



IGARAPÉ INSTITUTE
Think. Connect. Transform.

2015 **Activities Report**

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Letter from the directors

The Igarapé Institute is growing up. And 2015 was a watershed year for the organization. In spite of major political and economic uncertainty and volatility in Brazil, the Institute exceeded its milestones. We are delighted to report that we've completed our most productive and impactful year yet.

Our goal continues to be to trigger new thinking to solve the most complex security, justice and development challenges facing Latin America and Africa. A key driver of change is reliable high quality data and analysis. In 2015 alone we published more than 37 research studies reaching literally tens of thousands of policy makers, business people, journalists and scholars around the world.

It is not enough just to publish our work: the key is to get it in the hands of people who need it most. In 2015 our research and visualization platforms were singled out by elected officials, senior civil servants, directors of international agencies and industry leaders for their singular quality.

A measure of our impact is the extent to which we link critical dialogue with action in Brazil and across the Global South. The Institute's personnel generated 168 op-eds in the world's leading news outlets in four languages. We conducted dozens of television and radio interviews. In the process, we saw editorial positions change and new policies advanced.

A shortlist of some of the Institute's impacts in 2015 include:

- **The launch of 10 Strategic Notes and Strategic Papers on issues ranging from arms regulation and drug policy reform to sustainable development agendas in the Americas;**
- **The publication of another 27 articles on issues including disarmament, demobilization and reintegration, forced displacement in Brazil, the Colombian peace process, and Security Council reform;**
- **The publication of 168 op-eds, including 68 in Brazil and 100 in international media outlets such as the New York Times, the Guardian, Le Monde, El Pais and many more;**
- **Involvement as either hosts or speakers in 127 events in 19 countries;**
- **The production of an interactive data visualization on homicide viewed by over 2 million people and covered in over 1,000 media articles;**
- **Advocacy and research featured in 3,751 media stories in 94 countries including 4 articles published by Foreign Affairs;**
- **TED talks by the executive and research directors reaching a combined total of almost 2 million people in 2015;**

- **Technical support to help shift Latin American government positions and targets on the Sustainable Development Goals, especially Goals 16 and 11;**
- **Design and launch of new smart phone technology – including CopCast – for police in Brazil and South Africa;**
- **Significant contribution to driving Congressional action on firearms regulation in Brazil together with Supreme Court discussions on drug decriminalization;**
- **Contribution to the development of a national action plan for UN Security Council Resolution 1325 in Brazil, as well as training courses with the peacekeeping academy; and**
- **Leading the prioritization of public security projects for the state of Rio de Janeiro, and forging public-private-partnerships to develop a hot spot policing system in advance of the 2016 Olympics.**

The Igarapé Institute is today a genuinely global think and do tank. In 2015 we were listed as among the top think tanks in the world across multiple categories by international ranking systems. Our website received hundreds of thousands of visits from over 185 countries – virtually the entire world. Our social media presence is also growing with an organic reach to tens of thousands of people every month.

The Igarapé Institute has been singled out by world leaders, business icons and scholars for making a real difference. The organization is helping set the regional agenda for homicide reduction, with plans for scaling-up these efforts in 2016. It is also expanding its work using data visualization and open source mobile-based platforms. The Institute continuously receives delegations from around the world – from Thailand to South Africa – to discuss what works, and what does not, in making our cities and societies safer.

Our dedicated and experienced staff is the secret to our success. The Igarapé Institute's global profile is a testament to the energy of our team spread out across Brazil, Latin America and Western Europe. We are also enormously grateful to our board members, advisory council, donor partners and wider network of more than 50 collaborating institutions. While the global and national horizons look decidedly rocky, we look forward to expanding on our accomplishments in 2016.



Ilona Szabó de Carvalho
Executive Director

Ilona Szabó de Carvalho



Robert Muggah
Research Director

Robert Muggah

Goals, values and approach

The Igarapé Institute is committed to improving safety, security, justice and development opportunities across Latin America, Africa and the wider Global South. These issues – and particularly the extent of insecurity, injustice and under-development – are among the top priorities for ensuring stability and prosperity in the Americas, Africa and Asia. Our approach involves inspiring new thinking, action and investment in public safety and access to justice, while also calling for more equitable and inclusive development.

As of 2015, Igarapé's governance structure includes a board of directors, a fiscal board, and an international advisory council. Each of these groups meets several times over the course of the year and provides critical inputs into our strategic direction, research priorities and selection of partners. The Institute is also independently audited each year, and works with a number of firms to ensure the highest standards of accounting excellence.

Since its founding in 2011, the Igarapé Institute developed a robust system of oversight and management. Internally, the Institute undergoes regular internal checks on spending, routine evaluations of specific projects and media monitoring. All of these measures allow for the Institute to monitor the strategic direction and overall health of the organization and ensure that it is moving, organizationally, in the right direction. The Institute is committed to absolute transparency in its management structure.

The Institute has qualitatively and quantitatively measured outcomes and impacts of its activities since 2011. This is important because the Institute fields 25 projects over the course of the year – each of which varies in scope and scale. There are a range of key performance indicators across the organization and its projects.

In 2015, the Igarapé Institute also conducted a full-scale overhaul of the organization's visual identity. On the basis of professional consultations, the Institute developed a new logo and website. The logo itself highlights our institutional commitment to the use of new technologies and bridging multiple audiences, while also honoring our indigenous roots and heritage. The new website is much cleaner and user-friendly.

Impacts in 2015

In 2015 the Igarapé Institute continued to deepen its international and national reputation. The Institute has helped set regional and domestic agendas on issues **of women, peace and security, responsible firearms regulation, drug policy reform, digital freedoms** and much more. At the same time, Igarapé Institute personnel continue to provide support to public, private and non-governmental partners to draft legislation, conduct big data analytics and undertake informed persuasion – including quiet diplomacy – for positive change.

The Igarapé Institute was shortlisted for (and won) several awards in 2015. These include prizes issued by Google and major data visualization groups. The Institute was also nominated for three honors by an international group – The Think Tank Watch and Civil Societies Program – including Think Tank Watch in 2016. What is more, the Institute was invited to present at a number of the **world's most important international venues** including the United Nations General Assembly Summit, Global Commission on Drug Policy sessions in Morocco as well as World Economic Forum (WEF) conferences in Mexico, Switzerland, and the United Arab Emirates.

