

**Abrinq Foundation
for Children's Rights:**

**A HISTORY
OF ACTION
1990 - 1997**



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INTRODUCTION

When we decided to work to improve our country, the choice of children as the subject matter of our mission was not an accident. We knew the ailments of our society: much poverty, illiteracy and poor education, violence, lack of respect for the environment, human rights violations, corruption, neglect for the elderly and the retired, extremely bad income distribution, lack of homes, precarious health care, and a young and still fragile democracy. When we looked at the numbers related to our children, such as infant mortality rates, nutrition, tuition fees and school dropout rates, child labor and prostitution, we realized that the hopes for a better future would be a sheer illusion if we did not care for our children. Nothing could be more important than trying to improve the life conditions of our children, an absolutely necessary condition for the attainment of a prosperous, fair, worthy, and democratic society.

Our country has enormous resources: financial and material; knowledge, competence, goodwill and sensitivity in many individuals; civil society organizations committed to human rights; and corporations aware of their social responsibilities. Our proposal was to channel these resources to areas where they are lacking and to connect and organize networks and associations supporting our causes. To do this, we had to gain confidence and fight prejudices. This was only possible by acting transparently, competently, and with a genuine commitment to the cause. This is what we tried to do.

We did wrong and we did right. If we had improved the life of one single child, it would have been worth the trouble. However, we did much more. What resulted was the conviction that the problem has a solution and a rewarding feeling of having done something for the community. In the future, we would like to have our mission guiding our actions and to see our organization as an instrument and not as an end onto itself. We want the outcome of our work to be an evaluation of the effects of the problems, but mainly, it must result in decisive action on their causes. We also seek to have the numbers related to the quality of life of our children to be among the best in the world.

Oded Grajew
President

Sérgio E. Mindlin
Chairman of the Administrative Board

Part I

ORIGINS AND CHARACTERISTICS

1. THE BACKGROUND OF THE ABRINQ FOUNDATION

In the late 1980s, countless episodes of violence against children and youth, young delinquents' escapes from institutions, and extreme rights violations such as prostitution and murder drew attention to the dramatic situation of children in Brazil.

The press, in Brazil and abroad, gave wide coverage to these charges. The public was shocked. The emerging information highlights the following:

- **25,000,000** children have no leisure, education, regular food, housing and adequate hygiene, **and are subject to all kinds of violence (a)**;
- **350,000** children aged under five **die** every year **(a)**;
- **3,500,000** children and youth aged between 7 and 17 are **illiterate (b)**;
- **4,000,000** Brazilians under 14 (minimum age allowed by the Constitution) **are working (b)**.



Sources: (a) UNICEF 1989, (b) IBGE 1991.



This information also touched businesspeople from the toy industry, since it concerned individuals in the same age bracket as the consumers of their products, who were, however, excluded from the consumption of the most basic survival goods!

The magnitude reached by the problem gathered many sectors around a central goal: to change the situation of Brazilian children.

Within this context, in 1989, the **Brazilian Association of Toy Manufacturers (Abrinq)** established within its own structure, the **Board for the Defense of Children's Rights**, the heart of the future **Abrinq Foundation for Children's Rights (FADC)**.

The motif moving all these sectors into action was the belief that **IT IS NO LONGER POSSIBLE TO WAIT FOR THE AUTHORITIES TO SOLVE THE PROBLEM! SOMETHING MUST BE DONE, NOW!**



This position was born from the belief that the responsibility does not lie on the Government alone, but to the *society as a whole*.

The founders of the Abrinq Foundation for Children's Rights believe that many want to do something for the children, and this discovery serves as the basis for a *social movement in benefit of childhood*.

If one keeps thinking, "Oh, no, we better not do it, because it may turn out wrong," one never does anything. We chose the risk of doing something. And in doing this, we have enjoyed massive support from our partners—corporations and individuals—who believe this is right and, for that reason, are on our side.
Julio Jorge Lobo Pimentel, Administrative Board Secretary (1992-96) and Vice-President (1996-98) of the Abrinq Foundation

For the Foundation, the key to its consistent work in favor of the children and youth at risk in Brazil are not individual or isolated actions, though meritorious, but society's collective effort, allocating means and resources to the service of a *common cause: the Brazilian children*.

In line with these beliefs, involving partners from several different social segments (mainly businesspeople) marked the first actions undertaken by the Defense Board back in 1989.

Thus, large commercial corporations such as **Lojas Americanas** department store chain and the **Fotóptica** photographic appliance chain joined the Board to, respectively, advertise and carry out

the first photographic contest on Children's Rights. Similarly, the engagement of the **Abigraph** (the Brazilian Association of Graphic Industry) and **Suzano, Ripasa e Simão** paper manufacturers sponsored the printing of 15,000 copies of the book "*The Child and the Youth in the Brazilian Constitution.*"



The Defense Board focused its actions on promoting *Children's Rights*, through all kinds of campaigns. The partners in this social information project included **Caixa Econômica do Estado de São Paulo** - the São Paulo State bank (posters and in-house contests on the subject), **América**—a fast-food chain (phrases on Children's Rights printed on their table-cloths), **Tilibra**—a notebook manufacturer (printing UN's Universal Declaration of Children's Rights on the backcover of their notebooks), and **C. Sarcinelli**, a printing company (donations of materials), several toy manufacturers (phases on Children's Rights printed on toy packages), in addition to countless schools (internal campaigns).

The partnerships with the **Ministry of Education and Culture** and with **UNICEF** have been particularly important. The objective was to create a *joint campaign* stimulating the awareness of students from public schools throughout the country that, as children, they *have rights*, while also educating them on which rights they have. This campaign was relevant due to the fact that the majority of these children came from poor families, who are most subject to the violation of their rights. The Children's Rights Contest was conceived to encompass all schools in the country, totaling *27,000,000 students*.

Another action of massive advertising for Children's Rights was implemented jointly with **Editora Abril**, the Brazilian market leader of children and youth publications. The corporation published the Children's Rights in 10,000,000 copies of their magazines and created a contest on this subject.

These joint actions demonstrate that the Foundation focused its actions since its beginning on *mobilizing and generating participation* of society rather than aiding children directly (in nursery schools and other institutions, for instance).



This way, since its establishment, the Abring Foundation for Children's Rights positioned itself as an "*articulating*" entity, able to provide a *positive intermediation* between those who need the resources, means, and knowledge and those who have them.

This "*articulating*" model was originally suggested by **UNICEF**, which realized that the creators of the Foundation had the ability to involve other businesspeople and social sectors in actions that benefit children.

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Part I

ORIGINS AND CHARACTERISTICS

2. HISTORICAL GENESIS OF THE FOUNDATION'S CHARACTERISTICS

The rapid growth of actions for children's rights led the institution to establish, on **February 13, 1990**, a private organization called the ***Abrinq Foundation for Children's Rights*** (FADC). Its main stated goal was defined as "The defense of children's rights," according to Brazilian and international rules, based mainly on three legal documents:

- the Brazilian Constitution of 1988;
- the United Nations' International Convention on Children's Rights of 1989; and
- the Brazilian Children and Youth Statute of 1990.

Abrinq Foundation is one of the most important non-governmental organizations acting in the defense of children's rights. It's a dynamic institution, courageous and respected, with great credibility in all quarters and serves as a model for many other institutions.
Suzanne Schonberger, first Director-President (1990-92) of the Abrinq Foundation



2. 1. Implications to the Defense of Rights

Due to the situation in Brazil at the time, the Foundation's first concern was for the defense of the most basic of all rights, namely, the *Right to Life*.

Therefore, the first public presentation of the Foundation, on **March 15, 1990**, was in support of a book by Gilberto Dimenstein, "*The Children's War*," denouncing the extermination of children and youth.

The Foundation is characterizing its work as *Political Action* when taking this and many other advocacy actions in favor of the Elementary Rights of Children. This basic feature has been present from the beginning of the Foundation's activities until this day.

In the beginning, there were no clear perspectives. We believed we would learn with time. We had a poem: "*caminante no hay camino, se hace camino al andar.*" Now, looking back, we can see we were in the right direction.
Ana Maria Wilhelm, Superintendent of the Abrinq Foundation

However, its understanding eventually changed from clearly circumscribed activities—limited to the political sphere (legislative and government bodies, etc.)—to projects of general content that, by providing nourishment, education, adequate assistance and dignity to children, translate the *Defense of Children's Rights into social realities*.

This does not mean that the Abrinq Foundation no longer takes a public standing for the defense of children, nor makes itself heard in the political arena, whenever needed. However, the understanding of pro-children politics grew.

In other words, the Foundation defines **Political Action** as the mobilization and organization of social forces—particularly the business sector—in projects that act in depth on the causes of children's problems. Thus, it seeks to distinguish its work from mere solicitation, such as the nineteenth century philanthropic charity, which is capable of solving only superficial effects of inequality.

Our business is the action towards the engagement of businesspeople with the Brazilian children's issues. At the Abrinq Foundation, we display projects that serve as examples for society as a whole.
Synésio Batista da Costa, Director-Treasurer (1992 to 1998) of the Abrinq Foundation

The Foundation thus gained a clear understanding of the implications of its position as the social advocate for children's rights, and placed

POLITICAL ACTION AS ITS FIRST STRATEGY FOR ACTION.

2. 2. The need for social echo

The communication activities developed by the Abrinq Foundation since its establishment are closely connected to the first Strategy for Action. It is clear that, in order for child advocacy to show results, the voices defending their rights must be heard.

The actions of the Abrinq Foundation had a crucial role for the mobilization of civil society around current issues of Brazilian children and youth.

Regina Weinberg, Executive Director of Vitae—Support for Culture, Education, and Social Promotion

This means that only efficient **Communication** work will allow:

- accusations of rights violations to create an impact on society;
- to earn public empathy and support for the cause;
- to exert objective and effective pressure on Congress and public administrators;
- to disclose successful experiences, showing that "It Can be Solved"; and
- to propose innovative solutions to society as a whole, going beyond mere accusations.

Thus, this communication work is crucial both from the institutional-political point of view, as well as for technical-operational activities, responsible for the projects in favor of children.

Hence,

COMMUNICATION IS THE SECOND STRATEGY FOR ACTION FOR THE ABRINQ FOUNDATION.



2. 3. Practical Applications

The Abrinq Foundation also understands that merely defending children's rights and informing society is not enough.

Many of the participants wanted to *witness* concrete actions, children taken out of the streets, nourished, educated, and assisted with dignity.

Consequently, the Abrinq Foundation started proposing proactive actions, in areas at first grouped in a field called "**Support to the Community.**"

In 1990, this involved actions in the Education and Culture fields (merged into a single field after 1991); Health; and Rights Violations (later named actions in the field of Violence). From 1992 on, the Support to the Community field included Child and Youth Labor issues.



These were the Foundation's so-called **theme-areas** (still in existence, later renamed **Health and Nutrition, Education and Culture, Child Labor, Family and Community, and Defense of Rights**).

However, since the creation and the success of the Our Children Project (see below), by acting simultaneously in all of the theme-areas, the Foundation was led to adopt a more comprehensive concept:

Project Management.

Project Management—involving the former Support to the Community areas—is responsible for everything that the Political Action and Communication areas cannot manage on their own, i.e., implementing the day-to-day Children's Rights support actions through projects and programs.

This does not mean that the Foundation manages direct actions, but that its vocation is translated into the daily task of creating, setting up, and managing *model projects in favor of children*.

In order to do this, i.e., to show how "**It Can be Solved,**"

PROJECT MANAGEMENT IS THE THIRD STRATEGY FOR ACTION AT THE ABRINQ FOUNDATION.

2. 4. Material needs

Naturally, it is necessary to have enough funds for all this apparatus to become operational in favor of the children—not only for the administrative work necessary to maintain the Foundation, but basically and above all for raising funds from society and channeling them to project operators and beneficiaries.

Thus, the Foundation also plays the role of "articulator" of latent social capabilities in the **Fundraising** area, operating as the bridge linking the potential of society to the needs of Brazilian children.

Qualitative and quantitative results and their transparency, testified by the independent auditors of **Coopers & Lybrand** (who performs this task gratuitously as associates), guarantee *credibility and reliability* to the Foundation and thereby social prestige and official recognition as a public service entity; thus enabling an incoming flow of resources.

The Abrinq Foundation has put the issues of children decisively on the agenda. It absorbed serious and successful experiences such as those from UNICEF and gave them a Brazilian flavor. The Foundation is now a paradigm, and its most important aspects are transparency, decentralization, and widespread optimism.

Horácio Lafer Piva, Member of the Board of Klabin Papel & Celulose S.A.

The development of financing sources receives a great deal of attention within the Foundation, which is aware that, without the necessary funds, the projects would remain as mere good intentions.

