

WE SUPPORT
A BRAZIL
THAT
BELIEVES
IN ITS
PEOPLE

2018
Annual Report



Lemann
FOUNDATION



PEOPLE

are our most treasured asset. They are the ones who innovate, learn and solve complex problems.

Today we are wasting human resources. Fact: in 2017, more than 48 million students were in school, and only 15% of 9th graders have adequate learning in math. By the end of high school, that number drops to 7%. Children and youth are in schools, but they are not learning. This problem is recurrent and it shows that we are not putting the next generation in a position to deal with challenges and create a better future.

We can change this situation. Brazil can believe in its people, and the Brazilian people can believe in their country. At the Lemann Foundation, day in and day out, we put our trust in people. We work with and for thousands of people, partners and organizations so everyone can have a chance to grow, make a difference and fulfill their dreams.

LET'S GO TOGETHER!

This is where we give you a quick overview of what we accomplished in 2018 alongside our partners and organizations across Brazil.



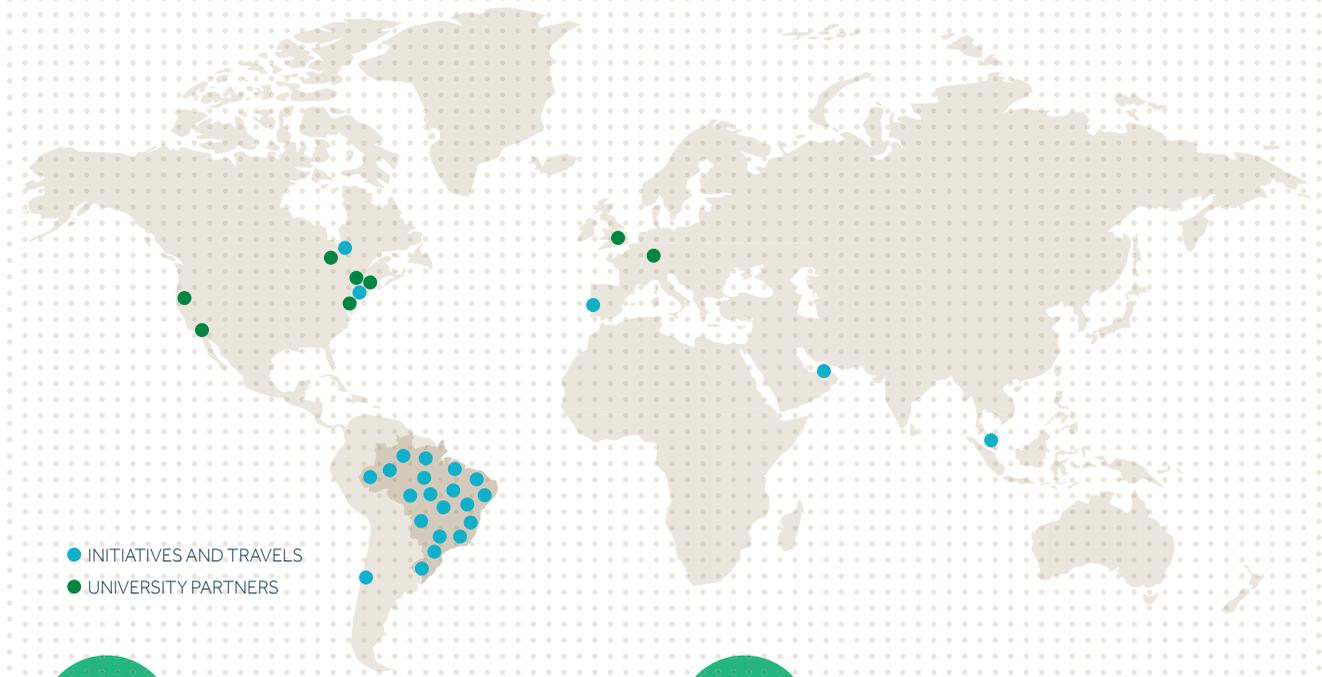
BRAZIL AND THE **WORLD**

We look for knowledge nationwide and outside our borders. With a diverse evidence-based approach, we can contribute to take strides in society. There are many valuable international experiences, but there are also thousands of effective practices and pathways here in Brazil. We learn from organizations and partners around the world, particularly from successful efforts that have already made a difference here in Brazil.

