design, implementation, and governance**.

Active listening must occur **before the territory is defined**, with workshops, discussion groups, and direct involvement.

Young people need to recognize themselves in GOYN—**not as beneficiaries, but as co-creators**.

CHOICE OF TERRITORIES

The selection of cities should consider a **combination of objective and subjective criteria**:

- Youth density and diversity
- Maturity of the local ecosystem (government, CSOs, companies) — history of collaboration and formalized political support
- Socioeconomic indicators and economic vocation.
- Learning potential and replicability.

PROFILE OF THE ANCHOR ORGANIZATION

The ideal anchor partner should have:

- **Local reputation, legitimacy, and power to coordinate** with different sectors.
- Technical capacity and institutional mobilization.
- A track record with youth and/or productive inclusion.
- Methodological flexibility and resilience to face challenging contexts.

Membership in GOYN should be **voluntary and strategic**, not just by institutional invitation.

GOVERNANCE AND COORDINATION

Clear, hybrid, and multisectoral governance is an indispensable condition.

Roles between UWB, local organizations, and Aspen must be well defined.

UWB has been recognized as a possible “anchor of anchor partners” — with a role in **technical training, national coordination, and methodological stewardship**.

The creation of **local and intersectoral councils** is suggested, with guaranteed youth participation.

Diagnostic Insights

FINANCING AND SUSTAINABILITY

Financing is the **number one critical factor** in the decision to expand:

- It is recommended to start with a **minimum of three years guaranteed**, seeking to extend to cycles of five to ten years.
- Mixed sources: international funds, Brazilian foundations, companies, and public policies.

GOYN should seek **sustainable models from the outset**, with plans to diversify resources after incubation.

Robust indicators are essential to attract and retain investors: education, employability, income growth, entrepreneurship, and school retention.

ROLE OF ASPEN AND UWB

Aspen: global coordination, benchmarking, institutional support, and connection with international investors.

UWB: **national coordinator, technical trainer, and methodological guarantor**, working closely with anchor partners while respecting local autonomy.

Proposals to create a **national strategic body** (e.g., advisory council) for overall coordination.

METHODOLOGY AND IMPACT

GOYN needs to balance **global identity with local roots**: adapt, don't replicate.

The methodology must be tropicalized: **flexible, participatory, and data-driven**.

The youth journey must be complete—**training, insertion, retention, and development**—with a focus on productive inclusion and decent work.

Expansion must preserve the **DNA of collective impact**, avoiding transformations into welfare or diffuse projects.

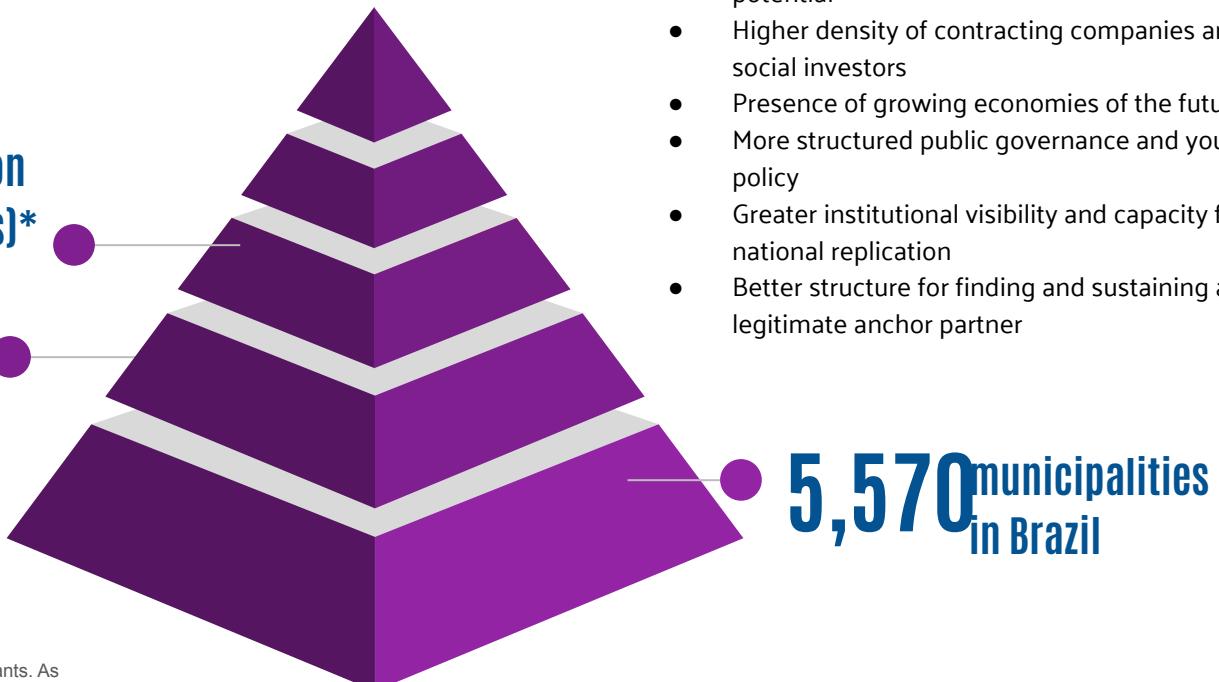


The Destination Delta

13 Cities with potential
for productive inclusion
(+1 million inhabitants)*

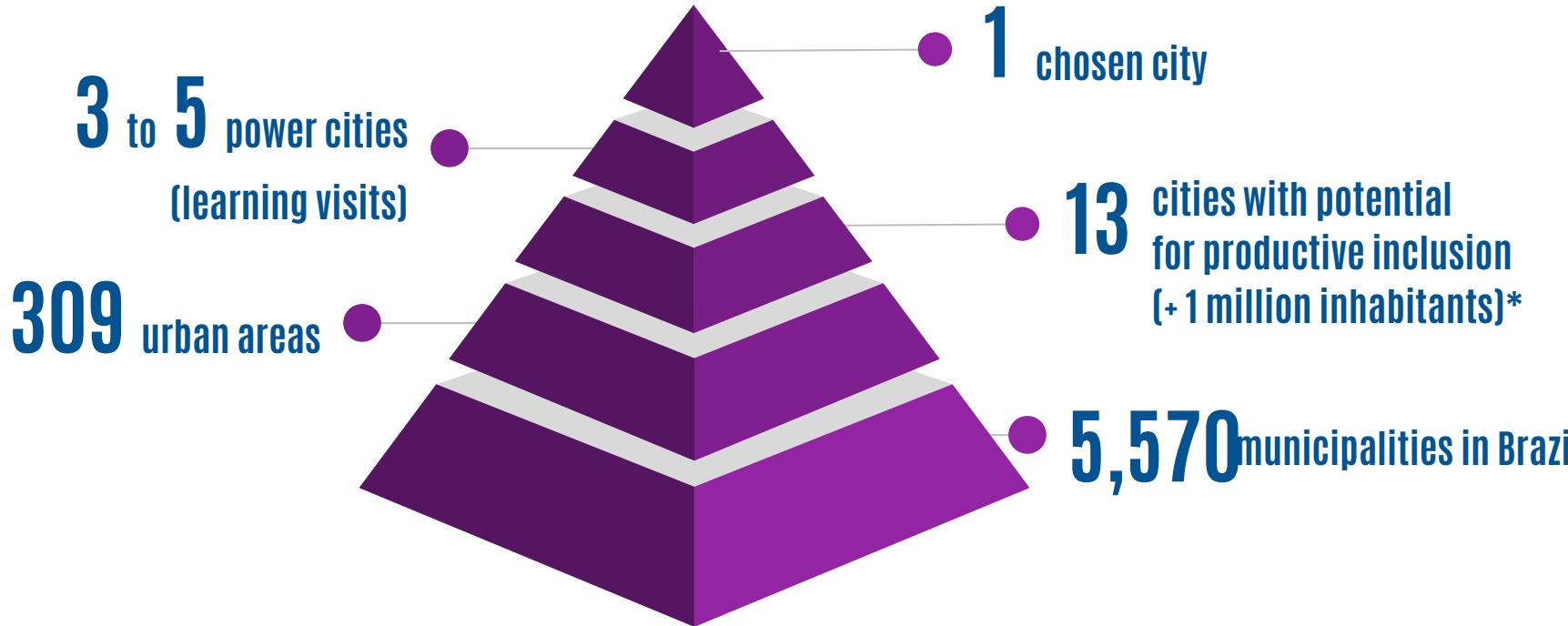
309 urban areas

87.4% of the Brazilian
population lives in urban
areas (IBGE, 2022)



*In total, there are 15 Brazilian cities with more than 1 million inhabitants. As GOYN is already present in São Paulo/SP and Rio de Janeiro/RJ, we will consider the other 13 largest Brazilian cities in terms of population from this list.

The Destination Delta



*In total, there are 15 Brazilian cities with more than 1 million inhabitants. As GOYN already operates in São Paulo/SP and Rio de Janeiro/RJ, we will consider the other 13 largest Brazilian cities in terms of population from this list.

Methodology for Selecting Finalist Cities

The selection of the four finalist cities (Campinas, Porto Alegre, Fortaleza, and Recife) followed a structured process consisting of:

- 1. National desk research**

Indicators of youth vulnerability, emerging economic opportunities, existing public policies, presence of organizations working with young people.
- 2. Consultation with experts and philanthropists**

Conversations with actors from GOYN Global, Aspen, GDI, UWB, and strategic partners from Juventudes Potentes.
- 3. Assessment of prior institutional appetite**

Signs of openness, interest, and/or predisposition of cities toward social impact initiatives.
- 4. Initial indications of possible anchor partners.**

- 5. Logistical and institutional feasibility of conducting visits and meetings.**


From this funnel, four cities were prioritized for in-depth analysis in the second half of 2025.

Prioritization criteria identified by the UWB Council

Socioeconomic indicators*

| | |
|---|---|
| % of young people (15-29) | |
| % youth potential (without) |  |
| % of unemployed young people (15-29) |  |
| Percentage of young people without access to formal education | |
| Youth violence index | |
| Percentage of young people in informal jobs |  |
| % of young people as part of the economically active population | |
| HDI | |
| Gini index | |
| Municipal GDP | |

Potential to generate employment and income

| |
|--|
| Total number of formal jobs in entry-level occupations (internship, apprentice, assistant, technician, operator) in relation to the city's youth population. |
| Share of strategic sectors in municipal GDP** |
| Presence of innovation hubs, technology parks, and digital hubs |

Public Policies

| |
|--|
| Existence of public agencies for youth |
| Existence of public policies with a budget for youth |
| Existence of training programs and employment agencies |

Partnerships

| | |
|---|---|
| Number of CSOs working with productive inclusion of young people and/or collective impact |  |
| Number of qualifying organizations | |
| Number of companies with strategic private social investment for youth*** |  |
| Presence of CSO networks working together in the territory | |
| Presence of public and private universities |  |

*When available, data on social markers such as gender, race, and social class will be collected.

**Future growth potential will be assessed based on a comparison with previous years

***The trend of ESG and DEI programs will be observed

Criteria created and validated in partnership with the Aspen Institute, GDI, the Juventudes Potentes Management Committee, and the United Way Brazil Deliberative Council.

GOYN BRAZIL EXPANSION

13 Power Cities



| Position | Municipality | State | Population (2022) |
|----------|----------------|------------------|-------------------|
| 1 | São Paulo | SP | 11,451,245 |
| 2 | Rio de Janeiro | RJ | 6,211,423 |
| 3 | Brasília | Federal District | 2,817,068 |
| 4 | Fortaleza | CE | 2,428,678 |
| 5 | Salvador | BA | 2,418,005 |
| 6 | Belo Horizonte | MG | 2,315,560 |
| 7 | Manaus | AM | 2,063,547 |
| 8 | Curitiba | PR | 1,773,733 |
| 9 | Recife | PE | 1,488,920 |
| 10 | Goiânia | GO | 1,437,237 |
| 11 | Porto Alegre | RS | 1,332,570 |
| 12 | Belém | PA | 1,303,389 |
| 13 | Guarulhos | SP | 1,291,784 |
| 14 | Campinas | SP | 1,138,309 |
| 15 | São Luís | MA | 1,037,775 |

Classified Cities



| | City | Score | Highlights |
|---|--------------------------|--------------|---|
| 1 | Recife (PE) | 15 | High presence of CSOs, public policies with budget, strong ISP |
| 2 | Fortaleza (CE) | 14 | High social demand + consolidated public and social structure |
| 3 | Campinas (SP) | 14 | Very strong ecosystem, significant presence of ISPs and CSOs |
| 4 | Porto Alegre (RS) | 13 | Structured public policies and active ISPs, with less social pressure |
| 5 | Salvador (BA) | 12 | High demand, but less structured public policies and ecosystem |
| 6 | Manaus (AM) | 11 | High vulnerability, but less institutional and ISP presence |

The UWB Council recommended that the first four cities (Recife, Fortaleza, Campinas, and Porto Alegre) should be the subject of more in-depth research, including learning visits and interviews with organizations that already have a systemic approach in these municipalities, as the next stage of the expansion project.

