



IGARAPÉ INSTITUTE  
a think and do tank

# 2014 Annual Report



# Letter from the directors

## Table of contents



1	<b>Letter from the directors</b>
4	<b>Goals, values and approach</b>
6	<b>Impacts in 2014</b>
14	<b>Programs</b>
22	<b>Publications</b>
26	<b>Events</b>
31	<b>Team</b>
32	<b>Financial support</b>
34	<b>Partners</b>
36	<b>Outlook for 2015</b>
37	<b>Financial statement</b>

We are delighted to present the 2014 Annual Report on behalf of the Igarapé Institute. The Institute exceeded virtually all expectations this year. This was unexpected since we knew that Brazilians were distracted in 2014 with the World Cup and the Presidential elections. Nevertheless, the Igarapé Institute delivered on its goals to provoke reflection, mobilize connections, and transform the security and development agenda.

We achieved a number of important organizational milestones in 2014. For one, we expanded our research and technology team in Brazil, and added new staff in Colombia and Mexico. We also completed an internal organizational review to strengthen our core mission, values, and thematic focus. The Institute held its first advisory council meeting in late 2014 and is now preparing to launch a board of directors, a financial council and an honorary council in 2015.

Most importantly, the Igarapé Institute achieved a series of victories across all three thematic areas – citizen security, drug policy and international cooperation. Some of these achievements were realized by Institute-inspired activities alone. More often, however, positive outcomes were achieved through strategic alliances and efforts pursued together with public, private and non-governmental partners. A shortlist of some of our impacts in 2014 includes:

- **The launch of over 30 research publications and more than 150 op-eds in leading newspapers and social media outlets around the world;**
- **The hosting of more than 30 events in five countries and participation in 80 conferences, seminars and workshops in 15 countries;**
- **Triggering debate and action on medical marijuana in Brazil, but also across Latin America and the Caribbean;**
- **Designing data visualizations and testing mobile phone-based applications to improve police oversight in Brazil and South Africa;**
- **Shaping the national and regional discussion on security, justice and governance in the post-2015 development agenda; and**
- **Positively influencing the form and passage of the United Nations Arms Trade Treaty (ATT) through the use of new technologies and advocacy.**

The Igarapé Institute generated a prodigious array of outputs in 2014. Many of our papers were not just relegated to shelves to gather dust. Our communications team helped get them out into the policy and media arenas generating almost 1,000 media stories in dozens of countries and in multiple languages. We can say that our messages reached literally millions of people around the world. And the excellence of these outputs did not go unnoticed: in May 2014, our work was singled-out by the Economist magazine as recommended reading.

The quality of Igarapé Institute products continues to generate international acclaim. In 2014, the Institute was awarded a series of prizes from the world's leading companies and think tank platforms. The Institute was one of a handful of winners of Google's Social Impacts awards – a competition involving over 700 Brazilian organizations. Similarly, the Institute was awarded a prestigious New Digital Age grant from Google Chairman Eric Schmidt, the only winner from South America. Ericsson singled out Igarapé Institute for a Networked Society prize. What is more, the Institute also won a major prize for its data visualizations from onthinktanks.org.

Igarapé Institute personnel were also involved in some of the world's premier speaking events. Both the executive and research directors were speakers at TED Global, with talks viewed around the world. The Igarapé Institute was also an invited guest at the Web Summit, speaking on cyber cartels, digital gangs and smart cities to over 20,000 participants with findings featured by Fast Company and Wired magazine. Institute personnel also gave talks at the Global Summit on Sexual Violence, and at various United Nations and World Bank events such as the High Level Panel on UN Peace Operations.

All the while, the Igarapé Institute continues to generate considerable media attention. The Institute was featured by media outlets ranging from AP, Al Jazeera, BBC, and CBC to the Guardian, O Globo, New York Times and Wired. The Institute also continued to field a huge volume of visits to the website and thousands of downloads of its material. Apps such as the Mapping Arms Data (MAD) data visualization, the citizen security dashboard and the Child Security Index have generated over 5 million hits and continue growing.

Since we are frequently asked about it, a final set of reflections about our name – the Igarapé Institute. The word "Igarapé" is a Tupi word for small river or channel. We see the Igarapé Institute as serving as a conduit between security and development. It is also a bridge between high-level decision-makers and the grassroots and between local and global perspectives. The Institute values both traditional indigenous wisdom,

but also takes advantage of new cutting-edge insights and technologies. What is more, the Institute is itself connected to a much wider ecosystem of organizations and agencies in Brazil and around the world. Practically all of its successes are shared in partnership with others.

Now four years old, we can say that the Igarapé Institute is really making a difference. We are helping to set the debate on homicide reduction not only in Brazil but also in Latin America and the Caribbean. What is more, we are pushing the boundaries of the global drug policy reform agenda, and bringing leading experts together to share experiences and lessons from across the Global South. Of course, we could not have achieved all of these impacts without the professionalism, passion and participation of our amazing team. With their and your help, we expect to keep improving on these achievements in 2015.



Ilona Szabó de Carvalho  
Executive Director



Robert Muggah  
Research Director

*Ilona Szabó de Carvalho*

*Robert Muggah*

Ilona's photo credit: Paula Giolito | Robert's photo credit: Roy Rossovich

# Goals, Values and Approach

Since 2011 the Igarapé Institute has been committed to improving safety, security and development opportunities across Latin America and the South. This is because insecurity and underdevelopment continue to be a major challenge in the Americas, Africa and Asia. The Institute does this by refocusing thinking, priorities and investment on public safety and access to justice, while also calling for more equitable and inclusive development.

The Igarapé Institute's work extends across many settings. The Institute provokes debate and action to improve safety and security in Rio de Janeiro, across Brazil, in the Americas and ultimately throughout the South, especially Africa. The Igarapé Institute advances this vision by doubling down on solid research, investing in cutting-edge communications and identifying and sharing models of successful practice that can be adapted and replicated.

The Igarapé Institute effects positive transformations in security and development in a number of ways.

- First, the organization generates **robust scientific research** in priority areas, whether drug policy reform, violence reduction or international cooperation;
- Second, the Institute features key findings and analysis in **published reports, data visualizations** or other applications, and events;
- Third, the Institute actively **communicates insights and lessons** in global and domestic media outlets, as well as social media; and
- Fourth, the Institute regularly **reaches out to high-level decision-makers and opinion shapers** to multiply outreach.

The Igarapé Institute helps shift policy and practice through high-level strategic engagement as well as working with local coalitions. It adopts different strategies for different contexts. Sometimes the Institute adopts a strong posture on security, justice or drug policy reform. Other times the Institute may work quietly through alternative channels.

Since its formation in 2011, the Igarapé Institute has proactively monitored and evaluated its outputs. Internally, the Institute undergoes regular independent auditing, internal checks on spending, routine evaluations of specific projects and media monitoring. All of these measures allow for the Institute to monitor the health of the organization and ensure that it is moving, organizationally, in the right direction.

The Institute qualitatively and quantitatively measures outcomes and impacts of the organization. This is important because the Institute fields more than 20 projects at any given moment – each of which varies in scope and scale. There are a range of key performance indicators across the organization and its projects.



