



# Family Guardian:

Guaranteeing Children's Right to  
Family and Community Living

## Family Guardian Project

### ACER Background

The Children at Risk Foundation, known as ACER -- A Associação de Apoio à Criança em Risco in Brazil was founded in 1993 to offer an alternative way of life to vulnerable children and young people living on the streets of São Paulo. The first efforts were in the centre of the city. ACER's counselors sort to provide activities that enhanced the self-esteem of street children and offer support to their extended families.

In March 2003, ACER changed tack. It established a Community Centre in Eldorado, Diadema, which at the time was one of São Paulo's most violent suburbs, where many of the young people and children who ended up on the street came from. With the help of the *Instituto Fonte*, ACER underwent a strategic planning process, which resulted in a program aimed at offering the kind of care and activities that would prevent children and young people choosing to run away from home. ACER reformulated its mission statement to reflect this work:

**“Rescue the dignity of children and young people and promote social transformation.”**

In this way, ACER changed its focus to become a Community Development Organization whose focus is on children and young people.

ACER is now built around four core programs:

- **Education and Culture**, which includes the ACER Library, the Capoeira Academy (a dance/exercise programmed based on the slave experience in Brazil), Roots of Brazil – three workshops which focus on the African roots to Brazilian society (percussion, storytelling and games) and a folklore group.
- **Social Work**, which provides professional counseling and systematic individual support for children and their families who need special protection under the Brazilian Social Welfare system.
- **Community Development** – encourages and advises individuals and groups with the aim of changing the community's social and economic reality. During the development of this work, we identified the need to support youth to develop their own projects.
- **Teenagers** – working in partnership with schools offers a series of workshops to young teenagers and then supports them to develop their own initiatives to improve school and community life.

Each year ACER organises popular events for the Eldorado community. There is a **bi-annual bazaar**, run by volunteers, that offers good quality household wares and clothes at affordable prices. Once a year ACER closes off the street outside to hold its **Children's Day**, a marathon of activities for local young people with fun, games and cake.

### ACER Milestones

**2003:** Inauguration of the **ACER Community Library** in November with 1954 cardholding members by the end of the year who have borrowed more than 26,800 books.

**2004:** Replication of **Cinema à Pampa** – with the help of Banco Real at the Santa Casa de Misericórdia de Diadema. This program offers film presentations in the schools, NGOs and the

streets of Diadema, a city without a cinema. The young people pick the films and lead post-showing discussion groups. **Capoeira Baptism** in the presence of the Consul General of the United Kingdom and the Mayor of Diadema with 135 graduates. **ASA – Art and Citizenship Workshop**, an exhibition in the center of Sao Paulo with a catalog produced by ACER. **Elected member of the CMDCA and ACER’s Secretary General was elected president of the Diadema Network of Childcare Organizations.**

**2005:** ACER’s **Youth Agent Program** receives financial and technical support for expansion from the British Embassy. **Cinema à Pampa**<sup>1</sup>: regional winner and national finalist in the Itaú-Unicef competition; it reaches 23,799 people with 327 sessions. The ACER Library issues 1,456 new cards. **The 3rd Capoeira graduation** takes place in front of 65 capoeira specialists invited from groups across São Paulo state and an audience of 500. More than 8,687 people receive counseling from our social accompaniment professionals.

**2006:** The **Social Accompaniment Program** receives significant support from **HSBC**. **ACER moves into its own building** and refurbishes its **community library to be special needs accessible**. It now has a ramp and a lift, and all the area designed to facilitate access for the physically disabled. The Library adds books and 10 computers to offer free community Internet access. The **Cinema à Pampa** was chosen by Banco Real to be evaluated under its “Real Friends” Program and have the experience published as one of the three best social investment programs amongst over 100 funded by the bank over the previous five years. ACER’s Secretary General and the Mayor of Diadema are invited by the British Government to visit programs focused on sports, youth offenders and CCTV in the United Kingdom and also to share experiences of Local Government/Civil Society cooperation in Brazil.

**2007:** The refurbishment of the library, at a cost of R\$170.000 was fully underwritten by a private international company. On the 27<sup>th</sup> February, in the presence of José de Filippi Jr., **Mayor of Diadema**, and Martin Raven, **HM Consul General in São Paulo**, amongst other dignitaries, ACER re-inaugurated its library with a big party featuring a series of cultural events including story telling, poetry recitals and ending with a *Maracatú* circular dance. The event was widely covered by local press: <http://www.acerbrasil.org.br/imprensa2.html>. Since February, the library has been receiving an average of 200 people daily amongst children, young people and other members of the community and by May had more than 5.500 library cardholders. In October we started the **Menino Cidadão** project, which aims to eradicate child labor in our area with co-funding from the **Telefônica Foundation**. In our Youth Protagonism Nucleus, the young people worked in partnership with four state schools and one NGO which resulted in them working with 6,526 children and they also organized the second **Eldorado Youth Forum**. The **Capoeira Folklore Group** presented three dances at Diadema’s third dance festival.

