

Parceiros Voluntários



2011 ANNUAL REPORT



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The Organization

VISION

Be a disseminating movement for the culture of organized volunteering in Brazil, envisioning greater solidarity on the part of people, communities and society.

MISSION

Potentialize human development through organized volunteering, towards the solution of community social demands.

BELIEFS AND VALUES

- Each and every person can show solidarity and is a potential volunteer;
- Philanthropy and the practice of citizenship through volunteering are indispensable to transforming today's society;
- Organized volunteer work is the basis for third sector development;
- All volunteer work brings returns to both the community and the people who engage in it;
- Practicing the Principle of Subsidiarity* is indispensable to community autonomy of communities and development;
- Sustained development is achieved through interaction of the economic, environmental, social, political and cultural systems.

* Principle of Subsidiarity: individuals or groups acting pro-actively on their street, in their neighborhood and city, and only recurring to higher authorities when they lack the conditions to adequately deal with the problem in their own sphere of action. In this way, each community tends to become the managing agent of their own development, reducing bureaucratic interference and costs. It means the community working for the community, in a relationship where everybody wins.

DIRECTIVES

- **Governance** – have a model for governance based on the principles of transparency and stability, so as to position the Organization in its trajectory of continuance, development and growth.
- **Brand** – have the brand as the result of the actions that potentialize the Mission.
- **Legality** – operate within the framework of the law.
- **Sustainability** – achieve economic, social, environmental, political and cultural sustainability.
- **Innovation** – seek out and test innovative solutions that potentialize social causes.
- **Alliances** – establish alliances with strategic sectors towards realization of the Mission.
- **Stakeholders** – ensure value is created, placing into evidence, in every relationship, the organization's competence as a mobilizer, articulator, educator of people, institutions and networks, and results measurer.
- **Staff** – have a high performing hired and volunteer staff and create an organizational climate that promotes personal realization, recognition and commitment to results.
- **Results** – create a positive legacy in the locations where we operate, working in an articulated manner, in networks, respecting each community's culture.
- **Knowledge and practices** – systematize knowledge and practices, contributing to sustainability.
- **Processes** – identify and improve critical processes on an ongoing basis.

WORDS FROM THE PRESIDENT OF THE DELIBERATIVE BOARD (VOLUNTEER)



Over the course of 2011, Transparency was one of our work's priority focus points, both in the free advising we offer organizations belonging to the Social Assistance Network and within our own organization. In this sense, the completion of the *Development of Principles of Transparency and Submission of Accounts for Civil Society Organizations* pilot-project organized in collaboration with BID/FUMIN (Inter-American Investment Bank/Multilateral Investment Fund) since 2008, was a milestone in creating opportunities for direct interaction with managers of social entities that play a significant role, contributing to their being able to meet fundamental community demands, in work that complements the State.

The accomplishments synthesized in this report confirm our perspectives on continuing the regional expansion process, as well as growing participation of Volunteer Partners in activities of both a national and international scope. I would like to point out that the Bank of Brazil Foundation has certified two of our methods as Social Technology – Tribes on Track towards Citizenship and Training Educators in Solidarity Social Participation and Youth Mobilization –, with the Tribes Action being elected one of the top three national finalists. This important victory provides further stimulus for us to continue on with the firm purpose of transforming our assets of knowledge and experience – the result of 14 years of intense activity – into Social Technology that is replicable in other contexts and that represent effective solutions towards social transformation in our nation.

We know that worldwide volunteer work currently places 140 million people into movement, according to a study by the Johns Hopkins Institute for Policy Studies in the United States, which estimates the economic contribution of volunteers at USD 400 billion per year. That is the equivalent, on average, of 1.1% of the GDP of the countries studied. If from the economic perspective volunteers offer a great contribution, from the behavioral aspect they also serve as an example to every sector, teaching that for all of us citizens, regardless of our field of work – governmental, private or non-governmental – the ethics, morals, spirit of positive contribution for the country and the common well-being should come first.

In the name of the board and the Volunteer Partners staff, I would like to thank everyone who has followed our work, supported us and become involved in developing the Volunteer Movement in Brazil.

Humberto Ruga
President of the Deliberative
Board (Volunteer)



WORDS FROM THE PRESIDENT (VOLUNTEER)

It is my honor and I feel great satisfaction in sharing with you, through this Report, the most relevant events of 2011. During the year, we commemorated the VOLUNTEER DECADE – IYV+10, created by the United Nations. The objective of the IYV+10 was to celebrate volunteer work as an expression of our common humanity and as a way of a) building respect, trust, solidarity and reciprocity; b) benefiting both society as a whole and the individual volunteer; c) contributing to human development and human rights; d) engaging the good will, positive energy and innovation of millions of people towards achieving the Millennium Development Goals; e) creating a favorable environment for citizen commitment through the development of volunteer policies, legislation and support structures.

The first **State of the World's Volunteerism Report**, published in December of 2011 by the General Assembly of the United Nations, cited the need to make volunteer work an integral part of the new consensus on the development of nations, as an effective way of introducing community guided strategies.

The Rio Grande do Sul State Legislative Assembly, joining celebrations of the Volunteer Decade, awarded the VOLUNTEER PARTNERS NETWORK, represented by myself as its President (Volunteer), the **Farroupilha Merit Medal**. I attribute our receiving this honor, the highest conceded by our Parliament, to the victories of thousands of people and organizations that dedicate themselves to serving the social causes of communities.

Media outlets have shown the results and celebrations and also pointed out how much the non-governmental sector (or the third sector), needs to be seen as a complementary agent and partner of governmental actions for society's well-being. However, for this to truly happen with complete TRANSPARENCY we need to move forward with regulation. With the creation of Federal Funding Agreement and Contract Management System (SICONV), under the responsibility of the Ministry of Social Development, greater clarity is being achieved in this sense. Nevertheless, it is still necessary for the states and cities to create and follow this path as Controllers, which they are as well.

In this 2011 report, just as in our 14 years of existence, we have a clear demonstration of how volunteering is becoming stronger in our communities and how much we are inserted in the world movement. The pages that follow intend to share stories of attitudes maintained by people and organizations that are transforming thousands of lives. Certainly we still have a lot to say, but these accomplishments are built day-by-day.

May I suggest that we are still a long way from an ideal situation that could be characterized as having social capital. That being true, I invite you as you read this Report to meditate on this phrase by Edward Everett Hale: "I am only one, but I am one. I can't do everything, but I can do something. And I will not let what I cannot do interfere with what I can do."

Maria Elena Pereira Johannpeter
President (Volunteer)

Potentializer of social causes

The path towards sustainability of today's democracies involves the articulation, in networks, of the three sectors. Synergy between the Government, Businesses and Civil Society makes the best solutions for contemporary problems possible.

Globalization has generated new perspectives, bringing about important transformations that affect the balance of power. Among other impacts, there is further concentration of wealth and social exclusion in a new world order. In the complex scenario of the Twenty-First Century, with the constant emergence of new processes, reality demands that citizen-leadership is thought of with a strong attitude regarding "how to be," in addition to "how to do things." Add to this the dimension of "sustainable being," with a sense of ethics, collective vision, respect for diversity and the ability to conjugate economic, social, environmental, political and cultural results.

We know it is necessary to prepare leaders for businesses, for the government and for civil society organizations (CSOs) that can work together with them. None of these sectors on its own can solve large scale collective problems. Still, they have yet to show much ability to unite creatively. The civil sector and the organizations it is comprised of assume distinct practices in search of solutions and value interaction with communities, breaking and, even more so, inverting the ingrained tradition of having the State and the work world as their only strategic references for social victories. CSOs, of which the IBGE estimates there to be more than 338,000, are the true actors of the third sector and clearly indicate the progress Brazil has made in terms of citizenship.

As a member of this sector, the NGO Volunteer Partners through its Vision/Mission is recognized for being a mobilizer, articulator, educator of people, institutions and networks and results measurer. Its work involves the development of methods that contribute in the following realms:

- **economic**, through development of programs and projects towards the practice of Social Responsibility, or in other terms, towards the creation of Corporate Social Value (CSV) in the Brazilian context, currently made up of 98% micro and small businesses (MSBs);
 - **educational**, through the training of educators to insert human values in political-pedagogical school projects and opportunities so that they can rethink their educational practices as concerning solidarity participation and towards improving youth competence in terms of authorship, autonomy, self-esteem and social life, as a way of preserving collective values, wisdom and assets.
 - **civic**, through raising society's awareness about organized volunteering as a way of exercising citizenship.
- **social**, through ongoing CSO management training, with impacts on local development (territorial);



Free advising to social organization managers

Advising the social network

The NGO Volunteer Partners has the proven technical conditions to act as an agent for increasing the potential of Civil Society Organizations belonging to the Social Assistance Network. Its 14 year history of relations with over 2,400 CSOs begins with the preparation and placement of **volunteer human resources** and continues with management **training** initiatives, including **methods** developed in partnership actions with different social actors.

We offer a **WEB Platform**, the Social Development Integrated Network (RIDS), made available to more than 400 CSOs in a project realized in collaboration with the Rio Grande do Sul State Secretary of Labor and Social Development. The platform's architectural design was developed by volunteer Juliano Korff, and is based on the accumulated experience of our organization, consultants, and involved partners, using software donated by Microsoft do Brasil (learn more on page 34).

Civil society engagement in social causes requires open-minded CSOs with a co-creative attitude that take greater responsibility for the quality of their actions, knowing the impact they have on society. CSOs fulfill a significant variety of functions: they express cultural, religious, ethical and political values – one of their most important missions; they are skilled at attracting public attention to overlooked problems, in this way being able to serve as the social conscience of a nation. On the other hand, they can create ties between businesses, communities and the public sector and in so far as they operate with an attitude of transparency in their management and submit their accounts to all interested parties, CSOs will thereby generate credibility, visibility and trust, characteristics that are indispensable to businesses, governments and everyone who invests in them.

Based on the view that Brazil and other countries are in search of new forms of fighting poverty, we are fully convinced that this is a **modern way** of developing communities: investing in people's permanent capacities; promoting sustainable human and social development; building partnerships between individuals, CSOs, businesses and governments on every levels to carry out innovative actions to invest in human and social capital; and strengthening regional development networks.



Training opportunities for entities belonging to Social Assistance Network



Web platform: development of websites and training for CSOs



Meetings emphasize education in human values

Basis for an expanded view of being human

“Working with personal values awakens people to their true worth, making them more active and committed to the social transformation of the world around them.”