This is why the Abrinq Foundation identifies its **FOURTH STRATEGY FOR ACTION AS FUNDRAISING.**

2. 5. The structural profile and its reflections on the culture of the entity

We saw above the strategic guidelines of the Abrinq Foundation. Its structure is the concrete form for the implementation of these guidelines.

The management of the Abrinq Foundation for Children's Rights is handled by the **Administrative Board**, basically consisted of businesspeople engaged in Children's Rights issues, with a two-year term. The function of this Board is to discuss and establish the general strategies for the Foundation's actions and to oversee their implementation.

The Board elects the **Executive Board** (with three positions: President, Vice-President and Treasurer-Director) from its members and the **Fiscal Council**, with the same term.

The Executive Board oversees the execution of the decisions from the Administrative Board and directs the operation, the funding, and the actions for the maintenance of the Foundation, as well as it supervises the regularity of all operations. The Fiscal Council oversees the financial and accounting auditing and acts as a consulting body for the Foundation.

The Executive and Administrative Boards and the Fiscal Council are assembled by businesspeople from several sectors of the economy. The Foundation's composition has been changing along the years to provide a general business structure to the Foundation. These Board Members and Directors perform, in addition to their everyday activities, the increasingly complex executive tasks of a growing institution. The work is done on a totally voluntary basis. Furthermore, the part played by businesspeople is crucial to organize and guarantee the network of support that makes the existence of the Foundation possible.

This entrepreneurial culture found in the management teams of the Foundation favors the introduction of concepts such as *efficiency, return for implemented actions, cost-benefit ratios and other private management instruments* into social philanthropy efforts. The mix of talents is encouraged. In the Foundation's technical areas, professionals from the traditional fields of social intervention work together with economists, advertisers, and other human resources employed in business management.

This corporate vision also values knowledge from experts, whose help is needed for the correct orientation of the Abrinq Foundation. These experts—coming from various movements for the Defense of Children's Rights—are invited to the **Advisory Board**, whose members have a three-

year term. Since they are carriers of the necessary technical expertise for attaining the Foundation's objectives, their number is purposefully left open. Their work is also performed on a strictly voluntary basis.

The members of the Advisory Board form a heterogeneous group of researchers, medical doctors, artists and representatives from social movements focused on children's interests. This profile guarantees the *wealth and diversity of ideas*.

Furthermore, the volunteer work of the Board Members was crucial for the Foundation during its first years, since the technical group was very small at the time.

Under these bodies lies the **Executive Secretariat**, the Foundation's operational area, where technical experts work in various programs coordinated by a **Superintendent**.

Committed people make up the Abrinq Foundation. The Boards are filled with volunteers. There is a voluntary managing group and a professional technical staff, all deeply involved with the issues. They are all people who were already engaged, with their own history and their own interests. This choice of people, and these people having chosen the Foundation, is the beautiful side of it.
Silvia Gomara Daffre, Vice-President (1990-93) and President of the Advisory Board (1993-96) of the Abrinq Foundation

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Part II

HISTORICAL DEVELOPMENT

NOTE: The chronological evolution of the Abrinq Foundation for Children's Rights may be divided into three moments:

- 1990 to 93/94, period of institutional setup, of trying and endeavoring in various directions, searching for the most adequate path;
- 1993 to 95, moment of building its potential, of confirming previous experiences, learning from the lessons of the Our Children Project (PNC), and creating the Institutional Strengthening Project (PFI);
- from 1995 on, managerial improvement under the new guidelines.



In accordance with this chart, we give below an account of the Foundation's historical evolution in three blocks. The first reports the initial activities in the theme-areas; the second presents the PNC and the PFI; the last gives a general description after the strategic redefinition, made possible by the experiences of the years 1993 to 1995, bringing us to the present days.

3. INITIAL PERIOD: THE LEARNING YEARS

3. 1. First political activities

Public introduction of the Abrinq Foundation in March 1990—made through its sponsoring of the publication of the book on the extermination of children—made clear from the start its desired *commitment*. It showed—through the implications of the book's subject—that it was not (and is not) an advertising scheme created by the toy industry.

Other actions for the Defense of Rights were the engagement of manufacturers to print messages from the Rights of Children and the Universal Declaration of Children's Rights on toy packages.

This initial political action led to a series of meetings, conferences, and mobilizations. Their purpose was to set up **a network of political support to ensure priority legal standing to the citizenship rights of Brazilian children.**

Invited to New York by *UNICEF* in 1990, the Foundation was already participating in the **Fourth World NGOs Forum**. In Brazil, it was engaged in disclosing the petition for the ratification of the **International Convention on Children's Rights** and presented a proposal for "**An IMF for the Children**" to President Collor de Mello, as a contribution to the **World Summit on Children**. The Foundation was also engaged in the **Don't Kill Our Children** campaign.

In December 1990, as a means to exert pressure on the world leaders who were in New York for the **World Summit on Children**, the Foundation coordinated the **World "Candle Light" Watch** for Children's Rights in Brazil. It gathered its Board members and students from São Paulo's schools in the Ibirapuera and Carmo parks in a simultaneous action with 71 other countries.

But the main political effort of the Foundation in the year it was established—along with all the organizations engaged in Brazilian children's issues—was for the approval of the *Children and Youth Statute (CYS)* of 1990. Today, it is regarded worldwide as one of the most advanced legal documents on this subject.

However, the Abrinq Foundation did not restrict itself to nationwide and worldwide issues. It also participated in the **São Paulo City Forum on Children's Rights**, which assembled all the social forces engaged in children's rights issues and submitted a proposal to São Paulo's City Government for the establishment of the **City Council on the Rights of Children and Youth**.

When the *CYS* was approved in 1990, the Foundation, as a participant in the **Forum**, co-organized the "**Children's Demonstration**" for the



celebration of this victory.

During its first year of existence, the Foundation also implemented a project mixing activities of Political Action, Communication, and Education & Culture: the "**Children's Plaza**." This was a public space granted by São Paulo's City Hall, fitted with playgrounds donated by the toy industry and featuring a sculpture on which the text of the Universal Declaration of Children's Rights was inscribed.

The Abrinq Foundation for Children's Rights showed Brazil how one sector of society can mobilize both society and the government to act in favor of children and youth and has proven that, with a strong commitment, Brazil can do it.
Agop Kayayan, Representative of UNICEF in Brazil

In 1991, the first operational projects were planned and put into action. However, the Foundation's main goals for the year, defined by the "Plan of Activities," were in the advocacy and communication areas, namely: to disclose, to assist in, and to supervise the implementation of the Children and Youth Statute.

In association with **UNICEF**, the Foundation participated in the publishing of the book "*Comments on the Children and Youth Statute*" and organized the seminar on "**Education and the Children and Youth Statute**" with the **São Paulo City Western Regional Forum**.

Furthermore, during that year, the Foundation participated in mobilizations such as the "**Act in Defense of Life**," against the extermination of children; in movements such as **Brazil Option** and the **Pact for Childhood** (uniting supporters of democracy in general or seeking to engage authorities in the defense of children); and in *Forums and Groups in the Defense of Children's Rights* at all levels.

In June, following a recommendation from the Advisory Board, the Abrinq Foundation associates and Board Members met with Congress and civil society leaders to discuss the creation of Councils on the Rights of Children and Youth. As a result of these meetings, State and Federal Congresspersons were urged to pass laws to create the **São Paulo State Council and the National Council on Children's Rights—CONANDA**.

The Foundation also participated in the **First State Conference on Children's Rights**—which resulted in a public act proposing the establishment of a State Council and relayed the proposal to the State Governor. The *Municipal Council* for the State's capital was set up in this same year. The *CONANDA* was approved a day before Children's Day.

The June meeting also decided to support the establishment of the **Parliamentary Commission on Violence** at the São Paulo State Assembly to investigate violence charges, including violence against children.

Another initiative in this area was the decision to finance the video reproduction of the movie "*The Children's War*," produced by filmmaker Sandra Werneck, based on Gilberto Dimenstein's book. (Since this operation involves the use of video technologies and advertising know-how, it is explained in more detail in the section on Communication.)



From 1992 on, the Foundation's projects won new priorities. The struggle for the establishment of State Councils on Rights, for the enforcement of protection laws (beginning at the government level), and for the creation of national and local watch networks is maintained, but *within a wider context*.

The implementation of **Educational Projects** and **Health Campaigns** is added to the plans of denouncing exterminating violence and of changing the *Children and Youth Statute* into a compulsory item on secondary schools curricula.

In 1992, the Abrinq Foundation supported the **All-Governors Summit for Children** with petitions and mobilizations within the Pact for Childhood and the **Brazil Option Movement**, establishing a relationship with the Executive

The Abrinq Foundation opened up a very important path for Brazil, in the sense of giving the Third Sector visibility as a social development agent. Technically competent programs were given publicity and disclosure, and this certainly enhanced the notion that society has its own potential for the sympathetic and responsible practice.

and Legislative branches at all jurisdictional levels.

Evelyn Berg Ioschpe, President of GIFE, Group of Institutes, Foundations and Corporations

The Abrinq Foundation for Children's Rights also joined the **GIFE-Group of Institutes, Foundations, and Corporations**—a body devoted to the improvement and the promotion of ideas and practices on the use of private resources for public ends and social development.

The Foundation hosted UN and ECC delegations, which came to Brazil to get acquainted with the movements for the Defense of Children's Rights, attended the **International Congress for the Defense of Children**, in Spain, and participated in many conferences by invitation of Costa Rica's **Arias Foundation, Partners of America, Synergos Institute**, and **Civicus** (World Alliance for Citizen Participation).

3. 2. The emergence of interlinked communication tactics

The **communication** activities were always inseparable from Abrinq Foundation's actions. The projects always join the communication element to the mechanics of the operation. The first example of this tactic comes from 1989, the period of the former Defense Board. It is the "**Child Award**," which later became a permanent activity of the Foundation.

The idea behind the Award is simple: it is an annual event *rewarding four exemplary initiatives* in favor of children in a public ceremony (usually held in November), *widely publicized* through press releases, interviews, articles in newspapers, and radio and TV programs.

Its goal is to give visibility to examples that prove the *existence of solutions* for the situation of children and encourage society to also do something concrete in favor of children.



The **Child Award** is an activity that *promotes initiatives and good practices for children*—that is, of the area of **communication**—but with a strong social commitment as well (e.g. a selected winner in 1992, the National Movement of Street Boys and Girls, was awarded a prize at a time of serious denunciations of children extermination, and in 1993, the leader of the Campaign Against Hunger, Herbert de Souza, Betinho, was one of the winners*).

* Please see attached a complete list of those who were granted Child Awards

The **Child Award** was always a striking moment in the history of the Abrinq Foundation, be it for assembling some of the many important experiences for the defense of the rights of children and youth, or for the emotion that in many instances marks the ceremony. The complete list of the awardees is the following:

- 1989: **UNICEF, Pastoral do Menor of the National Conference of Brazilian Bishops, São Paulo State Minor's Secretariat Government, and Brazilian Society of Pediatrics**, for their institutional actions in favor of children.
- 1990: **Ana Vasconcelos**, from Pernambuco's Casa de Passagem, for her work with prostitute girls; **Benedito Rodrigues dos Santos**, for his leadership in the National Movement of Street Boys and Girls; **Santa Theresinha Association** (São Paulo), for its pedagogical project; and the program "**Rá-Tim-Bum**" featured by the Cultura TV station (São Paulo), for its cultural project.
- 1991: **National Federation of Journalists**, for the prominence given to news on children in the media; **b** (São Paulo) for their care of mentally deficient children; **Vila Nova Cachoeirinha School Hospital** (São Paulo), for the priority given to the monitoring of hazardous pregnancies; the writers of children's books and plays **Júlio Gouveia** (in memoriam) and **Tatiana Belinky**, for all their works.
- 1992: **National Movement of Street Boys and Girls**, for the example they set in the Defense of Children's Rights; **Casa Vida Project** (São Paulo) for their care of children with AIDS; **Shop-owners' Club Foundation** for their assistance to children (Belo Horizonte), for encouraging businesspeople to act in favor of childcare institutions; the writer **Maria Clara Machado**, for her work in children literature and theater.
- 1993: **Herbert de Souza (Betinho)**, for his Citizenship Action Against Hunger and for Life Campaign; **Axé Project** (Salvador) for their original solutions to the assistance of street children; **C&A Institute for Social Development**, for their support to community activities in favor of poor children in the whole country; **Hélio de Oliveira Santos**, for his organization of Regional Centers for Assistance to Children Victims of Home Violence in the State of São Paulo.
- 1994: **Pescar Project** (Linck S.A. Corporation), for its socio-pedagogical action with poor youth in Rio Grande of Sul, preparing them for the job market; **Brincar Project**, of the Federal University of Rio de Janeiro, for its assistance to children with relatives with psychiatric problems; **sister Angela Mary** (São Paulo), for her actions with poor children in

São Paulo's Dutra City district; and **Dr. Lúcio José Siqueira** (Laura de Andrade Foundation, Belo Horizonte) for his defense of the Children and Youth Statute.