**2008:** start of the **Community Development** program with financial support from the ABN Foundation (now Banco Real) and technical support from the British NGO, the **New Economics Foundation** which has already used similar methodologies in 13 communities in Britain and is supporting its use in South Africa, Israel, Mozambique, Honduras, Peru and now Brazil. The program encourages and advises individuals and groups with the aim of changing the community’s social and economic reality; during the development of this work, we identified the need to support youth to develop their own projects At the beginning of the year six unit managers from the media multinational **UBM** came to ACER to give consultancies in

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<sup>1</sup> One of the youth led projects.

communications and financial management, sponsored by their company. With internal funding we established a communications department and also a research and training department. Another important action was the establishment of a second centre at which we offer activities in the Sapopema neighborhood. We renewed our partnership with the **Entry** language school, which offers 30 scholarships for English language courses. ACER was elected by the community to be one of its representatives on the **Municipal Children's Rights Council** and also the **Municipal Social Work Council** for Diadema.

**2009:** the **Telefônica Foundation** commissioned an audit by **BDO** of 55 of the 111 organizations it supports in 13 Latin American countries and ACER received the highest rating of all. ACER certified by **CVSP** (São Paulo Centre for Volunteering) as one of the 100 organizations that work Best with volunteers. At the international seminar "**Building a World without Child Labor**", which took place in São Paulo on the 13th and 14th May, ACER was a keynote speaker presenting its experience in the area. **Desportivo Bola Pesada** is the first NGO to be registered as a result of the work done by our Social Incubator. ACER is a member of the "**Safe Families, Safe Children**" coalition alongside organizations from Mexico, Ecuador, South Africa and Britain which is seeking to help develop policies and guidelines for working with children and families whose lives are impacted by domestic violence and Who are outside the social security safety nets. ACER undertook market research with local businesses and also with staff, teachers and students from the local **Federal University** campus in Eldorado as part of its economic development work. We started a new pilot project called "**Family Guardian**" to support the placement of 45 children, who have been removed from their families, under guardianship with their extended families as an alternative to long term placement in shelters. The Secretary General presented ACER's experience at the **5<sup>th</sup> Hemispheric Fundraising Congress** held in São Paulo in November.

**2010: strategic planning** held involving local businessmen and also young people from local youth groups, identifying the direction to go for the next five years. Following building refurbishment, we opened our **skills training centre** with four training rooms where courses are held for the local population in partnership with specialist training organizations. ACER was re-elected by the community to be one of its representatives on the **Municipal Children's Rights Council** and also the **Municipal Social Work Council** for Diadema and Raquel Csuraji, ACER's Social Work coordinator was elected President of the latter council. The Secretary General shares ACER's experience in local development, youth and social work by giving workshops in Cape Town and Durban in South Africa, Maputo in Mozambique, Harare in Zimbabwe and Puebla in Mexico.

#### **The ACER Board:**

- Eunice Bins Collado – President; owns a keyboard factory in Diadema, is an ex-nun who previously was director of a school.
- José Roberto Urzi - Vice-president; owns a small supermarket in the neighbourhood.
- Daniel Kina Jupp – 1<sup>st</sup> Treasurer; is a social researcher currently finishing his masters degree at the Catholic University of São Paulo.
- Milton Prado dos Anjos – 2nd Treasurer; is a mechanic and has his own garage as well as working for Petrobras as a fuels quality inspector.

- Maria Angélica Montez Guidoni – Secretary; is partner in Trajeto RH, a human resources company.
- Domingos João Montagnani Filho – Reserve Director; is a retired public servant who worked for many years with children and youth.
- Anderson Noel Carignano – Fiscal Councillor; is a partner in his mother’s shop and has two smallholdings in the neighbourhood which are rented out for events.
- Elizabeth Carignano – Fiscal Councillor; owns the neighbourhood’s principle construction materials shop.
- Rosemeire Bins Collado Carignano – Fiscal Councillor; is a local lawyer.
- Carlos Mecchi – Reserve Councillor; Human Resources Consultant.

### **The ACER Team:**

From 2003-2005 Dr. Vera Regina Ferreira Fontes, a lawyer with more than 10 years experience working with human rights, was ACER’s President. In 2005 Eunice Bins Collado took over with a mandate to 2008 and has since been reelected with a mandate to 2012. ACER also rewrote its by-laws and introduced a new advisory council made up of children and young people and another of parents.

Today we have 21 staff and 06 youth interns most of whom specifically qualified for their positions led by the Secretary General. Staff are divided in to two areas: support and service provision. In service provision, there are 02 Programme Coordinators, 07 Social Educators, 01 youth coach, 2 Teachers, 01 Event Coordinator and 01 Librarian with 06 Reading Assistants. The support area has 01 Research and Training Coordinator, 01 Administrative Coordinator, 01 Human Resource Assistant, 01 Financial Assistant, 01 Administrative Assistant, 01 Driver and 01 Cook. Selection and professional development of the staff is provided voluntarily by Trajeto RH. We also have 21 regular volunteers.

Amongst others, the Banco Real, JP Morgan, Petrobras, HSBC, the Federal and Municipal governments, the Municipal Fund for Children, the Telefônica Foundation and Hines fund our work. In addition to fundraising for ACER, CARF-UK and helps provide global contacts to help us exchange information and technology to develop our work.

