LETTER FROM THE DIRECTORS

Geopolitical tension and reactionary nationalism were on the rise around the world in 2017. There was evidence of deepening populism and polarization across Latin America, including in Brazil. While continuously rocked by political scandals and criminal violence, Brazil started emerging from economic recession. But the prolonged effects of crisis has taken its toll. In the wake of austerity and debt, the public security situation in Rio de Janeiro state and across the country continued to deteriorate. With presidential and state elections on the horizon and a federal public security intervention underway in the state of Rio de Janeiro, 2018 is likely to be even more volatile.

In spite of these challenging global, regional and national dynamics, the Igarapé Institute achieved some important advances in 2017. On example was the successful launch of Instinct for Life, a regional campaign reaching seven countries and involving 60 partner organizations. The Institute worked with a number of global networks to launch similar campaigns reaching millions of people to reduce violence against children, map conflict prevention in Africa, and promote new civic technologies to empower citizens.

The Igarapé Institute achieved several victories on the home-front in 2017. Working out of its new offices in Botafogo, Rio de Janeiro, the Institute, together with a network of partners, co-designed and donated a digital crime mapping system – ISPGeo – now in use by thousands of military and civil police in Rio de Janeiro State. The Institute also worked to expand the rights and entitlements for refugees and asylum seekers throughout 2017, contributing to a new strategy released by the National Council of Immigration. The Institute ended the year by helping launch a new national Parliamentary Front to Reduce Homicides, bringing together 198 deputies from 25 political parties.

The Institute grew its reputation as a producer of high-caliber research. Researchers produced more than 40 publications in three languages in 2017, increasing its 2016 output by one-third. It also expanded its domestic and international profile through participation in 135 events, which included conferences, panels and lectures in 18 countries. This research and visibility generated thousands of media stories in over 100 countries, including in the world’s top media outlets.
Adding to these achievements, the Institute launched four new digital platforms in 2017, including the crime-mapping platform ISPGeo, the Forced Migration Observatory, the Paraty Violence Prevention Observatory and Earth Timelapse, an interactive platform tracking urban fragility and other challenges, developed in partnership with Carnegie Mellon University’s Create Lab. The Institute was awarded several honors in 2017, including the “Noble Partnerships” award from the Canadian government, the Lewis Perinbam Award for outstanding humanitarian and development work, as well as recognition from the World Economic Forum, and a Brazilian Army medal delivered by the commander of CCOPAB, for the services provided by Igarapé.

The Igarapé Institute continued to shape global and regional debates on public security and justice. Our staff gave multiple keynote talks at high-profile venues such as World Economic Forum’s annual meeting in Davos and Dubai, TED and TED Global, the UN General Assembly, and dozens of others. The Igarapé’s research was featured in flagship publications of The Economist’s Intelligence Unit, the Organization for Economic Cooperation, the United Nations office on Drugs and Crime (UNODC), the World Bank and others. The Institute also now has formal affiliation with Singularity University (as faculty).

In Brazil, the Igarapé Institute dramatically increased its television, online and print engagement on public security priorities. Virtually all members of Igarapé Institute’s research and tech teams increased their presence in public debates in mainstream and social media, as well as in tech festivals sponsored by Wired and public events in partnership with Harvard and Columbia University. Throughout 2017, the Institute also hosted the Minister of the Supreme Federal Court, Luís Roberto Barroso, the Minister of Justice, Torquato Jardim and the Minister of Defence, Raul Jungmann, to a series of events in Rio de Janeiro.

The Institute also devoted considerable time and effort to improve its overall organizational structure. For example, we initiated a participatory change management review in 2017 to improve professional development, human resource management and fund-raising strategies. This review comes on the heels of efforts to strengthen the organization’s governance structure in 2015 and 2016 – a process which involved the bolstering of Igarapé’s administrative, fiscal and advisory boards. In addition to doubling down across key thematic priorities, the Institute will continue the internal reform process in 2018.

