

MESSAGE FROM THE CAPTAINS

It was not easy tackling the impact of the economic tsunami that struck in early 2009. The job market shrank and companies cut their social investments as a wave of pessimism swept the globe. Confronted with rough seas, our crew stayed alert and ProA ploughed on resolutely towards dry land and new horizons.

We faced some rough weather, but fortunately the results were better than expected!

- :: The number of scholarships was increased by approximately 30%, catering to 190 young people in São Paulo
- :: The employment rate was kept at 62%
- :: We improved income levels: youth earning more than twice the minimum wage increased from 7% to 13%
- :: We brought new investors on board: 20% more than in 2009
- :: The participation of companies in our revenue grew by 4%

As satisfied as we are with these figures, we are certain of one thing: we did not arrive at them on our own! Several partners stood by our side every step of the way. Teachers, community leaders and countless other people from the communities helped publicize the program to the youth and their families.

In fact, we only managed to make it this far because we could count on the support and engagement of all these people.

Considering such encouraging support and engagement we have decided this year to give those who invested so much time and energy in our youth their say.

We gave a voice to the consulting firm Plena Consultoria, which from the outset has helped us select those who really desire this opportunity. In the three years ProA has been in activity, more than 3,000 young people have taken part in the selection process and they all have their own stories to tell. We also heard reports from the Senac staff who work as educators and in the training and development of the students. We interviewed professionals from the companies that give ProA's youth their first opportunity to get a dignifying job with future prospects. We spoke to families and people from the community. All of whom, in one way or another, have witnessed a major transformation between the before and the after.

Our close contact with these people helped us conclude that the direction taken by these young men and women could have been very different.

WHY, AFTER ALL, DID THEY CHOOSE THE DIRECTION OF EDUCATION AND EMPLOYMENT?

Their families. They were the first major guiding force in the lives of these young people. A baseline education.

With dogged determination, they instilled deep-rooted values like anchors in the high seas. Families that stand firmly at the helm and refuse to flounder even when the going gets tough. They keep their beliefs and their dignity intact. Parents, uncles and aunts, grandmothers and grandfathers, all heroes no matter what. They set an example of how to stay the course and how to keep pushing forward.

We could spend hours talking about all these people and how education, in its broadest application – at home and at school – makes all the difference. But we prefer to let others have their say. Nothing could be fairer than following this incredible journey from the perspective of those who were there and who witnessed the transformation in person, each step of the way.

ProA Board



THE BEFORE AND AFTER OF THE PROA CREW

The **Logbook** this year is very different from last year's, because this time it does not reflect the voice of the young "fishermen", but instead the voice of those around them, who helped put the bait on the hook.

It tells true and heartwarming stories of people who followed, step by step, the transformation of the lives of these youth.

They are stories of what the youth were like before joining our crew and how they handled themselves on-board, during the passage. They tell of the challenges, the difficulties and the real-life struggles to keep moving forward and not drift off course.

They also describe what the passage was like, the outcome. They reveal what the youth are like today, on the other side of the ocean, already experiencing new horizons.

Dip into the pages ahead for an up-close account of the challenging journeys of those who have already learned how to fish for themselves.



FAMILY



EDUCATION IS THE GREATEST GIFT WE CAN GIVE OUR CHILDREN

What approach did you take to education in your house? Did you concern yourselves with this early on, when your kids were small?

Maria: We were always concerned that they should study and have a better future. And when Kátia first discovered ProA, it went like this: she was working at the local pharmacy and ProA came to her school. That day she came home, all excited, and told me: "Mum, I registered my application, ProA was at school and I'm going to try to get in, because if I make it I'll get a scholarship". And she did just that, passed through the all different stages and was eventually selected. To begin with, when she came home saying everything was free, we were a bit hesitant, but we encouraged her all the same.

"They organized a meeting to talk to all the parents. That's when we realized it was a serious program and that our daughter was really going to get this opportunity. So, for us, it was extremely rewarding."