- 1995: **Laramara**—Brazilian Association of Assistance to Visually Impaired People (São Paulo), for the excellence of their care of visually impaired children; **Carretel de Invenções Program** (Belo Horizonte), for their radio broadcasting of Children's Rights; **Sorria Project Foundation** (Ouro Preto), for the odontological assistance granted to poor children; and **Sebastião Rocha**, for his popular education projects for children and youth in Curvelo (Minas Gerais), São Francisco (Minas Gerais), and Vitória (Espírito Santo).
- 1996: **Association of Assistance to Disabled Children** (São Paulo), for its 46 years of work with more than 40,000 physically impaired children; **Children's Rights News Agency** (Brasília), for the disclosure of successful experiences in favor of children's citizenship rights; **Minas Gerais State Pact for Education**, for its work on avoiding lack of schooling for the state children; and the **Institute for the Prevention of Malnutrition and Mental Impairment** (Ceará), for their ten-year long efforts in favor of 70,000 undernourished children in the State of Ceará.
- 1997: **School of Dance and Social Integration for Children and Youth** (Ceará), for their use of dance as a tool to rescue the citizenship values for poor girls in the outlying districts of Fortaleza, **Happiness Doctors Project** (São Paulo), for their therapeutic-artistic work with hospitalized children; **Ouvivor Mirim (Small Auditor) Program** (Paraná), for publicizing Citizenship Rights among the children of the State of Paraná; and **Mr. René Schärer** (Ceará), for the promotion of education among the children in the coastal fishing communities in the State of Ceará.

In addition to the Award, one of the Foundation's oldest Communication activities is the **Child Newsletter**, founded in 1990, a bimonthly publication for institutional distribution entirely devoted to the discussion of problems as well as solutions for Brazilian children.

The notoriety of the Foundation rests in the modernity of its treatment of social work, by standing at a means. This role greatly benefits the child. From the viewpoint of the contributor, the benefits are not less, since the main issue is most frequently indecision as to where a donation should go.

Atílio Fontana Neto, Member of the High Administrative Board of Sadia S.A.



It is important to notice that even in the preparation of these actions the Abrinq Foundation is true to its character as an "articulating" entity. An example is the action by the Abrinq Foundation in favor of the **Vaccination Campaign** from the Ministry of Health (supported by the *WHO*, *UNICEF*, and the Church), resulting in the engagement of:

the **W/Brasil** advertising agency;
the actor **Carlos Moreno**;
the **ABA** film producers; and

- the production of a TV commercial advertising the vaccination booklet free of charge.

During this initial period, *sensitization or informational* campaigns concentrated a significant portion of the Foundation's efforts.

An example is the above-mentioned 1991 plan of making the video version of the movie produced by Sandra Werneck, based on the book "**The Children's War**." This plan aimed to reproduce this work in the highest possible number of copies, in order to give the widest possible disclosure to its charges. Two large São Paulo corporations accepted to finance the video reproductions. The copies were presented simultaneously in São Paulo, Goiânia, Fortaleza, and Recife, in what was one of the first nationwide demonstrations of the Foundation. Excerpts from the videotape, shown in TV news, helped increase the echo of its denunciation.

In the following year (1992), the Foundation distributed more than 500 copies of the video "The Children's War" to entities in defense of rights, to public officials, government bodies and press agencies, as well as to international institutions, giving widespread echo to the charges against extermination of street children in Brazil.

Another example is the 1992/93 campaign "**Pre-natal Care is Life: Don't belly-shove this responsibility**," the objective of which was to inform and to encourage the need for medical monitoring of pregnant women. This action was in line with the so-called "*education for citizenship*"—implemented with the most modern communication tools (advertising in main TV networks, in magazines and daily newspapers, leaflets, spots in 200 radio stations, etc.)—in association with the **CBBA** advertising agency (for the production of the materials), and with

media organizations (for their broadcasting)*.

** Note: the campaign for the eradication of child labor, now a program involving Education, Culture, Health, Politics, and others, was at first also a communication project, that is, a campaign to inform and sensitize.*

1992 was also the first year of publication of the **Child Column**, through an association between the Foundation and the **Folha de S.Paulo** newspaper.

Every month, the Foundation sends a suggestion for an article to the newspaper (charges of rights violation as well as examples of good practices). The editors then prepare an article for publication in the newspaper. *The result is: more than 70 Columns (since 1992) in one of the most widely read papers in Brazil.*

In that same year (1992), when it became clear that suggesting proposals is as important as denouncing violations, the "**Child Newsletter**" became the "**It Can be Solved**" bulletin, with four annual issues of 6,000 copies each, distributed free of charge, and featuring *good news, ideas, and examples of business initiatives that assist children in risk situations.*



3. 3. Health Initiatives

Even though the Foundation's first actions gave priority to the *Political Defense of Rights through communication*, it was always clear that this defense included acting to warrant children: Health, Education, Food, and other basic Rights.

This meant having *concrete proposals for the improvement of medical and dental care, food, and education.*

They should be *practical and creative ideas*, capable of uniting:

- ease of implementation,
- reasonable costs, and
- effectiveness in action.



3. 3. 1. First challenge

The earliest example of such actions in the **Health** field was the campaign against child dehydration. This disease, which if left unchecked may lead to death, is easily controlled through the use of the "homemade serum," a solution of sugar and salt in water that promotes re-hydration. However, the proportions of sugar and salt must be correct.

Still in 1989, the Children's Rights Defense Board, associated with the **Ministry of Health, VASP** and **VARIG** airlines, distributed stickers with the recipe for the homemade serum in the rural areas with the highest rates of child dehydration.

In 1990, the project was improved. The newly established Abrinq Foundation prepared a mold for the "*measuring spoon*"—a simple plastic piece for measuring the exact amount of sugar and salt for the serum against dehydration—and *engaged companies* to involve toy and plastic manufacturers in a *production chain* to manufacture these spoons.

As all initiatives that are based on truth and good intentions, the job that was performed by the Foundation met the population in geometric proportion. In addition to caring for the children, the Foundation stimulated other persons and corporations towards viewing children in a less charitable and more stimulating way.
Fernando Piccinini Jr., Creative Vice-President, Rino Advertising



Between 1990 and 1993, around *one million measuring spoons* were manufactured and distributed *free of charge* to nursery schools, institutions, communities, and public entities throughout Brazil, in a nationwide campaign against dehydration. Transportation companies were also involved to reach poor and remote regions such as the Northeast hinterlands, etc.

3. 3. 2. Mobilization for Health

The Foundation also finds the disclosure of ideas and information concerning children's health important. It was thus engaged in the distribution of the book "*Vital Measures*"—published by **UNICEF**, the **World Health Organization** and **UNESCO**—to businesspeople, institutions, associations, and schools. Trade magazines such as the "*Schoolroom*" and "*New School*," published by the **Victor Civita Foundation**, were used as vehicles for such disclosure.

In 1991, the Advisory Board drew the Foundation's attention to the importance of *pre-natal examinations*, which led in the following year to the establishment of the above-mentioned "Pre-Natal Care is Life" campaign.

In addition to these activities, the Foundation was engaged in social movements such as the **Health Defense Group**, promoted surveys and debates such as the **Street Children's Mental Health Seminar** and, as a general rule, channeled specific actions into Health. In 1993, it improved its Strategic Action concept encompassing all initiatives in this field as part of wider projects and programs.



3. 4. Initiatives in Culture and Education: the Toy-Library

By the end of 1990, the **Toy-Library Project** was launched as a result of the Board Members' concern with the rights of all children to be...just children! **The idea was to provide nursery schools and child assistance institutions with materials allowing the construction of recreational facilities for the children.**

The first debates on this matter took place in March 1991, during the "**Children and Play**" Seminar carried out in association with the **SESC Fábrica da Pompéia Leisure Center**, and during the "**Children and Socio-cultural Activities**" debate cycle. The feasibility of this project was ensured by the donation of 3,000 toys by manufacturers who were members of the Foundation. The project was launched with the opening of the **Santa Theresinha Association Toy-Library**, in 1991.

Toy-Libraries are cultural spaces for children, where all kinds of activities that bring pleasure take place.
Raquel Zumbano Altman, art-educator, President of the Abrinq Foundation's Advisory Board (1990-93)

In 1992, the project was presented to **Vitae—Support for Culture, Education and Social Promotion** association, and was granted a credit line to build 40 Toy-Libraries throughout Brazil and to publish 5,000 copies of the book "The Right to Play—the Toy-Library" (distributed free of charge in 1993 and 1994).

In 1993, the first 20 Toy-Libraries were opened, after a period of selecting eligible institutions and of personnel training for the management of these play spaces (through the course "**Making the Toy-Library a Reality**"). During that same year, the project was presented to the **International Conference for the Future**, during the **Third National Meeting on Recreation and Leisure** and the **First Southern Brazilian Meeting on Toy-Libraries**, set up by the Santa Maria University, in the Rio Grande do Sul State. An additional 20 Toy-Libraries were opened the next year. *Toy-Libraries benefit a total of 12,000 children in the country.*

The Abrinq Foundation, with the important work it does since its creation, calls and mobilizes society towards the implementation of successful programs that support children's rights. This happens particularly in respect to those programs covering Basic Education, a necessary condition for the emergence of a strong feeling of citizenship.
Antônio Jacinto Matias, Executive Director of Itaú Bank

The Toy-Library Project, a specific action by the Abrinq Foundation in the field of **Education and Culture**, was discontinued in 1994, when the theme-areas were reorganized within the new multi-theme Strategic Projects vision. In 1995, the project's experience was presented to the **International Congress on Toy-Libraries**, in Salzburg, Austria.

TOY-LIBRARY PROJECT				
Year	Assited children	Benefited entities	Cities	States
1993	6,000	20	13	7
1994	12,000	40	22	14

Note on the initiatives in the field of Violence and the Guardian Angel Project:

A further theme-area of the Foundation between 1990 and 1994 was the Violation of Rights (1990 name), which after 1991 was renamed simply **Violence**. Actually, these activities were undistinguishable from the Foundation's other political activities, mainly those that marked its first years. These include the book and video versions of "*The Children's War*," the participation in the "**Don't Kill Our Children**" campaign, etc.

However, one project—for its original attempt to respond to the issue of violence against children—deserves to be described in detail, namely: the **Guardian Angel Project**. It adopted as its campaign slogan: "*Be a Guardian Angel: Give Shelter to a Child and Win a Better Society*." The idea was suggested by the Advisory Board as a way of promoting *foster care of children in risk situations* (according to the precept: "*a family for each child*").



The experimental implementation of the project was initiated in October 1993 in the cities of Lorena and São José dos Campos, in the State of São Paulo. In 1994, after an assessment of the first results, the project was launched in the coastal city of Santos.

However, despite the impact it created, the **Guardian Angel Project** experienced some difficulties, since the campaign also depended to a great extent on the mobilization of Justice Departments and the administration of each city. Actually, the foster care could only be made where public authorities would provide concrete support to the initiative. The project lasts until the end of 1994.

3. 5. Child Labor Initiatives

From 1992 on, the attention of the Abrinq Foundation was increasingly directed to one of the most critical citizenship problems of Brazilian children: child labor.

The texts of the Brazilian Constitution and of the Children and Youth Statute, forbidding the labor of children under the age of 14 and protecting the labor rights of the youth, are disregarded all over Brazil. *Child labor virtually always amounts to barring access to education*—an example of the unavoidable connection of different fields in the Defense of Rights.

The first plans, consistent with the Foundation's initial practices, are basically communication projects: intending to *denounce, sensitize, and build awareness*.



By the end of 1992, the Abrinq Foundation established one of the most important partnerships in its history, receiving a credit line from the **International Labor Organization**, through the **IPEC** (International Program for the Elimination of Childlabor), to:

- prepare articles on child labor in Brazil;
- publish series of the articles in the media;
- set up an itinerant photographic exhibition; and
- produce a denunciation film.

Thus, during all of 1993, the Foundation funded *news gathering trips on the economic activities and regions of Brazil where the exploitation of child labor was most acute*: sugar cane plantations throughout the country, coal extraction in the State of Mato Grosso of Sul, shoe manufacturing in the State of São Paulo and in the South of the country, orange harvesting in São Paulo, tobacco harvesting in Rio Grande of Sul, sisal hemp harvesting in

The specific trait of the Foundation that I want to highlight is its concern in linking the experiences of direct assistance to children to the level of public policies. I see the campaign against child labor and the Mayor for Children Project as two of the best examples of this concern in increasing the impact of the Foundation's work on the formulation of rights defense policies.
Silvio Caccia Bava, President of the Brazilian Association of Non-Governmental Organizations

the State of Bahia, etc. Journalist **Jô Azevedo** and photographer **Iolanda Huzak** were in charge of image and data collection.

