



Communications and Outreach

From Foundation Building Sourcebook: A practitioners guide based upon experience from Africa, Asia, and Latin America
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Communications and Outreach

This chapter explores the different approaches foundations take in communications and outreach.

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What is a Communications Plan?

A **Communications Plan** is the way in which a foundation, through a variety of communications materials, makes known its objectives and programs to influence action or build support. Some communications materials are:

- Activity reports are records of what the foundation has done. Annual reports—published on a yearly basis—are common
- Financial reports are records of how the foundation spends its money. Audited reports have been reviewed by an external auditor
- Brochures generally give basic information on what the foundation is doing and how to contact it
- Guidelines for grant seekers communicate application procedures and a foundation's specific restrictions and priorities on grants it can make
- News and opinion articles may be placed in local media to influence public opinion and support

Why Do Foundations Want to Communicate?

Communications materials are often produced to project the foundation's image, to raise funding or to increase the foundation's impact on a social or economic issue.

- **Project an image:** For example, a foundation may publish an annual report as one method of telling the public what it has done.
- **Raise funding:** Many foundations draw a strong connection between raising funding and being able to communicate what they are doing.
- **Increase impact:** A foundation may use its communications as a way of opening public dialogue or focusing attention on a social or economic issue. In this way, communications become part of the foundation's program.

With Whom Do Foundations Want to Communicate?

The four foundations highlighted in this chapter seek to communicate with recipients of their grant support, their financial supporters and the general public. Philippine Business for Social Progress and the Abrinq Foundation both have success in reaching businesses, the Esquel Ecuador Foundation (FEE) promotes a strong non-profit sector in Ecuador and the Social Change Assistance Trust (Scat) focuses on building shared values and understanding with the community groups it supports.

Summary Points

An evaluation of communications efforts can provide a useful platform to strengthen and think strategically about these efforts. In the early stages of institutional development, it is often a challenge to find the financial and human resources to launch a significant communications effort. Over time, however, the foundation will likely find that it becomes more critical to its credibility to invest in its communications. FEE started a process of refining and deepening its communications efforts by conducting an evaluation.

Visual communications— graphics, videos and events— can help to reach a broader audience and translate to many constituents. In addition to choosing strategic media to reach their rural grantees all over South Africa, Scat communications speak in a number of South Africa's local languages.

Recognizing excellent accomplishments and publicizing them encourages others to follow suit. The Abrinq Foundation's annual awards ceremony gives recognition to the efforts that it wants to support and promote. This social recognition creates a credibility for these efforts and builds awareness.

Publishing the comments and perceptions of constituents outside of the foundation can be an effective way to demonstrate accountability. PBSP, for instance, includes the report of an external program evaluator in its annual report. FEE tells its story in the voice of rural villagers and social activists throughout Ecuador. Beyond verifying that the foundations are indeed living up to their claims, this method of exposition can make for engaging reading.

Example 1

A Communications Plan
Esquel Ecuador Foundation

The communications efforts of FEE focus on building public appreciation for local non-governmental organizations and promoting a healthy non-profit sector. Its products aim to reach its constituency (primarily national non-governmental organizations (NGOs) and community-based organizations (CBOs)), strengthen relationships with international partners and donors and influence policy and public opinion through the mass media. Esquel produces an annual report of its activities, submits weekly opinion articles to a national newspaper and publishes a quarterly newsletter called *Esquela*. Regular staff attendance at conferences and seminars, and exchange visits are a link with foreign NGOs and donors.

Esquel has a communications officer charged with coordinating these efforts/producing many of its communications materials in Spanish and English. Spanish is essential for reaching its national audience. English reaches a wider international audience that includes donors, potential donors and partner organizations.