Entry Approach

When structuring GOYN's entry into new cities, we seek to understand the maturity of each ecosystem and adjust our approach to the local reality. In Campinas and Porto Alegre, we identified the presence of organizations that already operate in networks and have consolidated productive inclusion initiatives: Fundação FEAC and Instituto Caldeira, respectively. In addition, we received consistent recommendations from relevant actors in the collective impact and productive inclusion ecosystems in these territories, which reinforced our decision to approach these cities through more strategic dialogues and a preliminary assessment of the scenario.

In Recife and Fortaleza, however, the context was different. In these two cities, there were not yet enough partners identified to support a more structured initial construction. Therefore, we opted for an exploratory, broad, and open approach, listening to various actors from multiple sectors, learning about initiatives, testing hypotheses, and letting the territory show us the most promising paths. At the same time, once we had methodological clarity on certain topics, we directly sought out organizations that aligned with what we were mapping.

This adaptation of the route in each city allowed GOYN to deepen its local understanding, strengthen relationships with strategic actors, and build an entry point that was more connected to the needs, opportunities, and unique characteristics of each territory.

Entry Approaches: Anchor-first and Broad Listening

During the territorial analysis process, we adopted **two distinct approaches**, tailored to the profile and maturity level of each city:

Anchor-first approach
(Campinas and Porto Alegre)

- ✓ The entry was made by robust actors with strong and recognized territorial and systemic performance.
- ✓ The strategy sought to assess the **institutional, financial, and strategic capacity** of these actors for a potential role as anchor partners.
- ✓ In addition to this contact, secondary data and previous analyses were considered and analyzed.

"Broad and Multisectoral Listening" Approach
(Fortaleza and Recife)

- ✓ Prior questionnaire sent to dozens of local organizations (NGOs, government, companies, and youth groups).
- ✓ Structured visits focused on **understanding nuances, perceptions, demands of the territory, and the existence of organizations with the profile to be anchor partners**.
- ✓ Holding of the **GOYN Connection Café** as a method of collective listening, mapping alignments, and gauging local appetite.

This differentiation is central to understanding the results presented.

Multicity Analysis Methodology

The multi-city analysis combined four complementary layers of research, integrating quantitative data, qualitative listening, and institutional reading:

1. Secondary Data and Indicators

- Young population, GDP per capita, IDHM, youth unemployment, youth potential.
- Socioeconomic vulnerabilities, territorial mapping of public policies for youth and economic vocations.

2. Local Questionnaire for Organizations

- Survey on territorial performance, priorities, gaps, and appetite for collaboration.
- Identification of potential anchors and pre-existing coalitions. This aspect was crucial in defining the following methodological approach.

3. In-person learning visits (Fortaleza and Recife) and direct meetings with institutions with a systemic approach (Campinas and Porto Alegre)

- Conversations with public managers, CSOs, collectives, companies, and strategic stakeholders.
- Direct observation of assets, public facilities, hubs, and local programs.

4. GOYN Readiness Model (inspired by expansions already carried out)

- Triangulation between data, institutional appetite, and implementation capacity.
- Assessment of the maturity of each ecosystem for collective impact.

Objectives of Learning Visits and Broad Listening

13 Cities with potential
for productive inclusion
(+ 1 million inhabitants)*



4 cities selected for
Learning Visits and
Broad Listening

Main objectives of the visits:

1. Validate data collected in the indicator matrix through direct observation and active listening
2. Assess the maturity of the local ecosystem (government, CSOs, private sector)
3. Measure the degree of interest and engagement capacity of potential anchor organizations
4. Verify openness and political will for productive inclusion of youth
5. Observe synergy with the global strategy of GOYN and UWB
6. Assess the city's **potential for regional demonstration and national influence**
7. Measure **multisectoral coordination capacity for collective impact**
8. **Identify potential donors** with an appetite for financing GOYN locally

GOYN BRAZIL EXPANSION

ENTRY INTO CITIES ANCHOR-FIRST APPROACH

Campinas and Porto Alegre



GOYN BRAZIL EXPANSION

Campinas

Campinas is one of the country's main hubs for innovation and science, with a strong presence of universities, technology centers, and science-based companies.

At the same time, it has significant socioeconomic inequalities and challenges for young people in the outskirts in areas such as access to opportunities, technical training, and first professional experience.

In other words, Campinas combines high socioeconomic complexity with strong institutionality—notably the presence of the FEAC Foundation, whose governance and operational capacity offer high readiness for immediate implementation.

Population: 1.18 million

Young people (15–29 years old): ~24%

GDP per capita: R\$ 59,600 (IBGE, 2021)

MHDI: 0.805 (high)

Youth unemployment: 16.8% (2024 estimate)

Youth Power: 22.3%

Main employer sectors: technology, services, logistics, retail

Main gaps: qualifications, school-to-work transition, poor match between business demand and youth profile

Approach in Campinas: “Anchor-First”

The approach to the FEAC Foundation, a social organization recommended by the UWB Council, represented the first step in evaluating Campinas as a possible anchor city for GOYN. The organization was prioritized for its robust institutional structure, focus on productive inclusion, systemic social investment, and asset capacity, all of which are essential elements for a potential anchor partner.

The in-person meeting held on October 28 brought together leaders from FEAC, United Way Brazil, Juventudes Potentes, and GOYN Global (Aspen Institute) with the objective of presenting the GOYN model, discussing territorial expansion, and evaluating conceptual, operational, and strategic alignment between the parties.

The decision to begin the analysis of Campinas with the **FEAC Foundation** was made because:

- It is one of the most structured organizations in the third sector in the interior of São Paulo.
- It has a history of working on youth, education, and community development agendas.
- It has a strategic vision aligned with collaborative initiatives.
- It already showed an appetite for systemic social impact agendas and has partnerships with the main organizations and government in the territory.



This entry allowed us to quickly understand the city's institutional capacity to receive GOYN.

The FEAC Foundation

Foundation: created in 1964, a private social investment and asset management organization.

Activities: social assistance, productive inclusion, human promotion, territorial development, strengthening of CSOs with projects carried out exclusively in the municipality of Campinas/SP, with a special focus on vulnerable territories.

Model: combines patrimonial resources + partnerships with companies and institutions.

2024 budget: R\$ 36.7 million for social projects. It has the financial capacity to be an anchor.

Governance: Board of Trustees + Executive Board + paid technical team; strong emphasis on transparency.

Program examples: Empreende Campinas, Janela do Bem (donation technology), strengthening CSOs.

Strategic emphases: goals, monitoring, impact assessment, institutional strengthening.

Adherence to GOYN: systemic vision, governance, focus on vulnerabilities, institutional capacity, and clear appetite.



Overview of the Youth Ecosystem in Campinas

Structural Challenges for Youth in Campinas

- **Deep educational inequalities:** according to FEAC, around **90%** of public school **students** have significant deficits in mathematics, Portuguese, and science, which compromises their professional trajectory.
- **Lack of academic foundation and skills gap:** millions of young adults enter the job market without the essential knowledge to advance professionally.
- **Target audience dilemma:** FEAC identifies a tension between supporting young people with more education (and therefore greater employability) or addressing the challenge of **the most vulnerable, disconnected, and less educated** young people.
- **Territorial inequalities** that directly affect access to first opportunities and economic mobility.

Structural Opportunities and Potential Convergences

- Campinas has a strong ecosystem of **universities, technological institutes, and innovation sector**, which could become a major employer for young people seeking opportunities—provided that it is accompanied by real inclusion strategies.
- FEAC sees room for **intersectoral coordination**, especially in the connection between companies, community organizations, and government.
- There is receptivity to initiatives that **reduce hiring biases** and offer new entry points into the labor market (e.g., apprenticeships, hybrid work-study programs).
- The Foundation recognizes that local actors operate in a fragmented manner, reinforcing the need for a coordinating platform.

Visit to the FEAC Foundation

Participants:

- **UWB/JP:** Gabriella, Nayara (in person), Salomão (*online*)
- **GOYN:** Jamie and Zeina (Aspen) and Giuliana (GDI) - *online*
- **FEAC:** [Renato Nahas](#) (Chairman of the Board), [José Dalbem](#) (Executive Director) [Lina Pimentel](#) (Superintendent), [Karina Capelli](#) (Productive Inclusion Coordinator), [Francoise Trapenard](#) (Advisor)

During the meeting, the following key points emerged:

1. Strong Signs of Alignment with the GOYN Model

- FEAC reinforced the **urgency of productive inclusion** as a central axis for protecting vulnerable young people from cycles of violence and precariousness.
- The foundation already works on a **structural agenda**: education, economic opportunities, community strengthening, and access to public services—issues that are directly related to GOYN.
- It recognizes the need for **more systemic**, integrated, and long-term **solutions**, moving away from isolated or overly welfare-based projects.
- It clearly identifies **opportunities for integration** between its repertoire of initiatives and the GOYN methodology (especially mapping, multisectoral coalitions, and the design of collective solutions).

2. Methodological Convergences

- The GOYN approach of **"place-based social change"** directly addresses FEAC's long-term vision for Campinas.
- The focus on **"youth of opportunity"** (young people who are out of school/work, vulnerable, or disconnected) precisely addresses the challenge expressed by FEAC.
- GOYN values **youth leadership** and avoids externally imposed solutions—aligning with FEAC's understanding that programs designed solely by adults do not work.
- The GOYN model reinforces the need to:
 - mapping promising economic sectors;
 - reducing hiring biases;
 - supporting companies in learning strategies;
 - working in coalition with government and civil society.
- FEAC recognized GOYN's logic of avoiding fragmented programs and adults speaking "for young people" as innovative, reinforcing the need for real youth leadership in designing solutions.
- GOYN's emphasis on youth participation was seen as highly aligned with FEAC's desire to build solutions that reflect the real needs and perspectives of Campinas' youth.

Visit to the FEAC Foundation

3. Urgent Issues and Local Challenges Identified by FEAC

- Strong concern for young people who need **immediate solutions** (income, rent, family stability).
- Recognition of the **poor performance of public education** (90% of students with significant learning disabilities).
- Dilemma regarding the target audience:
 - serve young people with more schooling from public schools?
 - Or face the reality of **the most vulnerable and disconnected youth?**

4. FEAC's perception of GOYN's potential

- High degree of connection with what the foundation is already trying to do: bring actors together, generate data, and articulate solutions.
- Appreciation of the approach to **mapping** young people and the labor market.
- Interest in strategies that involve **companies in a non-welfare-based way**, but with a focus on competitiveness and economic growth.
- Recognition of the importance of a **strong anchor partner to coordinate the coalition**—a role that FEAC considers relevant and potentially aligned with its activities.

5. Criticism of traditional youth program models

- FEAC agreed that fragmented programs designed "for young people, without young people" are ineffective.
- It highlighted that GOYN corrects this problem by proposing real youth involvement in decision-making processes.

6. Youth leadership as a pillar of the GOYN methodology

- The active participation of young people was seen as a relevant differentiator of the model.
- FEAC considered it essential to incorporate youth in the mapping, co-creation, and monitoring stages.

7. Alignment with systemic change

- FEAC valued GOYN's proposal to change structures, not just offer one-off programs.
- There was explicit interest in exploring mapping, coalitions, and a 10-year vision.

8. Global evidence

- The impact presented (850,000 young people connected to opportunities around the world) increased FEAC's confidence in the maturity of the methodology.

Visit to the FEAC Foundation

Conclusions and atmosphere of the meeting

- High mutual enthusiasm and recognition that **there is a natural alignment between FEAC and GOYN**.
- FEAC sees potential in combining its initiatives with the GOYN methodology to address complex challenges facing young people in Campinas and understands that the program is aligned with its strategy.
- There is mutual appetite for collaboration, with a good perception of complementarity:
 - a. GOYN contributes **method, data, global coordination, mobilization of companies, and a systemic vision**.
 - b. FEAC contributes **local legitimacy, territorial coordination, in-depth knowledge of Campinas, institutional capacity**, and can even contribute **financial investment**.
- Jamie McAuliffe (GOYN Global) emphasized that FEAC brings together all the typical elements of **an ideal anchor institution**: legitimacy, structure, long-term vision, and consistent action in the territory.
- Both sides expressed **interest in furthering the conversation** and exploring a possible collaborative design for Campinas.

Campinas' potential as a GOYN community



Strengths

- Existence of a solid and legitimate institution — **FEAC Foundation** — with a strategic vision consistent with the GOYN model and willingness to discuss the role of anchor partner.
- An ecosystem with **companies, technology hubs, and educational institutions** capable of generating economic opportunities at scale.
- FEAC's willingness to integrate its agenda with the GOYN methodology, including mapping, coalitions, and multisectoral governance.