Even though the plan allowed for the serial publication of the news reports, this was changed because the researchers were still doing fieldwork, and could be subjected to reprisals. Thus, in the beginning of 1994, a decision was made towards the unified publication of "*Children of Steel*," *the book of photo-denunciation of child labor in Brazil*, written by the Abrinq Foundation with the support of IPEC and published by **Paz e Terra Press**. The book discloses the reality of child exploitation in all regions of Brazil.



The book was launched in June 1994 at the Museum of Image and Sound, in São Paulo and in July, at the Book Biennial Exposition. In August, as called for in the project, an *itinerant photo exposition* is inaugurated at the Catholic University of São Paulo, where *debates on the situation of child labor* are held. The project caused a dramatic impact.

One participant of the debates suggested the adoption of some kind of "*quality seal*" for products of companies not employing child labor. Thus, the very *mobilization against child labor* gave birth to the key idea of the future **Child-Friendly Company Program**.

I have known the Abrinq Foundation mainly for its campaign against child labor. My agency, Talent, had the opportunity to participate. I regard it as this last decade's most important campaign in the promotion of social awareness in the country.

Julio Ribeiro, President of Talent Comunicação S.A.

Simultaneously, with the same institutional support and along the same denunciation lines, the Foundation funded, from 1993 on, the production of the video "*Profession: Child*," by **Sandra Werneck**, telling the story of four working children in Rio de Janeiro. In the following year, 349 copies of this video were distributed to labor unions, institutions, representatives of Congress, and other official entities.

The Foundation's activities for the eradication of child labor were also intensified with:

- the presentation of proposals to the **National Labor Conference**, in Brasília;
- contacts with representatives from Holland's **De Waal Foundation**;
- debates with union activists on "*Unemployment and the Exploitation of Child Labor*";
- the participation in an event organized by the **Folha de S.Paulo** newspaper, on the ways to eradicate child labor;
- the collective trip to the city of Franca, heart of Brazil's footwear industry, to take a stand against child labor in one of the regions most affected by this problem; and
- the disclosure of the information in other countries.



[BACK](#)

Part II

4. BUILDING POTENTIAL WITH THE "OUR CHILDREN" AND INSTITUTIONAL STRENGTHENING PROJECTS

4. 1. The structure of the "Our Children" Project

By the end of 1992, as the project was launched, its success changed the dimension of the Abrinq Foundation and its self-understanding. This was the "**Private Fundraising Project—the Our Children Project.**"

The idea was still *emergency-driven*—to create a capillary system of private social fundraising to assist children in risk situations. Since the operation demanded a financing partner, a small structure of human and material resources to manage the operation was set up. *The funds raised should be fully channeled into the project.* The main objective was to increase the number of children assisted with high quality standards.

The Abrinq Foundation contributed its four years of experience (1989 through 1992) with two practices: association and organization of various social forces. The Foundation's traits were already present, since the project:

- mobilized and engaged society in favor of children;
- depended on *communicating* its mechanism to the public in a persuasive way;
- aimed to increase the *funds raised*; and
- had to be an *effective* operation.

The *mechanism* is basically simple: after identifying and selecting institutions that provide direct assistance to children (nursery schools, youth centers, and shelters), a media campaign encourages the adherence of companies and/or individuals. Each monthly contribution—made through a bank slip sent by mail—finances the assistance to a new child in these institutions.

The efficiency of the model lies in the double perception:

- **the existence of persons, corporations and organizations that want to help children and have the resources to do so, but not knowing how or what to do, and**
- **the existence of institutions of assistance to children with knowledge and experience, needing funds, but not knowing how to raise them.**

The project provides *answers to both situations*, linking potential contributors and beneficiaries, through the widest possible disclosure of this form of social engagement. That is, **THE FOUNDATION ACTS AS THE CHANNEL, OR THE BRIDGE, BETWEEN THOSE WHO WANT AND CAN HELP AND THOSE WHO NEED HELP.**

This system was called "*financial adoption*":

- the role of each contribution (from individuals or corporations) is to fund, every month, the assistance to a child, who may thus be financially "*adopted*";
- the Foundation's duty is to set up the communication and fundraising systems and to select *qualified institutions* to receive the funds, guaranteeing:
 - a) the full application of the funds raised to the assistance of children, and
 - b) an increase in the number of children assisted and an *improvement* in the quality of this assistance.

For this reason, this project was implemented only in the Greater São Paulo area, where the Foundation may directly supervise the application of the funds. For the other regions, there are *multiplication projects* (detailed below).



In the beginning of 1993, once it had the project's general design in hand, the Foundation set up the project's **Advisory Board**, formed by experts from **UNICEF**, **Pastoral do Menor** and private institutions such as the **C&A Institute**, among others. They helped to define the criteria for the selection of the institutions to be funded and the technical goals of the assistance.

I was attracted by the Our Children project and, in getting acquainted with it, engaged our company and employees in it. Although I recognize the high value of the other projects, my preference for the Our Children project is unconditional.
*Flávio Sehn, President, Hewlett-Packard
Brazil*

Two initial partners were secured for this plan: the **W. K. Kellogg Foundation**, which approved the financing of the project's operation (staff, materials, etc.); and the **Lew, Lara, Propeg** advertising agency. The latter was very fortunate in its proposed solution—the movie in which an executive begs for money in the street instead of children—while having in its favor *a consistent, clear, simple, and operationally efficient product*.

Thus the campaign of the **Our Children Project**—as it came to be known—was launched. Later, media organizations made the advertising pieces possible.

4. 2. The launching and the lessons of the Our Children Project

In April 1993, the fundraising campaign was launched, still timidly. In May, the institutions began to be selected. In June, the first funds started arriving—US\$ 6,400, enough to start assisting the first 146 children, in July.

The *media campaign* started in September 1993 with ads in magazines and newspapers, radio spots, and TV commercials, and achieved:

- a) high public impact and media coverage,
- b) great number of private and corporate enrollment,
- c) rapid accumulation of funds, and
- d) widespread recognition of the Abrinq Foundation's institutional name.

In addition to the media campaign, the project received the support of **Credicard**, which made its 100,000 clients' list available to the Foundation, to whom were sent correspondences encouraging adherence to the project. The project achieved excellent results.

The final unexpected result was achieving, *in ten months*, twice the projected number of child assistance predicted for the second year, that is, close to *2,000 assisted children*. This performance gives an idea of the project's success.

A few days after the Our Children Project was launched, the Foundation was forced to install an automatic telephone answering system, for it had become impossible to answer all calls in person.
*Sandra M. Mansueti Ribeiro, Secretary to the
President of the Abrinq Foundation*

The mechanism and the disclosure means of the Our Children Project became *the model of action for social issues*:

- **It was mentioned 58 times in the Brazilian media during 1994;**
- **It received two awards for the campaign's movie, one of them international (International Advertising Film Festival/NY and XI Columnist Award/São Paulo);**
- **In addition, it received the ECO Award from the American Chamber of Commerce, among others.**

Communication resources were also employed in the project as a tool to *maintain engagement*. Since the beginning of the project, the Foundation edits monthly project **Bulletins** and **Semester Reports**, directed basically to the contributors.

This has consolidated an accounts rendering practice that shows the transparency of fund applications and the full allocation of funds for the benefit of children. This practice thereby states the seriousness and credibility of the institution to which the funds are destined.

The **Our Children Project** was a transforming factor, forcing the adaptation to a new pace and to new demands, because with it the Foundation:

- started to receive hundreds of phone calls from individuals and organizations interested in becoming contributors (after September 1993);
- established frequent and permanent relationship with child assistance institutions;
- adopted technical operating methods;
- was forced to adopt automated systems to issue charge slips—which were previously sent manually by the Foundation's Secretariat—due to the sudden increase;
- had to absorb, besides financial adoptions, countless offers of donations, associations, and volunteer work; and
- became an organization known and respected by the public at large.

The **Our Children Project** also had an important *educational value* for its mentor Foundation. With the successful solidarity case of the project, the entity clearly conceptualizes *how to obtain social commitment of sensitized corporations and individuals*. One of the results was that the Our Children "formula" provided the Abrinq Foundation with the *know-how* that it uses in other fundraising campaigns.

In Brazil, there is a very large room for corporate contributions when the cause is well presented, because—as the Foundation well knows—businesspeople are aware that their role is not restricted to the administration of their companies, that success is not measured only by profit, but that nowadays social articulation is a reality and that every company must fit into the social context
Emerson Kapaz, Businessman, Executive Vice-President (1990-92), President of the Administrative Board (1992-95), and member of this Board (1996-98)

Furthermore, it was crucial to understand that such a project simultaneously covers all previous theme-areas such as: the manifestation of the pro-children policy, using communication tools, raising funds, and nourishing, protecting, and providing schooling and medical care to children.

The figures of the Our Children Project, which entered 1994 in an ascending curve, did not stabilize until the end of 1995, until around *2,500 children* were financially adopted by a little over *2,000 contributors*. The partnerships established with social service institutions reached 48 associations in the Greater São Paulo area.

4. 3. Evolution of Our Children Project

By the end of 1994, the project, born as an *emergency response* to risk situations experienced by children, went beyond this initial task, by carrying out *surveys* in order to gain a better understanding of the situation of the institutions receiving the project's funds.

This was when the idea of investing in *quality improvement* and in providing *training to the institutions' technical staff* emerged. In 1995, the monitoring of the work of these institutions was strengthened, which in turn showed even more strongly the need to train their staffs.

Thus, from 1996 on, the two-year effort was started through an association with São Paulo's branch of the **National Commerce Service** and **Vitae—Support for Culture, Education and Social Promotion**: the **Our Children Project Technical-Management Capacity-Building Program**.

Its *Phase I* was the sensitization of the staff to, not only focus on the "emergency" aspect, but also on the quality of the assistance provided to the children.

During 1997, *Phase II* of the **Capacity-Building Programs—Improvement of Management and Service Quality**—started yielding good results. The institutions started creating their own programs, with quality-oriented services, progressing in their own fundraising, and overcoming the old charitable tone.

Between 1996 and 1997, the project worked on the document called "*Step by Step: Orientation Handbook*," aimed basically at overcoming geographical limitations and promoting the multiplication of the project in the rest of the country.

Further success of the project was seen in the field of *partnerships*. The Our Children Project proved to be the tool capable of articulating offers of services and materials to the institutions attending the children. Among them are contributions made from the **Getúlio Vargas Foundation**, main Brazilian center

The Our Children Project is the social mobilization project whose main characteristic is to build concrete possibilities for the participation of those who are aware of the right to a dignified life that all children and youth have. All of the project's relations are

for Business Administration expertise; the **Brazilian Psychoanalysis Society**; **São Paulo's Israelite Federation**; **Multidata Computer School**; and dozens of other organizations and corporations.

built on the notion of partnerships.
Partnerships for life.
Luis Alberto Vieira da Rocha, Our Children
Project Coordinator

A *network of partners* has been forming throughout the time, enabling an improvement in the lives of more than 11,000 children and youth benefited by the project. In March 1997, the organization of this *solidarity network for children* has assured its success.

Hewlett Packard Brazil has made it possible for the entities, the Abring Foundation, and all the partners to integrate the **Our Children Network** through the Internet. In addition to the hardware and software donations, Hewlett Packard also mobilized its collaborators and suppliers for the introduction of this network. Also, the access has been made possible thanks to the involvement of the **Amcham** provider from the American Chamber of Commerce.

Prospects are large for the benefits that will be brought by this network, not only in the communication between the entities but also in how to bring the reality of children and youth to those who wish to participate in some form.

Hundreds of offers of *volunteer work and cash donations* were made to the Foundation. These offers led it to answer the request from the **Solidarity Community** Federal Program, namely: the implementation of the pioneering study—funded by the **Brazilian Metalwork and Mining Company**—on volunteer work in Brazil.

In June 1997, the association with the **W. K. Kellogg Foundation**—which provided the initial support to the Our Children Project's structure—is discontinued. Two new corporate supporters replaced it: **Panamco/Spal**, and **Cardsystem Upsi**.



In exact figures, in 1997, the project allowed the financial adoption of 2,438 children, helping another 11,504 in 43 institutions.

The number of adopted children, contributors, and institutions, slightly below that of 1995, is explained both by the brevity of the initial fundraising campaigns and specially by the project's shift of focus: from the increase in numbers to long-term quality of management. A larger quantitative expansion of the benefits provided by the Our Children Project—which was given a local project format—will occur with its reproduction in other Brazilian cities.

