

Mude ^{com} ELAS

Multi-actors overcoming gender and race inequality

An experience
systematization



Arquivo Ação Educativa

Partners:



Deutscher-Brasilianische
Industrie- und Handelskammer
Câmara de Comércio e Indústria
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REFERENCES

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- Project presentation paper;
- Project feasibility study;
- Annual reports for 2020, 2021 and 2022;
- Final external assessment report;
- Research study “Occupy the Future: young black women in the job market and work in the city of São Paulo”;
- Synthesis report “The situation of young black women in the labor market”;
- Social networks of the implementing organizations;
- Interviews with key players.

INTRODUCTION

The **Multi-actor Partnership Project to Promote the Inclusion of Underprivileged Women in the Labor Market in Brazil** is a partnership between *Ação Educativa*, the Brazil-Germany Chamber of Commerce and Industry (AHK São Paulo), and *terre des hommes* Germany (tdhA), who was responsible for the overall coordination and co-funded the project together with the German Federal Ministry for Economic Cooperation and Development (BMZ). Approved in 2019, the initiative was carried out between 2020 and 2023.

At the start of the project, the Core Group, comprised of the implementing organizations, understood that it would be important to create a visual identity and a public name that would enhance its communication with society. From this discussion, *MUDE com Elas* (CHANGE with Them) emerged, which also came to be the name of the Multi-actor Network, created as a space for dialogue in pursuit of the changes sought by the project. At the end of this phase of the project's implementation, the *MUDE com Elas* Multi-Actor Network has become the dialogical space of hope in Paulo Freire's sense.

This publication recounts the main activities carried out in the first phase of the project's implementation, including the results, challenges, and lessons learned along the way. By systematizing *MUDE com Elas*, we



aim to share our experience of working in a network, showcasing the methodologies, strategies, and social technologies created to bring together actors from different fields and have a political impact aimed at overcoming inequalities and discrimination in the world of work.

Thus, we intend to contribute to consolidating an intersectional understanding of the social markers of race, gender, class, and age in the discussion on the right to decent work, given the situation of greater vulnerability experienced by young black women. We also wish to make progress in proposing and coordinating actions and public policies to overcome this scenario and create possibilities for these young women to realize their full potential and envision a dignified future.

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READING!

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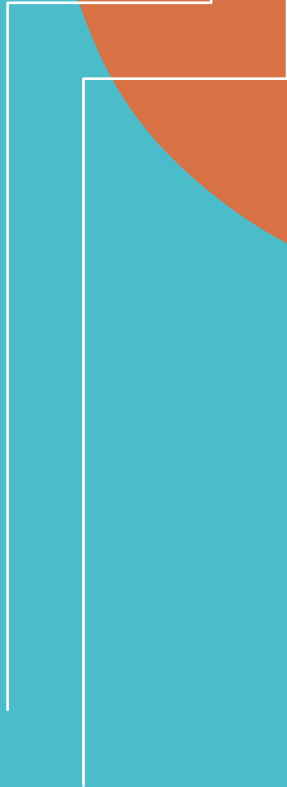
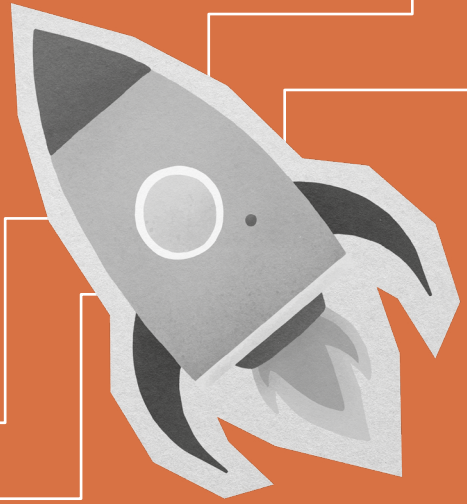
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MUDE COM ELAS — MULTI-ACTORS OVERCOMING GENDER AND RACE INEQUALITY

MUDE com Elas (CHANGE with Them) brings together public authorities, companies, civil society organizations, and the youths to conduct actions aimed at overcoming the barriers imposed by racism and sexism to the access, permanence, and development of young black women in the world of work. The project's first phase lasted four years and took place between 2020 and 2023 in the city of São Paulo.



By fostering a global partnership for the productive and sociopolitical inclusion of these young women, the initiative contributes to the achievement of the Sustainable Development Goals set out in the United Nations (UN) 2030 Agenda, most directly Goal 5 – **achieve gender equality and empower all women and girls**; Goal 8 – **promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all**; and Goal 17 – **strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development**.

MUDE com Elas acts on a scenario marked by inequalities and absences that jeopardize the present and future of Brazilian youths. In general, young people's professional careers are marked by unemployment, low pay, and precarious jobs, as well as increasing educational demands and subjective attributes, such as the ability to work under pressure. All of these difficulties are amplified when race and gender markers are put into perspective so that young black women bear the brunt of the worst work-related indicators. They are the ones who suffer most from the overload of domestic work assigned to women, racism in many recruitment processes, precarization of labor, and the most socially undervalued positions.



With this scenario in mind and the priorities established by the National Decent Work Agenda for Youth (2011) – **more and better education; reconciling studies with work and family life; active and dignified placement in the job market, with equal opportunities and treatment; and social dialogue** – *MUDE com Elas* is structured around two fronts of action: political advocacy and professional placement, from which it focuses on the complexities of the challenges faced by the youths in the job market, especially young black women.

Co-funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and terre des hommes Germany (tdhA), *MUDE com Elas* is implemented by *Ação Educativa*, in partnership with AHK São Paulo – the German-Brazilian Chamber of Commerce and Industry, and coordinated by the tdhA office in São Paulo. It also relies on a wide range of partner organizations.



WHO IMPLEMENTS MUDE COM ELAS?



Ação Educativa — is a non-profit civil society organization that is active in the areas of education, youth, culture, and human rights. With a focus on children, adolescents, and young people, *Ação Educativa*'s work is organized into three primary programs: Youths, Culture, and Education. Its main activities are training, producing and publishing educational, research studies' and informative material, as well as political advocacy and public relations.

In *MUDE com Elas*, *Ação Educativa* was responsible for carrying out the actions on the political advocacy front, which consisted of coordinating and consolidating a multi-actor network dedicated to tackling the barriers that limit young black women's access to the job market. It has also provided mentoring to young apprentices, developing their strength to deal with racism and other forms of discrimination in the workplace, as well as training tutors and mentors from the companies that hire these apprentices.



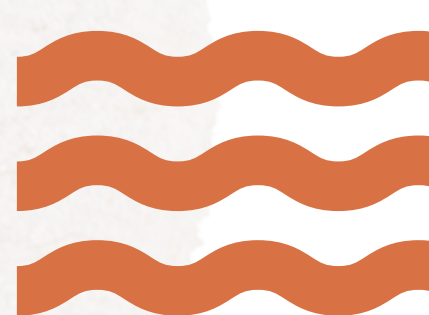
The **German-Brazilian Chamber of Commerce and Industry (AHK São Paulo)** — is a private institution that promotes German foreign trade and advises, assists, and represents German companies worldwide that wish to start or expand their foreign trade. AHK São Paulo aims to attract investment to the region, expand and strengthen trade and bilateral business between German and Brazilian companies, and provide a commercial platform for German and Brazilian companies.

In *MUDE com Elas*, AHK São Paulo was responsible for implementing the pilot initiative of dual training – a German methodology adapted to the Brazilian reality and made possible through the apprenticeship program – for young black women in German member companies.



Terre des hommes Germany in São Paulo (tdhA) — is a non-governmental organization that promotes the rights of children, adolescents, and young people in all regions of the world, including different Latin American countries.

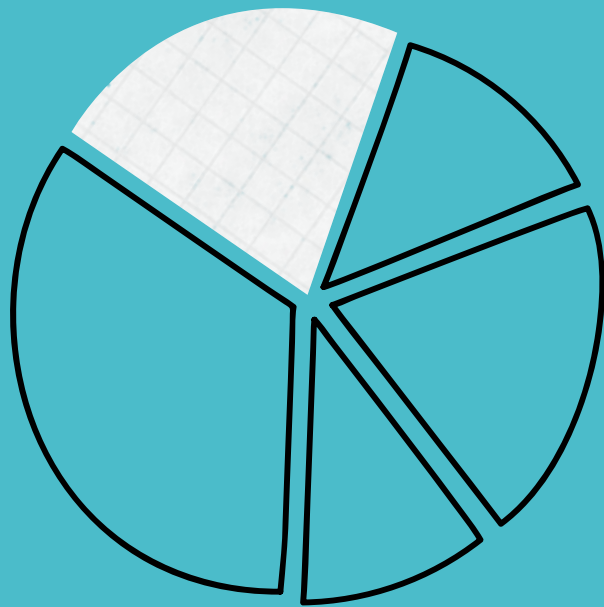
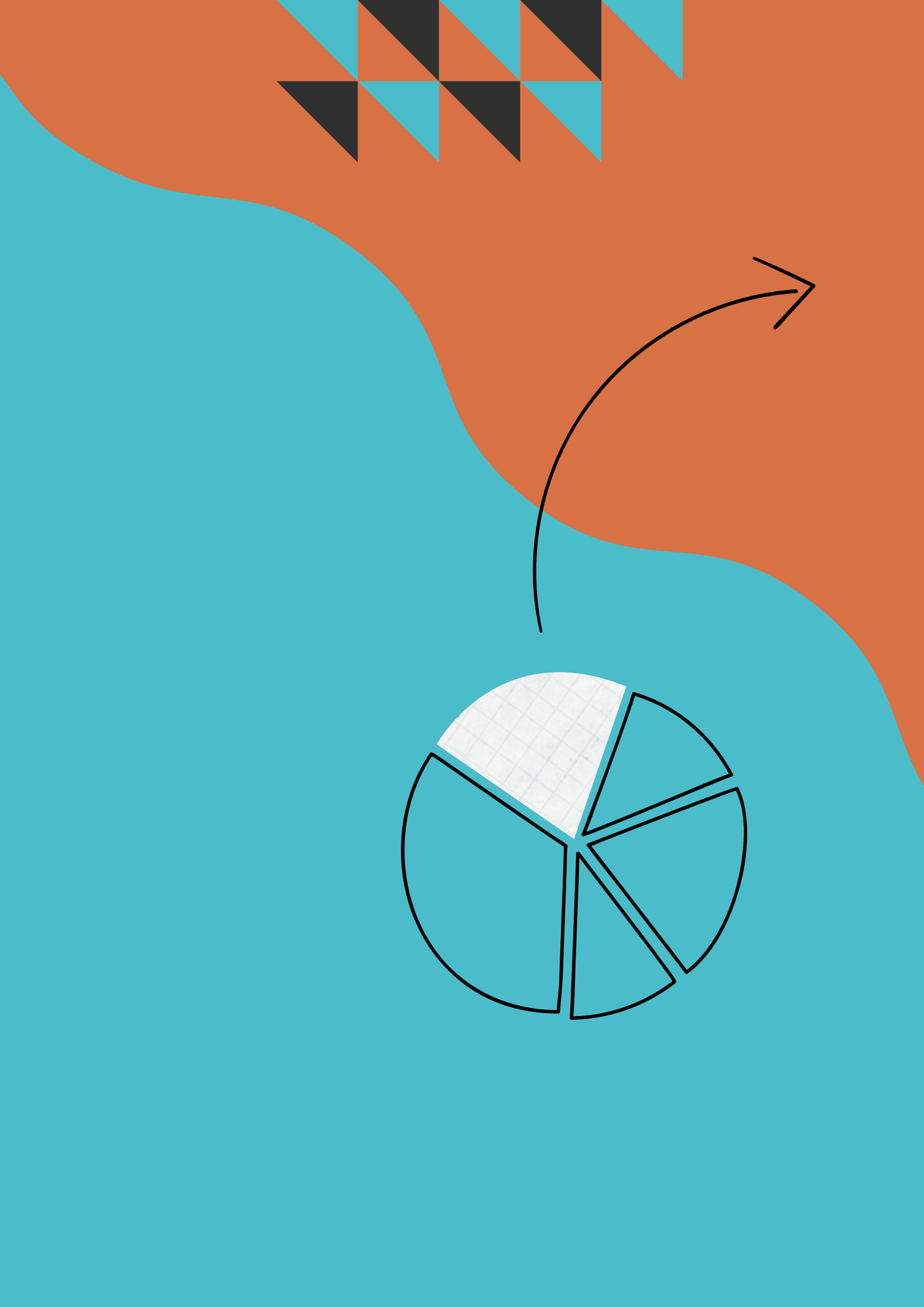
In *MUDE com Elas*, tdhA, which is also co-funding the project, acted in its general coordination.



TO WATCH

Video presentation of the initiative:
<https://bit.ly/3YDywDs>





THE SITUATION OF YOUNG BLACK WOMEN IN THE LABOR MARKET

In recent decades, we have seen a broadening of the debates around the dimensions of race and gender as fundamental aspects for an understanding of Brazil's social structure. The historic struggle of social movements organized by black and indigenous peoples, women, and LGBTQIAPN+ people, responsible for essential achievements for these groups, has managed, to a certain extent, to disconcert the most diverse sectors of Brazilian society, which today can no longer shy away from at least acknowledging the existence and historical perpetuation of racial violence and gender inequalities that prevail in the country, affecting these populations in a particular and perverse way.



It seems that in Brazil today, we are experiencing a period of “popularization”, albeit not harmonious, of the debate on how the social markers of race and gender are imposing and determining factors in access and/or non-access to fundamental rights. The next step we need to take is to align the debate with the implementation of concrete actions so that it is possible to transform reality, ensuring that groups and populations whose existences are impacted by these markers are granted access to a dignified life.

It is in this sense of practicing the concrete transformation of social reality that *MUDE com Elas* stands, examining the ways in which the professional trajectories of young black women are traversed by the same colonial, slave-owning, and patriarchal roots that make up Brazil's social structure.

Seeking to build a more systematized understanding of this reality, the initiative carried out a series of surveys that reveal alarming, but not necessarily surprising, data: black women, especially the youngest, are the ones who suffer the most violations of the right to work. High unemployment rates, more time spent looking for work, conditioning to informal work, compulsory dedication to domestic work and caring for other people, lower salaries, and less access to jobs with a formal contract are some of the many manifestations of these violations¹.

From job interviews to work experience, research shows that racism, combined with gender inequalities, compromises the prospects of young black women, depriving them of the right to dream and realize life projects. For these young women, the search for a job and entering the professional world are, more often than not, painful processes in which they experience a set of rejections and discrimination related to, among other things, their bodies, language, cultural knowledge, and places of residence. At this point, we can also align the dimensions of race and gender with the class marker since the aspects that are discriminated against and, to a certain extent, criminalized are also related to poverty.

