

H. J. Heinz Company Foundation Fellowship Program 2001/2002  
Final Report

*The reasons why the program  
became a valuable experience*

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Brazil

Pittsburgh, July/2002

## Introduction

This document has the objective of presenting an overall view of the activities in which I became involved as a participant of the H. J. Heinz Company Foundation Fellowship Program 2001/2002 at the University of Pittsburgh. It also presents the outcomes achieved by myself as well as comments about the program and suggestions to improve it.

The period this report covers is from August/2001 to July/2002. The document is divided into five topics: **Expectations, Academic Work, Extra-Campus Activities, Social Integration, and Conclusion and Suggestions**. The last pages of the document have a table comprising all the activities developed during these 11 months and contact information.

## **Acknowledgements**

I would like to acknowledge the fact that being a Heinz Fellow at the University of Pittsburgh was a very beneficial experience not only because of the format of the program, but also because of the people that I have the opportunity to meet. I would like to thank the H. J. Heinz Company Foundation and the University of Pittsburgh for providing me the opportunity to improve my skills and enriching my life.

I would like to thank Wolfgang Schloer and Jennifer Novelli for the attention they gave to me even when I was still in Brazil. They were important in allowing me the comfort of traveling to the United States without the burden of uncertainties.

I thank Susan White and Eileen Weiner from whom I received very friendly attention and who shared their experience with me. I also thank Toni Bell, Hellen Thomay, and Rose Wooten, for their attention and help. Finally, I would like to thank my mentor, Michele Garrity, who had the challenge of narrowing my too-broad array of interests. As a mentor, Michele was able to calm down my anxiousness and feed my hunger for knowledge. As a professor, she could turn a dense syllabus into a pleasant learning experience.

Thank you.

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**Expectations  
turned into  
assessment:  
meeting other  
needs**

I left Brazil as the executive coordinator of a young non-profit organization. Besides this position, I was also directly responsible for the development of the Information and Communication Program and for managing and facilitating the workshop Strategic Communication for Non-Profit Organization and, eventually, the workshop Social Marketing for Non-Profit Organization.

Before starting the H.J. Heinz Fellowship Program as a young and recent professional in the third sector (who came from the private sector), I had questions related to my field (marketing and communication) that I wanted to be answered considering the third sector context. These questions were basically related to:

1. Social Marketing
2. Communication for Development
3. Social Entrepreneurship

However, after coming into contact with the courses in the Graduate School of Public and International Affairs - GSPIA, especially Planning and Designing Development Projects, and Globalization and Non-profit Organizations, I was able to assess again my needs and this allowed me to rethink my goals.

In order to better develop programs in the above areas, I considered worthwhile to increase my knowledge about the concepts and theories that involves the third sector. The following pages are the many activities that I considered important to meet my needs.

**Academic  
Work:  
discovering the  
University of  
Pittsburgh**

This topic covers the courses, as well as lectures and workshops taken at the University of Pittsburgh during Fall Term/2001, Spring Term/2002, and Summer Term/2002.

**Courses.....**

I took six courses in all during the Fall Term 2001 and Spring Term 2002:

1. Planning and Designing Development Projects (Michele Garrity)
2. Marketing for Non-Profit Organization (James Kelly)
3. Fundraising for Non-Profit Organization (Connie Schwartz)
4. Planning and Designing Capacity Building Projects (Michele Garrity)
5. Globalization and Non-Profit Organization (Paul Nelson)
6. NGOs, Development and Civil Society (Paul Nelson)

The first four courses focused on practical issues while the last two emphasized theoretical aspects of social development. By assessing the needs of my organization, the first four were considered priority, since their product would result in applicable knowledge to my organization. The other two courses were critical to build the basis to better understand the third sector development, dynamics, influences, implications and trends. My outcomes are presented below.

The content of **Planning and Designing Development Projects** gave me not only the practical skill related to the topic. It was much further. It addressed critical variables to enhance the organization's effectiveness and accountability. It gave me inputs about how to be more strategic in setting impact, outcomes, output and input. It introduced me to new development approaches and gave me the basis to set all my next projects. Based on this course I designed a project regarding volunteerism for my organization.

