

# ALTERNATIVES FOR SECURITY AND DEVELOPMENT

Working differently to make a difference

Annual Report

2013





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Meeting of the Global Commission on Drug Policy in Geneva. Among the Commissioners are the former UN Secretary General, Kofi Annan, and the business entrepreneur Sir Richard Branson. Also included are former presidents including Fernando Henrique Cardoso (Brazil), Cesar Gaviria (Colombia), Ernesto Zedillo (Mexico), Jorge Sampaio (Portugal), Oluşegun Obasanjo (Nigeria) and Ruth Dreifuss (Switzerland). Photo: Rebeca Bowring



# LETTER FROM THE DIRECTORS

The Igarapé Institute is pleased to present its Annual Report for 2013. It was undoubtedly a very successful year for us. Our team grew to a comfortable size and we registered important victories on all fronts –including drug policy, citizen security and international cooperation. Based on our impacts and the feedback we´re receiving, it is safe to say that Igarapé is now recognized as an important think and do tank in Brazil but also across Latin America and the Caribbean. Today our reach also extends across the Americas and to Africa, Asia and Western Europe.

The Igarapé Institute launched a vast array of digital and hard products in 2013. We published 15 Strategic Notes and Strategic Papers. Our research team also produced some 14 academic papers and some 55 opinion articles in leading national and global media outlets from the Atlantic and the New York Times to o Globo and Estadão. We also significantly enhanced our ability to develop new information communication technologies, including mobile apps that are helping us transmit our messages to a global audience.

Our principal objectives are the same as when we founded the Institute. We are committed to conducting high-quality evidence-based research in order to enable debate and action by governments, the private sector and civil society on complex security and development challenges.

A goal we set for ourselves in 2013 was to expand partnerships and visibility in the Northern and Southern hemispheres. We felt that this was important in order to broaden debate on sensitive issues relating to drug policy, citizen security and international cooperation. We have now established formal alliances with some 30 international organizations and 5 international networks. Meanwhile, our website pages receive more than 150,000 visits a month from over 150 countries. Our mapping arms data (MAD) data visualization alone has registered 4.5 million hits over the past year.

Regardless of these statistics, the big question is whether we are making a difference. Are we shaping the public discussion on issues we are committed to? Do decision-makers take us seriously? There are some indications that we are registering an impact. This can be partly measured by the media coverage we generate together with the ways in which key opinion-makers are taking on our arguments.

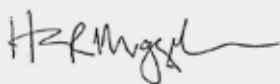
**Where have we been able to document change? Some examples are the ways we:**

- *Initiated debate on the use of new technologies to improve public security in Brazil, Kenya and South Africa;*
- *Applied forward-leaning research methods (big data) to monitor protest in Brazil and across Latin America;*
- *Exerted pressure for a change in Brazilian drug legislation and influenced the revision and subsequent rejection of an outdated bill defended by some senators and congressmen;*
- *Expanded the debate on Brazil's global role in relation to Security Council reform, the Responsibility to Protect (R2P) and ways to build civilian capacity for peace support operations;*
- *Influenced the direction of the post-2015 development agenda by advising the United Nations High Level Panel and preparing position papers for the United Nations Development Program and the United Nations Office for Drugs and Crime;*
- *Introduced new data visualization technologies to influence negotiations around a global Arms Trade Treaty, including the inclusion of ammunition regulation in the final text;*
- *Facilitated meetings between Latin American, European and African ex-Presidents to discuss international drug policy, with major events held in Switzerland, Mexico and Brazil;*
- *Exposed the scale and dynamics of arms trafficking between the United States and Mexico and initiated a debate on the ways in which firearms are smuggled across the border; and*
- *Launched the first ever scientific review of programs to prevent youth violence in Latin America and the Caribbean.*

These initiatives attracted the attention of major international and domestic press outlets. Igarapé Institute and its collaborators appeared in literally thousands of news reports – including live television, radio and online interviews – in more than a dozen languages! The list is too long to count, but we could include stories with ABC, BBC, CBC, CNN, El Tiempo, Fusion, the Globe and Mail and many more. As always, we are grateful for the tireless commitment and dedication of our research and support team. They set a new bar in 2013, and we hope to surpass these accomplishments in 2014!



Ilona Szabó de Carvalho  
Executive Director



Robert Muggah  
Research Director





# ACTIVITIES AND IMPACTS IN 2013

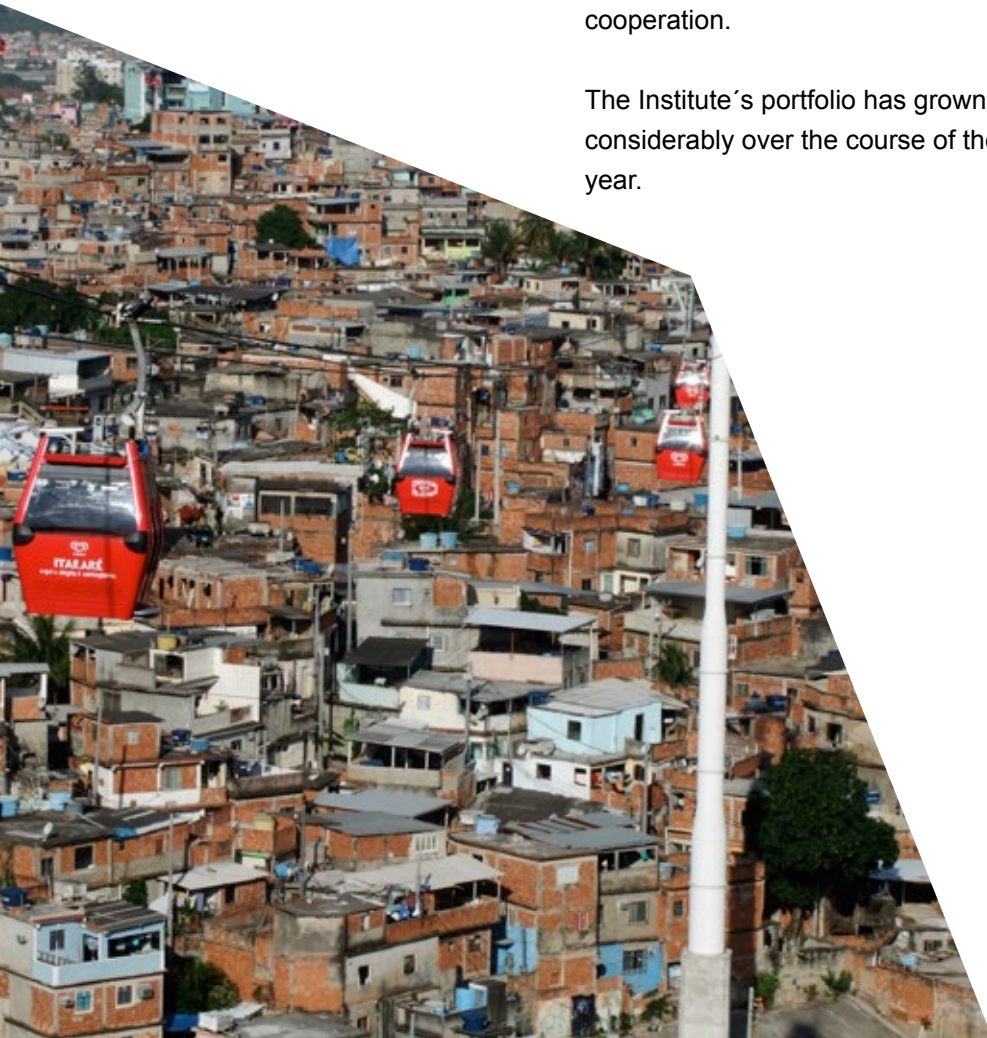


In 2013 the Igarapé Institute consolidated its reputation as a respected think and do tank on issues of security and development. Although maintaining an increasingly visible presence in frontline debates, the Institute also played a major role behind the scenes with respect to shaping legislation, policy and practice on issues of drug policy, citizen security and international cooperation.

