

# ANNUAL REPORT

vetorBRASIL



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## A year of **overcoming and impact**

Confidence and collaboration were our incentives to seek (and achieve!) great results in 2022. It was a year of uncertainties with the majority elections, the country's political climate, and the many challenges in all sectors: from public to private, including the third sector. Despite this scenario, we were **hopeful and very prepared to walk toward a more fair and prosperous country for all**. Under this spirit we created a manifesto in defense of democracy and against political and electoral violence, valuing tolerance, dialogue, and plurality so that the public sector can strengthen people management and drive the transformations that Brazil needs.

The journey was extensive and will be told in the following pages, but we can already say: **it was the best year of our history**. Active since 2015, we have a background of knowledge, experiences, and programs that cause increasingly relevant effects. We took advantage of all this to make 2022 a period of growth in which the number of employees doubled and the initiatives were multiplied!

As highlights, we secured important donations, such as the one from philanthropist Mackenzie Scott. We also created the Education Impact Unit to support public education managers in their leadership skills, and were granted with an **expressive donation from David Vélez and Mariel Reyes, founders of VélezReys+**, who emphasized in a public letter their support to Vetor Brasil and their optimism for our powerful combination of knowledge to improve state government with an innovative mindset to strengthen networks and people.

We understand that we still have a long way to go. We made mistakes, we got it right, we experimented, and we adapted. But most importantly, we are proud of all the impact our programs and network are achieving. We are almost 1000 people on the net, with many stories and transformations. Seeing the collective intelligence grow, the energy for change multiply, and the vision of **diversity, equity, and inclusion** flourish has always inspired us and will continue to push us toward an **increasingly better public sector**.

**Joice Toyota,**  
Vetor Brasil Founder

## 02.

# Hello! We are Vetor Brasil

We were born in 2015 as a civil society, non-profit, and cross-party organization that identifies and develops people willing to improve the public sector, as well as decrease social inequalities in the country.

We believe that an engaged and diverse network of professionals can further enhance the impact of the public sector and bring about positive change in Brazil. To this end, we support governments in their search for more innovative solutions to manage their people and challenges.

**JOICE TOYOTA**

Co-founder and executive director of Vetor Brasil. Graduated in Electrical Engineering from the Polytechnic School of the University of São Paulo (POLI-USP), holds an MBA and a Master's degree in Education from Stanford University. She worked in strategic consulting for seven years and was superintendent of the Goiás Education Department.

**MARCO CAMARGO**

Executive Director of Vetor Brasil, holds a double degree in Engineering from USP and École Centrale de Nantes (France), and a Master's in Public Administration and International Development from the Harvard Kennedy School of Government. He worked in the Planning and Management Secretariat of Ceará, in the implementation of important management programs.

## FISCAL COUNCIL

Elected by the Executive Board, the group is responsible for approving or disapproving Vetor's accounting on an annual basis, in addition to overseeing the application of the organization's resources and compliance.



### LUANA TAVARES

With degrees in Management, Leadership Development, and a Master's in Public Policy from the University of São Paulo, she is the executive director of the Center for Public Leadership (CLP) and an advisor to several social organizations.

### VALDIR SIMÃO

Lawyer and consultant in public and private management, state-company relations, and tax and social security matters. He was Minister of the Office at the Comptroller General (CGU), Ministry of Planning and also of the National Social Security Institute (INSS).



### ZEINA LATIF

Columnist for O Globo newspaper, holds a master's degree and a doctorate from the School of Economics and Business Administration at USP. She is an economic consultant and partner at Gibraltar Consulting., a former chief economist at XP Investimentos and has worked for several financial organizations.

## COMMUNICATION COMMITTEE



### MICHEL NEIL

Holds a PhD in Social Sciences from the University of Brasília (UnB), a Master's degree in Political Science from the Federal University of Rio Grande do Sul (UFRGS) and a Bachelor's degree in Political Science from UnB. With experience working with civil society, he has been at Patri since 2005, where he coordinated the company's Federal Legislative sector. He currently works in customer service.

### JOÃO VILAVERDE

Journalist and consultant. Author of the book article "Perigosas Pedaladas", which deals with the government of then-president Dilma Rousseff (Workers Party). He was a visiting researcher at Columbia University (New York) and holds a master's and doctoral degree in Public Administration and Government from FGV-SP.



### RAFAEL LEITE

Specialist in state reform and modernization. He graduated in public administration at FGV/EAESP and acted as leader of institutional relations at Vetor Brasil, consultant in public management for the Lemann Foundation, the Inter-American Development Bank (BID), as well as governments in Brazil and Latin America.



## PRODUCT COUNCIL

We are also supported by this advisory board, which contributes to decision-making when the subject is innovation and new products.



### JULIANO PEREIRA

He has a vast background of performance in initiatives that combine education and technology. Former Director of Technology at Cogna Educação, Chief Information Officer (CIO) at Somos Educação, and Executive Director of Operations at Digital House Brasil. Today he is the Chief Technology Officer (CTO) at Proz, a professional education company with the purpose of providing quality training and facilitating access to job opportunities for its students.

### KAREN SUN

Educator and current CTO in Residence at the philanthropic platform VélezReyes+. With global experience in the intersection of education and technology, and a background in both for-profit and non-profit organizations, she is currently focused on supporting equity and access to development opportunities via technology for under-represented population in this sphere.



### PEDRO SOMMA

Over 10 years of experience in roles and initiatives related to mobility and the urban environment. He was CEO at 99, the first Brazilian unicorn, and at Quicko, the first Mobility as a Service (MaaS) platform in Brazil, remaining in that position until its sale to the Finnish MaaS Global, where he assumed the position of Chief Strategy Officer (CSO). He also worked at the Municipal Secretariat of Economic Development of São Paulo city, as chief of staff and later as assistant secretary.

### MARJORI POMAROLE

Data and infrastructure work for most of her career. At Facebook's Security Infrastructure team, worked on the data pipelines that made the Invariant Detector system possible, helping the security team to track down intruders on the hacker platform. At WhatsApp, she was Tech Lead of the Elections Interference team, focusing on detecting robotic activity on the platform. Now serves as Engineering Lead at a Brazilian agriculture tech startup.



## DIVERSITY COUNCIL

The Diversity Council of Vetor Brasil is a consulting, collaborative and proposing space acting in the definition of strategic orientations and changes relevant to the projects focused on racial equity.



### ELIZABETE SCHEIBMAYR

Founding partner of Uzoma Diversidade Cultura e Educação, member of the Mulheres do Brasil Group, where she leads the Committees for Racial Equality and Combating Violence Against Women. Lawyer, lecturer on the themes of diversity, women's leadership and violence against women. Mentor of the Pulsar Program and of the Nós por Elas Program, Advisor to the Instituto Adus and Instituto Pacto pela Equidade Racial.