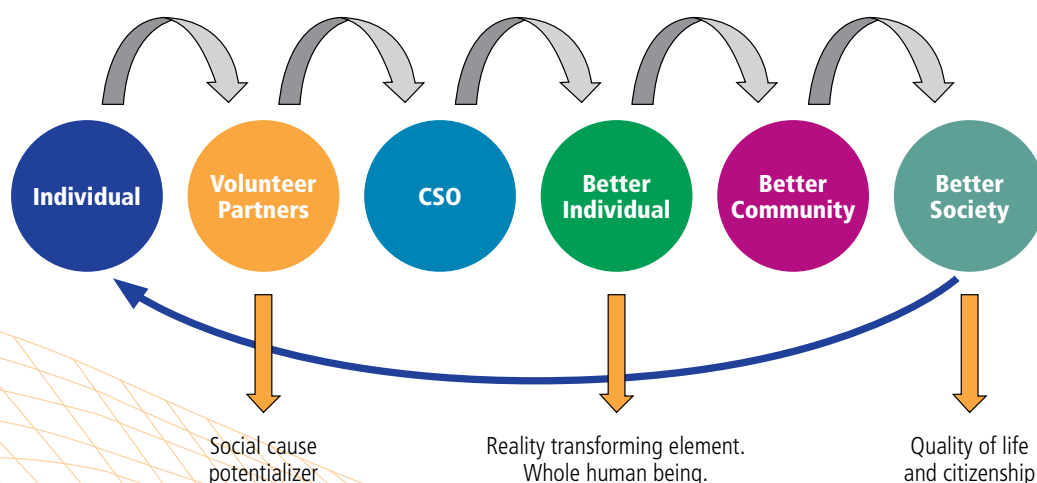
(NGO Volunteer Partners)

According to the traditional definition, a volunteer is anyone who makes their time, knowledge and emotions available without receiving remuneration in return. But being a volunteer is more than that. It's a state of spirit, an attitude of self-respect and respect for others and the environment. It's a way of looking at the macro view and knowing that for every action there is a reaction. If we act in a constructive way in our community, family and in relation to ourselves, the reaction will be positive. We are the ones who choose the energy we want to be a part of. According to folk wisdom, we can't be good just by avoiding doing wrong. We are only good when we truly practice kindness.

When we refer to Individual Social Responsibility towards others, we are not only referring to material aspects. It is a way of thinking of others as an extension of ourselves, with their own dreams, longings and desires. We have to make ourselves available to others, with empathy, in other words, put ourselves in their place to be able to feel what they are feeling, suffering or wanting to express. To this end, it's not enough to make ourselves available only on a rational level. We need to make ourselves available emotionally, with our hearts.

Volunteer Partners adopts the concepts and formulas of sociologist Bernardo Toro, who states: “when intervention is of assistance based nature, it fosters dependence; when authoritarian, it fosters low self-esteem; when clientelist, it fosters bandwagoning; when democratic, it fosters citizenship and autonomy.” Thus, one function of social organizations is to develop democratic forms of social interventions, in which people are able to cooperatively build the social order in which they want to live. This means including in your own life project the life project of others, in a very conscious way, seeking to foster the development of others, making your emotions available in an ordered way so as to achieve results, thereby achieving the goals of the social projects.

Every day we learn of new volunteer actions by people of all ages, all professions, with and without formal education. Oftentimes they are actions that help in the management of a social organization, while others are actions involving direct services to beneficiaries. All of these actions and people who make themselves available to others deserve our respect and admiration. As Peter Drucker, the great American thinker in business administration and the third sector would say: “the result of a social project is a life that has been saved, a life that has been transformed, in short, a better human being.”



Building social globalization

Civil Society Organizations are critically important partners in the task of eliminating many of the serious social difficulties the world faces today. However, their success in solving complex problems demands a collaborative approach involving every sector of social life. More than that, the inter-sectorial partnerships highlight the crucial importance of a new social force that has come on the scene with great force over the last 25 years in many countries.

This synergetic articulation between governments, businesses/market and organized civil society is indispensable towards transforming the economy and productive structures, as well as promoting changes in values and attitudes towards the State, families and institutions in general, encouraging and strengthening social capital. Globalization is a phenomenon that surpasses political will. Interdependence is an irreversible reality on a global level and this is why our objective must be to construct globalization of a **social** nature.



Parceiros Voluntários works on a systemic basis (...). Part of their philosophy would be familiar to Alexis de Tocqueville. They favor individuals and groups acting voluntarily within their own communities, solving problems with their own means in their own sphere of action, managing their own development without regard to bureaucracies or higher authorities except where absolutely necessary. (...) Decentralized, voluntary organizations are a more flexible response to complex challenges we face. They can adapt much more readily and without the power of coercion, they can disappear when their time is past without a great disruption. America has lots of experience with such organizations. It is one of the things that has made our society great. It is great that Brazil develops them too."



John A. Matel, Director of the Department of Culture, Education and the Press of the United States Embassy in Brasília
(text from *World-Wide-Matel* personal blog on October 16, 2011, after a visit to the NGO Volunteer Partners in the company of Cezar Borsa, representative of the United States General Consulate in São Paulo).

International Platform for Dialogue

Motivated by solidarity, volunteering plays a decisive role in building society committed to the well-being of its members and to a State that allows for citizen participation in decisions of interest to everyone. To this end, government leaders and business owners need to recognize and value organized civil society, and non-governmental organizations need to be ready to establish effective partnerships to implement their projects and programs concerned with the common good.

Following the example of what is being done in other countries, the Inter-American Development Bank formed to **Civil Society Consulting Group (ConSOC)** in Brazil and the NGO Volunteer

Partners was invited to join it. The ConSOCs are important platforms for consulting and strengthening dialogue with society, sharing information, promoting methodology and best practices for the third sector. In October, Volunteer Partners took part in the **XI Annual Inter-American Development Bank-Civil Society Meeting** in the city of Asuncion, Paraguay. The meeting provided leaders of Latin American and Caribbean organizations an ideal setting for dealing with significant social themes – climate change, inclusion, citizenship, youth and safety, among others – with representatives from the Bank and specialists. The themes were identified through a participatory process developed with the ConSOCs and the Inter-American Development Bank Administration.

Context and operation

In fulfillment of its Mission to potentialize human development, the NGO Volunteer Partners mobilizes, articulates and educates people, institutions and networks.

The NGO Volunteer Partners operates in the context of social assistance policies resulting from 1993's Social Assistance Act (LOAS) and 2004's National Social Assistance Policy (PNAS). LOAS proposes the articulation of efforts by the government and civil society through social assistance entities towards ensuring **social protection** for those who need it. To this end, it carries out programs, as well as formulating actions and practicing social control. According to PNAS, social protection consists of the institutionalized ways human societies protect groups or all its members.

Resolution no. 16, May 5, 2010, of the Ministry of Social Development and the Fight against Hunger, ratifies what was already laid out in LOAS and goes further into the concept of social assistance entities and organizations, classifying them as being for service, advising and in defense and insurance of rights.

Since its foundation in **1997**, the NGO Volunteer Partners has been advising charity and social assistance entities, their leaders

and users towards strengthening their protagonism, training them in sustainable management, supporting, systematizing and disseminating innovative and citizen inclusion projects, promoting solutions with the potential for being suitable for government policy and sharing them with assistance managing agencies in the state and cities.

The charity and social assistance entities are constituents of the Social Assistance Network, who serve users of both the basic and special social protection area. In addition, the Organization supports institutions that are part of partnerships in actions of the National Program of Family and Community Cohabitation, such as schools, government agencies and boards that exercise social control. In addition to free management advising, Volunteer Partners also places trained volunteers in all kinds of projects and social causes. We are a link between people and/or companies that want to engage in volunteering and social organizations that need this kind of support from the community.



Actions concerned with integration and strengthening community leaders



Innovative projects in alignment with social assistance policies are shared with government agencies

Qualified management

Strategic planning process mobilizes Volunteer Partners end-to-end: volunteers, technical staff, management and members of the Deliberative Board, with extensive consultation with interested parties

The NGO Volunteer Partners believes in the success of strong management, and this is why it has used the **Balance Score Card** tool (BSC) since 2003, with volunteer consulting from the São Paulo based firm Symnetics Business Transformatazation. This learning process has strengthened our internal culture for monitoring results. The BSC Map makes it possible to easily view management strategies.

All organizations, including businesses and social organizations, and even government administration itself, must establish GOALS, INDICATORS and PLANS OF ACTION. It is necessary to have instruments that show the organization is on the right track. Also, in the third sector professionalization is indispensable. Idealism needs to be maintained, but it should be combined with professionalism. Doing well is an investment and every investment needs a careful manager who knows how to submit accounts.

Currently, we are developing projects in the field of education, methods to prepare volunteers, management and qualification courses for

organizations belonging to the Social Assistance Network. We believe that solid relationships with businesses and recognition from society are the real result of well-qualified, transparent management that is focused on our three Directives:

Stakeholders – ensure generation of value, placing in evidence, in every relationship, our competence as a mobilizer, articulator, educator of people, institutions and networks, and results measurer;

Staff – have a staff – paid and volunteer – that performs well and an organizational climate that promotes personal accomplishment, recognition and commitment to results;

Results – create a positive legacy in the locations where we operate, working in an articulated way, in networks, and respecting each community's culture.



Symnetics
da estratégia à ação



Strategic regionalization

Directive: Results – create a positive legacy in the locations where we operate, working in an articulated way, in networks, and respecting each community's culture.

NETWORK presupposes the existence of social mobilization, in other words **calling upon people's desire** to act towards a **common purpose**, under an interpretation and meaning that are also **shared**.

The VOLUNTEER PARTNERS NETWORK grew in 2011, arriving in **82 cities** across Rio Grande do Sul, where 60% of the state's population, estimated at more than 10 million people, is centralized. It is in this NETWORK that organized volunteering takes place, multiplying its methodology and propagating its culture.

Our Organization adopted the strategy of working with and stimulating networks, since we believe that, beyond articulation, communities need to adopt participatory models in a sustainable way. Taking part in a mobilization experience results in gains for the community. For its part, taking part in a network contributes to local development in a wide variety of contexts. This is one of our **BELIEFS**: the practice of the **Principle of Subsidiarity** is indispensable to community autonomy and full development;

Modernity calls on us to make alliances and partnerships. It points insistently towards the obligation of unity between the three sectors: government, businesses and civil society, in order to form a solid chain envisioning the processing of transformations that are urgently necessary to the common good. It is through achieving synergy of these efforts that we will find solutions for the complex challenges we are facing.

Periodic meetings between leaders, regional coordinators, partners, supporters and communities are of strategic importance to monitoring the work and evaluating results. Besides the **Regional Leadership Meetings**, every semester the **State Meeting of Coordinatorships** is held to deepen concepts, encourage experience sharing and analyze goals. These meetings result in learning, social gathering and a strengthening of the NETWORK.

During the State Meeting held in Porto Alegre, in April, the strategic objectives were debated, along with the directives of the National Social Assistance Policy, the actions of the Youth Volunteer Program, and mobilization for the Volunteer Partners Award.

