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ANNUAL REPORT

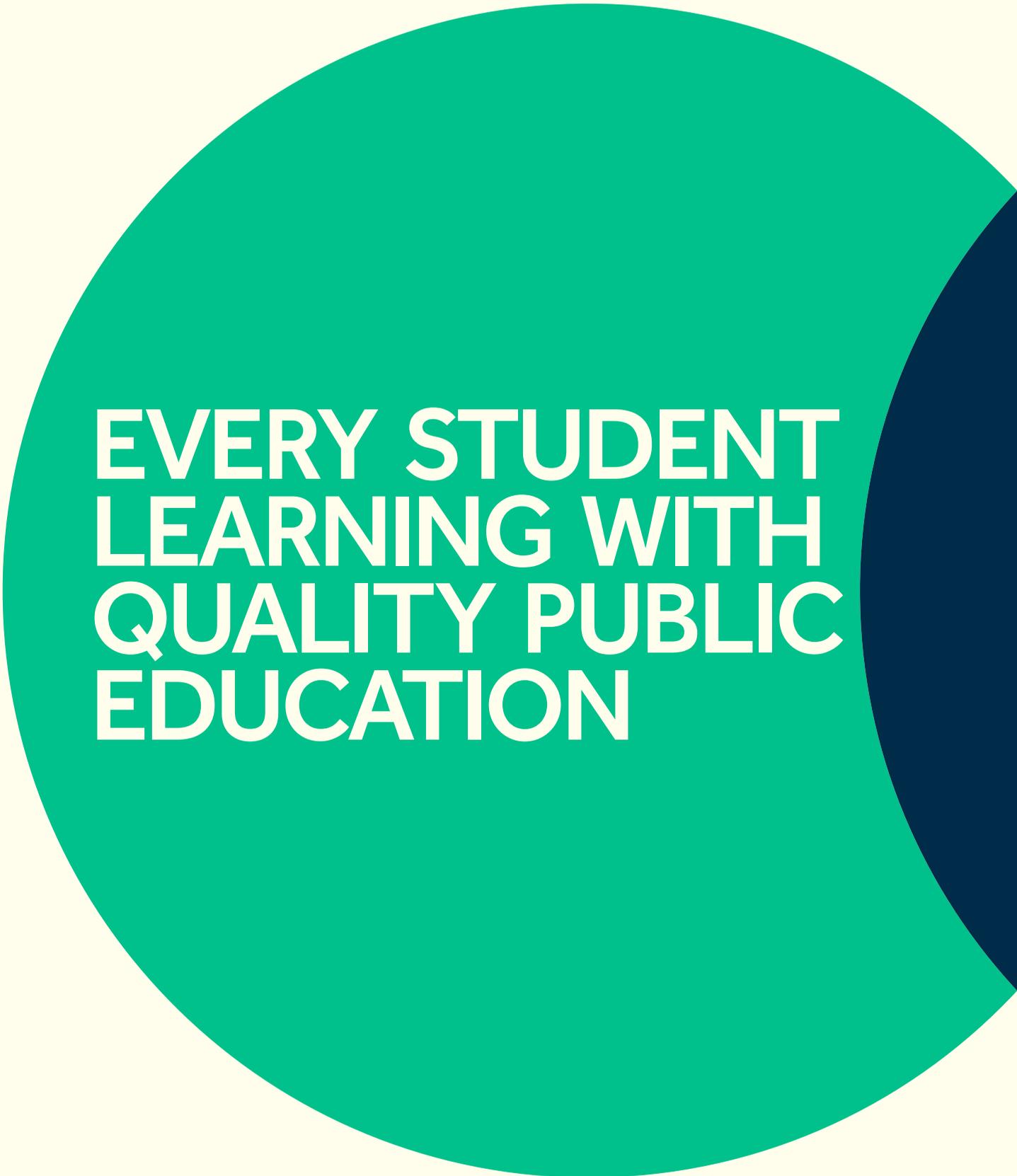


**WE BELIEVE** in a better Brazil. A fairer and more advanced country. We work so that everyone can reach their full potential. So children and youth from each state of the country have access to opportunities. We collaborate with leaders and organizations committed to social change, with public policy design, with Departments of Education and classrooms, and supporting talented people that share our dream.