### MAYRA CASTRO

Born in the Amazon region, Mayra lived for 6 years in Europe, in Geneva and Paris. She has a master's degree in International and European Law from the University of Geneva, Switzerland, and has worked on several subjects, such as women's trafficking, nuclear disarmament, human rights education, and policies for children in street situation, all in the international sphere. She has organized numerous international missions for Brazil in her areas of expertise.



### MATILDE RIBEIRO

PhD in Social Service. Former Minister of the Special Secretary of Policies for the Promotion of Racial Equality of the Presidency of the Republic - SEPPIR (2003/2008). Professor at the Instituto de Humanidades from the University of International Integration of Afro-Brazilian Lusophony (UNILAB) in Redenção - Ceará. She leads the AMANDLA Group: study, research and extension about public policies on gender, race/ethnicity. Member of the Africa Council of the Instituto Lula.

### RACHEL QUINTILIANO

Journalist, post-graduate in Communication and Health, with experience in confronting inequalities of gender, race and ethnicity, diversity and health promotion. She has worked as a consultant for organizations such as Fala Preta, Sampa.org, Instituto Unibanco, São Paulo City Hall, and the Ministry of Health. Currently, she is the manager of Institutional Relations at GIFE and a columnist for Revista Raça.



### GIOVANNI HARVEY

Executive Director of Baobá Fund for Racial Equality. Founder of the Afro-Brazilian Incubator and consultant of the Incubator Program from Economy's Ministry of Cape Verde. He worked as National Secretary of Affirmative Action Policies (2008 to 2009) and Executive Secretary of the SEPPIR (2013 to 2015).

## 03.

7 years of history:  
**many achievements!**

In 2022, we have become a reference in supporting governments when it comes to innovation and people management. With more experience and credibility, we achieved the greatest impact in our history. Among the results is the largest number of participants in our network, as well as securing significant donations.

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**Using the experience acquired throughout our trajectory, we designed programs to meet the needs of governments and identify the challenges of each reality.**

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Education has earned a separate chapter in our history. In 2022 the unit Impacto de Educação (Education Impact) was created, with the development of a unique methodology in search of new possibilities to improve public policies in education. After all, if society needs different results, even more powerful strategies are required - only then will it be possible to have the country we want, truly developed and sustainable.

## 2022 HIGHLIGHTS



**+900 members**  
in Vetor network



**12 municipalities**  
impacted by our work



We expanded our work in  
the areas of **Education  
and Health**

## OUR TIMELINE

2015

- Vetor Brasil was founded as a non-profit organization.
- We held the **1st edition of the program *Trainee de Gestão Pública*** (Public Management Trainee).
- We **partnered with the state governments of São Paulo, Pará, Goiás, and Salvador.**
- Vetor Brasil Network starts with **12 public professionals.**

2016

- We received the **R\$ 1.5 million Google Social Impact Prize.**
- We held the **first professional selection process for the position of secretary of education** in Londrina (PR).
- Vetor Brasil Network reaches **60 public professionals.**

2017

- We received the **Veja-se Award** in the Public Policies category.
- We **launched the program Líderes de Gestão Pública (Public Management Leader)**, focused on senior professionals in the public sector.
- The Vetor Brasil Network includes **161 public professionals.**

2018

- **First year participating in the International Congress of the Latin American Center of Administration for Development (CLAD)**, the main Ibero-American event on public management.
- We launched **Rede Online** (Online Network), a platform to connect people from the Vetor Brasil Network, and from our Diversity Program.
- We received the **Municipal Human Rights and Diversity Seal from the São Paulo City Hall**, in the categories Racial Equality and Women.
- Up to this point, **307 public professionals** already are on Vetor Brasil Network.





## 2020

- We engaged in the fight against the **coronavirus** with the Vetores Impulsando Governos (Vectors Driving Governments) program, in which we allocate qualified professionals in crisis management committees.
- We launched the **Emergency Volunteer Action**, where we had 14 volunteers supporting governments during the Covid-19 pandemic.
- We created the program **Residência em Gestão Pública** (Public Management Residency) to collaborate with governments in the implementation of priority projects.
- We received, **for the second time, the Municipal Human Rights and Diversity Seal from the São Paulo City Hall**, in the Youth category.
- We promoted the **Encontro com Governadores** (Meeting with the Governors) event, featuring Eduardo Leite (RS) and Flávio Dino (MA) to foster dialogue and strengthen our democracy.
- We held a **Dialogue on Public Management and Democracy**, with former president and professor **Fernando Henrique Cardoso**.

## 2019

- Our Executive Director, **Joice Toyota**, has been invited to join the **World Economic Forum's Young Global Leaders group**.
- We started receiving support from **Confluentes**, an initiative to support the financial sustainability of civil society organizations in Brazil.
- We won the **Transparent NGO Seal** from Instituto Doar.
- We received the **Municipal Human Rights and Diversity Seal from the São Paulo City Hall**, in the Youth category.
- We carried out the programs **Transforma Minas**, **Qualifica RS** and the **Líderes Públicos Project (SP)**, in partnership with **Vamos**.
- The Vetor Brasil Network keeps growing and reaches **450 public professionals**.

**OCTOBER 23TH, 2019**

The **PUBLIC MANAGEMENT LEADERS GATHERING** WAS AN EVENT HELD BY VETOR BRASIL AND HOSTED AT UNIBES CULTURAL.

## 2021

- We developed **31 Líderes da Educação** (Education Leaders) responsible for the formulation and implementation of educational initiatives in 14 different states.
- We worked on the **managers for racial equity training** - altogether 40 leaders participated in the program.
- We provided **strategic support to Rio Grande do Sul state** in the change of culture related to people management.
- Vetor was **elected one of the 100 best NGOs of 2021**.
- Our network has reached more than **750 public professionals**.

## 2022

- We were granted the **Racial Equity Seal** and received the Human Rights and Diversity Seal for our Ubuntu program.
- **First residency held in a municipality** - Talentos Recife (Recife Talents) - (See in the portfolio materials)
- We conquered our first territory in a municipality in the North region (Belém) with the **LidGov program**.
- Vetor Network reached more than **900 members and was present at Consad with more than 10 approved submissions**.
- For the first time in our history, we got to work with **12 municipalities**.
- **We expanded our activities in Public Health and Education**.
- We launched our first **manifest for democracy**.
- Giovanni Harvey, executive director of Fundo Baobá, became the **godfather of Ubuntu's first class**.
- Mackenzie Scott made her **first donation to an organisation outside the US**.