Without offering support, education, and personal growth and without including black people, women, and, above all, black women in leadership positions, work environments are proving to be racist, male chauvinist, and

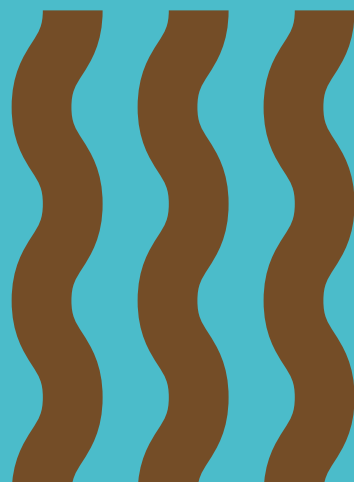
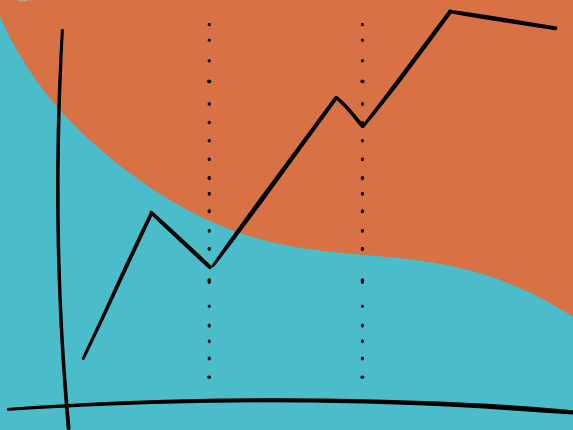
1 “The situation of young black women in the labor market” – Synthesis report_ *Mude com Elas* (2022)

sexist, determining a limit for young black women's professional reach, far from the highest levels. In this sense, structural racism, misogyny, and sexism intrude on the daily relationships and subjectivities of these young black women, imposing themselves as major obstacles to obtaining and maintaining a formal job and projecting a career, leading many of them to consider working as freelancers.

Added to this scenario is the widespread dissemination of the neoliberal ideology of entrepreneurship, which puts pressure on individuals to solve capitalism's employment crisis without offering them the conditions to do so. As a result, individuals, particularly young black women, are pushed into precarious self-employment rather than into social, collective, and structured strategies for socioeconomic and political emancipation.

While recognizing the importance of the community aspect of the networks, they must not be responsible for radically changing this social reality. The studies carried out by *MUDE com Elas* point out that it is urgent to involve governments, companies, and institutions in this process, assuming commitments and putting into practice affirmative action policies that are effective in combating racism, gender inequalities, and the belittling of young people – issues that are replicated in everyday working life.





THE CONTEXT OF THE FORMULATION AND IMPLEMENTATION OF MUDE COM ELAS

MUDE com Elas' direct aim is to help overcome gender and racial inequalities and discrimination in the job market, which mainly affect the trajectories of young black women. Its conception and implementation were based on strategic dialogue between the organizations *Ação Educativa*, the German-Brazilian Chamber of Commerce and Industry (AHK São Paulo), and *Terre des hommes* Germany in São Paulo (tdhA) in a multi-actor collaboration.





“In the case of a multi-actor partnership, actors with different characteristics should be part of the initiative, and they should be able to work with the various dimensions of the problem the project seeks to tackle. So, if we want to tackle discrimination in the entry of young black women into the job market, we necessarily have to include someone from the business sector, the young women themselves, and organizations that debate these issues.”

ANGELA SCHWENGBER,

general coordinator of the project at tdhA

The project intends to achieve a broader space for democratic dialogue that addresses the multiple layers of the problem faced and contributes to the progress of actions, programs, and public policies for vocational training and inclusion for young people that take into account the demands of young black women as the population segment most impacted by unemployment, precariousness, and discrimination in the job market.

To this end, it considers both the need to involve representatives from different social sectors – the private sector, governments, civil society, the third sector, academia, and the youth – who view the issue from different perspectives and the need to act on the issue in a broad and complex way. In light of this understanding, *MUDE com Elas* is structured around two fronts: political advocacy and professional placement. Both are closely related and directly connected to the project’s various actions and products.

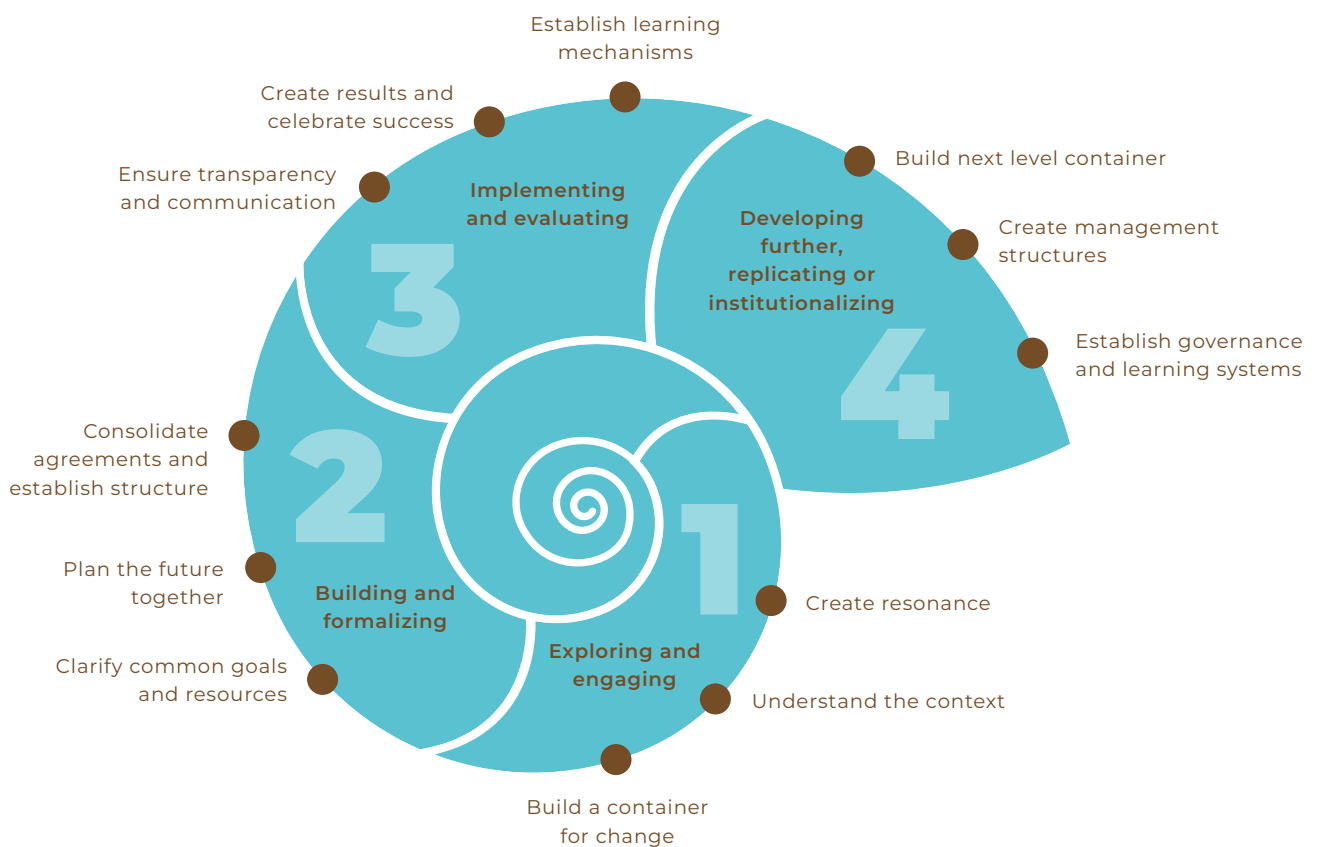
The process of conceiving and submitting the project to the BMZ (German Federal Ministry for Economic Cooperation and Development) included a feasibility study carried out by the Institute for International Development Cooperation (Incede), which resulted in a set of specific recommendations to qualify the initiative. As well as noting the high relevance, effectiveness, and efficiency of the proposal, the study found that the multi-sectoral approach is the most appropriate, as it addresses the problem from both the labor supply and labor demand sides, as well as planning advocacy initiatives to deal with the more structural aspects of the issue.

Taking this premise into account, *MUDE com Elas* uses the Dialogic Change Model (DCM) as its methodological reference, designed by the German

Federal Ministry for Economic Cooperation and Development (BMZ) in order to achieve structured, results-oriented planning and the implementation of a multi-actor dialogue.

The model comprises four phases of implementation that encompass all the demands and requirements of a multi-actor dialogue process. The model's guiding principles are based on the dialogical practices of voice, listening, respect, and suspension. By using structured dialogue to create a space for collective intelligence, the model facilitates a process design that all stakeholders can own.

Dialogic change model



Building Competence for Sustainability, Collective Leadership Institute.

THE 4 PHASES OF THE DIALOGIC CHANGE MODEL

1

Phase 1: Exploring and engaging

This phase is focused on increasing the energy for change and dialogue. At this point, stakeholders explore the context of the dialogue, considering other existing initiatives and the people involved. This requires understanding the external context, the factors that will influence the dialogue, and the dynamics of the complex system in which it will take place.

2

Phase 2: Building and formalizing

Phase 2 aims to consolidate the collaboration system and to formalize the stakeholders' commitment to change. Here, initial structures are developed, project teams are defined, and regular meetings are planned. This usually leads to agreements – the signing of a contract, a Memorandum of Understanding (MoU), a project plan, or a public speech with interest in a change effort.

3

Phase 3: Implementing and evaluating

It's about implementing the planned activities, including establishing an internal system for monitoring multi-stakeholder dialog to ensure results and learning. Here, results orientation is a critical factor for success.

Phase 4: Sustaining and expanding impact

Many multi-actor dialogues end successfully after phase 3. If the desired goal has been achieved, success should be appropriately celebrated. However, some partnerships may want to consolidate their results into sustainable structures. This may mean taking the effort to the next level, replicating it elsewhere, integrating a new issue, or further institutionalizing the dialogue on a more formal level.

In 2022, *MUDE com Elas* underwent an external assessment that aimed to provide a review of the project's implementation, performance, achievements, and challenges. Based on an analysis of the relationships and collaboration between the interested parties involved, the multi-actor partnership was assessed, and lessons learned were identified up to the closure of the current project. In light of the project's next phase, the midterm evaluation also focused on the possibilities for strategic development of the project's dialogic approach and stakeholder involvement. A summary of the main findings of the assessment is presented in the final chapter of the systematization.

3.1 GOVERNANCE and management

MUDE com Elas' governance takes place in the Core Group (CG), which is composed of the three proponent organizations – *Ação Educativa*, AHK São Paulo, and tdhA São Paulo – and is responsible for managing the project. The work of the CG is based on strategic planning, which defines the specific and shared responsibilities of the three organizations. The group holds monthly meetings for technical, political, and conceptual alignment, discussion, and deepening of themes and issues pertinent to the scope of the project and practical guidelines.



“We started the reflection meetings as internal work within the Core Group. They gained momentum to the point where they were incorporated as an activity for the Multi-actor Network as well, becoming a way for us to provide more of an analytical and strategic focus for the partners joining the project.”

LÚCIA UDEMEZUE,
general coordinator of the project at *Ação Educativa*

In addition to the Core Group, *MUDE com Elas* is dedicated to consolidating a Multi-Actor Network that brings together organizations, administrators, companies, and leaders who are working together through the project to discuss and act on issues relating to the rights and inclusion of young black women in the job market. The network is essential for the project to achieve its objectives of having a direct and broad impact on the matter, addressing its multiple dimensions.

One of the dialogue spaces established in this project phase is the Reflection Meeting. The activity was initially conceived as a CG space aimed at racial literacy and discussing how structural racism operates in the work world. It ended up expanding to include the actors of the network, gaining fundamental relevance for qualifying the project's actions.



The project has created other dialogue spaces over the four years of its implementation, such as webinars, workshops, meetings, dialogue forums, youth gatherings, and working groups, with the purpose of deepening the understanding of the problem faced and designing strategies on the reality to be transformed by the project's action. In these spaces, multi-view analyses were made of the situation of young black women in the labor market, and the limitations of public or private initiatives that seek to promote change, and proposals and advocacy strategies were formulated by the Multi-actor Network. A Letter of Commitment was also drawn up, establishing the Multi-actor Network *MUDE com Elas* and the following steps to be taken.



3.2- MUDE com Elas' FLOWCHART



Actions

- Preparation and dissemination of studies and communication resources on public policies, demographic data, good practices, and the perceptions of young black women about the world of work.
- Coordination of a Multi-actor Network, with the participation of strategic players from civil society, public authorities, and the private sector, in favor of actions for the inclusion of young black women in the labor market.
- Ongoing training for a group of young multipliers who disseminated the debate on the world of work and conducted communication and mobilization actions.
- Interaction with legislators, public administrators, and other strategic players to shape and influence the drafting of public policies on diversity and the inclusion of young people in the labor market.

Involved actors

- General public and relevant actors from the public, private, and civil society sectors.
- More than 40 social organizations, companies, and leaders.
- Ten young low-income black women living in São Paulo.
- Multi-actor Network, legislators, public managers, leaders, and decision-makers in general.

Intermediate results

- Strengthened public debate based on quality information.
- Various actors in society engaged in ending race and gender discrimination.
- Young women prepared to actively participate in the public debate on inclusion in the world of work.
- Public policies focused on ending discrimination and including young people in the job market.

- Dual training – apprenticeships – and mentoring for young black women in São Paulo, in partnership with German companies and the Ser Mais Institute.

- 44 young black women hired as apprentices. 10 German companies based in São Paulo hiring the young women.

- Young black women trained to enter the job market.

- Production of communication resources and a workshop on diversity policies for German companies that are members of AHK São Paulo.

- 210 employees of German companies in São Paulo.

- Companies made aware of and engaged in building and implementing diversity policies.



THE PROCESS

Get to know the main actions carried out on the two fronts of *MUDE com Elas*



4.1. The **POLITICAL ADVOCACY** front

The political advocacy front aims to mobilize and engage relevant actors from civil society, the government, the private sector in the city of São Paulo, and young people in a multi-actor partnership to reduce discrimination and expand access to the job market for impoverished young black women. Out of this broad collaboration, this front aims to tackle the problem in a multidimensional way, contributing to the adoption of diversity policies in companies, the recognition of initiatives in this area, increasing social awareness about racism in the labor market, and the formulation of public policies that guarantee the right to decent work for black girls.

In order to achieve this, the political advocacy front carries out a set of actions that can be categorized into four main strategies:

- ▶ Knowledge production
- ▶ Political training and peer education
- ▶ Mobilization and operating as a network
- ▶ Advocacy in defense of rights

The strategies are coordinated and complementary, resulting from a broad multi-actor dialogue.