This report shows the stories and accomplishments that marked 2017 – our 15 year anniversary. We concluded a cycle in which we studied, were hands-on, made mistakes, tried again and learned. We encountered people and organizations that also believe in transforming Brazil into a better place. We worked together to bring about the advancements our country needs, with quality public education and people committed to making a difference.

These 15 years are just the beginning. We are moving forward together, dreaming big and staying grounded. For a Brazil made for all of us and by all of us.





**EVERY STUDENT  
LEARNING WITH  
QUALITY PUBLIC  
EDUCATION**



**GOOD,  
QUALIFIED  
PEOPLE MAKING  
A DIFFERENCE**

**HOW WE DO IT** In order to build a better country, we tackled our **main social challenges**. We understand the demands of people in the frontlines and we look for **effective and scalable solutions**, always focusing on excellence and equity. Learn more about our initiatives and the 2017 outcomes.



## APPROVAL OF THE NATIONAL LEARNING STANDARDS (BASE NACIONAL COMUM CURRICULAR)

We were part of the efforts to make sure that country has a quality final document.

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Over **500 people**

Reached by our leadership development programs, ready to make a difference in the country.

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**600,000 STUDENTS**

from public school networks in partnership with the Formar program working to improve our education system.

## CONNECTED EDUCATION

Our efforts to make this topic a priority resulted in a policy that will **bring internet connection to every Brazilian public school** by 2024.

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**4 RESEARCH CENTERS**

and three Brazil-centered programs in some of the best universities in the world **to produce knowledge and developing talents** for the country.

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## LAUNCHING

the first program to **develop Public leaders in Brazil** in partnership with RAPS.

# QUALITY PUBLIC EDUCATION is possible and enabled by policies that ensure equity, educators that believe in their students and a 21<sup>st</sup> century education.

A fair and advanced country is one that guarantees every student's right to learn. It's important to see this through in every classroom in Brazil, therefore, to talk about education in 2017, we must talk about the Base Nacional Comum Curricular (**Brazilian National Learning Standards**). This is the first time Brazil creates a public policy which states that every student from preschool to elementary school has the right to learn. Enacted in December 2017 by the Ministry of Education, the BNCC represents important strides for equity and quality education.

Since 2015, we have been active participants in the Movimento pela Base (Mobilization for the National Learning Standards), a non-governmental group with over 60 people and institutions that promote debates, research and initiatives for a quality curriculum.

In 2017, we focused on the challenge of taking the BNCC to the classrooms. We supported states and municipalities to create the first Implementation Guide and met with School Districts nation-wide to help them prepare their local curricula in a collaborative effort. In partnership with Columbia University and Artemisia we held the **Start-Ed Challenge** initiative, this time focused on supporting innovative solutions to help implementing the BNCC. Furthermore, we supported



**WE EXPECT  
THE BNCC  
TO REACH  
CLASS-  
ROOMS IN  
2019**

States and municipalities are now working collaboratively to align their curricula.



**The approval of the BNCC (National Learning Standards) is a milestone that will drive structural change in education and our schools. The competences in the document propose a student-centric teaching method."**

**WILLMANN COSTA,**  
teacher and manager  
at Chico Anysio state  
school (Rio de Janeiro)

projects such as Planos de Aula (**Lesson Plans**), a partnership between Google.org and Nova Escola to create digital educational content made for teachers by teachers. The content is aligned with the BNCC and is free of charge.

*“Although 74% of teachers claim to plan out all their lessons, as we dug deeper, we realized that often times their planning is set up as a list of content. But a lesson plan is way more than that. It includes content, activities, assessment and much more. Research shows that good planning is key for student learning.”* JULIANA CAVALCANTE, Manager at Nova Escola.

**Technology will undoubtedly be a powerful tool** to provide students and teachers with access to quality educational resources in line with the BNCC across the board. Having good internet connection, skilled teachers and managers and a good selection of digital educational resources facilitates the access to knowledge, enables students to be protagonists of their learning and reduces gaps between the public and private networks. According to the Education ICT Survey in 2016, a mere 4% of Brazilian schools have internet connection above 21 Mbps, which is the minimum recommended for pedagogical use.