Were you worried that she would leave her job to join this program at ProA?

Edmilson: Ever since we first started having a family, we always taught our kids a positive message. What's right and what's wrong. So we always gave them good advice, telling them to try to do the right thing. Educate them so they can get what they want out of life. So we tried to set a good example. Perhaps not the most spectacular example, but we tried our best. Whenever Kátia came home talking about the course, we always supported her, just like we support the others.

"I'd already heard of Senac, but not ProA. I'd never heard of it before, but I felt they were reliable."

Is it common to have programs like this in Americanópolis, or is ProA one of the first?

Maria: It's not common at all. The only one of this caliber I've seen at the school has been ProA. There's one other program out there, but it's nothing to write home about. The students go there, do the course and then it's all over. I tell people about ProA, since I work at the school so I can give them the website address and recommend that they take a look, get in touch, that it's not a scam! Because often when you talk about this kind of program

Maria and Edmilson: parents of Kátia, a ProA alumna, class of 2007, and Denis, a current ProA scholar. Neither parent completed their primary education. Maria works as a cook at the Martins Pena public school in Americanópolis, the neighborhood where they live. Edmilson is a carpenter. They have 5 children: the oldest is on a church mission, two are at college studying business administration, one is studying with ProA this year, and the youngest has already expressed an interest in joining the ProA crew.



*Mrs. Maria and Mr. Edmilson
and their 5 children.*

people think it's a scam. But I tell them it isn't, and that my daughter has already done it and one of my sons is doing it right now.

Do you think the meeting you attended with all the parents, to explain the ProA program, is important?

Maria: Well, they scheduled the meeting with the parents, so I went along and they explained everything right down to the last detail. Everything they told us then, about transportation, money for meals, uniforms, every last thing, they followed through on. And we had to do our part too, by supporting our children so they didn't skip class, so they'd go to the course every single day.

Kátia, besides yourself, your older sister is in college too, isn't she?

Kátia: My older sister, Kelly, is brainy, but she only started college at 23. If she'd had the opportunity when she was younger, she would have started before, because she's really smart! My older brothers always set a good example when it came to studying. They finished school, they took courses, did everything themselves. They set an example for me too.

"I'm grateful for the way you handle money. How you're always available to donate this money, so more young people are educated here in Brazil, so they can have a future. Your help is important, you know! Thank-you so much."

PROA PROGRAM



I FOLLOWED IN MY SISTER'S FOOTSTEPS

When Kátia applied at school to join the ProA program, I was also a student there, but at 14 I was too young to take the test. So I thought to myself: "Ah... I also have to try to be smart at home, I've got to do my part".

Kátia was extremely committed, she never skipped classes and was always excited about the course. Her last project was a presentation, and I observed everything, saw her organizing things at home, doing her work, and I thought: "Wow, she's really learning a lot on this course. I want to learn too, I want to pursue knowledge".

"I want a better life for myself and I'll only achieve this by studying. So I need to find a good college, always pursuing knowledge. I'm going to do just what the teacher at Senac told us to do: get the most knowledge out of them as possible."

On the course, we have to be responsible, we're not allowed to turn up late. We have to wear a uniform and always speak correctly, without using slang. We learn a lot about how to behave in the workplace.

"If it hadn't been for ProA, I still would have tried to get into college, but not at 18... perhaps at 23 or 24, like my other sister."

I've got another sister who lives at home and is also at college, Kelly, but she didn't do ProA, so she started college when she was older. Now she's at college and works in a stationery store, but she doesn't get the benefits that Kátia does. Kátia has a much better job, she gets public transport and meal vouchers, a better salary and also health insurance. It's much better.

Denis: brother of Kátia, a ProA alumna, class of 2007. Inspired by her, he also decided to participate in the program and was selected. He joined the class of 2010 and intends to emulate his sister, who has been working for more than two years at RB Capital and is currently majoring in business administration at São Judas Tadeu University. The hard worker that she is, Kátia passed the entrance exam and pays only 50% of the tuition fees.



