





FROM THOUSANDS TO MILLIONS

After years improving our strategy, investigating evidences, testing our programs, strengthening leaderships and building essential partnerships for the fulfillment of our mission, **we radically expanded** the scope of our actions in 2014. The Lemann Foundation reached four million Brazilians with its initiatives. Being capable of offering large-scale solutions is the only possible way to ensure that every Brazilian child has an education of excellence.

The commitment we made to accelerate the adoption of technologies in the educational routine began to bear fruit. With Khan Academy, 2.7 million Brazilians are overcoming their difficulties in mathematics. The tens of thousands of classes certified by the Lemann Foundation on Youtube Edu were **visited 4.9 million times**, and 600,000 people started learning programming, in addition to those who could get prepared for the ENEM (in English, National High School Exam) using high quality platforms.

Even though data shows that there is high demand for technology in education, we are aware that it's only a mean. It is through the relationship between teacher and student that learning really happens. Therefore, **we keep investing in teacher training**, preparing teachers to better run their classrooms by also relying on the help of technology. In the relationship with educators, however, it is necessary to go beyond – we must listen to them, include them in the formulation of educational policies and count on their engagement.

No matter how great the impact of our actions, we know that they will be small in the face of public educational policies. In 2014, we intensified our efforts not only to offer evidence for the formulation of quality policies, but also to facilitate consensus for these initiatives to come to life. The start of the construction of the **National Learning Standards** is an extraordinary advancement in that direction.

We know that behind every great transformation, there are people. Therefore, we continue to invest not only in developing high-potential talents committed to address key Brazilian social problems, but also in **creating networks and connections** to help them support each other and go even further.

Besides empowering leaders that can act all over Brazil, we now have an increasingly strong team, and some of our achievements in 2014 can be followed in this report. They give us strength to go ahead with our mission.

In 2014, we worked on complementary fronts. **We learned** with whom has much to teach, either in schools in rural Brazil or with the best educational systems in the world; **we invested in dialoguing** with those who work daily with education; **we strengthened leaderships** that are capable of accelerating social transformation in Brazil; **we provided solutions** to improve learning; **we implemented solid initiatives in scale** and **measured** the reach and the impact of our actions.

All of this in an articulated manner so that, by 2018, Brazil may have:

MISSION

QUALITY EDUCATION FOR ALL BRAZILIAN CHILDREN

LEADERS FOCUSED ON THE SOCIAL DEVELOPMENT OF BRAZIL

High-quality innovative solutions in the educational life of 30 million people

200,000 more teachers able to guarantee the learning of all their students

65 leaders promoting and accelerating high-impact social transformations

A clear standard of high expectations about what all students are required to learn



1

We promoted **research on innovative solutions** to engage parents in the education of their children

We launched **Gatópolis**, an app to support literacy

We launched **Coursera** in Brazil, including USP and Unicamp among the new partners

Practical experiences of good use of technology in education were discussed at **Transformar Seminar**

4.9 million visits to the 24,000 classes certified by the Lemann Foundation at **Youtube Edu**

School district leaders participated in workshops about the use of technology in the classroom and debated innovation in education

MIT Media Lab collaborated with the Lemann Foundation for innovation in education

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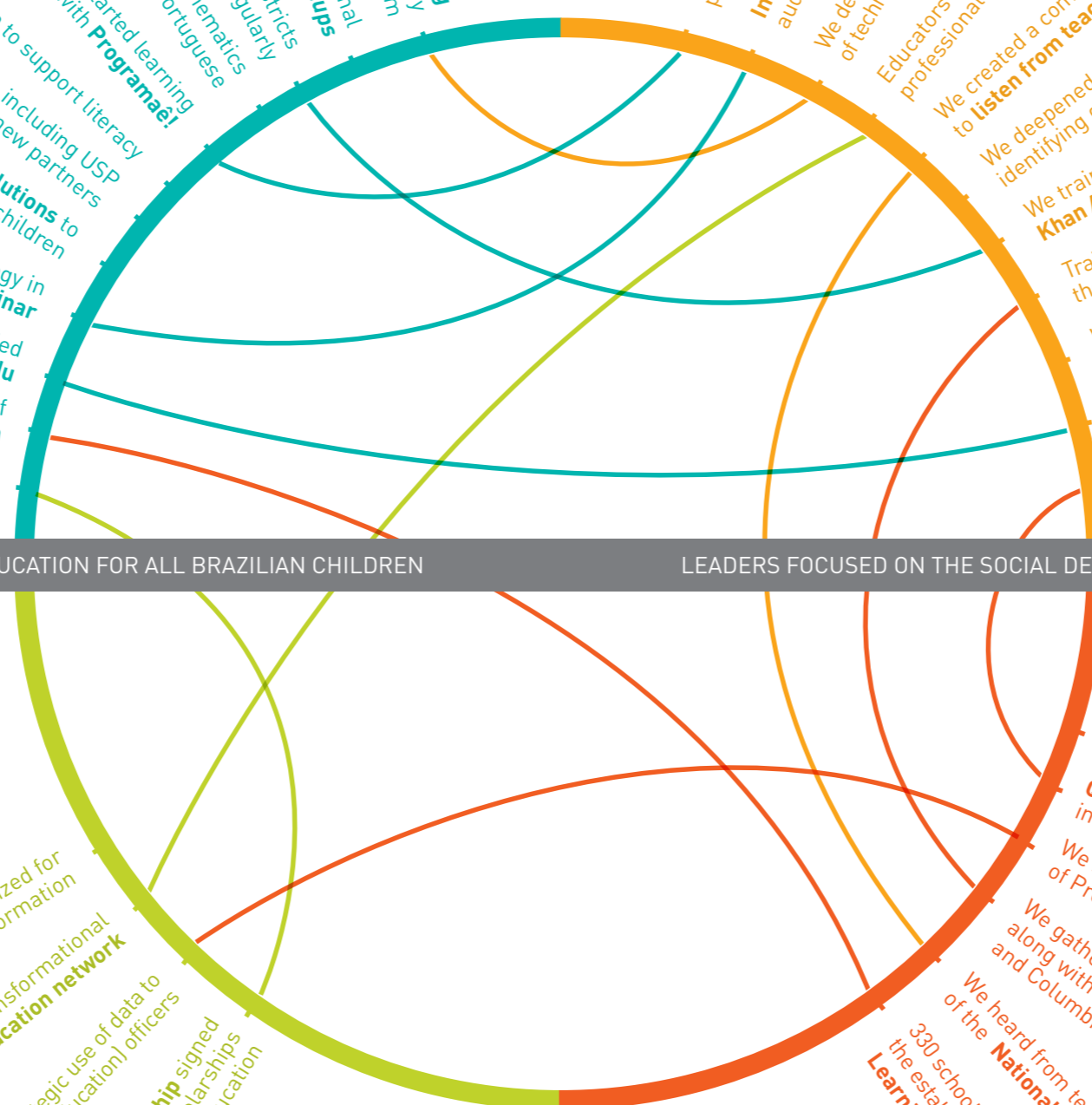
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10 **Lemann Fellows** were recognized for high-impact actions in social transformation