SEPTEMBER 24TH, 2022  
**UBUNTU'S FIRST CLASS**

# 04.

## Our action axes



### 1. KNOW THE TEAM

The beginning of a new government presents numerous challenges, and one of them is getting to know the professionals who already work in each secretariat. One of our roles is to help the leadership to identify these professionals and their development opportunities to deliver a quality public service.



### 2. RECRUIT THE TEAM

Complex challenges require collaboration and different experiences to solve them. One of our activities is to find the best professionals for the most strategic positions in government.

### 3. TRAIN THE TEAM

We also work on training professionals, bearing in mind that it is a long process. Only with an aligned team is it possible to propose and deliver innovative solutions, contributing to the development of the country.





**First axis:**  
know the team





## Competencies self-diagnosis

The Organization for Economic Cooperation and Development (OECD) points to **qualification and efficiency** as some of the pillars for a well-developed public service. Keeping it in mind, we created a competencies self-diagnosis that helps professionals identify their leadership skills.

This tool came to be a simple, accessible, and agile digital solution to support public professionals in identifying and self-perceiving their competencies. The self-diagnosis enables professionals to get to know themselves better and reflect on their own talents and aspects to be developed.

It can be used by team managers to guide development conversations with their teams at different government levels- federal, state, and local -. The idea is also to help identify the profiles and needs present at each team level.

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### **But how does it work in practice?**

We created a free, online questionnaire that generates individual feedback on the development level of eight prioritized competencies.

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To define the prioritized competencies, we based ourselves on our experience and on national and international references - such as the European Union Competency Matrix, the Competency and Skills Matrix of the Brazilian National School of Public Administration (ENAP), and the Capabilities Framework of the New South Wales government.

The process is very simple: anyone can answer the questionnaire available on our website, and receive your individualized feedback within five working days.

## DEVELOPMENT CONVERSATION GUIDE FOR TEAM MANAGERS IN GOVERNMENT

When we talk about a qualified public service, we also mean developing people and their main talents, believing that strategic people management starts with a careful look at competencies. That's why we've put together a guide to support government team managers in conducting development conversations with their teams.

The guide contains concepts, reference materials, and a step-by-step process on how to use our Competencies Self Assessment to drive individual and collective team development in government.

The objective of the material, available for free download on our website, is to support government team managers in deepening good people management practices and accelerating the development of their teams.



413

professionals  
executed the  
self-diagnosis



89%

recommend the  
experience



174

downloads of  
the Conversation  
Guide

## Competencies evaluation of school managers

To deal with the challenges of the public school system it is important to invest in training school managers, which also means looking at the competencies of these professionals. The program started in the state of Rio Grande do Sul and consists of assessing the skills of principals, in line with the competency matrix revised by the Secretary of Education.

### THIS EVALUATION IS DIVIDED INTO TWO STAGES:

- Conducting a sample skills assessment baseline ;
- Evaluation of the school principals' network through online and asynchronous testing.

**The goal is to support the development and training of school leaders, thus improving communication about what is expected of them and providing the necessary tools for the challenges of everyday life. The idea is to measure the strengths and growth points in the group.**

Therefore, the evaluation helps the manager to see their growth chart, receive feedback, and it also supports the secretary in designing training for their stakeholders.

## Our Impact

Applying the School Leadership  
Competencies Mapping



### IN THE LEMANN CENTER NETWORKS Instituto Unibanco



**49**

municipal education  
networks



**1066**

school managers  
evaluated via online  
tests



**168**

interviews  
conducted



**78 NPS**

Net Promoter Score



### EDUCATION STATE SECRETARIAT OF RIO GRANDE DO SUL



**30**

regional  
coordinators



**5192**

managers evaluated



**90**

competency-  
based interviews  
conducted with  
experts



**47,8 NPS**

Net promoter Score



### MUNICIPAL SECRETARIAT OF LONDRINA Itaú Social

Compulsory and complementary stage, but not eliminatory in the  
recruitment process for principals, vice-principals and pedagogical  
coordinators



**120**

schools from  
Londrina Municipal  
Network



**445**

participants



**90**

competency-  
based interviews  
conducted with  
experts



**41 NPS**

Net Promoter Score

# School Leadership Competencies Mapping (MCLE)

As a pioneering initiative in Brazil, we created the mapping with the objective of diagnosing the competencies of school leaders. By doing so, we strengthen training actions for the daily challenges at schools.

## WHAT ARE THE STAGES OF THE INITIATIVE?

- First we execute a sample mapping by interview is carried out with a number of school principals defined by the Secretariat of Education;
- Secondly, the underdeveloped strengths and competencies are identified;
- Next, all principals and vice-principals from the school network participate in online and asynchronous tests, which are applied at different times.
- After the test application, we provide individual feedback to each participant on the skills to be developed, in order to lead their teams in a democratic and participatory manner;
- We provide the necessary content for continuing education.

## HOW DID THE COMPETENCIES THAT WILL BE USED IN THE MAPPING COME ABOUT?

In May 2021, the National Education Council (CNE) approved the text of the Common National Framework of Competencies for Principals. The document defines a matrix of general competencies, which unfolds into 17 specific competencies. Of course, these skills can be adapted depending on the local reality.

We developed and tested a consolidated matrix with school managers from several locations around the country, based on the CNE's production, containing 9 main competencies.





**Second axis:**  
Recruit the team



## Public Management Trainee

It is our pioneering initiative and one that has been with us since our first year. The Trainee de Gestão Pública (Public Management Trainee) program finds leaders engaged in improving Brazilian public management and consists in attracting, pre-selecting, allocating, and developing professionals in their early careers to work in governments all over the country.

By hiring these trainees, the government starts to compose its teams with high-performance professionals for the development and execution of strategic projects in the most diverse areas, such as education, planning, management, economic development, health, human rights, environment and sanitation, culture, security, among others.

The program seeks to create a new pipeline of leaders engaged in improving public management. In the short term, the talents positively impact the administration by composing high-performance teams. In the long term, they assume leadership positions to lead transformations themselves in the public sector.


### Impact ➤

#### CURRENT NUMBER OF TRAINEES AND ALUMNI:

115 new participants joined the program in 2022. They were allocated to 56 state and municipal executive bodies throughout Brazil. At the end of the cycle, we obtained a Net Promoter Score (NPS) of 67.