 **Only 4% of Brazilian public schools have a quality internet connection.**

Since 2012, we have studied, learned and applied knowledge around the use of technology and internet in the classroom. We conducted initiatives such as Inovação nas Escolas (Innovation in Schools), which brought digital educational resources to over 240,000 students in 1,028 schools. Throughout the years, we also collaborated with partners such as Porvir, the Center for Innovation in Brazilian Education (CIEB) and ITS. All the efforts and mobilization culminated in November 2017, when the Política

de Inovação Educação Conectada (**Connected Education**) was enacted. This policy states that every public school should have high-speed internet connection by 2024. In addition, the bill also introduced the Ministry of Education's integrated digital resource portal and the new support structure offered to municipalities; a partnership between the National Council of Education Secretaries (Consed) and the Group of Municipal Education Leaders (Undime).

CONNECTED  
EDUCATION



The question is not "why should we prioritize education in the broadband policy?", but rather, 'why not?' This is urgent and crucial to improve education in Brazil."

ALESSIO COSTA LIMA,  
chairman of Undime

To improve the quality of education, one of Lemann's priorities was working directly with education networks across the country at the forefront. In 2017, as part of the **Formar program**, we partnered

Educational policies and pedagogical initiatives supported by the Formar program reach classrooms to facilitate student learning.



FORMAR  
PROGRAM

with four states and 13 cities from **every region of Brazil**.

Over 600,000 students were impacted. The program lasts up to three years and it's customized for every network's reality, offering support on educational policies, continuous training and initiatives in line with different schools and Districts. The goal is to collaborate with student learning.

*"In the Formar program we work on pedagogical follow-up and we visit schools to understand what really happens. Now we can help teachers even more, this is really significant",* says Maria Lucia Soares, director of Elementary School initiatives for the Department of Education in the state of Rio Grande do Norte. Maria da Guia, the Secretary of Education in the city of Novo Gama, state of Goias, echoes: *"More and more, the educators of the Department of Education and schools are taking on the responsibility of teaching their students."*

Educators are protagonists in achieving a high quality education. No initiative can change education without **engaging teachers and appreciating them**. They are the agents of learning and they experience the reality and challenges of every student.

Over  
**600,000**  
STUDENTS

**17**  
PUBLIC  
EDUCATION  
networks

**1,500**  
EDUCATION  
professionals





Besides working in the classrooms, educators want and need to get involved in the debate around public policies.

For this purpose, we support networks like Conectando Saberes (**Connecting Wisdom**) and Talentos da Educação (Talents of Education).

These initiatives promote a space for exchange, sharing, training and new

projects. A practical example of what the networks provide is the trip to SXSW EDU, in which educators were included in discussions at one of the main education conferences in the world.

*"The Lemann Foundation transformed my professional life. Before, I used to think of education as an isolated and lonely task, now I'm no longer alone. Participating in Conectando Saberes (Connecting Wisdom) helped me take solid steps to recreate my practice every day."* MARLUCIA BRANDAO, educator from the city of Marataizes, state of Espírito Santo.

To expand the dialogue even further, we worked with Nova Escola and the Conselho de Classe (Class Council) community on Facebook. We also acknowledged and celebrated exemplary practices by supporting the Educador Nota 10 (Grade A Educator) Award from the Victor Civita Foundation. For twenty years, this foundation has identified teachers and school managers that promote transformative projects. Many other initiatives happen with **support from our partners**. Throughout 2017, we collaborated with over 40 organizations to improve the quality of education.

In the coming years, we will continue to look for partnerships with students, educators, schools and public education networks to promote learning, equity and quality education; always striving to build a better, fairer and more inclusive country.

## EDUCATION FOR THE 21<sup>st</sup> CENTURY

**YouTube EDU** is a partnership with Google to offer new ways to teach and learn. With innovative video lessons, the platform has 3 billion hits and 27 million subscribers. In 2017, we held the first meeting with edutuber teachers from all over the country. They shared practices and ideas to help more students and teachers.

*"Being in an environment with people that do their best with so little resources is completely inspiring."* Julia Jaccoud, edutuber from the *A Matemaniaca* (The Math-maniac) channel. The "Transformar" (Transform) event was another inspiring moment. It was the largest event around innovation in education in Brazil. The event was conducted by the Lemann Foundation, Instituto Península and Inspirare, and the third edition welcomed guests from all over the world. The sessions tackled the maker culture, social emotional skills, augmented reality and topics related to 21<sup>st</sup> century education.