Although my background includes Marketing as a specialization, the **course Marketing and Strategic Planning for Non-Profit Organization** was a great opportunity as it was an introduction to the marketing culture of American non-profit organizations. Based on the classes' contents I could analyze and compare several aspects of marketing practice contrasting Brazil and the United States. This course also helped me to investigate and better understand the American concept of Social Marketing as well as the understanding of competitiveness among non-profit organization and its implications. The differences and similarities between the application of marketing fundamentals for profit and non-profit arenas were also an abstract product of this course. As a concrete product, I developed a marketing plan to my organization in Brazil and to the American one that I worked as a volunteer for four months. These plans gave me the opportunity to reexamine both organizations' mission, primary beneficiaries, structure, and internal and external environments.

Unlike the Marketing course, **Fundraising for Non-Profit Organization** presented completely new concepts for me. This course gave me a comprehensive understanding about the ways American non-profit organization raise funds. By the end of the course, it was possible to adjust the theoretical inputs given during the classes and to conceive a one-year strategic fundraising plan for my organization. This course motivated me to look for more information about fundraising strategies by talking to two fundraising

professionals at the University and by attending sessions in the Foundation Center in Pittsburgh (See "Extra-Classes Activities).

**Planning and Designing Capacity-Building Projects** was a continuation of the first course (PDDP). It was the opportunity to understand the process of applying all the theory related to the two courses. I would emphasize the fact of working together with the other Heinz Fellow, Mario Bambo, as a valuable experience. We have the unique opportunity to think about possible partnership between our organizations. Another important point of this course was the introduction to budget planning and determination of indicators.

**Globalization and Non-Profit Organization** introduced me to the international environment that influences the third sector worldwide, and it motivated me to attend another course in the Spring Term 2002, **NGOs, Development and Civil Society**. This was essential to build the basic knowledge about third sector dynamics at local national and international levels.

## Lectures.....

The University of Pittsburgh also provided me with the opportunity to be introduced to specific subjects that I was not able to take courses. In this sense, the lectures worked as a complement of my academic activities. Aware of this opportunity, my attention and interests were turned to Latin American issues, and discussions about capacity-building and evaluation methods. Being constantly informed about the diversification of issues discussed in these occasions, and attracted by the importance of the subject for the social development, I also attended lectures concerning human rights, HIV/AIDS, and women studies. Below is a list of lectures attended in chronological order:

- November 9, 2001 – Women and Human Rights
- November 12, 2001 – Globalization, A Latin-American Perspective
- November 16, 2001 – The Curious Origins of International Human Rights Regimes
- January 22, 2002 – HIV/AIDS crisis – Does a Human Rights approach help?
- February 6, 2002 – Data-based Decision Making in Nonprofit Agencies
- February 13, 2002 – Crisis in Argentina
- March 12, 2002 – Rethinking Gender and Development, Women's Rights in North Africa