 **115**  
people  
allocated

 **56**  
state and  
municipal  
executive bodies

 **67**  
**NPS** (Net  
Promoter Score)

## GOVERNMENT ALLOCATIONS:

in 2022, we had 115 new trainees assigned to state and municipal secretariats all over Brazil. The main states and areas with allocations were:

**Maranhão (28)**  
**Espírito Santo (26)**  
**Mato Grosso (15)**  
**Mato Grosso do Sul (15)**  
**Alagoas (10)**  
**São Paulo (7)**  
**Rio Grande do Sul (3)**  
**Rio de Janeiro (2)**  
**Minas Gerais (2)**  
**Goiás (2)**  
**Santa Catarina (2)**  
**Sergipe (1)**  
**Amapá (1)**  
**Pernambuco (1)**



## AND THE MAIN SECTORS IN WHICH THE TRAINEES WERE ALLOCATED WERE:



In 2022, we also had the return of in-person immersions, which had been suspended due to the Covid-19 pandemic. The face-to-face immersions consist of meetings to exchange experiences and foster networking. Altogether, two immersions were held during the year. The first took place in September in São Paulo (SP) and was attended by 38 trainees. The second took place in November in São Luís (MA) with 54 trainees.

Both meetings had training modules, group dynamics, and presentations by the trainees.



**IN-PERSON IMMERSION -  
CLASS OF SEPTEMBER | SÃO PAULO**

**IN-PERSON IMMERSION -  
CLASS OF NOVEMBER | SÃO LUÍS**

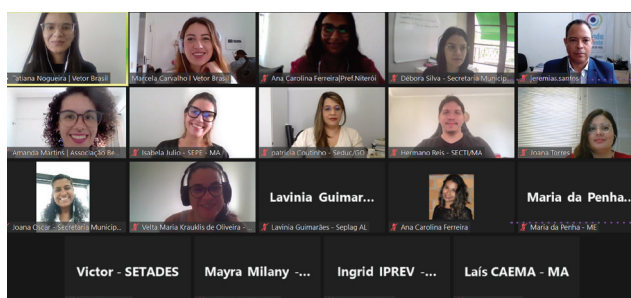




## TRAINEE MANAGERS:

we promoted meetings with the public managers responsible for the trainees to offer training and make them disseminators of good practices in governments. Eight thematic workshops were organized to share issues that are part of the challenges experienced daily by governments.

<b>Mar</b> Interview by Competencies	<b>Apr</b> Delegation of activities in teams	<b>May</b> Work environment and ways to keep it healthy	<b>Jun</b> Wellness and Mental Health
<b>Jul</b> How to welcome a new employee to the team	<b>Aug</b> Diversity in teams	<b>Sep</b> Unconscious biases	<b>Oct</b> Assertive and strategic communication



### JUNE MEETING ON WELLNESS AND MENTAL HEALTH

## WHERE ARE OUR TRAINEES?

Over seven years, 815 participants were allocated to 243 executive bodies. From these, about 68% are in state government areas and almost 30% in the municipal sphere. Some of the alumni continue to work in government holding senior positions.

**Patrick Tranjan** | Trainee Class 2017  
Assistant Secretary of Education at SEDUC/PA

**Bruno Teixeira** | Trainee Class 2018  
Assistant Secretary of Modernization and Institutional Articulation of SEAP/MA

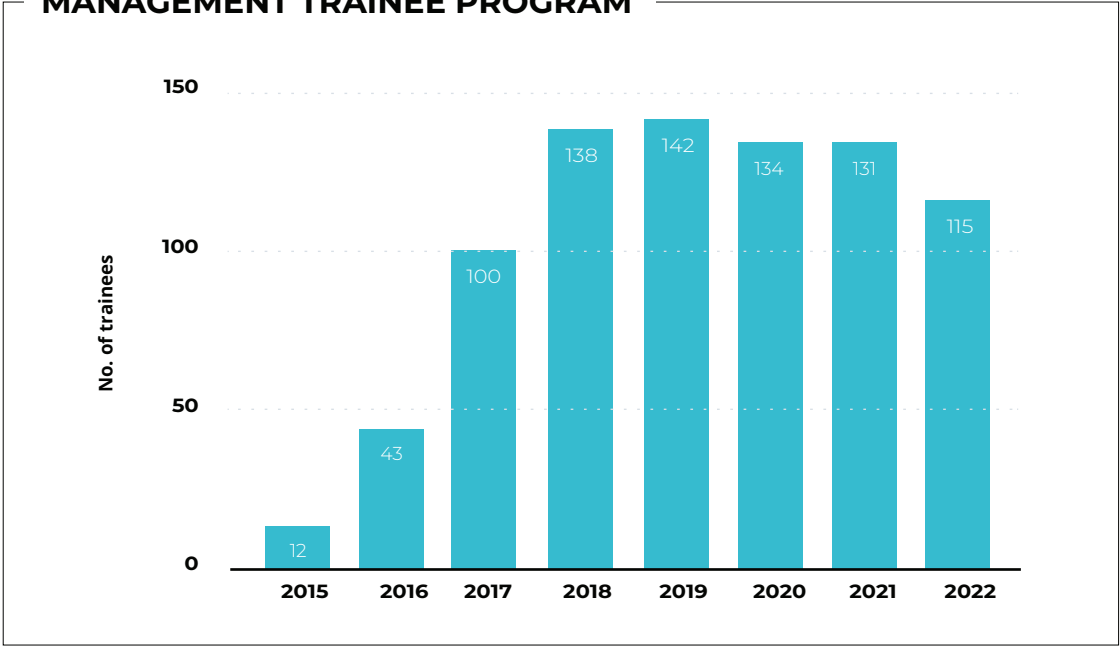
**Alicio Mendonça** | Trainee Class 2019  
Work and Income Manager at SEAP

**Bruna Lersch** | Trainee Class 2019  
Planning Superintendent at SEPLAN/MA

**Ingrid Gomes** | Trainee Class 2019  
Head of Special Advisory at SEPLAN/MA's

**Artur Cruz Bertolucci** | Trainee Class 2022  
Undersecretary at the General Secretariat of the Governor's Office

ALLOCATIONS HISTORY | PUBLIC  
MANAGEMENT TRAINEE PROGRAM





## Líderes da Saúde (LIS): Primary Care

Our National Health System (SUS) is the largest in the world and 70% of our population depends exclusively on it.

Together with the National Council of Health Secretariats (CONASS), the Pan-American Health Organization (OPAS), and Umane, we work to strengthen the development of the SUS and, to this end, we created the Líderes da Saúde - LIS (Health Leaders): Primary Care.

**The LIS program** was designed to **strengthen** people **management**, ensuring an appropriate institutional **environment** that is suitable for the **success** and sustainability of an efficient Primary Care that optimizes the healthcare system.

