

Activities Report

2007

5 YEARS

Lemann Foundation

Board

Jorge Paulo Lemann – President
Paulo Lemann
Paulo Renato Souza
Peter Graber
Prof. Dr. Peter Nobel
Susanna Lemann

Secretary to the Board

Dr. Christoph Peter

Managing director

Ilona Becskeházy

Staff

André Hollo Capella
Claudia Gamba
Ellen Roncolato
Marianne Lucilio
Marta Zafra Sider
Núbia Maria Ferreira

Design

Unic Building

Dufourstrasse 29
PO Box 1372
8032 Zurich – Switzerland

Rua Dr. Renato Paes de Barros, 1.017 – 15º andar
04530-001
São Paulo/SP – Brasil

www.fundacaolemann.org.br

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The first five years

The Lemann Foundation in 2007 completed five years of investments in the development and funding of projects that contribute significantly to the social and economic progress of Brazil – particularly those that promote individual development through education.

Over these past five years, we have learned a lot. One of the lessons was that the success of the programs supported by the Foundation is directly related to the best selection of financial and operational partners that are able to leverage our resources and efforts with competence and transparency.

The Management for School Success (GSE) program is by far the most successful investment made by the Lemann Foundation so far. The impact evaluations of the program show that it has not only had a positive and measurable impact on the students' performance over just one school year, but also that the participating schools continue to develop at a faster rate than their non-participating counterparts.

By the end of 2007, nearly 600 public school directors had taken the training program, benefiting more than 350,000 students in 207 municipalities.

Another simple but effective investment made by the Lemann Foundation is the organization of case studies and seminars, a yet vanguard initiative in the context of the cur-

rent level of mobilization of Brazilian society around the development of education of a better quality. The discussion of controversial issues related to the driving forces behind quality public education began at the conference “Socially Responsible Investments in Education – Best Practices in Latin America” held in June 2006 in the state of Bahia. That brought together some 250 representatives from 14 Latin American countries. The debates initiated at the conference continued at other seminars held in 2006 and 2007, all with wide coverage from the Brazilian media, and are already beginning to have concrete influence on public policies.

The Board of the Lemann Foundation believes in the potential of Brazilian youngsters in overcoming social and economic obstacles, therefore funding direct assistance for individuals through vocational, sporting and cultural training programs and providing support for technical and agro-technical schools.

All the projects have been maturing over the years and are obtaining better results consistently. Although we still have a long way to go, we are proud of the accomplishments we have made so far and confident that we will acquire the experience to speed up our development process over the next five years.

The Board of Lemann Foundation

Measuring project development

No qualified investor may ignore well-designed indicators in their decision-making processes. Each initiative presents individual characteristics that interact differently among themselves. One of the secrets to successful investing, therefore, is to make a smart selection of indicators and set up an efficient “control panel”.

Our goal is to invest in transformative projects with full transparency. The evolution of each project is closely followed by proper indicators. To facilitate comparisons across different initiatives, we grouped them into categories as follows:

1 - Indicators of demand

They register the number of candidates or applicants to participate in a given program. They illustrate the suitability of each program to the expectations, interests and needs of its potential beneficiaries.

2 - Indicators of coverage

They amount the number of people directly impacted by the initiative and demonstrate its relevance in its own context, when compared to a given demand or problem.

3 - Indicators of quality

Illustrates to what degree the beneficiaries or operational partners are aligned with the principles of the Lemann Foundation, by evaluating their performance in the sponsored activities.

4 - Indicators of efficiency (leverage)

Gauges how much a given community or co-investor contributes to an initiative, showing how much the initiative is appreciated in its own context.

5 – Cost analysis

A comparison of the costs of a program with other options available on the market, including those offered by for-profit institutions, shows the real added value of the investment, since the basic principle is the effective use of resources to secure a social impact at the lowest possible cost.

6 - Indicators of social impact

Illustrates the actual social transformation obtained from the investment.

7- Replication and growth

Identifies additional demand for the same type of solution and/or new opportunities to expand the investment.

These indicators guide the Board of the Lemann Foundation in its social investments decisions. A selection of investments and indicators describes in the pages ahead the progress made by our projects over the past five years.

Enjoy your reading!

School management training – Management for School Success (GSE)



The Management for School Success (GSE) program is an online training course for public school directors. It is designed to strengthen the role of these professionals as educational leaders and, as such, have a positive impact on the learning and school performance of their students.

The program consists of five modules that address issues such as school quality, leadership, planning, learning, approaches to diversity and ties between school management and the community.

It is a distance learning course with few in person sessions. Therefore, the participants practically do not have to leave their schools or staff. Furthermore, they can share their learning experience with their professional peers.

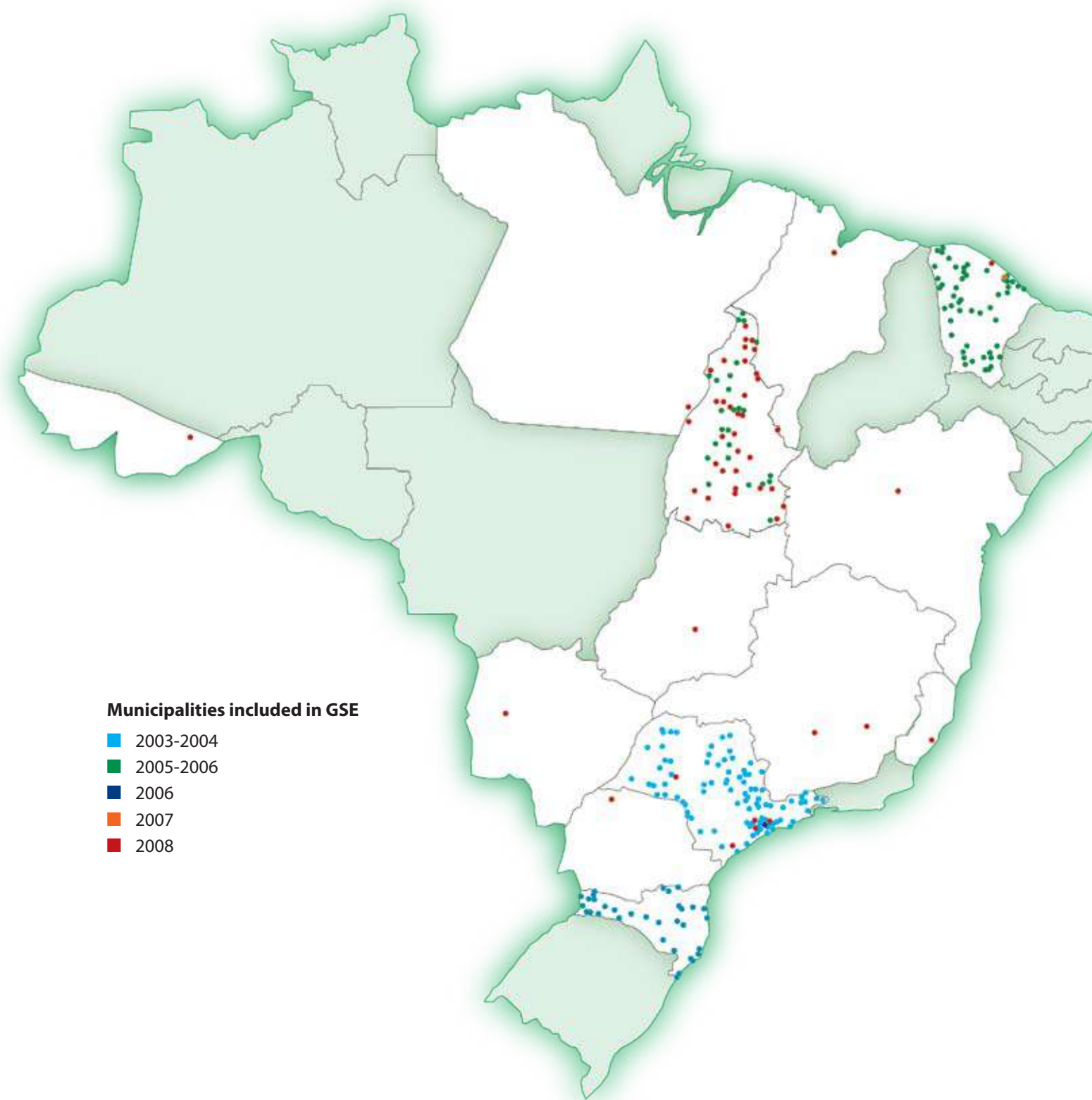
Upon completing the course, the professionals may remain connected to the GSE's virtual network. The idea is that by sharing experiences and knowledge and accessing new information, the directors are able to update continuously.