+900,000 students enrolled in school districts focused on enhancing education with programs such as "Formar" and "Educar pra Valer".

+60 organizations receive Lemann Foundation's direct support for institutional improvement in order to make a more positive impact.

+200,000 students in cities chosen by the National Economic and Social Development Bank (BNDES) through a call for proposals aimed to promote technology in education.



+500 leaders participating in our leadership programs: Lemann Fellowship, Talentos da Educação (Education), Líderes Públicos (Public Policy), Talentos da Saúde (Health) and Terceiro Setor Transforma (Nonprofit Sector). Seven leaders in our networks were elected to public offices in the 2018 elections.

40 authorities have taken on a public commitment to support and contribute to the debate around people management in the public sector.

8 universities act as our international partners and receive support for scholarship programs, research centers and knowledge exchange. Namely, Columbia, Harvard, MIT, Oxford, Stanford and University of Illinois, University of St. Gallen and University of Southern California.

7 international trips and dozens of immersions around Brazil to learn about education, leadership, management, how to appreciate people and careers in the public sector.

A photograph of two young girls in a classroom, wearing school uniforms, clapping their hands. The background is blurred, showing other students at desks. The text is overlaid on the left side of the image.

THE MORE BRAZIL
BELIEVES IN
ITS PEOPLE,
**THE MORE PEOPLE
WILL LEARN**

Antônio Levi is a 10-year-old student from a public school in a city called Juazeiro do Norte. His dream is to publish a book. Andrea Barbosa is a school superintendent in Alagoas, one of the leading states in education development according to the Brazilian Basic Education Index (IDEB). Teacher Débora Garofalo created a world-renowned project called Robótica com Sucata (Robotics with Scraps). What do they have in common? Education has given them the opportunity to go further.

The Lemann Foundation supports Antônio, Andrea and Débora, as well as thousands of students, teachers, school managers and educators. We conduct projects and learn with our schools, districts, governments and partners. We prioritize initiatives with the **potential to create a positive impact on people from all walks of life**. That's why we contribute actively to the National Learning Standards (BNCC), which establish skills and competencies that **every student is entitled to learn irrespective of their social status and where they live**. In 2018, the BNCC for elementary and middle school made important strides. >>

COLLABORATIVE EFFORT

By late 2018, 26 states had submitted their curriculums to education councils and 18 of these documents had been approved.

I was the mayor of the city of Sobral, in the northeastern state of Ceará, which stands out due to its educational excellence. We learned from successful experiences and good practices and we're striving to build on them in partnership with governments, school districts and schools in order to pave new roads and create strategies to promote effective education for students."

Veveu Arruda,
Educar pra Valer –
Associação Bem Comum

Every state worked in a collaboration with municipalities.

Together, they revisited and reviewed their curriculums and the next stages of implementation. As a result, 26 state curriculums (out of 27) were submitted to the state education councils and 18 of them were approved. In order for the BNCC to become part of the schools' reality and contribute with quality teaching, we partnered with organizations like **Movimento pela Base** (Movement for the BNCC), the National Council of Education Secretaries (**CONSED**), the National Union of Municipal Education Managers (**UNDIME**) and **Colabora** (Collaborate) to support the collaborative efforts and create new curriculums. With **Nova Escola** and **Google.org**, we disseminated pedagogical materials for teacher training. The high school learning standards process is a separate one; the final document was approved by the National Education Council (CNE) and the Ministry of Education (MEC) in December 2018.

Partnerships for education

We also worked alongside state and municipal governments in programs to foster education and have helped improve education for more than 900,000 students through programs like **Formar**, conducted by Lemann Foundation, and **Educar pra Valer**, from our partner Associação Bem Comum. By implementing training, good practices, collaborative processes and numerous debates, our Secretariats of Education and schools are working together to guarantee quality education. Another highlight from a public school perspective is **Programa de Inovação Educação Conectada** (Program for an Innovative

and Connected Education) from the federal government.