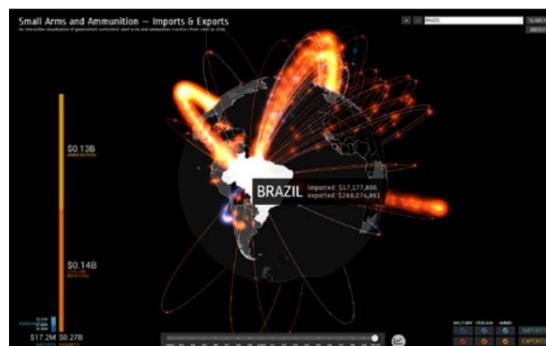
# Impacts in 2014

In 2014 the Igarapé Institute established an international and national profile as a think and do tank working on security and development. The Institute is actively involved in helping set the global and domestic agenda on issues of peace and security, gender and peacekeeping, arms control, drug policy reform, and more. At the same time, Igarapé Institute personnel are heavily involved behind the scenes in helping draft legislation, providing technical expertise, and applying pressure – including quiet diplomacy – for progressive change.

It is possible to distil a range of impacts across Igarapé Institute's three core program areas. The Institute's portfolio steadied out in 2014 at some 25 individual projects, up marginally from the year before. The Institute is routinely consulted by foreign and national government representatives, including ministers and ambassadors. Also, the Igarapé Institute is considered a go-to think tank for international and national media outlets, with staff appearing frequently in international newspaper stories, on television and radio news programs, and in social media.

There are at least four kinds of outcomes and impacts that are tracked by the Igarapé Institute since 2011. These include effects that (1) can be directly attributed to the Igarapé Institute; (2) involved the sustained contribution of the Igarapé Institute, (3) were achieved based on a partnership with the Igarapé Institute, or (4) involved quiet

diplomacy and discrete interventions by the Igarapé Institute. Each of these types of outcomes and impacts is reviewed here. It is important to stress that many of these effects arose in the wake of sustained multi-year investments.



# Impacts through publications

The Igarapé Institute is earning a reputation for generating high quality scientific publications. The year 2014 was no exception. The Institute generated **11 Strategic Papers and Strategic Notes**. This includes 6 Strategic Papers and 5 Strategies Notes. The publications covered a wide range of themes from the changing dynamics of citizen security financing in Latin America and the Caribbean to public health emergencies in Haiti and the Philippines.

The Igarapé Institute also generated **more than 20 scholarly and policy-relevant articles** in peer review journals and popular magazines. The Igarapé Institute's academic outputs reflect the many disciplinary and thematic interests of the team. For example, articles were produced on peace-building and peacekeeping, stability operations, the dynamics of Brazilian foreign policy, South-South Cooperation, displacement and migration, gang violence, the rise of new technologies for public security in Latin America and much more.

The Igarapé Institute website continues to be a key vehicle for disseminating our products. Strategic Papers and Strategic articles were downloaded more than 6,734 times in 2014. Certain publications generated more interest than others. Indeed, the most heavily

downloaded paper in 2014 addressed the outbreak of a major health epidemic in Haiti and the Caribbean. Entitled **Break Your Bones**, the Strategic Paper was picked-up by CNN, O Globo, Time and dozens of other outlets.

The tracking of publication downloads is an imperfect measure of our reach and impact. Of course, many other publications on the Igarapé Institute site were also widely read and distributed beyond those only published in 2014, including on partner websites and in hard copy form. That said, it is worth comparing Igarapé Institute downloads as compared to other institutions. For example, a recent evaluation of the World Bank found that it released on average one publication a day in 2014. More than 80% of these were never downloaded: not once!

**Publications were downloaded more than**

**6,734**  
**times in 2014**

# Impacts online

**71,322**  
web-hits

**58,364**  
individual visits



The Igarapé Institute has dramatically expanded its engagement with social media. There, drug policy continues to be most popular. It is worth also highlighting that the social media engagement with Igarapé peaked to over 127,000 viewers during the Google Social Impact competition in May. Social media engagement with Pense Livre peaked at over 282,224 viewers in December during a campaign focused on Uruguay.

The Igarapé Institute has witnessed a steady increase in access to its sites. Our institutional website attained a monthly average of more than 71,322 individual web-hits, with 58,364 individual visits. The peak visit occurred in June with the launch of the publication *Break Your Bones*. Likewise, another peak occurred in October during the TED Global talks of the executive and research director. The publications section and apps continue to be the most popular. Meanwhile, the Igarapé Institute also supports two other sites – the Global Commission on Drug Policy and Pense Livre.

## Igarapé on Facebook



## Pense Livre on Facebook

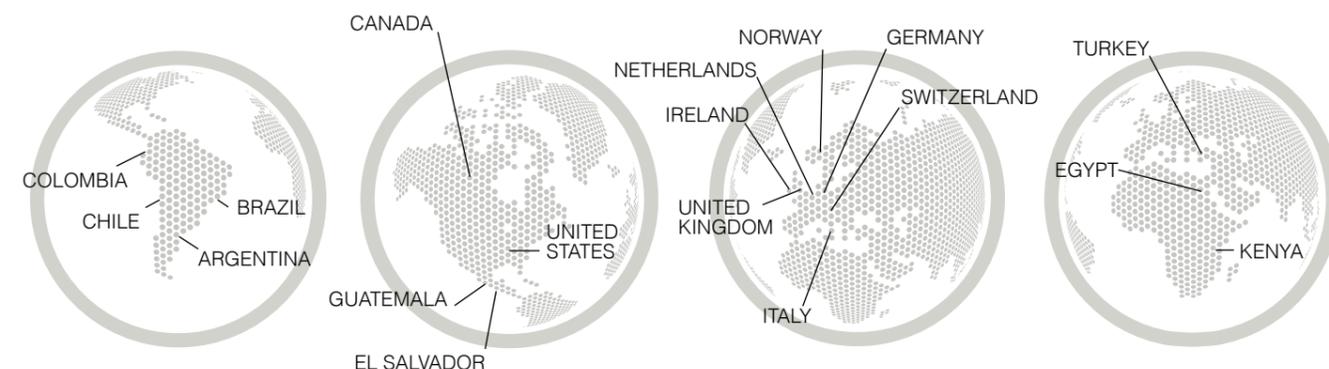
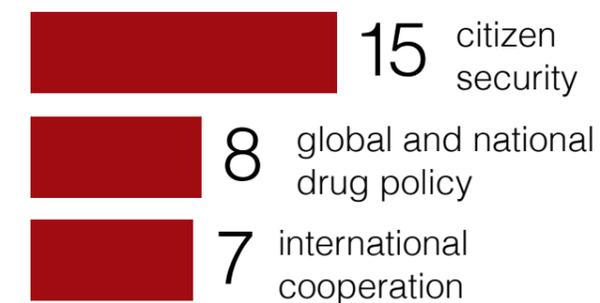


# Impacts through events

The Igarapé Institute is a major participant in international and national events – contributing ideas and building networks. In 2014, the **Institute participated in 83 events in 18 countries**. This represents a threefold increase on 2013. Roughly 49 of these events were connected to citizen security themes and the remainder to drug policy (18) and international cooperation (16). These include conferences, seminars and workshops in Argentina, Brazil, Canada, Chile, Colombia, Egypt, El Salvador, Germany, Guatemala, Ireland, Italy, Kenya, the Netherlands, Norway, Switzerland, Turkey, the United Kingdom and the United States.

