

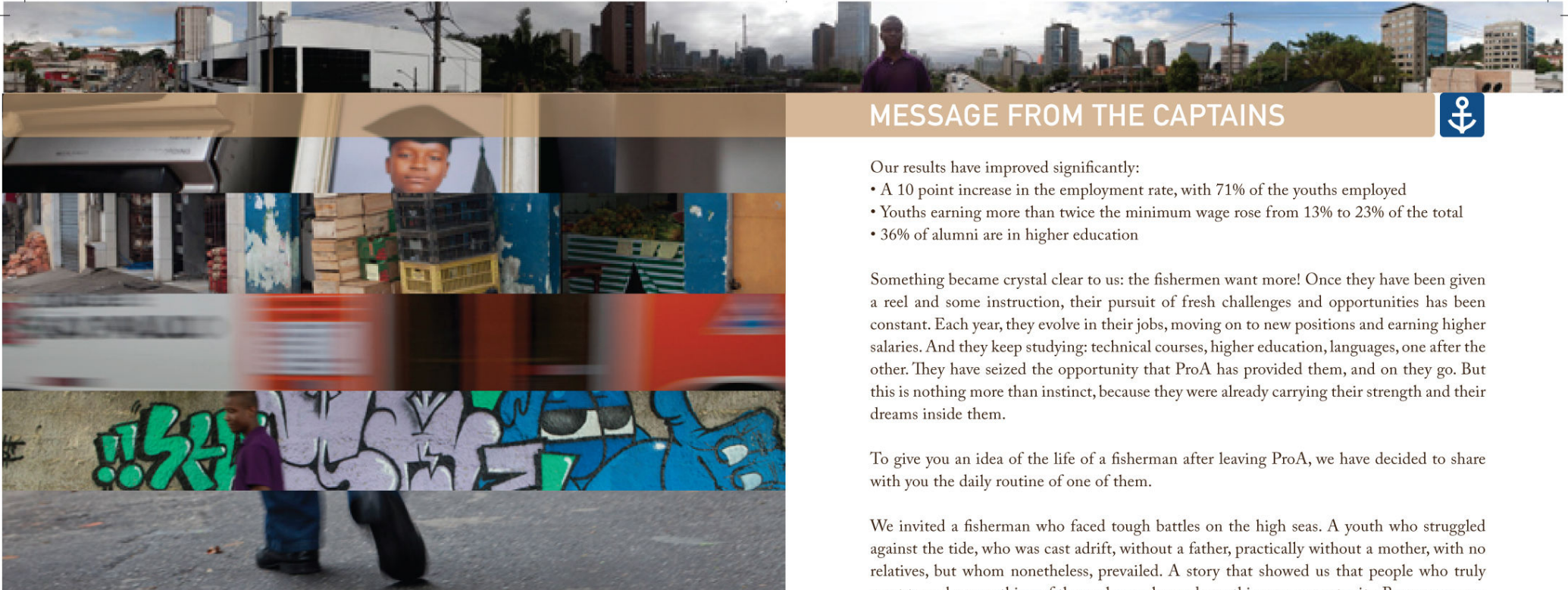


PROA
INSTITUTE

PREPARING YOUTH FOR
PROFESSIONAL CHALLENGES

THE JOURNEY
OF A FISHERMAN

Log Book
2010



MESSAGE FROM THE CAPTAINS



Our results have improved significantly:

- A 10 point increase in the employment rate, with 71% of the youths employed
- Youths earning more than twice the minimum wage rose from 13% to 23% of the total
- 36% of alumni are in higher education

Something became crystal clear to us: the fishermen want more! Once they have been given a reel and some instruction, their pursuit of fresh challenges and opportunities has been constant. Each year, they evolve in their jobs, moving on to new positions and earning higher salaries. And they keep studying: technical courses, higher education, languages, one after the other. They have seized the opportunity that ProA has provided them, and on they go. But this is nothing more than instinct, because they were already carrying their strength and their dreams inside them.

To give you an idea of the life of a fisherman after leaving ProA, we have decided to share with you the daily routine of one of them.

We invited a fisherman who faced tough battles on the high seas. A youth who struggled against the tide, who was cast adrift, without a father, practically without a mother, with no relatives, but whom nonetheless, prevailed. A story that showed us that people who truly want to make something of themselves only need one thing: an opportunity. By accompanying him, by following his every step, we witness something transformational. New vessels, new routes to navigate. A vast triumph for someone who only two years ago never even imagined finding formal employment, taking a higher education course or being part of a different community, other than the one he was born and grew up in. His horizons have broadened. The aquarium grew too small for someone who wants to conquer the oceans!

