

ANNUAL REPORT MUSEUM OF TOMORROW

2019



Museu do Amanhã

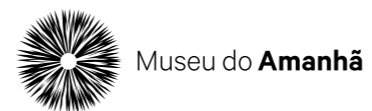


INSTITUTO DE
DESENVOLVIMENTO
E GESTÃO



ANNUAL REPORT MUSEUM OF TOMORROW

2019



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OPENING WORDS





Values. Engagement. Partnership. Resilience. Commitment. Renovation. Alliance. In the word cloud for 2019, one of our toughest years yet in the history of managing the Museum of Tomorrow, those words are the ones that will stay in the memory of the Institute of Development and Management. After all, while we did have to deal with the uncertainty of Rio de Janeiro City Council funding and the future of the venue's management contract, we were also able to consolidate our governance model and reaffirm the trust our sponsors and partners invested in us.

At one of the most important junctures of the year, when the Municipal Secretary for Culture invited IDG to renegotiate its contract amendment, we were able to rely on our sponsors, who renewed their support and maintained their commitment to continue on with us for one more year.

Support to our administration also came from the public, our neighbors and collaborators. Also important to mention is that the members of our Consultative Committee were always by our side. The engagement of our Scientific Board, who defended the role of the Museum as an educator and as an important tool for disseminating scientific knowledge, was of great significance for the IDG. And finally, I would like to recognize the backing we received from our Audit and Executive Boards. In this sense, this latest challenge has presented an opportunity for IDG to revisit its history, and recognize that since 2015, when the Museum of Tomorrow opened to the public, we have built a valuable brand name, which is universally admired by the population, and which has won prizes nationally and internationally.

Let us not forget our achievements in 2019, when we increased our visitation by 9% compared to 2018. Once again, this was accomplished in partnership. The exhibition "Food for Tomorrow – Feeding 10 billion", sponsored by Carrefour, was responsible for bringing over 250,000 visitors to the museum, featuring a seminar, the Vegetable Garden of Tomorrow, debates and workshops occurring in parallel to the exhibition, and winning the bronze medal at the Grand Prix in Copenhagen in the **Temporary Exhibition** category.

Other important 2019 achievements were the consolidation of the programs developed in partnership with our sponsors. With IBM, we hosted another successful edition of Inspiring Science, our capacity-building program for basic education, developed in partnership by the Museum of Tomorrow and the British Council, and designed to stimulate vibrant science teaching methods, bringing together schools, museums and universities.

ENGIE Brasil made one more year of the Between Museums project possible, designed to develop a new audience for cultural venues. In two years, nearly 2,000 students and teachers from the Port Region

participated in mediated visits of the Museum of Tomorrow and another 21 partner museums across the state of Rio de Janeiro. More than 100 collaborators from partner museums also participated in the activities, culminating in an encounter to share best practices and relive the program's best moments.

In order to promote the UN's 17 Sustainable Development Goals (SDGs) from the 2030 Agenda, we hosted the Generation of Tomorrow Festival, a day-long TV Globo initiative that occupied various areas of the Museum. In the auditorium, journalists from the TV station moderated debates on themes related to the SDGs, such as environment, gender, race, inequalities and public education. The Museum of Tomorrow is committed to the UN Agenda and all programming activities are now linked to the SDGs.

In the Laboratory of Activities of Tomorrow (LAA), sponsored by Santander, we hosted temporary exhibitions, such as "Repangeia" about virtual reality, and "What's on Your Plate?" on the issue of food, one of our central themes for 2019. We also refined our Fellows Program, in partnership with the Netherlands Consulate General. Finally, we activated our artistic immersion program Hacking Mars, with debates, workshops and studies on imagining life on the Red Planet in 50 years. The program will result in a temporary exhibition in 2020.

In order to improve our Accessibility Program, a central Museum policy and one of the guiding themes for 2019, we updated our application. Sponsored by IRB Brasil RE, our application now has audio guides, audio descriptions and sign language videos, expanding access to content and improving our visitor's journey. We also inaugurated Shell's electric carts, which transport visitors to strategic points at the Museum entrance and exit. There are two vehicles, one adapted for wheelchair users, which circulates during opening hours and upon passenger demand – with priority for elderly people and those with movement restrictions.

Many achievements and ideas from our curators, collaborators and partners have already emerged this year, which kicks off with two important updates: the new ecological footprint game and the IRIS+ virtual assistant. The challenge of a year without any funding from the Rio de Janeiro City Council is now upon us. We accept this because although we cannot predict Tomorrow, we have learned that it is built on a daily basis and relies on each of our actions, both individual and collective. It is so heartening to know that we can count on each and every one of you. Please know this is reciprocated: we're in this together!

RICARDO PIQUET

President-Director, IDG
Institute for Development and Management

The Museum of Tomorrow finished 2019 with an apparent contradiction: since our opening, this was the year to date that we received the least resources from the Rio de Janeiro City Council. On the other hand, we reached the 4 million visitor mark, and compared to 2018, we had more visitors (up 9%) more school groups (up 32%), and increased participation in workshops, lectures, seminars and other educational activities (up 16%). For the Institute for Development and Management (IDG), our many achievements in such an adverse scenario were solid proof of the resilience and creativity we exercised when evolving our efficient management model that has been in place since 2018.

The Museum of Tomorrow is already hard work under normal circumstances, with its complex operation and many challenges, ranging from how to desalinate the Guanabara Bay water for air conditioning and cleaning purposes inside the Museum, to the daily operation of the permanent exhibition's technological apparatus. The instability generated by our lack of resources and the lack of definition regarding our contract expiring on October 31st, 2019, actually served to further increase the stakes of our mission to maintain the operation of our cultural venue of international standing.

A Museum that ponders Tomorrow, however, must also seek to innovate in its management model. This has been our *modus operandi* since the venue was inaugurated, and which has allowed us to optimize processes and reduce costs on our learning curve. Innovation is not only reflected in numbers, but also in how committed a team of collaborators is to the quality of programming, and the nature of its relationship to the public, to sponsors, partners, neighbors, supporters and members of the Consultative Committee and Scientific Board, Executive Board and Audit Board.

In 2019, at our lowest moments, we received demonstrations of support from all sides. During this process, we always believed that transparency was fundamental, as well as a solid governance model, and the strong history of our activities throughout our four years of management.

As a Museum whose mission is to educate, we are proud to have created the “Women in Science and Innovation” initiative last year, targeted at building innovation and entrepreneurship capacities for STEM researchers (Science, Technology, Engineering and Mathematics), as well as launching new editions of existing programs such as Inspiring Science and Between Museums. We also inaugurated new temporary exhibitions, in particular one all about food: “Food for Tomorrow – Feeding 10 billion”, which brought over 250,000 visitors to the Museum.

We also celebrated important milestones, such as humanity's landing on the moon and the centenary of the solar eclipse in Sobral, a phenomenon which proved Einstein's theory of relativity. The four millionth visitor was a public-school teacher, accompanying a class of 44 students to the Museum. It was particularly moving to hand her a miniature version of the museum and to discover that as a girl, she also used to visit cultural centers with her teachers.

At the year's end, when we signed the amendment for another year of managing the Museum, we inaugurated an exhibition with collaborative curatorship, museography and production and a team of collaborators featuring representatives from the communication, technology and human resource sectors. The “Four million encounters – Memories of Tomorrow” showcase sums up the four years of our history, but it also demonstrates our capacity to work together and creatively for the better of Tomorrow.

As our curator Luiz Alberto Oliveira always says, the Museum of Tomorrow is essentially a Museum of questions. We do not have – nor would we wish to have – answers to all these questions, and just as well. They are what move us, what help us to learn and what give us the pleasure of a knowledge exchange. Our only certainty is that Tomorrow is what we build today. We're counting on you, our sponsors, to continue with us on this journey.

HENRIQUE OLIVEIRA

Executive Director, Museum of Tomorrow





Four, four million... Whole numbers such as these hold a strange type of fascination, maybe because they suggest completeness, being well-rounded – even though they can be, as in the case of the Museum of Tomorrow, just the descriptive indices of a particular moment of evolution.

Four years of existence, four million visitors: the impressiveness of these quantities appears to actually indicate – somewhat curiously – certain qualitative aspects that the Museum has come to demonstrate. Today, the revitalized urban landscape of the Praça Mauá can no longer be separated from the presence and activities of its cultural anchors, the Museu de Arte do Rio (MAR) and the Museum of Tomorrow. Any entrepreneur that is interested in investing in the area must naturally account for these entities in their business plan. If we recall that the initial visitation estimates for the Museum of Tomorrow were 450,000 visitors per year, and we compare this estimate to the actual numbers – over twice as many – we can understand how the Museum has unmistakably impacted the cultural life of the Port Region and indeed of the entire city. That this result has been achieved in spite of the continued reduction in public funding is a fact that draws up another fundamental aspect: the solid and decisive support from sponsors who undertook to uphold the maintenance and operation of this public institution for science and education, in keeping with their guiding mission and values. In the upcoming – and certainly challenging – years to come, this support will become even more indispensable, and the return on investment that the Museum provides in recognition of this vital contribution will never be less than excellent in any and all activities undertaken. It is with the participation of our partners and the delight of our visitors that we will build the tomorrows that we need and want. Bring on 2020!

LUIZ ALBERTO OLIVEIRA

General Curator, Museum of Tomorrow

Reaffirming trust relationships

In 2019, financial management had a central role for the continuity of the Museum of Tomorrow's operations. With scarce public resources to sustain the venue's total operation, the IDG needed to maintain its credibility with sponsors and benefactors and seek the confidence of new partners. For this, it was necessary to reinforce and strengthen our corporate governance, and develop the compliance area in alignment with management, guaranteeing a boost in the quality of already established processes.

As an educational museum, we have achieved solid results over the past four years: over 4 million visitors since we opened, nearly 200,000 people reached through our education program, 32 temporary exhibitions. Aside from these impressive numbers, we also have extraordinary stories to tell, which show how much we have impacted upon the lives of cariocas and Brazilians through science, innovation and culture. This task, nationally and internationally recognized with prizes and awards, was also fundamental to guaranteeing the confidence of important partners, who are indispensable for the Museum of Tomorrow to continue being able to serve the public.

In addition to our existing partners, in 2019 we also consolidated new partnerships: Carrefour, which sponsored the exhibition "Food for Tomorrow – Feeding 10 billion", and Renner, which conducted activities including the launch of a fashion collection and the "Culture Week" campaign, together with Santander, Shell, IBM, Engie, IRB and Grupo Globo, rounding out our group of sponsors. In 2020, we will be working to expand this group, starting with the arrival of Lojas Americanas, which in addition to being an important sponsor, holds a strong connection to the Port Region: the group's headquarters have been located in the Saúde neighborhood for the past 80 years.

For this upcoming year, which promises another complex state of affairs, we will need to reinvent ourselves once more. Crowdfunding, high income donation programs and travelling exhibitions created by our team, such as "Interface/Interlace", "Repangeia" and "Food for Tomorrow", are all alternatives that have emerged to increase our revenue.

Considering all the turbulence and the fact that our venue has a mere four years of operation, our management has undergone an impressive evolution. Over this period, we have built ever more solid relationships with our sponsors. IDG is a specialist in managing public cultural centers and environmental programs and is ready for the upcoming challenges these sectors present for fundraising.

RENATA SALLES

Director of Projects and Fundraising, Museum of Tomorrow





THE MUSEUM IN 2019

A year of overcoming challenges

2019 was certainly the most challenging thus far in the history of the Museum of Tomorrow. The significantly reduced funding from the Rio de Janeiro City Council and the imminent end of the venue's management contract required us to seek new strategies and reinforce our relationships with our sponsors. In spite of this, 2019 was also a year of important milestones, triumphs and overcoming.

In April, we inaugurated the **Temporary Exhibition** “Food for Tomorrow – Feeding 10 billion”, which throughout the year provoked urgent reflection on what we need to change in our production and consumption habits in order to feed the global population nutritionally, equally and sustainability over the coming 50 years. Both a success with the public and the critics, “Food for Tomorrow” extended into a range of different events, such as lectures, seminars and workshops at the Museum. Crowning this glory was winning the bronze medal of the **Temporary Exhibition** Grand Prix category of the International Design and Communication Awards in Copenhagen in June. This recognition is a source of great pride for us, and without a doubt, the high point in a year of so many obstacles.

Given that the Museum ponders Tomorrow, in 2019 we celebrated diversity once again, and achieved important progress in terms of accessibility. In April, our project “Geographies for Success”, facilitated participation for autistic children and their families in Cognitive & Sensorial educational visits of the Museum. In July, we introduced two electric carts, in partnership with Shell – one of which is adapted for wheelchair users – to optimize visitation for those with limited mobility and elderly people. In addition, the Museum of Tomorrow's application, sponsored by IRB Brasil RE, now includes audio guides, audio descriptions and sign language subtitles for visiting the “Food for Tomorrow” Exhibit, as well as the permanent exhibition. The app now has dynamic features and new testimonials, which can be accessed from visitors' mobile phones – before, it was necessary to use the Museum tablets.

The role of being an educational museum was reinforced in such actions as the Inspiring Science program, developed in partnership with the British Council and sponsored by IBM, featuring capacity-building for 120 teachers; and the “Women in Science and Innovation”, another partnership with the British institution, providing capacity-building exercises in innovation and entrepreneurship for STEM researchers (Science, Technology, Engineering and Mathematics). Aside from the new projects, existing programs were consolidated and continued to bear fruit for the Museum: the Laboratory of Activities of Tomorrow (LAA), sponsored by Santander, inaugurated three temporary exhibitions, and the Between Museums project, presented by ENGIE, won the Prêmio Darcy Ribeiro 2019 award.