Since its first edition in 2003, 3.4 million dollars were invested in GSE, with nearly 34% of this amount provided by the Foundation's partners in the project. This investment allowed five classes for 586 directors benefiting some 366,000 pupils in 207 municipalities, as shown in the following table and map.

GSE materializes the Board's perception of how the Lemann Foundation may contribute to the develop-

GSE classes in Brazil – 2003-2007

Location	Period	Number of municipalities	Number of participating Directors	Students impacted
São Paulo and Santa Catarina	2003-2004	129	188	101.800
Ceará	2005-2006	51	139	57.401
Tocantins	2005-2006	25	127	73.438
São Paulo (SP)	2006	1	115	121.543
Maracanaú (CE)	2007	1	17	12.383
Total	–	207	586	366.565



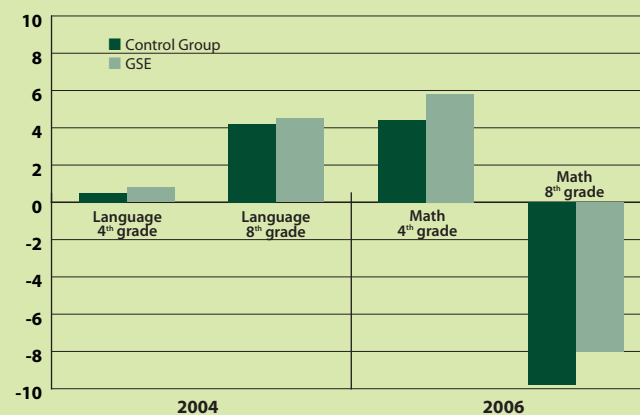
ment of education in Brazil. Since the program's inception, impact measuring tools were included in its design and operation allowing further comparisons with control groups.

The graphs on the next page give some idea of the context in which the GSE was introduced in the states of Ceará and Tocantins. In Ceará, the initiatives to improve student's performance in the state are still fairly inconsistent, especially when measured for 8th graders. In Tocan-

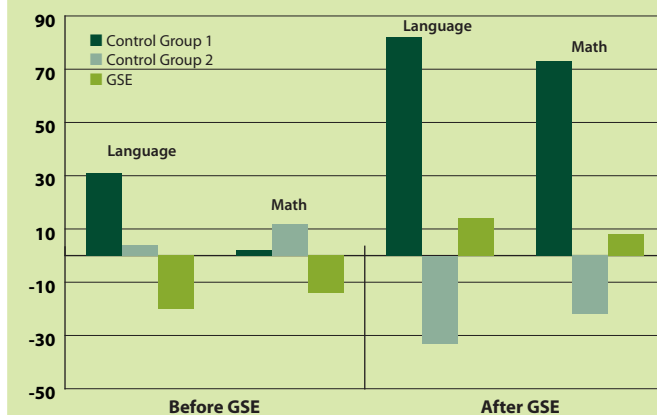
tins, meanwhile, thanks to a lasting and competent management, the progress is perceptible and cumulative.

The impact evaluations have shown in the two states that participating schools have progressed more than the control group. The same is true for the pool of schools involved in GSE's first edition in São Paulo and Santa Catarina, which were re-evaluated three years after its conclusion. Their leaders were able to improve staff interaction with a single goal in mind: the success of their students.

Ceará State – % Difference of student's performance 2004 - 2006



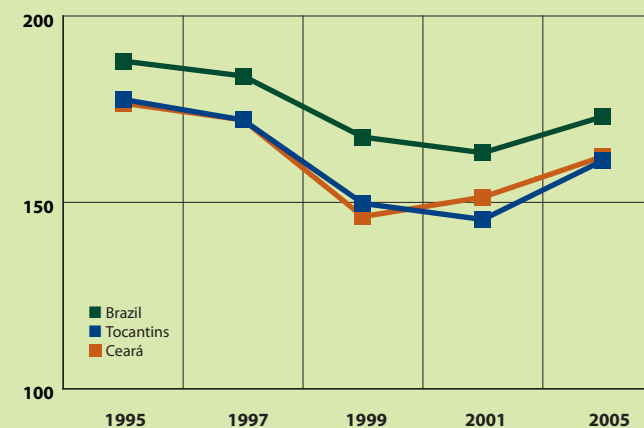
Tocantins State – % Difference from baseline of student's performance – 8th grade



