

## Criança Esperança Programme: a Success Story



Published in 2021 by the United Nations Educational, Scientific and Cultural Organization (UNESCO), 7, place de Fontenoy, 75352 Paris 07 SP, France, and the UNESCO Brasilia Office.



© UNESCO 2021

This publication is available in Open Access under the Attribution-ShareAlike 3.0 IGO (CC-BY-SA 3.0 IGO) license (<http://creativecommons.org/licenses/by-sa/3.0/igo/>). By using the content of this publication, the users accept to be bound by the terms of use of the UNESCO Open Access Repository (<http://www.unesco.org/open-access/terms-use-ccbysa-en>).

Original title: *Criança Esperança: uma história de sucesso*. Published in 2021 by the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the UNESCO Brasilia Office.

The designations employed and the presentation of material throughout this publication do not imply the expression of any opinion whatsoever on the part of UNESCO concerning the legal status of any country, territory, city or area or of its authorities or concerning the delimitation of its frontiers or boundaries

The ideas and opinions expressed in this publication are those of the authors and are not necessarily those of UNESCO and do not commit the Organization.

**Document production:** Instituto Publix

**Review:** Social and Human Science Sector at UNESCO Brasilia Office

**Proofreading:** Publications Unit, UNESCO Brasilia Office

**Cover photo:** Mila Petrillo

**Design and illustrations:** João Miranda, Instituto Publix

**Acknowledgments:** We are grateful for their valuable contributions to the preparation of this publication, especially to: Albert Alcouloumbre Júnior, Ana Paula Brasil, Beatriz Azeredo, Beatriz Coelho, Bruna Becker, Cesare de La Rocca (in memoriam), Christiane Nogueira, Denis Mizne, Fernando Albino, Flavio Comin, Jessica Jeavons, Ícaro Raupp, Katia Ferreira, Léo Voigt, Leonardo Coelho, Leonardo Liñares, Letícia Meireles, Luis Erlanger, Marlova Jovchelovitch Noletto, Melina Riso, Rafael Marques, Raphael Vandystadt, Roberta Martins, Rodrigo Crivelaro, Rodrigo Lima, Rosana Sperandio, Soleny Hamú, Teresa Cavalleiro, and Vinicius Damasceno.

BR/2021/PI/H/2

Printed by UNESCO  
Printed in Brazil

CREATES OPPORTUNITIES

CREATES  
OPPORTUNITIES

CREATES OPPORTUNITIES

CREATES  
OPPORTUNITIES

CREATES

CREATES OPPORTUNITIES



The COVID-19 crisis did not create the levels of inequality we are witnessing worldwide, but it made them worse. Full access to health coverage, social protection systems, or Internet connection determined how prepared people were to face the pandemic. While some could move to telework, others saw their life chances evaporate. The legacies of the crisis and the impact of digital transformation and climate change, are shaping our societies unprecedentedly. These transformations often result in growing inequalities, extreme poverty, exclusion, and fundamental human rights being overlooked or denied.

So we are proud to underscore the contribution that initiatives like Criança Esperança – a 15-year partnership between UNESCO and TV Globo –, can make to address these challenges and promote the universal values of peace, human dignity, gender equality, non-violence, and non-discrimination. These values are at the centre of UNESCO's Social and Human Sciences activities, with special attention devoted to the vulnerable, disadvantaged and excluded.

Indeed, Criança Esperança has become an essential driver of social change in Brazil. It has transformed the lives of thousands of people across the country and helped build the capacities of local civil society organizations. Moreover, thanks to its innovative approach and social impact, the programme represents a great example of how powerful public-private partnerships can be if geared towards important social needs, and how Criança Esperança can be a great model to be replicated in other parts of the world.

The numbers speak for themselves when it comes to Criança Esperança. Over the years, around USD 55 million have been fully invested in more than 5,000 social, educational, and cultural grassroots projects in Brazil's 26 states and its Federal District. Thus, it has benefited around 4 million children, adolescents, and youth directly - in addition to indirect beneficiaries, such as family and community members. Since the beginning of the partnership, more than 600 civil society organizations have received financial and programmatic support from UNESCO's specialized team, which represents an average of 70 to 100 projects per year. Every project selected represents a contribution to the achievement of the Sustainable Development Goals (SDGs), mainly SDG 1 (eradicate poverty); SDG 2 (zero hunger); SDG 4 (education); SDG 5 (gender equality); SDG 8 (decent work and economic growth); and SDG 10 (reduction of inequalities).

This unique partnership provides UNESCO with an excellent platform to raise awareness and advocate on themes at the heart of its mandate while implementing its programme with a high visibility and capillarity, reaching even the remotest regions. With this publication, UNESCO aims to document, replicate and scale-up the Criança Esperança programme and the TV Globo partnership and resource-mobilization model in the Latin-American and Caribbean region and beyond, in the entire world. This guide offers detailed information about the programme, including data, lessons learned and insights that can be useful for other UNESCO offices, Member States, and media partners that are interested in developing similar partnerships and adapting them to different realities.

The impact of this programme shows the benefit of working together. Partnerships deliver and are the way forward. We hope that Criança Esperança will not only continue to produce excellent results in Brazil, but help reduce inequalities all around the world.

**Gabriela Ramos**

*Assistant Director-General for the Social and Human Sciences*

In such a large Member-State as Brazil, it is essential for UNESCO to be present with key projects in as many regions of the country as possible. Aware that the current resource mobilization strategy of the Office considers the diversification of the portfolio of partners, with a special focus in the private sector, the Bureau of Strategic Planning (BSP) could not be happier to support the documentation of such a rich initiative as the partnership with Globo TV through the *Criança Esperança* Programme.

A blend of broad expertise, constant improvements, and innovative ideas make Criança Esperança one of the most unique examples to date of a successful partnership between the private sector and an agency of the United Nations in Brazil. For this reason, throughout the years, the programme has showcased its large scope, high visibility, and innovative model in different opportunities organized jointly by BSP and Brasilia Office, such as in the UNESCO Partners' Forum and during the regional workshop for UNESCO offices in Latin America and the Caribbean.

Replicating this successful experience regionally and internationally goes hand-in-hand with the four fundamental principles of UNESCO's Medium-Term Strategy of increasing its focus, positioning it closer to the Field, strengthening its partnerships, as well as to the overarching objectives of contributing to lasting peace and sustainable development and the eradication of poverty. Gender equality, a UNESCO global priority, and targeted actions favouring youth are also at the heart of this partnership.

May this publication serve as a tool for other UNESCO Offices around the globe to pursue similar partnerships that advocate for UNESCO's mandate and ultimately contribute to a more sustainable society that respects human rights and diversity.

**Jean-Yves Le Saux**

*Director of the Bureau of Strategic Planning*

EMPOWERERS PEOPLE

EMPOWERS  
PEOPLE

EMPOWERS PEOPLE

EMPOWERS

PEOPLE

EMPOWER

EMPOWER

PEOPLE





# Executive Summary

---

This publication is about the experience of developing and implementing the Criança Esperança programme in Brazil over the last 36 years. It is divided into seven chapters.

**Chapter 1** presents the programme's performance background putting it in the context of the social, economic and political moment experienced in Brazil at the time. In other words, it is the programme's timeline. Furthermore, it is its response to the situation experienced by Brazilian society, aiming at raising its political and social awareness and protection to the rights of children, adolescents and young people.

**Chapter 2** explains the programme's Governance, addressing the model by which strategic decisions are taken, the stakeholders involved, the roles and responsibilities of each one and how they interact. As a result, the programme can be effectively carried out.

**Chapter 3** deals with the programme's Step-by-Step Implementation, involving nine stages that follow the path trodden from its conception to its improvement and sustainability, ensuring the proper continuity and the expected results from the point of view both of awareness, mobilization and collection, advocacy and protection to the rights of children, adolescents and young people.

**Chapter 4** presents the fundraising strategy for the programme. This topic is separate from the planning chapter to make it possible to understand better how the fundraising process takes place in detail to finance projects aimed at social transformation.

**Chapter 5** introduces the project support cycle. The aim here is to show how the process of selecting projects to be supported by the programme takes place, involving its three stages: planning and organization of the selection process; project selection and contracts signed with CSOs.

**Chapter 6** addresses the CSOs' responsibilities in performing approved work plans. It also shows how the programmatic and financial monitoring of resources invested in supported projects aligned with the contracts signed between the CSOs and UNESCO. Additionally, the chapter deals with the experience of Espaços Criança Esperança and the initiatives developed by the programme to qualify CSOs' management as another value added to the essential work carried out by these civil society organizations in favour of the human and social development in Brazil.

**Chapter 7** deals with evaluations carried out within the scope of Criança Esperança, addressing the impact generated by the supported social projects on children, adolescents and young people, and the conditions for the programme sustainability and improvement regarding the governance model, strategies and procedures and the performance of the meta-evaluation, that is, the analysis of the consistency of the evaluation model adopted.

# Introduction

---

In 2004, the United Nations Educational, Scientific and Cultural Organization (UNESCO) started its partnership with TV Globo through the Criança Esperança programme, an already well-known and solid experience of social mobilization focused on children's rights. For UNESCO, the Criança Esperança is a privilege and a great opportunity. Through this programme, the Organization has increasingly contributed to advancing the theme of fundamental human rights for children and youth, promoting its vast mandate, including Education.

As a specialized agency of the United Nations, working for sustainable human and social development, UNESCO associates its principles, values, and purposes with TV Globo's, one of the world's largest communication companies. Therefore, Criança Esperança reinforces its legacy of building paths towards an inclusive, equitable and better future for all.

UNESCO coordinates and participates in many exemplary and innovative experiences and initiatives developed by governments, civil society organizations, and companies in different regions of the world, which seek to promote the rights of children and youth.

The Organization believes that children, adolescents, and young people are the most precious resource in any society that they will only be able to create a better planet for all and protect the future of humanity if we can guarantee their rights today.

Despite having one of the most advanced legislation regarding the protection of children, adolescents and youth Brazil continues to be severely affected by social vulnerability, which prevents this share of the population from having access to their fundamental rights, such as education, food, housing, and sanitation. For 36 years, the Criança Esperança programme has been supporting projects that advance the agenda of fundamental rights for children, adolescents, and young people, while creating opportunities, empowering people, and transforming lives.

This successful partnership, which involves different stakeholders, has also allowed UNESCO to foster international technical cooperation and encourage the replication in other countries of this unique experience of social mobilization and fundraising. Through Criança Esperança, UNESCO also promotes one of its primary functions: a laboratory of innovative ideas and a capacity-building agency, transferring knowledge to the organizations supported by the programme to strengthen their work of helping to build the autonomy of vulnerable groups and impact – also positively – the families and communities where these organizations operate.

The success of Criança Esperança can be measured in different ways, but there is no doubt that the main one is related to the number of lives reached by the programme throughout its history. In the annual visits by UNESCO to monitor the implementation of supported projects more closely, what can be seen is thousands of life stories of children, adolescents, young people, and families. They report that their lives have been transformed from the opportunities offered by supported organizations. The visits have also found countless emotional testimonies from those who implement the projects and those living the transformation provided by Criança Esperança. These projects reveal the greatness and strength of a beautiful country that moves us, teaches us, and excites us.

Believing in the grassroots workforce, Criança Esperança joins civil society organizations across the country, building partnerships that leverage results and produce benefits for millions of Brazilians who live in the most isolated regions. As a result, people are empowered and have their lives positively impacted by an action that believes and invests in the capacity of children, adolescents, and young people from the most disadvantaged groups, which this audience would not be able to reveal their talents, abilities, and potential if not for the opportunity offered by the supported projects.

These results would not be possible without the participation of individual donors and relevant Brazilian and international companies operating in Brazil. The amount they donate reinforces society's commitment to social transformation and overcoming exclusion and inequality. Based on the participation and solidarity of millions of Brazilians and companies, which generously donate resources to invest in social projects, Criança Esperança transforms lives with the tireless work of civil society organizations – essential partners for this long-lasting existence of the programme. This innovative institutional architecture, which has a multi-donor fund at its core, provides opportunities for equal competition between civil society organizations based on a public and transparent selection process with great capillarity, allowing the programme's support to reach all Brazilian states. Criança Esperança also reaches remote locations where its strength and relevance are even more critical.

UNESCO's objective with this publication is to share the knowledge gathered by the Organization after almost 20 years coordinating Criança Esperança, together with the permanent and fundamental partnership of TV Globo. In addition, this publication systematizes the various aspects involved in the programme's operation. It also pays tribute to the many people involved in this success story. UNESCO also hopes to inspire other countries to develop similar initiatives anchored in solidarity and the strength of partnerships.

More than ever, it is time to rediscover solidarity, rethink the planet, and join forces so that children and young people are a top priority. It is time to invest in education and human development to transform the world and build more equitable societies, ensuring that no one will be left behind.

**Marlova Jovchelovitch Noieto**

*Director and Representative of UNESCO in Brazil*

**Rosana Sperandio Pereira**

*Coordinator of the Criança Esperança programme at UNESCO in Brazil*



## Dedication

---



**This publication is dedicated to the memory of Luciana dos Reis Mendes Amorim, whose work was essential for the success of the Criança Esperança programme over the past years.**

Luciana started working at UNESCO in 2007 as a Project Officer for the Social and Human Sciences Sector, and soon after joined the Criança Esperança team. A trained social worker with a master's degree in the same field, Luciana had extensive professional experience, dedicating herself to teaching and training new generations of professionals. She honoured and dignified social work. Luciana knew the meaning of empathy like few others and was genuinely committed to the most vulnerable. Loved and admired by all, she worked tirelessly to promote the agenda on the rights of children and youth in Brazil. Luciana leaves a vast legacy of love, professionalism, and commitment to the projects, UNESCO lost more than a brilliant professional – we lost an extraordinary human being. All of us will revere her tenderness, generosity, dignity, intellectual and moral values. Luciana will always be remembered: in our actions but, above all, in our thoughts and hearts, inspiring us to fulfil our daily mission of transforming lives.

CHANGES LIVES

CHANGES LIVES

CHANGES  
LIVES

CHANGES  
LIVES

CHANGES

CHANGES  
LIVES



Original photo: Rawpixel.com - Freepik.com  
Original photo: Racool\_Studio - Freepik.com  
Original photo: Drobotdean - Freepik.com

# Table of Contents

---

<b>Executive Summary</b> .....	<b>9</b>
<b>Introduction</b> .....	<b>10</b>
<b>1. Performance Background</b> .....	<b>15</b>
1.1. Initial motivations .....	16
1.2. The Criança Esperança programme's background .....	17
1.3. Main results achieved .....	39
1.4 Contributions to public policies in Brazil .....	45
<b>2. Governance</b> .....	<b>49</b>
<b>3. Step-by-Step Implementation</b> .....	<b>58</b>
Stage 1. Conception .....	60
Stage 2. Annual cycle planning .....	62
Stage 3. Mobilization and fundraising .....	63
Stage 4. Organization of the selection process .....	65
Stage 5. Contracts signing with CSOs .....	67
Stage 6. Management of the Criança Esperança Fund .....	67
Stage 7. Execution of projects .....	67
Stage 8. Monitoring and evaluation .....	67
Stage 9. Improvement and sustainability .....	68
<b>4. Fundraising for the Criança Esperança Programme</b> .....	<b>70</b>
4.1. Fundraising strategies .....	73
4.2. Flow of resources – from donor to beneficiary .....	76
<b>5. Project Supporting Cycle</b> .....	<b>78</b>
5.1. Definition and organization of the selection process .....	80
5.2. Project selection .....	84
5.3. Entering into contracts with the partner CSOs .....	90
<b>6. Performance of Social Actions and Monitoring the Financial Resource Application</b> .....	<b>95</b>
6.1. Development of social projects .....	97
6.2. Qualification of CSOs' management .....	98
6.3. Monitoring and control of the financial resources application .....	99
6.4. Espaços Criança Esperança .....	101
<b>7. Evaluation and Sustainability</b> .....	<b>106</b>
7.1. Evaluating the Criança Esperança programme .....	108
7.2. Sustainability of the Criança Esperança programme over time .....	109
<b>Final Remarks</b> .....	<b>113</b>

# Performance Background





## Topics addressed in this chapter

- Initial motivations of the Criança Esperança programme.
- History of the programme.
- Main results achieved.
- Main contributions of the programme to public policies in Brazil.

This introduction will present the social, economic and political scenarios in Brazil when the Criança Esperança programme was created and its initial motivations for dealing with the social issues at the time.

Next, it will tell the programme's history in the light of the reality experienced by Brazilian children, adolescents and young people and the evolution of the social rights agenda in Brazil throughout its trajectory.

Additionally, it will present the main contributions of the programme to public policies since its creation in 1986 and the main results achieved under the management of UNESCO from 2004 to date.

### 1.1. Initial motivations

The Criança Esperança programme was created in 1986 when the country entered its re-democratization process after 21 years of military rule. The plan for reestablishing the guarantee of fundamental human rights was in full discussion in Brazil. The debates of the National Constituent Assembly for the elaboration of a new Federal Constitution also represented a unique opportunity for reflection on the rights of Brazilian children, adolescents and young people.

The country was facing a severe economic crisis characterized by the stagnation of the Gross Domestic Product (GDP), high inflation, market volatility, and the increase in external debt resulting from the expansionist policies of previous governments. Due to the catastrophic economic results, the years between 1980 and 1989 became known as the 'lost decade.'

At the time, the country was experiencing a context of low social indicators and a significant increase in inequality. In 1986, the child mortality rate<sup>1</sup> in Brazil, when the first campaign of the Criança Esperança programme occurred, was 62.3<sup>2</sup> child deaths for every thousand live births. For comparison purposes only, the death rate for OECD countries in that year was 14.5,<sup>3</sup> and rates above 50.0 per thousand live births are considered very high.

For many years, child health has been linked to maternal health by the Maternal and Child Health Care Policy, lacking its strategies aimed at facing adversities in the child population's health conditions, especially concerning their survival.<sup>4</sup>

Public policies for children in health, education and protection to rights, in general, were incipient. However, despite recognising the Declaration of the Rights of the Child at the international level, in 1959, its repercussion in the Brazilian legal system was quite timid. In the country, laws that maintained characteristics of arbitrariness, welfare and repression concerning the juvenile population were still in force.<sup>5</sup> At the same time, nothing or very little concerned the corporate social responsibility policy, reserving a secondary role

1- Number of deaths of children under one year of age, expressed per thousand live births, in a given place and period.

2- Source: Basic Indicators and Data – IDB, released by IBGE (1997).

3- Source: OECD Data. Health Status (1986).

4- ARAÚJO, J. P. et al. História da saúde da criança: conquistas, políticas e perspectivas. *Revista Brasileira de Enfermagem*, nov-dez, 67(6):1000-7, 2014.

5- MINETTO, T. M.; WEYH, C. B. Educação e políticas públicas para a proteção da criança e do adolescente no contexto brasileiro. *Revista Ibero-Americana de Estudos em Educação*, v. 14, n. 4, p. 2123-2140, 2019.

for the private and third sectors, characterized by a passive role in dealing with the social reality of the absence of guarantees and protection to rights of children, adolescents and young people in Brazil.

It was precisely in this environment of transformation and strong demand for social change that TV Globo – the most significant communication group in Brazil and one of the largest in the world – engaged in the mission of idealizing and implementing the Criança Esperança programme, that, for its immense visibility since the beginning and for the rights agenda defended, drew society's attention to childhood matters and increased Brazilian population's awareness of the rights of children, adolescents and young people through campaigns nationwide.

Thus, social mobilization in Brazil gained strength. The late 1980s and early 1990s were highly fruitful in defending the rights of children, adolescents and young people in the country. The new constitution called the *Citizen Constitution* was enacted in 1988 with the inclusion of article 227, which establishes the duty of the family, society and the State to ensure the children's rights. The Child and Adolescent Statute (ECA), another critical device for protecting rights, entered into force in 1990. In parallel, numerous social movements in favour of children's rights emerged during the period, strengthening the capillarity of action of the programme for the benefit of the cause.

This programme's strength, actions, and results obtained, especially the social mobilization around the cause, showed that there was room for much more. Throughout its history, Criança Esperança gained prominence and became the country's longest-running and most successful social mobilization initiative, capable of making a difference not only to its most directly impacted audiences – children, adolescents and young people in situations of vulnerability – but also to the entire Brazilian society.

### 1.2. The Criança Esperança programme's background

The history of Criança Esperança begins in 1986. Its initial proposal was designed by a TV Globo's group of professionals, which had the participation of Roberto Marinho, entrepreneur and owner of the channel, journalist and enthusiast of the initiative.

The operating model proposed by the group required the involvement of an institutional partner with expertise in childhood matters. Initially, this role was assigned to the United Nations Children's Fund – UNICEF, under the leadership of John Donohue, the UNICEF's Representative in Brazil, and Salvador Herencia, head of the United Nations body's communication sector.

The partnership between TV Globo and UNICEF resulted in the launch of the first Criança Esperança campaign, which was broadcast on December 28, 1986, during the celebration of the 20th anniversary of the programme *Os Trapalhões*, which held one of the most significant ratings of all Brazilian television at the time. On that occasion, TV Globo held a special show in honour of Brazilian children, led by Renato Aragão – Didi of *Os Trapalhões* – alongside his programme partners – Mussum, Zacarias and Dedé.

In the first year of the programme, there was no fundraising, as the objective of the initiative at that time was to raise awareness and sensitize Brazilians about the rights of the child, contributing to the creation of a robust social movement, which introduced the childhood issue on the country's political agenda. In other words, for the first time, the population felt the strength of a social mobilization carried out live on broadcast television favouring of Brazilian children.

The visibility of the campaign stimulated the involvement of other important civil society entities with the programme, with emphasis on the following: National Conference of Brazilian Bishops – CNBB, by the hands of Dom Luciano Mendes de Almeida and Dom Helder Câmara; *Movimento Nacional de Meninos e Meninas de Rua* [National Movement of Homeless Youth - MNMMR]; Pastoral da Criança, at the time under the leadership of paediatrician and sanitarian Zilda Arns, and the Brazilian Society of Pediatrics.

In 1987, Criança Esperança reoriented its strategy. It started mobilizing donations from society to investments in social projects throughout Brazil. It was developed by civil society organizations partners

of the programme to increase the ability to impact people in capitals and large metropolises and small municipalities, and remote locations across the country.

In 2004, UNESCO became partner in the Criança Esperança programme, carried out by TV Globo. The strategic decision of TV Globo also involved the desire to add young people to the target audience of the programme, a portion of the population that, in recent decades, has been heavily affected by social inequality and the economic crises the country has gone through. Historically in Brazil, UNESCO works to improve youths' lives, who are the most frequent victims of social exclusion, especially the labour market and lack of opportunities. In this sense, it conducted essential studies and research that allowed a better understanding of the Brazilian youths' reality and support for development of specific public policies for this population group.

In the new partnership arrangement, UNESCO took over the programmatic and financial management of Criança Esperança, becoming responsible for selecting, monitoring and evaluating the supported projects and for managing the funds raised to be invested in social projects.

The partnership between TV Globo and UNESCO has been very successful. The reach and power of the former, capable of being at practically all Brazilian homes on a daily basis, and the expertise and mission of the latter, recognized worldwide for its outstanding performance in the areas of education, science and culture, allowed for improvement to the operating model of the programme over the past two decades, positively impacting the lives of millions of children, adolescents and young people in situations of vulnerability and social risk.

The Criança Esperança programme followed and in many ways contributed to the advances obtained in the field of public policies for childhood and youth and changes in the social reality of children, adolescents and young people in Brazil.

The main achievements that Criança Esperança and other partners have achieved in the last three decades can be seen in the timeline below, which also presents the main historical facts in the Brazilian context.

# Criança Esperança programme timeline



**1986**

Launching of the first Criança Esperança campaign by TV Globo, in partnership with UNICEF.

**1987**

Establishment of a partnership with Pastoral da Criança.

**1992**

Receipt of a medal at the World Summit for Children for the programme contributing to the fight against issues that affect Brazilian childhood.



**2002**

Opening of an ECE in Belo Horizonte (MG).

**2000**

Criança Esperança reaches 4,570 projects funded across the country. UNICEF grants TV Globo a diploma acknowledging the social responsibility of the programme.



**2001**

Opening of Espaços Criança Esperança (ECEs) in Rio de Janeiro and São Paulo.



**2003**

Celebration for raising more than R\$ 130 million in donations and supporting around 4,800 projects since 1986. Organization of the 1st Criança Esperança Seminar in Brasília, in partnership with UNICEF, with the theme "Equality in Diversity." Opening of an ECE in Olinda (PE).



**2010**

Celebration of 25 years of the Criança Esperança programme with the launching of the book *Criança Esperança: 25 Anos Criando Oportunidades*.

**2011**

Criança Esperança breaks the historical record for donations in the programme, reaching over R\$ 18.5 million.



**2015**

Celebration of 30 years of uninterrupted activities of the Criança Esperança programme, which is considered the largest and oldest social mobilization programme in Brazil.

**2009**

Launching of the book *Criança Esperança: mobilizando pessoas, transformando vidas*.

**2019**

Criança Esperança surpasses its historical record of donations, reaching more than R\$ 22.5 million. The programme launches a new App to raise donations.

**2008**

Renewal of the Criança Esperança partnership between UNESCO and TV Globo at UNESCO Headquarters in Paris.



**2020**

Due to the COVID-19 pandemic, the Criança Esperança programme chooses to accept only corporate donations, which reached more than R\$ 13 million and supported the work of 111 projects to benefit children in Brazil.

**2007**

Criança Esperança wins the Top Education Award of *Educação* magazine, in the social category.

**2005**

UNESCO launches the first public call for project proposals to select CSOs to the Criança Esperança campaign.

### 1986

#### Context and relevant facts

- The law that regulates childhood in Brazil is the Minors Code, which came into force in 1927, was amended in 1979 and remained in effect until 1990.
- Brazil's re-democratization intensifies the debate on the rights of children and adolescents.
- The 1st *Encontro Nacional de Meninos e Meninas de Rua* [National Meeting of Homeless Children and Youth] is held in Brasília, with the participation of around 500 young people.
- The child mortality rate reaches 50 for every thousand children born alive.
- The character-symbol for the polio vaccination campaign, Zé Gotinha, is created.

#### The programme

- TV Globo carried out the first Criança Esperança campaign in partnership with UNICEF, aimed at mobilizing the Brazilian population with regard to the rights of childhood established in the Universal Declaration of the Rights of the Child.

### 1987

#### Context and relevant facts

- The advocacy movement of children's rights gains strength within the National Constituent Assembly.
- Nobel Peace Prize winner Elie Wiesel – a Romanian writer who survived Nazi concentration camps – compares the 7 million children who live on Brazilian streets to the tragedy of the Holocaust.

#### The programme

- A partnership is established between the Criança Esperança programme and Pastoral da Criança, a CNBB's social action organization widely involved in the development of children in their family and social environment.

### 1988

#### Context and relevant facts

- The new Brazilian Constitution is promulgated, known as the *Citizen Constitution*.
- Articles 227 and 228, which deal exclusively with the rights of children and adolescents are included in the national 1988 Constitution.
- The 40th anniversary of the Universal Declaration of Human Rights is celebrated.
- The Permanent Forum of Non-Governmental Organizations in Defense of the Child and Adolescent (DCA Forum) is created, one of the main coordinators of social mobilization around childhood.

## The programme

- The programme's campaign mobilizes parliamentarians for the rights of children and performs a show approaching the Universal Declaration of Human Rights theme.
- The programme, broadcast by TV Globo, is awarded by the World Health Organization (WHO) and UNICEF for its mobilization action in favour of children's rights in the Constituent Assembly.

