

A

STRONGER

BRAZILIAN

SOCIETY

2012 ANNUAL REPORT

LETTER FROM THE PRESIDENT

2

HEALTH

4

SOCIAL MOBILITY

10

RIGHTS

16

EDUCATION

22

FGV

30

LETTER FROM

CARLOS IVAN SIMONSEN LEAL

PRESIDENT, FUNDAÇÃO GETULIO VARGAS

For almost 70 years, FGV Foundation has helped to increase the economic development, social fairness, and international presence of Brazil through the production of studies that analyze government policies, help solve possible impasses and find groundbreaking solutions, make predictions and forecast scenarios, and contribute to academic knowledge and theoretical discussions. FGV also acts as a bridge between society and policy makers by encouraging discussion of such policies in its books, journals, and academic publications, and through its presence in both the national and international media.

It is precisely this role that has helped to build FGV's growing international reputation, resulting in invitations to work outside Brazil. In 2012, FGV was named one of the world's 30 top think tanks by the Global Go To Think Tank rankings produced by the University of Pennsylvania, and was the only Brazilian institution of higher education considered among the 100 best in the world by a similar ranking from The New York Times.

This Annual Report gives an overview of FGV academic production in 2012 and informs the international community about some of Brazil's socioeconomic achievements from FGV researchers in four areas: Social Mobility, Education, Healthcare and Human Rights.

Economist Marcelo Neri, professor of FGV/EPGE — Brazilian School of Economics and Finance, founder of the Foundation's Center of Social Policies (CPS), president of the Institute of Applied Economic Research (Ipea), and interim minister of the Secretariat of Strategic Matters of the Presidency of the Republic, talks about the drop in income inequality in Brazil, the New Middle Class, and FGV's role in creating local social technologies for income-conditioned transfers.

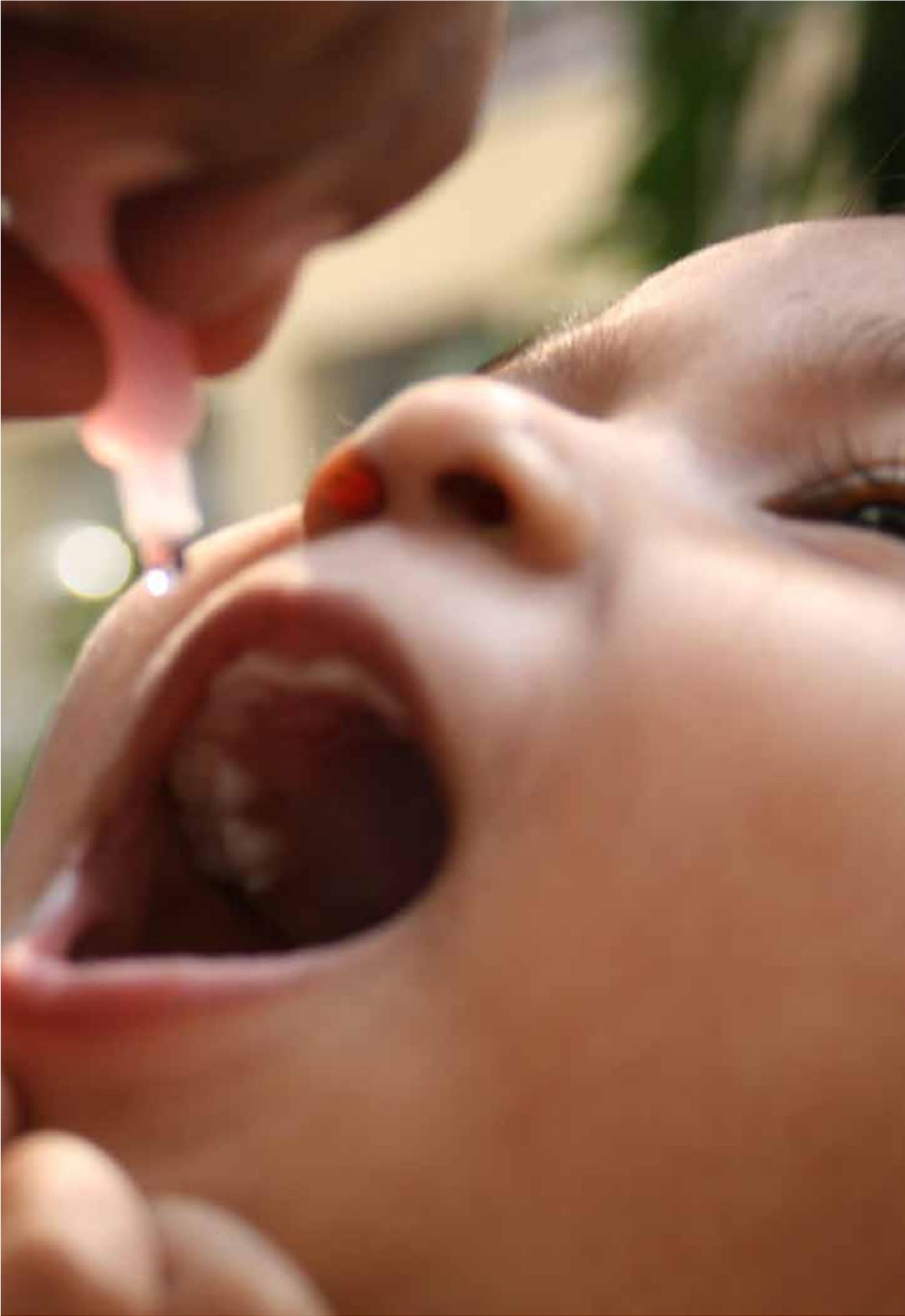
Fernando Abrucio, professor at EAESP and coordinator of its undergraduate program in Public Administration, comments on the progress and challenges of the education sector in Brazil, ranging from universalization of elementary education to dropout rates in secondary education, and discusses FGV studies that have influenced public policies in the education sector.

Ana Maria Malik, another professor at EAESP and coordinator of GVSaúde, explains the origins and foundations of the Single Health System (SUS), its differences and similarities with respect to other national models, the performance of public healthcare in Brazil, and FGV studies of healthcare planning and administration.

And finally, Thiago Bottino, professor and coordinator of DIREITO RIO (Rio Law), shows that many recent human rights gains in Brazil have come through the Judiciary as a result of discussions taken to the Supreme Court (STF) through "concentrated control actions of constitutionality". He also illustrates how the school's students practice public law through their study of fundamental rights.

These are a few examples of how FGV contributes to Brazil's progress by training professionals and producing and applying knowledge. Our commitment to this mission is the key to our excellence.

ACCESS TO HEALTH

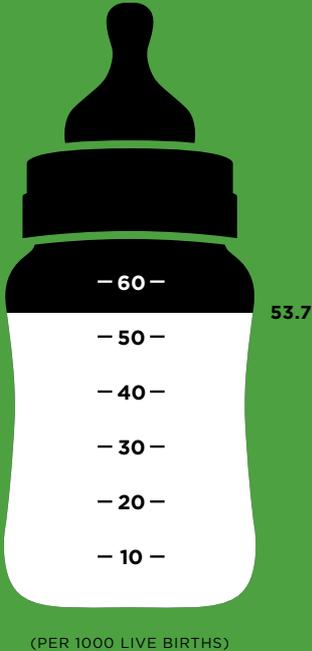


**IN OCTOBER 2012, UNICEF
RELEASED A REPORT
HIGHLIGHTING THAT BRAZIL
HAS ALREADY ACHIEVED
THE TARGETS FOR REDUCTION
IN MORTALITY RATES OF
CHILDREN UNDER 5 YEARS
OF AGE SET BY THE
MILLENNIUM DEVELOPMENT
GOALS.**

SOURCE: MINISTRY OF HEALTH

REDUCTION OF INFANT MORTALITY RATE IN BRAZIL

UNDER-5
MORTALITY
RATE

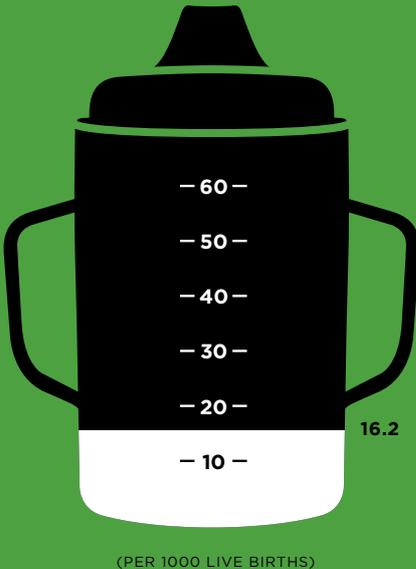
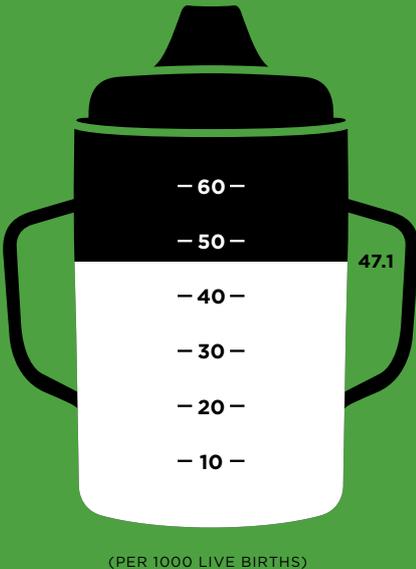


1990



2010

INFANT
MORTALITY
RATE



ANA MARIA MALIK

São Paulo School of Business
Administration / EAESP

THE BRAZILIAN SINGLE **HEALTH** SYSTEM

The Single Health System (SUS) created in 1988 by the Brazilian Federal Constitution – also known as the “Citizen Constitution” — is one of the largest public health systems in the world. From a comprehensive concept of health care, SUS ranges from simple outpatient care to organ transplants, guaranteeing free, integral and universal access to the entire Brazilian population.

The creation of SUS was a revolution in Brazilian public health care. It moved from a so-called Bismarck social-insurance-funded model to what is understood to be a Beveridge universalist model in which all citizens are entitled to health care. SUS adopts the same logic as in various European models, with universal access mostly funded by the public authorities (taxation), namely British and Portuguese—although these two are national health services and not national systems.

However, Brazil arrived at SUS after trekking along a long road, where access to the services depended directly on the living and working conditions of Brazilians. There were, for example, the so-called “destitute people” who were only entitled to local, state and some federal services belonging to the Health Ministry, and the “rural people” who could be attended in services funded by rural welfare policies (in recent years, the so-called FunRural). There were also the “social security beneficiaries”, who would present their workbooks and then be attended by services funded by the National Institute of Social Security (INPS, before 1978), then later by the National Institute of the Social Security Medical Care (INAMPS). And there were also those who, depending on the sector in which they worked, were entitled to some services linked to the social security institutes by professional category, such as bank or shop employees. In addition, some companies had agreements with group medicine or medical cooperatives, which would provide access to the private sector — or what today is called supplementary medical care.

There are diverging opinions on this matter, but since SUS is the Single Health System, it has two components—public and private—both subject to government approval. SUS also includes non-attendance activities, such as surveillance, health promotion, disease prevention, epidemic control, vaccine production, distribution of medication, and so on.

