

TECENDO SONHOS 5-YEAR REPORT (2014 – 2019)



PROGRAMA
**TECENDO
SONHOS**





INTRODUCTION

This report aims to present the main results of the program **Tecendo Sonhos** during its five years of operation (2014 - 2019), as well as the new guidelines for the following years, based on an impact assessment performed in 2019.

This program is an initiative of Entrepreneurial Alliance, and aims to promote fair and dignifying labor relations between Latin-American immigrants working in the textile chain, through entrepreneurship education and training.

The actions of the program seek to integrate micro and small entrepreneurs from the textile chain, social

organizations that work with immigration, government, social networks, researchers and technologies that can transform the relations in this chain and the responsible consumption

Over these five years, the program has changed. However, we knew from the start the importance of networking with several organizations. Thus, this program was built and carried out by many hands since its beginning.

Thanks to everyone who took part in this story!



Entrepreneurial Alliance is a non-profit organization that works with projects to support micro entrepreneurs, develop inclusive business models companies in association with companies and social organizations, and spread entrepreneurial culture in Brazilian low-income communities. We believe that "Everyone can be an entrepreneur" and that entrepreneurship is a powerful resource for social and economic inclusion. Since its foundation in 2005, it has supported more than 97.000 entrepreneurs, developing their skills and abilities to endeavor and connecting them to a support network.

Over 200 projects were developed in 27 Brazilian states and 134 trained allied organizations so that, together, we could impact even more.

"For Entrepreneurial Alliance, the most important thing of Tecendo Sonhos was that it made us get out of our comfort zone. Once we've realized that entrepreneurship training is a fundamental but small aspect when compared to the many structural challenges that they face it became clear how much we needed partners capable of complementing our work. The fashion supply chain problem is complex and requires various solutions."

Helena Casanovas Vieira – co-founder and President of the Entrepreneurial Alliance

"Coordinating this program has being a constant challenge and learning process. Getting to know the organizations that support immigrants and work to promote dignifying working relations made me more confident. I understood that only together we would be able to help to change the reality of people who many times are trapped in extremely precarious conditions. Brave hardworking people that have left their countries searching for a better life."

Cristina Filizzola, coordinator of the Tecendo Sonhos program and director of the Entrepreneurial Alliance in São Paulo.

Sustainable Development Goals (SDG) are used by organizations to guide their strategies, combining different ways to promote economic, social and environmental development.

Entrepreneurial Alliance identifies the SDGs listed on this report as impact guidelines of its work, and the program Tecendo Sonhos is engaged with the goals described below.

Our organization is committed to answering to a common global agenda that can contribute directly for social and economic development.

TARGETS

- 8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services;

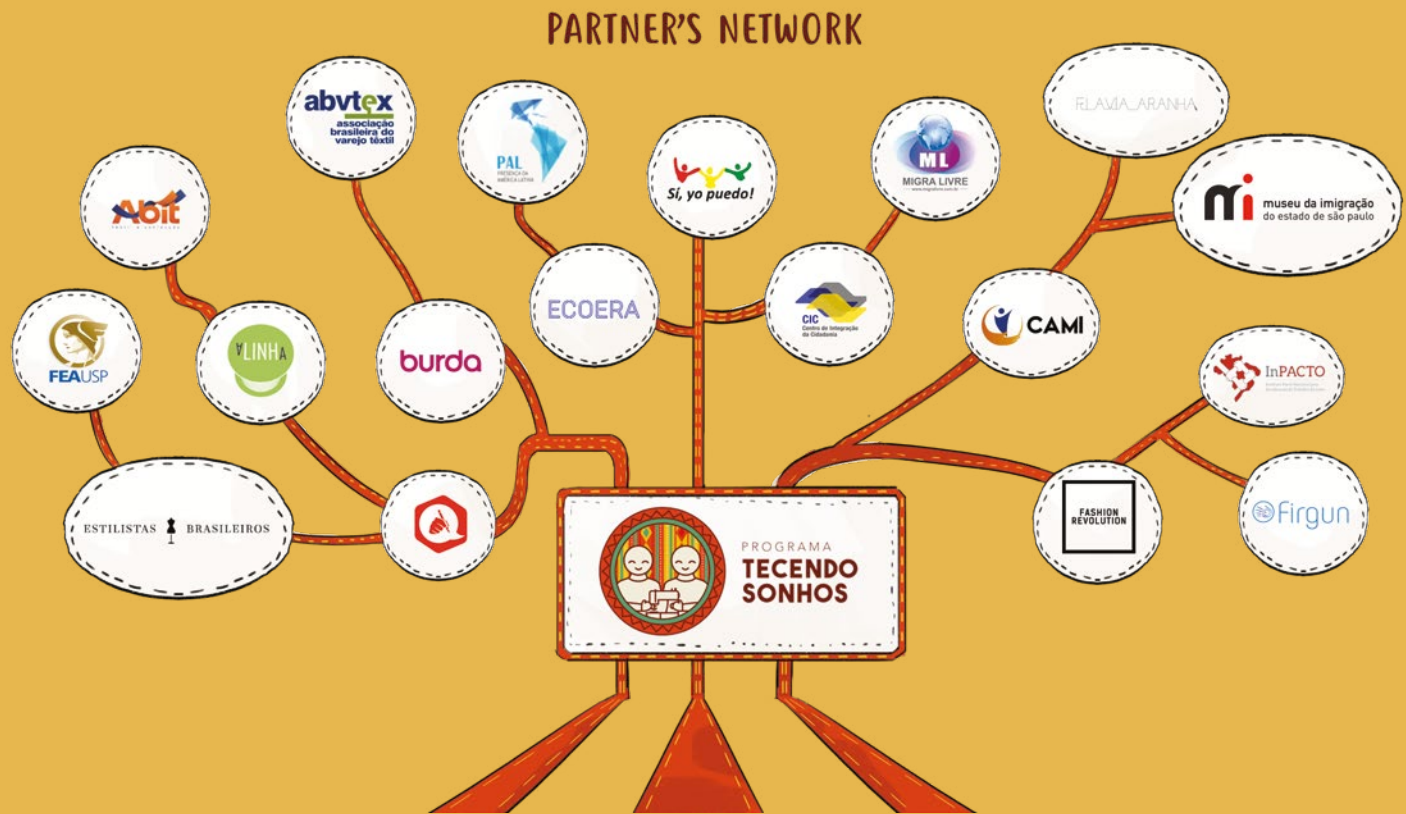
8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms;

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment;
- 4.4** Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship;
- 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. In order to measure inequality, statistical measures need to be specific;
- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
- 1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services;

“We believe that entrepreneurial education combined to management and access to a better network, can transform the reality of this garment factories as well as the reality of their workers. We also believe that changing is a result of networking, and we are very grateful for all our partners, advisory board members, field organizations and entrepreneurs that make this program possible. Until today, the program has impacted the life of more than thousand sewing workers and mobilized a network of several people around this cause. We are very proud of the achievements of the program, but we also know that there is still much to do. We are counting on you to expand the impact of this program.”

Lina Useche, co-founder and Vice-president of Entrepreneurial Alliance

PARTNERSHIPS AND NETWORKING ARE INHERENT TO THE PROGRAM



As well as in other initiatives of Entrepreneurial Alliance, networking is an essential part of this program so that it can impact the life and business of immigrant entrepreneurs. Along these five years, we had many partners and some of them – such as CIC Imigrante, Coletivo Si, Yo Puedo!, CAMI, and PAL - helped us to redesign some of the goals and strategies of the program, as well as its field execution. We also highlight the actions of our advisory board, whose members, more than advisors, became partners and ambassadors: **Abit** – Associação Brasileira da Indústria Têxtil, **ABVETEX** – Associação Brasileira do Varejo Têxtil, Instituto **InPACTO**, as well as some individuals.

“The partnership with Entrepreneurial Alliance has defined a before and after mark for our organization. From the creation and promotion of legal instrument to coordination and advocacy tools for immigrants and refugees, with Tecendo Sonhos we started to work on one of the causes of migration, the search for better working conditions.”

Oriana Jara - President of Presença da América Latina-PAL

Facing a new world, without knowing what might happen in this new country, immigrants find in a sewing machine the only viable opportunity and, in this scenario, the Tecendo Sonhos program presents other alternatives for them. The program transforms the sewing machine in a mean for a better future, a way to make their dreams come true. Entrepreneurial Alliance and allied organizations CAMI e PAL, restore dreams and hopes to immigrants at each course.