Evaluating the Need

In 1997, when Esquel was seven years old, it retained an independent communications firm to evaluate its communications efforts. The evaluation focused on “internal” communications—the flow of dialogue and information among the staff and board—and “external” communications—communicating with the public, donors and grantees. As a result of the evaluation, Esquel decided to improve its communications efforts by making its objectives more explicit and drafting a communications plan. An excerpt from this evaluation follows:

PROBLEMS FOUND:

INTERNAL COMMUNICATIONS

- Efforts often isolated
- Not enough internal information exchange

EXTERNAL COMMUNICATIONS

- Lack of planning
- Lack of a clear communications strategy
- Lack of coherence in the institutional image
- Lack of clear communications objectives

SOLUTIONS PROPOSED:

INTERNAL COMMUNICATIONS

- Publication of an internal bulletin
- Weekly meeting of each department

EXTERNAL COMMUNICATION

- Prepare and implement a communications plan
- Create a communications committee
- Design a corporate image
- Create a media plan
- Develop new communication tools¹

The Nine Tools of the Communications Plan

Esquel drafted a communications plan in 1998 following the recommendations of the evaluation. The plan identifies objectives for seven target audiences described below. Through the plan, Esquel wanted to strengthen relations with the media, redesign its corporate identity, and produce periodic communications materials for the media, NGOs, Embassies and international cooperation organizations. It sought to build a communications component in each of its projects. For example, to strengthen a grantee, the foundation might support the production of a newsletter that would inform the community and others about NGO and CBO activities. Nine “tools” are proposed for accomplishing these objectives. The plan is summarized below:

COMMUNICATIONS PLAN 1998

General Objective

Project to the national and international community an image of Esquel as a trustworthy, efficient, pluralistic and modern organization that is dedicated to the noblest causes that support development of vulnerable groups through a national network.

Specific Objectives

[one or two objectives for each target audience is given. As an example, the plan lists as many as six objectives for each.]

General Population

- Disseminate Esquel’s work so as to maintain a positive institutional image

Private Sector

- Strengthen the image of Esquel as a credible leader in the promotion of social responsibility

NGOs

- Establish Esquel as a point of reference for NGO’s institutional development (e.g. efficiency in administrative management, technical assistance)
- Minimize the image of Esquel as just a financing institution

Government

- Reinforce the image of NGOs as institutions that work toward the development of the country and do not try to replace the government’s work
- Encourage the channeling of international resources through civil society organizations

International Institutions

- Spread the image of Esquel as a trustworthy and efficient partner

Local donors

- Promote the practice of social responsibility

Direct Beneficiaries

- Reinforce the image of Esquel as a partner institution that supports sustainable projects
- Transmit the idea that Esquel is an organization that demands accountability from its beneficiaries

TOOLS USED TO IMPLEMENT THE COMMUNICATIONS PLAN

The Annual Report

The Annual Report is a useful information piece because it is distributed to a diverse range of audiences. The report will aim to interest people in finding out about Esquel's activities. Every chapter will start with a story from one community project. In this way, the report will have a human face.

Public Relations Program

The public relations program will be the most important tool of communication because it will be the axis of all communications actions. ...

Informational Folder

Esquel will produce a folder with basic institutional information to be distributed to interested parties. This folder will contain the institutional brochure, program brochures and the annual report.

An Institutional Video

A short video of seven or eight minutes about Esquel and what it does will be used in different circumstances with various sectors with whom Esquel communicates. The cost of the video is high but it lasts four or five years and is easy to handle.

The Use of Physical Space

The Esquel office is a space for communicating with all visitors. Good photos of projects and a specific place to display promotional materials can often communicate more effectively about Esquel than an oral explanation.

Esquela [Newsletter]

Esquela's purpose is to become ... an open space for civil society and also inform about the work of Esquel. Esquela has interviews, stories and opinions about issues of national interest.

Esquelita [Internal Bulletin]

Esquelita is a new internal bulletin that gives Esquel staff an internal communications mechanism that will inform them of the activities of Esquel. At the same time it is an open space for them to express their ideas.