Outstanding education professionals expanded their transformational potential through the **Talents of Education network**

We offered training in Harvard for the strategic use of data to the **Inep** (National Research Institute of education) officers

MIT and **Lemann Fellowship** signed a partnership to offer scholarships to talents committed to education



We supported ten educational technology **startups**

We created the **Blended Teaching** course to bring together technology and the routine of the classroom

50,000 students from 44 school districts used **Khan Academy** regularly

2.713 million users learned mathematics with **Khan Academy** in Portuguese

600,000 people started learning programming with **Programaê!**

We trained educators to teach programming language

Innovative teachers inspired an audience of 800 education professionals

We developed **teacher training** on the use of technology as an instructional resource

Educators exchanged experiences with other professionals through the network **Talents of Education**

We created a communication channel to **listen from teachers** about their needs and training

We deepened the analysis of the study **Excellence with Equality**, identifying good practices for learning in low-income schools

We trained 2,000 teachers to use **Khan Academy** at public schools

Training and the role of teachers were the topics of **Lemann Dialogue Seminar**

We trained 5,000 teachers, principals and instructional coordinators in the **leadership of schools and classrooms**

We trained 446 teachers to produce online classes through **YouTube Edu** roadshow

QEdu was evaluated as a relevant work instrument by 1,000 education professionals

The **National Learning Standards** established itself as an urgent issue on the education agenda of Brazil

QEdu, the largest educational data platform in the country, had over 1.4 million visits

We signed a **partnership with Inep** to improve the disclosure of Prova Brasil (national basic education assessment) data

We gathered policy makers, congressmen and researchers from Brazil along with specialists from the universities of Stanford, Harvard, Illinois and Columbia to **debate** public policies

We heard from teachers about the creation of the **National Learning Standards**

330 school district leaders discussed the establishment of a **National Learning Standards**

2

3



WE LEARNED

We sought to **know successful experiences** in Brazil and in the world. We supported and promoted **research** on different aspects of education. These efforts, which have gained more and more space in our daily lives, aim to raise concrete evidence for our plan of action and also **collaborate with the design of public policies** that are aligned with the educational needs in Brazil.

What do the teachers think?

We heard from teachers from all over Brazil, bringing to the center of the educational debate the opinion of those who experience education on a daily basis. Conducted by IBOPE, this research is just the first of many direct channels we are establishing with educators.

Excellence with equality

We deepened the analysis of good practices in Brazilian schools that serve low-income students and achieve exceptional learning results. The research was conducted in partnership with Itaú BBA.