Take a deep breath and get your flippers on. You're going to take a swim alongside Rafael in his daily routine. Have a good dip!

ProA Board

In the first year we went out to sea, cast our nets and selected some fishermen. We didn't know exactly who we'd draw in, who would cross the oceans. In the three years that followed, we focused on building this vessel, developing the best processes, hooking the best partners, validating targets. This was when we laid the foundations, making sure we were firmly anchored, before setting sail in search of qualitative growth.

In 2010, we were ready for the high seas. We increased the number of scholars by 60%, benefitting 300 fishermen. It was an intense year, full of learning, an enormous leap of faith that put everything to the test: our structure, our team, our processes. Our travel plans confirmed that the formula was working well, whether it was for 100, 190 or 300 fishermen.



The life of a fisherman who survived a shipwreck

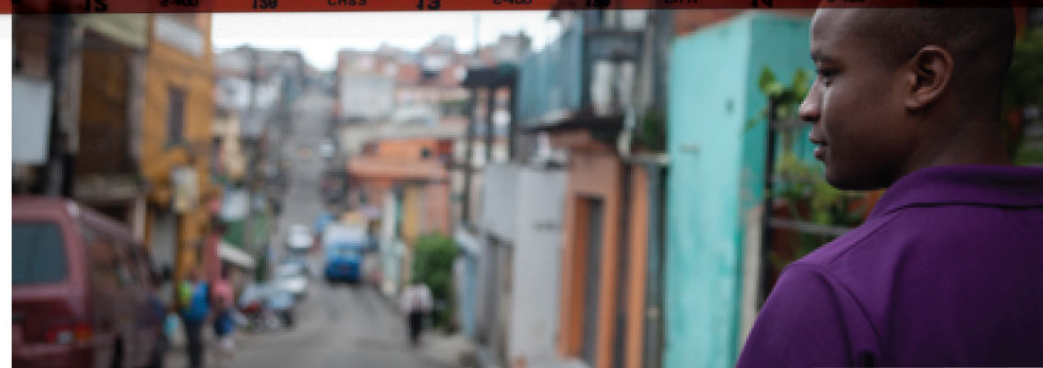
The Logbook this year tells the story of a fisherman who learned to navigate at a very early age, who fought for survival on the high seas even when he saw that he was surrounded by sharks.

The fisherman of this story is Rafael Jean. This is how he introduced himself to us, but his friends and family know him only as Jean.

Rafael is 20 years old, and he was born and raised, and still lives, in Paraisópolis, Morumbi.

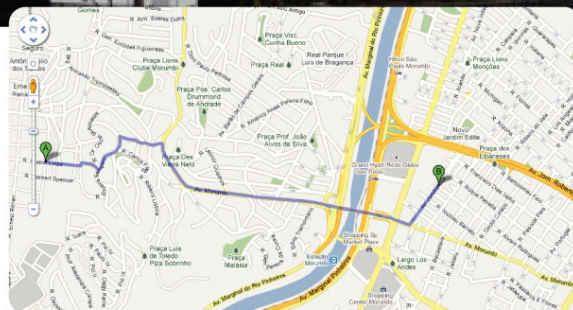


Rafael is 20 years old, and he was born and raised, and still lives, in Paraisópolis, a community in the neighborhood of Morumbi, in São Paulo. He is the youngest son from the first marriage of Dona Alice, and his older brother, Giovan, is 22. They both raised themselves, since when Rafael was 3 his parents separated and, to cover the household expenses, his mother had to “go off to war”, to use his own words to describe the arduous battle that Dona Alice waged for their survival. She had to leave home early on Monday mornings and only returned on the weekends. She was a domestic worker and slept where she worked. There were no grandparents or aunts or uncles, nor even neighbors, to take care of the two boys. Rafael and Giovan were left to their own devices. Their only safe havens were their small house, the school and something good inside of them, that they call character.



A DAY IN THE LIFE OF A FISHERMAN

Wake up and make something of the day.



07:00

GETTING OUT OF BED

Rafael: I've got to be there by 8:30 am. It takes half an hour. Some days I have breakfast at home, other days I stop on the way and have an orange juice and two grilled rolls at the bakery near work.



