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About Cimientos

Mission

To promote equal educational opportunities through programs that encourage school inclusion and improve the quality of the education offered to children from low-income families in Argentina.

Cimientos, a not for profit organization, was founded in 1997 to promote educational opportunity in Argentina in the conviction that education is an essential building block to overcome the vicious circle of poverty, lack of training and social exclusion. The economic and social deterioration of Argentina over the last five years has worsened both the situation of our school system and the economic hardship of many families. Thousands and thousands of children and adolescents from low-income families are unable to remain within the formal education system. As a result about 23% of Argentine children from 12 to 18 years of age abandon school which severely affects not only their future development but that of our country as well.

To fulfill its mission, Cimientos established the following objectives, always oriented towards low-income families in Argentina:

- To improve the opportunity of access to education of children and adolescents
- To foster the permanence of children and adolescents in the educational system
- To support and promote the improvement in the academic level of schools.
- To undertake research related to the schooling issues of these children and adolescents.
- To promote the career development and improvement of teachers

Cimientos activities are currently organized along two types of programs. A Scholarship Program designed to keep children and adolescents from low income families within the formal educational system and guide them in their formative development. In 2004, over 1,600 students benefited from this program. A *School Support Program*, launched last year, is designed to support and guide schools and educators, promoting improvement in the quality of the education offered to young students from low income families. There are 30 school programs under way in 2004.

Four guiding principles have been at the core of Cimientos operating philosophy since inception:

- Focus on improvement of the educational process in Argentina.
- Professionalism and quality in the implementation of its programs.
- Personalized guidance of and active participation by the beneficiaries.
- Transparency and full disclosure in the management of its resources.

Cimientos programs and activities are funded by over fifty corporate and two hundred individual sponsors and friends who provide their generous support through the sponsorship of scholarships and school programs and unrestricted or specific gifts of cash, goods or services.

Cimientos work has already been acknowledged with diverse awards. In addition, in December 2003, the Scholarship and School Support Programs of Cimientos were declared to be of National Educational Interest by the Ministry of Education, Science and Technology of Argentina.

Board of Directors and Management

Board of Directors

Carlos Daniel Tramutola, Chairman of the Board

Dr. Cesar Gotta
Luis Ponferrada
Gerardo Ancarola
Eduardo Casabal
Magdalena E. de Llach
Eduardo Franck
Juan José Llach
Juan Carlos Peña
Dra. Alicia Z. de Savanti
Enrique Shaw
María Cristina T. de Tramutola

Management

Mariana Fonseca, Executive Director

Mónica Bosch, Programs Director

Jacqueline Francia, Programs Development Coordinator

Soledad Gobbée, Scholarship Program Coordinator

Magdalena Laffaye, School Support Program Coordinator

Ana Garat, Institutional Development Coordinator

Mercedes Fonseca, Institutional Development Coordinator

Damasia Tezanos-Pinto, Finance and Administration Director

Activities

Scholarship Program

The objective of Cimientos Scholarship Program is to keep children and adolescents from low income families within the formal educational system and guide them in their formative development. While this program directly benefits the children and their families, it also indirectly benefits their class mates, their teachers and the principals of the schools they attend.

The program consists of the granting of annual individual *scholarships* and educational *guidance* activities to school children who are in the third cycle of *Educación General Básica* (7th, 8th and 9th grade) and *Polimodal* (1th, 2nd and 3rd year).

Children in the earlier school grades, in particular, are at a high risk of dropping out since it is at this age range that their families may encourage them to look for work or to stay at home to care of the younger ones. In general, children of between 12 and 17 years of age, whose school attendance record and performance are affected by their families difficult socio-economic situation are at a high risk of school drop out.

Cimientos individual scholarships are granted directly to the families of the students because this personalized program encourages their participation and commitment and ensures the involvement of the family in the child's opportunity to improve his education. Through a rigorous selection process, Cimientos identifies those children that will truly benefit from the program. This process includes an open invitation to all parents in the school, personal interviews, home visits by social workers and a thorough analysis of the information gathered with a view to selecting the candidates.

Scholarships: the family of the selected child receives economic aid every month, during the ten months of the school year. This aid is used to pay for educational materials or other types of need, which are directly related to the child's staying in school or improving the quality of his education. The scholarships are for one year and can be renewed at Cimientos' discretion up to a maximum of six years. This period corresponds to the duration of the third cycle of the EGB and the first three years of Polimodal.

Educational Guidance: during the school year monthly guidance meetings take place amongst the student, his parent or guardian and the Cimientos guidance counselor. At these meetings the student's progress and performance are discussed and encouragement is given to the student. The student's schoolwork is reviewed, including his grades and attendance records and expense receipts are produced.