The Institute hosted or **co-hosted 30 major conferences, seminars and round-tables in 2014**. The Institute hosted twice as many events in 2014 as the previous year. These initiatives involved high-level government representatives such as ministers and mayors, business people, non-governmental experts and scholars. Some 15 of these events were linked to citizen security, 8 to global and national drug policy and 7 to international cooperation. High-level events were hosted in Brazil, Mexico, the United States, the Netherlands, and elsewhere. We bring key people and organizations together to share findings, plan strategies, and execute plans.

**30** hosted events



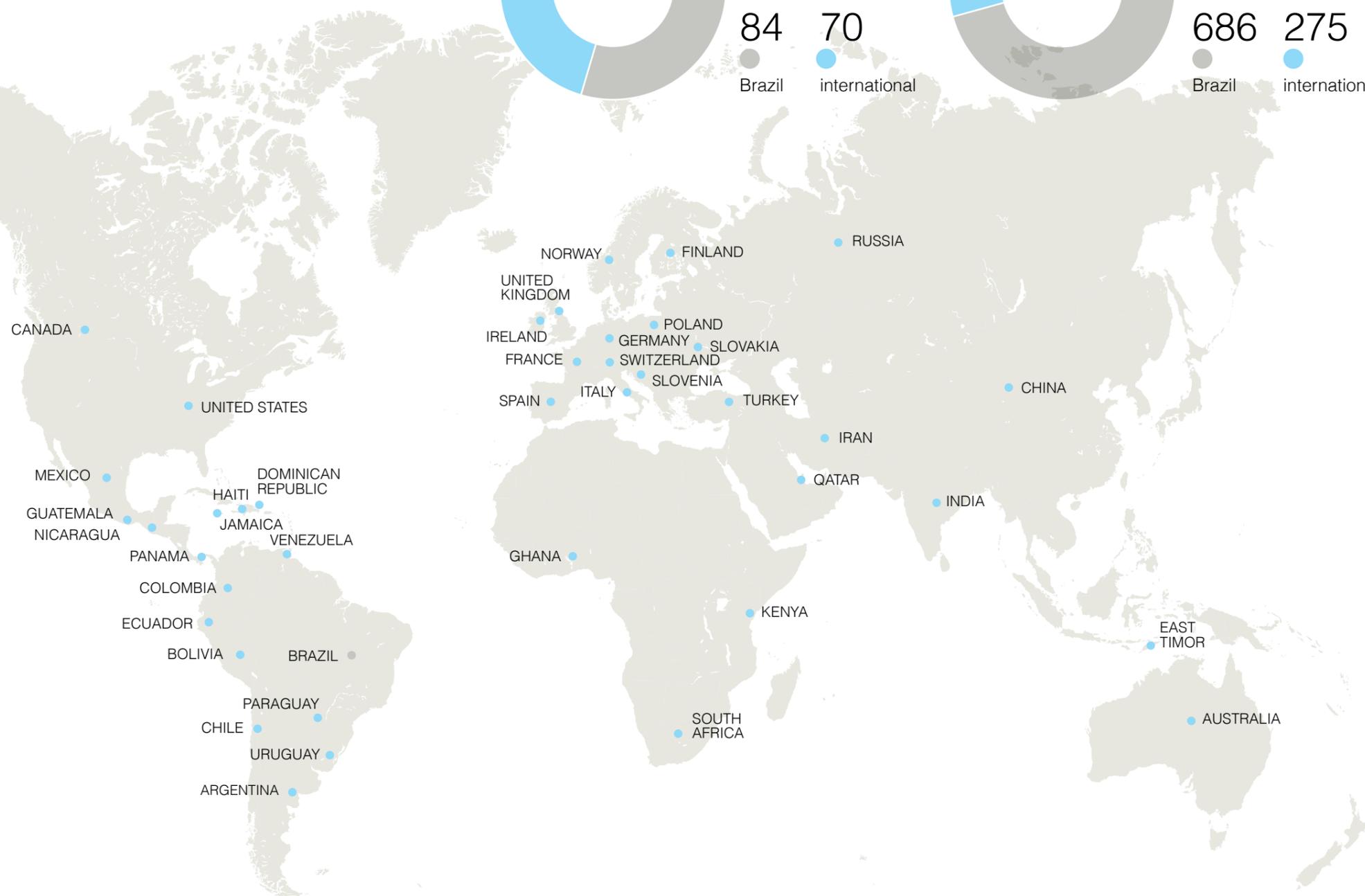
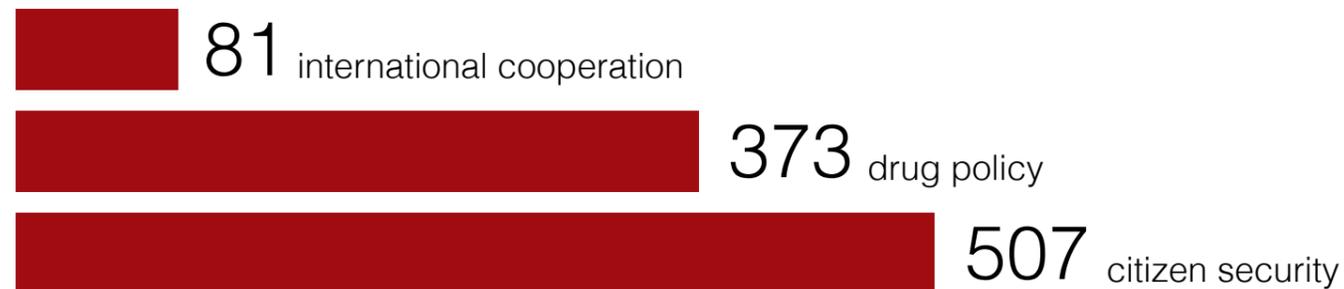
# Impacts through media

Igarapé Institute publications stimulated considerable debate in the public sphere. They also generated exceptional pick-up in both the conventional (print, radio and television) and social media **including 961 media stories in the international and national press.** Some 686 of these were national media stories. Another 275 stories were published by international outlets from 40 countries. The most popular area of work was citizen security (507), followed by drug policy (373) and international cooperation (81). This represents a sizeable increase on media exposure in 2013.

The Igarapé Institute prioritizes communication as the best way of reaching different players in the security and development sectors. This means investing in strategic outreach to ensure our messages reach those who make decisions and form opinions, whether politicians, journalists, social activists, specialists or civil society leaders. Our communication is pursued through major media groups, but also more quietly in informal interactions with people of influence.