### THE PROJECT TAKES PLACE IN THE FOLLOWING STAGES:



1

Vacancy  
prospecting  
in partner  
governments



2

Developing  
competency  
matrices for tutors  
and trainees



3

Attraction  
and selection  
of tutors and  
trainee



4

Elaboration of  
training paths



5

Trainee  
Allocation

### IN ADDITION TO THE TRAINEES, WE ALSO PROVIDED THE TRAINING AND MENTORING OF MANAGERS.

- Intensive training and mentoring of local leaders in management and leadership skills adapted to the planning context, complementary to the CONASS methodology.
- Efficiency in executing the action plans resulting from the training in the short term and in building a generation of professionals capable of reinvigorating the regional health management in the medium and long term.

### HIGHLIGHTS FROM THIS SUCCESSFUL PARTNERSHIP

- Signing of the contract with Umane, an association that supports health promotion initiatives;
- Launching event at the OPAS headquarters in Brasília;

## Talentos Recife

Can you imagine a program where a young person can do a post-graduation course and, at the same time, intern in a public agency? This is how Talentos Recife (Recife Talents) was born, aiming to attract and develop professionals who can help solve relevant issues. The proposal was for the residents to work for almost two years on innovation and digital transformation projects. This program took place in the city of Recife (PE).

### Impact ↗

- Lato sensu post-graduation in public management, implemented by the Instituto Singulares and certified by the Ministry of Education (MEC);
- Specialized mentoring program for monitoring and developing technical and socioemotional competencies;
- Partnership with the Secretariat of Education of Recife.

 **40**

people allocated.  
20 professionals  
from the public  
sector and 20 from  
the Secretariat itself.

 **24** meses

month-duration,  
monthly  
scholarship of  
R\$4,500

 **51**

**NPS** (Net  
Promoter Score)



**Third axis:**   
train the team




# Novotec Residency

In collaboration with the Secretariat of Economic Development of the State of São Paulo, we selected and allocated residents to work in the Novotec program.

Novotec is a public policy that structures and offers technical and professionalizing high school to students from the public education system of the Government of the State of São Paulo - SP.

This is one more of our opportunities for the public sector to have qualified professionals ready to make progress on issues of public interest.

 **18**  
people allocated;

 **15**-month  
duration, with a  
monthly scholarship  
of R\$4,000;



Specialized mentoring program  
for monitoring and developing  
technical and socioemotional  
competencies;



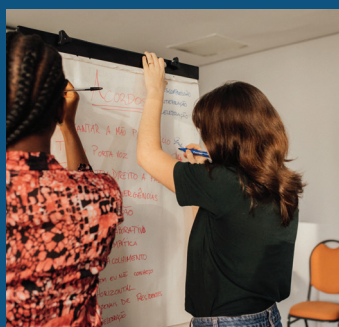
**Sensu post-graduation course in public management**, implemented  
by the Instituto INSPER, with the support of Fundação Itaú Educação &  
Trabalho and Fundação Brava, and certified by Ministry of Education  
(MEC);



**Partnership with the Secretariat of Economic Development** of the  
State of São Paulo

 **65**   
**NPS** (Net  
Promoter  
Score)

**Increase of Net Promoter Score (NPS) from 56 to 65 in December  
2022** due to the follow-up and development actions taken by the team  
for the residents.





A large country like Brazil demands a public sector that represents its diverse populations. Only then will the formulation of public policies and efficient programs be connected with the reality of thousands of Brazilians.

Considering these connections and the need for racial equity, our program seeks to develop black leadership to take part in governments.

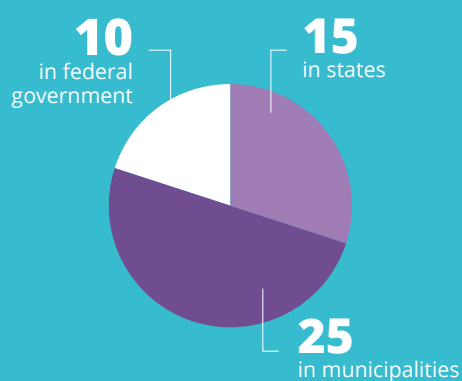
This exclusive Vetor Brasil initiative, aims to train people management and socioemotional competencies, in addition to connecting these professionals to a public network to support their development journey as representative leaders in the public sector.



**50**  
participants



**+400**  
candidacies







UBUNTU'S VIDEO 2022  
<https://youtu.be/IRGck8-kOhM>



## EMTI Residency (full-time high school education)

Having professionals prepared to deal with the educational challenges in the post-pandemic context has become urgent and challenging. Throughout 2022, we had residents supporting us in this sense, mainly focusing on strengthening the full-time high school policy.

### Impact ➤

- **15 residents allocated in 14 State Education Secretariats;**
- **100% of the resident managers** agree with the statement *"I would like to have residents on my team in the future"*
- **In-person immersion in Pernambuco**, a reference state in the implementation of Full-Time High School, focusing on visits to benchmark schools.

 **15**

15 residents  
allocated in 14  
states

 **81**

**NPS** (Net  
Promoter Score)



My greatest achievement was to be recognized by supporting strategic projects of the Secretariat beyond EMTI, generating impact and attracting interest for my rehiring. The main learnings were the technical issues around the implementation of educational policies, the whole concept behind EMTI and the professional maturity, especially in regard to negotiation, sober optimism and articulation."

**João Augusto** (resident allocated to the Secretariat of Education of Paraná who was hired by the Secretariat after the residency period)




## +Líderes

Strengthening municipal governments is one of the keys for achieving improvements in public services throughout the country. The +Líderes program arises from this need to support municipalities in developing qualified leaders capable of solving real problems in each locality. The first group of the +Líderes was launched in August with the adherence of 12 municipalities from seven states in three regions of Brazil and about 90 participating high-level leaders..

 **12h**  
of training

 **51**  
leaders  
trained

 **+22**  
hours of  
tutorials

 **4**  
workshops  
on leadership  
competencies

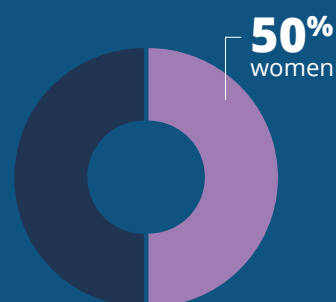
 **16**  
national and  
international  
specialists

 **51**  
municipal offices  
represented

 **8 cities** with over **75% meeting**  
attendance of the leaders

### PARTICIPANT PROFILE

- 4 mayors and 3 deputy mayors
- 24 municipal secretaries, assistant secretaries and prosecutors
- 1 chief of staff to the mayor
- 6 undersecretaries
- 15 directors and 1 superintendent
- 6 managers
- 8 coordinators
- 17 advisors/assistants



## LidGov

Feedback, individual development plan, required competencies... All these concepts may sound distant from the public sector, but they are essential to develop excellent professionals. LidGov promotes this change of culture in governments and prepares people to deliver better results to the population.