**Conectando Saberes (Connecting Wisdom) is an initiative for teachers by teachers.**

Over 170 educators and distinguished professionals from 13 regions. What do they have in common? Commitment to ongoing projects focused on improving student learning. Together, they promote debates and create new actions for quality public education.



 The Conectando Saberes encounter in 2017 gathered over 100 educators that shared ideas, projects and dreams.



  
Hundreds of young leaders  
and organizations are already  
committed to Brazil and  
tackling social challenges

# PEOPLE THAT DREAM BIG AND COMMIT TO A BETTER BRAZIL count on our training, connections and support to attain the progress our country needs.

There are many paths to build a better country. We believe that providing opportunities for people to achieve their utmost potential is one of those paths. That's why we collaborate with lifelong projects and people that share our dreams; our aim is to elevate their talent so we can put them in a position to help us tackle the main challenges of Brazil.

There are talented people all over the country. They are committed to effect positive change powered by diversity, integrity, different world perspectives and ethics. In the three networks which we support, there are over **500 members** enjoying opportunities for development, connections and support for their projects to reach new heights.

The **Lemann Fellowship program** grants scholarships for graduate students at some of the best universities abroad. In 2017, we partnered with Harvard, Stanford, Columbia, MIT, Oxford, UCLA, Illinois (UIUC) and Yale. The program also promotes leadership and career development. The Talentos da Educação network (**Talents of Education**) has almost 100 members working every day for quality learning. As we broadened our reach, in 2017 we created the first Talentos da Saúde group (**Talents of Health**), comprised by professionals from different regions and backgrounds working together to develop the health sector.

## Largest Leadership Summit

For four days, we gathered members of all our networks. Nearly 300 Lemann Fellows. Talentos da Educação (Talents of Education) and Talentos da Saúde (Talents of Health) met to discuss and learn about integrity, democratic dialogue and the importance of optimism to face our country's challenges. *"Having contact with such skilled and motivated people who want to be a part of the solution is really inspiring".* Deborah Lourenço, Lemann Fellow. *"The event is an injection of optimism and generosity"* Alice Santos, Talentos da Educação.

### TALENTS NETWORKS

#### BARACK OBAMA

In October, a group of Lemann Fellows had a very special meeting with Barack Obama. It was the former US President's first visit to Brazil, and he took the opportunity to meet the young people who are making a difference in the country.



The program causes a real transformation in us, whether in the meetings and lectures we attend with relevant public policy actors or the visits to organizations that serve the population in healthcare, security and education. The exchange of experiences and opposing ideas make us feel like part of a movement for good that will change Brazil."

**BRUNO SCHETTINI**,  
participant of the Program to Support  
the Development of Public Leaders

Besides working in specific sectors such as healthcare and education, our mission to train public managers for different areas of social transformation inspired the Program to Support the Development of Public Leaders with RAPS (Portuguese acronym for **Political Action Network for Sustainability**). The objective is to train and hone the skills of people willing to work in the public sector so they will be prepared to solve social challenges and strengthen new political leaders in the country.



Our efforts to develop and train people in our programs enabled us to go more in depth in **people management in the public**

**sector**. In 2017 we took a relevant step in that direction by hosting an event called "Brazil Rising: new public management for a new Brazil", in partnership with Yale University and Oxford's Blavatnik School of Government. The event gathered public managers, politicians, members of academia and representatives of civil society to present different ideological and partisan views. It was an opportunity to debate people management in the public sector and discuss innovation, integrity and transparency among other topics.

## **PEOPLE MANAGEMENT IN THE PUBLIC SECTOR**

**In the last few years, we studied and learned more about people management in the public sector; we understand how important it is to have the most qualified people in key positions. In "Brazil Rising", we talked to representatives of public management and discussed topics like innovation, training and transparency for leaders and top management.**

All the efforts produced concrete results, as we saw with Lemann Fellow Joan França, an expert in sustainability at the International Relations Office of Rio de Janeiro State Government. He coordinates the international agenda for sustainable development and climate change. Joan also manages the Regions Adapt Project, the first global initiative to adapt to climate change in the state and regional levels



**Leaders from all our networks had discussions and learned together in the largest meeting of Lemann Fellows, Talents of Education and Talents of Health.**

of government. Another source of inspiration came from Isabella Vallejo, from Talents of Health. She helped structuring 39 university hospitals and was nominated for the 'Veja-se' Award for Public Policies. The winner of this category was Lemann Fellow Joice Toyota, leader of Vetor Brasil, an organization which partners with the Lemann Foundation, as well as state and municipal governments, to recruit, assess and train public servants.