## Workshops.....

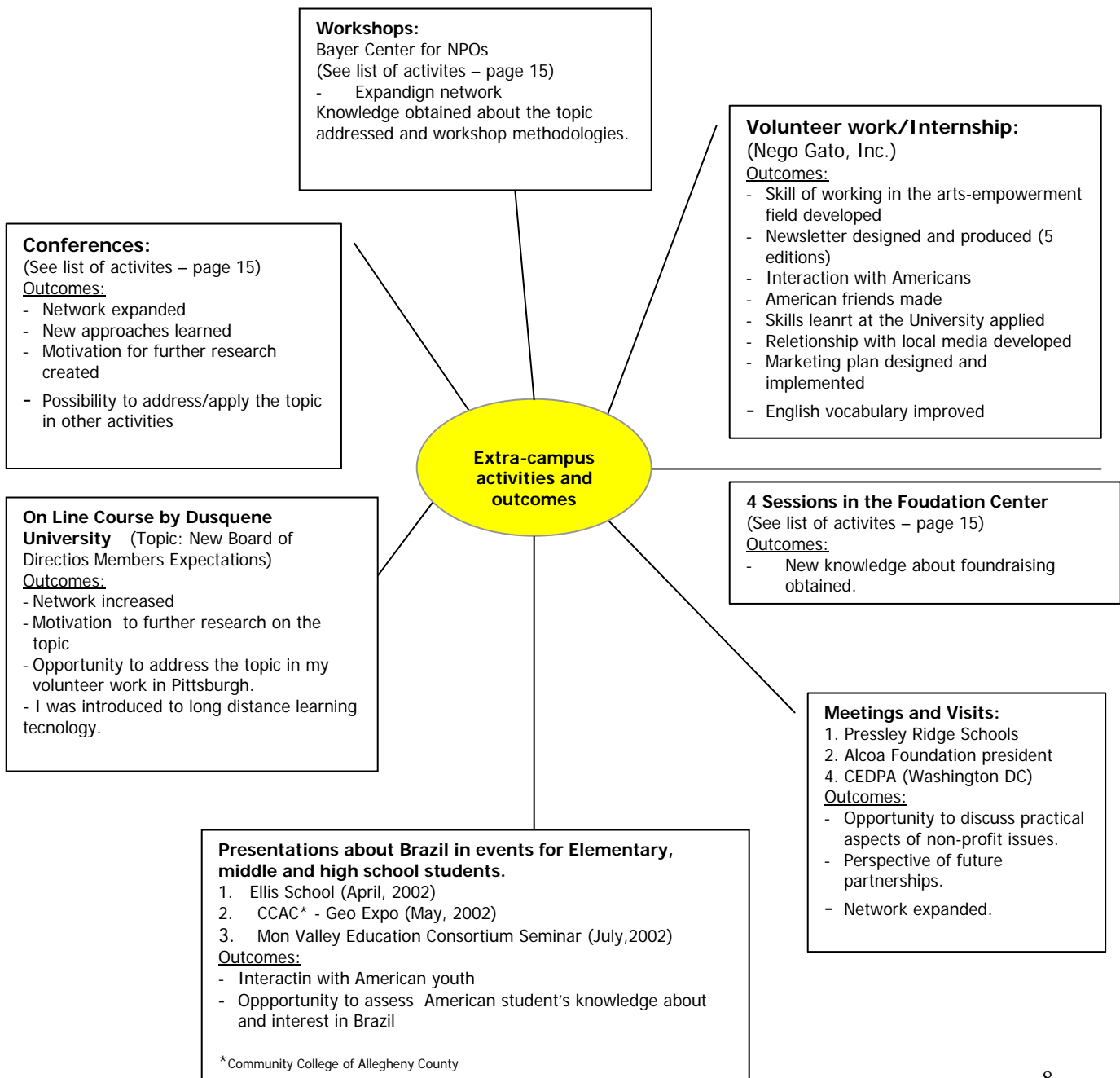
At the University of Pittsburgh, I attended two workshops. I could benefit from them in two ways: by learning the contents they addressed and by observing the event's format and facilitation.

The first workshop was "**Women and the Current Crisis**", on November 13, 2001. The second one was "**Building Strong Community Programs for Youth**", promoted by Mid-Atlantic Network of Youth & Family Services in partnership with the University of Pittsburgh, on April 5, 2002.

**Extra-campus activities: meeting other environments**

One of the most valuable aspects of the H.J. Heinz Fellowship Program is the opportunity to combine academic work with extra-campus activities. Indeed, this fact enriches the fellows experience, especially because it brings new opportunities to achieve their specific goals, offer other environment's perspectives and culture, increases their network and puts them in contact with new challenges.

During my participation in the program, I tried to take advantage of the several opportunities. Below is a **graphic scheme** comprising the activities developed outside the University of Pittsburgh. In order to cover my areas of interest, I tried to obtain from outside the campus what I missed at the University.