In 2022, we carried out activities in Rio Grande do Sul, Salvador, São Luís, and in Belém, the first northern city part of the VAMOS partnership.



### RIO GRANDE DO SUL HIGHLIGHTS

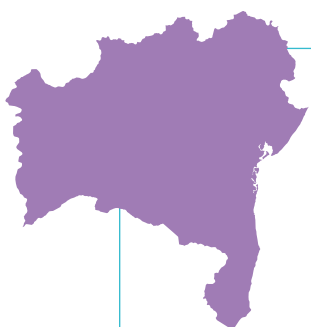
- Capacity building of the leadership of the Secretariat for Planning, Governance and Management (SPGG) for implementation of the pilot Gestão por Desempenho (Management by Performance);
- Ideal leader profile of people management mapped out;
- Action plans in 4 themes based on the results of the climate survey applied in two pilot secretariats;
- Management report with advances generated in the People Management theme and challenges for the next period;

 **175**

participating  
public servants

 **60+**

people management  
leaders of the sectorial  
bodies trained in HR  
themes for a more  
strategic performance



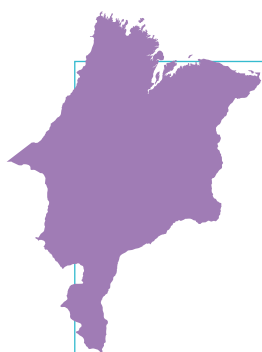
### SALVADOR HIGHLIGHTS

- Signing of the Technical Cooperation Agreement in a face-to-face event with the mayor;
- Creation of the municipality's Competency Matrix;
- Diagnosis and development of the Competencies Map completed.



**120** lideranças

involved in the project,  
including secretaries,  
directors, and coordinators  
trained in People  
Management and  
Competencies;

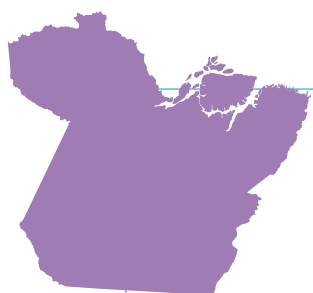


## SÃO LUÍS HIGHLIGHTS

- Creation of the municipality's Competency Matrix;
- Leaders prepared to use the competency analysis tool;
- Diagnosis and development of the Competencies Map;
- A face-to-face event for the cycle's closing and vision of the future.

 **30**

leaders involved in the project;



## BELÉM HIGHLIGHTS

- Signing of the Letter of Intent in a face-to-face event with Mayor Edmilson Rodrigues;
- Diagnosis of the territory by applying the self-diagnosis tool and the Maturity Matrix.



**20** high-ranking leaders

involved in the project management (Mayor, Secretaries, General Directors and Presidents).

## 05.

## Vetor Brasil Network

Committed people are what make the public sector work, ensure quality, and generate a positive impact on the lives of millions of people. And it is this commitment and vision that we seek to inspire in our network. In 2020, we were 600 people. By 2022, we became more than 900 professionals spread throughout all regions of the country and abroad. These are people who work in education, health, innovation, technology, and so many other areas, and who have already experienced our programs or are still connected to them.

As our mission says, we envision *“creating an engaged and diverse network that enhances the Brazilian public sector”*. And we are sure to be on the right path!

In this community, we value the exchange of experiences, connections, and collective construction. We believe that the union of engaged people focused on reducing inequalities influences the positive results we want so much.

### NETWORK AT NATIONAL COUNCIL

of Administration Secretaries (Consad)



**16 members**  
presented their  
work at Consad



**9 apoiados**  
were financially  
supported by  
Vetor

## Network X-ray



**+ de 900**  
members



**41%**  
black people  
(black and brown)



**222**  
in public  
agencies



**61%**  
work for the Brazilian  
public sector



**27**  
**Brazilian  
federative** units  
and positions  
abroad

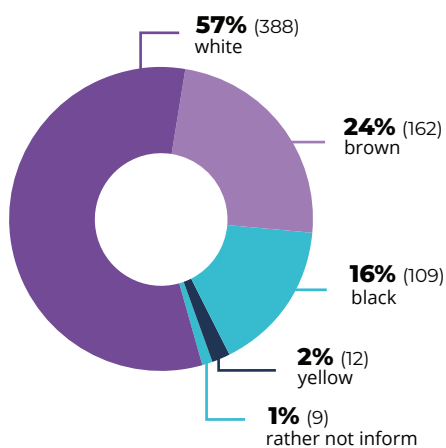


**40%**  
hold leadership  
positions

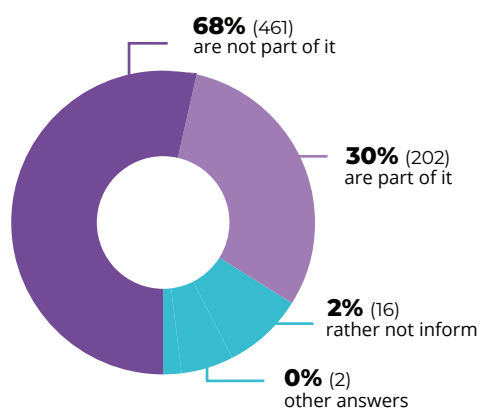
## Network Census 2022

More than 70% of the participants responded to the census

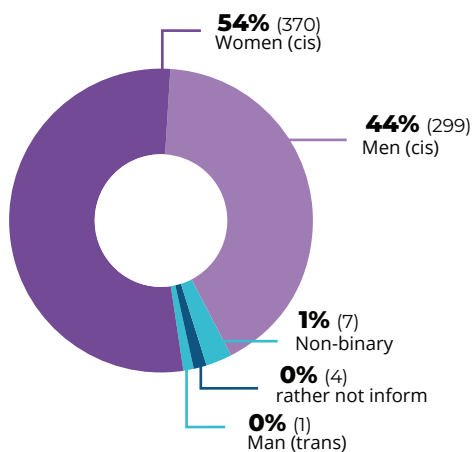
### COLOR OR RACE



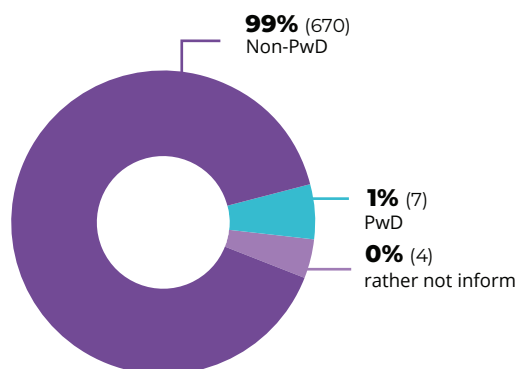
### LGBTQINAPN+ COMMUNITY



### GENDER IDENTIFICATION



### PEOPLE WITH DISABILITIES (PWD)







The Vetor Brasil Network was and is fundamental to my impact trajectory. Besides serving as Inspiration, it is a catalyst to motivate me and make an impact. I am an engineer, but I did not adapt to the engineering environment. With Vetor, I made a career transition and moved into public management, where I found myself professionally. This movement led me to currently be studying for a Master's degree in Public Policy abroad, certain that I made the right decision.