Denis, Kátia's brother, current ProA's scholar with his crew after class.

Cláudia: ProA partner from the outset. Through the consulting firm Plena Consultoria, she has for the past three years helped select the youth who are genuinely prepared to join the program. Now, she tells us how this is done.



Role playing stage at the Selection Process.

IT'S WE WHO LEARN FROM THEM

SELECTION



First of all, there is the technical, bureaucratic part, and they take the test. Then they are interviewed and we ask some standard questions. We ask about their personal life, their social and economic status, and about their dreams. Then comes the role-playing exercises, which is when we get to assess how they behave.

"At ProA, the youth understand what it means to be there, they know there is someone there watching over them, instead of just providing the course itself."

Very often, we look into a boy's eyes and can see his capacity, even though he isn't doing very well. Sometimes they are unable to show us who they really are, how much they have to offer, and they find it difficult to come out of their shell in the role-playing. But you notice something about them, and they look at you as if to say: "This is my golden opportunity, I don't want to end up getting stuck where I live, I don't want the type of future I imagine my friends will have".

With experience, we started to listen to the youth differently, not just hearing what they say, but reading between the lines, so to say. This is the most rewarding part of the entire selection process: listening to their stories. We've had cases of youth who were not ready in a particular year, although we knew that it was just a matter of time. And sometimes we are spot on, and we meet them again the following year and see that their time has come, that they are more mature, better prepared, more aware of what they are doing there.

SELECTION



IT'S WE WHO LEARN FROM THEM

It is a very specific and extremely underprivileged public. Some have very serious family problems, and most come from broken homes. And the fact that their parents are separated is the least of their problems. Far worse is when they don't see their fathers anymore. We ask about their fathers and discover that many have never even met them, while others have a father, but have no idea about their whereabouts.

"I think economic conditions are a very real contributor. But the problem often lies within the family. There is no structure, no solid grounding."

I think the fundamental importance of the program is not just the fact that it pays for everything. I think it lies in having all this involvement, this concern with the selection process, in making an evaluation after they have completed the course, in giving them direction and in accompanying their progress. This is what motivates young people. We know that the job market demands more than just qualifications. So, they end up getting from the program what they don't get from their families. They get attention. The fact that someone cares whether or not they are absent. If they are sick, someone calls their family to find out why they haven't been turning up. And we make a point, during the meetings with the parents, of looking them in the eye and saying: "It's important that your son turns up at this time, on these days, and it's important that you participate and support them so they stick with the program until the end".

Cida: who two months ago moved out of Paraisópolis, where she had lived most of her life. It was there, battling like a soldier and earning scholarships, that she left her job as a domestic worker and fulfilled her dream to become a teacher. Today she teaches Portuguese and English at public schools in the community, at the primary and secondary level. She has an in-depth knowledge of ProA and, for this reason, encourages her students to participate in the program.



I WANT TO SEE THEIR LIVES CHANGE, JUST LIKE MINE DID

SCHOOL TEACHER



Why do you encourage your students to participate in ProA?

My life changed because I had lots of good people helping me. I was a domestic worker for a lady in an apartment in the neighborhood of Morumbi who used to tell me: "Look, Cida, there's more to life than this. You have the chance to study, improve yourself, grow". Ever since I was little, I've always liked languages. I imagined myself growing up and speaking several different ones! I wanted to communicate with the world. I didn't know that was called a polyglot. Then, later on, given my social status, I thought it was just a pipe dream. As an adult, I was frustrated that I couldn't pursue this. But I didn't give up. Opportunities came my way, and I seized them. I earned scholarships to study English and I also realized a lifelong dream to travel abroad.