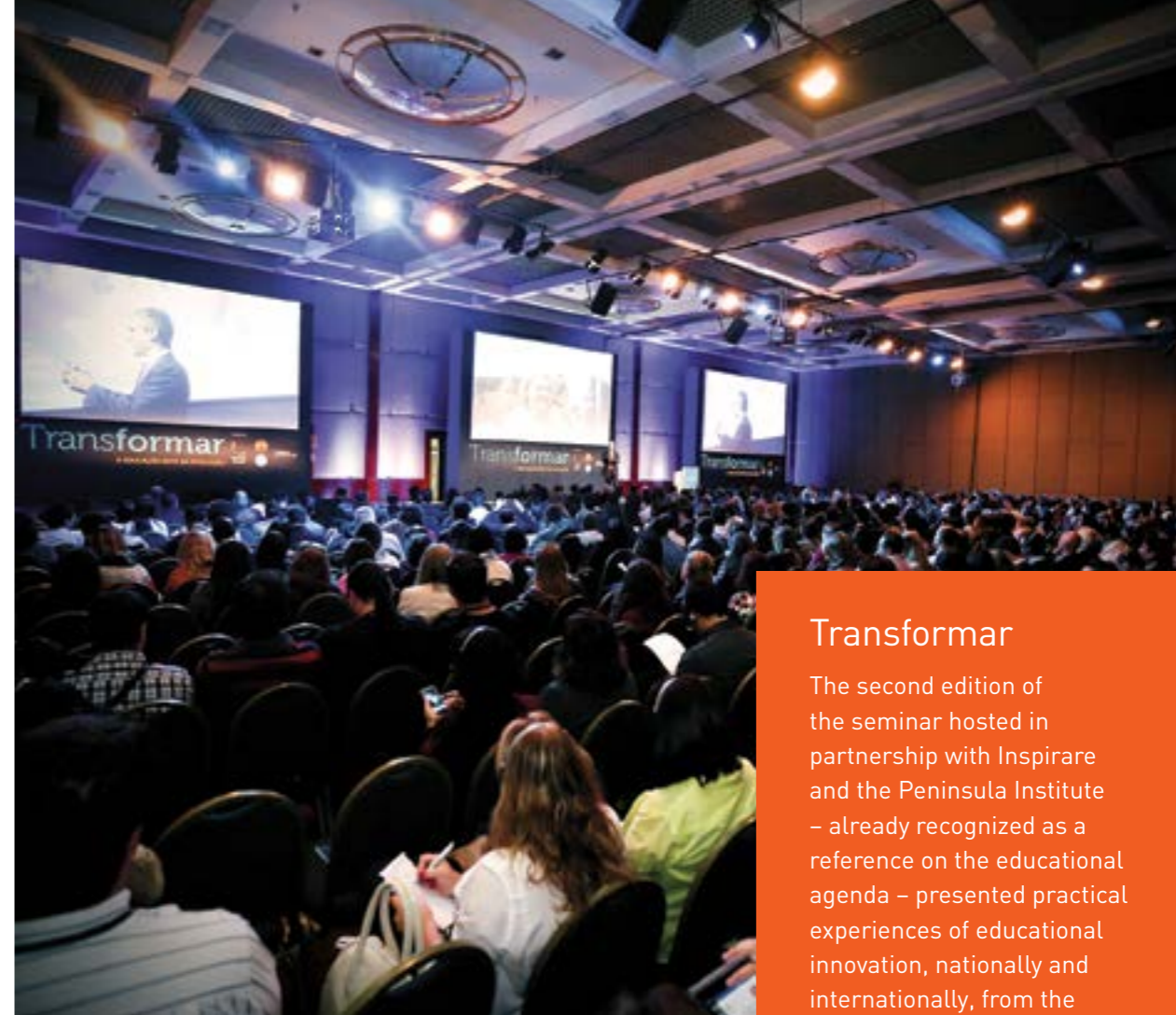
International visits

We performed a series of visits to some of the best education systems in the world in order to learn good practices and new trends. We took entrepreneurs, teacher trainers, researchers, civil and government leaders to visit schools, companies, networks and institutions of excellence in education.

“The Lemann Foundation seeks to promote applied research with methodological rigor that contributes to the quality of education. The promotion of research is not restricted to financial aid; dialogue, collaborative work and partnerships are equally valued. I should also highlight the constant support to the dissemination and autonomy given to researchers in the conduction of their projects. This partnership with universities also contributes to the release and discussion of our studies with education professionals, such as leaders, teachers, institutional representatives and journalists, among others.”

Telma Vinha

Professor at the School of Education at Unicamp



Transformar

The second edition of the seminar hosted in partnership with Inspirare and the Peninsula Institute – already recognized as a reference on the educational agenda – presented practical experiences of educational innovation, nationally and internationally, from the classroom to public policies.



A school in Pedra Branca – Ceará, chosen among the 215 cases of the Excellence with Equity study



WE EXPANDED DIALOGUE

We helped to build **new consensus**. We brought together various actors in order to unravel some of the biggest knots that prevent the progress of education. **We gathered: technical knowledge**, national and international experiences, government and civil representatives to collaborate with public policies that ensure quality education for all Brazilians.

The National Learning Standards

We actively participated in the construction of a plural group mobilized for the creation of the National Learning Standards in Brazil. We produced studies that contributed to the Brazilian government's effort in building a common foundation for the curricula of all schools in the country. The issue was, definitely, included in the national public agenda.

Partnerships

We intensified dialogue and partnerships with Undime (in English, National Union of School Districts Leaders), Inep (National Institute for Studies and Research in Education), Capes (High Education Personnel Training Commission), MEC (the Ministry of Education), state and district departments. We deepened the dialogue with the national and state educational boards, the House of Representatives' and the Senate's educational committees. We signed a technical cooperation agreement with the Ministry of Education for the support of innovation in schools throughout the country and the dissemination of free and quality content for teachers and students.

Lemann Dialogue

Organized by the Lemann Center in Stanford, the meeting with researchers from our partner universities – such as Harvard, Illinois and Columbia – had education as its main topic. The event was attended by leading international academics, such as Martin Carnoy, Linda Darling Hammond, Werner Baer, Chris Dede, Jo Boaler, Henry Levin, in dialogue with some of the main education policy makers in Brazil.

“One of Inep’s central missions is to produce quality indicators of basic education, achieved by students who attend school regularly and learn the contents and abilities established in the curricula. The Lemann Foundation collaborated with Inep in its effort to make these learning indicators more useful for educational systems. Data was released more rapidly and with more clearly established instructional relevance. A successful partnership in favor of quality public education for all.”

Francisco Soares
President of Inep

“The Lemann Foundation in one of our main partners, especially regarding the integration of the new technologies in favor of learning. The civil society must be part of this process and, due to the way it acts, the Lemann Foundation represents a great example of how this support contributes in fact, so we can further improve the quality of public education in the state of São Paulo.”

