



Project

#museunacionalvive

# REPORT 2025

## SUMMARY

<b>PRESENTATION</b>	<b>4</b>	<b>THE PROJECT IN THE MEDIA</b>	<b>54</b>
<b>PAÇO DE SÃO CRISTÓVÃO</b>	<b>6</b>	Press Coverage	55
Start of restoration works in Wing 4	12	Social Media	56
Reinforcement of external walls	14	Audiovisual Products	58
<i>Alípio de Miranda Ribeiro</i> annex building	18	<b>MANAGEMENT AND TRANSPARENCY</b>	<b>60</b>
Architecture and Archaeology	21	Our Partners	61
Museography	21	Financial Support	62
<b>CENTRAL LIBRARY</b>	<b>26</b>	Governance	63
<b>RESEARCH AND EDUCATION CAMPUS</b>	<b>30</b>	Preliminary Budget and Funds Raised	64
<b>MUSEUM AND SOCIETY</b>	<b>32</b>	Sponsorship ties	65
Museu Nacional Station	33	Timeline	66
23 <sup>rd</sup> National Museum Week	34	<b>PROJECT TEAM</b>	<b>68</b>
2 <sup>nd</sup> Reconstruction Dialogues	35		
207 years of the Museu Nacional/UFRJ	37		
“Among Giants”	41		
Audience survey	47		
7 <sup>th</sup> <i>Museu Nacional Vive</i> Festival	48		
<i>Recompõe</i> Campaign	52		



## PRESENTATION

**The year of reunion. The year 2025 entered the history of the Museu Nacional/UFRJ as the moment when the public was once again able to access the interior of the Paço de São Cristóvão, encounter emblematic collections and closely observe the Museum's reconstruction process, which continues to progress at an advanced pace.**

The significant number of more than **63,000 visitors**, in just 77 days of visitation to the exhibition “**Among Giants: An Experience at the Museu Nacional**”, highlights the prominent place the institution occupies in the emotional memory of the people of Rio de Janeiro, as well as the important role it plays in scientific production and dissemination in Brazil.

In order for the Museum to be fully returned to society, work continues to move forward. In 2025, the restoration of the **facades and roofs of wings 2 and 3** of the palace was completed. Restoration works also reached the interior of the palace, including the **Bendegó Meteorite hall** and the Monumental Staircase Courtyard, as well as the facades and roofs of the **rear section of the palace: Wing 4**.

Built in the early **19th century**, this area once housed a chapel used by the Portuguese royal family and, at the time of the **2018 fire**, contained laboratories, administrative offices, and technical storage areas of the institution. When the Museum is reopened, this sector will also host collections and narratives from the future exhibitions.

Another work front initiated in the past year went beyond the limits of the historic palace and reached the **Alípio de Miranda Ribeiro Annex Building**. The building, dating from the **1950s**, is undergoing a major renovation and expansion project aimed at adapting its facilities to the Museum's contemporary needs, including the creation of a **multi-purpose auditorium** and **support spaces for museography**.

These and other achievements of the **Project Museu Nacional Vive (PMNV)** — the result of a technical cooperation between the **Federal University of Rio de Janeiro (UFRJ)**, the **United Nations Educational, Scientific and Cultural Organization (UNESCO)**, and the **Vale Cultural Institute** — are detailed in this **Annual Activities Report**.

The integrated work of approximately **300 workers and specialists** directly involved in the reconstruction of the Museum has produced results aligned with the expectations of Brazilian society, which eagerly awaits the complete reopening of what is **the country's first museum and first scientific institution**.

Carried out through the **Federal Government's Cultural Incentive Law**, this reconstruction journey receives financial support from the **Brazilian Development Bank (BNDES)**; platinum sponsorship from **Vale** and **Bradesco**; silver sponsorship from **Itaú**; bronze sponsorship from **Axia Energia** and **Cosan**; as well as support from the **National Congress, Laranjinha Itaú, Shell** e **J.P. Morgan**. It also benefits from a strategic partnership with the **Ministry of Education (MEC)** and the **Ministry of Science, Technology and Innovation (MCTI)**.

We wish you an enjoyable reading experience and invite you to continue following the developments of this initiative, which represents **the largest cultural and historic built-heritage restoration project in the country**.

[www.museunacionalvive.org.br](http://www.museunacionalvive.org.br)

## EXECUTIVE COMMITTEE

Project Museu Nacional Vive



*“The Museu Nacional is a center of excellence within UFRJ, and its reconstruction represents both a major challenge and a unique opportunity to reaffirm our commitment to the nation’s memory. We can say with great satisfaction: the reconstruction is progressing very well, with concrete results, thanks to rigorous technical work, the dedication of numerous teams, and the support of public and private partners. Each completed stage of the restoration strengthens our determination to return to the country a Museum that is modern, innovative, and accessible, worthy of its history and of its importance to science and culture. We are restoring not only a building, but also a symbol: a space for research, for the training of new scholars, for education, and for encounters with Brazil’s heritage. The Museu Nacional will continue moving forward with responsibility and hope, building a future of knowledge and inspiration.”*

**Roberto Medronho**  
Rector of UFRJ

*“UNESCO celebrates the achievements accomplished in the restoration of the Museu Nacional/UFRJ, an important historic public institution of invaluable significance and a symbol of Brazilian history and diversity. We are proud to continue this partnership, together with a distinguished group of professionals and institutions deeply committed to the full recovery of the Museu Nacional through the Project Museu Nacional Vive. We are enthusiastic about the next stages and the future exhibitions, which will further strengthen the Museum’s relationship with its audiences. The temporary exhibition ‘Among Giants: An Experience at the Museu Nacional’ was a great success, and the remarkable public attendance reinforces UNESCO’s commitment to continue working for the preservation of cultural heritage, the promotion of science, and the expansion of public access.”*

**Marlova Noleto**  
Director and Representative  
of UNESCO in Brazil

*“Vale is very proud to be a partner in the reconstruction of the Museu Nacional, a cultural and scientific heritage site fundamental to our history. It is extremely gratifying to see the results of another year of significant progress in the works, as well as the collaboration of public and private institutions united around the common purpose of returning the Museum to society. The engagement with society in 2025 also deserves special recognition, particularly through exhibitions such as ‘Among Giants’, which welcomed more than 63,000 visitors, and through activities with schools that mobilized students and teachers around the Museum’s content.”*

**Grazielle Parenti**  
Executive Vice President of  
Sustainability at Vale

*“It was not an easy year, but thanks to the work of many people, the reconstruction activities of the Museum continued — and they were not limited to the palace. Even if only for a short period, it was also gratifying to see the public visiting the exhibition ‘Among Giants’ inside the palace, reconnecting with beloved pieces such as the Bendegó meteorite and discovering new highlights such as the 15.7-meter sperm whale suspended above the monumental staircase! Dom Cachaló has already become one of the institution’s iconic pieces and made all the institutional and technical efforts involved in assembling this magnificent specimen worthwhile. Enormous challenges remain. Among them is ensuring the long-term maintenance of the Museum’s spaces — something that must remain on everyone’s horizon. As I complete my second term, I take my leave with the hope that one day I will be able to see the Museum’s exhibitions once again in the Paço, inspiring and fascinating all who visit.”*

**Alexander W. A. Kellner**  
Director of the Museu Nacional/UFRJ

# PALÇO DE SÃO CRISTÓVÃO

2018

**FIRE DEVASTATES  
THE MUSEUM  
HEADQUARTERS**

PHOTO: TÂNIA RÉGO/AGÊNCIA BRASIL



2022

**ROOF  
RESTORATION  
WORKS BEGIN**

PHOTO: FELIPE COHEN/PMMV



**FACADE  
OF WING 1  
RESTORED**



PHOTO: MOISÉS PIMENTEL



# 2025

**ROOFS AND  
FACADES OF  
WINGS 1, 2, AND 3  
RESTORED**



PHOTO: FELIPE COHEN/PMMV



PHOTO: FELIPE COHEN/PMMV

**RESTORATION  
WORKS BEGIN  
IN WING 4**

## PAÇO DE SÃO CRISTÓVÃO

Following the development of emergency actions and technical projects, construction works at the headquarters of the Museu Nacional/ UFRJ began in 2021 and continue to progress toward the complete reconstruction of the historic building.