Ilona Szabó de Carvalho  
Executive Director

Robert Muggah  
Research Director
The Igarapé Institute is a “think and do” tank - committed to both reflection and action. The Institute advanced its work on both fronts in 2017. Igarapé increased its “thinking” in terms of stimulating public debate, providing technical advice and generating high quality research and publications. It also expanded its “doing” through the design and deployment of digital applications and direct action with governments, business and non-government entities. There were notable increases in outputs and outcomes during the year.

The Igarapé Institute has expanded its potential to convene key actors across core thematic areas and its capacity to produce evidence-informed and action-oriented research. The directors were invited to deliver keynote lectures at some of the world’s top speaking venues, and Igarapé researchers participated in a range of conferences, consultations, seminars, panel discussions and other events throughout the year, continuing to broaden the Institute’s regional and global networks in 2017.

“Amazing work, congratulations! Thank you for the leadership, the region truly needs these kind of initiatives.”

Beatriz Magaloni, professor at Stanford University

“Congratulations on the beautiful work that the Institute has done.”

Ralph Justino, Former Mayor of Tiradentes, MG, Brazil
IMPACTING THROUGH PUBLICATIONS

In 2017, the Igarapé Institute produced **40 publications**, an increase of one-third over 2016. Some 22 of the 40 were Strategic Notes and Papers, Policy Briefs or Homicide Dispatches, published in three languages, Portuguese, English and Spanish. Another 18 publications were produced together with our partner experts and institutions. Igarapé Strategic Papers, Notes and articles were downloaded **38,844 times** in 2017, a 26 percent increase over 2016 (30,800).

Of particular interest both domestically and globally were publications on conflict prevention and the UN, women’s participation in Brazil’s military, Brazil’s history of participation in the UN peacekeeping mission in Haiti (MINUSTAH) and the state of Internet governance and digital rights legislation in Brazil. Igarapé Institute researchers were also cited literally thousands of times in peer-review journals around the world.

In 2017, the Igarapé Institute produced **40** publications. 

2017 Strategic Papers, Notes and articles were downloaded **38,844 times**

2016 were downloaded **30,811**

2015 were downloaded **19,737**

2014 were downloaded **6,734**

26%
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<th>Date</th>
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<tr>
<td>JANUARY</td>
<td>A ONU e a Segurança Internacional</td>
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<td>Getting clear about conflict prevention at the UN</td>
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<td>Brazil, the Internet and the Digital Bill of Rights</td>
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<td>Cities are key to our survival in the twenty first century</td>
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<td>Relatório Luz da Agenda 2030 de Desenvolvimento Sustentável</td>
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<td>MAY</td>
<td>A percepção de crianças e adolescentes sobre a segurança e a violência</td>
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<tr>
<td>JANUARY</td>
<td>What makes our cities fragile?</td>
<td>1,105</td>
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<tr>
<td>AUGUST</td>
<td>Situações extraordinárias: a entrada de mulheres na linha de frente das Forças Armadas brasileiras</td>
<td>840</td>
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Source: Google Analytics/FazTI
IMPACTING THROUGH EVENTS

Igarapé continued to expand its domestic and international profile, participating in 135 events in Brazil and around the world in 2017. Igarapé researchers delivered lectures and participated in events and conferences in 18 countries including Argentina, Belgium, Brazil, Canada, Colombia, Ecuador, Honduras, Mexico, Peru, South Africa, Spain, Sweden, Switzerland, the UK and the United States. These included TED talks, World Economic Forum summits, United Nations consultations, bilateral meetings, academic seminars, international conferences, and others.
The Igarapé Institute continued to shape global and regional debates on public security and justice by giving keynote talks at the World Economic Forum’s annual meeting in Davos and regional summits in Argentina and Dubai, at TED in Vancouver and TED Global in New York, and the Global Forum on Cities in Chicago. Keynote addresses were also delivered to the WEF’s Annual Meeting of the Global Future Councils (in Dubai), the Smart City Global Expo Congress (in Barcelona), and the Citizen Security Clinic (in Medellin).

Citizen Security  51
Building Peace  42
Drug Policy  24
Safer Cities  14
Cyber Security  3
Others  1
In 2017, Igarapé’s research, analysis and commentary were featured in 7,647 news stories published in 107 countries and territories, effectively doubling the number from 2016 (3,206). Igarapé researchers produced 130 op-eds, published or reproduced in 275 media outlets around the globe. More than 1,500 stories appeared in the Brazilian media and nearly 2,500 stories were published in international news outlets.