SUS has proven to be very efficient in production, managing to cover a population of almost 200 million inhabitants with limited financial and physical resources. Some of its programs are admired even in developed countries, such as, for example, the AIDS program (not only distribution of medication). Others have been a reference point for developing countries, such as the programs attending patients with chronic diseases. Health surveillance has also been analyzed frequently, as in the case of the blood policy.

FGV does research in different health units, one being GVSaúde. GVSaúde, linked to the São Paulo School of Business Administration (EAESP), is a benchmark for all

health management-related activities run by the school, and its objectives are: to develop top quality projects, shared with the different FGV units in health management and planning; to support teaching programs, research, advisory and consulting services carried out by the different FGV units; to be a center for attracting students and researchers interested in advanced learning and research in health management and planning; and to encourage partnerships with other institutions.

And as examples of our main contributions, we can mention: QualiHosp, an event on quality and security in health services and systems that offers the exchange of know-how and experiences between managers, administrators, students and researchers in that field; the GVSaúde discussions on current affairs; our work together with FGV Projects, which can help change health care provider organizations and health systems; and our studies and publications, many of which are available for free download on our website: fgv.br/gvsaude

ACCESS TO SOCIAL MOBILITY

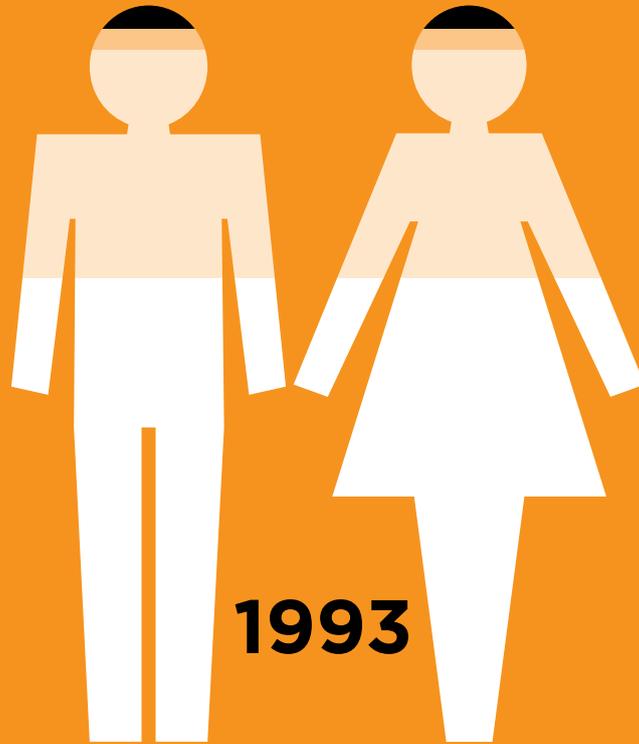


**IN 2003 THERE WERE
96,205,814 PEOPLE IN
THE CLASS DE; BY
2011, THIS FIGURE HAD
DROPPED TO 68,894,755.**

**CLASS C EXPANDED FROM
HAVING 65,879,496 PEOPLE
IN 2003 TO 101,100,562 IN
2011.**

SOURCE: CENTER FOR SOCIAL POLICIES –CPS/FGV

INCOME EVOLUTION IN BRAZIL



- MORE INCOME ↑
- CLASS A
 - CLASS B
 - CLASS C
 - CLASS DE

MARCELO NERI

FGV Graduate School of Economics / EPGE,
President of the Institute for Applied
Economic Research, Acting Minister of the
Secretary of Strategic Affairs

MIDDLE

OF THE

ROAD

In the mid-1970s, the term Belindia became renowned when it was adopted in the text “The Economist and the Kingdom of Belindia: A Fable for Technocrats”, written by Edmar Bacha. The text used metaphors and humor to criticize the extreme discrepancies in income between rich and poor in the realm. This ambiguous and contradictory kingdom, with the wealth and taxation worthy of tiny Belgium and a huge population like that of India, was in fact Brazil.

Belindia is still like that, not only as a portrait of our still vast inequality but as the movie lived by Brazilian families in recent years. The poor part of Brazil increases at rates of emerging India, while the wealthy part is stagnating like a European country in crisis.

In fact, Brazil is an excellent model for the world: here, various rates are replicas of what happens worldwide. Our rate of digital inclusion is close to the world average; the Brazilian public-private partnership (PPP) per capita GDP is 91% of that of the global village, and Brazilian inequality is very close to that seen between the different countries in the world, whether at the current level or in its recent fall at home and abroad, the result of the joint emergence of China and India, which account for half the world’s poor.

The New Middle Class is a kind of kingdom halfway between that Belgium and that India and existing in Brazil. It is not the North American middle class with two cars, two dogs and two children, but a middle class very close to the global version. Given the aforementioned similarities, if we look for the Brazilian middle class in our income distribution, we find a global-standard middle class.

The Brazilian New Middle Class is not necessarily made up of individuals who have left poverty behind; it is child of the combined economic growth process together with reduced inequality in the country over the past few years. This was (and still is) due to the increased rates of formal employment, mostly, and to the benefits provided by social programs. The greatest symbol of the New Middle Class in Brazil, also called class C, is not the credit card, mobile or car. It is the signed workbook.

The New Middle Class, in turn, is the most palpable representation of the middle road which Brazil has followed since the end of the 2003 recession: it coincides with a growth phase, a decrease in inequality, and an increase in formal employment. The New Middle Class keeps the wheels of the economy turning. Despite the world crisis and so-called mini-GDP (PIBinho), the New Middle Class continues to expand. While per capita GDP flatlined in 2012, median per capita income grew 4.6%. Forecasts for the next three years show 12 million people moving up into class C and another 7.7 million moving to classes A and B.

Another coincidence: the 12 years of falling income inequality in Brazil are the same since the income-conditioned transfer programs (e.g. school grants and current family allowance) have been in operation nationwide. Such programs generate the best tax cost and social benefit ratio. Although corresponding to 13% of the total drop in inequality, it costs only 0.5% of the GDP and affects one quarter of the Brazilian population. Many social changes have been made as a result of these programs—many more changes than the change in your pocket.

FGV played a key role in creating new local social technologies that are added to the family allowance structure, as in the case of the Rio (Carioca) Family and Better Income programs set up in the city and state of Rio de Janeiro, respectively. Some principles of these programs—such as, for example, supplementing income in proportion to the poverty gap, giving more to those with less—were exported to the national family allowance.

Brazil has become an exporter of social policies. Delegations from a number of countries visit Brazil to learn about the Brazilian experience, and Brazilian delegations visit many nations to teach what we are doing here.

We have already had the highest inflation in the world and succeeded in controlling it, so likewise we are also experts in inequality: we know how it is in our everyday life. It has been a hard lesson for us to transform disadvantages into advantages. And this is why we have the material conditions and sufficient know-how for us to at last build a more just society.

ACCESS TO RIGHTS

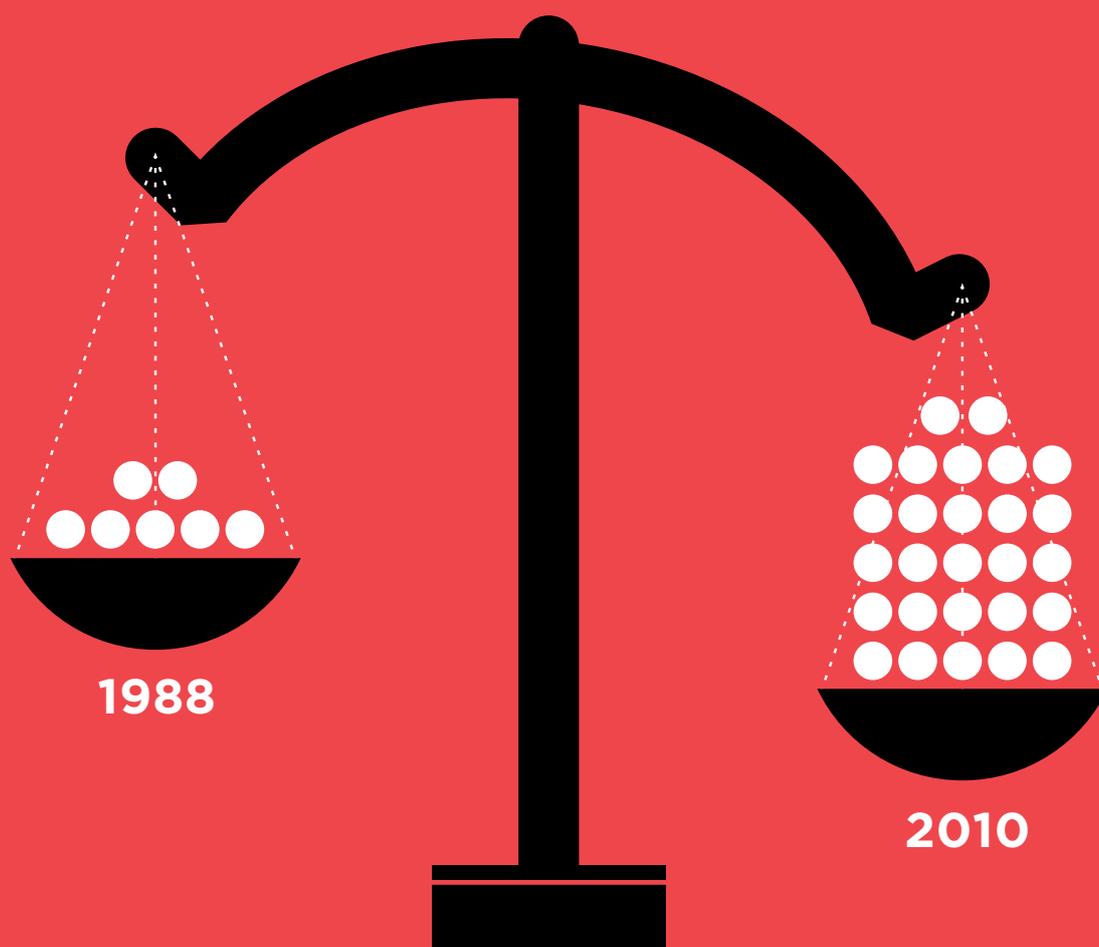


IN 1950, RIO DE JANEIRO WAS THE ONLY STATE WITH A PUBLIC DEFENDER. IN 1988, WHEN THE ROLE OF PUBLIC DEFENDER WAS ESTABLISHED, 7 STATES HAD PUBLIC DEFENDERS. AS OF 2010, 26 STATES AND THE FEDERAL DISTRICT HAVE PUBLIC DEFENDERS.

SOURCE: IPEA AND NATIONAL ASSOCIATION OF PUBLIC DEFENDERS (ANADEP)

CREATION OF PUBLIC DEFENDERS IN BRAZIL

(NUMBER OF STATES + THE FEDERAL DISTRICT)



THIAGO BOTTINO

Rio de Janeiro Law School /
DIREITO RIO

PEDAGOGY OF FUNDAMENTAL **RIGHTS**

In recent years, most of the progress in human rights in Brazil was made in terms of legislation. Respecting human rights in Brazil occurs mainly through the judiciary.