The Social Work Programme works with 515<sup>2</sup> children and 327 adults from 181 families; the Education and Culture Programme has 145 children participating in the culture workshops open to the community and an average of 100 people use the library each day; in partnership with a local school, 480 children come twice a week for an hour during class time either for cultural activities or reading sessions in the library; starting in August, the new teenagers programme will start working with 600 children over the next year; 1.546 people took part in workshops and community meetings offered by the Community Development Programme – in addition, 3.500 children and young people took part in supported events, 42 people received microcredit

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<sup>2</sup> July, 2010.

financing, and 136 people received a total of 536 hours of coaching to enable them to set up their own businesses.

### **Family Guardian Program Methodology**

**Objective:** The objective of the Family guardian program is to assist the local government in enabling the guardians to protect the children\* rights as outlined in the Brazilian constitution.

**Strategic Need:** The Brazilian Constitution, enacted on October 5, 1988, determines, *inter alia*, that health is a social right<sup>3</sup> and that it is the duty of the family, the society and the State to ensure to children and adolescents, with absolute priority, the right to life, health, nourishment, education, leisure, professional training, culture, dignity, respect, freedom, and family and community life, as well as to guard them from all forms of negligence, discrimination, exploitation, violence, cruelty, and oppression.<sup>4</sup>

In addition, paragraph 1 of article 227 of the Constitution establishes that the State must promote full health assistance programs for children and adolescents, allow the participation of non-governmental entities, and determines that the following precept must be regarded by the State.<sup>5</sup>

- Allocation of a percentage of public health care funds to mother and child assistance

Furthermore, paragraph 3; bullet 6, of article 227 articulates that the government will provide financial assistance to the guardians to raise children:

- Government fostering, by means of legal assistance, tax incentives and subsidies, as provided by law, of the protection, through guardianship, of orphaned or abandoned children or adolescents<sup>6</sup>

The Constitution also establishes that social services are of public importance and that it is incumbent upon the government to provide, in accordance with the law, for their regulation, supervision, and control. The Government may execute this duty directly or through third parties such as private legal entities.<sup>7</sup>

The strategic need for Family Guardian program was realized when ACER saw a divide between the intent of the local government and the children's guardians, and the practical execution to protect children rights. ACER, as a non-government organization started the Family Guardian program to help the local government execute its duty to safeguard and promote children rights.

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\* ACER follows UN definition for children. Anyone up to the age of 18 is considered a child.

<sup>3</sup> Constituição Federativa do Brasil de 1988 [C.F.], art. 6, Web site of the Brazilian Presidency, [http://www.planalto.gov.br/ccivil\\_03/Constituicao/Constituicao.htm](http://www.planalto.gov.br/ccivil_03/Constituicao/Constituicao.htm) (last visited Aug. 3, 2007).

<sup>4</sup> Id., art. 227.

<sup>5</sup> Translation of all constitutional passages modified by the author from the version available in Federal Senate Special Secretariat for Printing and Publishing, Undersecretariat of Technical Publications, Constitution of the Federative Republic of Brazil (Brasília, 2002).

<sup>6</sup> <http://www.v-brazil.com/government/laws/titleVIII.html>

<sup>7</sup> Id., art. 204

Working in Diadema for over a decade, ACER identified that the local government adjudicated the children rights cases. The children’s court and the social workers worked closely together to ensure that the children whose rights had been violated by their original caretaker did not have to continue living in the same household and, when possible, the child’s custody was handed by the court to a guardian, who was a family member and with whom the child had a pre-existing relationship.

In a number of such child guardianship cases, ACER witnessed that the guardian who received the child’s custody was unable to guarantee the child with basic rights outlined in the constitution. This was not due to the lack of commitment or dedication on the guardian’s part, but this was due to a lack of knowledge or support to handle such a situation. In addition, the local government lacked resources to enable the guardian to fulfill guardianship responsibilities.

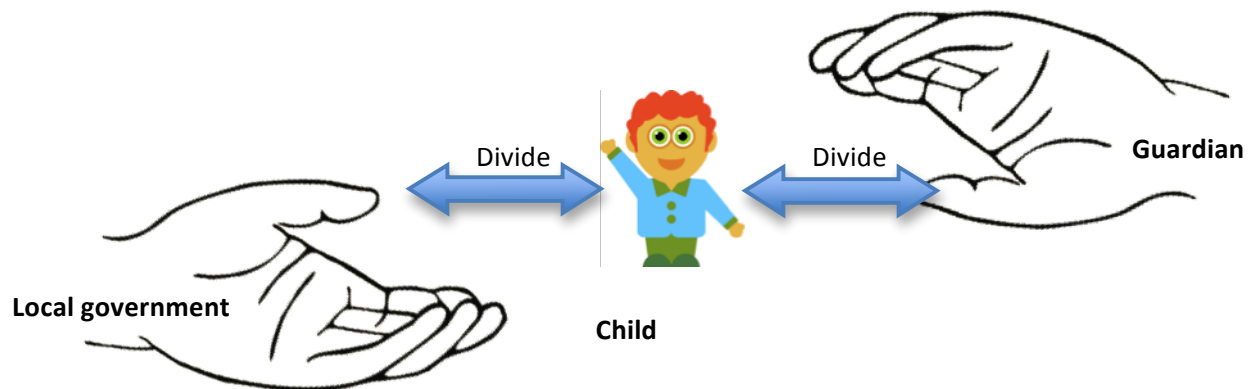


Figure 1. The local government and courts provided the custody. However, it did not have the resources to support the guardian. On the other hand, the guardian received the custody, but he/she did not always have the skills, information, and/or means to provide shelter to the child.