News was also good on the visitation front: our numbers went up 9% compared to 2018, and in November we hit the impressive 4 million visitor mark in under four years. In the same month, the Institute for Development and Management – IDG's contract for managing the Museum, due to end a few days later, was renewed by the Rio de Janeiro City Council for another 12 months.

In what was a challenging year for Rio de Janeiro, Brazil and the world, the IDG is proud to have overcome yet another set of hurdles, strong in the belief that the Museum of Tomorrow continues to be one of the top benchmarks in its area in the country, and an increasingly inclusive, diverse and transformative cultural venue. We believe that after four years of our administration, and especially considering what we learned in 2019, which was so challenging administratively and financially, we are even more prepared for 2020.



The SDG Agenda at the Museum of Tomorrow

Since its inauguration, the Museum of Tomorrow has followed the United Nations (UN) Sustainable Development Goals (SDGs), the agenda defined in 2015 during the World Summit on Sustainable Development in Paris. After signing an agreement with the UNDP World Centre for Sustainable Development (RIO+ Centre) in 2018, we officially began to develop our programming in line with the SDGs in 2019, including such themes as equal education, the eradication of hunger, health, gender equality and water management. Throughout this annual report, we indicate the specific SDGs that informed the Museum’s program with pictograms. Get to know all 17 SDGs:



Goal 1:
To end poverty, everyone should have basic healthcare, security and education.



Goal 4:
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Goal 2:
End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Goal 5:
Achieve gender equality and empower all women and girls.



Goal 3:
Ensure healthy lives and promote well-being for all at all ages.



Goal 6:
Ensure availability and sustainable management of water and sanitation for all.



Goal 7:
Ensure access to affordable, reliable, sustainable and modern energy for all.



Goal 8:
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Goal 9:
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Goal 10:
Reduce inequality within and among countries.



Goal 11:
Make cities and human settlements inclusive, safe, resilient and sustainable.



Goal 12:
Ensure sustainable consumption and production patterns.



Goal 13:
Take urgent action to combat climate change and its impacts.



Goal 14:
Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Goal 15:
Protect, restore and promote sustainable use of terrestrial ecosystems [...] and reverse land degradation and halt biodiversity loss.



Goal 16:
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Goal 17:
Strengthen the means of implementation and revitalize the global partnership for sustainable development.



THE MUSEUM OF TOMORROW IN NUMBERS

In its fourth year of operation, the Museum of Tomorrow expanded its role as an educational museum. We received 904 school groups (32% more than in 2018), reached over 38,000 people via our Education Program (a 23% increase) and there was a 16% rise in active visitor participation: engaging over 46,000 people through our workshops, seminars and other activities. Our media presence also grew, with earned media in excess of R\$110 million.



19
SPONSORS AND PARTNERS
4 NEW ONES IN 2019

+46,000
PARTICIPANTS IN MUSEUM ACTIVITIES
+ 16% COMPARED TO 2018

+38,000
PEOPLE REACHED THROUGH THE EDUCATION PROGRAM
23% INCREASE COMPARED TO 2018

6,102
INSERTS IN TRADITIONAL MEDIA

2,168
VISITORS AT OBSERVATORY ACTIVITIES

904
SCHOOL GROUPS RECEIVED
32% INCREASE COMPARED TO 2018

6
TEMPORARY EXHIBITIONS

+4,800
VISITORS AT LAA ACTIVITIES

835,950
VISITORS IN 2019
CHECK OUT THE GRAPHIC

30
CONTENT PARTNERS
19 FOR THE EXHIBITION "FOOD FOR TOMORROW"

+3,000
ESTIMATED VISITORS FOR COMMUNITY RELATIONS' EVENT

2,700
DAILY AVERAGE NUMBER OF VISITORS

3
PARTNERS FOR SPECIAL PROJECTS

+4,800
NEIGHBORS OF TOMORROW
482 NEW ONES IN 2019

304
DAYS OPEN TO THE PUBLIC

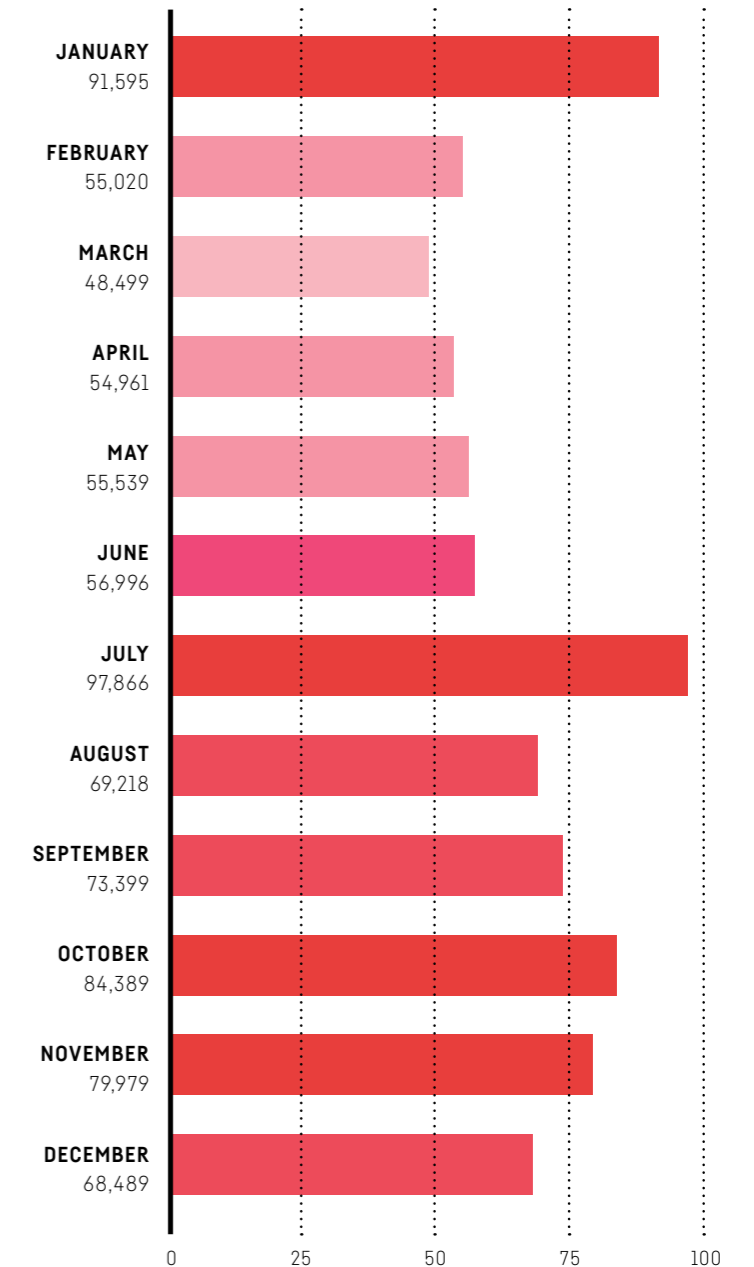
9.5
AVERAGE VISITOR RATING (FROM 1 TO 10) GIVEN FOR THE MUSEUM OF TOMORROW EXPERIENCE

693
FRIENDS OF TOMORROW
570 ACTIVE SUBSCRIPTIONS

4,108,727

TOTAL VISITORS SINCE OUR INAUGURATION

CHART FOR THE NUMBER OF VISITORS IN 2019



PUBLIC SURVEY

37%

OF THE VISITORS ARE FROM THE CITY OF RIO DE JANEIRO

43%

OF THE VISITORS ARE FROM OTHER REGIONS OF BRAZIL

45%

OF THE VISITORS RESIDE IN THE NORTH OF THE CITY

31%

OF THE VISITORS ARE BETWEEN 25 AND 34 YEARS OLD

96%

WOULD DEFINITELY RECOMMEND THE VISIT

60%

ARE WOMEN

22%

HAD NEVER VISITED A MUSEUM BEFORE

56%

ARE NOT USED TO VISITING MUSEUMS

80%

HAD NEVER BEEN TO THE MUSEUM OF TOMORROW

“The experience of a museum that puts the visitor in a more active role was **really good!** The “Tomorrow” is a didactic, fun and interesting space. Being able to touch and interact with the artwork was unforgettable! I’ll definitely be back.”

Museum of Tomorrow visitor feedback.

“The Museum of Tomorrow shows us that if we don’t become more aware of how important sustainability is and how we need to take care of our planet, then we’ll all be victims of our insensitiveness. My family and I saw that we can improve our habits in various ways, which made us reflect properly. **Thank you very much** for this opportunity to learn.”

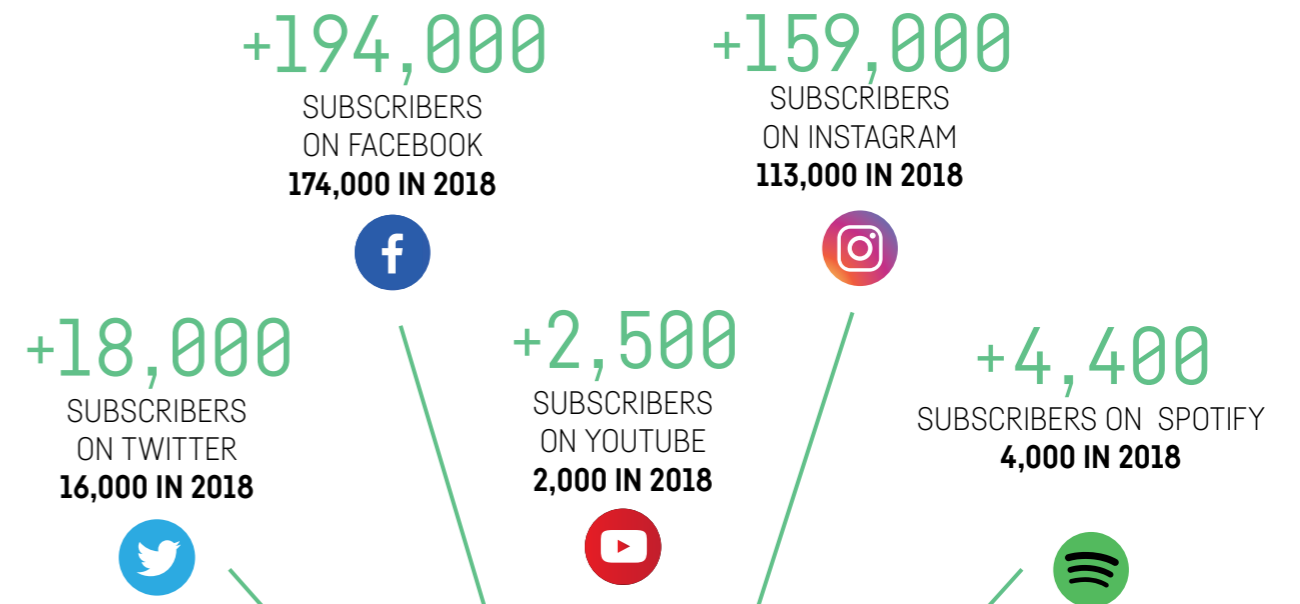
Museum of Tomorrow visitor feedback.

THE MUSEUM OF TOMORROW IN THE MEDIA

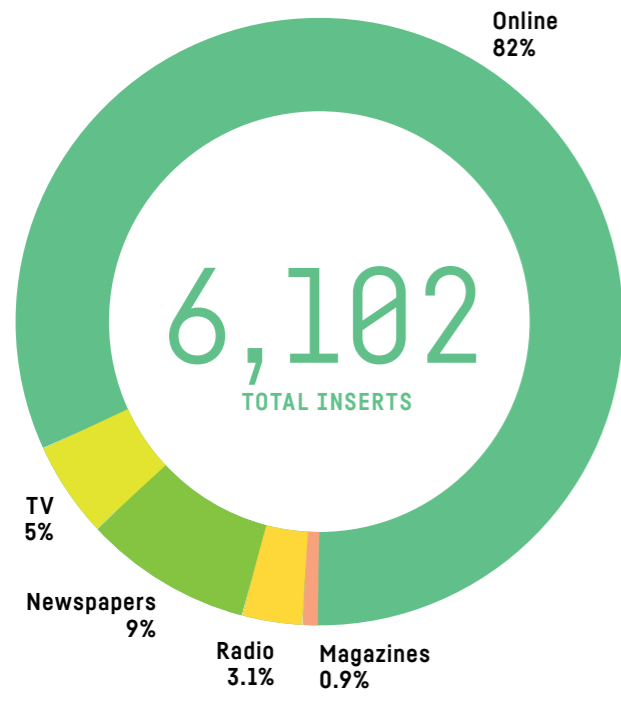
In 2019, the Museum of Tomorrow continues to generate a large amount of interest and feature in numerous articles in the press throughout Brazil and the world. Our programming headliner, the large Temporary Exhibition “Food for Tomorrow – Feeding 10 billion” was featured in the *Jornal Nacional* [TV Globo nightly news program] on April 20th, as well as in leading print media, such as the *Folha de São Paulo*, *O Globo* and *Extra* newspapers, and in international news. An event commemorating the 50th anniversary of humanity landing on the moon was also featured in the country’s top news program. Internationally, *The New York Times* included the Museum in its list of must-see places for “36 hours in Rio de Janeiro”, applauding our content and “audacious architecture”, and the *National Geographic* magazine listed us amongst the world’s 15 “unmissable” museums.