## 1989

### Context and relevant facts

- The UN General Assembly approves the Convention on the Rights of the Child, which, in addition to protecting children, imposes sanctions on signatory states that fail to comply with its determinations.
- The *Movimento Nacional de Meninos e Meninas de Rua* (MNMNR) promulgates symbolically the Child and Adolescent Statute (ECA), during its second national meeting.
- Brazil has 35 million illiterates.
- Half of the children fail in the first year of elementary school.
- The last case of polio in Brazil is registered.

### The programme

- TV Globo broadcasts the campaign for an entire week and disseminates basic health actions.

## 1990

### Context and relevant facts

- On July 13th, Law 8.069 – ECA – was approved, regulating Article 227 of the Federal Constitution. From this, the doctrine of full protection was instituted in Brazil, a fundamental and innovative paradigm shift in childhood issues.
- The Minors Code is revoked, and Brazil enacts the UN Convention on the Rights of the Child, through Decree 99.710.
- A World Bank study places Brazil in third place among the countries with the worst income distribution in the world.
- Representatives from more than 150 countries gather at the UN World Summit for Children in New York and outline seven goals for the decade.
- A UNICEF report reveals that 15 million children live on Brazilian streets.
- UNESCO creates the Education for All (EFA) programme, whose main objective is to increase the quality of primary education for children.

### The programme

- The *Criança Esperança* show exposes violence against children and adolescents and denounces the situation of those living on the streets.
- The programme also addresses the high child mortality rates of children up to 1 year old, of 47.8 deaths per thousand live births.

### 1991

#### Context and relevant facts

- ECA starts being implemented in Brazil.
- The National Council for the Child and Adolescent Rights (CONANDA) is created.
- The Pact for Childhood, a movement conceived by UNICEF, has more than 100 representatives from organized civil society and Brazilian public institutions participating.
- Governors outline an action plan to combat child mortality.

#### The programme

- The show displays emblematic images of the UNICEF ambassador Renato Aragão, climbing the Christ the Redeemer in the city of Rio de Janeiro to disseminate the programme's actions.

### 1992

#### Context and relevant facts

- States and municipalities start mobilizing to adopt ECA.
- All over the country, the Child and Adolescent Councils are implemented.
- Communicators create the News Agency for Children's Rights (ANDI), which establishes the Child-Friendly Journalists Network.
- Governors gather together to sign a Declaration of Commitment regarding four points: health, primary education, combat violence against children and meet the goals established at the World Summit for Children.
- Brazil and six other countries adhere to the International Programme on the Elimination of Child Labour (IPEC), launched by the International Labour Organization (ILO).
- About 3.8 million Brazilian children and adolescents, aged between 10 and 14, work to support their families financially.
- The National Measles Elimination Plan is implemented.

#### The programme

- Criança Esperança receives a medal at the World Summit for Children due to its contribution to fighting against the problems that afflict Brazilian childhood.
- The programme's show addresses relevant topics such as the prevention of diseases in early childhood, child and maternal mortality, and violence against children and adolescents.



## 1993

### Context and relevant facts

- Law 8.742 is enacted, the Organic Law of Social Assistance (LOAS), which defines Social Assistance as a citizen's right and a State's duty and an integral part of the National Social Security System.
- The Parliamentary Front for Children and Adolescents is created.
- The Parliamentary Inquiry Committee (CPI)'s report on Child Prostitution influences the development of public policies to deal with the issue. It is the creation of specialized police forces in this area.

### The programme

- The campaign addresses rights, violence, malnutrition and child mortality; its central theme is circus shows.

## 1994

### Context and relevant facts

- The interaction between ECA and LOAS to ensure the full protection of children and adolescents begins to be discussed.
- The first formation of the National Council for Social Assistance (CNAS) takes office. The Council has, among its attributions, the coordination of the National Social Assistance Policy (PNAS)
- The Organization of American States (OAS) institutionalizes the Inter-American Convention on International Traffic in Minors and establishes a legal cooperation system to prevent crimes against children and adolescents under 18.
- Polio is eradicated in Brazil.
- HIV-infected pregnant women have access to the AZT drug (orally).
- The National Forum for the Prevention and Eradication of Child Labour is created (FNPETI)

### The programme

- The show's theme is the Convention on the Rights of the Child, which included the participation of football players from the Brazilian team (World Cup champion that year) in support of childhood.

## 1995

### Context and relevant facts

- Conanda creates guidelines for children and organizes the I National Conference on the Rights of the Child and Adolescent.
- The Brazilian Association of Toy Manufacturers (Abrinq) Foundation launches the Child-Friendly Company programme.
- The federal government incorporates Social Assistance, with public policy status, into the Ministry of Social Security, renamed Ministry of Social Security and Assistance.
- The 1st National Conference on Social Assistance is held.

### The programme

- The Criança Esperança programme celebrates its 10<sup>th</sup> anniversary with great success.
- TV Globo launches a campaign in the soap opera *Explode Coração*, which exposes the reality of missing children and teenagers, and which helps find 60 Brazilian children.

## 1996

### Context and relevant facts

- The Law of Guidelines and Bases of Education (LDB) is approved, whose rapporteur was anthropologist Darcy Ribeiro.
- Public schools must adapt to provide services to people with disabilities.
- Conanda elects the theme “Minor Offenders” as its guideline.
- The DCA Forum and other entities monitor debates on lowering the age of criminal responsibility in the media and the National Congress.
- The First World Congress against the Commercial Sexual Exploitation of Children is held in Sweden, which resulted in the Stockholm Declaration and the Agenda for Action, adopted by 122 countries.
- The Brazilian government creates the Child Labour Eradication programme (PETI). In 1995, 13.74% of Brazilians between 5 and 15 years of age participated in some labouring activity.

### The programme

- The children’s universe and the fantasy world set the tone of the show for the campaign carried out on TV, which has ECA as its theme.

## 1997

### Context and relevant facts

- The National Congress approves Law 9.534, which guarantees free civil registration and the first birth certificate to all Brazilian children, regardless of proof of family income.
- The II National Conference on the Rights of the Child and Adolescent occurs. Its objective is to evaluate the seven years of ECA being in force.
- The soap opera *A Indomada* denounces sex tourism and the exploitation of minors. The drama of the character Grampola, played by actress Karla Muga, generated great repercussion in the national media, strengthening the fight against this type of crime, besides being the basis for studies.
- The Central-West Region Interinstitutional Commission for Combating the Sexual Exploitation of Children and Adolescents (CIRCO) is created with the participation of 1,628 municipalities.

### The programme

- The programme campaign is on the free birth certificate.
- The campaign also addresses themes such as ecology, child prostitution and exploitation of minors.

## 1998

### Context and relevant facts

- Celebration of the first decade of the 1988 Federal Constitution and the 50th anniversary of the Universal Declaration of Human Rights.
- Constitutional Amendment 20 prohibits night, dangerous or unhealthy work for minors under 18 and any type of work for children under 16, except as an apprentice from the age of 14 onwards.
- A study carried out by the Reference Center for Studies and Actions in Favour of Children and Adolescents (Cecria), the Association for Support to the Child and Adolescent (AMENCAR), UNICEF and UNESCO, reveals that 7 million children and adolescents work in Brazil and that 69.8% of adolescents have low education level. In addition, the study points out that early work causes at least a third of public school students to be absent.
- The Global March Against Child Labour in the World and the ILO Conference in Switzerland are held. In Brazil, TV Globo conducts the *Leitura nas Férias* campaign (Reading during Vacation) and collects 1 million books.
- Child mortality drops 30.9% compared to 1989, according to data by the Brazilian Statistics Institute (IBGE).

### The programme

- The campaign has as its theme the importance of education in children's lives, new technologies that could improve their quality of life, AIDS and physical disability in childhood. It has the participation of artists to encourage greater parental engagement in their children's learning process.
- The programme promotes mobilization for improvements in elementary education.

## 1999

### Context and relevant facts

- The National Plan to Combat Child Labour and Sexual Violence is launched.
- TV Globo and its affiliates launch the *Amigos da Escola* (Friends of School) programme to strengthen public schools.
- The illiteracy rate drops 22.6% compared to 1992, from 17.2% to 13.3%. Among teenagers aged 15 to 17, the drop is 54.8%, from 8.2% to 3.7%.
- 27% of deliveries performed in the Unified Health System (SUS) are of young people between 10 and 19 years old – this year, approximately 705,000 teenagers became mothers.
- The National Civil Registry campaign is carried out.

### The programme

- The campaign addresses violence against children, abandoning children and their presence in dumps and landfills.

### 2000

#### Context and relevant facts

- ECA completes a decade in force.
- The Chamber of Deputies approves the Child and Adolescent Budget (OCA), a project by the Institute for Socioeconomic Studies (INESC) that monitors and disseminates the budgetary execution of public programmes aimed at children.
- The National Conference on the Rights of the Child and Adolescent sets goals for the creation of Guardianship Councils across the country.
- UN celebrates the International Year of the Culture of Peace and launches the Millennium Development Goals (MDGs).
- UNESCO releases the Manifesto 2000, written by a group of Nobel Peace Prize winners, which more than 50 million people adhere. Brazil is the leader, with nearly 15 million members. Additionally, the organization launches the Open Schools programme, aiming at the opening public schools on weekends, in the context of the culture of peace. In 2004, the programme became a national public policy called Opening Schools.
- IBGE launches the Child Development Index (IDI), which draws attention to the importance of the integral development of children throughout the first six years of life.
- Brazil ratifies ILO Convention 182, the Worst Forms of Child Labour Convention.
- The National Day to Combat Abuse and Sexual Exploitation of Children and Adolescents is created on May 18th.
- The programme to Combat Abuse and Sexual Exploitation of Children and Adolescents is included in the federal government's Multi-Year Plan.

#### The programme

- The programme reaches the milestone of 4,570 supported projects across the country, and UNICEF grants Globo Organizations a diploma in recognition of the social responsibility of the programme.
- The TV campaign has sports as its central theme.

### 2001

#### Context and relevant facts

- The IV National Conference on the Rights of the Child and Adolescent takes place. With the theme "Violence is Weakness: Marks Remain in Society", the event resulted in the Pact for Peace.
- A survey by IBGE indicates that 502 thousand children and teenagers between 5 and 17 years old work in family homes – 90% are girls. Among workers, 61% are people of African descent.
- The survey *Violence at school* is carried out in 14 states and the Federal District, launched by the UNESCO in Brazil. This study becomes a reference in the debate on dealing with the problem.
- The National Meeting of Young People against Sexual Exploitation is held in Recife (PE) and, in Japan, the II World Congress against Sexual Exploitation of Children.
- The NGO End Child Prostitution and Trafficking discloses that at least 80% of paedophiles are citizens of the same country as the victims.

## The programme

- The campaign addresses issues related to actions to combat the exploitation of child labour and the denial of their fundamental rights such as education, leisure, housing, food, and health.
- All broadcasters are authorized to transmit the show, reaching more people supporting the cause.
- The Espaços Criança Esperança start operating in Rio de Janeiro and São Paulo.

## 2002

### Context and relevant facts

- The World Social Forum is held for the second time in Porto Alegre, Rio Grande do Sul; in this edition, it includes a workshop aimed at children and adolescents to discuss solidarity between peoples.
- The UN Member States ratify the Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography.
- In Brazil, the National Forum on the Child and Adolescent, consisting of representations of all states, is created.
- The soap opera *Coração de estudante* [Student's heart] deals with Down syndrome. The character played by actor Luiz Felipe Badin fights against prejudice. The soap opera campaigns for the hiring of people with Down.
- The film *Cidade de Deus* [City of God], directed by Fernando Meirelles and Kátia Lund, shows the daily life of children and teenagers from communities located in risk areas and dominated by drug trafficking in the country.

## The programme

- The show occurs in Minas Gerais to celebrate the opening of Espaço Criança Esperança in Belo Horizonte and had the unprecedented participation of TV Globo's journalism team.

## 2003

### Context and relevant facts

- There is the sanction of the Disarmament Statute. Mobilizing this theme resulted in a reduction of 8.2% in the number of deaths caused by firearms in Brazil.
- A UNICEF study reveals that child mortality is higher than the national average in 95% of cities in the Brazilian semiarid region,
- A campaign by the Ministry of Education (MEC) draws attention to the dropout rate, which reaches the national average of 10% per year.

## The programme

- The campaign addresses the cause of disarmament. It also celebrates the collection of over R\$130 million and the support for around 4.8 thousand projects since 1986.
- More than 2.7 million children and teenagers benefit from the actions of Criança Esperança.

- The 1<sup>st</sup> Criança Esperança Seminar is held in Brasília, in partnership with UNICEF, with the theme “Equality in Diversity.”
- The Espaço Criança Esperança starts operating in Olinda (PE).

## 2004

### Context and relevant facts

- MEC creates a programme that opens public schools on weekends. Based on the UNESCO Open Schools programme, the action was implemented in 10,000 schools, which benefited 2.6 million young people.
- Entrepreneurs create the Association of Entrepreneurs Friends of UNESCO to support the Organization’s actions in Brazil.
- Governors of 11 states sign a national pact to reduce child mortality in the semiarid region.
- Brazil celebrates ten years of fighting child labour.
- The city of Rio de Janeiro hosts the World Summit on Media for Children and Adolescents, the world’s largest forum for content producers and researchers in the area.
- The Brazil +7 group is created, aiming at reducing child mortality from HIV/AIDS in Africa. It brought together Brazil, Bolivia, Cape Verde, Guinea-Bissau, Nicaragua, Paraguay, Sao Tome and Principe, and East Timor.

### The programme

- The partnership between TV Globo and UNESCO to conduct the Criança Esperança programme begins.
- The scope of the programme’s actions is expanded to include youths as well. All radio or TV stations were authorized to broadcast the show. In addition, TV Globo’s journalism team brought up-to-date information about the campaign fundraising.
- The show starts being broadcast on TV Globo International.

## 2005

### Context and relevant facts

- In the year of the 15<sup>th</sup> anniversary of ECA, the VI Conanda Conference deals with social control of the childhood situation.
- The *Todos pela Educação* Movement is created with support from TV Globo and UNESCO.

### The programme

- UNESCO launches its first call for proposals concerning the selection process for the Criança Esperança campaign.
- The programme starts supporting restorative justice projects, an innovative methodology adopted in some parts of the country.

## 2006

### Context and relevant facts

- From 24.8% to 12.7%, Brazil reduces the number of children up to 1-year-old without civil birth registration.
- An ILO survey reveals that between 2000 and 2004, there was a 10% drop in the number of children used in work activities.
- A survey carried out by the extinct Foundation for Child Welfare (Febem) of São Paulo, with 1,190 young offenders, showed that 41% of adolescents were not enrolled in school before admission.
- The federal government launches the programme of Integrated Actions and References for Confronting Child and Youth Sexual Violence in the Brazilian Territory (Pair). Its objective is to integrate municipal, state, and federal actions.

### The programme

- The campaign's central theme is violence against children and adolescents.

## 2007

### Context and relevant facts

- The federal government presents the Social Agenda for Children and Adolescents, focusing on children and adolescents in violent situations. The Agenda involved 47 actions, 14 ministries, NGOs, international organizations, states, and municipalities.
- The Ministry of Health announces that, since 2004, Brazil has been reduced maternal and neonatal mortality by 5% per year.

### The programme

- The programme receives the Top Educação award from Educação magazine, in the 'Social' category.
- The campaign has Education as its theme and the participation of actress Fernanda Montenegro in the opening, drawing attention to the fact that 17 million Brazilians do not know how to read.
- Brazilian medalists at the Pan American Games (held in Rio de Janeiro) participate in the TV show.

## 2008

### Context and relevant facts

- The wording of ECA is modified to punish paedophilia on the Internet.
- Brazil is the third country in the world to criminalize photomontages that make the connection between children and any pornography context.
- The government creates the Corporate Citizen programme, which grants tax benefits to companies that extend the period of maternity leave from four to six months.
- The Globo Educação programme is launched.

- A survey reveals that reports of abuse against children and adolescents on the Internet grew 75% between January and September 2008 (data from SaferNet Brasil).
- The Rio de Janeiro Declaration – which aims to prevent and eliminate the sexual exploitation of children and adolescents – was approved during the III World Congress against the Sexual Exploitation of Children and Adolescents.
- The Brazilian government promulgates a decree that recognizes the Worst Forms of Child Labour list, indicated by the ILO.

### The programme

- UNESCO and TV Globo sign an agreement to renew the partnership in the Criança Esperança programme at the Organization's headquarters in Paris.
- The show celebrates 60 years of the Universal Declaration of Human Rights.

## 2009

### Context and relevant facts

- The new *Lei de Adoção* (Law 12.010) comes into effect, prioritising the reintegration of children and adolescents into their own families before being sent to a shelter.
- The number of students enrolled in professional education rose 14.7% compared to 2007, according to the School Census of Basic Education. The total number of children in daycare centres increased by 10.9% in the same period.
- The Ministry of Health makes a pact to reduce child mortality by 5% per year with the governments of the following states: Acre, Amazonas, Amapá, Maranhão, Mato Grosso, Pará, Rondônia, Roraima, and Tocantins.
- A global mega-operation against child pornography, led by Germany, reveals a network involving 9,000 suspects in 91 countries. Brazil is among the first on the list.
- Law 12.015 is enacted, which aggravates the penalty for those who practice sexual abuse against children and adolescents. Telephone and credit card companies are now collaborating with investigations in these cases. Another law allows motels found with children and teenagers to be closed.
- The Brazilian Association for the Search and Defense of Missing Children (ABCD), known as *Mães da Sé*, reveals that around 50 thousand children and teenagers disappear every year in Brazil and that 15% of them never return to their homes. The Chamber of Deputies sets up a CPI to investigate the issue and creates the National Registry of Missing Children and Adolescents.

### The programme

- The book *Criança Esperança: mobilizando pessoas, transformando vidas* is launched by UNESCO and TV Globo.
- Criança Esperança and the partnership between TV Globo and UNESCO are highlighted at the opening ceremony of the UNESCO Partners' Forum, during its 35th General Conference, in Paris.



## 2010

### Context and relevant facts

- In the year ECA celebrates its 20th anniversary, the System for Guaranteeing the Rights of the Child and Adolescent (SGDCA) is created, a body that coordinates the State, families and civil society in three areas: advocacy, promotion, and control.
- The 2010 IBGE Census reveals that more than 1 million children and adolescents – aged between 10 and 14 – work. The problem is more severe in the North (9%) and Northeast (8%) regions. In turn, the National Household Sample Survey (PNAD) reveals a drop in child labour: the rate dropped from 11.6% in 2007 to 7.2% in 2011.
- UNESCO's EFA Global Monitoring Report indicates that Brazil's school repetition and dropout rates are the highest in Latin America.

### The programme

- The book *Criança Esperança: 25 Anos Criando Oportunidades* is launched to celebrate the 25<sup>th</sup> anniversary of the Criança Esperança programme.
- For the first time, the audience could participate in the *Mesão dos Artistas*. Actors, actresses, singers, athletes and various personalities answered live calls from those wishing to donate to the campaign. As a result, the *Mesão* has already brought together hundreds of artists and personalities, who voluntarily encourage themselves to encouraging more people to participate in the solidarity chain of donations to Criança Esperança.

## 2011

### Context and relevant facts

- The Brazilian government launches and disseminates the Decennial Plan for the Human Rights of Child and Adolescent for the next decade.
- The National Council of Justice (CNJ) creates the Youth Justice programme, and teams inspect the country's youth correction units. It appears that, in most states, socio-educational measures are carried out irregularly.
- *Disque Denúncia* receives triple the number of reports of violations of rights of children and adolescents compared to the previous year.
- The federal government launches the National Plan for the Prevention and Eradication of Child Labour and the Protection of Working Adolescents. Its objective is to eliminate the worst forms of child labour by 2015, and eradicate all child labour by 2020.

### The programme

- The campaign theme is "Geografia Sentimental do Brasil," [Sentimental Geography of Brazil], which told the country's history through musical, dance and regional culture presentations.
- The amount raised breaks the record with more than R\$ 18.5 million in donations.

### 2012

#### Context and relevant facts

- The law that regulates the processes for choosing Guardianship Councils and sets out the attributions of this protection body is enacted (Law 12.696).
- The National Social-Educational Service (SINASE) is created, which regulates the adoption of measures aimed at teenage offenders.
- The United Nations Office on Drugs and Crime (UNODC) warns that between 2010 and 2012, girls and women accounted for 70% of victims of human trafficking globally.
- The CPI on the Sexual Exploitation of Children and Adolescents is created.
- Between 2003 and March 2011, the Dial 100, maintained by the Human Rights Secretariat (SDH), registered 52 thousand reports of sexual violence against children and adolescents across the country.
- Preliminary results from the MEC/INEP – National Institute of Educational Studies and Research Anísio Teixeira – School Census indicate a 7.64% increase in the number of enrollments in special education in the Brazilian public network, compared to the previous year.
- IBGE reveals a slight drop in child labour rates between 2011 and 2012. The percentage of children and teenagers engaged in work activities rose from 8.6% in 2011 to 8.3% in 2012.

#### The programme

- The different peoples that make up Brazil – Africa, Portugal, Italy and Japan – were portrayed in the show through rhapsodies, which highlighted elements of their cultures.

### 2013

#### Context and relevant facts

- The Youth Statute (Law 12.852) is created, which provides for the rights of young people, the principles and guidelines of public youth policies, and the National Youth System (SINAJUVE).
- The debate on the age of criminal responsibility is back on the National Congress' agenda.
- Hunger in Brazil presents a significant reduction. According to IBGE, the number of Brazilian households considered to be in a situation of severe food insecurity dropped from 5% to 3.2% between 2009 and 2013.
- The *Todos pela Educação* survey, based on the PNAD 2013, reveals that only 54.3% of Brazilian students complete high school up to 19 years of age.
- The rise in public transportation fares is triggering a wave of protests across the country.

#### The programme

- For the first time, Globo's listings throughout the day (Saturday) of the show's exhibition were entirely dedicated to the 28th edition of Criança Esperança.
- The campaign raises R\$ 17.7 million, directed to 103 social projects in more than 70 Brazilian municipalities, impacting nearly 50 thousand people.

## 2014

### Context and relevant facts

- Brazil approves the *Lei da Palmada* (Law 13.010), which penalizes adults who impose physical punishment, as well as cruel or degrading treatment, in the education of children and adolescents.
- A law that ensures the coexistence of children and adolescents with parents deprived of liberty (Law 12.962) and a law that classifies as heinous the crime of favouring prostitution or any other form of sexual exploitation of children or adolescents (Law 12.978) are approved.
- Law 13.005/2014 is sanctioned, which approves the National Education Plan (PNE).
- Globo supports the NGO Childhood campaign against the sexual exploitation of children during the World Cup.
- The Indian Kailash Satyarthi and the Pakistani Malala Yousafzai received the Nobel Peace Prize for the fight in favour of children and young people and for the right to education for all.

### The programme

- With the theme “Esperança: Quem Recebe, Ganha.. E Quem Doa Também” [Hope: everybody wins, those who donate and those who receive the donation], the campaign brings real stories of donors and beneficiaries of the programme and breaks a new record in donations.

## 2015

### Context and relevant facts

- According to the joint report of the UNESCO Institute for Statistics and UNICEF entitled *Fixing the Broken Promise of Education for All: Findings from the Global Initiative on Out-of-School Children*, the right to education has been denied to an estimated 63 million teenagers, aged between 12 and 15 years old. Launched in January at the World Education Forum in London, UK, the report found that one in five teenagers in the world do not attend school and, as they grow older, the risk of not attending or dropping out of classrooms increases, according to information from UNESCO and UNICEF.
- The National programme for Access to Technical Education and Employment (PRONATEC) is now serving homeless people, teenagers under socio-educational measures, and people with disabilities.
- On March 31, the Committee on Constitution, Justice and Citizenship (CCJ) of the Chamber of Deputies approved the admissibility of the Constitutional Amendment Proposal (PEC) 171/1993, which reduces the age of criminal responsibility from 18 to 16 years of age. At this stage, the CCJ analyzed only the constitutionality, legality, and legislative technique of the PEC. The Chamber created a Special Commission proposal's content. On 17 June 2015, it approved lowering the age of criminal responsibility for crimes typified as heinous and others considered violent.

### The programme

- The Criança Esperança programme completes 30 years of uninterrupted activity and is recognized as the most powerful and oldest social mobilization programme in the country, and by the UN as an example.
- Criança Esperança held a selection process special edition Focused on Education; the programme selected 30 civil society organizations for support for up to two years.

### 2016

#### Context and relevant facts

- IBGE data reveal that child mortality stopped declining and returned to 4.8% compared to the previous year, going from 13.3 deaths in 2015 to 14 deaths per thousand children registered across the country in 2016. Analysts attributed the increase to the emergence of the Zika virus and socioeconomic changes in the period.
- The Legal Framework for Early Childhood is sanctioned. As a result of the collective effort of many social stakeholders over two years, Law 13.257 establishes guidelines for public policies for children aged 0 to 6 years.

#### The programme

- The television campaign has youth as its theme, stressing that “children are the present, not just the country’s future.”
- TV Globo’s artists and personalities took turns for more than 30 hours in the so-called *Viradão da Esperança* during TV Globo’s listings, encouraging donations and answering live calls from the public.

### 2017

#### Context and relevant facts

- The *Lei da Escuta* (Law 13.431/2017) is sanctioned, which establishes the system for guaranteeing the rights of the child and adolescent victim or witness of violence.
- Child Rights Now’s Progress Report on the Rights of the Child in Brazil, based on studies and data from UNICEF, the National Council of Justice and Plan International Brazil reveals some impressive figures on the violation of basic rights of children and adolescents in the country: “there are about 33 million (61% of the total) living in poverty or in a situation of deprivation of rights, 2.5 million out of school, about 47,000 living in shelter services, more than 9,000 victims of homicide by gunfire, 109,000 girls aged 15 to 19 who were married in 2017 and more than 100 thousand girls estimated to suffer sexual violence every year.”

#### The programme

- With the theme “Sua Esperança não está sozinha” [You’re not alone in having Hope], the 2017 campaign invited the public to value the unity between people, encouraging empathy.
- From March to August, TV Globo’s programs on journalism, variety and entertainment motivated the debate on guaranteeing rights.
- One novelty during the campaign was the *Telefone da Esperança* [Phone of Hope], which rang during Globo’s attractions. The hosts of several programs answered the live calls.
- On *Fantástico*, the reality show *Click Esperança* [Click Hope] brought together young social mobilizers who created campaigns with the help of big names in communication.
- *GloboNews* broadcast the programme *Diálogos da Esperança – Como vai você, jovem brasileiro?* [Dialogues of Hope - how are you, Brazilian youth?], with a focus on issues related to education and diversity.
- The TV news presented reports on projects benefited by the campaign around the country.

## 2018

### Context and relevant facts

- ABRINQ Foundation's publication *Cenários da Infância* [Childhood Sceneries] estimates that the country has 17.3 million children under the age of 14 in poverty (40.2% of the country's children in this age group) and 5.8 million in extreme poverty (12.5% of the total).

### The programme

- The campaign stimulates discussions on education, gender, racism and inclusion and has as its theme "a campaign of millions of people helping millions of others," raising a total of R\$ 17.7 million.
- GloboNews broadcast the programme's second edition, *Diálogos da Esperança*, with debates on education, gender, racism and inclusion.

## 2019

### Context and relevant facts

- In favour of family protection, Law 13.811/2019 enters into force prohibiting marriage before the age of 16.

### The programme

- The Criança Esperança programme has reinforced its "digital presence" with the reformulation of the campaign website expanding its profile and coverage on social media.
- For the first time, donations can be made through applications when shopping at partner institutions.
- The amount raised breaks the record with more than R\$ 22.5 million in donations.
- UNESCO and TV Globo sign at the Organization's headquarters in Paris the renewal of the Partnership Agreement for another six years.