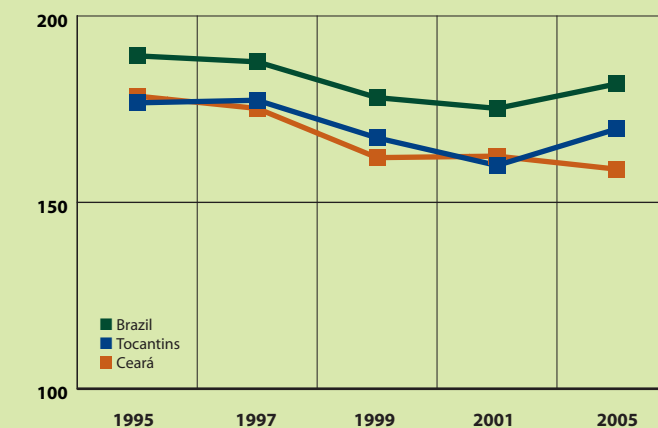
* Includes 18 privately-run schools (chartered)

Context of the GSE in 2006 – Evolution of 4th grader's performance in the National Exam for Basic School (SAEB)

Average proficiency in Language – 4th graders Urban State Schools



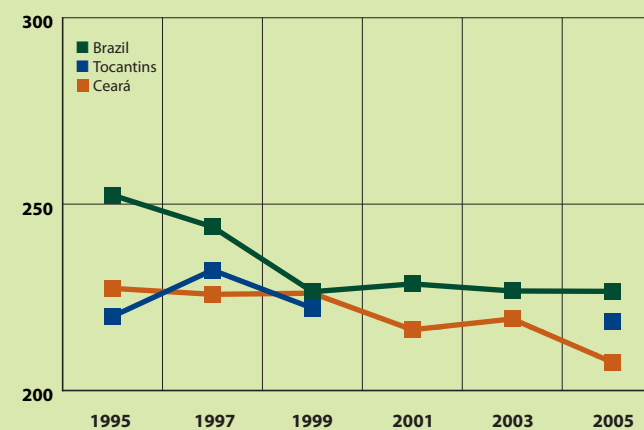
Average proficiency in Math – 4th graders Urban State Schools



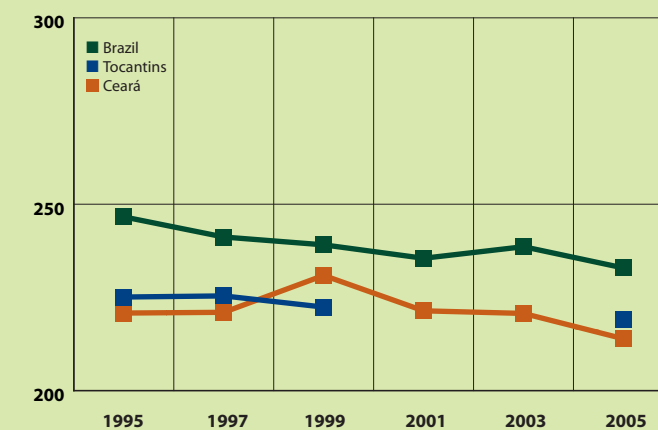
In 2003, Tocantins and Ceará did not apply the SAEB in 4th grade

Context for applying the GSE in 2006 – Evolution of 8th grader's performance in the SAEB

Average proficiency in Language – 8th graders Urban State Schools



Average proficiency in Math – 8th graders Urban State Schools



In 2001 and 2003, the state of Tocantins did not apply the SAEB in 8th grade

Mobilization for quality in education

Case studies and seminars

In order to improve awareness and mobilize public opinion to overcome the challenges of education quality, the Lemann Foundation develops and sponsors case studies and data analysis to illustrate the roots of quality education (or the lack of it) in Brazil. The topics are often controversial and seldom discussed in the country.

In 2006, when the Lemann Foundation, the Jacobs Foundation and the Gerda Group organized the education conference for business leaders in the state of Bahia, it became

clear the country's influentials were generally unaware of the critical condition of education in Brazil, in particular of its driving forces.

As a result, in the same year, unpublished studies about aspects of education management were originated. In 2007, the Lemann Foundation sponsored four seminars, two of them, most strategic and controversial, attracted wide media attention, which did a lot to help the debate trigger some real changes in public policy. The other two took place in an academic context and are used for teaching purposes.



Maria do Pilar Lacerda Almeida e Silva, Marisa Abreu, Simon Schwartzman, Paulo Renato Souza and Maria Auxiliadora Seabra Rezende at the seminar entitled "Teacher Compensation, Management and Quality of Education", held in São Paulo



Highlights from some of the articles published in Brazil's leading newspapers and magazines, based on the studies developed and sponsored by the Lemann Foundation in 2007

Seminars sponsored by the Lemann Foundation in 2007		
Aspects of education management that determine its (low) quality		
March – São Paulo	Teacher compensation and aspects of public schools management related to student’s performance	Partners Ibmec São Paulo, Futuro Brasil Institute (IFB) and Comunique-se
May – São Paulo	A teaching case study prepared by the Getulio Vargas Foundation on the management of the Tocantins State Board of Education	Authors Prof. Mário Aquino Alves and PhD students Lilia Asuca Sumiya and Hironobu Sano, from the Getulio Vargas Foundation
	Fieldwork on the impact of the GSE project in public school	Authors Undergraduate students from Ibmec São Paulo and researchers from the Futuro Brasil Institute (IFB)
October – São Paulo	Composition of the IDEB and participative management – Seminar for Municipal Leaders	Partners Victor Civita Foundation, Undime and Microsoft
October and November – São Paulo e Porto Alegre	Legislation and teacher absences in the state of São Paulo and Rio Grande do Sul	Partners Ibmec São Paulo, Comunique-se, Futuro Brasil Institute (IFB) and the Gerdau Group
	Structure of teacher compensation and career progress in the São Paulo and Rio Grande do Sul State Boards of Education	
	Propensity of Brazilian families to invest in private education	

Journalism Award

Along the same lines as the seminars, in April 2007 the Lemann Foundation held the second and final edition of its Journalism Award. Created the year before, the award was designed to recognize the Brazilian media’s contribution to the summon of society and the presentation of proposals to solve the country’s education problems.

Since the creation of the award, however, the involvement of society and public opinion in the processes of public policy-making has improved dramatically. The de-

cision not to continue the award took into consideration the fact that press coverage of educational issues has progressed enormously in this relatively short period. Furthermore, there are several other awards that address the same issue with competence.

The initiative included the production and distribution of the Survival Guide for Journalists who write about Education, which is available at the website www.fundacaolemann.org.br, as all other reports already published.

International fellowships for professionals

Scholarships at Harvard

Number of Lemann Fellows

2006-2007	
Subject	Students
Public administration	1
Arts and Sciences	2
Education	1
Health	2
2007-2008	
Subject	Students
Public administration	3
Arts and Sciences	2
Education	3

Lemann Fellowships

The Lemann Fellowships program each year awards scholarships to Harvard University for Brazilians who work – or who have an academic interest – in the fields of education, health and public administration, and who have been accepted into the Harvard Graduate School of Education, the Harvard School of Public Health or the Harvard Kennedy School. The objective of this initiative is to modernize the Brazilian public sector.

