

ANNUAL REPORT 2013

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The search for excellence with equity, which has always underpinned the activities of the Lemann Foundation, is rooted in the creation of an education system very different from the current one and in training people who can lead major social transformations in Brazil.

Brazil will not obtain the quality of education that it needs – and that its students deserve – merely via incremental improvements. In 2013 we took important steps towards an innovative education. In classrooms we have increased the variety of platforms available to students and extended the scope of our involvement. We have implemented new training programs for teachers and school managers – innovative in its form and content – bringing together both theory and practice, extended reach and tailor-made support. We have helped find evidence and take it to decision-makers, training researchers, funding applied research and making information widely available. We have taken steps to bring people together and to facilitate new consensus in critical areas for the advance of education. We have strengthened our partnerships and the networks we support, maintaining our conviction that nobody achieves challenging goals on their own.

It is possible to create an education system that is effective for everyone and to bring about social changes in Brazil. With the steps we have taken, outlined below, we hope to have played a small part in this.

DENIS MIZNE
CEO

A BRAZIL-SIZED MISSION

IN 2013 WE MADE SIGNIFICANT **PROGRESS** TOWARDS OUR TWO FUNDAMENTAL GOALS: TO GUARANTEE **EXCELLENCE AND EQUITY** IN BRAZILIAN EDUCATION AND TO TRAIN **A NETWORK OF LEADERS** COMMITTED TO SOCIAL CHANGE.

WE CREATED **MAJOR PARTNERSHIPS** THAT OPTIMIZED OUR EFFORTS AND RESOURCES. WE DEVELOPED PROJECTS THAT HAD AN IMPACT ON THE LIVES OF **MILLIONS OF PEOPLE ALL OVER BRAZIL**. WE ACHIEVED ALL OF THIS THANKS TO THE TIRELESS WORK OF A **HIGHLY MOTIVATED TEAM** FOCUSED ON OBTAINING RESULTS.

THE CHALLENGES WE FACE ARE GREAT BUT SO IS **OUR COMMITMENT TO BRINGING ABOUT CHANGE**.

A CLEAR STRATEGY TO BRING ABOUT CHANGE

THE LEMANN FOUNDATION'S
PROJECTS AND GOALS ARE
DESIGNED TO ACHIEVE FOUR
OBJECTIVES:

_TO SPEED UP THE ADOPTION
OF HIGH-IMPACT EDUCATION
INNOVATIONS IN BRAZIL;

_TO ENSURE THAT PUBLIC
EDUCATION SYSTEMS, SCHOOLS
AND **CLASSROOMS** ARE **ABLE**
TO PROMOTE EFFECTIVE
LEARNING FOR ALL STUDENTS;

_TO ENCOURAGE THE
ADOPTION OF **EVIDENCE-BASED**
EDUCATION POLICIES;

_TO SPEED UP **SOCIAL CHANGE**
IN BRAZIL, THROUGH A NETWORK
OF HIGHLY QUALIFIED LEADERS.

WE EXPANDED

THE KHAN ACADEMY PROJECT IN SCHOOLS, SUPPORTING **10 THOUSAND STUDENTS IN PUBLIC SCHOOLS** IN BRAZIL IN THEIR LEARNING OF MATHEMATICS.

WE CREATED

START-ED, A **NEW PROGRAM TO ENCOURAGE STARTUPS**, STIMULATING THE INNOVATION MARKET AND MAXIMIZING THE IMPACT OF NEW TECHNOLOGIES IN EDUCATION.

WE HELD

THE INTERNATIONAL TRANSFORMAR ('CHANGE') SEMINAR, WHICH IN ITS FIRST YEAR WAS ALREADY RECOGNIZED AS **ONE OF THE MAIN FORUMS FOR DEBATES ABOUT INNOVATION IN EDUCATION IN BRAZIL**.

IMPORTANT ACHIEVEMENTS IN 2013

WE EXTENDED

THE REACH OF THE QEDU PORTAL, WHICH HAS COME TO BE RECOGNIZED BY MANAGERS AND JOURNALISTS AS **THE BEST SOURCE OF EDUCATION DATA IN BRAZIL**.