Roque Pattussi – general coordinator of CAMI – Centro de Apoio e Pastoral do Migrante



EXECUTIVE SUMMARY

In 2014, we started the program with a diagnosis on the textile production chain, more specifically on clothing production at the city of São Paulo. The first aspect that we came across, and that we had to understand, was that there is a historical connection between immigration and textile production. Therefore, a research was required in order to know more about the situation of immigrants, mainly Latin-American, living and working in small garment factories (factions). A research on organizations that already worked with this matter was also necessary.

Precarious work is a common condition at this garment factories, with several cases of slavery-like conditions, therefore we have also dedicated some time to understand this context and reach institutions that work with the promotion of dignified working conditions. Beside comprehending this reality and creating an acting network, the complexity of this theme also required action strategies for a positive impact over the improvement of work conditions, the formalization and management of these garment factories.

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STRATEGIC PILLARS OF THE PROGRAM

ENTREPRENEURSHIP TRAINING

Management training for entrepreneurs or immigrants who wish to endeavor. In addition to the training, entrepreneurs also receive support through mentoring and have access to an exclusive content to help them at developing their business, taking into account the reality of these garment factories. In this way, they are expected to better understand their rights and duties, being able to manage their business in a more organized way, improving their life quality, as well as the quality of life of their families and employees. Along these five years, we have worked for the legal formalization of these garments factories so that they can have a better market insertion. In this front, we had the support of allied organizations through training programs and mobilization.

AWARENES-RAISING

Promoting activities that spread good practices in the textile chain, sharing successful cases, developing support material to assist small garment factory in the legal formalization process, and promoting the dialogue with different partners involved with this cause.

ADVOCACY

Strategic participation in groups, networks and actions aimed at raising awareness about the cause within the sector. The objective is to influence and participate in discussions that can improve the working conditions of immigrants through the development of public policies, and to make the project become a reference on the promotion of dignified work relations within the textile chain.

TECHNOLOGICAL SOLUTIONS FOR MARKET INSERTION

Mapping and connecting different technologies that support the qualification of the garment factories and/or that promote dignified work relations in the sector. It is important to highlight the support for the formation of the Instituto ALINHA, a platform that aims at promoting fair trade relations between garment factories and the companies that hire them.



WHY DO WE WORK WITH THIS THEME? (JUSTIFICATION)

The clothing sector, and all the textile production chain, represents a great economic potential for Brazil. It is the second first job generator in the country, representing a high employability index second. Brazil is world's fourth largest textile producer and the largest full fashion supply chain, including cotton plantations, textile manufacture, tinting, sewing and sale.

On the other hand, fashion industry faces several social and environmental challenges. Besides being highly pollutant, textile production waste causes

great environmental impact and also generates many informal jobs and precarious work conditions.

In Brazil there are a significant number of **small garment factories working in the faction system, assembling previously cut pieces received from middlemen.** It is hard to reach a precise number, but it is estimated that this sector has approximately **10 to 100 thousand workers**, most of them Bolivian immigrants concentrated at Greater São Paulo, **working in slavery-like conditions.**

TEXTILE CHAIN AND MIGRATORY PROFILE

(SOURCES: ABIT, ABVTEX, CAMI, ALIANÇA EMPREENDEDORA)



TEXTILE INDUSTRY: CLOTHING

BRAZIL IS THE WEST'S LARGEST TEXTILE CHAIN

THE FIFTH INDUSTRY THAT POLLUTES THE MOST

175 TONS OF WASTE ARE BEING DISPOSED OF



TEXTILE CONFECTION

REPRESENTS 5% OF THE BRAZILIAN GDP (2015)

7,7% OF THE FORMAL
JOBS IN BRAZIL

SECOND LARGEST
GENERATOR OF FIRST JOBS

SECOND LARGEST EMPLOYER IN
THE TRANSFORMATION INDUSTRY

FOURTH LARGEST
PRODUCTION WORLDWIDE



SOURCES: PREFEITURA MUNICIPAL DE SP 2010, ABIT - ASSOCIAÇÃO BRASILEIRA DA INDÚSTRIA TÊXTIL, ABVTEX - ASSOCIAÇÃO BRASILEIRA DO VAREJO TÊXTIL, MODIFICA.

DATA AND GARMENT WORKERS PROFILE

According to data from the Brazilian Textile and Apparel Industry Association (Abit), in Brazil, large retail is responsible for just 20% of clothing consumption while 80% is provided by small and medium brands; many of them located textile hubs, such as São Paulo. This has resulted on affordable trendy clothes, but also on a production chain with several intermediaries, high competition and underpaid workers.

Parallel to the precarious working conditions , this sector also suffered an acceleration process called

“fast-fashion”, that has started at the 1980s’ with the insertion of new intermediaries in the fashion production chain.

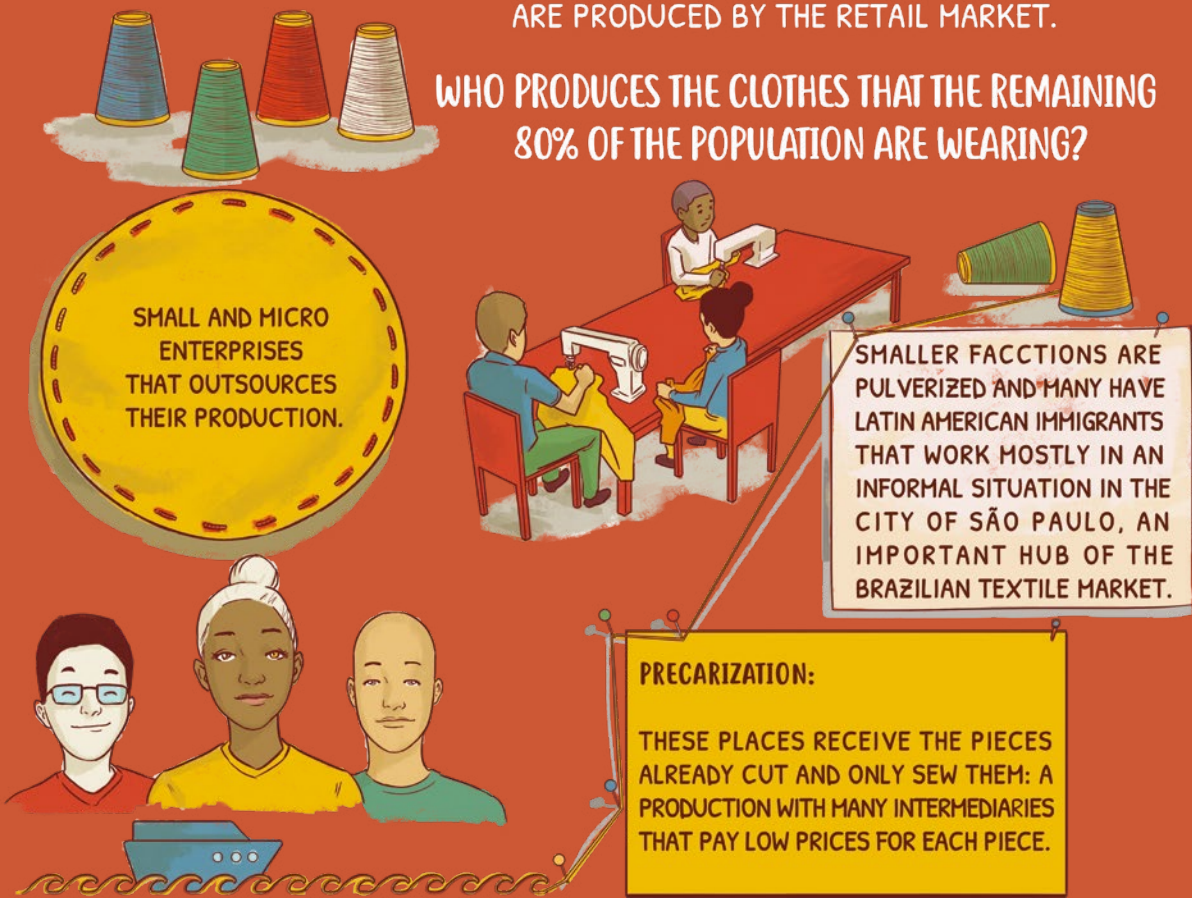
Small garment factories are at the base of this chain. At São Paulo most of these small factories are composed by Latin-American immigrants and operate without legal formalization, good management in unsuitable facilities. This reality in addition to life conditions at their countries of origin, many times, lead immigrant workers to accept undignified work conditions.

TEXTILE CHAIN AND WORKERS’ PROFILE

(SOURCES: ABNT, ABVTEX, CAMI, ALIANÇA EMPREENDEDORA)

ONLY 20% OF THE CLOTHES USED IN BRAZIL ARE PRODUCED BY THE RETAIL MARKET.

WHO PRODUCES THE CLOTHES THAT THE REMAINING 80% OF THE POPULATION ARE WEARING?