Working under the auspices of the constitution, ACER developed a program, which assists the local government in fulfilling their obligation, as well as enables the guardian to protect and promote the child’s constitutional rights.



**ACER – Family Guardian Program**

Figure 2. Family Guardian Program – The local government provides the custody and through ACER, it provides the support services to the guardian. On the other hand, the guardian receives the custody, and with ACER acting as a catalyst, they can protect and promote child rights.

**Strategic Actions:** The Family Guardian methodology follows a phased approach and has three distinct phases.



*Figure 3 – ACER Phased Methodology*

It is critical to note that there is no distinct start and end for each phase. All three phases have an overlap. The duration of each phase and the duration of overlap depend on a case-by-case basis.

**Phase 1:** The goal of the first phase is to build trust between ACER caseworker and the guardian.

Once the Children’s Court has provided temporary custody of the child to the guardian, the local social workers based on the needs of the family, refer the family to ACER for support through the Family Guardian project. On receiving a referral from the court social workers, ACER assigns a caseworker to the family. The primary role of the caseworker in the first phase is to develop a trusting relationship with the guardian. Developing a rapport between the caseworker and the guardian is critical to the success of the project. In order to understand the case and support the family, a caseworker takes the following steps during phase 1.

- The caseworker meets with the local social worker and understands the background and specific details of the case. In this initial briefing the caseworker learns the circumstances or the child right violations, which led to the removal of the child from his/her original caretaker, the relationship the child has with his/her current guardian, the guardian’s current financial situation etc. This information allows the caseworker to develop an initial approach to the case.
- Once the caseworker has the details of the case from the social worker, she/he visits the family that has received the custody of the child. In the initial meeting(s) with the family, the caseworker introduces the program and makes a high-level assessment about the family’s economic situation, the child’s background and relationship with the family, the family’s overall ability to successfully integrate a child into the family, and the family’s ability to raise the child while safeguarding the child’s rights.
- During the visits, the caseworker also invites the guardian to visit ACER to learn more about ACER and the program.
- There is no pre-determined number of times that the caseworker needs to visit the guardian, however in ACER’s experience, a weekly contact, through phone call and/or personal visit has worked well in creating a trusting relationship between the caseworker and the guardian.



During the guardian's visit to ACER, the caseworker introduces the organization to the guardian in more detail and continues to understand the guardian's needs. As the guardian completes the paperwork and is officially set up with the program, the caseworker informs the guardian about the initial setup stipend of R\$250 that the guardian will receive and also the R\$50 stipend that the guardian will receive to help with some of the monthly costs involved.

The initial setup stipend is to help the family defray some of the initial costs that are involved (such as buying bedding) when welcoming the child to the family. The recurring monthly stipend is to help with the monthly costs.

The monthly stipend is not to provide complete financial support to raise the child. The financial responsibility primarily resides with the guardian. However, the stipend is to just support the guardian defray some of the costs associated with bringing up the child.

Once the guardian joins the program, ACER transfers the initial setup stipend to the guardian's bank account. If the guardian does not have a bank account, ACER helps them open one. Having a bank account enables the guardians to save money for the child. Furthermore, a bank account provides the guardian with an opportunity to exercise fiscal responsibility. A direct deposit to the guardian's bank account enables ACER to cut down on operational expenses and easily maintain an audit trail. If for some reason, the guardian is unable to open or operate a bank account, ACER issues a check for the initial setup stipend and uses checks to disburse the monthly stipend as well.

**Phase 2:** The main goal of this phase is for the guardian and the caseworker to jointly develop a plan of action to promote the emotional, physical and intellectual development of the child. This phase also provides the guardian and the child tools to succeed in the new situation.

The caseworker takes an active approach in developing the plan, however, it is important to involve the guardian as the primary driver and the decision maker in the plan. This empowers the guardian and provides them with a sense of responsibility. Following are the reasons our methodology promotes caseworkers involvement in the creation of the child development plan.

- It is important to acknowledge the fact that the guardian is part of the same family, which did not honor the child's rights previously, and the guardian might not be able to protect the child's right without support from the caseworker.
- The guardian might not have dealt with such a situation before. This might be the first time a guardian is taking custody of a child and might need a professional's support to welcome the child into the family.
- The caseworker's experience with other cases benefits the family and provides them with a head start in developing the plan. The caseworker can steer the family away from making common mistakes.

Once the action plan is developed, it is the responsibility of the guardian to execute it. The caseworkers role is to provide insights and help support the guardian with the action plan but not take a lead role in executing the plan.

