# Original Paper

## Internationalization and the Covid-19 Pandemic: Challenges and

## Opportunities for the Global South

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### Abstract

The aim of this study is to reflect on how internationalization can take place in these challenging times of the Covid-19 pandemic, from the perspective of researchers of a university in the Global South. So as to foreground the discussion, the locus of enunciation of researchers in a Brazilian university is exposed and a meta-analysis of 10 studies produced there between 2019-2020 is carried out, and contrasted with four virtual conferences held by Brazilian associations between June and July of 2020. Overall results of the study suggest that the Covid-19 pandemic brought about many disruptions for education (in general) and international education (in particular), but also opportunities, as internationalization moves away from academic mobility to virtual mobility, enabling a more active role for universities in the Global South and a more balanced internationalization panorama in the world.

## **Keywords**

Internationalization, Academic Mobility, Covid-19 pandemic, Global South, Brazil

#### 1. Introduction

In a recent event online, Sharon Stein (2020) discussed the idea of internationalization for "the end of the world as we know it", focusing on current practices of international education and internationalization. Nine years before that, Brandenburg and De Wit (2011) had published a paper entitled "The End of Internationalization" questioning the view of international education as a synonym

for academic mobility, calling for a focus on Internationalization at Home [IaH] (Beelen & Jones, 2015) instead.

Internationalization can be understood as "the intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society" (De Wit et al., 2015, p. 29). On the other hand, IaH is defined as "the purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students within domestic learning environments" (Beelen & Jones, 2015, p. 69).

Despite Brandenburg and De Wit's (2011) questioning of academic mobility as a synonym of internationalization, and Knight's (2011) and De Wit's (2011) warnings that the view of internationalization as academic mobility (only) represented a myth and a misconception, one of the most widespread ideas in the literature of internationalization of higher education and rankings is that internationalization could be equated with or measured by international mobility.

In the same year when Beelen and Jones (2015) revised the concept of IaH, De Wit et al. (2015) claimed that internationalization had to evolve into a more intentional and comprehensive process, less geared towards academic mobility and more concerned with the quality of the services offered by the university, that is, education, outreach and research, in order to make a meaningful contribution to society.

On a similar tone, Beck and Ilieva (2019) and De Wit (2019) questioned internationalization practices, while the latter proposed that we moved from a competition orientation to a cooperation one, in a paradigm shift in internationalization. Only a year after and just before the outbreak of the Covid-19 pandemic, De Wit (2020) observed that internationalization still had a competitive orientation, focused on academic mobility in a competition for attracting more international academics. So as to enable this paradigm shift from competition to cooperation, De Wit (2020) called for a much needed critical reflection on internationalization, in the current nationalist, populist and anti-global political scenario where international education is seen and enacted as a Westernized, tradeable commodity dominated by Anglo-Saxon and English-speaking countries (Jones & De Wit, 2012).

Had all of the aforementioned authors seen through the future into the Covid-19 scenario, they would probably agree that these views and practices of internationalization were questioned and disrupted by the pandemic, which turned the world upside down, affecting several sectors of society, including education (in general) and higher education (in particular), as discussed by Chan (2020). Among the many faces and practices of internationalization, international mobility was perhaps the most affected by the pandemic.

Studies focused on alternatives for international education are beginning to emerge (Chan, 2020) and point to a paradigm shift from less competition to more cooperation and from less academic mobility to more virtual academic mobility. Scholars around the globe are starting to develop research in order to find alternatives for this challenging period in human history, such as Archer and Zhang (2020), De Wit

(2020), Moravec (2020), and Wotto (2020) - calling for more ethical and qualitative approaches to the study and practice of internationalization of higher education.

We can argue that more ethical approaches to internationalization will necessarily have to address the imbalance of academic mobility as it was practiced before the pandemic, whereby universities in the Global South were responsible for sending most of the students to universities in the Global North in what Lima and Maranhão (2009), referring to the Brazilian scenario, described as a "passive" internationalization process.

As we can see in the account given by internationalization researchers in the previous sections, before the pandemic, ethic concerns related to inclusion, equality, costs, benefits and the footprint involved in international travel had already called for a review of international academic mobility. Yet, it was not until the outbreak of the pandemic (with its social distancing measures to fight the spread of the virus) that universities were forced to review their internationalization plans and academic mobility programs. Another effect of the pandemic was the migration of many academic activities to the virtual environment, with the consequence that many universities in the Global South that were not able to participate in internationalization actions and dialogues before (because of the high cost involved in academic mobility and international travel) were suddenly able to join international conversations through international virtual exchanges.