During the school year, Cimientos organizes special meetings of the scholarship students. These day-long meetings constitute an opportunity for the students to share experiences and expectations about their participation in the Scholarship Program. These meetings create a favorable environment in which the students can meet their sponsors and members of the management council, staff and volunteers of Cimientos

School Support Program

The objective of the School Support Program is to guide and support schools and educators in order to promote improvement in the quality of the education offered to children from low income families.

The program consists of *economic support* and *professional guidance* to educators and educational institutions for the implementation of institutional projects.

The schools invited to participate in the School Support Program cater to communities composed to a large extent of children and adolescents from low income families. The projects submitted stem from the needs and initiatives of the schools themselves. Cimientos selects those initiatives that will tend to strengthen educational activities at the school by improving the quality of the learning process.

A selection process among the schools invited to submit project proposals identifies those initiatives that will most directly benefit the teaching-learning process. These include projects that support teaching professionals, curricular and extracurricular teaching programs, the relationship of schools with their communities and economic programs.

Economic support: Cimientos provides the funds necessary to implement the winning projects the duration of which is a school year. The funds are used to pay for the products and services required by these projects and specified in their respective presentations.

Professional guidance: Cimientos participates in the implementation of each school project providing professional guidance and monitoring and evaluation of their implementation. To this end, Cimientos pays periodic visits to the schools to observe the activities under way, to interview the principal players in each project, to organize guidance and counseling activities, to elaborate follow up reports and to audit the utilization of funds.

Cimientos organizes during the school year periodic Educator Meetings in which teachers and principals of the schools responsible for implementing the school programs participate. These meetings foster the exchange of experience on the projects undertaken by the different parties.

Program Development and Research

Cimientos operates within a complex, dynamic and changing reality that requires an on-going review of its programs as well as the development of new proposals and initiatives. To this end in 2004 Cimientos established the Program Development and Research area.

Cimientos board and staff share a profound conviction that education is an agent for personal and social progress and one of the best ways to overcome social inequality. However Cimientos is a project that goes beyond its members and strives to become self sustaining by developing capabilities that can be applied by others.

The mission of Program Development and Research is to systematize and document Cimientos programs such that these can be followed and implemented by other people or institutions. The objectives of this area are to strengthen and develop the existing programs, to communicate the acquired experiences and to investigate and develop new programs.

With respect to new programs, this area receives petitions and proposals from schools and individuals; undertakes field and theoretical research on problems within the educational; analyzes the problem solving proposals presented by government and non government entities and handles the actual planning and design of new programs that respond to identified needs.

Results

Scholarship Program

The Scholarship Program has had very good results in each one of the schools where it has been implemented. The participating students have demonstrated a higher commitment towards their studies and greater effort in their homework. Many have notably improved their academic performance. School principals and teachers have observed that these students demonstrate greater responsibility in the fulfillment of their school obligations and greater self control, resulting in better school behavior and attendance record, which also impacts favorably on their class mates. The families of the students in turn become more involved in their children's studies and progress and become more committed to their education.

The following conclusions were drawn from the over one thousand children and adolescents that received scholarships in 2003:

- 90% of the students fulfilled their commitments;
- 92% exceeded the minimum requirements of their schools and exceeded the 85% attendance record.
- 96% maintained a good conduct record in school
- 90% graduated to the next grade.

In order to further evaluate and quantify the effectiveness of the Scholarship Program, Cimientos has commissioned a formal impact evaluation study, the results of which will be available in early 2005.

School Support Program

The economic aid that the School Support Program provides allows the participating schools to undertake various activities that otherwise would not be possible as well as the purchase of equipment to be used for projects both today and in the future. The implementation of the projects fosters in the teachers and educators involved a greater understanding of team work and professional commitment.

The following observations are drawn from twelve projects that participated in the 2003 School Support Program:

- 100% of the schools fulfilled the agreed upon objectives and commitments of their projects.
- 100% met the established terms although 83% proposed changes to the original projects.
- 58% incorporated additional learning content to that originally agreed upon.
- 83% of the projects were continued in 2004
- Those students participating in the projects assumed an active role and adopted attitudes of commitment and responsibility towards their school work, improved their academic performance and participated in workshops carried out during out of school hours.
- Teachers experienced the value of team work, of coordinated effort and of developing students trust as a means to optimize the learning-teaching process,

How to Help

Sponsorship of Children or Schools

An institutional or an individual donor can become a sponsor (*padrino*) of a child or a school by financing and supporting the scholarship of a child or of several children for a school year or by the implementation of a school project presented under the School Support Program. Potential donors can, together with Cimientos, determine the school region from which the scholarship candidates will be selected.