During the second semester, in October, the State Meeting made an important collective construction possible: Strategic Planning for the 2012-2013 period. Using tools like the SWOT Matrix, the Osterwalder Matrix and with group dynamic activities, it was possible to define the **Volunteer Partners Network Plan of Action** for the coming year. The coordinatorships were also given the opportunity to present local best practices, which provided an excellent chance for people to share experiences and ideas.



State Meeting of Volunteer Partners Network Leaders

◆ PRINCIPLE OF SUBSIDIARITY

Individuals and groups that act as managers of their own development can solve community problems autonomously, in their own realms of action. It is the community working for the community.



Sustainable development in focus during debates

Where we are

Rio Grande do Sul

As a management strategy, we have divided the state in eight regions.

Metropolitan Area/Coast

Alvorada
Cachoeirinha
Campo Bom
Charqueadas
Eldorado do Sul
Gravataí
Guaíba
Imbé
Osório
Porto Alegre
São Jerônimo
Torres
Viamão

Sinos River Valley Region

Canoas
Esteio
Montenegro
Novo Hamburgo
Portão
São Leopoldo
São Sebastião do Caí
Sapucaia do Sul
Sapiranga
Triunfo
Vacaria
Ivoti

Região das Hortênsias (Hydrangea Flower Region)

Canela
Gramado
Nova Petrópolis
Paranhana/Taquara River
Valley – Igrejinha, Nova Hartz, Parobé,
Riozinho, Rolante and Três Coroas

Região da Serra (Highlands Region)

Antonio Prado
Bento Gonçalves
Carlos Barbosa
Caxias do Sul
Garibaldi
Nova Prata
São Marcos

Taquari/Rio Pardo/Central Region

Agudo
Arroio do Meio
Cachoeira do Sul
Candelária
Cruzeiro do Sul
Encantado
Encruzilhada do Sul
Lajeado
Rio Pardo
Santa Clara do Sul
Santa Cruz do Sul
Santa Maria
São Pedro do Sul
São Sepé
Teutônia
Venâncio Aires

Production/Northwest Region

Carazinho
Cerro Largo
Cruz Alta
Espumoso
Frederico Westphalen
Girúá
Horizontina
Ijuí
Marau
Panambi
Passo Fundo
Santa Rosa
Santo Angelo
São Luiz Gonzaga
Três Passos
Tucunduva

Southern Region

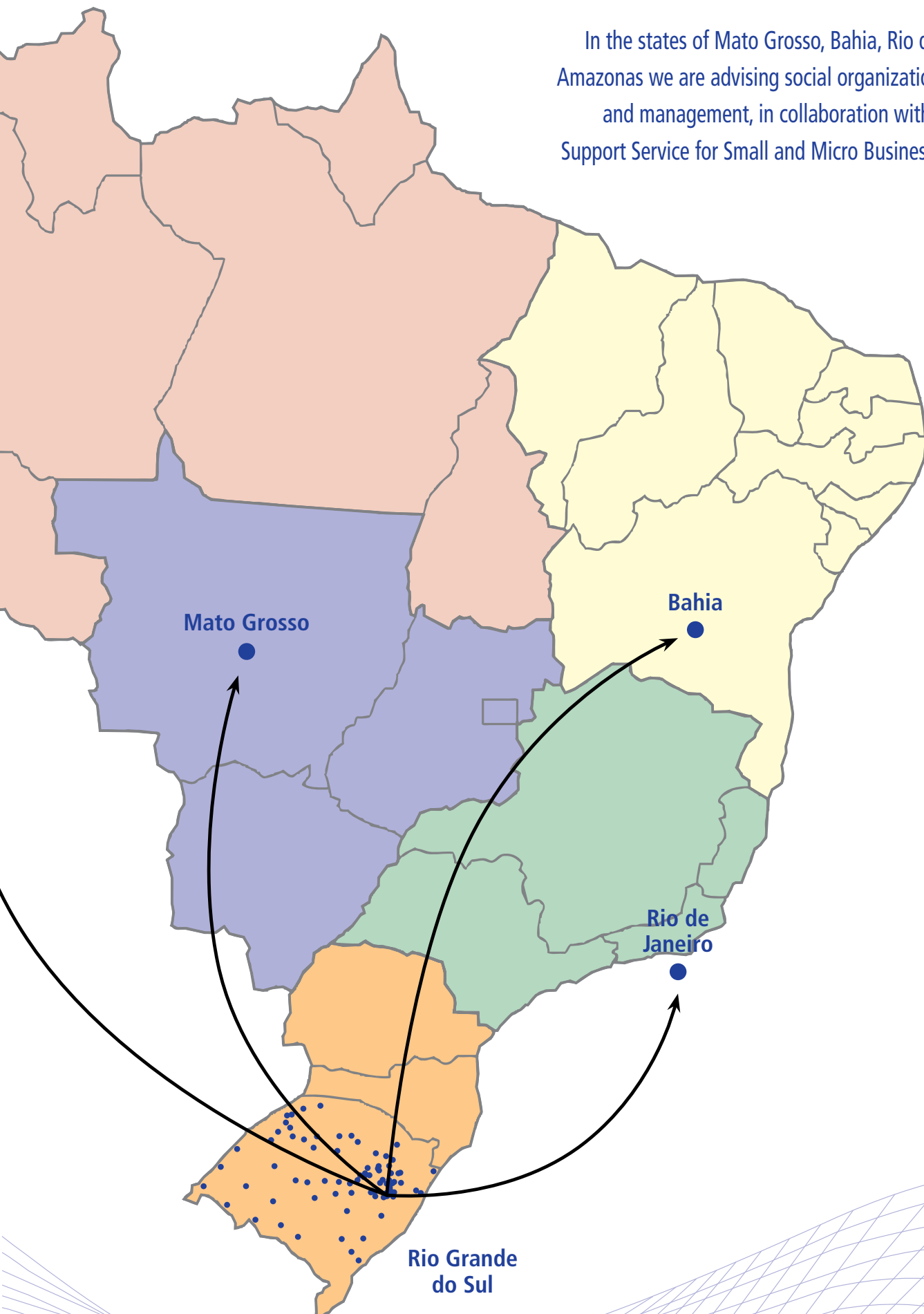
Bagé
Canguçu
Dom Pedrito
Pelotas
Rio Grande
São Lourenço do Sul
Tapes

Border Region

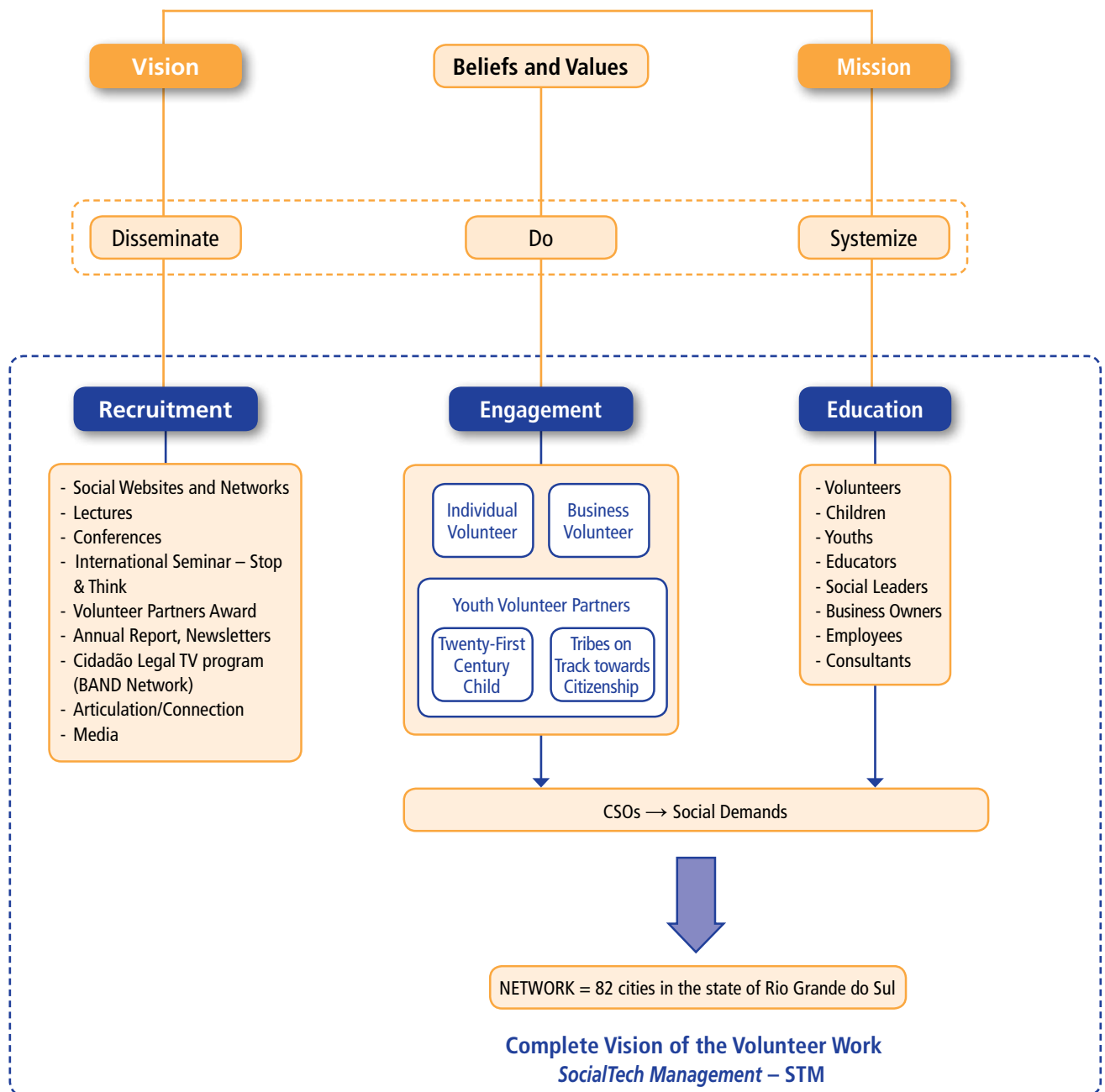
Alegrete
Itaqui
Quaraí
Rosário do Sul
Santana do Livramento
Santiago
São Borja
Uruguiana



In the states of Mato Grosso, Bahia, Rio de Janeiro and Amazonas we are advising social organizations in training and management, in collaboration with the Brazilian Support Service for Small and Micro Businesses (SEBRAE).