In this scenario, this paper aims to review some of the alternatives that have been put forward such as the concept of Internationalization at Home (IaH), proposed by Beelen and Jones (2015) and recently discussed by Robson (2017) and Guimaræs et al. (2019a), and Collaborative Online International Learning (COIL) as suggested by Finardi (2019) and Hildeblando Junior and Finardi (2018), to readdress internationalization in the Global South and to offer more opportunities for cooperation rather than competition.

Figueiredo and Martinez (2019) suggest the revelation of one's own locus of enunciation as a way to confront epistemological racism, in an attempt to decolonize scholarly knowledge, by making epistemologies of the Global South visible in what Sousa Santos (2014) calls an "ecology of knowledges", thus moving beyond abyssal lines. Thus, we accept Figueiredo and Martinez' (2019) invitation and expose our locus of enunciation in regards to the knowledge produced in a research group of a Brazilian university (the Federal University of Espirito Santo, UFES) which was analyzed in this study.

In doing so, we hope to highlight the fact that the Covid-19 pandemic has brought not only disruption, but also opportunities for us to think about the process of internationalization and the role of universities in it. Moreover, we hope that this reflection fuels a paradigm shift from competition to cooperation, with a more active role for universities in/of the Global South as they enter international dialogues through virtual exchange as a replacement of previous international travel and academic mobility practices.

Therefore, the overall goal of this study is to reflect on how internationalization can take place in these

challenging times, from the perspective of researchers in a university of the Global South. Despite that caveat related to the insights for the Global South, the reflections made here should be of wide interest, that is, to an audience of the Global North and South or on both sides of Sousa Santos' (2014) abyssal lines, considering the impact of the Covid-19 pandemic in the discussions about the roles of science, scholarship and universities, for overcoming emergent global challenges.

#### 2. Internationalization in Brazil

Brazil is an important player in the process of internationalization of higher education in the Global South with a population of more than 200 million people, almost 10 million of whom are enrolled in higher education. Its complex educational system (Note 1) is comprised of more than 2,500 higher education institutions (HEIs) made up of private higher education institutions (88%) and public ones (12%). Public HEIs (mostly federal universities) produce almost 90% of all research in Brazil, and are responsible for the inclusion of the majority of low-income students (70.2%).

Finardi and Ortiz (2015) compared the internationalization process of two universities in Brazil, one public (Note 2) and one private. Based on the observed trends of universities in Europe seeking to internationalize after the Bologna Process (as a means to finance the institutions with the revenues coming from international students), Finardi and Ortiz (2015) hypothesized that the private university investigated would be more prone to internationalize than the public one, given that public universities in Brazil are free of charge and so, would not have economic motivations to internationalize. Results of the study showed quite the opposite scenario, that is, the public university investigated (the same one where the present study was carried out) was more motivated to internationalize than the private one. So as to explain this unexpected result, the authors (Finardi & Ortiz, 2015) suggested that, given the size of the Brazilian "market" and the fact that there are not enough seats in public universities for all, private universities did not have to look outside Brazil for revenue in the form of fees from

Of course, a lot has changed since then, especially in 2020 with the pandemic, which disrupted education worldwide yielding very different reactions in what concerns public and private universities in Brazil. The pandemic revealed social gaps and inequalities, highlighting the important role that (public) universities have in the offer of solutions to problems experienced by their communities and by society at large. While Brazilian private universities offered remote teaching (as soon as social distancing measures were adopted, and as a way to maintain the payment of fees by their students), public universities that do not depend on students' fees suspended the offer of classes until the academic community was prepared to migrate to remote teaching/learning mode of education.

international students, given that the "domestic market" was very large and comfortable for private

In doing so, Brazilian public universities focused instead in the offer of research and outreach activities aimed to alleviate the negative impacts of the pandemic in their communities. So, while public universities continued their research, administrative and outreach activities online, suspending teaching

institutions.

until it was possible to guarantee the minimum conditions for online education, private universities switched to online teaching as early as possible during the lockdown and peak of the pandemic, despite the difficult conditions of teachers, staff and students to carry on teaching and learning in the remote mode during the quarantine period.