The Institute's portfolio has grown considerably over the course of the year.

We managed well over 20 individual projects on a vast range of issues related to drug policy reform, arms control, violence prevention, and international diplomacy. Not surprisingly, we have also witnessed increasing demands for inputs from the media, governments, private actors, and non-governmental organizations. Likewise, we have seen our influence expand, including in relation to major legislative and policy developments in Brazil and around the world.

The Igarapé Institute is expanding its outreach capabilities and strengthening its connections. And this is fundamentally what the Institute was originally intended to do. The word "Igarapé" alludes to small rivers. We see ourselves as the connecting point between streams, rivers and oceans. It is our firm belief that the creation of channels for informed dialogue and critical debate across different sectors of society can lead to improvements in security and development. We are now well on our way to making a difference and you can learn more about how we work in the following pages.



*The Igarapé Institute is committed to rigorous scientific research as a means of shaping informed debate and action.*

15

*Strategic Notes, Strategic Papers and conference reports*

14

*Peer-reviewed articles and policy reports for organizations such as the Inter-American Development Bank (IADB), NOREF, the United Nations, the World Bank and many more*

55

*Opinion articles for the international, regional and domestic media – in four languages*

2

*Digital applications*

The Institute places a premium on not just producing solid research, but also ensuring it is widely distributed to generate maximum impact. Our publications stimulated considerable debate in political and academic circles. They also generated exceptional pick-up in both the conventional (print, radio and television) and social media. Literally hundreds of public, private and non-governmental organizations have reached out to the Igarapé Institute to request material or follow-up. And Institute staff attended and presented findings as keynote speakers in dozens of forums, including with Google Ideas, the International Committee of the Red Cross, the Organization of American States, the United Nations Children's Fund and many more.

more than  
**21000**  
downloads

The Igarapé Institute website has become a new reference in Brazil and Latin America for cutting-edge research and policy analysis. As the chart shows on the next page, some publications were more popular than others.

It is of course also the case that this statistic is an imperfect measure of our readership. It does not account for the thousands of hard copies of our material distributed by post, electronically or at global events. Moreover, it does not include downloads of our publications on the websites of our partners.

**A sample of Igarapé Institute publications and downloads**

Downloads	Type of Publication	Title	Date
3886	Book	Implementing the Responsibility to Protect: New Directions for International Peace and Security?	Mar-13
3813	Supporting Document	Small Arms and Ammunition Visualization – FAQs	Mar-13
1595	Article	The Way of the Gun: Estimating Firearms Traffic Across the U.S.- Mexico Border	Mar-13
1313	Strategic Note	Is Tourism Haiti's Magic Bullet? An Empirical Treatment of Haiti's Tourism Potential	Jun-13
1095	Book	Implementing the Responsibility to Protect: New Directions for International Peace and Security?	Mar-13
672	Strategic Paper	Securing the border: Brazil's "South America First" Approach to Transnational Organized Crime	Oct-13
663	Article	Black Bloc Rising: Social Networks in Brazil	Oct-13
619	Article	Youth Violence Prevention in Latin America and the Caribbean: a Scoping Review of the Evidence	Aug-13
611	Article	New Technologies for Violence Prevention in Latin America	Aug-13
484	Strategic Paper	To Save Succeeding Generations: UN Security Council Reform and the Protection of Civilians	Aug-13
480	Article	Citizen Security Rising: New Approaches to Addressing Drugs, Guns and Violence in Latin America	Jul-13
478	Strategic Note	Promoting Peace in the Post-2015 Context: The Role of the Emerging Powers	Feb-13

*In addition to publications, the Igarapé Institute also develops data visualizations and interactive applications to expand awareness and engagement with security and development themes.*



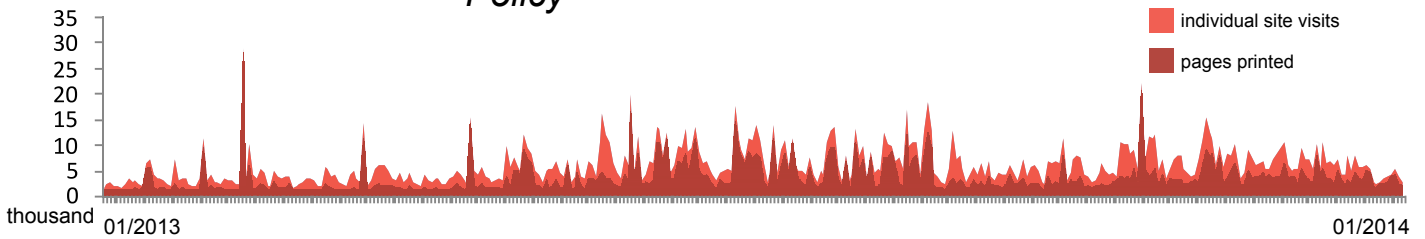
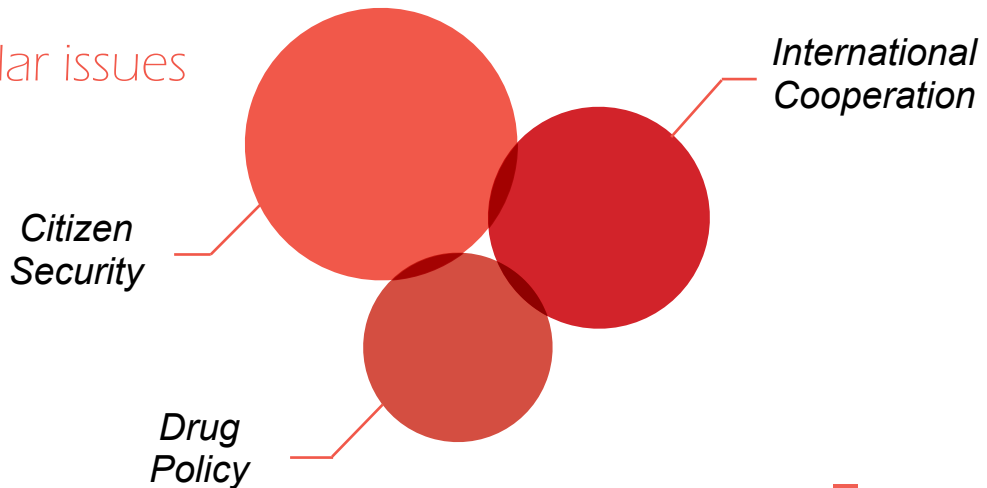
# Impacts Online

**167000**  
*website page views  
 per month*

**24000**  
*average website  
 visits per month*

**32000**  
*peak website visits  
 per month*

most popular issues



The Igarapé Institute is also reporting a fast growing presence in **social media**. There, drug policy is our most popular subject. Indeed, the Institute quadrupled the number of “likes” on the Pense Livre Network’s Facebook page in 2013.