The Igarapé Institute's **leadership is also making waves**. Ilona Szabó, the Institute's executive director, was nominated as a Young Global Leader by the WEF and the BMW Foundation. Ilona was also profiled by several

leading magazines from Brazil to Japan. Robert Muggah, director of research at the Igarapé Institute, was nominated to be a member of the WEF's Global Agenda Council on Fragility, Violence, and Conflict. He was also appointed as a fellow to the Know Violence in Childhood Initiative, the Global Initiative Against Transnational Organized Crime, and the Canadian Global Affairs Institute.

A number of impacts can be distilled from across Igarapé Institute's three core program areas. The Institute's portfolio was consistent in 2015 with some **25 individual projects**, the same as in 2014. Institute personnel are regularly consulted by foreign and national government representatives, including ministers and ambassadors. What is more, the Igarapé Institute is considered **a go-to think tank** for international and national media outlets not just in Latin America, but increasingly from around the world.

There are at least four kinds of outcomes and impacts that are tracked by the Igarapé Institute. These include effects that can be (1) 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. Most if not all of these achievements are based on multi-year support.

Impacting through publications

The Igarapé Institute has a global reputation for producing high-quality scientific and policy-oriented research. In 2015, the Institute generated **10 Strategic Papers and Strategic Notes**. This includes 7 Strategic Papers and 3 Strategic Notes. The publications addressed a host of topics including drug policy metrics, the implications of Brazilian engagement in Haiti, new smart policing technologies in South Africa, citizen security in Mexico, and the importance of reforming the UN architecture for international peace and security.

The Igarapé Institute website continues to be a key vehicle for disseminating our products. Strategic Papers, Strategic Articles and other publications were downloaded more than 20,000 times in 2015. This represents a threefold increase on 2014. Not surprisingly, certain publications generated more public engagement than others. Indeed, the most heavily downloaded papers in 2015 related to drug policy (both in Brazil and global metrics), a sign of the approaching UN General Assembly Special Session (UNGASS) in 2016.

The Igarapé Institute also generated more than **27 scholarly and policy-relevant articles** in peer review journals and policy outlets. The Igarapé Institute's academic outputs reflect the many disciplinary and thematic interests of the team. Examples include over 16 articles published by the Stability Journal, 2 Dispatches (in three languages each) for the Homicide Monitor, and publications in outlets from Brazil and the UK to South Africa. The Institute also issued 4 technical notes on drug policy and arms regulation.

Strategic Papers, Strategic Articles and other publications were downloaded more than **20.000** times in 2015

Figure 1. A sample of Igarapé Institute publications and downloads in 2015

Strategic Paper	Date	Downloads
Políticas de drogas no Brasil: a mudança já começou	April 2015	7,650
A 'Third Umpire' for Policing in South Africa	March 2015	806
Brasil e Haiti: Reflexões sobre os 10 anos de missão de paz e o futuro da cooperação pós-2016	January 2015	1,913
Measurement Matters: Designing New Metrics for a Drug Policy that Works (also available in Spanish)	January 2015	4,516
Strategic Note		
Implementing UN Resolution 1325 in Brazil: surmounting challenges and promoting equality	October 2015	149
A Força de uma trajetória: O Brasil e as operações de paz da ONU (1948-2015)	September 2015	473
A Reforma do Conselho de Segurança da ONU	May 2015	1,557
Academic/Policy articles		
Counting Conflict Deaths	October 2015	572
Homicide Dispatch #1 (also available in Spanish and Portuguese)	July 2015	1,457



Impacting through events

The Igarapé Institute dramatically increased its participation in and organization of international and national events in 2015. During the course of the year the **Institute participated in 127 events in 19 countries.**

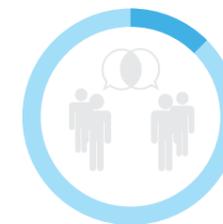
While covering a wide range of themes, 52 of them were focused on **citizen security** and the others addressed **drug policy** (37), **building peace** (24), **sustainable development** (10), **cyber security** (2) and **other issues** (2). Events took place in the Americas, Africa, Europe, and the Middle East.

The Institute **hosted 12 major conferences, seminars and round-tables in 2015.** These initiatives involved high-level government representatives such as ministers and mayors, business people, non-governmental experts and academics. High-level events were hosted in Brazil, Colombia, Mexico, South Africa and elsewhere. The goal was to continue sharing the latest findings, plan new strategies, and incubate new technologies.