This front is coordinated by *Ação Educativa*, a social organization with extensive experience in social mobilization and political advocacy to promote, defend, and guarantee the human rights of young people. The advocacy actions are supported by tdhA and also rely on specialized consultancies for specific efforts.

4.1.1. Timeline of the advocacy front's actions

2020



Coordination meetings with 20 organizations

1st Webinar “Challenges in including young black women in the labor market”

Preparation of studies on the situation of young black women in the job market

Hiring an educator to train the young multipliers

Revising and adjusting the pedagogical plan for the training of multipliers

Selecting and welcoming the young multipliers

2021



Coordination meetings with 30 organizations

2nd Webinar “Challenges in including young black women in the labor market”

Conducting three thematic workshops to build a common agenda with the Multi-actor Network

Drafting of a set of proposals by the multi-actor group

Public hearing at the São Paulo City Council to discuss public policies for young people

Holding two Reflection Meetings with the Multi-actor Network

Completion of 50% of the implementation of the training plan for young multipliers

Release of the *MUDE com Elas* presentation video and the *Future-se* (Future Yourself) audiovisual series

2022



Holding five Reflection Meetings with the Multi-actor Network and young multipliers

Conducting six workshops with the Multi-actor Network

Planning Seminar for the Multi-actor Network initiatives

Writing of the synthesis report "The situation of young black women in the labor market"

Release of four new episodes of the *Future-se* series

Hiring an advocacy consultancy to lead the work of the Multi-actor Network in the São Paulo City Council

Approval of the youth subcommittee in the City Council's Finance and Budget Committee

Coordination meetings with 12 organizations

Completion of a further 50% of the training plan for the young multipliers

Mentoring on professional integration for the young multipliers

Development of a support guide for the young multipliers' peer education work

Creation of a fanzine by the multipliers on the project's themes

Holding five workshops in schools, mediated by the multipliers

Youth gathering

Three interactive dialogue forums with young people

2023



Launch of the *Elas Transformam* Campaign

Monitoring program for young apprentices with *Kinah Gestão de Pessoas*

4th MUDE com *Elas* dialogue forum — Workshop on finding your first job with *Katiana Normandia*

5th MUDE com *Elas* dialogue forum — workshops by *Manifesto Crespo* and *Coletivo Resistência Preta/Salvador*

1st Diversity Workshop of the *Elas Transformam* Campaign — Strategic Immersion and diversity & inclusion with *Indique uma Preta*

Youth gathering Public policies' budget at São Paulo City Council

Creative writing workshop with *Elizandra Souza*

Financial education workshop for young people with *Jana Gomes*

Elas Transformam Campaign workshop for young apprentices at *Ser Mais*

Multiplication workshops for young people at the Luiz Campo Dall Orto Sobrinho school in Sumaré (SP) and the Jorge Luis Borges school in Cidade Tiradentes (SP)

Meeting of the *MUDE com Elas* Multi-actor Network to present the *Elas Transformam* Campaign

Meeting of the Multi-actor Network *MUDE com Elas* — Youth policies in São Paulo: What priority agendas for young people will we advocate for in the City Council?

MUDE com Elas Network meeting — Thinking about the future and sustainability of the Network

Multi-actor Network workshop – Political agenda for national advocacy

2nd Diversity Workshop of the *Elas Transformam* Campaign — Anti-racism in action: diversity and inclusion practices in organizations



4.1.2. Knowledge production

One of *MUDE com Elas'* commitments is to produce and spread information about the situation of young black and impoverished women in the labor market. This information aims to provide a more in-depth analysis of the problem and its context, and to qualify the public debate on the subject.

The project's scope – which intersects markers of race, gender, class, and generation – is not only specific but also unprecedented from the point of view of policies, debates, and public information, which justifies both the lack of data and the demand for systematized knowledge on the subject.

In this regard, the project set out to produce a series of surveys, research, and analyses on the employment situation of young black women based on thematic areas such as the legal situation, the labor market, and good practices. Three main studies constitute this body of work:

- ▶ Report on “The current legal situation, programs, and mapping of professional training possibilities for young women.”
- ▶ Report on “Benchmarking: good practices for overcoming gender and racial discrimination in the world of work.”
- ▶ Report on “The perceptions of young black women from the Metropolitan Region of São Paulo about their insertion into the labor market.”

The three surveys were produced by the Institute for International Development Cooperation in 2020 and 2021 and served as the basis for the preparation of other productions within the framework of *MUDE com Elas*, namely:

- ▶ The research entitled “Occupying the Future: young black women in the market and work in the city of São Paulo”, produced by researcher Daniel Souza.
- ▶ Special tabulations of data from the IBGE’s Continuous National Household Sample Survey (*Pesquisa Nacional por Amostra de Domicílios Contínua*) on the population’s working conditions, with a gender, race and youth age group focus, prepared by Pedro dos Santos Bezerra Neto.
- ▶ The synthesis report “The situation of young black women in the labor market”, which presents a summary of all the studies produced by Alessandra Tavares under the coordination of *Viração Educomunicação*.



TO READ

Scan the QR Code to access all the studies published by *MUDE com Elas*:
<https://bit.ly/3EILFaZ>



FUTURE-SE

The audiovisual series *Future-se* (“Future Yourself”) was created based on listening to young black women during the research process “Occupy the Future: young black women in the job market and work in the city of São Paulo” The research and the series build a narrative that combines statistical data with the stories of young black women about their relationship with the world of work and the possible horizons in this area of life.

The series was launched in 2021 as part of the *#JulhoDasPretas* programming grid, organized and implemented by *Ação Educativa*. The premiere episode was conceived as a strategic action to publicize the research. It featured testimonies from Lúcia Udemezue, Giselda Perê (*MUDE com Elas*), and Aretha Teodoro (*Indique Uma Preta*) from the Multi-actor Network. It comprises nine other videos with testimonies from the young multipliers published during the project’s first phase. All the episodes are available on YouTube and on *Ação Educativa*’s social networks.



“It’s about being the protagonists of our own stories, not just being told by other people or not having a record of who we are and have been. [...] This part of *Future-se* gave me this vision, at least: I’m not just a marginalized black woman; I also have dreams and other desires in life, and one of them is to live.”

ALEXIA ANTUONA,
young multiplier agent

CHECK OUT THE LIST OF EPISODES IN THE FUTURE-SE SERIES

▶ **Launch episode:**

FUTURE-SE: MUDE com Elas | Lúcia Udemezue | Giselda Perê | Aretha Teodoro

The invisibility of black women in the discussion on employability has made us question not only the meaning of work, but also what is the world of work that these women are already building? In the video, Lúcia Udemezue and Giselda Perê, from the MUDE com Elas project, and Aretha Teodoro, from *Indique Uma Preta*, take us through these reflections;

▶ **Episode 1: Allexia Antuona**

“If you want to be free, you’ll do it your way. But you also have to understand the other person’s space. Help people, right? Make people understand that mental health is very important.” In this episode, Allexia Antuona reflects on freedom.

▶ **Episode 2: Pâmela Chaves de Moura**

“I hope that the future generation can have this guarantee, can benefit from these rights that our ancestry secured for us.” Pâmela Chaves talks about what a perfect world would look like for black women based on their ancestry.

▶ **Episode 3: Gabriela Rufino**

“Being a mother is good, but it’s hard. You learn, you start to observe every little step, [...] you start to laugh at very silly things. The way of talking, the way of dancing...”. In episode 3 of the Future-se series, Gabriela Rufino thinks about the importance of preserving memory, her experience of motherhood, and her legacy.

▶ **Episode 4: Jéssica Oliveira**

Jéssica Oliveira shares her dreams for the future in the 4th episode of the series. “Ever since I was a little girl, I’ve always wanted to be something that would allow me to be whatever I wanted. I think I kept it inside me because it didn’t seem very possible.”

▶ **Episode 5: Lucas**

“I pick which voids will fill me, which ruptures will be part of my face, which tears I’ll give the privilege of rolling down.” Lucas presents, in the form of poetry, a patchwork quilt written and recited.

▶ **Episode 6: Camila**

“It took a while, but we managed to achieve everything we wanted.” In the sixth episode of the series, we meet Camila, who shares what she would say to herself in the past and exercises thinking about what her version of the future would say to herself in the present.

▶ **Episode 7: Ana**

“She shared a little bit of what she knew, what she had learned, with my sister and me, and we became more interested.” Ana reminds us how essential our ancestry is for understanding the present and building the future.

▶ **Episode 8: Alicia Oliveira**

“We get a little bit from everyone, right? We’re a mixture of the environment we grew up in.” In the eighth episode of the *Future-se* series, we learn from Alicia Oliveira how to recognize the power of ancestral knowledge to build a more equal future.

▶ **Episode 9: Paula Keren**

“I also chose Pedagogy because I don’t remember having any black teachers in my Early Childhood Education. I didn’t have any.” Paula Keren closes the journey of episodes of the *Future-se* web series by showing how black youths have insisted on existing beyond the obstacles of racism and sexism, transforming the world here and now.



TO WATCH

Scan the QR Code to watch the *Future-se* videos:
<https://bit.ly/45qipez>



4.1.3. Political training and peer education

From *MUDE com Elas'* perspective, it is important to ensure that the young women themselves — who experience the barriers imposed by racial and gender discrimination in the world of work daily — are prepared to occupy and participate in political debates in the spaces of power responsible for formulating policies in this area. With qualified information and an understanding of the social scenario, these young women, along with other social actors, can influence the public debate and engage in promoting actions that transform their reality. For this reason, one of the axes of this front of action is focused exclusively on the political training of young multipliers as the central characters of the changes sought by the project.

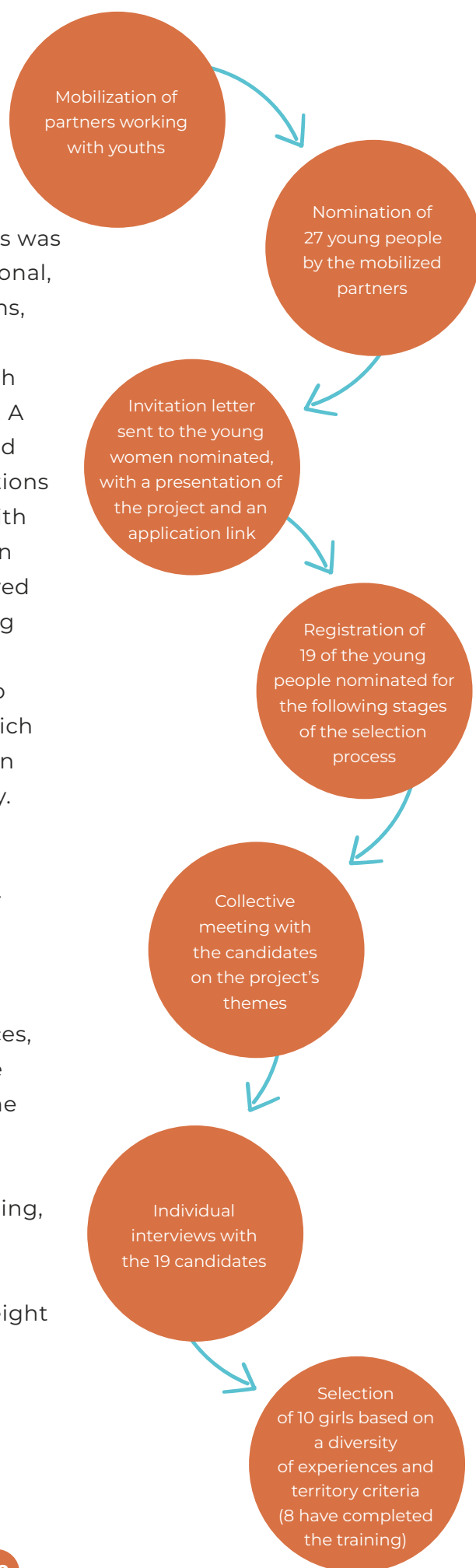
In this sense, part of *MUDE com Elas'* efforts have focused on the continued training of eight female multipliers aged between 17 and 23, who have worked both to raise awareness and mobilize other young people concerning the project's theme, as well as in advocacy actions with the different actors in the Multi-actor Network. As well as empowering and strengthening the girls, this strategy guarantees the direct participation of the target audience in the conception and implementation of the project's activities, a fundamental element for its effectiveness and sustainability. To facilitate and guarantee adequate participation, all the girls received a monthly stipend of R\$600.00 during the project, a computer, and accessories, an internet connection, and pedagogical materials.



The selection of the young people

The selection process for the multipliers was carried out in partnership with educational, cultural, artistic, and social organizations, which contributed pertinent analyses and reflections on the training approach and the selection of the young women. A targeted mobilization was chosen based on the nomination of girls by 12 institutions with recognized experience working with young people. In total, 27 young women were nominated, and all of them received an invitation letter by email, introducing the project and providing a link to the application form. Of these, 19 signed up to take part in the following stages, which consisted of a collective meeting and an individual interview conducted virtually. All the young people taking part in the selection process were provided with internet support, making it possible for them to participate.

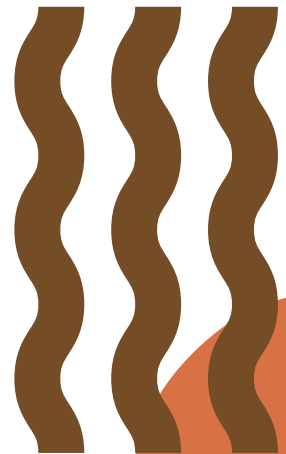
Based on the dialogues and seeking to ensure a diversity of realities, experiences, and territorial representations from the outskirts of the city of São Paulo and the metropolitan region, coordinator Lúcia Udemezue and educator Giselda Perê selected ten girls. Throughout the training, three young people left the project for personal reasons; a new multiplier was chosen for the group, and, as a result, eight girls completed the training, as per the project's initial goal.



The training cycle for the young multipliers

The training cycle for the young multipliers took place between 2020 and 2022, comprising 80 meetings and 177 hours of activities. Due to the social isolation measures, the program planning and methodological strategies were rethought to adapt the training to the online modality and to meet the logistical, political, and pedagogical demands that the challenging context of the pandemic imposed on the young people and the project.

The process of training the young multipliers led them along a path of self-discovery and individual and collective strengthening from a personal, political, and professional perspective. Its foundation is inspired by the **Sankofa**, a symbol that is part of the *Adinkras* – the ideographic system of the Akan peoples of West Africa. Represented by a bird turning its head to its tail, it translates into the idea of knowing the past in order to give new meaning to the present and build the future. The search for lost ancestry is the way to strengthen the paths, understand the present context, and propel a future with all its power.



Sankofa, Adinkra
ancestral symbol.

“It was a great relief for me to be able to complete this great cycle with them. It was really good. They left our hearts warm, like ‘mission accomplished’”.