Organizational chart



Social Capital

The concept of Social Capital, which began to be employed on a large scale in Brazil at the end of the 1990s, based on the research and theories of Robert Putnam, articulates the experiences of individuals and groups in collaborative networks based on principles of reciprocity and mutual trust. For Putnam, Social Capital is a collectively built asset involving four dimensions: 1. the dominant ethical values of a society; 2. its associative capacity; 3. degree of citizen confidence and 4. civic conscience. According to the author, "bridging social capital" means intentionally engaging communities in the creation of positive relationships, emphasizing shared values and multiplying the confidence and voluntary participation of citizens.

Regarding volunteering, Lester M. Salamon, Director of the Civil Society Study Center at the John Hopkins Institute for Policy Studies, pointed out that "[volunteering] is one of the biggest renewable resources for solving social problems around the world," and maintains that its real impact has yet to be properly evaluated. In this sense, in 2007, the Brazilian Institute of Geography and Statistics (IBGE) studied the importance of the third sector to the Brazilian economy. According to the research, in a recent revision done by the institute, official participation of the third sector is responsible for 1.4% of the composition of the Brazilian (GDP), the equivalent of approximately 32 billion reais.



State Meeting of Volunteer Partners Network Units



The development of new leaders
is a key to social development

Main Quantitative Indicators

VOLUNTEER PARTNERS NETWORK	2009	2010	2011
Mobilized Volunteers	333,241	369,066	379,505
Schools (public and private)	1,922	1,945	2,004
Mobilized Businesses	2,423	2,473	2,522
Civil Society Organizations with Agreements	2,752	2,784	2,832
Mobilized Cities	79	82	82
Beneficiaries/Users (estimate)	1,200,000	1,476,000	1,519,000

Conscious volunteer action

Organized Volunteering, belonging to Social Capital, contributes to building a society with a greater spirit of solidarity through human development. The different types of volunteering vary widely, but the most striking characteristics tend to stay the same: the certainty of "making a difference".

Evolution of the Program	2008	2009	2010	2011
Engaged Volunteers	290,645	333,241	369,066	379,505

For every action we would like to take, we always try to find out the best way to do it. If we do not know how to act, we try to learn how, listening to people or organizations that already do, in search of experience. In organized volunteering, the people who lend continuity to their practice are those who understand the importance and real meaning of their own actions. They know how important it is to prepare oneself to practice volunteering and how much this attitude brings in return and for the lives of others. They participate in meetings with other volunteers to debate concepts of citizenship, have a broad understanding of the role of a social organization and Individual Social Responsibility (ISR), which represents the combination of efforts. The more we learn about volunteering, the more aware our volunteer actions the broader our reach. It is an attitude involving feelings, complicity, an expectation for change and social and spiritual transformation.

By way of the Individual Volunteer Program, the **Volunteer Partners Network Units** receive, guide and direct volunteers to the Social Assistance Network organizations that need support. Each person is free to define how much time they want to make available, what activity they want to engage in, with what audience and for which institution.

Retired teacher **Sônia Kasper Faillace** applies her interest in the philosophy of holistic medicine, in combination with reflex therapy, to help treat children with special needs at Educandário São João Batista in Porto Alegre. "My experience with the children there is full of joy and stimulation. Touching provides an attitude of comfort and acceptance of one's own body. (...) After the massage, the children go back to their activities calmer and more focused."





When I began volunteering at Jus Mulher, the idea was to ally my extensive free time with learning about Family Law practice, an area that I had not had the opportunity to intern in; at the time, I was planning on volunteering for about a year. I enjoyed myself so much that currently many of the cases I work on are related to this branch of law."

Luciana de Souza Mazur,
volunteer lawyer at Jus Mulher institution

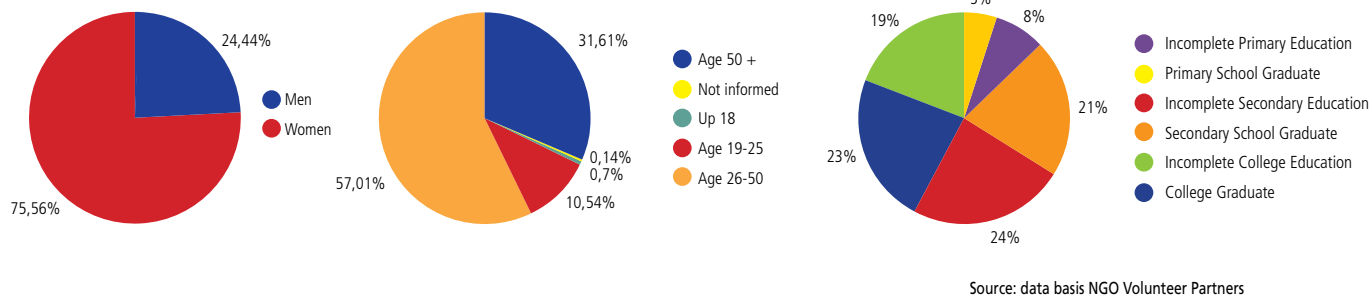
Although women make up 75.56% of the active volunteers at the Volunteer Partners Network, increasing numbers of men are participating.

As a good engineer, on his first visit to Creche Jerusalém nursery school in the city of Xangri-lá, on Rio Grande do Sul's coast, **João Nilton Schein** divided his attention between the kids and the building's infrastructure. Concerned with the vulnerability of the construction, he offered to help guide the task of improving the facilities. It was necessary to attract new partners to make all of the necessary adjustments João was looking for, among his contacts, professionals who would make themselves available to voluntarily create the architectural plan. Brick by brick he built a network of partnerships between people and organizations and did not give up in the face of difficulties that arose. With the plan ready and a

growing support network, João Nilton felt making his knowledge available to an organization that contributed towards a happier life for children in his community.

On Fridays, English teacher **Humberto Rogério de Souza Santos** leaves home at six in the morning and rides his bicycle 21 kilometers to the Instituto Santíssima Trindade, in the Gramado countryside. The children are happily waiting for him. In addition to the recreation and extracurricular activities, Humberto gives English lessons to sixth graders at the school maintained by the Institute and helps translate letters written to the children by their "godparents" abroad. The volunteer tries to express to the children and teenagers the importance of believing in one's own potential and accept challenges to make dreams come true.

Volunteer Characteristics



Volunteer work, regardless of the activity, connects people, it connects hearts. I decided to volunteer as a drawing teacher, which brought me closer to the students, I could talk with them and understand them better. Drawing ends up being a pretext for leading to human development... It doesn't matter how much they learn about drawing, What matters is how much we learn together about human values."

Marcelo Tomazi Silveira, volunteer
for Círculo Operário Bento-gonçalves

Creating shared value

Businesses transcend their socio-environmental responsibility by establishing value management that contemplates cultural, spiritual and collaborative dimensions as part of their strategic planning GE defines that: "in order for results to be positive for the company, they need to be good for society."

Evolution of the Program	2008	2009	2010	2011
Mobilized Businesses	2,323	2,423	2,473	2,522

What is a business' role in an economy that is entirely connected in a network? What type of results does society hope for? These are questions asked by Michael Porter. In what way can a company do its work and at the same time make a difference in its community? Based on ethical principles and human values, socially responsible companies are increasingly involving themselves in the life of the communities they belong to. In recent decades, these organizations have characterized themselves as:

- a) **donors** – they provide financial, material or technological resources, without direct involvement in the projects they support;
- b) **sponsors** – they make resources available after analyzing the projects and monitoring their results;
- c) **social entrepreneurs** – they work side-by-side with social organizations in planning, implementing, monitoring and

evaluating the results of social projects, seeking to make adaptations and course corrections whenever necessary.

The objective of the **Business Volunteer Program** is to raise awareness of and mobilize companies, be they micro, small, medium or large. The orientation includes **informative meetings** with business leaders, **lectures** for employees and methodology for implementation of an **In-Company Volunteering Committee**. The Committee is made up of a multi-sector internal group, which receives specific training towards putting the company's social actions into operation, aiming towards optimizing and valorizing investments in the human resources, materials, knowledge and services made available to the community. In addition to the internal public, the company is encouraged to draw other stakeholders into the activities.

Sharing experiences

Bringing together businesses from different segments so they can share their experiences in the social realm is an unmatched opportunity. In Rio Grande do Sul, what started as a benchmarking action to identify best practices in corporate volunteering is now becoming stronger as a NETWORK at the service of social demands in the cities of Porto Alegre, Canoas, Charqueadas and Sapucaia do Sul.

At the first meeting, organized by BANRISUL (State Bank of Rio Grande do Sul), reports were given on the experience of the **Volunteer Committees** at the bank and at the following companies – Refap and Gerdau Institute – and the Coordinators from the Volunteer Program of the Socio-Educational Service Foundation (FASE-RS). At the end, the participating institutions

were then challenged to draw in three more companies to socialize their experiences. The Gerdau Institute organized the second meeting and, along with the following companies – Carris, CDL-POA and Grupo SLC –, shared their practices with over 18 businesses. During the third meeting, the Walmart Institute, in cooperation with the Sicredi Foundation, Stamac Geradores and PS Junior, invited more than 10 businesses to share experiences.

In December, as part of the Volunteer Week agenda, SLC Agrícola organized a lecture by the manager of the Gerdau Institute, Clódis Xavier, on taking advantage of Tax Waivers. This proves that, when the focus is on reducing the needs of communities in the social field, there is no such thing as competition, since everybody wins.

Best Practices in Food Handling



Produção de alimentos: atividade terapêutica e meio de sustentabilidade

Casa Marta e Maria is a CSO that is recognized in Porto Alegre for its care and altruism towards its internal public, which includes women aged 12 to 30 that are in the process of disintoxication from chemical dependence. **Riversides** is a prestigious restaurant, much appreciated by its select clientele.

What do Casa Marta e Maria and Riversides Restaurant have in common? People on one side needing technical support, on the other people who can make all the difference making this knowledge available. This resulted in an excellent partnership. In weekly meetings, the company's volunteer-employees give the young women classes on food safety. In addition to begin a therapeutic activity aiming towards social insertion, it also provides economic and financial sustainability for the Institution, which becomes involved in the production of sweets, savory snacks, bread, cake etc.



Benchmarking: identification of best practices for volunteering at companies



(...) it was the first time I took part in a social project and I didn't know what it would be like... But I soon got over my nervousness as it gave way to sheer joy at seeing that simple gestures can help and teach new skills to the girls. We really get a lot out of it and learn ourselves as well."

Denise Herter Leivas,
Nutritionist and Quality Coordinator



(...) taking some time out of my routine to share a little of my knowledge wasn't the most important part... it was the charge of positive energy! It is so gratifying to share words of comfort, providing encouragement that our lives depend only on our own choices and that tomorrow can be much better..."

Joel Borges, Production Supervisor - Chef



Volunteer employees feel gratification and integrated with social causes



The work with Riversides was great. It's interesting that sometimes I'll go into the kitchen and the girls will say 'That's not how it's done Sister, it has to be this way, that's how the volunteers taught us.' I think that's great since it shows they really learned!"