Challenges

- **Low educational attainment** and learning deficits may require alternative and intensive training solutions.
- Fragmentation of youth initiatives in the territory requires consistent coordination and clear governance.
- Need to balance the focus between more qualified young people and **more vulnerable** young people—who are GOYN's main target.



Potential with GOYN

- FEAC demonstrates **a strong sense of urgency** regarding youth and a desire for medium- and long-term structural solutions.
- There is explicit openness to exploring a collaborative agenda that aligns public policies, businesses, and the third sector.
- The territory shows potential for systemic experimentation and the production of data applied to youth development.

GOYN BRAZIL EXPANSION

Why Campinas?

Campinas stands out as a highly promising territory for the implementation of a GOYN, especially since FEAC has already signaled its strong interest in assuming the role of anchor institution.

The territory combines social urgency, institutional capacity, and economic opportunities—three essential pillars for a successful GOYN.





GOYN BRAZIL EXPANSION

Porto Alegre

Porto Alegre is one of the most dynamic innovation ecosystems in the country, with strong links between companies, startups, government, and universities. The municipality is home to technology hubs, employability initiatives, acceleration programs, and a territorial agenda focused on innovation and economic reconstruction.

Population: 1.33 million

Young people (15–29 years old): ~24%

GDP per capita: R\$ 54,700

MHDI: 0.805

Youth unemployment: 18%–20%

Youth Power: 23%

Economic vocation: technology, innovation, services

School dropout rate: Porto Alegre ranks among the capitals with the highest rates in the country in the final grades of high school.

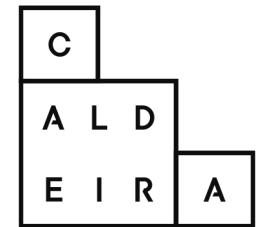
GOYN opportunity: coordinated ecosystem + need for productive inclusion

Approach in Porto Alegre: “Anchor-First”

The entry into Porto Alegre followed the **anchor-first** model, prioritizing dialogue with the **Caldeira Institute** due to its structuring role in the local ecosystem.

The Caldeira Institute, founded in 2021, quickly became the main hub of innovation in the southern region, connecting more than **530 companies**, **130 offices**, technological education programs, resident startups, and public institutions. The rapid growth of its **Geração Caldeira** program, combined with the strong institutional interest demonstrated at the meeting, positions Porto Alegre as a city with high potential for implementing GOYN.

The meeting held on November 13, 2025 (online, brief, objective, and very receptive) aimed to present GOYN, Juventudes Potentes, and the proposal for national expansion. The meeting signaled **strong strategic alignment**, opening doors for future deepening and potential local anchoring.



The Caldeira Institute

Foundation: created in 2021 by large companies in Rio Grande do Sul, an innovation hub and non-profit organization based in the 4th District of Porto Alegre.

Activities: innovation, economic development, talent training, youth employability, multisectoral coordination, and strengthening of the tech ecosystem in Rio Grande do Sul.

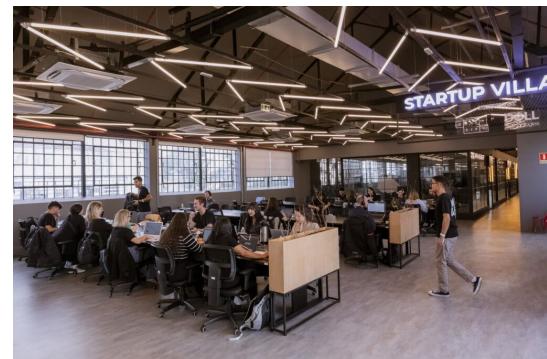
Model: business community with over 40 supporters, resident startups, universities, government, and big tech companies; operates a 22,000 m² physical space and structured educational programs.

Key programs: Campus Caldeira; Geração Caldeira (over 20,000 enrolled, 650 alumni, 450 young employees, R\$4,000 scholarships); Startup Village; open innovation events and programs.

Governance: Executive Board (Pedro Valério), Education and Talent Board (Felipe Amaral), corporate supporters, and institutional partners; constant interaction with government and academia.

Strategic emphases: competitiveness, economic reconstruction, technical and digital training for young people, open innovation, territorial coordination, and systemic transformation.

Adherence to GOYN: strong coordination capacity, robust governance, active business ecosystem, proven experience in productive youth inclusion, and explicit interest in hosting GOYN in Porto Alegre. Need to ensure that initiatives linked to the most vulnerable youth are not subordinated to exclusively technological agendas.



Meeting with Caldeira Institute

November 13, 2025, online

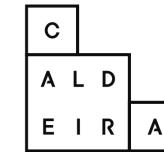
Participants:

- **UWB/JP:** Gabriella Bighetti and Salomão Cunha Lima
- **GOYN/Aspen:** Gabriela Carmo
- **Caldeira Institute:**
 - [Felipe Amaral](#), Director, Caldeira Campus
 - [Santiago Andreuza](#), Manager of New Educational Business.

During the meeting, the following key points emerged:

Role and Strength of the Caldeira Institute

- Community with **530 companies** and **130 connected offices**.
- Home to the Rio Grande do Sul **Secretariat for Economic Development and Tourism**.
- Operating model based on the **quadruple helix** (companies, government, academia, and civil society).
- Strong presence in talent development through the **Caldeira Campus**.



Highlights:

- “We are totally in tune. Caldeira was born global and thinks global.”
- Immediate recognition of the convergence between Caldeira's objectives and the GOYN model.
- Explicit interest in furthering the conversation:

“We are very interested and committed to learning more about the initiative so we can host GOYN in Porto Alegre.”
- Immediate openness to integration with existing programs, especially **Geração Caldeira**.
- Signs that GOYN could strengthen the training and employability agenda already in place.

Meeting with Caldeira Institute

About Geração Caldeira (presented by Felipe Amaral)

- Educational and employability program for young people in Porto Alegre.
- **20,000 enrolled** in the 120-hour online course (Alura).
- In-person track with a selection funnel of **200 students**.
- Scholarships of **R\$ 4,000** per student financed by the Institute.
- Already has **650 alumni** and **450 young people formally employed (under CLT)** in supporting companies.
- Companies pay a membership fee; Caldeira makes verified job openings available directly to students in the program.



Caldeira's perception of GOYN

- High level of **immediate alignment** with the multisectoral coordination model proposed by GOYN.
- Recognition that GOYN can **accelerate, structure, and expand** initiatives that are already underway.
- Strong interest in enhancing the work of the Caldeira Campus and expanding opportunities for youth in peripheral areas.

Meeting Environment and Next Steps Signaled

- Short, objective, highly productive meeting with strong institutional openness.
- Felipe Amaral invited Gabriella Bighetti as **a panelist at AI Day**, reinforcing the willingness to deepen partnerships.
- The detailed invitation included an exclusive meeting with Pegor (TUMO) — a global figure in education and technology — consolidating strategic openness.

Porto Alegre's potential as a GOYN Community



Strengths

- Structured innovation hub with strong governance and legitimacy in the territory.
- Reaching over 530 connected companies — ideal for coordinating youth employability.
- Geração Caldeira program already focused on young people from public schools and with a history of concrete results.
- Explicit openness and institutional enthusiasm to deepen the partnership with GOYN.
- High level of dialogue with the government: Secretariat of Economic Development and Tourism located within Caldeira.



Challenges

- Highly technological ecosystem requires specific strategies for socially vulnerable young people with lower education and low income.
- Need to deepen data collection on youth and map inequalities in the metropolitan region.
- Skill mismatches: technology companies have difficulty finding qualified technical and senior professionals, which creates space for programs such as Geração Caldeira and, potentially, GOYN.



Potential with GOYN

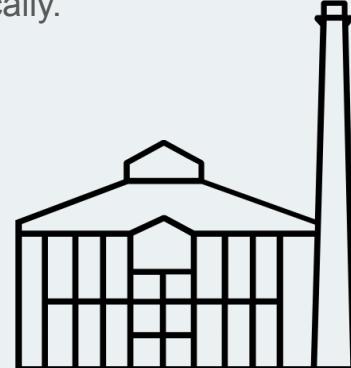
- A highly developed technological ecosystem creates **concrete opportunities** for entry into emerging careers.
- Territorial inequalities and significant rates of Jovens Potência (Powerful Youth) justify structured interventions for productive inclusion.
- The strong presence of companies and educational programs, mainly coordinated by the Caldeira Institute, allows for the rapid activation of coalitions such as GOYN in the territory.

GOYN BRAZIL EXPANSION

Why Porto Alegre?

Porto Alegre is one of the strongest, most organized, and technologically advanced ecosystems to anchor a GOYN. The immediate interest of the Caldeira Institute, combined with the success of Geração Caldeira, positions the city as a highly promising candidate for expansion in 2026.

The dialogue with the Caldeira Institute was GOYN's first move in the Porto Alegre area, given its systemic relevance as a hub for innovation and economic development. The 30-minute meeting held on November 13 clarified the strategic alignment and paved the way for further discussions on governance, opportunity, and the feasibility of anchoring GOYN locally.



GOYN BRAZIL EXPANSION

ENTRY INTO CITIES MULTISECTORAL LISTENING APPROACH

Fortaleza and Recife

Entry into Recife and Fortaleza

In Fortaleza and Recife, we opted for a **different strategy** from that used in Campinas and Porto Alegre. Instead of starting with talks with a potential anchor partner, we designed an **expanded listening route** with local actors, before any institutional definition, since no networks or institutions with systemic action were identified in the diagnosis.

This stage combined three main movements:



Collaborative mapping questionnaire

Sent in advance to strategic organizations in both cities to gather perceptions about youth, existing networks, collaboration, and appetite for long-term intersectoral coordination.



In-person learning visits

With agendas focused on social organizations, government, the private sector, youth, and educational institutions, to understand the nuances of the local ecosystem and validate hypotheses.



GOYN Connection Cafés

Collective meetings that brought together multiple actors to discuss challenges, strengths, and paths toward a possible network for the productive inclusion of young people in each city.

The main objective was to **recognize cities as experts in themselves**, inviting local leaders to co-construct an understanding of the ecosystem and the value proposition of a future GOYN network in the region.



GOYN BRAZIL EXPANSION

Learning Visits Fortaleza and Recife

Visit period:

- **November 10 and 11, 2025: Fortaleza**
- **November 12-14, 2025: Recife**

Participants:

- **Gabriella Bighetti, CEO of United Way Brazil**
- **Gabriela Carmo, representative of the Aspen Institute**
- **Salomão Cunha Lima, Consultant at United Way Brazil**

Objectives:

- Hold face-to-face meetings with key players in productive inclusion in Recife and Fortaleza to learn about the local ecosystem and validate hypotheses and indicators from quantitative and qualitative research (desk research).
- Hold meetings with social organizations to gain an *on-site* understanding of the need and interest in networking with a view to the productive inclusion of young people.



GOYN BRAZIL EXPANSION

Fortaleza

Fortaleza is one of the largest urban centers in the Northeast, with a strong presence of public policies for youth and a strong history of collective impact initiatives, as well as a broad network of collectives, community organizations, and municipal programs focused on culture, sports, innovation, and social inclusion. The city combines high creative and community potential with profound structural challenges, especially for young people in the periphery who are transitioning between school, training, and work.

Population: 2.70 million

Young people (15–29 years old): ~26%

GDP per capita: R\$ 22,800

MHDI: 0.754

Youth unemployment: 25%–27%

Youth Power: ~28%

Economic vocation: services, commerce, tourism, creative economy, technology, and logistics (growing green economy)

School dropout rates and vulnerabilities: high concentration of young people with difficulties staying in school and unequal access to technical and higher education

GOYN opportunity: territory with strong social and cultural density, but with fragmented initiatives; there is clear space to structure a multisectoral network that articulates public policies, collectives, social organizations, and economic opportunities at scale.

Fortaleza: Entry strategy and listening design

In Fortaleza, the starting point was a combination of:

- the national diagnosis made for the GOYN Brazil expansion study; and
- an **online questionnaire** sent to social organizations with relevant activities in the city, to map perceptions, existing networks, and possible strategic allies.

Based on the responses, we mapped a set of **key partners** and built a **2-day Learning Visit itinerary**, with meetings involving:

- the Municipal Youth Secretariat and the Economic Development Secretariat;
- leading social organizations;
- municipal programs and youth spaces (e.g., CUCA Network);
- companies and institutes working with youth, training, and employability;
- universities and professional training institutions.

The central message conveyed to the city was:

- recognize **Fortaleza as a powerful hub for youth and social innovation**;
- to test, together with local actors, whether it would make sense **to co-create an intersectoral network for productive inclusion** anchored in the GOYN vision, in dialogue with existing initiatives.

Fortaleza

QUESTIONNAIRE WITH LOCAL ORGANIZATIONS: DESIGN AND FINDINGS

The **Collaborative Mapping Questionnaire on Local Ecosystems for Youth** was sent to 38 organizations working directly with productive inclusion, human rights, and youth in Fortaleza.