Herman Voorwald
Sao Paulo State Secretary of Education



WE STRENGTHENED LEADERSHIPS

We support talented people so they can develop their abilities and broaden their **social impact in Brazil**. Besides offering scholarships, we give **career support**, mediate the establishment of collaborative professional networks and **identify opportunities** to enhance their actions.

High-impact Lemann Fellows

We surpassed the mark of 200 talents in the Lemann Fellowship program. We recognized ten of them who are already leading high-impact actions to solve some of the main social problems in Brazil in areas such as health, public administration and education.

Instructional Leadership

We invested in the training of school leaders committed with the promotion of a school culture of high expectations along with an efficient and democratic leadership, ensuring that all students learn. Together with Elos Educacional, we contributed to the training of principals and instructional coordinators, so that they can become transformational leaders able to make a difference in their students' lives, ensuring excellence and equality in their schools.

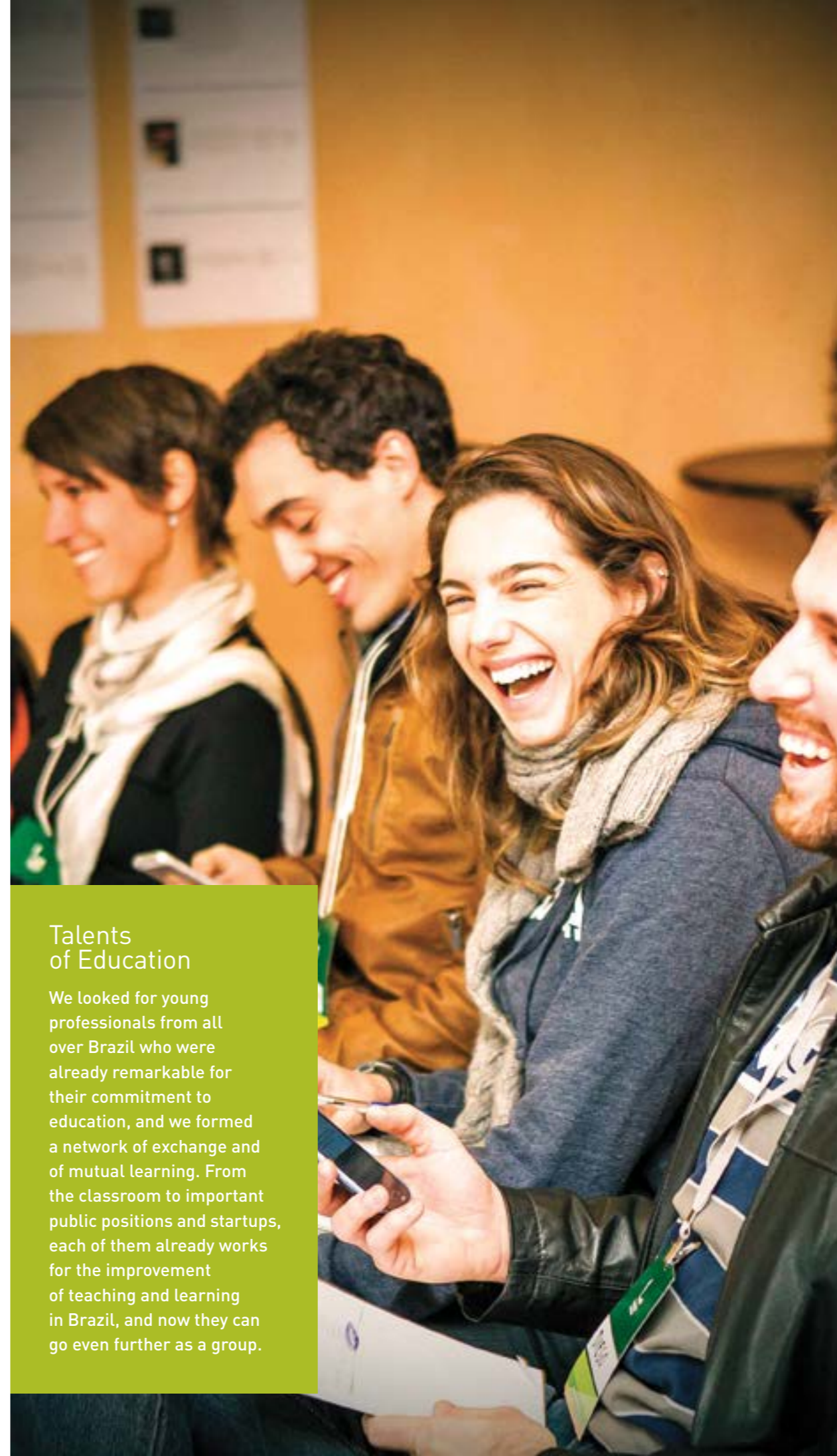
Start-Ed

Our Ed-tech entrepreneurs support program helped ten Brazilian companies to improve their products and business models significantly. The program included an immersion in Silicon Valley for the most promising startups, deepening their knowledge about public education and the possibility to integrate our network of entrepreneurs.

"Being a Lemann Fellow means joining a group of talented professionals who are really motivated to help transform Brazil. With dedication, they put themselves to work in the public sector, together with the private sector and society as a whole. So I believe it is possible to change Brazil."

Leandro Costa

Economist and Education Specialist at The World Bank



Talents of Education

We looked for young professionals from all over Brazil who were already remarkable for their commitment to education, and we formed a network of exchange and of mutual learning. From the classroom to important public positions and startups, each of them already works for the improvement of teaching and learning in Brazil, and now they can go even further as a group.