In 2006, a donation of 1 million dollars to the university’s David Rockefeller Center for Latin American Studies was aimed at improving the academic development opportunities for Brazilians with strong potential to become leaders in their country.

The program, wich focused on postgraduate courses, also sponsors research for academic work on aspects of Brazil conducted by students of any nationality at the Graduate School of Arts and Sciences.

Swiss International Teacher’s Program

Launched in 2000 by Swiss businessmen and the Zurich University of Teacher Education, the Swiss International Teacher’s Program (SITP) provides professional improvement opportunities at American universities for English-speaking Swiss primary

Continuing education

Brazilian teachers benefiting from the SITP

2004
Elisabete Valentim and Suely Tibúrcio Maia, from the São Paulo state public education system
2005
Adriana de Oliveira Gomes Araújo, Elkerlane Martins de Araújo, Sandra Maria Soares Borges Caldeira Voninio Brito de Castro, from the Tocantins state public education system
2007
Fabiana Cristina Bexiga, Genecirda Germano, Joyce Rocha P. dos Santos and Maria Glalcy Fequetia, from the countryside of São Paulo municipal public education system and the São Paulo state public education system

and secondary school teachers. The program currently accepts teachers from other countries, such as Brazil and South Africa.

The scholarship recipients are required to present a project describing the classroom application of the knowledge acquired during the program. In 2004 and 2005, the teachers attended the course at the Florida Gulf Coast University (FGCU) and, in 2007, at the Virginia Tech University.

The Lemann Foundation has been participating in the SITP since 2004 sponsoring Brazilian English Teachers from public schools preferably in location served by its programs.

Direct investment in schools



Since 1991 a local major insurance company has supported schools in the region of Paraisópolis, a low income community in the city of São Paulo and in 2005 the State Education Department made the initiative official. In 2006, a group of businesspeople teamed up with the objective of taking the original initiative to scale and increasing the level of investments made by companies and individuals in the Brazilian public school system. The project that is now known as “Partners in Education”.

By the end of 2007, this private initiative was supporting 58 schools serving more than 50,000 students. Each investor, with the help of the board of the selected school, chooses the priorities for the investment, ranging from remodeling to the purchase of teaching material and staff training.

In 2007, the Lemann Foundation joined the group and chose a State School with about 2,000 students in São Paulo. In the first year the focus was on meeting basic stand-

Escola Estadual Prof. Vicente Rao (2007)	Middle school				High school			Total/average
	5 th grade	6 th grade	7 th grade	8 th grade	9 th grade	10 th grade	11 th grade	
Number of students	290	286	301	248	389	282	231	2.027
Number of classes	7	7	7	6	8	6	5	46
Failing rate (%)	15	11	13	17	33	35	41	23
Grade-age discrepancy rate (%)	10	18	55	66	65	93	89	57
Dropout rate (%)	5	3	10	12	18	16	6	10
Saresp* 2005								
Language	62,3	61,7	62,6	58	60	57,4	53,9	59
Math	42,1	41,2	41,5	36,2	32,7	35,4	28,2	37

* São Paulo State Schools Performance Evaluation System

ards of comfort and security in the premises. A tutoring program for laggards and rewards for the best students were put in place for the urgent pedagogic needs. The school’s

quality indicators point to an alarming situation, in line with most schools in the region. The table on the previous page illustrates the challenge.



Best students of 2007: Jessica Silva, 11th grader; Wellington de Assis, 8th grader; Carine Almeida, 6th grader; and Gianluca de Souza, 5th grader

Estudar Foundation



The Estudar Foundation was created in 1991 with the mission of contributing to the development of Brazil by promoting the education and training of future leaders and change agents. To do so, it grants scholarships and supports career development for challenge driven young people.

In 16 years of history, former scholars, private donors, partner companies and NGOs have invested more than 5 million dollars to grant 364 scholarships in undergraduate, postgraduate and masters programs at leading teaching institutions in Brazil and abroad.

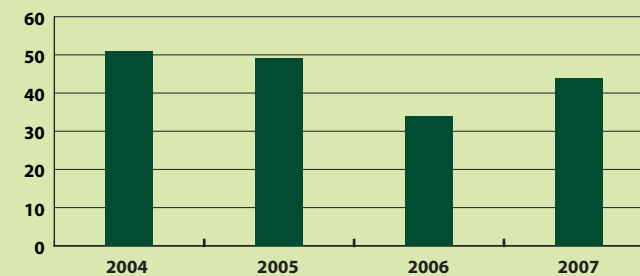
The number of applications for the Estudar Foundation competitive selection process increases year after year. In 2007, 31 new scholarships were granted. As time passes the grantees become more and more committed to the institution and prepared to add value to their careers and to the country due to the Foundation's integration and professional development activities.

The graphs show the number of new scholarships granted each year from 200-2007, and the percentage contribution of alumni to its total budget.

Output – number of scholarships



Efficiency (% contribution of alumni to the Foundation's total budget)



2007 Beneficiaries at the annual meeting held in July

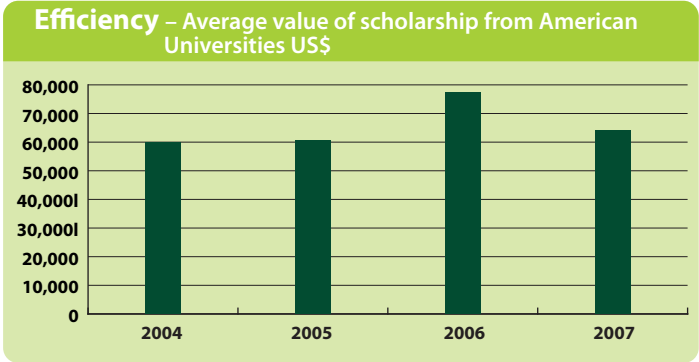
Outward Going



The program was founded in 2001, and is aimed at identifying opportunities for international sports scholarships for young Brazilian athletes in American universities and helping them qualify.

The grantees, besides attending renowned American universities, learn to speak English fluently and have the opportunity to compete in high-level university tournaments. They excel not only in the sporting competitions, but also in academic pursuits, as the table below illustrates.

The Lemann Foundation has been a partner of the institution since 2004, investing approximately 132,000 dollars in 66 athletes, 24 in 2007 alone.