127 events
19 countries



75%
of events occurred in Latin America and the Caribbean



9%
of events were coordinated by Igarapé Institute



52
focused on citizen security



37
focused on drug policy



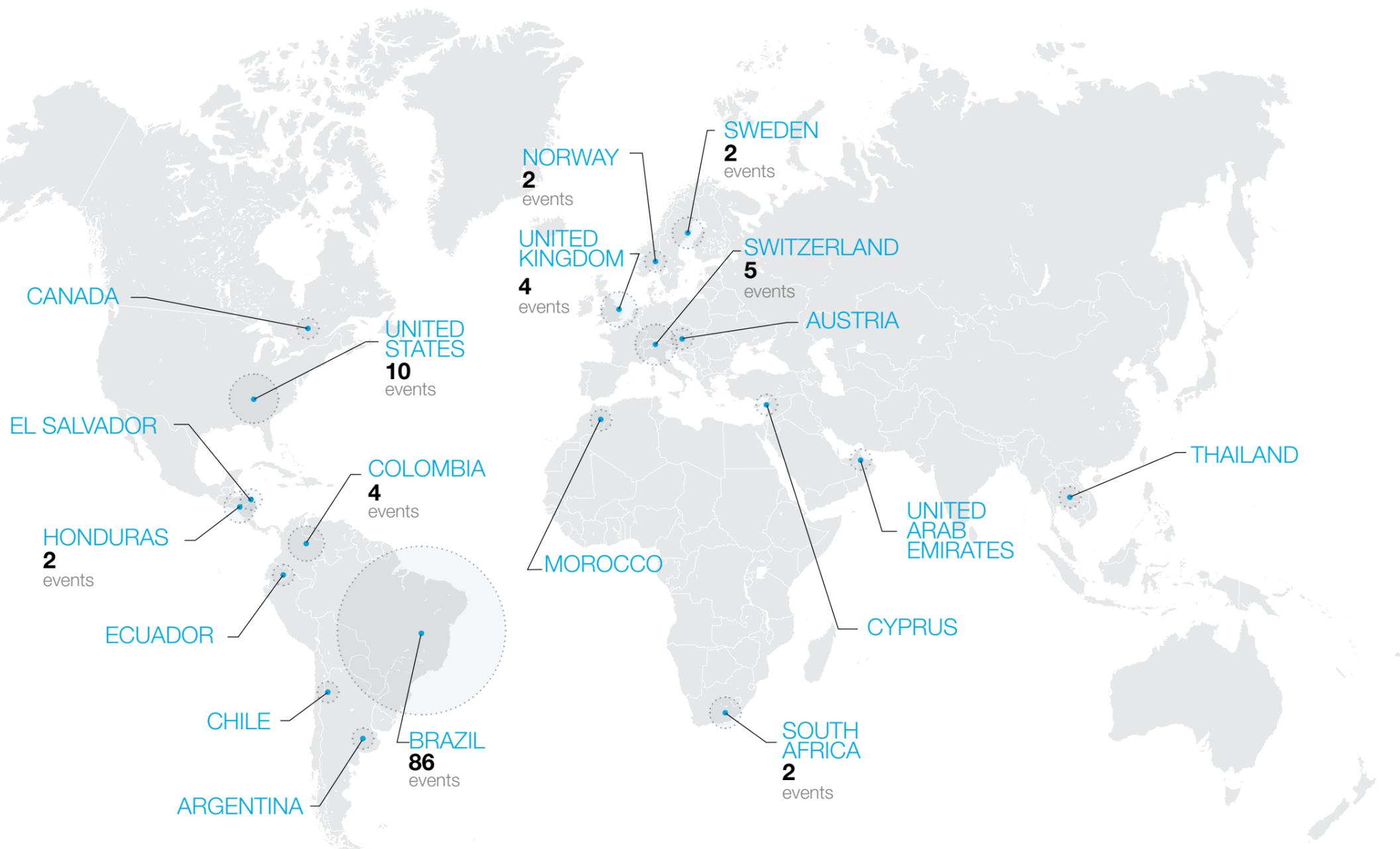
24
focused on building peace



10
focused on sustainable development



2
focused on cyber security



Media coverage

Our publications, apps and ideas were spread by op-eds and media stories in hundreds of outlets from 94 countries around the globe

Communication and outreach are fundamental to influencing different actors across the security, justice and development sectors. The Igarapé Institute prioritizes 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.

168
opinion-editorials

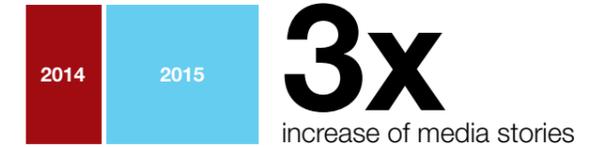
3000
media stories in the international and national press

94
countries



Igarapé Institute research outputs were also widely cited by global and national media in 2015. They also generated exceptional pick-up in both the conventional (print, radio and television), alternative (blogs) and social media including 3,000 media stories in the international and national press. This represents a threefold increase on 2014. About 1,000 of these were national media stories. Another 2,000 individual stories were published by international outlets from 93 countries.

The Igarapé Institute published 4 articles in the world's leading journal of international relations - Foreign Affairs. The articles were among the most heavily circulated on social media and downloaded tens of thousands of times.



The Igarapé Institute produced **168 opinion-editorials in 2015**, an increase on the number recorded in 2014. These include 100 in the international press (featured in Australia, Canada, China, Colombia, Germany, Italy, Mexico, the Netherlands, Qatar, Spain, the United Kingdom, the United States, Uruguay, and more). Another 68 op-eds were produced in national outlets including all major newspapers and media platforms in Brazil.

