IGARAPÉ INSTITUTE
a think and do tank

**Annual
Report**

2018

Index

Letter from the directors

The world is more uncertain and volatile than ever. During 2018 divisions between and within countries deepened. Geopolitical tensions and political tribalism continued to spread. New disruptive technologies upended assumptions about the future of security, governance and economics. With our societies ever more interdependent, there was less inclination than ever to cooperate.

Brazil also experienced its fair share of instability in 2018. It witnessed the most bitterly contested presidential elections in history. Brazilians are also increasingly polarized. Many states, including Rio de Janeiro, faced military and police interventions in an effort to stem soaring crime and violence. Discussions about the future of public security, digital rights, urban safety, climate resilience and international cooperation were all front and center.

Now is not the moment to retreat. The Igarapé Institute is committed to helping lead debates and decisions that will shape our common future. We are convinced that we all need to have greater literacy about the world around us if we are to effectively engage with complex ideas. Put simply, we must engage proactively with the future, so we can fear it less.

The Igarapé Institute worked throughout 2018 to build a more stable tomorrow. As in previous years, we did this through high quality research, strategic communications, meeting with opinion shapers and decision-makers, and building technologies to affect positive change. Notwithstanding immensely tumultuous circumstances, we had an exceptional year.

Over the course of twelve months we:

- Advocated for a progressive citizen security agenda with federal, state and city governments in Brazil and across the wider Latin American region;

- Co-ordinated a successful campaign with 60 other public and non-governmental partners to halve homicidal violence in the seven most murderous countries;

- Generated widespread public awareness of the scope and scale of the forced migration crisis in Brazil and Central America;

- Deepened understanding of "what works" to prevent armed conflict in Africa, with outreach to the African Union and United Nations;

- Generated over 4,500 media mentions in television, radio and print media;

- Published 44 new academic and policy studies reaching hundreds of thousands of readers in 165 countries;

- Produced over 450 opinion editorials in the world's leading media outlets reaching hundreds of millions of readers;

- Designed 6 new tech solutions to visualize data and improve public safety in the world's hot spots;

- Hosted a music festival in Rio de Janeiro to spread knowledge about public security; and

- Won three new prestigious awards for our work on public security and human rights in Brazil and around the world.

Throughout 2018, we also expanded our research and policy agendas in several new areas. This includes work on criminal justice and prison reform, forced migration and social justice, and climate change and organized crime. We will deepen our work across these themes in 2019. Our team, now more than 45 strong, are committed to delivering data-driven and evidence-based solutions to some of the most intractable problems we face.

At the Igarapé Institute we know the future has never been certain or secure. The arc of history was never moral or just. We should expect contesting narratives, some louder than others. If we are to flourish in this new age of uncertainty, we need to confront our biggest dilemmas head on, aware that unless bold people act, history does not deliver improved outcomes. A battle of ideas is raging. Complacency is not an option.

Ilona Szabó de Carvalho
Executive Director

Robert Muggah
Research Director

# Achievements in 2018

> **"You work is for sure one of the best examples of how to communicate on complex issues in a way that anyone can understand."**
>
> Peter Bosch, European Commission