In June 2020, Brazil became an epicenter of the pandemic, because of the political crisis that resulted in the resignation of two Health Ministers, during the worst period of pandemic. In the midst of the pandemic crisis, public universities had to fight yet another war (Note 3), declared by the former Minister of Education (Note 4), known for his fierce attacks on public universities, claiming that instead of making science and producing knowledge, public universities were "racketeering". As the pandemic worsened and the population started to doubt such discourses (turning to science to fight the epidemic), the attacks to public universities backfired, as these institutions resisted and showed their relevance to society during the pandemic, by offering solutions and mitigation measures through research and outreach initiatives.

As such, the pandemic was somehow a "wake-up call" for Brazilian public universities (Note 5), and an opportunity to "think outside the box", in terms of academic mobility not being the main activity of internationalization, and to consider the possibility of international virtual education instead (Note 6). Thus, the pandemic changed the landscape of the internationalization of Brazilian institutions, due to travel restrictions, forcing universities to rethink their internationalization plans in terms of alternatives such as virtual mobility.

Before the pandemic, the internationalization process of most universities in Brazil was focused on academic mobility programs, such as the "Science Without Borders" (SwB), the largest and most expensive academic mobility program in Brazil, aimed to send Brazilian undergraduate students abroad, and the "Capes PrInt" for graduate students and academics, both of which aimed to send Brazilians to universities of the Global North. The problem with these programs is that they benefit only a small percentage of elite students, financing universities of the Global North, instead of looking South and investing in South-South cooperation and IaH activities.

The pandemic has also highlighted the potential of virtual mobility as an alternative to physical mobility, and as an alternative to redesign the internationalization patterns and directions. However, according to Stallivieri (2020), Brazilians still need to address three significant gaps towards virtual mobility, namely: the digital gap, since not all Brazilians have access to digital technologies; the language gap, since not all Brazilians speak another language apart from Portuguese; and the fragility of Brazilian international partnerships, still focused on competitive orientations with partners of the Global North.

If we agree with Vavrus and Pekol (2015) and Sousa Santos (2014) that the process of internationalization has benefitted more the Global North than the Global South, maybe we can use the disruption caused by the pandemic to think about how we can address this imbalance, in the face of the new world order imposed by the pandemic. Having outlined this scenario for Brazil, we now turn to the

revelation of our locus of enunciation at the Federal University of Espirito Santo (UFES).

Finardi and Ortiz (2015) analyzed the internationalization process of UFES showing that in 2015, during the SwB program, it had about 60 ongoing international agreements, most of which were with the Global North. Though the number of international agreements has more than doubled (Note 7) since then, the direction continues the same, that is, most of the agreements are with universities of the Global North. A lot has changed in the last five years at UFES, especially because of the termination of the SwB program in 2017, and the change of focus from the undergraduate outbound academic mobility financed by the SwB program to a focus on the graduate level, with the Capes PrInt (Note 8) program and financing. Yet, the direction (towards the Global North), is still the same though we argue that the replacement of academic mobility to virtual exchange may change this scenario.

The Capes PrInt call provided a list of selected countries where academic mobility should aim and with which agreements should be signed (Note 9), 70% of which belonged to the Global North, while only 30% of all agreements could come from countries/universities of the Global South. That meant that most of the funds of the Capes PrInt program still went to the Global North in the form of academic mobility outbound, rendering the Brazilian internationalization process a reactive (Ramos, 2018; Guimar es & Finardi, 2019), passive (Lima & Maranh eo, 2009) and colonial one (Streck & Abba, 2018).

In a decolonial perspective, Streck and Abba (2018, pp. 1-2) claim that one of the key points when creating an internationalization policy is "the search for clarity as to what internationalization means for each context". In relation to the role of Latin American universities in the production of knowledge worldwide the aforementioned authors call our attention to the fact that though Latin American researchers publish a lot, they are not cited by their peers who usually cite sources from the Global North, something also confirmed by Guzmán-Valenzuela and Gómez (2019).

