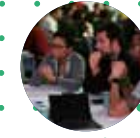


2019 ANNUAL REPORT

BELIEVING IN PEOPLE IS BELIEVING IN BRAZIL

Brazil is enormous. It is vast in its territory, diverse in its people, plural in its ideas, and – as would be expected – enormously complex in its challenges. We currently occupy the 57th position in the Programme for International Student Assessment global rankings, which puts our children's educational performance in the bottom third. Incredibly, fully half of Brazil's public school students are still illiterate by third grade. Brazil suffers from a bona fide learning crisis. But Brazil's problems go beyond education. While we have one of the highest GDPs, we are at the same time the seventh most unequal country in the world (UNDP). In fact, we are the only nation that finds ourselves on the Top 10 list for both GDP and income inequality. Almost half of all Brazilians don't have access to basic sanitation. More than 12 percent of the working-age population, 12 million people in all, are unemployed and informal





employment rates have reached an all-time high (IBGE).

In the face of these dispiriting realities, the Lemann Foundation has remained unflinchingly committed to making Brazil fairer, more inclusive, and more developed. We invest in the country's most powerful resource: people. To advance Brazil's development with equity we must do nothing less than unlock the potential of its children and future leaders by ensuring a high-quality public school education and empowering social changemakers committed to a more just and equal Brazil.

Our strategy focuses on helping build the large-scale, systemic initiatives that enable coherent education policies and foster collaboration between leaders, school managers and teachers who together set high expectations for all students.

We closed out 2019 working hand-in-hand with 50 municipal and state education departments, having provided them with technical support, training programs, curriculum development, and instructional policies. We have already

helped enhance the education and lives of almost 2 million students with our cost-effective, multi-year partnerships.

Reversing inequality at scale also demands unleashing the power of the current generation of rising leaders dedicated to social transformation in Brazil. The nation's many challenges require the engagement of courageous, well-prepared leaders.

The Foundation is working to provide a critical mass of changemakers with the resources they need to make Brazil a more just and equal place. In total, the Foundation has supported more than 700 Brazilians, including seven who have been elected to national and state office and more than 100 who now work in federal or local government. This, in addition to a whole legion of social entrepreneurs, public managers, third-sector leaders, and researchers dedicated to providing the knowledge that can be put to use to make Brazil a better place for everyone. We are committed to helping every person in Brazil achieve their potential, inclusive of religion, ideology, race, gender,

IN 2019 ALONE, WE HELPED...

TRANSFORM LIVES

+1.8 million
students took part in our learning programs, 800,000 of whom participated in our literacy programs.

Hundreds
of leaders in the networks that we support are implementing cutting-edge initiatives to solve the country's social challenges. These networks are expanding through Ponte de Talentos, a program that helps black and indigenous Brazilians pursue their graduate studies in the US.

27,000
educators mobilized by the networks we support. Over 6,000 of them, from 800 municipalities, shared successes and pedagogical knowledge at the Conectando Boas Práticas seminars, promoted by the Conectando Saberes network. Additionally, over 21,000 educators attended events and training programs offered by the Brazilian Creative Learning Network.

CHANGE SYSTEMS

8 states
with governors whose views diverge across the political spectrum improved their public service employee selection processes, putting more emphasis on people management and development.

100%
of the curricula in all 26 states were aligned with the National Learning Standards, a policy initiative led by the Foundation that legislates the skills and knowledge that all students have the right to learn.

50
public school districts are improving instruction and educational policies to boost the learning of thousands of children and young people.

sexual orientation, class, origin, or region. In fact, we see it as our job to shorten the distances between groups who have had minimal interaction and to open doors for people who have historically been shut out. The international headlines have attested to 2019 being a divisive year in Brazil. Through it all, the Lemann Foundation has kept plugging away at its mission to bring people to work together to help Brazilians have a fair shot at achieving their full potential. That does not mean the job is done. Far from it. But there has been measurable progress, which proves that we can bring about concrete changes that make a brighter future for all. It also proves that dialogue is essential. Brazil's challenges are deeply rooted in our complex history and require the engagement and commitment of many people with diverse worldviews and experiences. It is in this collaborative spirit, the Lemann Foundation forges forward into 2020 working alongside 125 institutional partners, eight international universities, five Foundation-funded national and international research centers, as well as dozens of education departments across all 26 states. Through this collaboration, and with the dedication of a diverse network of leaders, we are making a difference. In 2020, we will accomplish even more. Because we are convinced that when Brazilians reach their full potential, so will Brazil.