During the second phase, the caseworker keeps in close touch with the guardian. Depending on the family's situation, the caseworker might communicate (in-person, or over the phone) each day. It is of paramount importance for the caseworker to let the guardian know, that they do not have to wait for a contact from the caseworker. If between the regular periodic

communications, the guardian diagnoses a problem or needs support, the guardian should reach out to the caseworker or the organization.

For the families that need less support, the caseworker contacts them on a monthly basis to check if things are still going well. Each communication with the family is recorded in the case file.

As part of the program, the caseworker updates the social worker on the progress of the child and the guardian on a regular basis. In case of temporary guardianship, if the caseworker deems that the child's rights are being respected by the guardian, then the caseworker advises the social-worker to work with the guardian and the court to hand over permanent custody of the child in question to the guardian.

During the second phase, the organization also provides tools to the families to adjust to this new situation and maximize the probability of a successful relationship between the child and the guardian. Below are the tools employed by ACER to help the family.

**Family Outing:** ACER organizes an outing for the families in the program every 3 months. This outing provides an opportunity to the family members to bond with each other and to do a fun event together. The families in this program are usually unable to afford fun activities involving all the family members. This inability based on financial situation, robs the families of an opportunity to bond outside of the regular family setting. ACER with the Family Outing activity aims to provide each family in the program that opportunity.

**Guardian Support Group:** The guardian support group meets once a month. Each month guardians select a topic that they believe they need support. The caseworker moderates the support group. In some instances, where the topic requires professional moderation, ACER invites subject matter experts to help the guardians with the subject in question. Each support group is broken down to four to five guardians, so that each guardian has an opportunity to voice his/her opinion and raise concerns. At the same time, having smaller support groups during different times of the day, allows the guardians to attend a support group according to their schedule. These support groups purpose is to not only assist the guardians with specific topics, but they also provide a platform for the guardians to develop social bonds with fellow guardians. The monthly meeting provides the guardians with a safe environment to discuss the issues they are facing at home, receive guidance, as well as provide guidance.

**Children Support Group:** The children support group meets once a month. The support group, which is moderated by the caseworker, has two primary goals. The first goal is to provide the children with a platform to share their feelings with each other and discuss their experiences. The second goal is to help the children understand the guardian's perspective so that the children can empathize with the guardian and make the process easier.

**Phase 3:** The third phase of the project is the guardian self-reliance and the sustainability phase. This phase kicks in when the caseworker, through his/her observations, believe that the guardian has ensured that the child rights have been honored for an extended period of time (over two years) and in the caseworker's judgment the guardian is equipped and needs very limited support to handle most of the issues that arise from the child living with the family.

The decision to let the guardian look after the child without support from the caseworker should be taken very carefully. Furthermore, during this phase, special care should be taken that the guardian does not feel abandoned by the caseworker, rather that the guardian feels empowered and prepared to continue nurturing the child.

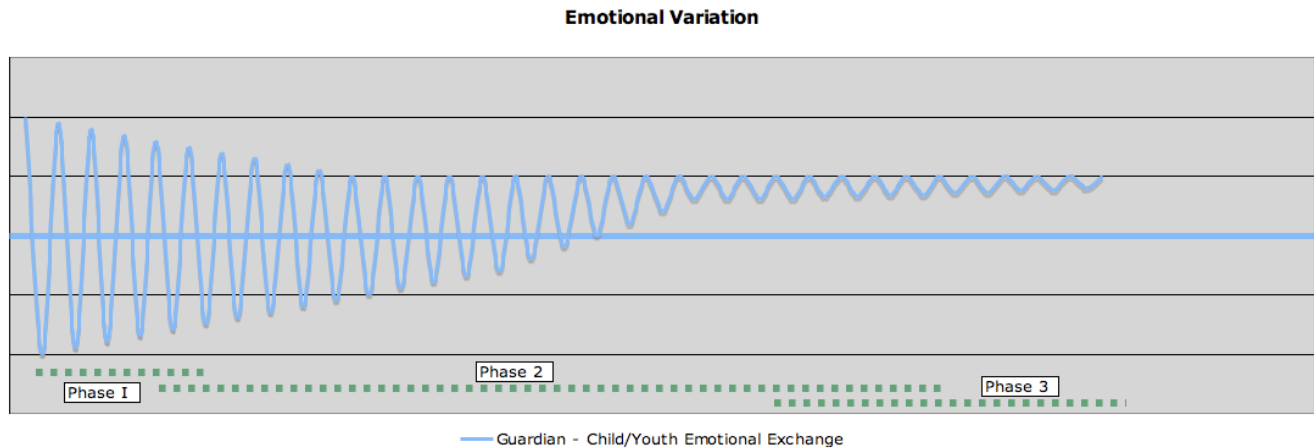


Figure 4. – Guardian – Child Emotional Variation overlaid with Family Guardian Phase Timeline

During this phase the caseworker checks in with the family every six months. However, like previous phase, the guardian is encouraged to reach out to the caseworker or ACER if the guardian needs help or assistance in looking after the child.

**Performance measures:** As outlined in the objective, ACER supports the local government to enable the guardian to take care of the child. The child is at the center of ACER’s methodology. In order to measure performance, we follow a right’s based approach. ACER works along with the local government and the guardian to ensure that the children’s rights outlined in the constitution are honored.