The cost of sponsoring one scholarship is \$420 per child for the 2005 school year. Two thirds of this amount is paid to the child's family and is used to pay for school materials or other expenditures that are related to the child's ability to attend school; the remaining third is applied towards the selection process and the follow up and guidance of the selected child during the school year.

The cost of sponsoring a school is \$3,200. This includes the cost of the goods and services required for the implementation of the project and the amounts necessary for follow up and professional guidance.

Sponsors receive each quarter a progress report about the child or school project so sponsored and the Cimientos bulletin "*Construyendo*".

<http://www.cimientos.org/colaborar.asp>

Friends of Cimientos

Individual and institutional donors become Friends of Cimientos by providing financial support for unrestricted or for specific purposes. Unrestricted donations are applied towards the strengthening of Cimientos programs and the development of new ones.

Donors, together with Cimientos, can identify programs or activities that they may wish to directly support and follow up and can tailor their donation accordingly. Cimientos invites potential donors that are willing to pursue this route to contact its management to discuss the specifics of their contribution.

Friends of Cimientos receive its bulletin "*Construyendo*" and periodic information on the progress of any specific project that they may be funding.

Contributions by US Donors

Cimientos has been determined as eligible to receive *donor advised gifts* from the Charities Aid Foundation America ("CAFAmerica"). CAFAmerica is a tax-exempt U.S. charity whose purpose is to support, promote and facilitate global philanthropy. Gifts to CAFAmerica are eligible for the maximum tax benefits allowed under U.S. law. U.S. donors interested in supporting Cimientos, either as sponsors or friends, may make a *donor advised gift* to CAFAmerica with the recommendation that the funds be granted to Cimientos. Donations may be made by check or credit card. Donors are requested to complete a CAFAmerica Gift form and submit it with their donation.

<http://www.cimientos.org/archivos/donationsUS.pdf>

Volunteers

The participation by volunteers multiplies the results of Cimientos programs, enriching them with their contributions and the solidarity of their work. Volunteers may work full or part time, according to their capabilities, interests and availability.

Donation of Products and Services

Individuals or institutions can support Cimientos by donating products and services required for the implementation of its programs or for the benefit of schools and children participating in the Scholarship and School Support Programs.

Fund Raising Events

Cimientos organizes fund raising events which donors can sponsor through the purchase of advertisements in the respective programs, the purchase of tickets or the donation of goods and services required for their organization.

Cimientos 2004 in Numbers

- 1630 children participate in the Scholarship Program.
- 30 school projects were selected and are being implemented under the School Support Program, all of them sponsored by Coca Cola.
- 65 schools are involved in the development of Cimientos programs.
- 14 provinces of Argentina have Cimientos programs.
- 23 corporate sponsors support our programs.
- 200 individual sponsors support 240 children.
- 70 volunteers contribute their time and know how.
- 90% of Cimientos budget is destined to the programs.
- 10% of Cimientos budget is destined to overhead.

Attachment A: Backgrounds - Board of Directors

Carlos D. Tramutola - President

Mr. Tramutola is the founder and chairman of the board of Cimientos, a member of its executive committee and an active member of its development commission. Mr. Tramutola is the president of Strat Consulting, a highly regarded firm focusing on strategic and organizational corporate management issues that he founded in 1990. Its clients are corporations based throughout Latin America and in other countries; Strat has offices in Buenos Aires and Sao Paulo, Brazil. Mr. Tramutola is a professor of corporate strategy in the business administration graduate program of Universidad Católica Argentina.

Mr. Tramutola was chairman of the board of Aguas Argentinas S.A. and prior to the foundation of Strat he was the chief executive of the Organización Techint with which he was affiliated for twenty two years.

Mr. Tramutola was president of IDEA - Instituto para el Desarrollo de Empresarios en Argentina and of ACDE - Asociación Cristiana de Dirigentes de Empresa; vice president of the Argentine chapter of CEAL - Consejo de Empresarios de American Latina, and member of the boards of ILAFA - Instituto Latinoamericano de Fierro y del Acero and Unión Industrial Argentina.

Mr. Tramutola received the "Ejecutivo del Año" Award, was recognized by Gallup as one of the most successful business executives in Argentina and in 1994 received the "Empresario del Año" Award in the privatized companies category. In 2004 the Academia Nacional de Ingeniería awarded Mr. Tramutola the "Ing. Gerardo M. Lassalle" award for his contributions to the development of Argentine industry.