In 2025, the meticulous restoration work — guided by principles of **preservation, safety, and sustainability** — produced significant results, among which the following stand out:



PHOTO: FELIPE COHEN/PMNV

THE FACADES OF THE PALACE'S LATERAL WINGS RESTORED



PHOTO: FELIPE COHEN/PMNV

THE ROOFS ALSO REBUILT

- Restoration of all facades and roofs of the palace's lateral wings, including the restoration of ornamental elements and the recovery of metalwork and window frames
- Execution of floor slabs in the front and lateral wings
- Structural reinforcement of openings
- Consolidation of masonry
- Installation of lightning protection systems (LPS) and rainwater drainage systems



*"The progress achieved in the restoration of the Paço confirms the technical excellence of the projects currently underway and the high level of the teams dedicated to the reconstruction of the Museu Nacional. Our commitment is to conduct this process with rigor, responsibility, and transparency, in order to return to society a heritage site essential to Brazilian history, fully restored in its museum function and in its artistic and historical values."*

**Lucia Basto**  
Architect and Executive Manager  
Project Museu Nacional Vive



**STRUCTURAL SLABS COMPLETED IN THE PALACE'S FRONT WING**

**STRUCTURAL REINFORCEMENT AND MASONRY CONSOLIDATION WORKS**

## START OF RESTORATION WORKS IN WING 4

The restoration of the rear wing of the palace began in 2025. The first phase of works covers a **total area of 4,100 m<sup>2</sup>** and includes the following services:

- Regeneration of internal masonry
- Structural reinforcement of openings
- Restoration of the parapet and decorative elements
- Restoration of metal elements



SCAFFOLDING INSTALLATION IN WING 4

## PAÇO DE SÃO CRISTÓVÃO

- Production and installation of new window frames
- Facade restoration
- Construction of the roof slab

After this phase, new work fronts will be contracted, including one for the **installation of a skylight**, which is already included in the Museum's architecture and restoration project approved by Iphan.



THE INTERNAL MASONRY WILL ALSO BE RESTORED



THE WING WILL FEATURE A SKYLIGHT, IMPROVING NATURAL LIGHTING

## REINFORCEMENT OF EXTERNAL WALLS

Another successful work front was the **structural consolidation of the walls surrounding the palace**, particularly the one that protects the historic *Jardim das Princesas*.

For the drainage of these structures, **perforated PVC pipes and geotextile membranes** were used to ensure proper water flow.



PHOTO: FELIPE COHEN/PMMV

THE WALLS AND VEGETATION IN THE AREA ALSO RECEIVED CRACK TREATMENT AND PEST CONTROL SERVICES



PHOTO: FELIPE COHEN/PMMV

PAÇO DE SÃO CRISTÓVÃO

## ALÍPIO DE MIRANDA RIBEIRO ANNEX BUILDING

Adjacent to the historic palace, the Alípio de Miranda Ribeiro Building is undergoing a **major renovation and expansion project**. The site will house a **multi-purpose auditorium, technical areas and support spaces for museology, changing rooms and a cafeteria for staff**, among other sectors essential for the functioning of the institution.



PHOTO: FELIPE COHEN/PMNV

The first phase of works includes demolition activities, structural reinforcement of existing beams, columns, and walls, as well as the construction of floor slabs and basement spaces.



PHOTO: FELIPE COHEN/PMNV



PHOTO: FELIPE COHEN/PMNV

## PAÇO DE SÃO CRISTÓVÃO

Another highlight of the project is the **construction of a tunnel connecting the annex building to the palace**, facilitating staff circulation and encouraging visitors to participate in activities held in the future auditorium.



*"The Alípio Building is part of the architectural complex of the Paço and, once the renovation is completed, this integration will become more evident to the public. This is especially true because the project for this area also includes the construction of a walkway connecting the top of the building to the Museum's North Garden, as well as an external ramp linking the building to other attractions within Quinta da Boa Vista."*

Larissa Graça  
Architect and Technical and Strategic Manager  
Project Museu Nacional Vive

**WATCH THE VIDEO ABOUT  
THE CONSTRUCTION WORKS**

## ARCHITECTURE AND ARCHAEOLOGY

During **2025**, archaeological research and monitoring activities resulted in discoveries of significant historical interest, which were incorporated into the architectural projects for the palace and the annex building.

**19th-century archaeological finds**, such as the **double columns at the entrance to the Twisted Beams Room (Wing 1)** and the **cistern in the northern surroundings of the Paço (near the annex building)**, will be accessible to visitors.



PHOTO: FELIPE COHEN/PMMV

THE DOUBLE COLUMNS APPEAR IN HISTORICAL RECORDS FROM 1864 AND WERE LIKELY WALLED UP DURING THE RENOVATION OF THE 1910S. THE STRUCTURES ARE WELL PRESERVED AND WILL BE PROTECTED SO THAT THEY CAN, IN THE FUTURE, BE INTEGRATED INTO THE EXHIBITION ROUTE DEDICATED TO THE HISTORY OF THE PALACE.

The **former cistern** was part of the water management system that supplied the palace in the **19th century**. The decision to preserve this archaeological find and make it accessible to the public led to revisions in the expansion project of the annex building and was endorsed by **Iphan**.



THE CISTERN APPEARS IN A RECORD FROM 1860. KLUMB, REVERT HENRIQUE; ROBIN, PAULO  
ST. CHRISTOVÃO: VUE DU PALAIS IMPÉRIAL. RIO DE JANEIRO: OFFICINA DE PAULO ROBIN; PHOTOGRAPHIA BRAZILEIRA, 1860



THE CISTERN WILL BE VISIBLE AND ACCESSIBLE TO THE PUBLIC AFTER THE RENOVATION

## PAÇO DE SÃO CRISTÓVÃO

The final excavations at the former **Chapel of Saint John the Baptist** — where the remains of the apse and a central masonry structure had already been revealed — resulted in the identification of an even deeper structure associated with the **water collection system**, featuring a finely finished drainage channel.

The entire area has been protected to ensure that the recently initiated works in **Wing 4** can proceed without risking damage to these historical remains.

Further results:

- Identification of preserved sections of the palace's former kitchens, as well as artifacts associated with the daily life of workers
- Documentation of the research through 3D scanning of archaeological structures of interest
- Curation of the artifacts discovered
- Public outreach activities, including the presentation of objects at Museum events



PHOTO: FELIPE COHEN/PMMV

EXCAVATIONS IN THE AREA OF THE FORMER CHAPEL



PHOTO: FELIPE COHEN/PMMV

PROTECTED AREA FOR WORKS IN WING 4

## MUSEOGRAPHY

In 2025, a team composed of museologists, researchers, and technical staff from the Museu Nacional/UFRJ, together with specialists from the Project Museu Nacional Vive, completed the conceptual museography design for the four exhibition circuits that will occupy an area of nearly 7,000 m<sup>2</sup> inside the Paço de São Cristóvão.

RENDER OF THE “CULTURAL DIVERSITY”  
EXHIBITION CIRCUIT



In addition, the pre-executive design for the “History, Science and Society” circuit has been developed. The project emphasizes public engagement with collections and information related to the trajectories of the Museum, the Paço, and science in Brazil, while also encouraging the appreciation of historic ornaments, architectural features, and archaeological findings within the building.



RENDER OF THE “HISTORY, SCIENCE AND SOCIETY” EXHIBITION CIRCUIT

At this stage, the layout of galleries and visitor circulation flows, as well as the typologies of display cases and exhibition supports, among other key elements, were defined to ensure the technical quality and narrative coherence of the exhibitions.

RENDER OF THE "BRAZILIAN ENVIRONMENTS" EXHIBITION CIRCUIT

Accessibility consulting and the technology project are currently underway.