Irmã Viviane, Coordinator of Casa Marta e Maria

Yes, we can change the world!

“Educate young people towards justice and peace” was the appeal made by Pope Benedict XVI as he called upon parents, family members and people and institutions involved in youth development and training, in the many different realms of religious and social, political, economic, cultural and media life. In his words, “Paying attention to the young people’s world, knowing how to listen and value it towards building a future of justice and peace is not only an opportunity, it is a fundamental responsibility for all of society.”

Evolution of the Program	2008	2009	2010	2011
Mobilized Schools	1,727	1,922	1,945	2,004

“By giving young people the tools they need to improve their living conditions, and by involving them in efforts to improve their communities, we are investing in the strength of their society.” This statement was made by the UNICEF’s Executive Director Anthony Lake during the introduction to the 2011 State of the World’s Children – Adolescence, an Age of Opportunity Report. In fact, young people are leaders in potential and their future is NOW.

With new technology and the expansion of social networks the possibilities for communication between young people has multiplied, at the same time as their desire to become more involved in the solution of social, environmental and cultural problems grows as well. The experience of the **Youth Volunteer Program** points towards this growing desire of young people to participate. “Many of my coworkers are amazed to see students who have graduated from school coming back to work as volunteers. People have a hard time understanding that you can be an ex-student, but never an ex-volunteer,” said Graziela E. Loureiro dos Santos, director of Escola São Judas Tadeu, in Porto Alegre, with over 10 years experience as the coordinator of the institution’s Volunteer Partners Unit and adviser for student volunteering.

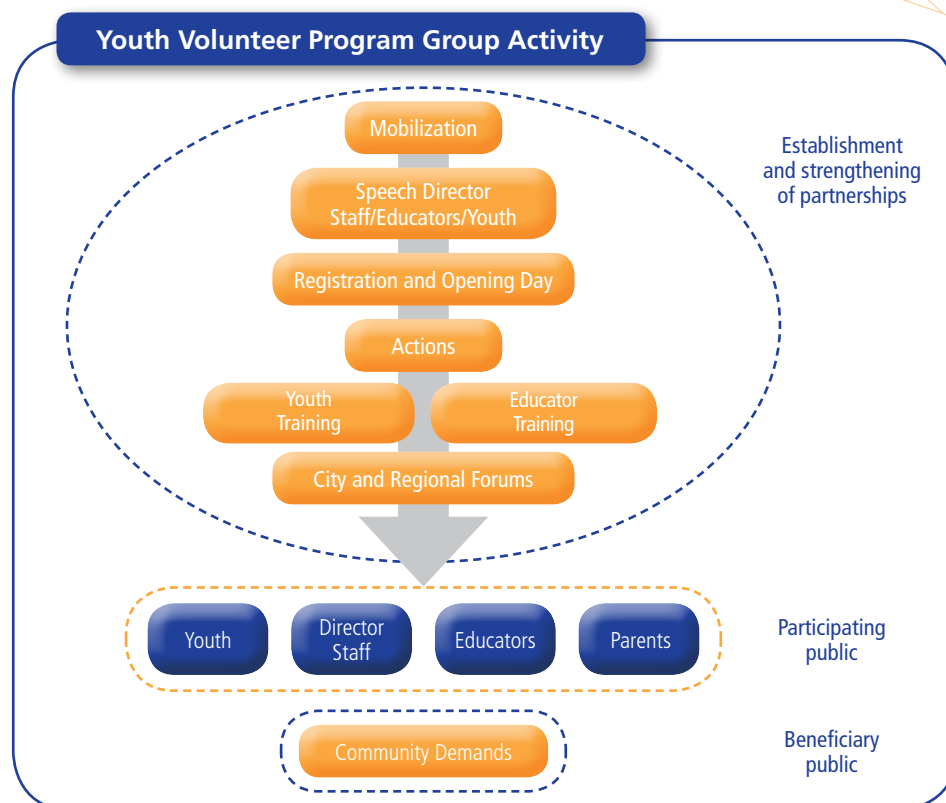
The **Youth Volunteer Program**, aimed towards primary and secondary students, is placed into operation in the public and private school network. The synergy with school directors, teachers, family members and communities is of strategic importance to obtaining



Volunteer action promotes youth leadership

positive results. The program is organized into three complimentary methods of action, the first two of which are **recognized by the Bank of Brazil Foundation as Social Technology**:

- Training Educators in Solidarity Social Participation and Youth Mobilization;
- Training Educators in Solidarity Social Participation and Youth Mobilization; and
- Development of Youth Leadership.



Young people are indeed the driving force for change, and if they are led to the right path they have much to gain. And the world will be a better place as a result. If we can rid ourselves of discrimination and prejudice, political, religious or gender differences, we can become like them, as they do not bear these heavy loads of ignorance that only delay the development of peace. If we focus only on doing good things for others, and are able to pass this desire on to them, we will be planting the seeds for the future sought for by those who have not lost faith in humankind."

Raphael Homem, Volunteer from Federal University of Rio Grande do Sul (UFRGS)

Volunteering helped me learn about other realities and I learned to see things from another angle, to think twice before dismissing anything."

Betina D'avila Carboni,
Youth Volunteer from
Escola Rainha do Brasil

Creation of Youth Center at UFRGS

At the Federal University of Rio Grande do Sul (UFRGS), students engaged in discussions about government youth policies decided to create the Youth Center, a space for articulating students and professors around interdisciplinary studies on the subject. This message is from **Pedro Perfeito da Silva**, student at the School of Economics, a volunteer who has been an active participant in the Tribes on Track towards Citizenship program, has a lot to say about why Volunteer Partners bets on transformative actions by young people:

"It was the renewing and modern volunteering being done by young people for young people that made us bet on the ability of youths to discuss and draw up government policies for themselves, an ability that will be sharpened and encouraged among the young people with support from their professors and victorious experiences of civil society (...)"

Youth volunteer travels to United States

Mateus Antunes Oling, 16 years old, has been encouraged by his parents to volunteer since he was a child. A student at Ruyzão school in the city of Ijuí/RS, he was chosen by the NGO Companheiros das Américas (Companions of the Americas) and traveled to the state of Indiana, in the United States, to develop social projects with another five volunteer students chosen by the international exchange program.

It was through the Tribes Action that Mateus earned his volunteer experience. "As time went on, I began learning more about our society and its social relations. And something that really attracts my attention is the lack of care, both from the government and the population itself, for people who are in need of help, in whatever sense the word help may mean," he said.



Certified Social Technology

Out of the 1,116 social projects which entered the sixth edition of the Bank of Brazil Foundation Social Technology Awards, 264 received certification and 27 were chosen as finalists, in a process that took into consideration their effectiveness, level of systematization, quantitative and qualitative results, degree of innovation, community involvement, social transformation and potential for replicability. The Tribes on Track towards Citizenship action was classified among the three finalists from southern Brazil.



Tecnologia Social

TRIBES ON TRACK TOWARDS CITIZENSHIP – YOUTH MOBILIZATION AND SOCIAL PARTICIPATION

Objective: provide youths opportunities to act in the social context as mobilizing agents and articulators of solutions for problems in their communities, tough volunteer work, based on human values and ethics, exercising solidarity and individual social responsibility.

TRAINING EDUCATORS IN SOCIAL PARTICIPATION – SOLIDARITY AND YOUTH MOBILIZATION

Objective: provide opportunities for educators to rethink educational practices towards solidarity participation, based on individual social responsibility, concerned with the improvement of youth competence: authorship, autonomy, self-esteem and social cohabitation, preserving values, knowledge and collective assets.

Young people who want to transform reality form TRIBES, choose the TRACK (Environment, Educating for Peace or Culture), make diagnostics of their communities and develop projects to solve problems, creating new forms of citizen, ethical and social cohabitation, in school and away from it. From 2003 to 2010, on average 50% of the Tribes have chosen to consider and propose actions focused on environmental sustainability. The **Developing Young Tribespeople** (16 class hours) is offered as a complementary action and includes an introduction to interpersonal and intergroup processes. Volunteering, social entrepreneurship, mobilization, planning and project evaluation.

The 60 class hour course (40h in-class and 20h at a distance), is for teachers and takes into consideration subjectivity, socialization and knowledge, based on youth references, solidarity social participation and volunteering. The building of this complementary educational proposal was based on studies of young people's perceptions of their own conditions and expectations, organized in collaboration with the University-School Integration Group at the Federal University of Rio Grande do Sul (NIUE/UFRGS). The foundation and group dynamic activities are consolidated in an Action Guide that provides teachers and institutions recognition of the legitimacy of youth cultures and youths as audiences with full capacity for action and autonomy, conditions that are crucial to education and building new bases for social relations founded on solidarity, values of peace and dialogue.

Teachers and young people: mobilization and training to exercise solidarity and individual social responsibility (ISR)



Environment, Culture and Education towards Peace



TRIBESPEOPLE are...

- students who mobilize and articulate themselves to face daily challenges;
- volunteers with attitude: they act organizedly and integrated with their communities;
- young people acting in solidarity who take on individual social responsibility to do good together.



Music by youths for youths: lessons on harmonious teamwork

REGIÃO DAS HORTÊNSIAS (HYDRANGEA FLOWER REGION)

Tribespeople mobilized in Nova Petrópolis

One of the vocations of Tribespeople in this region is to transform recyclable materials into arts and crafts. Music, dance and theater are the favorite forms of expression for young people seeking to add the subjects of environment, culture and education for peace in their daily lives, acting in different spaces of their communities to raise the awareness of people of all ages with their volunteer presentations. Some of these works were presented at the TRIBAL FORUM, held in the city of Nova Petrópolis/RS, with the participation of approximately 150 students.

PRODUCTION/NORTHWEST REGION

Students united in defense of the environment

On the Environmental Track, the Tribespeople's initiative to promote a campaign to collect used batteries had a great impact, since it was such a simple and necessary way of contributing to the practice of recycling. In addition to recycling, cleaning brigades in public areas and the organization of school gardens, the year's activities involved awareness raising in schools and families regarding the problem of bullying. Also, origami workshops were held, as well as theater and dance performances. In the city of Frederico Westphalen/RS, the Tribal forum gathered approximately 400 young people.



Capoeira: sport promotes learning, social coexistence and school integration

SOUTHERN REGION

Focus on diversity and environmental preservation

Student integration games, works raising awareness regarding environmental preservation and protection, promotion of important guidelines on the appropriate management of water and public demonstrations for peace during school recess are just a few of the initiatives developed by the Tribespeople in the region's ten schools. In the theater presentations, the young people sought to demonstrate what they consider to be the essence of social responsibility, respect for others and diversity, in addition to promoting peace walks and recycling workshops.