Indeed, in a study that looked at the Brazilian academic production of the Linguistics field Finardi and França (2016) highlighted the fact that though Brazil had the 13<sup>th</sup> largest scientific production in the world then, it was not ranked accordingly in measures and rankings of academic production. The authors explained this result in terms of lack of recognition of the internal community in the form of citations, but also in relation to the language of publication considering that most of that academic production was made in Portuguese and so circulated, mostly in the Global South. Having outlined this panorama, revealing our locus of enunciation, we now turn to the method used to analyze how internationalization can take place in these challenging times of the Covid-19 pandemic, from the perspective of researchers from a university of the Global South.

## 3. Method

In order to support our discussions and reflections on the role of universities and its contributions to society, in the context of internationalization, we used a meta-analysis (Sánchez-Meca, 2010; Sánchez-Meca & Botella, 2010) of 10 selected studies recently developed in a research group of the

Federal University of Espirito Santo (UFES, Brazil) which were published between 2019-2020, as shown in Table 1.

Table 1. Studies Developed by the Research Group at UFES between 2019-2020 Selected for Analysis

n.	Type	Authors	Year
1	Article	Guimar ães, Finardi & Casotti	2019
2	Article	Guimar ães & Finardi	2019
3	Article	Finardi, Guimar ães & Mendes	2019
4	Article	Finardi & Guimar ães	2019
5	Article	Guimar ães et al.	2019a
6	Article	Finardi, Hildeblando Junior & Guimar æs	2020
7	Chapter	Guimar ães et al.	2019b
8	Chapter	Guimar ães, Amorim & Finardi	2019
9	Chapter	Finardi, Guimar ães & Moreira	2020
10	Chapter	Guimar ães & Finardi	2020

Source: Authors'

In addition, some virtual conferences held by the Brazilian associations ALAB (Note 10), REBRALINT (Note 11) and ABRALIN (Note 12), which took place between June and July of 2020, were analyzed, with the aid of note taking, to support our discussions, as shown in Table 2 with the links to the virtual conferences analyzed.

**Table 2. Virtual Events Chosen for Analysis** 

n.	Event	Speakers	Date	URL and Title
1	REBRA	Draiton Gonzaga de Souza	June 24,	https://www.dwih-saopaulo.org/pt/event/seminario-da-
	LINT	(PUC-RS)	2020	rebralint-debate-o-mundo-pos-pandemia/
				"The Humanities and possibilities for reflection on a
				post-pandemic world"
2	ALAB	Luiz Paulo da Moita Lopes	June 25,	https://www.youtube.com/watch?v=KLWlSY5FD6g
		(UFRJ)	2020	"Queer theories, performativity and language ideology"
3	ABRALIN	Sharon Stein (UBC)	July 17,	https://www.aovivo.abralin.org/lives/sharon-stein/
			2020	"Internationalization for the end of the world as we know it"
4	ABRALIN	Kyria Finardi (UFES) &	July 21,	https://www.aovivo.abralin.org/lives/kyria-finardi-laura
		Laura Gurzynski-Weiss (IUB)	2020	-gurzynski-weiss/
				"The danger of a single language"

Source: Authors'

Content analysis tools (Bardin, 2011) were used to analyzed the corpus of the study, composed of ten studies (Table 1) and four virtual conferences (Table 2). Content analysis is frequently used in social sciences to systematically analyze contents quantitatively, in terms of frequency of occurrence, and qualitatively, in terms of the constructs and references found in the data.

## 4. Results

This section summarizes the findings from the selected studies and virtual conferences. First, we describe the results of the meta-analysis of the ten studies produced by the research group at UFES, as shown in Table 3.