Denis Mizne

Lemann Foundation's Executive Director

OPPORTUNITIES FOR ALL

Jean Vicente's wish for the future is simple: "I hope it will be good. Or rather, I hope I will have a future."

As for Ana Estefany, she dreams of a sense of belonging.

Jean, from Fortaleza, is on his way; he is studying Mathematics at the State University of Ceará and on his way to becoming a teacher. Ana, a student from João Pessoa who felt excluded because she struggled in reading and writing, gained confidence thanks to Educar pra Valer, a learning program supported by the Foundation. These two students represent thousands of young

Brazilians who want a chance not only to dream but to achieve those dreams.

They deserve to have the wind at their backs as they sail toward brighter

futures. The Lemann Foundation works to foster more inclusive and better-distributed opportunities for

people like Jean and Ana. We exist to change Brazil for the better, for everyone. When the Brazilian people can flourish, so can Brazil because it is they who innovate, who solve complex social problems, who create the conditions for Brazil to prosper.

With our single-minded focus on



people, in 2019 we supported over 1.8 million students in their learning paths. We did it in partnership with organizations that really know their business: the Bem Comum Association, Formar, the Natura Institute, technical partners, and 50 education departments around the country. These 1.8 million students learn from thousands of passionate teachers and managers whose work we also support.

"The Lemann Foundation network was a game-changer," says Raimundo Mota, teacher and member of the Talentos da

Educação network, who has garnered 13 awards as an educator.

Débora Garofalo, a member of the Brazilian Creative Learning and Conectando Saberes networks, was named one of the world's top 10 educators as a recipient of the Global Teacher Prize, aka the Nobel Prize of Education. The Education Department of the State of São Paulo scaled Garofalo's project, which transforms trash into robots, reaching a total of 2.5 million students.

Raimundo and Débora are two among the 1,000-plus members of

☾ ☾ Good people, like these young men and women who are inspired and making things happen, reshape the world around us. I believe all these actions will move us forward. They can turn Brazil into the country it deserves to be. ☾ ☾

Jorge Paulo Lemann,
Founder and Chairman of the Board of the Lemann Foundation

our leadership networks, including the Lemann Fellowship, Talentos da Educação, Talentos da Saúde, Líderes Públicos, Conectando Saberes, Brazilian Creative Learning Network, Ponte de Talentos, and Terceiro Setor Transforma. Through these networks, educators and other leaders who've historically been isolated from one another can share ideas, solutions, and innovations. They are pushing boundaries in the fields of education, healthcare, public safety, academia, entrepreneurship, public management, climate and sustainability. They hail from all over the country – from crowded cities to sleepy towns, from abundant rainforests to dry grasslands, from sprawling wetlands to vast coastline.

Julia Sant'Anna, a member of Talentos da Educação went to London to study Globalization and Development in Latin America and holds a Ph.D. in Political Science. As a public servant, she formulated structural policies aimed at helping schools function more effectively. At Rio de Janeiro's Education Department, she helped the state rise from second-to-last on the Basic Education Development Index to fourth best in the country. Now she is the Secretary of Education of Minas Gerais, one of Brazil's largest public education districts. In her first year on the job, the rate of high schoolers reading below grade level decreased markedly.

Isabela Vallejo, a member of the Talentos da Saúde program, improved logistics for the National Health System. She says being part of such a diverse network helps to achieve her vision to improve the quality of everyday healthcare: "The network inspires you and removes obstacles. It gives you that extra nudge that you needed."

Changing the lives of massive numbers of people is never a simple undertaking. Transforming the entire structure of a system is an even greater challenge. However, it is imperative if we are to ensure all Brazilians have a fair shot at developing their skills and competencies to the fullest. That is why we are proud to have contributed to the continued progress of the National Learning Standards in 2019. The Standards have been a heated topic of discussion in Brazil since 2015. The legislation survived several administrations to become the official public policy defining what students have the right to learn. We worked with a wide group of stakeholders to align state curricula with the Standards. These groups included the National Council of Education Secretaries (Consed), the Union of Municipal Education Managers (Undime), the Ministry of Education (MEC), the Movement for the Standards, as well as educators and various experts. In 2020, all 40 million public school students will be required to follow the Standards. The Foundation will continue to assist



☾ ☾ We need to understand clearly, and in a systematic way, that students are not the responsibility of a city, or state, or private school. They are the responsibility of the country; we are all responsible for them. ☾ ☾

Katia Smole,
teacher and founder of the Reúna Institute

with the training and informational materials teachers and managers need to implement and teach the Standards. The Standards will only become a real part of students' lives if people are committed to its implementation and if public policies support it.