LÚCIA UDEMEZUE,

project's general coordinator
at *Ação Educativa*

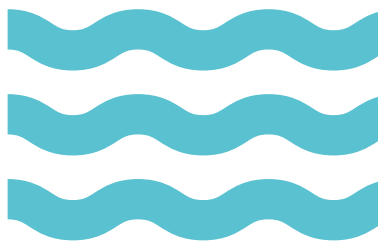
“At first, we looked at their life stories and recognized the black women in their contexts, who they were, what their references were, and what the struggles of the women close to them were so that we could broaden the scope and understand this family history from the perspective of the historical context of the black population, especially black women in Brazil. Then, we started to get into the more conceptual debate of things. This methodology was the one that was introduced.”

GISELDA PERÊ,

educator for *MUDE com Elas,*
at *Ação Educativa*

This journey was led by educator Giselda Perê, from the *Ação Educativa* team, who was responsible for carrying out the activities and monitoring the young women's development. Some activities also included mediation by professionals and organizations specializing in the topics covered. The main elements of the training were as follows:

- ▶ **Reception:** Also in 2020, meetings were held to receive, integrate, and welcome the selected young women, which allowed us to learn more about their backgrounds and realities, map out the most urgent needs they were experiencing then, and introduce them to the project.
- ▶ **Political training:** The training meetings began in 2021 and lasted until 2022, addressing topics such as leadership; human rights; historical and structural discrimination in Brazilian society and the job market concerning gender, race, and ethnicity; gender and women's rights; personal and professional development; life project and public policies in the area of education; incentives for training and inclusion in the job market. The meetings took place exclusively in online mode in 2021 and in a hybrid format in 2022. In total, 80 meetings were held, totaling 177 hours of training — 36 meetings in 2021 and 44 during 2022.



Arquivo Ação Educativa

▶ **Collective and individual mentoring:** The young women's training cycle also included six group mentoring meetings and four individual meetings for each young multiplier. In total, 40 mentoring meetings were held, all focused on the challenges and techniques for getting a job and on the platforms that offer training opportunities and job openings.

▶ **Preparation for multiplication and advocacy activities:** The young women's training course also included specific activities to enhance their participation in multiplication activities and in spaces for political discussion on the rights of young people, with a focus on the world of work. Thus, a total of 49 hours were offered, entirely dedicated to planning the multiplication and their life projects.

"The project's training time gave us many tools to understand ourselves as a power. The power of people who know things or of people who may not know but can learn like anyone else and not be burdened by not knowing. Power also in the sense of being able to look at what we are."

JÉSSICA OLIVEIRA,
young multiplier agent

"I'm working on a project in the cultural center where I live, and I think one of the reasons I agreed to take part in this project as an educator was everything I validated during the MUDE with Elas meetings with regard to myself and what I know [...] So I think the whole process has made me grow significantly in terms of security and looking at all the things I've been through, all the experiences I've had, all the training [...]"

JÉSSICA OLIVEIRA,
young multiplier agent

“The multiplications took place entirely with their protagonism. The training that took place in the first half of 2022 was aimed at getting them to understand what planning was, what it was like to conduct an activity, and what it was like to pre-produce an activity. So they created the proposals within the themes of interest they had already identified while creating the Fanzine”.

GISELDA PERÊ.

educator for *MUDE com Elas*,
at *Ação Educativa*

“About the forums, it was a pretty crazy thing because we didn’t just keep the subjects to ourselves; we passed them on to the invited people. In the beginning, the proposal was to invite other collectives and have a more in-depth conversation, but it didn’t work out, so we started calling the people closest to us. I called neighbors and friends just like the girls, and then we learned a lot from them, but we also talked a lot about what we learned. I would rather not use the word ‘teach,’ but it was a very good exchange, a really good one.”

ANA TIFFANY.

young multiplier agent

Peer education: the multiplication activities

The training process sought to train and empower the young women to disseminate the discussion on the world of work and race and gender issues to a broader audience of young people, from a peer education perspective. The multiplication activities are structured on three fronts: school workshops, dialogue forums with relevant actors, and youth gatherings. In addition, the young women took part in various advocacy actions with public authorities and the private sector carried out by *MUDE com Elas*.



TO WATCH

From School to the Workplace — video of the multiplication actions in schools: <https://bit.ly/45pAaKX>



The multiplications in schools were hindered initially by the implications of the pandemic — which made it impossible to hold workshops in 2021 and in the first half of 2022 — and then by the electoral context, which generated tensions and insecurities, making it difficult to liaise with educational institutions in the second half of 2022. As a result, it was not possible to reach the planned number of workshops, but eight of the 12 workshops were held in five of the six schools planned, reaching around 300 students.

Throughout 2022, the multipliers also prepared and conducted three dialogue forums in which the challenges facing young people and the job market were discussed with a diverse group of actors. They also held the Youth Gathering, which took place in 2022, as a space to draw up proposals for public policies on youth, work, gender, and race. Together, the activities mobilized more than 100 people. Additionally, in 2023, the young women organized two more forums for dialogue and a Youths Gathering at the São Paulo City Council.

The experience of multiplying actions aimed at raising awareness and training young people for the world of work was highly relevant for the project participants and was confirmed as an important strategy for broadening the public debate from the youths' perspective.

“I think that after the first multiplication, I felt very confident about it, like: ‘Oh, I know what I’m doing here’. It was a process in which I was present, and we all received information. We’re not empty here; we’re full of information and things that we want to exchange and pass on to other people, to other young people who are like us, especially young black women. And that was really great.”

JÉSSICA OLIVEIRA,
young multiplier agent

“At first, the multiplication was quite scary for me, but when I went to my first one, I really liked the space, and I think that’s how I see myself: going there, talking... I see myself as if I were thinking even further ahead, providing support to the other young people who were starting out. I see something like that, you know?”

ANA TIFFANY, young
multiplier agent

YOUTH METHODOLOGY

To mediate the discussion on the challenges faced by young people in the world of work, the multipliers developed creative and innovative methodologies and didactic and creative products intending to draw young people's interest and promote their understanding of the topic:

- ▶ Memory game
- ▶ Historical personalities game
- ▶ Comic strips about youth and the search for work
- ▶ Fanzine on youths and work

Psychosocial support in the context of the pandemic

The effects of the pandemic, which have exacerbated the country's inequalities, have had an even more severe impact on segments of the population already exposed to various vulnerabilities, such as young black women. In this context, in order to carry out consistent training with this audience, it was first necessary to meet a series of social, economic, and emotional demands experienced by the young women.

At the beginning of the training course, *Ação Educativa* mapped out the main urgencies and mobilized a set of actions designed to support and strengthen the young women so that they could then dedicate themselves to training. In addition to digital equipment, such as computers and cell phones, they received a stipend for internet expenses and a monthly basic food basket during the project's first year. In addition, through external partnerships, *Ação* provided psychotherapy services for the young women who expressed this request.

4.1.4. Mobilization and operating as a network

MUDE com Elas understands that overcoming gender and racial discrimination in the world of work is only possible through a broad and transformative dialogue involving actors from different social segments. Therefore, mobilization and operating as a network to engage strategic players from civil society, government, and the private sector in a multi-actor partnership are the project's foundation and permeate all its action fronts.

The concrete result of this networking effort is the construction of a formal structure for multi-actor dialogue – a Multi-actor Network – which, in the medium term, should drive the necessary structural changes that favor the inclusion of impoverished young black women in the labor market under appropriate conditions. The network expands the partnership established within the Core Group to a more extensive set of relevant partners and players with the capacity to enhance and sustain the project's impacts.

The Multi-actor Network was formed through a thorough mapping, mobilization, and network-building process carried out by *Ação Educativa* with the support of tdhA. More than 60 actors from different segments were involved in the project's actions. It is important to emphasize that the idea of creating a network and its action guidelines did not reach the partners as something finished, but as an open space for collective construction based on what each actor could offer.

“The Core Group is the nucleus of the multi-actor dialogue that was to be established [in the project's original conception], but it necessarily implied an expansion in its constitution. What we have come to call the network is the multi-actor dialogue”

ANGELA SCHWENGBER,
general coordinator of the
project at tdhA

“We mapped out actors to listen to them because that's how I think of working. I presented the project to them: ‘Look, this is it. What do you think? What's the path?’” inviting them to join the multi-actor group, but also reflecting on what it's like to be there. To hear and so on... So it was a listening process, and then each group brought their perceptions of what could be done, constructive criticism”

LÚCIA UDEMEZUE,
general coordinator of the
project at *Ação Educativa*

“I think that Mude com Elas and the program that I’m coordinating at the moment have the same objective, which is the inclusion of black people in the labor market, in decision-making spaces[...] So, we came to understand that participating in the Network is the way for us to act in the field. We didn’t have the time nor the energy to also work with companies [...] because our work has been focused on promoting black people, black leaders [...] So, we understood that taking part in the Network could add to the Foundation’s work in this sense because we have synergy with it and these were spaces where we weren’t being able to act.”

VIVIANE SORANSO,

coordinator of the Tide Setubal Foundation’s Race and Gender Program

“We want to shape and influence public policies; we just don’t know how. And having a network that works in this direction is important for us and has a lot of value because we understand that, in this work of advocacy and influencing public policies, you can’t go it alone; you can’t just go as the Tide Foundation and think you’re going to change a lot. We need to join forces and have other players get involved with us”.

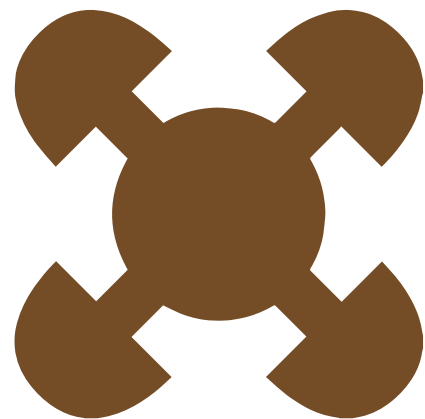
VIVIANE SORANSO,

coordinator of the Tide Setubal Foundation’s Race and Gender Program

This process of mapping and mobilizing actors was crossed by a dramatic scenario made up of multiple crises – political, socioeconomic, and sanitary – which required enormous resilience and, above all, a sense of collectivity. This process can be well portrayed by the Akoma Ntoso, an ancestral Adinkra symbol that represents understanding, agreement, harmony, and unity.

Among the achievements of this process, we would highlight the engagement of a diverse and relevant group of partners and actors in awareness-raising, training, and dialogue processes, as well as the network’s active participation in the formulation of proposals for public policies on youth, work, and income that favor the entry and professional development of young people.

The construction of the MUDE com Elas Multi-actor Network, as a structure in which the efforts of these multiple actors committed to this agenda converge and enhance each other, is undoubtedly one of the main gains of the initiative. However, there is still a long way to go before it can be effectively consolidated, which is undoubtedly one of the project’s major challenges in the coming stages.



Akoma Ntoso,
Adinkra ancestral symbol.

The actions conducted in the first half of 2023 focused precisely on making progress in this direction. In June of this year, a workshop was held on political advocacy at the national level, with the participation of the National Secretariat for Social Participation / General Secretariat of the Presidency of the Republic and the Coordination of Youth Policies of the Ministry of Labor and Employment, an initial action that allowed us to glimpse at the expansion of the network's scope of action.

In addition, in the same month, the Network drafted its letter of commitment, in which it constitutes itself as “a dialogue and advocacy space among young people, civil society actors, business and academic audiences in order to build sustainable transformations in the face of the complex inequality that affects young black women in the labor market in Brazil,” determines its operating mechanisms and affirms a series of purposes. The document is, so to speak, the finishing point of this first phase of *MUDE com Elas* and the starting point for the subsequent phases, in which the aim is to strengthen the formalization undertaken and consolidate the process of multi-actor dialogue.

Arquivo Ação Educativa




“I think the project plays a fundamental role in shedding light on a discussion that is difficult to hold by saying: ‘Look, beyond a gender discussion, which is linked to the unequal employability of women in relation to men, there is a deeper layer that concerns the lives of black women in the world of work.’ Making this point is not in the realm of utopia; it is in the realm of practical actions in the lives of black girls”.

DÉBORA DIAS, from
UneAfro, co-councillor
at *Quilombo Periférico*

“The Multi-actor Network offers diverse perspectives on inequalities in the world of work, especially those that affect black women, particularly young black women. Having multiple experiences and actions helps us to create strategies to confront this reality, especially when we have the participation of the public authorities and the private sector. The next step is for this Network to have its own sustainability and for the participating actors to take on more long-term responsibilities and commitments”

FERNANDA NASCIMENTO, coordinator
of the *MUDE com Elas* Project
at *Ação Educativa*



MEMORANDUM OF UNDERSTANDING MULTI-ACTOR NETWORK MUDE COM ELAS

The Multi-actor Network *MUDE com Elas* gathered on June 28, 2023, discussed and approved this letter, which expresses the understanding and commitments that the participating organizations assume for the continuity of this dialogue and advocacy space. We invite your organization to sign up for this joint commitment and be part of the proposed changes!



What is the Network?

It is a dialogue and advocacy space among young people, civil society, the public, business, and academic actors in order to build sustainable transformations in the face of the complex inequality that impacts young black women in the labor market in Brazil. The aim is to showcase different visions, coordinate initiatives, debate ideas, and cooperate through pacts to enable progress in confronting inequalities and guaranteeing social justice and democracy.

The institutional structure of the Multi-actor Network is being built by implementing the *MUDE Com Elas* Project, which promotes initiatives to foster this space. It is worth highlighting the training of young activists for rights and their influence in improving public policies for youths, and the *Movimento Elas Transformam* (They Transform Movement), a campaign that aims to make organizations and corporations aware of the urgency and importance of advancing in affirmative policies for the hiring and professional development of young black women.



Why was it created?

Ação Educativa, in partnership with *terre des hommes* Germany, identified the need and opportunity to develop the *MUDE Com Elas* Project as an unfolding of other initiatives they carry out with youths, especially in the context of the school-work transition. The unacceptable inequalities faced by black and peripheral youths require renewed transformative efforts on the part of organizations fighting for rights, as well as corporations, public authorities, and civil society organizations.

Young black women have increased their years of study and have had more access to higher education in recent decades, but despite this, they continue to face worse conditions of entry into the workplace. According to a study by the *Associação Pacto de Promoção da Equidade Racial* (2022), completing higher education increased the salary of black women by 33.25%, while for white men, higher education increased their income by 49.32%. Data from the 2021 National Household Sample Survey (PNAD – *Pesquisa Nacional por Amostra de Domicílios* in Portuguese) showed that: black youth are more prone to informality; unemployment among black women is 3.5 times higher than among white men; while 57.2% of black women had been seeking employment for more than two years, 25.3% of white or yellow men were in this situation. A survey carried out in 2020 by the *MUDE Com Elas* Project identified that all young black women seeking employment reported discrimination in selection processes, particularly perceived concerning their bodies (hair, adornments, tattoos, and even the way they dress) among young black women in employment, 10.3% of those who worked said they had black bosses and 69.8% had already suffered some form of discrimination in the workplace.