The Igarapé Institute generated impacts across all five of its key programming areas in 2018. In the citizen security area, the Institute helped drive the public security debate during presidential and state elections in Rio de Janeiro. The Institute's drug policy program launched new data visualization tool to promote public awareness and monitor legislative innovations in the Americas. The cyber security and digital rights program brought government, industry and civil society groups together to advance questions of data privacy and protection. The safer cities initiative worked with inter-city networks on issues such as urban security, migration and public health. And the building peace team developed new insights into "what works" to prevent armed conflict and expanded awareness about the nexus of climate change and organized crime.
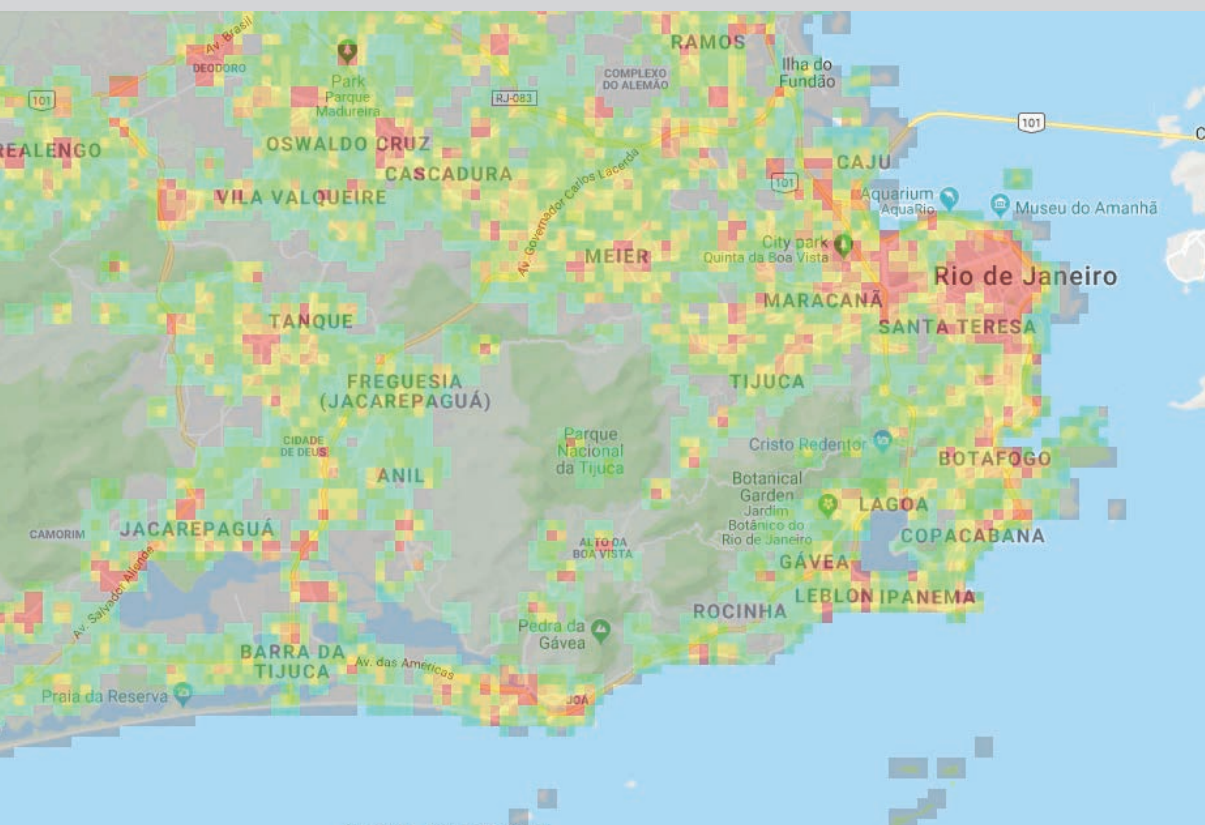
Citizen security

Promoting community policing and new technologies in Brazil

The Institute is working with the Santa Catarina Military Police to evaluate community policing and measure the effects of body cameras on police activity. The Institute started trials of CopCast, a mobile phone-based body camera developed with Jigsaw, in Jersey City and Santa Catarina.

Launching the State of Security series

The Institute produced a quarterly series featuring data-driven analysis on crime trends in Rio de Janeiro. The report was distributed to diplomatic consulates, non-governmental partners and private sector organizations in Brazil and around the world.

Sharing best practices on crime prevention in Brazil and around the world

The Institute launched widely circulated reports with the Inter-American Development Bank, the Latin American Development Bank and the Organization for Economic Cooperation and Development.

Strengthening evidence on penal reform in Brazil

Throughout 2018, the Institute examined employment opportunities for inmates and parolees of the prison system of Rio de Janeiro state. The Institute also investigated sentencing policies and pre-trial detention with results to be published in 2019.