Success off the court				
Indicator	2004	2005	2006	2007
TOP 10 athletes*	3	11	9	6
Best athletes from their respective regional leagues**	3	8	15	29
Athletes with the country's best GPA in their respective regional leagues***	2	5	8	14
Athletes with a GPA above 3.5	1	3	11	16

* Tennis players who were among the 10 best of the 18 age category, at the beginning of the program.
** Groups of 8 to 10 universities within a same region, that select the best athletes from each league, also taking into account their academic results.
*** Grade Point Average. Students with a GPA higher than 3.5 are placed on the Dean's List.



Liliana Hung, Luiz Maselli, Juliana Umeki, Renato Assunção, Fernanda Chiaparini, Renato Tamashiro, Eduardo Saratt, Luiz Gongaza Neto, Daniel Yamamoto, Bianca Machado and Leandro Schujmann, Outward Going scholars

ProA Institute



ProA Institute began its activities in the second half of 2006 when it took over the vocational programs of Brascri – the Swiss-Brazilian Association for the Assistance of Children in Need, a non-profit, non-governmental organization supported by the Lemann Foundation since 2003.

The institute's mission is to create opportunities for the personal and professional development of low-income youth, enabling them to make a smooth transition from school life to the formal job market. The programs aim at giving the youngsters immediate access to a source of in-

Headed for the job market

Students enrolled in the ProA Institute

Year	Students
2003	152
2004	330
2005	150
2006	150
2007	150

come and empowering them to assume their responsibility for the future of Brazil.

The preparation begins with a rigorous selection process that evaluates the skills valued in the current job market. ProA Institute's evaluation tools are used to monitor both beneficiaries and its own management.

Since 2003, when it first became an investor in the Brascri programs, the Lemann Foundation has provided more than 1.5 million dollars to the initiative that has already benefited 932 youngsters aged 16 to 19 from public schools in metropolitan São Paulo.



Painting class in the auto paint and repair shop training course in 2007



Business Management Assistant course in 2007

Coração de Estudante Institute



The Coração de Estudante (Heart of the Student) Institute was founded in 2003, and soon grew to become the Education in Cooperative Cells Program (PRECE), currently supported by the Federal University of Ceará (UFC), and the Popular Cooperative Schools (EPCs) run by the students. There are currently 13 such cells op-



Studying in cells at the center in Cipó Pentecoste

Replication and growth

New cells	40
New tutors	30
Tutors trained	35
EPCs formalized	3

Impact

Graduates	14
Students taking specialization/masters/doctorate courses	6
Student associations created and certified	9
Accumulated number of University students	140
University students employed	8

erating in five municipalities in the state of Ceará involving some 2,000 students. There are currently 210 students enrolled at university, 17 undergraduates, 3 in master's degree programs and 2 in doctorate programs.

The Lemann Foundation became one of the supporters of the Coração de Estudante Institute in 2007 investing 87,000 dollars in the project.

São Paulo Graded School



The American School in São Paulo (Graded School) provides high-quality academic instruction following the American standards and school calendar. The Lemann Foundation supports the school by offering scholarships to the children of staff through its Lemann Scholarships program.

An endowment fund has been set up specifically to sponsor the scholarships. There are currently 10 students between ages of 10 to 16 receiving the scholarships.

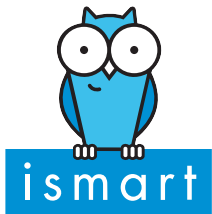
Saint Gallen – Ibmec São Paulo



The Saint Gallen scholarship program is a joint initiative between the Master in Law and Economics Foundation of the University of Saint Gallen (MLE) and IbmeC São Paulo. It enables the exchange of international law professors between the two universities. The program is also intended to promote interdisciplinary knowledge for the students.

In August and September of 2007, two professors from Saint Gallen lectured at IbmeC São Paulo. The second part of the exchange will take place in the first half of 2008 at the University of Saint Gallen. After that, the program will be expanded to include students from both universities.

Ismart



Ismart students at the end-of-school-year meeting in São Paulo (December 2007)

Ismart was founded in 1999 to grant scholarships to low-income students with high intellectual potential and

an excellent academic track record. The objective of the institute is to enable talented students to materialize their full potential, by providing opportunities that can transform them into successful professionals.

The main project developed by Ismart is

called Alicerce (Sound Base), run in partnership with leading schools in the cities of São Paulo, Rio de Janeiro, Fortaleza and São José dos Campos. In this program, students from the 7th grade of junior high school onwards attend preparatory courses for top notch high schools.

Ismart's goal is to serve 1,000 students from 7th to 12th grades by 2010. At the end of 2007, there were 514 students.

The Ismart beneficiaries have also excelled in Academic Olympics in which they compete. In 2007, they won four gold medals, seven silver medals and five bronze medals, in addition to 23 honorable mentions, as the table on the left shows.

High marks

Ismart student's performance in academic competitions

Academic Competition	Medals			Honorable Mentions
	Gold	Silver	Bronze	
National for Public Schools Mathematics*	–	1	2	21
São Paulo State – Mathematics	–	2	2	–
National – Mathematics	–	2	–	2
National – Chemistry	1	–	–	–
National – Physics	–	2	1	–
National – Astronomy	3	–	–	–

* 17,340,895 students from 38,453 schools competed in this category.

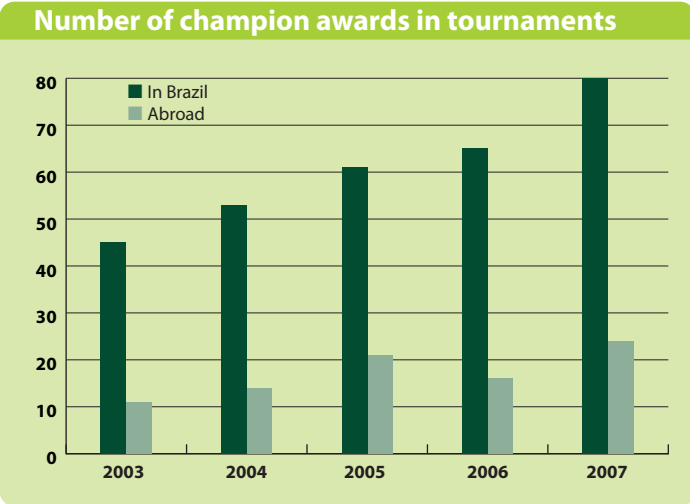
Tennis Institute



The Tennis Institute was created in 2002 to help promote the sport in Brazil and develop future tennis champions by providing qualified training and support for teams of juvenile and professional athletes.

In addition to the program to identify and develop young talent, the Tennis Institute encourages kids and youngsters to play the sport by offering tennis classes at public schools in the region of Florianópolis, in Santa Catarina.