In addition, data from the Annual *PNAD* 2019 showed that young black women spend three times as much time on unpaid domestic work as young non-black men and the percentage of young black women who take care of people is more than double that of this segment. These inequalities have repercussions in terms of difficulties in accessing studies and staying in the job market.

Faced with this scenario, *Ação Educativa* and its partners are committed to working as a network, combining efforts and capacities to tackle the complex challenges imposed on Brazilian society, such as the inequalities of gender, race, and socioeconomic status that affect the trajectories of young black women. Focusing on the situation faced by marginalized young black women was necessary, given that no initiative or organization had been addressing this specific intersectionality. And paradoxically, public information and studies indicate that young black women endure the worst conditions in the labor market in the country. However, there are many organizations that are active and have accumulated knowledge and experience in certain aspects of this intersectionality, and the effort has been to converge and cooperate.

Why does it exist?



The Multi-actor Network is being established with the following purposes, without prejudice to others that may be incorporated in the future:

- ▶ Build a national network to produce and disseminate knowledge on employment access for young black women.
- ▶ Propose and monitor the implementation of public policies with a focus on the three spheres (municipal, state, and federal) in dialogue with the executive and legislative branches.
- ▶ Monitor existing public policies to assess how they are being implemented.
- ▶ Act in alliance with the black and feminist movements, seeking to provide visibility for the demands of confronting the inequalities that affect young black women in the job market.
- ▶ Promote a network of young black women in the municipality of São Paulo in dialogue with other national representations of young black women.

- ▶ Mobilize youth representation in agenda-building and advocacy activities at local and national levels, with a majority presence of young black women.
- ▶ Establish an Observatory as a space for the continuous production and systematization of information on young people's access to work, with an emphasis on the intersections of race and gender, which will become a participatory tool for promoting public debate, disseminating this agenda among young people and their communities, organizations, companies, and society as a whole, as well as strengthening advocacy.
- ▶ Build a benchmark of support for young black women's collective initiatives to generate decent work and income.
- ▶ Build a political agenda, understanding the place of youth within this agenda.
- ▶ Mobilize and create dialogue with the private business sector, drafting agendas for the adoption of affirmative policies by companies.
- ▶ Consolidate which public and voluntary commitments companies will make to the Network.

Who participates in the Network?

The following are invited to participate in the Network:

- ▶ Civil society: NGOs, foundations, unions, youth collectives, young people and others;
- ▶ State: legislative mandates (municipal, state, and federal); government bodies (municipal, state, and federal); Public Ministry of Labor and others
- ▶ International organizations such as the ILO, UNICEF, and UN Women
- ▶ Companies and foundations from the corporate third sector
- ▶ Universities and other educational and research centers.

How is it organized, and how does it work?

The Multi-actor Network *MUDE com Elas* was formed through the initiative of a Core Group (CG) comprised of organizations that implemented the first phase of the *MUDE com Elas* Project, based on mobilization, awareness-raising, organization, and training actions. In the project's first phase, working groups and other specific dialogue spaces were organized, which proved to be powerful but needed to move forward in the next stage.

Going forward, the plan is to expand the CG with the participation of other partners, making it a representative space for the various segments that constitute the *MUDE com Elas* Network. The Core Group is responsible for mobilizing, planning, implementing, and assessing actions and meeting the challenges facing the Network. It is the group responsible for ensuring the conditions for the continuous operation of the Network.

Working groups will be assembled to achieve the objectives, with free membership and temporary or permanent duration, depending on their focus. The Network has indicated that it intends to establish the following groups:

- ▶ **Business Dialogue and Mobilization WG:** comprised of the organizations responsible for approaching and dialoguing with the business sector.
- ▶ **Municipal advocacy WG:** for advocacy work, especially in the budgetary process (multiannual plan – PPA, targets plan, budget guidelines’ law – LDO, and annual budget law – LOA).
- ▶ **National advocacy WG:** dialogue with ministries, secretariats, and other government bodies.
- ▶ **Observatory WG:** production, reproduction, and dissemination of information.

Based on the experience gathered so far, the Network will also continue to define the best way to conduct the governance of actions, the integration of the specific actions of each organization participating in the network, and what commitments will be made publicly by all the actors involved. The roles of the different actors participating in the Network will be more clearly defined. To be specified and translated into goals, the commitments of each segment should converge towards reducing inequality in the world of work, respecting the legislation of the field, promoting the right to decent work and training for young black women.



Actions taken to mobilize a multi-actor network

Meetings to mobilize partners and relevant actors

Throughout the project, 44 meetings were held with over 60 players from all social segments in order to present the project, raise awareness of the issue, and encourage participation in the multi-actor advocacy actions of *MUDE com Elas*.

Webinars on the challenges of the inclusion of black women in the labor market

Two webinars were held, one in 2020 on the occasion of the project's public launch and another in 2021. The events proved to be important spaces for qualifying the debate on the subject and have garnered over a thousand YouTube views.



Escrevivência

*A Escrevivência surge de uma prática literária cuja autoria é negra, feminina e pobre. Em que o agente, o sujeito da ação, assume o seu fazer, o seu pensamento, a sua reflexão, não somente com um exercício intelectual, mas atravessado por...

Thematic workshops with multi-actors

MUDE held three workshops with the aim of raising awareness among actors about tackling gender and race inequalities in the world of work.

Workshop 1 — Apresentação da pesquisa “Potências (in)visíveis: a realidade da mulher negra no mercado de trabalho”, desenvolvida pela *Indique Uma Preta* e *BOX 1824*.

Workshop 2 — Discussão do tema “Políticas públicas de juventude, raça e gênero no mundo do trabalho: o que podemos fazer juntas?”, com a mediação da covereadora da cidade de São Paulo, Débora Dias, que apresentou um painel sobre as discussões na Câmara Municipal de São Paulo sobre juventude.

Workshop 3 — Discussion on “Alternatives for considering public policies for young people – against precarious work,” with the participation of Agnes Roldan, a young leader in the field of popular education, and Helena Abramo, a researcher in the area of youth and public policies.

Workshop 4 — Debate on the political impact of the project in the São Paulo City Council.

Workshop 5 — Conception of the *Elas Transformam* Campaign, aimed at raising awareness among the corporate public about the inclusion of young black women in the job market.

Workshop 6 — Discussion on political advocacy at the national level, with the participation of the National Secretariat for Social Participation/General Secretariat of the Presidency of the Republic and the Coordination of Youth Policies of the Ministry of Labor and Employment.

General meetings: The Multi-actor Network also met on other occasions to discuss and prepare project actions or issues related to the network’s own constitution, such as the creation of the commitment charter.

Reflection meetings

The reflection meetings were initially dedicated to raising awareness and training the Core Group itself on the perspective of anti-racist action. However, given their strategic nature, they were opened up to different stakeholders as a way of getting them involved and drawn into the project.

A total of 7 reflection meetings were held.

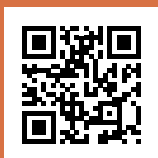
Organizations that participated in the Multi-actor Network actions

A.W.Faber-Castell S.A.	Conselho Municipal de Juventude	Hydac Tecnologia Ltda.	PAC – Projeto Amigos das Crianças
Africásper	Consulado Geral da Alemanha em São Paulo	IBM	Pastoral da juventude
AfroPresença	Continental	Ideia Clara	Phoenix Contact Ind e Com Ltda
Afrotrampos	Coordenadoria Municipal de Juventude	IMS – Instituto Moreira Sales	Plan International
Amil	CTB – Central de Trabalhadores do Brasil	Indique Uma Preta	Projeto Meninos e Meninas de Rua
Amoreira Treinamentos	Cursinho Transformação	Instituto Elos	Projeto Negralizando
Ana Minuto	CUT – Central Única dos Trabalhadores	Instituto Ethos	Projeto Orí Imó
Aporé	Desenrola e Não Me Enrola	Instituto ID-BR	Quilombaque
Aprendizagem Comercial	CEERT	Instituto JCPM de Compromisso Social	Ramirez Lopes
Associação de Luta por Moradia Estrela da Manhã	Educafro	Instituto Jô Clemente	Rede Emancipa
Associação dos Profissionais do Ensino Oficial do Estado de São Paulo	Egbe Desenvolvimento	Instituto Peregum	Rede Periférica LGBTI Família Stronger
Baer Mate	Emancipa	Instituto Social Ser+	Rede Ubuntu
Banco Mercedes	EmpregueAfro	Instituto Techmail	SENAC
CCABF Solano Trindade	Empresarial & Carreira	IPA Brasil	Siemens Healthineers
CDHS-Sapopemba	Equidade Racial	Juventude Pátria Livre	TEM Limeira
CEDAPS	Escola Comum	Kinah Desenvolvimento Profissional	T-Systems do Brasil
CEDECA Interlagos	Escritório da OIT no Brasil	Leadec Brasil	UBM / UJS
CEDECA Sapopemba	União Estadual dos Estudantes de São Paulo	Levante Mulher	Ubuntu
Centro de Cursos de Capacitação da Juventude	FADC	Mandata Quilombo Periférico	Uneafro
Centro de Estudos das CFemea	FLM – Frente de Luta por Moradia	Mandato Luana Alves	União Brasileira de Mulheres da Cidade de São Paulo
Cia Quatro Ventos	Força Sindical	Marcha das Mulheres Negras SP	UNICEF
CIEDS	Fundação Abrinq	Mercedes-Benz Do Brasil	United Way Brasil
CIEE	Fundação Paulistana	Messer Gases Brasil	UOL
Colabora	Fundação Tide Setubal	Ministério Público do Trabalho	Uzoma Diversidade Cultura e Educação
Coletiva Jovem	Fundo Agbara	Minuto Consultoria	VDI Brasil
Coletivo Arvoredo Negro	Geledés – Instituto da Mulher	Moove	Vereador Eduardo Suplicy
Coletivo Elza Soares USP	GIZ	Movimento ENFRETE SP	Vereador Isac Félix
Coletivo Katemari Rosa	Google Brasil	Mulher Negra	Vereadora Erika Hilton
Coletivo Negro Ruth de Souza	GOYN	Negralizando	Vereadora Luana Alves
Coletivo Opá Negra	HDI Seguros	Núcleo de Pesquisas em Modas Africanas e Afro-diaspóricas	Viração Educomunicação
		ONG Criola	VNDI – Vidas Negras com Deficiência Importam
		ONU Mulheres	

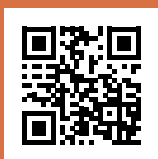


TO WATCH:

1st Webinar “Challenges in including young black women in the labor market”
<https://bit.ly/3q4BLHe>



2nd Webinar “Challenges in including young black women in the labor market”
<https://bit.ly/3Og2uIF>



TO READ

Why is it so difficult for young black women to access the job market? (Article produced from the 1st webinar)
<https://bit.ly/459tnVx>



Young black women are the most affected segment of the population by unemployment, says IBGE (Article produced about the 4th Reflection Meeting)
<https://bit.ly/47zXGXr>



Collaborations and network initiatives are the way to expand job opportunities (Article on the 5th Reflection Meeting)
<https://bit.ly/3OEgEEY>



The importance of black women as protagonists in Brazilian innovation and technology (Article about the 6th Reflection Meeting)
<https://bit.ly/454SGba>



MUDE Com Elas:
The project debates the progress needed to include people with disabilities in the job market (Article about the 7th Reflection Meeting)

<https://bit.ly/3DEJVZV>



4.1.5. Advocacy in defense of rights

During this project's first phase, the Multi-actor Network's work had two main axes – 1) political advocacy and 2) public campaigning. The first of these was dedicated to formulating public policy proposals and working with the São Paulo City Council to resume the youths' agenda in the city, with a focus on establishing a youth subcommittee in the Finance and Budget Committee. The second axis promoted a communication campaign on the fight against racism and sexism in the process of integrating young people into the world of work, aimed at the corporate public and society as a whole. Together, the two axes include dialogue with the public and private sectors and civil society, which is essential for a comprehensive and coordinated response to the problem faced.

MUDE in the City Council – advocacy actions for youth rights

Due to the interdiction of dialogue in the national political context until the end of 2022, the Multi-actor Network chose to focus its advocacy actions on the city of São Paulo, with a particular emphasis on the legislative branch. Based on exchanges with strategic mandates for the race and gender agenda, such as *Quilombo Periférico* and councilors Erika Hilton and Luana Alves, the project outlined a political advocacy plan with some guidelines, including the creation of a youth subcommittee within the House Finance and Budget Committee.

The first and most significant action was the public hearing “Youth Unemployment and Public Policies for Young People in the Municipality of São Paulo,” called by *Mandata Quilombo Periférico*, in direct coordination with MUDE com Elas. The event, held in November 2021, was attended by more than 20 people in person and 30 online viewers. On that occasion, a manifesto, and a document with a series of proposals drafted by the Multi-actor Network for public policies aimed at youth and work in the city were presented, with repercussions in various government areas.

One of the commitments made at the hearing by the Finance and Budget Committee coordinator, Isac Félix, was the creation of a youth subcommittee – a crucial requirement to ensure that youth demands are prioritized and that the budget is allocated to youth policies.

In 2022, the network decided to commit its efforts to advocate in the São Paulo City Council to advance the discussion on a municipal youths' agenda, in particular, the creation of a subcommittee. As a strategy to strengthen this front, the project relied on consultants Haydée Paixão and Stephanie Felício to coordinate political lobbying with councilors and public administrators.

Following the creation of a Youth Coalition in the Chamber of Deputies, which brought together councilors committed to the issue, the consultants, and *Ação Educativa's* project coordinator, Lúcia Udemezue, a series of meetings was held to convince councilors of the demands of young people and to make the youth subcommittee feasible. These dialogues led to the 1st Meeting for a Decent Youth Life. The event was important for mobilizing the youth agenda within the Legislative House and creating a dialogue space with the effective participation of young people.

The meeting presented four specific demands from young people: 1) Parliamentary Front for Youth in the City Council; 2) Municipal Youth Fund; 3) Municipal Youth Plan of the Youth Public Policies Coordination of the Municipal Secretariat for Human Rights and Citizenship; 4) Youth Subcommittee within the Finance and Budget Committee of the São Paulo City Council. At the end of the meeting, the participants filed a document formally requesting the creation of the subcommittee in all the offices of the Finance and Budget Committee members.

On November 30, 2022, at the 20th Ordinary Meeting of the Finance and Budget Committee, the creation of a youth subcommittee was finally approved. The request was filed by the

“What has gained the most strength in the project is the political debate and public policies [...], and we verified that there had been no youth agenda in the new legislature of the City Council until then. Nothing. So I said: ‘Well, let’s target here’”.