Based on the responses, we had the following initial overview:

- There is **a perception of multiple initiatives for youth**, but **a lack of a clearly structured network** focused on productive inclusion; there is talk of fragmented actions, forums, and collectives that do not yet operate under a logic of collective impact (**collaborative environment classified as average**).
- In relation to **the context of collaboration and private appetite**, some organizations still do not see their role as network leadership (only "maybe" or "it would not be the role of the organization") and "private appetite" is still perceived as limited.
- **100% of respondents indicated that it makes sense to create an intersectoral network** for the productive inclusion of young people in the city, especially given the complexity of the issue, which requires integration between education, culture, sports, work, and public policies.
- The responses highlight that a network would strengthen:
 - the consolidation and monitoring of **public policies for youth**;
 - the visibility and sustainability of social organizations;
 - the coordination between public authorities, companies, youth collectives, and universities.

GOYN BRAZIL EXPANSION

Learning Visit | Fortaleza

The **Learning Visit to Fortaleza** was designed to deepen listening with different sectors over two working days, coordinating:

- technical visits to social organizations and youth programs;
- meetings with municipal and state government officials;
- conversations with companies and social investors;
- moments dedicated to listening directly to young people.

Proposed agenda | Learning Visit - Fortaleza

NOVEMBER 10 | MONDAY

| Time | Stakeholder | Representative | Position |
|-------------------------|--|------------------------------|-----------|
| 10:00 a.m. - 11:30 a.m. | Municipal Youth Secretariat | Júlio Brizzi | Secretary |
| 2:00 p.m. - 6:00 p.m. | Meeting with Social Organizations Location: Accenture Fortaleza Office | | |

NOVEMBER 11 | TUESDAY

| Time | Stakeholder | Representative | Position |
|-----------------------|---------------------------------|------------------|-------------------------|
| 2:30 p.m. - 3:30 p.m. | Inclusive Fortaleza Plan | Cristiane Leitão | First Lady of Fortaleza |
| 4:30 p.m. - 5:30 p.m. | Vice Governor of Ceará | Jade Romero | Vice Governor |

Throughout the visit, there were some changes to the agenda, based on opportunities that arose and unforeseen circumstances.

The meeting with the Vice-Governor of Ceará, Jade Romero, was canceled due to health issues.

On the morning of the 11th, we had the opportunity to visit CUCA José Walter, at the invitation of Youth Secretary Júlio Brizzi, and also to talk to consultant Georgia Pessoa, who was recommended by Viviane Naigeborin (Arymax Institute) and was present at the GOYN Connection Café the previous day.

At Georgia's invitation, we also participated in an event organized by ABRIG - Brazilian Association of Institutional and Government Relations Professionals, on the afternoon of the 11th, attended by Salomão Cunha Lima, while Gabriella Bighetti and Gabriela Carmo were on the agenda with the Deputy Mayor and First Lady of Fortaleza.

GOYN BRAZIL EXPANSION

**Changes to the
Fortaleza Agenda**

Agendas completed | Learning Visit - Fortaleza

NOVEMBER 10 | MONDAY

| Time | Stakeholder | Representative | Position | |
|-------------------------|---|------------------------------|-----------|--|
| 10:00 a.m. - 11:30 a.m. | Municipal Youth Secretariat | Júlio Brizzi | Secretary | |
| 2:00 p.m. - 6:00 p.m. | Meeting with Social Organizations Location: Accenture Fortaleza Office | | | |

NOVEMBER 11 | TUESDAY

| Time | Stakeholder | Representative | Position |
|-----------------------|--------------------------|--------------------|---------------------------|
| 8:30 a.m. - 10 a.m. | CUCA José Walter | Maria Cibely Moura | Youth Program Coordinator |
| 10:30 a.m. - 12 p.m. | Pupa | Georgia Pessoa | Founder |
| 2:30 p.m. - 3:30 p.m. | Inclusive Fortaleza Plan | Cristiane Leitão | First Lady of Fortaleza |
| 2:30 p.m. - 5:30 p.m. | ABRIG Event | Location: IPREDE | |

GOYN BRAZIL EXPANSION

Summary of Meetings | Fortaleza



Shared institutional visions:

- Employability as a central priority of municipal youth policy.
- Current youth structure: JUV Network, CUCA and CRM public facilities with approximately 350,000 registered young people.
- Actions to support ENEM and job and apprenticeship *matching* programs.
- Expansion of apprenticeship positions in Fortaleza.
- Fortaleza has a stable political structure for youth, without institutional conflicts.
- Importance of involving FIEC and Fecomércio do Ceará in the employability agenda.
- Training at CUCA with a focus on pharmacy, supermarkets, neighborhood services, and photography.
- Holding job and apprenticeship fairs with companies and SINE.
- Offering courses in Programming and Green Economy, totaling up to 1,600 positions, with support from SENAI and BNDES.
- Organization of a festival aimed at young people in the creative economy.
- CearáCred as a credit policy for entrepreneurs, with the development of CearáCred Jovem.
- Vocational schools and programs such as Primeiro Passo generate progress and break down stigmas in access to work.



Meeting | November 10, 2025

Júlio Brizzi
Municipal Secretary for
Youth Affairs, Fortaleza

Barriers identified:

- Social inequality, territorial prejudice, and half the population still depending on Bolsa Família.
- Low appropriation of CUCA by surrounding residents due to communication failures that are being worked on.
- Need to get through the year within budget constraints.
- Search for more practical actions to integrate young people.
- Increase in drug trafficking with a direct impact on the territories.
- Primeira Chance as a reference, and reports of competition between organizations for program management.



Visit | November 11, 2025

CUCA José Walter

- We were warmly welcomed by the team and toured all of the facility's equipment.
- A space with a strong presence of cultural and educational activities.
- An active library, with an emphasis on anime and comic books, which are the most sought after by young people.
- To use the computers and the internet, you have to read for a period of time, a policy used to encourage the habit of reading.
- A well-structured theater, used by young people, the community, and partners for performances and cultural activities. It is one of the most sought-after spaces at CUCA.
- The facility's cinema hosts film clubs and regular programming. For many young people, it is their only access to a movie theater.
- Dance studio with young people practicing movements, dance techniques, and theater.
- A widely used water park, notable for its water aerobics classes and strong presence of elderly people and local residents.
- Multi-sport court and crossfit area with heavy use by the community.
- Podcast and radio recording studio at CUCA, where young people from the community produce and present programs.
- Equipped music studio used for rehearsals, learning, and *jam sessions* by young people.
- Photography studio where young people learn photographic techniques and practices.
- The structure of CUCA José Walter presents a robust, organized public policy focused on youth.
- It was observed that some spaces were full, while others could accommodate more young people, possibly due to the schedule or the dynamics of the agenda.
- The presence of drug trafficking in the territories limits the movement of young people between communities and prevents many from accessing structures such as education, culture, and leisure offered by CUCA.



GOYN BRAZIL EXPANSION

Records of the Visit to CUCA José Walter (Fortaleza)





Meeting | November 11, 2025

PUPA **Georgia Pessoa**

- Geórgia Pessoa is a construction company from Ceará with a track record in London, San Francisco, and Rio de Janeiro. She recently returned to Ceará with a strong presence in the interface between philanthropy, private social investment, and grassroots organizations.
- She is structuring the Pact Against Hunger and its link to productive inclusion, at the request of Geisy Diniz.
- The Pact has an implementation forum that brings together the third sector, government, companies, media, and academia, with about 20 participants. Meetings are held every two months in working groups. The Pact pilot will be carried out in Ceará.
- The Bem Maior Movement, connected to the Pact, has already mobilized around R\$2 million in two years to combat hunger with a focus on productive inclusion, mainly for women and young people.
- Geórgia cited the organization "Somos Um" (We Are One), from Ceará, which holds *hackathons* focused on productive inclusion.
- She mentioned Astor Capital, a family office that is conducting a survey with 27 family offices on social investment activities.
- Georgia presented Pupa, her consulting firm, and opened up the possibility of a GOYN alliance in Ceará, connected to the Pact Against Hunger, with a focus on Fortaleza and young people.
- The Pact's current financing structure involves grants through public notices, *hackathons*, and the mobilization of stakeholders who act as anchors.
- They are funding a study on social investment in industrial regions and reinforced the importance of involving FIEC in this agenda in partnership with GOYN.
- Geórgia suggested that GOYN count on her advisory support next year to identify an anchor entity in Fortaleza in advance of opening a call for proposals. The intention is to ensure precision in choosing the organization that will have a strategic relationship with GOYN. She made herself available, via Pupa, to carry out this identification process.
- She expressed interest in aligning the Pact Against Hunger in Ceará project, with a focus on the productive inclusion of young people, with the presence and activities of GOYN in Fortaleza.



Meeting | November 11, 2025

Gabriella Aguiar and Cristiane Leitão

Deputy Mayor and First Lady of Fortaleza

The meeting addressed the municipal administration's strategic vision for childhood, youth, inclusion, and structural social policies in Fortaleza. The main points discussed were:

Deputy Mayor of Fortaleza, Gabriella Aguiar

- She expressed her full interest in the agenda and highlighted that this is a unique political moment, with alignment between the state, municipal, and city levels.
- She signaled the importance of considering the existing and active third sector, with many organizations in partnership.
- There are multiple possibilities for institutional anchors for partnerships.
- The Monitoring, Evaluation, and Learning infrastructure already exists in the city, which facilitates the implementation of initiatives.
- Fortaleza already has structured policy management.
- Each city has its own expertise, and based on this, plans are designed jointly.
- It was highlighted that young people want opportunities and a different life, but these opportunities do not come.
- There is, therefore, a concrete opportunity to change the lives of young people in the city.
- The Inclusive Fortaleza Plan has the capacity to enter and collaborate in many strategic conversations within this ecosystem.



Meeting | November 11, 2025

Gabriella Aguiar and Cristiane Leitão

Deputy Mayor and First Lady of Fortaleza

First Lady of Fortaleza, Cristiane Leitão – Children's City and Inclusive Fortaleza Plan

- The Children's City was presented as a structured circuit for child protection and development.
- The Fortaleza Inclusiva Program has ten pillars and operates with coordination that brings together different departments to ensure a broad and integrated view of childhood.
- The management adopts a broader vision, with collaborative action within a larger plan and statute.
- The policy is permanent and already serves around 80,000 children.
- There is a strong focus on understanding and addressing specific vulnerabilities in the territories.
- Girassol was presented as a diagnostic and care center, with plans to open twelve units in the city.
- The main concern is the inclusion of young people with disabilities, ensuring that they receive training within public facilities.
- It was mentioned that in three years, virtually all families will have contact with neurodivergence issues, such as autism.
- The inclusion of people with disabilities is a priority, with an emphasis on the fact that companies need to hire young people with disabilities due to quotas.
- There is specific interest in the topics of sports, culture, and the inclusion of people with disabilities.



Event | November 11, 2025

2nd EDITION CONEXÃO RIG Ceará Edition

About the event:

- Participation in the event “2nd EDITION CONEXÃO RIG – Ceará Edition Strengthening to Influence: Professionalizing advocacy to expand social impact
- Event organized by ABRIG, the Brazilian Association of Institutional and Government Relations, held at IPREDE in Fortaleza, a social organization recognized for its advocacy work in early childhood.

Main discussions:

- Attendance by companies such as Diageo, Solar Coca Cola, ArcelorMittal, and Edison Queiroz.
- Participation of the Institute of Finance Executives of Ceará and representatives of the Export Processing Zone of Ceará.
- The Beto Studart Foundation was present as a relevant grantmaker in the state.
- After the event, contacts were established with several participants to generate connections and social investment opportunities focused on GOYN in Fortaleza.
- Georgia Pessoa represented Pupa and presented the difference between philanthropy and social investment, reinforcing the professionalization of the third sector.
- She mentioned initiatives such as the Arapiaú Institute, supported by Guilherme Leal of Natura, and examples of PPPs for parks presented by Pedro Passos.
- She shared reflections on legal obligations, philanthropy, and social responsibility.

General perceptions of the ecosystem:

- The event was poorly attended, with no space for networking, revealing a lack of coordination among local companies on issues of social investment and collective impact.
- Despite this, it was possible to observe that the local ecosystem still concentrates its actions in the operational environment of companies, with little prioritization of systemic changes or agendas with expanded impact in the region.

GOYN BRAZIL EXPANSION

GOYN Connection Café | Fortaleza



One of the highlights was the **GOYN Fortaleza Connection Café**, designed as a space to:

- present, in accessible language, the GOYN vision and the lessons learned from Juventudes Potentes;
- reinforce that the purpose of the visit was not to "bring a ready-made model," but **to co-construct, with those already working in Fortaleza**, an understanding of the ecosystem and the design of a possible network;
- explicitly recognize the organizations present as **local references** in the youth agenda.