FAST COMPANY



LE TEMPS



SEMANA NEWS

hindustantimes

THE HUFFINGTON POST



The New York Times

Le Monde

DIE WELT



FINANCIAL TIMES

theguardian

The Miami Herald



WIRED

The Washington Post

Los Angeles Times

EL TIEMPO



EXCELSIOR

EXAME

EL ECONOMISTA

O GLOBO

ESTADÃO

BRASIL POST

FOLHA DE S.PAULO

LE MONDE diplomatique

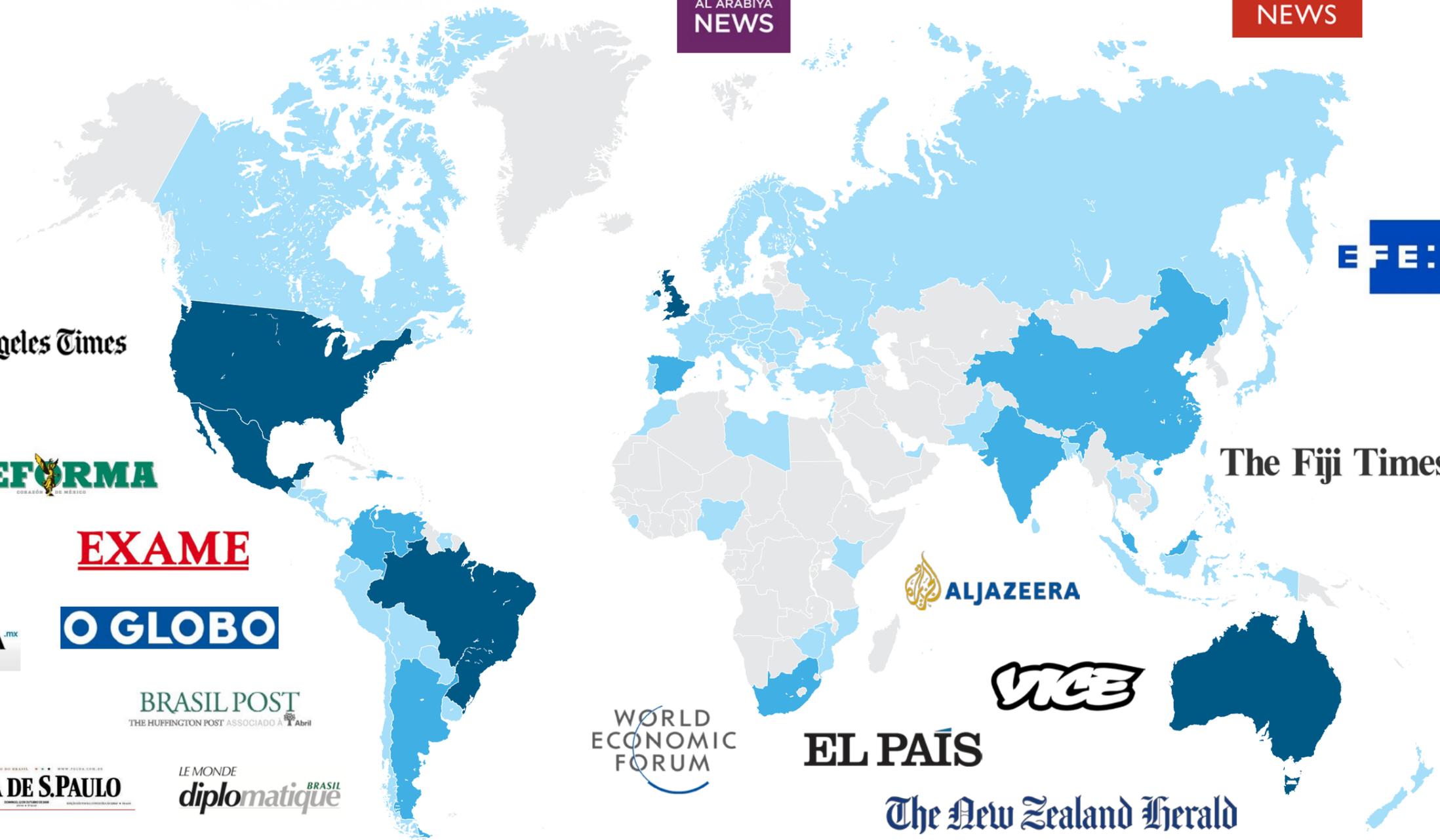


EL PAÍS

The New Zealand Herald



The Fiji Times





Igarapé Institute was present in the United Nations Sustainable Development Summit, in September, 2015.
UN Photo/Cia Pak

Programs

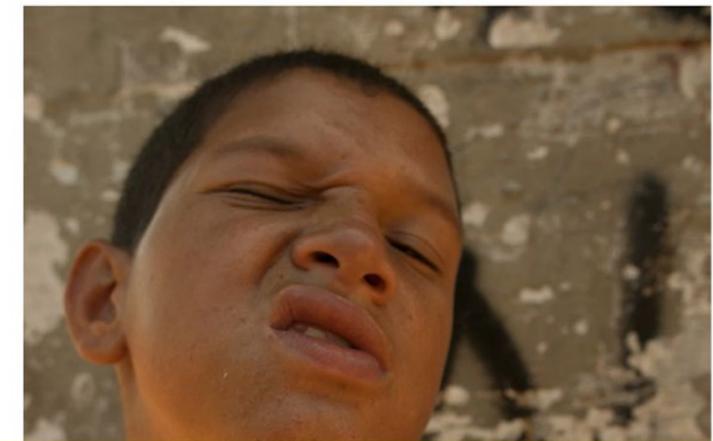
In 2015, the Igarapé Institute consolidated its thematic areas of focus around 5 key themes. These include citizen security, drug policy, cyber security, building peace and sustainable development. All of these themes are interconnected, requiring teams to work together and across disciplinary areas. Transversal thematic topics include new technologies as well as networks – fundamental elements shaping all the Institute's work.

The Igarapé Institute's activities span four geographic areas. The Institute provokes debate and action to improve safety and security in Rio de Janeiro, across Brazil, in the Americas and ultimately across the South Atlantic, especially South Africa. The Igarapé Institute and its partners conduct high quality research, strategic advocacy, technical support and targeted communications.

CITIZEN SECURITY

Main impacts in 2015

- Launched a new data visualization tracking global homicide trends in more than 200 countries and territories
- Hosted two high level citizen security dialogues in Colombia and South Africa with hundreds of participants from 12 countries
- Expanded smart policing activities to the federal and state level in Brazil and launched new pilots in Cape Town and Johannesburg
- Increased the testing of the Child Security Index to 12 new urban settings across Brazil, generating global interest and engagement
- Launched a platform to coordinate public-partnerships for citizen security in Brazil
- Stimulated global awareness on fragile cities and the opportunities for reducing violence in urban settings
- Enhanced transparency on global, regional and Brazilian arms transfers and regulation
- Exposed voting irregularities and fraud in Haiti through a large-scale representative survey conducted after October elections



“When Kids Call the Shots”

Testing a Child Security Index in Recife, Brazil

Helen Moestue
Renata A. Giannini
Katherine Aguirre

Homicide Monitor

The Igarapé Institute launched the Homicide Monitor, a data visualization, in 2015. The interactive platform was developed in partnership with the Open Society Foundations, as well as the UN Office for Drugs and Crime and the Peace Research Institute in Oslo. The tool displays information on the distribution, demographics and dynamics of murder in over 200 countries and territories. The Monitor was launched at the World Economic Forum in Mexico, and then subsequently in Brazil, Ecuador, Norway, Qatar, Sweden, Switzerland, UK and the US. The Monitor has been viewed over 2 million times and featured in over 1,000 media stories in 37 languages.

Citizen Security Dialogues

The Igarapé Institute co-hosted two high-level consultations on “what works” in citizen security in 2015. Undertaken in partnership with the International Development Research Centre, together with Fundación Ideas Para la Paz, INSYDE and the African Police Civilian Oversight Forum, the Dialogues gathered over 300 specialists from 12 countries to review innovations in policing, justice, and penal reform. The Dialogues generated over 15 peer-review articles with some 20,000 downloads, as well as 40 associated op-eds and 28 multimedia videos. The Dialogues were singled out by the Inter-American Development Bank, Organization of American States, and development programs of Canada, Germany and the US, for their excellence.

Smart Policing

The Smart Policing initiative expanded its pilot tests and partnerships in 2015 in both Brazil and South Africa. With support from the UK Department for International Development, Smart Policing strengthened its activities in South Africa with the Department for Public Safety (DPS) in Johannesburg and the Department for Community Safety (DOCS) in West Cape. Smart Policing is a project undertaken in partnership with Jigsaw and others, and involves the design and testing of an open source app that captures visual, audio and GPS functions. The Igarapé Institute co-hosted a major event in New York to review minimum standards and civil liberties implications with global experts. It also expanded partnerships with government partners in Brazil’s federal government as well as states such as Pernambuco, Santa Catarina and Sao Paulo.