LÚCIA UDEMEZUE,
general coordinator of the
project at *Ação Educativa*

“I also didn’t expect the issue of political advocacy to take on the proportion it did. We managed to occupy the Legislative Chamber [of São Paulo], with the young person speaking at the podium, and establish a youth subcommittee within the Budget and Finance Committee. It was a very important thing, and I think organizations should look at it.”

LÚCIA UDEMEZUE,
general coordinator of the
project at *Ação Educativa*

duo of councilors Isac Felix (PL) and Janaína Costa (MDB) and was unanimously approved by the members.

From 2020 to 2022, other advocacy actions were undertaken, such as the participation of young multipliers in Youth Week, promoted by the Municipal Youth Coordination. A dialogue relationship was also started with the Municipal Youth Council of the city of São Paulo, which was elected in the second half of 2021 and has a young woman who participates in the project's multi-actor dialogue, Stephanie Felício da Silva.

Another important action was the mobilization to stop Provisional Measure (MP) 1045/21 in the Senate. The measure instituted the New Emergency Program for the Maintenance of Employment and Income, which loosened the rules for hiring workers between the ages of 18 and 29, making it even more precarious for young people to enter the workforce. *Ação Educativa*, together with the *Frente pelo Direito da Juventude ao Trabalho Decente* [Front for the Right of Youth to Decent Work], in partnership with the *Rede de Advocacy Colaborativo* [Collaborative Advocacy Network – RAC], organized a series of actions, such as a tweetstorm, postings, a projection event, a public note and dialogue with the mandates of senators to stop MP1045/21. The Senate ended up voting against the Provisional Measure.

The Commission was only installed in 2023 after the legislative recess, and *MUDE com Elas* attended all the meetings. In April, as formal guests of the Subcommittee, the representatives of *MUDE com Elas* had the opportunity to present the project to all the councilors and others present and to file an initial letter requesting information on the headings of public policies aimed at young people.

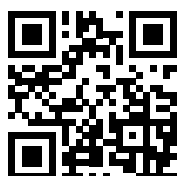
Throughout the first half of 2023, *MUDE com Elas* followed the legislative agendas and discussions on the public budget in the São Paulo City Council. They worked to put the interests of young people on the agenda. In June, it even filed a request at the Public Hearing on the Budget Guidelines Law (PL 192/2023) for the inclusion of an amendment requiring the executive branch to produce an Annual Report on Budget and Youth.

During this period, there was also the Youth Gathering – Budget and Public Policies, held in the context of the *Political Articulation of the Fight for Youth Rights* in the São Paulo City Council, with Mandates and the Multi-actor Network *MUDE com Elas*. The activity was attended by over 100 people, mostly young, black, and from different marginalized areas of the city, to debate the public budget and youth demands. Also taking part were councilors Débora Dias, from *Quilombo Periférico*, and Natália Chaves, from the Feminist Caucus, as well as representatives of councilor Isac Félix and councilor Jussara Basso.



TO READ

Check out the full report on the Youth Gathering produced by *Agência Jovem de Notícias*: <https://bit.ly/44fuUZb>



“I think this project should train other multipliers, other women who could fulfill this fundamental role of political advocacy in institutional spaces because one thing is certain: if sometimes we don’t get elected – and most of the time we don’t – we still have women who are very well-equipped to fight this fight and who have always done so.”

DÉBORA DIAS, from UneAfro, co-councilor at *Quilombo Periférico*

PUBLIC POLICY PROPOSALS DEVELOPED BY THE MUDE COM ELAS MULTI-ACTOR NETWORK TO IMPROVE THE CONDITIONS OF ACCESS TO WORK AND INCOME FOR YOUNG BLACK WOMEN

Acknowledge young people as subjects of rights

- ▶ Revive the Youth Statute and the National Agenda for Decent Work for Youth;

Socio-educational measures

- ▶ Create incentives for school and professional training for young women coming out of socio-educational measures who find it very difficult to continue their schooling and complete elementary education;

Culture

- ▶ Expand programs along the lines of cultural agents, with priority given to marginalized young black women;
- ▶ Strengthen, broaden, and improve support notices, considering the new specificities of cultural collectives and producers;

Budget

- ▶ Convene the Youth Council to discuss and present the budget structure;

First job

- ▶ Improve the tools already in place, such as the Apprenticeship Program and internships;
- ▶ Provide support for job hunting, which involves the difficulty of commuting in the city and transportation expenses;

Expand the Young Apprentice program

- ▶ Elaborate on a path for developing youths beyond the 15-29 age group.
- ▶ Entry into the workforce (Young Apprentice);
- ▶ Maintaining employment (aged 24 to 27);
- ▶ Developing youths for middle and senior leadership positions (28 and 29 years old);

Solidarity Economy/Entrepreneurship

- ▶ Structure a public program that promotes the hiring and consumption by different sectors – public, private, and NGOs – of services and products offered by young black women;
- ▶ Create programs to encourage youth collectives to generate work and income, with priority for marginalized young black women, providing assistance and financing services appropriate to their self-managing and associative profile;

Employment and Income

- ▶ Create a program that accompanies young people from the last two years of high school onwards so as to build this transition phase towards a more planned entry into the job market;
- ▶ Promote green jobs and the circular economy for sustainable cities;
- ▶ Foster policies that take into account the various forms of employment: salaried, associative, and self-employed;

Maternity and Double Household Shift

- ▶ Strengthen policies that consider the right to daycare, given that one of the biggest reasons for women dropping out of school and being unemployed is directly linked to taking care of the home and their children;
- ▶ Provide specific support for dealing with household chores and caring for children and family members;

Technology

- ▶ Strengthen education offer and integration in technology areas;

Gender and race

- ▶ Considering the corporate environment from the perspective of tackling racism and sexism, ensuring a better reception of black professionals and their professional development in these companies;

Territory

- ▶ Introduce work-related programs according to geostrategic mappings of the city, considering the different demands of these young people, in order to later be able to apply them in a broader and more helpful way for them;
- ▶ Create job opportunities in peripheral regions since jobs are concentrated in the central region, which makes mobility to the centers difficult;

Private initiative

- ▶ Reduce the cost of hiring young people to create incentives for companies;
- ▶ Combat the low percentage of companies that respect the Apprenticeship Law by broadening the debate and mechanisms of fairness in private sector selection processes, considering ways to encourage companies to hire young black women;

Training

- ▶ Provide political training for young leaders, mobilization, and inclusion of these young people in the three spheres of public power;
- ▶ Create research scholarship programs for young black university students taking courses in technological areas and living in peripheral regions, linking the demand for social policies to the development of technological solutions that improve these policies;
- ▶ To have policies that reduce racial inequalities, affirmative policies that encompass access to universities, public services, and postgraduate programs;
- ▶ Provide support for access and retention in higher education, including public support for popular preparatory courses and ways to sustain students economically in higher education;



TO READ

Manifesto letter in defense of the promotion of public policies in education, work, and income generation for the youth of the city of São Paulo
<https://bit.ly/3YgiAqm>



***Elas Transformam* Movement** — communicating black powers

On May 1st, 2023, a historic date for workers around the world, *MUDE com Elas* launched the '*Movimento Elas Transformam*' (They Transform Movement) – a public campaign conducted by the Multi-actor Network to mobilize actions in the fight against racism and sexism in the job market and, above all, to communicate the powers of black women who are made invisible because of discrimination.

Aimed primarily at the corporate public and social organizations, the campaign combines communication actions and mobilization activities in a program that includes workshops, seminars, and a live event to raise awareness among companies of their social roles and responsibilities in building strategies to guarantee decent work for black women, especially those who are just entering the job market.

The design and concept of the campaign were developed by *Indique Uma Preta*, a consultancy specializing in diversity and job market inclusion, and it was distributed by *Viração Educomunicação*, a non-profit organization that promotes youths' rights. Both institutions are part of the Multi-actor Network. The campaign materials are being published on *MUDE com Elas*' official communication channels, on [Instagram](#) and [LinkedIn](#), in collaboration with other organizations in the Multi-actor Network.



4.1.6. The impacts of the advocacy front

MUDE com Elas has contributed to the definitive inclusion of gender, race, class, and age in discussions about work and income. It does this not only by producing and disseminating qualified information on the subject, but also by mobilizing a significant number of players from different social segments, including young people themselves. This impact can be symbolized by the Multi-actor Network, which, although still in the consolidation phase, is a powerful structure for advancing the agenda.



Lei de fomento (Lei 1 e 2 (subfinanciada))

- 1) FORTALECIMENTO DE EQUIPAMENTOS DE CULTURA E LAZER
 - Casas de cultura
 - Casas Hip Hop
 - CCM / DIVERSIDADE
- 2) ARTICULAR E PROMOVER ACESSO AS POLÍTICAS
 - ESTÁGIO JUVENTUDE
- 3) FORMAÇÃO E TRABALHO
 - Bolsa Trabalho
 - Bolsa Geração
 - + Políticas de Bolsa + Atuação
 - esap públicos
 - Zóon monitor cultural
 - Agente SUAS
 - Seam SUS
- 4) Saúde Mental? + direitos sexuais e reprodutivos?
- 5) Ação afirmativa nas políticas (caça-gênios)
 - terceiro
- 6) Produção de informações
 - quais polít
 - Relatório Anual: que jovens gênero/raça
 - território

GERAÇÃO DE RENDA

PASSE LIVRE

ESTÁGIO DE JUVENTUDE

PERMANÊNCIA

AGENTES DE TRANSFORMAÇÃO

CASAS DE HIP HOP/CULTURA (CCM)

BOLSA CURSINHOS

RELATÓRIO ANUAL

Q.T. GEN. RAÇA. REND. IMPACTO

TRAZER ESPECIFICIDADE DA SUN / JUV. NEGRA / JOVENS MULHERES NEGRAS

SAÚDE MENTAL?

The training of young multipliers is another significant impact of the initiative. Being with this group of young black marginalized women was fundamental for the Core Group to gain a more in-depth understanding of the reality experienced by the project's target audience and to consider their perspectives. In turn, the *MUDE com Elas* training cycle allowed these young women to reflect on the difficulties they face in the job market and to situate them in a broader sociopolitical context marked by racial and gender discrimination. It also led them to places of hope, making them see their potential, dream, and envision the future.

In addition, the activities developed by the young multipliers in the schools involved hundreds of students in discussions about gender and race inequalities in the world of work, creating spaces for critical reflection and collective strengthening of the youths.

Another relevant impact is the contribution of the studies produced within the scope of *MUDE com Elas* to qualify and support the discussion on the issue faced. The project's political advocacy actions sustain this contribution. According to the partners consulted in the external assessment, they were instrumental in backing up the demands presented to the São Paulo City Council.

Also noteworthy is the progress made in the dialogue with the municipal legislature, through which the project was able to set the agenda and approve the creation of a youth subcommittee in the Finance and Budget Committee and broaden the discussion on youth demands, working to mobilize young people and raise awareness, engaging and committing legislators to this agenda.

Finally, it is worth highlighting the process of coordination of the Multi-actor Network, which, in 2023, drafted its Charter of Commitment and made progress in the discussions on expanding its influence, having even held a dialogue with the National Secretariat for Social Participation of the General Secretariat of the Presidency of the Republic and with the General Coordination of Youth Policies of the Ministry of Labor, opening up a new front of advocacy in the preparation of the Federal Government's Multiannual Plan and labor policies for young people, especially the national apprenticeship policy.

THE IMPACTS IN NUMBERS



8 young multipliers trained • 80 meetings, totaling **177 hours of training** with the young multipliers • **1000 copies of the fanzine** on youths and the world of work • **7 multiplication workshops**, in **5 schools**, with **over 300 students • 3 dialogue forums** and **1 youth gathering** were promoted by the multipliers, with a total of **100 participants • 4 research studies** and a synthesis report were developed and disseminated

- **60 relevant actors mobilized**
- **44 bilateral meetings** with representatives of social organizations, business foundations, companies, government bodies, and the São Paulo municipal legislature
- **7 reflection meetings** and **3 thematic workshops** with stakeholder partners
- **5 multi-actor workshops** (3 in 2022 and 2 in 2023)
- **1 planning seminar** (held in two stages in 2022), which consisted of the process of organizing the Network's actions in the CMSP, the creation of the *Elas Transformam* campaign, and the drafting of the Network's Charter of Commitment
- **2 public webinars** on the inclusion of black women in the labor market
- **1 public hearing** and 1 youth gathering held at São Paulo City Council
- **1 youth gathering** at São Paulo City Council
- **11 videos were produced** and disseminated on the project's theme
- **1 public communication campaign**

4.2. PROFESSIONAL PLACEMENT front

The professional placement front aims to contribute to the inclusion of young black and marginalized women in the job market by implementing a pilot initiative based on two axes of action – 1) practical and theoretical training for the job and 2) raising awareness about diversity among companies. As a result, *MUDE com Elas* has contributed to reflecting on the parameters of good practices for the professional integration of this public, as well as strengthening diversity and inclusion policies in the labor market.

This front was led by AHK São Paulo, a private sector organization which, on the one hand, has access to a large number of companies of German origin, which comprise its membership base, and, on the other, has extensive experience in the Dual Technical Education System, a traditional vocational training methodology in Germany, which the Chamber implements in Brazil. The front also has the direct participation of *Ação Educativa* and TdhA. It also included the work of the *Ser Mais* Institute – a non-profit organization that conducts projects for the personal, social, and professional development of young people in situations of social vulnerability.

Ser Mais qualifies as a technical-professional training entity in accordance with the provisions of the Apprenticeship Law (Law 10.097 of December 19th, 2000), in which the dual training process of the young people assisted by *MUDE com Elas* was framed.



DUAL TECHNICAL EDUCATION SYSTEM

The Dual system is a traditional and recognized system in Germany that seeks to combine theory and practice through day-to-day corporate experience, whether in the industrial or administrative areas.

APPRENTICESHIP LAW

The Apprenticeship Law (Law 10.097/2000) establishes the requirements for employing minors aged 14 and over as apprentices. It is an important instrument for youth employability in Brazil. It determines, among other things, the balance between theoretical and practical training, working hours that do not exceed six hours a day, and guarantees a minimum wage. The law also stipulates that every company must hire apprentices and establishes proportional quotas ranging from 5% to 15% of the total employees.