**ALAN ICHILEVICI DE OLIVEIRA**

“

Today I am the Undersecretary for Planning and Strategic Actions at the Maricá [RJ] Municipal Secretariat of Education. Vetor brought me back to the public sector, but with much stronger qualifications, a member of a very knowledgeable and, mainly, with a lot of willingness to share in order to find solutions for the Brazilian citizens. I am Undersecretary today because I had this support.”

**BÁRBARA SABADIN BUENO**



”

“



I am the Secretary for Racial Equality in the government of Ceará and I was one of the participants in the first edition of the Ubuntu Program. I am also a member of the Vetor Brasil Network. The program made a transformation in my life. I met other black leaders like me. I have learned techniques that I was able to apply to my team. In this journey, I learned what the anti-racist struggle really is and how we can work towards building a truly democratic world, in racial terms.”

**ZELMA MADEIRA**

”



# 06.

## Merging with Instituto Gesto: **a shared dream**

Imagine a Brazil in which all children are literate at the right age. A country where the learning at the end of each stage is appropriate, without any kind of inequality - be it racial, regional or social. The Brazilian public sector has diverse and qualified impactful leaders to face the country's main challenges. This scenario still seems like a distant dream, but they say that "a dream you dream together is reality", and we are committed to making it happen.

Considering this issue, we began to think about broadening our impact even further. One way we found was to partner with other organizations that had the same goal as ours. From there, a contact with Instituto Gesto was established, and the idea of partnership became a conversation about the merging of both organizations.

We share the same vision and mission of contributing to the public sector, supporting the development of governments in order to generate a positive impact in Brazil!

With our dreams and way of doing things aligned, we started the merging process that will accompany us until 2023. Together, we will create a new organization: bigger and better, and positioned to impact the country positively. It is a path of questions and challenges, but also one of the dreams that start within us and come true all over the country.

Joining forces, adding experiences, and reaching even further. This is the path we will trace from now on with the Instituto Gesto. Side by side, we want to promote an even more positive impact on Brazil.

INSTITUTO

## gesto

### WHO IS INSTITUTO GESTO??

It is a non-profit organization that works on three fronts: the Formar (train) program, which contributes to the pedagogical and administrative management of public education secretariats; the Plantar (plant) program, which promotes the conservation of the Amazon forests by improving comprehensive educational performance; and the Fortalecer (strengthen) program, designed to support states and municipalities in the construction and implementation of policies for their leaders. The education programs (Formar and Plantar) have already reached more than 1.6 million elementary school students in 30 territories. In the strategic management area, partnerships have been made in eight territories.

### WHAT WE SHARE IN COMMON?

- We share the same long-term vision: to develop the institutional capacity of governments as a way to create Impact at scale.
- We work to encourage people in key contexts for public sector development to gain the experience needed and manage a complex scenario.
- We want to generate social impact in young people and children's education, besides training leaders and agencies.
- We share coherent solutions, based on data, successful cases, academic references, and proven results from different parts of the country. To do so, we respect the reality and diversity of each location.



## Our integration in practice

“



The merging will leverage resources, enhance our actions, and bring better results in supporting governments. We will continue to build a prosperous, sustainable, and equitable society, strengthening people and management practices to create effective public policies for the population. And, together, our impact will be even more powerful.”

**Joice Toyota, co-founder and executive director of Vetor Brasil**

”

“

We manage programs with a customizable methodology based on performance indicators, KPIs, success cases, and academic references. We build coherent solutions that respect the local reality and aim for sustainability and efficiency in management processes. Our approach is contemporary and collaborative to deal with new challenges and promote profound transformations in the way public management is done in the country. Finally, we create management capacity within governments and have proven results in different territories.”

**Fernanda Patriota, executive director of Instituto Gesto**



”

“



It is not Gesto acquiring Vetor, nor Vetor acquiring Gesto. The merger is about a partnership of the highest level of two organizations that share the same ambition to improve the Brazilian public sector. Since late 2022, we have been in conversation with the Gesto team, getting to know each other, finding the similarities between our programs, and planning. It's been a really positive experience, and the teams are excited.”

**Marco Camargo, co-CEO of Vetor Brasil**

”

## 07.

Diversity and  
Inclusion Seal

The year was also special because we received, for the second time, the São Paulo City Hall seal in the Racial Equality category. The recognition was for the Ubuntu Program, which develops black leadership for the public sector.

The Diversity and Inclusion seal is granted by the São Paulo City Hall, through the Municipal Secretariat of Human Rights and Citizenship, which recognizes companies, public institutions and third-sector organizations for their initiatives and good practices



## 08.

Media  
exposure

## NEOFEED

**THE DONATION WE RECEIVED FROM  
DAVID VÉLEZ AND MACKENZIE  
SCOTT WAS REPORTED ON THE  
NEOFEED PORTAL**

[https://www1.folha.uol.com.br/colunas/  
painelsa/2023/03/ongs-de-educacao-preparam-processo-  
de-fusao.shtml](https://www1.folha.uol.com.br/colunas/painelsa/2023/03/ongs-de-educacao-preparam-processo-de-fusao.shtml)

**Por que esta ONG já atraiu doações de  
David Vélez, Lemann e Mackenzie Scott**

A Vetor Brasil atua na atração, seleção e formação de profissionais para o setor público. E acaba de receber uma doação Fundação Lemann e da VelezReyes+, plataforma de filantropia de David Vélez, cofundador do Nubank, e de sua esposa, Mariel Reyes



Moacir Drska · 31/10/2022 · 12:02 · Leia em 5 min





**ISTOE**  
**Dinheiro****JEFF BEZOS' EX, MACKENZIE SCOTT, DONATES R\$4.2 MILLION TO BRAZILIAN NGO**

<https://www.istoedinheiro.com.br/mackenzie-scoot-ex-de-jeff-bezos-doa-r-42-milhoes-para-ong-brasileira/>

**g1****JEFF BEZOS' EX-WIFE MACKENZIE SCOTT INVESTS R\$ 4.2 MILLION IN BRAZILIAN NGO**

<https://g1.globo.com/economia/noticia/2022/01/13/ex-mulher-de-jeff-bezos-mackenzie-scott-investe-r-42-milhoes-em-ong-brasileira.ghtml>