The Institute’s co-founder and executive director, Ilona Szabó, released a new book “Drugs: Untold Stories” to national acclaim. The book was launched nationwide and featured in syndicated talk shows and columns. In addition to Ilona’s role on the Estudio i program (GloboNews) she also now has a bi-monthly column with Brazil’s largest newspaper, Folha de São Paulo, which reaches an average monthly audience of 100 million readers.
<table>
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<tr>
<th>Philippines</th>
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107 countries

7,647 media stories

275 international outlets

130 op-eds
IMPACTING THROUGH ONLINE ENGAGEMENT

The Igarapé Institute continued to expand its digital footprint in 2017. Average monthly visits to the Institute’s website doubled in 2017: 122,431 sessions by 91,895 unique users, for a total of 270,395 page views. The Institute’s mailing list also increased two-fold, receiving 5,069 new subscriptions in 2017 for a total of 10,569 (as of December 2017). As such, the Institute is able to reach an ever growing audience of influencers and changer makers.

The Institute also grew its presence on social media platforms. Igarapé’s Facebook page now has more than 26,000 followers, adding more than 10,000 in 2017 and the Institute’s Twitter presence also grew. Finally, in addition to producing print and digital versions of many of our Strategic Articles, in 2017 Igarapé began to design, develop and publish web-based reports, providing a richer, contextualized presentation of our research and findings.

**Facebook**

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<th>Year</th>
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<td>2016</td>
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<td>2017</td>
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IMPACTING THROUGH APPS

Data visualizations, apps and other platforms can help take the pulse of our world. They provide new ways to understand what challenges we face and how we can adapt. Since 2012, the Igarapé Institute has designed and developed several award-winning digital platforms focusing on arms flows, homicidal violence, fragile cities and forecasting crime.

The year 2017 was no exception, when Igarapé contributed to the development four new digital products: 1) **ISPGeo**, a geo-located crime-tracking platform and database, developed in partnership with Rio de Janeiro’s Public Security Institute (ISP); 2) the **Paraty Violence Prevention Observatory**, mapping criminal violence in one of Rio de Janeiro state’s most troubled cities; 3) the **Forced Migration Observatory**, a platform tracking internally-displaced populations in Brazil; and 4) **Earth Timelapse**, an interactive platform tracking urban fragility and other challenges, developed in partnership with Carnegie Mellon University.
“These guys just made me go crazy about the possibilities using #Blockchain and #Satellite #Data. You stop breathing with so many ideas”

Chuy Cepeda, software developer (about a Robert Muggah talk at Singularity University)

“Congratulations, it’s a great resource for journalists who write about violence in Latin America”

Heriberto Araujo Rodriguez, journalist (about the Homicide Monitor)
Instinct for Life campaign
In order to make measurable reductions in homicide, the Igarapé launched and co-ordinated the Instinct for Life campaign in 2017. Since the campaign was launched roughly 60 organizations have joined the initiative. Working toward collective impact, the Instinct for Life has offered technical support to authorities and fostering citizen networks through evidence-based strategies. The campaign was launched at the Word Economic Forum meeting in Buenos Aires and subsequently in seven countries – Brazil, Colombia, El Salvador, Guatemala, Honduras, Mexico and Venezuela. Instinct for Life spearheaded the formation of the new Parliamentary Front to Reduce Homicides and generated commitments from governments in Belo Horizonte, Caruaru, Cachoeirinha, Pelotas, Recife, Santa Maria and Novo Hamburgo – and by state authorities in Pernambuco and Rio Grande do Sul. Over the course of 2017, campaign activities and events generated nearly 1,000 stories in media outlets around the globe, including 156 op-eds published in numerous countries.