Info Esquel

An internal bulletin for Esquel's board members to inform them about Esquel's activities every month and to increase their commitment to the institution.

The Website

...The purpose of the Website is to inform the national and international community in an interesting way about Esquel's current activities. [Esquel's website address is <http://www.esquel.org.ec>]²

Esquel saw each of these tools as discrete areas of activity that it would use to strengthen its image and disseminate information about the activities of its partners and itself. Four of the specific tools are discussed in greater depth below: the annual report, the public relations program, informational material and the newsletter.

Annual Report

Esquel's annual reports contain comprehensive information on its activities and audited financial information. Its objective in producing the report is to promote the image of Esquel as transparent—the organization makes information on itself accessible to the public—and accountable—the organization accounts satisfactory to its donors and the general public for the use of resources.

The following index to the 1997 report of activities shows that Esquel has chosen to include in its report information on programs and strategies, short essays on mission-related issues, full financial reports and auditor's reports and basic information about the Foundation.



Contents

- Strategic Institutional Activities
- Letter from the Presidents
- International Partners of Esquel
- And Citizens Break the Silence [context of Esquel's work in the year]
- Esquel's Programs
- Esquel's Finances
- The Esquel Team
- Annexes³

The 1991-1992 annual report contained an introductory section entitled “Our Voices” that reported the foundation’s activities through the words of the people and organizations it supports and with whom it works. The quotes give the report a personal tone. Esquel has continued to incorporate quotes in its subsequent annual reports. An excerpt from the 1991-1992 report follows:

Carmen Romero

I belong to the “Casitas del Guasmo” organization [an organization based in the community of Guasmo, Ecuador] and I am also a researcher. I believe that the contributions that the Esquel Foundation has made to the Guasmo sector of Guayaquil have been very beneficial and have helped the area’s social development. Thanks to these projects people have learned new ways to survive, to learn and to organize. Here in Guasmo we need to educate the population for survival.⁴

Tools: Public Relations Program

According to Diego Cornejo, former Esquel Communications Coordinator and current Editor of the daily newspaper *Hoy*, it is difficult to get good news about NGOs or citizen groups into mainstream media. “In Ecuador,” he says, “news revolves exclusively around governmental activities, around those who make or break political figures, or around economic matters. Thus, organizations like Esquel have to work at getting space in newspapers, on radio, in magazines, on TV stations, so that the significance and magnitude of their activities will be recognized by the public.”⁵ In order to increase media coverage, Esquel has included public relations as a key part of its communications effort. Esquel’s communications officer reports:

...the media is an important communication channel to share Esquel’s work with the general population and to consistently reinforce our credibility and image in society. To create a closer relationship with the media, Esquel has the following strategies.

Press bulletins

Working with ODISEA [a local communications consulting firm], Esquel sends press releases to the main national newspapers with precise information on events in which Esquel is involved. From the middle of 1997 until mid 1998, information about Esquel appeared in the newspapers more than 100 times.

Relations with the media for covering events

Part of ODISEA’s job is to maintain strong relations between Esquel and the media. Since 1997, all major Esquel events have been covered by the press and the television stations. For example, the International Conference for Social Responsibility held in June 1997 was covered by all major newspapers (more than 30 articles) and the major TV stations....

Established relationships for specific issues

Esquel established a permanent relationship with the main economic/business magazine published in Ecuador, *Gestión*, in order to promote the issue of Social Responsibility. The magazine is read by the target audience for that program, the business leaders of the country. In November 1997, *Gestión* created a regular section in its monthly magazine for issues related to social responsibility. Esquel determines the content for each monthly article and coordinates in writing the article with the magazine.

Informational Folder

Esquel has used mottos and expressions in its brochures that become identified with its mission. A 1991 slogan, “A Partnership for Development,” helped to launch the Foundation and communicate with potential supporters.