TEXTILE CHAIN AND WORKERS' PROFILE

(SOURCES: ABIT, ABVTEX, CAMI, ALIANÇA EMPREENDEDORA)



THE JOURNAY OF IMMIGRANT WORKERS IN THE CLOTHING PRODUCTION:

Most of them are young people searching for better opportunities, wheeling to save some money and return to their countries of origin. They start as garment workers and then see the opportunity of opening their own garment factory and invest their savings in machinery.

PROGRAM HISTORY

MAJOR MILESTONES



We have started the program after receiving an award from the Rockefeller Foundation, in 2013, and the first activities of Tecendo Sonhos were initiated in 2014. At first, the program was called **"A message to freedom"**, but after a diagnosis on the fashion production chain at the city of São Paulo, we got to know the reality of immigrant workers inserted in this chain and understood that **it was necessary to change some strategies and our communication**. Considering the complexity of this theme and the involvement of different parts, we formed an advisory board and established partnerships with field organizations that already worked with immigrants.

In 2015, the project was converted into an institutional program of Entrepreneurial Alliance and received the name of Tecendo Sonhos. Since then, with the allied organizations and entrepreneurs,

we rethought our methodology, created new work fronts, and supported solutions for a fairer market insertion, developed inspirational storytelling campaigns, and raised funds for the renovation of the workshops benefited by the program. Along these years we have learned much, reformulated, improved, and got to know many stories.

In 2019, we hired an outside consultant for a first **impact assessment** that has pointed out our strength and course changes to come.

Getting to really know the public and the production chain, as well as the constant reformulation searching for improvement along with stakeholders is a premise of our work at Entrepreneurial Alliance, and these aspects were especially important and necessary for this program.

"Along these five years of the Tecendo Sonhos program, ABVTEX - Associação Brasileira do Varejo Têxtil, that represents the country's leading fashion retail chains, has the satisfaction to compose its advisory board and take place in an initiative that positively impacts the promotion of dignified working relations in the textile chain. The results achieved by the program while promoting sustainable entrepreneurship and training for immigrants who owned these garment factories is an incentive to its continuation."

Edmundo Lima, executive director of ABVTEX - Associação Brasileira do Varejo Têxtil

APPLIED METHODOLOGIES: WHAT DID AND DIDN'T WORK

2019 - GETTING DEEP INTO THE QUALIFICATION OF IMMIGRANT ENTREPRENEURS



The focus of the program activities was Always on thinking methodologies and courses capable of generate real and practical impact over the life and business of immigrant entrepreneurs who already had their garment factories or that were thinking about starting a new business.

REQUIRED ADAPTATIONS:

At first we used a methodology that was already being applied by Entrepreneurial Alliance with good results among Brazilian entrepreneurs. However, right in the beginning of the program it got clear that it would be necessary to adapt this methodology to the reality of immigrants and workers of small sewing factories.

The promotion of dignified work relations gained space in a transversal way, becoming more effectively present after 2018 through the partnership with the International Labour Organization – ILO that brought important contributions about this subject.

Presenting the reality of the production chain in which the beneficiaries were inserted was also very important so that they could understand why they were being underpaid for their production, visualized improvement possibilities or even decide to endeavor in other areas.

2019, A MILESTONE IN THE CHANGE OF SUPPORT TO SMALL GARMENT FACTORIES

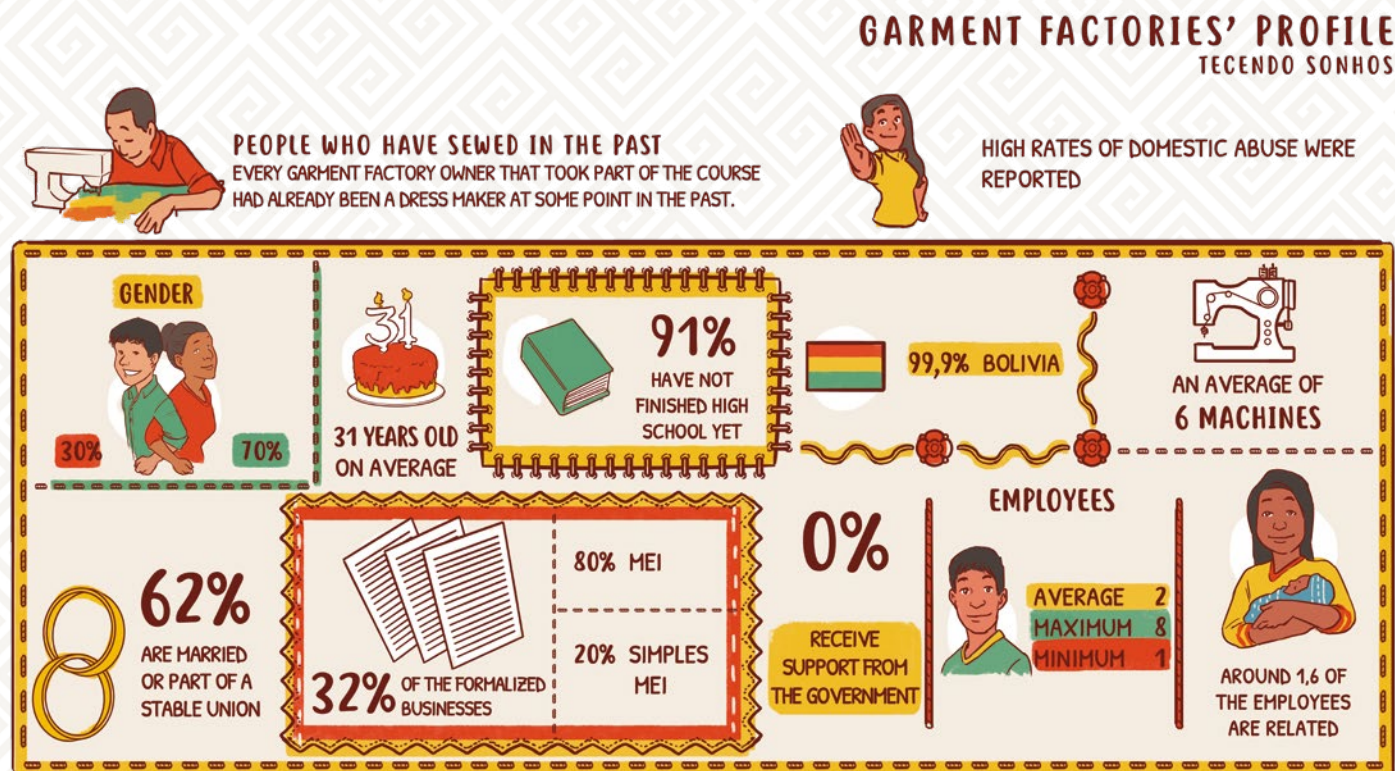
Continuous training

Until 2018, the courses were divided into 12 weekly meetings, totaling 50 hours, and approximately three months of follow-up of the entrepreneurs. The changes required for a deeper impact take time and a parallel personal empowerment. Thus, for 2019, we decided to have an 8 months follow-up with a smaller group of entrepreneurs, totaling a minimum of 90 hours.

The 50h course became the first module of a bigger program and complementary subjects were also included as well as individualized mentoring that took place at the garment factories.

It is important to notice that all those modifications were made with the participation of the entrepreneurs and allied organizations, especially CAMI, Presença na América Latina – PAL, Estilistas Brasileiros and the Instituto Alinha.

BENEFICIARY PROFILE



As presented at the beginning of this report, the beneficiaries of the program and other Latin-American immigrants who come to Brazil to work at garment factories have similar journeys. We have focused on **supporting owners of small garment factories**, mainly Bolivian immigrants that used to work and live at other sewing factions and, after saving some money, **though that opening their own workshop would represent an improvement of life quality**, with privacy to initiate their family circle and higher profits.

These small family garment factories, with 2 or 3 employees per unit, are commonly started by a couple who hires friends and/or Family as they expand their structure. At the beginning of the training, only 32% of the beneficiaries had a formal business, and 80% of them were registered at the wrong category and facing difficulties to move up from MEI – Micro Empreendedor Individual to Simples Nacional¹ At first none of them reported receiving any government support, but later we heard some reports of support through Bolsa Família program.

We noticed that 70% of the beneficiaries are women; this number is the result of a strategic decision

of the program to support these women after identifying them as the weakest link of this chain. At the workshops owned by immigrant couples, women usually accumulate many functions, besides sewing they take care of children and are responsible for domestic work, for cooking to for the staff, etc.