08:15

ON THE RUN

Rafael: I prefer to walk because with all the traffic the bus takes longer. I considered cycling. Maybe when I'm hired, after my internship, I'll buy a bike.

On the way to work, I think about my career, what I can do to improve it, and what the future holds at Multi Ativa. It's not a very big company, but I like what the owners are doing.

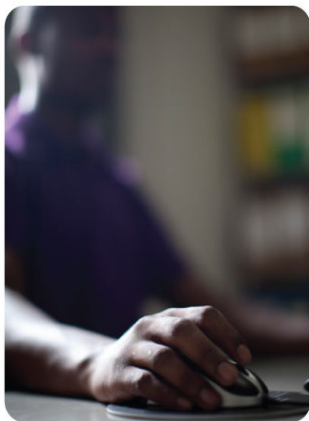
[Giovann, 22 years-old, Rafael's brother, in the first year of a civil engineering course at Uniban (Bandeirantes University)]

Giovann: I saw him growing, and I was going nowhere; I had no idea what to do, where to start. He was making progress, pursuing what he wanted, and so I decided to take a leaf out of his book.





THE JOB



Rafael: Multi Ativa is a small company. My job keeps me inside most of the day. I handle the balance sheets. Sometimes I go to the bank with the girls. My boss is a qualified auditor, he got his degree at Mackenzie University and did a postgraduate at the University of São Paulo (USP). He's not one of those "demanding" bosses; he teaches me things too. And he's a friend. He was the one who encouraged me to go to university. He even advised me to reverse the order of my studies, because I wanted to take accounting first, after finishing my technical course at ETEC (Technical College), and then study economics after that. By taking economics first, I'll save a couple of years when I study accounting.

Fernando: He immediately stood out in the interview as someone who wanted to learn. He struck me as a very curious person. I'd say he's done some important work here for us. I was surprised at how quickly he learned the ropes.

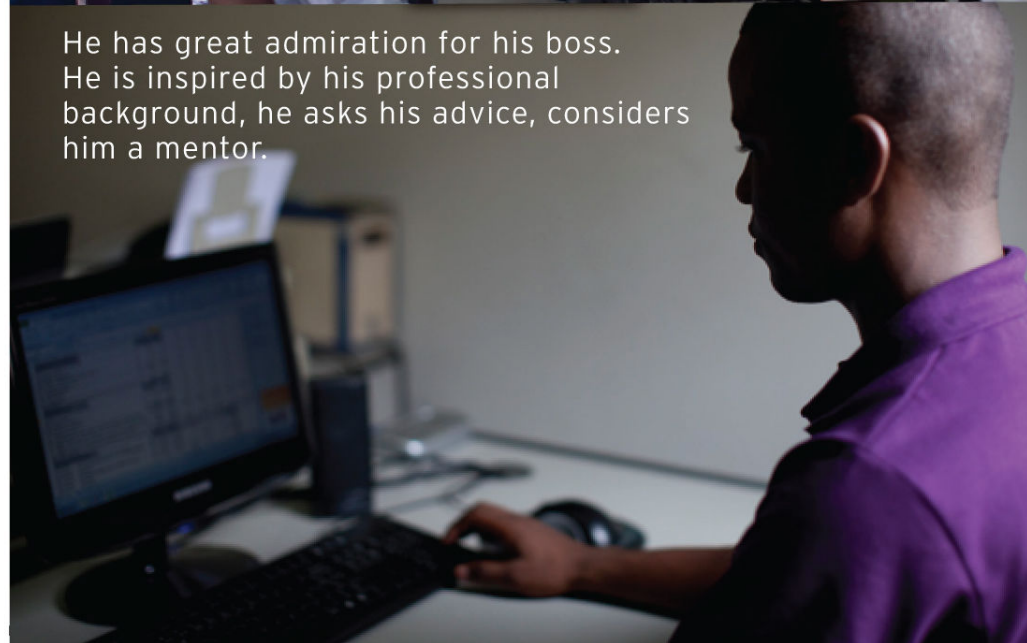
It's likely we'll take him on full time after his internship. I like him, he's interested and he even comes and talks to me about personal matters. He likes to listen, and I like to talk. He's a good addition to our staff.