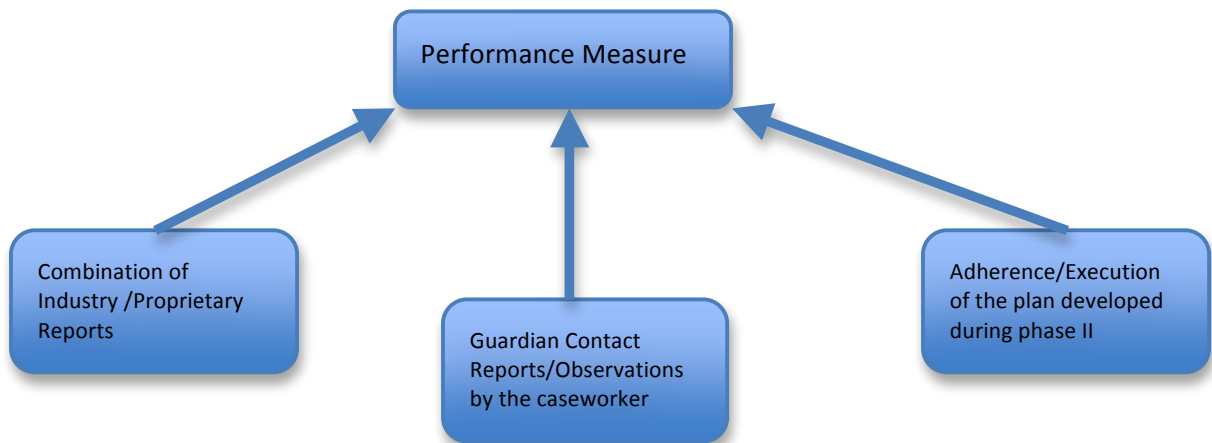
In order to measure performance, ACER uses a number of metrics, which are a combination of industry psychology metrics such as Juconi<sup>8</sup> as well as proprietary ACER metrics, along with the caseworker’s observation reports, which are updated every time a caseworker has a contact with the guardian. Furthermore, the adherence and execution of the initial plan for the child forms a critical component when measuring success.

Following is a brief description around each input factor to measure performance:

- Juconi and proprietary ACER metric: these evaluative reports are administered every six months by the caseworker and provide indication of the social, emotional, cognitive, and physical growth of a child.
- Caseworker observation reports: the caseworker records his/her observation each time he/she has a contact with the family. These observation reports provide a basis of rich data points to evaluate if the child’s rights are being honored and promoted.

<sup>8</sup> Juconi is a Mexican organization ([www.juconi.org.mx](http://www.juconi.org.mx)) that has developed a family accompaniment methodology on which ACER bases its work in the area.

- Execution/Adherence to the initial child development plan: the initial development plan is unique for each child and is developed while keeping the child's rights in perspective. Adherence to the plan strongly correlates to the promotion of child's rights. For example one of the common goals across all the plans is the protection of child's right to education. By following the child's school attendance, the caseworker can check if the child and the family are on track to meet the goal.



*Figure 5 – Performance measure inputs*

**Resource implications:**

The following is a list of resource and the financial commitment required to secure the resources. It is critical to note that these are based on ACER's estimate and may vary based on other organizations geographic location, professional knowledge, and infrastructure availability.

The costs are outlined for the first two years of running the Family Guardian project for a single unit. A unit comprises of 30 families and 60<sup>9</sup> children. The first year costs include the training, initial setup, infrastructure investment etc.

**First Year Cost**

**Human Capital Cost:** The success of this program depends on the professionals running the program.

**Caseworker:** The lynchpin of this operation is the caseworker. As described above, the caseworker plugs the divide between the local government and the guardian. Following are the desirable attributes in a caseworker:

- Formal training (degree) in human psychology or related fields.
- Prior experience working with children.

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<sup>9</sup> In ACER's experience working with the families, the ratio of children to guardian is 2:1. This might vary with geographic location.

- Excellent communication skills with emphasis on active listening, moderating group discussions, and counseling.
- Ability to lead, inspire and identify with others.
- Maturity to be patient and persevere.
- Knowledge of child rights and their implications.

**Management:** The manager/supervisors role is to enable the caseworker to perform his/her job responsibilities. In the initial stage ACER expect more weekly involvement and supervision from the manager. However, as the program matures, the manager’s involvement would decrease over time.

Resource	Cost (Annual)	Comment
Caseworker	R\$40,000	Annual Salary.
Management cost	R\$13,000	8 hours per week commitment.

**Program Cost:** The program cost involves the cost of stipends, quarterly trips, and monthly support groups for the guardian and the child.

In order to build the capacity and start and support the unit successfully, ACER recommends adopting a phased approach. This will allow the organization to throttle the program and not overwhelm the resources in the beginning.

Below is the program rollout approach that we believe has a high probability of success.

Month 1	Month 2	Month 3	Month 4	Month 5
Initial Setup	Group I: ~15 children join the program	Group II: ~15 children join the program	Group III: ~15 children join the program	Group IV: ~15 children join the program

Based on the rollout plan mentioned above, the goal of the organization should be to have the full unit formed by the end of month 5.