## 2020

### Context and relevant facts

- ECA completes 30 years, still being one of the most advanced laws in the world to protect childhood and adolescence. Many results were achieved during that period, but with the challenges of guaranteeing rights are still to be overcome.
- WHO declares Covid-19 a pandemic and publishes a series of guidelines to contain the spread of the disease. State and municipal governments determine the closure of educational establishments and daycare centres.
- According to the 2020 INEP School Census, practically all federal and municipal schools did not return to face-to-face teaching (98.4% in the national network and 97.5% in the municipal network). However, 70.9% of private schools had resumed face-to-face teaching in the same period. Most of the cities surveyed (2,346) did not hold live classes via the Internet.

- Data from Global Education Monitoring Latin America and the Caribbean reveal that the COVID-19 educational crisis reinforced inequalities. The GEM Report indicated that in 2017, only 52% of households in the region had Internet access, and only 45% had a computer.
- School closures mainly affect students living in vulnerable areas. At least 20% of 15-year-old students in Argentina, Brazil and Mexico do not have a quiet place at home to study. The learning loss will be extreme in several cases: in Brazil, 24% of students did not receive any activity at home. In Brazil, 88% of teachers reported never teaching remotely before the pandemic.

### The programme

- Due to the COVID-19 pandemic, the Criança Esperança programme only receives corporate donations.
- The general public is encouraged to contribute by sending videos of up to 15 seconds through an online platform with messages of hope *Doe Esperança* [Donate Hope] and *Mesões da Esperança* adopts the videoconferencing format.
- The campaign raises R\$ 13 million and ensures the work of 111 projects to support children in Brazil.

## 2021

### Context and relevant facts

- A law that defines bilingual education for the deaf as an independent education modality (Law 14.191, of August 3, 2021) is sanctioned. The text modifies the Law of Guidelines and Bases for National Education (LDB) to establish bilingual education. The Brazilian sign language (Libras) is considered a first language and written Portuguese a second language.
- The pandemic continues to have a substantial impact that is felt all worldwide in different ways. UNESCO alerts about the risks of a catastrophe in learning and losses in the cognitive process.
- Ministries of Education and Health sign an ordinance with general guidelines for face-to-face teaching, meeting the necessary conditions for the safety of students and professionals in basic education.

### The programme

- Criança do Esperança celebrated education as an agent of social transformation in a context in which the pandemic aggravated school dropout rates. The campaign, entitled *Educação é a nossa esperança* [Education is our hope] invited Brazilians to be part of national efforts to keep children in school and ensure quality learning.
- Donations could also be made via PIX (direct online bank payment). Chart 1 – Historical aspects of the Criança Esperança programme: main events.

### 1.3. Main results achieved

Over the 36-year history of the Criança Esperança programme, thousands of lives have been impacted from North to South in Brazil, in capitals and large cities, and the country's most remote locations through social projects supported with funds raised by the programme.

Since 2004, when UNESCO played the role of an institutional partner of the programme, more than R\$ 217 million (approximately US\$ 43.4 million) have been allocated to 1,418 projects in the areas of art, culture, education, inclusion, citizenship, youth and sports, developed by 827 CSOs. Their projects are selected through a call for proposals issued annually. These critical numbers of the programme are illustrated in the figure below.

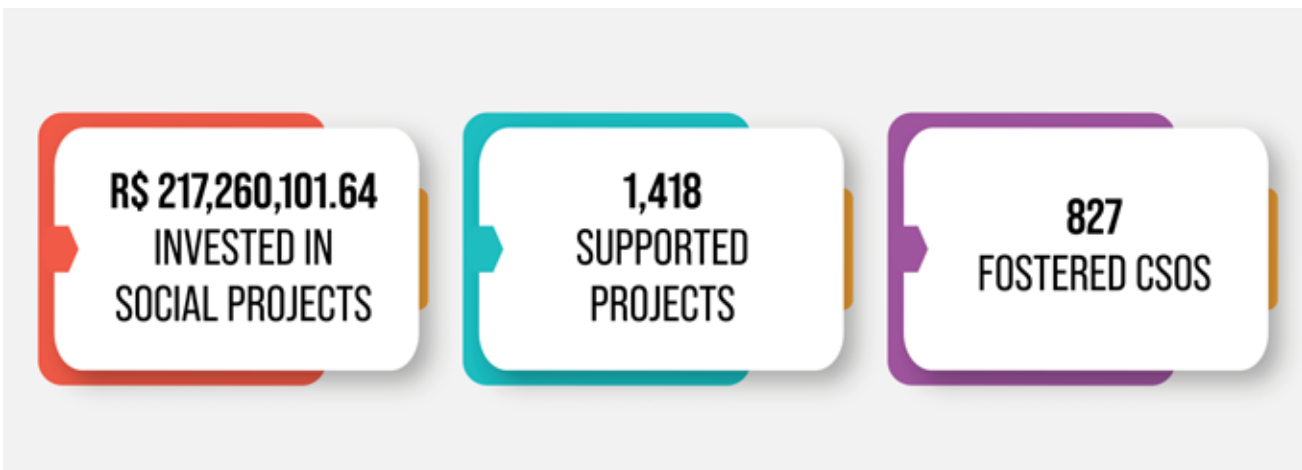
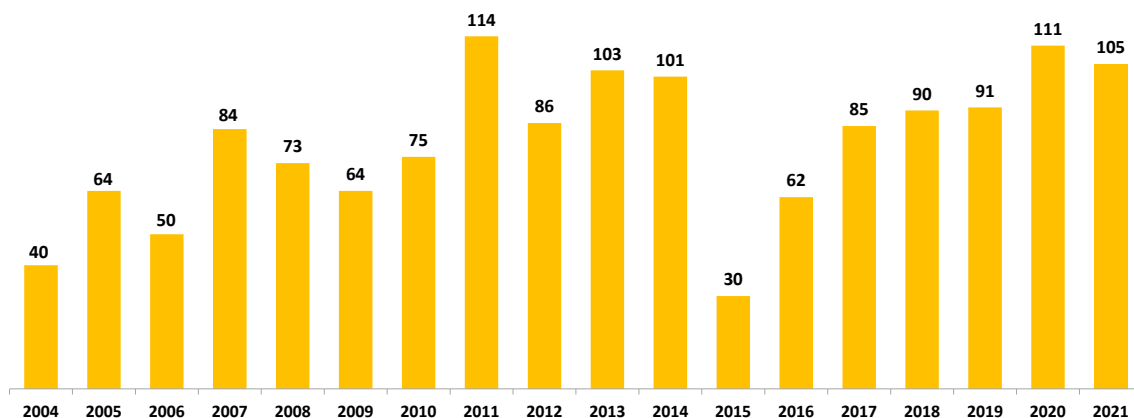


Figure 2 – Important numbers of the Criança Esperança programme – 2004 to 2021

As the graph below shows, the number of projects selected each year varied depending on certain factors, such as the amount raised in the campaign, the programme's priority areas, and the strategies for each cycle.

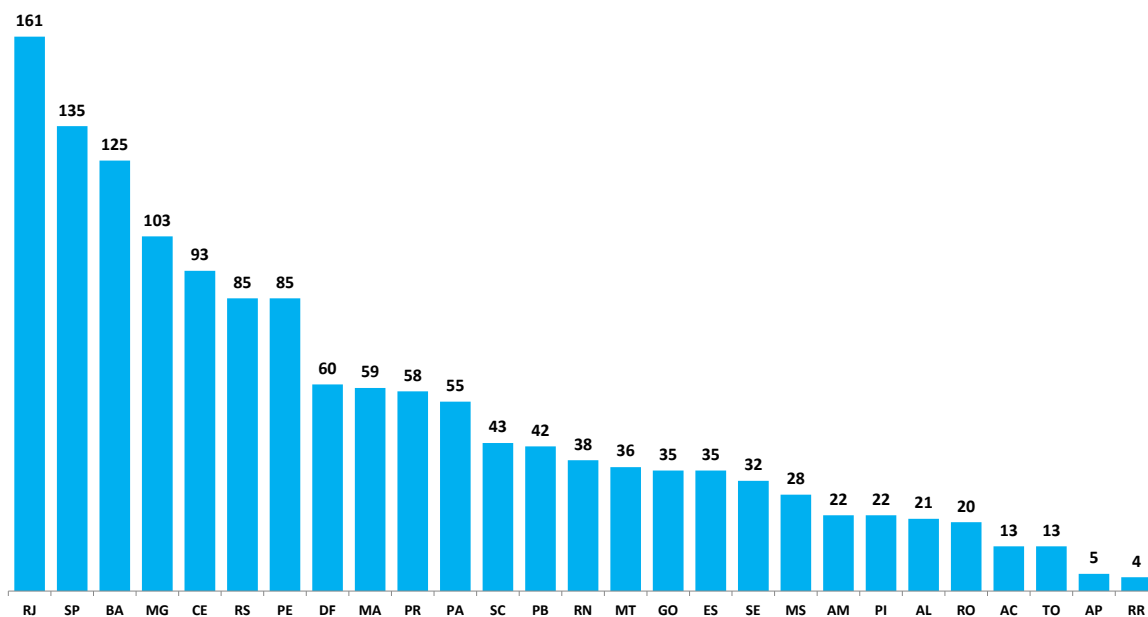
In 2015, for example, 30 social impact projects were selected to be fostered for two years in honour of the 30<sup>th</sup> anniversary of the programme. These projects received more substantial values for the development of initiatives that included more robust expenses, such as carrying out infrastructure works. Among other essential actions, the financial contribution allowed the construction of offices, the refurbishment of physical spaces – such as courts and workshop rooms –, the placement of elevators to meet the aspects of accessibility, among other improvements that made it possible to qualify the physical spaces of the supported CSOs.



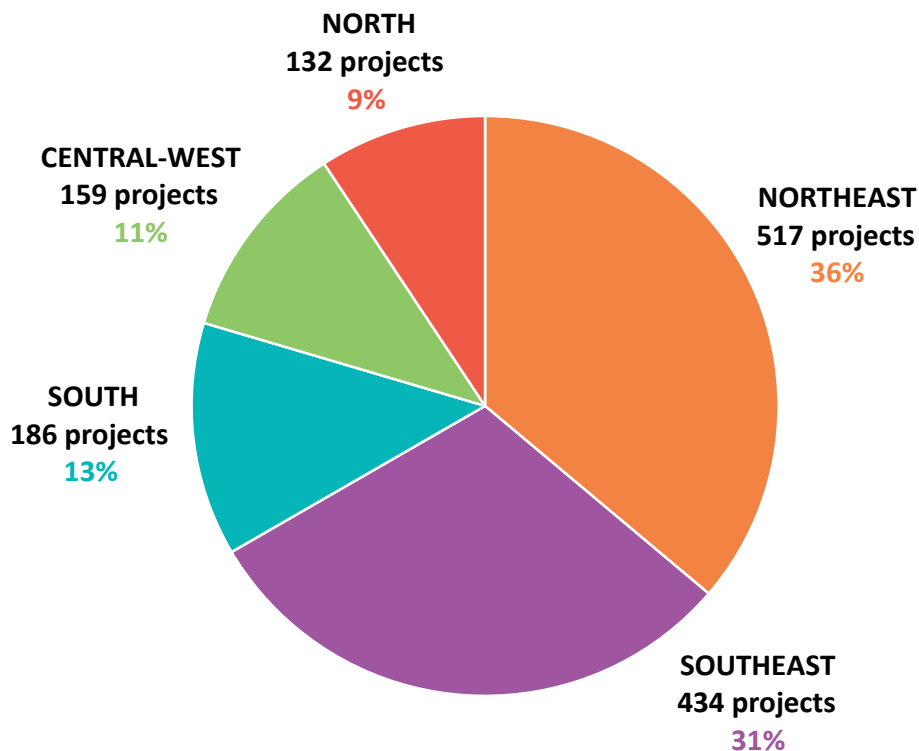
Graph 1 – Number of supported projects per year

Another important aspect is allocating resources to projects throughout the national territory. Brazil is a country of continental dimensions and has regions with different characteristics and needs. Thus, to ensure that opportunities are generated everywhere in the country, the programme considers supporting projects in the 27 units of the federation without distinction.

The graphs below show the total number of supported projects per state (UF) and per region since 2004 when the partnership with UNESCO was established.



Graph 2 – Number of supported projects per state (2004 – 2020)



Graph 3 – Number of supported projects per region (2004 – 2020)

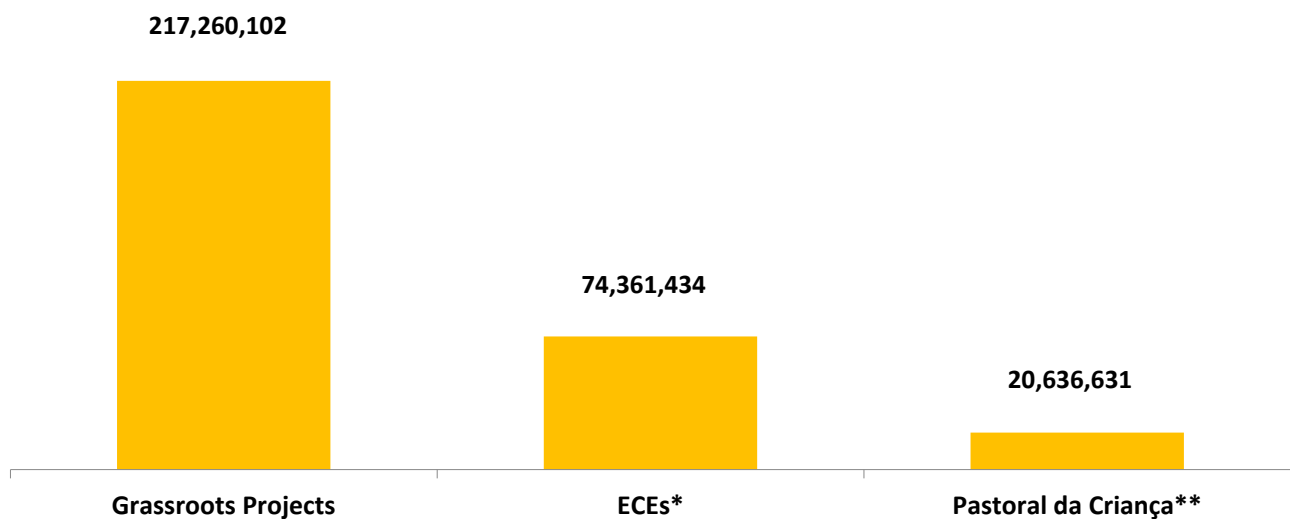


It is worth mentioning that, initially, in addition to the social projects supported, the funds raised by the Criança Esperança programme were also destined to the Pastoral da Criança and Espaços Criança Esperança. In addition to all the resources invested, Criança Esperança allocated more than R\$300 million for the cause between 2004 and 2020.

The Pastoral da Criança is a third-sector entity linked to the CNBB. It develops social actions aimed at children and has established itself as a relevant partner of the programme in its early years, contributing to the child's development in the family environment and the communities they live in.

The Espaços Criança Esperança (ECEs) served as social innovation laboratories linked to the Criança Esperança programme and to third sector organizations or higher education institutions. They were located in four Brazilian states and dedicated themselves to developing social projects for children, adolescents and young people in the communities where they were installed. In chapter 6, ECEs performance will be presented with more in-depth information.

The graph below shows a comparison of the amounts allocated to the projects, Pastoral da Criança and Espaços Criança Esperança, from 2004 to 2020.

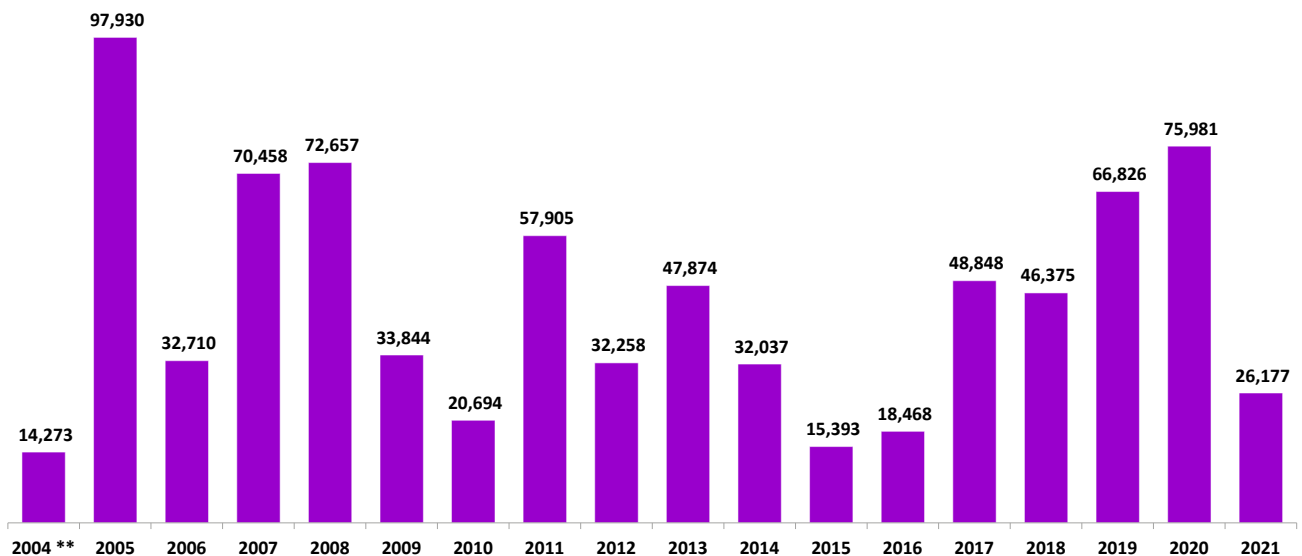


Graph 4 – Total resources directed to social projects

\* ECE SP was supported until December 2013; ECE RJ was supported until December 2017; and ECE BH and ECEJ were supported until December 2018.

\*\* Supported until December 2012.

The graph below shows the number of direct beneficiaries of the programme per year, which varied mainly due to the economic impact and the characteristics of the social projects supported each year.



Graph 5 – Total amount of beneficiaries per year (2004 – 2020)

\* Average of 46,849 beneficiaries per year (excluding 2004).

\*\* In 2004, support for the Primeiras Letras portal enabled around 700,000 students to be benefited. This number was not included in the calculation of the annual average.

These results reflect the programme's potential and its capacity to mobilize and engage millions of Brazilians who make donations in favour of a cause that is so important for the country. Social projects represent the materialization of this solidarity network, capable of creating opportunities, empowering people, and transforming lives.

Data on the projects' fundraising, impact and capillarity, their areas of operation and distribution per region from 2015 to 2021 are presented below.

Results achieved		2015		2016		2017	
Fundraising and impact	Total fundraising	R\$ 22.1 million		R\$ 16.3 million		R\$ 20.1 million	
	Number of annual projects	30		62		85	
	Benefited directly	15,393		18,468		48,848	
Capillarity	Capitals	11	37%	24	39%	30	35%
	Other municipalities	19	63%	38	61%	55	65%
Projects supported per performance area	Art/Culture	6	20%	6	10%	26	31%
	Education	5	17%	17	27%	27	32%
	Inclusion/Citizenship	13	43%	23	37%	27	32%
	Youth	2	7%	3	5%	3	3%
	Sports	4	13%	13	21%	2	2%
Projects supported per region	Northeast	10	34%	20	32%	36	42%
	Southeast	9	30%	20	32%	28	33%
	Central-West	4	13%	8	13%	5	6%
	South	4	13%	8	13%	7	9%
	North	3	10%	6	10%	9	10%

*Continues*

## 1. Performance Background

Results achieved		2018		2019		2020*		2021	
Fundraising and impact	Total fundraising	R\$ 17.7 million		R\$ 22.7 million		R\$ 13.5 million		R\$ 13.5 million	
	Number of annual projects	90		91		111		105	
	Benefited directly	46,375		66,289		75,981		26,177	
Capillarity	Capitals	42	47%	49	54%	50	45%	47	45%
	Other municipalities	48	53%	42	46%	61	55%	58	55%
Projects supported per performance area	Art/Culture	19	21%	13	14%	13	12%	0	0%
	Education	24	27%	23	25%	43	39%	105	100%
	Inclusion/Citizenship	40	45%	34	37%	46	41%	0	0%
	Youth	3	3%	4	5%	2	2%	0	0%
	Sports	4	4%	17	19%	7	6%	0	0%
Projects supported per region	Northeast	34	38%	27	30%	31	28%	40	38%
	Southeast	25	28%	26	29%	36	32%	34	32%
	Central-West	7	8%	14	15%	15	14%	13	12%
	South	15	16%	13	14%	18	16%	13	13%
	North	9	10%	11	12%	11	10%	5	5%

Chart 1 – Fundraising, impact and capillarity of projects supported between 2015 and 2021

\* There was no donation from the public through the 0500 system.

## 1.4. Contributions to public policies in Brazil

The Criança Esperança programme influenced the creation and development of critical public policies in Brazil.

However, over the years, the programme's commitment to social mobilization to defend the rights of children, adolescents and young people caused its repercussion to exceed the limits of the fundraising campaign and the social projects supported. This intense mobilization contributed effectively to the debate, awareness of society and the development of public policies aimed at this audience, always intending to defend equal rights and a culture of peace, respect for ethnic-racial and gender diversities.

Based on the Universal Declaration of the Rights of the Child since its beginning, the annual campaigns' mobilization triggered by the Criança Esperança programme contributed to the inclusion of article 227 in the 1988 Federal Constitution. This article guarantees the Brazilian children's rights, and later to the elaboration of ECA, which incorporated the United Nations Convention on the Rights of the Child into Brazilian legislation.

### Article 227 of the Federal Constitution.

**It is the duty of the family, society, and the State to ensure children, adolescents and young people, with absolute priority, the right to life, health, nourishment, education, leisure, professional training, culture, dignity, respect, freedom, and family and community life, as well as to guard them from all forms of negligence, discrimination, exploitation, violence, cruelty and oppression.**

As a result, the performance model of the Criança Esperança programme was internationally recognized by the UN for its coordination to increase awareness of the rights of children, adolescents and young people in Brazil.

Criança Esperança is based on the main conceptual references, documents and national and international conventions that deal with the social area, especially children, adolescents and young people, such as:

Reference	Year of publication	Scope	Description
Universal Declaration of Human Rights	1948	International	Document adopted by the United Nations to outline the fundamental human rights to stimulate the application of uniform principles on peace and democracy.
United Nations International Convention on the Rights of the Child	1989	International	International treaty composed of 54 articles that aims to protect children and adolescents, defining the responsibilities of the family, the State and society and establishing social, cultural, economic, civil and political rights for all children and adolescents, defending the right to life, dignified survival, childhood and adolescence, the future, dignity, respect, freedom, among others.
Child and Adolescent Statute (ECA) – Law 8.069 of July 13, 1990	1990	National	Main normative instrument in Brazil on the rights of children and adolescents. ECA incorporated the advances recommended in the UN Convention on the Rights of the Child, enabling the implementation of Article 227 of the Federal Constitution, which established fundamental rights and guarantees for children and adolescents.
Organic Law of Social Assistance (LOAS) – Law 8.742 of December 7, 1993	1993	National	The legal provision establishes norms and criteria for organizing the right to social assistance to guarantee a protection policy for those in need.
Youth Statute – Law 12.852 of August 5, 2013	2013	National	Legal provision for establishing young people's rights, principles and guidelines of public youth policies and the National Youth System – SINAJUVE.

Reference	Year of publication	Scope	Description
Incheon Declaration	2015	International	The commitment of the international education community signed during the World Education Forum in Incheon, South Korea, concerning SDG 4, specifically focused on education: 'Ensure quality inclusive and equitable education and promoting lifelong learning opportunities for all.'
UN 2030 Agenda	2015	International	The Framework for People, Planet and Prosperity seeks to strengthen universal peace. The framework indicates 17 Sustainable Development Goals (SDGs) and 169 targets to eradicate poverty and give a decent life for all.

Chart 2 – Main conceptual references, national and international normative instruments

Through the supported projects, the mobilization of society for children's rights and advocacy actions – influencing decision-makers in the formulation of public policies and the allocation of resources – the Criança Esperança programme creates opportunities. It also contributes to improving quality of life of children, adolescents and young people, as well as empowering priority groups such as people of African descent, girls and women, indigenous populations, migrants, *quilombolas*, homeless youth, victims of sexual and domestic violence, the people with disabilities and people with HIV/AIDS throughout the country.

As mentioned before, UNESCO has worked to expand the reach of Criança Esperança to support projects throughout Brazil and its field of action by including young people among its beneficiaries (people aged 15 to 29 years) since the Organisation's inclusion in the programme in 2004.

One of UNESCO's essential attributions in carrying out the Criança Esperança programme is the project selection. The process is public, developed with accountability and transparency, and based on equal opportunities for civil society organizations that submit proposals. The projects most aligned with society's demands in the social area are selected for support. In addition, UNESCO also monitors the work plans implemented by the partner CSOs to guarantee the achievement of the proposed objectives with the correct application of the resources invested.

The public selection process is carried out annually when projects are selected to be developed by CSOs from different parts of the country. Therefore, being selected by Criança Esperança is an important opportunity for the CSO. Besides receiving financial support for investing in its proposals, the CSO can also improve its management and project elaboration. The great concern of Criança Esperança – and, consequently, of UNESCO and TV Globo – is that these organizations can increase their chances of attracting new resources through qualification processes that make them more professional and sustainable. Chapter 6 will present this with more specific details. The selection process values projects with a capacity for social impact, aiming to provide education, foster culture, defend human rights, stimulate social inclusion and development, and the empowerment of children, adolescents and young people, especially from vulnerable groups.

By supporting projects dealing with priority themes of the Brazilian social agenda aimed at the programme's target audience, Criança Esperança makes it possible for the supported local initiatives to help minimize the consequences of exclusion and social inequality, especially in communities at high risk.

In addition, the programme is committed to the purpose of including everyone in a future of justice and equality, without leaving anyone behind, joining efforts with those of the Public Power, the private sector and the third sector, collaboratively, for the implementation of the UN 2030 Agenda Sustainable Development Goals (SDGs).

This contribution takes place, among other ways, by observing the 17 SDGs in evaluating project proposals submitted by CSOs to the selection process, identifying those that indicate better conditions to contribute to the empowerment of people and develop capabilities in the supported organizations.

Thus, for example, the evaluation of Education project proposals submitted by CSOs considers criteria of alignment with SDG 4, which advocates to "ensure quality inclusive and equitable education and promoting lifelong learning opportunities for all." With this, the programme contributes to the 2030 Agenda supporting projects that address topics such as:

- HIV/AIDS preventive education
- education for sustainable development and environment preservation
- child education
- stimulus to the completion of secondary education and/or preparation of young people to enter technical education, professional education or higher education
- preparation for the world of work, entrepreneurship, co-participation and youth protagonism
- encouragement of reading and the development of libraries
- development of life skills and competencies and non-formal education projects (building autonomy, developing self-knowledge, self-esteem and self-confidence, interpersonal communication, etc.)
- functional literacy and adult education
- stimulus to the development of science

This chapter presents how the Criança Esperança programme has consolidated itself as a relevant agent regarding the protection of the rights of children, adolescents and young people in Brazil.

The next chapter will address the programme's governance to understand better how the annual planning cycles for its implementation occur.



**Topics that were addressed in this chapter**

- Brazilian social, economic and political context at the time of the creation of the Criança Esperança programme.
- How the initial arrangement between TV Globo and UNICEF to carry out the first campaign was made.
- Association between the programme's history and the evolution of policies for children, adolescents and young people in Brazil.
- Good results achieved by the programme throughout its trajectory, especially during the UNESCO management period (from 2004 onwards).
- Contribution of the programme to developing important public policies in the country.