## Highlights.....

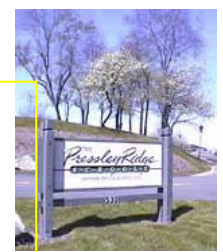
Among the Extra-campus Activities I point out the importance of four of them:

### **Pressley Ridge Schools**

What would be a simple visit to a well-structured non-profit organization in Pittsburgh became a very beneficial experience. In the first contact with the organization, I learned about its structure, programs and outcomes. They invited me to a second visit when I had the opportunity to talk more about my organization and analyze the idea of future partnership.

At this time, they recommended me to meet a representative of **Alcoa Foundation**. In fact, they intermediated this meeting that happened on July 12, in the Alcoa Foundation headquarters. There, I had the opportunity to meet Kathleen Buechel, president and Treasurer of the foundation. The benefit from this meeting is the fact that I will be able to continue this network from Brazil with possibility of partnership between my organization and the office of Alcoa Foundation in my country.

**Pressley Ridge**  
Administrative  
Offices  
530 Marshall  
Avenue,  
Pittsburgh, PA  
15214



### **On-line Course**

#### **Promoted by the Non-Profit Leadership Institute – Duquesne University**

It was the first time that I attended a course through Internet. This new experience itself was a benefit. In addition to the fact that I learned about how a distance course could work, the course's content was very helpful for a couple of reasons: the participants can put into practice what they learned and the network formed will remain through Internet. This three-week course focused on board of director's role, expectations, and responsibilities, to name a few topics. The most relevant point after the lessons was to deeply discuss the theme with the founder of the organization where I was intern, Nego Gato, Inc.

### **Visiting CEDPA**

I was happy for being accepted as an observer in CEDPA's workshop regarding "Youth Development and Reproductive Health - Designing Asset-Based Programs that Respond to Adolescent Needs" on July 17 and 22, in Washington DC. CEDPA is the Centre for Development and Population Activities with headquarters in Washington DC and offices in several countries. The first benefit of this visit was the chance to learn more about the organization and realize that it is a well-structured and important organization in its field of action. Furthermore, the workshop concerned youth development and included a session about "strategic communication". Since I was very interested in both themes I could benefit from the visit in two aspects: content, the workshop format and facilitation and network. Perceiving how this theme is treated around the world through the lens of the workshop's coordinators, instructors and participants contributed to assess my organization's perspective and understanding about the topic.

### **Scholarships**

I was able to get scholarships to participate in three of the Extra-Campus Activities: the "Non-Profit Summit" (Duquesne University), the Academy On Line Course (Full Scholarship – Duquesne University) and the conference "Non-profit Organizational Performance and Effectiveness" (University of Missouri – Kansas City).

## Internship

**Nego Gato, Inc** is a non-profit organization in Pittsburgh that works with arts-empowerment on African-American youth. It has a link with the University of Pittsburgh because its awarded project Queen Nzinga has the Center for Latin American Studies (CLAS) as partner.

During four months, I was a volunteer staff member in the organization and the role that time allowed me to develop was to design and implement a marketing and communication plan that could approach the organization and the community it serves.

I benefited from my internship in several aspects. First it gave me the opportunity to apply my knowledge in the United States context. Second, I learned about what I didn't have much experience, such as budget planning, fundraising dynamic, and board of directors management.

Furthermore, it was a unique chance to work intensely with African-Americans from different ages and backgrounds and learn more about their culture, interests, habits, and history in the American environment.

I had an excellent experience in working close to the organization's program director, Justin Laing, who was always open to listen to my suggestions and to take them into consideration. Justin Laing, as well as, the organization's founder Jose Senna (Nego Gato), gave me the immense chance to accomplish several goals as a volunteer staff member. Among the achieved outcomes, I emphasize:

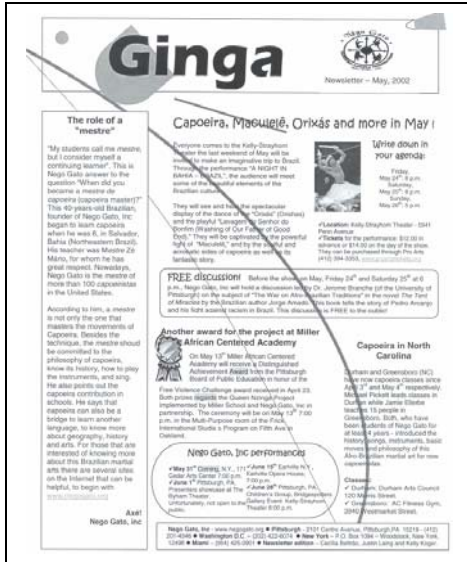
- Begin to build a relationship with Pittsburgh media (journalists), through face-to-face contact, phone calls and e-mails.
- Design an implement a marketing plan for one of their services as an attempt to make it a sustainable social entrepreneurship.
- Design, write and deliver a monthly newsletter.
- Implement simple surveys among target audiences to improve services and the organization's data-base.

**Contact:**

Nego Gato, Inc  
Centre Avenue, 2101  
Pittsburgh, PA 15219  
(412) 201-4546

Justin Laing – Program Director  
[info@negogato.org](mailto:info@negogato.org)

# Internship Some of the outcomes



The monthly newsletter "Ginga" (jeenga) was launched in April. It is an attempt to approach Nego Gato, Inc. and the community it serves through communication efforts. There are four editions so far.

As an attempt to build relationship "capoeira" students and media were targeted with interviews and press releases.

**Assessing Capoeiristas Interests**

Name (optional): \_\_\_\_\_

How long have you been taking Capoeira classes  
 on to attend Capoeira class: Recon  
 didn't leave: It's fun  
 y days per week and why? 1-2  
 thing / one bad thing about Capoeira class  
 i. Learn new movements & m  
 : Less emphasis on Afro Fightin  
 d you: measure your interest (high, moderate)

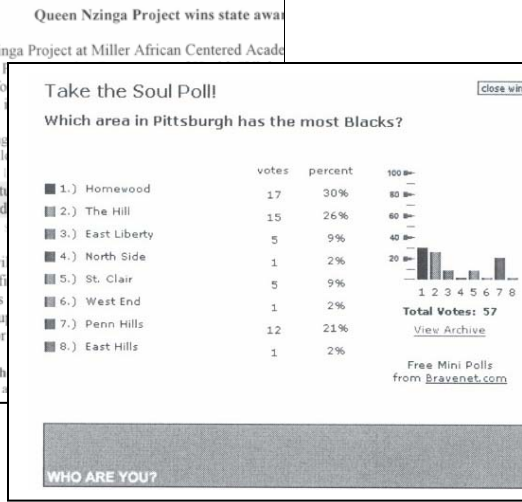
Learn about Capoeira history and philosophy: m  
 Learn how to play the instruments: hi  
 Learn how to sing the songs of Capoeira: hi  
 Learn some Portuguese words: ---

**Press Release**  
 Nego Gato, Inc  
 2101 Centre Ave.  
 Pittsburgh, PA 15219

The Queen Nzinga Project at Miller African Centered Academy wins state award for South Western... This award is for school, located...

The Queen Nzinga Project involves children and involves children have the opportunity to receive a statewide award for their work and success. This work for and success little, thanks for...

More about The... This program is a...



**Five-question survey**

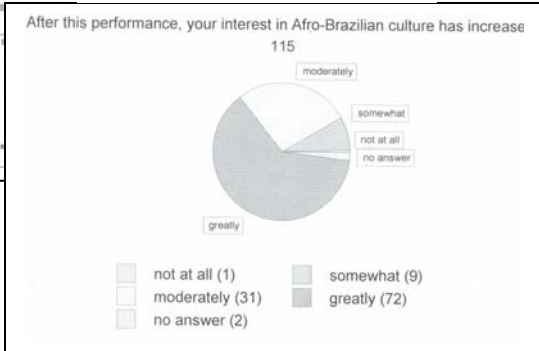
Please, take just 3 minutes of your time here to complete this survey. Your feedback will help us to improve our performance, as well as our communication with you.