The Igarapé Institute produced **154 opinion-editorials in 2014**, three times the number in 2013. These include 70 in the international press (featured in Australia, Canada, China, Colombia, Cuba, Germany, Italy, Mexico, the Netherlands, Qatar, Spain, the United Kingdom, the United States, Uruguay, and more). Newspapers include the Atlantic, CNN, EFE, El País, Exame, the Globe and Mail, Guardian, Le Monde, Los Angeles Times, Miami Herald, New York Times, Washington Post, and others. Another 84 op-eds were produced in national outlets including all major newspapers and media platforms in Brazil.

media stories subjects



# Media Highlights

## BRAZIL

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Repensar o Ocidente



Brasil é Sub-Representado no Sistema ONU



Avanço Moderado



Cultura do Sadismo



Tripluca o Número de Mulheres Militares



Pais Lutam na Justiça por Liberação de Remédio Derivado da Maconha



A Participação Infantil na Luta Contra a Violência



ONG do Rio que Atua Contra a Violência Leva Prêmio do Google

Robert Muggah, Cientista Social: “Sou Otimista: Vi Ruanda Vencer uma Dor Irreal”

Tragédia Esperada



Ilona Szabó de Carvalho e o Cidadão na Busca por um Mundo Melhor

Robert Muggah: “Precisamos Levar a Sério a Reforma da Polícia”



Especialistas em Segurança Propõem Agenda de Debates



Brasileiros Estão Cada Vez Mais Preocupados com a Segurança Pública

Jovens Elaboram Documento para Criação de Política de Drogas no País

## CANADA

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Brazil Presidential Election: Suddenly too-Close-to-Call



For Brazilians, Security is Their No. 1 Concern

## UNITED STATES OF AMERICA

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Fear and Backsliding in Rio



In Brazil, Race is a Matter of Life and Violent Death



Behind Bars in Brazil is no Place You Want to Be



Brazil's Crime Crisis Worsening

## SWITZERLAND

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Central American Blow-Back

## MEXICO

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Equipos de México y Brasil Entren a la New Digital Age

## UNITED KINGDOM

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Rio: Brazil's Silicon Beach



Guns, Gore and Girls: the Rise of the Cyber Cartels



Recommended Americas Reading



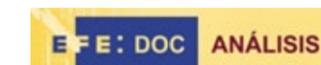
Google Executive Chairman Eric Schmidt Names 10 Recipients for the “New Digital Age” Grants



Smart Policing in Brazil

## SPAIN

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Brasil: La Despenalización del Consumo de Drogas Entra en el Debate Electoral



El Messi de la Favela

# CITIZEN SECURITY

## Main impacts in 2014

- Launched pilots of a new app for improving police oversight with police in Rio de Janeiro, Florianopolis, Cape Town and Johannesburg
- Tested new open source tools to measure violence against children in Recife, Rio and Sao Paulo
- Hosted major events on homicide reduction and citizen security in Brazil, Colombia, Mexico and triggered global debate
- Measured digital protest in Brazil and across Latin America, including the impacts of radical groups
- Stimulated global awareness on fragile cities and the opportunities for reducing violence in urban settings

Security and development are top priorities for most people around the world in the twenty first century. While some gains have been made, insecurity and underdevelopment are still tragically pervasive in Brazil and across Latin America and Africa. Indeed, the Americas and Africa are the only regions in the world where violence and victimization are rising. But the conversation – such as it is – is still dominated by poorly informed positions from the North. What is needed is intelligent debate and bold and evidence-based solutions from the South, for the South.



Igarapé Institute's Robert Muggah speaking at the Brazilian Public Security Forum. Photo: Danilo Ramos

# Programs

The Igarapé Institute operates at four levels. At the center is a commitment to metropolitan Rio de Janeiro. The Institute cooperates with public, private and non-governmental entities to reform drug policy, drive citizen security and expand international cooperation and south-south learning. Next is a broader

engagement with Brazil, including Brasilia-based actors, but also state and city-level institutions. The next level of action is regional – across Latin America and the Caribbean. Finally, there is the global South, in particular Africa. The Institute is a reference point for global debates.



Rio's police pacification units testing Igarapé Institute's smart policing. Photo: Vanor Correia

## Mapping Arms Data (MAD)

The Igarapé Institute launched the MAD tool in Germany to coincide with negotiations on the Arms Trade Treaty (ATT). Likewise, working with PRIO, the team upgraded the MAD visualization tool in 2014 with a view of re-launching a new version in 2015. The MAD tool continues to generate major media and policy engagement, with views now exceeding 5 million since its launch in 2012.

## Citizen Security Dashboard

The Igarapé Institute designed and launched the citizen security dashboard in Brazil together with the Inter-American Development Bank. The data visualization features information on more than 1,300 public security, justice reform, penal measures and violence prevention activities from 40 states and territories of Latin America and the Caribbean. It was featured in Argentinian, Bolivian, Brazilian, Nicaraguan, Peruvian, and US press. The dashboard now features a “traffic light” system that tracks credible impact evaluations to help decision-makers better determine what works, and what does not.

## Smart Policing

The Smart Policing initiative shifted from diagnostics to design and testing in 2014. The initiative is a partnership with Google Ideas, the African Police Civilian Oversight Forum (APCOF), the Danish Demining Group (DDG), the Military Police of Rio de Janeiro (PMERJ), the West Cape and Johannesburg governments and others. The Android app is open source and captures visual, audio and GPS monitoring functions. The initiative is supported by the Department of International Development (DfID) and was featured in global media outlets around the world.

## Open Empowerment Initiative

The Open Empowerment Initiative continues to examine the interface of digital connectivity, demographics and power in Latin America. In partnership with the SecDev Foundation, the International Development Research Centre (IDRC), and multiple partners, the Institute expanded its work on digital protest and cyber cartels and gangs in 2014. Outputs were featured in national and international media, including Wired in 2014.

## Child Security Index (CSI)

The Igarapé Institute is applying new technologies to map the impacts of violence on children and adolescents. In partnership with Bernard van Leer Foundation and now Google Brazil, the Institute expanded tests with partners in Recife (Shine-a-Light), Rio de Janeiro (Bola para Frente) and Sao Paulo. The Institute also continues to cooperate with CureViolence in the US. The goal is to create a practical tool that can help organizations evaluate their interventions and better understand how they are affecting children.

## Citizen Security Dialogues

The Igarapé Institute is expanding engagement across the Americas and Africa on issues of citizen security. The first dialogue took place in Rio and the second in Mexico in 2014. They focused on “what works and what does not” with a goal of identifying practical solutions to improve safety and security. Events gathered secretaries for public security and dozens of participants and media. All research was peer-reviewed and published in the Stability Journal reaching tens of thousands of readers.

## Mapping crime, tourism and disease in Haiti

The Igarapé Institute conducted several surveys in Haiti in 2014, including on the impacts of violence on tourism and the outbreak of chikungunya – now a health concern in over a dozen countries of Latin America, including Brazil. Publications were picked-up in major news outlets around the world and helped shape UN and bilateral agency strategies in the region.

## Tracking cyber security in Brazil

The Igarapé Institute produced several cyber security assessments in 2014. The most prominent was on Brazil’s securitization of cyber-space and the unbalanced approach to developing cyber-security capabilities. Findings were also published in Le Monde, OpenDemocracy and with the Council on Foreign Relations. The publication generated considerable interest from private companies in Brazil and across Latin America.

## Citizen security and the city

In 2014 the Igarapé Institute expanded the debate on fragile cities. There are several examples of Institute-led activities. Working with GIZ, the Institute hosted 20 visiting South African mayors to Brazil to examine innovations. The Institute also co-hosted an event with the Inter-American Development Bank at the World Urban Forum in Colombia on fragile cities. Likewise, Igarapé Institute research director delivered a talk at TED Global on fragile cities featured in BBC, Epoca, O Globo, the Guardian and dozens of other outlets.