DIGITAL COMMUNICATION

@MUSEUDOAMANHA
#MUSEUDOAMANHA



TRADITIONAL MEDIA IMPACT



75
STORY PITCHES, RELEASES, NEWSPAPER ANNOUNCEMENTS AND AGENDAS

223
PRESS REQUESTS GRANTED

67
INTERVIEWS WITH SPOKESPEOPLE

R\$ 110,2 MILLION
IN EARNED MEDIA



Clipping

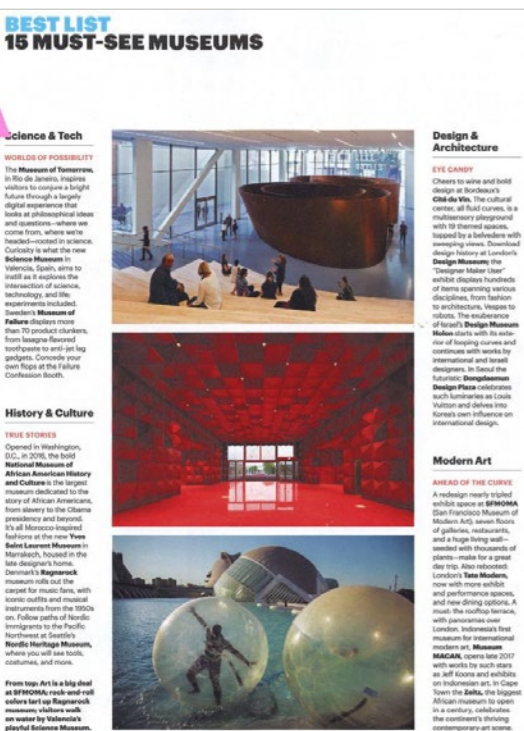


The New York Times



Saturday
5) 10 a.m. Port side

The Santiago Calatrava-designed Museum of Tomorrow (admission, 20 reais) opened with great fanfare in 2015. Inside, the exhibits are mostly virtual — hundreds of towering screens, some with interactive games, and an IMAX-style film — but the content itself focuses more on the nature of community, sustainability and disaster-forecasting than on futuristic imaginings. The exterior and the grounds of the museum are, perhaps, even more impressive. Stroll around the water features, admire the audacious architecture (it's been compared to everything from a spaceship to a crocodile), and then head to the Museu de Arte do Rio (admission 20 reais) across the plaza. This dynamic museum has a frequently changing collection of work by mostly Brazilian artists. Make sure to visit the roof, from which you can see, across the way, a portrait blasted in stone on the side of a neighboring building by the Portuguese artist Alexandre Farto, known as Vhils.



WHO CREATES TOMORROW

Coexistence is in the Museum of Tomorrow's DNA: it is one of our ethical pillars, along with Sustainability. Coexisting and getting to know each person who visits the Museum is one of our passions – and it gives meaning to all aspects of our work. Get to know some of the stories of those who visited us in 2019.



4 million dreams

It seems like only yesterday that huge lines of people zigzagged across Praça Mauá, all waiting to get into the sparkling new Museum, but it's actually already been four years since the inauguration of the "museum of many novelties". A few weeks prior, on November 19th, we celebrated another big number 4: while waiting for her students from the Brigadeiro Schorcht State High School, 52-year-old physical education teacher Luciana Reis discovered she was the four millionth visitor to the Museum of Tomorrow. To mark the occasion, the Secretary of Culture, Adolfo Konder, and the IDG Executive Director, Henrique Oliveira, presented Reis with free museum passes

and a trophy of the museum design. Reis recounted how as a young girl, she had already developed a liking for museums on school trips, and how she wished to share her passion with other young people: "My teachers would always take us students to exhibitions and I try to do the same for my students [...] At this museum, we are invited to wonder about tomorrow, so students can stop and think about what life will be like in the future". When asked what she dreams about for Tomorrow, Luciana enthused: "My tomorrow is these students. I want them to all get an education".

A young woman, her technology and the world

In 2019, the Museum of Tomorrow, in partnership with the British Council, presented the program **Women in Science and Innovation** (learn more on page 50). In our October edition, one of the participants was 27-year-old Simony César. Two months prior, this young design student from Pernambuco was included on the Forbes Under 30 list, featuring 90 up-and-coming young Brazilians. Daughter of a bus collector, born and raised in the suburbs of Recife, César got tired of fearing for her mother's safety, and at 25 years of age, she created a tool to facilitate the reporting of assault cases. Launched in 2019, César's technology "Nina" is revolutionary: with one touch of a screen, bus cameras are activated, and these images are sent to the Civil Police in order to identify an aggressor. Simony heard about the "Women in Science" initiative via friends on social media and she remembers how the scientific aspect of it caught her attention: "On top of the scientific slant, the fact that the program was targeted at women also attracted me because I work in mobility, which is an extremely masculine sector, and I wanted to network with women from other areas", she recalled. On being included on the Forbes list, César considers it "a surprise", but makes a point of noting that she didn't make it alone: "it's my whole social class that's there on that Forbes list – the place I come from has one of the lowest HDIs in the whole of Recife, so now I can say that yes, it's possible to rise to a place of prominence through Education. And Education may be a privilege, but it's the only passport to social mobility. There is nothing romantic about the journey to get there, but it is possible." An activist for equality, the designer from Recife also highlighted the importance of investing in feminine innovation: "Programs such as "Women in Science" and any initiative that encourages women – especially those from the lower and lower-middle classes – to hone their science and entrepreneurship careers are extremely important for promoting this social mobility. **My main concern is the continuity** of these initiatives in the current Brazilian scenario, and it is important to tell sponsors to keep up their support".



SPONSORED SPACES



LABORATORY OF ACTIVITIES OF TOMORROW – LAA

Presented by:



The LAA – the Museum of Tomorrow’s experimentation and innovation space – offers visitors experiences, creative residencies, exhibitions and courses, amongst other activities and initiatives connecting art, science and technology. The Laboratory’s mission is to think and prototype a more sustainable and inclusive future, bringing together resources, exponential technologies and a trained team of scientists, artists, invited and resident creatives. In 2019, the space hosted 47 activities, including exhibitions, workshops, lectures and seminars. Also in 2019, the LAA hosted five residencies, three more compared to 2018.



47

ACTIVITIES

4,840

PEOPLE INVOLVED

3

TEMPORARY EXHIBITIONS

5

ARTISTIC RESIDENCIES

Exhibitions

Edible Future – New Food Prototypes

Dutch food futurist Chloé Rutzerveld’s exhibit proposed an interdisciplinary approach, combining elements of design, science and technology to reflect on the future of the production and consumption of food.



What’s on Your Plate? – Circular Food Systems

In conjunction with the “Food for Tomorrow” exhibition, this showcase exhibited the results of two eight month-long artistic residencies hosted at the LAA, which both focused on the cultivation of food in traditionally underused environments in our homes and cities.



Repangeia – A Techno-shamanic Experience in Virtual Reality

Technological Partnership with Intel

This virtual reality immersive experience was inspired by techno-shamanism, where technology meets age-old shamanism. For each session, three participants donned virtual reality glasses to encounter each other in another time-space dimension, in which they were tasked with helping the environment.



**Main activities
in 2019**

“Edible Future” Workshop

This workshop, conducted across three editions and involving nearly 90 participants, investigated the practical application of the notion of “future food”, as explored in the homonymous exhibition, including ancestral food preparation practices, such as fermentation and germination.



Hacking Mars

This artistic immersion lasted for six months and proposed a futurist scenario in which human beings need to migrate and live on other planets. Twenty participants from a range of disciplines such as art, anthropology, engineering and biology created prototypes for life on Mars. In 2020, participants’ production will be presented in an exhibition.



Artistic Residencies (Fellowship)

Since 2016, this program welcomes residents from different countries and disciplines, including design, chemical engineering and art, to the Museum of Tomorrow. In partnership with the Netherlands Consulate General, creators conducting research with the potential for social and environmental impact are selected to work in an interdisciplinary fashion. In 2019, there were five innovators participating:

ARTISTA RESIDENTE	SOBRE
Beatrice Catarine	This Brazilian digital designer’s research revolves around creating technological adornments for tetraplegic people, using non-conventional and ecologically friendly materials. Catarine’s project began in 2018 and concluded in 2019.
Elvert Durán	This Chilean industrial designer developed the <i>Smart Horta</i> (Smart Vegetable Garden) an automated aquaponic horticultural system – using only water (without soil), combining both vegetable and fish farming – designed for cultivating edible, non-conventional plants (PANCs) in closed environments.
Thiago Palhares	This Brazilian chemical engineer developed a 3D printing paste for producing and printing foodstuffs. The system made the standardization of recipes and nutritional values possible, as well as the sharing of recipes.
Anja Zachau	This German designer, representing the Netherlands Consulate General, conducted 3D printing research, using the shells of shellfish that attach themselves to the Museum’s air-conditioning system to create a paste for printing and developing sustainable design pieces.
Laila Snevele	This Lithuanian food futurist, representing the Netherlands Consulate General, presented a speculative project on how human food would be on Mars, with the planet’s extreme conditions and absence of the natural and artificial resources humanity currently possesses.



OBSERVATORY OF TOMORROW

Presented by:



The Observatory of Tomorrow – the Museum’s radar for scientific news, discoveries and trends – constantly receives and processes the most up-to-date information from the scientific universe, integrating it into our permanent exhibition. In 2019, 138 data points in the exhibition were updated with the latest statistics. In addition, the Observatory serves as a knowledge dissemination hub, conducting activities such as seminars, lectures, workshops and conversation circles with top specialists, always focusing on our program’s guiding themes. In total, 54 events were held in 2019, involving more than 2,100 participants. Such numbers were only made possible thanks to partnerships with institutions like the Brazilian Academy of Sciences and the International Union for Conservation of Nature.



54
ACTIVITIES

2,168
VISITORS PARTICIPATING





OBSERVATORY HIGHLIGHTS 2019	DATE
Science at 6:30pm	Various
Book Club	Various [more on page 63]
Skygazing and Chat with an Astronomist	January 12 th
Camera Obscura Workshop	January 22 nd – 26 th
Women in Space	February 12 nd
Women in Sport	March 15 th
Chat with a Scientist	March 16 th
Springs and Resilient Cities	March 26 th
Climate change: present and future risks to Brazil	April 3 rd
Now it's up to us: a debate about Anthropocene and Science for the Earth's System	April 16 th
Here and there: Women in Science in Brazil and Australia	May 23 rd
Hot Science, global citizens	May 27 th
Life on Mars – the effects of the red planet on living beings	July 23 rd
Edible Forests	July 30 th
Technologies against food wastage	August 6 th
Conversation circles on Active Mobility	September 14 th
<i>Virada Sustentável</i>	October 20 th

INSTITU- TIONAL PROGRAMS

Our Institutional Programs bring visitors and Port Region inhabitants closer to the Museum of Tomorrow. This proximity is achieved over time by integrating these visitors, building awareness, hosting debates and capacity-building sessions for hundreds of people through different initiatives, activities and events. In 2019, diversity and inclusion were at the top of our priority list. This was made clear in the new Geographies for Access project, designed to address an issue still largely misunderstood by the general public – autism – by creating a special visiting experience at the Museum for autistic people, their parents and companions. The launch of the Women in Science and Innovation program, in partnership with the British Council, was another initiative focused on inclusiveness, designed to build capacity in leadership, innovation and entrepreneurship for 70 female scientists. In the same vein, the Inspiring Science project, another British Council partnership, sponsored by IBM, offered a training program for 120 science teachers, stimulating the development of vibrant, inspiring teaching methods. In addition, the Vegetable Garden of Tomorrow was reactivated, featuring a series of educational activities.



BETWEEN MUSEUMS

Sponsored by ENGIE

This project is targeted at students, schoolteachers and NGOs from the Port Region and designed to broaden students' knowledge about their own city, which is often made difficult by social and financial barriers. Students and teachers are taken to visit 22 museums around the city of Rio de Janeiro, in the interests of strengthening their sense of belonging to a territory and their sense of cultural identity. In 2019, the Between Museums project, sponsored by ENGIE, mobilized over 100 collaborators during 46 visits to the museums, and enriched the lives of nearly 800 teachers and students. These efforts were duly recognized, with the project winning the 2019 Prêmio Darcy Ribeiro award.



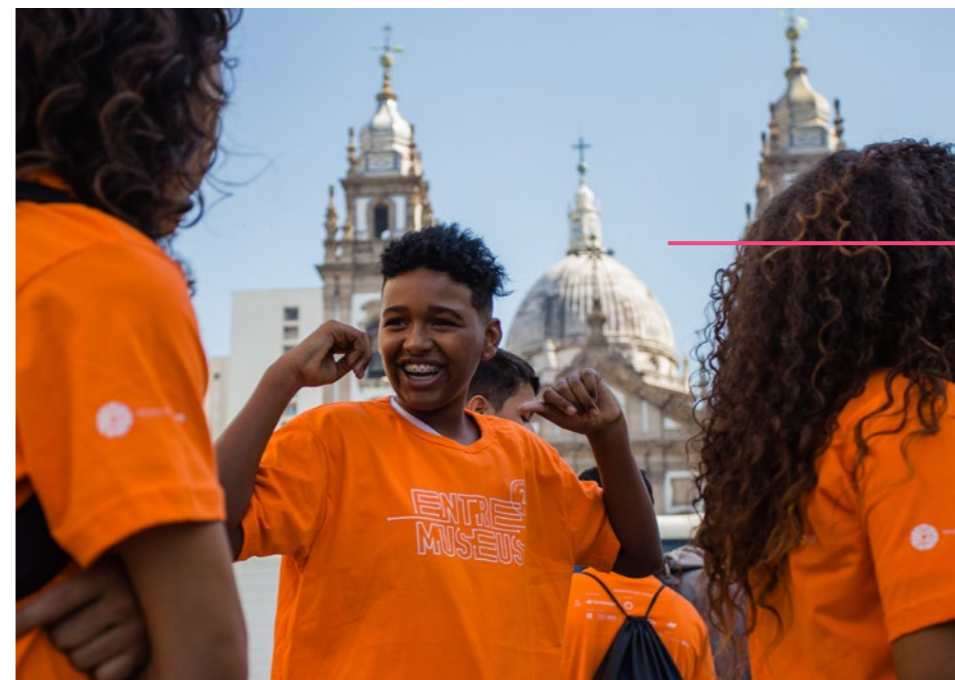
22

MUSEUMS INVOLVED
IN THE PROJECT

Museum of Tomorrow
+ 21 partner museums

+100

COLLABORATORS FROM
INVOLVED MUSEUMS



IN 2019:

46

EDUCATIONAL VISITS

727

PARTICIPATING
STUDENTS



61

PARTICIPATING
TEACHERS

13

PARTICIPATING
INSTITUTIONS
[10 SCHOOLS + 3 NGOs]

MUSEUMS VISITED IN 2019

Museum of Tomorrow, Museum of Modern Art (MAM-Rio), Instituto Moreira Salles (IMS), Museu da República, Banco do Brasil Cultural Centre (CCBB-Rio), the Botanical Gardens, Sítio Roberto Burle Marx, Museu Casa do Pontal, the Museum of Contemporary Art (MAC-Niterói), Museu da Vida, Museu Histórico Nacional, the Planetarium, Observatório Nacional, Paço Imperial, Instituto Pretos Novos, Quinta da Boa Vista, Museu do Açude.