WE BUILT SOLUTIONS

We created and improved **training programs for teachers and leaders**. We researched the most innovative solutions in schools worldwide, **adapting, translating and implementing** them in schools throughout Brazil. We studied and developed **new products** to contribute to the high quality education each Brazilian deserves, with **innovative and accessible tools** to students and educators.

Classroom Leadership

Together with Elos Educacional, we improved the training course in teaching techniques, which was attended by over 1,000 teachers only in the semipresential mode. In the online version, a partnership effort with Kroton, there were over 3,000 attendants. We also carried out a Certificate for Trainers, training professionals to prepare other educators, aiming to expand our operations throughout the country.

Blended Teaching

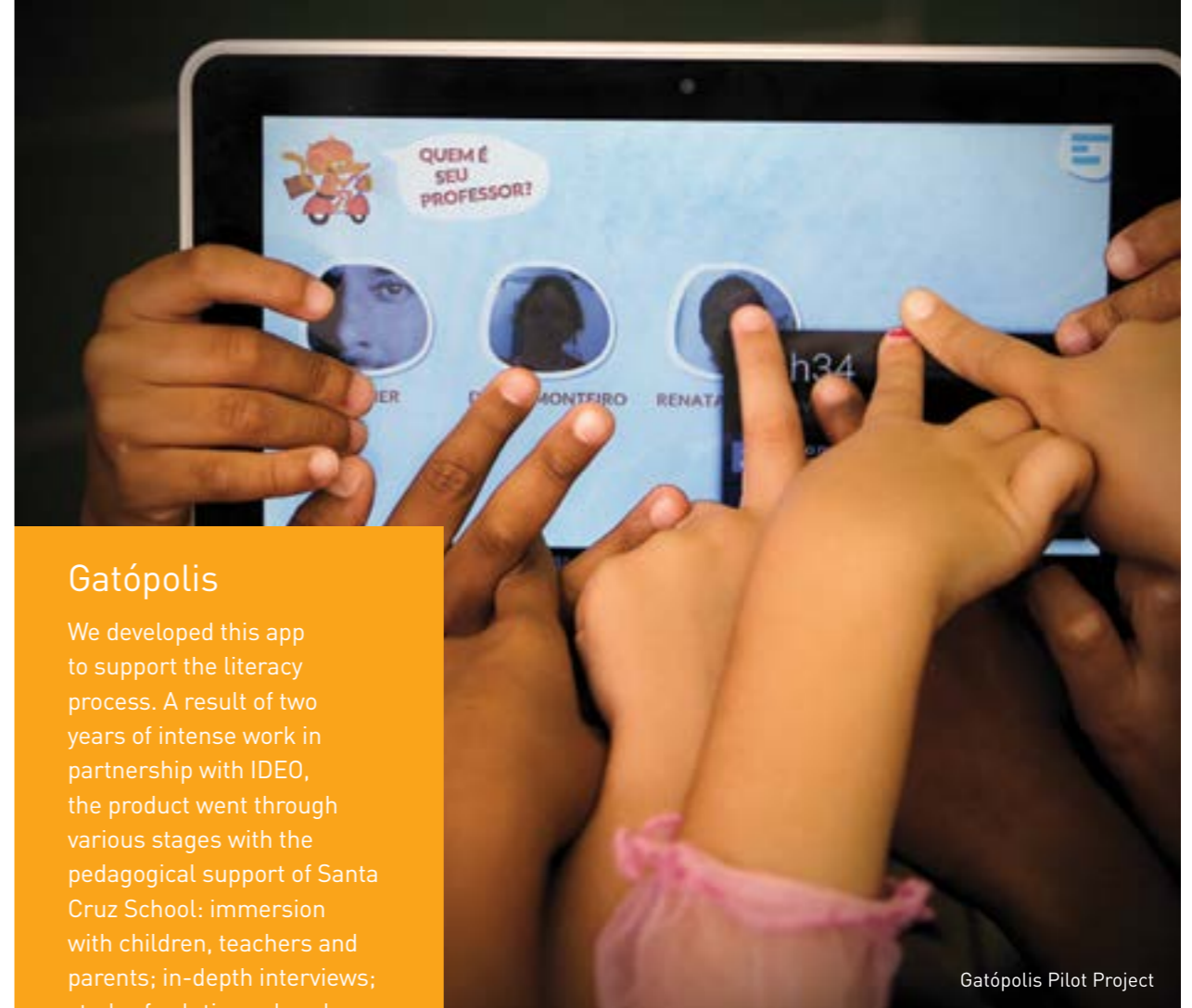
In partnership with the Península and Clayton Christensen institutes, we developed a training course for teachers to prepare them to use technology on providing personalized learning. In early stages, 16 teachers from public and private schools in various states used and adapted innovative experiences. The opportunity was assessed with positive feedback by some of the greatest Brazilian specialists and by Capes, resulting in an online training course for thousands of teachers in early 2015.

Programaê!

We launched, in partnership with Telefônica Vivo Foundation, a movement for the teaching of programming language which, only in the first year, stimulated more than 600,000 users to take the first steps in the world of coding. We provided some of the world's best programming platforms in Portuguese and for free, such as Scratch, Code.org and Codecademy.

"We are proud to participate in this project. The people who worked on it helped us to understand our own goals. We felt good in sharing what we know and what we do with more traditional technologies. We are providing our technique for recording a child's development to be used in Gatópolis."