4.2.1. Timeline of the efforts of the professional integration front

2020



Negotiation with the educational entity that certifies the learning experience

Alignment of program content and structuring of the dual training

Follow-up and awareness-raising meetings and introduction of *MUDE* to member companies

2021



Start of the 1st cycle of dual training – 26 young apprentices in 8 companies

Preparatory virtual training day for young apprentices

Mentoring by *Ação Educativa* for the personal, political, and professional development of the young apprentices

Training of 21 mentors and 15 tutors in the participating companies

Awareness-raising workshop for 22 employees of Phoenix Contact

Launch of the awareness video for companies

Launch of the workbooks for the Mentor and Tutor programs

Dissemination of periodic information about the project via newsletter and social media

2022



Completion of the 1st cycle of dual training for young apprentices

Start of the 2nd cycle of dual training – 21 new apprentices in 7 companies

Raising awareness among 21 employees through the tutor course

Launch of the second awareness-raising video for companies

Dissemination of periodic information about the project via newsletter and social media

2023



Mentoring by *Ação Educativa* for the personal and professional development of young apprentices

Completion of the 2nd cycle of dual training for young apprentices

4.2.2. Dual training for young apprentices

The dual training took place in two cycles, each lasting approximately 15 months, and assisted a total of 44 young black women who were hired as young apprentices in the administrative areas of ten companies associated with AHK São Paulo. As provided for in the Apprenticeship Law and the Dual Technical Education System, the training combines theoretical training, conducted by the certifying entity once a week, with practical training, held by the companies on the other four days of the week.

“Under the dual training model, there is a concern to train tutors in the companies to support the students, as this is part of the teaching methodology. So we held a four-part workshop on topics such as the role and importance of a tutor, racial issues, and how to assist and give professional feedback to a young person”

NATÁLIA COSTA, from the
AHK São Paulo Professional
Training Competence Center

“The mentor is the person who will help you think about your plan, strategies, career project, and life project. They bring a different perspective, someone who isn't there on a day-to-day basis teaching the task to the young people; a mentor has this role of guiding careers and contributing to the young person's development beyond day-to-day practice.”

ANDREIA PRISCILA,
Andreia Priscila, educational
advisor at the *Ser Mais* Institute

Due to the pandemic, the dual training course has undergone a major change in its format and scope. In its original format, it trained young people to work on the “shop floor” in various industry sectors. With the companies' factories closed, the sectors that continued to work remotely were administrative areas such as accounting, treasury, sales, legal and human resources. Therefore, in order to meet the companies' demands, it was necessary to provide the young women with a course focused on administrative tasks.

The training in the companies included tutoring and mentoring processes carried out by experienced professionals who had the task of accompanying the young women professionally. Both tutors and mentors received specific training and awareness-raising. While the tutors are usually heads of departments or HR managers, the mentors are employees from the areas in which the young people are hired and, therefore, work more closely with them. As well as being trusted individuals for the young women within the company, mentors should support them in the processes of reflection, decision-making, and maturing in this area of life.

Throughout the dual training cycle, the apprentices underwent procedural assessments, in which the young women themselves, the Instituto *Ser Mais* team, the mentors, and the AHK team discussed aspects related to engagement, development, and performance. In addition, the young apprentices also receive special mentoring conducted by *Ação Educativa* and focused on personal, sociopolitical, and professional development. The process comprised six meetings on topics such as the young women's and their families' life trajectory; professional choice, training, and insertion; identities and life contexts; human rights and the guarantee of rights, all mediated by professionals from the organization.

Ação Educativa's mentoring deepened the discussion on gender and structural racism and the ways in which it manifests itself in the workplace.

Due to the COVID-19 pandemic, all the activities of the first cycle of dual training took place virtually – theoretical training, mentoring, and practical activity in companies. The adaptation of the training modality is provided for in MPT Ordinance No. 1,019 of December 29th, 2021, which authorized, on an exceptional basis, the implementation of theoretical or practical activities of distance education for professional learning programs, being allowed to maintain the format until the end of the contract.

A difference between the cycles was the holding of a preparatory training journey for the young participants that took place in the first group. Implemented virtually, it aimed to strengthen knowledge of basic content essential for personal and professional growth. The journey lasted three months and preceded their hiring by the companies. In the second cycle, in addition to the lack of time for this process, it was assessed that this dedication time without actual hiring – and therefore without payment – was incompatible with the young people's reality and could compromise the girls' participation in the project.

“We've stressed that the mentor has to be there to help the apprentice develop. So, from time to time, we have a chat with the tutors. We have the internship and apprenticeship area, which also spoke to the girls to try and find out what needed improving or how they were feeling. We sought to bring about the collaboration of all the parties involved in the apprentices' development.”

ELENEIDE CASTRO,
Mercedes-Benz

Flowchart of the dual training for young apprentices

Recruitment of partner companies

AHK São Paulo encourages member companies to join the program.



By joining the program, the company indicates the number of positions available for *MUDE com Elas* apprentices.

Selection of young apprentices

The *Ser Mais* Institute selects young people from its database with the profile required by the program and recommends them to the company.



The company formally hires the young woman under the Apprenticeship Law.

Beginning of the apprenticeship program

The young women begin a professional training program based on theoretical and practical dimensions:



Theoretical training once a week, conducted by the *Ser Mais* Institute, is aimed at teaching administrative assistants the skills included in the CBO (Brazilian Code of Occupations) and monitoring their development in the companies.



Practical training held in companies, with tutoring and mentoring.



Personal, sociopolitical and professional mentoring by *Ação Educativa*.



Ongoing support, monitoring, and assessment of the young people.

Completion of the apprenticeship program

The young people build an intervention project as their final piece of work.



The young people may or may not be hired by the companies they work for.

4.2.3. Raising awareness among companies

In this line of action on the professional placement front, the core objective was to raise awareness and train companies to create or expand inclusion and diversity policies aimed at young black women in situations of social vulnerability. And more specifically, to engage them in the project to hire young apprentices with this profile.

To this end, AHK São Paulo adopted a series of strategies, including reactivating the Chamber's Diversity Committee, which brings together representatives from various companies that develop diversity actions. Furthermore, there was an intense dialogue process to convince companies and to create and disseminate informative content on the subject of inclusion and diversity in the labor market for all AHK São Paulo members.

A total of ten German companies participated directly in the program, hiring young apprentices. Their employees underwent various training and awareness-raising activities intending to promote racial literacy and discuss effective actions to tackle the structural racism that pervades the corporate environment and affects the career paths of black women.

PARTICIPATING COMPANIES

- Continental • Deugro Brasil • DB Schenker Brasil
- HDI Seguros • Klüber • Mercedes-Benz • Messer Gases
- Phoenix Contact • Siemens Healthineers • Simpar

“According to our opportunities, we were able to take on two young apprentices who are a success here. Both have made a difference in our organization and are highly regarded for their management.”

ADRIANA ASSUNÇÃO,
DB Schenker Brasil

“Sometimes we find it difficult to have candidates who are representative of black women. So [MUDE com Elas] has helped us recruit these candidates and have a vision of their future so that we can see them developing and taking up roles in administrative areas and other areas, such as analysts [...] On the other hand, the learning that I think we also have is precisely that of being able to identify the skills of each one of them. We can't do one single thing. Naturally, we have a direction to follow, but there are nuances that emerge from the beginning to the end, which we need to work on from time to time.”

ELENEIDE CASTRO,
Mercedes-Benz

“It was our first opportunity to be part of MUDE Com Elas, and we are passionate about the project. If we have any opportunity to take it further, that’s our intention. Our CEO talks about this project in every interview and meeting he attends. For us, it’s a project we carry in our hearts, so we’d love to see it expanded. It makes a big difference; we know that.”

ADRIANA ASSUNÇÃO,
DB Schenker Brasil

“We had very good support from the Chamber and the Ser Mais Institute at the beginning so that we could think about what the ideal apprenticeship model would be in order for the girls to be able to learn, to improve, to know what reality is like inside a company and, on the other hand, so that we could also pass on all the knowledge we have to them.”

ELENEIDE CASTRO,
Mercedes-Benz

4.2.4. The impacts of the professional placement front

The pilot initiative for the professional placement of young black women in the labor market proved to be pertinent in meeting the target audience’s primary needs and creating the opportunity for participating companies to hire young black apprentices and institute or improve inclusion and diversity policies.

Despite the delays and other barriers imposed by the COVID-19 pandemic, especially with regard to attracting and raising awareness among a more significant number of companies, the targets for direct beneficiaries were reached, with 44 girls taking part in the program and 5 being hired by the companies before the training was even over.

The experience was also relevant for the young participants, as it allowed them to have qualified training and an income that could help them contribute to the family income. The program also made it possible to overcome the difficulties they face in entering the job market, as well as promoting personal, social, and professional development.

According to the external assessment of the project, although it is not possible to measure its impact on a broader level concerning the opportunities for young black women in the job market in the country, the changes generated in the outlook on life for the young women taking part in the project and its multiplier potential are notable.

The companies consulted by the evaluators, in turn, claimed that they had already been addressing the issue of diversity internally and were interested in the racial aspect aligned with gender, as they were unsure how to include this public in their workforce. The stimulus provided by the project, along with the payment of the costs of the apprenticeship program, also provided an opportunity for companies to hire young women with no experience.

“For me, one thing that really stood out in the project was all the care that was taken both with our self-esteem as black and brown women and with knowing where we come from and where we are going. This was a crucial point, as throughout life, we feel our self-esteem is a bit shaken because we don’t see ourselves in places; we don’t see ourselves on television and try to impose external standards onto ourselves. [...] Right at the beginning, we had to draw our life plan, so for me, having come lost from high school, not knowing anything about what I wanted, it was really good. I had to look inside myself and get to know myself, literally. This step was very important for me, and I will always be very grateful for the project. Now, in the course of the training, I think that, even though it was online, it added a lot to me, both in terms of customer service and writing emails, and it was a very good aid for me to know how to deal practically with my job, which is marketing and communication. These lessons have really stuck with me and are present in my daily life. So I’m also very grateful to have learned this in training”.

VICTÓRIA, young
apprentice at DB Schenker



“Now I know what I want and where I want to be. I know that I can, that I have the ability, and, no more than anyone, I should be in a place that is like the one the project brought us: one that is willing to embrace diversity to recognize people as, in fact, collaborators; to care whether we are managing to play a good role and whether we are feeling comfortable; and, above all, to recognize the importance of dealing with racial issues. The project has brought me this vision that I didn't have. I'd never had a conversation about it anywhere else. I had it here for the first time, and it totally changed my outlook. I share this with people – every time the conversation was about racial issues, especially black and brown women, I'd start talking about it because the project gave me a vision of this place I want to be, that I don't have to accept just anything, that we have the capacity to be in a place that really wants our collaboration, that accepts our diversity, that supports our projects, as has been done.”

MARIA JULIA, young apprentice at DB Schenker Brasil

THE IMPACTS IN NUMBERS



44 young apprentices assisted • **22 young apprentices studying**, 20 in higher education and two in technical education • **10 German companies participating** in the project • **5 young apprentices hired** by the companies they have been working for • **73 employees** of German companies made aware of the issue of diversity and the inclusion of young black women in the job market • **22 Phoenix Contact employees** were made aware of the issue in a workshop exclusively for the company • **2 awareness-raising workshops** for more than 115 professionals from German companies • **Communication resources, including two videos, produced and disseminated in the companies**

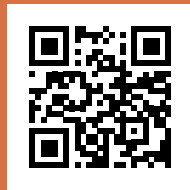


TO WATCH

Corporate awareness videos

<https://abre.ai/grVZ>

<https://abre.ai/grV0>



Article Empowering young black women for racial equality in the world of work:

<https://bit.ly/3OJIGhj>



“What we’re learning here, in some way, we’re going to use – both in the job market and in life. We talk about love, happiness, and things that we often think, ‘Oh, it won’t influence anything,’ but these topics bring content for us to grow as people and develop our self-esteem and self-knowledge. When I paused and thought about it, I concluded: ‘My God, it really does have something to do with it. I need to have a motivation. I need to be a person who enjoys what I do’. So, I believe that this part is important, but also important is the way in which they put us on the job market, give us this opportunity, and make us think every day that ‘We can do it. We can’, and they bring up stories from the past, from our origins... This is fundamental, and it’s something that marks us, and it will mark us even when this apprenticeship program ends. We’ll look back and think: ‘No, I can be in any company because I have the ability. I can.’”

BEATRIZ, young apprentice at Mercedes-Benz

IMPLEMENTATION CHALLENGES

chapter

5

Evidently, the greatest challenge in implementing MUDE com Elas lies in the seriousness and complexity of the problem it is determined to tackle. The situation of young black women in the job market exposes the brutality of structural racism in the country and, intersectionally, gender, class, and generational exclusion. Contributing to broaden and solidify decent work opportunities for these young women implies dealing with multiple layers of the country's inequalities; raising awareness and making different segments of society responsible; employing efforts, intelligence, and creativity to build feasible and effective public solutions; mobilizing multiple actors; as well as preparing and involving the young women themselves in this process. It is, therefore, a formidable challenge.





“The challenges, at least for me, are the internet issue, having an environment like ‘there’s a little space over there, and we’re going to do the training,’ external interference, the family issue or other projects we were already involved with. So, getting MUDE to become part of us was quite difficult at first. But then Ação began to provide us with a certain structure and also to assimilate the importance of that project for us. Everything fell into place over time.”

LUCAS, young mobilizer

“The pandemic really made it difficult[...] In the online mode, it was difficult here because I had to look after my grandfather and the children, and then sometimes, I would go to class with the children next to me. It was extremely difficult; sometimes, it got in the way.”

CAMILA EDUARDA,
young multiplier agent





Notwithstanding this context of historical accumulation of inequalities and injustices, the political scenario during the implementation of the first phase of *MUDE com Elas* offered little hope or prospect of improvement. During the election of former president Jair Messias Bolsonaro in 2018, a highly discriminatory discourse based on race and gender was left open and widespread. In the course of his government, rights that had already been secured, including concerning gender equality, were put at risk, public debate was restricted, and spaces for socio-state interaction collapsed. All this amidst a persistent economic crisis and a decrease in public investment in education, training, and professionalization, among other social urgencies.

These problems became even more acute in the context of the COVID-19 pandemic, which has haunted the world since the beginning of 2020. In Brazil, the effects of the health emergency and the federal government's dishonesty in responding to it have added up and unfolded into multiple economic, social, and political crises. In addition to the 700,000 deaths, the pandemic has deepened the country's inequalities, with an increase in unemployment, poverty, and hunger.

As expected, the hardships caused or aggravated by the multiple crises experienced during the period weighed even more heavily on a segment of the population already facing precarious conditions of access to work and income. The studies conducted as part of *MUDE com Elas* show that, in Brazil, vulnerabilities deepen as markers of race, gender, and age are superimposed so that young black women are the base of the social pyramid in the country.

The pandemic and Brazil's multiple crises have, therefore, imposed a double layer of difficulty on the project: on the one hand, they have made the living conditions of the girls who are its target audience even more precarious, making the *MUDE Com Elas* Project agenda even more urgent; on the other, they have brought a series of operational, pedagogical and political difficulties that have made its implementation exceedingly complex.