INSPIRING SCIENCE

Sponsored by IBM

A capacity-building project for Basic Education teachers developed by the Museum of Tomorrow and the British Council and sponsored by IBM. This project is designed to develop a vibrant education method that sparks students' interest in science. For both editions of the project, which took place from May through September, specialists tackled subjects ranging from the origin of the universe to contemporary issues, proposing practical experiences that teachers could replicate in the classroom with students, such as the creation of artisanal microscopes and exploring Guanabara Bay by boat.

120 
TOTAL PARTICIPANTS
[60 TEACHERS PER EDITION]



100%
 OF PARTICIPANTS WOULD RECOMMEND
 THE PROGRAM TO OTHER TEACHERS

100%
 APPROVED THE MUSEUM OF TOMORROW
 AS AN IDEAL VENUE FOR THE ACTIVITY

91%
 SAID THAT THE PROJECT HELPED DESIGN
 NEW STRATEGIES FOR TEACHING SCIENCE

WOMEN IN SCIENCE AND INNOVATION

Two week-long innovation and entrepreneurship capacity-building sessions, which took place from August 26th to 31st and October 21st to 26th, were targeted at STEM researchers (Science, Technology, Engineering and Mathematics) and offered free of charge. The project, another partnership between the Museum of Tomorrow and the British Council, involved lectures, workshops and networking opportunities, designed to foster feminine leadership, featuring topics such as business, branding, intellectual property, design thinking and other topics. At the end, four researchers were selected for a 10-day exchange in the United Kingdom at relevant institutions.



"This was a transformative, innovative, sensational experience. It was a full week of sharing experiences and learning about innovation and entrepreneurship with a group of wonderful women. I learned so much and it changed my perception about just how much we can do."

Program participant feedback.

4.95

AVERAGE RATING, ON A SCALE FROM 1 TO 5, PARTICIPANTS GAVE TO THE PROGRAM

100%

WOULD RECOMMEND THE PROGRAM TO OTHER WOMEN

93%

OF PARTICIPANTS DECLARED THAT THEY LEARNED SOMETHING NEW THANKS TO THE PROGRAM



"It was a very rich and powerful experience meeting other women who are in similar situations, despite working in a range of different areas. Very inspiring and motivating. I got to learn tools and methodologies that will boost my research and projects, as well as getting to know potential partnerships and benchmarks." Program participant feedback.

THE VEGETABLE GARDEN OF TOMORROW

Presented by Carrefour and Supported by IBM, Comida Invisível e Isla Sementes

A community vegetable garden in the middle of the Praça Mauá: the Vegetable Garden of Tomorrow project is targeted at facilitating knowledge exchange, collaboration and promoting a healthy and sustainable diet. The project was realized in conjunction with the “Food for Tomorrow” exhibition and in partnership with Carpe Projetos Socioambientais, the Estúdio Nua, ForcePlast and the Museum of Tomorrow Education Nucleus. Beginning in April 2019, the space continues to host frequent activities that engage the local community and visitors from all backgrounds and ages.

Learning Experiences in the Vegetable Garden

On a weekly basis (every Wednesday and Friday), the Education Program team offered spontaneous planting practices, as well as hosting debates on consumption and production methods, healthy diet and urban vegetable gardening, along with other issues related to the “Food for Tomorrow” exhibition themes, rendering the vegetable garden an effective pedagogical instrument.



157
TOTAL WORKSHOP PARTICIPANTS



Workshops

Between April and November of 2019, monthly educational workshops on planning (soil preparation) execution (how to recognize different species and planting) and celebration (harvesting and how to use different species) took place in the vegetable garden. All workshops featured both theoretical content and practical applications. The first lesson from each module was led by a specialist, such as farmer Yuri Diniz (see photo above), who spoke about preparing the soil for planting and the different ways to plan the space. In 2020, the Vegetable Garden Workshops will return.





MEDIATED VISITS

On a regular basis, the Museum of Tomorrow Education Program offers mediated visits. In 2019, aside from the Educational Visits, we once again offered “Walking Through Tomorrow” (unscheduled educational visits), as well as mediated sign language visit and special themed visits, which have all taken place in previous years. This year we launched our Cognitive & Sensorial Mediated Visits, featuring new interactive options in the permanent exhibition, targeted at visitors’ different cognitive and sensory levels, and designed to expand access for visitors with visual impairments, intellectual disabilities and autism. These visits are conducted at special times, and exhibition specificities are adapted to each target audience.



38,129

VISITORS RECEIVED



904

GROUPS RECEIVED
32,443 PEOPLE

9.5

AVERAGE VISITOR EVALUATION
(FROM 1 TO 10) IN 2019

9.6

AVERAGE EVALUATION OF EDUCATORS’
MANNERS AND INTERACTION WITH THEIR GROUPS

97%

OF TEACHERS SAID THAT THE VISITS PROVIDED ENOUGH
ELEMENTS TO BE FURTHER EXPANDED UPON
IN THE CLASSROOM

“When I left the Museum of Tomorrow, I immediately wanted to go back. The comments the students made were very moving, and we could see how much it meant to them. They were blown away! And for us teachers, it was very rewarding. We would like to give our sincere thanks to the whole Museum team”.

Teacher feedback regarding a educational visit.



NEIGHBORS OF TOMORROW

This program, designed to foster enhanced engagement with the local population and which offers free entrance to the Museum for nearly 30,000 Port Region inhabitants, registers hundreds of new neighbors each year. In 2019, the total number of Neighbors of Tomorrow reached 4,863.

The registration is a simple operation, and by presenting proof of residence and photo ID eligible applicants receive their visitor cards straight away.

4,863

TOTAL NEIGHBORS REGISTERED
BY 2019



EVIDENCE OF AFRO-DESCENDANT CULTURES

Designed to broaden visitors' perspectives and deepen knowledge about Afro-descendant cultures, as well as addressing indigenous and Afro-indigenous issues, this project featured eight monthly encounters between April and November 2019, debating themes such as racism, structural issues and educating vulnerable populations.



198
TOTAL PARTICIPANTS

8
ENCOUNTERS
DURING 2019



GEOGRAPHIES FOR ACCESS: AUTISM

During World Autism Awareness Month (April), the “Geographies for Access” program addressed AutismS and the various ways of dealing with the autistic spectrum beyond focusing on the difficulties. Autistic kids and their families participated in the Museum’s Cognitive & Sensorial Visits. In June, Emmanuel Bigand and the Rolling String Quartet offered a musical experience centered on the effects music has on the brain.



203

TOTAL PARTICIPANTS



FRIENDS OF TOMORROW NOZ

Launched in 2016, this program offers a series of benefits and advantages to members and is designed to promote civil society engagement in the promotion of culture and science. Friends of the Museum are fully immersed in our programming, with unlimited, fast-tracked entry, access to exclusive Museum activities, educational visits of new exhibitions with curators, and exclusive discounts with partner organizations. Membership also offers a way for visitors to directly collaborate to Museum of Tomorrow projects. Membership plan registration is available at ticket booths or online via the Museum website, and features three different categories: Student, Individual and Family. In 2019, we also launched a new corporate category. The Banco BBM has already acquired 320 plans for its staff members – a way of offering an attractive cultural benefit for staff and promoting further connections with the Museum of Tomorrow.



IN 2019:

693

NEW MEMBERS WELCOMED IN 2019
(INCLUDING DEPENDENTS)

482

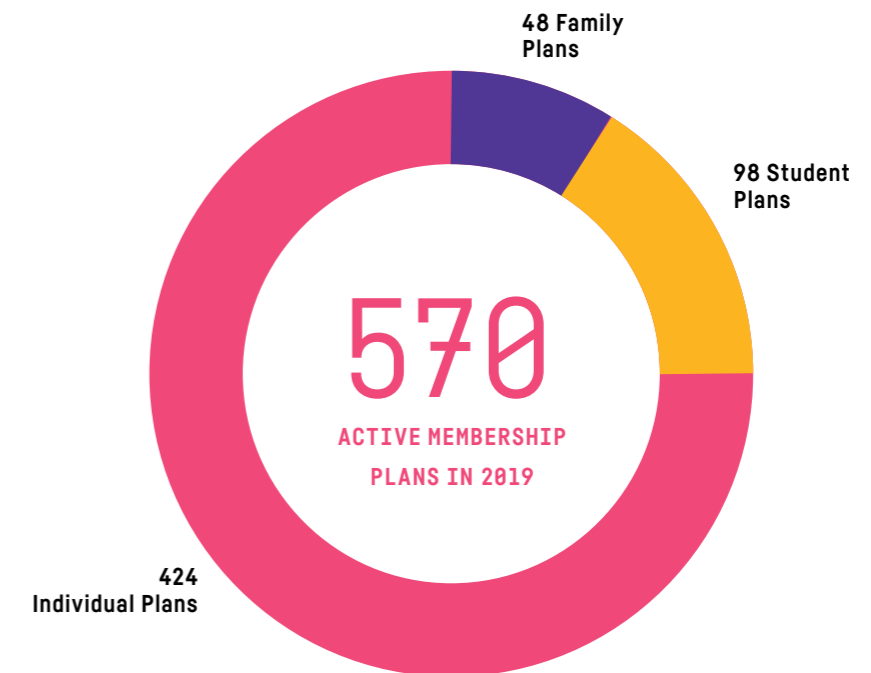
NEW MEMBERSHIP PLANS PURCHASED

- 355 individual plans
- 30 family plans
- 97 student plans

88

MEMBERSHIP PLAN RENEWALS

- 69 individual plans
- 18 family plans
- 1 student plan



NOZ ACTIVITIES
IN 2019

878

TOTAL PARTICIPANTS

47

ACTIVITIES

82

TOTAL INVITES SENT TO FRIENDS
OF TOMORROW FOR MUSEUM ACTIVITIES



With One Voice Choir

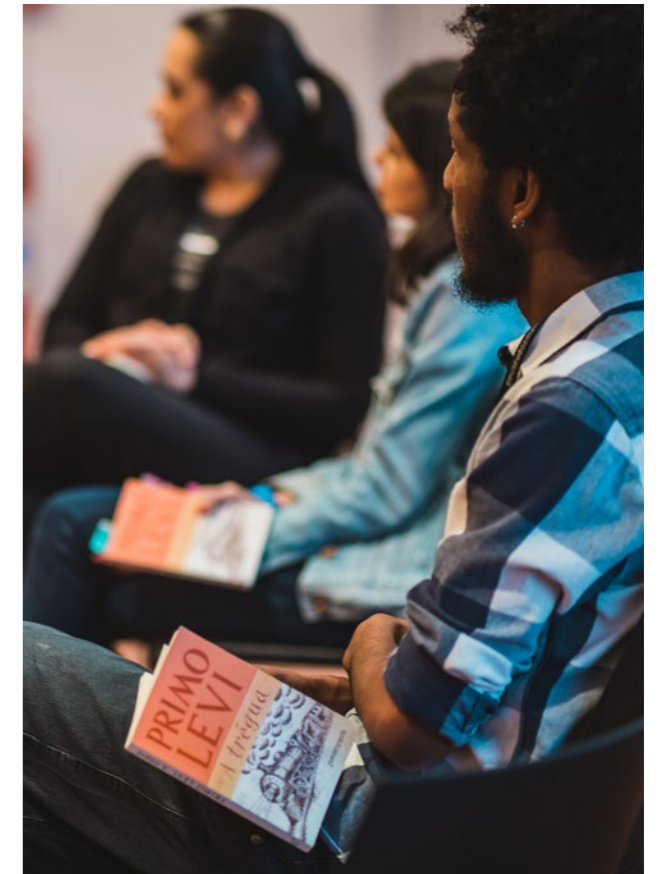
Every Wednesday, 35 people experiencing homelessness are welcomed to the Museum of Tomorrow for theatre and singing activities and rehearsals. This initiative, created by the People's Palace Project NGO, was brought to Rio de Janeiro in 2016, and is designed to restore the dignity, sense of belonging and self-esteem of marginalized people through art. The With One Voice Choir has performed at the BNDES Municipal Theatre, the Sítio Buarque de Lacerda, in various Rio de Janeiro City Council events, in partnership with Metrô Rio, at the State Library, the Museum of Modern Art, amongst other spaces around Rio de Janeiro.