Esquel periodically revises its brochure and is identified with the symbol of clasped hands. A 1998 brochure begins with the declarative, “We are the Esquel-Ecuador Foundation.” A brief description of the Foundation is prominently featured on the cover.



We are the Esquel-Ecuador Foundation

A private, non-profit organization that seeks to intervene in the development of Ecuadorian civil society, in order to support its efforts and initiatives. We base our work on the respect of all ideas and cultures, in the efficient and transparent operating manner of all our action and in the construction of an active, participatory and just citizenry. [Translation]

The brochure’s five sections answer basic questions about Esquel: What Do We Do?, Our Programs, Who Are We?, Our Assets, How Do We Work? The language of the brochure is concise and the design is uncluttered.

Esquel’s case illustrates that the way a foundation communicates its objectives evolves over time, reflecting internal changes and the social, economic and political context in which it must work. In Esquel’s first brochure (1993) seven objectives were listed. The 1996 brochure lists the following four objectives.

Objectives

- Strengthen The Community: By supporting their initiatives, strengthen their capacity for self management
- Foster Integrated Development: For children and youth, so they can confront the challenges posed by the current national situation
- Stimulate the Creation of a Culture of Solidarity: In favor of modern, dynamic, sustainable and equitable development
- Contribute to the Development of Citizenship: Through the generation of consensus and the support of permanent reflection around national problems⁷

The section from the brochure entitled “Our Strategies” gives a short description of six specific program strategies (here summarized for brevity). By publicizing strategies, Esquel tells the public how it will accomplish its objectives.

Our Strategies

We support the development of groups of poor people and initiatives that give preference to the participation of children and youth, women, rural farmers and indigenous people through the following strategies:

- Program for Children and Youth
- PROCESO, community program for economic and social development
- Funds for the support of community management
- Citizens Forum and Youth Forum
- Strengthening civil society organizations
- Strengthening philanthropy⁸

Newsletter

Since 1992, Esquel published an eight page newsletter four or five times a year called *Esquela*. In 1998, Esquel launched a new edition of *Esquela* describing the objectives as:

We intend to construct a space in which we will gather opinions and offer up-to-date information on the projects we support. We will provide tangible evidence from the people and organizations that work in alternative development for the country and, certainly, we will give our point of view on aspects relevant to the national situation.⁹

An outline of the second trimester 1998 issue illustrates how Esquel includes information about the organization itself, articles on its initiatives, and news and discussion about issues in which Esquel is involved:

Central Theme: A new citizen challenge: a respect for difference?

Interview: Ludy Caicedo [an 18-year old youth activist] seeks spaces for expression.

Notices

- Children and youth opinions on corruption
- Start of the phase of the sustainable human development program
- New projects are implemented

Report: A project that supports the women vendors of Loja and Catamayo¹⁰

Example 2

Reports, Brochures And Events That Link To Business
Philippine Business For Social Progress

In 1970, business leaders in the Philippines started Philippine Business for Social Progress (PBSP) to address imbalances in Philippine's society that they believed contributed to social tensions. Given PBSP's origins to serve the interests of corporate philanthropists and to support social development, its communications efforts needed to fit will and build on the corporate reputation of its company members. Once PBSP gained stature and credibility through its projects and programs, membership in PBSP added value to a company's reputation by highlighting the community involvement of the company, its executives and employees as well.

Reports of Activities

Like the Esquel Foundation, PBSP produces a report of activities on an annual basis. The 1997 Annual Report begins with PBSP's Statement of Commitment—a signed series of principles and beliefs of member companies. Names of its over 150 member companies are listed on the next pages.

