Abrinq Foundation for Children’s Rights:

A HISTORY OF ACTION
1990 - 1997
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!

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 Abrinq 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.
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.

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.

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.

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

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

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 Wilheim, Superintendent of the Abrinq Foundation

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 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.

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 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-
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
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.

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 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

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<tr>
<th>Year</th>
<th>Awarded</th>
<th>Details</th>
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<td>1989</td>
<td>UNICEF, Pastoral do Menor of the National Conference of Brazilian Bishops, São Paulo State Minor’s Secretariat Government, and Brazilian Society of Pediatrics</td>
<td>for their institutional actions in favor of children.</td>
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<td>1990</td>
<td>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 &quot;Rá-Tim-Bum&quot; featured by the Cultura TV station (São Paulo), for its cultural project.</td>
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<td>1991</td>
<td>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 Julio Gouveia (in memoriam) and Tatiana Belinky, for all their works.</td>
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<td>1992</td>
<td>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.</td>
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<td>1993</td>
<td>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&amp;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.</td>
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<td>1994</td>
<td>Pescar Project (Linck S.A. Corporation), for its socio-pedagogical action with poor youth in Rio Grande do 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</td>
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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, sensitzation 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 unifying:

- 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 rehydration. 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.

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.

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 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.

<table>
<thead>
<tr>
<th>TOY-LIBRARY PROJECT</th>
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<tr>
<td>Year</td>
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<tr>
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<tr>
<td>1993</td>
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<td>1994</td>
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</table>

In 1999, 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.
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 Child Labor), 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 do 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...
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.

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 Brasilia;
- 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.

---

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.
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.

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 adhesion 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.

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.

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

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)

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.

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 Abrinq 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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Average number of contributors per month</th>
<th>Average number of assisted children per month</th>
<th>Associated entities</th>
<th>Amount allocated per year (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>189</td>
<td>411</td>
<td>28</td>
<td>120,250.00</td>
</tr>
<tr>
<td>1994</td>
<td>1424</td>
<td>1986</td>
<td>46</td>
<td>925,579.63</td>
</tr>
<tr>
<td>1995</td>
<td>2077</td>
<td>2471</td>
<td>48</td>
<td>1,505,207.72</td>
</tr>
<tr>
<td>1996</td>
<td>1497</td>
<td>2511</td>
<td>44</td>
<td>1,819,333.90</td>
</tr>
<tr>
<td>1997</td>
<td>1289</td>
<td>2438</td>
<td>43</td>
<td>1,898,531.18</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>6,268,902.63</td>
</tr>
</tbody>
</table>

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.

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 Brasilia 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.

### LIVING LIBRARY PROJECT

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of cities</th>
<th>Assisted entities</th>
<th>Trained Educators</th>
<th>Benefited children</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>2</td>
<td>10</td>
<td>18</td>
<td>2,500</td>
</tr>
<tr>
<td>1996</td>
<td>7</td>
<td>43</td>
<td>85</td>
<td>20,757</td>
</tr>
<tr>
<td>1997</td>
<td>14</td>
<td>93</td>
<td>187</td>
<td>32,418</td>
</tr>
</tbody>
</table>

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.

### AHEAD WITH THE BALL PROJECT

<table>
<thead>
<tr>
<th>Year</th>
<th>Assisted entities</th>
<th>Benefited Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>13</td>
<td>4,000</td>
</tr>
<tr>
<td>1997</td>
<td>26</td>
<td>8,000</td>
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Further, this same year saw the publication of the “Ahead with the Ball Project Handbook,” written to

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

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

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<tr>
<th>Year</th>
<th>Assisted entities</th>
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</tr>
<tr>
<td>1997</td>
<td>26</td>
<td>8,000</td>
</tr>
</tbody>
</table>
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).

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.
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.
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.

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.

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.

Maria de Lourdes Rodrigues, Technical Assistant of the Mayor for Children Project

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.

Renata Villas-Bôas, Coordinator of the Mayor for Children Project

The Mayor for Children Project challenges municipal public administrations to draw a new portrait of the country’s children by the year 2000.

Cesare de Floria La Rocca,
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
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:

- 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
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.

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.

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:

- 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 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 Technical Committee of Believe It to See It Program followed the recommendative of the 1990 World Conference on Children, believing that children education has to integrate knowledge areas using imagination, creativity, beauty and pleasure as criteria.