OUR CHILDREN PROJECT				
Year	Average number of contributors per month	Average number of assisted children per month	Associated entities	Amount allocated per year (US\$)
1993	189	411	28	120,250.00
1994	1424	1986	46	925,579.83
1995	2077	2471	48	1,505,207.72
1996	1497	2511	44	1,819,333.90
1997	1289	2438	43	1,898,531.18
Total				6,268,902.63

One of the most important aspects of the **Our Children Project** is its mobilization potential by being a *source of new projects*.

Its integration of several theme-areas makes it the ideal space for the development of specific sub-projects, which at first arise as extensions of the project's main activities and then gain a life of their own.

I followed the Our Children Project very closely and witnessed the commitment, the effectiveness or the efficacy of the aid, and the scope of the project. It showed it was wise enough not to grow out of control, but to advance slowly so as to maintain its quality standards.

Maria Ignês Bierrenbach, Vice-President (1995 and 1996) and President (1996-99) of the Abring Foundation's Advisory Board

4. 3. 1. From the Our Children Project to the Living Library Project



The first of these offspring was the **Living Library Project**, an initiative anchored on the idea that *contact with reading* is important for the education and promotion of creativity among low-income children.

Therefore, two main goals were established:

- to provide the institutions with adequate library collections; and
- to train the educators to work as mediators between children and literature.

In December 1994, the pilot-project was implemented in three institutions. In August 1995, the Abrinq Foundation established a partnership with **Citibank** and the project was launched:

- From September on, 8 institutions from São Paulo and 2 from Brasília were selected, 18 educators were trained, 800 titles were chosen, and the libraries were set up with the purchase and expedition of around 400 volumes to each institution.
- In December 1995, the first 10 Living Libraries were opened for the direct benefit of 2,500 children. Another 33 libraries were opened in 1996.
- The project closed 1997 with 93 libraries opened, 187 educators trained and 32,418 children benefited, while also winning the ECO Award for Culture.

I have been following the excellent work of the Abrinq Foundation for some time, not only in the media but also through statements of many of my colleagues. The Foundation's fantastic performance in the projects we developed together was no surprise for me.
 Roberto do Valle,
 President of Citibank,
 Brazil

LIVING LIBRARY PROJECT				
Year	Number of cities	Assisted entities	Trained Educators	Benefited children
1995	2	10	18	2,500
1996	7	43	85	20,757
1997	14	93	187	32,418



In this same year, an innovative activity started the training of 50 young students from the Equipe School to act as readers for children of 7 social institutions. Besides the value of this action for the children, these teenagers, by involving themselves in social issues, point to one of the possible ways of working with youth, namely: the idea of citizen participation, an important item in the plans of the Foundation for 1998.

Our intention was to create something to encourage reading, to bring something to the population of excluded children. A project that has the capacity to multiply itself.
 Marlene Goldenstein, Coordinator
 of the Living Library Project

4. 3. 2. From the Our Children Project to the Ahead with the Ball Project

In 1995, another project started to take shape within the Our Children Project, based on a partnership with **Adidas Brazil**. This company assigned a percentage of its income from the sale of balls to the funding of sports activities and the training of specialized educators in the institutions involved with the Our Children Project. Its goal was to offer teaching and learning opportunities of practices related to physical education.



With the adherence of 13 institutions and benefiting 4,000 children, the project became independent in 1996. It set up a routine of physical education which led, in 1997, to the first **Ahead With the Ball Festival**, bringing 2,500 participating children together in a great sports festival at the **SESC Country Center**, in Interlagos, São Paulo.

AHEAD WITH THE BALL PROJECT		
Year	Assisted entities	Benefited Children
1996	13	4,000
1997	26	8,000

Further, this same year saw the publication of the "Ahead with the Ball Project Handbook," written to

help the systematization, communication, and multiplication of this experience.

4. 3. 3. A new Health project based on the Our Children Project

In 1997, another idea sprang from the Our Children Project: the **Adopt a Smile Project**, in partnership with **DOC**—Dental Documentation/Radiology modeled after a program of *voluntary engagement of dentists in the assistance to children*.

In this project, each participating dentist is committed to providing dental care to one child. 281 dentists have already registered, with a total of 209 treatments being made.



Besides this association, the Our Children Project receives other contributions in the field of Health: from the **Fotóptica** eyeglasses store chain (monthly donations of eyeglass frames for visually impaired children), the **Eye Diseases Institute** (free consultations), the **São Paulo Hospital**, and others.

During the last seven years the *label* of the Abrinq Foundation has become desired by those who possess social conscience. When we buy a product or service that stamps the label of Abrinq, we identify the serious style that is concerned with children's issues. To sew, mend, weave, create solutions, solve problems, and color the colorless are highlights of its collection of projects. In this catwalk, I give a standing ovation to the finish and details, which I, being a Brazilian citizen, know it is not easy.



Dr. Fábio Bibancos, first voluntary dentist of the Adopt a Smile Project

4. 3. 4. Child Education Program

One of the most interesting developments of the Our Children Project was the partnership established between the Abrinq Foundation and the **Safra Foundation**. It resulted in the building of model nursery schools capable—each one—of caring for 130 children from the ages of 0 to 6 and of becoming reference centers on child education for the communities.



The premises of these **Centers for Child Education Training** have areas for direct assistance to children as well as classrooms, workshops, and exhibitions. The basic physical and architectural configuration of these Centers obeys specialized specifications. The institutions in which they are installed enhance their assistance capacity and manage their new equipment. The staff of these institutions goes through **Specialized Capacity-Building**, held by the **Crecheplan—Center for Study and Information**, with the duration of approximately 22 months (each Center takes around 10 months to be built).

The first nursery school to benefit from its transformation in a Center—through the increase in its quantitative and qualitative assistance capabilities—is the **Children's Home of the Nossa Senhora Aparecida Community**. This institution is affiliated to the Our Children Project and operates in the Ermelino Matarazzo region (one of the poorest regions around São Paulo). The work began in August 1997.

The project uses specific technical criteria for the installation of new Centers. These criteria are also used for the decisions on the eligibility and the selection of the institutions to be benefited. The Abrinq Foundation is in charge of pre-selecting eligible institutions and of capacity-building.

4. 4. The Project of Institutional Strengthening

The transforming experience of the Our Children Project in 1993 provided a *new vision to the Abrinq Foundation*. The planning document that clearly stated for the first time the goal of *promoting the citizenship rights of children through social mobilization and, more specifically, through business engagement*, was written in 1994.

Until that moment, the Foundation—which had already grown from the institutional point of view—still depended on the facilities provided by the Toy Manufacturers Association, Abrinq (such as real estate, management support, and materials).

However, the relationship started with the **W. K. Kellogg Foundation** during the Our Children

Project created an environment propitious for the idea of strengthening the Foundation. For this purpose, in mid-1994, the **Specialized Consulting** started the process of **Organizational Diagnosis** and, based on it, presented the **Institutional Strengthening Project**.

The project's immediate goals were:

- the formation of an endowment fund;
- an increase in monthly funding in order to enhance and guarantee the entity's maintenance; and
- the institution of quality management in its actions.

The project anticipated a strategic reevaluation of all aspects of the institution's operation, from concepts to physical space.

The project requested the financial support of the **W. K. Kellogg Foundation** in order to ensure the Abrinq Foundation the time and the means to consolidate its self-support and to expand with *larger teams, more projects, more space, more results, and more independence*.

This proposal was presented to the W. K. Kellogg Foundation and, at the end of 1994, it was approved. This ensured the financial support for two and a half years, the time needed to reach the proposed goals.

The first visible result—in the beginning of 1995—of this support was the Foundation's headquarters move to a place under its own responsibility, with larger premises, suitably prepared for further expansion.

During that year, the Institutional Strengthening Project was one of the Foundation's most important activities. Thanks to its new institutional density, the Foundation was able to implement some of its most important actions, such as the **Child-Friendly Company Program** and the first proposals for the **Believe It to See It Program**. This multiplication was made easier by the adoption of new methods.

This was done mainly with two **Strategic Planning Seminars** organized by the Foundation in June and November of 1995. Through them, the Foundation's *Strategic Functions* were highlighted and valued. The initial profile of the Abrinq Foundation for Children's Rights, with its **Theme-Areas** (Defense of Rights, Health, Education and Culture, Child Labor, and Family and Community), was redesigned with the addition of four **Strategic Areas** (Political Action, Communication, Project Management, and Fundraising).

The Strategic Planning Seminars were our main internal landmark. They were crucial to make things clearer for us, for we were able to put all the Foundation's participants together to discuss and to think what this Foundation is, what is its role, and what it must be and do.
Ely Harasawa, Project Manager of Abrinq Foundation

This new institutional design and the hiring of experts in key areas such as **Communication and Fundraising** were done in accordance with what was defined by the Strengthening Project and the Seminars.

This resulted in a summary document defining the *Foundation's institutional mission*, stating its main tasks and the way the Foundation had come to see itself and its work.

According to this document, the Foundation's mission is:

To sensitize and to mobilize society around children's issues, promoting the social and business engagement with proposals for the solution of children's problems, through the political action in defense of their rights and through exemplary actions that may be disseminated and multiplied.

The clear priority given to *business participation* focuses the Foundation's efforts. From then on, partnerships were established with corporations and institutions such as **Unibanco, Sadia, Yázigi, Natura Cosméticos, Tupperware, Yakult**, and many others.

The Abrinq Foundation is the Very Efficient institution, a model of professional organization in Brazil's social service area.
Stephen Kanitz, Economist, creator of the Very Efficient Award

In the Foundation's new headquarters, located in São Paulo's West zone, all the daily needs of an institution (accounting, materials, services, public service fees, etc.) started to be managed by the institution itself. Computerization is expanding, thereby connecting various areas such as operational areas, accounting, registers, and billing to an internal online network.

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Part II

5. FROM 1995 ON: STRATEGIC FOCUS

5. 1. Political action becomes action policy

In the years that followed the Our Children and the Institutional Strengthening Projects, the maturing of activities and interventions performed in favor of Children's Rights by the Abrinq Foundation led to a political standing that greatly strengthened the promotion of citizenship rights of children and youth.

The Foundation's activities became *deeper*. Therefore, *its strategic definitions were reflected within each operational project*.

5. 1. 1. The Work with Public Policies



Acting specifically on Public Policies, in 1996, the Abrinq Foundation established the **Mayor for Children Project**, aimed at committing candidates of that year's elections to programs in favor of children, notably in the fields of *Health, Education and Democratic Administration*.

For this purpose, with the support of **Sadia**, several **informational pieces for the candidates were produced: a Guide to practices in favor of children, a template for the Commitment-Letter, a Poster, and a Chart-Map for the chronological follow-up of actions for children.**

The Mayor can unleash a movement in favor of children's rights throughout his/her entire mandate. With the Mayor for Children, we believe in starting the new century with a truly warranted citizenship of children and youth.
Maria de Lourdes Rodrigues, Technical Assistant of the Mayor for Children Project

In addition to approaching the candidates, the project simultaneously launched a *media campaign* to convince voters to vote for *those candidates with a clear commitment to the children's issues, thus also encouraging the interest of the candidates in adhering to the project*. After the October elections, the elected candidates were asked to confirm—those who had already committed themselves—or to take on the defense of children's citizenship rights.

New horizons of action were thus opened for the project: its timetable was redesigned in order to reach the year 2000 with proposals including: the setting up of a network of Mayors for Children, joint campaigns, Mayors for Children Conferences, and other activities. For the actions of mobilization and engagement of new Mayors, the project will be financed by **Brazil Realty** from 1997 on. And to finance the project's technical operation, the Abrinq Foundation established a partnership with the **Packard Foundation**.

The project keeps growing and has now *628 Mayors* committed with policies and services that give priority to children. In September 1997, during the **First State Meeting of Mayors for Children** in the State of Mato Grosso do Sul, 70% of committed municipalities were present.

The Mayor for Children Project challenges municipal public administrations to draw a new portrait of the country's children by the year 2000.
Renata Villas-Bôas, Coordinator of the Mayor for Children Project

5. 1. 2. Echo of the actions

From the mid-1990s on, the Foundation started acting on the national level in a more pronounced way, influencing the establishment of **Sector Pacts** in defense of children and youth and the elaboration of new legal documents—such as the one restricting access to public tenders and bidding processes to companies that employ child labor. Therefore, it improved public policies and the laws on the Defense of Children's Rights.