With 11 million public servants in Brazil, only deep, systemic changes can improve public sector services.

That is why the Lemann Foundation has helped forge policies that professionalize the public sector by injecting objective data into both policy-making and hiring. To seed best practices on creating a People Management Model across Brazil, the Foundation has ramped up discussions with government bodies representing all segments of the political spectrum.

We have learned a great deal from the varying local contexts and created partnerships to advance this agenda in the public sphere. With the help of

the Brava Foundation, the Humanize Institute, and República.org, we work with the states of Ceará, Minas Gerais, Pará, Paraná, Pernambuco, Rio Grande do Sul, São Paulo, and Sergipe. More than 600 leaders have now been hired to occupy positions in healthcare, education, security, and planning based on objective assessments of their skills and experience.

Hiring qualified people for the public sector will go a long way to solving our country's social challenges. We have started to make real headway in building a public sector that more fairly and efficiently distributes the nation's precious and limited resources. We are investing in Jean's future, in Ana's vision, and in aspiring leaders all over the country. Over the next few pages, you will hear more about our programs for public education, for people development, and for setting up Brazil to triumph over its many social challenges.

IN EVERY CORNER OF BRAZIL AND AROUND THE WORLD

Local realities differ all over Brazil. By working together and exchanging knowledge, we can improve life all across the country. We help foster public policies that are already making a difference in the lives of millions from all corners of Brazil. We also learn from international experiences and support researchers and centers of excellence that inspire innovations for our team and partners.

WHERE ARE WE

IN BRAZIL

A stylized map of Brazil is the central focus, rendered in a light beige color against a dark blue background. The map is overlaid with numerous small, colorful circles (red, yellow, green, blue, white) representing various locations or data points. Surrounding the map are several iconic Brazilian elements: a yellow and black house with a red roof in the top left; a yellow boat on the water in the top right; a yellow and black city skyline in the bottom right; and a group of people in traditional Brazilian attire (yellow and black) in the bottom center. The background is decorated with stylized green trees and plants.

TOGETHER WE CAN DO MUCH MORE FOR OUR COUNTRY

Finding solutions to complex problems requires both the exchange of ideas and fruitful partnerships. Quality education, better public services, and true social advancement can only become a reality if we work closely across different sectors, combining our visions and knowledge. Here are examples of our collaborative work that is already bringing about real social change.

MINAS GERAIS

The second most populous state, famed for its colonial-era towns dating to the country's 18th-century gold rush, has been with us since 2015. Together, we have embarked on several successful innovations from creative learning to the pre-selection of leaders in the public sector.

WE DID IT TOGETHER!

Pessoas no Setor Público - We contribute to the Transforma Minas state program, which seeks to professionalize the selection process to fill public management positions. In 2019, over 6,000 candidates applied for positions and 121 were selected through newly implemented objective and rigorous standards.

Aprendizagem Criativa - The Brazilian Creative Learning Network supported 64 children with learning difficulties and trained 100 teachers in São João Del-Rei. The Network's Robotics project in Belo Horizonte

enhancing students' computational thinking has won worldwide acclaim.

Conectando Saberes - The network has been in Belo Horizonte since 2015. It has now expanded to reach teachers in the neighboring cities of Leopoldina and Santo Antônio do Monte. It offers teacher training and discussions on classroom practices to educators living in the region.

"Captivating people through education and making it part of your life are the greatest legacies of Conectando Saberes. In the network, I got to know activists who seek transformation and empowerment. By inviting people from our region to the network, we were able to fly even higher. That was when I realized our beloved national novelist Guimarães Rosa was right: 'Being around good people makes us better.'"