Cristina Meirelles, Believe It to See Program Coordinator

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)

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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount raised (US$)</th>
<th>Financed Projects</th>
<th>States</th>
<th>Schools</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>655,000</td>
<td>16</td>
<td>8</td>
<td>454</td>
<td>90,911</td>
</tr>
<tr>
<td>1997</td>
<td>1,391,000</td>
<td>45</td>
<td>17</td>
<td>884</td>
<td>135,446</td>
</tr>
<tr>
<td>1998</td>
<td>1,477,000 (in 12/97)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.
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.
## General Figures

### Total Number of Children Assisted by the Abrinq Foundation Between 1993 and 1997

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>6,747</td>
</tr>
<tr>
<td>1994</td>
<td>14,467</td>
</tr>
<tr>
<td>1995</td>
<td>17,115</td>
</tr>
<tr>
<td>1996</td>
<td>196,028</td>
</tr>
<tr>
<td>1997</td>
<td>364,424</td>
</tr>
</tbody>
</table>

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

### Figures per Project and Program in December 31, 1997

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>Entities</th>
<th>Contributors</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Children Project</td>
<td>43</td>
<td>1,289</td>
<td>2,438</td>
</tr>
<tr>
<td>Living Library Project</td>
<td>93 libraries</td>
<td>187 teachers</td>
<td>32,418 children</td>
</tr>
<tr>
<td>Ahead with the Ball Project</td>
<td>26 entities</td>
<td></td>
<td>8,000 children</td>
</tr>
<tr>
<td>Adopt a Smile Project</td>
<td>281 registered dentists</td>
<td></td>
<td>209 assisted children</td>
</tr>
<tr>
<td>Child-Friendly Company Program</td>
<td>902 companies</td>
<td></td>
<td>361,986 children</td>
</tr>
<tr>
<td>Believe It to See It Program</td>
<td>45 financed projects</td>
<td>884 supported schools</td>
<td>135,446 children</td>
</tr>
<tr>
<td>Child-Friendly Journalist Project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mayor for Children Project</td>
<td></td>
<td>65 journalists</td>
<td>628 mayors committed</td>
</tr>
</tbody>
</table>

### Supporting Members Between 1994 and 1997

<table>
<thead>
<tr>
<th>Year</th>
<th>Individuals</th>
<th>Corporations</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990 to 1993</td>
<td>-</td>
<td>-</td>
<td>60</td>
</tr>
<tr>
<td>1994(*)</td>
<td>44</td>
<td>66</td>
<td>110</td>
</tr>
<tr>
<td>1995</td>
<td>142</td>
<td>171</td>
<td>313</td>
</tr>
<tr>
<td>1996</td>
<td>182</td>
<td>185</td>
<td>367</td>
</tr>
<tr>
<td>1997</td>
<td>267</td>
<td>251</td>
<td>518</td>
</tr>
</tbody>
</table>

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

### Budgetary Evolution

<table>
<thead>
<tr>
<th>Year</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>88,692</td>
</tr>
<tr>
<td>1991</td>
<td>98,131</td>
</tr>
<tr>
<td>1992</td>
<td>132,168</td>
</tr>
<tr>
<td>1993</td>
<td>156,675</td>
</tr>
<tr>
<td>1994</td>
<td>1,222,137</td>
</tr>
<tr>
<td>1995</td>
<td>2,308,260</td>
</tr>
<tr>
<td>1996</td>
<td>3,745,255</td>
</tr>
<tr>
<td>1997</td>
<td>5,248,181</td>
</tr>
</tbody>
</table>

### Composition of the Endowment Fund (US$)

<table>
<thead>
<tr>
<th>Year</th>
<th>October</th>
<th>November</th>
<th>February</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>11,280</td>
<td>130,178</td>
<td>99,882</td>
</tr>
</tbody>
</table>
The Endowment Fund Totaled US$ 623,405.08 in December 31, 1997

<table>
<thead>
<tr>
<th>Year</th>
<th>Month</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>March</td>
<td>22,321</td>
</tr>
<tr>
<td></td>
<td>May</td>
<td>11,038</td>
</tr>
<tr>
<td></td>
<td>June</td>
<td>21,692</td>
</tr>
<tr>
<td>1996</td>
<td>May</td>
<td>49,464</td>
</tr>
<tr>
<td></td>
<td>December</td>
<td>10,000</td>
</tr>
</tbody>
</table>