[Rosário | partner at Multi-Ativa]

Rosário: We found out about ProA through the Rotary Club. And we became interested when we learned that ProA creates opportunities for the inclusion of low-income youths in the job market and assists them early in their professional careers. This has been reaffirmed through the experience we are having with Rafael. He had an important quality for us, not having picked up any bad habits from other companies, but with a professional orientation, a young man who would easily adapt to our company. His desire to grow, his technical training, his predisposition and goodwill made us believe that he was the right candidate. He hasn't been with us for long, but he has developed well. I think that, with continued education, and with a degree under his belt, he'll make strides, focus more on his work and develop and grow. He already has the grounding, from now on it's up to him.



He has great admiration for his boss. He is inspired by his professional background, he asks his advice, considers him a mentor.





12:00

TIME FOR "NEARLY-EVERYTHING"

Rafael: I go out for lunch at midday. When I have time, I make myself a packed lunch. Otherwise I have a fried pastry at the street stand. They call it 'nearly-everything' because it comes with so much filling. It's the most expensive one they have. It's not as if I know how cook. But I had to make my own food, so I know how to throw some rice together.



16:00

GETTING A JUMP-START

Rafael: The return journey is harder, because it's uphill. So I have to fight gravity, face the wind and just keep walking. When I get home, I do some of my ETEC homework, the rest I do during my lunch break. There's a lot of individual work, but at the moment we are doing lots of group projects.

OFF TO ETEC

19:00



Rafael: Classes at ETEC start at 7:00 pm and end at around 10:40 pm. At 8:00 pm, we have a short break for a snack, but I don't buy anything because I eat beforehand. The lessons there are good, and the facilities are being improved."

[Alexandre Santana, 22 years-old, a neighbor and childhood friend, has worked in the Armed Forces since 2007 and is studying Information Technology at ETEC. Some days, he stops by Rafael's house and they go to class together.]

Alexandre: Rafael's attitude and behavior have completely changed since his time at ProA. He has changed for the better, and has really grown up. Even the way he dresses is different. On the way to class, we talk about the future, about commitment, about graduating.



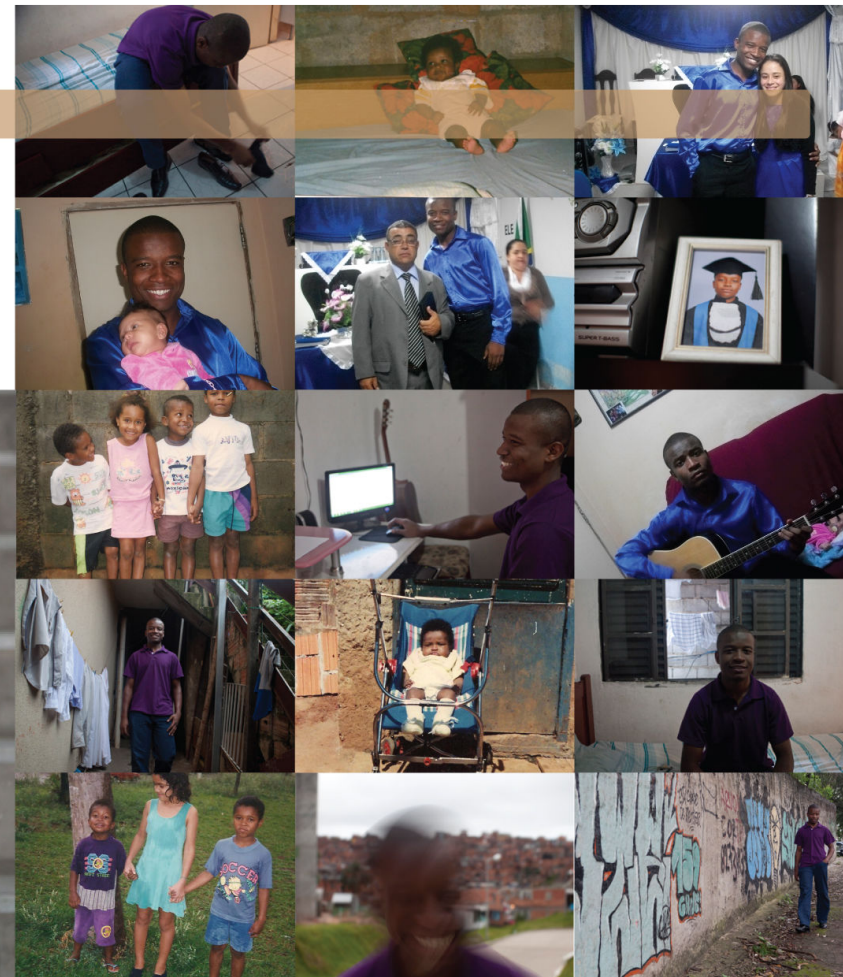


23:00

UNWINDING BEFORE BED

Rafael: When I get home from ETEC at eleven o'clock, I go straight to bed. Sometimes I read the Bible or spend some time on the internet. But not for long. The next day awaits.