The key message conveyed to the group was:

"We believe in the transformative potential of Fortaleza and want to co-create, with you, a powerful intersectoral network focused on the productive inclusion of young people."



GOYN BRAZIL EXPANSION

GOYN Connection Café
Fortaleza

The meeting took place on November 10, 2025, at the **Accenture office in Fortaleza** (Scopa Platinum Corporate - R. Monsenhor Bruno, 1153 - G4 - Aldeota, Fortaleza /CE), with the following schedule:

SCHEDULE

2:30 p.m. - Opening:

- Pedro Prudêncio - Director, Accenture Brazil
- Gabriella Bighetti, CEO United Way Brazil
- Gabriela Carmo, GOYN Global/Aspen Institute

2:45 p.m. - **Presentation round** by participating organizations

3:15 p.m. - **Presentation of GOYN and the São Paulo experience (Juventudes Potentes)** | Gabriella Bighetti (UWB) and Gabriela Carmo (Aspen)

4:15 p.m. - Coffee break

4:30 p.m. - **Active Listening Exercise** with participating organizations in groups | Salomão Cunha Lima (UWB)

5:15 p.m. - **Presentation of each group's learnings** in plenary

5:45 p.m. - **Next steps and closing** | Gabriella Bighetti (UWB)



GOYN BRAZIL EXPANSION

**GOYN Connection Café
Fortaleza**

The meeting was attended by **28 people** representing **18 organizations**:

1. First Chance Association
2. Santo Dias Association
3. Support Group for Disadvantaged Communities Association
4. Accenture
5. IDESQ - National Institute for Social Development and Professional Qualification
6. IEP
7. iJovem CIEE
8. Arowana Institute
9. Lobas Institute
10. People of the Sea Institute - IPOM
11. IPREDE - Early Childhood Institute
12. ISBET
13. Nelson Willians Lawyers
14. NGO Seed for the Future
15. Ruma
16. Municipal Youth Secretariat
17. Social Brasilis
18. We Are One
19. UNICEF
20. World Vision



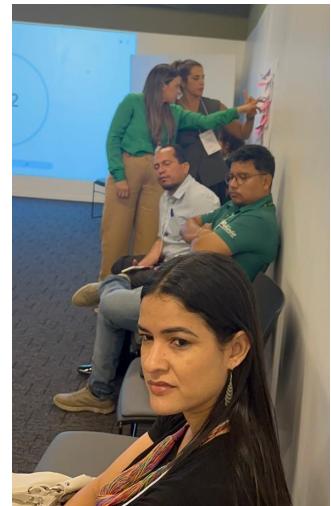
GOYN BRAZIL EXPANSION

**GOYN Connection Café
Fortaleza**

A dynamic exercise was carried out with the aim of generating deep listening about **barriers, opportunities, and potential** in the territory for the productive inclusion of young people.

We divided the workshop participants into three multisectoral groups, and each group had to answer the following three questions:

- What are the main obstacles today for young people to access work and income in Fortaleza?
- Does the local ecosystem (government, companies, CSOs, schools/IFs/S System) already work in an integrated way to include young people?
- Would it make sense to strengthen this agenda through a structured network? What would be the priority in 1 and 3 years?



GOYN BRAZIL EXPANSION

**GOYN Connection Café
Fortaleza**

Shared visions

CHALLENGES OF PRODUCTIVE INCLUSION IN FORTALEZA

1. Mismatch between supply and demand

- Job offers are not keeping pace with technological advances
- Companies are advancing slowly and conservatively
- Young people seek opportunities connected with innovation, autonomy, and purpose

2. Young people who are left out of everything

- There are young people who are not part of the communities most served by social projects
- Nor are they part of the middle or upper-middle class, which has access through family networks
- These young people are left in the middle, without access to information, networks, or opportunities
- They represent a significant portion of Ceará's youth and remain invisible

3. Practical barriers

- Companies do not hire minors under the age of 18
- Micro and small businesses are reluctant to hire young people
- Structural misinformation
 - Young people do not know where to find opportunities
 - Companies do not understand how to attract young people
- Formal attire as a barrier: young people borrow clothes for interviews
- Online gambling keeps young people away from school and work

4. Mental health as an urgent issue

- Young people face high levels of anxiety
- Low planning capacity due to emotional overload
- Lives marked by loss, instability, and insecurity
- The ecosystem has not yet incorporated mental health as a central focus

5. Generational changes and conflicts with the market

- Young people reject rigid hierarchical structures
- They are unwilling to submit to the rules of the previous generation
- They seek autonomy, flexibility, purpose, and meaning
- Companies and managers are not prepared to learn from young people
- Leaders lack openness to recognize the power of youth
- Young people do not see work as a final destination, but as part of life
- There is a generational clash between expectations of stability and expectations of freedom

Shared visions

FUNCTIONING OF THE LOCAL ECOSYSTEM

Government

- There are policies and programs, but they are fragmented
- Lack of focus on learning, coordinated full-time schooling, and career guidance
- Little integration between levels of government

Business

- Low awareness of youth hiring
- Conservative practices
- Organizational culture poorly suited to young people
- Lack of information on incentives and apprenticeship policies

Schools

- Advances in full-time schools, but without a comprehensive view of young people's journeys
- Little connection with employability
- Curricula poorly adjusted to real market demands

S System

- Relevant and underutilized structure
- Perceived as closed and inaccessible
- Potential to be a facilitator, but does not yet perform this role

Third sector

- Strong, present, diverse
- Lack of integration and shared governance
- Each organization operates under its own banner and priorities, without alignment
- Many NGOs have worked together for years — alumni of each other's programs

Final diagnosis

- The actors exist and are competent
- What is lacking is integration, governance, and a common purpose

Shared visions

MEANING AND NEED FOR GOYN IN FORTALEZA

According to the participants' vision, here are the recommendations and priorities for the first three years:

Year 1: Diagnosis and change of mindset

- Data clash
- Comparison between official data and perceived reality
- In-depth diagnosis of youth
- Survey of existing networks and gaps
- Work to change mindsets among business leaders, government, and social actors
- Strengthening the ecosystem through events, meetings, debates, and awards
- Small pilot projects and experimental collaborations
- Initial tests to demonstrate the potential of collaboration

Year 2: Development, professionalization, and local vocations

- Advancement in culture, creative economy, technology, and innovation
- Integration with existing initiatives
 - social entrepreneurs
 - Cultural accelerators
 - training methodologies and free platforms
- Mapping skills for the clean energy economy
- Training coordinated with Sistema S, schools, and companies
- Integration with programs such as One Million Opportunities, Transforma Brasil, qualification platforms, and national networks
- Income, motivation, and retention strategies

Year 3: Governance and sustainability

- Consolidation of agreements with government and large companies
- Local plan for decent work and employability
- Structuring of network financing
- Creation of long-term shared governance
- Expansion of public policies
- Expansion to a larger scale of operation

Shared visions

MEANING AND NEED FOR GOYN IN FORTALEZA

The organizations stated that:

- it makes sense
- it is necessary
- the ecosystem already has strong components, but they are not coordinated
- a structured network would solve the fragmentation
- it would enable clear governance and real cooperation
- it would provide political and technical legitimacy to strengthen youth
- it would make it possible to align data, opportunities, and priorities
- it would bring coherence to efforts that are currently isolated

Other relevant observations raised in the groups

- The ecosystem is old and operates in silos
- There is a lack of a common purpose that unites the actors
- Young people need to be seen beyond work
- It is necessary to look at purpose, identity, and autonomy
- The GOYN network can unify efforts and unleash existing potential

Shared visions

Perception survey conducted after the workshop

Keywords most frequently cited by participants when defining the meeting:



Promising

Recurring term that indicates strong hope in the movement's potential for transformation.



Connection

The perception that institutional "isolation" is being broken down in favor of a unified network.



Innovative

Recognition of new methodologies and approaches brought in to solve old problems.

Shared visions

Relevant Strategic Insights

Renewable Energy

ISBET highlights the urgency of preparing young people for the clean energy market, connecting technical training with global demands.

Generational conflict:

The Arowana Institute points out the challenge of reconciling the expectations of modern youth with the traditional reality of the job market.

Self-sustainability:

The Primeira Chance Association reinforces the need to create an ecosystem that does not depend solely on one-off donations.

Essential factors for impact

Ethics and Transparency: Explicitly mentioned (IEP) as a fundamental pillar for trust in the network.

Private Sector Engagement: NGOs call for real help and partnership from companies, not just welfare.

Public Policies: The presence of the State is seen not as a regulator, but as a facilitator of scale.

Commitment: Moving from paper and "signatures of intent" to daily practice (Iprede).

Shared visions Intention of continuity

100

Intention to continue

All nine respondents said they were interested in continuing the dialogue.

"Networking is a basic premise... However, the journey must be guided by ethics, transparency, and growth opportunities for everyone involved."
— Monica Rabelo, Instituto de Educação Portal (IEP)

Fortaleza's potential as a GOYN Community



Strengths

- Strong presence of **social organizations, collectives, and public programs** focused on youth, culture, sports, and innovation—with relevant experience in employability, entrepreneurship, and human rights.
- Existence of **public policies and municipal programs focused on young people** (such as initiatives linked to the Secretariat of Youth and the Secretariat of Economic Development), which can dialogue with a long-term network strategy.
- Perception that intersectoral coordination could **transform culture, sports, and innovation into strategic paths for productive inclusion**, preventing the loss of talent and strengthening youth leadership.



Challenges

- Fragmentation of initiatives: Little structured integration between education, training, psychosocial support, and productive inclusion.
- Financial and institutional sustainability: Weaknesses in many organizations operating in peripheral territories.
- Youth participation: Need to expand effective spaces in the definition of policies and programs.
- Armed groups: Advances in some territories, limiting mobility, access to equipment, and direct implementation in certain communities.



Potential with GOYN

- Fortaleza appears to be a context with **high creative and social potential**, where the creation of a GOYN network could act as a **structure for collective impact**, connecting public policies, community initiatives, and economic opportunities for young people on a large scale.

GOYN BRAZIL EXPANSION

Why Fortaleza?

Fortaleza has one of the most vibrant, diverse, and mobilized social ecosystems in the country, with a strong presence of community organizations, youth collectives, cultural movements, public facilities, and government programs focused on youth. The city combines creative power with a significant contingent of young people in peripheral areas, living with structural inequalities and significant challenges in the transition from school to work, especially among those with lower levels of education, in vulnerable situations, or removed from the formal market.

The expanded listening process carried out through the questionnaire, technical visits, and the Connection Café revealed a **plural, active, and highly collaborative** ecosystem, with engaged leaders, a government open to innovation, and a strong presence of collectives, social organizations, and support networks. At the same time, the **absence of a formal structure for intersectoral coordination** was evident, which limits the scale and sustainability of existing initiatives.

Fortaleza has a proven track record of multisectoral initiatives, such as recent municipal pacts, demonstrating greater naturalness and maturity for collective impact approaches.

Fortaleza therefore appears to be a **strong candidate for the expansion of GOYN**, offering: high social capital; a clear willingness to co-construct; collective recognition of the need for a structured network; and a context where a collective impact platform could unlock economic opportunities for vulnerable youth, integrating public policies, civil society, the private sector, and territorial innovation.



GOYN BRAZIL EXPANSION

Recife

Recife is one of the most dynamic ecosystems in the Northeast, combining a consolidated technology hub—led by Porto Digital—with a strong presence of universities, innovation centers, health institutions, and an active network of social organizations and youth collectives. The city has a high cultural, economic, and educational density, but also faces deep territorial inequalities that directly affect the trajectories of peripheral youth, especially in terms of school retention, professional qualification, and entry into the labor market.

Unlike other cities, Recife has a robust ecosystem, but one marked by fragmentation and competition between organizations — many of which have explicitly expressed resistance to collaboration due to disputes over resources.

Population: 1.66 million

Young people (15–29 years old): ~25%

GDP per capita: R\$ 26,300

MHDI: 0.772

Youth unemployment: 28%–30%

Youth Power: ~30%

Economic vocation: technology (Porto Digital), health, services, tourism, creative economy

School dropout rates and vulnerabilities: marked inequalities in access to technical, vocational, and higher education; additional barriers for young people from the periphery, school dropouts, and those in socio-educational programs

GOYN opportunity: territory with a robust ecosystem of innovation and training, but still marked by fragmentation; there is strategic space for a multisectoral network that connects technologies, public policies, social organizations, and youth to expand economic opportunities in a structured manner.

Recife: Entry strategy and listening design

In Recife, the entry path also combined:

- the GOYN national expansion study; and
- a **collaborative mapping questionnaire** sent to key organizations in the city, followed by a Learning Visit with sectoral agendas and a Connection Café.