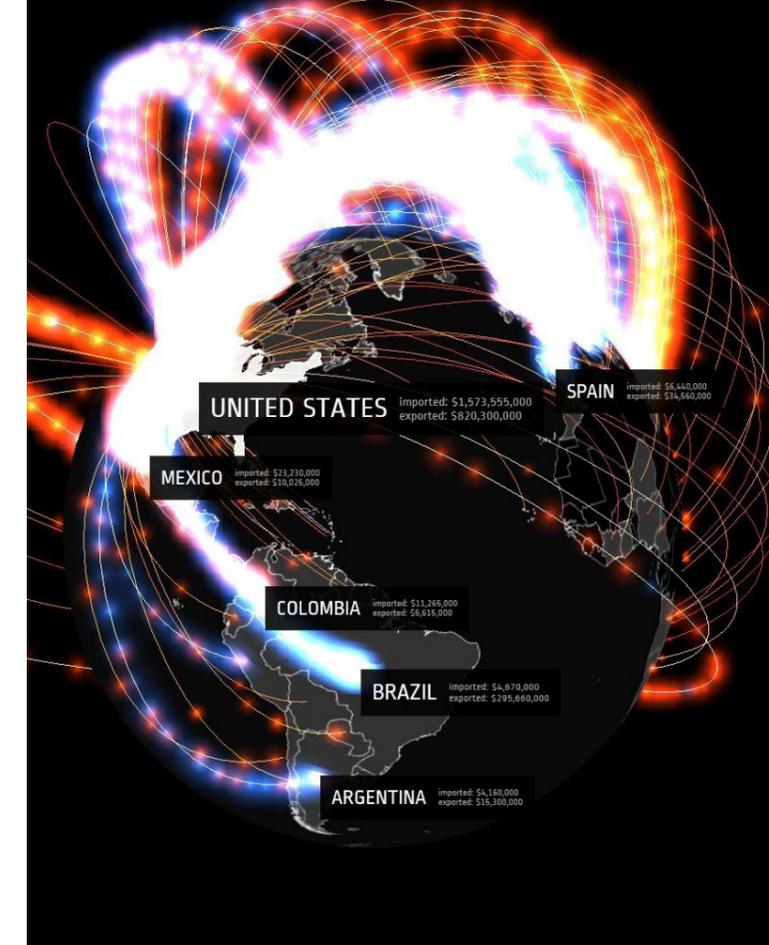
Child Security Index (CSI)

The Igarapé Institute has expanded its work on measuring the impacts of violence on children and adolescents in 2015. In partnership with Bernard van Leer Foundation, Google Brasil, and World Vision International, among others, the Institute took the CSI to 12 cities in 2015. The Institute also released a new paper documenting the experiences of pilots undertaken in 2014 and 2015, with media impacts across Brazil. The Institute also continues to cooperate with CureViolence in the US and displayed the CSI for UN agencies in Honduras and Brazil. The goal is to create a practical tool that can help organizations evaluate their interventions and better understand how they are affecting children.



Impact of Perceived Electoral Fraud on Haitian Voter's Beliefs about Democracy

Athena R. Kolbe, Nicole I. Cesnales, Marie N. Puccio, Robert Muggah



Citizen security and the city

In 2015 the Igarapé Institute dramatically scaled-up its work on fragility and resilience in cities around the world. The Institute initiated work on a new data visualization to track fragility in cities in partnership with the UN University, World Bank and World Economic Forum. The Igarapé Institute's research director also featured a TED talk on fragile cities, ranked in 2016 as one of the top 100 talks in their global series. Meanwhile, the Institute expanded partnerships to map fragility with dozens of partners.

Partnerships for public security

Beginning in 2015, Igarapé Institute convened a group of over 70 leading business people and social entrepreneurs in Brazil to identify public security priorities. These partnerships entailed the formulation of diagnostics, advocacy and concrete investments in projects including, a criminal analysis system for the state of Rio de Janeiro. The partnership also serves as a platform to educate members as well as future partners about evidence-based solutions to crime and violence reduction in urban settings.

Mapping electoral fraud in Haiti

The Igarapé Institute conducted several surveys in Haiti in 2015, including on the electoral crises following the October 2015 elections. A Strategic Note presented the results of a national survey of over 1,700 Haitian conducted in October 2015. The publication triggered a major debate in the country, including calls by virtually all of the Presidential candidates for an investigation. It also generated over 500 media stories, including by ABC, AP, Miami Herald, New York Times and other outlets.

Strengthening responsible arms regulation

In 2015 the Igarapé Institute dramatically expanded its efforts to promote more responsible arms regulation in Brazil and around the world. For example, the Institute worked with a coalition of partners – including Sou da Paz Institute – to map import and export policies and apply pressure on the Brazilian government not to dilute the 2004 Disarmament Statute. Likewise, the Institute held consultations with the federal police as well as military and civilian police to review ways of enhancing anti-trafficking measures. In addition to continuing support for the ratification and implementation of the Arms Trade Treaty (ATT), the Institute continued documenting arms trafficking between the US and Mexico as well as from Brazil to the Middle East, generating massive media exposure on the issue.

DRUG POLICY

Main impacts in 2015

- High-impact events involving the Global Commission on Drug Policy, including in the Americas and the Middle East and North Africa (MENA) region
- Applying pressure to ensure Brazil and other world leaders engagement in the UN General Assembly Special Session (UNGASS) in 2016
- Organization of networks and opinion makers to shape media attention on the issue of drug policy reform, especially drugs decriminalization, medical marijuana and mass-incarceration and its impact on women
- Linking the black lives matter (youth homicide) agenda with wider questions around public security and proportionate sentencing
- Release of Strategic Article “Drug policies in Brazil: change has already begun,” with a new mapping of experiences that challenges the war on drugs approach in Brazil.



Global Commission on Drug Policy

The Igarapé Institute has coordinated the secretariat for the Global Commission on Drug Policy since 2011. In 2015 the Institute organized major events in Geneva, Rabat and New York, including the preparation of associated reports and publications. The Igarapé Institute also released a major report on drug policy metrics to international acclaim, coordinated in part with the Global Commission. During the year, members of the Commission participated in dozens of international seminars, meetings with world leaders and the United Nations, and interviews to media outlets reaching literally millions of readers.

Rede Pense Livre (Think Free Network)

Igarapé Institute continues to coordinate Pense Livre, a group of 80 young Brazilian leaders. The network is today a regionally-recognized vehicle for setting the drug policy reform agenda, pressing for public debate, legislative change, and practical transformations. The network also supported a massive social media campaign that reached more than 700,000 users. Moreover Pense Livre was represented at a hearing of the Senate investigative commission about the murder of young people. As members of the National Youth Council, we continued to elaborate our position on drug policy. We organized two open conferences in preparation for the National Conference of Youth, discussing the impact of current policies on Brazilian youth - especially black youth, who represent the majority of the country's prison population and those who are victims of violent death.