Dom Pedrito: games served as food drive for social entities

SINOS RIVER VALLEY REGION

Over 500 Tribespeople at Canoas Forum

As they live in such a highly urbanized area with a great deal of factories, the Sinos River Valley Tribes are constantly focusing their work on environmental preservation, care with water and other natural resources, as well as materials recycling processes. At the Tribal Forum held in Canoas, approximately 500 students gathered to show how school games, cultural flea markets, peace walks, and theater and dance presentations mobilize youth volunteers, which shows their strength as they work with social organizations, with special attention to persons with special needs.



Partner Media: support in promoting the Tribal Forum

BORDER REGION

Uruguaiana, headquarters of the Tribal Forum

During its presentations, approximately 200 young people gathered at the Tribal Forum in Uruguaiana/RS, reinforcing their deep ties with nature. In addition to the awareness raising actions like lectures at 20 schools, the region's Tribespeople paid visits to recycling centers, came together to plant gardens, cultivating and caring for the gardens at their schools and homes.

METROPOLITAN AREA/COAST

Volunteers in school tutoring

As part of school coexistence, over the course of the year Tribespeople from 53 schools in the region used recess to organize games to liven things up for the little tykes, in addition to organizing extracurricular activities. A series of lectures on the theme of the environment culminated in the planting of native trees by young people, who took part in workshops to learn how to transform trash into toys. Theater, music and dance were also their favorite ways of community demonstrations.



School lectures raised student awareness about the formation of new Tribes

REGIÃO DA SERRA (HIGHLANDS REGION)

Culture of Peace: highlight at the Bento Gonçalves Forum

Approximately 300 young people took part in the Tribal Forum organized by schools in Bento Gonçalves/RS. The Tribespeople took banners and posters they had made to raise awareness in their communities on Peace Walks and revealed their talent with music, dance and theater. In this region, it is also striking how many Youth Volunteers collaborate on extra-curricular school work, visits to social organizations and school lectures on the environment.



TAQUARI/RIO PARDO/CENTRAL REGION

Collective effort for river survival

The Tribal Forum organized in Lajeado/RS gathered approximately one-hundred young Tribespeople, who are also concerned with the quality of the environment and the survival of the rivers that run through their cities. Among the many actions developed, a large part of them are related to the Taquari River: lectures on environmental care and trash collecting brigades along the river banks. Recycling and arts and crafts workshops, recreation activities and cultural presentations are just a few of the interests and favorites of young people in this region.



Guardians of Peace

At Reinaldo Cherubini State Elementary School in the city of Nova Prata/RS, 21 youths decided to take the Education for Peace track and form the Guardians of Peace Tribe. With guidance from their teachers, they chose to work ethics as a transversal theme and centered their activities on **"Values at School: the art of living well and doing good things!"**



Throughout the year, they dedicate themselves to reading lists, debates, writing and projects regarding ethics, citizenship, inclusion of persons with disabilities, infant abandonment, exploitation of children and adolescents, prejudices, addiction, teenage pregnancy and child labor, among other important and current themes. Peace in Transit deserved special attention and the Tribespeople led campaigns to call the attention of the community, receiving support from local media.

When they saw the need to promote digital inclusion, Tribespeople from Nova Prata conducted a survey at the school to learn how many family members, students and employees still lack the basic knowledge they need. The next step was to organize a training project: they prepared themselves to work as volunteer computer lab monitors, one hour per week each. The openness to the idea was complete and according to the students, the initiative benefited both those who made themselves available to teach as it did those who came to learn.

In Cachoeira do Sul/RS, tree planting symbolized the Tribespeople's involvement in the environmental cause



Idealism + Professionalism

Civil Society Organizations (CSOs), providers of essential services to communities, increase the potential of their work when they receive volunteer human resources, management training and access to the Information Technology Network (IT).

Evolution of the Program	2008	2009	2010	2011
Advised Civil Society Organizations	2,664	2,752	2,784	2,832

Inefficient management is one of the most serious problems mentioned by social organizations that come to us for advising. In general, this can be seen in a lack of strategic planning and low operational capacity, which leads to chronic difficulty in establishing partnerships and attracting funding to maintain the quality of service provided to communities and organizational sustainability.

An important part of the support provided by the NGO Volunteer Partners to entities belonging to the Social Assistance Network is related to improvement of management processes by providing **training methodologies**, in addition to **volunteer human resources** and free participation in the **web platform** (IT), by way of the Social Development Integrated Network (RIDS).



Volunteer human resources strengthen the Social Assistance Network



Managers from beneficiary entities in training process

Now we have records of everything and can see the true dimensions of the work we do, measuring every process, costs, needs, results (...) We used to see things in parts and now we can see the whole, and it's all necessary so we can fulfill our mission in its entirety."

Alcidez Arnoldo Tews, general administrator of Associação RETO, Santa Maria/RS

"I've taken many courses on project development, management and sustainability, but none of them compare to this one. Manual is a clear speaker, has a transparent presentation style and is a grade 'A' facilitator. I know it's up to us now, in the sense that we need to put the knowledge we have acquired into practice and some other knowledge as well (...) These days, so well-invested in our training/professional development will certainly result in benefits for the people we serve in our institutions and in others with which we will have opportunities to socialize. Thank you very much!"

Elói Gallon, from Central Murialdo de Projetos Sociais, Caxias do Sul/RS

Social Protection Network

Civil Society Organizations that have made agreements with the NGO Volunteer Partners provide quality services to communities in every region of Rio Grande do Sul. Users of the its services include children, youths, adults and the elderly, who benefit from actions concerned with well-being and social inclusion, health, education, culture, sports, environmental protection, as well as job creation and family income.



Custom Support

According to the National Social Assistance Policy (PNAS), the City Social Assistance Boards (CMAS), the Regional Social Assistance Commissions (CORAS), as well as the City Boards of Defense of the Rights of Children and Adolescents (COMDICAs) all play a fundamental role in developing decentralized and innovative methods of managing, monitoring and evaluating social actions that are aligned with each community's needs. The Forums that bring together board members of these institutions are spaces of ongoing articulation and promote the emergence and training of leaders for the Social Assistance Network.

The Forum of the Regional Social Assistance Commission (CORAS) identified the need and a strong interest of member social entities in training on drawing up projects and attracting resources to make sustainable social undertakings and sought advising from the NGO Volunteer Partners. Based on this demand, the **Creating Projects to Mobilize Resources** course was planned, and was organized in the cities of Porto Alegre, Sapiranga, Ijuí and Charqueadas, as a result of the initiative of the interested entities themselves, with 308 representatives from 218 institutions taking part.

The course was very helpful, enriching our learning and giving us new experiences and tools to work with."

Marce Rejane Brenner de Menezes,
APAE – Charqueadas/RS

We believe that the constant search for learning is improving the work we're doing. Both the content dealt with and the relationships developed with other CSOs are important for our sustainability."

Karla Carraro, IWC – Porto Alegre/RS

We have to be articulators, communicators, personnel trainers and results measurers. Every dream can be achieved."

Neiva Maria da Silva Dalmas,
COMDICA board member, Ijuí/RS

Experiential asset is also an economic asset

In order to promote the development of personnel and organizations in the Technical, Human and Conceptual (THC) dimensions, the knowledge we have accumulated over the past 14 years is systematized with the goal of creating Social Technology. In 2011, we achieved the mark of 10,000 certificates issued by our training courses for volunteers, leaders and entities belonging to the Social Assistance Network.

PEOPLE

RAISING AWARENESS ABOUT ORGANIZED VOLUNTEER WORK

Mobilizing people to practice their Individual Social Responsibility (ISR).

CIVIL SOCIETY ORGANIZATIONS (CSOs)

VOLUNTEER COORDINATOR TRAINING

Advise members of civil society organizations on accepting and maximizing the contributions of volunteer human resources made available by society.

LEADERSHIP DEVELOPMENT

Advise managers of Civil Society Organizations on management models, project elaboration and results based actions, aiming towards their organization's transparency and sustainable management.

PRINCIPLES OF SUSTAINABLE SOCIAL MANAGEMENT

Advise CSOs toward strengthening their management, thereby increasing sustainability and leading to greater effectiveness in serving the beneficiaries of their social assistance policy.

EDUCATING FOR TRANSPARENCY

Train and advise civil society organizations to introduce Principles of Transparency and Submission of Accounts.

SOCIAL DEVELOPMENT INTEGRATED NETWORK – RIDS

Increase CSO potential using Information and Communication Technology as strategy towards sustainable management.

YOUNG PEOPLE AND EDUCATORS

DEVELOPMENT OF YOUTH LEADERSHIP

Advise young people towards seeing themselves as transformative agents and mobilizers in their communities, aiming towards self-development.

YOUTH MOBILIZATION AND VOLUNTEER PRACTICES - TRIBES ON TRACK TOWARDS CITIZENSHIP^{1,2}

Offering young people the opportunity of a space to have experiences and act in their social context through volunteer work and entrepreneurship.

TRAINING EDUCATORS IN SOLIDARITY SOCIAL PARTICIPATION AND YOUTH MOBILIZATION¹

Promote and qualify educators, envisioning the education of young people to face every day challenges and towards school/community integration based on a vision of ISR.

¹ In 2011, the two Methodologies were recognized and certified as Social Technology by the Bank of Brazil Foundation.

² The TRIBES ON TRACK TOWARDS CITIZENSHIP was one of three southern Brazilian finalists in the Bank of Brazil Foundation's Social Technology Awards.

COMPANIES

FORMATION OF INTERNAL COMMITTEES

Training for the creation of Internal Committees at companies envisioning the Creation of Corporate Value.

The three sectors in connection

Acting in the form of a network, integrating the government, businesses and the third sector optimizes application of the Solidarity Act in benefit of Rio Grande do Sul communities. Due to its characteristics and results, the Social Partnership Network became a program of the state of Rio Grande do Sul and stays active through the Secretary of Labor and Social Development, improving with each new edition.

With the purpose of strengthening management of Civil Society Organizations belonging to the Social Partnership Network, developing leaders and collaborative networks, since 2007 the NGO Volunteer Partners is responsible for **Training on the Principles of Sustainable Management**. In 2011, the 64 hour course was aimed at managers, technicians and representatives from 253 organizations, for a total of 250 social projects, proposing a teaching-learning itinerary of management tools and instruments concerned with developing competencies in mobilization and application of resources and service qualifications. The third module of the course consists of semi-presence based activities held at the headquarters of each entity. 18 classes took the course in 10 cities for a total of 456 participants.

Evaluations on the applicability of the content – of a quantitative and qualitative nature – made it possible to precisely analyze the different scenarios, promoting reflection and mapping out strategies for future trainings. The study showed participants were interested in sharing their experiences and applying the content with greater effectiveness to improve their organizations' management and processes – **91% reported that their management improved after the training.**

456 registered participants

253 CSOs benefited

18 classes in **10** cities

64 class hours on average per participant

It is extremely important for this knowledge to be socialized so the CSOs can be more effective and have better results (...) but those who really get the best piece of the cake are our beneficiaries. Aloha!"