Even though it is a poor community, the local people are genuinely interested and want to study, to build something worthwhile for their lives. All they need is an opportunity, as they don't know where to begin. I'd really like them to know that there is always someone, that there are companies out there looking for people with drive and determination, and they are prepared to pay for this opportunity to get themselves a good employee down the line. If they have the will, then there's always a way.



I WANT TO SEE THEIR LIVES CHANGE, JUST LIKE MINE DID

“I’ve been that kind of person. All my life, I’ve always had the will, but I never knew where to ask for help. So now I like to do the helping, to try and give people direction. It’s like being a guiding light for them, being a tiny spot of light in the darkness, in the midst of all that madness of their lives, as they search for solutions to their problems without finding any.”

The ProA program only lasts one year. Do you think it still makes a difference in the lives of these young people?

Yes, it’s just one year, but it’s the first year of a long journey. You’ll never reach the end if you don’t take the first step. It’s the first year they know what they’re going to do in the future. And their little eyes shine so brightly on graduation day, oh...!

They come out better prepared to start their careers and enter the job market. They feel like professionals, since they were trained by Senac, which is such a highly respected school. This is important for them.

Do they become role models for the community?

Yes, absolutely. They set an example to follow. The class of 2008 completed the course and, in 2009, when I went to present the program, I took a young lad with me from the previous year who had already found a job. He arrived at the school with his company ID badge and said: “Listen, as a result of the ProA course and my own determination, I’m already working. And everything that the teacher tells you today is true. They pay your meals, your transport and your school supplies. It’s all true. I’ve been there and I did it”.

Cida, you are living proof of how an opportunity can transform a person’s life. Is there any special message you’d like to leave?

Yes, there is. Please, don’t give up, don’t hesitate to get on board with programs like ProA. I think there are people with a great deal of resolve, in real need, good people who have been excluded from all kinds of opportunities. Because the media has a way of ignoring the good news. But when something bad happens, like in early 2008 or in 2009, the media was all over Paraisópolis: “Residents of Paraisópolis destroy property”... and I think this creates a kind of mysticism, as if everyone in Paraisópolis had been involved, when in fact it was just a handful of ruffians doing that. So I say to the businesspeople who are investing and asking themselves whether it’s worthwhile: “It is worthwhile, it’s worth every cent”.

“Please, don’t give up, don’t hesitate to get on board with programs like ProA. I think there are people with a great deal of resolve, in real need, good people who have been excluded from all kinds of opportunities.”

Cida at Paraisópolis, where she lived most of her life.



Cida and Paula at the school where Cida works as an English teacher.



WORK



WHAT IMPRESSES ME THE MOST IS THEIR COMMITMENT

Flávia: customer service supervisor at Senac for 4 and a half years who has already hired 4 ProA alumni to work in her department.



Anne and Flavia in the "secret friend" party at Senac.

Senac took the initiative to hire these alumni, these youth, because they can grow here. We believe in their potential and that they are prepared to enter the job market. So why not start at the company where they studied? Why not use all the knowledge they have acquired for Senac itself? There are several successful examples that you are well aware of, and this has encouraged us to seek out more of these bright young people.

One thing we have noticed about the youth that have had this opportunity is their determination. Very often they still need to mature, but they really make an effort, they are extremely committed and they take the opportunity offered by Senac very seriously. Those who have been employed here have shown a true commitment. They don't miss work, they don't turn up late, they are flexible enough for us and they are raring to go.

"The best thing about this whole experience is that they are hired on merit alone, since they compete with other candidates, including in role-playing exercises. We try to make the selection from among people in the market. It is all one process, not segregated, it's the same for everyone."

The other people who work in my department came for different reasons. Some were recommended by the staff here, either someone they know or someone who has worked for another company. Others are people we did not know, but their resumes were forwarded to the office in Consolação.

The young people who come from ProA are clearly different from the other new members of staff, as they seize the opportunity as if it were one of a kind. Because, from what I know of their backgrounds, I'd say that they wouldn't be able to attend college if it wasn't for this opportunity or some other company willing to offer them a scholarship.