Very often, the population finds it hard to validate its interests and claims at the legislative level. This occurs with groups on the edge of society (women, black people, homosexuals), who do not have economic or political weight, but also concerning matters of major importance that are not easily perceived by the population (freedom of press or academic research).

On this matter, in the past ten years, the Brazilian Supreme Court (STF) has become a new battlefield for affirming human rights in the country: it is an anti-majority court, playing the role of protecting minorities against the majority. Since it interprets the Constitution, it is able to assure the adoption of principles that control the state and preserve personal freedom.

These very pertinent discussions are taken to the STF through “actions of concentrated control of constitutionality” —actions of a binding effect for all Brazil. Although few can decide on them, once an action of this kind is taken, it is possible for society to participate in the proceedings as *amicus curiae* (expression meaning “friend of the court”).

The *amicus curiae* is someone (normally associations or institutions) interested in contributing information to help the legal decision, to qualify the decision. The briefs submitted by the *amici curiae* generally add different data or viewpoints to difficult or controversial issues. The purpose of this opening is to democratize the trial, opening the doors of the Supreme Court so that civil society, addressee of the decision, is able to bring arguments and emphasize relevant matters to the court. This permits the sentence to be comprehensive and to analyze all dimensions involved and their consequences.

However, for these organizations to be able to be heard, qualified legal aid was required that is able to understand the viewpoint of that group and make it a legal brief to be appreciated by the justices of the highest court in the country. Having perceived this gap, niche and need, Rio Law School decided to equip a model office especially for such lawsuits. Building this “bridge” between society and the STF in terms of human rights requires a complex set of legal skills and expertise which few Brazilian lawyers possess. This is why we decided that our school could provide a valuable contribution to increasing social participation in the key debates on human rights in Brazil today.

In addition to representing a key social action, we were motivated by the opportunity to provide a “pedagogy of fundamental rights”. In order to convey to the students the importance of such rights, it is not enough to have a classroom and speak about human rights. The student learns much more—and is transformed as a professional—as soon as he assumes the task of actually advocating these ideas. This is an experiment we began in 2008; since then,

we have already had various cases tried, or still in *res judicatum* in the STF, in which our students participated.

A petition to the Supreme Court takes six months to prepare. Under the guidance of the Rio Law School professors, the students spend a semester researching, studying and learning about the NGO and association. Then they prepare the work and submit it to the client. Once it is approved, the petition is submitted to the STF.

This work is provided free of charge; it is a good deed the school does for society and the country so that the students graduate with more awareness, in order to play another role in society and to enhance their qualifications. We teach and thereby practice public-interest law.

Our students gain when having the opportunity to live a different experience, when they perceive they are able to change the country’s reality, to make the difference in the lives of thousands of people and also have a training where human rights is a core issue for them. Another achievement is to give organized civil society a voice to fight for the protection of its rights and citizenship.

There is a very great need and room for protecting public interests when affirming human rights in a post-redemocratized country such as Brazil. This is an almost unexplored route, with considerable future growth in an increasingly inclusive society: the more information people are given, the more conscious their citizenship and the greater their will to participate directly in the public debate. And we need to have skilled professionals to provide this defense, build this “bridge”, and give these people a voice.

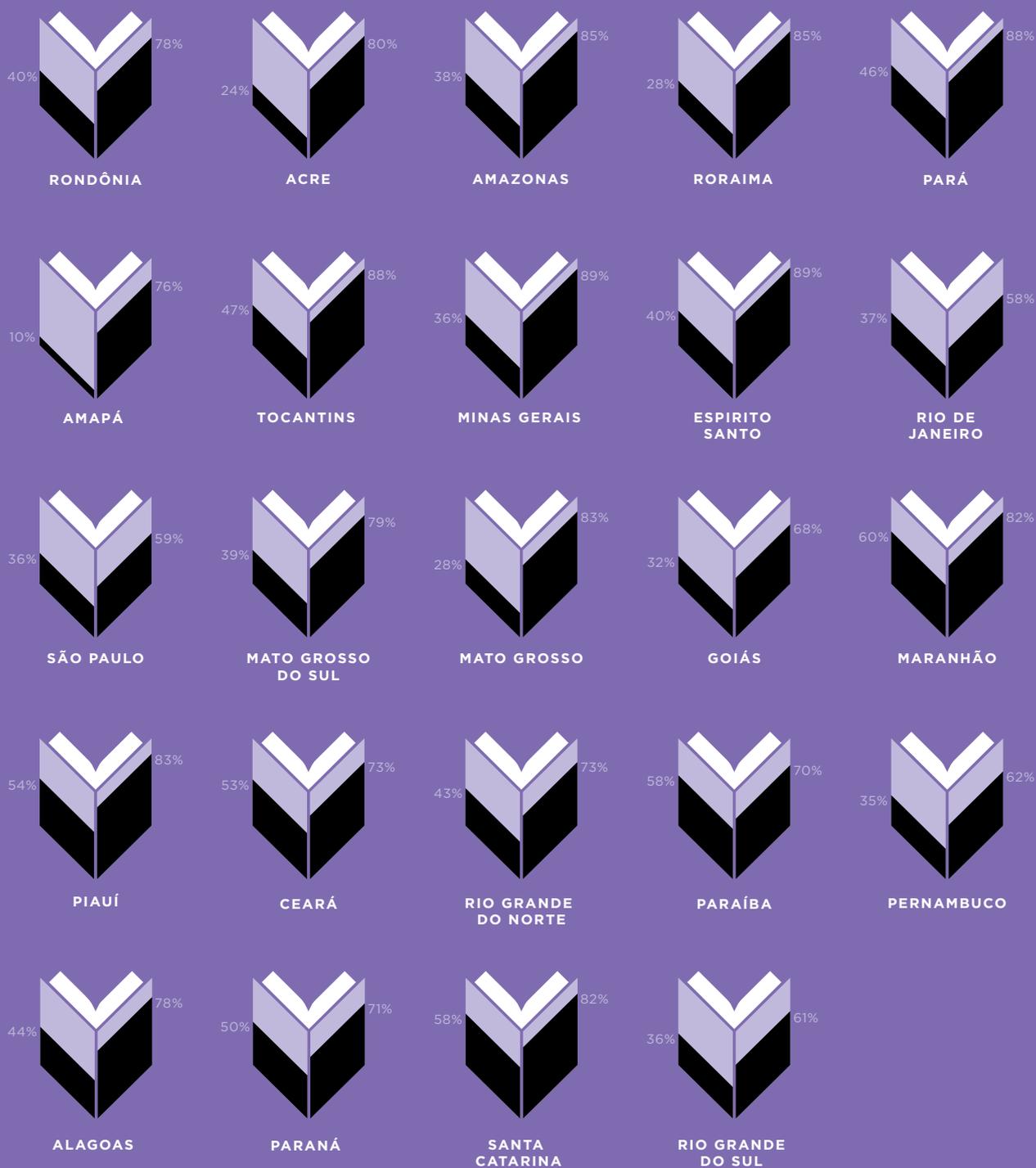
ACCESS TO EDUCATION



**ALL BRAZILIAN STATES HAVE
EXPERIENCED AN IMPORTANT
GROWTH IN ENROLLMENTS IN
PUBLIC SCHOOLS BETWEEN
1995 AND 2010.**

SOURCE: ANDRÉ PORTELA SOUZA. SÃO PAULO
SCHOOL OF ECONOMICS / EESP / FGV 2012

EXPANSION OF ENROLLMENTS IN EARLY CHILDHOOD EDUCATION IN PUBLIC SCHOOLS (BY STATE)



FERNANDO ABRUCIO

*São Paulo School of Business
Administration / EAESP*

Over the past 20 years, Brazil has made significant progress in its educational indices. The first area of progress concerns school enrollment rates. In the late 1980s, around 30% of children in the 7–14 age group were not receiving elementary education. Today, almost 97% are registered. This major advance has meant the universalization of primary education.

The second advance, albeit slow, refers to the flow of students to secondary and university education. In the case of higher education, there was an increase in places in both private and public universities. Nevertheless, Brazil still has a smaller percentage of university students compared to other Latin American countries, such as Chile, Uruguay and Argentina.

In any case, the increased flow to higher education has led to increased social demand, creating new policies such as Prouni, scholarships for poor students in private schools, Reuni, a program to increase places in public universities, and the creation of social quotas. All this change is important because historically, higher education had focused almost solely on the country's elite.

EDUCATION PROGRESS AND CHALLENGES

The creation of education quality indicators since the 1990s is another sign of major progress. This change began during Fernando Henrique's government and was consolidated during the Lula administration with the Basic Education Development Indicator (Ideb). According to Ideb, the country has improved every two years, but more sluggishly than other Latin American countries and other nations with which it competes. A glance at the Pisa examination also shows that Brazil has developed most since its origin, but more progress is required in relation to the developed countries.

One fact that should improve Ideb in the next few years and which is related to FGV studies is the compulsory education of the 4–7 age group, mandated by Constitutional Amendment 59. In the past two years, state and local governments have considerably increased this expenditure, very often with the support of the federal government. This measure will have a strong impact since, as studies by Aloisio Araújo (FGV economist) demonstrate, the earlier children come in contact with school life, the greater the

cognitive response in their lifetime—in other words, the greater their learning capacity. This is even more important for the poorest children, whose family environment does not generally encourage the acquisition of school learning.

The fact is that widespread primary education, positive in fact, has brought new challenges. First is the quality of so-called primary education, which covers the first nine years of schooling. Even with yearly improvements, federal and state assessments have shown that the average quality of public school pupils at this level of learning is still very low. However, the poorest families, which could put pressure on changing this public policy, fail to give poor assessments of their children's schools. This happens because those children have much better conditions than their parents had: they will have more schooling, income transfer programs linked to school attendance, meals, and even more safety within the school establishments.

Secondary education, which is the “waiting room” for university, has increased the number of students, but there is still a very high dropout rate, so that the gain in school universalization achieved in primary education fails to fully reach the universities. The reasons for this dropout rate are discussed at length in Brazilian academic studies, including one by Professor Marcelo Neri of FGV, acting president of Ipea (government applied economics research institute), who has shown that the most common reason for dropouts is the lack of student interest in the content—too many disciplines—and the teaching methods. It is therefore necessary to make secondary school more attractive and more in line with young people's lives.

Another challenge worth mentioning both for primary and secondary education is the need to increase full-time schools in Brazil, still very few but on the increase thanks to the federal government and some state policies, namely in Pernambuco, Rio de Janeiro and São Paulo. International experience shows that among the variables affecting school performance, increasing school hours is more relevant, especially for poorer pupils with poorly educated parents, who are prevalent in most Brazilian schools.

A recent advance in secondary school worth mentioning is the increase in technical learning at this level. Technical education has grown sharply in recent years either due to the federal institutes—which have multiplied greatly during the Lula government—or the state governments, which have begun to create or reinforce their programs. Two factors contribute to this: on one hand, the number of people reaching secondary school, and on the other a job market that demands skills. Moreover, technical education can reduce secondary school dropout rates since it is more attractive and closer to the reality of the pupils. This may create a new wave of students that reach higher education and continue their learning.

FGV contributes significantly to public education policies in Brazil. One example is the work by Marcelo Neri on secondary education, which clearly shows that it

needs to change in Brazil, becoming more attractive and integrated with technical education. This study is very important since secondary school is one of the bottlenecks of Brazilian education. The historical studies of Aloisio Araújo on the impact of primary education have inspired compulsory education in Brazil to start at age four rather than at age seven.