RENDER OF THE “UNIVERSE AND LIFE” EXHIBITION CIRCUIT



# **CENTRAL LIBRARY**

## CENTRAL LIBRARY

The **Central Library** of the Museu Nacional/ UFRJ will be delivered to the academic community in 2026, following the completion of works and services currently underway:

- Completion of electrical installations and civil works
- Installation of surveillance cameras
- Implementation of the air-conditioning system
- Installation of the fire prevention and firefighting system





With more than 500,000 volumes, including rare works that once belonged to Brazil's imperial family, the Library is one of the most important in South America. The renovation currently underway is the largest in its history and has already resulted in benefits such as:

- An additional 2,000 m<sup>2</sup> of usable space
- An auditorium with 142 seats, equipped with all required safety and accessibility features
- New rooms for classes, reading, and publication storage
- A room for audiovisual screenings
- A laboratory for the restoration and conservation of books



# RESEARCH AND EDUCATION CAMPUS

## RESEARCH AND EDUCATION CAMPUS

The actions carried out by the **Project Museu Nacional Vive** that contribute to the implementation of the **Museu Nacional/UFRJ Research and Education Campus** have been completed.

Three **emergency modules with laboratories**, delivered in **2024**, supported the work of dozens of Museum researchers throughout **2025**. Each module has a **total area of 798 m<sup>22</sup>** and is equipped with **modern compact shelving systems** and all the essential resources required for the **conservation and handling of scientific collections**.

For more information about the works at the Campus, please refer to the publication [“Challenges and Overcoming: The Management of the Museu Nacional/UFRJ 2018–2026.”](#)



THE MODULES ARE EQUIPPED WITH COMPACT SHELVING SYSTEMS AND OTHER RESOURCES NECESSARY FOR THE PROPER OPERATION OF THE UNITS

# MUSEUM AND SOCIETY

## MUSEU NACIONAL STATION

The **Museu Nacional Station**, located at the Research and Education Campus, received **1,256 visitors in 2025**. The exhibition “A Museum of Discoveries” remains on display at the site, featuring collections related to themes such as **biodiversity, environmental conservation, cultural diversity, the history of science, and evolution.**

Original fossils — including that of the Brazilian dinosaur *Berthasaura leopoldinae* — and Egyptian artifacts recovered after the fire are among the highlights of the exhibition. Visitation is free of charge and must be scheduled in advance for groups of at least 10 people via email at: [agendamento.nap@mn.ufrj.br](mailto:agendamento.nap@mn.ufrj.br)



## MUSEUM AND SOCIETY

# 23<sup>RD</sup> NATIONAL MUSEUM WEEK

In 2025, the Project Museu Nacional Vive took part in the program marking InterMuseu Nacional Day (May 18) by organizing **special visits for workers involved in the restoration works of the Paço to the Museu Nacional Station.**

Through interaction with the collections, the activity — carried out in partnership with Construtora Biapó — offered the workers a glimpse of the future Museum they are helping to rebuild.

[WATCH THE COVERAGE BY TV GLOBO OF ONE OF THE VISITS](#)



## MUSEUM AND SOCIETY

# 2<sup>ND</sup> RECONSTRUCTION DIALOGUES

In June 2025, the second edition of the program “**Reconstruction Dialogues**” took place, bringing together researchers, Museum specialists, and representatives of Indigenous communities who contribute to the development of the new exhibitions.

Under the theme “**Indigenous Collections and Curatorship: Experiences and Challenges,**” the meeting discussed the process of renewing the Museum’s ethnographic collections, driven by the direct collaboration of several Indigenous communities — through the donation of collections, the sharing of narratives and knowledge, and the establishment of protocols for the preservation and display of artifacts.

The event took place in a room within the Paço de São Cristóvão, marked by the presence of large beams twisted by the fire of 2018. It was live-streamed on the Museum’s YouTube channel and remains available on the platform.

[WATCH THE FULL EVENT](#)



PHOTO: DIOGO VASCONCELOS/MN

THE MEETING TOOK PLACE INSIDE THE PAÇO DE SÃO CRISTÓVÃO



CREUZA KADIWEU



SALOMÃO TIKUNA



GLICÉRIA TUPINAMBÁ



YKARUNÍ NAWA



TONICO BENITES



BARTOLOMEU PANKARARU



GUSTAVO CABOCO



JOÃO PACHECO DE OLIVEIRA

## 207 YEARS OF THE MUSEU NACIONAL/UFRJ

Around **5,000 people** took part in the celebration marking the 207th anniversary of the Museu Nacional, held in June 2025. Under the theme “**Science, Culture and Memory**,” the free program took place at Quinta da Boa Vista and featured more than **50 interactive activities**, including exhibitions of scientific collections, educational games, guided visits through the park, screenings of videos about the reconstruction of the Museum, and cultural performances.



PHOTO: FELIPE COHEN/PMNV



PHOTO: DIOGO VASCONCELOS/MNV

COLLECTIONS SHOWCASE



PHOTO: FELIPE COHEN/PMMV

HANDS-ON WORKSHOP ON RESTORATION



PHOTO: FELIPE COHEN/PMMV

EDUCATIONAL GAMES



PHOTO: ANINA BAYER/MNV

SAMBA DA VOLTA GROUP



CORDÃO DA TIA JUCA GROUP



*"It is a great honor to take part in the celebration of the 207th anniversary of the Museu Nacional, which is extremely important to our North Zone of Rio de Janeiro. I hope the Museum returns stronger than ever, that children and adults can once again enjoy visiting it, and that the Museum and samba always remain closely connected, because this is our history – the history of our country!"*

**Hudson Santana**  
Musician and composer (Samba da Volta Group)



UNICIRCO MARCOS FROTA GROUP

The event, organized by the Museu Nacional/ UFRJ together with its partners from the Project Museu Nacional Vive, also received support from the Carlos Chagas Filho Foundation for Research Support of the State of Rio de Janeiro (FAPERJ).

[WATCH THE VIDEO  
COVERAGE OF THE  
ANNIVERSARY:](#)



JUNTA LOCAL FAIR



AUDIENCE DURING A PERFORMANCE BY THE  
"RASTAPÉ NAS ALTURAS" QUADRILHA GROUP

## MUSEUM AND SOCIETY

# “AMONG GIANTS: AN EXPERIENCE AT THE MUSEU NACIONAL”

Between July and September 2025, more than 63,000 people experienced an emotional visit inside the Paço de São Cristóvão through the exhibition “Among Giants.”

This temporary program allowed the public to access the iconic Bendegó meteorite — a symbol of the institution’s resilience; a 15.7-meter-long sperm whale skeleton; works by the Indigenous visual artist Gustavo Caboco; as well as various ornaments, videos, and photographs related to the Museum’s history and reconstruction.

All tickets initially made available were claimed in less than 48 hours on the Sympla platform. The high demand led to the extension of the experience for an additional 30 days, along with the expansion of visitor reception and mediation strategies.

The experience concluded on September 28, 2025.



**OFFICIAL OPENING FOR THE PRESS AND PMNV PARTNERS INCLUDED THE PRESENCE OF THE MINISTER OF EDUCATION, CAMILO SANTANA; THE RECTOR OF UFRJ, ROBERTO MEDRONHO; AND THE VICE-DIRECTOR OF THE MUSEU NACIONAL, ANDREA COSTA**



PHOTO: DIOGO VASCONCELOS/MN



**MORE THAN 1,500 STUDENTS AND 130 EDUCATORS FROM THE PUBLIC SCHOOL SYSTEM ACCESSED THE CONTENT THROUGH GUIDED VISITS**



PHOTO: FELIPE COHEN/PMNV



GUIDED VISIT LED BY THE WAPICHANA VISUAL ARTIST GUSTAVO CABOCO



RECONSTRUCTION WORKERS WERE SPECIALLY INVITED



UFRJ STUDENTS VISITED THE MUSEUM



UNIVERSITY STAFF ALSO EXPERIENCED THE EXHIBITION



PHOTO: FELIPE COHEN/PMMV



PHOTO: FELIPE COHEN/PMMV

## More than 200 employees of BNDES and Vale brought their families to the experience



*"It was moving to welcome people back to the Museum and to offer this opportunity for direct interaction with our collections. We were able to test solutions that we are developing for our permanent reopening, observe how we are reaching different audiences, and understand how we can present the Museum's content in an even more engaging way."*

**Juliana Sayão**  
Director of Museum and Society Integration (MN/UFRJ)



*"Beyond the collections on display, we were delighted to engage with the public about the history of the palace and about how this reconstruction process is unfolding. It is essential that society increasingly takes ownership of the Museum, understands what is happening now, and envisions what it will become in the future."*