Public Security Partners
In its second year, the Public Security Partners initiative consists of key representatives from the private sector in Rio de Janeiro invested and engaged in improving and modernizing the state’s public security policies. In 2017, the group continued to support the implementation and improvements of the ISPGeo platform, their flagship initiative. They also met with ministers and representatives of Brazil’s Supreme Court and the ministries of defense and justice. In partnership with ISP, the group supports the training of analysts from the military and civil police, municipal guard and other Rio law enforcement authorities and it seeks to identify innovative strategies and actions for promoting sound public security and justice practices in Rio de Janeiro.
Responsible regulation of firearms and ammunition

Igarapé has worked to strengthen the capacity to trace the origin of weapons seized in the state of Rio de Janeiro, proposing and supporting sound legislative initiatives to bolster the work of intelligence and investigative bodies and to identify tools and best practices to confront arms and ammunition trafficking. Igarapé participated in the development of a legislative measure that will guide the implementation of a new a state-wide policy. At the federal level, the Institute continued to urge Congress to maintain the Disarmament Statute, working with the Ministry of Defense and the Ministry of Justice to improve administration and implementation of the policy. The Institute also continued its work with the Export Arms Coalition, which brings together the main Brazilian organizations working toward full ratification of the Arms Trade Treaty by the Brazilian government.

ColaborAmerica Hackathon

The Igarapé Institute and local partner Grupo Mosaico hosted a hackathon during the ColaborAmerica festival in Rio de Janeiro. With a focus on including low-income and high-skills residents from the metropolitan area, Igarapé’s team of experts worked with 12 hackers to create data-driven solutions to improve public safety in the state of Rio de Janeiro. The hackathon took place over a 72-hour period and included intensive media and marketing before, during and after the hackathon, including being featured by GloboNews. Two solutions were developed - an online “safety net” platform to support women victims of domestic violence, and a chat bot and digital platform to promote citizen access to quality legal information and resources. ColaborAmerica, Minas Programam, Columbia Global Centers-RJ and Data_Labe were also partners in the initiative.

Smart Policing

The Smart Policing initiative is designed to improve police accountability and public safety. As part of the project, the Institute developed CopCast, an Android smartphone app that monitors video, audio and GPS locations of on-duty police officers and other emergency responders. In 2017, the Institute launched two randomized-controlled trials (RCTs) in partnership with Santa Catarina’s Military Police (Brazil) and the New Jersey Police Department (United States). The evaluation in Santa Catarina is funded by EGAP (University of California, Berkeley) and involves partners from the Universities of Warwick (UK) and PUC-RJ (Brazil). In Jersey City, pilots are supported by Google’s Jigsaw. The goal is to test whether body worn cameras can contribute to reductions in the excessive use of force by law enforcement while also improving police performance, especially in relation to evidence collection. The Institute is developing a series of new pilot projects in 2018 to expand access to CopCast in Brazil, the United States and around the world.
CrimeRadar

CrimeRadar is a digital platform that applies advanced machine learning algorithms to predict crime patterns. The platform was developed in 2016 in anticipation of the Olympics in Rio de Janeiro and has been featured by the Atlantic, Guardian, World Economic Forum and Wired magazine. In 2017, the Institute signed an MoU with the Military Police of Santa Catarina which includes plans to test CrimeRadar app and upgrade the algorithm. The app was viewed 5,500 times in 2017 and continues to generate interest from governments, businesses and media around the world. In 2018, the Institute intends to expand the development and testing of CrimeRadar software in partnership with the Military Police of Santa Catarina and researchers from the Brazil-based university PUC-Rio. The Institute is also exploring new opportunities to test CrimeRadar in India and South Africa.

Metaketa IV Community Policing Project

The Military Police of Santa Catarina is implementing the Neighbor Network (Rede Vizinhos), community policing program which uses social network technologies to build trust between citizens and the police and to improve public safety. The program encourages police to engage with local communities through dedicated instant-messaging groups and on-site visits, to educate residents on security and safety, and on reporting of suspicious incidents to the police. The Igarapé Institute is working in partnership with researchers from PUC-Rio and Warwick University to design and conduct randomized control trials (RCTs) in 2018 and 2019 to assess the effect of the program on crime, on the efficiency of police response and on the public perception of safety and police activity.
Since 2010, Igarapé has worked to better prepare Brazilian civilians who work in unstable contexts. In 2014, the Institute organized a course for Brazilian civilians in partnership with the Brazilian Peace Operations Joint Training Center (CCOPAB). In 2016, CCOPAB included it in its official course catalog, evidence that Igarapé managed to put the subject on the national agenda. In 2017, for the fourth year in a row, Brazilian civilians enrolled in the course. Up to now, almost 100 professionals have been exposed to the course, including judges, public prosecutors, intelligence officials and prison officers, among others. These efforts have generated real impacts in the country, improving the formal training on safety and security received by Brazilian civilians who work in unstable contexts.