# Governance



## Topics that will be addressed in this chapter

- Partnership model signed between UNESCO and TV Globo.
- Composition of the Steering Committee for decision-making.
- Institutional Architecture of the programme.
- Governance Canvas of Criança Esperança.

This chapter discusses the governance arrangement of Criança Esperança. It is a model for strategic decisions about the programme, its stakeholders involved, roles and responsibilities of each one and how their interaction occurs.

Initially, it is essential to highlight that the main stakeholders of the programme are UNESCO and TV Globo, whose relationship and complementary action are established by entering into and periodically renewing the Partnership Agreement. This legal instrument formalizes the commitment of both organizations in:

- a) Developing common activities and projects, mobilizing existing networks, launching an annual communication and social mobilization campaign, including special events within the scope of Criança Esperança, and
- b) Developing other initiatives, considering UNESCO's mission and its programmatic priorities, as well as TV Globo's priorities in the area of social responsibility whenever possible, in line with the Sustainable Development Goals (SDGs) and their future review documents, as well as the United Nations Sustainable Development Partnership Framework for Brazil (UNSDPF) and the UNESCO Country Strategy for Brazil (UCS), besides Brazil's priorities.

The Partnership Agreement provides for the general responsibilities of both partners, reflected in a set of actions, namely:

- Performance of fundraising activities, including annual communication and social mobilization campaigns and events
- Selection, coordination, financing and monitoring of long-term activities, according to the availability of resources to fight for the rights of Brazilian children, adolescents and young people
- Selection, financing and monitoring of base social projects (short term, i.e., 12 months) throughout Brazil submitted by non-profit civil society organizations – CSOs, during the periodic selection process
- Management of communication strategies both for fundraising and for disseminating information about supported projects and results achieved

The Partnership Agreement provides for the composition of the Steering Committee, the highest body for strategic decision-making, consisted of four members, two representatives from the Communication Sector at TV Globo and two professional officers appointed by the Director of UNESCO in Brazil.

## Steering Committee

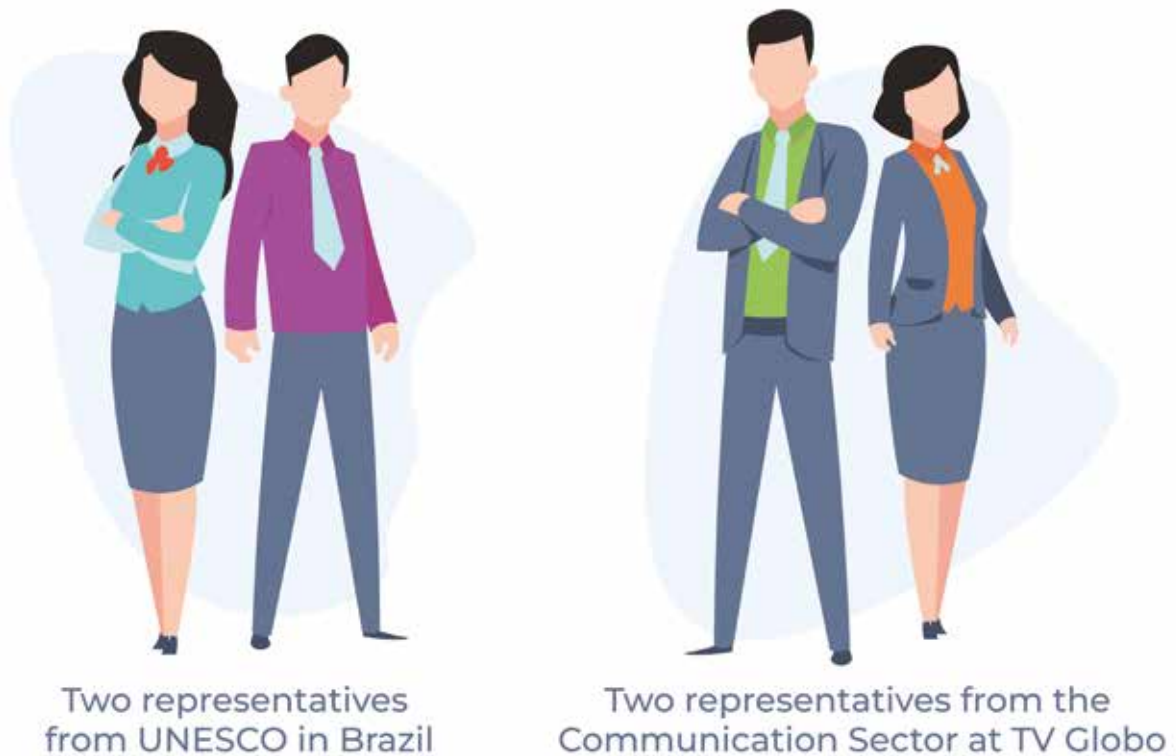


Figure 3 – Composition of the Steering Committee

The main attributions of the Steering Committee are:

- Deliberate on strategic decisions, on the annual work plan and its budget
- Analyze the communication calendar proposed by TV Globo
- Analyze the implementing actions taken
- Identify opportunities for strengthening the partnership and the programme
- Propose innovative modalities of project support, as long as they are in line with UNESCO's norms and procedures
- Analyze the CSOs whose projects were selected by UNESCO to act as partners in the programme
- Carry out annual monitoring of the partnership
- Propose changes to the project selection notice, leaving to UNESCO the final decision
- Analyze the results of external audits of the projects, shared by UNESCO

The Steering Committee periodically holds regular meetings to deliberate on the strategic decisions for the programme, which must be taken by consensus and recorded in minutes. In addition, at least once a year, a meeting is held to monitor the partnership between UNESCO and TV Globo. On these occasions, the Communication Director at TV Globo<sup>6</sup> and the Director of UNESCO in Brazil are invited to participate. Additionally, extraordinary meetings between the parties can be held whenever necessary.

<sup>6</sup> Term provided for in the Partnership Agreement renewed in 2019, but currently the Director of Communication and Branding

Outside the scope of the Steering Committee, UNESCO and TV Globo have specific and complementary roles and responsibilities concerning the Criança Esperança programme. UNESCO, the holder of programmatic expertise acts mainly in the implementation and management of the project support cycle, which involves: evaluation of the programmatic content of projects submitted to the selection process for support by Criança Esperança in the light of what is established in the call for proposals; management of the Criança Esperança Fund and transfer of resources to the supported organizations; monitoring of the performance of actions and accountability for the application of resources by supported CSOs; systematization of the experience of Criança Esperança as a powerful “lab of ideas,” and stimulus to international cooperation, taking the experience of the programme to other countries and aggregating knowledge produced by international initiatives.

As established in the Partnership Agreement, UNESCO is responsible for:

- The financial management of the Criança Esperança Fund
- The technical selection, monitoring and supervision of projects financed with the Fund resources
- Monitoring of the programme implementation costs and presentation to TV Globo of a management activity budget for the following year
- Entering into contracts with service providers, such as credit card and telephone companies, to enable donations from society

TV Globo, the holder of communication expertise, operates mainly in developing and launching annual communication and social mobilization campaigns and other related activities to sensitize society to make donations to the programme and to report on contributions, mainly through the disclosure of the results obtained by the CSOs supported with the funds raised.

As established in the Partnership Agreement, TV Globo is responsible for:

- Mobilization of its network (involving artists and personalities) to publicize the programme
- Mobilization of companies aiming at corporate fundraising for the Criança Esperança programme (considering the UN principles of good governance provided for in the UN Global Compact)
- Entering into commercial agreements for licensing the use of Criança Esperança trademark by establishing a percentage to be reverted to the programme in each contract

The following chapters will present the planning and performance stages of the programme, detailing the responsibilities of the implementing partners and the breakdown of the activities of each cycle of Criança Esperança.

It is worth mentioning that the Partnership Agreement also provides for the existence of two other stakeholders that support the governance arrangement of the programme: the Expert Committee and the Audits.

The Expert Committee has an exclusively consultative role and may be convened by UNESCO and TV Globo at any time, whenever necessary, to discuss initiatives to improve the programme. The Partnership Agreement allows the Committee to be composed of representatives from civil society organizations, institutes, foundations or companies, appointed by the Steering Committee’s representatives.

Specialized private institutions carry out independent and external audits. Their function is to analyze the application of resources by CSOs in the performance of short and/or long-term social projects supported by the programme.

The figure below shows a synthetic scheme that illustrates the relationship between the governance stakeholders of the programme and some important stakeholders mentioned in the Partnership Agreement

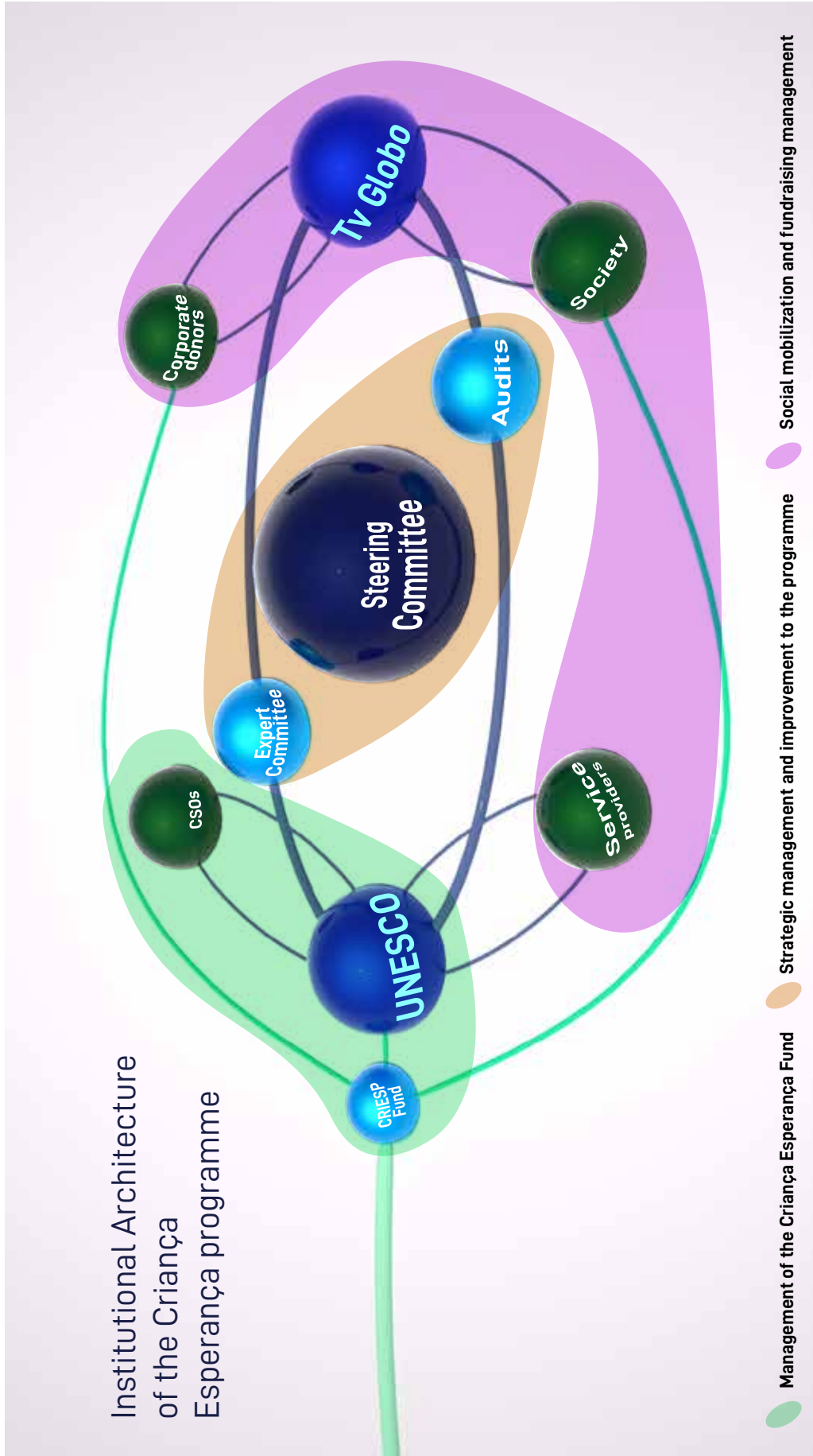


Figure 4 – Institutional Architecture of the Criança Esperança programme

Figure 4 presents the Institutional Architecture of the programme in which governance stakeholders (Steering Committee, UNESCO and TV Globo) interact with each other and with other relevant stakeholders (Expert Committee, Audits, service providers, CSOs, corporate donors and society), each one playing its role, in the planning, monitoring and result evaluation stages, and decision-making for the improvement to and sustainability of the programme. Additionally, TV Globo and UNESCO play specific key roles, the first being responsible for social mobilization and fundraising management, and the latter for managing projects and the Criança Esperança Fund.

In summary, as shown in the figure, the relationships between the stakeholders provided for in the Partnership Agreement are based on three main processes:

- Strategic management and improvement to the programme, highlighted on the Map in yellow
- Social mobilization and fundraising management, highlighted on the Map in purple
- Project and the Criança Esperança Fund management, highlighted on the Map in green

The Steering Committee (with representatives from UNESCO and TV Globo) carries out the strategic management and improvement to the programme, which relies on the technical support of the Expert Committee and Audits, and includes planning activities (budget, work plan, schedule, communication actions, among others) and monitoring of Criança Esperança, as well as the strategies and initiatives for its improvement and sustainability over time.

TV Globo carries out social mobilization and fundraising management through communication, awareness and engagement activities to raise funds for the programme, through the participation of society and supporting companies, which make individual and corporate donations, respectively.

Along this process, service providers (telephone and credit card companies) disclose regular information to UNESCO and TV Globo regarding the financial resources received and their effective transfer to the Criança Esperança Fund.

The resources deposited in the Criança Esperança Fund originating from credit card operations are monitored by the team of finance and budget specialists at UNESCO.

Regarding the telephone companies, TV Globo's technology team monitors the evolution of donations. It forecasts an amount per company, based on what each company reported to TV Globo during the donations period made by the telephone channel (0500). Nevertheless, UNESCO is responsible for ensuring the effective receipt of this resource based on the information included in the reports sent by the companies to TV Globo and on the dates provided for in the contract. All resources received by the Criança Esperança Fund, directed to financing social projects, are applied in financial investments following UNESCO's rules.

It is through the interactions indicated in the Institutional Architecture that the Criança Esperança programme establishes its process of generating social value, which can be synthetically represented on a single screen, through the Criança Esperança Public Governance Canvas<sup>®</sup>,<sup>7</sup> composed of eight main elements:

- Partners and collaborators – represent the organizations that influence the programme or are influenced by it
- Resources – represent the necessary inputs for carrying out the programme
- Capabilities – represent the set of organizational competencies necessary for developing the programme
- Macro processes – represent the main groups of processes by which resources and capabilities are applied to generate the products of the programme
- Products (or services) – represent what is delivered for use or consumption to the direct or indirect beneficiaries of the programme

<sup>7</sup> - It consists of a conceptual tool containing elements whose relationships allow expressing the logic of creation, delivery and appropriation of value in a governance environment.

- Beneficiaries – represent the people or organizations that are directly or indirectly impacted by the products or services of the programme
- Outcomes (impacts) – represent the results of the programme for its beneficiaries or target audience
- Public value generated – represents the consequence of the results generated by the programme and the achievement of its main purpose

In essence, Canvas provides a comprehensive view of Criança Esperança, and its respective value generation flows. In this sense, it is essential to understand the link between its various elements for those who wish to develop an experience similar to the Criança Esperança in other countries with characteristics and economic and social conditions comparable to those in Brazil. It is because the holistic vision of Criança Esperança, with its various links to generate social value, is the starting point to identify the main stages that should be taken for the effective implementation of the programme, as will be seen in the following chapters.



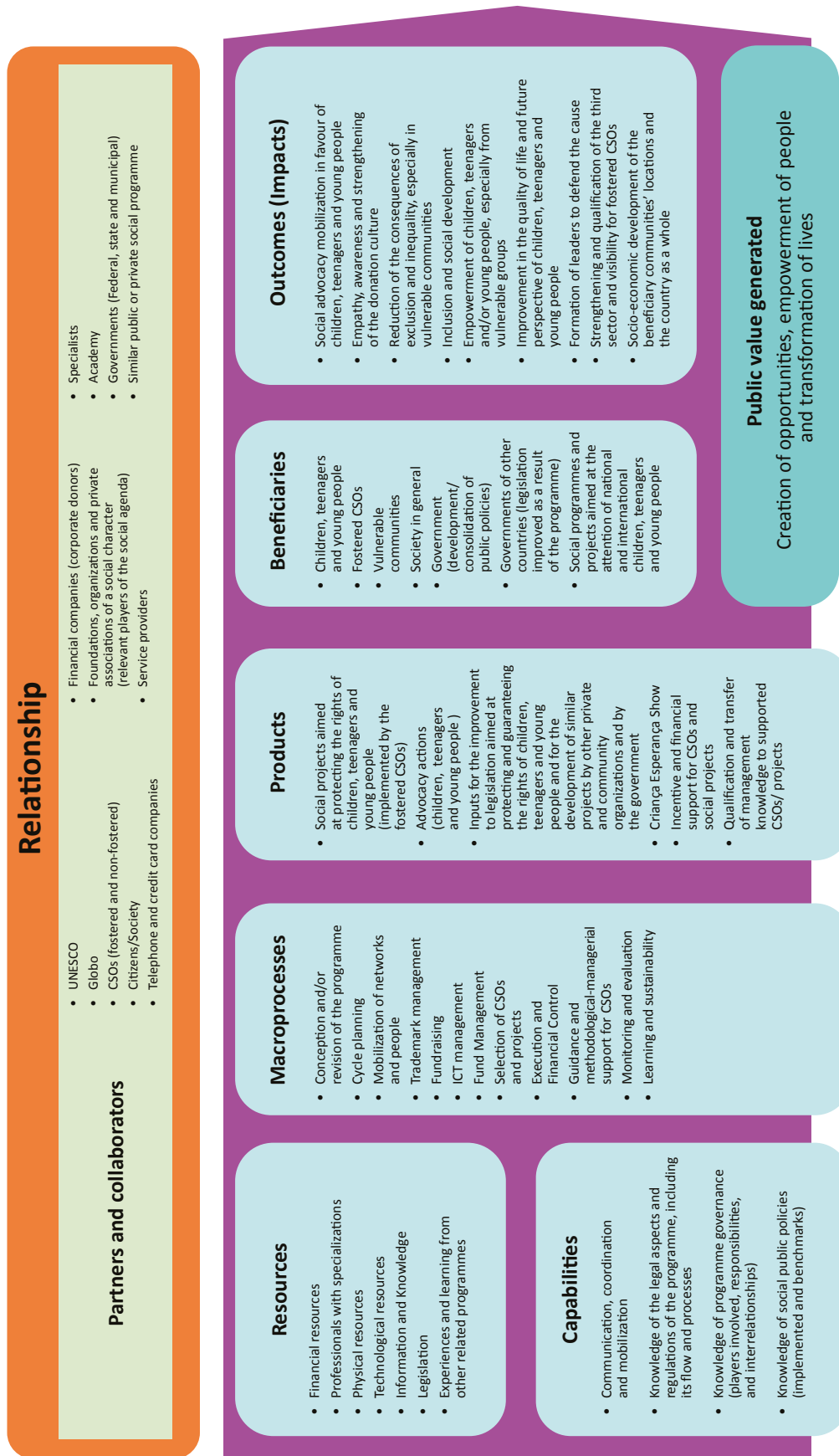


Figure 5 – Canvas of the Criança Esperança programme

### Topics that were addressed in this chapter

- TV Globo's and UNESCO's responsibilities were established between the organizations, according to the Partnership Agreement.
- Programme Steering Committee's role and composition.
- Structure of the institutional architecture of the Criança Esperança programme.
- How the value generation for the target audiences occurs, illustrated through the Canvas of Criança Esperança.



# 3

## Step-by-Step Implementation



#### Topics that will be addressed in this chapter

- Criança Esperança programme step-by-step implementation.
- The main activities and those responsible for each stage.

This chapter will allow a better understanding of how to replicate the Criança Esperança programme from a step-by-step basis, involving stages from its conception to initiatives for its improvement and sustainability.

Observing this stage flow will allow a systemic understanding of the programme before moving on to the chapters that deepen each of these steps.

This step-by-step implementation consists of 9 main steps, described below and illustrated in the following figure.

1. Conception
2. Annual cycle planning
3. Mobilization and fundraising
4. Project selection
5. Contracts signing with CSOs
6. Management of the Criança Esperança Fund
7. Execution of projects
8. Monitoring and evaluation
9. Improvement and sustainability

## Criança Esperança programme step-by-step implementation

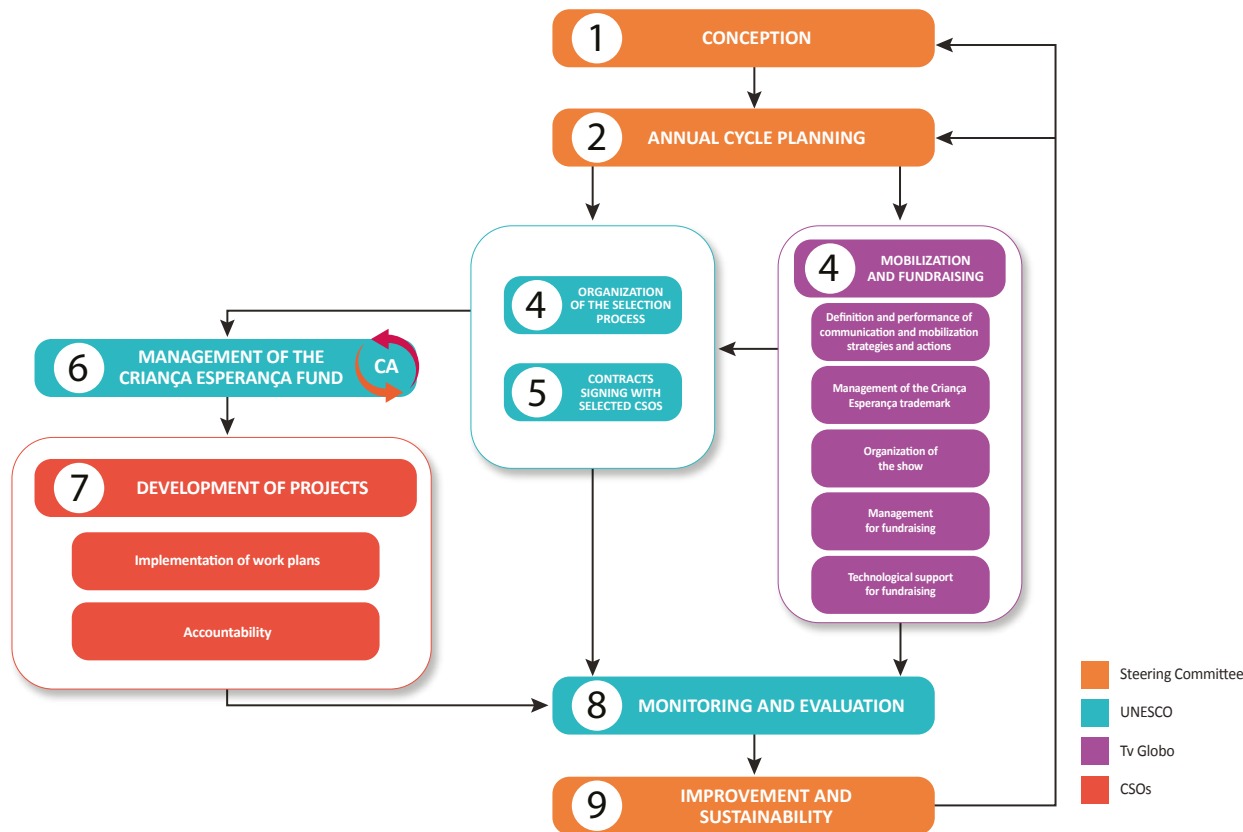


Figure 6 – Criança Esperança programme step-by-step implementation

The figure above illustrates the steps mentioned and the logical sequence between them. The use of different colours in the step allows the leading player to identify each of them. In addition, stage 6 – referring to the management of the Criança Esperança Fund – is marked with the acronym “CA” (Constant Activity).

### Step 1. Conception

The conception of a programme along the lines of Criança Esperança should take place within the scope of the social responsibility policy of a company with the capacity to develop a robust campaign of communication and social mobilization. Then, this conception can either rely on its expertise or another company’s expertise. It is so because the entire implementation of such a programme, and its success, is anchored in a robust communication and social mobilization campaign.

The Criança Esperança programme arose from the desire of a private company with a solid area of corporate social responsibility, aligned with the ESG<sup>8</sup> precepts. Furthermore, Criança Esperança committed itself to Brazilian society to help face social issues that intensify inequalities and generate exclusion.

8- The acronym ESG stands for “Environmental, Social and Governance”: “The acronym contains an essential element of the so-called stakeholder economy, according to which companies and governments are called upon to make commitments that go beyond the financial return offered to the investor. In this approach, which is now unavoidable as a market trend, high-performance businesses will be characterized by revenue indicators, and by demonstrated positive results in terms of sustainability. In this concept, three guidelines stand out, classified as ESG, and include respect for the environment, positive social impact, and governance structures” (www.direitosp.fgv.br).

The programme's conception step is complete by mobilizing partners with the same purposes as its founders, who have public recognition and solid performance in the country. Then, together they can start implementing the initiative.

Once the programme has been created, and the central actors of the initiative have been mobilized, it is necessary to establish the partnership and make it official through a legal instrument that serves the parties. In the case of Criança Esperança, UNESCO and TV Globo signed a Partnership Agreement, a document that regulates the relationship between them by defining, among other important points, their roles and responsibilities.

The conception step of the initiative, illustrated by number 1 in figure 6, aims to establish the programme's guidelines. It must consider the universe of social issues in the country, the areas of action, the target audience, the governance model, the alignment with the SDGs, fundraising and project selection models, among other strategic activities.

At first, the parties must find a suitable partnership model. This model should establish assignments and responsibilities, as well as definitions related to the programme itself, such as the structuring of the fundraising, mobilization and selection models, the formal establishment of the fund, defining the communication strategies, and the prospection of other partners (service providers and donors), among others. It happened in the first edition of the Criança Esperança in 1986 when the parties proposed a new partnership and discussed all the aspects that needed to be covered.

However, from the second edition onwards, the programme's implementation started from the experience obtained in the previous cycle and focused on its improvement. This process begins by identifying the lessons learned and defining what should be maintained, improved and rethought due to changes in the strategic orientation. Furthermore, new partners should be invited to participate in the work, and innovations can be incorporated, among other matters of interest. This cycle of continuous improvement to the programme takes place edition after edition since its creation, which is why Criança Esperança has been kept up to date after all these years.

Therefore, it is necessary to keep in mind that, in the beginning, there will be work to conceive the model of planning and development of the programme and, subsequently, with each new edition, there will be revisions for necessary improvements and rearrangements.

In summary, this step of conception and/or revision of the programme comprises the following main activities:

### **Defining the programme's governance**

Governance supported by the programme's institutional architecture establishes the model based on which decisions regarding the programme are taken, by whom and in what manner, and how the relationship between the stakeholders involved takes place.

Good governance ensures the necessary synergy for the programme to achieve the expected results, avoiding shading zones and gaps, the first being characterized by more than one player doing the same thing, and the second by the absence of any responsible player for the action to be developed.