Ana Cláudia Santos, teacher, deputy school principal, and coordinator of the Conectando Saberes group in Santo Antônio do Monte

PERNAMBUCO

Eighty-four percent of the students in Pernambuco state go to municipal schools. Located on the northeast coast, the state was the only one in the country to reach the progress goal outlined in the Brazilian Ministry of Education's Index of Development of Basic Education (IDEB). We assisted in teacher training and public management initiatives in the state.

WE DID IT TOGETHER!

Pessoas no Setor Público - We support the state in the Vem pro Time program, which created selection processes for leadership positions in the departments of Education and Sports, Planning and Management, and Administration.

Parceria pela Alfabetização - We support the state in the Criança Alfabetizada literacy program, reaching more than 3,800 schools, 19,000 teachers, and 330,000 children.

Formar - We work with the Pernambuco state school district and also the municipal school districts of Recife, Caruaru, and Cabo de Santo

Agostinho. In total, we provide support to over 147,000 students in the state.

Educar pra Valer - Garanhuns, Igarassu, Olinda, Paulista, and Serra Talhada are the municipalities in Pernambuco that work with us. Since the program started, we have already seen an increase in the number of readers in those regions.

Conectando Saberes - The first group was created in 2015 in the city of Itambé and was led by Professor Jayse Antônio, who was named by the Global Teacher Prize as one of the top 50 teachers in the world. In 2018, another municipality, Caruaru, joined in and in 2019, more groups were formed in Recife, Paulista, and Petrolina.

"I was a public school student in Pernambuco and a state employee for a long time. Thanks to the Vem pro Time selection process and our commitment to education, a public school student became a Regional Education Manager." Saulo Guimarães, Regional Education Manager in Pernambuco.

RIO GRANDE DO SUL

We have been working with Brazil's southernmost state for two years, expanding partnerships to foster learning and assisting the government in delineating the qualifications for public servants.

WE DID IT TOGETHER!

Pessoas no Setor Público - Thirty candidates were selected to fill regional coordinator positions in the State Education Department through Qualifica RS, a skill-based pre-selection program led by the state and supported by us.

Educação Conectada - Reaching over 28,000 students in 76 schools in Cachoeira do Sul and Santa Maria, the program leverages technology to facilitate learning and promote the continuing education of teachers.

Educar pra Valer - Cachoeira do Sul was one of the first municipalities to participate in the program. Novo Hamburgo joined in later. Both cities saw improvements in the performance of second- and fifth-grade students in reading assessments in 2019.

Conectando Saberes - These groups are thriving in Porto Alegre, Novo Hamburgo, São Gabriel, and Pelotas. In 2019, at the Connecting Good Practices Seminar, São Gabriel teacher Aliane Alves received an award for an environmental project carried out with 5-year-old students.

Aprendizagem Criativa - Students and teachers from Pelotas participate in the Brazilian Creative Learning Network through the Creative Computing Clubs focused on Culture, Art, Technology, and Innovation.

"Being in the Aprendizagem Criativa movement renews and keeps the knowledge spiral alive, significantly impacting the lives of students and educators."

Marco Medronha Filho, Science teacher in Pelotas.

SERGIPE

We have been working with Sergipe, located on the northeast coast, since 2016. The state's public school system was one of the first to join the Formar program. We have since learned a great deal together and achieved major social improvements in the state.

WE DID IT TOGETHER!

Parceria pela Alfabetização - In total, 86,000 public school children will be impacted by Alfabetizar pra Valer, a government initiative that we support to help children learn how to read and write at the right age.

Formar - We have been promoting training programs together since 2016, such as Management for Learning (together with Elos Educacional, an organization that supports the development of education leaders). In another training program, specific Teaching Strategies for Mathematics, we work with Mathema, an institution that develops mathematics pedagogies. We have also partnered with the education department to shape instruction policies for all the districts' schools.

Pessoas no Setor Público - We assisted in the selection process of 10 Regional Teaching Coordinators for the public school district. The initiative inspired a similar pre-selection process for the principals of the state schools.

Conectando Saberes - The group in Lagarto is coordinated by educator Tirzah d'Avila who organizes activities prioritizing reading proficiency and socio-emotional skills.

Educação Conectada - 100 percent of state schools in Sergipe and 50 percent of schools in the municipality of Lagarto are members of the Educação Conectada program. In Lagarto, the focus is on reading proficiency and socio-emotional skills.