**Caio Gonçalves Dias**  
Manager of New Exhibitions | Project Museu Nacional Vive



**SPECIAL VISITS FOR WORKERS AT QUINTA DA BOA VISTA**



*"It was wonderful – we didn't want to leave! Experiences like this generate so much learning, not only for the children but also for us, teachers. We hope to come back many more times with our students."*

**Luciana Rangel**  
Teacher | Professor Lauro Travassos Municipal School



**GUIDED SESSIONS IN BRAZILIAN SIGN LANGUAGE (LIBRAS) FOR NEURODIVERGENT AUDIENCES**



*"It was very moving to see people coming in, amazed by the restoration work, and to know that we were part of it. Seeing the children's joy and feeling the same way they did was truly special."*

**Antônio de Sousa Paiva**  
Blacksmith



**ATHLETES FROM THE FLAMENGO OLYMPIC TEAM VISITED THE EXPERIENCE AT THE INVITATION OF AXIA ENERGIA, ONE OF THE SPONSORS OF THE PROJECT MUSEU NACIONAL VIVE (PMNV)**



*"I felt immense satisfaction, real happiness seeing how the Museum is turning out. I'm sure it will be even better, because Quinta da Boa Vista Park is a wonderful park and it needs the Museum open to bring even more activity and good things for all of us!"*

**Creusa Delfino**  
Food kiosk owner at Quinta da Boa Vista

**[WATCH THE VIDEO ABOUT "AMONG GIANTS"](#)**



**A VACCINATION CAMPAIGN BY THE RIO DE JANEIRO MUNICIPAL HEALTH DEPARTMENT BROUGHT ZÉ GOTINHA TO THE PALACE**

## AUDIENCE SURVEY

Event:

“Among Giants: An Experience at the Museu Nacional”

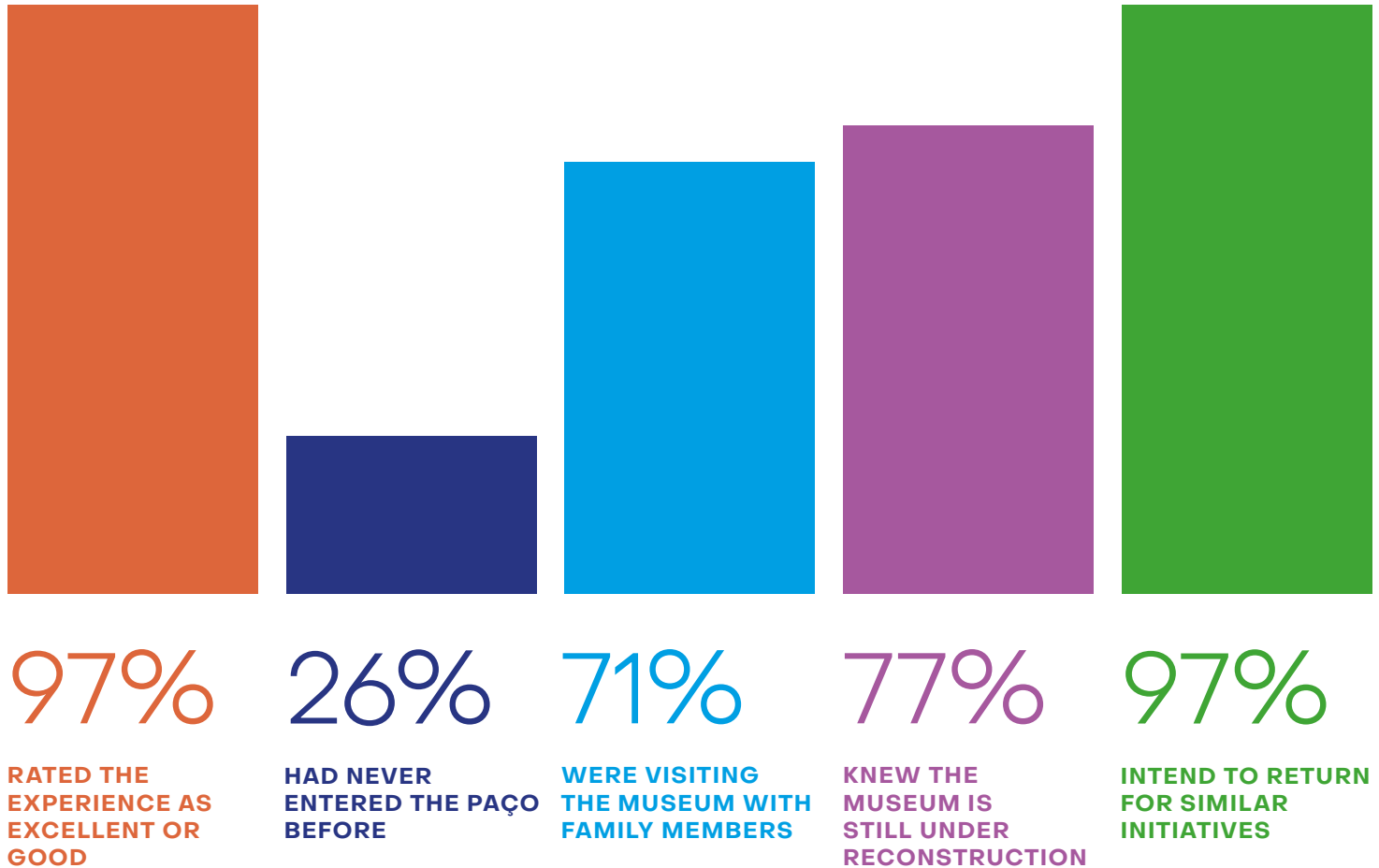
312 in-person interviews conducted on August 31, 2025

**Margin of error:**  
3.16 percentage points

**Confidence interval:** 95,5%

**Implementation and systematization:**  
GERP Strategic Research

# Overall event evaluation



## MUSEUM AND SOCIETY

# 7<sup>TH</sup> MUSEU NACIONAL VIVE FESTIVAL

On **August 31**, around 7 thousand people went to Quinta da Boa Vista Park to attend the **Museu Nacional Vive Festival 2025**. In its seventh edition, the event celebrated another annual cycle of the Museum's reconstruction and mobilized dozens of researchers and technicians from the institution, who shared knowledge and presented scientific collections to the public.

Throughout the entire day, the experience **"Among Giants,"** installed inside the Paço, recorded a daily visitation record: **2,189 people**. The program was enriched by cultural presentations, educational visits and another edition of the **Junta Local Fair**.



PHOTO: FELIPE COHEN/PMNV



## DISPLAY OF SCIENTIFIC COLLECTIONS AND VIRTUAL REALITY EXPERIENCES

PHOTO: FELIPE COHEN/PMNV



EXHIBITION OF SCIENTIFIC COLLECTIONS



EDUCATIONAL VISITS THROUGH QUINTA IN PARTNERSHIP WITH THE PROJECT "ROLÉ CARIOCA"



PHOTO: FELIPE COHEN/PMMV

**PRESENTATION OF THE PROJECT CAPOEIRA WITH SCIENCE (ABADÁ-CAPOEIRA SCHOOL + UFRJ)**



PHOTO: FELIPE COHEN/PMMV

**SAMBA PERFORMANCE WITH GRUPO ARRUDA**



PHOTO: TASSO MONTENEGRO/MNV

**JUNTA LOCAL FAIR**



PHOTO: FELIPE COHEN/PMMV

**VACCINE ADMINISTRATION IN THE PARK AND A VISIT BY ZÉ GOTINHA INSIDE THE PALACE**



*“Our project had the honor of bringing more than six hundred participants to visit Quinta da Boa Vista and the Museum — spaces in the city that hold so many narratives and so much history. This kind of heritage education becomes especially powerful when we visit a place like this.”*

Bia Novellino  
Coordinator of Rolé Carioca project

**WATCH THE VIDEO  
WITH COVERAGE  
OF THE EVENT**

## MUSEUM AND SOCIETY

# RECOMPÕE CAMPAIGN

Launched in 2021, the campaign to rebuild the scientific and ethnographic collections of the Museu Nacional/UFRJ has already resulted in the donation of **16,781 items**. Of this total, **1,940** are confirmed for future long-term exhibitions.