National advocacy and communications

In Brazil, Igarapé continued to set the national agenda on drugs decriminalization, mass incarceration and medical marijuana. Throughout the year the organization's staff met with representatives of the Congress, Ministry of Justice, Ministry of Health, Ministry of External Relations, Ministry of Youth, Supreme Court, Public Defenders and others. The Institute also invited former Swiss President Ruth Dreifuss to participate in a series of high-level meetings in Brazil to review drug policy innovations. Likewise, the Igarapé Institute director released a TED talk that reviewed lessons from drug policy advocacy which reached over 1 million viewers. The Institute published editorials and gave 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.

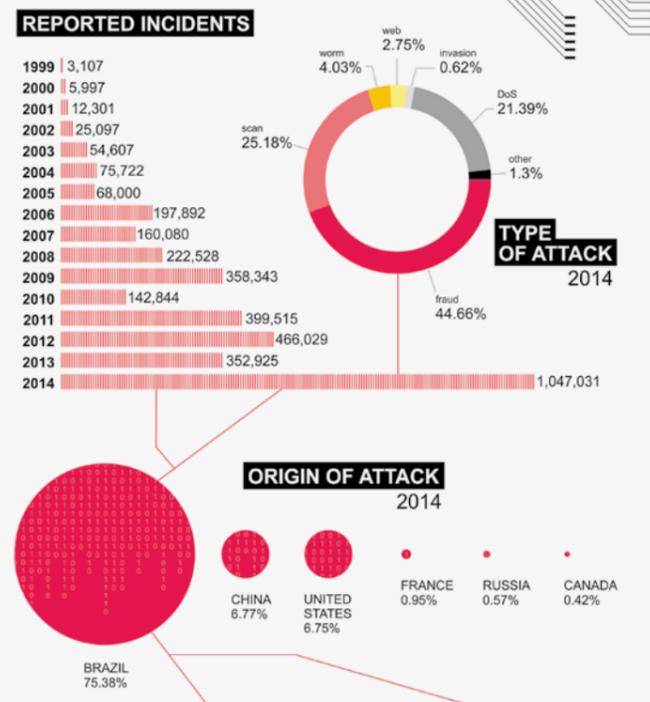
CYBER SECURITY

Main impacts in 2015

- Exposed the contradictions between Brazil's digital freedom agenda and the militarization of cyberspace
- Expanded transparency on the role of gangs and cartels on social media, including in Brazil, El Salvador and Mexico
- Deepened Igarapé's influence/ impact in Brazilian political sphere and military establishment, as well expanding networks in civil society and academia



CYBERCRIME in BRAZIL



Open Empowerment Initiative

The Open Empowerment Initiative (OEI) is a three year (2012-2015) partnership with the Igarapé Institute and SecDev Foundation. It was funded with support from the IDRC. Its mission is to investigate how cyberspace is shaping citizen action and state-society relations in Latin America. It examines government responses: from leveraging cyberspace to improving the efficiency and effectiveness of governance through adopting legislation and capabilities to police and securitize this promising -- yet also volatile -- space. The Open Empowerment Initiative focuses on five countries in Latin America: Argentina, Brazil, Colombia, El Salvador and Mexico. In each country, the Igarapé Institute has established partners undertaking research on state and non-state engagement with the cyber commons.

Cybersecurity in Brazil

The Igarapé Institute has deepened its research on cybersecurity in Brazil since 2012. This includes research and public awareness generation on the ways in which the Brazilian defense sector is militarizing cyberspace and threatening the rights and privacy of citizens through its policies of increased surveillance. This stands in sharp contrast to the impressive progress led by civil society groups and political actors to preserve and strengthen digital sovereignty and open government. The cybersecurity in Brazil project involves research on the normative infrastructure of the state's approach to cybersecurity. The research team has published articles viewed by tens of thousands in Foreign Affairs, Le Monde, Defense One and other outlets.

Mapping digital cyber cartels and digital gangs

The Igarapé Institute launched a project on mapping the virtual presence and digital footprint of cartels and gangs in Latin America. The Institute, working with SecDev, began a series of experimental assessments in Brazil, Colombia and Mexico to examine the social media use and potential geo-location of key mafia and gang groups to determine if there were possible inferences to be made about trafficking in guns, drugs and people. In 2015, the Igarapé Institute generated stories in Americas Quarterly, BBC, CBC, CNN, El Pais, Foreign Affairs, o Globo, FastCompany, Vice, Wired magazine and dozens of additional media outlets.

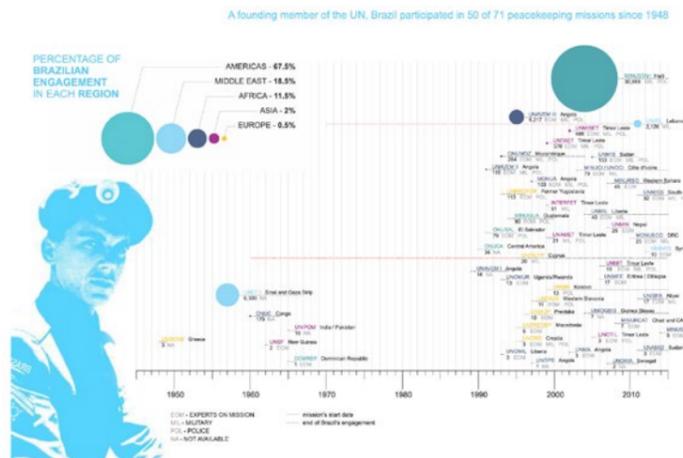
BUILDING PEACE

Main impacts in 2015

- Strengthened global and domestic dialogues on Brazil's role and responsibilities in the world, especially in relation to UN Security Council reform and the international women, peace and security agenda
- Deepened the engagement of Brazilian decision-makers with themes of shared interest, such as civilian capacity and issues related to sexual violence in conflict
- Strengthened the networks of leading thinkers and institutions specially in the Global South on issues of peace and security

(1948-2015)

BRAZILIAN MILITARY AND POLICE IN UNITED NATIONS PEACEKEEPING OPERATIONS (1948 - 2015)



Implementing UNSC Resolution 1325 in Brazil:

surmounting challenges and promoting equality

Renata A. Giannini, Mariana Lima and Pérola Pereira



International peace architecture

The Igarapé Institute participated in 4 major events related to the peace architecture in 2015, including regional consultations on the High Level Panel for peacekeeping reform. The Igarapé Institute also supported reflections on UN peacekeeping experiences since the 1950s, as well as studies on peacebuilding experiences across Latin America. The Institute was invited by the UN General Assembly to host a regional consultation on the future of peace and security architecture. Institute personnel published related peer-review articles in Stability, the Military Review as well as news outlets such as Revista Forum, Correio Braziliense, and Carta Capital, among others.