**1.448**  
*likes in January  
 2013*

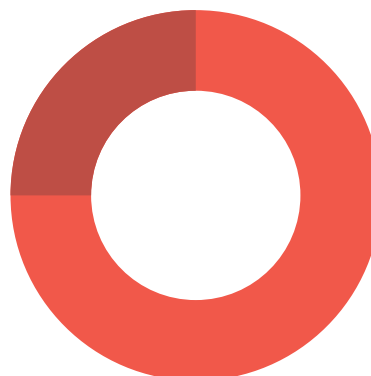
**5.386**  
*likes in December  
 2013*

**37.790**  
*people in a single  
 day*

Igarapé’s institutional fan page also saw a significant increase in the number of “likes” in 2013.

**888**  
*shares in one day*

**262**  
*users in  
 January  
 2013*



**767**  
*users in  
 December  
 2013*

# Impacting through Events

The Igarapé Institute routinely organizes events alone and with our partners. We bring key people and organizations together to share findings, plan strategies, and execute plans. The Institute organized more than 10 conferences, seminars and round-tables in 2013, focusing on all key thematic areas. These initiatives involved hundreds of high-level government representatives, business people, non-governmental experts and scholars, with findings widely distributed in conventional and social media.

Igarapé Institute personnel were also invited to participate in more than 25 national and international conferences and seminars across the Americas, Africa, Asia, Australia and the Pacific. We co-hosted events, delivered keynote addresses, and actively participated from the floor. By way of example, we were invited to give opening talks at major events such as the Annual Assembly of the International Federation of the Red Cross in Sydney, a Google Ideas Summit in New York, and the International Conference on Child Abuse and Neglect (ISPCAN Latin America), in Viña del Mar.

10

The Institute organized 10 events in 2013

15

*Institute personnel attended and gave presentations at more than 15 conferences and seminars*



14

*Institute presentations in Brazil*

11

*Institute presentations abroad*

<i>Australia</i>	<i>Guatemala</i>	<i>Switzerland</i>
<i>Brazil</i>	<i>Mexico</i>	<i>Uruguay</i>
<i>Chile</i>	<i>Norway</i>	<i>USA</i>
<i>Colombia</i>	<i>Panama</i>	



# The Best of the Press



CITIZEN SECURITY



INTERNATIONAL COOPERATION



DRUG POLICY

**THE GLOBE AND MAIL**

*After NSA scandal, will Brazil try to unravel the Internet?*

**thestar.com**

*A much-needed change of tune in war on drugs*

*The Atlantic*

*A massive drug trade, and no violence*

**THE VERGE**

*Cutting the cord: Brazil's bold plan to combat the NSA*

**CNN México**

*México y EU decomisan el 14% de las armas que se trafican, según estudio*

**EXCELSIOR**

*Una guerra con otro nombre*

**EL ESPECTADOR**  
www.elespectador.com

*La violencia 'invisible' de Medellín*



*A internação voluntária é exceção*

**Valor**  
ECONÓMICO

*A luta é dura, e não termina*

**O GLOBO**

*Ilona Szabó, força e coragem para quebrar tabus*

**Forum**  
revista

*Drogas: "Precisamos sair da polarização neste debate"*



HUFF POST **TECH**  
Wired humanitarianism

**HUFFPOST WORLD**  
Who will fix the United Nations Security Council?

**BBC NEWS**  
Rio de Janeiro's Igarapé Institute visualises global arms trade



**terra**

Brasil é o quarto maior exportador de armas leves

**ESTADÃO**

Brasil precisa liderar reforma do CS da ONU

**Brasil Econômico**

Tecnologia - O fim da ciência, Black Blocs etc.

**CartaCapital**

O mundo precisa de mais Sergios





# PROGRAMS

# Citizen Security

*Latin America is one of the most violent regions on the planet. A complex set of factors – political, social and economic – shape the dynamics of insecurity. The Igarapé Institute's Citizen Security Program works with national and international partners to identify the risk factors that foster organized and inter-personal violence. On the basis of this evidence, the Institute proposes alternative solutions that maximize safety and security. In 2013, we deepened a number of ongoing initiatives but also started new ones.*

## Main impacts in 2013

- Launched an updated data visualization of global arms transfers with partners from around the world.
- Joined the debate on citizen security in Brazil, Latin America and the Caribbean.
- Initiated discussions on the use of new technologies to make police forces smarter and more accountable in Brazil, Kenya and South Africa.
- Used Big Data social media analytics to monitor demonstrations in Argentina, Brazil, Colombia, El Salvador and Mexico.
- Used data visualization tools to encourage the inclusion of ammunition controls in a new Arms Trade Treaty.
- Exposed the scale and dynamics of arms trafficking between the USA and Mexico using predictive models.
- Launched the first scientific review of youth violence prevention programs in Latin America and the Caribbean.
- Finalized an unprecedented review of digital empowerment in Argentina, Brazil, Colombia, El Salvador and Mexico.



New version of the Mapping Arms Data (MAD) visualization launched in 2013

## **Mapping Arms Data**

The Igarapé Institute launched an updated version of the MAD visualization tool in 2013. In partnership with PRIO and Google Ideas, the Igarapé Institute developed a web-based interactive application that visualizes hundreds of thousands of exports and imports of small arms, light weapons and ammunition (by value) between 1992-2011. The new tool was released in Germany in 2013 and was viewed by more than 4.5 million people since its original launch at a Google Summit in Los Angeles the year before. The MAD tool was nominated for a Webby Award, Favorite Website of the Day (FWD) award, and was featured by Wired, the Atlantic, BBC news, CBC and hundreds of other conventional and social media outlets. An upgraded version will be prepared for 2014, with new functions highlighting the average price of various types of firearms as well as illicit trafficking networks.

## **Smart Policing**

The Smart Policing project mobilizes new technologies to promote accountability and oversight over police in Cape Town, Nairobi and Rio de Janeiro. It 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 Spatial Collective and the West Cape Government. It involves the production of a smart phone-based android application with visual, audio and

GPS monitoring functions. With support from the UK Department for International Development (DFID), the Igarapé Institute team undertook extensive pilots in 2013 with the expectation of expanding testing in Brazil, Kenya and South Africa in 2014. The team launched Smart Policing at a major Google summit in New York with extensive media coverage in the BBC, o Globo, New York Times and dozens of other outlets. The project also generated several Strategic Notes describing innovations in the use of new technologies to improve policing and public safety.

## **Citizen Security Dialogues**

The Igarapé Institute is expanding engagement across the Americas and Africa on issues of citizen security. In 2013, the Institute launched the Citizen Security Dialogues to promote public debate at the highest level on issues of violence prevention. The Dialogues consist of four high-level consultations in Bogota, Cape Town, Mexico and Rio de Janeiro between 2013-2016. With support from the IDRC and the IADB, the Dialogues will work with internationally recognized experts to develop critical assessments of “what works and what does not” in the realm of security and justice. Findings will be published in the Journal of Stability. Already, the Institute partnered with the IADB and the Brazilian Public Security Forum to host the first “regional” dialogue in Porto Alegre, Brazil, in 2013. Likewise, research and media outputs have been generated and featured on the project website.