Another study by André Portela on the evolution of decentralizing primary school 1 and 2 reveals that there are drawbacks for local governments that assume the second cycle. It is essential to think about solving this matter, especially since state and local governments share the provision of secondary education 2 and do not cooperate with each other. On this topic, mention should be made of two recent studies that I did on Brazilian educational federalism. In the first, I show how important municipal consortiums are, demonstrating that they can strengthen the municipalities in educational administration, with positive effects on teaching results. In the second, I emphasize how the state governments that have successfully increased collaboration with the local governments have had a better performance.

André Portela and I are working for the Everyone for Education Movement to draft a bill for the Educational Responsibility Act, which, like the Tax Liability Act, would help to more clearly define the role of government levels and how they would be responsible for their actions.

Furthermore, the Center of Government and Public Administration Studies (CEAPG-FGV), in partnership with Natura Institute and the National Council of State Education Departments (Consed), is undertaking a study on the 27 state education departments in an attempt to identify common problems and innovative solutions. As a result, the intention is to disseminate best practices and help the states improve their education systems.

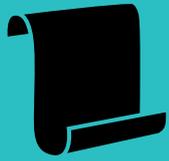
FUNDAÇÃO GETULIO VARGAS



**FGV GENERATES, SHARES AND APPLIES
KNOWLEDGE FOR BRAZIL'S ECONOMIC
AND SOCIAL DEVELOPMENT**



2012 IN REVIEW



403

**APPROVED MASTER
THESES**



74

**APPROVED PHD
THESES**



377

**PHD PROGRAMS:
ENROLLED STUDENTS**



1,291

**MASTER'S PROGRAMS:
ENROLLED STUDENTS**



125,700

**CONTINUING EDUCATION:
ENROLLED STUDENTS**



3,460

**UNDERGRADUATE PROGRAMS:
ENROLLED STUDENTS**



**STUDENTS AWARDED
A BACHELOR'S DEGREE**



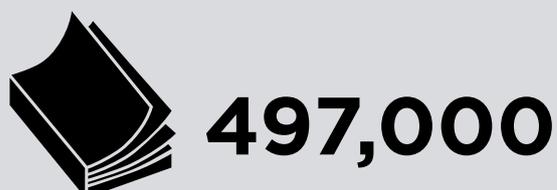
**TECHNICAL, SCIENTIFIC AND
ACADEMIC ASSISTANCE AND
COOPERATION AGREEMENTS**



**RESEARCH
PROJECTS**



**TECHNICAL
ASSISTANCE
PROJECTS**



**BOOKS IN
CIRCULATION**



**BOOKS
EDITED**

1ST

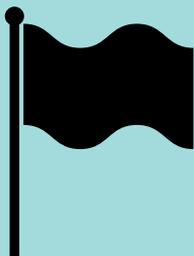
**MINISTRY OF EDUCATION
RATES IT THE TOP-RANKING
HIGHER EDUCATION
INSTITUTION IN BRAZIL.**

**NOBEL PRIZE WINNER IN
ECONOMICS JAMES HECKMAN
GIVES A TALK ON “HARD
EVIDENCE ON SOFT SKILLS”
AT EPGE.**



**ALSO OCCUPIES FIRST
PLACE IN LATIN AMERICA
ACCORDING TO THE TILBURG
UNIVERSITY RANKING.**

**FORMS AGREEMENTS WITH
BRANDEIS UNIVERSITY,
UNIVERSITY OF BRITISH
COLUMBIA, UNIVERSITY
OF NEW SOUTH WALES,
AUSTRALIAN NATIONAL
UNIVERSITY, UNIVERSITÀ
LUIGI BOCCONI AND
AMERICAN UNIVERSITY.**



**PROFESSOR ALOISIO ARAÚJO IS
APPOINTED FOREIGN HONORARY
MEMBER OF THE AMERICAN ECONOMIC
ASSOCIATION.**

GRADUATE SCHOOL OF ECONOMICS EPGE

DEAN: RUBENS PENHA CYSNE

Since its foundation in 1961, EPGE has trained the elite of economists in Brazil. Students from the school's undergraduate, academic master's, doctorate courses and professional master's in Finance and Business Economics (MFEE) contribute to drafting economic, fiscal and poverty eradication policies to further the country's development.

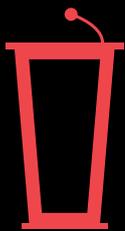
In order to understand and resolve the economic issues of today, EPGE encourages its teachers and students to engage in research, submitting their papers to the top scientific journals in the field of economics (for example, the Journal of Mathematical Economics, International Journal of Economic Theory) and world centers of business and economic studies centers.

The school maintains partnerships and exchange programs with well-known institutions of higher education, such as ESSEC Business School and Pforzheim University, and also publishes the Revista Brasileira de Economia – the oldest and most respected academic journal on economics in Brazil.

EPGE has also been ranked the best higher education institution in the country according to the MEC General Courses Index.

**THE LAPORDE EVENT – 3RD
LATIN AMERICAN ADVANCED
PROGRAMME ON RETHINKING
MACRO AND DEVELOPMENT
ECONOMICS**

**NEW PARTNERSHIPS WITH
UNIVERSITY OF NEW SOUTH
WALES AND UNIVERSITY OF
AUCKLAND.**



**HELD THE 4TH SÃO PAULO
SCHOOL OF ECONOMICS
CONFERENCE SERIES.**

**EMERITUS PROFESSOR
AND FORMER MINISTER
OF FINANCE LUIZ CARLOS
BRESSER-PEREIRA IS
AWARDED THE JAMES
STREET PRIZE FROM
THE ASSOCIATION FOR
EVOLUTIONARY ECONOMICS,
FOR THE COLLECTION OF
WORKS BY AN AMERICAN OR
FOREIGN ECONOMIST.**

**PROFESSOR ROBERTO
RODRIGUES, COORDINATOR
OF GVAGRO, IS APPOINTED
SPECIAL AMBASSADOR OF FAO
FOR THE INTERNATIONAL YEAR
OF COOPERATIVES.**



SÃO PAULO

SÃO PAULO SCHOOL OF ECONOMICS EESP

DEAN: YOSHIAKI NAKANO

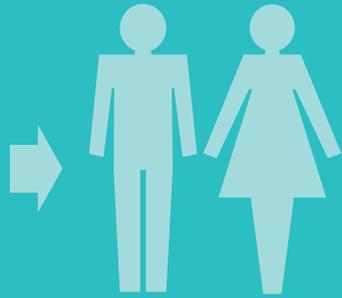
The São Paulo School of Economics was founded in 2004 with the mission of contributing to the country's development through understanding of economic realities in Brazil and reinforcement of Brazil's national identity, with an emphasis on ethics and social responsibility.

The school runs undergraduate, academic master's, doctorate, and post-doctorate courses as well as a professional master's course in economics, in the fields of Quantitative Finance, Financial Macroeconomics, Social Policies, and Agribusiness. Its teaching staff has professional, research and teaching experience in the public and private sectors.

The São Paulo School of Economics also strives to

encourage research through its ten study centers in areas of Applied Microeconomics, Macroeconomics, Agribusiness, Global Trade and Investment, Finance, and Market Design. It has partnerships with the top world-class schools of economics, finance and business, namely LSE, Sciences Po and Yale.

According to the MEC assessment of university courses in 2012, the school has the second highest ranking in Brazil for the General Courses Index (IGC) among all institutions of higher education.

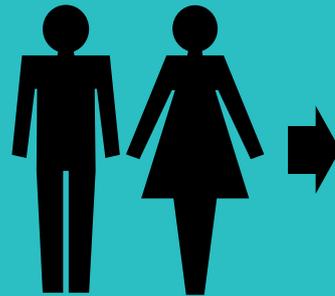


89

INCOMING STUDENTS

25

OUTGOING STUDENTS



9

NINE NEW
INTERNATIONAL
PARTNERSHIPS,
INCLUDING:

CORNELL UNIVERSITY - JOHNSON SCHOOL
IE BUSINESS SCHOOL
EMORY UNIVERSITY
SCIENCES PO LILLE
ESAN UNIVERSITY
VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS
ESC RENNES SCHOOL OF BUSINESS
EDHC BUSINESS SCHOOL
SCHOOL OF MANAGEMENT AND LAW OF THE ZURICH
UNIVERSITY OF APPLIED SCIENCES

BRAZILIAN SCHOOL OF PUBLIC AND BUSINESS ADMINISTRATION EBAPE

DEAN: FLÁVIO VASCONCELOS

EBAPE was founded on April 15, 1952, in the city of Rio de Janeiro as the first public administration school in Brazil and in Latin America as a whole. Since then, it has been responsible for producing and disseminating knowledge, encouraging research, and training skilled professionals to work in the public and private sectors and in academics.

The school offers undergraduate, master's and doctorate courses. These courses make the difference in the career of the professionals who choose EBAPE since the courses are structured according to market trends and the requirements of our increasingly globalized world.

Recently, EBAPE has formed partnerships with top business schools in other countries, offering the Brazilian public the opportunity to join international programs

of excellence, including: an International Master's of Management (IMM); a Corporate International Master's (CIM); and an International Master's Program in Practicing Management (IMPM).

EBAPE also has partnerships with more than 40 business schools worldwide, such as the Università Commerciale Luigi Bocconi, European School of Management (ESCP), Sciences Po, Cornell University and Emory University. Its exchange programs enrich the students' training and reinforce the school's excellence in its teaching and research in the area of administration.

The school is one of the top institutions of higher education in Brazil and the best in administration in Rio de Janeiro, with a maximum rating from the Ministry of Education General Courses Index (MEC) in 2012.

**ASSOCIATION WITH THE
COUNCIL ON BUSINESS
AND SOCIETY**

**IMPLEMENTS THE
INTERNATIONAL ADVISORY
BOARD**

303

**RECEIVED 303 FOREIGN
STUDENTS**

**MEMBER OF THE GLOBAL
NETWORK FOR ADVANCED
MANAGEMENT**



**SENT 150 BRAZILIAN
STUDENTS ABROAD**

SÃO PAULO

SÃO PAULO SCHOOL OF BUSINESS ADMINISTRATION EAESP

DEAN: MARIA TEREZA LEME FLEURY

This was the first business administration school to be founded in Latin America, in 1954, and has maintained a long tradition of training leaders in the academic, business and government sectors. It is recognized as the best business school in Brazil, with a top MEC ranking, and as the first Latin American institution and one of the few in the world to obtain the triple international accreditation of teaching quality, including recognition by the following specialized associations: AACSB, EFMD and AMBA.