### HIGHLIGHTS

In 2025, the Museum received the donation of **2,183 items**, including:

**Galena mineral sample**  
Donated by Sindipedras



**Peruvian amphora**  
Donated by Suely Waddington

**Plant fossil from the  
Chapada do Araripe (Ceará)**  
Donated by Teresa Su



**189 items incorporated into the  
Museum's collections**

Donated by the Swedish Museum  
of Natural History, Stockholm



**Scoops**

Donated by Meiry Naoko Miyamoto  
and Akio Miyamoto

# THE PROJECT IN THE MEDIA

THE PROJECT IN THE MEDIA

PRESS COVERAGE

News reports highlighting the activities of the Project Museu Nacional Vive

ONLINE

366

TV

19

RADIO

64

PRINT

20

MEDIA VALUE

R\$ 32 million\*

\*Estimated amount based on the advertising rate cards of media outlets, if an equivalent advertising value were calculated for the period between January and December 2025.



## THE PROJECT IN THE MEDIA

# SOCIAL MEDIA

### THE MUSEUM'S SOCIAL MEDIA COMMUNITY

281,000  
followers

### SPECIAL PROJECT CONTENT ON INSTAGRAM

2,722,000  
views

### Videos featuring testimonials from the team and visitors of "Among Giants"

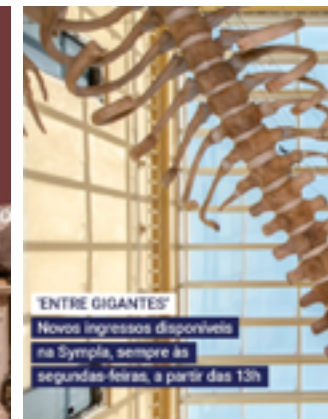
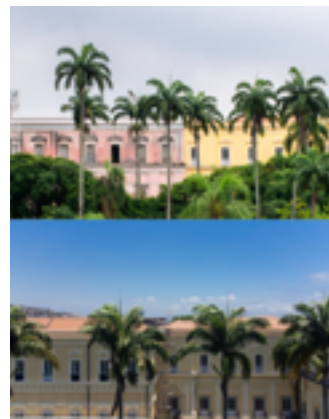
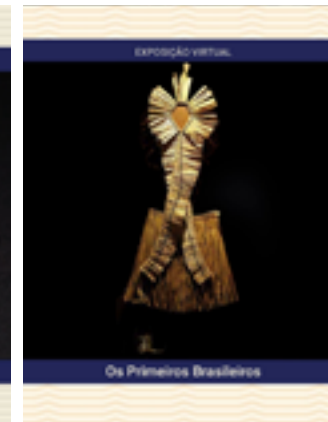
314,000  
views

### Videos by digital influencers (voluntary partnerships)

713,000  
views

### Acknowledgements to the profiles:

@about\_rio, @agendabafafa, @boa.historia, @carolcapraoficial, @didicadorio, @fuiserviajantepelorio, @gordinhadealma, @inaciobotto, @marezans, @marlon.films, @oquefazernorio, @patriurota, @rioantigo, @rioetc, @rioeventos\_rio, @riomemorias, @rolecarioca, @roteirosdacarioca, @saocristovaojr, @tatymynssen



THE PROJECT IN THE MEDIA

# SOCIAL MEDIA

POSTS IN COLLABORATION WITH  
PARTNER INSTITUTIONS, ARTISTS,  
AND CULTURAL GROUPS

## 963,000

views

AXIA ENERGIA

BNDES

BRADESCO

CORDÃO DA TIA JUCA

FEIRA JUNTA LOCAL

GUSTAVO CABOCO

GRUPO ARRUDA

VALE CULTURAL INSTITUTE

MINISTÉRIO DA EDUCAÇÃO

SECRETARIA DE SAÚDE DO RIO

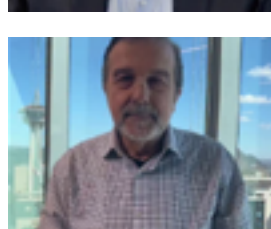
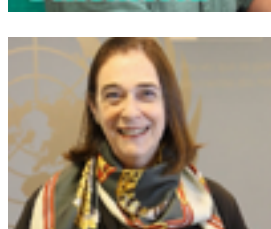
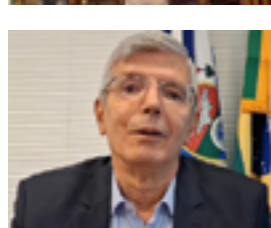
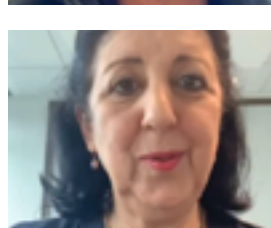
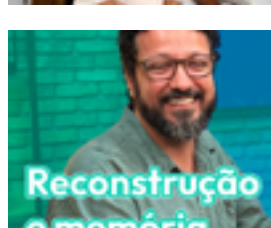
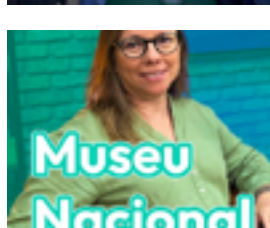
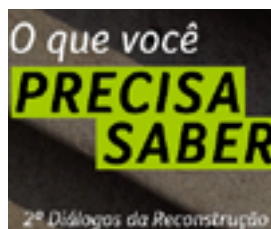
SAMN

SAMBA DA VOLTA

UFRJ

UNESCO

UNICIRCO



## AUDIOVISUAL PRODUCTS

2<sup>nd</sup> Reconstruction Dialogues



2024 RETROSPECTIVE



Architectural Project of the Paço



Reconstruction Timeline Exhibition



Archaeology in the Paço



Milestones of the Reconstruction



Assembly of the sperm whale



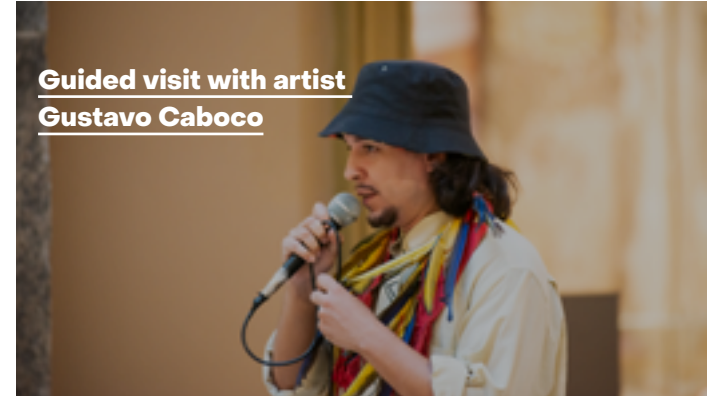
**207 years of the Museu Nacional**



**Restorer's Day**



**Guided visit with artist Gustavo Caboco**



**Works at the annex building**



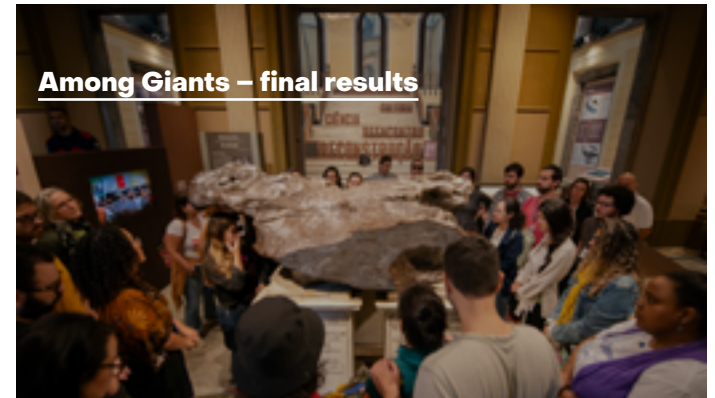
**Progress in the restoration of the Paço**



**7th Museu Nacional Vive Festival**



**Among Giants – final results**



# MANAGEMENT AND TRANSPARENCY

# OUR PARTNERS

## PROJETO MUSEU NACIONAL VIVE

### COOPERAÇÃO



### APOIO FINANCEIRO



### PATROCÍNIO PLATINA



### PATROCÍNIO PRATA



### PATROCÍNIO BRONZE



### APOIO



### INSTITUIÇÕES GESTORAS

ASSOCIAÇÃO AMIGOS DO MUSEU NACIONAL  
FUNDAÇÃO COPPETEC  
FUNDAÇÃO UNIVERSITÁRIA JOSÉ BONIFÁCIO  
PRÓ-REITORIA DE GESTÃO E GOVERNANÇA - UFRJ  
UNESCO

### BENEMÉRITOS



### APOIO ESTRATÉGICO

MINISTÉRIO DA  
EDUCAÇÃO

MINISTÉRIO DA  
CIÊNCIA, TECNOLOGIA  
E INOVAÇÃO

### REALIZAÇÃO

MINISTÉRIO DA  
CULTURA



## MANAGEMENT AND TRANSPARENCY

# FINANCIAL SUPPORT

In 2025, the **Brazilian Development Bank (BNDES)** expanded its financial support to the Project Museu Nacional Vive (PMNV), reaching a total of R\$100 million allocated to the reconstruction of the Museu Nacional/UFRJ.