The National Economic and Social Development Bank (BNDES) partnered with the Ministry of Education (MEC) to launch a public call for proposals for projects that **promote digital technologies** based on four pillars: vision, training, digital education resources and infrastructure. Lemann Foundation provided technical and financial support to this initiative, which selected 11 municipalities and six states: Nova Gama and Luiziana (state of Goiás), Sabará and Ribeirão das Neves (state of Minas Gerais), Campina Grande and Souza (state of Pernambuco), Cachoeira do Sul and Santa Maria (state of Rio Grande do Sul), Lagarto (state of Sergipe), Araguaína and Gurupi (state of Tocantins).

People who advance education

These life-transforming initiatives are only possible when we engage teachers and education professionals across the board. That's why we maintain networks such as **Aprendizagem Criativa**, **Conectando Saberes** and **Talentos da Educação**. These projects emerge as spaces for connection, trust and mutual support for hundreds of people to share experiences, get information and meet to develop projects. To further acknowledge teachers and their good practices, we contribute to awards like **Prêmio Educador Nota 10** from **Fundação Victor Civita** and **Prêmio Professores do Brasil** from **MEC**. We'll expand our activities with students, teachers, schools, districts and governments every year so more people can learn, dream and make a difference. ●

The Lemann Foundation is an important partner that paves the road for alliances, provides access to teacher training initiatives, and helps bridge the gap between classrooms and public policies. Through programs like Conectando Saberes, we learn about different realities and exchange knowledge. That really contributes to my training and it connects teachers with renowned professionals who also strive for quality and equality." **Teacher Débora Garofalo, one of the Top 10 finalists at the Global Teacher Prize (the world's most prominent education prize)**

THE MORE WE
BELIEVE IN BRAZIL
**THE MORE PEOPLE
WILL MAKE A
DIFFERENCE**



Some people change the country through education. Others contribute to healthcare or security. Some people work for the environment, sustainability, technology and other significant sectors in society. Together, they bring new ideas to life. Together, they are hundreds of talents and leaders who are part of the networks supported by Lemann Foundation.

Our support ranges from academic development in universities and world-class research centers all the way to practical teacher training for teachers dedicated to public management. The Lemann Fellows, for example, are part of a scholarship program for graduate students in some of **the most distinguished universities in the world**. Additionally, we conduct events, inspiring conversations and training sessions for career and leadership. **Talentos da Educação** (Education) and **Talentos da Saúde** (Health) are two networks comprised by passionate professionals that make it happen and achieve concrete results to improve their sectors. All of them have an opportunity to share ideas, create projects, exchange experiences and take special training to **reach new heights**. >>

UNIVERSITY PARTNERS

Columbia, Harvard, MIT, Oxford, Stanford, University of Illinois, University of St. Gallen and University of Southern California.



Besides adding knowledge, fostering new connections and conducting personal and institutional encounters, there is one pivotal aspect; by performing this job I can become a role model for other black women who want to be here."

Selma Moreira,
Executive Director
at Baobá Fund

Diversity for advancement

To overcome some of our most pressing social challenges, our networks and initiatives need representation. With that mindset, we launched a program called [Programa de Apoio ao Desenvolvimento de Lideranças Públicas](#) (Program to Support the Development of Public Leaders) in partnership with [RAPS](#) (Network for Political Action for Sustainability), which helps to train and qualify leaders dedicated to elevate our country based on principles of integrity, sustainability and democracy. The program's 2nd edition caught the interest of more than 1,000 people from all over Brazil. We received applications from people affiliated with 31 different parties as well as people with no party affiliation. Finally, we selected 20 participants, ten men and ten women, who stood out due to their experience, engagement in social causes and public management background; these people come from different origins and regions and contribute with different experiences and political views.

"Participating in the program was key because we learned from different perspectives and contexts about what it means to work in the public sector," says social entrepreneur Thais Ferreira. "It enabled me to train for the challenge of a political career," adds Marcio Black, a political scientist and social activist.

With an aim to effect social change driven by diverse views and approaches, we launched a program called [Terceiro Setor Transforma](#) (The Non-Profit Sector Transforms) in partnership with [Instituto Humanize and THNK School of Creative Leadership](#). Through workshops for the 23 participants, the program connected a broad range of experiences, practices and opportunities from third sector organizations.