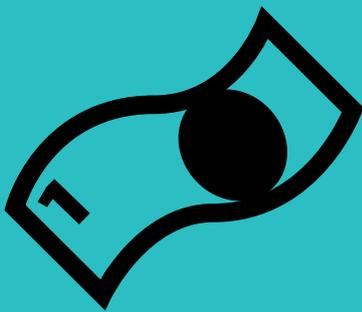
The school has a reputation as one of the most prestigious academic centers in public administration and business, and is characterized by the ongoing development of research and groundbreaking studies and as a forerunner in applied knowledge disseminated in publications and projects carried out in its various research centers. These are the Centers of Entrepreneurialism and New Business (GVcenn), Government and Public Administration (CEAPG), Microfinance (GVcemf), Politics and Economics of the Public Sector (CEPESP), Finance (GVcef), Health Management and Planning (GVsaúde), Private Equity (CEPE), Sustainability (GVces), Logistics and Supply Chain (GVcelog), Excellence in Retail (GVcev), Applied Information Technology (GVcia), Innovation Forum, International Business Research Forum, Institute of Finance, Center of Studies in Organizations and People and Center of Communication, and Marketing and Digital Social Networks.

The school offers a degree in Business Administration and Public Administration, an academic master's, a doctorate, and courses in executive education in accordance with the student's professional status: MPPI and MBM for young professionals, CEAG and CEAHS for anyone who graduated more than three years previously, MPA for executives with relevant professional experience in managerial positions, and OneMBA for executives with seven years or more of professional experience.

EAESP is Brazil's most international school of administration in terms of agreements, alliances, student and teacher mobility, double diplomas and research, with more than 90 international partnerships. All those factors place FGV-EAESP in a privileged situation in national and international assessments and rankings.

ORGANIZED THE HUMAN RIGHTS WORKSHOP FOR LATIN AMERICA, IN PARTNERSHIP WITH THE FORD FOUNDATION, GLOBAL PARTNERS, CELS, NUPEF AND APC

CREATED THE OPEN CLIMATE NETWORK



ORGANIZED THE SECOND GLOBAL CONGRESS ON INTELLECTUAL PROPERTY AND THE PUBLIC INTEREST

ORGANIZED, IN PARTNERSHIP WITH THE HARVARD LAW SCHOOL PROGRAM ON INTERNATIONAL FINANCIAL SYSTEMS, THE SYMPOSIUM ON BUILDING THE FINANCIAL SYSTEM OF THE 21ST CENTURY: AN AGENDA FOR BRAZIL AND THE UNITED STATES



INTERNATIONAL SEMINAR ON PUBLIC SECURITY, LAW AND JUSTICE

RIO DE JANEIRO LAW SCHOOL DIREITO RIO

DEAN: JOAQUIM FALCÃO

Direito Rio was founded in 2002 to offer the country a new model of legal training, capable of forming leaderships with a long-term view of Brazil's future. Today, the school already serves a benchmark for quality public legal careers and corporate law careers in Brazil.

The school began with the challenging task of innovating in the areas of teaching, research, didactics, content, curriculum and assessments in undergraduate, post-graduate and continuing education courses. In addition to its four research centers (Centers of Justice and Society, of Technology and Society, of Research in Law and Economics, and of Law and Environment), the school has thematic and social action centers, with clinics where the undergraduate students—under teacher supervision—address complex matters.

On the international side, Rio Law School offers exchange programs for students and teachers with 26 prestigious foreign universities—such as Harvard Law School and Université Paris-Dauphine—, seminars by international speakers, and summer courses.

The school also has its own virtual library and a series of publications with a multidisciplinary approach to Law, namely *Revista de Direito Administrativo* and the series *Novas Ideias em Direito*.



**CREATES THE LAW SCHOOL
GLOBAL LEAGUE**

**CONSOLIDATES THE GLOBAL LAW
PROGRAM AND VISITING PROFESSOR
PROGRAM**

**NEW AGREEMENTS REINFORCE THE
NETWORK OF PARTNER SCHOOLS
IN EUROPE AND OPENED NEW
ROADS IN ASIA THROUGH THE
PEKING UNIVERSITY SCHOOL OF
TRANSNATIONAL LAW**



SÃO PAULO

SÃO PAULO LAW SCHOOL DIREITO GV

DEAN: OSCAR VILHENA VIEIRA

With its keen eye on the contingent, historical and interdisciplinary nature of law, and an aim to meet the demands of the current market, GV Law School represents a groundbreaking educational project that prepares its students to work in the public and private spheres and to engage in dialogue with other fields of knowledge so that they can positively and profoundly influence the legal scenario at home and abroad.

The school offers undergraduate, professional master's, and academic courses as well as 12 post-graduate courses *lato sensu* in such areas as corporate, tax and intellectual property law. And GV Law School offers the first professional master's in law in Brazil, with lines of research in business law and tax law.

GV Law School also offers academic exchanges and programs that prepare students and lawyers for international roles. The school maintains the Global Law Program, is a member of the Law Schools Global League, and has a partnership with 34 foreign institutions.

In research, also, the school is distinguished by its Center of Applied Legal Research, with priority areas of Criminal Procedural Law, property, environmental legislation and access to courts, and has eight thematic study centers.

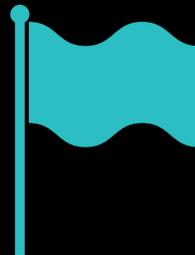
The GV Law School magazine is the only Brazilian publication in the field in the Scientific Electronic Library Online (SciELO).

**RANKED FIRST BY THE MINISTRY
OF EDUCATION AMONG SOCIAL
SCIENCES COURSES IN BRAZIL.**



**HOSTS THE SEPHIS PROGRAM OF
SOUTH-SOUTH EXCHANGE FOR
RESEARCH IN THE HISTORY OF
DEVELOPMENT.**

**PROMOTES THE 2012 SCHOOL ON
THE EUROPEAN UNION.**



**VOLKSWAGEN (GERMANY), COMPAGNIA
DI SAN PAOLO (ITALY) AND RIKSBANKENS
JUBILEUMSFOND (SWEDEN) FOUNDATIONS
ANNOUNCE SUPPORT FOR THE FGV CENTER OF
INTERNATIONAL RELATIONS.**

RIO DE JANEIRO

SCHOOL OF SOCIAL SCIENCES CPDOC

DEAN: CELSO CASTRO

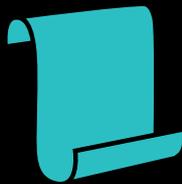
CPDOC was created in 1973, and during its 40 years of existence has become a major learning and research center with a focus on social sciences and contemporary history. It is one of the first institutions to house the private files of public personalities, whose records tell the cultural, economic, political and social history of Brazil, in addition to the course of the country's relations with other nations. CPDOC is also a pioneer in democratizing access to the content of its historic archives, which can be accessed over the Internet.

CPDOC / School of Social Sciences offers a bachelor's degree in social sciences and a degree course in History, Politics and Cultural Assets and the professional master's degree in Cultural Assets and Social Projects. It also provides specialization and MBA courses in International Relations, Cultural Management and Production, Documentary Cinema and Cultural Assets: Culture, Economics and Management.

Through its Center for International Relations, CPDOC also offers students all the FGV undergraduate courses in Rio de Janeiro or São Paulo as a supplementary training in international relations. CPDOC students can enjoy cooperation agreements with more than 15 international research and higher education institutes in Latin America and Europe.

2012

**STARTS 2012 WITH ITS FIRST
UNDERGRADUATE COURSE AND
SECOND MASTER'S COURSE.**



**THE MASTER'S DEGREE
STARTED ITS SECOND YEAR.**

SCHOOL OF APPLIED MATHEMATICS EMAP

DEAN: MARIA IZABEL CAMACHO

Aware of the growing demand in the labor market for professionals skilled in using increasingly sophisticated mathematical techniques and computer models, EMap not only grooms its graduates to work in strategic sectors of organizations but also in the areas of academic research and consulting.

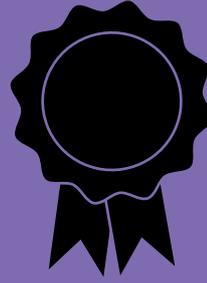
The FGV School of Applied Mathematics has a teaching staff with a variety of qualifications: mathematicians, engineers, computer scientists and a biologist—teaching diversity that is relevant and enriching with regard to the versatility of context, applications, and addressing issues both real and abstract.

The EMap-trained professional can apply essentially mathematical, informational and computer techniques to a wide range of activities, in areas ranging from financial markets and tackling crime to mapping socioeconomic trends and understanding the dynamics of the spread of infectious and contagious diseases, collaborating with public and private organizations in their sectors of environmental monitoring, scenario analysis, strategic planning and risk management.

The school also offers the academic master's degree in Information Mathematical Modeling, with emphasis on modeling and simulation of complex systems, knowledge representation, logics and ontologies, and extracting, processing and viewing information.



**HELD THE SPORTS
MANAGEMENT SEMINAR FGV /
FIFA MASTER ALUMNI SPORTS**



**FGV ONLINE WINS iTunesU AND
KHAN ACADEMY IN THE OCW
PRIZE IN THE MOST ENGAGING
RESOURCES CATEGORY.**

**MORE THAN 2500 FOREIGN
STUDENTS ATTENDED THE
SHORT AND MEDIUM DURATION,
UNDERGRADUATE AND MBA
DISTANCE LEARNING COURSES.**

13,000,000+

**VISITS TO THE HOMEPAGE OF THE
OPEN COURSE WARE CONSORTIUM
(OCWC) COURSES.**

INSTITUTE OF EDUCATIONAL DEVELOPMENT IDE

DIRECTOR: RUBENS MARIO ALBERTO WACHHOLZ

FGV EXECUTIVE EDUCATION

Within the structure of its Educational Development Institute (IDE), FGV runs executive education programs that combine the excellence and tradition of FGV schools, institutes and centers with the innovation and practical vision so coveted by the market, in classroom and distance learning modalities, and open or customized courses for companies.

CLASSROOM EXECUTIVE EDUCATION - FGV MANAGEMENT

Classroom executive education courses take FGV-developed content all over Brazil through three centers—in Rio de Janeiro, São Paulo and Brasília—, and a network of member institutions in more than 100 Brazilian cities.

FGV Management offers short and medium courses, post-graduate programs and MBAs, and programs for senior executives and international modules in prestigious universities in Asia, Europe and the USA, in which its teaching staff combine comprehensive academic experience with market know-how. In partnership with FGV Press, FGV Management undertakes the FGV Management Series, a set of frontline publications in various areas of work, applied to the foundation's MBA courses.

DISTANCE LEARNING - FGV ONLINE

The FGV distance-learning program is committed to spreading knowledge learned in the foundation's schools, centers and institutes, breaking down geographic barriers and time restrictions by using communication technologies by satellite transmission and webcast.

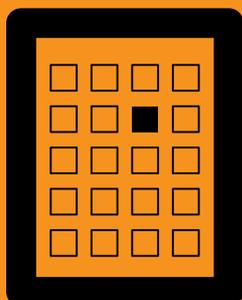
By combining features such as flexibility and scale, FGV Online permits students to be independent in developing their own knowledge-building process. Each student is given a support system that includes teacher-tutors with vast academic training and experience of day-to-day business, collaborative virtual academic environments, 24/7 technical support, and a virtual library with more than 45,000 documents.

FGV Online, winner for two years running of the OCW People's Choice Awards, combines the tradition of FGV with the innovation of distance learning.

CUSTOMIZED EXECUTIVE EDUCATION - FGV IN COMPANY

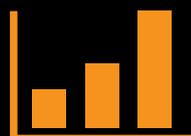
To meet the demands from companies, corporate universities, public organizations and third-sector entities, FGV In Company customizes content and develops courses of short, medium and long duration—classroom, distance or blended—in order to strengthen abilities and skills in management and other working areas, raising the performance level, identifying growth opportunities and seeking innovation according to the company's business model.