## **Open Empowerment Initiative**

The Open Empowerment Initiative examines the many ways in which digital connectivity, demographics and power are coming together to digitally empower young people across Latin America. Running from 2012-2014, the OEI is based on a partnership between the Igarapé Institute, the SecDev Foundation, the International Development Research Centre, and multiple partners with the aim of investigating how cyberspace is re-shaping citizen action and state-society relations. In 2013, the OEI team generated Big Data assessments of social networks in Argentina, Brazil, Colombia, El Salvador and Mexico. Specific reports focused on the rise of Black Bloc, as well as the wider impacts of cyber-crime for the Organization of American States (OAS) members. The OEI received coverage from the ABC, BBC, CBC, El Pais, IDGNow!, O Dia, o Globo, New York Times, Verge, Vice and hundreds of other media outlets.

## **Child Security Index (CSI)**

The Igarapé Institute is applying new technologies to map the impacts of violence on children and adolescents. Between 2012 and 2013, the Institute partnered with the Bernard van Leer Foundation to assess the ways in which children are psychologically and emotionally impacted by violence in low-income settings of Rio de Janeiro. Drawing on open source software, the Institute developed a new application – the Child

Security Index (CSI) – to map out the specific ways that young people experience insecurity. In 2013 and 2014, the Igarapé Institute is partnering with Shine-a-Light in Recife, Promundo in Rio de Janeiro and partners in Sao Paulo to pilot the app and test the impacts of interventions on children before and after projects are initiated. The Institute is also developing a partnership to test the CSI with CureViolence, a US-based organization committed to violence prevention in 15 cities around the world.

### **Analyzing security and development opportunities in Haiti**

The Igarapé Institute coordinated several major surveys in Haiti in 2013. As in previous years, these focused on wider issues of crime, victimization, public health, food security and public satisfaction. A major output included a focused assessment of prospects for tourism in the island country, highlighting the ways in which strategic investments could generate more sustainable and profitable returns. The assessment generated considerable media attention in travel journals and the popular press. Likewise, the Igarapé Institute completed a major evaluation of the community violence reduction program of the United Nations Stabilization Mission in Haiti (MINUSTAH), highlighting the complex challenges confronting relief and development workers in the country. Also, the Igarapé Institute continues to assist bilateral and

multilateral donors as well as the Haitian government development assessments and responses to persistent fragility.

### **Assessing the results of youth violence prevention programs**

In 2013, the Igarapé Institute administered a comprehensive overview of youth violence prevention programs in Latin America and the Caribbean. In partnership with NOREF, the study considered all published and grey literature on impact evaluations in English, Spanish and Portuguese. The assessment was intended to examine “what works” and “what does not” with respect to primary, secondary and tertiary prevention programs. From a pool of thousands of assessments, roughly 18 were considered to be of a high scientific caliber. The study was featured at a major conference on youth in Chile as well as a UNICEF gathering of directors across the Americas. It was also used to inform a meta-review of youth violence prevention programming led by the World Health Organization (WHO).

### **Analyzing violence and humanitarian action in Central America**

The Igarapé Institute examined the scale and distribution of violence in Central America and its impacts on wider humanitarian action. In 2013, the Igarapé Institute administered a series of diagnostics for the Central American Network of Humanitarian Agencies (REDLAC), a cluster of

20 international relief organizations working in the sub-region. The assessment reviewed the direct and indirect consequences of violence on aid work, and also entailed a survey of dozens of personnel to assess the objective and subjective dimensions of insecurity. Findings were presented at a workshop in Panama and distributed via the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and World Vision International. Additional media articles were prepared for the Atlantic and Huffington Post to call attention to the humanitarian disaster unfolding in countries such as El Salvador, Guatemala, and Honduras owing to organized violence.

### **Mapping citizen security in Latin America and the Caribbean**

In 2013 the Igarapé Institute developed a comprehensive assessment of citizen security interventions across Latin American and the Caribbean. The assessment, undertaken with support from the International Development Research Centre (IDRC), the Inter-American Development Bank, NOREF and the United Nations, reviewed more than 1,300 separate activities in over 30 countries that involved the promotion of public safety and security. The final report, published in English and Portuguese, is informed by a unified database and is intended to support policy makers and practitioners better understand the wider landscape of citizen security. In 2014 the database will be released to the

public with additional visualizations highlighting the temporal and geographic dispersion of interventions across the region.

### ***Investigating arms trafficking in Mexico and the United States***

The Igarapé Institute, together with the Trans-Border Institute and the University of San Diego, developed a major study of arms trafficking between the United States and Mexico in 2013. The assessment introduced an econometric method to assess the demand for arms, and estimated that hundreds of thousands of weapons were being diverted from southern American states across the border to Mexico. The report – *The Way of the Gun* – was featured by the Atlantic, CNN, Excelsior, Fox, Huffington Post, Reforma, and hundreds of newspapers and television channels around the world. It has also precipitated a debate on the need for introducing additional controls on federally licensed firearms dealers in the United States.

### ***Citizen security and the city***

In 2013 the Igarapé Institute launched a number of assessments of fragile and resilient cities. Building on major publications produced on the Urban Dilemma for the International Development Research Center (IDRC), the Igarapé Institute published articles for the Atlantic, Cities Today, e-IR, Exame, the Global Observatory, Huffington Post, ISN, and others on emerging risks and

opportunities for fast-growing urban centers. Institute personnel are also serving as expert advisors to the Global Network on Safer Cities (GNSC) – a collection of more than 50 mayors from around the world devoted to promoting public safety in cities – and presented findings to the GNSC in Italy and the United States. In 2014, the Igarapé Institute will co-host seminars with the IADB, APCOF and the German Technical Development agency (GIZ) on citizen security in cities at the World Urban Forum and TED Global.

### ***Digital humanitarianism and disaster response***

The Igarapé Institute is exploring the use of new technologies to enhance relief and development work in crisis-affected areas. In 2013, the Institute was invited to deliver a keynote address to the annual conference of the International Federation of the Red Cross (IFRC) and the International Committee of the Red Cross (ICRC). The event attracted more than 1,300 delegates from 189 countries. The Institute also prepared analytical articles examining the impact and influence of new technologies on aid, including articles with leading specialists. Likewise, the Institute has collaborated with the Overseas Development Institute (ODI) and the Harvard Humanitarian Initiative (HHI) to examine both new and old technologies in assessing trends in conflict and crises affected settings. The Institute also collaborated with the Enstiti Travay Sosial ak Syans Sosyal to carry-out a rapid near real time

household survey of post-disaster needs in the Philippines. The assessment, entailing interviews with more than 4,000 respondents, was one of a few comprehensive post-crisis evaluations available and was used by the Filipino government, United Nations and bilateral agencies, and humanitarian organizations to improve their response to victims and survivors of the super typhoon Yolanda.