The design sought to:

- map organizations with **capillarity in peripheral territories, socio-education, and public policy**, such as Instituto Fênix, Grupo Adolescer, and SENAC/PE;
- engage strategic actors in **the innovation and technology ecosystem**, such as Porto Digital, Embarque Digital, and partners;
- connect with **municipal and state governments**, especially in the areas of youth, social development, labor, and professional training.
- The message conveyed was that Recife brings together **two powerful ecosystems—technology and health—and a rich scene of youth collectives and social organizations**, and that GOYN could be a platform to articulate these assets around a structured agenda for the productive inclusion of young people.

Recife

QUESTIONNAIRE WITH LOCAL ORGANIZATIONS: DESIGN AND FINDINGS

The **Collaborative Mapping Questionnaire** was sent to 21 organizations (out of an initial universe of 40 mapped organizations), with three responses received from actors with strong local capillarity (Instituto Fênix, SENAC/PE, and Grupo Adolescer).

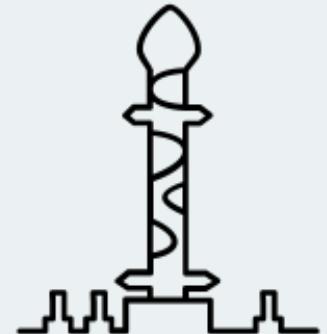
- **Main findings:**
 - **100% of respondents believe that it makes sense to create an intersectoral network** for the productive inclusion of young people in Recife, especially given the high vulnerability rates of young people from peripheral areas, those serving socio-educational measures, or those leaving the prison system.
 - There is consensus on the importance of connecting **professional training, employers, the public sector, and civil society**, with an emphasis on technology and health ecosystems as vectors of opportunity, provided they are accompanied by preparation and qualification.
- **On collaboration and private appetite:**
 - the collaborative environment is perceived as **average** (all responses scored "3" on a scale of 1 to 5);
 - there is **disagreement** regarding private appetite for financing a long-term network (scores between 1 and 4), which highlights potential, but also the need for a **careful strategy to mobilize companies and social investors**.

GOYN BRAZIL EXPANSION

Learning Visit | Recife

The **Learning Visit to Recife** was planned to take place over three working days, combining:

- meetings with the Secretariat for Youth, the Secretariat for Labor and Professional Qualification, and the Secretariat for Science, Technology, and Innovation;
- meetings with Porto Digital, Instituto Pipa, Casa Zero, among others;
- visits to social organizations with a strong focus on youth, such as the JCPM Institute.



Agendas completed | Learning Visit - Recife

NOVEMBER 12 | WEDNESDAY

| Time | Stakeholder | Representative | Position |
|---------------------------|---|---|--------------------------------|
| 12:00 p.m. - 1:30 p.m. | Moura Group | Pedro Ivo Moura | Shareholder and Philanthropist |
| 2:00 p.m. - 3:30 p.m. | Recife Secretariat of Labor and Professional Qualification | <u>Isabella de Roldão</u> | Secretary |
| 4:00 p.m. - 5:30 p.m. | Porto Digital | <u>Mariana Pincovsky</u> | Executive Director |
| 6:00 p.m. - 8:30 p.m. | JCPM Institute | Lucia Pontes | Director of Social Development |

On the morning of the 12th, the GOYN team (Aspen/UWB) was in transit by air from Fortaleza to Recife.

Agendas completed | Learning Visit - Recife

NOVEMBER 13 | THURSDAY

| Time | Stakeholder | Representative | Position |
|-----------------------|---|--|-----------------------------|
| 2:00 p.m. - 3:30 p.m. | SECTI/PE (State Secretariat for Science, Technology, and Innovation) | <u>Teresa Maciel</u> | Executive Secretary of CT&I |
| 4:00 p.m. - 5:00 p.m. | Casa Zero | <u>Navila Alencastro</u> | CEO |

NOVEMBER 14 | FRIDAY

| | |
|---------------------|--|
| 8:15 a.m. - 12 p.m. | GOYN Networking Coffee in Recife Location: Accenture Innovation Center |
|---------------------|--|

The morning of the 13th was dedicated to internal meetings (UWB and Aspen) and an online meeting with the Caldeira Institute to begin negotiations for GOYN's expansion to Porto Alegre.

On the afternoon of the 14th, we held a debriefing and evaluation over lunch and then headed to the airport.

In Recife, all schedules were maintained. However, it was not possible to contact the Municipal Secretary of Youth and his team, either before or during the visit, as they were at COP30 in Belém do Pará.

GOYN BRAZIL EXPANSION

Summary of Meetings | Recife





Meeting | November 12, 2025

Pedro Ivo Philanthropist from Pernambuco

At the meeting, GOYN was presented with Aspen's vision and the Juventudes Potentes case was brought up with the aim of explaining GOYN's expansion strategy to Recife and counting on its investment support and local coordination.

Suggested institutional connections:

- Judge Dr. Helio Brás, Pernambuco Court of Justice, Childhood and Youth, Novos Rumos program.
- Itamaracá Transportes, with the Ponto Cidadão project in Igarassu, contact: Alfredo Bezerra Leite.
- Julietto Restaurant Chain, contact: Rose Guareste.
- FIEPE, contact: Israel.
- TECOM Suape, cargo transport, contact: Beto Miranda, who leads the training program in Cabo de Santo Agostinho
- Movimento Rede Tênis Brasil (Brazil Tennis Network Movement), contact: Davi, a reference in squash and tennis.



Meeting | November 12, 2025

Isabella de Roldão

Secretary of Labor and Professional Qualification of Recife

Main points raised by the secretary

- The secretary was present at the beginning of the meeting and presented the main current challenge: dropout rates in professional qualification courses, especially among young people.
- She linked this dropout rate to the lack of development of social-emotional skills, which impact continuity, discipline, and engagement.
- She highlighted the disparity between market demands and the skills available in the territories, reinforcing that this is a critical issue that must be addressed.
- The secretariat acts as a connection hub, coordinating initiatives between various departments, including Social Assistance and the Secretariat for Women.

Programs and tools presented

GoRecife: Platform created by the Recife Secretariat of Science, Technology, and Innovation.

- GO stands for generation of opportunities.
- A WhatsApp channel that facilitates access to job openings and information, reducing travel.
- It already has more than 3,000 registered jobs, 200,000 resumes, and 20,000 opportunities filled.
- It also works in integration with the Conecta Recife app, originally created for Covid vaccination and now a central point of communication for opportunities.
- Delivery strategies include one-click and zero-click messages, as part of the policy of digitizing public services.



Meeting | November 12, 2025

Isabella de Roldão

Secretary of Labor and Professional Qualification of Recife

Structure of the Secretariat

- It has 17 schools distributed across six regions of Recife, focusing on formal employment and entrepreneurship.
- Course portfolio under review to respond to the most urgent qualification demands.
- Seeks to align its curriculum with the S System.
- The team includes psychologists and works directly with HR departments to adjust job descriptions and reduce barriers to entry.

Expansion and coordination

- GoRecife is in the process of expanding to Porto Alegre and also to Sergipe, in the Aracaju region.
- There is coordination with the Ministry of Labor to transform the initiative into a national public policy, under the name Go Brasil.
- Revision of courses will include *soft skills* and content related to the green economy.

Interest in the collaborative model

- The secretariat showed interest in understanding the collaborative model and made itself available to actively participate in this agenda with us.
- After the secretary left, three executive secretaries from the internal areas of the secretariat remained at the meeting to further the operational discussion.



Meeting | November 12, 2025

Mariana Pincovsky

Executive Director of Porto Digital

Context of the Territory

- Recife has territorial inequality, with rich regions and decentralized slums close to high-end neighborhoods. Even so, the city is not heavily influenced by drug trafficking.

Information about Porto Digital and Embarque Digital

- Mariana coordinates Embarque Digital (4th class, 279 students). Approximately 70% of graduates are employed.
- Porto Digital has about 470 companies, and Embarque Digital has already trained approximately 2,000 young people, a public policy that is already being replicated in Brasília and Aracaju.
- The technology sector in Recife is booming, requiring technical and socio-emotional skills.

Partnerships and Results Presented

- Mariana emphasized that focusing only on Porto Digital is a bubble, as the young people who arrive are already prepared.
- Example: SAP training program (partnership with EY, Deloitte, NTT Data, and Accenture): 4,200 registrations, class of 60 students. Fifty-seven completed the program and 54 were hired (in-person, evening course, 2.5 months).
- Embarque Digital trains 250 young people per semester (Senac, CESAR School, Unicap).
- Porto Digital offered higher education classes for 50 transgender people (25 in technology), with articulation for employability in Recife Antigo.

Vulnerability and Training Base

- For the inclusion of vulnerable young people, the following needs were highlighted:
 - Digital literacy in communities.
 - Structured psychological support.
- The importance of funding for scholarships and long-term public policies was reinforced.

Network Collaboration: Despite the robust work and ability to inspire public policies, there was not much openness to collaborative networking with GOYN.



Overview and Territorial Operations

- The JCPM Institute (presented by Lúcia and Carla) offers courses in computer science, technology, and other training aligned with the needs of the JCPM Group (especially Shopping RioMar).
- Territorial activities focused on communities near the mall, such as the Bode slum, involving the community even before construction begins (including hiring residents for the construction work).

Structure and Environment

- Well-structured, well-maintained, and well-equipped space, with morning, afternoon, and evening classes.
- Strong presence of engaged young people and involved teachers; the maintenance of the furniture is credited to the care of the young people themselves.

Connection with the Market and Opportunities

- Promotes constant connection with the market (lectures, fairs, interaction with companies).
- Discussion about the selectivity of positions at Porto Digital and mention of projects for transgender people, black people, and young apprentices.
- They highlighted the importance of young people having a formal job before starting a business.
- They created a social kiosk in the mall after researching interests.
- Mobilization via word of mouth, digital networks, and community leaders.

Social Strategies and Network

- Pernambuco has companies that invest in youth, employability, and inclusion.
- JCPM Group guidelines: does not work with public funds or act in network coordination.
- Despite this, they recommended strategic names for the GOYN agenda in Pernambuco (Fábio Silva/Casa Zero, Baterias Moura, Grupo Altitude, LIDE Pernambuco).
- They sent two representatives to the GOYN Connection Café, despite initial resistance.

Social Focus, Results, and Indicators

- Serves the most vulnerable young people, not the most privileged.
- They reinforced the need for stronger public policies for young people (education, leisure, sports, and culture).
- Partnership Program: students from full-time schools fulfill part of their course load at the Institute, focusing on life projects.
- Indicators monitored: Employability, NPS, Improvement in school/grades, Pass rate on the ENEM, and Reduction in dropout rates.
- Conexão Juventude promotes talent shows, and around 70 young people take the ENEM after the Institute's intensive classes.

Meeting | November 12, 2025

Lucia Pontes
JCPM Institute





Meeting | November 13, 2025

Teresa Maciel

Executive Secretariat for Technology, Science, and Innovation of Pernambuco

- Meeting with Teresa Maciel (Executive Secretary of Strategy) and Marcelo Magalhães (Director of Innovation). They support GOYN in Brazil and recognize the value of a collaborative approach.
- The state invests in technology and innovation, coordinating with Youth, Education, and Economic Development, and offers scholarships for higher education in technology.
- There are 50 Espaços Cria (public maker spaces in schools), 80% of which are outside the Recife Metropolitan Region, with a goal of expanding to 150. Interiorization is central to local development.
- The Secretariat has a partnership with SESI for the Robotics Center (focus on Industry 4.0), acts as a startup incubator, and strengthens technology parks (e.g., ParcTel in Recife).
- Productive sectors have potential, but companies show little movement towards innovation. There is great interest among young people in entrepreneurship in the Espaços Cria.
- The Secretariat's investment has quadrupled in the last two years. This public policy is being replicated in Aveiro (Portugal), Petrolina, and Caruaru.



Meeting | November 13, 2025

Návila Alencastro **CEO of Casa Zero**

- The visit was conducted by Návila Alencastro (CEO) and Bárbara.
- Casa Zero has been operating for 15 years, focusing on volunteer work and emergency response, and was founded by Fábio Silva, who has a great capacity for social mobilization in Pernambuco.
- Social technologies and programs:
 - Novo Jeito: Supports mayors in creating mobilization advisory services, strengthening the institutional image.
 - Works with children and adolescents on citizenship issues.
 - Transforma Recife: Digital volunteering platform (with a volunteer meter installed), awarded by UN Habitat and expanded to Campinas, Belo Horizonte, Rio de Janeiro, Caruaru, and Petrolina. In 2018, it became Transforma Brasil (+ 5,000 initiatives).
 - Porto Social (2016): School of social entrepreneurship. Holds annual calls for proposals for leaders (focus on communication and fundraising via mentoring). It became public policy, training more than 400 leaders.
- Casa Zero developed a mental and emotional health program, using Recife as a laboratory for further expansion.
- The institution operates in a donated space, with exclusively private resources (donations from about 70 companies).
- They seek to "open the door" so that social initiatives feel part of a shared hub.
- Areas of activity: Productive inclusion, culture, and creative economy.
- Training: Entrepreneurship and employability tracks.
- Priority audiences: Young people, local community, tourism, volunteering, entrepreneurship, and social initiatives.
- Financing model: Parliamentary amendments, donations from congressmen, and contributions from companies (ESG agenda). They are developing a social franchise model.
- Expansion: They created Casa Zero 011 (IADD 011) in São Paulo, in partnership with the State Government (Superação Program). They see Recife as a showcase and São Paulo as a showroom.
- Interest in collaborating with GOYN: Motivation to support public policies, strengthen social initiatives, and contribute to the GOYN agenda in Recife by participating in coordination and mobilization efforts.