A significant sign of this wider influence was the *emergence of similar institutions* in Brazil, such as:

- the **Semear Foundation**, in Novo Hamburgo (RS);
- the **Pro-Children Institute**, in Franca (SP); and
- the **Pará State Businesspeople Forum on the Rights of**

What impresses most in the history of the Abrinq Foundation for Children's Rights is its ability to have built up, in so little time, enough credibility to turn it into a politically mobilizing force.
Cesare de Floria La Rocca,

Children and Youth, posing the possibility of multiplying the work being done

President of Axé Project

In the field of *international relations*, the Abrinq Foundation established very productive partnerships, as was the case with the **W. K. Kellogg Foundation**. It was present in world events such as *the Forum of Foundations of the Habitat II Conference*, in Istanbul; the **International Committee of the Council on Foundations**; the **Iberian-American Meeting of the Third Sector**; and the **Seminar from Points of Light Foundation Volunteers**. It also exchanged information with institutions such as the **International Youth Foundation**, the **Inter-American Foundation**, the **De Waal Foundation**, the **MacArthur Foundation**, the **Bernard Van Leer Foundation**, **Ashoka**, etc.

5. 2. Communication: general aspects, specific projects, and influences

The evolution of the Abrinq Foundation has shown that Communication is the crucial element of every activity. Therefore, a Communication Advisory Board was set up within the Executive Secretariat of the Foundation, with material structure and human resources needed to keep a constant flow of information (press releases, bulletins, publications, etc.) to press organizations, the Congress, and researchers. But the projects go beyond this.

5. 2. 1. Intervention in communication vehicles

In 1996, in order to set up a *network of influential people committed to children's issues*, the Foundation, associated with the **ANDI-Children's Rights Press Agency** and with the support of **Itaú Bank**, **SASSE Insurance**, and **Embratur**, established the **Child-Friendly Journalist Project**.

Every year, the Child-Friendly Journalist Project promotes public recognition to press professionals who were outstanding in their coverage of subjects related to children and youth, by awarding them a certificate.

Furthermore, these journalists are offered events, trips, and exclusive coverage to *get acquainted with, to report on and to portray successful social initiatives of child citizenship*.

The Abrinq Foundation, besides contributing seriously to the solution of children's problems, solves yet another impasse: it assures companies and the citizen that their contribution will be used in the most *serious and relevant manner*. One of the most paralyzing difficulties when participating in the solution of problems of this nature is not knowing how to start acting, from where to begin, and to whom to entrust their resources.

Christina Carvalho Pinto, President of the Full Jazz advertising agency

On October 10, 1997, just before Children's Day, the project secured an *exclusive interview by Child-Friendly Journalists with the President of the Republic*. It was the first time a Brazilian President devoted more than two hours to publicly discuss children's problems. The project earned great visibility with this event. That year, 65 press professionals were committed to this project.

5. 2. 2. Other actions

After 1995, the *communication* activities also included:

- the production of *Institutional Videos* to present the Foundation, some of its achievements, and projects;
- the *radio version of the "It Can be Solved" newsletter*, in association with the **Eldorado Radio station** (a weekly bulletin);
- the *Handbooks* detailing the Foundation's projects and methods for multiplication purposes;
- the *publication of books* that disclose practices in favor of children, such as the book *"10 Basic Measures for Brazilian Children"*;
- the *organization, implementation, and publication of Special Debates* such as the one carried out by the Advisory Board in 1997 on the effects of globalization on children, with the **Folha de S.Paulo** newspaper; and

The importance of the Foundation lies in its persistence and seriousness in the improvement of children's quality of life in the country.

*João Lara
Mesquita, Director
President of Eldorado
Radio Station*

- all the Foundation's *Regular Publications*, such as monthly information bulletins, Our Children Project fact sheets and the "It Can be Solved" newsletter

Partnerships with advertising agencies became frequent in these actions and campaigns. In order to widen the scope and the dimension of the activities for children, the Abrinq Foundation established partnerships with some of Brazil's main advertising agencies, such as **Full Jazz, OZ Design, McCann-Ericsson, DPZ, Guimarães e Associados, Rino Publicidade, CBBA, Talent, Propaganda Registrada, and Idéia e Imagem.**

The **Child Column**, published in association with the **Folha de S.Paulo** newspaper, was also very important as a constant and periodic institutional presence in the influential daily newspaper.

However, the use of communication tools was not only beneficial for **Political Action** and for **Project Management**, but it also allowed better results in **Fundraising**, as we shall see next.

5. 3. Building up the potential of Fundraising

The results of the application of the new concepts from the Institutional Strengthening Project and from the Strategic Seminars were quick to appear in the field of **fundraising**.

The Abrinq Foundation started using the *market language*, presenting its actions as "*products*"—as opposed to traditional philanthropy—in view of their "*social investment*" profile.

Between 1994 and the end of 1995, more than *US\$295,000* were raised for the **Endowment Fund**, an Institutional Strengthening goal. The new methods increased the contributions from the supporting partners fourfold. Added to the donations, the income from the events and the **Abrinq Foundation/Visa International Affinity Credit Card**—the very efficient idea for fundraising in association with the financial/banking sector—increases and *guarantees a monthly income to cover structural costs* (another Institutional Strengthening goal).

This institutional offensive gave rise to *five fundraising campaigns*, two of them with spots inserted in electronic and printed media:

- the 190 language schools of **Yázigi International of Brazil** raised some *US\$51,700* and 180,000 toys;
- the Foundation was chosen as the beneficiary of the **Butantã Shopping Center Christmas Campaign**;
- during the first version of the "*Give a Child a Chance*," 100,000 door-to-door sales representatives of Tupperware products raised a little over *US\$55,560* in four weeks. This campaign is repeated every year.

Auctions, contests, shows, and beneficiary events also raised funds. The best proposals were *partnerships* suggested by the companies themselves, due to the success of the Foundation and its Communication work:

The greatest deed of the Foundation is educating and organizing adults for a pro-active attitude of participation and search for concrete solutions to children's problems. The Foundation makes healing processes available inside the community, thereby building our capacity for self-administrating our social health. One of the best examples I can cite is the Believe It to See It Program, jointly developed with our client Natura and in which we are much involved.
Ricardo Guimarães, President of Guimarães Profissionais de Comunicação e Marketing

- **Yakult S. A.** offers the collaboration of 5,000 of their independent sales representatives in the campaign supported by TV commercials, ads in newspapers and thousands of leaflets, which raised more than *US\$217,000 in donations from over 100,000 individuals*; and

The importance of the Abrinq Foundation is in the focus it won and kept. It's in the reputation it made for itself, not in an idealized image. There is a large gap between these two: reputation and image. Image is what we want people to *think* of us. Reputation is that which people actually *know* of us, by our own merit. And it also is an image made real because it was built on concrete actions. The gap lies between theory and practice, between intent and deed. Now, when you speak of children's rights and citizenship in Brazil, you speak automatically and forcefully of the Abrinq Foundation. This is focus. Focus with authority.
Percival Caropreso, Executive Vice-President of McCann-Erickson Agency, São Paulo

- one of the main Brazilian manufacturers of beauty products, **Natura Cosméticos**, decided to involve its *90,000 beauty consultants* (presently 160,000) to implement the funding of educational projects in Brazil in association with the Foundation. This was the beginning of the **Believe It to See It Program**, described below.

Between 1995 and 1996, the other figures of the Foundation were also amounting to:

- a *26% increase in the number of associates*;
- the monthly income grew from US\$29,000 to more than US\$46,000 (*a 70% increase*);
- more than *40 events* organized;
- a *30% increase in the number of employees*;
- an *increase of data processing capabilities* from 7 to 18 workstations, 12 of which are connected to the network and 6 with modems, giving the Foundation access to the Internet; and
- an *increase in the number of associates* of the Our Children Project *from 7 to 17*.

The funds raised in the 1996/97 period grew from a little over US\$3,740,000 to a figure 40% higher: US\$5,248,000. By the end of 1997, the Foundation's headquarters were transferred to larger premises, improving work conditions for the management of existing and future projects.

The success of the Foundation's fundraising campaigns was due to the fact that its organizers were businesspeople who were not in the habit of "begging" for contributions.
Lígia Fontanella, Fundraising Coordinator of the Abrinq Foundation

5. 4. A new dynamics in Project Management

5. 4. 1. A new dynamics in campaigns against Child Labor

In 1995, the Abrinq Foundation launched its most important initiative in the fight against child labor: the **Child-Friendly Company Program** (PEAC), with funds from the Yakult campaign and, from 1997 on, with the financial support of the **Safra Bank**. The **ILO** and **UNICEF** provided the project with institutional backing.

This was the *development of the Foundation's work against violations of the Constitution*—which forbids work for children under 14—since 1992.

The program's mechanics is simple:

Companies that...

- commit themselves not to employ child labor;
- promote among their suppliers laws forbidding these practice; and
- support actions in favor of children (nursery schools, schools, sports activities or health initiatives, etc.)

...are granted "The Seal,"

to be used in product packages, advertising and merchandising, certifying consumers that the company does not employ child labor and contributes to the improvement of children's life quality.

This action was completed by a campaign in Brazil's most important magazines, newspapers, radio and TV stations, asking consumers to *give preference to the products bearing the seal*.

The purpose of this is to create a "market environment" that will eventually lead to the complete eradication of child labor.

The companies are allowed to use the Child-Friendly Company seal after going through the program's *technical screening*, that is, after verification of compliance to the rules forbidding child



labor and of actions in favor of children.

The certification process of "Child-Friendly Companies" is also used as events for the promotion of the program and for the expansion of its network.

With this format, in 1995, the Child-Friendly Company Program led the Abrinq Foundation to take a seat in the **National Forum on Prevention and Eradication of Child Labor**, a government-society organization. This was the *first organized action against child labor*: subsidizing families that would remove their children from work in the coal factories of Mato Grosso do Sul State and send them to school.

In the following year (1996), the Child-Friendly Company Program was spread in *six regional launchings*, certifying companies that accepted to fight against child labor and supported actions for children. In 1997, the *number of certified Child-Friendly Companies reached 902, benefiting more than 360,000 children.*



But the work of the Child-Friendly Company Program grows in another direction as well: the **Pacts**.

CHILD-FRIENDLY COMPANY PROGRAM		
Year	Companies	Benefited Children
1995	59	14,630
1996	264	193,537
1997	902	361,986

5. 4. 2. The conquest of private and public commitments

According to the data on the situation of working children collected by the Abrinq Foundation since 1992, the *products which use the largest proportion of child labor*—coal and alcohol—are *purchased by large Brazilian and multinational corporations*—such as car manufacturers and **Petrobrás**—and are part of their production chain.

The Foundation, then, in association with "**Atenção!**" magazine, funded in 1995 a denouncing article that sought and received worldwide attention.

Foreign correspondents and diplomatic representatives of the original countries of corporations such as *Ford*, *Fiat*, *Mercedes-Benz*, *General Motors*, and *Volkswagen* were mobilized, giving rise to international pressures for these companies to sign documents committing themselves *not to buy products from those who exploit children.*

The Abrinq Foundation for Children's Rights opened up significant communication channels between businesspeople and society at large, setting the ground for highlighting the production chains within the strategy of struggle against child labor.
João Carlos Alexim, Director of the International Labor Organization, Brazil

Foreign correspondents and diplomatic representatives of the original countries of corporations such as *Ford*, *Fiat*, *Mercedes-Benz*, *General Motors*, and *Volkswagen* were mobilized, giving rise to international pressures for these companies to sign documents committing themselves *not to buy products from those who exploit children.*

- *Public demonstration* brought labor unions, rights defense institutions and the Congress together;
- **Petrobrás** was denounced for its purchase of alcohol manufactured with child labor;
- The government was compelled to acknowledge the problem;
- Nationwide organizations such as the motorized vehicles or orange juice industry associations requested meetings with the Abrinq Foundation.



Making a tactical use of the moment of negotiation between the Congress and the alcohol and sugar mills owners for the reactivation of the *National Alcohol Program—Pro-Alcohol*—the Abrinq Foundation carried out a lightning campaign with the following slogan: "**National Shame: Pro-Alcohol finances Child Labor.**"

Its purpose was to exert pressure on Congress to grant fiscal benefits only to those who are committed to the elimination of child labor. Congresspersons and civil society organizations were quick to join the campaign and, on March 20, 1996, a demonstration was held in the Congress building and in front of the Palácio do Planalto, seat of the Brazilian Government.

In April 1996, the **Bandeirantes Pact** was signed in the presence of the State Governor, where official representatives of the alcohol manufacturers committed themselves not to buy sugarcane from planters who hire child labor in the fields. The pact was so named for having been signed in the seat of São Paulo's State Government, the Bandeirantes Palace.

In June 1996, the **Araraquara Pact** was signed when the Municipal Boards on Children's Rights of 18 cities from the citrus growing region of the State of São Paulo committed themselves—with the official support of citrus growers associations—to fight child labor.

Due to this mobilization, **General Motors, Volkswagen**, and the **Franca footwear industry** joined the campaign, signing commitments against child labor. This was the beginning of a series of pacts for the eradication of this practice. Brazil's most important newspapers and TV stations consistently reported these actions of the Child-Friendly Company Program.