### ***Tracking organized crime in Brazil***

The Igarapé Institute has undertaken a number of assessments of organized crime in Brazil and among its neighbors in South America. In 2013, the Institute collaborated with the Fernando Henrique Cardoso Institute (iFHC) and other partners to examine the ways in which crime is manifested in the frontier areas of Brazil with Bolivia, Colombia, Paraguay, Peru and Venezuela. The study was released in English and Portuguese, and featured in Brazilian and US media outlets. Likewise, the Igarapé Institute partnered with the Wilson Center to examine the spread of organized crime in Latin America and the Caribbean, notably through so-called criminal diasporas. The assessment was published in Spanish and covered by Latin American and Spanish media newspapers.



# National and global drug policy

*The year 2013 was a watershed for drug policy, particularly in Latin America. The region confronts accelerating rates of violence and crime, much of it connected to the so-called war on drugs. As a result, the global drug control regime is coming under increasing pressure to change. Some Latin American governments have already started drawing up new policy agendas intended to reverse the damaging effects of repressive policies. Some of these recent shifts can be traced directly to two reports released by the OAS in 2013 as well as to recent legislation from certain US states that have regulated cannabis for recreational purposes. Changes are due to the expansion of lobbying campaigns to promote more humane policies in Europe together with discussions among world leaders in Western Africa, Asia and Eastern Europe. Since 2011, the Igarapé Institute has been involved in advancing this debate, with projects underway at the global, regional and national level.*



*The ex-Minister of Justice, José Gregori, represented another 6 former ministers in signing a letter in favor of decriminalization of drugs. The letter was handed-over to Minister Gilmar of the STF. Photo: Jailton de Carvalho*

## Main impacts in 2013

### **Brazil:**

- Encouraged various organizations and civil society networks to join the debate on identifying drug policies that work.
- Founded a supra-partisan movement to halt the progress of and modify the PLC 37 drugs bill (former PL7663).
- Facilitated the process of drafting a new bill on drugs, based on the Rede Pense Livre (Think Free Network) agenda with discussions on the subject now underway among allies in Congress.

### **International:**

- Served as the international secretariat for the Global Commission on Drug Policy, an entity that is changing the global debate by proposing and legitimizing a new paradigm based on science and human rights with the health and safety of citizens at the center of the discussion.
- Organized events and facilitated debates between ex-presidents and international and regional leaders in Brazil, Mexico and Switzerland.

### ***Rede Pense Livre (Think Free Network) - for a drug policy that works***

Pense Livre consists of a network of roughly 80 young Brazilian leaders drawn from various sectors of society ([www.oesquema.com.br/penselivre](http://www.oesquema.com.br/penselivre)). It is an independent and non-partisan group deeply committed to ensuring that drug policy is linked to wider questions of human, social and economic development. Pense Livre welcomed new members throughout 2013 and emerged as a key player in the national debate on drug policy. The network achieved a number of successes including the introduction of a progressive drugs agenda in various media outlets; the publication of dozens of articles and interviews in major newspapers; the involvement of celebrities in favor of decriminalizing drug use; and the mobilization of seven ex-Ministers of Justice to sign a letter in favor of decriminalizing drugs, addressed to Minister Gilmar Mendes of the Federal Supreme Court.

### ***Global Commission on Drug Policy***

The Igarapé Institute is the international secretariat of the Global Commission on Drug Policy. The Commission is chaired by the ex-president of Brazil, Fernando Henrique Cardoso and includes 19 other statesmen and public figures such as George Shultz, Paul Volker, Kofi Annan, Richard Branson, and ex-chiefs of state such as Cesar Gaviria (Colombia), Ernesto Zedillo (Mexico),

Aleksander Kwasniewski (Poland), George Papandreou (Greece), Jorge Sampaio (Portugal), Ricardo Lagos (Chile) and Ruth Dreifuss (Switzerland). The Global Commission on Drug Policy continues to be the most respected player in the international debate on the issue. In mid-2013 with support from the Institute, the Commission released its third report, entitled "The Negative Impacts of the War on Drugs on Public Health". During the year, members of the Commission took part in dozens of international seminars, meetings with world leaders and the United Nations, and interviews to media outlets all over the world.

### ***Latin American Platform on Drug Policy (PLPD)***

A The Latin American Platform on Drug Policy cooperates with business people and social entrepreneurs who are committed to improving public policy on drugs. Their focus is on identifying effective ways of reducing health risks and damage to human rights, advancing citizen security and protecting democratic institutions. The PLPD seeks to help citizens and politicians take decisions on the most appropriate mechanisms for drug control in their own countries. It is dedicated to opening up and strengthening public debate and proposing alternatives based on evidence. The PLPD consolidated its activities in 2013, including confirming its 25 members, defining a strategic agenda and launching its website ([www.pl-pd.org](http://www.pl-pd.org)).

### ***Latin America rising: a review of the new debate on drug policy***

In 2013, with the support of NOREF, the Igarapé Institute conducted a regional survey of the drug policy changes taking place across Latin America. The final report analyzes how these transformations are generating knock-on effects at the global level, including in North America, Western Europe and Sub-Saharan Africa. The report draws attention to the considerable multiplier effects of two independent commissions: the Latin-American Commission on Drugs and Democracy and the Global Commission on Drug Policy – both of which broke the taboo in discussing alternatives to the war on drugs.

# International cooperation

*There are seismic shifts underway in how the United Nations and regional organizations are engaging with questions of security and development. Nowhere are these transformations more obvious than in Latin America, where governments are experimenting with new approaches to citizen security. For its part, Brazil is also seeking to expand its influence in the new world order, including in relation to the reform of the Security Council, strengthening digital sovereignty, and promoting norms around humanitarian intervention, including the Responsibility while Protecting (RwP). In 2013 the Igarapé Institute deepened its partnership with international agencies and the Brazilian government on questions of international and regional security policy.*



*Robert Muggah, Ilona Szabo de Carvalho and the former Minister of Foreign Affairs, Antonio Patriota were participating in a meeting on UN Security Council Reform in the Praia do Forte in 2013. Photo: Gilberto Silva*

## **Main Impacts in 2013**

- *Generated a critical debate on Brazil's role in the world, including the themes of Responsibility to Protect (R2P) and the reform of the UN Security Council.*
- *Supported the Brazilian government in enhancing its civilian deployment capacity for peace missions and influenced the UN-led CivCap process.*
- *Organized events at Rio Branco and supported the Brazilian Ministry of Foreign Affairs on issues of peace and security.*
- *Directly influenced the content of the post-2015 development agenda, advising the UN's High Level Panel on future sustainable development goals (SDGs).*
- *Expanded south-south cooperation in sending civilians on peacekeeping missions (including in cooperation with the UN).*
- *Inserted the terms 'security' and 'justice' in the discussion on south-south cooperation, thereby expanding the debate.*

## **Analyzing the concepts of Responsibility to Protect (R2P) and Responsibility while Protecting (RwP)**

The Igarapé Institute has supported a critical and sustained debate on the practical and legal implications of the R2P and RwP concepts in Brazil. The Institute organized events attended by more than 100 Brazilian and foreign experts and released three publications (in Portuguese and in English) for a wide audience. The event was the first meeting on R2P and RwP with members of all relevant ministries involved with international peace and security. A follow-up meeting was held during the tenth anniversary of Sérgio Vieira de Mello's death, during which other Igarapé Institute publications were also launched.