Halving homicide in Latin America in the next decade

The Institute led a major regional campaign involving over 60 non-governmental and government partners. More than 25 governments signed up to the "Instinct for Life" pledge and the Organization for American States (OAS) launched a commission to prevent and reduce homicides across the region.

Shaping the public security debate during national and state-level elections

Together with partners, the Institute designed and promoted national and state security agendas reaching dozens of presidential, gubernatorial and congressional candidates. Many of the recommendations issued during the campaign were included in national and state-level security plans in 2019.

Safer cities

Advancing inter-city governance and global city partnerships

The Institute served as co-chair of the advisory group of the Global Parliament of Mayors in 2018, and supported a global summit in Bristol with over 100 mayors. The Institute also worked with several other inter-city networks on issues related to public security and climate resilience.

Advancing new thinking on crime prediction

The Institute generated path-breaking research on crime forecasting algorithms and platforms and started new projects with South African partners to test predictive analytics. The Institute also contributed to global studies on new security technologies for smarter cities.

Supporting an urban security exchange in El Salvador

Working with USAID and local partners, the Institute gathered over 200 specialists in San Salvador at the beginning of 2018. The event challenged *mano dura* style measures and proposed concrete solutions to prevent and reduce crime.

Promoting partnerships for public security

Througout 2018, the Partners for Public Security continued the deployment of ISPGeo, Rio de Janeiro's first crime analysis platform, in partnership with the Institute for Public Security. The Institute also supported the deployment of GeoLocator designed to radically improve the quality and coverage of crime data.

Improving service delivery to violence-affected areas

The Institute developed a pilot with a major public utility to identify ways to improve the delivery of electricity to seven vulnerable areas of metropolitan Rio de Janeiro. The initiative will be scaled-up in 2019.
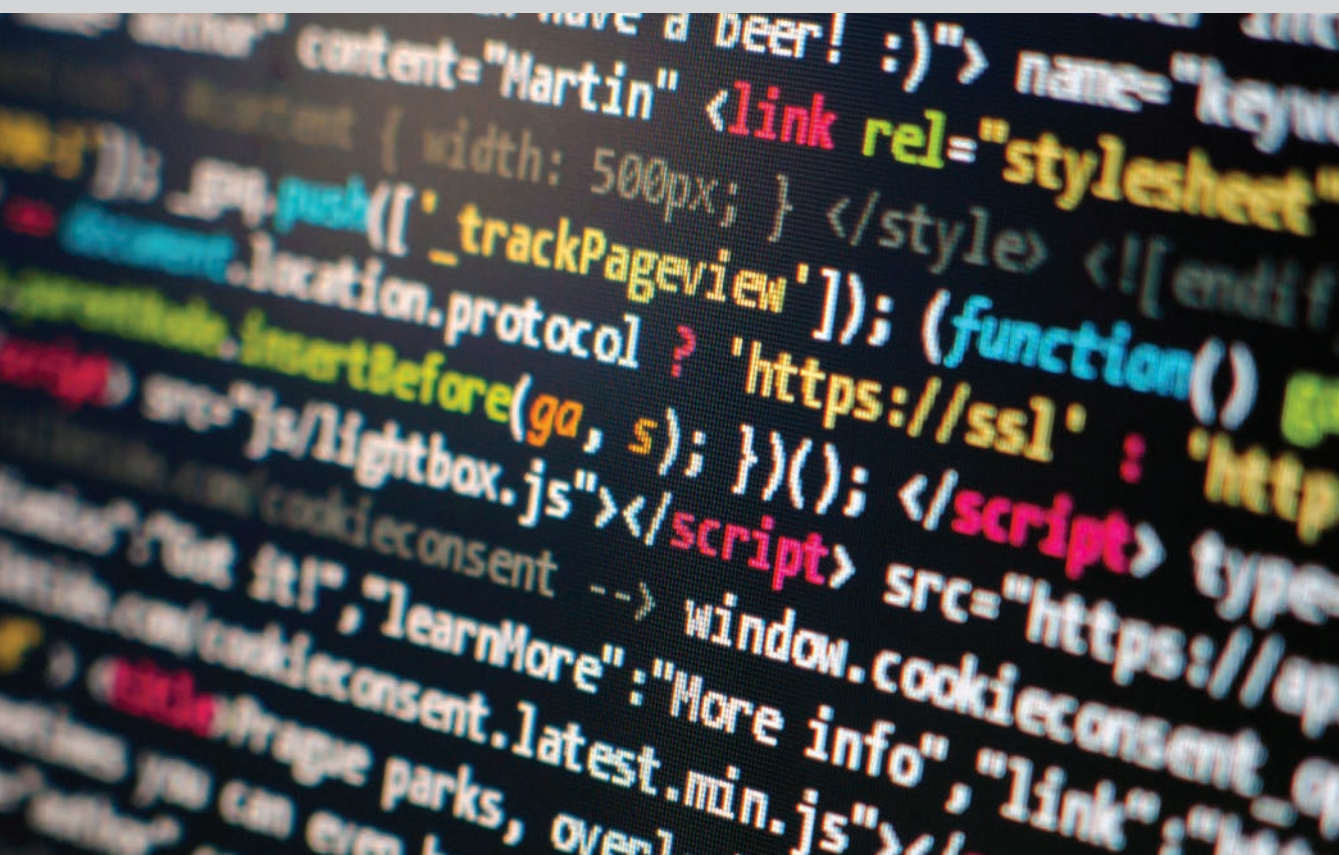
Cybersecurity