Ana and Vera: Ana is a lawyer at WTorre and the manager of Jéssica, a ProA alumna, class of 2009, who has worked at the company for 9 months, assisting the legal department draw up contracts. Vera runs the company's Social Responsibility department. Besides Jéssica, WTorre has already hired another 11 ProA alumni.



Ana and Jessica in a holiday party of WTorre.

I HAD NO IDEA SHE'D COME FROM PROA

WORK



Ana: I have noticed that Jéssica came very well prepared from ProA. Like most youngsters, she was obviously not entirely ready, but she has lots of drive, lots of determination. She's a very responsible girl, very sharp and polite. And she has helped us a lot. She has a good solid family grounding, I think, and she knows how to behave, dress and treat other people. She's been great asset. She's quite discrete, so I only found out more details about her life – that she came from ProA, for instance – from HR documents. By looking at her, you'd never notice any difference about her origin. She fits well into the environment. The good thing for us is that she meets our expectations, she doesn't get distracted or waste time on the internet, she's very responsible like that. In my opinion, it's important to spend time with these youngsters and learn from the real-life experience they bring with them.

"When they first arrive, they are a bit nervous, but as they learn the ropes, they start to feel more at ease in the workplace. I've noticed this, and it's very satisfying, it's rewarding, when you sense them saying to themselves: "Geez, I can do this too!"

Vera: To begin with, we hired the youth as apprentices to comply with the law. But as we developed the program, accompanying the process with the sponsors and the youth themselves, we all realized that besides contributing to the good of the company, they also were also making a strong personal impression on all of us.

"The other day we were in a meeting and someone asked: "Who is an apprentice here?" And Mr. Walter, the chairman, raised his hand and said: "I'm an apprentice. I learn something every day".

SENAC



THEIR SELF-ESTEEM IS DIFFERENT, IT'S VERY WELL DEVELOPED

From the experience I've acquired in all my years at Senac, one of the most satisfying parts of working with the ProA classes is hearing the youngster say that, since participating in the program, they now understand the difference between studying and learning to study.

I think that, within the Senac methodology of "Learning to Learn", they approach learning differently and can even express it in words: "Now I'm sure I've learned this and I know where I'm going to use it". I think they feel more mature and more secure about looking for a job and also about taking job interviews.

"I think around 80% of these youngsters are aware that if they hadn't had an opportunity like this, although they'd probably have a job, it would be a different type of job, one that very likely wouldn't offer them any growth or career prospects."

There is one important consideration to make here, concerning the value of the part of the program that works on the youngster's self-esteem, which I think is even more important than the technical part. If I had to quantify this, I'd give 9 for self-esteem and 8 for the technical part. Not that they don't learn a lot in the technical part. Of course they do, because there is a world of difference between what they get here and the experience of their public school education. They talk a lot about behavioral issues at schools, about the very structure of schools. They feel unappreciated, they don't get any attention and they don't have the infrastructure they need to study. So I think this is what they end up finding at Senac. They feel welcome. They start to engage with the people who work here and, at work, the relationship of friendship and respect is different from what they experience at school or even in the community where they live. So they change in this respect too.

Sueli: she has worked at Senac for 21 years. She is an educational supervisor and assists ProA, receiving the youth for the program and preparing them for the job market. She is currently earning an MBA in People Management.



Sueli on presentation of the students thesis.

Frederico and Marcos: Frederico is a comptroller and Marcos is an analyst. Both are executives at Lanx Capital, a financial services company, and managers of Andrade, a ProA alumnus, class of 2008, who has been working for 10 months as an office boy and office assistant for their team.



Fred and Andrade at Lanx Capital's office.

HE DOES WHATEVER IT TAKES TO LEARN MORE



Marcos: When I first met Andrade, I admit that I didn't notice anything different about him, knowing that he had come from ProA or because of his social background. I saw a very proactive kid who had a strong desire to learn.