In close partnership with the client, FGV In Company identifies training requirements and finds educational solutions in line with organizations' strategic management. During the process, a highly specialized team, involving professionals and teachers with a profile suitable for the training project, accompanies the client.



**LAUNCHES THE FIRST FGV
IPAD APPLICATION IN THE
APP STORE FOR READING
THE MAGAZINE CONJUNTURA
ECONÔMICA IN PORTUGUESE
AND ITS ENGLISH VERSION IN
THE BRAZILIAN ECONOMY.**

**ORGANIZES THE WORKSHOP
ON HARMONIZING ECONOMIC
SURVEYS IN THE BRICS IN
VIENNA, AUSTRIA.**



**PARTICIPATES IN THE
CHINA-BRAZIL WORKSHOP
ON ECONOMIC CLIMATE
MONITORING STUDY.**

**SIGNED A PARTNERSHIP
WITH THE GERMAN
INSTITUTE IFO – INSTITUTE
FOR ECONOMIC RESEARCH/
UNIVERSITY OF MUNICH,
AND WITH ANOTHER SIX
INSTITUTIONS, FOUR
OF WHICH ARE IN BRIC
COUNTRIES.**



BRAZILIAN INSTITUTE OF ECONOMICS IBRE

DIRECTOR: **LUIZ GUILHERME SCHYMURA**

The Brazilian Economics Institute (IBRE), founded in 1951, is the FGV unit designed to research, produce and disseminate macroeconomic statistics and top-quality applied economic studies, which contribute to the development of public policies or private initiatives in the Brazilian economy, encouraging Brazil's economic development and social well-being.

Since its creation, IBRE has carried out social studies, research, and analyses and has regularly compiled a variety of indicators based on economic, financial and corporate data collection. Some of the economic statistics produced worth mentioning are the price indices and economic surveys, widely used by scholars, analysts of the Brazilian economy, and administrators in the public and private sectors. To produce these indicators, IBRE enjoys a research presence in all major Brazilian cities, where every month it collects 350,000 prices and other economic data from more than 20,000 partner companies. To carry this out, it has a permanent staff of specialists dedicated to the application of economic and social sciences and statistical methods. The indicators and reports are offered as public assets at their most generalized level. At the analytical and detailed levels, information is provided to entities with operating licenses.

IBRE has a division dedicated to Applied Economic Research employing top professionals whose work in congresses, events, and seminars and frequent engagement with the media reinforce FGV's status as a think tank on Brazilian economic and social issues. This IBRE division is also responsible for producing macroeconomic studies as well as studies on areas such as oil and gas, agriculture and cattle farming, the foreign sector, economic growth, employment and income, education, and industrial, monetary and tax policies.

The work of IBRE is publicized through the English version (The Brazilian Economy) of the magazine Conjuntura Econômica, and its iPad versions, as well as through the promotion and coordination of events related to the most significant issues in the Brazilian economy.

Please visit www.fgv.br/ibre for more information.



ORGANIZES THE WORLD CONGRESS ON JUSTICE, GOVERNANCE AND LAW FOR ENVIRONMENTAL SUSTAINABILITY.

HOLDS THE GLOBAL ECONOMIC SYMPOSIUM.

HONORED BY THE UN INDUSTRIAL DEVELOPMENT ORGANIZATION IN THE CONTEXT OF THE GLOBAL SOUTH-SOUTH DEVELOPMENT EXPO 2012, FOR THE BEST SOLUTION AT THE SOLUTION EXCHANGE FORUM ON ENERGY, CLIMATE CHANGE AND ENERGY ACCESS.

PARTICIPATES IN THE OECD FORUM 2012.

FORMATS THE AFRICA FUND.



CONTRIBUTES TO THE PLANNING OF RIO +20.

FGV PROJETOS

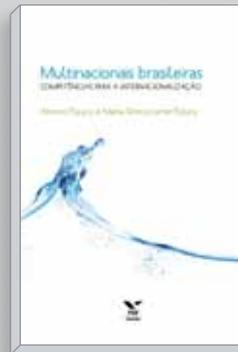
DIRECTOR: CESAR CUNHA CAMPOS

FGV Projetos is the applied research and technical advisory unit of FGV. Based on its respected know-how, it prepares solutions to put in place the best practices in the areas of public policy, law, administration, finance and economics.

For more than 30 years, FGV Projetos has been advising Brazilian institutions by combining technical capacity, groundbreaking methodologies and a team of skilled professionals with proven experience to adopt efficient management practices in public, corporate and third-sector organizations at home and abroad.

FGV Projetos is committed to the development of Brazil and the production of public assets. The funds generated by the unit are invested in FGV teaching and research, contributing to training new Brazilian academic and technical staff. To do this, its team consists of 60% doctorate and master graduates and has the FGV reputation for excellence.

FGV Projetos has been devoted to addressing strategic matters for national development, always aware of social issues and sharing knowledge, combined with the need for economic growth and sustainability. Being awarded the best South-South and Triangular Cooperation – Leadership Award 2012 - Brazil and Mozambique for Biofuels) by the UN Industrial Development Organization (Unido) was a mark of international recognition for its long history of studies, projects and consolidated experience.



FGV PRESS

DIRECTOR: MARIETA DE MORAES FERREIRA

Since 1945, the mission of FGV Press (Editora FGV) has been to publish works from different areas of knowledge, always concerned with contributing to improving teaching and learning in Brazil and projecting the image of FGV at home and abroad.

The publication catalog covers areas such as Administration, Economics, Law, Anthropology, Sociology, Archives, Political Science and History, prioritizing and encouraging FGV authors and scholars from the academic community throughout Brazil and abroad.

The Editora FGV brand is imprinted on more than 450 titles used by teaching institutions nationwide, as well as in the corporate and government sectors, which attests to FGV Press's concern with quality.

In addition to its printed publication, FGV Press also lists in its catalog a number of digital books—in PDF and eBook format—offering the reader a more practical, economic and sustainable option.

**NOW IN PARTNERSHIP
WITH THE APP STORE AND
DECOUVERT, HACHETTE,
CAMBRIDGE, GALLIMARD,
OXFORD AND ARMAND COLLINS
PUBLISHING HOUSES.**

FGV LIBRARIES

FGV LIBRARY SYSTEM

DIRECTOR: MARIETA DE
MORAES FERREIRA

The FGV Library System consists of the Mario Henrique Simonsen Library in Rio de Janeiro, Karl Boedecker Library in São Paulo, the Brasilia Library, and the Digital Library.

The Library System was created not only to further integrate the libraries with each other but also with the foundation's libraries, schools, units and research centers.

DIGITAL LIBRARY

FGV created its Digital Library to preserve and increase the national and international visibility of its scientific production.

Within the Digital Library, it is possible to find articles, theses, dissertations, images, audio and video files in "communities" that contain various document collections from the foundation's research centers, schools and units.

Scientific journals produced by all the foundation's areas of study can be found in the Digital Library as well.



MARIO HENRIQUE SIMONSEN LIBRARY (BMHS)

The library at FGV headquarters was founded in December 1945, and in December 1997 its name was changed to Mario Henrique Simonsen as a tribute to the former Minister of Finance and then-vice-president of FGV, who died that same year.

BMHS has a valuable and traditional collection in the fields of business and public administration, political science, law, economics, finance, the history of Brazil, and sociology. It also has the VIRTUA library management computer system, which accommodates the main tasks of a library by facilitating enquiries, borrowing, and online reservations.

The library also participates in Bibliodata, CCN, COMUT cooperative working networks, and the CBIES-RJ share group, as well as being a member of CRB-7 and CBBU. At present, BMHS has more than 84,000 titles of books, electronic publications, theses, and DVDs, and 65,773 issues of periodicals.

KARL A. BOEDECKER LIBRARY (BKAB)

The Karl A. Boedecker (BKAB) Library was set up in 1954 to provide library support for the teaching and research work done by EAESP. In 2005, BKAB began attending the EESP and GV Law Schools founded that year.

The collection specializes in the areas of business and public administration, economics, business, law, and social sciences.

Today it has more than 69,000 titles of books, theses and dissertations, DVDs, photographs and electronic publications, plus more than 44,000 issues of scientific journals.

BKAB uses the VTLS-VIRTUA library management computer system, which performs the main tasks of a library, facilitating inquiries, borrowing, renewals and online reservations.

The library is also a member of the Bibliodata, CCN, SCAD/BIREME and COMUT cooperative networks.

80,000+

**TITLES IN BOOKS, ELECTRONIC
PUBLICATIONS, THESES, DVDs
AND PHOTOGRAPHS**

60,000+

**TITLES IN BOOKS, ELECTRONIC
PUBLICATIONS, THESES, DVDs
AND PHOTOGRAPHS**

FGV

DIVISIONS

ACADEMIC INTEGRATION DIVISION

DIRECTOR: ANTONIO ARAÚJO FREITAS

The Directorate of Academic Integration performs the role of the FGV Dean's Office of Teaching, Research and Post-Graduation, with the following objectives:

- to support FGV schools and senior administration in the preparation, review and update of the different reports required by the Ministry of Education (MEC) - INEP, CAPES, CNPq and others, and by other public agencies;
- to seek and adopt the best practices in homogeneous and integrated management of all FGV schools;
- to consolidate all information relating to the schools;
- to strive for ongoing enhancement of each school's procedures, respecting its objectives, direction, congregation and senior administration of FGV with regard to the quality of courses and introduction of innovations and new technologies;
- to facilitate and extend the relationship of FGV with public administration agencies, such as INEP, CAPES, CNPq, FINEP, and companies in the public and private sectors interested in promoting education;
- to accompany, guide and continuously update the information given to the agencies responsible for supervising national learning institutions; and
- to encourage and support actions designed to reinforce the institutional image of FGV.

ACADEMIC OMBUDSMAN

The Dean's Office of Teaching, Research and Post-graduate Work is also responsible for the FGV Academic Ombudsman's Office, created in March 2012 to: set up communication channels with students and teachers of the Classroom Executive and Customized Education and Distance Learning Schools; receive, analyze and forward the opinions of students and teachers to the responsible sectors; follow up the measures taken, finding solutions and keeping the stakeholders informed; and answer users' comments as soon, as clearly, and as confidentially as possible.



INTERNATIONAL AFFAIRS DIVISION

DIRECTOR: BIANOR
SCELZA CAVALCANTI

FGV's International Affairs Division (DINT), set up in 2009, manages the relationship of FGV's international operations.

DINT, in line with the international strategies and research, teaching and learning units of FGV, catalyzes the value-adding potential of these units, to demonstrate that corporate cooperation offers greater benefits than the individualized performance of each unit.

On this track, by creating the Latin American Center of Public Policies in 2011, DINT looks to achieve more synergy for FGV projects that contribute to the development of countries in the region.



FGV

DIVISIONS

PUBLIC POLICY ANALYSIS DIVISION

DIRECTOR: MARCO
AURÉLIO RUEDIGER

The Directorate of Public Policy Analysis (DAPP) is linked to the FGV president's office and focuses on developing policy analysis and finding technologies and specific innovative methodologies relating to this field by taking an interdisciplinary approach to the social sciences—especially sociology and political science—and information technologies.

