

EXCELLENCY AWARD

SCALING AND SUSTAINING TRANSFORMATIVE IDEAS THROUGH INCREASED ORGANIZATIONAL CAPACITY

This progress report presents the accomplishments between July 2013 and March/ April 2014 by the five outstanding organizations selected to receive the Excellency Award.

The grantees selection process was detailed in the previous report, and was a result of a serious analysis of the applications, work plans, budget and timelines. Beyond providing the grant itself, **BrazilFoundation** understood that it was important to provide mentoring in the management, communications and programmatic activities. Both the financial and technical support for institutional strengthening are of crucial importance for Brazilian civil society organizations to grow sustainably and fulfill their missions. During the past 10 months, **BrazilFoundation** has observed how the Excellency Award has helped grantees reach their long-term institutional goals, and it is pleased to report the successes from the initial implementation phase, as detailed in this report.

BrazilFoundation has been working side-by-side with the grantees to ensure the best allocation of the grant's financial resources, as well as transparency in accounting and the effective implementation of their working plans. To achieve these goals, the Monitoring/ Mentoring process carried out the following activities:

- June 2013: review of work plans;
- July 2013: disbursement of the grants' first installment (40% of the total grant);
- August to October 2013: follow up and kick-off of the monitoring process;
- November 2013: first monitoring report sent;
- April 2014: technical and financial reporting sent out;
- May 2014: review of grantees' reports followed by disbursement of the grants' second installment, amounting to 30% of the total grant.

AMUNAM – ASSOCIAÇÃO DAS MULHERES DE NAZARÉ DA MATA

NAZARÉ DA MATA
PERNAMBUCO



“ This process that AMUNAM is currently experiencing represents a unique and extremely important moment. The institutional development of our organization strengthens even further several important dimensions, such as management, human resources, financial systems and overall organizational sustainability, and reflects on the quality of services to our beneficiaries.”

CONTEXT

Before AMUNAM, women rural workers in the Nazaré da Mata region of Pernambuco could not participate in union meetings and discussions on workers’ rights; they were unable to express their concerns in a region of Brazil where men’s voices dominate. AMUNAM was formally founded in 1988 by 19 of these rural women workers, with the mission to strengthen individuals and social groups, advocating for public policies to ensure and guarantee human rights, gender equality, and social justice. Today the organization enables women to participate in political decisions, and to defend their own rights. It also promotes programs that address the prevention of domestic violence, promote sex education and gender equality, as well as cultural activities such as traditional folk dance.

CURRENT CHALLENGES

- Fundraising and communications activities lack overall strategic plan;
- Staff lacks training and tools to measure impact and evaluate projects;
- Difficulty establishing local partnerships.

LONG TERM OBJECTIVE

- To improve organizational efficiency, improve information-management, and to develop financial sustainability.

KEY ACCOMPLISHMENTS TO DATE

MANAGEMENT AND INTEGRATION OF INFORMATION SYSTEMS

- External consultant hired and IT system in place; including a platform control of internal activity flows.

INSTITUTIONAL DEVELOPMENT

- Information integration between departments and more efficient cooperation between teams;
- Reliable and updated information provided for leaders and their decision-making;
- New team culture based on productivity and effectiveness.

SHARING IMPACT

- New platform developed to record the stories of the beneficiaries;
- Evaluation reports generated for donors;
- Comparative analysis in place from records, establishing better and automatic impact reports.



PHOTOS:
Practical workshop for capacity building with women focused on teamwork.

ASSOCIAÇÃO VIDANÇA – CIA DE DANÇA DO CEARÁ

FORTALEZA
CEARÁ



“ The Excellency Award is allowing Vidança to carry through much needed planning processes that had lacked the necessary resources to be executed. Hiring an external consultant and conducting workshops for systematizing and strategic planning have been highly positive, allowing the entire staff to learn about each other’s work as well as their job’s challenges. The staff now understands the importance of teamwork to achieve efficiency and efficacy.”