Many elements of PBSP's 1997 Annual Report are commonly found in Foundation reports: including personal messages from the Foundation's leadership, program discussions, audited financial reports and basic information on the staff and organizational mission. The report highlights the work of PBSP and its corporate members. It contains the following sections:

- Statement of Commitment
- Chairman's Message
- President's Review
- Corporate Citizens in Action
- Giving PBSP a Face and a Heart
- Treasurer's Report
- Auditor's Report
- External Program Review
- Management Statement
- Foundation Officers
- Foundation Staff¹¹

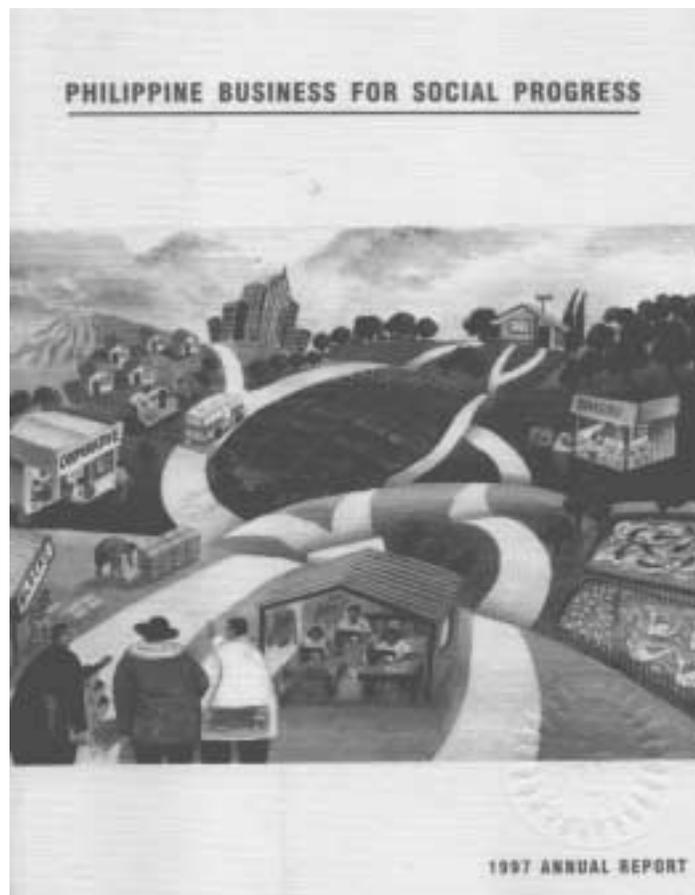
One unusual section in PBSP's 1997 Report is the *External Program Review*. This is a one-page statement written by SVG and Co.—a leading management consulting firm—that assesses the impact of two PBSP programs over a four-year period between 1992 and 1996. Including an external review of programs in the Annual Report can potentially increase a foundation's accountability to its constituents by providing them with an independent assessment. An excerpt from 1997 Annual Report follows:

External Program Review

SVG and Co.

We have evaluated the performance of the Small and Medium Enterprise Credit and the Kredistanstalt Fur Wiederaufbau (KfW) Programs for the period 1992 to 1996 using agreed-upon assessment activities designed to assist PBSP in:

- Determining indicators of the impact of the program on the expansion of credit to small and medium enterprises (SMEs) and the intermediary financial institutions (IFIs)
- Assessing the effectiveness of the design of the credit delivery mechanism
- Determining new lending directions and possible expansion of the programs¹²



In addition to the annual report, PBSP publishes a “List of Projects Assisted.” The list is a simple grid table that gives basic information on financial assistance provided by the foundation. The list assists grant seekers by giving them an idea of the scope of projects. It can also help build a foundation’s track record with the public as a grantmaker. PBSP’s list is placed in a folder pocket on the last page of the annual report. Here is an example from Luzon:

LUZON						
Project Title	Grant	Financial Advance	Credit Line	Project Type	Project Description	Proponent
Benguet						
Barangay Dalipay, Bakum Water System Development Project	240,000.00			SDP	To install a potable water system for 82 households in Brgy. Dalipay, Bakum, Benguet. The system is composed of an intake tank, two distribution tanks and pipes, and communal faucets. The community will be organized into a functional self-management committee to ensure proper maintenance of the water system and efficient collection of fees.	Jame V. Ongpin Foundation, Inc. JVOFI
Marie Eugenie Cooperative Development Center Multi-Purpose Building Project	500,000.00			EDP	To expand the office of the Marie Eugenie Cooperative into a two-story structure. The first floor will be used as office and consumer goods warehouse, and the second floor shall serve as a mini-library and training room.	PBSP-LRO