Cristine Conforti
Instructional Director at Santa Cruz School – Sao Paulo, about Gatópolis



Gatópolis

We developed this app to support the literacy process. A result of two years of intense work in partnership with IDEO, the product went through various stages with the pedagogical support of Santa Cruz School: immersion with children, teachers and parents; in-depth interviews; study of solutions already available; instructional mapping; creation of narrative; development of software; usability testing; consultation and validation with specialists; pilot at schools and development of characters. All to ensure a fun and quality product, without giving up what is essential: children learning.

Gatópolis Pilot Project



Teachers in immersion to create the course on Blended Teaching



WE IMPLEMENTED IT IN SCALE

In 2014 more than **4 million Brazilians** used programs developed or supported by the Lemann Foundation to improve their knowledge. We began to work in scale on critical issues such as **math learning, teacher training** for running a classroom, as well as the **monitoring and leadership of schools and education systems.**

QEdu

With 1.4 million visits from 4,169 Brazilian cities, the platform that gathers the main educational data and indicators of Brazil had over 40,000 subscribers. Its importance as a relevant working tool for schools and educational departments was reported by over 1,000 education professionals.

Hour of Code

The world's largest movement to encourage programming had Programaê! as a host in Brazil. There were almost 300,000 Brazilian attendants practicing code language between September and December 2014.

YouTube Edu

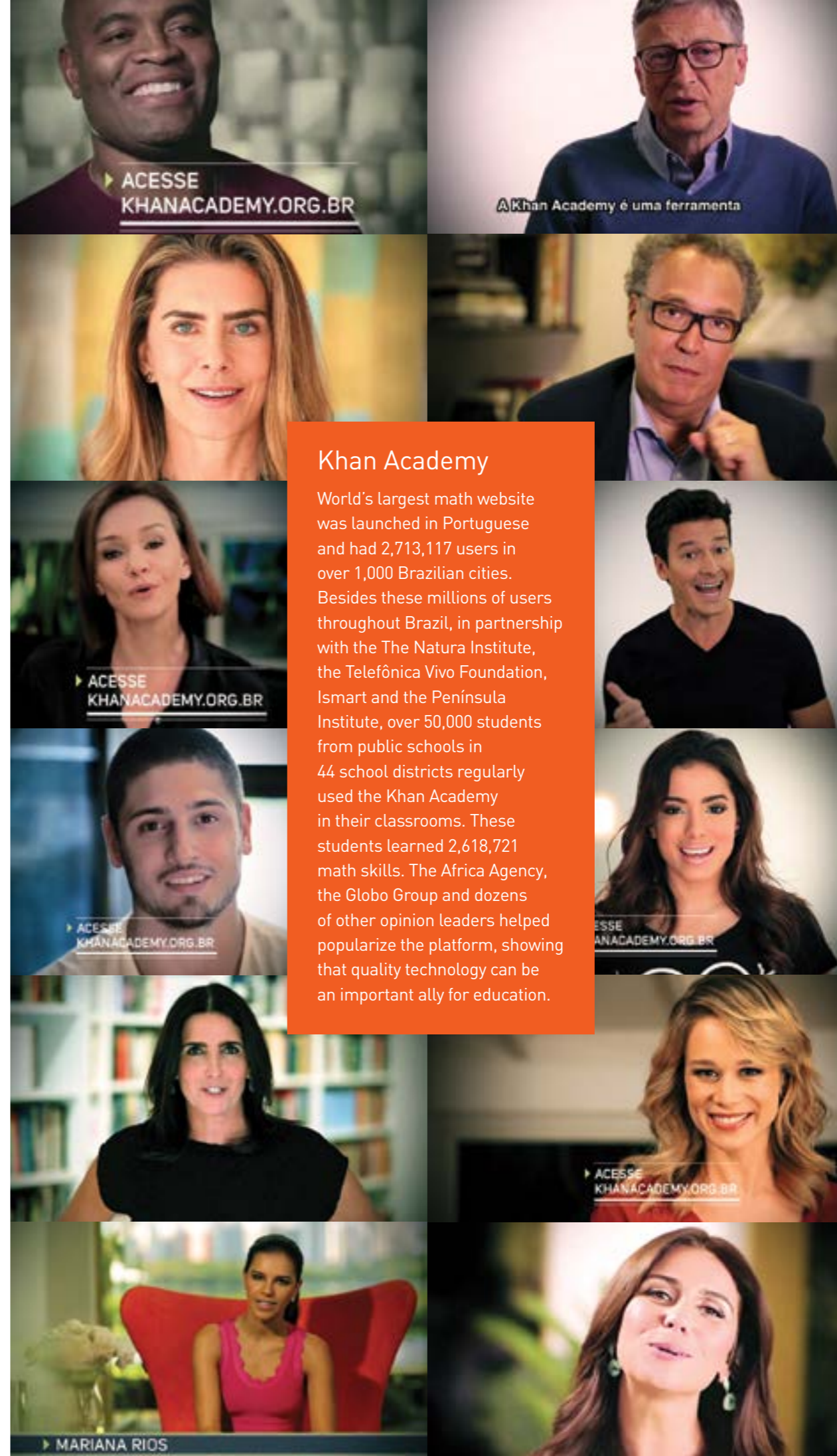
With over 24,000 classes, YouTube Edu was visited 4.9 million times and it brought to students throughout Brazil subjects from basic to secondary education, all for free, with certified quality by a team of specialists.