Advancing new thinking on cybersecurity governance in Brazil

The Institute provided recommendations to the federal government to improve national cybersecurity governance. These inputs were produced on the basis of dialogues organized with police, military and intelligence representatives, large tech companies, and digital rights advocates.

Extending awareness about IoT and security related issues in Brazil

In partnership with several leading digital rights groups, Institute launched a social media campaign to raise awareness about IoT security and "privacy by design". The Institute also worked with the Brazilian National Development Bank (BNDES) to provide inputs on the national IoT strategy.

Shaping digital policy in Brazil and the UN

The Institute expanded debate on IoT governance and jurisprudence of the "right to explanation" in Brazil. Working with multiple organizations, the Institute also submitted recommendations to the UN Secretary General on digital threats and risks, as well as findings from multi-stakeholder consultations.

Drug policy

Promoting smarter drug policy in Brazilian congress

The Institute worked closely to develop more balanced drug policy proposals with members of an expert commission created by the Brazilian Congress. This included supplying critical data and recommendations to members and participating in public hearings. The expert commission produced a new bill to reform existing drug laws to be analyzed by Congress in 2019.

Advancing public education on drug policy in Brazil

The Institute produced materials for parents, guardians and care-givers about drug education and harm reduction.

Expanding awareness about drug policy in the Americas

The Institute launched the Drug Policy Monitor for the Americas, a digital platform that allows users to better understand and interrogate legislative developments. The site was visited tens of thousands of times in 2018 and is being updated for 2019.