GOYN BRAZIL EXPANSION

GOYN Connection Café | Recife



The **GOYN Recife Connection Café**, held in partnership with Accenture, was structured to:

- present the vision for GOYN's expansion and lessons learned from Juventudes Potentes;
- listen to the ecosystem about **the strengths and weaknesses** of productive inclusion of young people in the city;
- test the appetite and possibilities for **early engagement of potential partners** in the local network.

The key message to the group was:

"We want to build with you. We consider your organizations to be experts in the territory and references for a new stage of productive inclusion of young people in Recife."



GOYN BRAZIL EXPANSION

**GOYN Connection Café
Recife**

The meeting took place on November 14, 2025, at the **Accenture Innovation Center in Recife** (Av. Alfredo Lisboa, 12, Recife Antigo, Recife/PE), with the following schedule:

SCHEDULE

8:45 a.m. - Opening:

- Luis Fernando - Director, Accenture Brazil
- Alyson Alves - Accenture Youth
- Gabriella Bighetti, CEO United Way Brazil
- Gabriela Carmo, GOYN Global/Aspen Institute

9:00 a.m. - **Presentation round** for participating organizations

9:30 a.m. - **Presentation of GOYN and the São Paulo experience (Juventudes Potentes)** | Gabriella Bighetti (UWB) and Gabriela Carmo (Aspen)

10:30 a.m. - Coffee break

10:45 a.m. - **Active Listening Exercise** with participating organizations in groups | Salomão Cunha Lima (UWB)

11:20 a.m. - **Presentation of each group's learnings** in plenary

11:50 a.m. - **Next steps, closing, and official photo** | Gabriella Bighetti (UWB)



GOYN BRAZIL EXPANSION

**GOYN Connection Café
Recife**

Forty-seven people representing 32 organizations were present:

1. Acumuladores Moura SA
2. AMCHAM
3. ARIA SOCIAL
4. ASSOCIATION OF PARENTS, FRIENDS, AND PEOPLE WITH DISABILITIES OF BANCO DO BRASIL EMPLOYEES AND THE COMMUNITY (APABB PE)
5. Ponto Cidadão Association
6. CESAR
7. Cordel
8. Adolescer Group
9. JCPM Group
10. Women of Brazil Group - Recife
11. Salesian Province of Northeast Brazil
12. Fênix Institute
13. Formar Institute
14. Recife Shopping Institute
15. JA Pernambuco
16. LIDE Pernambuco
17. Memaker
18. Nelson Wilians Lawyers
19. NGPD - Porto Digital Management Center
20. Citizen Network
21. Change the World Network
22. Renapsi
23. SEBRAE/PE
24. SDG Seal BRAZIL/ Voices of Inclusion Institute
25. SENAC-PE
26. TJPE/Childhood and Youth Coordination/Learning Center
27. TOTVS
28. Court of Justice of Pernambuco
29. UNIFBV
30. Recife Children's Court
31. Verda
32. Viana e Moura Construções / Pipa Institute



GOYN BRAZIL EXPANSION

**GOYN Connection Café
Recife**

An activity was carried out with the aim of generating deep listening about **barriers, opportunities, and potential** in the territory for the productive inclusion of young people.

We divided the workshop participants into three multisectoral groups, and each group had to answer the following three questions:

- What are the three main challenges for young people accessing work and income in Recife today?
- How do you assess the degree of integration/collaboration between the various actors in the productive inclusion ecosystem in Recife (government, companies, CSOs, schools/IFs/Sistema S)?
- Would it make sense to strengthen this agenda through a structured network? What would be the priority in one and three years?

The groups discussed the main challenges, opportunities, and needs of the youth employability ecosystem in Recife. The analysis reveals an environment with relevant but still fragmented initiatives, with few connections between government, companies, social organizations, and young people. There is consensus on the need for a structured network such as GOYN to integrate efforts and amplify impact.



GOYN BRAZIL EXPANSION
GOYN
Connection
Café
Recife

Shared visions

CHALLENGES OF PRODUCTIVE INCLUSION IN RECIFE

Access to job openings

- Lack of clarity about where job opportunities are.
- Difficulty for young people in organizing and structuring a simple and attractive resume.
- Widespread misinformation among both young people and companies, creating artificial gaps between supply and demand.

Disproportionate requirements

- Companies ask for qualifications that are incompatible with the reality of young people in the periphery.
- Entry-level positions require experience that young people often cannot acquire.
- This results in the concentration of simpler jobs (supermarkets and stores) in groups with greater cultural and social access, leading to exclusion.

Unequal access to information

- Public and private training programs, even digital and innovative ones, reach a small number of people due to a lack of publicity.
- There is a lack of systematic channels for disseminating information about courses, job openings, and programs.
- Financial barriers: many young people choose informal or illicit activities for immediate financial return.

Education and training

- Lack of integration between basic education and vocational training.
- Traditional educational models are not in tune with new professions and the pace of technological change.
- Lack of vocational guidance from the ground up.

Sociocultural challenges

- Structural prejudice that affects access to work.
- Limitations on clothing and professional appearance, which for many young people are real barriers.
- Strong external influences, such as drug trafficking, which compete with formal opportunities due to quick remuneration.

Infrastructure and public policy challenges

- Inconsistent access to public transportation disadvantages young people with disabilities and those in peripheral areas.
- Lack of integration between departments, between municipalities in metropolitan areas, and between state and municipal policies.
- Governments have programs, but they still focus little on practical learning and employability.

Shared visions

FUNCTIONING OF THE LOCAL ECOSYSTEM

- The Recife ecosystem is rich in initiatives, especially digital ones, but they work in isolation.
- There is a lack of integration between companies, government, civil society, and the community.
- Data exchange between sectors is very low.
- The potential for mobilizing the population is very high, which favors the creation of a coordinated network.
- There are successful examples in the city, such as Porto Digital, which show the strength of coordination and consistency over decades.
- High interest from stakeholders, but very realistic and critical about collaboration:
- Severe fragmentation: NGOs that refuse to collaborate

MEANING AND NEED FOR GOYN IN RECIFE

According to the groups, it makes perfect sense to implement a network such as GOYN in Recife for three main reasons:

- **Integration:** there is a need for a coordinating body capable of unifying data, connecting programs, and aligning actors.
- **Visibility:** a network such as GOYN expands access to information, especially for vulnerable young people.
- **Mobilization:** Recife has a tradition of social and community mobilization that would strengthen the network and its capacity for coordination.

Shared visions

MEANING AND NEED FOR GOYN IN RECIFE

According to the participants' vision, here are the recommendations and priorities for the first three years:

Year 1: Diagnosis focused on data and evidence

- Detailed diagnosis of the territory, communities, and existing initiatives.
- Mapping of the real needs of young people and analysis of their current journey.
- Organization of data and construction of baseline indicators.
- Identification of barriers and potentialities.

Year 2: Integrated and Disseminated Action Plan

- Integration between sectors, focusing on existing programs.
- Creation of an action plan with impact indicators and methodologies.
- Development of training activities more aligned with new professions.
- Wide dissemination of opportunities in the territory, ensuring accessibility.

Year 3: Scalability and sustainability

- Implementation of a common intersectoral agenda.
- Expansion and strengthening of partnerships with city halls, state government, and companies.
- Consolidation of a sustainable model for financing the network.
- Structuring of mechanisms that expand real access to the job market.
- Creation of a geolocation platform for opportunities, connecting young people, companies, and programs within a defined territorial radius.

Shared visions

Perception survey conducted after the workshop

Keywords most frequently cited by participants when defining the meeting:



Connection

The most recurring term, indicating a strong desire for integration among the actors.



Inspiration

A feeling of motivation generated by the possibilities presented in the workshop.



Integration

Focus on the need to unite scattered efforts into a cohesive ecosystem.

Shared visions

Relevant Strategic Insights

Social and Job Vacancy Mapping:

Critical need to refine job vacancies to serve young people, with a focus on gender, class, and race (Ref: Áfrora/Rede Cidadã).

Practical Intersectorality:

Moving from study to tangible action. Coordination between the "triad": State, Third Sector, and Private Initiative (Ref: Amcham/Verda).

Technological Inclusion:

Use of new technologies and platforms to facilitate the flow of information and opportunities (Ref: TJPE/Rede Cidadã).

Essential factors for impact

Governance

CLEAR METHODOLOGY

Creation of a public policy for coordination and defined processes (Ref: LIDE/Instituto Formar).

Union

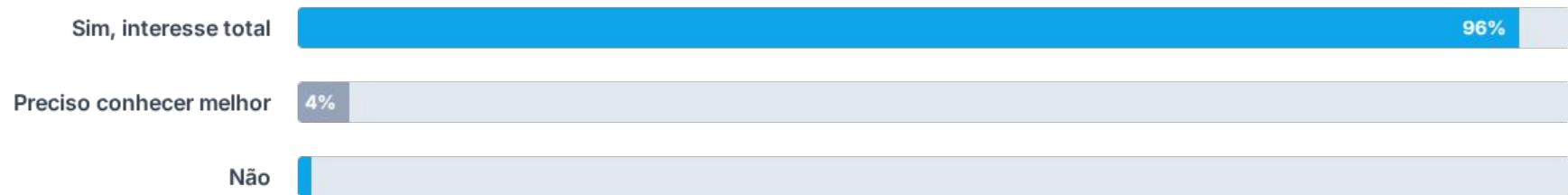
COLLECTIVE STRENGTH

Integration and transparency between sectors to avoid overlapping efforts (Ref: Senac/Salesianos).

Shared visions

Intention to continue

Answer to the question: "Would your institution be interested in continuing to discuss this agenda?"



Base: 24 respondents. Massive support for the proposal to continue.

"The possibility of connecting the entire ecosystem is something that will be extraordinary."

— Roberta Cristina, Ponte Cidadão Association

Recife's potential as a GOYN Community



Strengths

- Presence of a robust ecosystem of **professional training and innovation**, with actors such as SENAC/PE, Porto Digital, technology programs, and creative economy.
- Strong performance by organizations and collectives in **human rights, peripheral youth, and socio-education**, with capillarity in different neighborhoods and in the metropolitan region.
- Recife's youth are described as **creative, engaged, and highly capable of leadership**, despite inequalities.



Challenges

- Fragmentation and lack of stable intersectoral coordination, with youth networks and initiatives that are poorly connected.
- Inequalities and stigmas limit young people's access to work, especially those from marginalized communities, socio-educational units, and former inmates.
- Need for long-term public policies that integrate training, social support, productive inclusion, and local cultural appreciation.



Potential with GOYN

- Recife emerges as an environment where multiple training programs and structures already exist, but which lacks a **backbone of collective impact** that integrates youth, social organizations, companies, and governments around common goals of youth economic inclusion.



GOYN BRAZIL EXPANSION

Why Recife?

Recife is a strong candidate for GOYN's expansion, combining a consolidated innovation ecosystem (Porto Digital, universities, healthcare) with consistent social action. The city has high economic potential and a creative and mobilized youth, but faces deep structural inequalities that limit access to opportunities.

Despite the wealth of initiatives, the ecosystem is fragmented, lacking coordination between public policies, the private sector, and organizations. However, local actors have shown a high level of interest in collaborating.

Recife offers: institutional density, economic vocations aligned with the economy of the future (technology, health, creative services), public actors open to dialogue, multiple organizations with capillarity, and an ecosystem ready for a collective impact structure. GOYN could organize what already exists, reduce inequalities, and create a long-term strategy.

GOYN EXPANSION IN BRAZIL

Final Recommendation

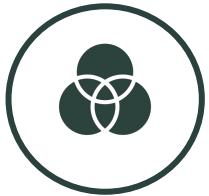
City Selection Criteria

The selection and comparison of the four finalist cities followed GOYN's international criteria (explained in the Learning Lab, also used in the expansion process in Haiti, Mexico, Colombia, and India):



Need

- Level of economic and social vulnerability.
- Youth unemployment rates, NEET (young people not in education, employment, or training) rates, and territorial inequalities.



System readiness

- Existence of networks, policies, programs, and initiatives with coordination capacity.
- Institutional maturity and history of intersectoral collaboration.



Critical stakeholders

- Explicit willingness to network, participate in the coalition, and share data.
- Engagement demonstrated during meetings and workshops.
- Evidence of commitment, alignment, and viability of Anchor Partners.