Conviva

Over 80% of Brazilian cities have already subscribed to Conviva, an initiative of Undime and Natura Institute, supported by the Lemann Foundation. The online platform offers information, tools and support to optimize the leadership of district education.

"I must state the impressive progress that the city of Mucambo, State of Ceará, is making in partnership with the Lemann Foundation. I am grateful for everything that this team is doing to collaborate with the learning of our children and teenagers, for the prompt availability of the Lemann Foundation staff to assist us and for the interest they have in this tiny place in Ceará. Teaching mathematics in this city is now completely different. Thank you very much, Lemann Family."

Maria de Fátima Parente
Secretary of Education in Mucambo - Ceará



WE ASSESSED OUR IMPACT

External evaluators tested our tools and courses; we submitted our products to the **analysis of specialists** and their target public; we heard the **opinions of users**, partners and institutions interested in our tools. All to improve our **educational solutions** and to ensure **effective learning**. The awards we have already received helped us realize the public recognition of the **positive impact** of those efforts.

Khan Academy

For the first time we implemented in large scale a project using technology for learning. For this, we reviewed our processes and created regional network centers for work and intervention; we evaluated the most efficient ways to follow teacher routines with the platform; found new ways to map good practices and systematized inspirational stories to motivate other educators. Besides, we are promoting formal assessment that measure specific learning in math and skills such as student autonomy, self-esteem and motivation. We are also promoting exploratory studies to capture opinions and perceptions of teachers, parents and students, in addition to an analysis of usage indicators of the platform itself, which give us important information about engagement and the evolution of learning.

Instructional Leadership and Classroom Leadership

UNESCO elected Instructional Leadership as one of the seven best projects on school leaders training in Latin America. Moreover, we have followed the development of teachers and school leaders trained by our programs since 2012. We developed questionnaires and observed classes and focus group with their students to understand the results of our training projects in one and two years after the intervention.

QEdu

With a new, complete and easy-to-use interface in 2014, the educational data platform produced in partnership with Meritt received public recognition. It won the category "Open Government" of the Mario Covas Award, and was a finalist in both the category "Design" of the "Prêmio Brasil Criativo" ("Creative Brazil Award") and the Conip Award of Excellence. Furthermore, the platform had excellent reception in the event Cidadania 2.0 ("Citizenship 2.0"), which gathered specialists from all over the world in Portugal to discuss the positive impact of social tools for citizen participation.

"The partnership with the Lemann Foundation was the opportunity to see the public spirit made with metrics, goals and deadlines. There, the good is done well!"

Nizan Guanaes
Founding partner
of the ABC Group

WALKING TOGETHER TO GO EVEN FURTHER

We signed new partnerships, strengthening our ability to offer solutions and to broaden initiatives. **We strengthened our relationships to longtime partners** that continue to invest on the synergy of our strategies and work. To all of them, **our special thanks** and the hope that we may share many challenges ahead.

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| Africa Agency | Massachusetts Institute of Technology (MIT) |
| Brava | Meritt Educational |
| Brazilian American Chamber of Commerce | Ministry of Education |
| Capes | Omidyar Network |
| Public Policy Debate Center | Globo Group |
| Clayton Christensen Institute | Parceiros da Educação |
| Code.org | Rede de Ação Pública pela Sustentabilidade |
| Codecademy | Stanford University |
| Dante Alighieri School | Summit Public Schools |
| Santa Cruz School | Todos Pela Educação |
| Columbia University | Undime |
| Coursera | Undime SP |
| Elos Educacional | University of California (Los Angeles) |
| Maria Cecília Souto Vidigal Foundation | University of Illinois (Urbana-Champaign) |
| Roberto Marinho Foundation | University of Oxford |
| Telefônica Foundation | Yale University |
| Google Brazil | |
| Harvard University | |
| Inep | |
| Inspirare/Porvir | |
| Arapyaú Institute | |
| Natura Institute | |
| Paulo Montenegro Institute | |
| Península/Singularidades Institutes | |
| São Fernando Institute | |
| Ismart | |
| Itaú BBA | |
| Khan Academy | |
| Kroton Educacional | |

INSTITUTIONAL PARTNERS:
Gusmão e Labrunie Propriedade Intelectual, Máquina da Notícia, Panunzio e Trezza Advogados, Pereira Neto | Macedo Advogados, Price Waterhouse and Coopers, Riot, Rodolfo Ribeiro e Giovanna Gazzoni, Ulhôa Canto Rezende e Guerra

WE SUPPORTED GREAT INITIATIVES

These are the institutions and organizations that received our support in 2014:

Centro Ruth Cardoso We support the organization that aims to disseminate knowledge in areas related to social policies and human sciences.

CLP – Centro de Liderança Pública (“Public Leadership Center”) We offer partial scholarships to the Master in Leadership and Public Management program and for the Projeto Visão Brasil 2030 (in English, “Vision Brazil 2030 Project”).

Daquiprafora We contribute with scholarships to North-American universities for students in public high schools.

Estudar Foundation We are institutional partners of this organization that identifies young Brazilian talents with the vocation for social transformation and offers them the opportunity to study abroad.

GIFE We supported the 8th GIFE Congress 2014 – For a Transformational Social Investment.

Graded School of Sao Paulo We gave full scholarships to low-income students.

Inspere – Engineering Aiming to train engineers with innovative and entrepreneurial profile, Inspere is supported by the Lemann Foundation to offer computer engineering, mechanical engineering and mechatronics courses.

LOB Female Tennis Institute We support the initiative that prepares young female athletes to become great sport stars.