## **Brazil: Peacekeeping and Security**

The Igarapé Institute has stimulated debate amongst Brazilian decision-makers in and outside government on their role and responsibilities regarding international peacekeeping. The Institute has undertaken surveys, publications, seminars and created networks and partnerships with the Brazilian public authorities and academic experts in order to critically review past practice and future priorities. For example, the Igarapé Institute took part in closed meetings with the Minister of Foreign Affairs and high-ranking ministry officials, as well as with representatives of the G4

(Germany, Brazil, India and Japan) and the BRICS (Brazil, Russia, India, China and South Africa). The Institute supported an event together with NOREF, Itamaraty and the Norwegian Embassy entitled "Views on the Middle East" at the Rio Branco Institute in Brasilia.

## **Brazil's global role**

The Igarapé Institute and the Brazilian Center for International Relations (CEBRI) have established a round of debates focused on the protection of civilians; the reform of the UN Security Council; and cyber security. The expectation is that Brazil and other countries will draw on this works stream in order to develop a decisive agenda for peace support activities. It is also expected that findings from these activities can contribute to concrete recommendations for Security Council reform. A major publication on these themes was released in mid-2013, with financing from the Norwegian and British governments. Additional assessments were also released on the considerable challenges facing Brazil related to organized crime, in particular drug trafficking, arms smuggling, and cybercrime.

## **The post-2015 development agenda**

The Igarapé Institute has been deeply involved in shaping the post-2015 discussions, particularly in partnership with United Nations agencies, Latin

American governments and its partners Saferworld and the Center for International Cooperation. In partnership with Saferworld the Institute launched several Strategic Papers (in English and Portuguese) critically examining Brazil's foreign policy stance on wider issues of peace and security. Specifically, the Institute participated in a number of international consultations – from Panama to New York – and prepared positions papers on the UN's post-2015 development agenda, including for UNDP and UNODC. The research director advised the High Level Panel, nominated by the UN secretary general for this matter, and also collaborated on several other UN panels on conflict and fragility including with the g7+, the Organization for Economic Cooperation and Development and the World Bank. The Institute was also appointed as an adviser to UN consultations in Indonesia, Liberia and the UK. In 2014, the Igarapé Institute will be hosting a range of major events with the Brazilian government, the OAS, United Nations, and the Inter-American Development Bank on the place of peace, security and justice in the post-2015 agenda.

## **Civilian capacity in Brazil**

This Igarapé Institute has worked for several years to strengthen the Brazilian government's ability to identify, recruit, prepare and deploy civilian specialists to serve in multilateral peace support missions and bilateral/triangular activities involving technical cooperation.



After two years of engagement, the Institute has encouraged the Brazilian Ministry of Foreign Affairs to work with other federal agencies to update existing legislation on civilian deployment. Also, the Institute has worked with the Ministry of Defense and the Armed Forces, through the Brazilian Peacekeeping Operations Joint Center (CCOPAB), together with the National Public Administration College and Itamaraty, to devote resources to training Brazilian civilian specialists.



*A gathering of Igarapé Institute personnel and partners at the second annual civilian capacity network meeting in Oslo, Norway. Photo: PeaceCap Network*



*Eduarda Hamann, of the Igarapé Institute, presents findings from a recent study at a meeting of the civilian capacity network in Brasilia. Photo: Kenia Ribeiro*



# 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 is targeted at policy and practitioner communities, but also 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.

## Citizen Security

### ***The Way of the Gun: Estimating Firearms Traffic Across the US-Mexico Border (Article)***

Topher McDougal, David A. Shirk, Robert Muggah and John H. Patterson, March 2013

### ***Is Tourism Haiti's Magic Bullet? An Empirical Treatment of Haiti's Tourism Potential (Strategic Note)***

Athena R. Kolbe, Keely Brookes and Robert Muggah, June 2013

### ***Cyberspace & Open Empowerment in Latin America (Strategic Note)***

Instituto Igarapé and Sec Dev Group, June 2013

### ***Protegendo as Fronteiras: o Brasil e Sua Estratégia "América do Sul como Prioridade"***

#### ***Contra o Crime Organizado Transnacional (Strategic Paper)***

Robert Muggah and Gustavo Diniz, October 2013

### ***Black Bloc Rising: Social Networks in Brazil (Article)***

Instituto Igarapé and SecDev Foundation, October 2013

### ***A Diáspora Criminal: o Alastramento Transnacional do Crime Organizado e as Medidas para Conter sua Expansão (Strategic Note)***

Juan Carlos Garzón Vergara, November 2013

### ***Smarter Policing: Tracking the Influence of New Information Technology in Rio de Janeiro (Strategic Note)***

Graham Denyer Willis, Robert Muggah, Justin Kosslyn and Felipe Leusin, November 2013

## Drug Policy

### ***Violencia, Drogas y Armas: Otro Futuro Posible? (Strategic Note)***

Ilona Szabó de Carvalho, Juan Carlos Garzón and Robert Muggah, May 2013

### ***Citizen Security Rising: New Approaches to Addressing Drugs, Guns and Violence in Latin America (Strategic Note)***

Ilona Szabó de Carvalho, Juan Carlos Garzón and Robert Muggah, July 2013

## International Cooperation

### ***Momento Oportuno: Revisão da Capacidade Brasileira para Desdobrar Especialistas Civis em Missões Internacionais (Strategic Paper)***

Eduarda Passarelli Hamann, January 2013

### ***O Envolvimento de Civis em Contextos Pós-Conflito: Oportunidade Para a Inserção Internacional do Brasil (chapter of a book published by IPEA - the Institute for Applied Economic Research)***

Eduarda Passarelli Hamann, January 2013

### ***Promoting Peace in the Post-2015 Framework: The Role of Rising Powers (Strategic Note)***

Robert Muggah, Ivan Campbell, Eduarda Hamann, Gustavo Diniz and Marina Motta, February 2013

### ***A Promoção da Paz no Contexto Pós-2015: O Papel das Potências Emergentes (Strategic Note)***

Robert Muggah, Ivan Campbell, Eduarda Hamann, Gustavo Diniz and Marina Motta, February 2013

### ***A Implementação da Responsabilidade de Proteger: Novas Direções para a Paz e a Segurança Internacional? (Book)***

Instituto Igarapé and Centro Brasileiro de Relações Internacionais (CEBRI), March 2013

### ***To Save Succeeding Generations: UN Security Council Reform and the Protection of Civilians (Strategic Paper)***

Conor Foley, August 2013

## Other publications

### ***Brasil y América Latina: Qué Liderazgo es Posible?***

Robert Muggah, April 2013

### ***Brazil and Transnational Organised Crime***

Robert Muggah, April 2013

### ***New Technology and the Prevention of Violence and Conflict***

Robert Muggah and Gustavo Diniz, April 2013

***Negociar el Desarme y la Desmovilización: una Revisión Descriptiva de la Evidencia***  
Robert Muggah, May 2013

***Peacekeeping Operations and the Durability of Peace: What Works and What Does Not?***  
Robert Muggah, Birger Heldt and Christian Altpeter, May 2013

***Stabilization and Violence Reduction in Elgar Handbook Of Civil War And Fragile States***  
Robert Muggah, July 2013

***Brazil: a laboratory for the prevention of urban violence***  
Robert Muggah, July 2013

***Youth Violence Prevention in Latin America and the Caribbean: A Scoping Review of the Evidence***  
Helen Moestue, Leif Moestue and Robert Muggah, August 2013