"The other company I worked at didn't have this kind of program that Lanx has. I thought this was very positive, since it is a way of including people in activities they'd

otherwise not be involved in, because of their social background or geographical limitations. They are programs that provide the opportunity to identify talented people."

Marcos: I think Andrade is talented, and I've noticed he's got plenty of real-life experience. He's smart, and I catch him asking questions I'd never imagine he'd ask, because he's still only in the early stages of his Business Administration course.

Fred: I worked for 4 years in a bank and I never had any direct contact with the office boys like I do now, but I used to sit near the administration area and I'd watch them. Very few came from programs like ProA or anything like that. I got the feeling that that many of them had no ambition whatsoever. They had a very short-term outlook. They started work as office boys and saw themselves working as office boys for the rest of their life, so they didn't make any effort to grow.

"ProA lets them know that the experience they are acquiring now is just the first rung on the ladder. I think that this is what makes ProA different, as it shows them there is a future far beyond what they can see right now."

WORK



I HAVE NO DOUBT AT ALL THAT SHE'LL BE AN EXCELLENT ENGINEER

Daniela: Sílvia first came to work with us on the reception desk, and I needed someone to help me with a project that wasn't really part of my job. It was an operational project and we wanted someone who didn't necessarily need to have technical knowledge. My manager suggested Sílvia, having noticed that she was proactive and worked hard. So Sílvia came to assist me entering new orders into the system, and this was 2 years ago. In spite of not having any technical knowledge whatsoever and never having worked in an office, let alone for a big company like WTorre, she did very well. I always felt that she had a solid character, lots of determination and many other personal qualities that makes her so committed and ambitious.

Dani: Sílvia is now fully focused on her engineering career, and in the second semester of her civil engineering degree. She'll be an excellent professional, I have no doubt at all about that.

Vera: Sílvia is a reference for us. She sets an extremely high standard for herself and is very responsible. You can tell she's doing everything she can to be successful. She also has a very firm presence and holds her head high, so you can tell she's a very dignified person.

Dani: Sílvia can easily handle the work. Now that I'm pregnant and starting my maternity leave in September, I want to train her, obviously! Not for her to take over all my work, but at least a good portion.

"Dani is a role model for Sílvia, a guiding force. She's come a long way since she first arrived, spending time with other professionals, carefully observing everything. I heard that before coming here, she didn't like to wear shoes, only sandals. Now she's always in high heels."

Daniela and Vera: Dani is a civil engineer and the boss of Sílvia, a ProA alumna, class of 2007, who has worked at WTorre for 2 and a half years while she studies civil engineering. Vera runs the company's Social Responsibility department.



Dani and Sílvia

"I'd never heard of ProA, I didn't know that she'd come from there. She said that she'd learned a lot, that she'd had excellent teachers and that for her, it was a valuable lesson in life."

Anne, 20 years old: ProA alumna from the class of 2008, who lives in Heliópolis. She has worked in the customer service department of Senac for a year and a half and is studying pedagogy at Uninave.



Anne with her "carioca" uncle at Vidigal's mirante.

THE TRANSFORMATION. DREAMS THAT COME TRUE



"I thought it would be just another course. But when you get there, and you see what's going on, you realize that the program is something completely different. You find yourself doing things that you'd never imagined you could do. You set up a fictional company during the course, which makes you want to have a company of your own. So you start to make plans for the future, so you really can have your own company."

"I'm crying because I'm nervous. Oh... because it completely changes your life. We get there hoping that it will change something, only to realize that it changes everything. As a person, you start to see the world through different eyes, you start to change your attitudes at home, you want to do something better, improve your life, your family."

"When I was a kid, I wanted to be everything. I wanted to be a lawyer, a detective, a vet, join the Air Force. I wanted to do everything."

"Here, we get tons of benefits. There's lots, the college scholarship, they pay 80% and I only have to pay 20%. I discovered that I can also get school supplies, we get transport vouchers, meal vouchers that we can exchange for food vouchers. So I exchange mine and do one big food shop. It lasts the whole month!"