The participation of Brazil in MINUSTAH (2004-2017)

In October 2017, the United Nations concluded its peacekeeping mission to Haiti (MINUSTAH), in which Brazil played a pivotal role. The mission was the most important of Brazil’s 70-years participation in UN peace operations and it was led by a Brazilian as Force Commander during the entire operation. In order to better understand Brazil’s role in Haiti, the Igarapé Institute, in partnership with CCOPAB, published an edited volume of articles analyzing Brazil’s participation and providing recommendations and best practices for future missions. This volume generated prominent media coverage in Brazil, including the publication of an op-ed in Le Monde Diplomatique and an article in Folha de São Paulo. English and Spanish versions of the edited volume will be published in 2018.
Forced Migration Observatory

In 2017, Igarapé began rolling out a new digital platform, the Forced Migration Observatory, which offers a geo-referenced and interactive view of the distribution of internally-displaced persons in Brazil over time. Brazil does not have adequate mechanisms in place to measure the scale of forced displacement in the country, nor does it have a legal framework guaranteeing rights to people displaced by natural disasters, infrastructure projects and urban and rural violence. Preliminary results were presented at the 2017 Build Peace conference in Colombia. Igarapé mobilized in support of the approval of a new migration bill (PL 13.455/2017), and also contributed to the approval of bill 557/2016, which provides certain tax exemptions for refugees.

Women, Peace and Security

In 2017, Igarapé continued its work advancing the Women, Peace and Security (WPS) agenda. The Institute supported the Brazilian government in the implementation of the United Nations WPS agenda into its National Action Plan – a first for Brazil. Its research on women in the Brazilian Armed Forces, also launched in 2017, was praised as a serious and helpful diagnosis of the current situation. What is more, the Institute designed and implemented a training module on gender approaches to the military with the CCOPAB and the UN Women. Through its outreach and research, Igarapé strengthened civil society capacity and actors to work on this theme. It also extended this work and the WPS agenda at the regional level, identifying and sharing lessons learned on the incorporation of women and a gender perspective into the Colombian peace process. With the participation of Brazilian police officers, Igarapé supported the exchange of best practices between Brazil and Colombia in the area of violence against women. In 2017, Igarapé was instrumental in the formation of the WPS-Brasil Network, a collection of 12 organizations and individuals, dedicated to advancing the WPS agenda in Brazil.

Innovations in Conflict Prevention

The Innovation in Conflict Prevention (ICP) project seeks to identify and analyze innovations in conflict prevention, focusing on six countries in three regions of Africa: the Sahel, the Great Lakes Region and the Horn of Africa. The initiative aims, in particular, to support the UN, the African Union and Regional Economic Communities (RECs), as well as national and local actors, in order to avoid the outbreak, escalation and/or recurrence of armed conflict. Igarapé has partnered with the Institute for Security Studies (ISS) to implement this project, using Guinea-Bissau, Ethiopia, Kenya, Somalia, Mali and Burundi as case studies. In 2017, Igarapé researchers produced policy briefs, conducted workshops, participated in international conferences and symposia, publishing numerous briefs and articles, including 17 op-eds in international outlets. Igarapé continues to play an important role in UN sustaining peace processes, reflected in invitations to participate in high-level dialogues, including at the UN General Assembly meeting.
The state of Brazil’s Internet governance legislation
Igarapé continued its work in the areas of cybersecurity, Internet governance and digital liberties in 2017, which included the publication of a major new report, “Brazil, the Internet and the Digital Bill of Rights: Reviewing the State of Brazilian Internet Governance”, garnering significant media and public discussion on the domestic and international fronts. We also advanced the debate through a series of op-eds and feature articles in prominent international defense and intelligence publications, including Defense One and Jane’s Intelligence Review. Igarapé also continued its partnership and participation in Brazil’s Internet Rights Coalition (Coalizão Direitos na Rede), an independent network of more than 20 civil society, activist and academic organizations dedicated to promoting a free and open Internet in Brazil.