Table 3. Main Findings of the Studies Selected

Authors	Year	Main Findings
Guimar æs, Finardi	2019	Languages are essential for internationalization of higher education; need to think
& Casotti		about language use in different education levels; need to promote multilingualism.
Guimar ães &	2019	Local policies for language use and higher education are designed as a response to
Finardi		national top-down policies; need for more participation of local agents in the
		design and implementation of policies.
Finardi, Guimar æs	2019	Recognition of commodification of education and means to counteract it; need for
& Mendes		solidary interaction among institutions in the Global South to promote higher
		education as a public good.
Finardi &	2019	Top-down national policies for languages and higher education affect the
Guimar æs		development of local policies, leaving no space for bottom-up local agency.
Guimar æs et al.	2019a	Alternatives approaches such as internationalization at home, COIL and
		Intercomprehension are necessary to fight hegemonic internationalization
		practices, so that higher education can be more inclusive and democratic.
Finardi,	2020	Information and communication technologies, along with alternatives approaches
Hildeblando Junior		(CLIL, COIL and Intercomprehension) promote affordances for inclusive,
& Guimar æs		multilingual and intercultural practices in higher education.
Guimar æs et al.	2019b	In order to promote a sustainable and glocal citizenship education, alternative
		approaches are necessary, such as Intercomprehension.
Guimar æs,	2019	Intercultural studies and practices can support the development of sustainable
Amorim & Finardi		relations in international higher education.
Finardi, Guimar æs	2020	The use of English as an academic lingua franca, along with the promotion of
& Moreira		multilingualism in higher education can support intercultural academic relations.
Guimar ães &	2020	Intercultural and multicultural approaches to education can be seen as
Finardi		opportunities to deal with the challenges of diversity in higher education.

Source: Authors'

In relation to the findings of the publications we can summarize them by saying that (in general) they point to the following conclusions: 1) languages are very important for internationalization; 2) more participation and agency is needed, especially from local agents, in the design/implementation of internationalization policies; 3) cooperation among universities in the Global South is needed, so as to promote education as a public good; 4) information and communication technologies (ICTs) used in virtual exchanges, along with approaches such as IaH, COIL, CLIL and the intercomprehension approach, can foster multilingualism and represent an alternative to physical academic mobility.

Concerning the virtual conferences which occurred in June and July 2020, their key ideas are discussed in Table 4.

Table 4. Key Ideas Found in Virtual Events Chosen for Analysis

Event	Speakers	Key Ideas Discussed
REBRALINT	Draiton Gonzaga de	The pandemic widened the social gap and inequalities; inequalities in access
	Souza (PUC-RS)	to technologies; changes in migration policies and border controls;
		technologies cannot fully replace the social interactions; social distancing
		promoted reflections on individual rights versus common good; individuals
		do not exist out of societies - they exist within the conditions offered by
		societies; the pandemic promoted reflections on the fragility, precariousness
		and finitude of human lives.
ALAB	Luiz Paulo da Moita	The need to rethink language through practices in social networks; speakers
	Lopes (UFRJ)	of different languages use "pieces" of language to communicate (e.g.
		translation apps); language practices are localized and relocalized in daily
		performances (online and offline); understanding of languages as resources;
		meanings are made through social interactions; language does not reflect the
		social world - it creates such world.
ABRALIN	Sharon Stein (UBC)	Four possible futures are discussed for internationalization: the first is
		internationalization for system restoration (reactionary analysis); the second
		is internationalization for system adaptation (liberal analysis); the third is
		internationalization for system transformation (critical analysis); and the
		fourth is internationalization for system hospicing (decolonial analysis).
ABRALIN	Kyria Finardi	Multilingualism is advocated, inspired by writers Chimamanda Adichie's
	(UFES) & Laura	"The danger of a single story" and Taiye Selasi's "Don't ask where I'm
	Gurzynski-Weiss	from, ask where I'm a local", discussing the notions of languages and locals
	(IUB)	as being intertwined and embedded in all experience which is local and
		mediated through language.

Source: Authors'

The summary of the results of the conferences shows that: 1) language practice happens in social networks and it is localized; 2) language does not reflect, but rather creates reality and experience; 3) language and local experience are relevant in the construction, recognition and distribution of knowledge and, as such, they are important in the process of internationalization; 4) the pandemic changed patterns of interaction in and with the world and fostered the reflection about individual *versus* common good; 5) the social inequalities highlighted by the pandemic may be an indication that internationalization, as it was practiced before the pandemic, may be understood as a system hospicing through decolonial lens.

#### 5. Discussion

Taken together, the present findings suggest an urgent need to rethink internationalization and the roles of universities, in the challenging times of the Covid-19 pandemic. No longer can internationalization be equated with mobility for elite students only (due to travel restrictions and social justice factors), demanding new approaches and alternatives for universities to develop teaching/learning, research and outreach activities for everyone in a more cooperative and less competitive orientation. Therefore, internationalization can become a comprehensive process (Hudzik, 2011), to meet the needs of the multiple agents and stakeholders in higher education and we add, in an ecology of knowledges from the Global North/South through the use of virtual exchange to include more players in international exchanges and dialogues.