Women, peace and security

In 2015, the Igarapé Institute continued positively engaging with the Brazilian government to implement the WPS agenda. Throughout the year, the Institute participated in major events on related themes in Brazil and abroad. The Institute was also invited to have a seat in the government working group tasked to elaborate the Brazilian National Action Plan to implement Resolution 1325. The Igarapé Institute also conducted field research at the Military Academy of Agulhas Negras (AMAN), and with governments and civil society organizations in Norway and England, on the challenges and opportunities to implement WPS agenda.



SUSTAINABLE DEVELOPMENT

Civilian capacity

The Igarapé Institute deepened its partnership with the Ministry of External Affairs and the Ministry of Defense in 2015. Agreements were signed with the Pandiá Calógeras Institute and the Brazilian Peace Operations Training Center (CCOPAB). In 2015, Igarapé organized a joint training session with CCOPAB, including the preparation of training curricula and associated scenarios. This is the first ever Latin American training course for civilian specialists. It was strongly commended by the Ministry of Defense and partners from across the region.

International cooperation through formal networks

The Igarapé Institute continued its partnership with the Peace Capacities Network (PeaceCapNetwork), in 2015. The network includes exchanges between BRICS countries (Brazil, Russia, India, China and South Africa) and other emerging powers, including Egypt, Indonesia and Turkey. The Institute is also a partner in a north-south think tanks network called “Brazil’s Rise to the Global Stage”, which, by 2017, aims to produce innovative lessons on Brazil’s roles in peacekeeping, humanitarianism and international development.

Main impacts in 2015

- Strengthened Brazilian government and civil society commitment to the Sustainable Development Goals (SDGs), and in particular SDG 16 and 11
- Exposed the dynamics of Brazilian political, economic and defence cooperation in Africa, including in relation to arms transfers and training
- Consolidated Latin American positions – especially Brazil, Colombia, and Mexico – on the importance of security, justice and governance for the SDGs
- Promoted South-South Cooperation on public security in Latin America and Sub-Saharan Africa



The 2030 Development Agenda

The Igarapé Institute continued to work with its partners in Brazil and across Latin America and the Caribbean to ensure a strong engagement with the Sustainable Development Goals (SDGs). The Institute organized consultations in New York, Bogotá and Capetown on SDG 16 and participated in events across Latin America, Europe and the U.S.. What is more the Institute took part in the UN Summit on Sustainable Development. Igarapé is an active member of the Brazilian civil society working group on the 2030 agenda, engaging in national debates in Brasília on the importance of the agenda, and of SDG 16, in particular. In partnership with Saferworld, the Institute issued a series of Strategic Papers on SDG 16 and SDG 11 which focuses on peaceful and just societies and safer cities. The Igarapé Institute also produced a series of technical notes on counting the costs of lethal violence, along with editorials for the Guardian and El País.

Brazilian investments in Africa

Expanded research on Brazilian private and public sector investment in Africa in 2015. This included studies on Brazilian subsidies to infrastructure, energy and food companies, featured in major articles in Foreign Affairs, Carta Maior, and the Huffington Post. These publications generated new partnership opportunities with the African Development Bank as well as Kings College (UK). Findings were also presented at the Copacabana Conference on international security.

Team, board and advisory council

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 2015 there were 35 staff members at the Igarapé Institute. They were based primarily in Rio de Janeiro. The Institute also has personnel in Bogotá, Geneva, Mexico DF and Lisbon. 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.

TEAM

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

Robert Muggah, research director and program coordinator for citizen security

Alexandre Werner, intern

Alex Salgado, systems engineer

Ana Beatriz Bretas, intern

Ana Duarte, press officer

Ana Paula Pellegrino, associate researcher and project coordinator

Barbara Fernandes, managing director

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

Bruno Siqueira, systems engineer

Cristiana Saroldi, administrative assistant

Cristiane de Oliveira Carneiro, administrative officer

Eduarda Hamann, program coordinator for building peace

Emile Badran, project manager

Felipe Cavalcanti, software developer

Florencia Fontan Balestra, institutional development coordinator

Juliana Coutinho do Nascimento, administrative assistant

Joelma Ferreira, financial officer

Justin Kosslyn, fellow

Katherine Aguirre, associate researcher

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

Leandro Martelli, system analyst/developer

Leriana Figueiredo, project coordinator

Letícia Cassimiro, intern

Maiara Folly, intern

Marcelle da Costa Santos, communication assistant

Michele dos Ramos, associate researcher

Nathan Thompson, associate researcher

Natalie Hanna, project coordinator

Paula Napolião, intern

Priscila Minussi, intern

Renata Giannini, senior researcher

Solange Felizardo, administrative assistant

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

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Financial Support

The financial and strategic assistance provided by the Igarapé Institute's core partners is central to the successes achieved in 2015. 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 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). Specific core partners include:

Bernard van Leer Foundation, Netherlands

BMW Foundation, Brazil

Cure Violence, United States

Department for International Development (DfID), British Embassy in Brasilia, Brazil

Foreign & Commonwealth Office (FCO) – UK Embassy in Brasilia, Brazil

Google Brasil, Brazil

IDRC (International Development Research Centre), Canada

Instituto Betty e A. Jacob Lafer, Brazil

Instituto Cultural São Fernando, Brazil

Instituto Fernando Henrique Cardoso, Brazil

Instituto Sou da Paz, Brazil

Kiva International, Finland

NECA, Brazil

NEPSID – Núcleo de Estudos e Pesquisas em Simbolismo, Infância e Desenvolvimento, Brazil

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

Norwegian Ministry of Foreign Affairs in Brasilia, Brazil

Norwegian Peacebuilding Resource Centre (NOREF), Norway

NUPI – Norsk Utenrikspolitisk Institutt, Norway

Open Society Foundations, United States

PRIO – Peace Research Institute Oslo, Norway

Saferworld, United Kingdom

SecDev Foundation, Canada

Unicef, Brazil

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

Virgin Unite, United Kingdom

45 Individual Donors

Partners

The Igarapé Institute continued to expand its network of national, regional and international partners in 2015. 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 mundane 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 Center for International Relations (CEBRI), Brazil

Brazilian Forum on Public Security, Brazil

Brazilian Institute of Criminal Sciences (IBCCRIM), Brazil

Brazilian Ministry of External Relations / Department of International Organizations, Brazil

Brazilian Ministry of External Relations / Rio Branco Institute (diplomatic academy), Brazil