***The Enemy Within: Rethinking Arms Availability in Sub-Saharan Africa***  
Robert Muggah and Francis Sang, September 2013

***Mapping Citizen Security Interventions in Latin America: Reviewing the Evidence***  
Robert Muggah and Katherine Aguirre, October 2013

***Latin America Awakes: a Review of the New Drug Policy Debate***  
Ilona Szabó de Carvalho, October 2013

***Subsídios para a Participação de Policiais Brasileiros em Operações de Paz das Nações Unidas: Funcionamento, Tarefas, Recrutamento e Oportunidades de Destaque***  
(published by IPEA). Kai Michael Kenkel and Eduarda Passarelli Hamann, October 2013

***Digitally Enhanced Violence Prevention in the Americas***  
Robert Muggah and Gustavo Macedo Diniz, November 2013

***Citizen Security with a Human Face – Evidence and Proposals for Latin America***  
(UNDP Human Development Report 2013-2014 for Latin America)  
***Igarapé Institute Contributed to the Chapters on International Cooperation and Interventions, and to the Volume on Drug Policy.***  
Robert Muggah and Ilona Szabó, November 2013



*The Igarapé Institute's international secretariat for the Global Commission hosted an event in Mexico in 2013. Photo: Luis Robles*



# EVENTS

The Igarapé Institute and its partners supported a large number of events in 2013. These not only enabled the sharing of fresh perspectives and new ideas, but also consolidated networks and connections. The Institute took part in more than 50 global conferences, seminars, workshops, webinars, and debates in some 20 countries. A shortlist of the principle events is noted below.



Photo: Shelley de Botton



Photo: Ana Ferriani



Photo: Kenia Ribeiro



Photo: Fundação Konrad Adenauer



## **Citizen Security**

### **Smart Policing - New Technologies and Policing**

Igarapé Institute  
Rio de Janeiro, September 2013

### **Subregional Meeting on Citizen Security**

Inter-American Development Bank, Rio Grande do Sul Office for Justice and Human Rights, Igarapé Institute, Inter-American Dialogue and Brazilian Forum on Public Security.  
Porto Alegre, November 2013

### **The Disarmament Statute, 10 years On: Advances and Challenges in Reducing Homicide in Brazil**

Igarapé Institute, Sou da Paz Institute and Getúlio Vargas Foundation  
São Paulo, November 2013

## **Drug Policy**

### **Forum Regional sobre Seguridad Ciudadana, Política de Drogas y Control de Armas (Regional Forum on Citizen Security, Drug Policy and Arms Control)**

Global Commission on Drug Policy, secretary: Igarapé Institute  
Santa Fé Campus, Mexico City, March 2013

### **Open Dialogue with Ethan Nadelmann, executive director of the North American NGO, Drug Policy Alliance**

Pense Livre Network, Igarapé Institute  
Rio de Janeiro and São Paulo, May 2013

### **International Symposium on Drugs: From Coercion to Cohesion**

Ministry of Health and National Office for Drug Policy (Senad) with support from Igarapé Institute  
Brasilia, September 2013

### **Latin American Meeting of the Global Commission on Drug Policy**

Global Commission on Drug Policy, secretary: Igarapé Institute  
Rio de Janeiro, September 2013

### **Global Commission on Drug Policy meeting**

Global Commission on Drug Policy: Igarapé Institute  
Geneva, October 2013

## **International Cooperation**

### **Round Table on Inequality, Development and Security:**

**Brazilian Innovations**  
Embassy of Norway in Brasilia, Igarapé, IPEA, Ministry of Social Development and International Center for Inclusive Growth Policies (IPC-IG)  
Brasilia, January 2013

### **Views on the Middle East**

Itamaraty and Embassy of Norway in Brasilia, Norwegian Peacebuilding Resource Centre (NOREF) and Igarapé Institute  
Brasilia, November 2013

## **Team participation in other relevant events**

### **Informal Expert Dialogue on Cannabis**

TNI, government of Uruguay, FES and WOLA  
Punta del Este, Uruguay, April 2013

### **Current Challenges to International Peace and Security: The Need to Reform the United Nations Security Council**

Brazilian Ministry of Foreign Affairs  
Praia do Forte, Bahia, April 2013

### **II Partners for Peace Conference**

Terrestrial Operations Command (COTER), Brazilian Army  
Brasilia, June 2013

### **43rd General Assembly of the Organization of American States (OAS) "For a Comprehensive Policy against the World Drug Problem in the Americas"**

OAS  
Antigua, Guatemala, June 2013

**7th Meeting of the Brazilian Public Security Forum**  
Brazilian Public Security Forum  
Cuiabá, Brazil, July 2013

**Encuentro Internacional y VII Nacional de la Red de Observatorios y Centros de Investigación del Delito (International and VII National Meeting of the Network of Crime Observatories and Investigation Centers)**  
National Government of Colombia  
Cartagena, Colombia, August 2013

**Ten Years without Sergio Vieira de Mello Itamaraty and UN**  
Rio de Janeiro, Civilian-military Coordination Training Brazilian Peacebuilding Operations Joint Center (CCOPAB), August 2013

**Second Annual Meeting of the Civilian Capacities Network**  
Norwegian Institute of International Affairs (NUPI)  
Oslo, September 2013

**ISPCAN Latin American International Conference on Child Abuse and Neglect**  
International Society for the Prevention of Child Abuse and Neglect (ISPCAN)  
Viña del Mar, Chile, October 2013

**Conflict in a Connected World**  
Google ideas  
New York, October 2013

**The UN and Global Drugs Policy: is it Time for Innovative Thinking?**  
United Nations University  
New York, October 2013

**General Assembly of the International Federation of the Red Cross**  
Red Cross  
Sydney, Australia, November 2013

**UNICEF's Meeting on Armed Violence Prevention in Latin America**  
UNICEF  
Panama City, November 2013

**2013 Clinton Global Initiative Latin America Meeting**  
Clinton Global Initiative  
Rio de Janeiro, December 2013



*The executive director of the Igarapé Institute joined colleagues to submit an Avaaz petition to the president of Guatemala, Otto Pérez Molina.  
Photo: Cecilia Cobar*

# TEAM

A central component of the Igarapé Institute's mission is to rapidly link critical information, with key decision-makers in a wide variety of sectors. To this end, the Institute relies on staff members that have the necessary technical skills and capabilities to convey tough messages based on solid evidence. In 2013 we strengthened our core team. The Institute is now home to 21 professionals based in Rio de Janeiro, São Paulo and Brasília. The Institute also has important part-time personnel in other countries of Latin America and the Caribbean. The team consists of experts in international relations; international law; security and development studies; economics and statistics; epidemiology and public health; and computer science. Team members speak several languages, including Portuguese, English, French and Spanish.