- How did you hear about this performance?  
 Newspaper  Website  Flyer  Radio station  Email  Other
- How would you rate the show overall?  
 didn't like it  Fair  Good  Excellent
- What part did you like the best?
- After this performance, your knowledge about Afro-Brazilian culture has increased:  
 Not at all  Somewhat  Moderately  Greatly
- After this performance, your interest in Afro-Brazilian culture has increased:  
 Not at all  Somewhat  Moderately  Greatly

If you would like to be informed of upcoming NEGO GATO events and activities, please fill out the information below:

Name: \_\_\_\_\_  
 Age:  17 - under  18-35  36-50  51-over  
 Address: \_\_\_\_\_  
 E-mail: \_\_\_\_\_  
 Phone number: \_\_\_\_\_  
 May NEGO GATO, INC share this information with other arts organizations in Pittsburgh?  Yes  No

The "five-questions survey" aimed to better know the organizations' target audience and to start a closer relationship with it. The survey generated data such as the one on the graphic below to be taken into consideration in the marketing plan.



Learning more about African-Americans in the United States and Pittsburgh was one of the outcomes.

## **Social integration**

I would like to highlight one aspect that helped me to live in Pittsburgh without the burdensome feeling of being far from home for one year. This aspect I call social integration.

The opportunity that the Heinz Fellowship Program gives us to interact with social and cultural life in Pittsburgh is indeed a worthy experience. At this point, Jennifer Novelli played a very important role. Her work – which she knew how to combine with friendship – helped me to accept the city environment and its culture without discomfort.

In addition to my academic and professional responsibilities, I was able to enjoy cultural and social events, among which I highlight the Pittsburgh Council for International Visitors' programs, and the activities of the Tango and Capoeira Clubs offered by the University of Pittsburgh. I do recommend these sorts of activities for the next Heinz Fellows as an opportunity to share experiences, to expand friendship circle, and to feel part of a community.

## Conclusions and Suggestions

I consider the H.J. Heinz Fellowship Program an excellent opportunity to professionals at any stage of their career. Its current format makes it possible for us to meet our interests and goals regardless of our field. I highlight the chance to combine academic work with activities outside campus as one of the most significant aspects of the program. Furthermore, having the support of a team of coordinators brings immense benefits in the adapting process.

The program is complete. I would point out just a few details for improvements that I believe could benefit the next participants. First, it would be beneficial for new Heinz Fellows to establish contact with the old ones. Anything that could start a relationship would be valuable for many reasons:

- It would start a new network,
- Fellows could share experiences and concerns,
- Old fellows could help the new ones to have an idea of what to expect from the program, the University, Pittsburgh, the international community and Americans in general.

The second suggestion is related to the facility. The office itself is complete. One detail, however, could be provided: a voice-mail service. The more the fellow gets involved with activities, the less he/she will be available in his/her office during work time. Moreover, it is important to have an alternative way to receive phone messages, so that he/she will be able to be adequately responsive. The voice-mail service also avoids the inconvenience of providing the fellow's home phone number to professional contacts.

Finally, I have one comment related to budget. The benefit of having the university identification card that allows the fellow to ride public transportation can avoid the problem of having his/her budget for conferences and books reduced.

At this moment, when I look back and see how much I learned and how many new contacts I have made I perceive that my outcomes in this one-year experience corresponded to more than one regular year in my life. I am going back to Brazil with applicable knowledge, new input and skills, a better global view about the third sector, and an immense international network.

I thank once again all those that are involved with the H.J. Heinz Fellowship Program. I make myself available to contribute with the program at any time.