For this reason, it is recommended that this activity be carried out based on critical reflections and discussions to identify the stakeholders that effectively have expertise and interest in developing the initiative.

### **Formalizing of the partnership**

The governance of the programme, once defined, needs to be formalized through a legal instrument, namely a Partnership Agreement signed between UNESCO and TV Globo in the scope of Criança Esperança.

In this document, the following main items must be defined: objectives of the partnership; areas of cooperation within the programme; governance structure and the respective attributions of all stakeholders; criteria for raising funds for the Criança Esperança Fund and its management, and guidelines for selection of projects to be supported, among other pieces of information.

## Creating the Steering Committee

The Steering Committee is the main foundation of the programme's governance structure, especially concerning the functions of communication and social mobilization, as well as the selection and monitoring of social projects to be supported. It is fundamental for the proper functioning of the partnership. In the case of the Criança Esperança, TV Globo and UNESCO make up the programme's Steering Committee.

It is important to highlight that the assertive definition of the main stakeholders and their respective functions, according to their expertise, is one of the most critical factors for the programme's success and longevity.

## Establishing the Fund

Once the main stakeholders and their respective roles and responsibilities are known and the partnership is formalized, it is necessary to establish the Fund that will receive donations from society (individuals and legal entities) to support social projects. It is also necessary to establish the criteria for its management.

The management of the Fund also entails the definition of procedures to ensure control and accountability both to society and other stakeholders involved about the investment made with the donations, always striving for efficiency, effectiveness, and transparency in the handling of financial resources. Therefore, it is crucial that the bank account used to receive donations be exclusive for that purpose.

## Identifying the needs to be met

This activity seeks to define the most critical social issue to be addressed by the programme in a given year and the expected results. For example, Criança Esperança, as seen in the first chapter, emerged in a context of a significant gap in public policies for child health in Brazil. Therefore, the first campaigns addressed this issue and allocated resources for social actions that would help to reduce child mortality in the country. In 2021, due to the consequences of the COVID-19 pandemic concerning access to education for thousands of Brazilian children, it was decided that the programme would address education.

## Step 2 – Annual Cycle Planning

The planning of the annual cycle of the programme is carried out by the Steering Committee, composed of UNESCO's and TV Globo's representatives. Its objective is to define the strategies and actions necessary for to develop the social mobilization and fundraising campaign and for the project selection process. This step is indicated by the number 2 in figure 6. In short, this step comprises the following main activities:

### Elaborating the annual work plan

This activity involves the definition of the campaign theme, the results to achieve, the budget and the schedule (including activities related to the annual campaign and the date of the live show), among others.

It is worth mentioning that this step is paramount for coordination among TV Globo's sectors (commercial, entertainment, journalism, information and communication technology, etc.) and service providers, such as telephone and credit card companies.

UNESCO, in turn, must request authorization from the National Agency for Telecommunications (ANATEL)<sup>9</sup> to use the 0500 system, a telephone donation system, to receive donations; organize the bidding and enter

<sup>9</sup> - The Agência Nacional de Telecomunicações (National Telecommunications Agency – ANATEL), created in 1997, is an entity from the indirect Federal Public Administration responsible for regulating the telecommunications sector in Brazil.



into contracts with the telephone companies participating in the operation of the 0500 system, and set the schedule for the selection process.

## **Identifying the main national companies for corporate mobilization and fundraising**

After defining the annual plan, it is crucial to identify national companies for the mobilization and search for corporate donations, considering that this source represents a considerable amount of the campaign fundraising.

It is from the identification of these organizations that it becomes possible to define the most appropriate strategies to mobilize them and appeal for their donations.

## **Step 3. Mobilization and Fundraising**

The third step of the Criança Esperança programme's step-by-step implementation deals with the mobilization and fundraising for the projects to be supported, whose leading player is TV Globo.

Criança Esperança's social mobilization process is centred on advocacy, one of the important pillars of the programme's performance.

Active advocacy practices are pivotal to raise awareness of society for a more empathetic and proactive action around the cause of guaranteeing and protecting the rights of children, adolescents and youth. In essence, these practices can influence the creation of effective public policies related to the various topics discussed, thus reinforcing the programme's actions in the form of a continuous cycle of value creation and mutual influence.

In short, this step comprises the following main activities:

### **Communication and social mobilization strategies**

From the planning of the cycle, TV Globo starts developing communication and social mobilization strategies on broadcast television and other TV Globo's channels and communication platforms, using teasers from the national campaign included in the programs from its listings and media associated with the broadcaster.

The execution of TV Globo's communication strategies includes producing several pieces to compose its listings - such as TV news and entertainment programs (such as soap operas and live audience shows) - and advertisements broadcast among the broadcaster's attractions. These ads stay under the responsibility of the company's advertising team and represent an important strategy for donor audience awareness.

UNESCO participates in this process by collaborating with TV Globo to identify projects, CSOs and individuals whose stories were transformed by the programme to produce material for the broadcaster's listings, and broadcasting during communication and social mobilization campaigns.

### **Managing the Criança Esperança trademark**

Managing the Criança Esperança trademark, which belongs to TV Globo, includes licensing it for commercial partners.

Using the trademark is a crucial mobilization and fundraising strategy of the programme, as it implies a financial contribution to the Criança Esperança Fund. In other words, partner companies interested in using the trademark associated with their products and services must allocate part of their revenue to the Fund.

## Conducting the national social mobilization campaign

The programme's national campaign is a robust communication initiative carried out annually. The mobilization of society to raise awareness of childhood and youth issues, as well as to mobilize resources, is sustained.

Considering that TV Globo is the founder of the programme, Criança Esperança's annual campaign counts on the expertise of one of the largest communication companies in the world. Specialized professionals are dedicated to producing headlines, vignettes, and films about the initiative and advertising pieces that the broadcaster is aired prominently. All these materials advocate for social inclusion encourages society to donate and publicizes the results of the investment in social projects supported with the funds raised.

The apex of the national campaign is the Criança Esperança live show on broadcast TV. It includes all the activities related to organizing and producing the show itself. It also includes mobilizing the TV Globo's artists and national personalities for live participation to answer the society's donation calls at *Mesões da Esperança*.

As mentioned before, each annual campaign addresses a topic relevant to the Brazilian social context to stimulate debate and raise society's awareness of the subject. Some examples of themes addressed in the annual campaigns were: education, sports, environmental protection, violence against children and adolescents, and regional culture.

## Management for fundraising

Firstly, it is essential to mention that managing for fundraising and managing the Criança Esperança Fund are different activities.

Under TV Globo's responsibility, the management for fundraising consists of its interaction with telephone companies to monitor donations via the 0500 system, and with private companies to make donations viable. TV Globo also makes arrangements with credit card companies and other means of payment to enable donations from the general public (individuals).

The management of the Criança Esperança Fund, under UNESCO's responsibility, in turn, concerns the monitoring of all resources provided by bank deposits, which are invested in investment funds to preserve their financial capacity. In addition, fund management also involves monitoring and controlling, rigidly and judiciously, all the resources transferred to partner CSOs, according to the Implementing Partnership Agreements in force.

## Technological support for fundraising

The technological support for fundraising comprises the set of activities developed by TV Globo's Information Technology sector to make fundraising possible during the annual campaign. These activities range from developing the website for Internet donations to the technologies applied in the production and implementation of the show, such as the real-time donation monitoring screen and the management of the *Mesão da Esperança* calls presented during the show.

## Step 4. Project selection

This step, whose leading player is UNESCO, comprises organizing the selection process, receiving proposals, evaluating and selecting projects, and entering into contracts with CSOs. Chronologically, it occurs in parallel with the mobilization and fundraising carried out by TV Globo.

For a better understanding, we have organized this step into three main blocks:

- organization of the selection process
- performance of project selection
- signing of contracts with the selected CSOs

In short, the three blocks mentioned are carried out by the following main activities:

### Defining the selection criteria

The methodology and criteria for selecting the projects to be supported were defined by UNESCO, especially for Criança Esperança, with specialists from the Organization's headquarters, in Paris.

Defining the selection criteria is a vital step for the programme's success. In the case of Criança Esperança, the selection criteria consider the areas of activity of the CSOs, categories of expenses to be financed, and the target audience, among other fundamental issues to give equal opportunity to CSOs that wish to compete for being supported by the programme.

This activity is an indispensable condition for structuring the Invitation to Partnership with Civil Society Organizations, represented by the call for proposals published for the participation of interested CSOs. The criteria and other conditions to participate in the selection process are part of the Terms of Reference attached to the Invitation to Partnership.

### Structuring of the CSO's experience demonstration system and Project presentation

Currently, the entire process of receiving, evaluating and selecting project proposals is carried out online through a digital platform developed by UNESCO's Information Technology sector.

Using this system, proposing organizations must provide information that identifies them and present their experience in working with social issues, especially with the theme focused on in the notice, in addition to giving information related to the project they want to develop with the support of Criança Esperança.

Implementing a programme similar to Criança Esperança in other contexts requires the definition of what is necessary regarding the digital platform to be used. It includes the functionalities and flows for the CSOs registration and submission of the project and supporting documents.

### Structuring of call for proposals and other complementary documents

UNESCO's documents that govern the project selection process are the Invitation to Partnership with Civil Society Organizations – the Call for Proposals – the Terms of Reference, and the Implementing Partners Agreement model.

This activity consists of elaborating these documents, with support from UNESCO's legal sector, based on reviewing the provisions of previous selections and the deliberations referring to the corresponding annual cycle.

After the internal validation of the documents mentioned, the process is publicized for the selection to begin.

## **Mobilization and qualification of the team involved in the evaluation process**

Once the project selection notice is structured and disclosed, the selection process begins. For this, it is necessary to have a team prepared to evaluate the submitted proposals, both in terms of requirements for participation (evaluation of documents) and in terms of technical analysis of the project (evaluation of content).

This activity, therefore, aims to mobilize and train the team involved in the evaluation process according to the specificities of the call for proposals and the functionalities of the digital platform (or templates in the case of paper documentation evaluation processes) to ensure a homogeneous, reputable, fair, and quick process.

## **Performance of the selection process**

In this step, the proposals submitted by the CSOs are received through the online system and evaluated by UNESCO's team. The team seeks to select the proposals that seem to have more impact and adherence to the programme's objectives, according to the strategies defined in the planning of the annual cycle of Criança Esperança.

Regional balance is observed as one of the most essential selection process requirements, as it is fundamental for defining the number of projects per region of the country and for the allocation of resources.

The programme also considers the number of projects to be developed in capitals and inland cities, given the need to implement them in smaller countryside cities in a country with continental dimensions. Thus, the programme considers remote locations where public policies are challenging to reach.

The result of the selection process is ratified at a meeting by the Steering Committee, whose members agree on a date for contacting the CSOs whose projects were selected. The Committee also publishes the results to the general public on the websites of the Criança Esperança programme and UNESCO. After the selected organizations are informed of the result, they sign the Implementing Partners Agreement regarding their project.

## **Step 5. Signing of agreements with CSOs**

The signing of the Implementing Partnership Agreements formalizes the contractual relationship between UNESCO and the CSOs selected for support.

This agreement is a specific type of UNESCO contract used for partnering with non-profit organizations and entities to transfer resources for the implementation of a programme or project through a selective process.

Following the signing, UNESCO starts transferring the resources to the CSOs to develop of the projects, according to the determinations included in the contract.

## Step 6. Managing the Criança Esperança Fund

The management of the Criança Esperança Fund is a continuous step in the implementation flow of the programme from the moment of its conception. The Fund corresponds to a specific legal entity's bank account for the Criança Esperança programme, under UNESCO's responsibility and management, to which the donations received are directed.

The Fund management activities, of an administrative-financial nature, comprise mainly decisions regarding the best way to invest resources; fund transfer to the CSOs' bank accounts, as provided for in the contract; and control and accountability to partners and society.

It is worth mentioning that the expenses involved in managing the Fund and all the programmatic management carried out by UNESCO are covered with TV Globo's resources. The amount raised, available in the Criança Esperança Fund, is fully allocated to the CSOs responsible for the selected social projects.

## Step 7. Executing projects

In this step, the funds raised are effectively applied to social actions, structured in social projects developed by the CSOs.

During the execution of projects, UNESCO follows up and monitors the CSOs to ensure the effective implementation of work plans and the efficient application of financial resources to achieve the desired results.

## Step 8. Monitoring and evaluation

This step comprises the monitoring and evaluation activities of the execution of social projects, under the responsibility of UNESCO, which monitors the effective implementation of established work plans in the Implementing Partnership Agreements, and the results produced for the target audience of the developed projects.

Additionally, UNESCO seeks to support CSOs regarding best practices in social project management and accountability to ensure transparency, efficiency, and effectiveness in using resources raised by the programme to achieve results intended for each supported project.

The monitoring and evaluation procedures are carried out both by analysing the reports that CSOs periodically submit to UNESCO and through on-site visits carried out by the team of Project Officers who form part of the programme coordination.

The results of these procedures have to be shared with TV Globo and the Steering Committee using periodic project evaluation reports to support any strategic deliberations to improve the programme.

## Step 9. Improvement and sustainability

The last step of the Criança Esperança programme's step-by-step implementation focuses on its improvement and sustainability.

It consists of carrying out the strategic evaluation of the programme, its results and learning for its continuous improvement. It differs from the previous step since it analyses project execution and the programme in an integrated manner, from the partnership between TV Globo and UNESCO, including their individual and collective responsibilities – the latter regarding their role in the Steering Committee –, to the accountability procedures carried out by the CSOs.

This step is extremely important to provide feedback to the programme and enable its review to be conducted periodically based on evidence from the experience of each cycle, which contributes to Criança Esperança being the most long-lasting and successful Brazilian social programme.

In short, this step comprises the following main activities:

#### **Consultation with experts and/or benchmark to improve the programme**

This activity refers to actions aimed at gathering insights for enhancing the programme, based on the participation of the Expert Committee in the discussion of necessary improvements or benchmarks against similar organizations and programmes.

This activity is carried out periodically whenever identified as necessary by the main stakeholders of the programme.

#### **Evaluation of the annual cycle results**

In this activity, the intended results for the cycle are evaluated, taking into account impacts generated, fundraising, communication and social mobilization strategies carried out, campaign theme assertiveness, budget, and cycle implementation schedule, among others.

The evaluation aims to verify the level of success of the programme's cycle and what needs to improve for the next cycle.

#### **Partnership evaluation**

Another relevant activity carried out at this step is evaluating the UNESCO-TV Globo partnership. It observes the responsibilities of each player, temporary relevance of the actions developed, schedule for transferring resources, assertiveness and timeliness in sharing information, and joint analysis of results, among other factors. With this, it is possible to obtain inputs for future deliberations about the partnership between these organizations, always aiming at the best management arrangement for Criança Esperança.

#### **Establishing the guidelines for the next cycle of the programme**

Based on all the findings from previous activities, it is possible to establish guidelines for future cycles and the programme in general, observing the experience, the achievements, and the need for improvements in its processes and strategies.

#### **Topics that were addressed in this chapter**

- The nine steps of the Criança Esperança programme step-by-step implementation.
- Main stakeholders involved in each step for programme implementation.
- Main activities developed in each step for programme implementation.



# Fundraising for the Criança Esperança programme





## Topics that will be addressed in this chapter

- Sources of funds for the programme to be developed.
- Sources of funds to support social projects.
- Fundraising strategies.
- Flow of donations (from donor to beneficiary of the supported social projects).

Fundraising for the programme illustrated in step 3 of the figure below, whose leading player is TV Globo, consists of communication activities aimed at raising awareness, mobilizing and receiving donations to the Criança Esperança Fund.

## Criança Esperança programme step-by-step implementation

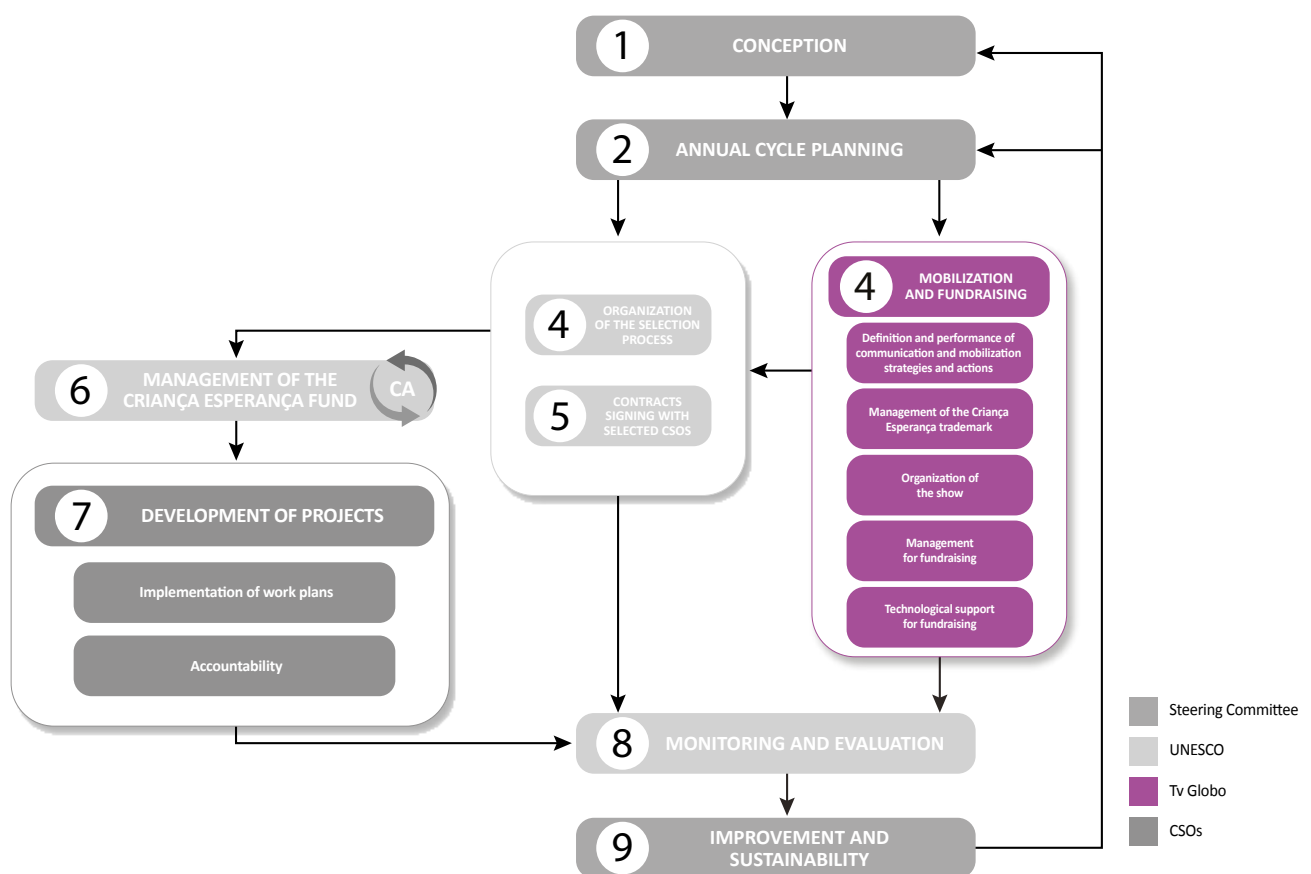


Figure 7 – Step 3 of Criança Esperança programme step-by-step implementation

Donations to Criança Esperança come from two primary sources: individual and corporate. Millions of Brazilians make their donation. Mobilized by the campaign, Brazilians voluntarily contribute to the programme through the available channels (0500 system and Internet, among others). Similarly, the companies carry out the corporate donation through a direct transfer to the Criança Esperança Fund checking account.

As mentioned above, UNESCO manages the resources donated by individuals and legal entities to the programme fully allocated to the Criança Esperança Fund. Therefore, these resources have no connection with administrative expenses and those necessary to carry out the show’s annual campaign.

These resources are kept in the Criança Esperança Fund and applied in investment funds that maintain their purchasing power over time, in accordance with UNESCO’s rules, until transfer to the partner CSOs to develop the social projects selected.

On the other hand, the resources needed to carry out the programme, including awareness-raising, mobilization and fundraising campaign, come from TV Globo, a form of voluntary investment by the broadcaster in one of its main social responsibility actions. TV Globo itself manages these resources intended for the payment of suppliers, salaries of the teams involved, and administrative expenses (both in the scope of TV Globo’s and UNESCO’s resources).

This financing structure for carrying out the programme – with TV Globo’s resources – and for the Social Projects – with funds from donations – is illustrated in the figure below.



Figure 8 – Financial resources of the Criança Esperança programme

The flow of financial resources related to the two sources mentioned above is shown in the image below. The expenses to carry out the programme is presented on the left. It comes from TV Globo and is destined to the payment of various expenses necessary to carry out the programme, such as administrative and operational expenses, and payment to suppliers.

On the right, it is possible to see the bank account corresponding to the Criança Esperança Fund, whose resources come from donations from individuals and corporations and the trademark license. The illustration also shows resources applied in financial investments and the transfer of resources by UNESCO from the Fund to CSOs, according to the contracts signed.

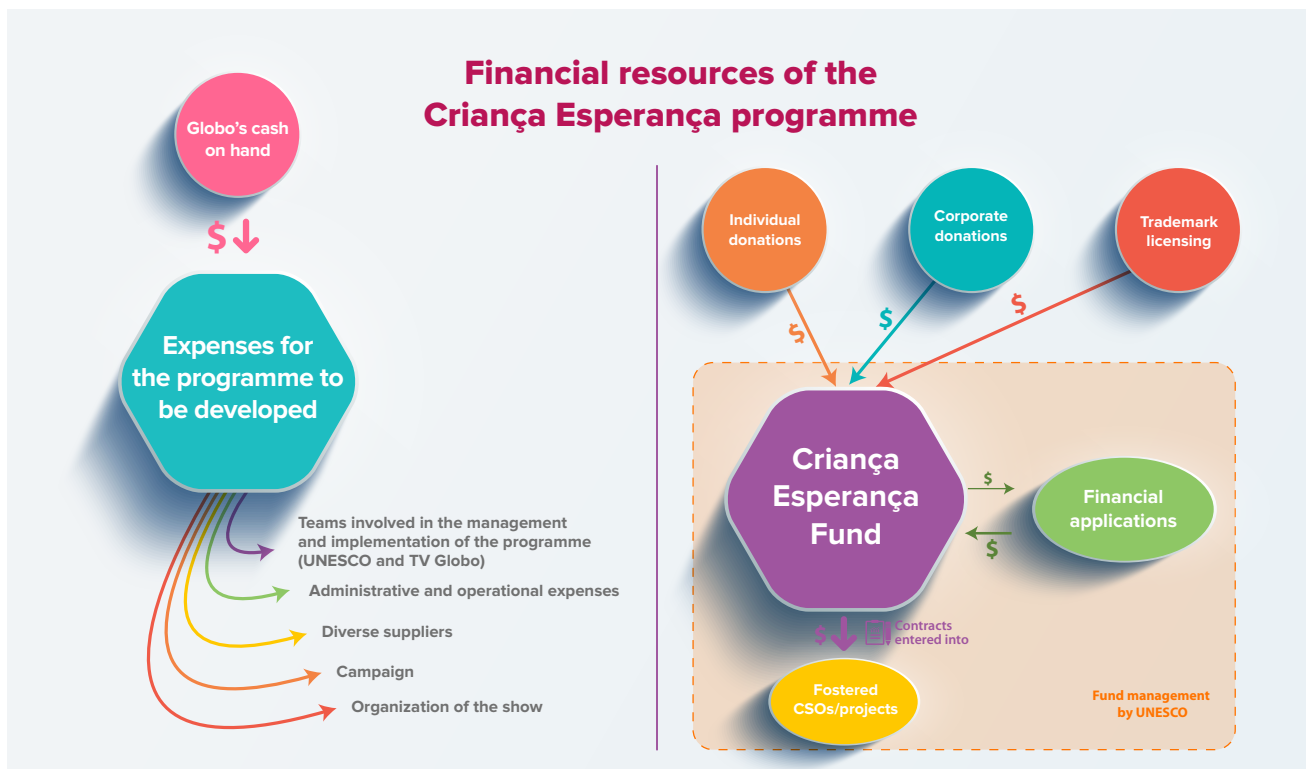


Figure 9 – Financial resources of the Criança Esperança programme: detailed version

Clarifying this difference between the programme's bank accounts is essential, as the commitment of Criança Esperança to society is to allocate 100% fundraising to the projects to be supported. Furthermore, this difference is fundamental for replicating the programme in other countries and similar contexts as a way to ensure the sound management of resources in the light of ethics and transparency.

## 4.1. Fundraising strategies

Over the years, fundraising strategies for social projects have evolved in line with the development of Brazilian society. For this reason, TV Globo and UNESCO have always been attentive to the behaviour of the millions of Brazilians who donate to Criança Esperança to understand their motivations, anxieties and expectations, including the use of new technologies, then identifying the strategies and more appropriate narratives to be implemented.

It was identified that the greater the level of difficulty in donating, the lesser the donor's commitment to complete it. Therefore, it is imperative to assess the donor's experience carefully and consistently to make it as simple as possible, providing accessible and friendly channels.

The Criança Esperança programme has three main fundraising strategies: donations via the 0500 system, donations via the programme's website, and donations by direct transfer to the Fund, in the case of corporate donations. Another way of fundraising is by Criança Esperança trademark licensing, in which part of the income from the sale of products and services from companies operating in the market is donated to the programme.

To expand the spectrum of possibilities for effective fundraising for the programme, different strategies have been used, such as payment via PIX,<sup>10</sup> for example.

The fundraising strategies are detailed below.

### The 0500 system

Fundraising by phone is the oldest and the most known strategy for the programme.

To make it feasible, at each cycle, after defining the campaign planning and schedule, UNESCO formally requests authorization from the National Telecommunications Agency (ANATEL) to use the 0500 system and reserve telephone codes for receiving donations.

In 2021, for example, three predefined options were made available to the donor:

- 0500 2021 007 to donate R\$ 7 (around US\$ 1,40)
- 0500 2021 020 to donate R\$ 20 (around US\$ 4)
- 0500 2021 040 to donate R\$ 40 (around US\$ 8)

These numbers remain active for 30 days during the month of the campaign. People interested in donating must make a call by landline or postpaid mobile to one of the numbers, depending on the amount they wish to donate, and listen to the recording until the end to complete the donation.<sup>11</sup>

It is noteworthy that, during the month of the campaign, TV Globo reinforces the dissemination of 0500 numbers in several programmes of its channels on broadcast TV and cable TV.

Additionally, 48 hours before the show and on the day of its performance, the *Mesões da Esperança* are promoted in which TV Globo's artists and Brazilian celebrities voluntarily participate, randomly answering calls from donors who make donations via the 0500 System. This strategy started in 2012 designed as a way to enhance the engagement of donors by offering them the opportunity to talk, for a few moments, to their idols and celebrities. It has proven to be correct throughout the cycles of the programme.

### Website

Fundraising via the website of Criança Esperança takes place throughout the year on a web platform developed by TV Globo's Information Technology team and its partner suppliers.

The interested party can make a one-off or regular-basis donation of any amount through the site. If the option is a one-off donation, the donor can choose to carry out the transaction via PayPal, credit card or bank transfer (if the amount donated is at least R\$15, approximately US\$3). If the option is a recurring the donation, transactions will be carried out automatically, monthly, via PayPal, according to the amount chosen by the donor.

The website was developed in a simple and intuitive interface, in which it is possible to donate in a few clicks. In addition, when accessing it, it is possible to view images of children benefiting from projects supported by the programme. This strategy was developed to bring the donor closer to the beneficiary, allowing a greater clarity on where the resource is applied and the impact it is capable of generating.