*Leandra Guiomar,
coordinator at Vidança*

CONTEXT

Vidança works with children and at-risk youth living on the outskirts of Fortaleza, using various artistic languages - especially dance - as a means of personal and professional development, and to improve their quality of life. Over the past 30 years, Vidança’s work has expanded its number of projects, encouraging the dreams of children and enriching the communities in which they live.

CURRENT CHALLENGES

- Do not have reserve funds in case of emergency;
- Rely on awards\grants for financial support;
- Staff members are all volunteers (none are formally contracted employees);
- Staff lack training in key areas.

LONG TERM OBJECTIVES

- Improve quality of project reports through upgrading training and technology;
- Increase number of beneficiaries;
- Increase sustainability though diversification of fundraising;
- Develop a viable business plan focused on generating financial resources through the commercialization of artistic and cultural products created by the organization, the beneficiaries and their families.

KEY ACCOMPLISHMENTS TO DATE

FUNDRAISING

- External consultant hired and fundraising strategic plan in place;
- Tailored projects for fundraising and financing by fiscal incentives from Federal Government;
- Secured a whole year of funding for the first time;
- Researched and mapped potential donors.

DEVELOPMENT OF STRATEGIC VISION AND PLAN

- Designed a new brand and sustainability plan that involves the organization, the beneficiaries and the surrounding communities;
- System of communication with donors established.



PHOTOS:
Dancers create artwork
and dance costumes
at Vidança.



FUNDAÇÃO BRASIL CIDADÃO PARA EDUCAÇÃO, CULTURA E TECNOLOGIA (FBC)

ICAPUÍ
CEARÁ



“The Fundação Brasil Cidadão (FBC) is always granting us opportunities to improve our knowledge. The staff offers courses, lecturers, exchanges and activities that contribute directly to enhance our daily work. The training in Mac computers and Adobe Illustrator was very successful. When I had access to a Mac computer for the 1st time and could experiment with its resources and tools, I discovered a new appreciation for this equipment that allowed me to create and innovate in new ways.”

Adriano Pedro da Costa,
monitor at Mangue Pequeno Environmental Unit

CONTEXT

FBC was founded in Ceará by business leaders who believed that the concept of social responsibility could be an important tool in achieving local, sustainable development. Its mission is to improve the quality of life for communities through sustainable local development and environmentally sound economic activities that prioritize children, adolescents, youth, and their families, and that guarantee the rights of every citizen.

CURRENT CHALLENGES

- FBC itself does not generate revenue from the sale of products or services;
- FBC has no reserve fund in the case of emergency;
- Lack of necessary equipment and technology for effective fundraising and communications.

LONG TERM OBJECTIVES

- Start a financial reserve fund;
- Systematize and publish best organizational practices;
- Continue to implement professional development systems;
- Develop new partnerships for strategic and systematic fundraising;
- Develop tools to facilitate project implementation and evaluation.

KEY ACCOMPLISHMENTS TO DATE

FUNDRAISING

- Developed new partnerships with businesses;
- Participated in a bidding process put forward by the European Union.

INSTITUTIONAL DEVELOPMENT

- Developed a strategic vision and plan;
- External institutional evaluation planned around axis of relevancy, efficiency, effectiveness, and overall financial/organizational sustainability;
- Started external financial auditing and reformulation of institutional bylaws;
- Capacity building for technical staff for communications and marketing materials;
- New corporate partnerships helped acquire new and better IT equipment.

HUMAN RESOURCES

- Staff acquired stronger proposal-writing skills, as demonstrated by bidding for European Union funds;
- Held marketing and communications workshops to develop capacity to systematize history, data and results.



PHOTOS:
Staff training around new IT tools to develop communication and marketing materials – March 2014, Ceará.