## Strengthening arms control in Brazil and around the world

During 2014 the Igarapé Institute dramatically increased its activities on responsible arms regulation. For example, the Institute worked with a coalition of partners – including Sou da Paz and the Brazilian Security Forum – to apply pressure on the Brazilian government not to loosen the 2003 Disarmament Statute. Likewise, the Institute is also developing new tools to track arms seizures in Brazil, including with the policing authorities. What is more, the Institute has actively continued applying pressure on Brazil and other countries to ratify the Arms Trade Treaty at the United Nations.

# DRUG POLICY

Everyone agrees that 2014 was the year when drug policy debate moved to drug policy action. The reasons for this are based on radical developments from North to South America. Indeed, the world is now closely watching what happens in the wake of major reforms from Colorado to Uruguay. There is also acceptance among governments and civil societies that change is needed: repressive approaches should be revised and harm reduction and regulation schemes must be explored. The Igarapé Institute has been at the forefront of these discussions.



Igarapé Institute's Ilona Szabo de Carvalho speaks about arms control at TED Global. Photo: James Duncan Davidson/TED Conference

## Main impacts in 2014

- Coordinated the research, editing and launch of the 2014 report of the Global Commission on Drug Policy – Taking Control: Pathways for Drug Policies that Work – in New York.
- Contributed to setting the national agenda on medical marijuana in Brazil
- Influenced the drug policy debate during the 2014 Brazilian Presidential elections
- Participated in the creation of a new Brazilian Platform on Drug Policy Reform
- Continued to engage in high-level activities in the drug policy debate globally and in particular, across the Americas

## Global Commission on Drug Policy

In its capacity as the Secretariat of the Global Commission on Drug Policy, the Igarapé Institute coordinated the research and design of their ground-breaking 2014 report. The study was launched by former presidents (Brazil, Colombia, Mexico, Portugal, Switzerland) and Richard Branson at the Museum of Modern Art in New York (MoMA). The report – Taking Control: Pathways for Drug Policies that Work – sets the tone for the discussions related to the 2016 United Nations General Assembly Special Session on Drugs and offers governments and civil society five pathways to more humane and efficient drug policies. During 2014, members of the Commission participated in dozens of international seminars, meetings with world leaders and the United Nations, and interviews to media outlets.

## National advocacy and communications

In Brazil, Igarapé helped set the national agenda on medical marijuana. Starting in late 2013, the Igarapé Institute convened and brokered a key meeting of drug policy stakeholders, building a common platform of action. Throughout the year the organization's staff regularly contributed to the debate publishing editorials and giving interviews to leading news outlets in Brazil and around the world. The Institute continued to invest in its civil society diplomacy strategy to engage high-level actors in the drug policy debate and assisted several congressmen with appraising drug policy reform bills. Moreover, Igarapé played an instrumental role in helping set-up the Brazilian Platform on Drug Policy Reform, to be launched in 2015.

## Rede Pense Livre (Think Free Network)

Igarapé was central in creating Pense Livre, a network of roughly 70 young Brazilian leaders drawn from various sectors of society. The network is today a regionally-recognized vehicle for pressing for public debate, legislative change, and practical transformations. During 2014 Pense Livre influenced the drug policy debate during the 2014 Brazilian Presidential elections. This included the release of a “positive agenda” with 7 key proposals distributed to all candidates and congressmen across the country. The network also supported national debates and a massive social media campaign that reached more than 700,000 users. Moreover, Pense Livre members spoke at public hearings in the Senate on recreational, medicinal and industrial use of cannabis.

## Measurement Matters: new metrics for drug policy

In 2014 Igarapé advanced preliminary goals, targets and indicators to help guide governments, law enforcement agencies, health institutions and civil society craft more effective and efficient drug policy. These metrics are based on interviews with more than 50 of the world's leading drug policy experts and a review of international best practice. These metrics are not intended as a strict road map or blueprint, but rather a series of sign-posts to help advance thinking and action. A publication will be launched in 2015 to help inform the positions of United Nations agencies and member states.

# INTERNATIONAL COOPERATION

The world is entering an especially turbulent and unpredictable new phase. What is the role of emerging powers such as Brazil in shaping the peace, security and development agenda? Will a reformed United Nations Security Council contribute positively to stability? The Igarapé Institute is advancing the debate across these and other fronts through its international cooperation program. In 2014 the Institute hosted seminal events on women, peace and security and the place of public safety and access to justice in the post-2015 development agenda. It also injected fresh thinking into the peace-keeping debate internationally, and especially in Latin America and the Caribbean.



Igarapé Institute's Eduarda Hamann pushes the agenda on international peace and security. Photo: Rolf Kruger

## Main impacts in 2014

- Expanded global and domestic dialogues on Brazil's role and responsibilities in the world, especially on peace, security and development
- Deepened the engagement of Brazilian decision-makers with themes of shared interest, such as civilian capacity and women, peace and security
- Strengthened the networks of leading thinkers and institutions for sustained debate
- Shaped the debate and altered behaviour of key Brazilian authorities on issues of security and development, particularly in the post-2015 development agenda

## Women, peace and security

In 2014 the Igarapé Institute positively advanced the agenda of the Brazilian government on women, peace and security through unprecedented seminars with multiple ministries and a range of hard-hitting publications. The Institute's work was recognized at the international level as well, with explicit references to its findings by the UN Security Council. Igarapé researchers were invited to speak at a global summit on the prevention of sexual violence, as well as at high level events around the world.

## Post-2015 development agenda

Since 2012, the Igarapé Institute has positively shaped the global and regional debate on the place of security, justice and governance in the post-2015 development agenda. In 2014, however, the Institute expanded its work nationally, seeking to bring Brazilian public security experts together to forge a consensus position. The Institute prepared national and regional declarations to bring civil society actors together on a common agenda. In the process, the Brazilian government's position on the importance of safety and justice priorities has shifted in a constructive direction.

## United Nations Peace Operations

The Igarapé Institute has conducted research and impact evaluations on UN-led peace operations since 2011. In 2014, the Institute became more involved in helping shape strategic thinking on future peacekeeping activities in places such as the Democratic Republic of Congo, Mali and South Sudan. The Institute participated in high-level debates in and outside the UN, co-launched a new network of think tanks to review peacekeeping effectiveness and the contribution of emerging powers, and provided repeated inputs into a High Level Panel appointed by the UN Secretary General to review the future of peacekeeping.

## Reforming the United Nations Security Council

The Igarapé Institute expanded its engagement on issues related to UN Security Council reform. Together with the Brazilian Ministry of External Relations, or Itamaraty, the Institute organized a high-level event with the Dutch Ministry of Foreign Affairs and the Clingendael Institute in the Hague. The event served to deepen engagement between the

two countries on mutual priorities. Meanwhile, the Institute was also consulted by several bilateral and multilateral agencies on the future of the UN architecture and positive ways to expand its role in global peace and security.