Giovan: When we see each other at the end of the day, he talks about his experience at work, about his boss. Considering the short amount of time he's worked there, I think he really admires his boss.





AGAINST ALL ODDS AND
OBSTACLES, RAFAEL KEPT ON
GOING, NEVER LOOKING BACK

FACT SHEETS ON THE
FISHERMAN

The wind was blowing in one direction, but Rafael was heading the other way. A lonely childhood. An adolescence with more than half his friends giving up on a honest and dignified life; many, in fact, are not even here to tell the story. An absent father. An only brother who had stopped studying, and a mother who, by virtue of her simple habits and total lack of opportunities, did not place much value on education. She didn't want to see him continue with textbooks under his arms. The future, for her, involved him getting a job, and quickly. Nevertheless, even in the face of this resistance, Rafael did not succumb. When the opportunity of ProA appeared in his life, he knew he could not let it escape. And escape it nearly did. On the day of the test he woke up late, and nearly decided to quit. He almost convinced himself that everyone else was right, that this wasn't for him. Instead, gathering his resolve, he took a deep breath and mustered the courage he needed to get up and avoid regret. He went and passed the test.

**"Don't give up on your dreams, even when
all seems lost." (Rafael)**

Rafael says he learned a lot at ProA, one of the most important lessons being to never give up your dreams, even when it seems futile. Many changes have occurred in his life since his time at ProA. He stopped working as an assistant in a mechanics shop where his mother felt his future laid. Via ProA, he heard about an internship vacancy at the company where he now works, and he's been there now for four months. And even his brother Giovan has turned his own life around. He is studying again, and says he was inspired by his younger brother.

Almost five years had passed since Giovan had stopped studying. When he saw his brother doing the SENAC course and later enrolling at ETEC, he felt an overwhelming desire to follow in his footsteps. He is now in his first year of civil engineering at UNIBAN (Bandeirantes University) and he is already working for a construction firm.

Only one small detail has changed in the story of these two young men: when Rafael was little he dreamed of one day being his brother's agent, because Giovan wanted to be a goal-keeper when he grew up. These childhood dreams have obviously changed, as Rafael now aspires to be a successful auditor and Giovan, a great engineer.

**"Speaking from her point of view. My mother can be proud
these days to have something to say about her two sons. I think
she must be proud, don't you think? Having two grown-up sons,
each with their head in the right place and working hard to
make something of their life." (Giovan)**

Working: Multi Ativa, a building condominium administration firm.

Studying: Accounting at ETEC - State Technical School. In the 2nd year of a 3-year course. (To take the course, applicants must take an entrance examination, and demand stands at 7 candidates per place)

Future: Plans to climb the career ladder at the company where he works. Later, he wants to work for a multinational company, but only when he is sure he has acquired enough knowledge.

Mother: Still a domestic worker, but she now has a job in the neighborhood of Itaim Bibi, and she comes home every evening. She is very proud of her sons, after all, they are both still studying but they never stopped working.

Accounts: His current salary as an intern is not enough for him to contribute to the household expenses, but he already covers his own expenses.

Plans: To be a successful auditor, get married, have kids and help his mother have a better standard of living.

Dream: Spend his honeymoon on the Atlantic archipelago of Fernando de Noronha.

**"Here, it's easy to stray off the straight and
narrow, it can be very tempting. We have
chosen a better path, one that comes with
more security. I'd say that half our friends
have lost their lives." (Rafael)**



More than 700 youths have already enrolled and graduated from the program. These days, in addition to having jobs with formal employment contracts, many are already taking a university course

What is the ProA Institute?

The ProA Institute is an NGO that provides youths who have lots of determination but few opportunities with access to vocational education, orientation at the start of their professional career, and support finding their first job.