WE HELD

THE **1ST HACKATHON OF EDUCATION DATA**.

WE LAUNCHED

MANAGEMENT FOR LEARNING, A **NEW PROGRAM TO TRAIN EDUCATION COORDINATORS AND PRINCIPALS** WHO ARE COMMITTED TO ENSURING THAT ALL THEIR STUDENTS LEARN.

WE SIGNED

NEW PARTNERSHIPS WITH COLUMBIA, OXFORD AND STANFORD UNIVERSITIES, FURTHER **INCREASING THE SCHOLARSHIP OPPORTUNITIES FOR BRAZILIANS** WITHIN THE LEMANN FELLOWSHIP PROGRAM.

INNOVATION

KHAN ACADEMY

This program to help personalize the teaching and learning of mathematics was responsible for making available to more than 10 thousand public school students a platform of exercises. Thanks to this program 4.5 million video lessons in Portuguese were watched by Brazilian students.

START-ED

This new program to encourage education startups supported 10 innovative projects with the potential to have an impact on the learning of millions of Brazilian students.

THE 'TRANSFORMAR' ('CHANGE') SEMINAR

The first of these seminars brought together 800 people and showcased eight innovative projects that are already transforming learning in various parts of the world.

YOUTUBE EDU

Launched in November this channel brings together thousands of video lessons from YouTube, all of which are carefully vetted. 60 thousand people have already signed up for this initiative.

HBX

Supported by the Lemann Foundation, the Harvard Business School is developing its first distance-learning initiative, introducing even greater innovation and a new business model for online education

COURSERA BRASIL

The translation of 7 complete Portuguese courses meant that the number of Brazilians enrolled on the biggest platform of MOOCs in the world increased by 136%.

POLICY

QEDU PORTAL

This portal that gives access to information about Brazilian education has registered one million visitors and was one of the three initiatives selected for the Inep's Innovative Projects Scheme.

INEP PARTNERSHIP

This technical cooperation agreement has supported the dissemination of education information produced by Inep, making this data even more useful for managers and society as a whole.

CALL FOR RESEARCH

Four research projects that help answer the question "How can we guarantee a good teacher every day in every classroom?" were awarded a share of 1 million Brazilian reais.

STANFORD'S LEMANN CENTER

In its second year, the Center signed a partnership agreement with the IPEA, developed new research projects about education policies in Brazil, and trained 5 Brazilians on post-graduate programs.

TALENTS

LEMMANN FELLOWSHIP

The talents program for Brazilians who are extremely committed to bringing about social change has expanded the opportunities available in universities like Oxford and Columbia, and supported 45 new scholarship holders on post-graduate programs.

SCIENCE WITHOUT BORDERS

Offering additional scholarships for students and incentives for creating academic collaborations, our support of this federal government program has helped to increase by 80% the number of Brazilian scholarship holders in leading universities.

STUDY ABROAD + INSPIRATIONAL YOUNG PEOPLE

Support for initiatives introduced by the Estudar Foundation encourages young talented people to study abroad and promote social improvement. In its first year of existence the Study Abroad portal received more than 398 thousand unique visitors and the Inspirational Young People Prize attracted around 17 thousand participants from all over Brazil.

MANAGEMENT

TEACHING TECHNIQUES

The course focusing on teaching techniques and classroom management trained 218 teachers and 114 school managers.

MANAGEMENT FOR LEARNING

Aimed at managers committed to guaranteeing student learning, the program trained teaching coordinators and principals in 91 schools.