## Civilian capacity in peace support operations

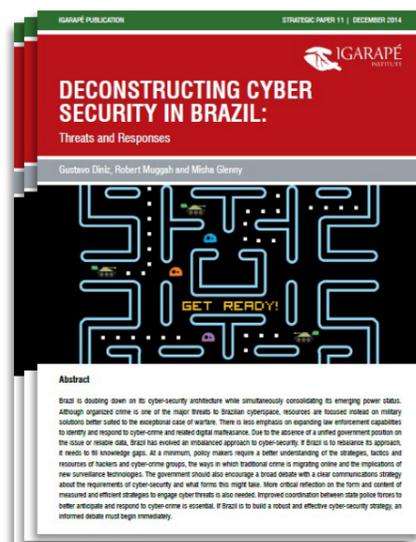
The Igarapé Institute devoted 2014 to expanding its partnerships with the Brazilian Ministry of Defense, including its Pandiá Calógeras Institute and the Brazilian Peace Operations Training Center (CCOPAB). The Institute became an official member of the corps of collaborators at CCOPAB and supported the first ever meeting of the International Association of Peacekeeping Training Centers to be held in the country. The Institute also co-organized workshops and training sessions with these partners and has agreed on an MoU to guide future work in 2015.

## International cooperation through formal networks

The Igarapé Institute is enmeshed in several global and regional networks. For example, the Institute is a core member of the Peace Capacities Network, or PeaceCap. The network brings together partners from Brazil, Russia, India, China and South Africa and other emerging countries such as Egypt, Indonesia and Turkey. What is more, the Institute also supports Brazilian and Norwegian researchers and institutions through a parallel network called "Brazil's Rise to the Global Stage" which expects to expand Brazil's roles in peacekeeping, humanitarian action and development by 2017. The Institute is also a member of the World Bank's Hive, the World Health Organization's Violence Prevention Alliance and other networks of practitioners working at the interface of security and development.

# Publications

The Igarapé Institute's publications are generating considerable debate and reflection in Latin America and, indeed, in other parts of the world. Part of the reason for this is because they are founded on solid research and are translated into multiple languages. The Institute's work targets policy and practitioner communities as well as scholars and researchers. The Institute's Strategic Notes and Strategic Papers are available on the website, but also on the sites of partners and some media outlets. Whether released digitally or in hard copy form, they are one of our most effective means of communicating key ideas. A short list of some of our publications is included below.



Cover from the publication Digitally Enhanced Child Protection. UrbanCOW iStock. Photo: Rene Mansi

## CITIZEN SECURITY

**New technologies for improving old public security challenges in Nairobi,** Strategic Note 15, Mads Frilander, Jamie Lundine, David Kutalek and Luchetu Likaka, June 2014

**Prevenindo a Violência na América Latina por Meio de Novas Tecnologias,** Strategic Paper 6, Robert Muggah and Gustavo Diniz, January 2014

**Making Brazilian Cities Safer,** Strategic Paper 8, Igarapé Institute, August 2014

**Citizen Security Dialogues – Brazil,** Conference Report, Igarapé Institute, May 2014

**The Changing Face of Technology Use in Pacified Communities,** Strategic Note 13, Robert Muggah, Graham Willis, Justin Kosslyn and Felipe Leusin, February 2014

**Digitally Enhanced Child Protection: How New Technologies Can Prevent Violence Against Children in the Global South,** Strategic Paper 10, Helen Mostue and Robert Muggah, November 2014

**Changes in the Neighborhood: Reviewing Citizen Security Cooperation in Latin America,** Strategic Paper 7, Robert Muggah and Ilona Szabó, March 2014

**Deconstructing Cyber Security in Brazil: Threats and Responses,** Strategic Paper 11, Gustavo Diniz, Robert Muggah and Misha Glenny, December 2014

**Citizen Security Dialogues: Making Brazilian Cities Safer,** Special Edition, Stability Journal and Igarapé Institute, May 2014



Pressing for drug policy change in Latin America. Photo Midia Ninja



Members of Bangladeshi Formed Police Unit (FPU). Photo: Logan Abassi UN/MINUSTAH

# DRUG POLICY

**O Despertar da América Latina – Uma Revisão do Novo Debate Sobre Política de Drogas**, Strategic Note 14, Ilona Szabó, February 2014

**Proposta Para uma Política de Drogas- Agenda Positiva Eleições 2014**, Policy Brief, Rede Pense Livre and Igarapé Institute, August 2014

**10 Motivos Para Mudar a Política de Drogas no Brasil**, Policy Brief, Rede Pense Livre and Igarapé Institute, August 2014

**Taking Control: Pathways to Drug Policies that Work**, Global Commission on Drug Policy, Coordinated by Igarapé Institute, September 2014

# INTERNATIONAL COOPERATION

**A inserção de Civis Brasileiros no Sistema ONU: Oportunidades e Desafios**, Strategic Note 12, Renata Avelar Giannini, January 2014

**Mulher, Paz e Segurança no Brasil: Construindo Pontes e Superando Desafios**, Igarapé Institute, May 2014

**Peace and the Post-2015 Development Agenda**, Saferworld e Igarapé Institute, June 2014

**Break Your Bones: Mortality and Morbidity Associated with Haiti's Chikungunya Epidemic**, Strategic Note 16, Athena Kolbe, Augusta Herman and Robert Muggah, July 2014

**Promoting Peace, Security, Justice and Governance in the Post-2015 Development Agenda**, Igarapé Institute-led Declaration of Brazilian Public Security Experts, July 2014

**Promover Gênero e Consolidar a Paz: a Experiência Brasileira**, Strategic Paper 9, Renata Giannini, September 2014

**Igarapé Institute led Declaration of Latin American Public Security Experts**, November 2014 (multiple languages)

# Events

The Igarapé Institute and its partners were involved in dozens of events – either as coordinators, speakers, or participants. The Institute organized 30 major encounters in 2014 and participated in another 83 around the world. These events are opportunities to communicate ideas, connect with partners old and new, and transform public policy agendas. Highlights include the Igarapé

Institute-led Citizen Security Dialogues in March and November, the Global Summit to End Sexual Violence in July, TED Global in October, and the Web Summit in November. A shortlist of the key events is included below.

## CITIZEN SECURITY

### Global Conference on Violence Reduction

Cambridge University and WHO,  
Cambridge, September 2014

### Reducing Violence and Improving the Rule of Law

Carnegie Endowment for Peace,  
Washington DC, September 2014

### Fragile Cities

TED Global, Rio de Janeiro, October 2014

### Cyber Cartels and Digital Gangs

Web Summit, Dublin, November 2014

### Citizen Security Dialogues – Mexico

INSYDE and Igarapé Institute, Mexico DF,  
November 2014

### Citizen Security in Brazil – Progress and Challenges

Wilson Center, Washington DC, January 2014

### Citizen Security Dialogues – Brazil

Igarapé Institute, Rio de Janeiro, March 2014

### Citizen Security in the City

World Urban Forum, Medellin, April 2014

### Preventing Violence in the Americas

Inter-American Development Bank, Mexico,  
April 2014

### Congress of the Brazilian Security Forum

FBSP and Igarapé Institute, Sao Paulo, July  
2014



Global Commission on Drug Policy members launching the 2014 report in New York. Photo: Michael Hnatov



The Igarapé Institute's Citizen Security Dialogues in Rio de Janeiro. Photo: Mauro Samagaio