Since 2020, resources from the BNDES Cultural Fund have been applied to the **restoration of the Paço de São Cristóvão**, the renovation of the **Central Library**, **communication and public engagement** initiatives related to the Project, and the structuring of an endowment fund aimed at ensuring the Museum's long-term financial sustainability.

The additional support of R\$50 million is enabling the **restoration works of Wing 4**.

*"In November 2024, during the G20 Social Summit, we publicly committed to bringing the Museu Nacional back to life. President Lula's government is committed to restoring culture, which was so harshly neglected in other times, and the Bank is part of this effort. BNDES is the institution that has most supported Brazil's historic heritage, with a portfolio of more than 400 projects."*

**Aloizio Mercadante**  
President of BNDES



PHOTO: DIOGO VASCONCELOS/MN

**THE ANNOUNCEMENT OF THE NEW BNDES FINANCIAL CONTRIBUTION BROUGHT PARTNERS TOGETHER AT THE MUSEUM HEADQUARTERS**

## GOVERNANCE

### Executive Committee + Technical Management Group

The main deliberative body, this committee is responsible for the strategic guidelines on the planning, implementation, monitoring, communication and evaluation of the project and for the coordination of the Technical Management Group.

It is formed by representatives of UFRJ, Museu Nacional, UNESCO, Vale Cultural Institute and representative of civil society.

### Institutional Committee

Consultative in nature, with the participation of partners from different governmental spheres, this committee aims to ensure transparent communication with society.

It is formed by representatives of the following institutions: Brazilian Academy of Sciences, São Cristóvão Community Chamber, Government of Germany, Government of Austria, Government of the State of Rio de Janeiro, Instituto Goethe, Government of Portugal, ICCROM, IPHAN, ICOM, SAMN, MEC, Rio de Janeiro City Hall, SBPC, UFRJ, Museu Nacional, BNDES, Vale Cultural Institute and UNESCO.

### Safety and Sustainability Working Group Reopening

Coordinated by BNDES, the WG aims to point out guidelines for safe and sustainable operation of the Museum after its reopening.

It is formed by representatives of BNDES, UFRJ/Museu Nacional, UNESCO, Vale Cultural Institute and SAMN (Friends of the Museu Nacional Association).

## MANAGEMENT AND TRANSPARENCY

### PRELIMINARY BUDGET

Estimated total budget for: restoration of the Paço and the annex building, implementation of the Research and Education Campus, renovation and expansion of the Central Library, and development of educational activities through 2028.

R\$ 527,7 million

### FUNDS TO BE RAISED

R\$ 164,3 million

### FUNDS RAISED

#### FEDERAL GOVERNMENT

Parliamentary amendments	R\$ 56,4 million
BNDES	R\$ 100 million
MEC	R\$ 44,3 million
MCTI	R\$ 20 million

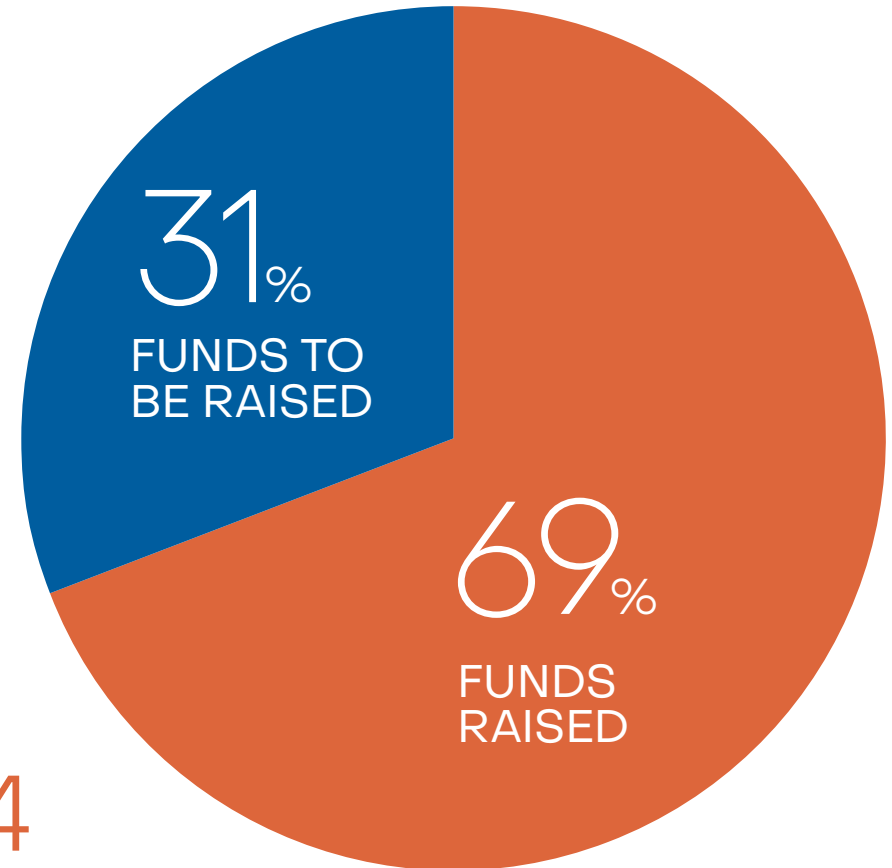
#### PRIVATE SECTOR

Vale	R\$ 50,5 million
Bradesco	R\$ 50 million
Itaú	R\$ 13 million
Axia Energia	R\$ 5 million
Cosan	R\$ 9,5 million
Shell	R\$ 2 million
J.P. Morgan	R\$ 1 million

#### OTHER

Financial income	R\$ 11,5 million
IRB	R\$ 200 thousand
Donations from individual	R\$ 111,7 thousand

**TOTAL** R\$ 363,4 million



The information on this page reflects the budgetary status of the Project Museu Nacional Vive (PMNV) as of **December 31, 2025**.

For an always up-to-date view of these figures, [VISIT THE WEBSITE](#)

## MANAGEMENT AND TRANSPARENCY

### SPONSORSHIP TIERS

The Project Museu Nacional Vive remains open to new partners and offers different sponsorship models to support the reconstruction of the Museum.

Sponsoring companies may benefit from tax incentives, in accordance with the rules and procedures of the Ministry of Culture.

It is also possible to contribute through the provision of services or the supply of goods, with values equivalent to the financial sponsorship tiers.

For more information, please contact us at: [parcerias@museunacionalvive.org.br](mailto:parcerias@museunacionalvive.org.br)

#### DIAMOND

R\$ 75 million

#### BRONZE

R\$ 5 million

#### PLATINUM

R\$ 50 million

#### SUPPORT

R\$ 2 million

#### GOLD

R\$ 30 million

#### DISTINGUISHED

Public resource

#### SILVER

R\$ 15 million

### INDIVIDUAL DONATIONS

Individuals may also contribute financially to the works and projects for the reconstruction of the Museum.