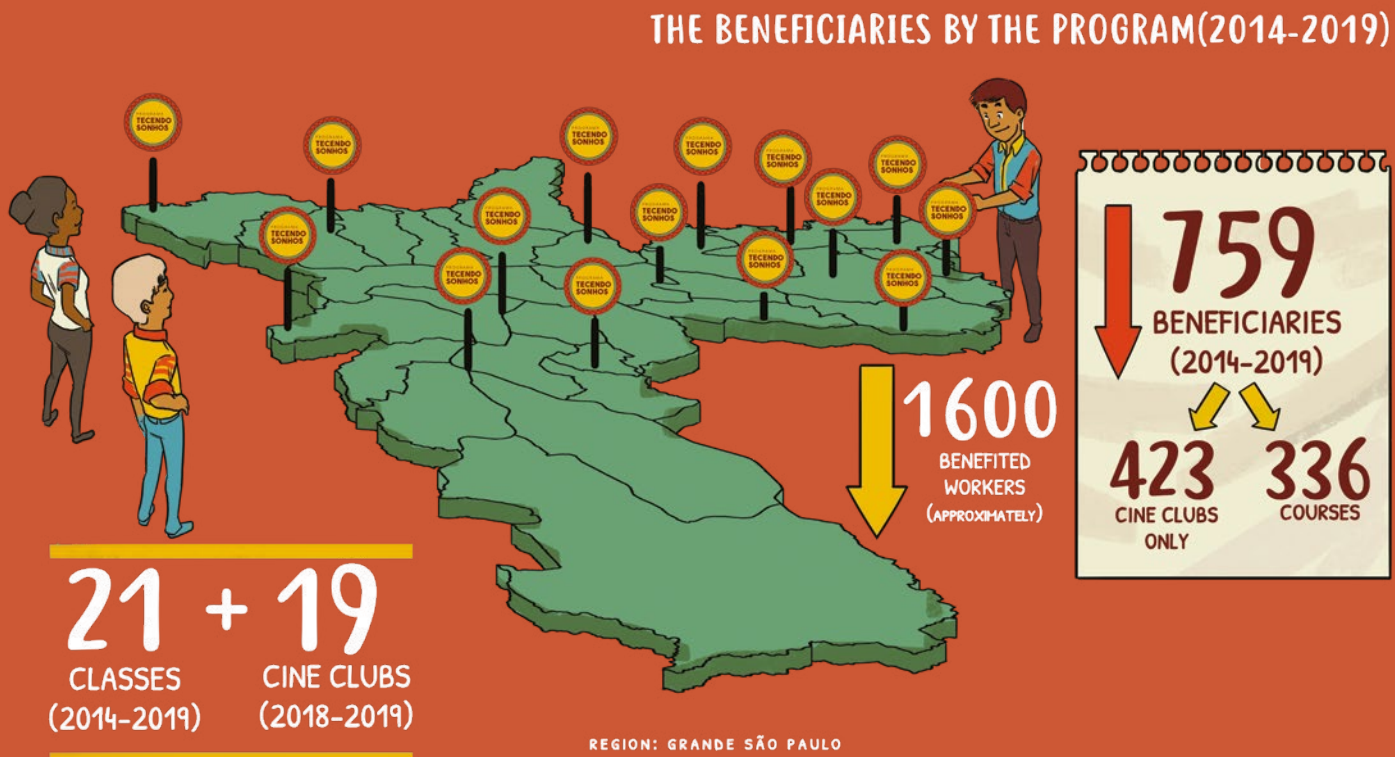
Initially men were the ones searching for the training program, being responsible for decision making. Therefore, through the partnership with Presença na América Latina – PAL, we have opened classes for women only. In parallel, these women and other immigrants took place into a support program against domestic violence, started by PAL and called “E Agora: Por que me calo?”.

The program brought light and hope into my life, because it has provided me training, tools and mentoring to improve my facilities and rethink the relation with my suppliers.

Daniela Garcia – immigrant entrepreneur (2019)

¹ MEI and Simples Nacional are two different ways that Brazilian microentrepreneurs can formalize their business. MEI can earn up to R\$81.000 per year while Simples Nacional can earn up to R\$4.8 millions per year.

MAIN RESULTS:
ENTREPRENEURIAL INCLUSION

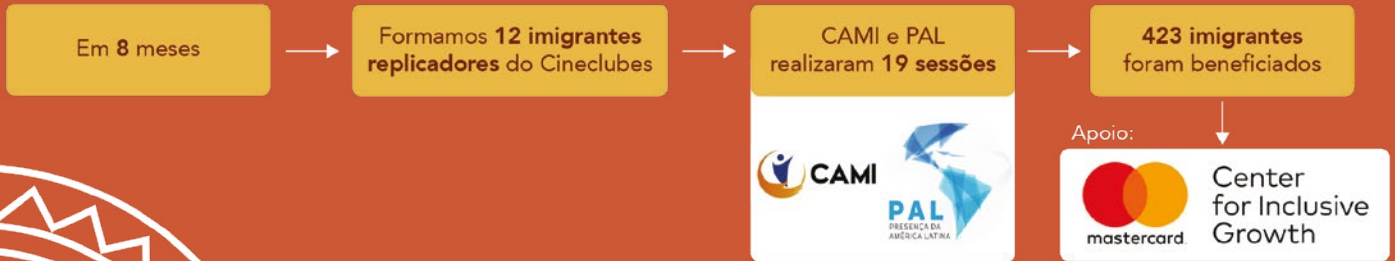


Between 2014 and 2019, **759 Latin-American immigrants** were benefited by Tecendo Sonhos program in Greater São Paulo, **336 of them** have participated of the 50h management and entrepreneurship training, offered through partnerships with allied organizations.

FILM CLUBS

In 2019, aiming at reaching a larger public through face-to-face actions, we have tested **Film Clubs** as a support methodology exhibiting about **financial inclusion** that were developed by the program.

Here you can see the results:



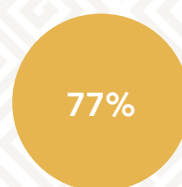


Net Promoter Score (NPS)

Represents the satisfaction level of beneficiaries regarding the offered courses. Entrepreneurial Alliance measures the NPS using a scale in which 0% means very unsatisfied and 100% corresponds to "very satisfied", and our internal goal is 85%.

Training Achievements:

Este índice é medido através de uma escala de 0% This index is measured using a scale from 0% (full setback) to 100% (full development) with an internal goal of 85%. It is also composed by the three pillars of the Entrepreneurial Inclusion Index: Who I am (entrepreneurial skills); What I know (management skills); Who I know (network).



NPS Film Club



NPS Continued Courses

Higher satisfaction levels were registered for the continuous training (50h) in comparison to those observed for the Film Clubs that, despite reaching a larger public, have a simplified content.

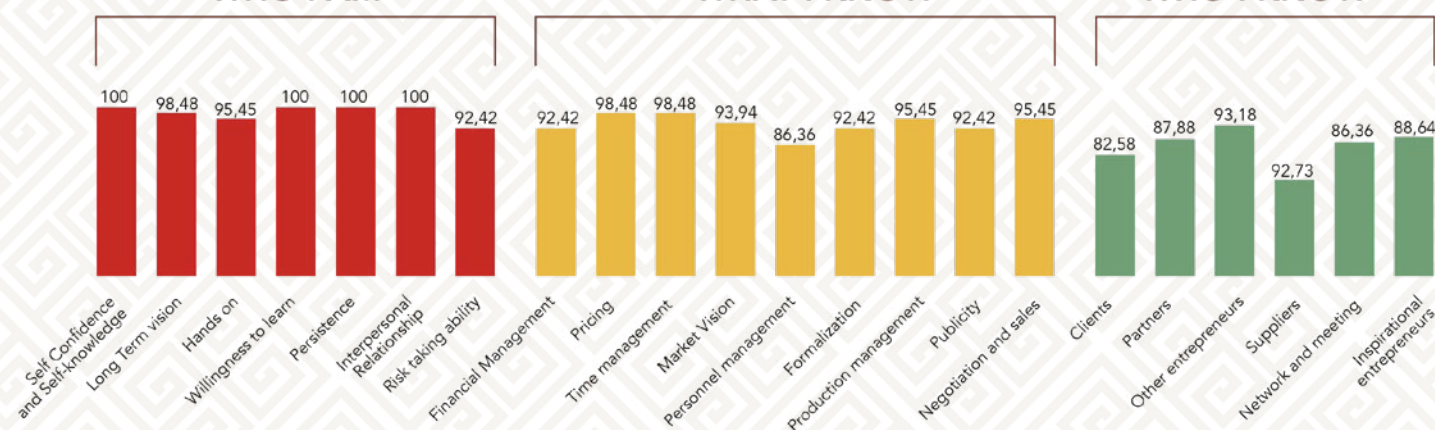
In 2019, training achievement was of 92% indicating significant personal development.