**Forbes****MACKENZIE SCOTT CHOOSES BRAZILIAN NGO FOR FIRST NON-U.S. DONATION. VETOR BRASIL WORKS TO IMPROVE PEOPLE MANAGEMENT IN THE PUBLIC SECTOR**

<https://forbes.com.br/forbes-money/2022/01/mackenzie-scott-escolhe-ong-brasileira-para-primeira-doacao-fora-dos-eua/>

**Mackenzie Scott escolhe ONG brasileira para primeira doação fora dos EUA**

Vetor Brasil atua no aperfeiçoamento da gestão de pessoas no setor público



Vitória Fernandes

13 de janeiro de 2022 · Atualizado há 1 ano

Compartilhe esta publicação:



Getty

Em dois anos, Mackenzie Scott já doou US\$ 8,6 bilhões a 780 organizações que defendem causas como a igualdade de gênero, justiça racial e saúde pública, entre outras

**FOLHA DE S.PAULO****THE DONATION WE RECEIVED FROM DAVID VÉLEZ AND MACKENZIE SCOTT WAS REPORTED ON THE NEOFEED PORTAL**

<https://www1.folha.uol.com.br/colunas/painelsa/2023/03/ongs-de-educacao-preparam-processo-de-fusao.shtml>



## JOTA

**DURING BLACK CONSCIOUSNESS MONTH, DENISE SILVA (DIVERSITY MANAGER) SIGNED AN ARTICLE ON THE JOTA PORTAL ABOUT THE IMPORTANCE OF BLACK LEADERSHIP FOR A PUBLIC SECTOR WITH QUALITY.**

<https://www.jota.info/opinio-e-analise/artigos/por-mais-liderancas-negras-no-setor-publico-20112022>

## Brazil Journal

**JOICE TOYOTA, OUR CEO, TALKED ABOUT THE CHANGE IN THE LAW ON STATE-OWNED COMPANIES IN A SIGNED ARTICLE FOR THE BRAZIL JOURNAL**

<https://braziljournal.com/lei-das-estatais-mudar-para-que/>

## Valor ECONÔMICO

**MACKENZIE SCOTT, PHILANTHROPIST AND EX-WIFE OF BEZOS, DONATES R\$4.2 MILLION TO BRAZILIAN NGO VETOR BRASIL, AN ORGANISATION THAT WORKS WITH THE PUBLIC SECTOR, INTENDS TO USE THE FUNDS FOR ONLINE PRODUCTS THAT SHOULD HELP MANAGERS TO BE MORE EFFICIENT IN THEIR AREAS**

<https://valor.globo.com/empresas/noticia/2022/01/13/mackenzie-scott-filantropa-e-ex-esposa-de-bezos-doa-r-42-milhoes-para-ong-brasileira.ghtml>

## MacKenzie Scott, filantropa e ex-esposa de Bezos, doa R\$ 4,2 milhões para ONG brasileira

Vetor Brasil, organização que atua com o setor público, pretende usar a verba em produtos online que deverão ajudar gestores a dar mais eficiência a suas áreas

Por Daniela Arcanjo, Folhapress — São Paulo  
13/01/2022 10h41 - Atualizado há um ano



Uma das maiores filantropas do mundo, **MacKenzie Scott** doou R\$ 4,2 milhões para **Vetor Brasil**, organização que atua com o setor público. A verba será destinada para produtos online que deverão ajudar gestores a dar mais eficiência a suas áreas.

"Se a pessoa quer trabalhar com impacto social em escala, o governo é um lugar legítimo para se fazer

## 09.

# Donations

Throughout our 8 years of operation, we have consolidated partnerships that give us credibility and confidence to implement our initiatives. In the year of our greatest impact, our philanthropic partners were consolidated and expanded. We count on donations from foundations, companies and relevant people who believe in our work as a path to a fair country that delivers quality public service for all.

## **MACKENZIE SCOTT MADE HER FIRST DONATION TO AN ORGANIZATION OUTSIDE THE USA**

The Bridgespan Group, an American consulting firm that specializes in helping individuals and foundations with their philanthropic efforts, reached out to us about a potential donation. The conversation progressed and the person responsible for the offer was billionaire philanthropist Mackenzie Scott, the third richest woman in the world.

She ended up donating \$750,000 to Vetor. This was Mackenzie's first donation to an organization outside the United States. This investment is part of a global philanthropic effort by Mackenzie, who signed The Giving Pledge, joining the likes of Warren Buffett, Bill Gates, and Elie Horn in pledging to give away most of their wealth while they were still alive.



Yield Giving, a philanthropic initiative by MacKenzie Scott and more than 1200 individual donors donated to Vetor Brasil until 2022.

## vélezreyes+

### VER+ (VÉLEZREYES+)

David Vélez, Nubank co-founder, and Mariel Reyes, founder of {reprogram}, have announced a commitment to donate “most” of their fortunes to social projects during their lifetime. To this end, the couple has created an organization that aims to reduce the inequality of access to opportunities in Latin America.

**We are one of the chosen organizations!** According to Elisa Mansur, director of the philanthropic platform, the goal is to combine technology, innovation, and philanthropy. “Education is one of the project’s investment pillars, because it is through its development that we will be able to solve the major social problems that we are still facing in the country.”

Read the letter published by the organization affirming the commitment:

“

**We see in Vetor Brasil a powerful combination of knowledge about how to improve governments from the inside out, an innovative mindset, and strong teams and networks. Looking ahead, we are excited to see their commitment to adding a fourth element to their secret ingredient mix: technology.** Based on their track record and learnings, their goal is to leverage digital products and services to scale systemic change and significantly improve people management solutions in the public sector.

At VélezReyes+, we share their belief that technology can be a powerful ally, for scaling, that governments are critical actors in reducing inequality, and **that we need to attract and develop talent to work in the public sector, providing them with the right tools to succeed.** Vetor Brasil has already achieved tremendous positive impact by acting on these beliefs and we are excited to join them on the journey to go even further.”

”

10.

## Partners



## EXCLUSIVE SPONSORS OF THE UBUNTU PROGRAM



# Acknowledgements

2022 will be remembered as one of the years in which we made the greatest progress and were able to generate a positive impact on society. We identified qualified professionals willing to improve the public sector, made the decision to merge with the Instituto Gesto a reality, and fostered many programs, projects, and support.

Everything we have been able to deliver so far was because we had a committed team, and interested and attentive partners by our side. We don't do anything by ourselves, and in 2023 we want to continue hand in hand with those who make it happen the way we do.

Let's work together for a more developed country for all.





**Learn more at:** [vetorbrasil.org](http://vetorbrasil.org)