"Participating in this training program means having the chance to rethink Math teaching methods and teach each subject with much more technique."

Erlânia Cristine Sampaio, educator and student of Specific Teaching Strategies for Mathematics, a course taught by Mathema, our partner in the Formar program.



WHERE ARE WE AROUND THE WORLD

- INITIATIVES AND TRIPS
- PARTNER UNIVERSITIES

We support eight international universities that are world centers of knowledge. They are Columbia, Harvard, Illinois, Oxford, MIT, Stanford, University of Southern California, and St. Gallen in Switzerland. Almost 500 scholarships for Brazilian students have been granted since the partnership started.

We promoted and participated in dozens of conferences and events on education, social impact, and the public sector in Brazil and internationally. The gatherings were held by partner organizations and universities and by the leaders of our networks.

We provide funding to five research and knowledge-production centers devoted to solving Brazil's social problems. The centers provide opportunities for professors and students to do good works in Brazil and raise the visibility of our country in some of the world's top universities.

EVERY GOOD STORY STARTS WITH A PERSON

People are the ones who build the bonds of affection and create culture. They are the ones who transmit knowledge and devise opportunities. Our country is our people, and that is why we work to perpetuate a virtuous cycle: building a Brazil that believes in people so that more people believe in Brazil. We connect, strengthen, and contribute to diverse people and organizations. These plural initiatives bring different worldviews together and generate more equal opportunities for millions of Brazilians. Here are some people and initiatives that are already accomplishing a positive social impact all over the country.

We created the **Ponte de Talentos** program together with EducationUSA and Voxy. It supports the dreams of **18 young** black and indigenous people who are now earning their advanced degrees in the United States.

The networks we support have over **1,000 leaders** who are creating innovative solutions for our major social challenges. **Seven members of our networks were elected federal and state representatives.** These women and men represent different parties and worldviews.

RIGHT TO QUALITY HEALTHCARE

Born the daughter of university professors, Camila Lajolo went on to become an alumna of the Medical School of the State University of Campinas and served a residency in Hematology, the branch of medicine concerned with blood and its diseases. Dr. Lajolo then did an MBA in Health Economics and Management and received a Master's in Public Health from Harvard, where she joined the Lemann Fellows network. At the beginning of her career, Calima worked in accreditation in charge of the quality assurance certifications of dozens of blood banks, laboratories, and hospitals in Brazil, both private and public. Camila oversaw Santa Casa Hospitals in the State of Minas Gerais and renowned hospitals in São Paulo. At the Santa Catarina Hospital, she led a project that reduced hospital infections by at least 1,000 cases. She is also part of the Quality of Care and Patient Safety initiative of the National Council of Health Secretaries. She attended the World Health Organization in Geneva to collaborate with the emergency program, which broadened her strategic vision and boosted her impact when she returned. In 2019, in partnership with the International Red Cross, Camila developed strategies to improve the organization's response to natural disasters and humanitarian emergencies.

☺ ☺ I am passionate about what I do, and I believe that it is possible to do the best. The perfect situation will never exist, you cannot expect to have the best time, pressure and temperature conditions. People are sometimes afraid to take chances, but you have to go all in. Don't be afraid to go after what you believe in and want to do. ☺ ☺

Camila Lajolo,
physician, Health
Management and Quality
expert, and Lemann Fellow



MAY INEQUALITY IN THE FAVELAS BECOME HISTORY

Edu Lyra is a restless young man. He was born in a favela in the city of Guarulhos 31 years ago. He grew up in a humble shanty in a neighborhood with no school, daycare service, or basic sanitation. His mother, Maria Gorete, was the North Star guiding him in his perilous journey. She would always tell him: "Son, it doesn't matter where you come from; what matters is where you are going." It was his mother's words, faith, and inspiration that changed the course of Edu's life. He went on to become the founder of the NGO Gerando Falcões, an initiative the Lemann Foundation is proud to co-fund. The NGO works in ghettos and favelas to foster culture, sports, and professional training to drive income generation for families.