Book Club

This monthly activity was developed through a partnership between the Livraria Travessa bookstore and our Education Program and is designed to deepen reflection on our programming themes. In 2019, the Club brought together 116 people to discuss such books as "Feminism is for everybody" by bell hooks; "The Crime of the Cais do Valongo"* by Eliana Alvez Cruz; "From the Earth to the Moon", by Jules Verne; and "Fire in the Forest: The Enchanted Science of Macumba"* by Luiz Antonio Simas and Luiz Rufino.

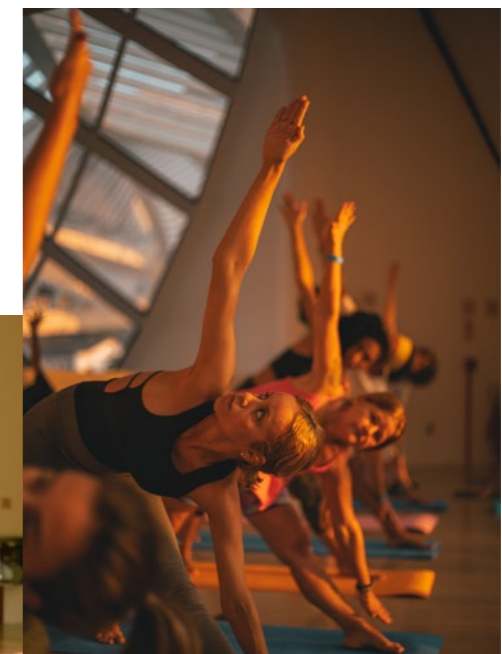
DATE	BOOK	AUTHOR
01/19	Fahrenheit 451	Ray Bradbury
02/16	Hidden Figures	Margot Lee Shetterly
03/16	Feminism is for everybody	bell hooks
04/20	The Martian Chronicles	Ray Bradbury
05/18	The Crime of the Cais do Valongo*	Eliana Alvez Cruz
06/15	A Hope More Powerful Than the Sea	Melissa Flerning
07/20	From the Earth to the Moon	Júlio Verne
08/17	The Truce	Primo Levi
09/21	The Falling Sky: Words of a Yanomami Shaman	Davi Kopenawa e Bruce Albert
10/19	Leonardo da Vinci	Walter Isaacson
11/16	Fire in the Forest: The Enchanted Science of Macumba*	Luiz Antonio Simas e Luiz Rufino



* No official title translation in English

Yoga of Tomorrow

After two successful experiences at the Museum of Tomorrow during 2018, yoga teacher Gunatiita (founder of the UNA Meditação organization, initiated in mediation by the Indian organization Ananda Marga), offered 25 classes during 2019, leading students in breathing and relaxation exercises of the age-old tradition of yoga.



MUSEUM OF TOMORROW 2019 PROGRAM



TEMPORARY EXHIBITIONS

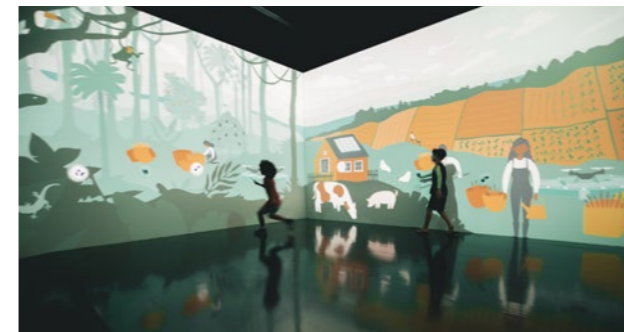


Food for Tomorrow – Feeding 10 billion

Presented by Carrefour and supported by IBM, Comida Invisível and Isla Sementes

Over the next forty years, the global population is expected to increase from its current 7.7 billion to 10 billion people, and food production must concurrently increase by 60%. The challenge facing current generations is how to produce and distribute this volume to the global population in a diversified, sustainable, healthy and accessible way.

The Museum of Tomorrow presented the exhibition “Food for Tomorrow – Feeding 10 billion” from April 12th to October 27th in 2019, in order to explore this and other issues regarding the future of food, such as the food and production habits we need to develop by 2050. A success with the public and critics alike, the exhibition was awarded the bronze medal in the **Temporary Exhibition Design** category at the Grand Prix in Copenhagen, in June 2019.



6

MONTHS OF DURATION

11

NUTRITION, HEALTH AND SUSTAINABILITY DIGITAL INFLUENCERS PRESENT AT THE EXHIBITION OPENING

13

SIDE ACTIVITIES ACCOMPANIED THE EXHIBITION (WORKSHOPS, EVENTS, SEMINARS, OTHERS)

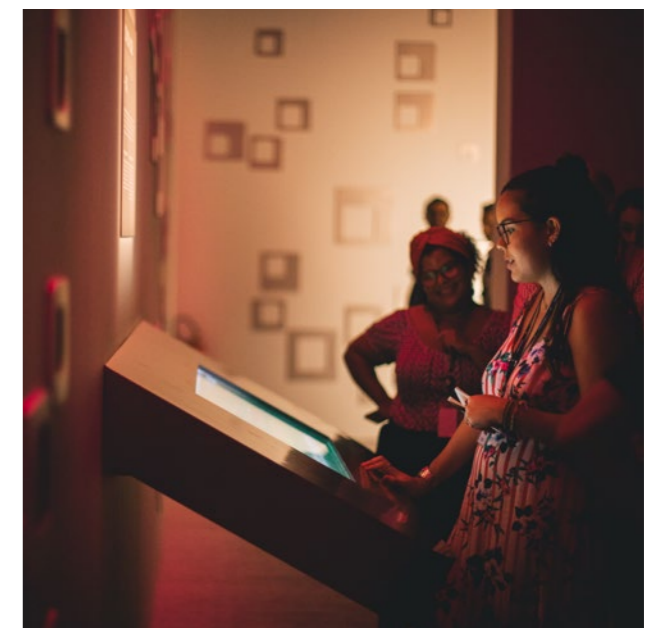
+251,000

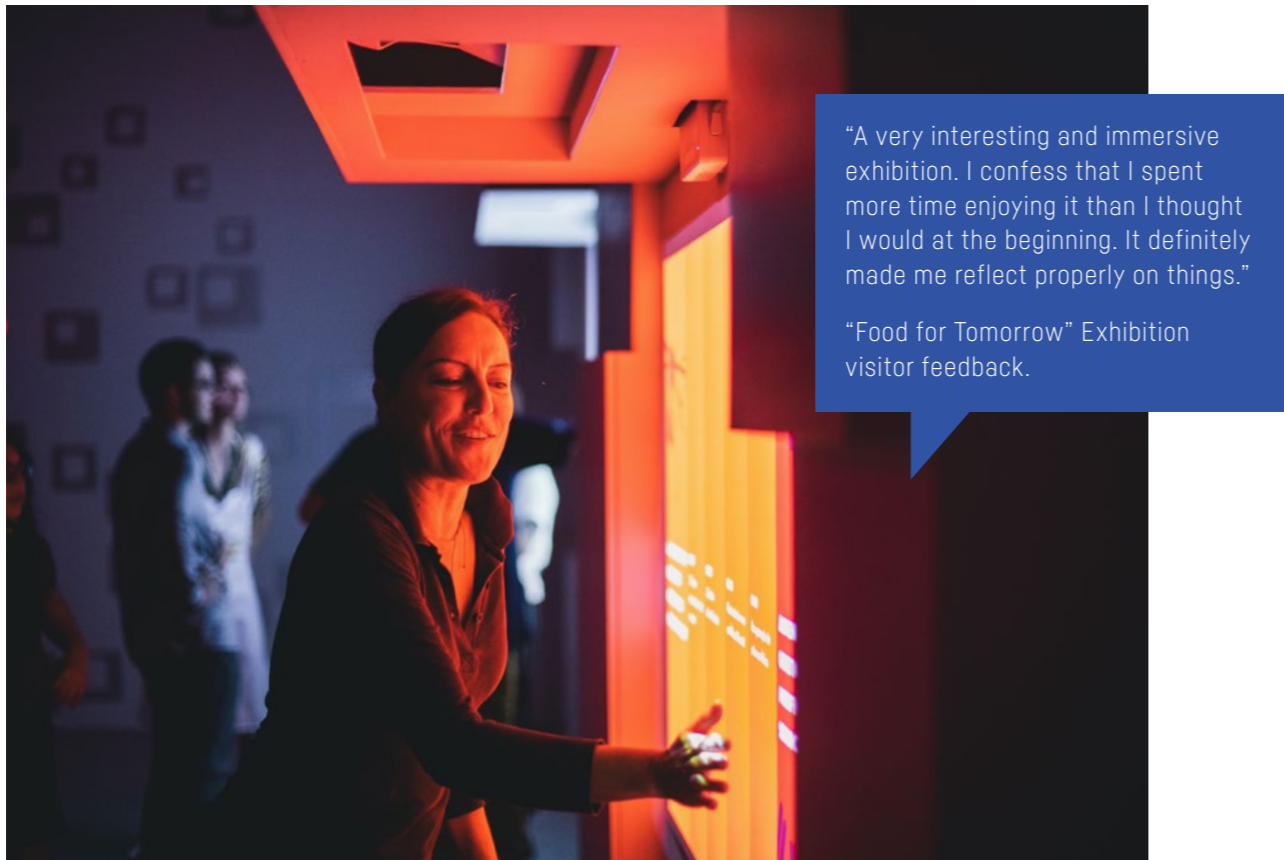
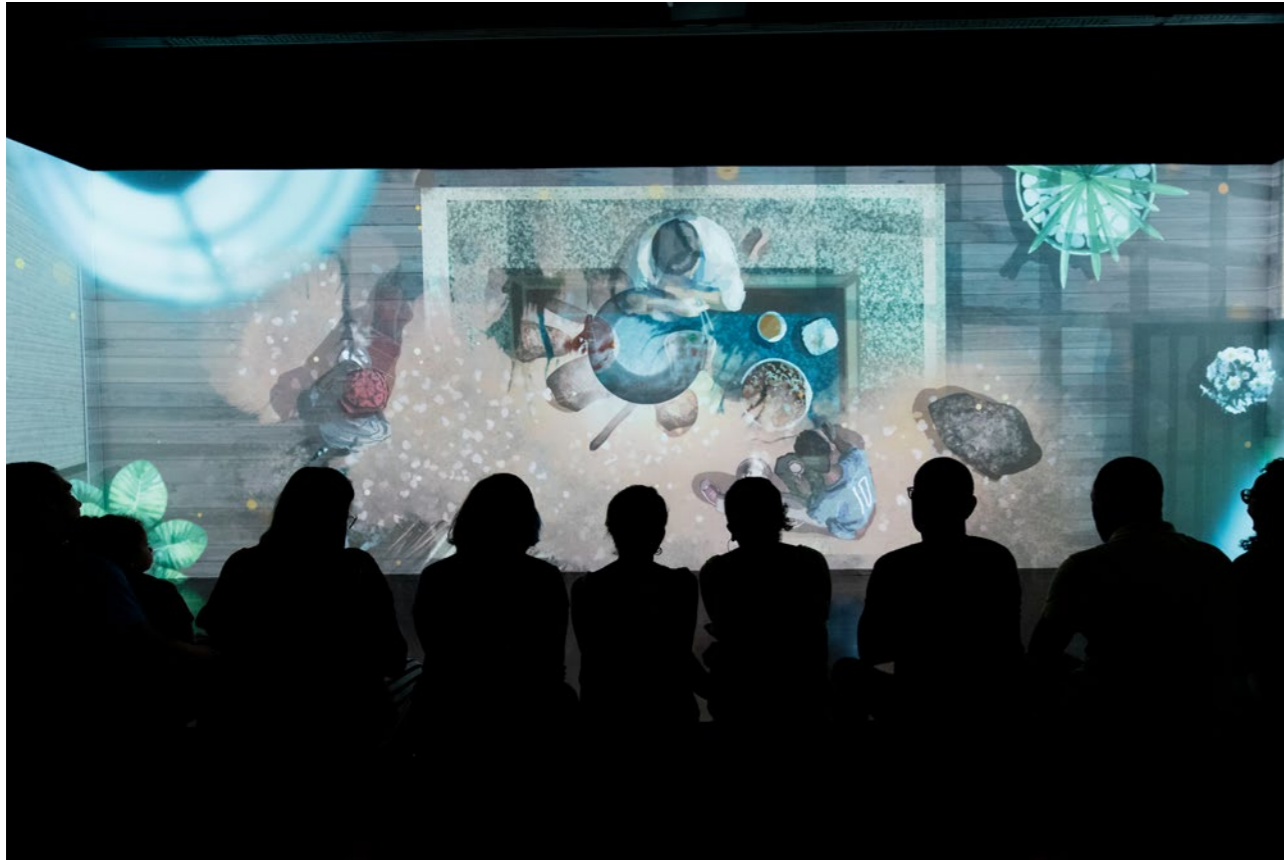
TOTAL VISITORS



THIS EXHIBITION ADDRESSED ALL THE UN SUSTAINABLE DEVELOPMENT GOALS

Divided into five modules, the exhibition included the following areas: “The Culture of Eating”, which delved into human hunter-gatherer practices to the advent of agriculture to the present day; “New Agricultural Frontiers”, which touched on research into farming in non-traditional environments such as the desert and the tundra; “Technologies”, which brought case studies of heat-resistant food production and intelligent irrigation techniques; “Health & Society”, which explored a healthier production for everyone; and “Food for Tomorrow”, which projected the urban scene of tomorrow, with vertical farms, water and waste reuse and renewable energy practices. In addition, at the end of the exhibition, visitors entered the “Food for Tomorrow” interactive area, where they received a packet of vegetable seeds after answering questions about possible changes to their food habits. Afterwards, in the external part of the Museum, visitors were directed towards the Vegetable Garden of Tomorrow (see more on page 52), another important part of the exhibition, featuring a space for planting with the local community and educational activities about healthy, sustainable food. The exhibition also extended to another 13 activities, including workshops, seminars, lectures and other events.