Some talents have already been identified, as shown in the tables below. One of the current rising stars is 20-year-



old Teliana Pereira, ranked 210th by the Women's Tennis Association (WTA). The WTA is a major international body that organizes women's professional tennis tournaments. In 2007, Teliana won a bronze medal in the Pan-American Games. She has also won the Bionaire-Bogotá Cup in Colombia and the Credicard Citi MasterCard Tennis Cup, held in Campos do Jordão in the state of São Paulo.

Tournaments disputed in 2007		
In Brazil and abroad		
Champions	Juvenile 12 years	10
	Juvenile 14 years	19
	Juvenile 16 years	23
	Juvenile 18 years	27
	Professional	15
	Senior	1
	Total	95
Vice champions	Juvenile 12 years	5
	Juvenile 14 years	14
	Juvenile 16 years	6
	Juvenile 18 years	13
	Professional	9
	Total	47

Teliana Pereira, ranked 210th by the WTA, the highest position currently held by any Brazilian player





LOB Women’s Tennis Institute

The LOB Women’s Tennis Institute was created in March 2005 to foster the development and careers of young female tennis players, preparing them to reach top 100 positions in the Women’s Tennis Association (WTA) ranking.

In 2007, the athletes training with the institute made their first trip to Europe to compete in tournaments in Italy, Belgium and France. In July, the young players Fernanda Faria and Paula Gonçalves became the Brazilian

champions respectively in the 16 and 18 age group. A few months later, in October, they were ranked 856 and 999 on the WTA tour ranking. Fernanda Faria is also in the Brazilian women’s tennis team.

The Lemann Foundation has supported the LOB Women’s Tennis Institute since its creation. By the end of 2007, it had invested 90,000 dollars in the project.

Recognized effort and talent				
Titles won by the LOB Institute's tennis players in 2007				
Junior Tournaments	Singles		Doubles	
	Champion	Vice champion	Champion	Vice champion
Di Santinni	4	3	4	3
São Paulo Cup	1	1	1	1
Masters Di Santinni	1	1	ND*	ND*
Credicard	1	2	1	1
ITF Cosat Paraguay	-	-	-	1
Brazilian Championship	2	-	1	-
Inter Cities	3	1	ND*	ND*
Professional Tournaments	Singles		Doubles	
	WTA Points		WTA Points	
Challenger Campos	7		-	
Futures	6		3	

* NC = Did not compete



Natalia Melibeu, Marília Câmara, Fernanda Faria, Nicole Herzog, Paula Gonçalves, Nayara Moraes and Ana Luisa Thomaz, LOB Women’s Tennis athletes

Solidarity Sports Association

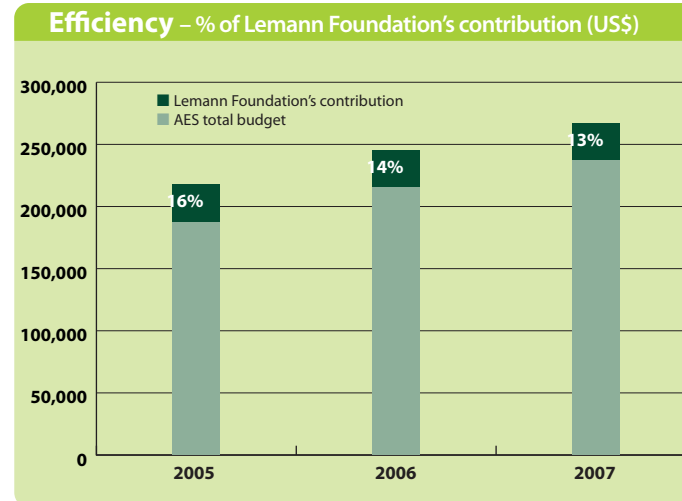


Group of kids in the athletics training project

The Solidarity Sports Association (AES) has, since 1999, provided training in athletics and swimming for low-income children and adolescents in the public school system. It also provides medical, dental and psychological treatment, career advice and computer courses.

The program currently benefits 216 kids in the city of São Paulo, 68 of them also attend after school programs.

The Lemann Foundation sponsors the Solidarity Sports Association since 2005. Since then, it has invested 94,000 dollars in the project.



AES students in one athletic running competition

Vitae Partners Support for Technical and Agro technical Education



After 20 years operating in Brazil, Vitae, Support for Culture, Education and Social Promotion concluded in 2006 its closing process by transferring all remaining financial resources to its most successful projects like the Vitae Partners Program in Support of Technical and Agro-technical Education (PAETA).

Since then, the project became Vitae Partners Program fund, with the financial backing of the Technology Sup-

port Fund (FAT), also responsible for running the project, and the Unibanco Institute, Banco Itaú BBA and the endowment by Vitae.

The Lemann Foundation, a partner in the program since 2002, continues to support the initiative aimed at sponsoring the updating of syllabi and infrastructure at technical and agro-technical schools across Brazil.



Industrial Automation Laboratory, at the Armando Bayeux da Silva Technical School, Rio Claro (São Paulo)