Brazilian Peace Operations Joint Training Center (CCOPAB), Brazil

Brazilian Platform on Drug Policy, 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 International Cooperation (CIC/NYU), United States

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

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

CEU Parque Anhanguera, Brazil

Citivox, Mexico

Conectas, Brazil

Crisis Action, United States

CureViolence, United States

Department of International Organizations / Ministry of External Relations, Brazil

Drug Policy Alliance, United States

Favela News, Brazil

FazTi, Brazil

Federal University of Pernambuco (UFPE), Brazil

Fernando Henrique Cardoso Foundation (iFHC), Brazil

Fundación Ideas para la Paz (FIP), Colombia

German Center for International Peace Operations (ZIF), Germany

Getúlio Vargas Foundation (FGV), Brazil

InSightCrime, Colombia

INSYDE, Mexico

Inter-American Development Bank (IADB), United States

International Coalition for the Responsibility to Protect (ICRtoP), United States

International Peace Institute, United States

Jigsaw (formerly Google Ideas), United States

Johannesburg Public Safety Department, South Africa

Meu Rio/Nossas Cidades, Brazil

Mexico Unido contra la Delincuencia (MUCD), Mexico

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

National Antidugs Secretariat (SENAD) of the Ministry of Justice, Brazil

National Public Security Secretariat (SENASP) of the Ministry of Justice, Brazil

National Youth Secretariat (SNJ) of the General-Secretariat of the Presidency, Brazil

National Youth Council, Brazil

Núcleos de Estudos e Pesquisas sobre a Criança e o Adolescente (NECA), Brazil

Núcleo de Estudos e Pesquisas em Simbolismo, Infância e Desenvolvimento (NEPSID), Brazil

Norwegian Institute of International Affairs (NUPI), Norway

Norwegian Peacebuilding Resource Center (NOREF), Norway

Oi Futuro, Brazil

Organization for Economic Co-operation and Development (OECD), France

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

Peace Research Institute of Oslo (PRIO), Norway

Peace Capacities Network, Norway

Periscopic, United States

Public Defender's Office of Rio de Janeiro, Brazil

Rio de Janeiro Public Security Institute (ISP), Brazil

Rio de Janeiro State Civil Police, Brazil

Rio de Janeiro State Military Police (PMERJ), Brazil

Saferworld, United Kingdom

Santa Catarina State Firemen Brigade, Brazil

Santa Catarina State Secretariat of Public Security, Brazil

Secretariat for Public Security of Rio de Janeiro (SESEG), Brazil

Shine-a-light, Brazil

Sou da Paz, Brazil

Southern Pulse, United States

Stockholm International Peace Research Institute (SIPRI), Sweden

Trans-Border Institute (TBI), United States

United Nations Department for Safety and Security (UNDSS), Brazil

United Nations Development Program (UNDP), United States

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

University of Chicago, United States

University of Santiago, Chile

Viva Rio, Brazil

Western Cape Government, South Africa

World Bank, United States

World Health Organisation (WHO), Switzerland

World Vision, Brazil

Outlook for 2016

The clouds are decidedly stormy for 2016. There are significant concerns about global instability stretching from Europe to the Middle East and East Asia. A major U.S. election hangs in the balance with potentially massive international implications. Unprecedented migration crises, economic declines, and mounting anxiety are generating a sharp rise in populism. Meanwhile, in the Americas, persistent inequality, concentrated poverty, and the grinding war on drugs means that violence continues its steady rise. Notwithstanding breathtaking transformations in new technology, there is widespread concern about the direction of global affairs.

The overall situation is very uncertain for Brazil. Political turmoil and economic crisis are negatively affecting the country's establishment. The flattening of commodity prices, slow growth of China, and the end of quantitative easing in the United States are also contributing to slowing – even reversing – Brazilian growth. The country witnessed the single largest economic contraction in decades and some of the most lively protests in its history. The unfortunate result is that crime and violence began spiraling upward just as the government and private sector are cutting back on essential services. It is very likely that the situation will worsen before it gets better.

The bleak global and national landscapes generate both challenges and opportunities for the Igarapé Institute. On the one hand, extremist positions are proliferating and will contribute to regressive agendas on the public

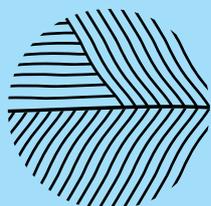
security front. The signs are familiar: restrictions on immigration, expansion of private security, loosening of firearms legislation, and cracking-down on drug users. Likewise, governments and businesses are tightening their belts, and resource availability – already scarce – is bound to become scarcer still. The Institute will need to continue mobilizing a wide spectrum of public, private and non-governmental partners to ensure that more progressive positions prevail.

More positively, the Igarapé Institute has emerged as an internationally recognized think and do tank and a range of entry-points exist to promote more forward-looking agendas. The Institute was listed for the first time in several categories of think tank ranking polls, and was singled out for several distinctions in 2015. The organization is today considered one of the more trusted independent voices from the Global South, helping shape and influence agendas across the security and development spectrum.

The Igarapé Institute will continue consolidating its partnerships, networks and activities across the security and justice fronts globally. A central priority will be mounting a major homicide reduction campaign in Latin America and the Caribbean. The Institute will also redouble its efforts to promote responsible firearms regulation, more balanced drug policy, and press for digital freedoms in an era of increasing curbs on privacy. Throughout 2016, the Igarapé Institute will be expanding its citizen security dialogues in “hot spots”, especially Central America. What is more, the Institute will be launching a new data visualization on fragility in cities at Davos, as well as other global forums.

Financial statement

GROSS REVENUE in BRL	2015	2014
OPERATING INCOME		
<i>with restrictions</i>		
Revenue of projects	5,247,130	4,910,978
Administrative fee revenues	161,625	435,371
Revenue from services provided	-	46,785
	5,408,755	5,393,134
<i>without restrictions</i>		
Income from grants and donations	140,201	420,918
Administrative fee revenues	501,927	-
	642,127	420,918
Revenue with social welfare activities	6,050,883	5,814,052
COSTS AND EXPENSES		
Overheads projects	(5,091,238)	-
General and administrative	(1,017,433)	(5,218,224)
Taxes and fees	(580)	(4,889)
Financial expenses	(133,450)	(183,242)
Depreciation and amortization	(20,678)	(13,146)
	(6,263,380)	(5,419,501)
Operating superavit	(212,497)	394,551
Income from other activities	531,433	188,824
Financial revenue	152,875	178,187
Other income and expenses	684,308	367,011
Superavit of the period	471,811	761,562



Igarapé Institute

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