

Letter being sent to the following Board Members:

PepsiCo. Inc. Letterhead

Messrs. ~~Kendall~~
Delafield
de Rosso
Fenton
Friele
Lindsay
Nevin
Rockefeller
Rose
Rump
Sims
Wilkinson

5
April 7, 1967

Dear

Joe Blatchford was just up from Brazil and brought very good news of the progress of ACCION in that very important country. A number of high level and influential industrialists and profession people are behind the program, and the Boards of Directors in both Rio and Sao Paulo are quite active. In fact, I gather that there is some rivalry between the cities as to which is getting farther faster with the ACAO program.

You may be interested to know that I am going to South America early in May to see the ACCION projects and really get the feel of what we have been doing over the last few years. After three days in Venezuela, I will go on to Brazil and hope to meet there with those involved in the ACAO program in both Rio and Sao Paulo. I am really looking forward to the trip, and will report to you on my impressions when I return.

Before I leave, however, I feel we must give a very strong push at this time to raise the funds for ACCION International's 1967 budget needs. As you know, the Brazil program is growing rapidly. We started it from here and have committed ourselves to subsidize and support the first two or three years' work until the Brazilian Boards can get local support, then increase it to the point where ACAO is self-sustaining.

The ACCION International staff, including Blatchford, Terry Holcombe and our new Associate Director, Dale Harrison, have been making visits to those who contributed last year. Now, I feel is the time for Board Members to make decisions on 1967 contributions.

Pepsi is contributing \$10,000 this year. Of course, \$5,000 will go in dollars for ACCION International and the other \$5,000 will go to Brazil to be received directly by the local Brazilian organization in Rio.

I hope that you will give serious and immediate attention to your participation. The Brazilians are looking to us for continued guidance and for financial help. We must provide some seed funds, as well as partial salaries in dollars for the ACCION advisors now in Brazil, helping to select and train the Brazilian field workers.

The Venezuelan ACCION organization is stable and moving forward steadily under the able direction of their new President, Hans Neumann. As we see this, and the progress in Brazil, I'm sure you will agree that the future of ACCION International is bright, indeed. Please accept my thanks for the time and support you have given so far and let me encourage you to urge your company to make a generous contribution to ACCION International for our 1967 fund campaign.

Sincerely,

DMK dm
enclosure

Donald M. Kendall

Enclosure: Portuguese translation of article in
Journal de Brasil, Rio - Sunday, March 19/67

Translated from the Portuguese newspaper,
Journal de Brasil, Rio de Janeiro
Sunday, March 19, 1967

ACAO COMUNITARIA MOBILIZES 'FAVELA' TO REMOVE MUD

The heavy rains which fell yesterday in Rio did not prevent a small group of inhabitants of the Favela da Varginha - led by a young lady from ACAA COMUNITARIA do BRASIL named Maria de Lourdes Araujo - from working with perseverance to unload two truckloads of fill to transform into a passable street the entrance to their houses, "and to show other inhabitants that we can improve our living conditions by our own efforts".

The leader of the group is a youth of 24 years who works as an inspector in a public school. His name is Edson Estevas do Carmo, and he has lived in the favela for six years in the house of his brother Jose, who has eight children. Since he arrived, Edson has thought about improving local living conditions, "but it is only since ACAA COMUNITARIA arrived in January that we really began to work", he explained.

THE NECESSARY FAITH

The Favela da Varginha - which shortly will be known as the Carlos Chagas Residential Park, because the leaders of the inhabitants want "everyone to forget the past with the improvements we will make here," is a slum of 378 huts with 2100 inhabitants "who want to help themselves, but need incentive," according to Miss Maria de Lourdes Araujo of ACAA COMUNITARIA.

This young lady, with wide experience in this field of work, spends sometimes sixteen hours a day with the people of the favela, teaching them, encouraging them, and stimulating in them the wish to improve their living conditions.

A program for a neighborhood association has already been developed, and plans for the future are launched - construction of a school, laying a network of drains, construction of a center for a soccer club which has existed in the favela for almost twenty years without having so much as a dressing room to change clothing, courses in literacy for adults, cutting and sewing for women, and arts and crafts for young men.

One of the most enthusiastic members is Mr. Otaviano Vicente da Silva, a Pernambucano from Recife, who is 42 years old, married to Severina Maria da Silva, and father of eight children. The youngest, Carlinhos, is now two years old. "I want him to grow up in a clean place, in a clean house, and not suffer the privations which the older ones have had," explained his father.

THE PURPOSE

To create unified communities with the will and capacity to solve their own problems is the principal objective of ACAO COMUNITARIA, which offers to the dwellers in the favelas guidance and instruction rather than handouts and charity. Thus it seeks to find local leaders in the favelas and to foster the development of organizations for the purpose of solving community problems. Although the more influential classes support the program, they are not in the role of benefactors or givers of charity.

The field work is done by a well-rounded team who are sent to the favelas after a period of training. The adviser dedicates full time to his mission and agrees, in order to understand better the problems of the slum dwellers, to live for awhile among them.