Mr. Tramutola received a degree in industrial engineering from the Universidad de Buenos Aires, took graduate courses at the School of Business Administration of Cornell University and participated in programs at Stanford University and the Massachusetts Institute of Technology.

César Gotta - Secretary

Dr. Gotta is the secretary of Cimientos. He is a founder and director of Diagnóstico Médico, a medical center in Buenos Aires. Dr. Gotta is a professor of medical imaging diagnosis at the universities Universidad del Salvador and Universidad de Buenos Aires.

Dr. Gotta is a member of Asociación Médica Argentina, Sociedad Argentina de Radiología, Sociedad Argentina de Gastroenterología and the Radiological Society of North America. He is the author of more than one hundred publications and has participated as guest speaker and director of numerous medical congresses and seminars, both in Argentina and abroad. He is the recipient of the award from the Sociedad Argentina de Radiología in 1971 and 1983, when he received the "Dr. Alfredo Lanari" award; the "J.G. de Mora" award from the Revista Alemana de Medicina in 1981; the "J.M. Jorge" award from the Academia Nacional de Medicina in 1989 and the "Magna cum Laude" award from the Radiological Society of North America in 2001.

Dr. Gotta received his doctorate in medicine degree from the Universidad de Buenos Aires and specialized in medical imaging diagnosis at the Academia Nacional de Medicina.

Luis Ponferrada - Treasurer

Mr. Ponferrada is a member of Cimientos' executive committee and its treasurer. Mr. Ponferrada was the president and general manager of DuPont Argentina S.A. He was counselor to Unión Industrial Argentina and member of several organizations including the Instituto Argentino del

Envase, Cámara de la Industria Argentina, IDEA- Instituto para el Desarrollo de Ejecutivos en Argentina and the American Chamber of Commerce.

Mr. Ponferrada received his law degree with honors from the Universidad de Buenos Aires and studied comparative law at Tulane University. He was a member of the management council of the Facultad de Derecho y Ciencias Sociales, Universidad de Buenos Aires.

Gerardo Ancarola

At Cimientos, Dr. Ancarola participated in the events commission. He is a founder and partner of Estudio Ancarola & Asociados, a law firm in Buenos Aires. Dr. Ancarola is a director of Nuevo Siglo an online newspaper (www.nuevosiglo-online.com) founded by him in 2002. He is a professor of the undergraduate and doctoral programs in law and journalism of Universidad del Museo Social Argentino, where he is also a director of its publication Foro Político. He is the general secretary of Institución Ortega y Gasset where he directs Cuadernos Ortegaiaños, a magazine.

Dr. Ancarola was Minister of Education and Culture of the Province of Buenos Aires. Other prior activities include institutional and academic positions at the schools of law of the universities of Buenos Aires, Belgrano and Del Salvador (Buenos Aires). He was a member of the academic council of the Facultad de Ciencias Políticas, Jurídicas y Económicas of Museo Social Argentino. Between 1976 and 1981 he was a consultant to the World Intellectual Property Organization, Geneva.

Dr. Ancarola is a member of Argentina's National Academy of Political and Moral Sciences and a member of the board of directors of the Colegio de Abogados of Buenos Aires. He is the author of numerous essays and articles that have been published in juridical publications. In 2003 he received the "Laurel de Plata" award in journalism from the Rotary Club Argentino. He holds a doctorate law degree from the Universidad de Buenos Aires.

Eduardo Casabal

Mr. Casabal is a member of the finance and administration commission of Cimientos. He was the chief executive officer of Pérez Companc S.A., the Buenos Aires-based oil and gas company, with which he was affiliated for thirty years.

Mr. Casabal is involved in several non for profit and corporate organizations in Argentina. He is a board member of Fundación Pro Vivienda Social, which contributes to poverty solutions through home and living improvements of the low income sector; vice director and treasurer of Cáritas Argentina, and member of the executive committee of Fundación por Pilar, which seeks to generate substantial improvements in health, education and housing conditions in this growing city near Buenos Aires. Mr. Casabal is a board director of Pilaga S.A. Ganadera and Quickfood S.A.

Mr. Casabal was the vice president of Consejo Empresario Argentino and president of ACDE - Asociación Cristiana de Dirigentes de Empresa. He holds a degree in business administration from Universidad Católica Argentina.

Magdalena Estrugamou de Llach

Mrs. Llach is a member of the executive committee of Cimientos and an active member of its programs commission. Mrs. Llach is a graduate in Sociology from the Universidad Católica Argentina. She has worked in research and program development in the health sector.