10 - Pix is the Brazilian instant payment system created by the Central Bank (BC), in which funds are transferred between accounts in a few seconds, anytime or day. It is practical, fast and secure. Pix can be made from a checking account, savings account or prepaid payment account ([www.bcb.gov.br/estabilidade/financeira/pix](http://www.bcb.gov.br/estabilidade/financeira/pix)).

11 - The value of the donations includes the tax costs: R\$0.39 (approximately US\$0.08) per minute for landlines and R\$0.71 (approximately US\$0.14) per minute for postpaid mobile phones.

## Direct transfer to the Fund

As corporate donations, private companies that wish to support the Criança Esperança programme as a social responsibility initiative make direct transfers to the Fund.

TV Globo carries out the strategies for searching for these donations, and the transactions are carried out directly by the corporate donor to the checking account of the Criança Esperança Fund.

Corporate donation differs from trademark licensing (presented in the following topic). A corporate donation, like an individual donation, stems from the donor's interest in contributing to the cause.

## Trademark licensing

Licensing of The Criança Esperança trademark, owned by TV Globo, is an alternative to fundraising for the programme. It does not constitute a donation but a commercial relationship between TV Globo and an organization interested in applying for the Criança Esperança trademark in its actions, aimed at divulging their products or services.

One of the largest cleaning material manufacturers in Brazil carried out an example of trademark licensing during the 2021 campaign. On that occasion, the company developed a special commemorative packaging with the programme trademark for its products. In addition, the company sponsored the production of a song performed by two great Brazilian artists, whose collection from reproduction on online platforms has been directed to the Criança Esperança programme (1 time played = 1 donation).

Therefore, this fundraising strategy consists of a financial contribution from the licensed organization to TV Globo, which transfers the resources to the Criança Esperança Fund, following the legal instrument that regulates the commercial relationship of trademark licensing.

## Other ways of fundraising

In addition to the fundraising methods mentioned earlier, the Criança Esperança programme has been innovating and seeking other channels and means of payment to enable donations.

Currently, the process of donating through partner companies' store applications is under development. This modality will allow the user to donate to Criança Esperança when buying online products from the partner. In other words, when purchasing a product in a particular partner's store, the person can choose to donate to Criança Esperança when making the payment.

In addition, in 2021, the programme started to receive donations via PIX. This innovation that proved very successful, considering the volume of funds raised the first time it was used. To disseminate the PIX as a donation channel, communication actions on television guide the donor to collaborate with any amount, throughout the year, through a transfer made directly to the Criança Esperança Fund.

These are just some of the many possibilities of strategies to raise funds that can be replicated in the implementation of Criança Esperança in other countries. To effectively develop either strategy, it is necessary to know the donors well, use the most friendly and appropriate language and channels, and strive for the transparency of information and actions at all times.

### 4.2. Flow of resources – from donor to beneficiary

Throughout the Criança Esperança implementation process, UNESCO and TV Globo pay special attention to information about how the money is transferred from the donor to the CSOs that will implement the selected projects; how the donation becomes actions and transformative social projects for children, adolescents and young people. Criança Esperança partners are constantly concerned with the transparency and credibility with society.

As discussed in chapter 3, one of the areas of action of Criança Esperança is advocacy in defence of the rights of children, adolescents and young people, which calls the attention of Brazilian society to the significant challenges of the social agenda, especially in the area of childhood and youth.

Advocacy is a way to stimulate discussions about specific causes to influence people, notably congressmen and those in government leadership and decision-making positions, and generate changes, which can, at a certain level, determine the course of creation, implementation, and improvement to public policies. For this purpose, TV Globo uses its listings to make these reflections reach the general public to motivate their involvement in demanding actions and results from elected representatives.

Criança Esperança is one of the initiatives used to show society how this is possible. By making public to society the work carried out by the supported CSOs through articles shown in its listings, TV Globo informs the population about the actions carried out transparently and provides them with information on how to participate.

Once mobilized, individual and corporate donors make their donations through the available channels. Through the intermediation of service providers that offer payment methods, such as telephone and credit card companies, the funds are allocated directly to the Criança Esperança Fund.

As the Fund manager, UNESCO applies resources from donations in financial investments, according to the Organization's rules. In addition, it transfers resources to partner CSOs through a signed contract: the Implementing Partnership Agreements. The management of the Fund is a constant activity and is represented in step 7 of the programme's step-by-step implementation under the acronym CA (Constant Activity).

The CSOs, in turn, apply the funds received in the social projects to be developed, whose target audiences are children, adolescents and young people from vulnerable communities and disadvantaged minority groups.

Mobilizing society and raising awareness for involvement, led by TV Globo, directly influence the flow of resources since they are processes that have repercussions in individual and corporate donations destined to the Criança Esperança Fund be invested in social projects.

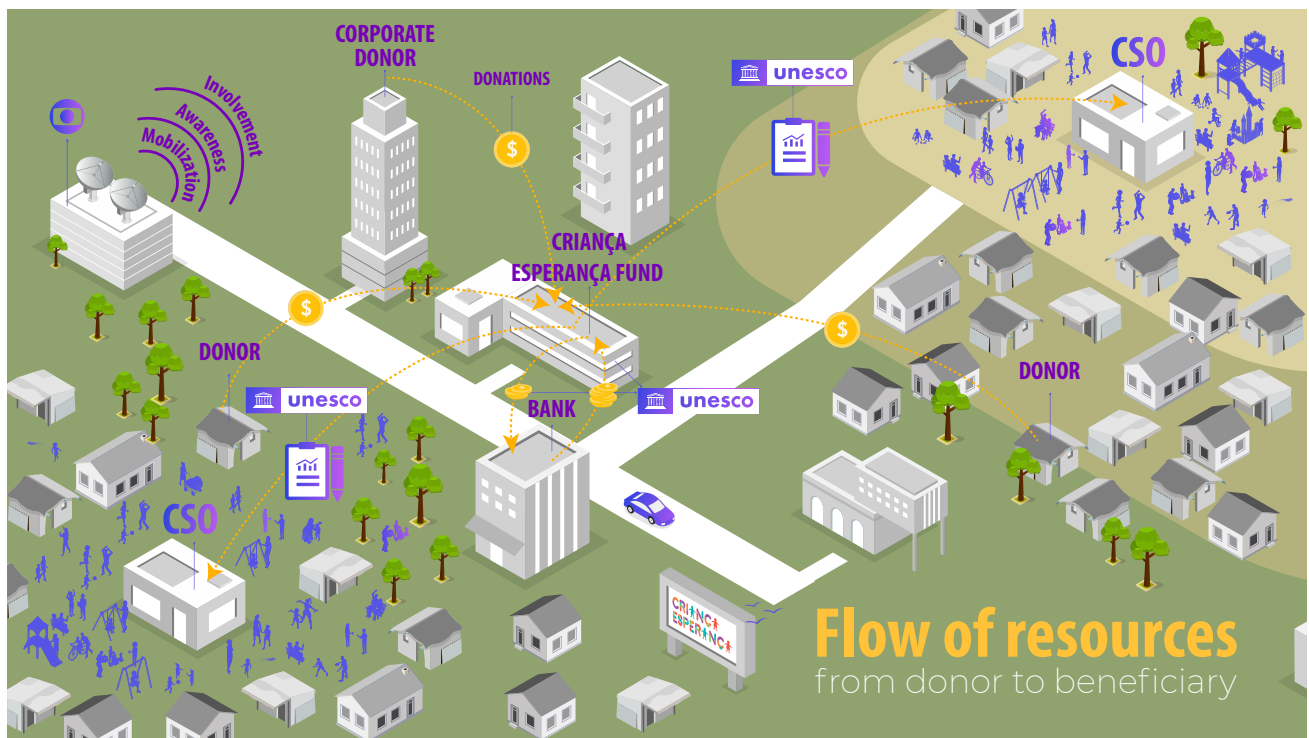


Figure 10 – Flow of resources: from donor to beneficiary

## Topics that were addressed in this chapter

- Sources of funding used to develop the programme and to support social projects.
- Strategies and tools for receiving individual and corporate donations for the programme.
- UNESCO's and TV Globo's responsibilities in the process of attracting and managing the donations for the programme.
- How the flow of resources from the donor to the beneficiary of social projects supported by Criança Esperança takes place.

# 5

## Project Supporting Cycle





## Topics that will be addressed in this chapter

- Steps of the selection process.
- Methodological path followed by UNESCO and CSOs in the selection process.
- Criteria and methods for evaluating social projects.
- Establishment of the partnership with CSOs for the development of social projects.

UNESCO is responsible for the process of selecting projects to be supported with resources from the Criança Esperança Fund, and it comprises stages 4 (Selection of Projects), and 5 (Contracts signing with the CSOs) of the step-by-step implementation process, namely: Selection of projects (Step 4), and Contracts signing with the CSOs (Step 5).

## Criança Esperança programme step-by-step implementation

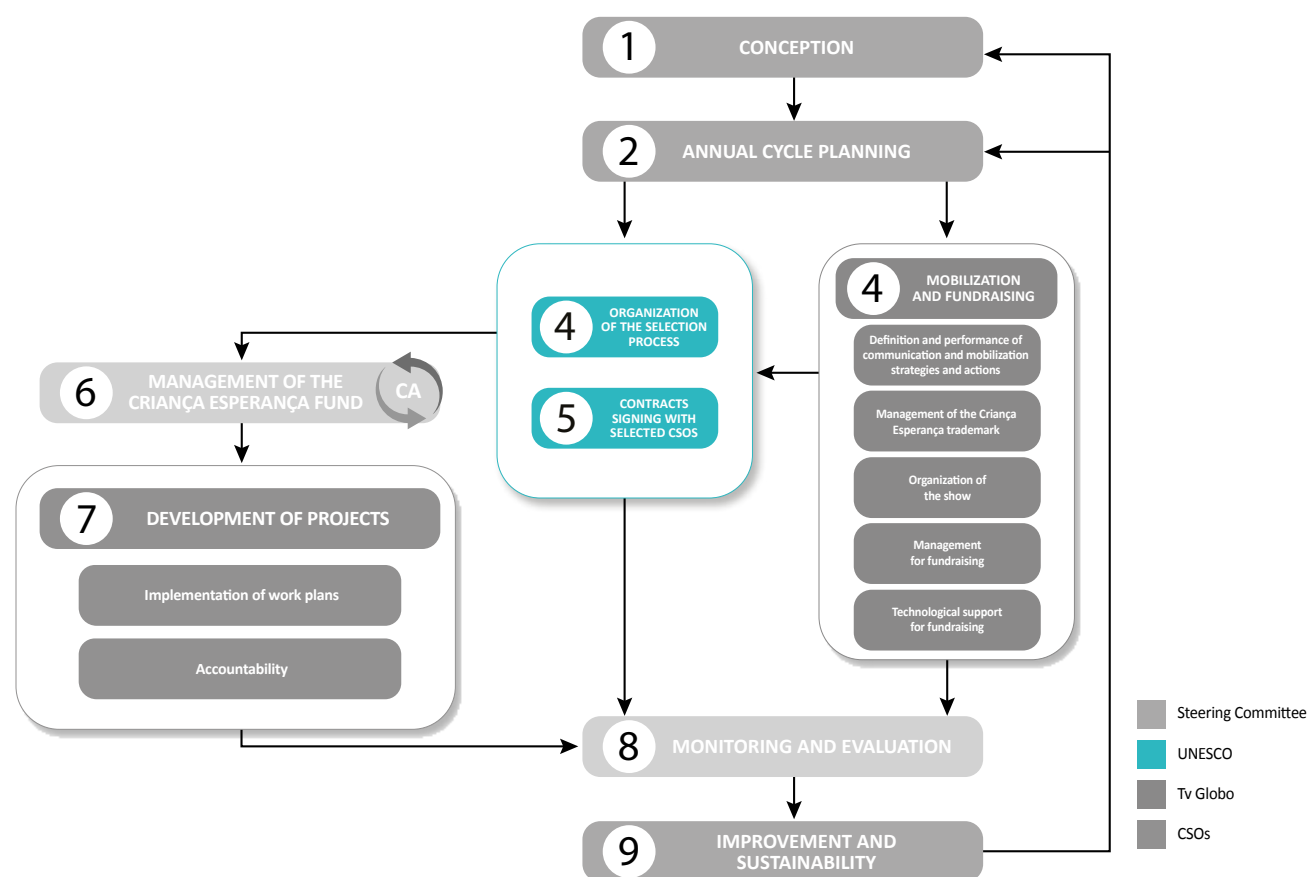


Figure 11 – Steps 4, 5 and 6 of the Criança Esperança programme step-by-step implementation

The project selection process is configured as a cycle since the steps are consecutive and uninterrupted. During contracts signing and the transfer of resources to partner CSOs, the planning of the next edition of the selection process begins, with technical meetings held within the scope of the Steering Committee to define strategic decisions for the next year, and one of them is to determine the selection process focus. The stages of the project cycle steps are detailed below.

### 5.1. Definition and organization of the selection process

The first step of the project support cycle is the organization of the selection process, which involves:

- Organization of a Steering Committee's meeting to define the selection process focus, chosen from the analysis of the situation, considering the most priority issues at the time for the country and Brazilian society (such as the education topic)
- Preparation of the Partnership Invitation (public call for the proposals) and its Terms of Reference with the rules for participation in the selection and the evaluation criteria
- Schedule of the entire process (including the public call for proposals launch date, period for registering projects on the online system and evaluation period, with a definition of time for each of its stages)
- Collection of data from the organizations whose projects were selected
- Organization of a Steering Committee's meeting to validate the results of the selection process
- Preparation of agendas to be sent to TV Globo, with information about the supported projects, which serve as a subsidy for the production of material about the projects
- Official communication to CSOs
- Revision of the document with the guidelines for the Implementing Partnership Agreement (contract)
- The officialization of the support.

In this process, three instruments stand out:

- The Invitation to Partnership – public call for proposals
- The Terms of Reference
- The Implementing Partnership Agreement

The first of the instruments is the Invitation to Partnership. It is a public document inviting CSOs to participate in the selection process. It contains the general context of selection, eligibility criteria, description of the proposal's structure required of organizations interested in participating, evaluation criteria and methodology, as well as information about the amount and duration of support, and the timetable for submission and evaluation of proposals.

The Terms of Reference, in turn, are published with the public call for proposals and describe in detail all the requirements of the selection process (stages, ways of submission of proposals, deadlines, etc.), on which conceptual references and legal frameworks are based, the evaluation criteria and the requirements to be met by the CSOs (evidence documents and requirements to be met). Therefore, the document is complementary to the public call for proposals. It should be carefully observed by CSOs interested in participating in the selection process to submit an aligned and eligible proposal.

The Implementing Partnership Agreement is a contract model to be signed between UNESCO and the CSOs. Their selected projects contain legal requirements, rights, duties and shared responsibilities during the partnership duration.

Conceptual references and guiding principles support the information contained in the three documents mentioned above. They will be presented below.

#### Conceptual references and guiding principles

The methodology for selecting projects supported by the Criança Esperança programme was developed and improved over the years in light of the following main references:

- International documents and treaties, such as the UN Convention on the Rights of the Child (1990); the UN Universal Declaration of Human Rights (1948); the Education 2030: Incheon Declaration and Framework for Action (2015); Education for All: the Dakar Framework for Action (2000); and the Salamanca Statement and Framework for Action on Special Needs Education (1994), among others.

- National documents and regulations, such as Federal Constitution; Child and Adolescent Statute (ECA); Organic Law of Social Assistance (LOAS); Youth Statute; Law of Guidelines and Bases of Education (LDB); National Education Plan (PNE); National Common Curriculum Base (BNCC); National Plan for the Rights of Persons with Disabilities; the New Regulatory Framework for Civil Society Organizations, among others.
- Sustainable Development Goals (SDGs), the global agenda approved during the 2015 United Nations Summit on Sustainable Development.

For the analysis of the CSOs and the proposals submitted, a set of guiding principles aligned with the management of Criança Esperança was defined – after discussion and approval by specialists from the Social and Human Sciences and Education sectors at UNESCO’s headquarters. These principles are the following:

Guiding principle	Description
Human and social development	Projects focused on the human and social development of children, adolescents and young people and on implementing actions that can become a reference for formulating local, national and even international public policies. The project impact is considered to improve indicators such as the Human Development Index (HDI) and the Basic Education Development Index (IDEB) in regions with low-quality human development indicators.
Legitimacy and credibility	Projects of legally constituted CSOs in the country, with at least three (3) years of foundation and acting in the area(s) of project intervention on the closing date of applications in the selection process. In addition, the proposing CSOs must have valid registration in the Councils for the Rights of the Child and Adolescent and, when applicable, in the municipal, state, or national councils in their area of operation.
Innovation	Projects capable of producing changes in the living conditions of children, adolescents and young people benefited directly and indirectly by the project supported by innovative practices. <sup>12</sup> Projects that present innovative practices have the potential to produce creative, qualitatively consistent solutions (considering the process and the final product of the actions) that improve living conditions where they will be implemented and respond to the community’s demands/needs.
Good practices	Projects that use effective pedagogical solutions to particular problems are defined as “success stories” because they add value in solving different typical issues of vulnerable populations in the country. Projects seen as good practices can become a reference for public managers or social responsibility actions coordinated by the private sector. These “success stories” follow the logic of experiences internationally considered as “best practices,” capable of providing adequate and sustainable responses to the involved community’s expectations, providing solutions to issues and guaranteeing the continuity of actions. Furthermore, good practices indicate the potential for replicating the project in similar existing contexts and transferring the methodology to places other than those that originated it, including a model for international cooperation.
Target audience	Projects that directly benefit children, adolescents and young people, including those with disabilities, belonging to minority social groups (indigenous people, migrants, people of African descent, <i>quilombolas</i> , etc.), and/or women.
Geographical areas of vulnerability	Projects that operate preferably in communities with high levels of violence and crime, located in national regions with low educational, social and human development indicators.

<sup>12</sup> - Innovative practice is the project’s ability of the project to produce creative, sometimes unprecedented, and consistent solutions to improve the original conditions of the target audience or even solve the actual problem.

Guiding principle	Description
Community participation	Projects capable of involving, at different levels, the population directly or indirectly benefited, indicating legitimacy before the local community. Community involvement is a tool capable of measuring the degree of legitimacy and interference of actions in the project's reference territories.
Sustainability	Projects that can generate new resources from existing resources or from the capacity to mobilize human, material and cultural resources from everyone who participates in the project and the organizations involved.
Impact and efficacy	Projects capable of producing transformations and changes, adding value through actions developed for the target audience and the community it operates.
Project interaction	Projects capable of interacting with schools and networks of social protection and to guarantee/advocate rights for promoting a more holistic view to identify the problems and the solutions to be implemented.
Stimulus to gender equality	Projects that emphasise on the empowerment of girls and women, ensuring more significant equity in the generation of opportunities.

*Chart 3 – Guiding principles of the Criança Esperança programme*

The evaluation of proposals submitted by CSOs in light of conceptual references and guiding principles is complemented by compliance with two other equally relevant guidelines: the organization's installed capacity and the project methodological proposal.

Installed capacity refers to the availability of physical, material and human resources necessary for the project's technical, financial and administrative development.

To demonstrate this capacity, the proposing organization submits to UNESCO, during the proposal submission process, supporting documents of adequate physical structure for the development of the proposal and a qualified technical and administrative team and providing information about other projects implemented by the organization.

In this sense, the CSO's technical and administrative team must be able to adequately lead the processes of planning, monitoring, evaluation, dissemination of actions, and systematization of experience and dissemination of results, among other actions.

The methodological proposal represents the capacity of the CSO to face the problem pointed out from the suggested methodology. The evaluation includes characterizing the involved community, defining objectives, goals and the expected results, as well as the interaction with other institutions, especially with the social protection network.

Additionally, the methodological proposal must demonstrate the compatibility of the project budget with the proposed activities and the organization's previous experience in developing actions within the scope of the proposed theme.

## The budget amount and timeframe

For the submission of proposals, CSOs must prepare a budget for 12 months, whose total amount falls within the range indicated in the Terms of Reference of the Invitation to Partnership. In addition to being in line with what is intended to be developed, the amount requested in the proposal must be proportional to the organization's administrative and financial management capacities.

Support will be provided for the total amount requested or in part, with the financing of specific expense items required in the proposal budget, whether new or recurring. In this case, Criança Esperança resources will be applied to an experience that the CSO is already developing.

In this sense, proposals that present other sponsors to reinforce the sustainability component of the project are desirable. In this respect, there is a specific field in the online registration form for the organization to inform if it receives resources continuously and/or permanently from other sources (such as a sponsoring organization).

The public call for proposals also foresees the possibility that partner organizations can add value in terms of financial and/or non-financial contributions (counterparts), which must be indicated in the budget proposal.

## Application of resources by CSOs

The resources transferred to CSOs in the scope of Criança Esperança are intended to carry out the core activities of the project and the development of activities for advocating the rights of children and adolescents.

Other expenses, such as physical infrastructure repairs and personnel expenses, can also be financed with funds from Criança Esperança, as described in the table below.

Expense type	Description	Condition <sup>13</sup>
Physical structure renovation	Contracting of repair, installation, assembly, maintenance and other services required due to wear caused by the use of the physical structure, in own or third-party properties.	Limited to 20% of the requested budget and provided that it meets any need to adapt to the activities proposed in the project.
Acquisition of equipment, teaching materials and permanent assets	Purchase of books, electronics, furniture, specialized equipment and other permanent items.	There is no specified budget limit, but expenses are required to be related to achieving the proposed objectives.
Human resources	Payment of professionals with activities linked to the proposed project (under the contractual modality CLT or legal person – MEI – contract) such as coordinators, teachers, educators, assistants, etc. This expense does not include grants aid to interns and hiring professionals and/or companies to perform occasional and one-off services, such as legal, accounting, and press relations services, among others.	Limited to 60% of the requested budget, including social charges, when applicable.

<sup>13</sup> - These spending limits by type of expense may change between the selection processes carried out each year, according to UNESCO's resolutions and considering CSOs' needs. For example, the conditions of the selection carried out in 2021 are presented in this table.

Expense type	Description	Condition
Scholarships for Interns	Payment to high school or higher education students (working at the organization in its area of training).	Limited to 10% of the requested budget, as long as they are strictly related to the objectives of the proposed project, clearly linked to the planned activities and comply with the regulations of Law 11.788/2008 and other applicable legal provisions.
Food	Purchase of ready-to-eat snacks or foodstuffs to prepare meals offered to beneficiaries in the scope of the proposed project.	Limited to 20% of the requested budget.
Transportation	Payment of air or land tickets (buses), cab expenses, etc. for project collaborators, as well as the payment of transportation vouchers, expenses with the rental of vehicles and fuel for carrying out project activities.	Limited to 10% of the requested budget, as long as they are expressly identified with the project objectives.

Chart 4 – Types of expenses financed with resources from the Criança Esperança programme

CSOs cannot use resources from Criança Esperança to finance expenses with the payment of administration fees and interest or fines of any kind.

At the end of the step for organizing the selection process, the selection tools (the public call for proposals and its respective Terms of Reference) are disclosed on the websites of the Criança Esperança programme and UNESCO, and the selection of projects to be supported begins.

## 5.2. Project selection

This stage begins with the process of submission of proposals by the CSOs. It continues with the evaluation and selection by UNESCO of the projects to be supported by the Criança Esperança programme.

Nowadays, the selection process and the submission of proposals by the CSOs are conducted online through a specific platform developed by the Information Technology sector of the UNESCO's Office in Brazil, mainly for Criança Esperança.

Interested CSOs must acknowledge the Invitation to Partnership and the Terms of Reference. Then, they must submit project proposals containing all information about the actions to be implemented by the project, expected results, schedule, defined budget, among other points, besides the supporting documents for evaluation of its technical, administrative, and financial capacity by UNESCO.

UNESCO's team in Brazil provides a communication channel by email, exclusively for Criança Esperança, to provide the necessary support to CSOs during the project submission process, clarifying doubts about the public call for proposals, the supporting documentation required, and the online system's functionality. Within UNESCO, the team of Project Officers from the Social and Human Sciences sector is responsible for analyzing the proposals received. The Project Selection Committee can count on the participation of Project Officers from UNESCO's different programme sectors and, eventually, external specialists.

## Methodological path

The selection process begins with the publication of the public call for proposals: the “Invitation to a partnership with civil society organizations.” This document is published on the websites of Criança Esperança and UNESCO. It contains all the information so that the CSO can compete in the selection process, including deadlines, criteria, organizations eligible for support, and the types of projects that can be supported.

After the publication of the public call for proposals, the methodological path of the selection process begins, divided into five stages: registration, document analysis, technical analysis, classification, and selection. All of them are covered virtually on the Criança Esperança system and have specific evaluation templates for review.

### 1<sup>st</sup> Stage: Registration

CSOs must access the Criança Esperança website ([www.criancaesperanca.com.br](http://www.criancaesperanca.com.br)) to find the link to the online project registration system, through which they must submit their projects for selection.

At this stage, the CSOs carry out both the institution’s registration, with essential information for understanding its functioning and installed technical capacity and the submission of the proposal competing for the support to be granted by Criança Esperança.

The preparation and presentation of proposals by CSOs at this stage are their entire responsibilities, the integrity and validity of the information provided. Incorrect, incomplete or untrue data may justify eliminating a particular organization from the selection process.

Each proposing organization can register only one proposal in the registration system referring to the public call in force. In addition, proposing organizations are provided with a UNESCO e-mail address for support in case of doubts about preparing and submitting proposals.

## Required supporting documentation

At the registration stage, the CSOs must submit their projects with the appropriate attachments of the mandatory supporting documentation for the document and technical analysis, namely:

- Copy of the National Register of Legal Entities (CNPJ)
- Copy of legal documentation (bylaws or other document proving the organization’s registration)
- Copy of valid registration with the Council for the Rights of the Child and Adolescent<sup>14</sup> and, when applicable, a valid copy with the municipal, state or national councils in its area of operation
- Organization chart
- Copy of the organization’s accounting statements for previous years (Balance Sheet – BP and Income Statement for the Year – DRE)
- Clearance certificate related to federal tax credits and overdue federal debt (document available at [www.receita.fazenda.gov.br](http://www.receita.fazenda.gov.br)). In the case of exemptions or immunities, the corresponding supporting document must be presented
- Clearance certificate of labour debts (document available at [www.tst.jus.br/certidao](http://www.tst.jus.br/certidao))
- Certificate of regularity of the Length-of-Service Guarantee Fund (FGTS) (document available at [www.sifge.caixa.gov.br](http://www.sifge.caixa.gov.br))

<sup>14</sup> - Valid registration with the Council, especially in the Councils for the Rights of the Child and Adolescent, is one of the most relevant instruments in the selection process mandatory documentation list. Moreover, it adds to the CSO a significant component of legitimacy and public recognition by a fundamental instance of the policy on the rights of children and adolescents in Brazil.

- Document proving the status of state public utility, municipal public utility, charitable social assistance entity (CEBAS) or civil society organization of public interest (OSCIP), when applicable
- Summary of Curriculum Vitae of each member of the project coordination team
- Copy of the address confirmation receipt of the president/director of the organization and the coordinator of the proposed project

In addition to the supporting documentation mentioned, the complete submission for participation in the selection process must include:

- The project proposal, specified below (the project PDF must be generated in the system, printed, signed, scanned and attached)
- UNESCO Partner Identification Form (the PDF of the form must be generated in the system, printed, signed, scanned and attached)

### Proposal

The proposal to be presented by the CSOs must be structured in light of the requirements contained in the Terms of Reference to enable an effective technical analysis by UNESCO.