"Who am I" had the higher score (98.05%), followed by "What I know" (93.94%) and "Who I know" (85.23%).

WHO I AM

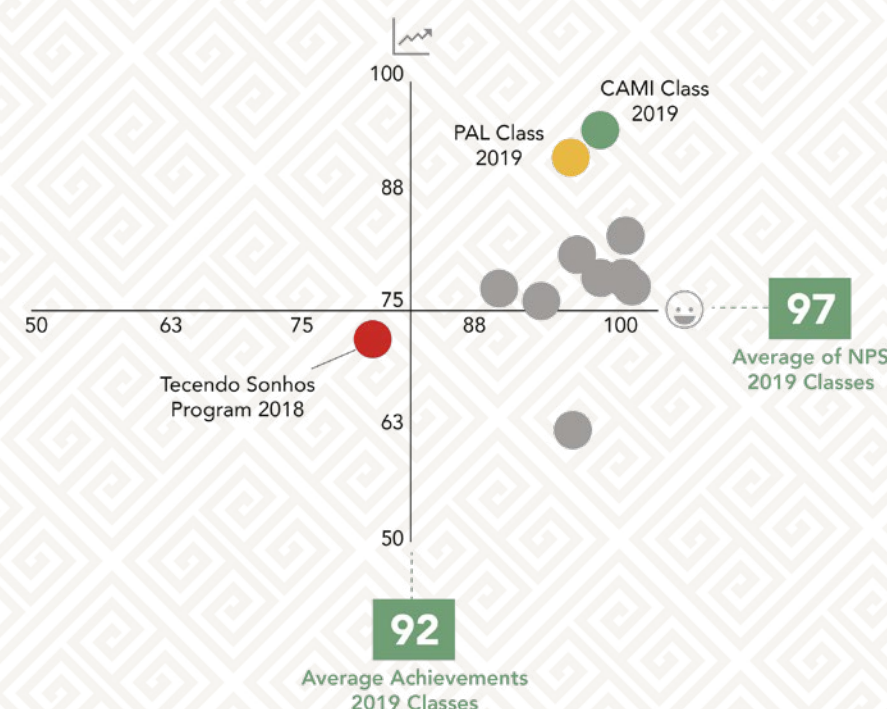
WHAT I KNOW

WHO I KNOW



"The Tecendo Sonhos program generates impact and overcoming bringing innovation for immigrants. With its practical and professional methodology, the program inspires a desire for change and many of these immigrant entrepreneurs have already transformed their lives and their business."

Victor Yami Párraga - Assessor dos cursos de empreendedorismo do programa pelo CAMI



This graphic shows an analysis between Achievements and NPS establishing a comparison among the groups of 2019 (yellow and green circles), the results of Tecendo Sonhos program in 2018 (pink circle) and other projects of the Entrepreneurial Alliance carried out in 2018 (gray circles).

It was concluded that in 2019 the Tecendo Sonhos program had higher achievement indexes (**development of personal and entrepreneurial skills**) than other projects of **Entrepreneurial Alliance**, also indicating an evolution of the program in comparison to the previous year.

These data indicate that the transition for the continuous training model in 2019 has increased beneficiaries' satisfaction and achievements.



"It is hard to explain in a few words the partnership with the program and other organizations because my brother and I are the result of two important factors: will and knowledge. Combined they achieve a successful future. We are deeply thankful to all your team, and would like to congratulate the program for the excellent work supporting people who have a dream and the desire of leaving their comfort zone with no fear of hard work. The most important think that we learned? It was that if we want something and really work for it, we can achieve anything."

Gonzalo Guachalla Larico and Roberto Carlos Guachalla Larico: Bolivian brothers who own a small garment factory.

MAIN RESULTS : MARKET INSERTION

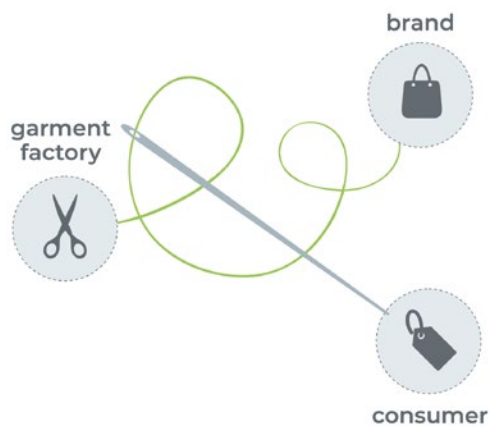
INSTITUTO ALINHA



When the program started, in 2014, we understood that it was fundamental to support these garment factories owners to have access to fair trades, receiving better values for the assembled pieces and working with better production time. After all, one of the goals of our program is the formalization of these sewing shops, as micro- or small-enterprises and the promotion of dignified work relations. However, we know that this would increase their costs at approximately 30 to 40%, an expense that does not fit in the reality of those immigrant entrepreneurs.

At that point we decided that, in addition to training, the program would also support the formation of a startup willing to present a solution to this problem and, in 2014, along with Social Good Brazil we launched a call notice. That was how we met the founder of the Instituto Alinha which received financial support and mentoring to develop the first version of their platform.

Instituto Alinha has grown along the program, becoming an autonomous initiative and redesigned its business model. When the platform was launched, 100% of the workshops advised by them were participating from Tecendo Sonhos program, and currently this number was reduced to 20% indicating that they have gained maturity and market consolidation.



The purpose of **Instituto Alinha** is to assist entrepreneurs/owners of small garment factories to regularize their businesses, by connecting them to brands and designers interested in partnering with garment factories, to ensure fair prices and production time.

Member brands have access to certified garment factories and a production management system, in addition to **Blockchain** technology, which ensures both transparency and traceability.

Thanks to this technology, consumers have access to production information and are thus able to learn the story behind their clothing items.

* www.alinha.me

"Following this program, walking side by side, made me be sure of the compromise of Entrepreneurial Alliance with the constant improvement of its methodology, focusing on a real impact on the life of entrepreneurs. Great challenges demand many people working to find solutions, and Tecendo Sonhos program is an encounter of many organizations that work with a common goal: ensure a dignified and fair life to all fashion industry."

Dariele Santos – co-founder and president of the Instituto Alinha

"Before knowing the Instituto Alinha, I used to have long working hours and overdue bills. But after meeting them, things have improved, starting with the structure of the workshop. I didn't know the rules about workplace conditions and having access to this information was very important. I have also learned to value my job! Through the platform we receive a fair payment; it is not like before when we were underpaid. It is good to be on the platform! Now my goal is to work 8 hours a day and I'm on that path. I'll make it."

Alice Vargas – entrepreneur supported by Tecendo Sonhos and Alinha

INSTITUTO ALINHA PARTNERSHIP (FROM 2017 TO 2019)



The previous graphic shows that since 2017, the Instituto Alinha has delivered 44 action plans for structural improvement at small garment factories. In this period they have sent occupational safety experts to inspect these facilities and prepared technical reports and customized action plans including guidance on the following issues: legal formalization, facilities, electrical wiring, organization, occupational health and safety and employment relations.

***Action Plan:** it presents a diagnosis on workplace conditions at these factories and points out the necessary improvements and their costs, and it uses a five-star rank to classify the garment factories.

These garment factories receive guidance to make necessary improvements and then get a new star.

Major implemented improvements: electrical wiring and facilities adequation, acquisition of safety equipment and workspace organization, reducing the risks of work accidents, improving workers' health conditions and mitigating child labor.

Legal formalization, **respecting staff size and with registered employees, is the major challenge faced by entrepreneurs in the process of becoming a four or five-starred garment factory.** This is a common issue among most of low income micro- and small-entrepreneurs all over the country.

Currently, 12 garment factories from Tecendo Sonhos are visible at the Alinha platform:

- They have achieved the minimum requirements of occupational safety and formalization;
- They are visible to more than 20 brands, also registered on the platform, and interested in offering fair working conditions.
- This visibility increases the search for the services provided by these small garment factories and can negotiate fair production prices and time.
- Fair prices can be even three times higher than those paid on informal trades, resulting on significant reduction of working hours.

MAIN RESULTS: MARKET INSERTION OTHER POSSIBILITIES

Even though Alinha became our main partner on the process of market insertion, some garment factories from Tecendo Sonhos didn't receive guidance from the institute due to lack of resources or by choice of the entrepreneurs.

Follows a report from an entrepreneur, supported by the program in 2019, who after being connected to a support network and knowing his costs at pricing classes, felt more secure to negotiate with former clients.

"With the support of Tecendo Sonhos I understood how much my services cost and had the courage to impose my price to a former client. At first he said that he wouldn't accept, but on the next day he changed his mind saying that I had a good finishing touch."