For each and every person

And there are some people who transform all sectors. For example, in the public sphere, numerous professionals are already effecting positive changes and providing better services for society at large – overcoming challenges related to education, healthcare, environment and security. In the last few years, we conducted an in-depth study on people management and the public sector. We interviewed over 90 public officials, experts and leaders to understand the Brazilian context. We learned about inspiring cases from other countries, identified good practices and promoted events to dig deeper on the subject. Furthermore, we began an alliance with [Fundação Brava](#), [Instituto Humanize](#) and [Instituto República](#) to promote debate, share knowledge and relevant materials, support practical >>

PEOPLE WORKING IN THE PUBLIC SECTOR TODAY

___Over 23,000 non-public servants in the federal government (Ministry of Planning, 2018).

___120,000 people in state governments (IBGE, 2013).

___The second and third ranks among these job positions are performed by roughly 1.3 million people at a national level and 5 to 7 thousand at a state level.

___These professionals lead programs, initiatives and public activities that impact the entire country in every state.

experiences in municipal and state governments to manage people in an innovative way.

Our aim is to help recruit and select people for leadership roles and contribute to develop, qualify and engage these professionals. By establishing clear criteria, transparency and professionalism, people will be in a better position to face challenges in every key role. This is crucial for maintaining transparency in government and for keeping a finger on the pulse of the society responsible for electing it. These passionate and skilled people are working together for Brazil and bringing diverse perspectives to contribute to its continued advancement. ●

MOMENTS THAT INSPIRE

ANNUAL MEETING

250 Lemann Fellows, Talentos da Educação, Talentos da Saúde and public leaders attended the Annual Leaders Meeting along with our partner as well as local and foreign guests. The main topics included democracy and fight against inequality.

GOOD PEOPLE MANAGEMENT PRACTICES

Governors and members of parliament, experts, businesspeople and third sector professionals were invited to discuss people management in the third sector at the University of Oxford. Among the guests, 65 people attended a nonpartisan meeting filled with debates, respect and a lot of takeaways. Several authorities have also committed to the agenda.

NETWORKS THAT TRANSFORM

In November 2018, roughly 500 people met to reflect and debate about education. The three-day event attracted secretaries of education, school managers, teachers, national and foreign guests, people from programs such as Conectando Saberes and Formar, and many other partners.

PRIORITIES IN EDUCATION

In the same month, we invited dozens of Brazilian authorities to a meeting at the University of Oxford. By presenting proposals and sharing their diverse views, the attendees worked to reach a consensus about education. The event also included a key note from Malala Yousafzai, the youngest Nobel Peace Prize laureate.



TEACHERS, WE HAVE YOUR BACK

The Lemann Foundation affects change along with the agents of education: teachers. With networks such as Aprendizagem Criativa, Conectando Saberes and Talentos da Educação, we support teachers very closely. In order to promote dialogue, we work with organizations like Nova Escola and the Conselho de Classe Facebook community to conduct meetings and trainings in Brazil and abroad. We created a forum to discuss public policies, and we recognize teachers in awards like Educador Nota 10 and Professores do Brasil.

+3,000

educators supported by our programs and networks.

THE NETWORK

Conectando Saberes promotes exchange, connections and initiatives with teachers all across the Brazilian states.

OUR PARTNERS IN THE CAUSE



INNOVATION THROUGH EDUCATION

Technology and innovation are pushing the envelope of education possibilities and creating more diverse and complete ways to deliver education and learning.

From public policies to educational resources, from continuous training to social entrepreneurship, we support initiatives that can change students' lives for the better. A highlight among our many partnerships is Programa de Inovação Educação Conectada (Program for an Innovative and Connected Education), which uses technology as a pedagogical tool and helps bring high-speed internet to schools. All efforts are geared toward providing better opportunities for students.

+6 MILLION

students from 23,000 schools received resources for quality internet connection thanks to Programa Educação Conectada.

+200,000

Brazilian students are adopting educational technology through the BNDES project.

OUR PARTNERS IN THE CAUSE



A HIGH STANDARD FOR BRAZIL

The National Learning Standards ensure everyone's right to learn. We have been part of that trajectory from the onset. In 2018, along with organizations like Movimento pela Base, CONSED and UNDIME, we provided materials and tools to states and municipalities. We helped articulating collaborative efforts, creating and recreating curriculum and thinking about the next steps so the National Learning Standards (BNCC) can yield real results in every school.



ALL states got involved in this collaborative effort.