These are just some of the dozens of examples of significant changes effected by people and organizations we support. We know there are many challenges, but together we strengthen our networks and their power to replicate these efforts from hundreds to thousands, and from thousands to everyone. We are all growing and learning; certain that we can realize our dream of making a better country. ●●

**2018**

# COMMITTED TO A BETTER BRAZIL



**THE 15 YEAR CYCLE** concluded in 2017 brought many accomplishments and lessons that helped us build our vision for the future. We continue working to help people fulfill their full potential and we continue dreaming with a fairer and more advanced country. Looking at the next five years, we reiterate our commitment to be part of an ecosystem focused on quality public education to make sure every student can learn. But beyond that, we want to make sure every student can enjoy learning and every teacher can enjoy teaching.

We strongly believe that talents and good ideas can come from anywhere. That's why we want to expand our support to people who dedicate their lives to affecting positive change in different parts of Brazil by getting involved with our networks and programs. Training people who are committed to a better country, giving them opportunities to go further and help them get ready to face new challenges is our way to contribute to their reality and to Brazil.

We learned that people and organizations need to work as a team to solve our country's problems. The Base Nacional Comum Curricular (National Learning Standards) was created based on that belief. Undoubtedly, it was a key step to ensure equitable education, but it was just the beginning.

We must make it a reality in every classroom in the country and we need our schools and teachers to be ready for a 21<sup>st</sup> century education.

We carry on working with other organizations and supporting innovative projects and people who are committed to transforming Brazil. We will continue to be inspired by their stories and their desire to build a society that is fairer, more inclusive and filled with opportunities.

# **NOBODY MAKES IT ON THEIR OWN**

Striving to do more and do it better, we constantly search and work with organizations that share our dream and support initiatives that can potentially cause big positive changes in Brazil.

## **TO ENSURE STUDENT LEARNING:**

- Lesson plans aligned with the BNCC, in partnership with Google.org and Nova Escola. By 2019, all the disciplines included in the BNCC will have free educational materials made for teachers by teachers.
- Technologies to implement the BNCC, supported by Omidyar. This investment will help develop and adapt technologies that can contribute to take the BNCC to our classrooms.
- Training with Consed and Undime: reach, coordination and understanding the real needs were crucial to draft and disseminate the BNCC Implementation Guide.

## **FOR A 21<sup>st</sup> CENTURY EDUCATION:**

- Mobilization to create innovative policies in schools with the Center for Innovation in Brazilian Education (CIEB). The center's expertise and connections were essential to put the issue on the government's agenda and draft the public policy.
- Major events with YouTube EDU in partnership with Google. We held the first annual meeting with 110 edutubers and the first High School Exam Lesson broadcasted live from the YouTube channel with over 500,000 views.

## **TO GUARANTEE EDUCATOR PROTAGONISM:**

- We acknowledge educators with the Award 'Educador

Nota 10' (Grade A Educator) in partnership with the Victor Civita Foundation. The ceremony provides more visibility for the ten winners and 50 finalists.

## **TO DEVELOP LEADERS COMMITTED TO A BETTER COUNTRY**

- Training public leaders with RAPS. We have a partnership with RAPS to train public leaders and develop people committed to a better country who believe the program's principles.
- The programs from Vetor Brasil are growing and opening the door for young people to enter public management. 94 new trainees have been selected to join a total of 150 trainees that already work in networks all over Brazil; their profiles are very diverse.