***Ilona Szabó de Carvalho***

executive director and program coordinator for drug policy

***Robert Muggah***

research director and program coordinator for citizen security

***Barbara Fernandes***

administrative financial director

***Eduarda Hamann***

program coordinator for international cooperation

***Alessandra Oberling***

project coordinator

***Joelma Ferreira***

administrative financial manager

***Júlia Forlani***

project coordinator

***Alice Watson***

communications officer

***Robson Rodrigues***

senior consultant

***Helen Moestue***

senior researcher

***Gustavo Diniz***

associate researcher

***Michele dos Ramos***

associate researcher

***Rebeca Lerer***

communications coordinator for the Global Commission on Drug Policy

***Beatriz Alquieres***

member of the secretariat of the Global Commission on Drug Policy

***Victor Ladeira***

project management

***Katherine Aguirre***

associate researcher

***Renata Giannini***

associate researcher

***Bruno Siqueira***

systems analyst / developer

***Julia Zylbersztajn***

project assistant

***Cristiane de Oliveira Carneiro***

administrative assistant / HR

***Solange Felizardo***

general services

# FINANCIAL SUPPORT

The financial and strategic assistance provided by the Igarapé Institute's core partners is central to the successes achieved in 2013. With their support, the Institute has mobilized a highly trained and motivated team. It enabled researchers and administrative staff to dedicate the necessary time and energy to achieve stated goals and, in most cases, exceed them.

The Igarapé Institute has a diverse range of donor partners. We are grateful for 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 and Mexico).

***Bernard van Leer Foundation, Netherlands***

***Department for International Development (DfID), British Embassy, Brazil***

***Fundação Fernando Henrique Cardoso, Brazil***

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

***International Peace Institute (IPI), USA***

***Ministry of Foreign Affairs, Norwegian Embassy, Brazil***

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

***Open Society Foundations, USA***

***Saferworld, United Kingdom***

***SecDev Foundation, Canada***

***United Nations Stabilization Mission in Haiti (MINUSTAH), Haiti***

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

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

***Virgin Unite, United Kingdom***

***\*Individual private donors, Brazil and Mexico***



# PARTNERS

The Igarapé Institute expanded its network of national, regional and international partners in 2013. 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 simple 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 here.

- *African Policing Civilian Oversight Forum (APCOF), South Africa*
- *Brazilian Center for International Relations (CEBRI), Brazil*
- *Brazilian Forum on Public Security, Brazil*
- *Brazilian Peacebuilding Operations Joint Center (CCOPAB), Brazil*
- *BRICS Policy Center, Brazil*
- *Capetown Metropolitan Police, South Africa*
- *Center for Conflict, Peacebuilding and Development (CCDP), Switzerland*
- *Center for Security and Citizenship Studies at Cândido Mendes University (CESeC), Brazil*
- *Center for Studies on Violence and Security, Brazil*
- *Center for the Democratic Control of the Armed Forces (DCAF), Switzerland*
- *Citivox, Mexico*
- *CureViolence, USA*
- *Danish Demining Group (DDG), Kenya*
- *Drug Policy Alliance, USA*
- *Fernando Henrique Cardoso Foundation (iFHC), Brazil*
- *German Center for International Peace Operations (ZIF), Germany*
- *Getúlio Vargas Foundation (FGV), Brazil*
- *Google Ideas, USA*
- *Ideas para la Paz Foundation (FIP), Colombia*
- *Insight Crime, Colombia*
- *Insyde, Mexico*
- *Inter-American Development Bank (IADB), USA*
- *International Coalition for Responsibility to Protect (ICRtoP), USA*
- *Promundo Institute, Brazil*
- *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*
- *Organization for Economic Cooperation and Development (OECD), France*
- *Rio de Janeiro State Military Police (PMERJ), Brazil*
- *Saferworld, UK*
- *Safety Lab, South Africa*
- *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*
- *West Cape Province Government, South Africa*
- *World Bank, USA*
- *World Health Organisation (WHO), Switzerland*

# OUTLOOK FOR 2014

Having achieved and in some cases exceeded the goals we set for ourselves in 2013, we have inevitably raised the bar for the year to come. The Igarapé Institute is prepared for even greater challenges in 2014 and has already started planning concrete activities in 2015. During our most recent annual strategic planning session we asked ourselves a seemingly straightforward question: what do we want to change by 2020? To be sure, we expect to see the spread of drug policies that work, the emergence of regional, national and local citizen security plans, and a Brazil that assumes the responsibilities commensurate with its global standing.

Achieving these and other goals will not be easy. For one, 2014 will be an atypical year for Brazilians. The Igarapé Institute recognizes that Brazilian leaders and citizens will be “distracted” by the World Cup and the national elections. It is likely that protest – online and off – will figure prominently in the news. And while they present risks, both events also offer important opportunities for Igarapé since global attention will be directed to the World Cup and the electoral process may offer openings for strategic engagement on sensitive issues of security and development.

in the meantime, the Igarapé Institute will continue strengthening the organization and enhancing the capacity of its core personnel.

In addition to engaging externally, the Institute will turn its attention inwards in order to ensure the organization is performing at its best. In 2013 and 2014, the Institute implemented a new more proactive communications plan. The organization also introduced more professional administrative procedures and changes to the composition of the team - measures that will strengthen our overall professional ethos, institutional governance and long-term sustainability.

In addition to continuing with projects underway in 2013, the Institute is also expanding its security and development agenda in 2014. We expect to continuously improve the quality of our research, the reach of our products, and the extent of our impact. To this end, 2014 will see Igarapé Institute personnel participating in a number of highly visible events. For example, the Institute will be co-hosting events at the World Urban Forum in Medellin, the international Crime Conference in Mexico, the TED Global conference in Rio de Janeiro, and many more activities besides.

The Igarapé Institute will be working hard with partners in 2014 to continue shaping the debate on progressive security and development agendas. This will include co-sponsored events with the United Nations and the IADB on peace, security and justice. It will also entail conferences on

gender and peace-keeping in Brasilia, citizen security in Mexico, as well as high-level meetings in London, the Hague and New York. In the process, we will keep working to promote more national and international engagement on rethinking drug policy, not least in the lead-up to a special session on drugs at the United Nations General Assembly in 2016.

The Igarapé Institute has made important progress in 2013, and has learned important lessons on the way. The Institute will keep backing a winning strategy, while also retaining the necessary humility to course correct where necessary. In the process, the team will continue playing an active role as agents of change and an important reference for the media, activists, and decision- and opinion makers around the world.

# FINANCES

INCOME STATEMENT FOR THE PERIOD ENDING 31 DECEMBER 2013 AND 2012  
(Values in BRL)

<b>GROSS REVENUE</b>	<b>2013</b>	<b>2012</b>
<b>Revenue with Social Welfare Activities</b>	<b>3.963.582,45</b>	<b>2.026.064,89</b>
Revenue of Projects	3.206.030,15	1.737.550,75
Administrative Fee Revenues	109.628,91	187.803,53
Income from Grants and Donations	647.923,39	100.710,61
<b>(-) Operating Expenses</b>	<b>(3.943.781,20)</b>	<b>(1.974.961,79)</b>
(-) Administrative / General Expenses	(3.830.995,63)	(1.962.905,00)
(-) Financial Expenses and Tax	(104.924,34)	(10.452,29)
(-) Depreciation and Amortization Expenses	(7.861,23)	(1.604,50)
<b>Operating Superavit</b>	<b>19.801,25</b>	<b>51.103,10</b>
Income from Other Activities	<b>143.070,41</b>	52,69
Financial Revenue	<b>8.687,78</b>	
<b>Other Income and Expenses</b>	<b>151.758,19</b>	<b>52,69</b>
<b>Superavit of the Period</b>	<b>171.559,44</b>	<b>51.155,79</b>



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