The adversities of the situation demanded a much greater effort from the organizations to carry out the planned activities. As a result, the project's financial and human resources were insufficient, generating an overload of work and limiting the scope of the actions, especially on the political advocacy front.

“I think [the main challenges were] the Core Group’s lack of understanding of the theme, the political context, which really wasn’t favorable (but we started from the local scenario; there was a lot to do), and the pandemic... It was very challenging at first.”

LÚCIA UDEMEZUE,
general coordinator of the project at *Ação Educativa*

“Rather than having a rigid plan, we had a reference in mind of what we needed to do and in what timeframe, but we tried to be very flexible to adjust according to the context, and we did, in fact, make several adjustments to meet the new challenges we had.”

ANGELA SCHWENGBER,
general coordinator of the project at tdhA

“From the external assessment of the project, which took place last year, we all, as the Core Group, realized that companies need this constant raising of awareness. So, in addition to everything we do, it’s very important for us to be closer to the companies in person and, above all, closer to the girls.”

NATÁLIA COSTA, from the AHK São Paulo Professional Training Competence Center

Finally, another significant challenge for the implementation of the project is the unprecedented thematic focus. In the mapping carried out by *Ação Educativa*, no other initiative was identified that focused on the circumstances of young black and marginalized women in the job market – age, gender, race, and class – with an emphasis on political advocacy and professional placement. The Multi-actor Network has mobilized a group of organizations involved in one or other issue dimensions, but not with the same specific focus. This is both a strength of *MUDE Com Elas* – since it sets the project as a new reference within the theme, already providing lessons for other organizations – and a challenge – given that it involves raising awareness and engaging other actors in this new agenda, at a time when social organizations are known to be fragile. Doing so required a great effort of mapping, coordination, and collective construction.



5.1. The specific challenges of the **ADVOCACY FRONT**

The political advocacy front was the most affected by the health, socioeconomic, and political crises. The various consequences of this unfavorable context strongly impacted all the areas of action on this front. The main difficulty was precisely mobilizing and forming coalitions with external actors at a time of great vulnerability, when priorities were focused on other urgencies, such as the demands arising from the pandemic and the defense of democracy.

The dismantling of participatory bodies and the restriction of public debate, combined with the total disregard for the rights agenda adopted as a policy by then-president Jair Messias Bolsonaro, made it impossible for political lobbying to be undertaken at the federal level, as was initially planned, and created a hostile environment for the discussion of issues that are central to the lives of minority populations in Brazil.

Moreover, the general elections, which are already usually high on the agenda of various social actors, took on an even greater dimension due to the political environment, which was strained by the presence of ultra-right-wing forces and had a negative impact on advocacy actions. Had it not been for the context that made the defense of democracy the central agenda, the elections could have been an opportunity to qualify and influence a propositional agenda of training and professional placement policies for young people.

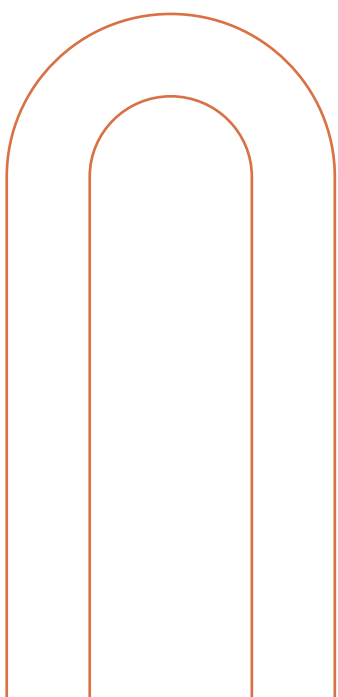
Since the political class and the organized civil society sectors were intensely focused on the electoral processes, political advocacy actions were significantly compromised, including the efforts in the São Paulo City Council. It is important to note that it was only after the elections were over, in November 2022, that the Finance and Budget Committee finally approved the youth subcommittee, and there was no time to implement it before the legislative recess.

The impossibility of holding in-person activities also made it difficult to mobilize and work in networks with partners and other relevant actors, since most of the contacts and events held for this purpose took place online. However, the political training of the young multipliers and peer-to-peer actions were

the most affected by the health restrictions. Nearly all the training was done remotely, which was a challenge, as the young women did not have the necessary resources – internet connection and digital equipment. The team, therefore, had to not only adapt the methodology but also reallocate resources to guarantee the minimum conditions necessary for the girls to participate. Even so, other difficulties caused by the situation of vulnerability in which the young people found themselves – such as the lack of adequate space to take part in the training sessions, the lack of spare time, and emotional distress – could not be solved by the project.

Multiplication actions in schools were also immensely compromised. In addition to the long period during which they were closed, when they resumed in-person classes, the schools, and their teams were weakened and overloaded to deal with the losses caused by the pandemic. In this context, there was great difficulty in conversing and negotiating the admission of the girls to the schools, which meant that the goal of the workshops could not be achieved.

Finally, the sanitary measures of social isolation meant that a great number of the activities planned on this front were delayed and reformulated. Many transitioned to online mode while others were rescheduled, generating a spiral effect of delays in the program, which resulted in two extensions and a financial reallocation of the project.



5.2. The specific challenges of the professional **PLACEMENT FRONT**

While implementing the pilot professional placement initiative, the Core Group also faced challenges stemming from the restrictions imposed by the COVID-19 pandemic, which brought specific difficulties to this front of the project. In addition to the impact on the execution schedule, the health crisis and the resulting social isolation measures led to changes in strategies and methodologies in the dialogue with companies and in the dual training of young apprentices.

AHK São Paulo faced difficulties in initiating awareness-raising dialogues with companies. For a long time after the start of the project, it was only possible to establish online contacts and actions with company representatives, which hindered a more in-depth approach. At the start of the pandemic, many companies were focused on organizing themselves to face the difficulties of the new context. In addition, the application of the Apprenticeship Law was not being enforced by the federal government during the pandemic, and this also caused complications, as companies were unwilling to hire apprentices.

Faced with this adverse scenario, it was necessary to put in extra effort and develop online strategies to mobilize companies for the first cycle of dual training. One of the strategies to mitigate this problem was to cover each company's costs with

“In practice, with the pandemic, [training planning] had to be completely changed. December [2020] and January [2021] were very tough months because I got in closer contact with these young women [multipliers] and understood the extent of the vulnerability they were experiencing. Vulnerability that they were already experiencing, but which, with the pandemic, had worsened one hundred percent. So, in those first few months, that was it: putting out the fire to see if they could have the minimum possible focus to join the online meetings. At the first moment of the training, in the first semester of 2021, I had to deal more with the emotional aspects of these young women than getting into the training topics.”

GISELDA PERÊ,

educator for *MUDE com Elas*,
at *Ação Educativa*

“The pandemic has made it very difficult to contact and raise awareness among companies because the awareness-raising that was supposed to be done in-person had to be moved online, and it took a long time to get to the target audience and to reach as many companies as we would have liked with the online events we held.”

NATÁLIA COSTA, from the
AHK São Paulo Professional
Training Competence Center

“A major challenge is how we work with these girls, as they have been weakened in every way, considering where they live, their family circumstances, the race and skin color factor... And they will enter multinational companies that normally wouldn't open up to hiring [this profile] specifically. So the question is: how do we empower these girls and develop their self-esteem so that they can occupy these spaces? I think this is a huge challenge for us. Another is how companies really embrace them [in their diversity].”

ANDREIA PRISCILA,
educational advisor at
Ser Mais institute

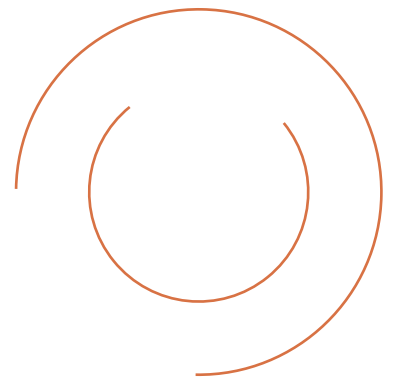
the young women's apprenticeship and training fee. This way, companies were given a greater incentive to participate in the project. Nevertheless, the number of companies that took part in the project and hired young apprentices was lower than expected.

Because of the pandemic, it was also necessary to adapt the methodology of the first dual training cycle to the online modality. In this case, not only the theoretical training and mentoring offered by *Ser Mais* Institute and *Ação Educativa* but also the practical work of the young apprentices in the companies took place remotely.

The other challenge for the implementation of the pilot employability initiative for young black women is structural and concerns the lack of understanding of how racism and gender discrimination operate in the labor market and the lack of commitment to actually anti-racist and inclusive policies. In general, the results of the external assessment show that the participating companies still do not seem sufficiently aware of and prepared to receive the project's target audience. It is important to note that this was the first time participating companies included professionals with this profile – young, black, and marginalized – in their workforce.



Meanwhile, the scope of the initiative is insufficient to deal with the scale of the problem. This has resulted in the challenge of assisting and supporting the young apprentices in their professional integration process concerning the cases of discrimination and racism reported by some of them. If, on the one hand, companies need to be made aware and prepared, with sensitive tutors and mentors who are really willing to embrace the young women, on the other hand, the young women also need support that goes beyond conventional professional mentoring and that strengthens them for the challenges of their first work experience in an environment that is also permeated by structural racism. Additionally, there must be complete cohesion between the implementing organizations, both in terms of the racial agenda and how to monitor and act on cases of discrimination.



LESSONS LEARNED AND NEXT STEPS

The experience of the first phase of *MUDE com Elas* reveals that social mobilization and political advocacy actions are essential to promote structural, sustainable, and lasting changes in the scenario of gender and racial discrimination in the job market. Through them, the project was able to broaden and deepen the discussion on the subject, draft public policy proposals, and directly influence public decisions with the potential to expand opportunities and improve the living conditions of the youths.





“[...] We’re dealing with a pilot project, which has shown its virtues and its potential, but the limitations we’ve had have placed limits on us that even lead us to say: ‘Look, we can’t go on with this responsibility, with this role, without the appropriate mechanisms to do it’.”

ANGELA SCHWENGBER,
general coordinator of the project at tdhA

“I think the project must continue being a space for young people [...] It really needs to strengthen the debate; it needs to qualify and focus on this issue of young people being more present, having a leading role, which is something that has always been talked about throughout the project.”

LÚCIA UDEMEZUE,
general coordinator of the project at Ação Educativa

Although the gains measured on the professional placement front are also significant, especially in the individual trajectories of the apprentices, the first phase has taught us that the adoption of broader and more effective diversity and inclusion policies by companies requires conditions that are not given in the project. Furthermore, the lack of mechanisms for the project to closely monitor the trajectory of the young women in the companies, protecting and supporting them against discrimination, creates a scenario of vulnerability that affects both the young women and the institutions involved. In this way, the project can make a more significant contribution to initiatives aimed at encouraging professional placement by raising awareness among companies and society in general and by formulating and monitoring the public policies promoted by the advocacy front.

Additional lessons learned

- ▶ Due to the lack of references from other projects with the same thematic focus, the most significant value added by the *MUDE com Elas* Project was to become a new reference in the thematic field.
- ▶ The reflection spaces promoted by the CG (Core Group) addressed the essential elements of the project and supported the process of their assimilation by partner organizations and external actors, advancing the task of raising awareness and inspiring and engaging them in the broader dialogue intended with the project.
- ▶ The companies taking part in the pilot initiative to integrate young, impoverished black women still don't seem sufficiently aware of and prepared to receive this group of people; this exposes the apprentices to difficulties that could be partly mitigated by citizen training, supporting them in their challenges.

The next steps: challenges for the second phase of *MUDE com Elas*

The project's implementing organizations are hoping to approve a second phase project, focusing on the political advocacy front, which will pursue at least three main objectives:

1 – Consolidating the Multi-actor Network

– This is vital if the project is to advance its agenda and promote more structural changes. The network is a core element in the second phase of the project, which will be dedicated exclusively to political advocacy. In this sense, strengthening the network's partnership and joint action commitments based on the agreed political agenda is a priority for the project.

2 – Expanding the political advocacy actions to the federal level – This expansion will allow dialogue with new actors and address new agendas, which are essential for youth training and professional placement policies. It is important for the project to take advantage of the window of opportunity opening up with the establishment of a progressive government and the revival of dialogue channels.

3 – Strengthening the training and political participation of the youths – Finally, the project intends to dedicate its efforts to the urgent need to expand training and empowerment spaces so that black girls can take the lead in dialogue processes and in demanding policies that guarantee them the opportunity to live fully.

“We still have major challenges, especially concerning the Multi-actor Network. We must give it more consistency and establish more commitments. We need to have a firmer strategy for committing the organizations that are part of the network to this debate, to this process that we are developing.”

ANGELA SCHWENGBER,
general coordinator of the
project at tdhA

“The advocacy process in the City Council was very interesting; I think it demonstrates a very positive process, with much potential, but we still have to strengthen the leadership of the young black women in this advocacy process [...] and manage to mobilize the youth so that they take the lead, take a stand, take a seat in this place”.

ANGELA SCHWENGBER,
general coordinator of the
project at tdhA

MAIN RECOMMENDATIONS FROM THE EXTERNAL ASSESSMENT FOR THE NEXT PHASE OF MUDE

- ▶ Map research groups in institutes, organizations, and/or universities to broaden the understanding of the intersectionalities of the project with socioeconomic and spatial data and content for future research. This should include not only the project's sections but also others, such as migration, LGBTQIAPN+, disabilities, urban obstacles, and economic sectors that employ the most people, among others.
- ▶ Assess, through a mapping of risks, stakeholders, and scope, the possibility of conducting political advocacy at the federal level.
- ▶ Get closer to organizations that already have experience in the fields covered by the project: Coalizão Negra por Direitos, Coletiva Jovem, Quilombaque, Plano Feminino, São Mateus em Movimento, GIFE, Avon Institute, OXFAM, Instituto Pólis, UN Women, WIEGO; trade unions, union organizations, and other peripheral associations that work with various audiences.
- ▶ Map out experiences of self-managed income generation initiatives by marginalized young black women, such as cooperatives and solidarity economy, which can amplify the inclusion of young black women entrepreneurs and cooperators within the project as multi-actor partners. Examples: Mapping of WIEGO in Brazil, Observatory of Solidarity Economy (DIEESE), Association of Home Workers (ATEMDO), Central of Cooperatives and Solidarity Enterprises (UNISOL).

- ▶ Build a long-term strategic plan, with priority actions in different favorable, expected, and unfavorable scenarios, with possible new stakeholders as allies.
- ▶ Improve the management tools for the project, the target audience, the team, the risks, the stakeholders, the scope, the financial area, communication, and time.
- ▶ Better balance the size of the partner organizations' internal teams in order to align the hiring of consultants for extra activities.
- ▶ Promote the involvement of young women in designing and planning the project's second phase.

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