"People here have a different kind of vision, they want to grow, they always want more. Sometimes people from the community are satisfied with very little. You've got a job, you're registered, you're earning the minimum wage, you're okay. Not everyone is like this, but some people are."

"I've always dreamed about visiting Rio de Janeiro. So, late last year I bought bus tickets for the three of us, me, my mother and younger brother. Wow! It was a dream come true. I never imagined I'd get to do that."



FOR THOSE OF YOU WHO HAVE FOUND PROA FOR THE FIRST TIME

The ProA Institute is a non-profit organization that aims to create opportunities for determined, low-income youth in the formal job market. It gives these young people access to a quality vocational education, orientation at the start of their professional career and support finding their first job.

The ProProfissão Program covers regions of Greater São Paulo and it is geared towards youth from the state public school system with a per capita income equivalent to the minimum wage or less and who are aged from 17 to 20.

A meticulous selection process evaluates their basic skills, such as discipline, organization, ability to work in a team, creativity and also motivation to embark on a professional career. Those who make it through the selection process enroll on a vocational course at Senac. This training is complemented by the ProA Institute with various other activities.

After completing the course, their resumes are sent out to various different partner companies. And for the next three years the youth are monitored every six months by surveys and through networking activities for alumni.

ProA is in contact with several companies with a view to entering its trained scholars into the recruitment processes that these firms regularly stage. The scholars, therefore, compete on an equal footing with the other candidates and secure their jobs on merit alone.

HOW WE OPERATE

STAGE 1: PLANNING • 3 months

1. Identification of the market demand for first jobs. Where do the real employment opportunities lie for the youth.
2. Assessment of the qualifications necessary to meet the demand on the job market and of which training partner can offer the best qualification.

STAGE 2: SELECTION • 3 months

1. Publicity in schools, communities, NGOs, public libraries, trains, metro, PoupaTempo offices, companies and the press.
2. Selection of the students: Registration, Evaluation of Portuguese Language and Mathematics, Individual Interviews, Evaluation of Skills, Final Evaluation Committee and Meeting with Families. Our goal is to identify young people who really want to work and whose attitudes are aligned with the program.

STAGE 3: QUALIFICATION • 6 months

1. **Qualification:** In a course developed in partnership with Senac and given inside its teaching facilities by its teaching staff. The course consists of 414 hours, with classes held 3 hours per day from Monday to Friday for 6 months. The program develops their basic skills, refreshes Portuguese Language and Mathematics, and provides technical training and preparation for the job market.
2. **Benefits:** Scholarship for the course, school supplies, uniform, meals and public transport tickets.
3. **Evaluation:** The evaluation of the scholars is ongoing, through reports on the progress and development of the class, technical meetings with the teaching staff and tests conducted at the end of each of the course modules.

STAGE 4: MONITORING • for 3 years

- Phase 1:** Quantitative and qualitative evaluation research. Every 6 months, we talk to all the alumni.
- Phase 2:** Development Workshops every semester for all scholars and alumni.



The ProProfissão Program began in 2007 and has already benefitted 701 youth. Consult the results up until 2009 below.

BALANCE SHEET 2009

	US\$
REVENUES	794.391,04
Sponsors	730.502,97
Board of Trustees	63.888,07
PROJECT EXPENSES	523.469,72
Spent	482.725,93
*Allocated	40.743,79
ADMINISTRATIVE EXPENSES	270.921,32
Structure	186.079,29
Staff	46.643,01
Communication	36.227,67
Fees	1.971,35
CASH BALANCE on December 31st 2009	0,00
* Allocated = 11 scholarships for 2010 raised in 2009	
Dollar rate on December 31st 2009 = R\$1,74	