EDUCATION TALENTS

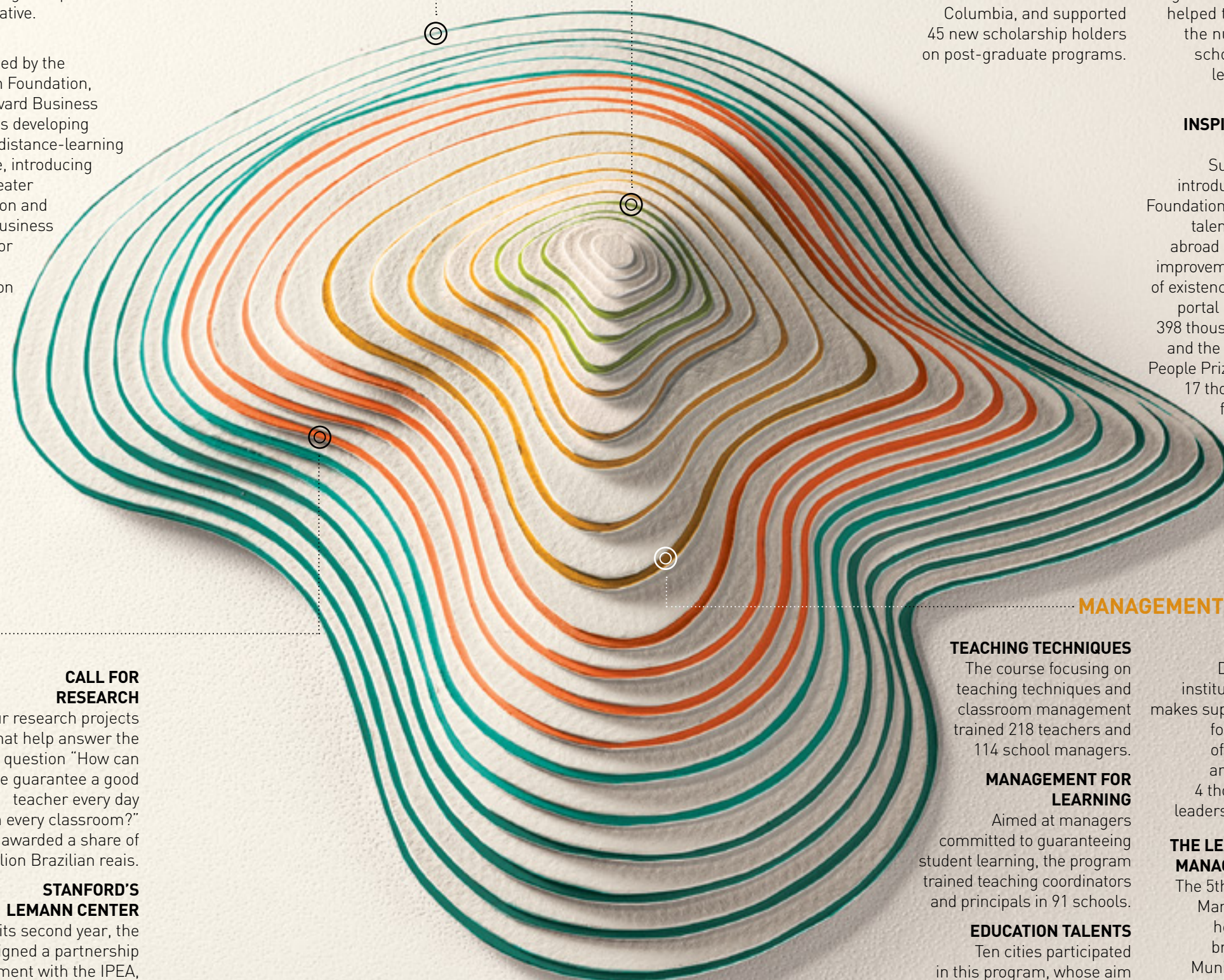
Ten cities participated in this program, whose aim is to contribute to leadership training and the development of high-impact projects in municipal education departments.

CONVIVA

Developed by eleven institutions, this platform makes support tools available for the management of education systems and has now reached 4 thousand educational leaders throughout Brazil.

THE LEADERS IN SCHOOL MANAGEMENT SEMINAR

The 5th Leaders in School Management Seminar, held over three days, brought together 322 Municipal Leaders from the state of São Paulo to discuss how to improve the quality of education.