## List of Activities

Fall Term/2001	Spring Term/2002
<p><b>Courses:</b> University of Pittsburgh: 1. Planning and Designing Development Projects 2. Marketing for Non-Profit Organization 3. Fundraising for Non-Profit Organization 4. Globalization and Non-Profit Organization</p> <p><b>Lectures</b> University of Pittsburgh:  <ul style="list-style-type: none"> <li>Nov. 9 – Women and Human Rights</li> <li>Nov. 12 – Globalization, A Latin-American Perspective</li> <li>Nov. 16 – The Curious Origins of International Human Rights Regimes</li> </ul> </p> <p><b>Workshops</b> University of Pittsburgh:  <ul style="list-style-type: none"> <li>Nov. 13 – Women and the Current Crisis</li> </ul>           Students' Forum 2000 (Prague):  <ul style="list-style-type: none"> <li>October 02-13 - Long Term Training Course – Prague, Czech Republic*</li> </ul> </p> <p><b>Conference</b> Forum 2000 (Prague):  <ul style="list-style-type: none"> <li>October 14-17 - Forum 2000: Human Rights and Research for Global Responsibility Development – Prague, Czech Republic*</li> </ul> </p> <p><b>Sessions</b> Foundation Center:            Sep. 18 – Orientation Session for researching funders            Sep. 21 – Grant seeking in the World Wide Web            Sep. 24 – Computer Resources for Grant Seeking            June. 12 / 2002 – Introduction to Records and Information Management for Non-Profit Organizations.</p> <p>* This conference was already planned before the Heinz Fellowship starts.</p>	<p><b>Courses</b> University of Pittsburgh: 1. Planning and Designing Capacity Building Projects 2. NGOs, Development and Civil Society</p> <p><b>Lectures:</b> University of Pittsburgh:  <ul style="list-style-type: none"> <li>Jan. 22 – HIV/AIDS crisis – Does a Human Rights approach help?</li> <li>Feb. 6 – Data-based Decision Making in Nonprofit Agencies</li> <li>Feb. 13 – Crisis in Argentina</li> <li>March 12 – Rethinking Gender and Development, Women's Rights in North Africa</li> </ul>           Duquesne club:  <ul style="list-style-type: none"> <li>May 22 – What Makes Brazil Different? (Promoted by the World Affairs Council of Pittsburgh)</li> </ul> </p> <p><b>Workshops</b> University of Pittsburgh:  <ul style="list-style-type: none"> <li>April 5 – Youth as Community Builders</li> </ul>           Bayer Center for Nonprofit Management:  <ul style="list-style-type: none"> <li>May 9 – Resolving Conflict / Getting Win-Win</li> <li>May 30 – Developing Collaboration Leadership</li> </ul> </p> <p><b>Conferences:</b> World Affairs Council of Pittsburgh:  <ul style="list-style-type: none"> <li>April 10 – From Pittsburgh to the World: The Delivery of International Assistance</li> </ul>           University of Missouri:  <ul style="list-style-type: none"> <li>April 18-19 – “Non-profit Organizational Performance and Effectiveness”. (Kansas City, Missouri):</li> </ul>           Duquesne University:  <ul style="list-style-type: none"> <li>May 10 - Non-profit Summit</li> </ul> </p> <p><b>Presentations about Brazil</b> World Affairs Council of Pittsburgh invited me to talk about Brazil on:            March 4 – Ellis School            May 14 – CCAC* - Geo Expo (May, 2002)</p> <p><b>Visit</b>  <ul style="list-style-type: none"> <li>March 13 and April 3 - Pressley Ridge Schools</li> </ul> </p> <p><b>Internship/Volunteer Work</b>  <ul style="list-style-type: none"> <li>April – August: Nego Gato, Inc. (See information on page 11)</li> </ul>           * Community College of Allegheny County</p>
Summer Term/2002	
<p>Duquesne University:  <ul style="list-style-type: none"> <li>June 10-28 - <u>Academy on Line Course</u> about “New Board Member Expectations)</li> </ul>           World Affairs Council of Pittsburgh invited me to do a Presentation about Brazil:  <ul style="list-style-type: none"> <li>July 10 – Regional Seminar for High School Students</li> </ul> </p>	<ul style="list-style-type: none"> <li>July 12 - Meeting with the president of Alcoa Foundation (See information on page 10)</li> <li>July 18 and 22 – I Visited The Center for Development and Population Activities - CEDPA (See information page 10)</li> </ul>

## Contact Information

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