**Stipend:** In the first year of setting up a unit, the program cost will be slightly higher due to the onetime R\$250 initial stipend offered to the families on joining the program.

**Quarterly trips:** The quarterly trip costs include the cost of family transportation and food.

**Support group:** The support group costs include the cost of refreshments, and the cost of printing, and distributing reading literature to the guardians and child.

Resource	Cost (Annual)	Comment
Stipend	R\$40,500	Based on the phased approach the cost of stipends is calculated.
Quarterly trips	R\$8,000	The cost of each trip is estimated at about R\$2,000. This cost includes renting 3 buses for each trip, and arranging for food for about 130 people. (60 children + 30 other

		siblings + 30 – 35 guardians + 5 organizers)
Support groups	R\$2,400	The cost of monthly support groups is estimated at about R\$200.

**Overhead and infrastructure Cost:** In order to support the program the organization needs to invest in marginal overhead and infrastructure cost. In ACER's opinion the only infrastructure investment required is the purchase of a computer for the caseworker. Furthermore, the overhead costs include telephone bills, administrative support, and stationary.

Resource	Cost (Annual)	Comment
Computer	R\$1,800	Initial investment.
Overhead	R\$5,100	Includes telephone, administrative cost, and stationary.

**Knowledge transfer and capability building:** ACER with its expertise of over 17 years serving the children of Diadema can help setup the Family Guardian program at other organizations with a social commitment to the children whose rights have been violated.

ACER's approach to helping setup the Unit is outlined below:

- Local organization and ACER joint research, led by the local organization to understand the local demographic, government stakeholders, socio-political environment and local legislations.
- Assist with the selection of the caseworker.
- Intensive weeklong training for the caseworker.
- Provide the organization with reporting tools and guide them with the customization to meet local requirements.
- Guidance to help the organization form the appropriate documentation procedures for audit trail and performance measurement.
- Ongoing weekly four hour support to maximize the organizations probability of success.

The cost for setting up the program is R\$18,000 for the first year with opportunity to opt-in for assistance in the subsequent year at additional cost.

The overall cost to setup the program in the first year is outlined in the next page

First year costs.

Resource	Cost (Annual)	Comment
Caseworker	R\$40,000	Annual Salary.
Management cost	R\$13,000	8 hours per week commitment.
Stipend	R\$40,500	Based on the phased approach the cost of stipends is R\$40,500.
Quarterly trips	R\$8,000	The cost of each trip is estimated at about R\$2,000.
Support group	R\$2,400	The cost of monthly support group is estimated at about R\$200.
Computer	R\$1,800	Initial investment.
Overhead	R\$5,100	Includes telephone, administrative cost, and stationary.
ACER setup assistance	R\$18,000	Cost to transfer knowledge and build local organization capability.
<b>Total</b>	<b>R\$128,800</b>	<b>First year setup cost.</b>

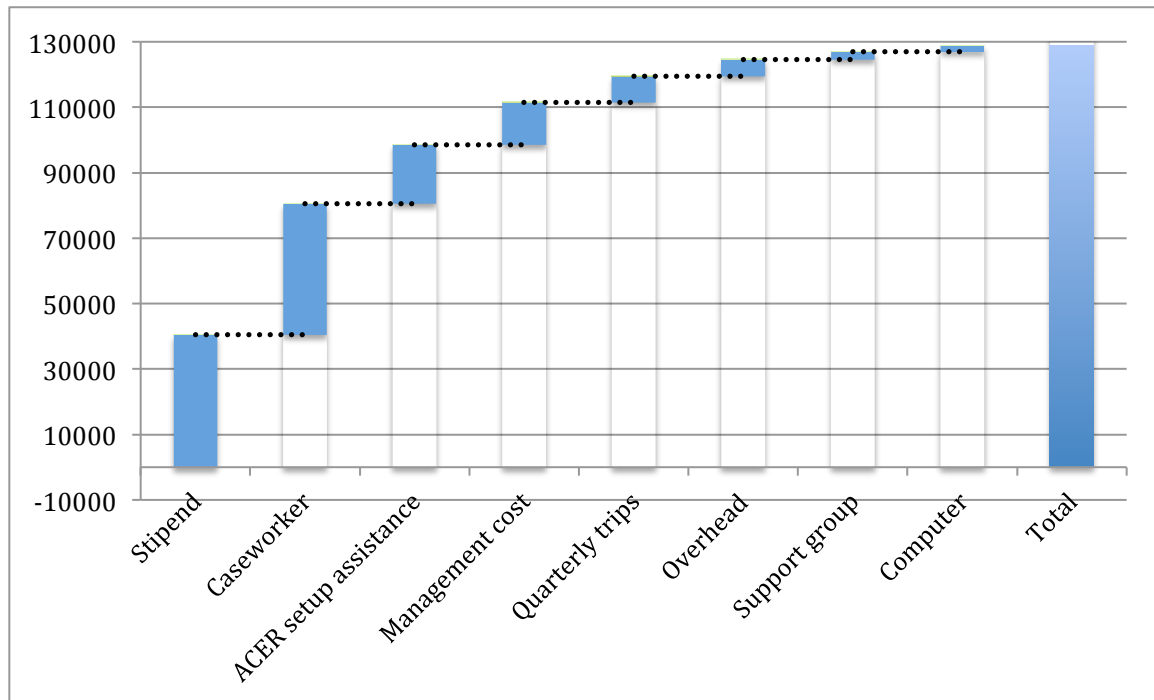


Figure 6 – Waterfall chart for the year 1 setup cost

### Second year

The second year costs are substantially less than the first year cost to support the unit since the initial setup costs are excluded.