Since 2007, the ProA Institute has helped 713 youths to graduate, producing the following results:

- 71% of the youths are employed
- 36% are in Higher Education
- 23% earn more than double the minimum wage

Who is it for?

Youths enrolled in the final year and recent graduates of public high school. They must be aged between 17 and 20 years-old and be from a family with a per capita income equivalent to the minimum wage or less (US\$333,74), and also reside in the Greater São Paulo 'area.

How we operate?

All the work at ProA is guided by the organization's ultimate objective: to secure a good job for the youth. We consider a good job to be: one with a formal employment contract, a salary higher than the amount invested in their training (R\$500/month) and at a company where they have the opportunity to grow.

Based on this, we conduct our annual planning to format the course, find partnerships and define targets.

How does the selective process work?

It consists of four eliminatory stages:

1. tests in the Portuguese language and mathematics,
2. individual interviews to assess the interest and motivation of the candidates,
3. role-playing exercises to assess the personal skills of the candidates,
4. meeting with parents or guardians, to sign a commitment to monitor and support the youths.

How does the course work?

The Scholarship covers the cost of a course given at SENAC over a period of five months (424 hours), a uniform and public transport vouchers (2 trips per day).

In addition to technical skills, the ProA Institute also values the behavioral development of the students, encouraging them to adopt a more autonomous and responsible attitude. Accordingly, of these 424 course hours, 60 are spent on personalized professional orientation when the youths will develop, together with the human resources consulting firm Deep, their Life Plan for the next 5 years, based on their personal skills.

During the program, the evaluation is ongoing - through reports on the development of the group, meetings with the teaching staff and student assessments at the end of each module, as well as an End of Course Project.

What happens after the course?

The resumes of the students are forwarded to various partner companies.

The scholars compete on an equal footing with the other candidates, and they secure their jobs on merit alone.

During the next 3 years, the youths are monitored annually through surveys and networking activities for alumni.

INDICATORS OF RESULTS

The ProProfissão Program began in 2007 and has already benefitted 490 youth. Consult the results up until 2009 below.

BALANCE SHEET 2010

	US\$
REVENUES	1.382.240,41
Sponsors	1.271.075,17
Board of Trustees	111.165,24
PROJECT EXPENSES	839.943,11
Spent	839.943,11
ADMINISTRATIVE EXPENSES	471.403,10
Structure	323.777,97
Staff	81.158,83
Communication	63.036,15
Fees	3.430,15
CASH BALANCE on December 31st 2009	70.894,20

Dollar rate on December 31st 2009 = R\$1,74

GOALS 2010

SELECTION	CANDIDATES PER PLACE role-playing stage	GOAL	3
		RESULT	
	NUMBER OF SCHOLARSHIPS	GOAL	300
		RESULT	
TRAINING	PERFORMANCE	GOAL	70% entre bom e ótimo
		RESULT	
	ATTENDANCE	GOAL	85%
		RESULT	
	DROPOUTS	GOAL	<15%
		RESULT	
EMPLOYMENT	2007 CLASSES	GOAL	75%
		RESULT	
	2008 CLASSES	GOAL	40%
		RESULT	

** 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 work-place, 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

Board of Trustees

Rosiane Pecora | *Volunteer Chair*
Christina Moeri | *Volunteer Vice Chair*
Florian Bartunek
Marcelo Barbará
Susanna Lemann

Advisory Board

Fernanda Chamma Alves Meira
Ilona Becskeházy
Conselho Fiscal
Regis Dall'Agnese

Staff

Alline dos Santos | *Assistant*
Dedora Pierini | *Intern*
Lissa Collins | *SExecutive Director*
Neide Lopes | *Analyst*
Sandra Almeida | *Coordinator*

Acknowledgements

A todos que deram seus depoimentos e que tornaram este Relatório possível.

To learn more about ProA, go to www.proa.org.br

Investors 2010

Constellation
Credit Suisse
Fundação Lemann
Instituto Hedging-Griffo
RB Capital
Tecnisa
Pessoas Físicas

Partner Companies and Institutes 2010

Allis
ECOGEO
Daquiprafora
Lanx Capital
Matuete Turismo
Portal Busca Jovem
RB Capital
Rio Bravo Investimentos
Senac
Swisscam - Brasil
WTorre

Technical Credits

Projeto Gráfico: Laura Corrêa
Redação: Paula Zogbi
Fotografia: Roberta Goldfarb
Tradução: Barney Whiteoak
Revisão: Help