“A very interesting and immersive exhibition. I confess that I spent more time enjoying it than I thought I would at the beginning. It definitely made me reflect properly on things.”

“Food for Tomorrow” Exhibition visitor feedback.

9.4

AVERAGE VISITOR RATING (FROM 1 TO 10)

95%

SAID THEY LEARNED SOMETHING NEW

80%

ARE READY TO CHANGE ONE OF THEIR HABITS

23%

OF MUSEUM VISITORS IDENTIFIED FOOD AS ONE OF THE LEADING ISSUES IN 2019. IN 2018, THERE WERE ONLY 3%.



“I loved it, I thought it was super important and interesting. I loved seeing the fruits and reading about obesity, and especially the insect salad! That was my favorite bit and I would love if there were more exhibitions like this one in the future, involving health, food and concerns about the future.”

“Food for Tomorrow” Exhibition visitor feedback.



What's on Your Plate? – Circular Food Systems – LAA

Presented by Santander

From September 10th to October 22nd, this showcase presented outcomes from LAA artistic residencies, where artists worked on developing alternative food systems over the course of eight months. The projects, which were conducted by a large team, projected a future where it will be possible to create our own food in non-traditional locations that are still underused in our cities and homes.



“Solutions for the future where it's difficult to produce food for a huge population, such as producing nutrient-rich foods in capsules”.

Visitor's feedback about the exhibition.

Repangeia – A Techno-shamanic Experience in Virtual Reality LAA

Presented by Santander and with technological support from Intel

This sensorial virtual reality experience was designed to spark reflection on our relationships with planet Earth and between ourselves. The exhibition, which received technological support from Intel, was presented from April 30th to July 7th, and inspired by “techno-shamanism”, the relationship between technology and nature. Through the virtual reality experience, developed in partnership with Intel, fifteen-minute sessions enabled three participants at a time to “meet each other” in another time-space dimension, where they were tasked with helping the environment, which has been impacted by the dissociation between humanity and nature.



“Regarding the experience, I was truly transported to another place. I was able to become properly integrated in the virtual environment, I forgot about the world out here.” Visitor's feedback about the exhibition.

13,128
TOTAL PARTICIPANTS

Carry only what is necessary for your happiness – Serge Kiala

From June 20th to August 7th, in honor of World Refugee Day, the Museum of Tomorrow presented the installation “Carry only what is necessary for your happiness”, created by Congolese visual artist and refugee Serge Makanzu Kiala, featuring a bicycle stocked with survival items. The artwork, created live on June 20th, invited visitors to reflect on the situation of climate refugees and environmental migrants.



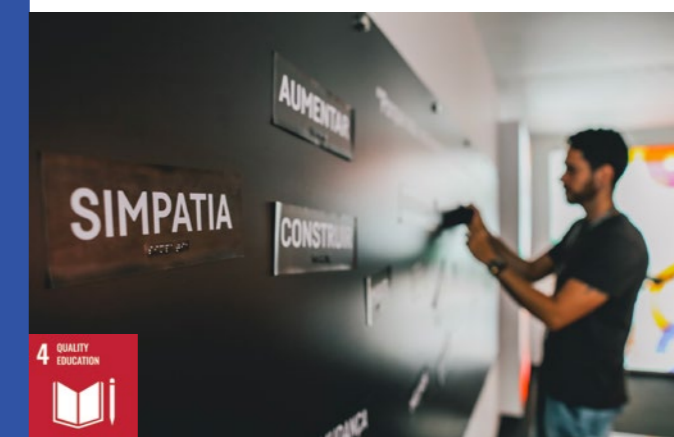
4 million Encounters – 4 years at the Museum of Tomorrow

The week that the Museum of Tomorrow celebrated its four-year anniversary, we offered a range of commemorative activities. On December 17th, we inaugurated the “4 Million Encounter – Memories of Tomorrow” showcase on the history of the Museum, featuring a gallery with awards we have received; a timeline with important project milestones, and tributes to our neighbors. A short video about the operational areas visitors normally do not have access to was also screened. Over the course of the weekend, visitors participated in a special program with yoga classes, sensorial workshops for babies and special composting workshops, as well as a performance by the Carnival group Orquestra Voadora.

Edible Future – Prototypes for a new diet – LAA

Presented by Santander

The exhibition of prototypes by Dutch food futurist Chloé Rutzerveld was the result of her month-long artistic residency at the LAA, thanks to the support of the Netherlands Consulate General. Chloé proposed a new food system combining elements of design, science and technology, always thinking of new ways to make the production and consumption of food healthier, more efficient and sustainable.



MAIN EVENTS 2019

The Museum of Tomorrow's 2019 program had five guiding themes, of which three were explored over the course of the year [Food, Accessibility and the four ECOs – Economy, Ecology, Ecosophy and Ecorevelry] and across two semesters: Humanity on the Moon, during the first semester, and 50 Years of the Internet, during the second. With the Food theme, we explored what role the latter plays in the world of today and tomorrow, and how we can guarantee an equitable, healthy and sustainable nutrition for future generations. This theme was addressed in our "Food for Tomorrow", "What's on Your Plate?" and "Edible Future" exhibitions, as well as in a range of activities, such as lectures, seminars and workshops. The Museum programming was also developed by reflecting on accessibility, promoting a discussion on autism and expanding access to the Museum for people on the spectrum. The ECO 4 theme was present in a range of events throughout the year, and the Humanity on the Moon and 50 Years of the Internet themes aimed to reflect on the future in order to understand our present and envision Tomorrow's science and technology. In addition, we signed an agreement with the UNDP World Centre for Sustainable Development (RIO+ Centre) in 2018, and from 2019 onwards, our programming is now officially associated with the UN SDGs.

Hacking Mars

The LAA is presented by Santander

From February to August of 2019, the LAA received the Hacking Mars program, an artistic immersion developed through a partnership with Brazilian and international institutions, investigating which habits earthlings would need to change to be able to colonize other planets. The LAA hosted an event for experimenting with prototypes, which took place on the 50th anniversary of humanity's landing on the moon, featuring the participation of science fiction specialists, planetary scientists, physicists, biologists and specialists from other relevant space exploration sectors.



533
TOTAL PARTICIPANTS

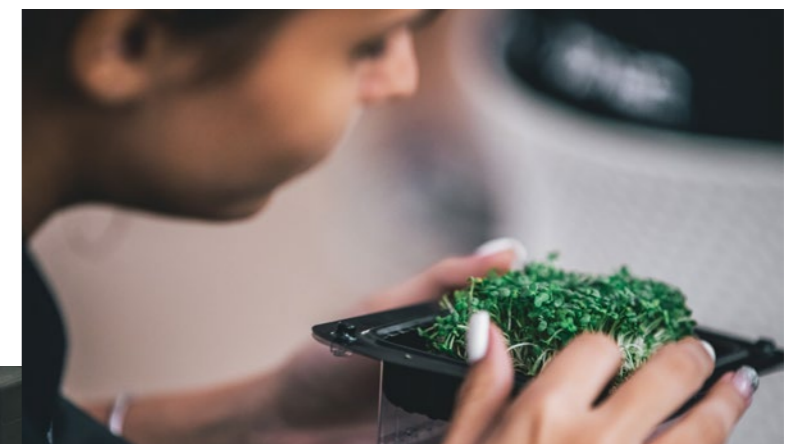
6
MONTHS
DURATION



"Edible Future" Workshop

The LAA is presented by Santander

The practical aspect of the future of food was the focus of this activity, which took place on February 19th, 23rd and 26th at the LAA, offering a series of exercises in order for participants to reflect on how our dietary habits are affecting the planet. Reviving ancestral food practices, such as natural fermentation and germination, as well as being attentive to the nutritional value of our food were some of the learning activities targeted at changing the way we relate to food.



176
TOTAL PARTICIPANTS



Ecorevelry

On February 27th, while still in full Carnival swing, the Museum of Tomorrow announced the guiding themes of the year's programming amongst much revelry: Food, ECO 4 [Ecology, Economy, Ecosophy and Ecorevelry], Accessibility, 50 years since humanity's landing on the Moon and 50 years of the internet. The rhythm section was provided by Silvan Galvão and the band Carimbloco, and the Education Team led a workshop on making Carnival accessories for children.



95
TOTAL PARTICIPANTS



International Women's Week

In March, International Women's Week celebrated feminine empowerment in a range of different areas, focusing especially on science. In partnership with the British Council, the program featured a series of debates, workshops, and a screening of the documentary "She's Beautiful When She's Angry", as well as a special edition of the Book Club, focusing on the book "Feminism is for everybody" by bell hooks.

410
TOTAL PARTICIPANTS








Carioca Water

For International Water Day, on March 22nd, the Museum took twenty students from schools in the Port Region to get to know the Carioca River, tracking its course from the source in the Tijuca Forest down to where it meets the sea in Guanabara Bay, passing through the Largo do Boticário. After the outing, the students had a conversation circle with specialists about the 140 rivers that empty into Guanabara Bay.

33
TOTAL PARTICIPANTS



ABC Annual Meeting

The Brazilian Academy of Sciences' (ABC) annual meeting addressed the role of research and scientific development in materializing the UN Sustainable Development Goals in the world. The event brought together specialists in science and sustainability, such as Nobel prizewinner Muhammad Yunus, creator of the Grameen Bank: a microcredit scheme in Bangladesh, developed to stimulate small enterprise.

919
TOTAL PARTICIPANTS



MuseumWeek: the future of tradition

From May 14th to 18th and 22nd to 23rd, the Museum of Tomorrow hosted debates on ancestral food habits – the facts, legends and rituals related to food that are transmitted from generation to generation. With the proposed title "Underneath the Mud of the Earth", the activity was developed in conjunction with the temporary exhibition "Food for Tomorrow – Feeding 10 billion".

206
TOTAL PARTICIPANTS




An Eclipse to Call Your Own

This activity celebrated 100 years since Einstein's theory of general relativity was confirmed on May 29th, 1919 in the Brazilian city of Sobral, during an English expedition to observe the solar eclipse. Scientific, cultural and religious interpretations of this phenomenon were addressed and the Brazilian film "The House of Sand" was screened, which recounts the 1919 eclipse and is directed by Andrucha Waddington.



50
TOTAL PARTICIPANTS



World Environment Day – Screening of the film "Amazônia" followed by a debate with Christiane Torloni

For World Environment Day on June 5th, the Museum of Tomorrow screened the documentary "Amazônia: O Despertar da Florestania". The documentary, directed by Christiane Torloni and Miguel Przewodowski, explores how Brazil deals with natural resources and questions the current state of the Amazon rainforest. The screening was followed by a debate between the directors and journalist Paulo Adário.

426
TOTAL PARTICIPANTS



Vacations at the Museum

Vacations in Rio are synonymous with the Museum of Tomorrow. In 2019, over a thousand people enjoyed our 25 different free activities. In January and February, we had workshops on acrobatics, composting and sustainable toy making, as well as skygazing activities, boat trips, sunset yoga classes and sensorial workshops for babies. From July 13th to 30th, the public enjoyed workshops on vegetable gardens and 3D printing, where participants produced food with a 3D printer, got to know the history of the region with Mauá 360, enjoyed lectures recalling the fifty years since man landed on the moon, among other related activities, which always combined knowledge and fun.



World Day Against Child Labor

At the beginning of last decade (2002), the International Labor Organization (ILO) declared June 12th the World Day Against Child Labor, promoting synchronized initiatives across the planet. In 2019, this date was recognized by the Museum of Tomorrow with an intensive program, developed in partnership with the ILO, different public entities, companies and the third sector.

872

TOTAL PARTICIPANTS



Rio Cello 2019

Now in its 25th edition, the country's biggest violoncello festival took place at the Museum of Tomorrow for the second time. On August 11th, our Atrium welcomed Norwegian violinist Tuva Syvertsen and our Auditorium hosted the Cellolyd Quartet, also Norwegian. On August 17th, visitors enjoyed the German group Aggregat and Danish cellist Daniel Sorour.



“Solid Waste and Reverse Logistics” Seminar

On August 15th and 16th, this seminar addressed the nine-year National Policy on Solid Waste; the new Urban Sustainability Index; the situation of Brazil's garbage dumps and landfills; the new practices for a low carbon economy in solid waste management; the challenges of reverse logistics with specific operation flows in Brazil; and communication on the theme of garbage in the favelas. The event welcomed dozens of specialists and relevant executives, such as Carlos Rossin, Director of Sustainability [Selur], Clóvis Benvenuto, vice president of ABLP, Keila Hanashiro, Facilities Manager at Santander, and Marie Tarrisse, Sustainability Manager at Carrefour.



653

TOTAL PARTICIPANTS



Temporal Experiences – A Focus on Indigenous Issues at the Museum of Tomorrow

During UNESCO's International Year of Indigenous Languages, we organized two themed activities: on August 28th, we coordinated an encounter between contemporary urban music and indigenous music with musician Txaná Ikakuru; and on September 1st, our Atrium welcomed the artistic intervention "Outra Gente" [Other People] by Maria Borba and Bruno Siniscalchi, inspired by the book "The Falling Sky" by Davi Kopenawa.