Cybersecurity and digital liberties
A new program on cybersecurity and digital liberties was also launched focusing on Brazil. The project aims to understand “post Marco Civil” Internet governance and cybersecurity environment, and to identify the primary challenges emerging within the current regulatory context. To this end, Igarapé initiated a series of consultations assembling representatives of government, civil society, academia and the private sector to debate the balance of security and civil/digital rights, among other topics. The first convening session took place in December and included representatives from the Brazilian Army Cyber Command (CDCiber), Brazil’s Internet Steering Committee (CGI.br), Microsoft, CERT.br, academia and civil society organizations to discuss the state of cybersecurity policy in Brazil, corporate and personal data security, new data protection legislation and how companies are using private information and personal data.
One of the Igarapé Institute’s core areas since its inception has been drug policy reform – both in Brazil and abroad. The Institute continued to impact decision makers and opinion makers positions on the decriminalization of drug use through its outreach and research. Igarapé executive director, Ilona Szabó, published a new book, *Drugs: Untold Stories*. The publication was well received at the national level and generated a large amount of media attention through a series of five launch events in Brazil. Igarapé also launched the new global commission’s report on drug decriminalization in São Paulo and organized a high-level meeting of the criminal justice community with Supreme Court Justice Barroso to discuss the matter and wider drug policy issues. Finally, the Institute organized a series of meetings and public debates with key stakeholders throughout 2017, and implemented a targeted media strategy to undo myths and disseminate reliable information about public policies that work.

“This is incredible! Amazing job!”
Tony Newman, media director at the Drug Policy Alliance

I was very touched with the director’s view on violence and drug policy. I would like to congratulate the director and all those who work at the Igarapé Institute.”
José Alexandre dos Santos, Delegate of the OAB / RJ Prerogative Committee
Supporting global city networks
Cities networks are empowering cities around the world to engage with some of the world’s most intractable problems. In 2017, the Igarapé Institute expanded its work and action on promoting city partnerships. For example, the Institute is on the advisory board of the Global Parliament of Mayors. Igarapé also sits on the Cities and Urbanization Council of the World Economic Forum. The Institute delivered lectures on urban fragility and resilience at some of the world’s top venues in 2017, including the WEF in Davos, TED, the Global Smart City Summit, the Chicago Global Cities Summit and many other public and private venues.

Fragile cities data visualization
The Igarapé Institute also expanded its fragile cities data visualization in 2017. The Institute show-cased the platform at Davos, as well as a wide range of global forums. What is more, we partnered with Carnegie Mellon’s CREATE Lab to visualize city and climate data on Earth Timelapse. Earth Timelapse platform tracks climactic and human-induced risks – from refugee flows, terrorism and other risks – on a planetary scale over the past three decades. The platform includes over 2,100 cities mapped according to their levels of fragility. Results have been disseminated globally, including by the BBC, CNN, the Guardian, Globo and many other outlets.
The Paraty Violence Prevention Observatory

The municipality of Paraty has some of the highest rates of lethal violence in Rio de Janeiro state. The Igarapé Institute partnered with “Juntos” – a program of the NGO Comunitas –, the mayor and several municipal secretaries to improve the city’s diagnostic and policy making capabilities, focusing on children and youth. The Violence Prevention Observatory is a digital platform that centralizes, systematizes and monitors education, health and social development data to help direct intervention strategies in Paraty’s most vulnerable neighborhoods. The platform tracks a range of metrics – school evasion, domestic violence, child abuse, mental health and drug addiction – to guide the implementation of better public policies and to help prevent and reduce insecurity in key hot spots. The Igarapé Institute is preparing an updated version of the Observatory in 2018 and will seek to replicate the platform in other cities across Brazil and elsewhere in Latin America.