The program begins with simple things, like the construction of a staircase, a clean-up campaign, or the installation of a small industry, all for the benefit of the community. The inhabitants are encouraged to improve their living conditions, not simply given donations or improvements.

HOW IT STARTED

ACCION was founded in 1961, in Caracas, and in 1965 the success of its program resulted in the establishment of ACCION International in New York. In Venezuela, just in the last two and a half years, the organization has promoted more than ten thousand projects of self-help, organized and carried out by the dwellers in favelas. About 100 technical assistants worked with them as advisers. The cost of support - approximately US \$500,000 - is obtained by contributions from 200 special industries in Venezuela. Its program affects about 200,000 people, residents in favelas in twelve Venezuelan cities.

Like ACCION en VENEZUELA and ACCION International, ACAO COMUNITARIA do BRASIL is a non-profit organization. It has no connection with politics or religion. In accordance with its by-laws, it has as its objective "the improvement of conditions in the favelas in all aspects - social, economic, and educational - by self-help and community action."

The organizers of ACAO COMUNITARIA do BRASIL established the society after various contacts with ACCION International, and in its initial stage is benefiting from the cooperation of personnel from both ACCION International and ACCION en VENEZUELA. For the time being, ACAO COMUNITARIA do BRASIL is restricting itself to Rio and Sao Paulo, but later it will extend to more Brazilian cities where there are favelas or slums. In the first two cities, the program is in the nature of a pilot project.

Varginha, a favela situated along Avenida Leopoldo Bulhoes, is the first of the four selected by ACAO COMUNITARIA, on the basis of studies and surveys in 50 favelas of Rio. The others, in which programs of assistance

will be begun shortly, are Morro do Sossego, Sao Jao dos Cabritos, Vila Santo Amaro, and Vila Nova e Del Castilho.

One of the criteria in selecting the favelas is not to choose those which are to be razed or which have now, or in prospect, urbanization programs. The objective of ACAO COMUNITARIA is not to eliminate or to urbanize favelas, but only to instill community spirit in the slum dwellers, encouraging them to better their living conditions by their own initiative.

The necessary funds for the programs of ACAO COMUNITARIA are raised through international grants and through donations solicited from companies and foundations. In Brazil, ACAO COMUNITARIA has already received pledges from a large number of companies and industries. Its Director-President is Mr. Haroldo Cecil Poland and its Director-Secretary, Ambassador Edmundo Barbosa da Silva.

Some of the names on the Council of ACAO COMUNITARIA are Messrs. Vitor Boucas, Fernando Mibielli de Carvalho, Walther Moreira Salles, Paulo Mario Freice, Fernando Machado Portela, Luciano Vilas-Boas Machado, Jose Tomas Nabuco, Antonio Carlos do Amaral Osorio, Paulo Ayres Filho, Derek Lovell Parker, Floriano Pecanha dos Santos, Flavio Henrique Lira da Silva, Jose de Almeida Barbosa Mello and Joao Pedro Gouveia Vieira.

The technical advisors and personnel for the undertaking who are now being recruited will be sent abroad for indoctrination in programs sponsored by ACCION International and ACCION en VENEZUELA. Of the first fourteen technical advisers in Rio, ten are Brazillians and four are foreigners.

THE DIFFERENCES

Sr. Oswaldo Fernandez, training director of ACCION en VENEZUELA, who last week visited favelas in Rio and Sao Paulo in collaboration with the Brazillian group, observed that the organizing spirit of the people of the favelas in Brazil is very favorable to the work. "I was much impressed by the fact that the people of the favelas already have their associations," said Mr. Oswaldo Fernandez - "because we don't have this in Venezuela."

In physical appearance, however, including topography, the favelas of Caracas and of Rio have many similarities, since in general they are all constructed on the hillsides.

The Venezuelan representative said that in his country ACCION en VENEZUELA is working in thirty communities or neighborhoods. The personnel directing the project is constituted, mainly, of Venezuelans.

In all of Venezuela, said Mr. Oswaldo Fernandez, there are about two and a half million dwellers in favelas. Beginning in 1951, the problem of the favelas became steadily worse, since during the dictatorship of Perez Jimenez it was shelved. There were no government plans to eradicate favelas or construct low cost housing.

MAJOR PROJECTS

With the example of what has already been achieved in Venezuela before it, ACAO COMUNITARIA do BRASIL intends later to go on to a more advanced phase in which it will be possible to undertake more important projects such as construction of sewage systems, schools, small industries, and centers for vocational training. The inhabitants of the favelas learn how to develop community participation in all phases of a project by means of community newspapers, promotional and fund raising campaigns, and meetings. They will eventually be able, for example, to draw up their own plans and present them to the government or to private groups capable of helping.

According to the doctrine of ACAO COMUNITARIA, at least one major project should be realized after the entrance of its advisers into the favela, "to serve as a unifying element, encouraging a nucleus of favela leaders to pursue similar projects."