26 CURRICULUM were submitted to Education Councils and 19 were approved in 2018.

OUR PARTNERS IN THE CAUSE



LEARNING IS WHAT MATTERS

Education happens when everyone works together toward the same objective. Students, teachers, managers, districts, governments and parents need to be on the same page to facilitate learning. In 2018, we helped make this possible through encounters, planning and good management practices.



+900,000 students from networks that work with programs like Formar and Educar pra Valer - planning, setting goals and sharing good practices to improve learning.

THOUSANDS of students from public schools with curriculums already in line with the BNCC.

OUR PARTNERS IN THE CAUSE



KNOWLEDGE AND DISCUSSIONS FOR BRAZIL

The Lemann Foundation has partnerships with research centers and we provide scholarships to some of the world's most distinguished universities, investing in knowledge and evidence to overcome challenges in Brazilian education.



+420
people received scholarships from our university partners.

5 CENTERS
of research and knowledge focused on Brazil, promoting opportunities and visibility in some of the world's leading universities.

OUR PARTNERS IN THE CAUSE



PEOPLE COMMITTED TO CHANGING THE COUNTRY

From the day Lemann Foundation opened its doors, one thing has always been certain: People make countries grow, advance and become inclusive for all. Today we collaborate with hundreds of people who dream big and help build a better country with us.



HUNDREDS
of people in every region and different sectors working with social topics like education, healthcare, public management, sustainability and security.

7 LEADERS
elected for national and state-level office positions. Women and men from different parties and different worldviews with a shared purpose: transforming politics and public management with integrity and commitment.

OUR PARTNERS IN THE CAUSE



PEOPLE MANAGEMENT FOR PEOPLE

In order for the government to provide quality services for the country, we need qualified people with technical competencies in the public sector. In 2018, Fundação Brava, Lemann Foundation, Instituto Humanize and Instituto República created an alliance to promote this agenda.

65 GUESTS

including governors, members of parliament and other experts, met to discuss and learn about good public sector management practices.

40 AUTHORITIES

signed on to form a coalition for public sector management that will strive to advance this agenda in the next few years.

OUR PARTNERS IN THE CAUSE



BRAZIL IS ALL OF THAT AND MORE

Over 205 million people from different ethnic, economic, social and educational backgrounds. 205 million trajectories, dreams and minds. There are 40 million students in our public schools, 150 million people who depend on the public healthcare system and 2.2 million employees in the public sector. We are part of a large, complex and diverse country. The Lemann Foundation wants to make sure every context and expression is represented in its initiatives. Supporting diversity is the only way to reduce inequality and ensure equal opportunity. We move forward together, each and every one of us.

PONTE DE TALENTOS

is our new program with EducationUSA and Voxy to promote racial and economic equality for Brazilians interested in pursuing graduate courses in the USA.

DISCUSSION GROUPS,

training, new policies and inclusive selection processes were some of our aims to foster diversity in our daily activities and everything we do.

OUR PARTNERS IN THE CAUSE



TRANSFORMING BRAZIL TOGETHER

We are building, learning, discussing and working side by side with people and organizations that are inspired and committed to affect transformation.

We know that nobody can change Brazil alone, so in order to cause a positive impact nationwide, Lemann Foundation connects with hundreds of partners. We discuss some of them in this report; and you can see our other partners on the next page.

60 ORGANIZATIONS
Among our diverse partners, more than 60 organizations received direct Lemann Foundation support for institutional development and transformation.

+1.5 MILLION
people impacted by initiatives conducted or supported by Lemann Foundation and its partners.



We are grateful to our partners who worked pro bono in 2018:

BRQ Soluções em Informática, Google, Pereira Neto Macedo Advogados, Spencer Stuart and The Boston Consulting Group.

BRAZIL is a diverse country that inspires dreams and possibilities. Brazil can and will get there. The challenges are daunting, but our potential is endless.

Our partnerships and initiatives are aimed at building the country of the future today. Change has already started for and with many people. In the coming years, we want to attract even more leaders and organizations dedicated to serving people with diverse backgrounds. That's why we continue to propose and create platforms for discussion. Let's encourage people and organizations to mobilize and create action, making sure every region can change for the better. Let's move forward, knowing that our dream to have a fairer and more advanced country is possible. You can help make Brazil even better.



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SO
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