Gustavo Adolfo Atos da Cruz Rocha – Associação Projeto Surfar, Porto Alegre/RS

This course provided me with significant lessons on commitment with the project approved by the Social Partnership Network, in the sense of being a multiplier of acquired knowledge."

Olga Luzia Nascimento Shuch – Associação Evangélica de Ação Social, Novo Hamburgo/RS

Participating and sharing the acquired knowledge made me see how important it is to make all of our institution's processes transparent. Credibility, ethics and trust are strong points for articulating new partnerships and strengthening existing ones."

Lígia Beatriz Hoss – APAE, Estrela/RS

The course made it possible to meet new partners and projects (...) but the most important part is that is trained us as facilitators of new proposals to spread knowledge among the different professional departments of our organization towards participation in decision making."

Marilene de Lourdes Martins de Aguiar – Volunteer, Ijuí/RS

ORGANIZATION

Parceiros
Voluntários



SPONSORSHIP



GERDAU



PROGRAMA ESTADUAL DE APOIO À
INCLUSÃO E PROMOÇÃO SOCIAL
Governo do Rio Grande do Sul

Transparency as a Value

In collaboration with the Multilateral Investment Fund of the Inter-American Development Bank (FUMIN/BID) and sponsorship from Petrobras, the NGO Volunteer Partners completed the Development of Principles of Transparency and Submission of Accounts for Civil Society Organizations pilot-project.

Activities began in September of 2008 and involved, over three years, the participation of 148 representatives from 76 social organizations, in 21 cities across the state of Rio Grande do Sul.

Principles of Transparency and submission of accounts processes are intrinsic to organizational management, just like they are for governments and businesses. Even more so, transparency needs to be assumed as a value, an attitude. In the opinion of FUMIN/BID, it is fundamental to raise the levels of professionalization and credibility of third sector organizations to prepare them to receive public and private investments, both in terms of financial and human and material resources, in this way becoming more effective in fulfilling their missions. This is the basis for the pilot-project for which FUMIN/BID sought a partnership with the NGO Volunteer Partners, due to its experience as an institution that provides free advising to CSOs in their efforts to improve management processes.

In the first stage, the Principles of Transparency and Submission of Accounts were defined by way of a diagnostic of the organizations, based on three focal points:

- responsibility in honoring commitments;
- responsibility for providing trustworthy and transparent information; and
- responsibility for their actions and decisions.

The methodology, which can now be applied to other organizations, has been tested, evaluated and perfected in three groups, in stages of training each lasting eight months, with 80 in-class hours and 20 semi-presence based hours. After the activities, the social organizations continued receiving consulting from specialists over the next 10 months. The classes that showed the best results were given the opportunity to describe their experiences during the three **Ampliando Horizontes** (Broadening Horizons) seminars that dealt with subjects like leadership, strengthening partnerships, adopting accounts submission instruments, communication, results visibility and increasing income.

Pilot Project Indicators

- 148 managers trained
- 76 participating CSOs
- 357 plans of Action worked on during monitoring activity
- 863 social actions planned
- BRL 17.8 million – total amount captured by CSOs during the entire Pilot Project
- 21 participating cities: Cachoeirinha, Canoas, Caxias do Sul, Charqueadas, Erechim, Esteio, Frederico Westphalen, Giruá, Gravataí, Novo Hamburgo, Porto Alegre, Rio Grande, Rio Pardo, Santo Antônio, Sapucaia do Sul, Uruguaiana, Venâncio Aires, Santa Maria, Itaara, Faxinal do Soturno and Santa Rosa

The Inter-American Development Bank (IDB) bases its work on the premise that transparency and submission of accounts contribute to organizational growth. The pilot project supplied us with evidence of this, but there is still much to be done."

Luciana Botafogo,
specialist in Multilateral Investments at the BID

We must change the logic: get away from the demand way of seeing to the results way of seeing. And for this reason, we need to systematize our practices."

Janice Dias, social program manager at Petrobras



Zero Hora newspaper,
November 13, 2011

In October, the conclusion of the Pilot-Project was marked by a conference that gathered, at CIEE/RS Theater in Porto Alegre, representatives from promoting organizations, partners and supporters, managers, consultants, members of social assistance entities, participants and the general public.

Among the organizations that received the training, 85% sought out new partnerships, 79% developed new projects, 90% implemented new accounts submission routines, 95% began making their accounts available to stakeholders, with 76% increasing income and 87% implementing new management tools.

After the training, the Sociedade Espírita Estudo e Caridade – Lar de Joaquina, in the city of Santa Maria/RS, doubled the number of projects for the children they serve, attracted new partners and began offering music and computer lessons, and psychological, nutritional and social assistance services. Improvements in their finances were also seen, with increases in revenue made easier by the existence of a plan of action.

In Santa Rosa/RS, APAE innovated in their communications strategy: they created informational pieces, an institutional video and advertised their services on a website, in newspapers and a regional radio station, which helped lend visibility to their cause. And they also introduced an electronic receipt and network software to increase the agility of their services, in addition to actions in telemarketing and to attract local partners.

With the trainings, we learned how to do things the right way, analyze the statute, put on events to capture funding and attract new supporters, in addition to the fact that we are now better able to distribute work between us. We learned about management tools and saw that they really work."

Marcelo Ruschel da Costa, administrative director of NGO Wimbelemdom, Porto Alegre/RS

To all the institutions and professionals responsible for co-creating the pilot-project, as well as the consultants who made their experience available, here's our special thanks for your dedication and important contribution!



O Estado de S. Paulo newspaper,
October 29, 2011



Training of the third class of managers in the city of Santa Maria/RS



Opening day of the pilot project's second class in Porto Alegre/RS

ORGANIZATION



SPONSORSHIP



Online Management Tool

The CSOs that are registered with the Rio Grande do Sul State Secretary of Labor and Social Development have been able to use a web portal that provides access to four modules of services for the following purposes: 1. Visibility and Collaboration on the Internet; 2 Process Management Tools; 3. Leadership Empowerment and 4. Volunteer Management Tools.

The **Integrated Social Development Network (RIDS)** project is a partnership between the Rio Grande do Sul State Secretary of Labor and Social Development and the NGO Volunteer Partners. It aims to expand inclusion and social promotion through best practices in management and citizenship, in such a way as to strengthen collaborative networks in the third sector, benefiting the entities, their leaders and users. In 2011, the implementation of the Collaborative Web Portal made it possible to provide free access and hosting for **404 social organization websites**.

The training process for managers of 73 CSOs on how to use the new tool took place in Porto Alegre and Canoas, in classes with an average class load of 8 hours/class per participant. Besides Porto Alegre and Canoas, members of social entities from Ijuí, Sapucaia do Sul, Uruguaiana, Bagé, São Leopoldo, Esteio, Encantado and Caxias do Sul took part.

The training on how to use the Web Platform involved social entity managers, technical consultants and the Volunteer Partners team.



SUPPORT



Microsoft | Educação

PROGRAMA ESTADUAL DE APOIO À
INCLUSÃO E PROMOÇÃO SOCIAL
Governo do Rio Grande do Sul

In Honor of the Volunteer Movement

On December 5, the date when the United Nation's International Volunteer Day is celebrated, the **Rio Grande do Sul State Legislative Assembly**, through the mediation of State Deputy Jorge Pozzobom, granted the state parliament's highest honor, the **Farroupilha Merit Medal** to the VOLUNTEER PARTNERS NETWORK, represented by its President (Volunteer) Maria Elena Pereira Johannpeter. The medal is awarded to people and institutions that stand out for the services they provide the community.

In his statement during the ceremony, Deputy Pozzobom emphasized: "The work done by the VOLUNTEER PARTNERS NETWORK expands its benefits to the community, working on education, prevention,

training, skills and citizenship, values that are so important to today's society. I say this because I believe that only a highly educated society is able to make sound judgments and demand its rights. For me, education is one of the fundamental tools for reformulating entrenched, old-fashioned political and cultural practices. Education frees, inspires, encourages and adds potential to best practices."

Maria Elena, in her speech, thanked the volunteers, her family, God, and emphasized the space and respectability that have been acquired by the term Volunteering over the last two decades. According to her, the NGO Volunteer Partners replaced the question "What will I earn?" for "How can I help?".



The ceremony to present the Farroupilha Merit Medal gathered authorities from every sector, and partners and friends of the Volunteer Partners Network at the Rio Grande do Sul State Legislative Assembly

Fotos: Marco Couto



Results **full of emotion**

Since 2001, the VOLUNTEER PARTNERS AWARDS have been an anxiously awaited event by the NETWORK as a time for celebrating and strengthening volunteer culture. The event reinforces our belief: all volunteer work generates returns for the community and the people who do it.

Every other year, when volunteers of all ages climb up to the stage to become the stars of the festivities, the **Volunteer Partners Awards** is transformed into a huge celebration of the value of being human. In a democratic way, EVERYONE is represented by a few, since the social initiatives that are nominated represent thousands of others that are equally important to each community.

The 11 chosen projects, one from each region, were identified by rounds of local and regional evaluation, prioritizing as criteria the social results and potential for replicability of the initiatives. In May, the ceremony to present the Awards gathered over 1,200 people at Bourbon Country Theater and was punctuated by moving musical performances by volunteer artists Neto Fagundes, Bagre Fagundes, Isabela Fogaça, with the participation and conducting, also as a volunteer, of maestro Hique Gomez.

All of Rio Grande do Sul's media outlets, as well as partners responsible for producing videos on the initiatives that earned recognition, made over BRL 490,000.00 in volunteer media available, with the destination of prime time and spaces for advertising the winning projects. Another exciting aspect of the awards was the presence of journalists Paula Valdez and Felipe Vieira as volunteer masters of ceremony, as they led the event with professionalism and great sensibility.



The ceremony for the Volunteer Partners Awards brought together over 1,200 people at Bourbon Country Theater in Porto Alegre/RS



Musical attraction: Bagre Fagundes, Neto Fagundes, Isabela Fogaça and Hique Gomez

"I am proud to be part of this victorious team that is dedicated to the volunteer cause. Participating with you fills me with hope for a better city, a better state and a more beautiful country."

Neto Fagundes



Winners: excitement for the recognition of social actions

"(...) What you all are distributing is spiritual wealth. Human values. Timeless things. An award for your actions would be a pleonasm! An Award for the Award you have brought into being (...) It is pure generosity to invest knowledge and strategy into an institution that cultivates generosity. Since I am aware of this, maybe people at the event can see that here I am, giving it my all in deep understanding of the context and expressing it through you in the form of art. Maybe I really am able to tie into the essence of your proposal. This is why I'll always be ready to help you. As the knight says to the king: I'm at your service!"