“Happy to see work by Rob Muggah, UNU, and Ronak Patel on ‘fragile cities’ featured in this excellent report on city safety by the UNODC”

John de Boer, adviser at the UN University

“A stunning graphic... Igarapé does such excellent work!”

Jonathan Bonk, professor at Boston University (about EarthTime Lapse data visualization)
“Congratulations to the Igarapé Institute and to all of its team that produces such significant results for Brazilian society”

Wilson Fernando Vargas de Andrade, president of the CAU / MT (Architecture and Urbanism Council, Mato Grosso, Brazil)

“Interning at Igarapé has opened so many doors for me, and I really appreciate that you let me learn from the innovative work being done there. (…) Working at Igarapé really showed me the potential for violence prevention initiatives and strategies to have a huge impact.”

Mayu Takeda, intern at Igarapé Institute
TEAM

Directors
Ilona Szabó de Carvalho, executive director
Robert Muggah, research director
Barbara Fernandes, managing director

Team members
Adriana Abdenur, senior fellow
Ana Beatriz Duarte, public information
Ana Paula Nascimento, administrative support
Ana Paula Pellegrino, researcher
Arthur Vasconcelos, system engineer
Beatriz Alquéres, project coordinator
Bruno Siqueira, sr system engineer
Caio de Freitas Paes, communication analyst
Carlos Coutinho, sr system engineer
Carol Viviana Porto, junior research
Cristiane de Oliveira, HR/administrative officer
Dandara Tinoco, project coordinator
Daniel Arnaudo, research fellow
Eduarda Hamann, program coordinator for building peace
Emile Badran, project coordinator
Felipe Rios, financial assistant
Florence Fontan Balestra, institutional development coordinator
Floriano Peixoto, senior fellow
Giovanna Kuele, research
Joelma Ferreira, financial officer
Justin Kosslyn, researcher fellow
Katherine Aguirre, researcher
Louise Marie Hurel, researcher
Luisa Cruz Lobato, researcher
Maiara Folly, junior researcher
Mariana Rocha, intern
Mariana Guimarães dos Santos, communications analyst
Mariana Rondon, project manager
Max Kipnis Holender, financial coordinator
Mayra Jucá, communication advisor
Michele dos Ramos, researcher
Nathan Thompson, researcher
Priscila Minussi, communications assistant
Renata Giannini, senior researcher
Tânia Pinc, senior researcher
Thomas Abt, senior fellow

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Samara Werner
Wolff Klabin

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Animal Político, Mexico
Apoena Socioambiental, Brazil
Asociación Para Una Sociedad Más Justa (ASJ), Honduras
Associação da Cultura Hip Hop de Esteio, Brazil
BBC Brasil, Brazil
Brazil's Rise to the Global Stage (BraGS), Norway
Brazilian Army, Brazil
Brazilian Center for International Relations (CEBRI), Brazil
Brazilian Navy, Brazil
Brazilian Peace Operations Joint Training Center (CCOPAB), Brazil
Brazilian Research Network on Peace Operations (REBRAPAZ)
BRICS Policy Center (BPC), Brazil
British Embassy in Brasilia, Brazil
Café Artes Visuais, Brazil
Caracas Mi Convive, Venezuela
Casa Alianza, Honduras
Casa de las Estrategias, Colombia
Casa Fluminense, Brazil
Catholic University of Santos (UniSantos), Brazil
Cauce Ciudadano, Mexico
Central Única das Favelas (CUFA), Brazil
Centro de Estudos em Sustentabilidade da Fundação Getúlio Vargas (FGVces), Brazil
United Nations Information Center in Rio de Janeiro (UNIC-Rio), Brazil
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City Hall of Paraty, Brazil
ColaborAmerica
Colombia Diversa, Colombia
Columbia Global Centers-RJ, Brazil
ConTexto, El Salvador
Cumbre Mujeres y Paz, Colombia
Data_Labe, Brazil
Democracia Abierta, Regional
Diálogos GT, Guatemala
Dromómanos, Regional
Economic Commission for Latin America and the Caribbean (CEPAL), Chile
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Institute for Security Studies (ISS), South Africa
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International Relations Institute at PUC-Rio (IRI/PUC-Rio), Brazil
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Ministry of Foreign Affairs, Brazil
Jersey City Police Department (JCPD), United States
Jóvenes Contra la Violencia, Guatemala
Jóvenes Contra la Violencia, Honduras
King’s College London, England
Kino Glaz, El Salvador
Konrad-Adenauer-Stiftung, Germany
La Lupa, Guatemala
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There are ominous signs that 2018 will be another volatile year, both on the global front and in Brazil. There are signs of saber-rattling between the world’s major powers – China, Russia and the US. Threats of trade wars are growing, as countries retreat into more protectionist and zero-sum positions. Populism continues to rear its head in parts of Europe and Latin America, and conflicts in Afghanistan, Syria, Yemen, parts of Africa and elsewhere show no signs of abating. The global liberal order that prevailed since the mid-twentieth century is coming unstuck, and an uncertain multi-polarity is emerging.