**FOR URGENT
CHALLENGES,
INNOVATIVE AND
LARGE-SCALE
INITIATIVES**

1 MILLION VISITORS
TO THE QEDU PORTAL

872 MANAGERS, DIRECTORS
AND TEACHERS PARTICIPATING
IN TRAINING PROGRAMS

60,000 SUBSCRIBERS
IN THE YOUTUBE EDU CHANNEL

23,000 VIEWS OF THE TEACHING
TECHNIQUES COURSE VIDEOS

1,170 PARTICIPANTS IN THE SEMINARS
ON EDUCATION INNOVATION

10,000 STUDENTS INVOLVED
IN THE KHAN ACADEMY PROJECT
IN PUBLIC SCHOOLS

136 SCHOLARSHIPS FOR BRAZILIANS
TO CARRY OUT GRADUATE STUDIES
IN LEADING FOREIGN UNIVERSITIES

16,187 BRAZILIAN STUDENTS
ENROLLED IN COURSERA COURSES
TRANSLATED INTO PORTUGUESE

4,5
MILLION
VIDEO LESSONS
WATCHED ON THE
KHAN ACADEMY
CHANNEL



THE PROMOTION OF POSITIVE
CHANGES IN THE EVERYDAY
EXPERIENCES OF STUDENTS,
TEACHERS, MANAGERS
AND LEADERS IS THE FOCUS
OF EVERYTHING WE DO.

WE ARE INSPIRED BY
THE STORIES **OF THOSE WHO**
EXPERIENCE FIRST-HAND
THESE CHANGES.

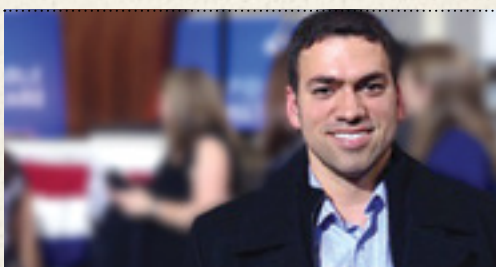
IN 2013 OUR INITIATIVES
HAD A DIRECT IMPACT ON
THE LIVES OF **BRAZILIANS**
FROM ALL THE STATES THAT
MAKE UP THE NATION.

**PROJECTS THAT
HAVE AN IMPACT
ON THE LIVES
OF MILLIONS
OF PEOPLE ALL
OVER BRAZIL**



With the QEdU portal we managed to map the main areas of weakness and the common issues throughout Amazonia. This official data was known to many people in isolation, but the graphics and the summaries enabled us to see the regional picture and begin to carry out analysis that will give rise to common policies.

DANIELA DA SILVA
UNESCO EDUCATION CONSULTANT
(MANAUS, AMAZONAS)



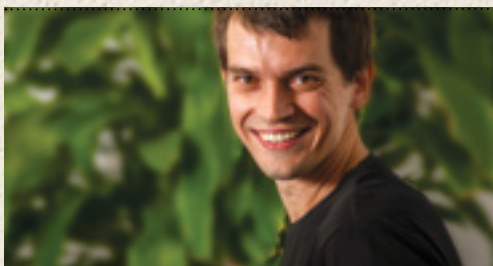
The scholarship from the Lemann Fellowship program helped me in two ways. Firstly, it gave me financial support, which is difficult for anyone who wants to study in the USA and work for the public sector in Brazil. Secondly, it enabled me to network – as soon as you become a Lemann Fellow you gain access to a network of people who are all interested in having an impact on education and building relevant projects.

JOSÉ FREDERICO NETTO
LEMANN FELLOW, MASTER IN PUBLIC POLICY
CANDIDATE AT THE HARVARD KENNEDY
SCHOOL OF GOVERNMENT (GOIÂNIA, GOIÁS)



Our students used to tell us that some teachers could not keep their attention. We tried everything, but nothing worked. And then we discovered the book Teach Like a Champion and the Teaching Techniques videos. We applied the techniques and everything started to improve. We then began filming the classes so that the teachers could see their weak points, and this led to huge improvements in teaching quality.

MARIA ELIZABETE OLIVEIRA
DIRECTOR OF THE ANTONIA KASSAWARA KATUTOK
STATE SCHOOL (GABRIEL MONTEIRO, SÃO PAULO)



Start-Ed offered an exceptional range of possibilities. We talked to people from the public sector, from private schools, companies involved in education and investment funds. We also took classes in how to put together a good project focused on improving education. As a result everyone has come out of this strengthened and able to do much more.