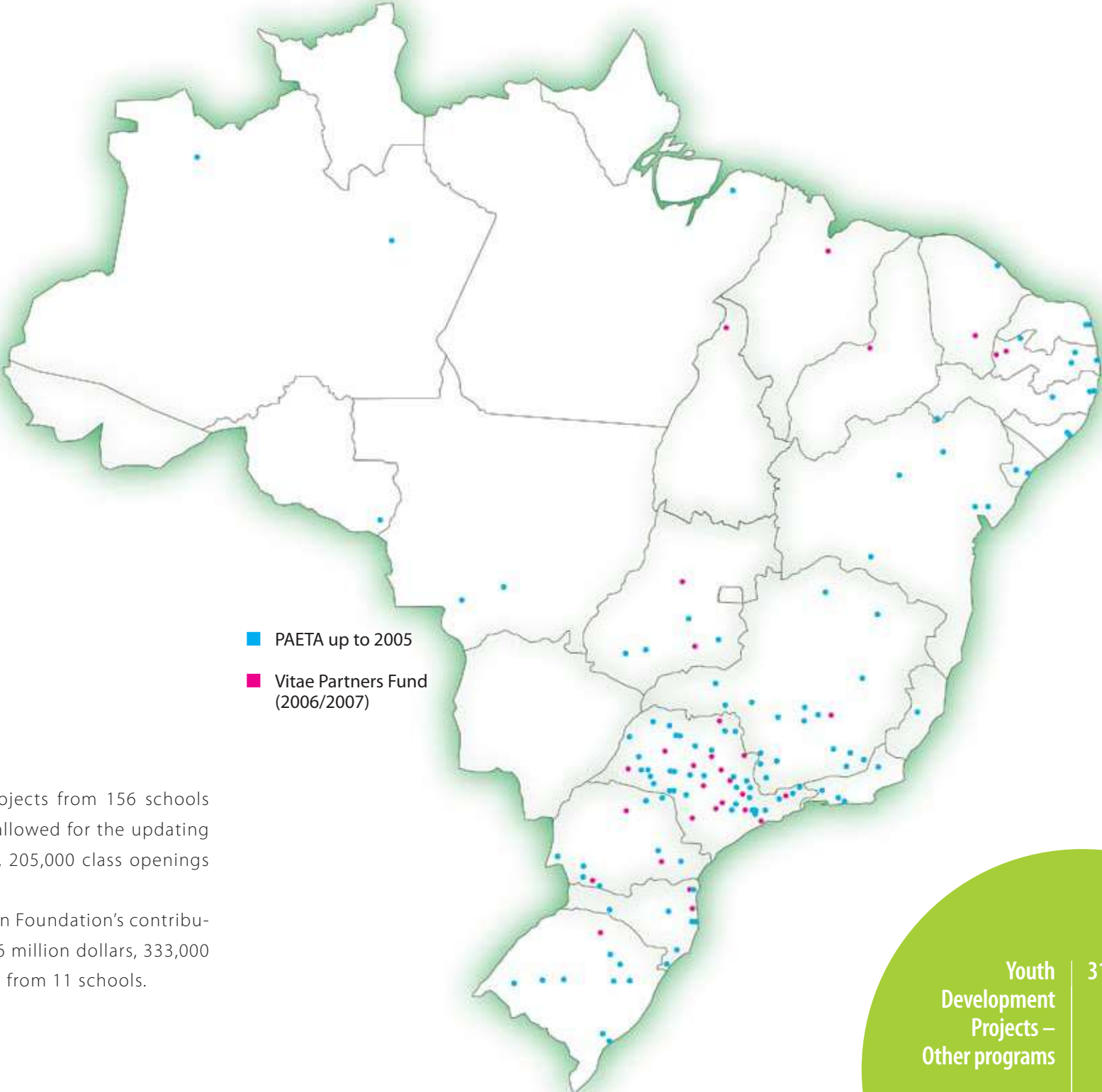


Hydrogen Distiller, Bromatology Laboratory, at the Federal Agro-technical School of Araguatins, (Tocantins)

Modernizing education	
Number of schools benefited in the program	
1997	7
1998	15
1999	17
2000	16
2001	21
2002	25
2003	30
2004	35
2005	35
2006	16
2007	11
Total	228

Since its first edition, 228 projects from 156 schools benefited from the project that allowed for the updating of institutions that offer, in total, 205,000 class openings each year.

From 2002 to 2007, the Lemann Foundation's contribution to the program exceeded 1.6 million dollars, 333,000 dollars in 2007 alone, on projects from 11 schools.



Brasiliana Collection

cbfe

Under the keeping of the Estudar Foundation since 1997, when it was first brought to Brazil, the Brasiliana Collection was originally gathered in Second World War Europe by the art collector and antiquary Jacques Kugel (1912-1985). The collection consists of 477 works, the most part by European commissioned artists who visited Brazil in the 19th century, and illustrates the culture, geography and people of Brazil at the time.

During the 10 years of the Estudar Foundation care, the collection was displayed at important national and international exhibitions, such as “Brazil 500 Years” in Rio de Janeiro and São Paulo in



Facade of the São Paulo Pinacoteca Museum displaying the poster for the “Human Figure in Representation” exhibition



Marcelo Araújo (Director of the Pinacoteca), at the podium; Thaís Junqueira Xavier (Managing Director of the Estudar Foundation); João Sayad (Culture Secretary of the State of São Paulo); and José Serra (Governor of the State of São Paulo)



Feature article published in the Folha de S. Paulo newspaper on 10 October 2007

2000; the “Human Figure in Representation” exhibition, at the Pinacoteca Museum in São Paulo in 2005; and those organized for the Year of Brazil in France, at the La Vie Romantique Museum in Paris, also in 2005. In 2006, some pieces from the Brasiliana Collection were selected for exhibitions in Portugal, at the Soares dos Reis National Museum in Porto and the Palácio da Ajuda Museum in Lisbon. The archive was also represented in 2007 at the exhibition on 19th century Brazilian art at the Kunsthalle gallery in Krems, Austria.

The archive and its rich historic and artistic heritage has also been presented in books, such as *Revelando um Acervo* (*Revealing an Archive*), published in 2000, and *Coleção Brasiliana – Fundação Estudar* (*Brasiliana Collection – Estudar Foundation*), released in 2006, which reproduce and contextualize the art works.

In order to make the Brasiliana Collection more accessible to a wider audience, the sponsor institutions decided to donate the complete archive to São Paulo’s Pinacoteca Museum. The donation was made in October 2007 and is considered one of the most important ever received by the institution in its 100-year-plus history. To inau-



Invitation to the “Interpretations and Narratives” exhibition, October 2007

gurate the donation, the Pinacoteca gallery organized the exhibition “Brasiliana Collection: Interpretations and Narratives”, with nearly 70 works from artists such as Rugendas, Debret and Albernaz.

The Pinacoteca donation also included a library of nearly 500 volumes and a document archive composed over the 10 years of the Estudar Foundation guardianship. The library consists of books, catalogues, Brazilian and international periodicals, academic research and items from museum and private collections related to the context in which the works were created.