#### DOE Campaign,

promoted by the Friends of the Museu Nacional Association (SAMN)

Bank transfers to:

Banco do Brasil (001)

Branch: 3010-4

Checking account: 60.618-9

CNPJ: 30.024.681/0001-99

*To request a receipt, please send proof of your contribution to:*

[sosmuseunacional@samn.org.br](mailto:sosmuseunacional@samn.org.br)

**Donations to the PRONAC restoration works project, with the possibility of Income Tax deduction**

#### STEP 1

Transfer to:

Banco do Brasil (001)

Account holder: PRONAC 233481

Branch: 0265-8

Checking account: 59.216-1

CNPJ: 30.024.681/0001-99

The donation must be properly identified.

a) When made directly at a Banco do Brasil branch:

- 1<sup>st</sup> identifier: donor's CPF
- 2<sup>nd</sup> identifier: 2

b) When made via bank transfer (TED):

In the purpose field, select the following option:

**DONATION WITH TAX INCENTIVE**

*Please avoid transfers via PIX, due to the need to identify the donor by CPF for reporting purposes to the Brazilian Federal Revenue Service.*

#### STEP 2

Send the transfer receipt to the following email: [administrativo@samn.org.br](mailto:administrativo@samn.org.br)

In the email, please include the full name, CPF, full address, and phone number of the person responsible for the donation.

## TIMELINE



# 2026

- Launch of a temporary exhibition inside the Paço de São Cristóvão
- **Opening of the restored Jardim das Princesas**
- Completion and delivery of the Central Library

# 2027/2028\*

- Launch of a temporary exhibition inside the Paço de São Cristóvão
- Completion of restoration works on the facades and roofs of Wing 4
- Completion of the executive museography project and beginning of exhibition production
- **Completion of works inside the Paço, the annex building, and the gardens**

# 2029\*

- Completion of the installation of the long-term exhibitions
- **Full reopening of the Museu Nacional/UFRJ**

\*THESE MILESTONES DEPEND ON THE AVAILABILITY OF ADDITIONAL FINANCIAL RESOURCES.

## MANAGEMENT AND TRANSPARENCY

# JARDIM DAS PRINCESAS

In 2026, a special area of the palace that has never been open to the public will become accessible to visitors: the Jardim das Princesas.

Of great historical value, the garden features gneiss fountains and garlands in high relief, as well as benches and thrones on which Empress Teresa Cristina and her daughters embedded seashells and fragments of porcelain.

The garden has also received other distinguished visitors. In 1925, the scientist **Albert Einstein** planted a pau-brasil tree that remains preserved in the area. Three years later, the aviator **Santos Dumont** used the green space to test one of his inventions.

These and other historical curiosities will be made accessible to the public.



# PROJECT TEAM

## PROJECT TEAM

## EXECUTIVE COMMITTEE

### UFRJ AND THE MUSEU NACIONAL

**Roberto de Andrade Medronho**  
Rector of UFRJ

Alternate: **Fabiana Valéria da Fonseca**  
Chief of Staff of the UFRJ Rector's Office

**Cássia Curan Turci**  
Vice-Rector of UFRJ

Alternate: **Christine Ruta**  
Coordinator of the UFRJ Science and Culture Forum

**Alexander W. A. Kellner**  
Director of the Museu Nacional/UFRJ

Alternate: **Ronaldo Fernandes**  
Deputy Director for Technical and Scientific Affairs  
Museu Nacional/UFRJ