# DRUG POLICY

## Proposals for a Positive Agenda for Drug Policy Debate in the 2014 Brazilian Elections

Igarapé Institute, Rio de Janeiro, August 2014

## Taking Control: Pathways to Drug Policies that Work – A Launch

Global Commission on Drug Policy, New York, September 2014

## The Rise of Civil Society Diplomacy

TEDGlobal, Rio de Janeiro, October 2014

## New Debates on Drug Policies in the Americas: The Global Commission on Drug Policy's Latest Report

Georgetown University, Washington DC, October 2014

## Modernising Drug Law Enforcement Seminar

Chatham House and IISS, London, November 2014

## Reviewing Drug Policy in the Caribbean

Global Commission on Drug Policy, Open Society Foundations, Drug Policy Alliance and Virgin Unite, British Virgin Islands, February 2014

## Repanse - Medical Marijuana Campaign

PLPD and Pense Livre Network, Sao Paulo, March 2014

## Tenth Informal Dialogue on Drug Policy in Latin America

OAS, WOLA, TNI and civil society partners, Quito, April 2014

# INTERNATIONAL COOPERATION

## Post-2015 Development Agenda – Peace, Security and Justice

UNDP and OAS, Rio de Janeiro, January 2014

## Post-2015 Development Agenda – Bringing Peace and Security Back In

Igarapé Institute and Saferworld, with Itamaraty, Brasilia and Rio de Janeiro, January 2014

## South-South Cooperation – Brazil and South Africa

Igarapé-led study tour with GIZ, Rio de Janeiro, February 2014

## William Hague's Lecture on "Preventing Sexual Violence in Conflict"

(Igarapé supported the British Embassy in Brasilia, at their request), Brasilia, February 2014

## Open Debates with Sandra Honoré, MINUSTAH's Special Representative of the Secretary General (SRSG)

Igarapé, Pandiá Calógeras Institute and Itamaraty, Brasilia, March 2014

## Women, Peace and Security in Brazil: Overcoming Challenges and Bridging Gaps

Igarapé Institute, UN Women Brazil, Itamaraty and NOREF, Brasilia, March 2014



The Igarapé Institute pressing for new thinking on public security. Photo: Danilo Ramos



The Igarapé Institute's Renata Giannini shaping the debate on women and peacekeeping in Brazil. Photo: Eduarda Hamann

**End Sexual Violence in Conflict Summit**

UK government, London, June 2014

**Conflict and Education**

NORRAG, Geneva, June 2014

**Peace Capacities Network – Annual Meeting**

NUPI, Igarapé Institute and network partners, Istanbul, July 2014

**High Level Panel Dialogue on Innovation and Peace Operations**

HLP/UN, Berlin, August 2014

**Preparing Brazilian Civilian Experts to Work in Unstable Settings**

Igarapé, Brazilian Peacekeeping Training Center (CCOPAB), Brasília, November 2014

**Setting a Progressive United Nations Peace and Security Agenda: Searching for New Narratives**

Igarapé and Clingendael, with the Dutch Ministry of Foreign Affairs and Itamaraty, The Hague, November 2014

**Peace Capacities Network – Authors' Workshop**

NUPI, Igarapé Institute and network partners, Cairo, December 2014

# Team

The Igarapé Institute mobilizes hard-hitting data and analysis for decision and opinion makers to help transform public debate and action. This requires a highly committed and professional team of researchers, engineers, communications experts, administrative specialists and support staff. Some of these people may not be in the headlines, but they are critical to the success of the organization. In 2014, the Institute made some changes to the core team, but also expanded the group in Brazil and also in Colombia and Mexico.

In 2014 there were 28 staff members at the Igarapé Institute. They were based in Rio de Janeiro, São Paulo, Brasília and Rondonia. The Institute also has personnel in Bogota and Mexico DF. The team consists of experts in international relations and political science; international law; conflict, security and development studies; economics; epidemiology and public health; and the data sciences. Team members speak several languages, including Arabic, English, French, Portuguese, and Spanish.



The Igarapé Institute team

## Team Members:

**Ilona Szabó de Carvalho**, executive director and program coordinator for drug policy

**Robert Muggah**, research director and program coordinator for citizen security

**Alesandra Oberling**, project coordinator

**Alexandre Werner**, intern

**Alice Watson**, communications coordinator

**Ana Paula Pellegrino**, associate researcher

**Barbara Fernandes**, managing director

**Beatriz Alqueres**, member of the Secretariat of the Global Commission on Drug Policy

**Bruno Siqueira**, systems engineer

**Cristiana Saroldi**, administrative officer

**Cristiane de Oliveira Carneiro**, administrative officer

**Eduarda Hamann**, program coordinator for international cooperation

**Felipe Cavalcanti**, software developer

**Gustavo Diniz**, associate researcher

**Helen Moestue**, senior researcher

**Joelma Ferreira**, financial officer

**Julia Zylbersztajn**, project assistant

**Justin Kosslyn**, associate researcher

**Katherine Aguirre**, associate researcher

**Khalid Tinasti**, member of the Secretariat of the Global Commission on Drug Policy

**Leriana Figueiredo**, senior researcher

**Michele dos Ramos**, associate researcher

**Nathan Thompson**, associate researcher

**Patricia Kundrat**, member of the Secretariat of the Global Commission on Drug Policy

**Renata Giannini**, associate researcher

**Robson Rodrigues**, senior consultant

**Solange Felizardo**, administrative assistant

**Zara Snapp**, member of the Secretariat of the Global Commission on Drug Policy

## Advisory Council:

**Indranil Charkrabarti**, counsellor at DFID

**John Scott Carpenter**, director of free expression, Google Ideas.

**Jorge Abraham Soto Moreno**, digital expression expert

**Melina Risso**, public security expert

**Misha Glenny**, internationally acclaimed author

**Sissel Hodne Steen**, Norwegian diplomat

# Financial Support

As in previous years, the financial, strategic and moral assistance provided by the Igarapé Institute's core partners is central to the successes achieved in 2014. With their continued support, the Institute can field a skilled and motivated team.

The Igarapé Institute is grateful to have a diverse range of donor partners. We appreciate the support provided by bilateral agencies (Norway and United Kingdom); international and private foundations (in Brazil, Canada, United States, Norway, Netherlands and United Kingdom) and individual private donors (in Brazil).

## Specific partners include:

**Bernard van Leer Foundation**, The Netherlands

**Department for International Development (DfID), British Embassy in Brasilia**, United Kingdom

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)**, Germany

**Eric and Wendy Schmidt Foundation**, United States

**Fundação Fernando Henrique Cardoso**, Brazil

**Google Brasil**, Brazil

**Instituto Betty and A. Jacob Lafer**, Brazil

**Instituto Sou da Paz**, Brazil

**International Development Research Centre - (IDRC)**, Canada

**International Peace Institute (IPI)**, United States

**NECA Associação dos Pesquisadores de Núcleos de Estudos e Pesquisas sobre a Criança e Adolescente**, Brazil

**Network for International Policies and Cooperation in Education and Training (NORRAG)**, Switzerland

**Norwegian Ministry of Foreign Affairs, Norwegian Embassy in Brasilia**, Norway

**Norwegian Ministry of Foreign Affairs, Peace and Reconciliation Unit**, Norway

**Norwegian Peacebuilding Resource Center (NOREF)**, Norway

**OnThinkTanks**, United Kingdom

**Open Society Foundations**, United States

**Peace Research Institute Oslo (PRIO)**, Norway

**Saferworld**, United Kingdom

**SecDev Foundation**, Canada

**United Nations Development Program (UNDP)**, United States

**United Nations Office for Drugs and Crime (UNODC)**, Austria

**Virgin Unite**, United Kingdom

**\*Individual private donors**, Brazil

# Partners

The Igarapé Institute continued to expand its network of national, regional and international partners in 2014. Throughout the year we shared in victories and defeats and we regularly stood together facing the media glare. The mutual support the Institute shares with partner institutions extend far beyond the boundaries of written agreements. Rather, they consist of extensive interaction and sharing of information and ideas. The rewards of these relationships are rich and long-lasting. A number of core partners are listed below.