INSTITUTO CORAÇÃO DE ESTUDANTE (PRECE)

PENTECOSTE
CEARÁ



“I believe our entire group came out of this workshop much more motivated, since we were all able to update the practices and information about the Popular Cooperative Schools. We also strengthened our internal partnerships, which is crucial to acting as a true and solid network.”

Ravena Luz,
member of the workshop organizing committee

CONTEXT

PRECE aims to provide students from low-income communities with access to higher education, promoting educational, scientific, economic, political and cultural development in a region where the quality of public schools is low, and educational attainment is below the national average. By preparing students for the university entrance exams and encouraging their leadership, PRECE enables students from rural communities to break the cycle of poverty and to promote development in their communities.

CURRENT CHALLENGES

- Run entirely by staff of volunteers, proving to be an impediment to organizational growth and expansion;
- Do not have a reserve fund in case of emergency;
- Lack of cohesive communication strategy (both internally and externally).

LONG TERM OBJECTIVES

- Create more efficient internal communications systems to allow improved shared learning for staff and with beneficiaries;
- Strengthen technical staff and methodology’s multipliers skills and abilities;
- Join non-profit organization networks in the country;
- Increase fundraising capacity and expand geographically in the future.

KEY ACCOMPLISHMENTS TO DATE

FUNDRAISING

- New fundraising tools developed with the help of an external consultant.

DEVELOPMENT OF STRATEGIC VISION AND PLAN

- Held workshops on developing leadership skills; strategic planning, and pedagogical alignment;
- Offered capacity-building for facilitators on the cooperative learning methods.

HUMAN RESOURCES

- Community leaders more aware of their roles; youth student cooperative networks strengthened;
- Developed a collective schedule for all units, including events for the entire network and individual interventions for each cooperative cell, providing better cohesion for all stakeholders;
- Developed a collective pedagogical agenda covering all units, strengthening the cooperative learning method.



PHOTOS:
Workshop for pedagogical planning of the Popular Cooperative Schools (“Escolas Populares Cooperativas”) – Trairi / Ceará, September 2013.



PROJETO QUIXOTE



“The workshop has allowed for the integration of a multi-disciplinary team through fun activities, including reflection upon literary and artistic pieces. In this context, we exchanged knowledge and ideas that allowed us to ensure the development and integration of activities that we employ directly with our beneficiaries, including children, teenagers and families.”

Débora Dalonso,
social worker

CONTEXT

The Quixote Project started in 1996 by the Department of Psychiatry at the Federal University of São Paulo (UNIFESP) to devise a different approach to the issue of drug use among at-risk children and youth. The institution believes in art and education as alternative ways to help these children and their families overcome problems such as domestic violence, abandonment, and drug abuse.

CURRENT CHALLENGES

- Depend on funds from foundations and government, which are generally not discretionary;
- Team lacks professional training in the areas of management and fundraising;
- Institutional knowledge often lost with staff turnover, and difficulty integrating new staff members.

LONG TERM OBJECTIVES

- Move towards financial sustainability by generating unrestricted resources and by renting the auditorium for clients interested in holding institutional events;
- Better integration within technical teams to share learning;
- Systematize working practices for more efficient financial planning;
- Produce financial reports and fundraising;
- Design communications and marketing strategies for greater awareness.

KEY ACCOMPLISHMENTS TO DATE

FUNDRAISING

- Performed feasibility study for generating unrestricted resources through commercialization of the auditorium, carried out with help of an external consultant;
- Pro bono partnership formed with a legal firm for financial consulting.

DEVELOPMENT OF STRATEGIC VISION AND PLAN

- Received consulting and conducted workshops for the capacity building of technical teams;
- New communications materials designed.

RESULTS

- Financial statements properly audited and verified for the first time;
- Clients’ prospect work initiated, utilizing new communications materials;
- Technical teams more integrated and sharing a common vision for their social interventions and best practices.



PHOTOS:
Capacity building
workshop for technical
team – São Paulo,
February 2014.