LUIS HENRIQUE JUNQUEIRA
PORTUGUESE LANGUAGE TEACHER AND CREATOR
OF THE 1ST BOOK PROJECT (CAMPINAS, SÃO PAULO)



We learnt a lot of things in addition to what our teacher could teach us thanks to Khan Academy. The classes are very creative, they make us curious, and we get involved, practicing, watching, talking to our classmates and learning. I like it so much that I practiced at home. Everyone who has a computer also did that.

MARIA CHAIANY FERNANDES ALBUQUERQUE
11 YEARS OLD, STUDENT IN A
MUNICIPAL SCHOOL (SOBRAL, CEARÁ)



In 2013 we identified that the training of school teachers in Brazil fell far short of acceptable standards. Through the Education Talents program we were able to find out more about children's development and how they learn. We are now beginning a training program for the entire education system with a new, more far-reaching vision.

SOLANGE FRANCO ALBERTI
EXECUTIVE ADVISOR TO THE MUNICIPAL
EDUCATION DEPARTMENT (COLOMBO, PARANÁ)

NOBODY MAKES IT ON THEIR OWN

“

The Lemann Foundation is to be commended for supporting an executive MPA degree program in Brazil developed by our School of International and Public Affairs and featuring Columbia faculty. The program's focus on training Brazil's next generation of public policy makers and elevating civil society speaks to the values shared by the Lemann Foundation and Columbia, and explains why our partnership holds such great promise. The fact we are pioneering a hybrid model combining online and classroom education will help to expand educational opportunity and adds to the excitement around this project.

LEE BOLLINGER, PRESIDENT OF COLUMBIA UNIVERSITY, WHICH IN 2013 SIGNED A PARTNERSHIP AGREEMENT WITH THE LEMANN FOUNDATION FOR A SERIES OF LONG-TERM INITIATIVES FOCUSED ON THE TRAINING OF LEADERS COMMITTED TO BRINGING ABOUT SOCIAL CHANGE IN BRAZIL.

Our partnership with the Lemann Foundation is a pioneering collaboration in sharing Khan Academy with the world. The Foundation is doing a tremendous job translating Khan Academy's content into Portuguese, and supporting tens of thousands of Brazilian students and teachers. With their continuing efforts, they encourage us to think bigger and bolder - and are strong partners in making our mission of providing a free, world-class education for anyone, anywhere a reality.”

SALMAN KHAN, CREATOR OF THE KHAN ACADEMY, AN INSTITUTION FOR WHICH THE LEMANN FOUNDATION BECAME A GLOBAL SUPPORTER IN 2013.

In 2013, Google and the Lemann Foundation joined forces to revamp the YouTube Edu platform, an excellent Internet space for educational videos in Portuguese, which allows students, teachers and schools from anywhere in the country to access over 12 thousand video lessons. In 2014 this partnership will be further strengthened. The platform will continue to grow, making available to an ever-increasing number of Brazilian students one of the principal benefits of Internet access: good-quality information and new opportunities for gaining access to knowledge.

FÁBIO COELHO, PRESIDENT OF GOOGLE BRAZIL, A PARTNER OF THE LEMANN FOUNDATION ON THE YOUTUBE EDU CHANNEL.

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WE WOULD LIKE TO THANK
THE FOLLOWING INSTITUTIONS WHO,
WITH THEIR TIME, COMMITMENT AND
DEDICATION, HAVE HELPED CREATE,
PLAN AND IMPLEMENT MANY
OF THE INITIATIVES AND
PROJECTS DEVELOPED IN 2013.

PARTNERSHIPS

COLLABORATIONS

TEACHING TECHNIQUES
AND MANAGEMENT FOR
LEARNING COURSES
Elos Educacional

APPLIED RESEARCH
AWARDS
Itaú BBA

QEdu
**Meritt Informação
Educacional**

TRANSFORMAR (CHANGE)
SEMINAR
Inspirare/Porvir

LEADERS IN SCHOOL
MANAGEMENT SEMINAR
Undime-SP

YOUTUBE EDU
Google Brasil

SUPPORT

STANFORD LEMANN CENTER
Instituto São Fernando

KHAN ACADEMY IN SCHOOLS
**Fundação Telefônica
Instituto Natura
Instituto Península
Ismart**