## Partners

Amplifica, Artemisia Negócios Sociais, Associação de Jornalistas da Educação (Jeduca), Associação Endowment Direito GV, Associação Parceiros da Educação, Brasil Cursinhos, Canal Futura, Centro de Excelência e Inovação em Políticas Educacionais (CEIPE/FGV), Centro de Estudos e Pesquisas em Educação, Cultura e Ação Comunitária (CENPEC), Centro de Inovação para a Educação Brasileira (CIEB), Centro de Liderança Pública (CLP), Centro Ruth Cardoso, CERSI/Anvisa, Christensen Institute, Codeclub Brasil, Conselho Nacional de Secretários de Educação (Consed), Conviva Educação, Daquiprafora, Elos Educacional, Ensina Brasil, Escola Digital, Fábrica de Aplicativos, Foundation Lindau Nobel Laureate Meetings, Fundação Estudar, Fundação Getúlio Vargas (FGV), Fundação Maria Cecília Souto Vidigal (FMCSV), Fundação Roberto Marinho, Fundação Telefônica Vivo (FTV), Fundação Victor Civita (FVC), Geekie, Gerando Falcões, Grupo de Institutos Fundações e Empresas (GIFE), Google, Graded São Paulo, HandTalk, Hospital Israelita Albert Einstein, Humanitas 360, Interdisciplinaridade e Evidências no Debate Educacional (IEDE), Instituto de Matemática Pura e Aplicada (IMPA), Instituto de Ensino e Pesquisa (Insper), Instituto Inspirare, Instituto Aliança, Instituto Canoa, Instituto Chapada de Educação e Pesquisa (ICEP), Instituto Credit Suisse Hedging-Griffo, Instituto da Visão - IPEPO, Instituto de Tecnologia e Sociedade do Rio (ITS Rio), Instituto Escala, Instituto Igarapé, Instituto Lob do Tênis Feminino, Instituto Natura, Instituto Paulista de Estudos e Pesquisas em Oftalmologia, Instituto Península, Instituto Proa, Instituto Rodrigo Mendes, Instituto Sou da Paz, Instituto Tênis, Itaú BBA, Khan Academy, Laboratório de Educação, Letrus, Mathema Formação e Pesquisa, MGOV, Movimento Mapa Educação, Mundo Maker, Nova Democracia, Omidyar Network, Organização para a Cooperação e Desenvolvimento Econômico (OECD), Projeto Colabora, Rede de Ação Política pela Sustentabilidade (RAPS), Rede Nacional de Ensino e Pesquisa (RNP), SciBr Foundation, Sociedade Brasileira de Física, Sociedade Brasileira de Matemática (SBM), Todos pela Educação, Tuneduc, União dos Dirigentes Municipais de Educação: Undimes, University of St. Gallen, Vetor Brasil.

**WE ALSO THANK** our partners who worked pro bono in 2017: Pereira Neto Macedo Advogados, Mereo, PwC Brasil, New-i Mídia Interativa, Google and Amazon Web Service.



## Universities

*We are very proud to have long-lasting partnerships with some of the leading universities in the world. Besides training over 380 talents in our networks, these institutions also support us with research, seminars and high-impact initiatives to aid our mission in Brazil. Here are some of the highlights from 2017.*

### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT) –**

Strengthening the Brazilian Network of Creative Learning and hosting Scratch Day in Brazil.

**TEACHERS COLLEGE, COLUMBIA** – Debating about the BNCC and education training for talents in our networks.

**ILLINOIS UNIVERSITY (UIUC)** – Held the Lemann Dialogue Seminar 2017, discussing Brazil's key social challenges.

**COLUMBIA** – Consultancy for the Formar program and the Start-Ed Challenge (more information on pages 6 and 9).

**HARVARD** – Six research projects selected by the fund that promote collaboration between Brazilian and Harvard researchers and focuses on social change in Brazil.

**OXFORD** – Partners in Brazil Rising, focused on people management in the public sector (more information on page 14).

**STANFORD** – Developing and implementing the Brazilian Program for Math Teacher Training (PED).

**YALE** – Partners in the even Brazil Rising, focused on people management in the public sector (more information on page 14).



## Partner Organizations

### **NOVA ESCOLA**

New website with over 200,000 people registered in four months. It marks a renovation process focused on technology to empower educators. To reflect on this change, new sections were created in the website with different content created for educators; which includes online courses and benefits clubs. Another highlight is the Lesson Plans project (more information on page 7).

### **QEDU**

Over 8.5 million hits in the QEdu Portal. Additionally, we launched the QEdu Provas (QEdu Tests), a digital solution which supports School Districts with online assessment.



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