Our results cast a new light on alternative views (critical and decolonial ones) and approaches that may support new practices in higher education in the years to come, such as Internationalization at Home, CLIL, COIL and the Intercomprehension approaches, supported by information and communication technologies (ICTs) to foster virtual exchanges and dialogues. So as to do that, Brazilians must overcome the digital, language and collaboration gaps discussed by Stallivieri (2020) moving from a focus on academic mobility/competition to a focus on virtual exchange/cooperation.

We acknowledge that there are considerable discussions among researchers as to how higher education institutions (HEIs) may deal with the challenges brought by the Covid-19 pandemic, but the findings of this study may provide a good starting point for universities to review their practices and to become environments that are more democratic and socially just fostering the provision of relevant solutions to society during challenging times. Moreover, we think that these suggestions point to an ecology of knowledges coming both from the Global North and from the Global South.

#### 6. Conclusion and Future Research

This paper aimed at reflecting on how internationalization could take place in these challenging times of the Covid-19 pandemic, from the perspective of researchers in a university of the Global South. So as to foreground the discussion, the locus of enunciation of researchers of a Brazilian university was exposed and a meta-analysis of 10 studies produced there between 2019-2020 was carried out, and

contrasted with four virtual conferences held by Brazilian associations between June and July of 2020.

The meta-analysis of the ten selected papers suggested that: 1) languages are very important for internationalization; 2) more participation and agency is needed, especially from local agents, in the design/implementation of internationalization policies; 3) cooperation among universities in the Global South is needed so as to promote education as a public good; 4) information and communication technologies (ICTs) used in virtual exchanges along with approaches such as IaH, COIL, CLIL and the intercomprehension approach can foster multilingualism and represent an alternative to physical academic mobility.

The analysis of conferences showed that: 1) language practice happens in social networks and it is localized; 2) language does not reflect, but rather creates reality and experience; 3) language and local experience are relevant in the construction, recognition and distribution of knowledge and, as such, they are important in the process of internationalization; 4) the pandemic changed patterns of interaction in and with the world and fostered the reflection about individual *versus* common good, 5) the social inequalities highlighted by the pandemic may be an indication that internationalization, as it was practiced before the pandemic, may be understood as a system hospicing through decolonial lens. Taken together, results of the study suggest that the Covid-19 pandemic brought about many disruptions for education (in general) and international education (in particular), but also opportunities as internationalization had to move away from a competitive orientation geared towards academic mobility to consider alternatives for virtual mobility, thus enabling more cooperation and active roles for universities in the Global South. The orientation shift afforded by the pandemic, from a competition/academic mobility orientation to a cooperation/virtual mobility orientation may be inducive of a more balanced internationalization panorama in the world based on an ecology of knowledges.

As we have argued elsewhere, the critical use of technologies and alternative approaches in higher education may be a promising aspect in the transition period after the end of pandemic and beyond. Therefore, further research on the role of universities might extend the discussions and reflections presented here, in order to disentangle the complexities of alternative practices to be used at universities, in order to promote social justice, democratic practices and an ecology of knowledges.

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## **Notes**

- Note 1. http://www.portal.inep.gov.br/censo-da-educacao-superior
- Note 2. The public university investigated was the Federal University of Espirito Santo (UFES), the same one where the present study was carried out.
- Note 3. https://www.universityworldnews.com/post.php?story=20190612135304619
- Note 4. https://www.insidehighered.com/news/2020/05/08/brazil-tries-encourage-universities-reopen
- Note 5. https://www.universityworldnews.com/post.php?story=20200724100221821
- Note 6. https://www.universityworldnews.com/post.php?story=20200518150642841
- Note 7. http://www.internacional.ufes.br/pt-br/instituicoes-conveniadas
- Note 8. https://www.capes.gov.br/bolsas-e-auxilios-internacionais/capes-print
- Note 9. https://www.capes.gov.br/images/stories/download/editais/02022018-Edital-41-2017-Print-alteracao-anexo-1.pdf
- Note 10. https://www.alab.org.br/
- Note 11. https://www.rebralint.alumniportal.com/quem-somos-ueber-uns.html
- Note 12. https://www.abralin.org/site/