Across Latin America, there are a spate of elections in 2018 that will profoundly influence the direction of the region as a whole. Several countries – including the three largest economies – Brazil, Colombia and Mexico – will all usher in new presidents. There are signs of growing polarization across the region as well as a sharp turn toward more repressive approaches to law and order. It will be important more than ever to promote data-driven, evidence-based and more balanced approaches to public security with governments, private sector leaders and civil society groups across the region.

Meanwhile, the situation in Brazil is reaching a boiling point. The country’s political and economic class continue facing relentless corruption probes. There are signs that the electorate are fragmenting sharply toward extremes. Voices of moderation are being drowned out as activists and political actors are targeted, including for execution. The country experienced more than 61,000 homicides in 2017, and a federal intervention in Rio de Janeiro adds to the overall uncertainty. Despite meager economic revival (the economy is set to grow at about 1.8% in 2018), there are not enough funds available for public security and criminal justice.

Notwithstanding this scenario, the Igarapé and its partners remain steadfast and resolved in the face of these very daunting challenges. The Institute is determined to serve as a broker, cultivating multi-stakeholder approaches to driving collective impact. Now is not the moment for retreat or isolation. The importance of adopting a global – or glocal - view is today more relevant than ever. The Institute is committed to strengthening and amplifying its brokering role in Rio de Janeiro, nationally and regionally and our feet will be planted firmly in 2018.
# Financial Statement

<table>
<thead>
<tr>
<th>Gross revenue in BRL</th>
<th>2017</th>
<th>2016</th>
<th>Adjustments</th>
<th>2016</th>
</tr>
</thead>
</table>

**Operating income**

*with restrictions*

- Revenue of projects: 6,352,059
- Administrative fee revenue: -
- Revenue from services provided: 1,135

**without restrictions**

- Income from grants and donations: 392,014
- Administrative fee revenue: -

**Revenue with social welfare activities**

<table>
<thead>
<tr>
<th>6,744,073</th>
<th>9,073,999</th>
<th>(610,362)</th>
<th>8,463,637</th>
</tr>
</thead>
</table>

**Costs and expenses**

| Overhead for projects | (5,966,051) | (8,752,310) | (47,862) | (8,800,172) |
| General and administrative | (443,323) | (506,070) | 4,007 | (502,063) |
| Taxes and fees | (221) | (5,248) | - | (5,248) |
| Financial expenses | (23,868) | (86,984) | - | (86,984) |
| Depreciation and amortization | (29,801) | (22,593) | - | (22,593) |

**Operating superavit**

280,808

**Income from other activities**

| 27,538 | 204,003 | (2,532) | 201,471 |

**Voluntary Work Revenue**

| 1,049 | - | - | - |

**Financial revenue**

| 76,342 | 118,301 | (630) | 117,671 |

**Operating superavit**

**Other income and expenses**

| 104,929 | 322,304 | (3,162) | 319,143 |

**Superavit of the period**

385,737

23,099

(657,378)

(634,280)
The accounting information for the year ended December 31, 2016 is being restated due to reimbursements for costs related to payroll - as a result of adjustments in the accounting recognition of revenues and costs of projects, financial income and federal tax relief through PERDCOMP, in order to preserve comparability.