Resource	Cost (Annual)	Comment
Caseworker	R\$44,000**	Annual Salary.
Management cost	R\$14,300**	8 hours per week commitment.
Stipend	R\$36,000	Support 60 children
Quarterly trips	R\$8,000	The cost of each trip is estimated at about R\$2,000.
Support group	R\$2,400	The cost of monthly support group is estimated at about R\$200.
Overhead	R\$5,100	Includes telephone, administrative cost, and stationary.
ACER ongoing assistance	R\$3,000	Cost to help build local organization capability (Optional but highly recommended).
<b>Total</b>	<b>R\$112,800</b>	<b>Second year cost.</b>

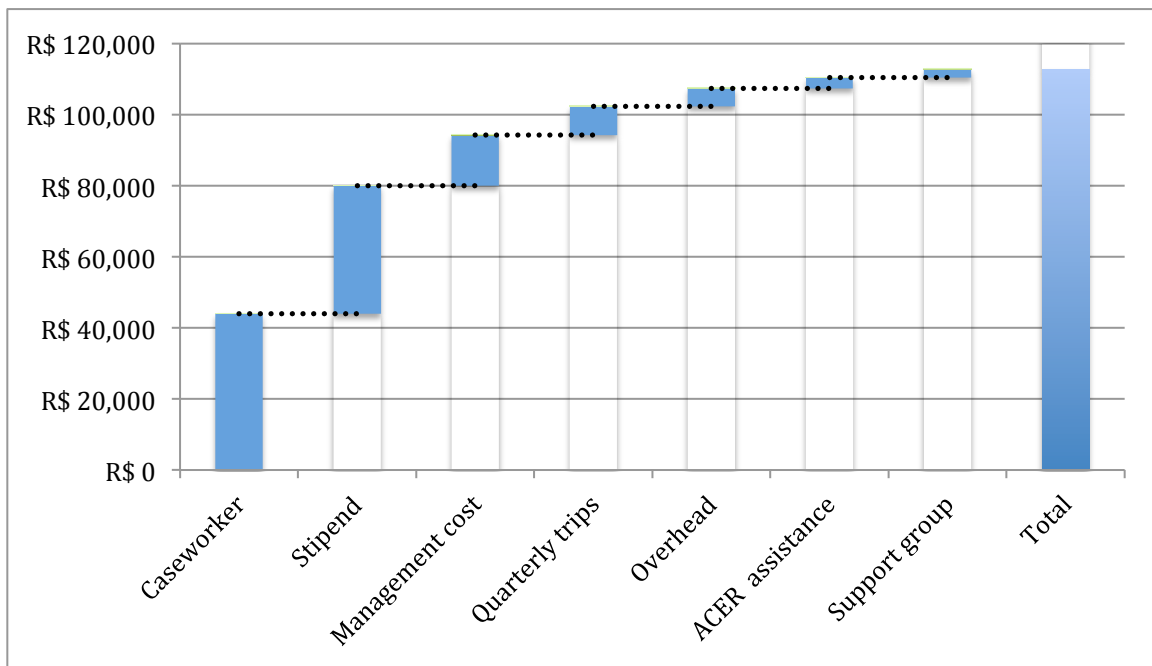


Figure 7 – Waterfall chart for year 2 cost.

### Economic reasoning for program funding

Apart from the benefits of raising the child in a family, the Family Guardian program costs only a fraction to support a child per month compared to the cost of putting the child in a shelter for a month.

\*\* Including 10% salary increase and inflation



For the first year (R\$128,800) the program supports the child for as little as R\$225 per month per child (based on the phased approach). In the second year (R\$112,800), the cost to support the child in the same unit falls down to R\$157. The reason first year cost is R\$68 higher when compared to the second year is:

1. The stipend for the first month for each child is R\$250. This is not a cost in second year for the unit that is already setup.
2. Following the phased approach, the entire unit is not fully formed till the 5<sup>th</sup> month. However, the caseworker salary, overhead cost etc. are incurred from first month. In the second year, economies of scale kick in and help lower the cost.

The economic benefit of this program is evident when the program's cost to support a child each month is compared to the average cost of supporting a child in a shelter, which is about R\$1200<sup>10</sup> per month (From 2008 data). Accounting average inflation at about 5%<sup>11</sup>, the cost of supporting a child in a shelter in 2010 is estimated to be R\$1323.

October 2010

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<sup>10</sup> <http://aprendiz.uol.com.br/content/huvoprepre.mmp>

<sup>11</sup> <http://www.tradingeconomics.com/Economics/Inflation-CPI.aspx?Symbol=BRL>