In general, the aim is to evaluate in the proposals the details of the problem to be faced; the connection between objectives, methodology, activities and expected results; budget compatibility with proposed activities; the organization's previous experience in developing projects within the scope of the proposed theme; and the existence of the proposing organization's installed capacity (financial and administrative capacity to manage resources, a physical structure suitable for the proposal, qualified technical and administrative staff).

Therefore, proposals presented by the CSOs must contain:

- Description of the expected results regarding the project and the means to achieve them
- Description of how the methodology fits with what is proposed in the project
- A detailed description of how the activities will be developed
- Description of how the project will be monitored throughout its development (internal processes, control points and internal rules, among others)
- Curriculum vitae of key personnel who will support the implementation of the project
- Implementation schedule

### Important Additional Information

Finally, UNESCO follows ethical standards adopted by the United Nations Agencies when entering into partnerships, demanding the commitment of its partners not to engage in corrupt and fraudulent practices.

In this regard, UNESCO reserves the right to:

- Reject the proposal to sign the contract if the organization is found to have engaged in fraud and/or corruption in the competition during the selection process
- Cancel or terminate the contract if the organization is found to have engaged in fraud and/or corruption during the selection process or when executing the contract signed with UNESCO



- Declare the organization ineligible to become a “registered partner of the United Nations;” either indefinitely or for a fixed period, if, at any time, UNESCO finds that the organization has engaged in fraud and/or corruption during the selection process or when executing the project with UNESCO

At the end of the registration period, UNESCO’s evaluation team starts the document analysis stage.

## 2<sup>nd</sup> Stage: Document analysis

In the document analysis stage, the above mentioned Selection Committee checks the mandatory supporting documents requested in the “Invitation to a partnership with civil society organizations,” according to the criteria assessment of “CSO eligibility and qualifications.”

In this sense, one verifies the project proposal by organization:

- Non-profit legally constituted in the country
- With at least three years of foundation and effective performance in the area(s) of intervention of the project on the closing date of registration
- With valid registration in the Councils for the Rights of the Child and Adolescent and, when applicable, in the municipal, state or national councils in its area of operation

In addition, the evaluators verify if the organization has already obtained support from Criança Esperança, how the supported project was carried out, and whether there are restrictions on its CNPJ with relation to UNESCO. Evaluators also conduct an Internet search to see if public information available online that would discredit the organization. All these checkpoints are intended to ensure the eligibility of CSOs in the selection process for the partnership.

It is paramount to mention that implementing partners are organizations to which UNESCO entrusts the project implementation specified in a formally signed document (Implementing Partners Agreement), taking full responsibility for the effective use of resources and delivery of expected results.

Among the main characteristics of implementing partners are:

- They add value, including, where possible, a monetary or in-kind contribution to the project or activity
- They share the risks and rewards of implementing the project or activity and are responsible for delivering the expected results
- They are involved in all stages of the process – from the detailed elaboration of the work plan to the evaluation of the project or activity

The eligibility of CSOs, from the point of view of the proposed project and the target audience, is also related to the fact that the project presented contributes to the promotion of human development, social inclusion and/or the empowerment of children and adolescents and/or young people at risk and social vulnerability, with disabilities, belonging to minority social groups (indigenous, migrants, people of African descent, *quilombolas*, etc.), and/or women.

After the document analysis, the technical analysis of the proposals presented by the CSOs begins.

### 3<sup>rd</sup> Stage: Technical analysis

In general, UNESCO evaluates the proposals according to the following main elements:

- Consistent methodological, technical proposal, which includes innovative and replicable inclusion mechanisms to maximize the transfer of value and knowledge to project beneficiaries
- Effective and impactful interventions that respond directly to the demands that the proposals will meet following the public call for proposals' Terms of Reference
- Budget proportional to the organization's administrative and financial management capacity and the activities proposed in the project
- Presence of monitoring processes for the proposal to be developed

The technical analysis of the projects, according to the above-mentioned elements, observes the evaluation criteria "proposed methodology, approach and implementation plan" and "management structure and key personnel," and is carried out in two phases. In the first, the mandatory criteria of the proposal, the consistency of the project presented, the installed capacity of the CSO, among other points, are evaluated.

In the second, the desirable criteria, such as acting preferentially in communities with high levels of violence and crime, located in regions of the country with low educational, social and human development indicators; family participation and strengthening of family bonds; stimulus to gender equality, with an emphasis on the empowerment of girls and women; actions with community participation and stimulus to local development; existence of CSO management instruments (such as communication plan, sustainability and resource mobilization plan, monitoring and evaluation mechanisms); capacity of interaction and existence of partnerships and/or counterpart capacity; interaction with the school and with the social protection and rights guarantee and advocacy network.

As the name implies, the desirable criteria point out what is not a mandatory requirement for the projects, but that they represent a positive differential for selection. And, in this sense, they must be presented whenever they exist.

In addition to verifying the main elements, mandatory and desirable criteria, it is also verified how the project intends to contribute to the promotion of social inclusion and human development of children, adolescents and young people in situations of vulnerability, and if it is in line with UNESCO's areas of mandate and its priorities for the country and the objectives of Criança Esperança. The figure below is intended to summarize the core principles to be observed when evaluating CSOs' project proposals.

## Principles/elements to be observed in CSOs' project proposals

- Human and social development
- Legitimacy and credibility
- Innovation
- Good practices
- Geographical areas of vulnerability
- Community participation
- Sustainability
- Impact and efficacy
- Coordination with school and social protection network



Figure 12 – Summary of principles to be observed in CSOs' project proposals

### 4<sup>th</sup> Stage: Classification

At this stage, the projects evaluated are classified according to their national and regional distribution, prioritizing those located in states and regions with the lowest human development indicators (according to the HDI).

Moreover, the classification of projects takes into account the thematic areas (education, social development, culture, science, communication and information) and their compliance with the Sustainable Development Goals (SDGs).

This classification aims to select the projects developed in different themes and distributed throughout the national territory, considering the regional balance in the distribution of projects and the allocation of resources. The selection of projects also considers the distribution between capitals, small and midsize cities.

The effective selection of projects and subsequent disclosure of results are carried out in the last stage, presented below.

### 5<sup>th</sup> Stage: Selection of projects and disclosure of results

At this stage, the projects to be supported are selected. The final selection stage is complemented by a Steering Committee's meeting, in which the selected projects are presented, and the results of the selection process is validated.

With validation by the Steering Committee, the result of the selection process is published on the websites of UNESCO and Criança Esperança, containing the list of projects selected for support in the next year.

Subsequently, the organizations whose projects were selected are officially informed by UNESCO with the necessary guidelines on the submission of documentation and the necessary procedures for preparing the contractual instrument and submitting the final version of the approved work plans.

### 5.3. Entering into contracts with the partner CSOs

The last stage of the project support cycle is signing the contracts with the partner CSOs to implement the selected projects. These contracts are called the *Implementing Partners Agreements*.

The Agreement certifies that the parties, that is, UNESCO and CSOs, agree to cooperate fully to develop the project to mutually benefit from sharing information and knowledge during its term. Furthermore, through this instrument, the parties agree to fulfill their respective responsibilities and keep each other informed of all activities related to the implementation of the work plan.

After signing the partnership agreement, the period of support for CSOs begins and there is transfer of financial resources in installments; the last installment takes place as reimbursement of expenses incurred in advance by the organizations, according to the approved project and with the legal and fiscal regularity of the organization upon signing the contract.

These resources are transferred to CSOs through a deposit in an exclusive checking account for the project's financial transactions supported by Criança Esperança.

Then, the partner organizations took the responsibility for carrying out the selected projects, following UNESCO's norms and regulations, and according to contract's provisions signed with the organization. To support the development of selected projects, UNESCO provides CSOs with the document *Implementation Guidelines According to the Implementing Partners Agreement with Projects Signed with UNESCO within Criança Esperança Programme*.

Therefore, the project support cycle can be summarized in the following main activities:

- Definition of the selection process focus
- Organization of the selection process schedule
- Revision of the "Invitation to partnership with civil society organizations" (the public call for proposals) and its Terms of Reference, adapting them to the selection process focus
- Revision the content of the stages of registration and evaluation of projects based on periodic meetings with the Information Technology Unit at UNESCO
- Performance of system testing to check if there are still pending adjustments
- Evaluation of the projects competing for support from Criança Esperança
- Organization of the meeting with TV Globo for presentation and validation the annual selection process result
- Preparation of documentation to inform the CSOs whose projects have been selected and submit guidelines for the contract being entered into with UNESCO
- Preparation of the themes of the selected projects - material containing information about the organization and the selected project to support the communication and social mobilization actions developed by TV Globo
- Revision of the text, sent by email, informing the CSOs that the project presented will be supported

- Revision of the reference document *Implementation Guidelines According to the Implementing Partners Agreement with Projects Signed with UNESCO within Criança Esperança Programme*, which will be sent to the projects that will be supported
- Verification of the documentation requested from the projects in the communication for the preparation of the Partnership Agreement to be signed with UNESCO
- Registration of vendor, that is, the identification number of the organization concerning UNESCO System
- Registration of the contracts on UNESCO System, sending them for signature by the CSOs that will be supported
- Submission of the reference document *Guidelines for Contract Execution with Base Projects Signed with UNESCO within Criança Esperança Programme* to the CSOs to guide them as to the norms and rules to be followed in the contract implementation
- Release of the first financial installment of the contract entered into
- Produce technical-programmatic and financial accountability analyses
- Carry out monitoring visits to supported CSOs
- Organization of the documentation filing system of each supported CSO for consultation throughout the contract term
- Management of the documentation of CSOs with terminated contracts

The following figures illustrate the methodological path of the selection process from UNESCO's and the proposing CSOs' perspective, respectively.

**METHODOLOGICAL PATH OF THE SELECTION PROCESS (UNESCO'S POINT OF VIEW)**

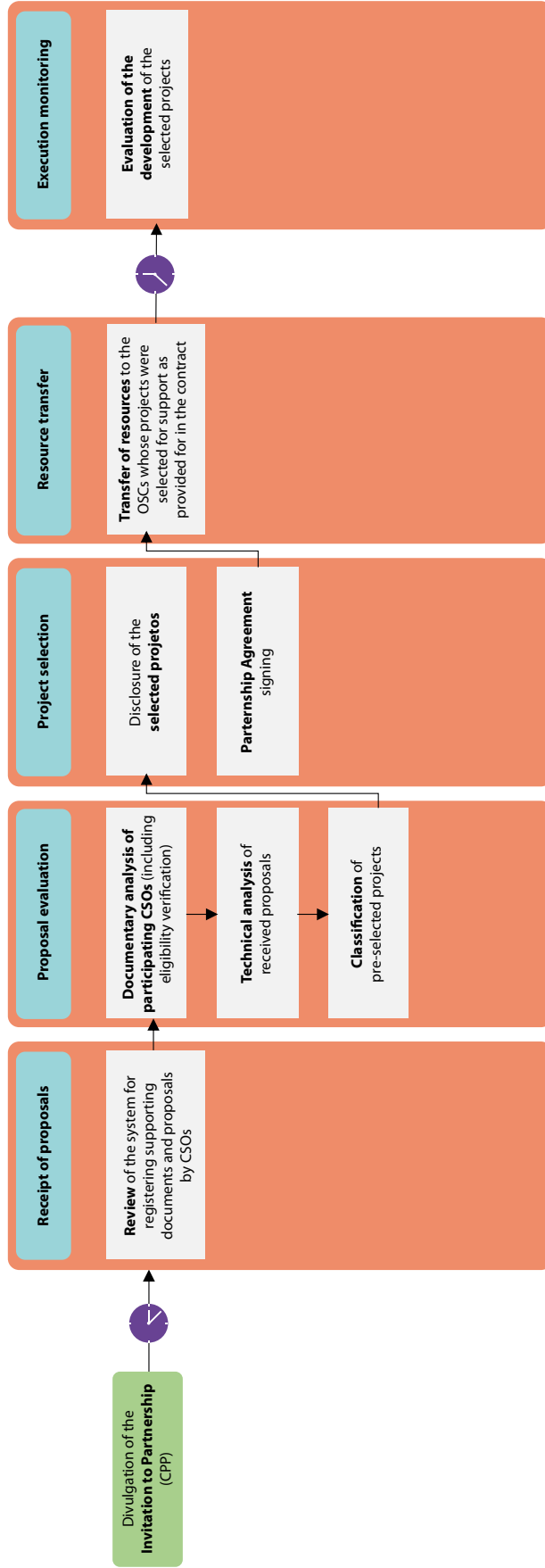


Figure 13 – Methodological path of the selection process from UNESCO's point of view

In summary, from UNESCO's point of view, the path begins with the publication of the public call for proposals, followed by a review of the project registration system to improve and adapt it to the guidelines for the selection process edition. When the CSOs register the proposals, UNESCO provides agile communication channels to clarify the proposing organizations' doubts. Afterwards, the period for receiving proposals begins. After the submission period, UNESCO starts the document and technical analysis, and carries out the classification and selection of project proposals. Once the project selection is over, its result is disseminated and the procedures for signing the Implementing Partners Agreement with the CSOs are carried out.

After formalizing the partnership with the signed agreement, UNESCO carries out the transfer of budgetary resources and, subsequently, carries out the monitoring and evaluation procedures of the supported projects.

**METHODOLOGICAL PATH OF THE SELECTION PROCESS (CSO'S POINT OF VIEW)**

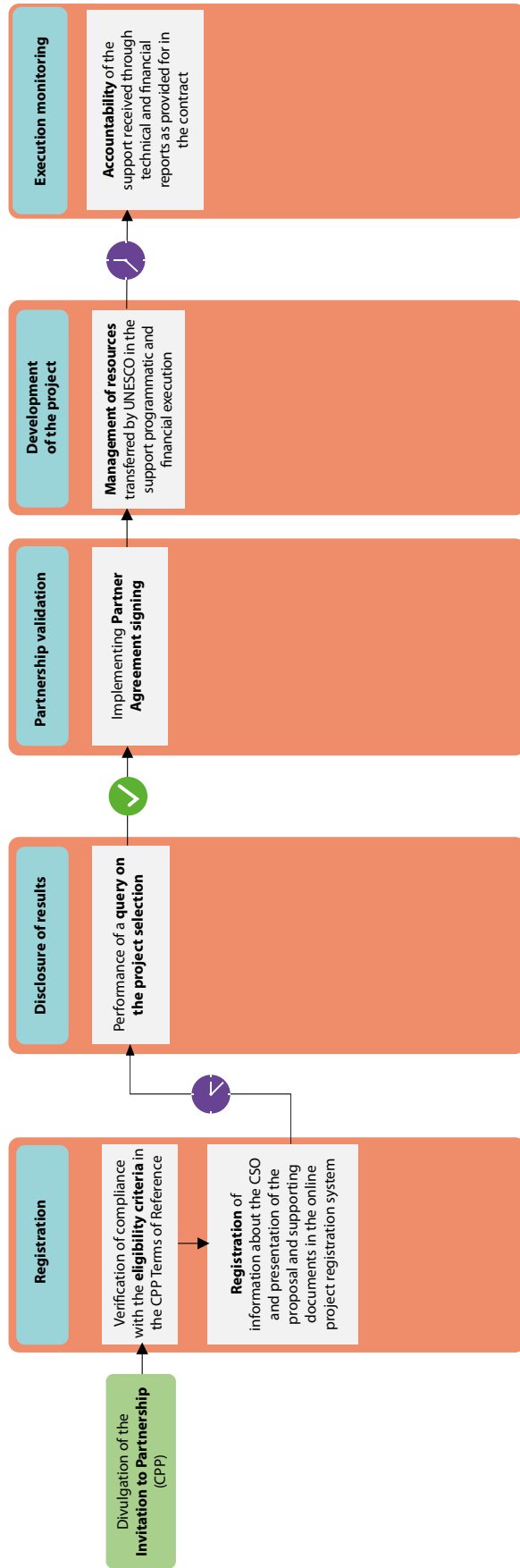


Figure 14 – Methodological path of the selection process from CSOs' point of view

From CSOs' point of view, the path begins with learning about the Invitation to Partnership announcement and the call for applications. Interested organizations, during the indicated period, must register on the platform made available by UNESCO, providing information about the organization and attaching information about the proposed project and the supporting documents required in the public call for proposals.

If they have their project selected, CSOs must comply with UNESCO's request to send the necessary documents to sign the Implementing Partners Agreement. Once the Agreement is signed, the period of financial support for the projects begins. Throughout the partnership, the supported CSOs must comply with the provisions established in the signed Agreement, providing information about the performance of activities and rendering due accounts to UNESCO.

UNESCO can audit CSOs at any time (whether or not the contract is in force) and, therefore, requires that all documents be organized and archived for ten years after the end of the prior Agreement.

The project support cycle is one of the main processes of the programme not only in the scope of UNESCO but also of Criança Esperança. However, concurrently with the planning, selection and execution of contracts with partner CSOs in the respective year, UNESCO is also engaged in other significant activities, such as the follow-up and monitoring of organizations that had projects selected in previous cycles, during the period in force of the signed contract, to ensure the efficient and effective application of the resources raised by the programme.

### **Topics that were addressed in this chapter**

- Definition and organization of the selection process.
- Evaluation criteria for projects submitted by CSOs for funding from the programme.
- Stages in the selection process.
- Procedures for formalizing the partnership between UNESCO and CSOs that had projects selected to be supported by Criança Esperança.





# 6

## Performance of Social Actions and Monitoring the Financial Resource Application



### Topics that will be addressed in this chapter

- CSOs' responsibilities in carrying out social projects supported with resources from the Criança Esperança programme.
- Actions to qualify CSOs' management carried out by UNESCO.
- Follow-up process of the actions performance of selected projects.
- Espaços Criança Esperança.

## Criança Esperança programme step-by-step implementation

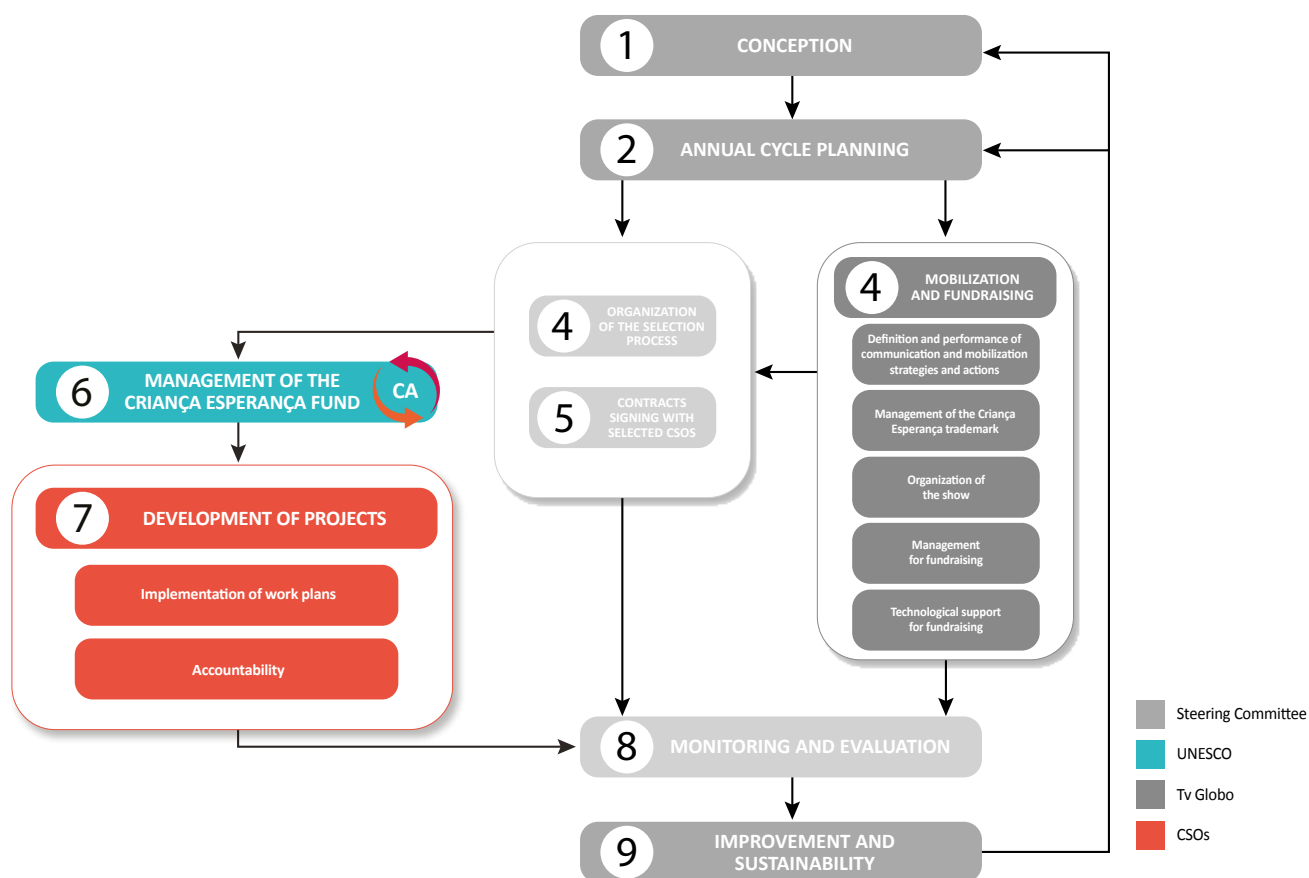


Figure 15 – Stage 8 of Criança Esperança programme step-by-step implementation

This chapter will deal with the performance of actions foreseen in the approved projects and the monitoring of the programmatic and financial execution carried out by UNESCO.

Additionally, the chapter will discuss the contribution of Espaços Criança Esperança to the promotion of human development in the communities where they were installed, which are relevant laboratories of the programme's social innovation.

### 6.1. Development of social projects

From the moment the Implementing Partners Agreement with UNESCO is signed, the CSO commits itself to comply with the provisions of the Implementing Partners Agreement, being fully responsible for carrying out the project submitted and approved in the selection process and for the associated risks following the agreed work plan.

In relation to carrying out social projects, the CSO's main responsibilities are:

- To take responsibility for the use of resources transferred by UNESCO under the agreement
- To manage the budget and the respective associated costs, corresponding to the activities to be developed
- To submit for UNESCO's approval periodical technical reports on the implementation of projects, problems, difficulties and solutions found to overcome obstacles
- To submit to UNESCO a final technical report, compiling information on the entire development of the project
- To periodically submit for UNESCO's approval a financial report on the application of resources received from the programme, according to the model provided by it, demonstrating the full use of the income earned with its financial application in the project supported by Criança Esperança, as established in the Implementing Partnership Agreement
- To submit to UNESCO a final financial report within three months after the end of all activities and after the settlement of all outstanding obligations
- To keep records and financial books, in addition to all proofs (original or certified copies of the original) for a period of ten (10) years after the end of the last support according to the provisions established in the agreement
- To keep records of the application of financial resources transferred by UNESCO separate from its own expenses
- To promptly submit all reports required under the agreement, meeting UNESCO's requirements and providing all other information relevant to the Project and the use of any resources, supplies and, if applicable, equipment transferred by UNESCO
- To ensure efficient management of the resources, supplies and equipment provided by UNESCO, observing by themselves and their collaborators the highest standard of integrity and transparency
- To provide all the necessary conditions for UNESCO to monitor the Project
- To allow, upon request, UNESCO's authorized officials or their designated representative to have access to the project website, CSO offices and its collaborators, as well as any relevant records and financial documents

The financial reports to be presented to UNESCO must be duly certified by the CSO's accountant or equivalent professional and reflect the expenses incurred related to the resources transferred in the scope of Criança Esperança support.

During the development of social projects, CSOs must be consistent with their non-profit nature and use the resources made available by UNESCO solely for project implementation costs according to the agreement. Furthermore, suppose the CSO has other funding sources, expenses related to the same activity cannot be included in the budget of any other projects/funds, whether provided by UNESCO and/or other donors.

Only expenses for implementing of the activities described in the work plan will constitute eligible costs for applying programme resources. In addition, they must comply with the principles of good financial and risk management.

Thus, CSOs should require their subcontracted service providers, such as lawyers, accountants or other advisors, to cooperate with any monitoring and follow-up activities that UNESCO or its representatives may carry out.

These provisions are displayed in the Implementing Partners Agreement signed by the CSO. Failure to comply with any of the obligations listed above may constitute a breach of the Agreement and lead to termination at no cost to UNESCO.

For this reason, and always prioritizing the achievement of better conditions for children, adolescents and young people and the communities involved, the programme is concerned with providing partner CSOs with the capacity to carry out actions with professionalism and efficiency through actions to qualify CSOs' management.

## 6.2. Qualification of CSOs' management

Although it is not its direct purpose, the Criança Esperança programme has, over the years, contributed to the development of the third sector in Brazil through actions to qualify CSOs' management.

These actions aim to train managers and leaders of Brazilian social organizations in aspects related to financial and project management to provide access to funding resources from the programme and other supporting institutions.

One of the experiments carried out with this objective is detailed in the box below.

### ***Empoderando Pessoas e Criando Capacidades nas Organizações da Sociedade Civil Project***

In the years 2012 and 2013, in technical cooperation with Petrobras and in partnership with *Instituto Fonte*, a project called *Empoderando Pessoas e Criando Capacidades nas Organizações da Sociedade Civil* [Empowering People and Creating Capacities in Civil Society Organizations] was carried out, which trained 242 CSOs linked to Criança Esperança, and Development and Citizenship programmes, the latter under Petrobras' responsibility.

The project offered 12 in-person training courses to 466 CSOs' leaders and managers in several Brazilian capitals. These courses aim to review the premises underlying their practices, deepen their knowledge of management and prepare them to lead their organizations towards a new stage of development.

The training sessions were structured as reflective and preparatory moments and made possible the exchange of relevant experiences, both between CSOs and UNESCO's and Instituto Fonte's representatives and between the organizations' leaders.

However, the technical support for these organizations is not restricted to structured actions, such as training and courses. The UNESCO's Project Officers team maintains frequent contact with the leaders of the supported CSOs to provide technical and management guidance, whenever necessary, for the best conduct of social projects.

Close and regular contact with organizations and formal monitoring procedures is a valuable opportunity to deepen the understanding of the reality of social organizations and beneficiaries of the programme, which would hardly be obtained in any other way. Additionally, it provides relevant inputs for the implementation and eventual review of the strategies and actions of the programme at each cycle.

### 6.3. Monitoring and control of the financial resources application

The process of monitoring the financial resources used by CSOs takes place systematically, under UNESCO's responsibility, as long as the agreement is in force to verify the effective use of resources in the selected project.

As technical coordinator of the project, UNESCO is responsible for:

- providing general guidance, supervision and technical assistance, as appropriate, for the implementation of the work plan, making itself available for consultation as needed
- transferring the resources allocated to the partner to implement the project according to the modalities established in the work plan and contractual determinations
- monitoring the effective implementation of the project by the partner and the proper management of allocated funds

The monitoring carried out by UNESCO follows the Organization's financial and administrative rules and regulations, which apply to the Implementing Partners Agreement. Its purpose, among others, is to ensure the full execution of the work plan approved in the selection process, observing the stipulated deadline and budget, and under standards of ethical and moral conduct.

If the CSO, for reasons beyond its own control, cannot complete the work plan within the timeframe provided for in the Agreement, UNESCO must decide whether or not to extend the contract.

In practical terms, the main activities carried out by UNESCO in monitoring the application of financial resources are:

- Insert information and update the projects' monitoring data<sup>15</sup> according to the UNESCO System
- Keep in contact with partner organizations on a daily basis to clarify doubts about the contract, through e-mails or telephone
- Carry out on-site monitoring and evaluation visits to supported CSOs to follow up on the activities provided for in the approved work plans
- Carry out the analysis of the documentation of accountability of the contracts (financial and technical)
- Identify the CSOs that, eventually, are with some delay in the execution in order to implement the necessary measures to regularize the project schedule

The on-site monitoring visits, carried out by the Project Officers of the Criança Esperança team at UNESCO, constitute an important moment in the management of the programme. With these visits, it is possible to monitor the performance of activities where they are carried out and allow the integration with direct and indirect beneficiaries of the supported project.