Hique Gomez

AWARD WINNING PROJECTS AND THEIR CITIES

REVIVI – CENTRO DE REFERÊNCIA DA MULHER EM SITUAÇÃO DE VIOLÊNCIA
(Center of Reference for Women Suffering from Domestic Violence)

Bento Gonçalves

CAPACITANDO PARA O TRABALHO
(Job Training)

Canoas

DIA DAS ESTRELAS E LEITURA AMIGA
(Day of Stars and Story Telling at Hospital)

Dom Pedrito

O BAIRRO QUE QUEREMOS
(Neighborhood Revitalization)

Guaíba

SUSTENTABILIDADE CRIATIVA
(Rational Water Use Awareness Raising)

Lajeado

ELOS DA FRATERNIDADE
(Ties of Brotherhood Hospital Volunteers)

Osório

REDE ARTE SOCIAL (Social Art Network)

Porto Alegre

DANÇANDO ATRAVÉS DO LÚDICO
(Dancing through Play)

Santa Maria

TRIBO NOVA GERAÇÃO
(New Generation Tribe)

Sapucaia do Sul

PROJETO FOLHANDO
(Free Hairstyling and Beauty Services)

Venâncio Aires

**RESPONSABILIDADE SOCIOAMBIENTAL
LOJAS PICORRUCHO (Socio-Environmental
Responsibility Project)**

Viamão

More details on the winning projects, event photos, statements and videos can be found at www.parceirosvoluntarios.org.br

Comemorations at the UN

"When we are connected to human and spiritual values that is when the true adventure begins, the satisfaction of being ourselves and being able to use our aptitudes to help others. These are gratifying experiences. And that is what we do as volunteers: we make our energy and personal skills available as a small gift to the world and what we receive in return no words can describe."



Flávio Lopes Ribeiro, Brazilian, coordinator
of the United Nations Volunteer Project in El Salvador

Celebrations of the tenth anniversary of the **International Volunteer Year (IVY+10)** culminated, at the **General Assembly of the United Nations**, with the launching of the first edition of the World Volunteer Report. Asha-Rose Migiro, Deputy Secretary General of the UN, speaking in the name of Secretary General Ban Ki-moon, recognized the dedication of volunteers and their efforts to fulfill the objectives of the United Nations. "Since the world population has surpassed seven billion," she declared, "We need to stimulate the each person's potential to collaborate with volunteer questions."

Emphasizing volunteering's contribution towards meeting the **Millennium Development Goals** and requiring concentrated people in a holistic approach, Resolution A/RES/66/67 of the United Nations General Assembly established the path for the future of volunteering. The resolution points out the importance of people and businesses participating towards obtainment of sustainable development. Executive Coordinator Flávia Pansieri declared that the main objective of the 2011 celebrations was to promote change: volunteering is no longer considered a secondary factor and has earned recognition as a main path.

At the UN General Assembly, the first document on the global status of volunteering was released, the **"Report on the Status of Volunteer Work – Universal Values for Global Well-being."** Helen Clark, administrator of the United Nations Development Program (UNDP), observed that there are very strong ties between volunteering, peace and human development, which has yet to be widely recognized by governments.

National Mobilization

As a member of the **Brazilian Volunteer Network (BVN)**, Rio Grande do Sul, by way of the NGO Volunteer Partners, along with Paraná, Santa Catarina, Rio de Janeiro, São Paulo and the United Nations Volunteer Program (UNV), collaborated with the organization of the **International Volunteer Conference**, held in December, having as a partner the United Nations Development Program (UNDP). The conference took place in parallel with the 2011 Brazil NGO trade show and provided an environment for intersectorial dialogue and articulation. Over 500 organizations from every Brazilian state and volunteer support networks from Argentina, Colombia, Peru, Panama, Chile and Uruguay were present at the event to commemorate the Volunteer Decade in São Paulo.

Study: Volunteer Profile in Brazil

The Brazil Volunteer Network study, conducted by IBOPE Inteligência, demonstrated that one in every four Brazilians aged sixteen and over has already engaged in some form of volunteer work, in other words, **35 million people in action**. The interviews were conducted in 2011, with 1,550 volunteers from the northern/midwestern, southern, northeastern and southeastern regions of Brazil and noted that:

- 25% of the population engages in or has engaged in volunteer service;
- The majority (67%) who serve as volunteers also have a paid job;
- On average, 4.6 hours/month is dedicated to volunteering;
- 39% provide volunteering services to children and adolescents;
- 62% of volunteers uses the Internet and 53% participate in social networks.

SUPPORT



We hereby present, for your knowledge the Financial Statement of the NGO Volunteer Partners regarding the periods ending on December 31, 2011 and 2010, in a summarized format.

The complete Financial Statement is available at the website: www.parceirosvoluntarios.org.br, and this includes all required Statements, Accounting Policies and Explanatory Notes.

The Financial Statement was audited voluntarily by PricewaterhouseCoopers Auditores Independentes, and they issued their expert opinion without reservations on February 24, 2012.

Balance Sheets as of December 31 (In BRL)

ASSET	2011	2010	LIABILITIES	2011	2010
Circulating			Circulating		
Cash and cash equivalents	1,619,397	1,848,141	Suppliers	4,015	4,818
Other credits	43,266	165,316	Salaries and social charges	104,988	99,855
Accelerated payments	291	337	Tax obligations	19,544	17,404
			Deferred revenue – projects in progress	446,114	1,117,955
			Other accounts payable	13,155	13,155
	1,662,954	2,013,794		587,816	1,253,187
Non-circulating			Liquid non-circulating		
Noncurrent receivables			Social obligations	35,738	21,989
Sustainability fund	1,791,222	1,594,439		35,738	21,989
Judicial deposits	33,639	20,199	Owners' Equity		
Fixed	138,989	92,119	Donation reserve	145,360	79,760
Intangible	360,995	527,608	Reserve – Sustainability Fund	1,700,000	1,500,000
			Adjustment of asset valuation	21,439	27,202
			Accumulated surplus	1,497,446	1,366,021
	2,324,845	2,234,365		3,364,245	2,972,983
Total assets	3,987,799	4,248,159	Total liabilities and owners' equity	3,987,799	4,248,159

Surplus Statement

Accounting periods ending on December 31 (In BRL)

	2011	2010
Revenue from operating activities		
Contributions from sponsors	993,563	1,094,303
Advisory projects and events	2,403,573	1,959,451
	3,397,136	3,053,754
Operating activity expenses		
Advising projects	(1,754,896)	(1,436,404)
General and administrative	(1,709,515)	(1,693,863)
	(3,464,411)	(3,130,267)
Operating losses before the financial result	(67,275)	(76,513)
Financial result		
Net financial result	392,937	301,286
Accounting period surplus	325,662	224,773

Statements on changes in owners' equity (In BRL)

	Donation reserve	Reserve – Sustainability Fund	Adjustment of asset valuation	Accumulated surplus	Total
As of December 31. 2009	78,387	1,500,000	32,965	1,135,485	2,746,837
Net surplus for accounting period				224,773	224,773
Realization of the adjustment of fixed asset valuation to right value			(5,763)	5,763	
Total of the comprehensive result for the accounting period			(5,763)	230,536	224,773
Fixed asset goods received as donation	3,841				3,841
Donation of goods as fixed asset	(2,468)				(2,468)
As of December 31. 2010	79,760	1,500,000	27,202	1,366,021	2,972,983
Net surplus for accounting period				325,662	325,662
Realization of the adjustment of fixed asset valuation to right value			(5,763)	5,763	
Total of the comprehensive result for the accounting period			(5,763)	331,425	325,662
Fixed asset goods received as donation	65,600				65,600
Constitution of the Reserve – Sustainability Fund		200,000		(200,000)	
As of December 31. 2011	145,360	1,700,000	21,439	1,497,446	3,364,245

Demonstration of Cash Flow Accounting Periods ending on December 31

	2011	2010
Cash flow from operating activities		
Accounting period surplus	325,662	224,773
Adjustments of revenue and expenses not involving cash		
Depreciation of fixed assets	28,442	14,271
Amortization of intangible assets	166,613	166,613
Impairment of the fixed assets		93,758
Variations in the assets and liabilities		
Other credits	122,050	(152,847)
Accelerated payments	46	(37)
Sustainability fund	(196,783)	(94,439)
Judicial deposits	(13,440)	(13,536)
Suppliers	(803)	(6,852)
Salaries and social charges	5,133	15,563
Tax obligations	2,140	833
Deferred revenue – projects in progress	(671,841)	(353,924)
Other accounts payable		(25)
Social obligations	13,749	13,193
Net cash generated from (used in) the operational activities	(219,032)	(92,656)
Cash flow from investment activities		
Acquisitions of fixed assets	(9,712)	(16,010)
Net cash used in investment activities	(9,712)	(16,010)
Increase (reduction) of cash and cash equivalents	(228,744)	(108,666)
Cash and cash equivalents at start of accounting period	1,848,141	1,956,807
Cash and cash equivalents at end of accounting period	1,619,397	1,848,141
Donations of fixed asset goods written off against the reserve		(2,468)
Fixed asset goods received as donation	65,600	3,841

Many thanks!

Shared values, great relationships and team integration, among professionals, interns and volunteers, ensured our ability to provide quality advising to the entities belonging to the Social Assistance Network and benefiting communities. We have adopted the concept of core competence proposed by Hamel and Prahalad, from Harvard University. That means that all collective learning generates a core of knowledge, capacities and technical, human and cultural experiences, which is used when searching for solutions to social causes.



Photo: Mathias Cramer

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Interns and Volunteers

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More than just partners of the organization and supporters of the cause, the members of the Deliberative Board share their experience, knowledge, transferring their personal credibility and lending the strength of the brands they represent to leverage institutional results. Our thanks for their generosity and their huge contribution!

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Photo: Mathias Cramer

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FOUNDERS



SUPPORTING INSTITUTIONS



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- Viação Ouro e Prata

PARTNER MEDIA

Rio Grande do Sul’s main media outlets – newspapers, magazines, websites, radio and television broadcasters – provide valuable service to communities by supporting the volunteer cause. Our great thanks to all of them!

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SEALS



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THE VOICE OF SOCIAL INNOVATION



Member of the Department of Public Information/Non-Governmental Organizations Division (DPI/NGO) of the United Nations (UN)

CERTIFICATIONS

City Board of Social Assistance – no. 39
City Board on Rights of Children and Adolescents – no. 843
City Public Utility – Act no. 10.193/2007
State Public Utility – no. 002085
Federal Public Utility – Directive no. 306/01
Social Assistance Charity Entity – RCEAS 2006/2006

BRAND REGISTRATION

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