☺ ☺ My dream is for inequality in the favelas to become history. I want to reach every favela in Brazil. Today, there are almost 7,000 favelas with 14 million people living in these areas of poverty without basic sanitation, water, schools, daycare services, quality education. For this dream to come true, we need leaders. The change will only happen if we have empowered leaders, support, and assistance. There is a revolution starting in the favelas and it will get bigger and bigger with the impact of the leaders that we empower. ☺ ☺ **Edu Lyra,** founder of Gerando Falcões, an organization funded by the Lemann Foundation

A LIFE LIVED FOR EDUCATION



Katia Smole's name is well-known in the fields of pedagogy and education policy. From an early age, education was central to her life and when the time came to choose a career, there was no question she would become an educator. Today, she holds a Doctorate in Education with a concentration in Science and Mathematics instruction from the University of São Paulo's School of Education. She was Secretary of Basic Education at the Ministry of Education and now leads Mathema, an institution that develops mathematics pedagogical methods and conducts training in our Formar program. In 2019, she took on a new challenge – founding and directing the Reúna Institute, an organization created through investments by the Lemann Foundation and Imaginable Futures. Reúna develops knowledge and technical-pedagogical services that foster a more coherent educational system. The organization produces content and tools that help educational managers put the National Learning Standards into practice.

☾ ☾ **One teacher changes the lives of many students, but to change the lives of millions, we need collaboration. The whole country can then move forward, taking steps toward important initiatives for education, such as the National Learning Standards. It is important that the entire country is engaged in this cause because education is not a task for a few, it is a task for many! ☺ ☺**

Katia Smole, executive director of the Reúna Institute, an organization founded and maintained by a partnership between the Lemann Foundation and Imaginable Futures

INCLUSION FOR ALL RACES AND SOCIAL CLASSES



Selma Moreira's family always encouraged hard work and self-confidence to overcome life's obstacles. While still in high school, she became a packer at a supermarket chain. Thirteen years passed and the humble packer of grocery bags moved up the corporate ladder to become the company's social responsibility manager. She later learned about Baobá, a fund for racial equity, just as she was in the process of discovering and appreciating her own blackness. She went on to become the director of Baobá, where she combined her struggle for a fairer world with her professional expertise. In 2019, the Lemann Foundation and W.K. Kellogg established a partnership with Baobá, investing in scholarships for black students to enter graduate programs in healthcare, education, and public management at Lemann's partner universities of Harvard, Columbia, Stanford, MIT, Illinois, and Oxford.

☾ ☾ **My purpose is to contribute to a more equitable and inclusive Brazil. I believe that all black people should be in the spaces of action and power developing their potential to the fullest. And it is a challenge considering the legacy of racism that the colonial times left behind. The black population still faces obstacles in education and labor. I want to break down those barriers. A dream cannot be limited by skin, hair texture, or zip code. ☺ ☺**

Selma Moreira, director of the Baobá Fund, an organization that receives financial support from the Lemann Foundation

MEANINGFUL CHANGES ARE MADE TOGETHER

No success story happens in isolation. And no major transformation in Brazil will happen without **collaboration**. That is what we believe and that is why we work with **over 100 partners**. Together, we have turned intention into concrete results for millions of Brazilians in every nook and cranny of our vast country. Together with our partners, we have contributed significantly to solving complex problems in multiple sectors. Throughout this report, you were introduced to many people and organizations that work alongside us for a fairer, more developed Brazil for everyone.

53 organizations were directly supported by us in their institutional development.

8 million people were impacted by initiatives supported or co-developed by us and our partners.

PARTNERS FOR QUALITY EDUCATION



PARTNERS IN THE DEVELOPMENT OF PUBLIC AND SOCIAL LEADERSHIP



COLLABORATIVE PHILANTHROPY & COINVESTORS



TECHNICAL PARTNERS



PARTNER UNIVERSITIES



ORGANIZATIONS FUNDED BY US



We also thank our partners who provided *pro bono* services in 2019:
Gerson Lehrman Group, Pereira Neto Macedo Advogados, and The Boston Consulting Group.

BELIEVING IN BRAZIL IS BELIEVING IN PEOPLE

At the Lemann Foundation and throughout our networks, we know that there is a solution to every problem in Brazil. And it all starts with believing in people because the future lies in the potential of each and every Brazilian baby born every day.

In 2020 and in the years to come, we will continue to build spaces for dialogue, supporting projects, bringing together talent and leaders, and mobilizing actions so that social advances become a reality for everyone, everywhere. We count on you to help make Brazil into a fairer, more developed country.



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FOR A **BRAZIL** THAT
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