One of the most significant victories was the adherence of the Brazilian Association of Citrus Juice Manufacturers, **ABECITRUS**, representing Brazil's largest orange juice exporters—which also *signed a boycott pact against fruit growers employing children under the age of 14*. After them, **Ford, Mercedes-Benz**, and **Mannesmann** also accepted to boycott products from child-exploiting suppliers.

The mobilization made by the Abrinq Foundation led the Federal Government to start negotiations. These resulted in the signing of three important commitments in September 1996, during the ceremony held in the Federal Capital with the President of the Republic, Ministers, Congresspersons, and Governors:

One notices that the Child-Friendly Company Program changes from the denouncement field—sole denouncing—to the exposure of society's wounds, mainly in the issue of child labor—to the maintenance of a vigilant and active stance.
Caio Magri, Coordinator of the Child-Friendly Company Program

- *National Protocol for the Eradication of Child Labor in Brazil*, signed by the President, Ministers, 12 Governors, congresspersons, business and labor organizations, and the Abrinq Foundation for Children's Rights;
- *Term of Agreement* by the Ministries of Justice, Labor, Education, Social Welfare, and Industry and Trade for the concerted action against child labor in the sugar-alcohol industry;
- *Regulation of the Ministry of Industry, Trade and Tourism* decreeing that the funds from the Social Welfare Plan for the sugar-alcohol industry have as a priority application—second only to the medical assistance to workers—the actions for the elimination of child labor.

In 1997, the signing of Sector Pacts (in the State of Goiás, for example), the certification of Child-Friendly Companies, and the adherence to the clauses of the veto to child labor continued throughout the country, committing entire sectors of the economy to the end of child exploitation.

5. 4. 3. Political results of the struggle against child labor

As in other activities, in the struggle against child labor, the Foundation also wove a network of international support. An example was a visit to Brazil from the Canadian teenager **Craig Kielburger**, founder of the international movement **Free the Children**. He was welcomed and assisted by the program's technicians, who also assisted American TV networks in the recording of the special news report on this visit. And in 1997, UNICEF published, in English and Portuguese, the study "**Mobilizing Corporations to Eradication Child Labour in Brazil**," introducing strategies of the Abrinq Foundation.



In 1997, the **Seal** grew both in the number of certified companies and, specially, in its scope—being *translated into English and Spanish* to be used on export products. Thus, the Seal also became a sales facilitator for countries with progressive social laws that import Brazilian products.

We should also mention the *political pressure exerted by the Foundation's Board Members* on the Brazilian Ministry of Foreign Affairs to change its position and sign the so-called social clauses, committing itself globally to end child labor.

This deepening of the program's international activity led the Abrinq Foundation to assume the *general coordination, for South America, of the Global March Against Child Labor* in 1998. The Foundation also attended the **International Labor Organization Meeting**, in Geneva, Switzerland, and the **International Conference on Child Labor**, organized by the ILO and UNICEF, in Oslo, Norway.

During the past seven years, the Abrinq Foundation can take pride for assisting the country to reduce one of its most critical problems, namely, the employment of child labor in factories, coal industries, and in agriculture. In addition to being illegal, this activity left children mutilated and away from schools. An outstanding example was the eradication of child labor in Franca, São Paulo, whose footwear industry employed many children. Otávio Frias Filho, Executive Editor of Folha de S.Paulo



Another action by the program was the support to the *Law issued by the São Paulo State Assembly barring all companies using child labor from State's public bids*. And a **database**, on CD-ROM, accessible through the Internet, was set up in the Foundation's headquarters, with updated information on child labor in Brazil.

4. 4. New dynamics in Education and Culture

Conceived and approved for financing in 1995, the **Believe It to See It Program** proposes to *finance projects for the success of children in school*.

The Technical Committee of the Believe It to See It Program followed the recommendation of the 1990 World Conference on Children, believing that child education has to integrate knowledge areas using imagination, creativity, beauty and pleasure as criteria. Cristina Meirelles, Believe It to See Program Coordinator

The **Believe It to See It Program** supports: projects by non-governmental and/or community organizations (Parents and Teachers Associations, neighborhood associations, etc.) that benefit students in public primary schools. Its three lines of action include: access to basic subjects, improvement of educational practices, and democratic administration in the schools.

Most of the projects do not restrict their action to one school, involving also educational networks reaching a great number of students. Their characteristics respect regional differences and cover a variety of fields, *from the use of teaching chess in schools to promote the understanding of mathematical laws to the use of music, toys and experience with Nature*, in classrooms located in the hinterlands of the State of Ceará.



The funds for the program come from the partnership with **Natura Cosméticos**, which mobilized the volunteer work of its *160,000 beauty consultants* to sell, every Christmas season since 1995, Holiday Cards to raise funds for the project.

The Abrinq Foundation has shown, in its seven-year long experience, how powerful is the union of the serious, competent, professional and transparent work, capable of building the significant capital of credibility, with an excellent potential for social intervention. Guilherme Leal, President of the Administrative Board (1995-96) and member of this Board (1992-98)

The funds for the program come from the partnership with **Natura Cosméticos**, which mobilized the volunteer work of its *160,000 beauty consultants* to sell, every Christmas season since 1995, Holiday Cards to raise funds for the project.

In 1996, *16 projects*, from the North to the South of Brazil, were financed through the constitution of a *Technical Committee* to evaluate the proposals sent to the Foundation and to select those that were to receive the funds.

In its second year of operation, the Believe It to See It Program *more than doubled* its income selling—through Natura's beauty consultants—not only the successful Christmas cards but also gift packages. *US\$1.4 million* were raised, 112% more than in 95. These levels were kept until the end of 1997 with sales of products throughout the year and the introduction of a new T-shirt line at the end of the year.



These resources are now funding a total of *45 educational projects* conceived by community

institutions and directly benefiting *884 schools in 17 States*, where over *135,000 children* study.

BELIEVE IT TO SEE IT PROGRAM					
Year	Amount raised (US\$)	Financed Projects	States	Schools	Children
1996	655,000	16	8	454	90,911
1997	1,391,000	45	17	884	135,446
1998	1,477,000 (in 12/97)				

In 1997, the program organized its first **Evaluation Seminar**, surveying the results of its first year of activities, and introduced a kit with the *"Believe It to See It" brochure and a video on the 16 supported projects*.

The initiatives in the field of Education and Culture included also the **"The Book goes to School" Project**, which, in 1996, distributed books to *8,500 children in 850 schools* located in *27 big cities from 17 Brazilian States*. *500,000 children* are directly benefited. The funds for this initiative came from an association with **CBMM–Brazilian Metalwork and Mining Company**.

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Part II

6. A FLASH



During all the years it has been in operation, the Abrinq Foundation has pursued one goal: to improve the living conditions of Brazilian children and youth, i.e., to enable them to exercise their citizenship rights.

Social indexes that measure these improvements, however, show extremely slow progress: out of 3,500,000 illiterate children from 1991, less than 500,000 were counted out of the index in 1997.

This slow progress strengthens, within the Foundation, the firm belief that the task of rescuing the dignity, health, education, and all other rights belonging to Brazilian boys and girls is not to be undertaken by isolated individuals but by society as a whole. This is the reason why the Foundation continues to work towards mobilizing social forces in favor of childhood, instead of giving up when confronted with slow progress.

Among activities recently implemented by the Abrinq Foundation, there *are the event transfers*. These were carried out during 1997 and simultaneously presented the **Child-Friendly Company** and **Believe It to See It Programs** and the **Mayor for Children Project**. These events have taken place in the states of Amapá, Pará, Acre, Rio Grande do Norte, Ceará, Pernambuco, Mato Grosso do Sul, Goiás, Espírito Santo, Minas Gerais, Paraná, and Rio Grande do Sul.

In such opportunities, the **Pacts** of the **Child-Friendly Company Program** were spread throughout the country, the **Mayor for Children Project** was presented to counties, and communities were given information on how to finance educational projects with the **Believe It to See It Program**. To make these programs viable, the Abrinq Foundation relies on the voluntary work of Directors and Board Members. This multidisciplinary activity is expected to grow dramatically in 1998.

The entity also invests in the strategic area called **Network Potential-Building**, setting up systems of support and mutual impact with influential segments of society, such as: mayors, journalists, educators, businesspeople, liberal professionals, volunteers, and social service entities. The construction of this structure to the defense of children's rights is also underway.



A new field—**Working with Youth**—is being researched by the Abrinq Foundation, aiming at: (A) increasing the awareness and the citizenship involvement of the youth; thereby (B) educating youth in solidarity and in responsibility; and (C) directing a flow of volunteers to issues and entities that need support.

1998 has ambitious goals: to increase the strength of the Abrinq Foundation's message. The forecast, however, is that of success, since the entity is living a moment of institutional consolidation.

Actually, all these plans and activities—many scheduled and designed for long term effects—are the routine imposed by a commitment. A commitment embraced by the Abrinq Foundation. A commitment to engage in the social effort aimed at attaining **THE DIGNITY AND THE HAPPINESS OF CHILDREN AND YOUTH OF OUR COUNTRY.**

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**ANNEX I
GENERAL FIGURES**

TOTAL NUMBER OF CHILDREN ASSISTED BY THE ABRINQ FOUNDATION BETWEEN 1993 AND 1997	
Year	Number of children
1993	6,747
1994	14,467
1995	17,115
1996	196,028
1997	364,424

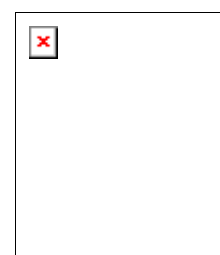
Note: These figures were not recorded during the Abrinq Foundation's first years of activity

Figures per Project and Program in December 31, 1997			
Our Children Project	43 entities	1,289 contributors	2,438 children
Living Library Project	93 libraries	187 teachers	32,418 children
Ahead with the Ball Project	26 entities		8,000 children
Adopt a Smile Project	281 registered dentists		209 assisted children
Child-Friendly Company Program	902 companies		361,986 children
Believe It to See It Program	45 financed projects	884 supported schools	135,446 children
Child-Friendly Journalist Project	65 journalists involved		
Mayor for Children Project	628 mayors committed		

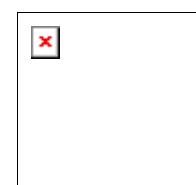
Supporting Members between 1994 and 1997			
Year	Individuals	Corporations	TOTAL
1990 to 1993	-	-	60
1994(*)	44	66	110
1995	142	171	313
1996	182	185	367
1997	267	251	518

(*) When the Fundraising Area was created, the data became more segmented

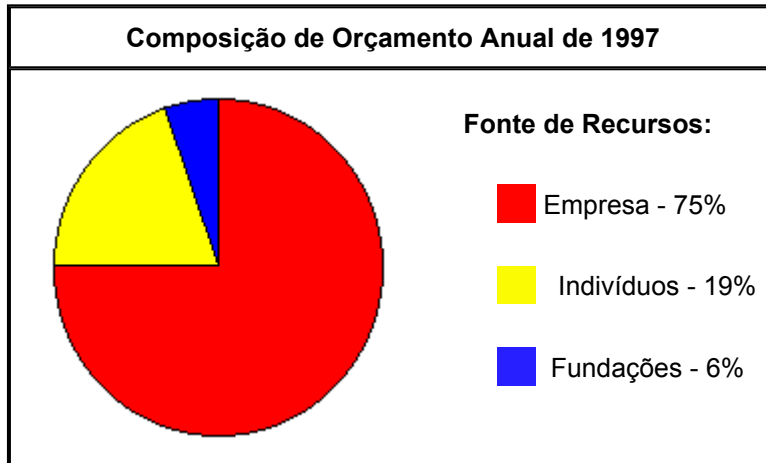
Budgetary Evolution	
Year	US\$
1990	88,692
1991	98,131
1992	132,168
1993	156,675
1994	1,222,137
1995	2,308,260
1996	3,745,255
1997	5,248,181



Composition of the Endowment Fund (US\$)		
1994	October	11,280
	November	130,178
	February	99,882



1995	March	22,321
	May	11,038
	June	21,692
1996	May	49,464
	December	10,000
The Endowment Fund Totaled		
US\$ 623,405.08 in December 31, 1997.		



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**ANNEX II
ADMINISTRATIVE, FISCAL, AND EXECUTIVE BOARDS**

1990-1992 Term

Administrative Board

President: Oded Grajew

Secretary: Ricardo Ávila

Members: Isaias Steiner Rejtman, Hélio Belinfanti, Yassuo Yamagushi, Fredy Vitalis, Celso Luís Magalhães, Raquel Zumbano Altman, Maria Cecília Aflalo, Ivany Maluf, Pedro Henrique Pucci, Katia Lavin Gamboa.