Additionally, the monitoring visits are an opportunity to meet and exchange knowledge with the technical teams that make the projects happen in practice. The monitoring visits are carried out based on the methodology of the Assessment Framework for Monitoring, Evaluation and Audit (2010).

To carry out the visits and better organize the travel plan and other aspects of the mission, UNESCO consults the partner CSOs about the possibility of dates and sends them information about what the visits are, how they happen and their objectives.

---

<sup>15</sup> - "Monitoring" is the main management tool of the Criança Esperança team, in which all the supported organization's data and management information about the execution of the contract are displayed.

Thus, the main activities to be performed by UNESCO regarding the visits to monitor the development of projects are:

- To define the annual visit schedule
- To define the organizations to be visited
- To organize the mission
- To prepare the technical report of the visit

UNESCO's monitoring visits represent a critical moment in the Criança Esperança management. They allow the officers to be even closer to the people who make the project a reality and dedicate themselves to transform the lives of so many people, especially children, adolescents and young people. The monitoring visits allow UNESCO to better understand the reality of vulnerability, poverty and exclusion in which supported projects are developed. It is also a confirmation that the resources collected in donations from society reach those who need them most. In addition, the monitoring visits are part of the added-value by UNESCO to the programme, especially in the communication and social mobilization campaigns. It is a stage of the programme that feeds on life stories of resilience and success, and symbolic characters to sensitize and engage society in this broad movement of solidarity and commitment to the most vulnerable.

The monitoring carried out by UNESCO also observes the compliance of supported CSOs with the standards of ethical and moral conduct required and established in the Implementing Partners Agreement during the development of projects.

From a formal point of view, it is expected that these social organizations absolutely suppress any type of practice that could be considered as corrupt, fraudulent, collusive, coercive or obstructive to honour the trust that society places in these organizations' work. Society shows such faith by donating to the programme.

The table below describes, in general terms, what is understood by practices considered inappropriate and prohibitive in the execution of projects supported by Criança Esperança and any other implemented or supported by UNESCO.

Type of practice	Description
Corrupt practice	Directly or indirectly offering, donation, receipt or request for anything of value to unduly influence the actions of a government official.
Fraudulent practice	Any act or omission, including misrepresentation, that intentionally or recklessly misleads, or is intended to mislead a party to obtain a financial or other benefits, or to avoid an obligation.
Collusive practice	Agreement between two or more parties intended to accomplish an improper purpose, including improperly influencing the actions of another party.
Coercive practice	Harm, or threaten to harm, directly or indirectly, any party or its property to improperly influence your actions.
Obstructive practice	Acts intended to impede the exercise of UNESCO's contractual rights to audit, investigation and access to information, including the destruction, falsification, alteration or concealment of evidence material in a UNESCO investigation into allegations of fraud and corruption.

Chart 5 – Types of illegal practices

Suppose there are occurrences of practices that violate the expected moral and ethical standards. In that case, UNESCO may cancel the Agreement and demand from the contracted CSO the payment of amounts arising from any losses resulting from the cancellation.

In addition to on-site visits, the control procedures for project execution and application of programme donations are carried out through audits of the activities established in the Implementing Partners Agreement, conducted by an individual or corporate auditors designated by UNESCO, for example, an auditing or accounting office.

It is expected from the team of the supported organization their complete and timely cooperation, including its service providers and/or other subcontracted professionals who act on its behalf. Therefore, they can run smooth audits and better performance to achieve their objectives. In this regard, CSOs must make the documents and records relevant for such purposes available, at reasonable times and conditions, and grant auditors access to the facilities.

At the end of the audit, auditors hired by UNESCO must provide a copy of the final audit report to the respective CSO.

The table below lists the main responsibilities of the CSO and UNESCO in monitoring the application of financial resources.

CSO	UNESCO
<ul style="list-style-type: none"> <li>• Carry out the work plan signed in the Implementing Partners Agreement signed with UNESCO</li> <li>• Manage the costs/budget established in the work plan financed with the programme resources</li> <li>• Submit income statements to UNESCO through financial and activities periodic reports</li> <li>• Collaborate with UNESCO's monitoring procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Periodically monitor supported CSOs</li> <li>• Carry out on-site monitoring visits</li> <li>• Analyze the information presented by CSOs in the income statements</li> <li>• Manage contracts with CSOs</li> </ul>

Chart 6 – CSOs' and UNESCO's responsibilities in the process of monitoring and controlling the application of the financial resources

### 6.4. Espaços Criança Esperança

The *Espaços Criança Esperança* (ECEs) were created between 2001 and 2003 to be reference care centres for children, teenagers, young people and their families. They intended to promote education, culture, inclusion and sustainable development, respecting, listening and seeking the active participation of those directly involved and the local community.

The creation of the ECEs as an initiative of Criança Esperança is a result of the need to find innovative solutions in vulnerable communities located in Brazilian municipalities known for their violence and inequality. For that purpose, the ECEs became proper laboratories of social innovation to replicate successful experiences with the public sector and the third sector.

The ECEs were implemented in four Brazilian municipalities: Rio de Janeiro (RJ), São Paulo (SP), Belo Horizonte (MG), and Olinda (PE) - which was later settled in Jaboatão dos Guararapes (PE).

The implementation of the ECEs took place amid a dramatic scenario of urban violence, exclusion and poverty in the country. In 2000, the murder of young people between the ages of 15 and 24 was 150% higher than the murder rate of people of other age groups.<sup>16</sup> Thousands of young Brazilians did not work or study and, given the lack of perspectives and opportunities, they became more susceptible as potential victims of violence and organized crime.

16- WAISELFISZ, Júlio Jacobo. Mapa da violência 2014: os jovens do Brasil. Geledés Instituto da Mulher Negra, 2014.



## Espaços Criança Esperança



Figure 16 – Espaços Criança Esperança across Brazil

Social inequality was one of the most striking features of Brazilian society. At the time, the share of those who made up the wealthiest 1% of the population accumulated the same volume of income as the poorest 50%, and blacks and browns received half the income of whites in all the states of the federation.<sup>17</sup>

What is the solution to this scenario of exclusion, violence and profound inequality in society.

The solution was to seek innovative alternatives capable of stimulating peace, the integration of differences and respect for human rights, and that favored people's empowerment. Thus the ECEs were created to provide education, fostering culture and inclusion, always listening to the communities where they were installed and their surroundings.

The action of the ECEs was highly positive and impacted the lives of thousands of young people and their communities. In this sense, the ECEs have become reference centres for the development of public policies for children and young people at risk and vulnerability, mainly due to the positive synergy of the following aspects:

- Creation of a favourable and innovative legal environment
- Implementation at a time of high expectations from society in the search for opportunities and solutions
- Existence of a growing effort to create an integrated and transversal network for accessing and guaranteeing the rights of children and adolescents
- Sensitivity and commitment of a relevant group of stakeholders, organizations and public authorities in the feasibility and continued monitoring of the various experiences that were being carried out
- Flexibility and agility of those involved to carry out changes and adaptations at each stage

17- IBGE. Síntese de Indicadores Sociais confirma as desigualdades da sociedade brasileira. *Rio de Janeiro, 2002.*

- Understanding, by Brazilian society, of the urgency of actions such as ECEs, which helped make Criança Esperança an instrument to enable complex projects and processes

Each ECE established governance arrangements with local organizations – which included governments, civil society, companies and universities – and developed its own action methodology, respecting and valuing local particularities with innovative pedagogical proposals and methods and processes for welcoming, listening, training and protecting in highly complex circumstances and environments.

Although with common purposes, each unit had different expertise, scopes of action and activities, which enabled a permanent exchange of experiences between the ECEs.

The creation of ECEs, despite different circumstances and stakeholders, took place from the following main steps:

- Identification of needs and opportunities by the Criança Esperança programme central managers
- Discussion and consolidation of the political-pedagogical project of each ECE, based on the characteristics of the community and local partnerships
- Operation of services and installation of workshops
- Consolidation of a standard methodology, capable of being shared
- Evaluation of the theoretical-conceptual basis and feedback
- Autonomy of initiatives to generate their own sustainability

During the period in which the ECEs operated under the responsibility of Criança Esperança, their main contributions were to stimulate inclusion, sustainable development, a culture of peace and respect for human rights – especially for children, adolescents and young people from families of low income – besides contributing to reducing the involvement of young people in violent situations and acts.

As of 2012, the Espaços Criança Esperança took on a new legal and operational configuration and ceased to be part of the formal structure of the programme. This new structure reduced their dependence on the programme. Furthermore, it made it possible to prospect for new sources of funding, in addition to allowing Criança Esperança to finance several other impactful initiatives aimed at children, teenagers and young people. These initiatives were from all regions of Brazil, involving capitals, large cities, smaller towns and localities where resources would hardly reach otherwise.

The table below shows a brief summary of the ECEs for better understanding.

<b>Purpose</b>	Provide education, foster culture and stimulate inclusion of children, adolescents and young people from vulnerable Brazilian communities.
<b>Foundation and duration under Criança Esperança's management</b>	ECE São Paulo (SP): 2001 to 2013 ECE Rio de Janeiro (RJ): 2001 to 2017 ECE Belo Horizonte (MG): 2002 to 2018 ECE Olinda (PE): 2003 to 2010 ECE Jaboatão dos Guararapes (PE): 2010 to 2018
<b>Stages of implementation</b>	Identification of needs and opportunities Discussion and consolidation of the political-pedagogical project Operation of services and installation of workshops Consolidation of the methodology Evaluation and Feedback Autonomy and sustainability
<b>Contribution</b>	Decrease in the involvement of young people in violent situations and acts, strengthening education, social inclusion, sustainable development, respect for human rights and enhancing the culture of peace.
<b>Nowadays</b>	The Espaços exist under new legal and administrative configurations, such as CSOs, able to operate independently from the programme and search for other funding sources.

*Chart 7 – Espaços Criança Esperança Summary*

The history of ECEs became renowned for countless successful experiences of achievements and social transformation. Through Espaços Criança Esperança, it was possible to permanently and tangibly strengthen the programme's presence in society – advancing society's more general perception of the programme. In addition, it demonstrated the potential for generating opportunities and transforming lives by developing social actions in communities vulnerable to violence and drug trafficking.

### **Topics that were addressed in this chapter**

- CSOs' responsibilities in carrying out social projects supported with resources from the Criança Esperança programme.
- How UNESCO works with CSOs to transfer knowledge and support these organizations' management development.
- Follow-up mechanisms used by UNESCO to ensure the smooth application of donations to the programme.
- How Espaços Criança Esperança contributed to the development of social actions to transform Brazilian communities.



# 7

## Evaluation and Sustainability



## Topics that will be addressed in this chapter

- Evaluation of the programme.
- Actions taken to ensure the sustainability of the Criança Esperança programme over time.

Work developed in each cycle of the Criança Esperança programme and its respective results must be evaluated in order to identify the strengths and opportunities necessary for its continuous improvement. This chapter addresses what corresponds to the 8th and 9th steps of the step-by-step implementation, illustrated in the following figure.

## Criança Esperança programme step-by-step implementation

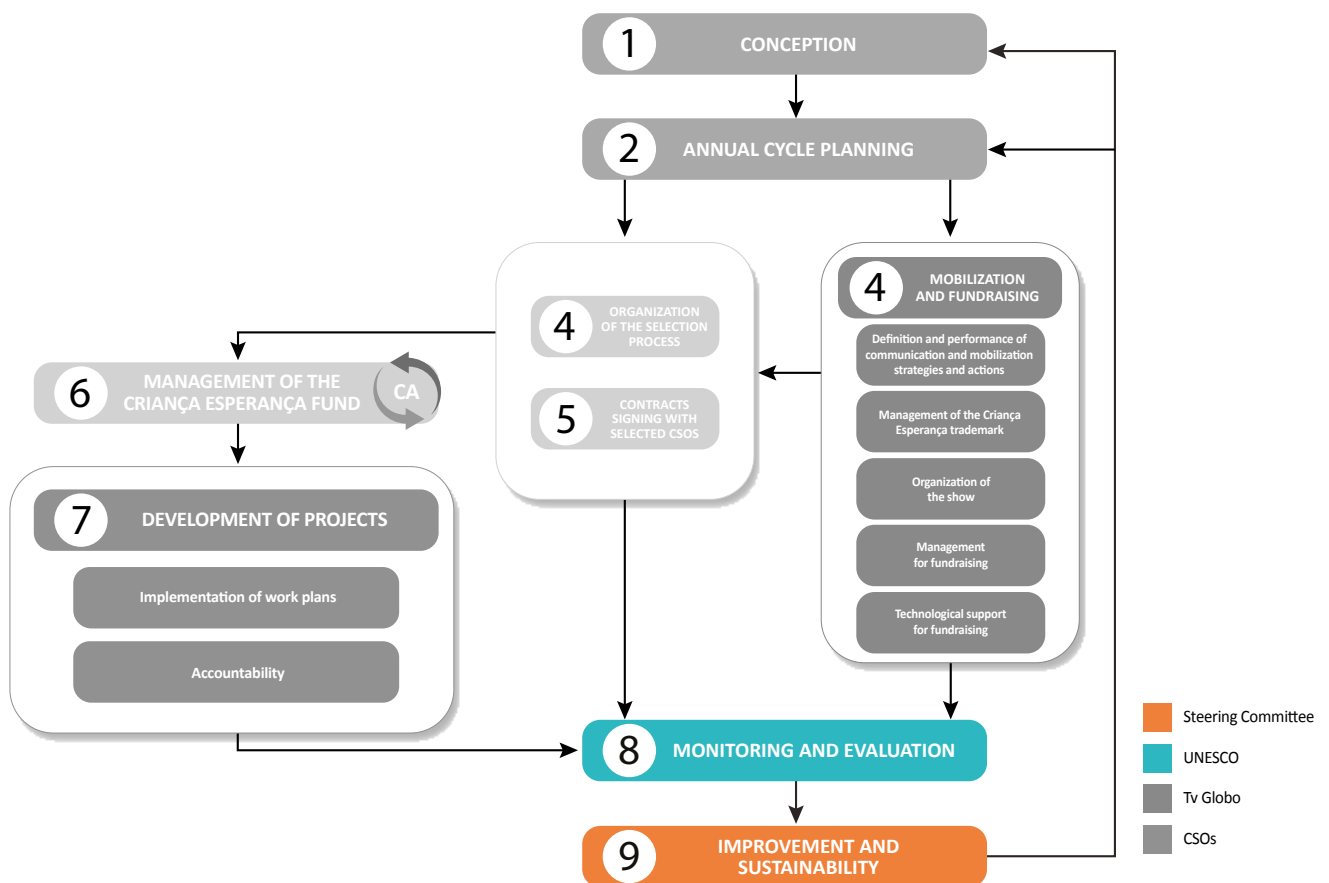


Figure 17 – Steps 9 and 10 of Criança Esperança programme step-by-step implementation

The systematic process of verifying the results and sustainability of the programme comprises periodic actions to monitor campaigns, the performance of supported projects and CSOs, and communication strategies for fundraising, among others.

In addition, the programme implementation model is evaluated from the point of view of governance and administrative and operational management. This model includes the configuration of the UNESCO and TV Globo partnership and the strategies for each cycle, as illustrated in the following figure.

## Types of Evaluation of the Programme



Evaluation of social projects



Evaluation of the implementation model

Figure 18 – Types of evaluation of the programme

In summary, while the first case focuses on its final objective, that is, on the purpose of the programme, the second focuses on the way the programme is organized to achieve the specified goals. Understanding this difference is essential, as both contribute in different ways to the sustainability of Criança Esperança. Furthermore, the mechanisms by which these evaluations take place are also distinct and need special attention.

### 7.1. Evaluating the Criança Esperança programme

This section specifically addresses the first type of evaluation mentioned above, referring to the impact of social actions financed by the donations of Criança Esperança.

These evaluations are carried out in a non-systematic way, without following a specific regularity. Whenever necessary, the Steering Committee or its parts may demand these evaluations to be carried out by partners outside the programme, such as researchers and specialists.

The purpose of these evaluations is to assess how the support provided by the programme to CSOs effectively contributes to creating opportunities, empowering people and transforming lives. Its focus is not on the process but the result of the programme's target audience. Alternatively, other aspects related to CSOs can also be the object of evaluations, such as their institutional capacity and the analysis of cost, efficiency and effectiveness in carrying out social projects.

A sample of CSOs supported by the programme is selected to conduct them, and qualitative and quantitative data are collected for analysis. Undoubtedly, the collection methods vary depending on the research design and its objective, but they usually make use of direct observation in loco, where the target organizations develop their activities, as well as interviews with key stakeholders and beneficiaries, and obtain secondary data provided by CSOs.

Throughout the history of the programme, several commemorative publications have been produced to preserve the legacy of Criança Esperança over time, such as *Criança Esperança: Mobilizando Pessoas, Transformando Vidas*, published in 2009; *Criança Esperança: 25 Anos Criando Oportunidades*, published in 2010; and *Criança Esperança: 30 Anos, 30 Histórias*, published in 2015.



These publications based on in-depth research, and other specific evaluations, demonstrate that the programme has provided access to opportunities that children, adolescents and young people would not otherwise have, directly impacting their degree of aspiration and prospects. It is worth mentioning that the work carried out by civil society organizations all over Brazil, supported by Criança Esperança, provides training in the most diverse areas and impacts the lives of direct beneficiaries of CSOs and the self-esteem of their community.

The results of evaluations such as this one show to the main stakeholders that their institutional mission and commitment are being achieved and demonstrate to the entire Brazilian society that their solidarity bears fruit in the form of more social justice, equal opportunities and peace.

## 7.2. Sustainability of the Criança Esperança programme over time

The evaluation of the programme implementation model, from the point of view of governance and administrative and operational management, is carried out annually throughout each cycle of the programme, and the procedures associated with it take place within the scope of the Steering Committee, with the presence of representatives from UNESCO and TV Globo.

The evaluation system of the programme implementation model has as its object two distinct aspects, namely:

- The governance model
- The strategies and procedures adopted

The governance model (first aspect) is analyzed through an assessment with the presence of the representatives of the Board of Directors at TV Globo, the Director of UNESCO in Brazil, and the members of the Steering Committee, to focus on reviewing the arrangement among the main stakeholders of the programme.

The most relevant aspects of evaluating the governance model are:

- Governance stakeholders' roles and responsibilities
- Communication and interaction mechanisms
- The formal processes for decision making

The evaluation of the programme strategies and procedures (second aspect) focuses on the review of the mobilization, communication, project selection and management processes of the programme in general. The decisions taken based on this evaluation directly impact subsequent cycles.

The main aspects of evaluating strategies and procedures are:

- New strategies and improvement to existing strategies
- The improvement of stages and workflows

The innovations implemented to increase revenue or support social projects in a particular sector are based on evaluations like the one mentioned above. In 2010, for example, given the challenge posed by changes in the Brazilian telephone industry, a considerable portion of the population migrated to mobile telephony and was unable to donate due to legislative restrictions. Therefore, it was necessary to review the donation incentive strategy. One of the alternatives was the *Mesões da Esperança*, which was successfully implemented. It contributes to fundraising during the annual show until today.

In short, the different verification and assessment procedures aim at the continuous improvement of the programme "looking inwards," that is, at what has already been or is being carried out, and propose what should be maintained and what needs to be changed according to the challenges of the context experienced in each cycle.

Besides “looking inwards”, the TV Globo leaders responsible for the programme and notably UNESCO, for its role as a catalyst for international cooperation, seek to participate in international forums and other thematic events of social responsibility to exchange experiences that can contribute to improving the programme.

Another possibility of constantly improving the effectiveness of Criança Esperança is to have its Expert Committee organize meetings or participate in events. Its members usually participate in events representing civil society organizations, institutes, foundations or companies that hold significant experience in themes of interest to the programme.

Opportunities for the involvement of different programme stakeholders, with different experiences and visions, are always very enriching. For example, the 11<sup>th</sup> Globo Lab Edition was held to ‘create engagement strategies for the Criança Esperança campaign and increasing fundraising’ in 2019. This event, organized by TV Globo, brought together professionals from broadcaster’s different sectors (social responsibility, journalism, advertising, planning, art direction, mobilizers, among others), and UNESCO’s technicians and representatives from other organizations involved in Criança Esperança to generate impactful, viable ideas connected with the reality of the programme. The discussions were based on the results of a perception survey carried out in December of the previous year that identified four *personas*:<sup>18</sup> individuals who donated in 2018; individuals who donated but not in 2018; individuals who have never donated but intend to donate; and individuals who would never donate. From the main lessons learned from the perceptions of each of these *personas*, more than 40 ideas were produced to increase engagement and leverage the campaign fundraising.

Additionally, the benchmarking carried out with initiatives similar to the Criança Esperança programme is a rich source for exchanging experiences and identifying development and innovation opportunities to be implemented.

The last experience in this regard was carried out in 2018 with the BBC’s Children in Need in the United Kingdom. At that time, representatives from UNESCO and TV Globo met with representatives from the British Broadcasting Company (BBC) to better understand how to operate the mobilization campaign, the fundraising strategies and the modalities for supporting the projects developed in the country.

The exchange of experiences between Criança Esperança and Children in Need was extraordinarily fruitful and raised relevant reflections for the programme.

The table below lists the main points arising from the benchmarking carried out.

Children in Need	
Organization	BBC
Country	United Kingdom
The campaign	It is the BBC’s corporate social responsibility programme. Annually, in November, a show is held with personalities from the country. In addition, emotional stories of beneficiaries of the programme are shared, based on storytelling, to encourage people to donate.
Numbers	<ul style="list-style-type: none"> <li>• More than 40 years of existence (created in 1980)</li> <li>• Over £1 billion raised in total</li> <li>• In 2019/2020 2,520 projects from across the UK were supported, totaling a further £40 million invested</li> </ul>

<sup>18</sup>- Fictional characters created to represent the different types of behavior possible in relation to donating values to the programme.

### Children in Need

#### Structure of fundraising

- About 54% of donations are corporate or from BBC partner events and 46% are direct donations
- Events with BBC artists/programs (auctions, concerts, bicycle races)
- Direct donations from the public
- Mobilization actions in schools
- Phone, SMS, website, etc.
- Legacies
- Public fundraising
- Trading contribution

#### Support modalities

- *Small grants:* Online subscriptions for actions with the support of up to £10,000/year, with a maximum duration of 3 years. The selection process analyzes the proposal, the target audience, the intended impact and institutional capacity. Subscriptions can be made throughout the year, and the decision takes between two and three months
- *Main grants:* Online subscriptions for actions with greater support than £10,000/year, with a maximum duration of 3 years. Online applications for actions are supported by more than £10,000/year, with a maximum of 3 years. The opinion of the independent evaluator is passed on to a voluntary committee in the region, which issues a statement recommending or not the support. In the end, the opinions are forwarded to the Board of Trustees for final decision. Subscriptions can be made throughout the year, and the decision takes between 5 and 6 months
- *Emergency funds:* Support given to help minimize the negative impacts of an adverse domestic situation on institutions. The average amount of support is £200s

#### Strategies to increase fundraising

- Implementation of donations by text message (SMS)
- Investment in increasing the quality of the show
- Investment in improving storytelling with the production of videos about the stories of children whose lives were impacted by the programme
- Diversification of strategies, such as promoting active awareness-raising and fundraising campaigns throughout the year
- Wide use of social media (Facebook, Instagram, Twitter)

### Children in Need

Learning resulting from the visit

- Carry out continuous interaction with leaders of other similar programs to exchange knowledge and experiences
- Diversify fundraising methods (auctions, schools, SMS, TV programs, partners, merchandising with the programme's symbol mascot, etc.)
- Carry out actions involving artists, for example, the sale of private dinners or concerts by singers/bands, etc., to enhance engagement
- Mobilize elementary school teachers (sending the programme Kit) to carry out the Criança Esperança action with private schools also involving affiliates
- Implement a strategy of permanent mobilization for fundraising throughout the year, and permanent relationship with the donor, based on the wide use of social media and other varied platforms
- Conduct competitions between different regions/states/cities/capitals that value regional and population diversity
- Develop products/characters that could be in a TV Globo production, awakening the interest of the population to consume it

*Chart 8 – Summary of benchmarking experience with BBC Children in Need*

These experiences and opportunities to rethink the programme and its actions provide important insights into the sustainability of Criança Esperança, which is why it remains active, updated and aligned with the primary needs and debates on social development in Brazil after 36 years of contribution to Brazilian society.

### Topics that were addressed in this chapter

- How the experiences of CSOs and their projects supported with funding from the programme's donations are monitored. How they contribute to the development of the programme.
- Periodic evaluation mechanisms that ensure the programme's sustainability over the years.
- How the evaluation of the governance model signed between TV Globo and UNESCO and the assessment of the strategies and procedures of Criança Esperança occur.
- Main mechanisms for evaluating external aspects and how they contribute to the programme's sustainability.



# Final Remarks



The experience of the Criança Esperança programme demonstrates the potential for transforming lives generated from the partnership between UNESCO, an international organization endowed with knowledge in education, natural sciences, social and human sciences, culture and communication and information, and TV Globo, with extensive expertise in the communication area.

Criança Esperança has been playing its advocacy role for 36 years, bringing together the very best regarding project selection and monitoring practices, the interaction between stakeholders from the social field, the development of third-sector organizations, in addition to fundraising and social mobilization strategies. The results of its actions are reflected in the R\$ 217 million invested in more than 1,400 social projects by 827 Brazilian CSOs.

The programme's success is a consequence of the efforts of thousands of people who dedicate their lives to protecting the rights of those who need it most, based on a continuous exercise of reflection and innovation aimed at improving their work strategies, processes, instruments, and tools. For this reason, the systematization and experience of the programme are so relevant and deserve to be shared.

Millions of children, adolescents and young people from different parts of the world live in contexts of deprivation of fundamental rights. Additionally, the COVID-19 pandemic has profoundly impacted the regular provision of education globally, with potential damage to social and cognitive development and the future of this population segment.

These facts show that there is still a lot to be done. The expectation is that this publication will inspire other stakeholders in the international community to start their own stories of transformation. Throughout its history, the expertise acquired by the Criança Esperança programme has much to contribute. Although each location has specific peculiarities and needs, which require an adaptation to the local context of the programme model applied in Brazil.



In this sense, the programme must be considered a basis for developing a country's own identity in creating similar initiatives. The role of a strategic partner in the communication sector for dissemination and, above all, for social mobilization is an essential element that requires special attention. Criança Esperança's message must represent the state of the art in advancing the protection rights of children, adolescents and young people. Additionally, donation mechanisms must be pragmatic and aligned with available modern technologies and new forms of relationships and social interaction, bringing society closer to the programme.

Middle-income countries that enjoy the demographic bonus and have an organized civil society with autonomous and dynamic networks and whose national, regional or local governments are committed to the cause are most likely to succeed with programmes such as the Criança Esperança.

In summary, the programme's sustainability and value generation require a clear strategy oriented towards a purpose to be achieved and by essential values such as equity, empathy, inclusion, ethics, transparency, impartiality, and innovation. For more than three decades, this has been the model that has helped empower people, create opportunities and transform lives across Brazil.

The first step for sharing the successful experience of the Criança Esperança programme has been taken. Now, the expectation is that it can bear good fruit in Latin America and the Caribbean and other regions of the world, ensuring that millions of children, adolescents and young people can envision a more just and safer life full of opportunities.