Demonstration effect

- The city's capacity to generate learning, models, and innovations that can be scaled up to the GOYN network.
- Visibility and multiplier effect for other territories.

Comparative Table between Cities

| Criterion / City | Campinas | Porto Alegre | Fortaleza | Recife |
|----------------------------------|-----------------------------|-----------------------------|---|--|
| Population | 1.18 million | 1.33 million | 2.70 million | 1.66 million |
| Young people aged 15–29 | ~24% | ~24% | ~26% | ~25% |
| GDP per capita | R\$ 59,600 | R\$ 54,700 | R\$ 22,800 | R\$ 26,300 |
| HDI | 0.805 | 0.805 | 0.754 | 0.772 |
| Youth unemployment | ~16.8% | 18–20 | 25–27 | 28–30 |
| Youth Power | 22.3 | 23 | ~28% | ~30 |
| Socioeconomic context | Consolidated technology hub | Tech and innovation hub | High inequality + collaborative culture | Tech + health + deep inequality |
| Existing assets | Strong FEAC | Caldeira Institute | CUCA + collectives | Porto Digital + CSOs |
| Key risks | Pressure for scale | Excessive focus on tech | Violence and territorial control | Fragmentation and competition |
| Institutional appetite | Very high | High (to be confirmed) | Very high | High, but critical |
| Possible Anchor Partner | FEAC (strong candidate) | Caldeira (under evaluation) | Open | Open |
| GOYN readiness | High | Medium-high | Medium | Low-medium |
| Demonstration of interest | Explicit | Explicit | Intense | Realistic, but positive |
| GOYN opportunity | Immediate implementation | Tech + youth coordination | Existing multisectoral network | Connecting tech opportunities to the peripheries |

In summary:

Campinas has the greatest institutional, technical, and financial readiness thanks to the presence of FEAC and its structured ecosystem of collaboration.

Porto Alegre stands out for its strong innovation hub, but requires further development of its youth agenda.

Fortaleza demonstrates unparalleled community density, high appetite, and a history of collective impact, but faces challenges in security, coordination, and investment.

Recife has a powerful tech ecosystem, but it is marked by fragmentation, competition, and a lack of a clear anchor partner.

GOYN Brazil 2026 Selection Matrix

| Dimension | Campinas | Porto Alegre | Fortaleza | Recife |
|--|--|--|--|--|
| NEED | Average – significant inequalities, but with high infrastructure | Medium – significant inequalities, underserved youth in peripheral areas | High – structural vulnerability, violence, and territorial risk | High – deep inequality and high youth unemployment rate |
| SYSTEM READINESS | Very high – mature FEAC, strong governance, high coordination | High – organized tech ecosystem, close government | Medium – strong community fabric, but fragile formal coordination | Medium-Low – fragmentation and institutional competition |
| STAKEHOLDER APPETITE (institutional appetite) | Very High – FEAC and public authorities aligned | High – Caldeira Institute open, but still focused on tech | Very high – intense mobilization, government aligned | High, but critical – high interest, excellent mobilization, but low mutual trust |
| ANCHOR PARTNER POTENTIAL | Very High – FEAC almost ideal | Potential – Caldeira interested, but not yet firm | Open – many good CSOs, but none structured for AP | Open – no clear candidate and existing conflicts |
| DEMONSTRATION EFFECT | Very High – Rapid implementation and replicable case | High – strong tech/innovation visibility | High – impact in vulnerable territory with strong mobilization | Medium – great potential, but depends on coordination |
| FINAL EVALUATION | First choice recommended | Strong candidate subject to Caldeira's interest | High potential, requires institutional structuring | Dense ecosystem, but requires robust governance |
| PRIORITY | 1 | 2 | 3 | 4 |

Selection Matrix Analysis

The matrix reveals that **Campinas** offers the best combination of systemic readiness, institutional governance, and demonstrated interest, which are essential characteristics for initiating expansion.

Porto Alegre shows strong attractiveness, especially through the Caldeira Institute, but still requires formal confirmation of appetite and greater clarity on how to integrate vulnerable youth into the tech ecosystem.

Fortaleza has high demand and enormous social capital, with a highly engaged ecosystem. However, it lacks an institutional structure capable of immediately acting as an anchor partner and faces financing challenges.

Recife combines institutional density and economic potential, but faces significant coordination barriers and lacks a clear anchor, making it a natural candidate for maturation in the first half of 2026. Lack of clarity about investors.

Final Recommendation

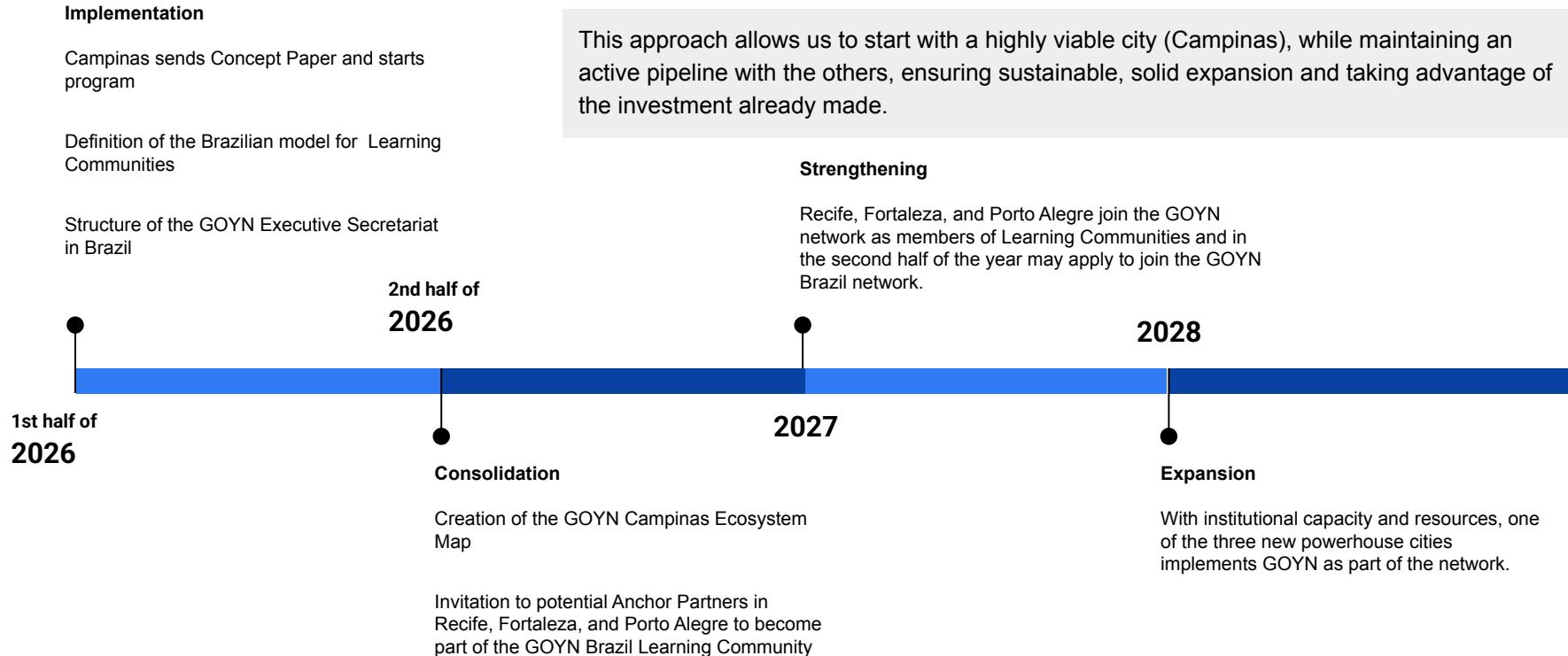
FINAL RECOMMENDATION FOR GOYN BRAZIL EXPANSION 2026

After in-depth analysis of the four finalist cities – Campinas, Porto Alegre, Fortaleza, and Recife – it is recommended that the GOYN Brazil expansion process begin in Campinas, but that we create a system to keep the other cities close to the GOYN network to foster their maturation and ensure fluidity in the selection of subsequent cities. Campinas is ready to begin:

1. **Exceptional institutional and technical readiness:** the FEAC Foundation combines mature governance, proven financial capacity, a history of impact, and complete methodological alignment with GOYN.
2. **Immediate operational feasibility:** proximity to São Paulo reduces costs and facilitates direct monitoring by United Way Brazil (UWB) and GOYN Global.
3. **Systemic adherence:** Campinas offers ideal conditions to quickly start a multisectoral coalition with concrete results in the first year.
4. **Demonstration capacity:** the city has the potential to become an "anchor case" for future national expansion.

At the same time, it is recommended to deepen the concept of a learning community and invite other cities to join this group. Over the course of a year, these cities/institutions will learn about the program, mature their understanding, and at the end of 2027, submit their proposals to join the program.

Final Recommendation | Implementation Schedule



Final Recommendation | Learning Community

Concept Proposal: GOYN 2027 Learning Community

The **GOYN 2027 Learning Community** is a pre-acceleration and strategic alignment structure designed for new cities and potential anchor partners. Inspired by the network expansion strategy (as designed in *the Haiti Landscape Assessment*), this community functions as a "landing period," allowing new territories to absorb GOYN's culture, methodology, and tools before full implementation.

The goal is to transform entry into the network from an "event" to a "journey," ensuring that the local collaborative infrastructure is born robust and globally connected.

Rationale (Insights from the Haiti Experience):

The Haiti analysis demonstrated that the sustainable expansion of GOYN requires a *phased* approach. The Learning Community acts as **Phase 1** of this expansion, focused on:

1. **Capacity Building:** Before demanding results, we offer tools.
2. **Reducing Silos:** Connecting new actors to the existing ecosystem from day one, avoiding isolation.
3. **Systemic Readiness:** Assessing and strengthening System Readiness (political will, dynamic ecosystem, and engaged partners) through practical exposure to the methodology.

Final Recommendation | Learning Community

What the city receives: The Learning Journey

By joining the 2027 Learning Community, the candidate city will access an exclusive immersion and mentoring package to accelerate its learning:

1. **Global Connection and Inspiration:** Participation in the Annual Global Convening to visualize the scale of the movement and exchange experiences, promoting a sense of belonging (Movement Building).
2. **Access to Systematized Knowledge in the Learning Lab:** Release of the global repository (including the GOYN Toolkit, case studies, and templates) to build on established practices.
3. **Experience of Network Governance:** Participation as an active observer in the Monthly Anchor Partners Meetings to understand the dynamics and challenges of network management.
4. **Thematic Deepening (Methodology):** Immersion in 2 to 3 global Communities of Practice (CoP) (e.g., MEL, Youth Engagement, Financing, or Equity) to master critical areas technically.
5. **Local Experience Exchange (The Brazilian Model):** "Práticas dos Juventudes Potentes" (GOYN SP) workshop to dissect the São Paulo case, make the theory tangible, and adapt lessons in productive inclusion.
6. **High-Level Strategic Mentoring:** Exclusive co-design session with Global Leadership (Jamie McAuliffe and Alice Guéguen) to validate the strategic vision and design the transition roadmap.

Expected Result: Ultimately, the city will have a GOYN culture in place, engaged leaders, and a clear understanding of how to operate a collaborative infrastructure with systemic impact.

GOYN Brazil Executive Secretariat

A networked project with shared costs stems from the understanding that **complex challenges require collective responses**, supported by **cooperation, shared responsibility, and mutual trust**. It is an **ethical and innovative practice** that transforms collaboration into **a concrete expression of justice and sustainability**.

How it works:



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



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



A **coordination core** ensures consistency and integration of actions, without hierarchy, but with fluidity and efficiency.



The **operating costs of this core** (governance, communication, monitoring, and management) are divided **proportionally and transparently** among all.



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

GOYN Brazil Executive Secretariat | Planned investments

The costs are divided into two categories: fixed (essential to the operation) and variable (depending on interest and negotiation between the partners).

| Category | Item / Description | Estimated Value / year* |
|---|--|-------------------------|
| | Hiring professionals (HR) | |
| | - JP Leader apportionment (30% of the year) | R\$ 60,000 |
| | - Expansion Leader (50% of the year) | R\$ 72,000 |
| Fixed Costs (essential operations) | - MEL Analyst apportionment (50% of the year) | R\$ 40,000 |
| | - Project Analyst Allocation (50% of the year) | R\$ 40,000 |
| | Travel for visits to territories | R\$ 20,000 |
| | TOTAL FIXED COSTS | R\$ 232,000 |
| | Programmatic communication | ≈ R\$ 50,000.00 |
| Variable costs (based on interest and negotiation) | Press Relations | ≈ R\$ 25,000.00 |
| | 2 Surveys/Studies | ≈ R\$ 200,000.00 |
| | Knowledge dissemination (events, trips, panels) | ≈ R\$ 25,000.00 |

*These amounts represent 50% of the total annual expenses, to be shared between UWB and the new anchor organization.

OBRIGADO!

THANK YOU!