Fiscal Board

Members : Mauro Antônio Ré, Valter Nilo Kuae, and Valter G. Pena

Substitute Members: Nelson Kappaz, Marcelo Mansur Levy, and Dirceu Pagotto

Executive Board

President: Suzanne Schonberger

Vice-President: Emerson Kapaz

Treasurer: Josué Douglas Rodrigues

1992-1994 Term

Administrative Board

President: Emerson Kapaz

Secretary: Julio Jorge Lobo Pimentel

Members: Alfredo Sette, Arab Chafic, Graziela Magalhães Dias, Guilherme Leal, Hélio Pereira de Souza, Maria Ignês Bierrenbach, Raquel Zumbano Altman, Ricardo Ávila, Sérgio E. Mindlin, Stefano Arnhold.

Fiscal Board

Members: Mauro Antônio Ré, Ciro de Souza Nogueira Jr., and Sérgio Epstein

Substitute Members: Kosei Matsuda, José Luis Abdo, and Charles Kapaz.

Executive Board

President: Oded Grajew

Vice-President: Isaias Steiner Rejtman

Treasurer: Synésio Batista da Costa

Gestão 1994-1996

Administrative Board

President: Emerson Kapaz (1994-95) / Guilherme Leal (1995-96)

Secretary: Julio Jorge Lobo Pimentel

Members: Almir Augusto Laranja, Alfredo Sette, Guilherme Leal, Hans Becker, Ismar Lissner, José Alberto Camargo, Maria Ignês Bierrenbach, Mario Arthur Adler, Raquel Zumbano Altman, Roberto Klabin, Sérgio Miletto, Stefano Arnhold

Fiscal Board

Members: Mauro Antônio Ré, Ciro de Souza Nogueira Jr. e Kosei Matsuda

Substitute Members: Almir Augusto Laranja, José Luis Abdo e Charles Kapaz

Executive Board

President: Oded Grajew

Vice-President: Sérgio E. Mindlin

Treasurer: Synésio Batista da Costa

1996-1998 Term

Administrative Board

President: Sérgio E. Mindlin

Secretary: Ismar Lissner

Members: Adelino Pimentel, Alfredo Sette, Antoninho Trevisan, Carlos A. Tilkian, Celso Conti Deditis, Émerson Kapaz, Fernando Moreira Salles, Guilherme Leal, Hans Becker, Hélio Mattar, José Eduardo Pañella, Mário Arthur Adler, Maria Alice Setúbal, Roberto Giannetti da Fonseca, Sérgio Miletto, Valdir Rovai. **Substitute Members:** Edison Ferreira, Eduardo Capobianco, Gilberto E. Vasconcelos, Sérgio Figueiredo Junior.

Fiscal Board

Members: Charles Kapaz, Kátia Lavin Gamboa, and Rubens Naves.

Substitute Members: Hélio Pereira de Souza, Márcio Ponzini, and Ricardo Vaccaro.

Executive Board

President: Oded Grajew

Vice-President: Julio Jorge Lobo Pimentel

Treasurer: Synésio Batista da Costa

1998-2000 Term

Administrative Board

President: Oded Grajew

Secretary: Hélio Mattar

Members: Alfredo Sette, Audir Queixa Giovanni, Carlos Antonio Tilkian, Celso Conti Deditis, Emerson Kapaz, Fernando Moreira Salles, Flavio Sehn, Guilherme Leal, Hans Becker, José Eduardo P. Pañella, Marco Antônio Pucci, Percival Caropreso, Ricardo Vacaro, Roberto Giannetti da Fonseca, Sergio Miletto, Valdir Rovai.

Substitute Members: Edison Ferreira, Gilberto E. Vasconcelos, Maria Alice Setúbal, Sérgio Figueiredo Júnior.

Fiscal Board

Members: Charles Kapaz, Kátia Lavin Gamboa, Rubens Naves.

Substitute Members: Hélio Pereira de Souza, Ismar Lissner, Márcio Ponzini.

Executive Board

President: Sérgio E. Mindlin.

Vice-President: Antoninho Marmo Trevisan.

Treasurer: Synésio Batista da Costa.

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**ANNEX III
PAST ADVISOR BOARDS**

1990-1993 Term

President: Raquel Zumbano Altman

Vice-President: Silvia Gomara Daffre

Members: Afrânio de Matos Ferreira, Alberto L. Martin, Alfredo Sette, Aloísio Mercadante, Ana Maria Sécches, Angélica M. Mello de Almeida, Anna Maria S. Pimentel, Antonio Carlos Gomes da Costa, Antonio Márcio Lisboa, Antonio Tomás Bentivoglio, Betty Rojter, Carlos Augusto de O. Camargo, Chake Ekizian, Cícero Paulo Gonçalves Dias, Cláudio Barbosa, Conceição A. M. Segres, Dalka Chaves de A. Ferrari, Dalmo de Abreu Dallari, David Diesendruck, Edda Bomtempo, Edna dos Santos Rosa, Efraim Kapulski, Elifas Andreato, Elvira C. de A. Souza Lima, Fanny Abramovich, Felícia Madeira, Fernando Teixeira Mendes Filho, Fúlvia Rosemberg, Gilda Castanho F. Montoro, Gisela Pires Castanho, Heitor Fecarotta, Helena M. O. Yazbek, Hélio Bicudo, Hiram Castello Branco, Ilo Krugli, Iolanda Huzak, Joelmir Betting, José Salomão Schwartzman, Joya Eliezer, Juca Kfourri, Julio Jorge Lobo Pimentel, Leda Orosco, Leonardo M. Posternak, Luís Eduardo Vaz Miranda, Maria Cecília Aflalo, Maria Cecília C. Aranha Lima, Maria Cecília Ziliotto, Maria Cristina Carneiro, Maria Cristina de Carvalho Broide, Maria Cristina S. Moura Capobianco, Maria Ignês S. M. Bierrenbach, Maria Luiza Roxo, Maria Machado Malta Campos, Mariangela P. da Fonseca, Maria Stella S. Graciani, Marilena de Souza Chauí, Mariluci A. Barreira Lourenço, Marta Silva Campos, Marta W. Grosbaum, Mary Livingston, Mayumi Watanabe de Souza Lima, Monique Deheinzelin, Nilson Sécches, Norma Kyriakos, Otávio Roth, Paulo Afonso G. de Paula, Paulo Chacon, Rachel Alvin, Rebecca Raposo, Ronald Kapaz, Ruth Rocha, Sandra Sinicco, Suzana M. Maia, Tatiana Belinky, Therezinha Fram, Tizuko Morchida Kishimoto, Vera M. Tude de Souza, Vital Didonet, Zilma de M. R. de Oliveira.

1993-1996 Term

President: Silvia Gomara Daffre

Vice-President: Mayumi Watanabe de Souza Lima (†), Maria Ignês Bierrenbach (1995)

Members: Adriana Friedmann, Afrânio de Matos Ferreira, Aloísio Mercadante, Ambar de Barros, Ana Maria Sécches, Antonio Carlos Gomas da Costa, Antonio Marcio Lisboa, Benedito Rodrigues dos Santos, Benjamin Kopelman, Cesare de Florio la Rocca, Cyrce Junqueira de Andrade, Dalmo de Abreu Dallari, Edda Bomtempo, Efraim Kapulski, Fanny Abramovich, Fúlvia Rosemberg, Helena M. O. Yazbek, Hélio Bicudo, Ilo Krugli, Iolanda Huzak, Jô Azevedo, Joanna Wilhelm, Joelmir Betting, Jorge Broide, Joya Eliezer, Mara Cardeal, Marcia Lopes, Maria Cecília Aflalo, Maria Cecília C. Aranha Lima, Maria Cecília Ziliotto, Maria Cristina de Carvalho Broide, Maria Cristina S. Moura Capobianco, Maria do Carmo Kozma, Maria Machado Malta Campos, Marilena de Souza Chauí, Marize Hegger, Marta Silva Campos, Monique Deheinzelin, Nilson Sécches, Norma Kyriakos, Paulo Afonso Garrido de Paula, Pedro Dallari, Rachel Gevertz, Ronald Kapaz, Rosalina Santa Cruz Leite, Ruth Rocha, Sandra Sinicco, Silvia Carvalho, Tatiana Belinky, Therezinha Fram, Tizuko Morchida Kishimoto, Valdemar de Oliveira Neto, Vital Didonet

1996-1999 Term

President: Maria Ignês Bierrenbach

Vice-President: Rachel Gevertz

Members: Aldaísa Sposatti, Aloísio Mercadante, Ambar de Barros, Antonio Carlos Gomes da Costa, Araceli Martins Elman, Benedito Rodrigues dos Santos, Dalmo de Abreu Dallari, Edda Bontempo, Fanny Abramovich, Helena M. O. Yazbek, Hélio Bicudo, Ilo Krugli, Isa Maria Guará, Jette Bonaventure, João B. de Azevedo Marques, Joelmir Betting, Jorge Broide, Lélvio Bentes Correa, Lídia Izeckson de Carvalho, Magnólia G. Bastos, Mara Cardeal, Marcelo Goulart, Maria Cecília C. Aranha Lima, Maria Cecília Ziliotto, Maria Cristina de Carvalho Broide, Maria Cristina S. Moura Capobianco, Maria de Lourdes Trassi Teixeira, Maria Filomena Gregori, Maria Machado Malta Campos, Marlova Jovchelovitch, Marta Silva Campos, Melanie Farkas, Munir Cury, Newton A. Paciulli Bryan, Norma Kyriakos, Oris de Oliveira, Oswaldo Tanaka, Pedro Dallari, Raquel Zumbano Altman, Ronald Kapaz, Rosa A. Moysés, Ruth Rocha, Sandra Sinicco, Silvia Gomara Daffre, Tatiana Belinky, Therezinha Fram, Valdemar de Oliveira Neto, Vital Didonet.

**ANNEX IV
INSTITUTIONAL AND FINANCIAL SUPPORT**

<ul style="list-style-type: none"> • Abihpec/ Sipatesp • Adidas Brazil • BASF • Bradesco Bank • Brazil Realty • Brazilian Association of Toy Manufacturers • Brazilian Metalwork and Mining Company • CardSystem Upsi • CBBA (advertising agency) • Citibank • Coopers & Lybrand Biedermann, Bordasch • David and Lucile Packard Foundation • Dental Documentation/Radiology • De Waal Foundation • DPZ (advertising agency) • Elma Chips • Embratur (Brazilian Tourism Company) • Estrela (toy manufacturer) • Faber Castell 	<ul style="list-style-type: none"> • Full Jazz Comunicação e Propaganda (advertising agency) • Graber • Guimarães Profissionais de Comunicação e Marketing (advertising agency) • Hebrew Brazilian Association • Hewlett Packard • Incentive House (advertising agency) • International Labor Organization • Itaú Bank • Klabin Industry of Paper and Cellulose • Lew, Lara, Propeg (advertising agency) • McCann-Erickson Publicidade (advertising agency) • Museum of Image and Sound • National Commerce Service • Natura Cosméticos • Olisan Previato Advocacia (law firm) 	<ul style="list-style-type: none"> • Oz Design • Panamco/Spal • Pão de Açúcar Group • Real Bank • Rubens Naves Advogados (law firm) • Sadia (food industry) • Safra Foundation • Sasse Insurance • Talent Comunicação (advertising agency) • TAM (airline) • Tom Brasil • Transbrasil (airline) • Trevisan Auditores Independentes (auditing firm) • Tupperware • Unibanco Bank • UNICEF • VARIG (airline) • VASP (airline) • Vitae – Support for Culture, Education, and Social Promotion • W.K. Kellogg Foundation • Yakult • Yázigi International
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ANNEX V PATRON, BENEFACTOR, AND HONORARY MEMBERS

PATRON MEMBERS	HONORARY MEMBERS
Bradesco Bank Itaú Bank Natura Cosméticos	Adidas Brazil Antônio Carlos Freitas Berlitz Language Center Bovespa (São Paulo Stock Exchange) Chase Manhattan Christina de Carvalho Pinto Edda Multedo Pareto Fiat Bank Fotóptica George Arnhold (†) Indosuez Capital (bank) Itaú Bankers Trust J. P. Morgan
BENEFACTOR MEMBERS Associates of Garantia Bank Indosuez Capital (bank) Metal Leve (metal works) Oxitemo do Nordeste (machine industry) Porto Seguro General Insurance Company Roger Wright Sul América Bank Unibanco Bank	Kraft Suchard of Brazil Maria Terezinha Fontana Reis Natura Cosméticos Schering Plough Chemical and Pharmaceutical Industry Shopping Save (service provider) SmithKline Beecham (pharmaceutical industry) Tupperware VASP (airline) Volkswagen Yakult Yázigi

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