INDICATORS OF RESULTS

GOALS 2009			
SELECTION	CANDIDATES PER PLACE role-playing stage	GOAL	3
		RESULT	1,2
	NUMBER OF SCHOLARSHIPS	GOAL	150
		RESULT	150
TRAINING	PERFORMANCE	GOAL	70% either good or excellent
		RESULT	74%
	ATTENDANCE	GOAL	85%
		RESULT	91%
	DROPOUTS	GOAL	<15%
		RESULT	7%
EMPLOYMENT	2007 CLASSES	GOAL	75%
		RESULT	71%
	2008 CLASSES	GOAL	40%
		RESULT	71%
** Employment rates calculated in January 2010			



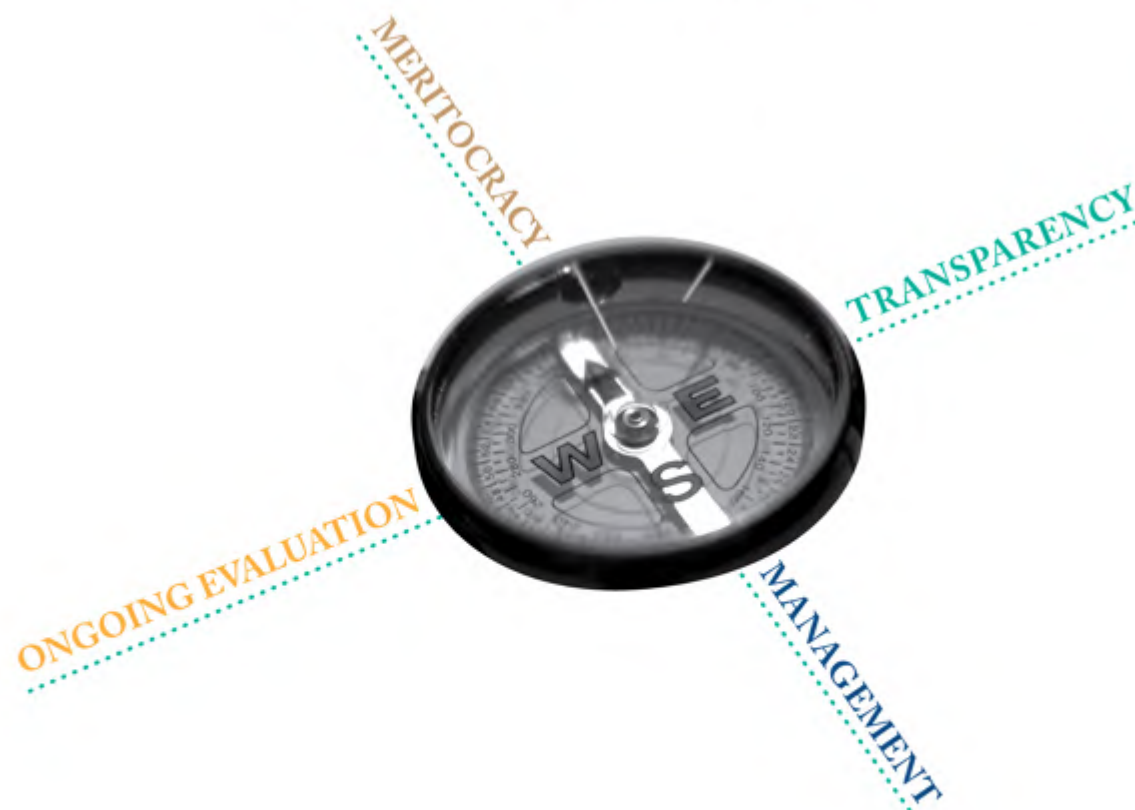
MISSION AND VALUES

Mission

To create personal, educational and professional opportunities for low-income youth.

ProA Values

ProA concentrates on helping young people make the transition from school to the workplace, by developing their autonomy to the maximum. From the selection process and enrollment in ProA right through until they complete the course and join the job market.



PARTNERS WHO HAVE HELPED KEEP US SAILING

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