LEMANN FELLOWSHIP
THE FOLLOWING UNIVERSITIES:
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UCLA
Yale**

**Brazilian American
Chamber of Commerce**

RESEARCH
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Fundação Telefônica**

LEADERS IN SCHOOL
MANAGEMENT SEMINAR
**Abril Educação
MindLab
MsTech
Saraiva**

TALENTS FOR EDUCATION
Centro de Liderança Pública

INSTITUTIONAL PARTNERS: Falconi Consultoria de Resultados, Gusmão e Labrunie Propriedade Intelectual, Insper, Máquina da Notícia, Pereira Neto | Macedo Advogados, Price Waterhouse and Coopers, Rodolfo Ribeiro and Giovanna Gazzoni, Riot, Ulhôa Canto Rezende e Guerra.

THE LEMANN FOUNDATION
BELIEVES IN THE IMPORTANCE
OF **A PLURAL AND ACTIVE
CIVIL SOCIETY** TO HELP
TRANSFORM BRAZIL.

INITIATIVES FOR CHANGE: THE MORE THE BETTER

INSTITUTIONS AND ORGANIZATIONS SUPPORTED IN 2013:

PROA Prepares young people from low-income backgrounds for entry into the job market. In 2013, 150 of them attended professionalization courses at Senac and received training in the area of personal and professional development.

DAQUIPRAFORA Offers free advice to public high-school students to help them secure scholarships in North American universities. Last year 17 were awarded scholarships supported by the Lemann Foundation.

CLP This Public Leadership Centre is a non-profit organization that aims to train public-sector leaders committed to promoting change by means of effective management and improvements in the quality of public policies.

SÃO PAULO GRADED SCHOOL This program in partnership with the Graduate School awards full-time scholarships to the children of school employees, who are selected on the basis of their academic potential. Currently the program is sponsoring eight students at primary and high school level.

INSPER SCHOOL OF ENGINEERING Insper is preparing to launch, in 2015, courses in mechanical engineering, mechatronics and computer engineering. This initiative, which aims to train innovative and enterprising engineers, is supported by the Lemann Foundation.

RUTH CARDOSO CENTER Institutional support for this organization, whose objective is to disseminate knowledge in areas linked to social policy and human sciences, giving rise to and publicizing new ideas.

ST. GALLEN – INSPIER Sponsorship for two exchange programs, one for teaching staff and other for students, between this Swiss university and this Brazilian academic institution. For students, the exchange lasts one semester and partially funded scholarships are awarded.

ST. GALLEN – LEMANN CHAIR The new Lemann Chair in Juridical Science seeks to promote academic output and debates about Brazil within this university, especially with regard to crucial topics such as legal and economic relationships between Brazil and Europe and public policy in Law and Economics.

SOU DA PAZ INSTITUTE The Lemann Foundation supports the institutional strengthening of the organization, which aims to: develop social projects to improve public safety; lead research about the topic; promote initiatives that influence the debate about public safety; monitor and influence public policy.

LOB WOMEN'S TENNIS INSTITUTE This Institute trains and motivates young athletes to reach world-class

competitive standard and feature among the 100 best tennis players in the WTA ranking. The athletes live in the Institute and are provided with medical supervision, physical and nutritional evaluations, in addition to marketing consultancy. Lemann Foundation supports this initiative.

TENNIS INSTITUTE This Institute offers training for young tennis players and instructors with the objective of developing tennis in Brazil. It supports young tennis players and high-earning professionals who, without this support, would not have the financial means to take part in major championships. The Lemann Foundation collaborates with this program.

EDUCATION PARTNERS As a member of this project, the Lemann Foundation supports two schools benefited by the initiative with a focus on leveraging public investments and on making schools more capable of improving students' academic success.

TECHNOLOGY AND SOCIETY CENTER Institutional support for the organization that investigates the legal, social and cultural implications arising from the advancement of information and communications technology.

**PASSION,
EXCELLENCE
AND A FOCUS
ON RESULTS:
THE LEMANN
FOUNDATION
TEAM**



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ONE MORE STEP TOWARDS CHANGING EDUCATION IN BRAZIL



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