The models, studies and methodologies developed by DAPP seek to overcome deficits in the ability to plan, monitor and assess government actions regarding strategic issues on the public agenda, and in the government's dialogue with and transparency to civil society. Overcoming these deficits is one of the key challenges for most countries with an impact on development, democracy and efficiency in the public sector. In this context, DAPP is concerned strategically with the changes in the standard of monitoring and assessment combined with applied qualitative and quantitative methods supported by theoretical constructions of the areas in question.

Thus, the most relevant actions for significant change in this domain relate to the building of proper qualitative and quantitative monitoring models, which take into account the complexities of 21st-century politics. Consequently, DAPP seeks to create indicators, methods and metrics based on technologies that permit integration and analytical synthesis of government data with other data, especially from political and sociological processes with an impact on national development.

STRATEGIC PLANNING AND INOVATION DIVISION

DIRECTOR: JOÃO PAULO
VILLELA DE ANDRADE

FGV has been undertaking a systematic process of strategic planning and monitoring of its progress during this decade, which has helped accelerate its growth.

The Directorate of Strategic Planning and Innovation (DPEI) was created in April 2010 with the mission of supporting the presidency in this process, with emphasis on strong endeavors by FGV for innovation and to achieve a competitive edge at home and abroad.



CHAMBER OF ARBITRATION AND CONCILIATION

DIRECTOR: JULIAN CHACEL

Bearing in mind the importance of arbitration, understood as providing a service to the country and in line with its history, vocation and mission, FGV set up the Arbitration and Conciliation Chamber in 2002.

The chamber's role is to administer and monitor arbitration procedures to ensure that all phases and deadlines are met pursuant to legislation.

Conciliation is distinguishable from arbitration as an act through which the disputing parties, with the help of a third party, reach an agreement, and may precede the arbitration phase. Should an agreement be reached, conciliation makes arbitration unnecessary.

Arbitration, on the other hand, offers the possibility for the parties to appoint their own impartial arbitrator. Arbitration, therefore, allows the parties to have their dispute settled by people with specialized knowledge, restricting the participation of experts to extreme cases.

The permanent staff of conciliators and arbitrators in the FGV Chamber consists of eminent personalities in the legal field, experienced lawyers and highly specialized professionals from a wide range of fields ranging from civil engineering to foreign trade, telecommunications, oil and natural gas.

The permanent staff of arbitrators in the fields of economics, finance and administration consists of EAESP, EBAPE and EPGE professors. These are the areas of knowledge traditionally dominated by FGV, which is why they imprint the character of the institution on the Chamber.

The FGV Chamber of Arbitration and Conciliation is chaired by the president of FGV Foundation, assisted in his duties by two vice-presidents from the Institution's Board of Directors. A legal director and executive director complete the Chamber's Board.

BUSINESS COOPERATION COMMITTEE (CCE)

PRESIDENT: JOÃO CARLOS DE LUCA

CENTER FOR GLOBAL ECONOMICS (CEM)

DIRECTOR: CARLOS LANGONI

In January 1990, FGV Foundation, in conjunction with the radically transforming nature of international economics, established the Business Cooperation Committee (CCE).

The committee includes a considerable number of representatives from the private sector who, through the FGV Foundation Center for Global Economics (CEM), encourage the study and discussion of the different issues relating to Brazil's competitive integration in a changing global environment.

By promoting lectures and formulating projects, the Center for Global Economics discusses key topics, such as international trade, redirecting financial flows and risk capital, and industrial and technological development, as well as issues associated with humankind and its relationship to the environment.

This is an initiative that brings together in a common effort FGV's excellence as a think tank and private enterprise, to broaden discussion of the impact of current global economic and political trends on Brazil's future.



FGV IN THE WORLD

NUMBER OF SIGNED AGREEMENTS
BY FGV UNITS PER COUNTRY
AS OF 2012





INTERNATIONAL INSTITUTIONS WITH FGV AGREEMENTS AS OF 2012

ANGOLA

ISPAN
Universidade Agostinho Neto

ARGENTINA

Universidad Austral
Universidad de San Andrés
Jefatura de Gabinete de Ministros da República Argentina
Sindicatura General de la Nación
Universidad Nacional de La Plata

AUSTRIA

University Vienna of Economics and Business

CANADA

Embassy of Canada
International Development Research Centre
McGill University

CAPE VERDE

Universidade de Cabo Verde

CHILE

Universidad de Arte y Ciencias Sociales (ARCIS)

CHINA

China University of Political Science and Law
Instituto de Estudos Brasil-China (IBRACH)
The Chinese University of Hong Kong

COLOMBIA

Universidad Externado de Colombia
Universidad de los Andes
Ministerio de Relaciones Exteriores de Colombia

DENMARK

Copenhagen Business School

ECUADOR

Universidad Andina Simón Bolívar

FRANCE

Audencia Nantes École de Management
École de Dirigéants & Créateurs d'Entreprise
École Supérieure de Commerce de Paris (ESCP EAP)
École Supérieure de Commerce de Rennes (ESC Rennes)
École Supérieure de Commerce ET Management Tours (ESCEM)
EDHEC Business School
ESIEE Paris (Université Paris-EST)
ESSEC Business School
European School of Management (ESCP-EAP)
HEC Paris
HEC School of Management
Institut d'Études Politiques de Grenoble (IEP)
Institut d'Études Politiques de Lille (Science Po Lille)
Rennes School of Business ESC*
Université Paris-Dauphine
Université Paris-Sorbonne
Université Paris 1 Panthéon-Sorbonne
University of Strasbourg

GERMANY

Albert Ludwigs Universität Freiburg
European Business School
Law Faculty of the Westfälische Wilhelms-Universität
(Münster University)
Pforzheim University
Technical University Hamburg

HOLLAND

Tilburg University
Universiteit van Amsterdam
Tilburg School of Economics and Management

INDIA

Institute of Public Enterprise
Indian Council of Cultural Relations (ICCR)
Indian Institute of Management-Calcutta
Confederation of India Industry

INDONESIA

ASEAN Foundation

ITALY

European University Institute
Italian National Institute of Statistics (ISTAT)
Università Commerciale Luigi Bocconi
Università Degli Studi di Roma
Istituto Europeo di Design - Brasil (IED-BRASIL)

ISRAEL

Herzliya Radzyner School of Law (IDC)

KOREA

Ministry of Foreign Affairs and Trade of The Republican of Korea -
MOFAT

MEXICO

El Colegio de México
Instituto Tecnológico y de Estudios Superiores de Monterrey

NORWAY

BI Norwegian School of Management

PORTUGAL

Instituto Superior de Ciências do Trabalho e da Empresa
(ISCTE/INDEG)
Universidade Católica Portuguesa
Universidade de Coimbra
Universidade Nova de Lisboa
Universidade Técnica de Lisboa

PERU

Universidad del Pacífico
Universidad ESAN

SINGAPORE

National University of Singapore

SOUTH AFRICA

University of Stellenbosche

SPAIN

ESADE
Escuela de Administración de Empresas (E.A.E)
Universidad Pompeu Fabra (UPF)
IE Business School
Fundació Catalunya

SWITZERLAND

School of Management and Law of the Zurich University of
Applied Sciences
Swiss Federal Institute of Tecnology - KOF Swiss Economic Institute

UNITED KINGDOM

London Business School
University of Lancaster
The University of Manchester
The University of Nottingham
Regents College London

USA

ABCI Institute
American University
Cornell University - Johnson School
Duke University
Emory University
Harvard Law School
New York University
Northwestern School of Law
Ohio University
Ohio University College of Business
Pace University
Rutgers, The State University of New Jersey
State University of New York
The George Washington University
University of California
University of California-Berkeley
University of California-Irvine
University of California-San Diego
University of Chicago
University of Florida
University of Houston Law Center
University of Miami
University of Miami School of Business
University of Miami School of Law
University of Minnesota
University of Tampa
University of Texas at Austin

ABOUT FGV

FGV was founded in December 1944 to help boost the socioeconomic development of Brazil by training administrators for Brazilian private and public enterprise.

Since then, FGV has chosen to broaden its focus to the economic and social sciences, as well as administration, to become a center of quality and excellence in research and to spread knowledge at the undergraduate, continuing education, executive, specialized, MBA, master's and doctorate levels.

The role of FGV in the study, analysis and drafting of public policies reinforces it as a reputable think tank contributing to Brazil's increasingly important role in the international scene.

The foundation also relies on a network of members throughout Brazil and has close partnerships with the world's most respected institutions of higher education.

*For four years running, FGV has ranked as one of the top 30 think tanks in the world according to the international relations program of the University of Pennsylvania, while for two years running, The New York Times international edition has ranked FGV among the top 100 institutions of higher education that educate the professionals chosen by businesses worldwide.

Through its partnership with the Institute of Educational Development (IDE), FGV is present in more than 100 cities in Brazil, in addition to having its own offices in Rio de Janeiro, São Paulo and Brasília.

NORTH REGION:

Belém / Macapá / Manaus / Palmas / Porto Velho / Rio Branco

NORTHEAST REGION:

Araçaju / Feira de Santana / Fortaleza / Imperatriz / João Pessoa / Luís Eduardo Magalhães / Maceió / Natal / Recife / Salvador / São Luís / Teresina / Vitória da Conquista

SOUTHEAST REGION:

Americana / Araçatuba / Araraquara / Araras / Araxá / Barueri / Bauri / Belo Horizonte / Betim / Bom Despacho / Cabo Frio / Campinas / Campos dos Goytacazes / Contagem / Divinópolis / Duque de Caxias / Franca / Governador Valadares / Guarulhos / Ipatinga / Itaguaí / Itu / Juiz de Fora / Jundiaí / Limeira / Macaé / Marília / Mogi das Cruzes / Montes Claros / Niterói / Nova Friburgo / Nova Iguaçu / Osasco / Paracatu / Patos de Minas / Paulínia / Petrópolis / Piracicaba / Poços de Caldas / Pouso Alegre / Resende / Ribeirão Preto / Rio Claro / Santo André / Santos / São Caetano do Sul / São Carlos / São José do Rio Preto / São José dos Campos / Sorocaba / Taubaté / Teófilo Otoni / Uberaba / Uberlândia / Varginha / Vinhedo / Vitória / Volta Redonda /

CENTRAL WEST REGION:

Campo Grande / Catalão / Cuiabá / Goiânia / Rio Verde /

SOUTH REGION:

Balneário Camboriú / Blumenau / Cascavel / Caxias do Sul / Chapecó / Criciúma / Curitiba / Erechim / Florianópolis / Foz do Iguaçu / Guarapuava / Joinville / Lages / Londrina / Maringá / Novo Hamburgo / Passo Fundo / Pelotas / Ponta Grossa / Porto Alegre / Santa Cruz do Sul / Santa Maria / Santa Rosa / Santo Ângelo / São Bento do Sul

RIO DE JANEIRO

Luiz Simões Lopes Building (Headquarters)
EBAPE, EPGE, FGV Rio Law School, CPDOC, FGV Projects, Mario Henrique Simonsen Library, EMap
Praia de Botafogo, 190
22250-900
Phone: +55 (21) 3799-5938