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Reports of activities and impacts can go beyond the annual report. In honor of its 25th anniversary, in 1995 PBSP published *A Quarter of a Century in Social Development*. This hardcover gold-embossed book commemorates the organization’s 25-year history. It was used as a special gift to member companies. PBSP’s Chairman, Andres Soriano III, introduces the book:

This book tells the more complete story. It is a detailed history of two and a half decades of social involvement of the only business-initiated social development institution in the country and perhaps the world.¹⁴

Brochures

PBSP's brochure, *The Other Side of Business*, gives basic information on the history and programs of the foundation, discussing five program areas. It concludes with a three paragraph section entitled *The PBSP Strength* that presents PBSP's resources, staff and experience. The brochure opens with the statement reproduced below:

People.

Imagine harnessing the productive energies of millions of needy Filipinos. The growth possibilities are endless.

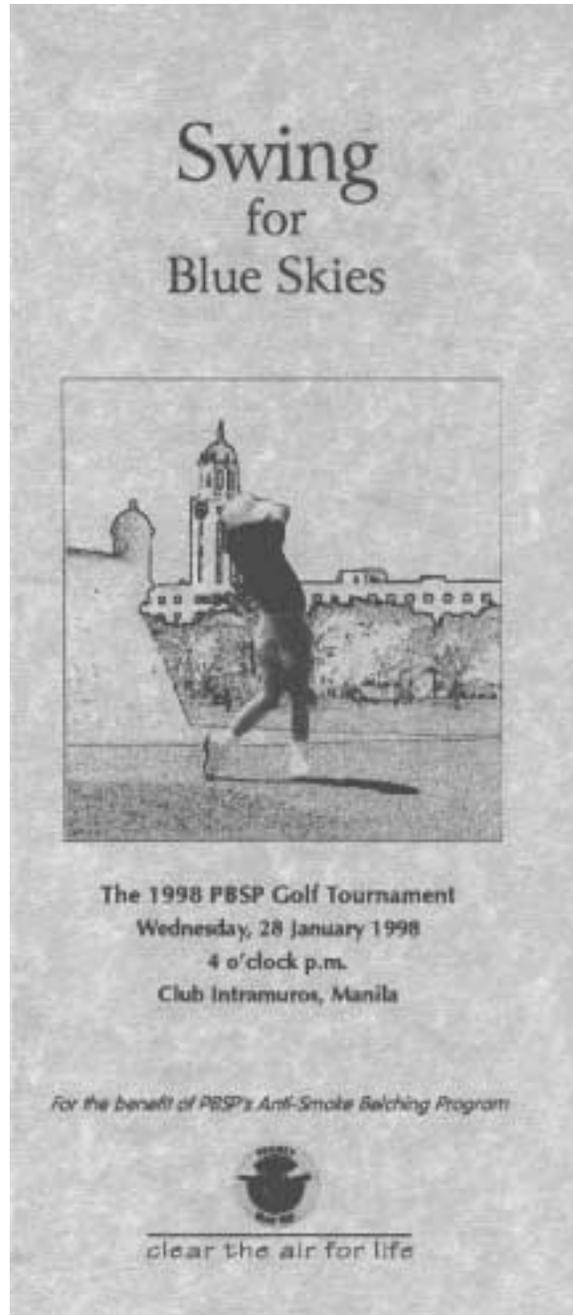
Bountiful harvests.
Thriving local industries
Self-reliant communities.
Shared prosperity.
A progressive country.

It is never an easy task.
But when responsible business leaders group together, believing that part of their resources are worth investing in the Filipino poor, nothing seems impossible.