Nilton Vargas – Bolivian entrepreneur that was benefited by the program in 2019

A NEW PARTNERSHIP THAT CAME TO BRODEN OUR MARKET INSERTION IN 2019

ESTILISTAS  BRASILEIROS

It was noticed that, in order to access a market that would pay fair values for their products, garment factories should be prepared to meet the requirements of this market. The profile of companies that are more susceptible to hire these small garment factories are brands concerned with sustainable fashion and slow fashion. However, these brands find some complications when trying to hire the garment factories that integrated the program because their cloths often require better finishing, different sewing techniques or services that aren't offered by these factories. After identifying this challenge, along with Estilistas Brasileiros and its founder, Cristina Chiara, we have launched some actions to prepare garment factories for this Market and establish a dialogue between them and these brands.

WHAT WE DID TOGETHER?

Marketing classes
for garment
factories (factions)

Program Meeting:
dialogue and
connection between
brands and factories

Both experiences were incredible and gratifying, and allowed me to get to know better the entrepreneurs behind those garment factories, their stories, challenges and accomplishments. The owners of those factories have the will and real need to access new clients, becoming active and sustainable in their own business.

Cris Chiara founder of Estilistas Brasileiros

MAIN RESULTS: FINANCIAL INCLUSION

In 2019, we implemented the financial inclusion front for the program's beneficiaries, because we realize that this was essential so that their business could be included in a legal and dignified structure. Connecting these small garment factories with regular market brought greater demands, such as opening a bank account, having access to microcredit for investments and effective financial controls for the health of their businesses.

This front had the support of the MasterCard Center for Inclusive Growth and consultancy with the Plano CDE for a survey with the beneficiaries.

WHAT IS FINANCIAL INCLUSION? Is the access and good use of financial services by the population.

WORLD CONTEXT: According to the World Bank, 38% of the world's population does not have access to basic operations to manage their finances, which directly impacts the economic development and social inclusion of low-income communities.

LATIN AMERICAN IMMIGRANTS IN SÃO PAULO: most of them do not have a bank account, keeping their money at home and making purchases and payments in cash. This results in several cases of robberies and compromises both saving and organizing. Furthermore, they do not make financial controls and have no idea of how much they earn and spend, mixing personal and business accounts.

ETHNOGRAPHIC RESEARCH ON FINANCIAL INCLUSION:

Public: immigrant garment workers or owners of small garment factories workshops attended by Tecendo Sonhos program.

"The formalization of financial instruments will occur when immigrants see some value in these services - with reduced costs, increased security and easier access to more responsible customers." Breno Barlach – Plano CDE

Check the article with the main findings of the research:

<https://empreender360.org.br/desafios-do-imigrante-empreendedor/>

WHAT WAS PRODUCED AFTER THE RESEARCH?



* Since we knew that workers from small garment factories often listen to the radio during work, we used radios to broadcast our contents. The radio stations used in these broadcasts were chosen after a research that indicated the most heard by our public.

Partnership with Firgun, platform for facilitated access to micro-credit for the public of the program.

Radio programs have **already reached 3 million listeners** and are being broadcasted by **the following radio stations:** Metropolitana, Maia and Ambaná.

Mapping of regular and accessible financial solutions

Elaboration of content about financial inclusion created with the participation of immigrant entrepreneurs and allied organizations, which resulted in two videos and four radio programs.



MAIN RESULTS: AWARENESS-RAISING

With the objective of spreading stories and actions promoted by the program, this front produced several articles, contents and stories. Focusing on the leading role of immigrant entrepreneurs supported by the program, a Pitch course was offered to them

so that they could be more prepared to tell their stories. These entrepreneurs were invited to several meetings organized by Entrepreneurial Alliance and for interviews with News websites such as UOL and Quebrando tabu, among others.

ALGUNS NÚMEROS E AÇÕES:



In 2016 we worked with the sustainability area of FEA/USP, with 100 first year students. There were 6 training and awareness-raising workshops on the subject and 18 works produced by them.



In 2019, we had a press office that was able to insert the program in various media, generating a reach of over 8 million people with articles, articles in newspapers and radios. 86% over the web.



In the social networks of Entrepreneurial Alliance alone, with 101 posts, the program reached almost 3.000 likes and 389 interactions. The program's website generated 1.242 visits with 5.362 page views.

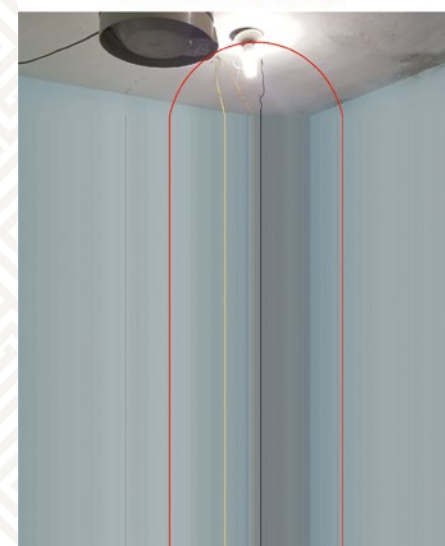
An important action to this front was the campaign **#DoeTecendoSonhos**, organized at 2019 with the two goals: spread stories and raise funds to renovate the facilities of small garment factories owned by immigrant entrepreneurs, aiming to promote dignified working conditions and conscious consumption in the fashion industry.

We raised R\$ 15.000 from 23 donors and formed a network of ambassadors of the program. Resources were invested on the purchase of safety and ergonomic equipment and electrical wiring repair, ensuring a safer environment for workers and owners of these garment factories.

2019 - PERSONAL DONATION CAMPAIGN AND RAISING AWARENESS FOR THE CAUSE




BEFORE DONATIONS



AFTER DONATIONS



This photo shows changes and improvements to the facilities and electrical wiring, reducing the risk of working accidents. Based on the action report developed by Alinha, we invested on 13 factories for ergonomic and health improvements.



MARIA ROSA

CHEGUEI NO BRASIL PRECISANDO DE DINHEIRO E SEM CONHECER O IDIOMA! GRACAS AO TECENDO SONHOS, HOJE EU VOLTEI A SONHAR!

"HOJE, MEU OBJETIVO E MELHORAR MINHA QUALIDADE DE VIDA, DA MINHA FAMILIA E DOS MEUS FUNCIONARIOS."

"SEM DOCUMENTACAO E EM OUTRO PAIS, NIVI UMA SITUACAO DIFICIL. TIVE MEDO POR MIM E PELA MINHA FAMILIA."

"AS DIFICULDADES QUE PASSEI FORAM IMPORTANTES, POIS SEM ELAS, EU NAO SABERIA VALORIZAR O QUE CONQUISTEI E A PESSOA QUE ME TORNEI."

EU NAO SABIA ADMINISTRAR, APENAS TRABALHAR COM COSTURA! TIVE QUE APRENDER A TER NOCAO DE ONDE APLICAR O DINHEIRO, AS CONTAS A PAGAR, E ETC..."

NILTON VARGAS


"NOS PRECISAMOS DE **INFORMACAO** POR DIFERENTES MEIOS, TODOS BUSCAMOS UMA **dignificacao** ATRAVES DO NOSSO TRABALHO"

"OLHAMOS PARA O PASSADO E **QUESTIONAMOS** AS ORIGENS DA NOSSA SITUACAO ATUAL. OQUE PARA TRAZER PARA PODER **ENXERGAR** O QUE ESTA A SUA FRENTE."

"BUSCAMOS FORMAS DE NOS APROXIMAR, CADA VEZ MAIS DOS TRABALHADORES, PARA ASSIM, ENTENDER MOS QUAL A MELHOR FORMA DE TRAZER PARA ELES ESSE **PROTAGONISMO**"

MPT - MINISTERO PUBLICO DO TRABALHO: TEM O PAPEL DE DEFENDER OS DIREITOS E A ORDEM SOCIAL TRABALHISTA.

"O **MPT** NAO ESTA DENTRO DO EXECUTIVO, LEGISLATIVO E NEM JUDICIARIO. E UM ORGAO A PARTE, COM SEUS **PODERES** PROPRIOS"



PROGRAMA **TECENDO SONHOS**

aliança empreendedora

"fashion revolution"


TRABALHAMOS PARA TRAZER O **PROTAGONISMO** AS PESSOAS QUE **FAZEM** AS ROUPAS."

PROTAGONISTA


"A ACADEMIA BUSCA ENTENDER OS PROCESSOS SOCIAIS COMO UM **FENOMENO COLETIVO** QUE DIZ RESPEITO NAO APENAS AO CONTEXTO HISTORICO, MAS TAMBEM A **DINAMICA ECONOMICA**"

QUAIS OS DESAFIOS E POTENCIALIDADES ENCARADOS NO PROCESSO DE CONTRATAÇÃO DE OFICINAS DE COSTURA E MARCAS?