147

TOTAL PARTICIPANTS



Ocean Connections

On the eve of the UN “Decade of Oceans”, communication to build awareness on this issue is extremely important. With this in mind, on September 3rd, the Museum of Tomorrow promoted a workshop open to the public, featuring such notable figures as sailor Isabel Swan, economist Vilfredo Schurmann, journalist Paulin Chamorro, goodwill ambassador Oskar Metsavaht and surfer Rico de Souza, among others.



“Food for Tomorrow” Seminar

A spinoff from the “Food for Tomorrow – Feeding 10 billion” exhibition, the seminar held on September 10th brought together specialists from Brazil and across the world to debate issues such as “New Agricultural Frontiers”, “Technologies” and “Health & Society”. Speakers presented current initiatives designed to help build our ideal future, revolving around two of the Museum of Tomorrow’s ethical pillars: sustainability and coexistence. Among invited speakers were Marco de Boer, from the ReNature Foundation (Netherlands), Ulisses Mello – Director of IBM Research and Lucio Silva, Sustainability Director at Carrefour.

“Primo Levi – the Periodic Table” Seminar

On August 21st, celebrating the 150-year anniversary of the Periodic Table of Chemical Elements, created by Dmitri Mendeleev, and the centenary of chemist, humanist and writer Primo Levi, we invited political scientist Renato Lessa to debate the scientific advancements of the periodic table and the humanist tradition, based on Levi’s work.

19

TOTAL PARTICIPANTS



Encounter on Mobility

This encounter, developed in partnership with the Active Transport Organization, and which took place on September 10th, analyzed the bicycle as a contemporary means of transport and discussed the future trends for mobility in big cities.

15

TOTAL PARTICIPANTS



329

TOTAL PARTICIPANTS



Generation of Tomorrow Festival

This festival, which took place on September 14th, invited participants to reflect on a better future. The event featured conversation circles mediated by journalists Pedro Bial, Sônia Bridi, Miriam Leitão and Alexandre Roldão, with speakers such as actor Mateus Solano, hacker and activist Ana Carolina da Hora, and Michele dos Ramos from the Instituto Igarapé, among others. There were lectures, installations, virtual reality experiences, sporting activities, recycling and planting, as well as shows from singers Letrux and Vanessa da Mata.



Museums on the inside, the inside of Museums

In line with the theme proposed by the Brazilian Institute of Museums, we invited visitors to a conversation circle with representatives from different areas from the Museum of Tomorrow, such as Content, Projects and Fundraising, Education, Ticketing, Cleaning and Communication, among others. The initiative was designed to bring our visitors closer to our inner workings and to properly value the professionals who make the Museum a reality.

52

TOTAL PARTICIPANTS



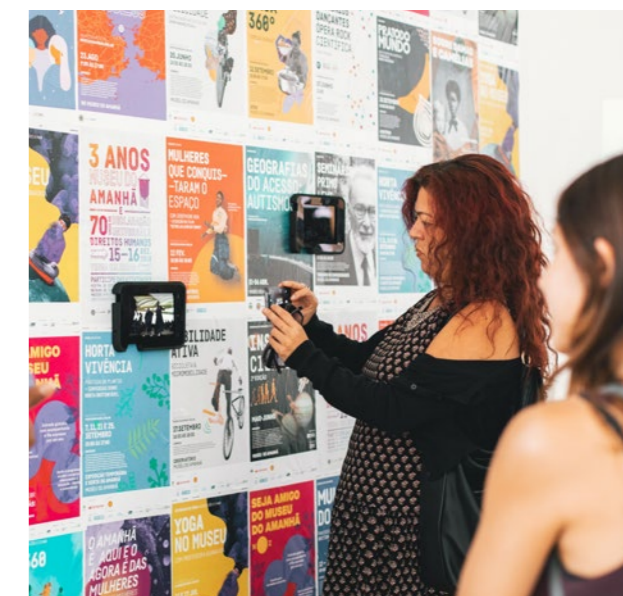
*THE FESTIVAL ADDRESSED ALL THE UN SUSTAINABLE DEVELOPMENT GOALS

Deaf Pride

September is the month of Deaf Pride and to celebrate, we organized a conversation circle on September 22nd, which explored how hearing-impaired people are producing and sharing more and more inspiring videos on YouTube. Youtubers Renan Aprigio, Thainá Silva and Rafaela Silva shared their experiences on producing such videos and how they seek their own training, as well as how they go about building awareness for other content creators to make their content more accessible.

192

TOTAL PARTICIPANTS



Children's Day

Celebrating one more Children's Day, the Museum hosted a series of free activities for children, such as a special session of Learning Experiences in the Vegetable Garden, with planting and a debate about consumption; Bicycle Games for learning to pedal; conversation circles about Active Mobility and yoga classes for children. The program concluded with a presentation by the rhythmic gymnastics team from the Vila Olímpica da Mangueira, which paid tribute to counselor Marielle Franco.

699

TOTAL PARTICIPANTS



Project Super Clam: 3D Maritime Printing

Resident designer at the Activities Laboratory of Tomorrow (LAA), Anja Zachau's research centred on using the shells of shellfish that attach themselves to the Museum's air-conditioning system, to create a paste for 3D printing, and use it to produce sustainable design pieces. On October 8th, Zachau presented the outcome of her work.

20

TOTAL PARTICIPANTS



Sorry to Bother You Festival

On October 4th and 5th, this festival proposed a series of activities for people experiencing homelessness in the city of Rio De Janeiro. The festival was open to the general public and did not require prior registration. On October 4th, visitors were invited to participate in the With One Voice Choir's open rehearsal, as well as in other artistic workshops. On the final day, the Museum hosted the Miss and Mister Street Pageant, created to foster participants' self-esteem.

244

TOTAL PARTICIPANTS

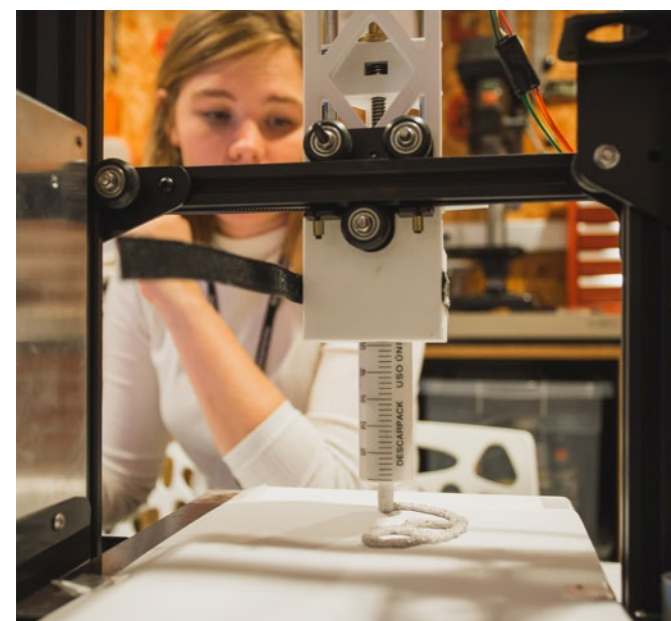


Prototyping a New Food System – Food Printed in 3D

On October 8th, LAA resident Thiago Palhares and his research group – Anete Ferreira, Alexandre Trajman, Fernanda Pereira and Marluce Carvalho – exhibited the results of their residency, which involved building a 3D printer for food production. The group's research, which debated how 3D printing can change our culinary habits, was part of programming for the "What's on Your Plate?" exhibition.

27

TOTAL PARTICIPANTS



Rio Blockchain Conference

On October 15th, the Museum of Tomorrow hosted the Opening Session of this international conference on blockchain, the technology which is changing the way we relate to each other online. Alongside specialists and entrepreneurs from across the world, companies such as Santander, Carrefour and IBM demonstrated how they are leading the implementation of this technology. Executives who spoke on the first day included Cristiano Gomes, leader of the Digital Architecture, Corporate Architecture, and Applied Technology for the Santander Innovation Laboratory; Thiago Guimarães, who works on the IBM software portfolio at the CTO Office, focusing on projects with high added-value; and Julia Carlini, Manager for Food Security and Quality at Carrefour.

324

TOTAL PARTICIPANTS



Leonardo da Vinci and Gastronomy

In the year that the world celebrates 500 years since the death of Leonardo da Vinci, this event on November 7th drew attention to the artist and inventor's little-known skills, during a conversation circle with Fabiano Dalla Bonna, Italian language and literature professor at the UFRJ Humanities Department. The event was hosted in partnership with the Istituto Italiano di Cultura in Rio de Janeiro.

18

TOTAL PARTICIPANTS



Prêmio VerCiência 2019

For its 25th edition, the Prêmio VerCiência had its awards night at the Museum of Tomorrow on November 2nd. The programs "Como Será?", produced and exhibited by TV Globo, and "El Cazador de Cerebros", transmitted by Canal 2 Spanish Radio and Television since 2016, both received awards. After the awards ceremony, an episode of each program was screened, followed by a debate with the directors.



ACCESSI- BILITY

A MORE ACCESSIBLE TOMORROW

Accessibility has always been part of the Museum of Tomorrow's project since the beginning: it is a fundamental element of the building, just like its pillars and skylights. The venue has tactile paving and scale models, ramps, four wheelchairs, elevators, baby-changing areas, accessible bathrooms and universal signage. We also have collaborators trained in sign language to mediated visits with inclusive education institutions. In 2019, we went even further, introducing the Geographies for Access project, which addressed different ways of dealing with the autistic spectrum. As part of this initiative, we inaugurated special educational visits for autistic people and their companions; we installed electric carts for people with limited mobility; and we launched a new version of the Museum application with accessible resources, among other actions. Get to know all our news on this front:

“Walking Through Tomorrow” Mediated Sign Language Visit

In this accessible version of our mediated visit, museum educators who are trained in sign language lead scheduled and unscheduled visits of the Museum for people with hearing impairments.

[Learn more about this feature on page 54]

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PARTICIPANTS IN 2019



Electric Carts

Sponsored by Shell



On July 9th, 2019, with the support of Shell, we inaugurated two electric carts to facilitate visitation for elderly people, people with disabilities and limited mobility. With capacity for eight and four people respectively – one adapted for wheelchair users – the vehicles, which can be recharged directly at the venue, have enough energy to operate all day long, circulating during Museum opening hours around a circuit with four drop off and pick up points.



Museum of Tomorrow Application 2.0

Sponsored by IRB Brasil RE

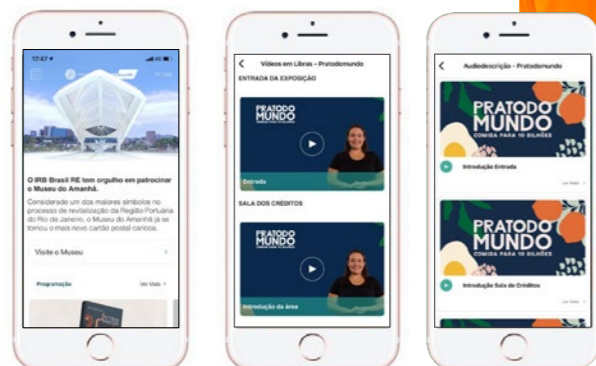


In 2019, the Museum of Tomorrow application entered its second phase, evolving to a more accessible, user-friendly version. There is now an audio description of the main exhibition; an audio guide of the “Food for Tomorrow” exhibit and videos subtitled with sign language. In addition, trivia on the main exhibit and interviews with museum curator, Luiz Alberto Oliveira, are now available in augmented reality. Users can apply filters and special masks to the Museum and access a carousel with the venue’s programming.



Gallery of Forms

Located in the Museum’s west wing, this gallery is accessible for both visually impaired and sighted people, providing an information hub about the permanent exhibition, with descriptions in braille on themes such as the Cosmos, Matter and the Milky Way. Without any physical barriers, such as glass screens or cordons, visitors are encouraged to touch the content on display, such as a globe of the world – and even the graphics.