Awards and Special Events

Awards and special events are another way a foundation may raise resources and highlight good practices in areas where it works. PBSP's annual golf tournament raises money for its Center for Corporate Citizenship and provides an opportunity for top business leaders in the country to feel personally involved. Another special event, PBSP's Festival of Trees is discussed in Chapter 4.



Example 2

Reports and Publications for Community Partners
Social Change Assistance Trust (South Africa)

The Social Change Assistance Trust (Scat) in South Africa was started in 1984 to meet the needs of politically and economically oppressed communities through a very focused program of financial assistance. Scat assists rural community groups who have started “advice centers” that raise the capacity of communities to execute programs and raise funding on the local level. Communications have been primarily aimed at community constituents and the broad public in South Africa. The goal is to increase the visibility and credibility of its strongly community-based strategy of development.

For much of its history Scat has received most of its funding through a small group of donor agencies. Scat has targeted its communications at its community partners.

Report of Activities

Scat publishes an annual report, which it distributes to recipients, funders, potential funders and *Friends of Scat*. Copies of this report and its other more specific financial reports are given out on request. In 1996, SCAT published an expanded report which covered 11 years of its activities from 1984 to 1995. This 36-page brochure contains essays, program descriptions, interviews with community leaders, evaluation and impact discussions, and basic information on board, staff and the organization. Section titles are:

- The Scat Approach
- Development in Action - Scat's Fieldwork Practice
- Finding the Rhythm of the People (an interview with a fieldworker)
- Criteria for Support to Local Development Agencies
- Building Rural Muscle (an article about Scat's "Development Fund")
- Book Review of "The Impact of Rural Advice Offices Funded by Scat"
- New Community Projects (a statistical overview)
- News from the Field (short reports from development centers)
- This is Where My Heart Is (interview with a community leader)
- Nomzamo: Making Bricks, Building Justice (report on a community center)
- Buildings for Empowerment (report on Scat's funding for buildings)
- Projects Supported by Scat (listing of communities supported over 11 years)
- Scat's Funders (interviews with funders and financial information)
- Meeting the Future (plans for growth and change)
- Scat's People (staff and trustees)¹⁷



Public Grantmaking Criteria

Many foundations publish criteria for choosing and making grants in their brochures and annual reports. Publicized criteria promotes self selection. Potential candidates are motivated to apply and those who fall outside the foundation's areas of support are discouraged. Scat's criteria are brief enough to fit on a one-page flyer or a brochure. The language is clear and direct:

To qualify for acceptance, organizations must be rural, community-based, membership open to all, with a written constitution, defined aims and plans, and regular reporting to Scat and its community, including an open Annual General Meeting and annual audited financial statements.

To qualify for continued support, organizations should meet the following additional criteria within two years of Scat assistance: clear aims, objectives, and plans, accountable leadership, the representation of women at all levels, representation from the client base, and five percent of the organizations' annual budget coming from local fundraising.¹⁸

Posters and Other Media

Scat publishes a newsletter from one to three times per year as a way of staying in touch with its constituency. Articles are accepted and published in Xhosa, Sesotho, English, and Afrikaans (four of South Africa's 13 official languages). Scat also uses posters that can be posted in the community centers its supports and other places in these communities.

Scat produced a poster bearing two large photographs—one of women working and one of a veld landscape, with the slogan in English and Xhosa: *Scat. Making a difference with people*. Scat also produced a poster to publicize its local Fundraising Incentive Scheme (FRIS).

FRIS matches every rand raised through local community effort with a five rand reward, with a ceiling limit in 1999 of 25,000 rand. In 1998 and 1999, Scat produced an annual calendar/planner in color decorated in slogans. A detailed publication of FRIS case histories and learning should be available from the year 2000.