1. É IMPORTANTE ESTABELECE UM PROCESSO MENOS BUCROCRÁTICO PARA A REGULARIZAÇÃO DOS **TRABALHADORES**.
2. GRANDES EMPRESAS TRAZEM ESTABILIDADE PARA A PRODUÇÃO E VALORIZAÇÃO PARA OS COLABORADORES. PORÉM, HÁ UMA DIFICULDADE EM ESTABELECE **PARCE-RIAS**.
3. ATUALMENTE, FALTA RECIPROCIDADE E UM MAIOR SENSO DE URGÊNCIA PARA TODAS AS PARTES. É IMPORTANTE OTIMIZARMOS O TEMPO, A QUALIDADE E O VOLUME DO **TRABALHO**.
4. "SABENDO QUE A MAIORIA DAS OFICINAS E FAMILIAR, O NÚMERO DE TRABALHADORES E FATOR FUNDAMENTAL PARA A **Contratação**."
5. "HÁ DIFICULDADE DE ENCONTRAR OFICINAS MENORES. O RELACIONAMENTO ENTRE **MARCAS** COSTUREIROS VEM ANTES DO PREÇO."
6. PRECISAMOS MANTER A NOSSA AUTOESTIMA. VAMOS OLHAR PARA O LADO **HUMANO** DA PESSOA E ENTENDER O QUE ELE REALMENTE QUER."
7. AS MARCAS TÊM DIFICULDADES DE ACESSO AS OFICINAS. PRECISAMOS DE UM DIÁLOGO ENTRE TODAS AS PARTES, ESPECIALMENTE NO QUE SE REFERE A **PREÇO E ENTREGA**."
8. É FUNDAMENTAL ESTABELECERMOS UMA REDE DE CONTATOS, ASSIM COMO GARANTIRMOS A **disponibilidade** DE MÁQUINAS ADEQUADAS A TODOS."



tecendo sonhos



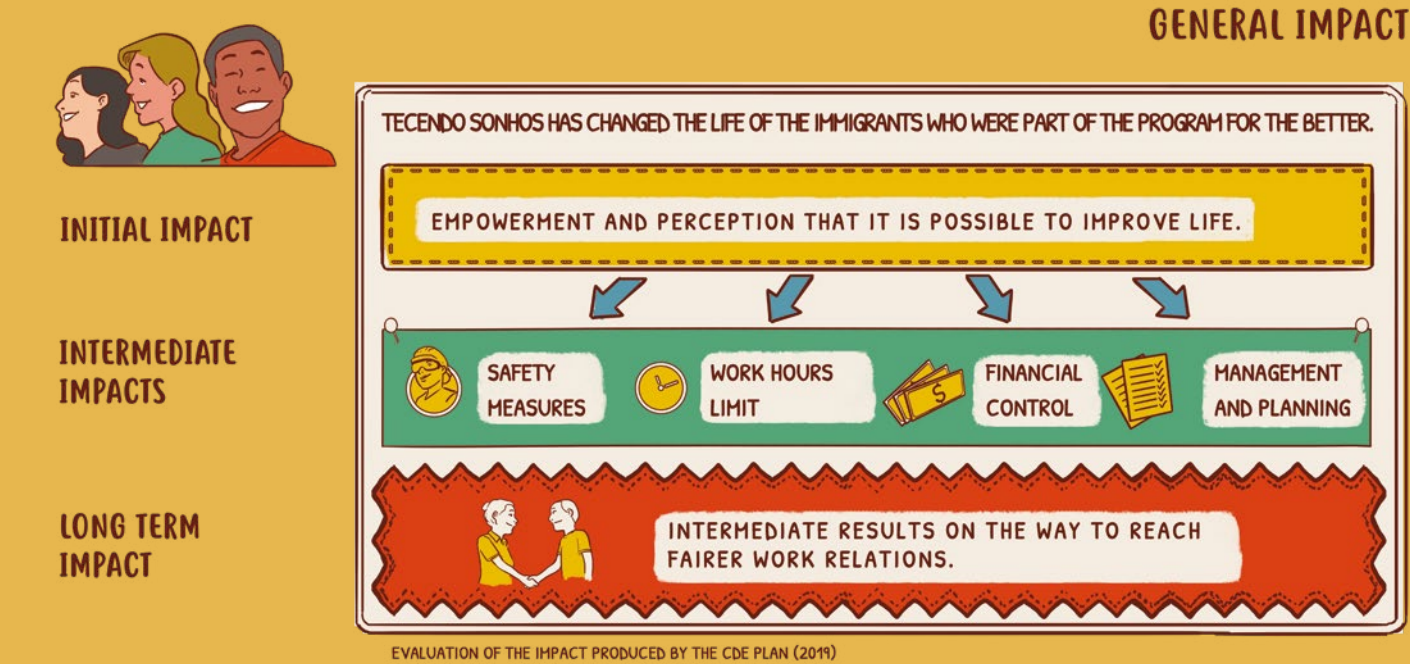
FACILITAÇÃO GRÁFICA BY:

ALAVANCA

ALAVANCA, CRIATIVIDADE

ALAVANCA PROJETOS.COM.BR

IMPACT ASSESSMENT: MAIN RESULTS



In 2019, we conducted our first external impact assessment with the consultancy of CDE Plan.

Main impacts are presented above, divided into levels. The initial proven impact was the “**empowerment and perception that life improvement is possible**”, reported by all respondents.

On a second level, we have the **intermediate impacts**, where reports highlight better knowledge and application of **safety notions, working hour limits, use of financial controls, management and planning**.

Finally, **long-term impacts** present intermediate results **on the path toward fairer working relationships**.

Those are the main barriers for long-term impacts on dignified working relations:

- **Access to a fair market** for better pay and shorter working hours. There are already some reports of change, but this impact still has to be broadened.
- **Formalization:** migrating from MEI to Simples Nacional² still represents a very high cost for most factories.
- **Formal registration of employees:** this is a major challenge because of the **high costs of taxes** as well as for the resistance offered by **workers that prefer to be paid or their production**.

² MEI and Simples Nacional are two different ways that Brazilian microentrepreneurs can formalize their business. MEI can earn up to R\$81.000 per year while Simples Nacional can earn up to R\$4.8 millions per year.



IMPACT ASSESSMENT: MAIN RESULTS

The research also showed that **impacts vary according to the beneficiary profile**, which can be divided into **three types**:

BASIC	INTERMEDIARY	ADVANCED
<p>High vulnerability public: low education level, little experience in having a business, difficulty to comprehend new contents, high levels of isolation and dependence, lack of access to fundamental rights (health, housing and education).</p>	<p>Vulnerable public: low education level, but with a better comprehension of new information. Still have a small network but willing to risk and getting out of a dependency relation.</p>	<p>Higher education level, usually already endeavored in the country of origin, has a network of contacts and arrives with a better structure in your business.</p>
<p>40% of the public assisted by the program is in this range</p>	<p>50% of the public assisted by the program is in this range</p>	<p>10% of the public assisted by the program is in this range</p>
<p>Impact generated by the program: Initial impact only, with the perception that they can improve their life and networking. They finish the course, but have a hard time putting the contents into practice.</p> <p>For example, they abandon the course or stay feeling the importance of doing so, create new friendships and connect with migrant support organizations.</p>	<p>Impact generated by the program: network and access broadening but they still require assistance to put learning into practice. For example: Understands the importance of opening a bank account, but needs help to do so.</p>	<p>Impact generated by the program: high impact, quickly resulting on fair working and business relationships. Just with the course is capable of implementing the necessary improvements without necessarily needing support.</p> <p>For example: starts the program without a bank account but, after the course, understands its importance, being able to open it alone.</p>
<p>Referral: We believe that, before participating of entrepreneurship courses, they should receive support from other organizations that can help them through citizenship support networks.</p>	<p>Referral: entrepreneurship courses with ongoing training - support for the implementation of content and market insertion, as used in the 2019 format. It is also important to connect with other migrant support organizations and to a network of supported entrepreneurs.</p>	<p>Referral: The course is sufficient for improvements, support for market insetion and networking with other entrepreneurs.</p>

WHERE ARE WE GOING? NEW STRATEGIES



Based on the impact assessment and on the knowledge acquired during these five years of the program, we have identified the need of redesigning the program strategies as well as it scope and public.

To get to this new model, its concept and validation we had several meetings with the main stakeholders of the program: Entrepreneurial Alliance team, advisory board, allied organizations (PAL and CAMI, Estilistas Brasileiros, Alinha) and entrepreneurs.