### UNESCO

**Marlova Jovchelovitch Noletto**  
Director and Representative of UNESCO in Brazil

Alternate: **Isabel de Paula**  
Coordinator of the Culture Sector

### VALE CULTURAL INSTITUTE

**Hugo Barreto**  
Chief Executive Officer

Alternate: **Luciana Gondim**  
Executive Director

**Flavia Constant**  
Vice-President of the Strategic Council

Alternate: **Marize Mattos**  
Sponsorship Coordinator

### CIVIL SOCIETY REPRESENTATIVE

**Marcelo Mattos Araujo**  
Museologist and Lawyer

### COORDINATION

**Lucia Basto**  
Executive Manager Project Museu Nacional Vive

**Larissa Graça**  
Technical and Strategic Manager Project Museu Nacional Vive

**Patricia Hockensmith**  
Institutional Development Coordinator Project Museu Nacional Vive

## INSTITUTIONAL COMMITTEE

**Roberto de Andrade Medronho**  
Rector of UFRJ

**Alexander W. A. Kellner**  
Director of the Museu Nacional/UFRJ

**Krista Pikkat**  
Director of Culture and Emergencies UNESCO

**Luciana Gondim**  
Executive Director  
Vale Cultural Institute

**Luciane Gorgulho**  
Head of the Urban Development, Heritage and Tourism Department  
BNDES

**Lucia Basto**  
Executive Manager  
Project Museu Nacional Vive

**Maria Vargas**  
President of the Brazilian Academy of Sciences (ABC)

**Otávio Guilherme Cardoso Alves Velho**  
President of the Brazilian Society for the Advancement of Science (SBPC)

**José Luiz Pedersoli**  
International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)

**Juarez Maia de Carvalho**  
Technical Director  
São Cristóvão Community Chamber

**Sarah Gil do Amaral Martins**  
Cosan

**Joachim Schemel**  
Consulate General of Germany in Rio de Janeiro

**Judith Schildberger**  
Government of Austria

**Caroline Vabret e Ioná Zalberg**  
Consulate of France

**Adileine Péres**  
Ministry of Education

**Pedro Colares da Silva Heringer**  
Ministry of Culture

**Patricia Wanzeller**  
IPHAN Superintendence in Rio de Janeiro

**Renata Pereira Passos da Silva**  
Brazilian Institute of Museums (Ibram)

**Mariângela Menezes**  
Friends of the Museu Nacional Association (SAMN)

**Marília Neres**  
Government of Portugal

**Cláudia Seidler and Ulrike Rentschler**  
Government of Germany

**Diego Vaz Bevilacqua e Vera Mangas**  
ICOM Brazil

**Alexandre Jesus**  
Camões Institute

**Isabel Hölzl**  
Goethe-Institut

**Alexandre Jesus**  
Camões Institute

### COORDINATION

**Alexander W. A. Kellner**  
Director of the Museu Nacional/UFRJ

**Oceanne Saldanha Sander**  
Advisory Office for National and International Cooperation for New Acquisitions

## PROJECT TEAM

### TECHNICAL MANAGEMENT GROUP

#### UFRJ AND THE MUSEU NACIONAL

**Cássia Curan Turci**  
Vice-Rector of UFRJ

#### Fabiana Valéria da Fonseca

Chief of Staff of the UFRJ Rector's Office

#### Alexander W. A. Kellner

Director of the Museu Nacional/UFRJ

#### UNESCO

##### Isabel de Paula

Coordinator of the Culture Sector

##### Diogo Carvalho

Project Officer, Culture Sector

#### VALE CULTURAL INSTITUTE

##### Hugo Barreto

Chief Executive Officer

#### BNDES

##### Patricia Zendron

Manager, Department of Urban Development, Culture and Tourism

#### SAMN

##### Mariângela Menezes

President

#### COORDINATION

##### Lucia Basto

Executive Manager  
Project Museu Nacional Vive

##### Larissa Graça

Technical and Strategic Manager  
Project Museu Nacional Vive

##### Patricia Hockensmith

Institutional Development  
Coordinator Project Museu Nacional Vive

### SAFETY AND SUSTAINABILITY WORKING GROUP

##### Luciane Gorgulho

Head of the BNDES Department of Urban Development, Heritage and Tourism

##### Alternate: Patricia Zendron

Manager, Department of Urban Development, Culture and Tourism, BNDES

##### Cássia Curan Turci

Vice-Rector of UFRJ

##### Alternate:

##### Fabiana Valéria da Fonseca

Chief of Staff of the UFRJ Rector's Office

##### Alexander W. A. Kellner

Director of the Museu Nacional/UFRJ

##### Alternate: Mariah Martins

Chief of Staff, Museu Nacional/UFRJ

##### Isabel de Paula

Coordinator of Culture, UNESCO in Brazil

##### Alternate: Diogo Carvalho

Project Officer, UNESCO Culture Sector in Brazil

##### Hugo Barreto

Chief Executive Officer,  
Vale Cultural Institute

##### Alternate: Luciana Gondim

Executive Director,  
Vale Cultural Institute

##### Mariângela Menezes

President, SAMN

##### Alternate: Rosemeri Orth

Financial Manager, SAMN

##### Lucia Basto

Executive Manager, Project Museu Nacional Vive

##### Alternate: Patricia Hockensmith

Institutional Development  
Coordinator, PMNV

### TECHNICAL TEAM

#### UNESCO MANAGEMENT

#### CONSULTORES

##### Lucia Basto

Executive Manager

##### Larissa Graça

Technical and Strategic Manager

##### Diogo Carvalho

Project Manager

##### Maria Amélia de Mello Galvão

Executive Manager

##### Antía Vilela Díaz

Executive Manager

##### Nathália Rocha

Executive Manager

##### Claudia Coutinho

Gestora-Executiva

##### Tiago Montenegro

Communications Coordinator

##### Luiz Figueiredo

Administrative Manager

##### Roselaine Queiroz

Administrative and Financial Officer

##### Viviane Arantes

Architect

#### SAMN MANAGEMENT

##### Rosemeri Orth

Administrative and Financial  
Manager, SAMN

##### Caio Gonçalves Dias

Manager of New Exhibitions

##### Patricia Hockensmith

Coordinator of Institutional Development

##### Oceanne Saldanha Sander

Advisory Office for National and  
International Cooperation for  
New Acquisitions

### MUSEU NACIONAL/UFRJ

##### Amanda Thomaz Cavalcanti

Museologist, Museu Nacional/UFRJ

##### Fernanda Pires Santos

Museologist, Museu Nacional/UFRJ

##### Paulo Victor Catharino Gitsin

Museologist, Museu Nacional/UFRJ

##### Thaís Mayumi Pinheiro

Museologist, Museu Nacional/UFRJ

## PROJECT TEAM

### MANAGEMENT INSTITUTIONS

The actions of the Project Museu Nacional Vive are financed with resources from public and private entities. To manage these resources and implement the planned activities, the following institutions were designated: Friends of the Museu Nacional Association

**Associação Amigos do Museu Nacional (SAMN)**  
[www.samn.org.br](http://www.samn.org.br)

**Foundation of Coordination of Projects, Research and Technological Studies (COPPETEC)**  
[www.coppetec.coppe.ufrj.br](http://www.coppetec.coppe.ufrj.br)

**José Bonifácio Foundation (FUJB)**  
[www.fujb.ufrj.br](http://www.fujb.ufrj.br)

**UFRJ**  
[www.ufrj.br](http://www.ufrj.br)

**UNESCO**  
[pt.unesco.org/fieldoffice/brasil](http://pt.unesco.org/fieldoffice/brasil)

### DESIGNERS, WORKS AND TECHNICAL CONSULTANCIES

#### UNESCO MANAGEMENT

##### CONSULTANCIES

**RPM Engenharia e Sistema Contra Incêndio Ltda.**  
Fire Protection – Legal Compliance

**Silvio Sato**  
Cost Estimation

**Luciano Capistrano**  
BIM Management

##### MUSEOGRAPHY

**Andres Clerici**  
Creative Director

**Antônio Carlos Brandão**  
Conservator

**Brenda Coelho**  
General Project Assistant

**Carolina Oliva**  
Conservator

**Cheyenne Querino**  
Conservator

**Cristine Muggler**  
Assistant – Universe and Life Circuit

**Equipe B**  
Technical Detailing of the Museography Project

**Fernanda Ribeiro**  
Assistant – Environments of Brazil

**Gustavo Pereira**  
Researcher – Expanded Historical Circuit

**Handerson Oliveira**  
Conservator

**Iamanda Riehl**  
Conservator

**Janaína Furtado**  
Assistant – History, Science and Society Circuit

**Jéssica Bondarczuk**  
Conservator

**Julia Botelho**  
Gerenciamento de Textos

**Julia Xavier**  
Conservator

**Moisés Correa**  
Assistant – Cultural Diversity Circuit

**Raquel Arruda**  
BIM Modeling of Exhibition Circuits

##### SYSTEMS

**Construtivo.com do Brasil Ltda. – Bimtrack**  
Platform

##### COMMUNICATION

**Tiago Montenegro**  
Strategic Communications Coordinator

**Felipe Cohen**  
Photography and Audiovisual

**Nancy Torres**  
Design

**Daniel Moura Morena**  
Website Infrastructure Management

**MB Group**  
Construction Monitoring and Timelapse Camera System

## PROJECT TEAM

### DESIGNERS, WORKS AND TECHNICAL CONSULTANCIES

#### SAMN MANAGEMENT

##### WORKS – PAÇO DE SÃO CRISTÓVÃO

###### Construtora Biapó Ltda

Restoration of façades and window frames, new roofs, and structural recovery of Wings 2, 3 and 4; execution of new structures; installation of a skylight in the monumental staircase courtyard; and restoration of artistic paintings in the Bendegó Room.

###### AF Projetos de Engenharia Ltda. ENGETI Consultoria e Engenharia S.S. Ltda.

###### H+F Arquitetos e Atelier de Arquitetura

Resgate Consultoria em Patrimônio Seed Solution Engenharia Ltda. Technical supervision of the works

###### Águas Férreas Projetos, Comunicação e Produção Cultural Ltda

Consultancy for the management of tax-incentivized resources

##### WORKS – ALÍPIO DE MIRANDA RIBEIRO ANNEX

###### J Azevedo Engenharia Ltda

Demolition works, structural reinforcement, soil stabilization / anchored retaining walls, and new structures

###### Velatura Restaurações Ltda.

Project management of the works at the Paço and Alípio buildings

##### CENTRAL LIBRARY

###### Onetek Engenharia Ltda.

Project management

###### Consórcio HMA – BETHON – CEMOPE – INTEGRAR – BOSCO – PRINST

Executive architectural and complementary projects for renovation and modernization

###### Aline Mangini Arantes Ltda Bosco & Associados Ltda Ditec Vitorias de Instalações Ltda

Technical Consultancy

###### Retrofit – Engenharia de Serviços Ltda.

Installation of the air-conditioning system

###### A. Salles Engenharia Ltda.

Instalação do Sistema de Ar-Condicionado

###### Services BR S.A

Detection system and CCTV

###### Elevator – Manutenção e Conservação de Elevadores Ltda.

Installation of the new elevators

###### Torres Engenharia e Consultoria Ltda

Installation of transformers

##### ARCHAEOLOGICAL MONITORING

###### Dr. Marcos André Torres de Souza

General Coordinator

###### Ms. Andrea Cavalcanti de Albuquerque Jundi Morgado

Field and Laboratory Coordinating Archaeologist

###### Ana Luiza da Silva Vieira Novo

Archaeologist

###### Eliel Martins da Silva

Archaeologist

##### LEGAL ADVISORY

###### ESATTE

Legal and Accounting Management

###### Lins de Vasconcelos Advogados

##### COMMUNICATION

###### Trevo Comunicativa

Press Office

###### Gisele Maia

Social Media (2025.1)

###### Mércia Ribeiro

Social Media (2025.2)

##### MUSEOGRAPHY

###### Casa Rosa (Renata Pittigliani)

Design Director

###### Nós de Museus (Luís Soares)

Accessibility

###### Preto e Branco

Technology and Sound Design

#### FUJB MANAGEMENT

##### EMERGENCY MODULES FOR THE SCIENTIFIC DEPARTMENTS

###### Soloteste Engenharia Ltda.

Geotechnical Survey

###### Archi 5 Arquitetos Associados Ltda.

Basic and Executive Architectural Projects Project Management and Supervision

###### Vento Sul Engenharia Ltda.

###### Lumínica Construção

##### LABORATORY FOR HANDLING COLLECTIONS IN LIQUID MEDIA

###### NBC Sistemas de Energia Ltda.

Construction Works

###### Econômica Engenharia e Obras Ltda.

Basic and Executive Projects

#### COPPETEC MANAGEMENT

##### ADVANCED RESEARCH EQUIPMENT

###### Carl Zeiss (Manufacturer and Supplier)

Microtomograph (XRM 515 System) Scanning Electron Microscope (EVO 10)



**MUSEU**NACIONALVIVE.ORG.BR