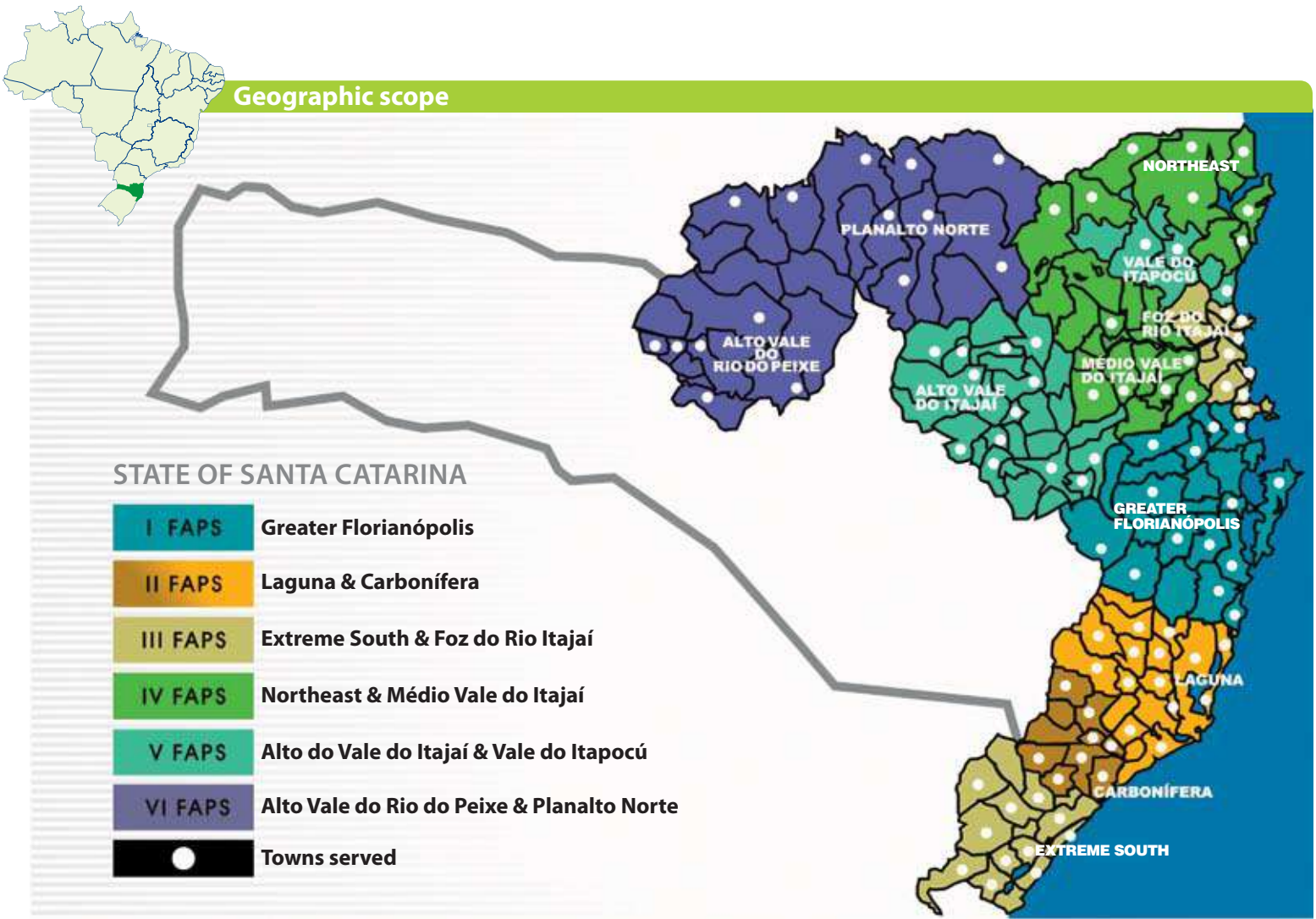
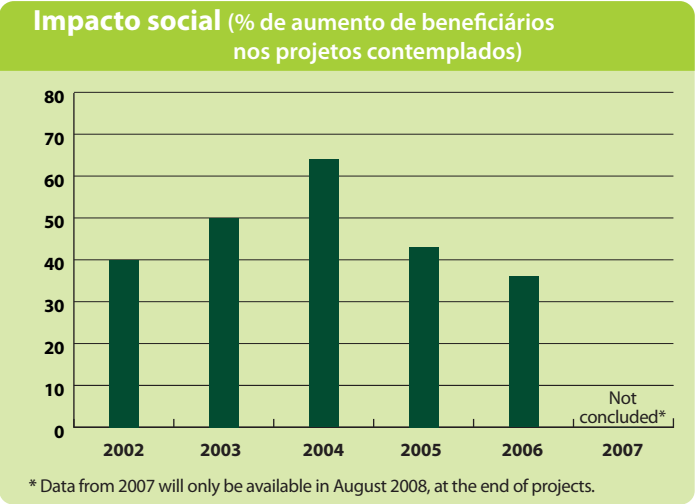
Guga Kuerten Institute



The Guga Kuerten Institute (IGK) was created in 2000. The Social Projects Support Fund (FAPS) is one of the institute's programs and provides financial and technical assistance to social projects in the state of Santa Catarina, where the actions of the IGK are centered.

Overall, it supports 184 Special Needs Education Institutions that serves 13,850 people in 166 municipalities. The investments made by FAPS enable these Institutions to extend their coverage, as the graph on the right shows.

Since 2002, the Lemann Foundation has invested more than 235,000 dollars in FAPS, for the direct benefit of 11,528 people in 116 projects.



People and institutions that, through their kind dedication, have enhanced our efforts:

Aloysio Miranda, Ana Carolina P. Monteiro, Carlos Eduardo P. Esteves, Adriana Baroni, Humberto Sanches, Isabel Lustosa, Layla de Carvalho, Marcos Sader and Pedro Chueiri (Ulhôa Canto Resende e Guerra Advogados)
Araly Palacios and staff (Razão Social Institute)
Claudio Haddad and Regina Madalozzo (Ibmec São Paulo and the Futuro Brasil Institute, IFB)
Luiz Gustavo Santos and Maria Gontijo Álvares (Institute for Managerial Development, INDG)
Marcelo Meth and staff (São Carlos Empreendimentos e Participações)

State Education Secretaries who, through their enterprise and insight, have raised the impact of our projects:

Maria Auxiliadora Seabra Rezende and staff (Education and Culture Secretary of the State of Tocantins)
Maria Helena Guimarães Castro (Education Secretary of the State of São Paulo)
Mariza Vasques de Abreu (Education Secretary of the State of Rio Grande do Sul)

Specialists who have shared their experience in our seminars:

Alexandre A. Porse (Finance Department the State of Rio Grande do Sul)
Claudio Fonseca (Municipal Teacher’s Union of São Paulo – SINPEEM)
José Marcelino de Rezende Pinto (University of Philosophy, Arts and Sciences, of the University of São Paulo, USP at Ribeirão Preto)
Mateus Bandeira (Treasury Department of the State of Rio Grande do Sul)

Mônica Timm de Magalhães (Jewish school, Porto Alegre/Rio Grande do Sul)
Oriovisto Guimarães (Grupo Positivo)
Simon Schwartzman (Institute of Studies on Employment and Society, IETS)

Institutions that have contributed directly to the success of our projects:

África Propaganda (Nizan Guanaes and Luis Roberto Pires Ferreira)
Bradesco Foundation (Denise Aguiar Alvarez Valente and Nivaldo Tadeu Marcusso)
Comunique-se (Rodrigo Azevedo)
Construtora Moraes Alves (Mariana Asprino Gini and José Eduardo de Mattos Asprino)
Gerdau Group (José Paulo Soares Martins, staff and group of volunteers)
United States Consulate in São Paulo (Eva Tâmara Reichtmann and Elizabeth Moreira)