Example 3

Awareness-Raising Material, Articles and Events
The Abrinq Foundation For Children's Rights (Brazil)

The Abrinq Foundation for Children's Rights in Brazil was created in 1990 to promote the basic citizenship rights of children. Abrinq stands out as a foundation that has taken the lead in deepening its visibility and impact through substantial use of public media. The following section from *A History of Action 1990-1997* explains why Abrinq has placed a consistently high value on this kind of communications:

... **Communications** activities were always *inseparable* from the Abrinq Foundation's activities. The projects always link the communication element to the mechanics of the operation. The first example of this tactic is 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.

It is important to note that even in planning these activities the Abrinq Foundation is true to its character as an "articulating" entity... During the initial period, **sensitization or informational campaigns** were a significant portion of the Foundation's efforts."¹⁹

Media

Abrinq also produces a bi-monthly newsletter entirely devoted to the discussion of problems and solutions to problems facing Brazilian children. In 1992, the Foundation formed an association with the *Folha de São Paulo* newspaper—one of the most widely read newspapers in Brazil. Abrinq agreed to send suggestions every month for an article. The newspaper decides if the suggestion will make a good story, and then researches and writes on the topic. As a result of this partnership, more than 70 columns appeared in the newspaper as of 1998.

The Foundation also makes extensive use of video both to publicize its own programs and to reach a broader audience. In 1991 it collaborated with a local filmmaker to get financing from two large São Paulo corporations to produce *The Children of War*, a documentary on the plight of street children in Brazil. Its reason for working with the filmmaker was to advance its objective to improve life for children in Brazil. Abrinq was pleased with the results of this collaboration. In 1992, Abrinq distributed more than 500 copies of the video *The Children of War* to human rights organizations, to public officials, government bodies and press agencies, as well as to international institutions.



Annual Child Award

Since 1989, Abrinq has publicized the work of over 25 organizations through its annual Child Award. The award increases public awareness of organizations doing good work and builds support for Abrinq's mission. Excerpts from the 1997 nomination form are reproduced below:

It is time to recognize
Those who battle for small causes.

The Children's Award 1997

The Abrinq Foundation, in its ninth consecutive year, will recognize those who have distinguished themselves in the defense of the rights of children in Brazil. It is critical to recognize the importance of the work of this group of people and organizations of whom you also are a part. Don't miss out on participating. Nominate a person or an institution who has been involved in exemplary activities in the area of youth....

Rules

1. The Children's Award will be conferred to four people or organizations who have distinguished themselves in the defense of the rights of children in the country
2. In making the award, judges will consider activities in the areas of the defense of rights, culture, health, social assistance, education, policy and communication
3. Activities considered eligible for award will have occurred in the current year of the award, or will have stood out (particularly) in the past
4. Eligible candidates should be nominated by a third party, self-nominations are not accepted
5. Those eligible for award will be judged on the following criteria: merit, accomplishment, the benefits and the exemplary nature of the activity, the unique context and the length of time the activity took to develop

Nomination Form - Name of the person or institution nominated

Area of Involvement - Defense of Rights, Culture, Health, Education, Policy, Social Assistance, Communication

Summary of Activity - Includes merit, accomplishment, benefits, unique aspects, why this was an exemplary action and how long it took to develop (use other pages if necessary) . . .²⁰

Fact Sheets

Abrinq publishes a seven-page fact sheet, providing information on its role, its challenge, and its work. Each page focuses on a specific program or initiative.

- Information Reduces Infant Deaths Caused by Dehydration.
- Campaign to Encourage Pre-Natal Examinations
- Foster Care Allows Children to Develop a Family Environment
- Books and Films Denounce the Killing and Exploitation of Children
- Toy Libraries: Opportunities for Social and Recreational Exchanges
- Communication Programs to Mobilize Society
- Our Children Project Expands its Activities to Other Competent Organizations²¹

In addition to this fact sheet, announcements of grant availability, mission statement, logo, background explanation, and rationale form Abrinq's core information packet.

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