**Composição de Orçamento Anual de 1997**

**Fonte de Recursos:**

- Empresa - 75%
- Indivíduos - 19%
- Fundações - 6%
## ANNEX II
### ADMINISTRATIVE, FISCAL, AND EXECUTIVE BOARDS

<table>
<thead>
<tr>
<th>Term</th>
<th>Administrative Board</th>
<th>Fiscal Board</th>
<th>Executive Board</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1990-1992 Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>President: Oded Grajew</td>
<td></td>
<td>President: Suzanne Schonberger</td>
</tr>
<tr>
<td></td>
<td>Secretary: Ricardo Ávila</td>
<td></td>
<td>Vice-President: Emerson Kapaz</td>
</tr>
<tr>
<td></td>
<td>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 Lavín Gamboa.</td>
<td></td>
<td>Vice-President: Isaias Steiner Rejtman</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Treasurer: Josué Douglas Rodrigues</td>
</tr>
<tr>
<td><strong>1992-1994 Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>President: Emerson Kapaz</td>
<td></td>
<td>President: Oded Grajew</td>
</tr>
<tr>
<td></td>
<td>Secretary: Julio Jorge Lobo Pimentel</td>
<td></td>
<td>Vice-President: Isaias Steiner Rejtman</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td></td>
<td>Treasurer: Synésio Batista da Costa</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gestão 1994-1996</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Secretary: Julio Jorge Lobo Pimentel</td>
<td></td>
<td>Vice-President: Sérgio E. Mindlin</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td></td>
<td>Treasurer: Synésio Batista da Costa</td>
</tr>
<tr>
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<td><strong>1996-1998 Term</strong></td>
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</tbody>
</table>
President: Sérgio E. Mindlin  
Secretary: Ismar Lissner  

Fiscal Board  
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  
Substitute Members: Edison Ferreira, Gilberto E. Vasconcelos, Maria Alice Setúbal, Sérgio Figueiredo Junior.

Fiscal Board  
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.
## ANNEX III
### PAST ADVISOR BOARDS

<table>
<thead>
<tr>
<th>Term</th>
<th>President</th>
<th>Vice-President</th>
<th>Members</th>
</tr>
</thead>
</table>
### ANNEX IV
### INSTITUTIONAL AND FINANCIAL SUPPORT


### PARTNERS IN THE MEDIA

## ANNEX V PATRON, BENEFACTOR, AND HONORARY MEMBERS

<table>
<thead>
<tr>
<th>PATRON MEMBERS</th>
<th>HONORARY MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradesco Bank</td>
<td>Adidas Brazil</td>
</tr>
<tr>
<td>Itaú Bank</td>
<td>Antônio Carlos Freitas</td>
</tr>
<tr>
<td>Natura Cosméticos</td>
<td>Berlitz Language Center</td>
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<tr>
<td></td>
<td>Bovespa (São Paulo Stock Exchange)</td>
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<td></td>
<td>Chase Manhattan</td>
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<tr>
<td></td>
<td>Christina de Carvalho Pinto</td>
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<td></td>
<td>Edda Multedo Pareto</td>
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<td>Fiat Bank</td>
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<td>Fotóptica</td>
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<tr>
<td></td>
<td>George Arnhold (†)</td>
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<tr>
<td></td>
<td>Indosuez Capital (bank)</td>
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<td></td>
<td>Itaú Bankers Trust</td>
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<td>J. P. Morgan</td>
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<td>Kraft Suchard of Brazil</td>
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<td>Maria Terezinha Fontana Reis</td>
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<td></td>
<td>Natura Cosméticos</td>
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<tr>
<td></td>
<td>Schering Plough Chemical and</td>
</tr>
<tr>
<td></td>
<td>Pharmaceutical Industry</td>
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<td>Shopping Save (service provider)</td>
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<tr>
<td></td>
<td>SmithKline Beecham (pharmaceutical industry)</td>
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<td>Tupperware</td>
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<td>VASP (airline)</td>
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<td>Volkswagen</td>
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<td>Yakult</td>
</tr>
<tr>
<td></td>
<td>Yázigi</td>
</tr>
</tbody>
</table>

## BENEFACTOR MEMBERS

- Associates of Garantia Bank
- Indosuez Capital (bank)
- Metal Leve (metal works)
- Oxiteno do Nordeste (machine industry)
- Porto Seguro General Insurance Company
- Roger Wright
- Sul América Bank
- Unibanco Bank

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