**African Policing Civilian Oversight Forum (APCOF)**, South Africa

**Bola Pra Frente Institute**, Brazil

**Brazilian Forum on Public Security**, Brazil

**Brazilian Center for International Relations (CEBRI)**, Brazil

**Brazilian Ministry of Foreign Affairs / Department of International Organizations**, Brazil

**Brazilian Peace Operations Joint Training Center (CCOPAB)**, Brazil

**Brazilian Institute of Criminal Sciences (IBCCRIM)**, Brazil

**BRICS Policy Center**, Brazil

**Center for Conflict, Peacebuilding and Development (CCDP)**, Switzerland

**Center for Crime and Public Safety Studies at UFMG (CRISP)**, Brazil

**Center for Security and Citizenship Studies at Cândido Mendes University (CESeC)**, Brazil

**Center for the Democratic Control of the Armed Forces (DCAF)**, Switzerland

**Clingendael - Netherlands institute of International Relations**, The Netherlands

**Conectas**, Brazil

**CureViolence**, USA

**Danish Demining Group (DDG)**, Kenya

**Drug Policy Alliance**, USA

**Fernando Henrique Cardoso Foundation (iFHC)**, Brazil

**Fundación Ideas para la Paz (FIP)**, Colombia

**Getúlio Vargas Foundation (FGV)**, Brazil

**German Center for International Peace Operations (ZIF)**, Germany

**Google Ideas**, USA

**Inter-American Development Bank (IADB)**, USA

**InsightCrime**, Colombia

**INSYDE**, Mexico

**Inter-American Development Bank (IADB)**, USA

**International Coalition for Responsibility to Protect (ICRtoP)**, USA

**Norwegian Institute of International Affairs (NUPI)**, Norway

**Norwegian Initiative on Small Arms Transfers of the Peace Research Institute of Oslo (NISAT-PRIO)**, Norway

**Norwegian Peacebuilding Resource Center (NOREF)**, Norway

**Pandiá Calógeras Institute (think tank at the Ministry of Defense)**, Brazil

**Peace Research Institute of Oslo (PRIO)**, Norway

**Periscopic**, USA

**PROMUNDO Institute**, Brazil

**Rio Branco Institute (diplomatic academy)**, Brazil

**Rio de Janeiro State Military Police (PMERJ)**, Brazil

**Saferworld**, United Kingdom

**Safety Lab**, South Africa

**Shine-a-light**, Brazil

**Sou da Paz**, Brazil

**Southern Pulse**, USA

**Spatial Collective**, Kenya

**Stockholm International Peace Research Institute (SIPRI)**, Sweden

**Trans-Border Institute (TBI)**, USA

**United Nations Development Program (UNDP)**, USA and Brazil

**United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)**, Brazil

**United Nations Office for Drugs and Crime (UNODC)**, Austria

**University of Brasilia**, Brazil

**Western Cape Province Government**, South Africa

**World Bank**, USA

**World Health Organisation (WHO)**, Switzerland

# Outlook for 2015

In 2014 the Igarapé Institute successfully transitioned from a start-up organization to a legitimate think and do tank. In just a few years, we positioned ourselves as a major voice for the Global South, helping shape and influence agendas across the security and development spectrum. That the Institute was able to do this during an especially challenging year in Brazil – not least the World Cup and Presidential elections – is a promising sign.

The aim in 2015 will be to build on these positive experiences and continue pushing for progressive transformation on public security, drug policy and international cooperation. Of course, we will pursue violence prevention, arms control, and the promotion of forward-looking foreign policy at home in Brazil. The political and economic outlook in Brazil for the coming years is complex with more polarization and bleak economic growth expected. And while the challenges are many, the importance of a critical and informed voice on sensitive issues is more urgent than ever before.

The Igarapé Institute will also be expanding its efforts across the security and development fronts globally. Given global instability in parts of Europe, the Middle East and Asia, there is a risk that attention toward Latin America and Africa wanes. A key goal in 2015 will be expanding work on homicide reduction in Latin America and the Caribbean. Likewise, the Institute will be increasing its work on mapping violence

against children, examining innovative citizen security and drug policies in Latin America and Africa, reinforcing attention to security and justice in the post-2015 development agenda, and building new technologies to visualize complex problems.

The watchword for 2015 is uncertainty – both in Brazil and around the world. Positive transformation will not be achieved by the activities of governments, private actors, or non-governmental actors alone. But to weather this period of unpredictability, organizations such as the Igarapé Institute will need to reinforce their capabilities, build strategic alliances and diversify their financial support. The Institute will devote much of 2015 to precisely this aim, including consolidating its management, monitoring and accounting systems and finalizing a board of directors, a financial board and an honorary board.

The Igarapé Institute made critical inroads in 2014, and has earned a reputation for hard, but intelligent, analysis and advice. Key to sustaining the quality of our work will be continued investment in our primary resources: our staff and our connections.

# Financial statement

GROSS REVENUE in BRL	2014	2013
Revenue with social welfare activities	5,814,051.97	3,963,582.45
Revenue of projects	4,915,024.59	3,206,030.15
Income from grants and donations	420,918.41	647,923.39
Administrative fee revenues	435,371.00	109,628.91
Revenue from services provided	46,784.86	
(-) Deduction of revenue	(4,046.89)	
Revenue with social welfare activities	5,814,051.97	3,963,582.45
(-) Operating expenses	(5,419,501.11)	(3,943,781.20)
(-) Administrative / general expenses	(5,218,223.81)	(3,830,995.63)
(-) Financial expenses and tax	(188,131.03)	(104,924.34)
(-) Depreciation and amortization expenses	(13,146.27)	(7,861.23)
Operating superavit	394,550.86	19,801.25
Income from other activities	188,824.32	143,070.41
Financial revenue	178,186.70	8,687.78
Other income and expenses	367,011.02	151,758.19
Superavit of the period	761,561.88	171,559.44



## **Igarapé Institute**

Rua Conde de Irajá, 370, 3º andar  
Botafogo, Rio de Janeiro – RJ – Brasil - 22271-020  
Tel/Fax: +55 (21) 3496-2114  
[contato@igarape.org.br](mailto:contato@igarape.org.br)  
[facebook.com/institutoigarape](https://www.facebook.com/institutoigarape)  
[twitter.com/igarape\\_org](https://twitter.com/igarape_org)

**[www.igarape.org.br](http://www.igarape.org.br)**

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