Tennis Institute We offer institutional support to this initiative that prepares young athletes.

Magia de Ler (The Magic of Reading) We contributed to the building of the Jornal do Joca website, which includes exclusive content for children.

LED – Laboratory of Teaching Experiments We support the pilot project for a new model in teacher training, focusing on innovation.

Parceiros da Educação (“Partners of Education”) We support the organization that contributes to the whole learning of students from public schools.

ProA Institute We contribute to the ProProfissão (ProProfession) Project, which offers opportunities of professional training, internship and first job to low-income young people.

Sou da Paz Institute (“Peace in Practice”) We help with the institutional strengthening of the organization that acts in public safety.

St. Gallen – Inspere We support two exchange programs between the Swiss university and the Brazilian institute, one for professors, the other for students.

St. Gallen – Lemann Chair The new Lemann Chair of Law seeks to promote academic production and debates in Brazilian universities.

Todos Pela Educação (“All for Education”) We are partners with this initiative that engages in the mobilization of the society, organizations and the government concerning the access to basic education.

Veduca We contribute to the development of two MOOCs (Massive Open Online Courses) by top Brazilian universities.

Chapada Institute We support the institution’s “Math Project” which acts in Chapada Diamantina, South of Bahia.

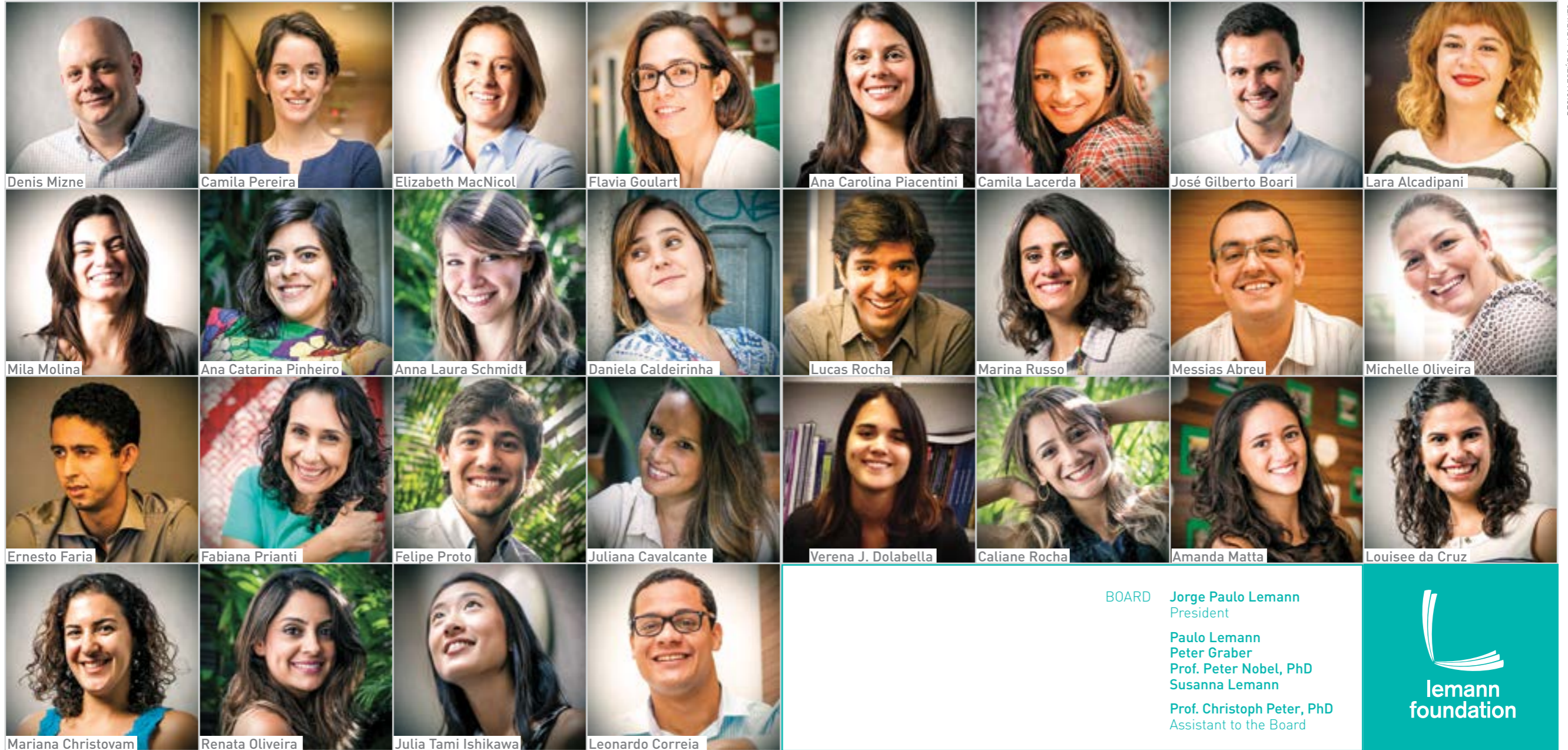
Gerando Falcões Institute (“Generating Hawks”) We support the initiative that works in slums in the city of Sao Paulo, developing young talents through art.

Undime We helped the realization of the 6th National Extraordinary Forum.

Brasil Século XXI (“Brazil 21st Century”) We supported the project that sought to influence the national political agenda by presenting essential proposals for the necessary transformation of Brazilian education.

WE STRENGTHENED OUR TEAM

A team of professionals increasingly engaged
and committed to education in Brazil.







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