Professor Eugênio Gudín Filho Building
FGV Management, FGV in Company, IBRE
Rua Barão de Itambi, 60 - Botafogo
22231-000
Phone: +55 (21) 3799-6996
Location maps (Google Maps)

Press
Editora FGV
Rua Jornalista Orlando Dantas, 37 - Botafogo
22231-010
Phone: 0800-021-7777

Americas Business Center
FGV Management, FGV Entrepreneurial, Cademp
Avenida das Américas, 3693 Bloco 2, 2º andar - Parque das Rosas - Barra da Tijuca
22631-003
Phone: +55 (21) 3799-4800
Email: mgmriodivulg@fgv.br

Darke Building
FGV Projetos, IBRE
Avenida Treze de Maio, 23 - Centro
20031-000
Phone: 55 (21) 3799 - 4688

Octávio Gouvêa de Bulhões Building
FGV Management, FGV Online, Cademp, FGV Rio Law School - PEC
Rua da Candelária, 6 - Centro
20091-020
Phone: +55 (21) 3799-5030

SÃO PAULO

John F. Kennedy Building
EAESP, PEC - FGV, FGV Online, FGV In Company
Av. 9 de Julho, 2029 - Bela Vista
(Acesso também pela Rua Itapeva, 432)
01313-902
Phone: +55 (11) 3799-7777 / 7700

Professor Remo Rinaldi Naddeo Building
Rua Itapeva, 474 - Bela Vista
01332-000
Phone: +55 (11) 3799-7630
Email: economia@fgv.br

Dona Leopoldina Building
GV Law School
Rua Rocha, 233 - Bela Vista
CEP: 01330-000
Phone: +55(11) 3799-2222 / 2233
Email: direitogv@fgv.br

Edifício Alalou
GV Law School
Rua Rocha, 220 - Bela Vista
CEP: 01330-000
Phone: +55(11) 3799-2240
Email: gvlaw@fgv.br

Casa Verde Building
GV Law School
Rua Silvia, 23, conjuntos 05/10 e 12 - Bela Vista
01331-010
Phone: +55 (11) 3253-3365 / 3552
Email: direitogv@fgv.br

Barão de Cristina Building
CPDOC, RAE & GV Executive, GV Agro
Av. Paulista, 1471, 1º andar - Bela Vista
CEP: 01311-927
Phone: +55 (11) 3799-3638

Edifício Condomínio Nações Unidas Building
FGV Management, PEC FGV
Av. das Nações Unidas, 12.495 - anexo 01 (térreo, 1º e 2º andar)
CEP: 04578-000
Phone: +55 (11) 3799-3455

Dr. Luiz Simões Lopes Building
FGV Projects, FGV Management
Avenida Paulista, 548, 8º Andar - Bela Vista
01310-000
Phone: +55 (11) 3799-4170 / 3455
Email: fgvprojetos@fgv.br / mbapaulista@fgv.br

Karl A. Boedecker Building
Biblioteca Karl A. Boedecker
Av. 9 de Julho, 2029 - Bela Vista - São Paulo, SP - Brasil
CEP: 01313-902
Phone: +55 (11) 3799-7777 / 7700
Email: biblioteca.sp.ref@fgv.br

BRASÍLIA

FGV Management, FGV In Company, FGV Online
SGAN (Setor de Grandes Áreas Norte), Quadra 602, módulos A, B e C, Brasília - DF
70830-020
Phone: +55 (61) 3799-8000
Email: cursos@bsb.fgv.br

FUNDAÇÃO GETULIO VARGAS

Carlos Ivan Simonsen Leal
President

Francisco Oswaldo Neves Dornelles
Vice President (on leave)

Marcos Cintra Cavalcanti De Albuquerque
Vice President

Sergio Franklin Quintella
Vice President

BOARD OF DIRECTORS

VOCALS

Armando Klabin
Carlos Alberto Pires de Carvalho e Albuquerque
Ernane Galvêas
José Luiz Miranda
Lindolpho de Carvalho Dias
Manoel Pio Corrêa Jr.
Marcílio Marques Moreira
Roberto Paulo Cezar de Andrade

SUBSTITUTES

Antonio Monteiro de Castro Filho
Cristiano Buarque Franco Neto
Eduardo Baptista Vianna
Gilberto Duarte Prado
Jacob Palis Júnior
José Ermírio de Moraes Neto
Marcelo José Basílio de Souza Marinho
Mauricio Matos Peixoto

BOARD OF TRUSTEES

Carlos Alberto Lenz Cesar Protásio
President

João Alfredo Dias Lins (Klabin Irmãos & Cia.)
Vice President

VOCALS

Alexandre Koch Torres de Assis
Angélica Moreira da Silva
(Federação Brasileira de Bancos)
Ary Oswaldo Mattos Filho
Carlos Moacyr Gomes de Almeida
Andrea Martini (Souza Cruz S/A)
Eduardo M. Krieger
Estado do Rio Grande do Sul
Heitor Chagas de Oliveira
Jaques Wagner (Estado da Bahia)
Luiz Chor (Chozil Engenharia Ltda)
Marcelo Serfaty
Marcio João de Andrade Fortes
Pedro Henrique Mariani Bittencourt (Banco BBM S.A)
Orlando dos Santos Marques
(Publicis Brasil Comunicação Ltda)
Raul Calfat (Votorantim Participações S.A)
Leonardo André Paixão (IRB-Brasil Resseguros S.A)
Ronaldo Vilela (Sindicato das Empresas de Seguros
Privados, de Previdência Complementar e de Capitalização
nos Estados do Rio de Janeiro e do Espírito Santo)
Sandoval Carneiro Junior

SUBSTITUTES

Aldo Floris
José Carlos Schmidt Murta Ribeiro
Luiz Ildefonso Simões Lopes (Brookfield Brasil Ltda)
Luiz Roberto Nascimento Silva
Manoel Fernando Thompson Motta Filho
Nilson Teixeira
(Banco de Investimentos Crédit Suisse S.A)
Olavo Monteiro de Carvalho (Monteiro Aranha
Participações S.A)
Patrick de Larragoiti Lucas
(Sul América Companhia Nacional de Seguros)
Roberto Castello Branco (VALE S.A.)
Rui Barreto (Café Solúvel Brasília S.A)
Sergio Lins Andrade (Andrade Gutierrez S.A.)
Victório Carlos De Marchi

SCHOOLS

Flávio Vasconcelos
EBAPE
Brazilian School of Public and Business Administration
Rio de Janeiro

Maria Tereza Leme Fleury
EAESP
São Paulo Business Administration School
São Paulo

Joaquim Arruda Falcão
DIREITO RIO
Rio de Janeiro Law School
Rio de Janeiro

Oscar Vilhena Vieira
DIREITO GV
São Paulo Law School
São Paulo

Rubens Penha Cysne
EPGE
Graduate School of Economics
Rio de Janeiro

Yoshiaki Nakano
EESP
School of Economics
São Paulo

Celso Castro
CPDOC
School of Social Sciences
Rio de Janeiro/São Paulo

Maria Izabel Camacho
EMAp
School of Applied Mathematics
Rio de Janeiro

INSTITUTES

Luiz Guilherme Schymura
IBRE
Brazilian Institute of Economics

Rubens Mario Alberto Wachholz
IDE
Institute of Educational Development

TECHNICAL ASSISTANCE

Cesar Cunha Campos
FGV Projetos

SUPPORT AREAS

Antonio de Araújo Freitas
Academic Integration

Bianor Scelza Cavalcanti
International Relations

Marieta De Moraes Ferreira
Press and Library System
Editora FGV

João Paulo Villela De Andrade
Estrategic Planning And Innovation

Marco Aurélio Ruediger
Public Policy Analysis

Mário Rocha
Operations

Marcos Facó
Director of Communications and Marketing

Ocário Silva Defaveri
Controller

Julian Chacel
Chamber of Arbitration and Conciliation

João Carlos de Luca
Business Cooperation Committee (CCE)

Carlos Langoni
Center for Global Economics (CEM)

BALANCE SHEET

ASSETS	2012	2011
CURRENT ASSETS	655,487,699.53	585,028,088.73
CASH AND EQUIVALENTS	608,664,424.91	546,743,586.39
ACCOUNTS RECEIVABLE	20,939,350.81	15,681,824.15
INVENTORIES	4,055,045.05	3,351,308.40
OTHER CURRENT ASSETS	21,828,848.76	19,251,369.79
NON-CURRENT ASSETS	463,633,936.93	335,979,872.50
INVESTMENTS	33,218,512.21	30,790,292.92
LONG-TERM RECEIVABLES	76,471,244.73	67,536,570.06
PROPERTY AND EQUIPMENT	353,944,179.99	237,653,009.52
TOTAL R\$	1,119,121,606.46	921,007,961.23
TOTAL US\$	547,649,428.17	490,994,754.89

LIABILITIES	2012	2011
CURRENT LIABILITIES	111,138,010.20	93,652,766.21
NON-CURRENT LIABILITIES	107,784,532.79	45,834,979.01
FUNDS	874,830,750.41	765,959,695.73
BALANCE	25,368,313.06	15,560,520.28
TOTAL R\$	1,119,121,606.46	921,007,961.23
TOTAL US\$	547,649,428.17	490,994,754.89

US\$ 1.00 (com - 31/12) =

R\$ 2,0435

R\$ 1,8758

ECONOMIC BALANCE

REVENUE	2012	2011
REVENUE		
ASSET REVENUES	13,589,373.79	38,456,700.36
OPERATING REVENUES	847,369,562.86	728,662,795.90
OTHER REVENUES	37,138,499.18	58,807,865.77
TOTAL R\$	898,097,435.83	825,927,362.03
TOTAL US\$	439,489,814.45	440,306,728.88

EXPENDITURE	2012	2011
COSTS AND EXPENSES (PERSONAL, CHARGES, SUPPLIERS, OTHER COSTS AND EXPENSES)	872,729,122.77	810,366,841.75
TOTAL R\$	872,729,122.77	810,366,841.75
TOTAL \$	427,075,665.66	432,011,324.10
BALANCE - R\$	25,368,313.06	15,560,520.28
BALANCE - US\$	12,414,148.79	8,295,404.78

US\$ 1.00 (com - 31/12) =

R\$ 2,0435

R\$ 1,8758



FUNDAÇÃO GETULIO VARGAS

PRAIA DE BOTAFOGO 190

22250-900

RIO DE JANEIRO, RJ

BRAZIL

55 21 3799-4747

PRODUCTION CREDITS:

DESIGN: **ORB LLC**

CREATIVE DIRECTION: **ANDRÉS CLERICI / ORB**

GRAPHIC DESIGN: **SEAN CALLEN / ORB**

COORDINATION AND CONCEPT:

DIVISION OF COMMUNICATIONS AND MARKETING - **DICOM**

DIRECTOR OF COMMUNICATIONS AND MARKETING: **MARCOS FACÓ**

MARKETING AND COMMUNICATIONS COORDINATOR: **GISELE COSTA FREITAS**

JOURNALIST: **ANA ANGÉLICA SOARES**

ENGLISH TRANSLATION: **ELVYN MARSHALL**

ENGLISH EDITING AND REVISION: **DAVID DEL VECCHIO**