Eduardo Franck

Mr. Franck is a member of the institutional development commission of Cimientos. He has been affiliated with the Techint organization for twenty two years. Currently he is the assistant to the chief executive officer of Techint S.A and member of the executive committee of Fideicomiso Financiero Edificio La Nación. He was president of Techint Inc., New York, export manager of Siderca S.A. and sales manager of Siderca Corp., Houston. Prior to joining Techint, he was a consultant with Booz Allen & Hamilton in Paris.

Mr. Franck holds degrees in accounting and business administration from the Universidad de Buenos Aires and a MBA from Columbia University.

Juan José Llach

Mr. Llach is a member of the programs commission of Cimientos. He is a principal of the firm Economía y Sociedad in Buenos Aires. At the IAE-Universidad Austral, he is the director of the economics department and a member of the advisory councils of GESE, center for government, corporate, society and economics studies and the governance program for the development of leaders of local communities. He is the president of the editorial council of El Cronista, a daily newspaper, a member the Academia Nacional de Educación and of the Academia Pontificia de Ciencias Sociales. He serves as a member of the board of Autopistas del Sol, S.A. In the social sector, Mr. Llach is a member of the advisory councils of Fundación Balseiro and CIPPEC - Centro para la Implementación de Políticas Públicas para el Crecimiento y la Equidad.

Mr. Llach was Minister of Education of Argentina in 1999 and 2000, and Vice Minister of Economy from 1991 until 1996. He was a researcher at CONICET - Consejo de Investigaciones Científicas y Técnicas, Fundación Mediterránea and Instituto Torcuato di Tella and professor of economy and sociology at the universities of Buenos Aires, Católica Argentina and Del Salvador (Buenos Aires).

Mr. Llach is the author of five books and more than forty academic articles on Argentine economic history, labor economics and sociology, institutional economics, federalism, hyperinflation, stabilization and economic reform programs and economic growth as well as numerous articles for Argentine newspapers and magazines. He has been awarded numerous prizes and distinctions including twice the Fundación Konex award, the Order of Merit of the French Republic and the Eisenhower Fellowship.

Mr. Llach holds degrees in sociology from Universidad Católica Argentina and economics from Universidad de Buenos Aires.

Juan Carlos Peña

Mr. Peña is a member of the finance and administration commission of Cimientos. He is a partner of Estudio Peña, Freytes & Asociados, a consulting and auditing firm. He is a member of the Asociación Fiscal Internacional and Asociación Argentina de Estudios Fiscales. He is a member of the executive committee of the Comisión de Estudios Tributarios del Consejo Profesional de Ciencias Económicas and member of the Comisión de Asuntos Tributarios of the Bolsa de Comercio de Buenos Aires. He is a professor at various Argentine universities and the author of numerous articles.

In the social sector, he serves in the management council of CESNI - Centro de Estudios para la Nutrición Infantil - and of Fundación Amigos de La Cartuja.

Mr. Peña was a professor of taxation in the undergraduate and graduate programs of the Facultad de Ciencias Economicas, Universidad de Buenos Aires; advisor to Confederaciones Rurales Argentinas and member of the fiscal reform commission at the Ministerio de Economía.

Mr. Peña is a certified public accountant and obtained his degree at the Universidad de Buenos Aires.

Alicia Zanotti de Savanti

Dr. Savanti holds a medical degree from the Universidad de Buenos Aires, a psychology degree from Universidad Católica de Córdoba and a master degree in clinical psychology from Universidad de Buenos Aires. A specialist in children and family psychotherapy, Dr. Savanti is a professor of social psychology at Universidad Católica Argentina and a member of the academic committee of its psychology department; responsible for education at the national commission of Cáritas Argentina and a director of Apsis, Instituto de Psicoterapia de Niños y Familias.

Enrique Shaw

Mr. Shaw is a member of the institutional development commission of Cimientos. He is a real estate developer. He was a founder and vice president for corporate development of De Remate, the online auction site; prior to that he was a consultant with The Boston Consulting Group, in Buenos Aires.

Mr. Shaw holds a degree in business administration from Universidad de San Andrés, Buenos Aires and a MBA from the J.L. Kellogg School of Management, Northwestern University. He is a candidate to a master's degree in political science from FLACSO - Facultad Latinoamericana de Ciencias Sociales.

María Cristina T. de Tramutola

Mrs. Tramutola is a member of the events commission of Cimientos. A teacher, during twelve years she taught at public schools in low income areas of Buenos Aires and during ten years at the CESNI – Centro de Estudio sobre Nutrición Infantil.