Geographies for Access: AutismS and Dancing Neurons

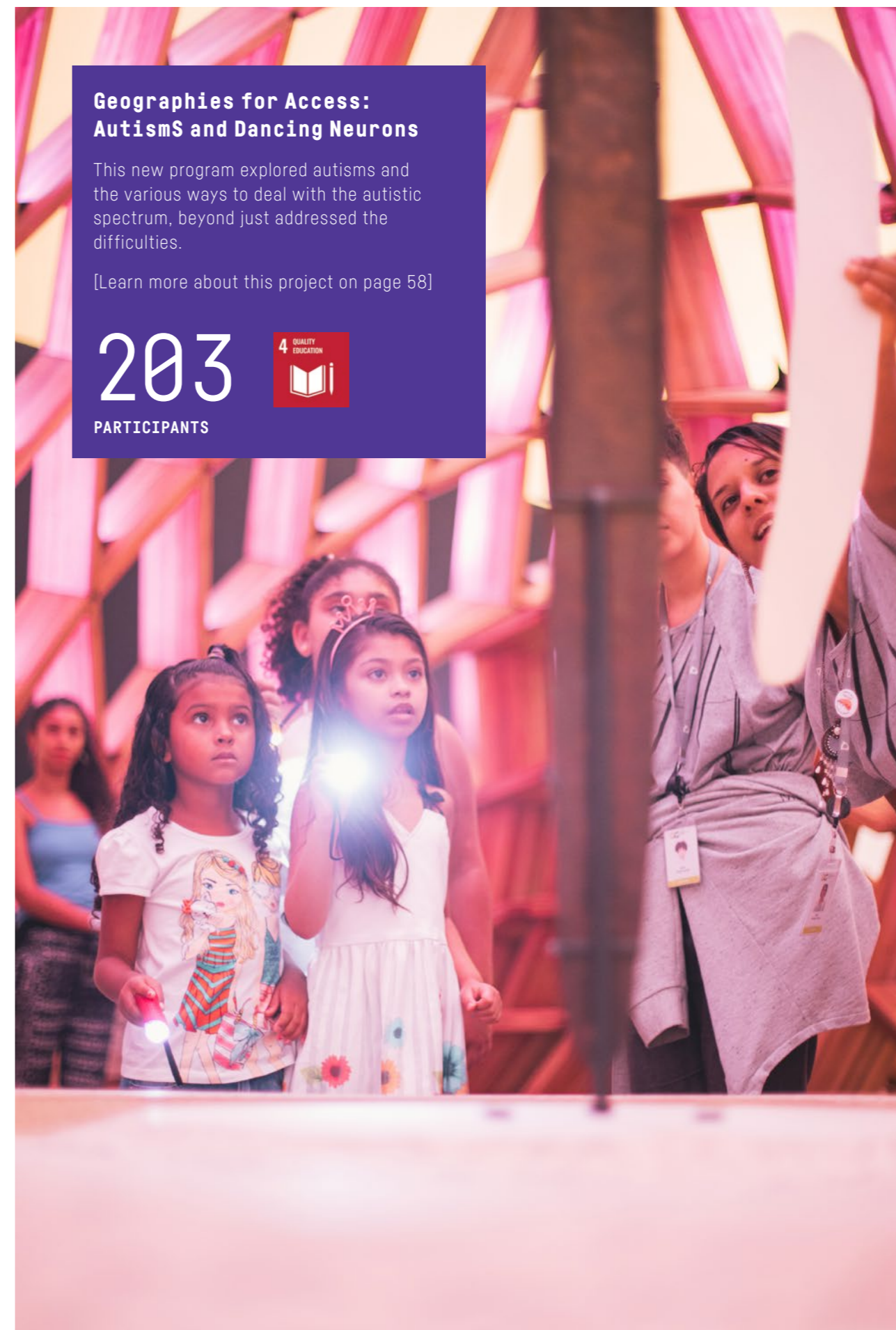
This new program explored autisms and the various ways to deal with the autistic spectrum, beyond just addressed the difficulties.

[Learn more about this project on page 58]

203



PARTICIPANTS



MANAGEMENT

THE IDG

With a solid governance model based on the principles of legal and financial security and transparent management, as well as comprising Executive and Audit Boards and a Compliance Department, the IDG has upheld its credibility and successfully maintained the trust of its network of partners, institutions and various civil society agents.

IDG began as a non-profit organization specializing in managing public cultural centers and the development and implementation of environmental programs. Thanks to know-how and best practices acquired along the way, our organization has successfully expanded and diversified its activities. IDG now also consults on conceiving, modelling, formatting and managing project implementation, developing scopes, fundraising, applying for tax incentives under the relevant legislation (when applicable) and managing all phases of implementation. IDG is also active in managing cultural venues and education programs and developing content and temporary exhibition museography.

IDG is well-connected in the public and private spheres, with a significant national and international network of partners who are all active stakeholders in the continuation of our projects. The organization currently manages the Museum of Tomorrow in Rio de Janeiro and the Paço do Frevo in Recife. In the area of national heritage, IDG is responsible for developing conservation initiatives, consolidating and improving infrastructure on the Cais do Valongo archaeological site, located in the Port Region of Rio de Janeiro and classified as UNESCO World Heritage in 2017.

On the environmental front, IDG is responsible for the operational management of projects under the umbrella of the Biodiversity Conservation Mechanism of the State of Rio de Janeiro, also known as the Atlantic Forest Fund – FMA/RJ. As part of the Technical Cooperation Agreement with the State Secretariat for the Environment (SEA), IDG Ambiental is responsible for structuring and administering all resources deposited into the fund.

Essentially comprising a series of partnerships, IDG is always on the lookout for new paths, sources and alternatives for the diverse scenarios in which the organization is currently active, mitigating crises and offering creative solutions. To this end, IDG works passionately and cooperatively and invests in the development of people, respecting differences and trusting in the multiple talents of each and every person.

Financial Sustainability

In 2019, IDG was confronted with an austere scenario: funding from the Rio de Janeiro City Council, which in 2018 was already reduced to 13% of the total amount, was further reduced to a mere 7% of the Museum of Tomorrow’s budget in 2019.

Under these circumstances, private sector contributions became indispensable, with 53% of our funding sourced from sponsorship. In parallel, we made progress with our participation in ticket sales, which with our increase from 769,000 visitors (2018) to 835,000 (2019), jumped from 20% to 26% of our total income.

Another important source of income were the 66 corporate events the Museum hosted: 37 from private enterprises, 18 from partners and 10 from sponsors, as well as six corporate exhibition mediated visits. Certain events were noteworthy for their innovative format, lasting several days and involving great technical complexity, such as the CBMM Prize for Science and Technology, hosted on August 21st; Rio Investors Day 2019, which took place on December 6th, and the World Scout Education Congress, which occurred from December 9th to 11th.

In the interests of maintaining the Museum’s financial sustainability in 2020, and with our recent experience, we dedicated part of 2019 to applying for tax incentives for 11 under the relevant legislation, submitting them for public and private grant schemes.

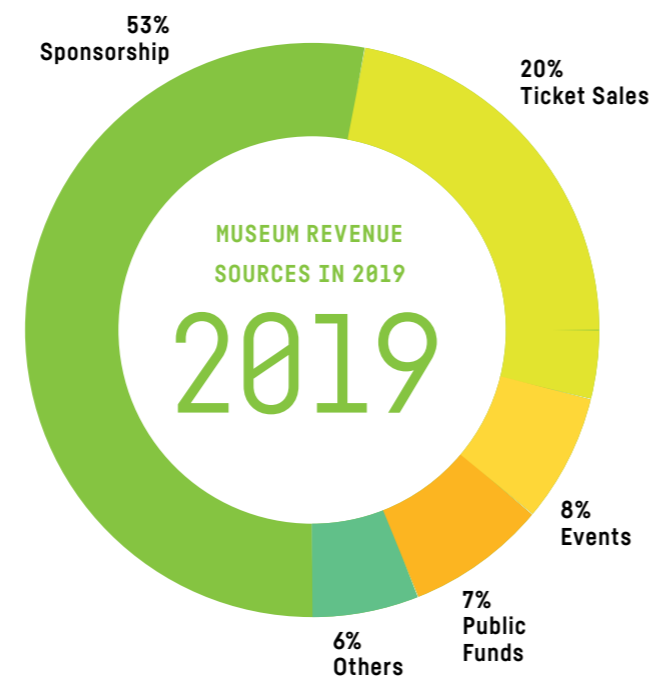
Events

In 2019, we hosted 66 private events, including the following highlights: World Scout Education Congress, the CBMM Prize for Science and Technology Prize, the LARO launch (Bayer), *Viver a Vida* (Fundação Itaú Unibanco), For the Future of Work (CNI) and Investor’s Day (B2W and Lojas Americanas).

THE MUSEUM OF TOMORROW’S FOUR SOURCES OF INCOME ARE:

- **Sponsorships and Donations**
Sponsorships, external project revenue, grants and service exchanges
- **Corporate Events**
Leasing of spaces for corporate and partner events
- **Licensing**
Subcontracting the museum shop, café, restaurant and other licensing contracts
- **Ticket Sales**
- **Other**

MUSEUM REVENUE SOURCES	2018	2019
SPONSORSHIP	60%	53%
TICKET SALES	20%	26%
PUBLIC FUNDS	13%	7%
EVENTS	5%	8%
OTHERS	2%	6%



Financial Statements

This financial statement was audited externally by the firm Maciel Auditores Russel Bedford and published in the Official Gazette of the State of Rio de Janeiro on 10/07/2019.

Financial years concluding on December 31st of 2018 and 2017 [Amounts listed in Brazilian reais].

ASSET	12/31/2018	12/31/2017	12/31/2017
		Re-submitted (Nota 3.15.)	Original
CASH FLOW AND CASH FLOW EQUIVALENT	139.564.926	90.709.561	90.591.035
RECEIVABLES	489.430	429.066	473.476
ADVANCES	165.215	521.836	519.085
RECOVERABLE TAXES	713.362	47.683	47.683
JUDICIAL ASSET FREEZING	19.263	17.663	135.664
CONTINGENCY FOR LOSS	40.000		
INSURANCE POLICIES TO BE ALLOCATED	36.092	209.521	232.678
SPECIAL ASSETS	721.690	-	-
TOTAL CURRENT ASSETS	141.749.978	91.935.330	91.998.621
FIXED ASSETS	3.580.413	2.883.586	2.883.586
INTANGIBLE ASSETS	55.243	57.132	57.132
TOTAL NON-CURRENT ASSETS	3.635.656	2.940.718	2.940.718
TOTAL ASSETS	145.385.634	94.876.048	94.939.339

NET ASSETS AND LIABILITIES	NOTA	12/31/2018	12/31/2017	12/31/2017
			Re-submitted (Nota 3.15.)	Original
SUPPLIERS		4.663.486	2.032.186	2.017.475
LABOR OBLIGATIONS AND SOCIAL SECURITY CHARGES		1.440.940	2.341.830	2.324.964
TAX OBLIGATIONS		843.609	486.064	376.338
FUTURE PROJECTS		132.291.870	86.790.473	86.996.066
TOTAL CURRENT LIABILITIES		139.239.905	91.650.552	91.714.843
LONG-TERM PUBLIC-SECTOR OBLIGATIONS		5.134.750	2.940.719	2.940.719
TOTAL NON-CURRENT LIABILITIES		5.134.750	2.940.719	2.940.719
NET ASSETS				
ORGANIZATIONAL ASSETS		284.777	339.289	339.289
DEFICIT/SURPLUS FOR THE PERIOD		726.202	[54.512]	[54.512]
TOTAL NET ASSETS		1.010.979	284.777	284.777
TOTAL NET ASSETS AND LIABILITIES		145.385.634	94.876.048	94.940.339

LUMAR ASSESSORIA CONTABIL – Thiago Raphael Carneiro | CRC – RJ 123855/0-8

INSTITUTO DE DESENVOLVIMENTO E GESTÃO – Carlos Henrique F. Oliveira | Executive Director

Indicators and targets

For 2019, the Museum of Tomorrow's Board defined 48 Work Plan targets, with activities agreed upon between the IDG and the Rio de Janeiro Municipal Secretary for Culture (SMC). These include:

Strategic partnerships

We have 26 cooperation agreements, licenses and authorizations currently in effect. We also have two memorandums of understanding: one between IDG, the Roquette Pinto Association for Educational Communication and the British Council, regarding the production of televised content on the Inspiring Science program; and another one with the Federal University of West Pará, regarding the exhibition of education and science projects within the context of a future exhibition about Amazonia.

Carbon neutrality [2018]

According to our 2018 data [consolidated in April 2019], the Museum of Tomorrow presented a significant reduction in carbon emissions resulting from electrical and thermal energy, compared to 2017. There were 262.28 tons of CO² equivalent in 2018, compared to 454.57 tons in 2017. As such, there was a 42% reduction in these indirect emissions. In partnership with the Santander Bank and via the Buenos Aires Project, the Museum offset a total of 361 tons of CO² equivalent in carbon credits. With more credits gained than spent, we consider ourselves a net zero carbon footprint Museum.



Overseas collaboration

Fulfilling the goal of establishing partnerships with international institutions, we participated in a research project entitled "Hot Science Global Citizens: the agency of the museum sector in interventions about climate change", conducted by Dr. Fiona Cameron, senior research fellow at the Institute for Culture and Society, Western Sydney University [Australia]. Fiona delivered a lecture at the Observatory of Tomorrow on how museums are important pieces in the debate on global climate change.

Temporary Exhibitions

In 2019, we hosted the prize-winning temporary exhibition "Food for Tomorrow – Feeding 10 billion" (sponsored by Carrefour and supported by IBM, Isla Sementes and the Comida Invisível platform), which was on display from April to October. We beat our goal to present four additional exhibitions: "What's on Your Plate? – Circular Food Systems", "Edible Future – Prototypes for a New Diet" and "Repangeia – a Techno-shamanic Experience in Virtual Reality" (supported by Intel) and "4 million encounters – Memories of Tomorrow".

Visits for everyone

In 2019, aside from our existing educational visits, which are offered in sign language and on specific themes, we launched our Cognitive & Sensorial Visits, for which the permanent exhibition received new interactive elements, expanding access to Museum of Tomorrow content for people with visual impairments, learning difficulties and autism.

Between Neighbors

Almost all the activities and actions from the Community Relations area are targeted at the Museum neighbors. Initiatives with students and teachers from the Port Region include the Between Museums program, which takes students to visit museums across the city; the Neighbors of Tomorrow program, which offers free entry to the nearly 30,000 inhabitants of the region and has almost 5,000 registered members; as well as a range of other activities developed by our Education Program, such as encounters with scientists and lecture on different themes.

Young Souls

In 2018, we welcomed five new young trainees on our staff – three girls and two boys in the Projects and Fundraising, Education, Heritage, Legal and Community Relations departments. The objective was to integrate young people in our team, offering them their first professional opportunity.

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Isabel Feix – Museu do Amanhã

Writer and Editor

Táia Rocha

Research and Content

Carla Guedes – Museu do Amanhã
Gabrielle Monteiro – Museu do Amanhã

Revision

Cláudia Lamego – Museu do Amanhã
Paulo Noriega

Translation

Redlips & Jungle

Graphic Design and Layout

Bad Samaritan

Photos

Albert Andradre
Guilherme Leporace

Alessandro Costa (Shell)
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