Tecendo Sonhos will assist not only immigrants, but socially and economically vulnerable population **working in small garment factions, especially women**, aiming to promote dignified work relations through entrepreneurship.

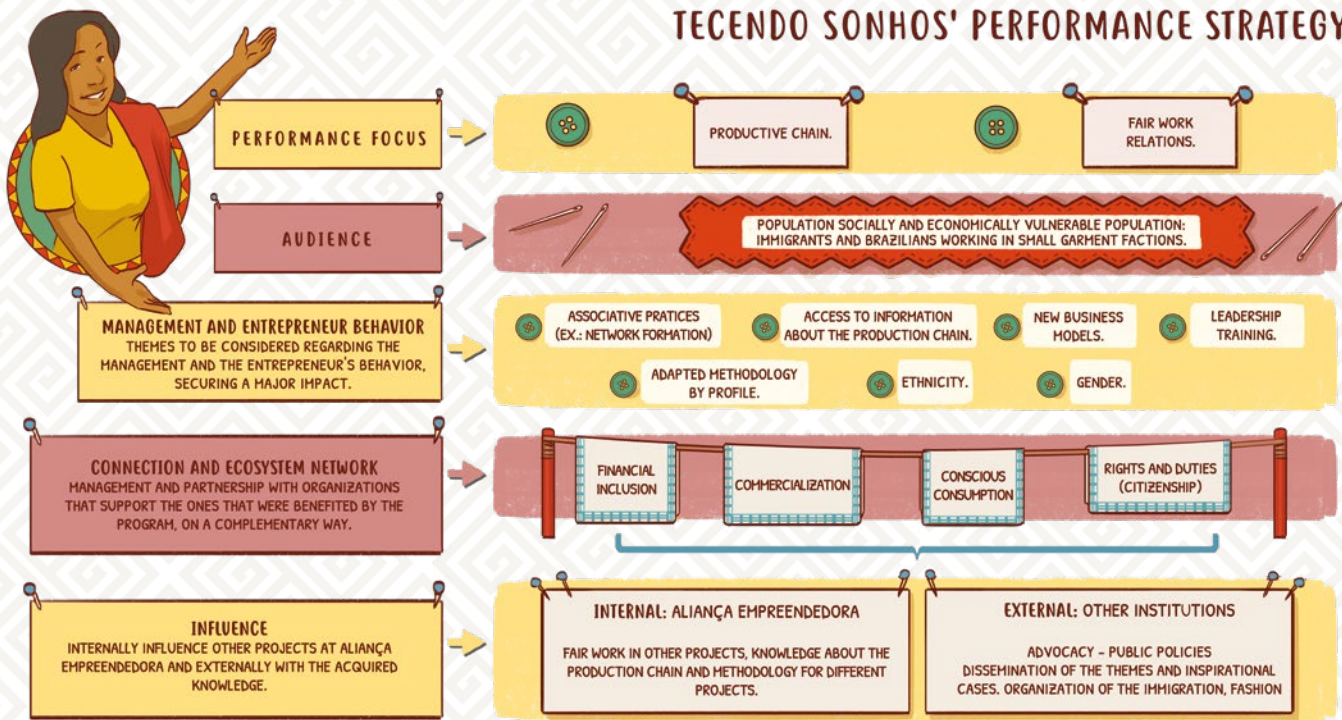
We will maintain the **continuous training format**, used at 2019, with different modules and personal advisory, and continue to support the garment factories that already are part of the network called "TOGETHER WE ARE STRONGER". We will also work on **leadership formation** and new **productive arrangements**.



We will need to be more active in advocacy, supporting the construction of public policies to support the program's public.

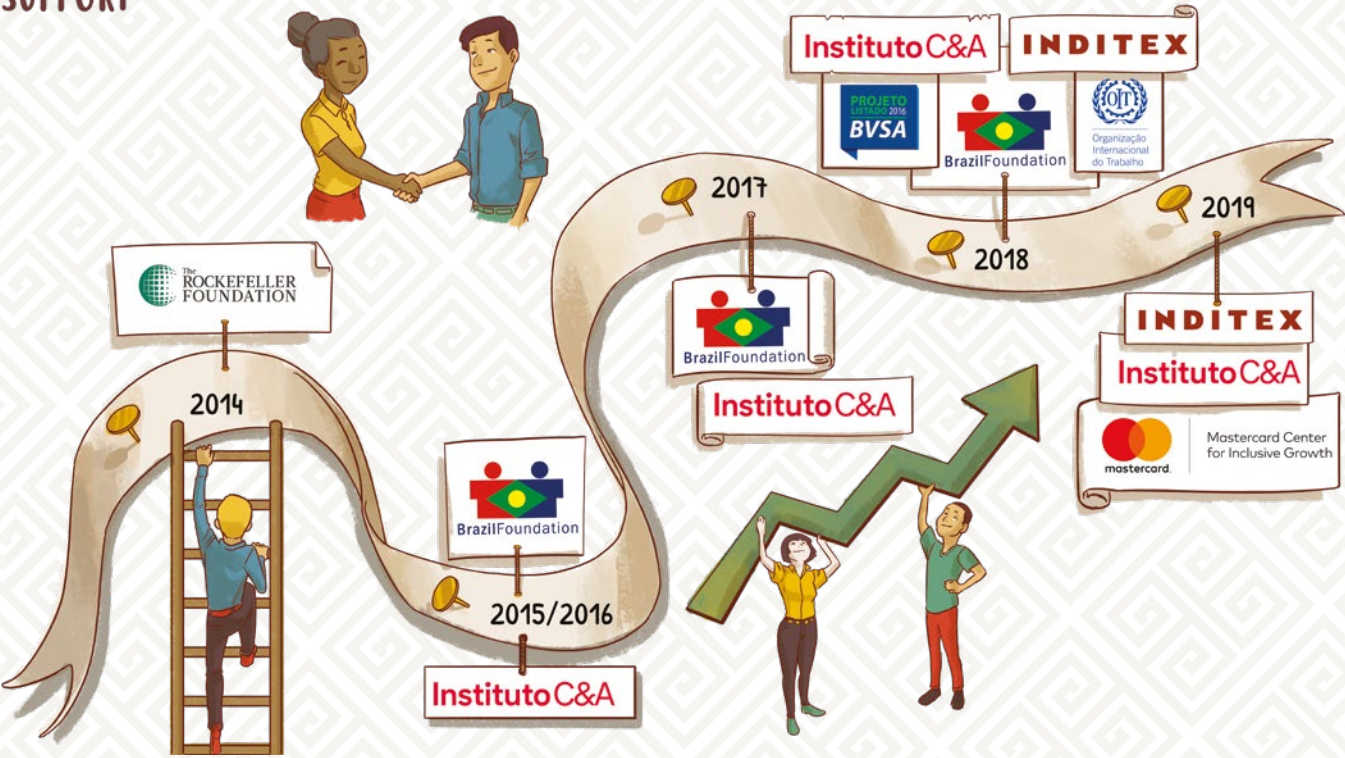
We will also be more effective on the articulation of partners for entrepreneur support such as: **financial inclusion, immigration, Market insertion, conscious consumption citizenship, fashion productions chain**.

With what we have learned, we intend to have more influence both internally bringing the theme of dignified work to other projects of Entrepreneurial Alliance, and externally exchanging knowledge with other organizations in the sector.



ALLIES THAT HELPED US TO ENABLE THESE FIVE YEARS OF PROGRAM

SUPPORT



In these five years of program, we had the financial support of a network of seven supporters. Thanks to the resources invested by them, we were able to structure and execute Tecendo Sonhos. They are: Rockefeller Foundation, BrazilFoundation, BVSA, Instituto C&A, Inditex / ZARA, ILO - International Labor Organization and MasterCard Center for Inclusive Growth.

Tecendo Sonhos has provided critical support and financial inclusion to the small enterprises within the garment value chain in Brazil. Many of the owners of these small businesses are immigrants from neighboring countries, including Bolivia, and Alianca's assistance helps to create a more inclusive economy for immigrants in the country. The program also improves the quality of jobs opportunities and growth for some of Brazil's most vulnerable populations.

Luz Gomez – Director - MasterCard Center for Inclusive Growth, LAC

Entrepreneurial Alliance is an important partner of Instituto C&A, which has as one of its purposes the transformation of the fashion chain. In this year, I had the opportunity of learning more about the project and took a close look at the impact of the program on the life of its beneficiaries. Bolivian immigrants that choose to come to Brazil face many challenges and the project has successfully presented them new possibilities and perspectives, with better working conditions, though entrepreneurship.

Gustavo Venancio Narciso - Gerente de Fortalecimento de Comunidades do Instituto C&A

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