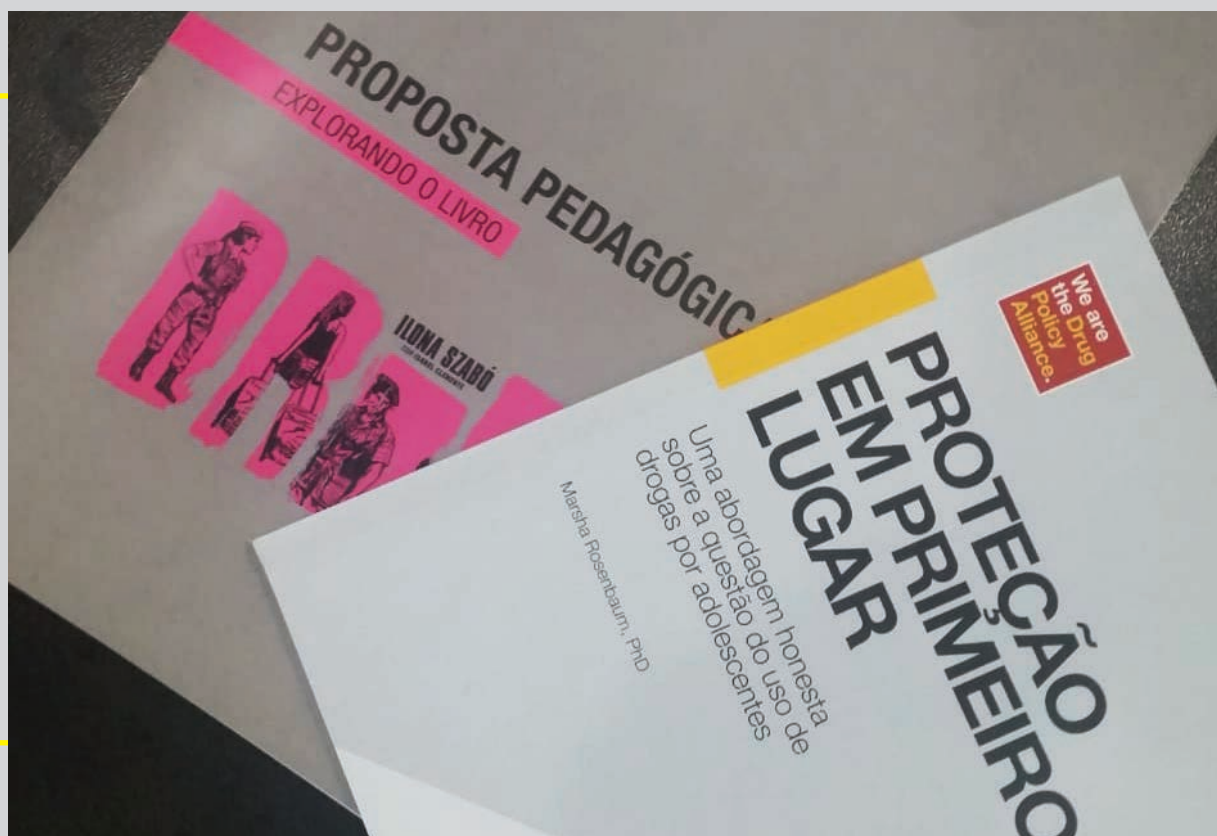
Building peace

Training civilians and military to work in unstable contexts

The Institute developed curriculum and training courses for Brazil´s Peacekeeping Training Center (CCOPAB), with a particular focus on expanding role of women in UN peacekeeping. These courses were strongly recommended by the Instituto Rio Branco and the Ministry of Defense.

Advancing the women, peace and security agenda in Brazil

The Institute supported the inter-agency Working group dedicated to reviewing Brazil´s National Action Plan on the Women, Peace and Security Agenda.

Advancing the climate security agenda at the United Nations

The Institute worked with various governments, the UN Secretary General, the UN Executive Board, and a newly established expert panel to sharpen the agenda on climate change and security in the UN Security Council.

Deepening policy debate on forced migration in Brazil and globally

The Institute launched the Forced Migration Observatory and collaborated with non-governmental networks to promote progressive migration policies in Brazil. The Institute also published extensively on urban displacement with leading international and domestic media outlets.

Expanding thinking on innovative conflict prevention in Africa

The Institute worked with the Institute for Security Studies (ISS) to develop a digital platform of best practices for conflict prevention in Africa. The Institute also produced a new digital tool to improve networking among practitioners.

Breaking new ground

Reconfiguring the narrative on public security in Brazil

The Institute's executive director and the board member - Ilona Szabó and Melina Risso launched a new book on public security to promote informed debate during the 2018 election and its aftermath. The volume was published by Zahar with a preface from Luís Roberto Barroso, the Minister of the Supreme Court. The book was launched in major events in Brasilia, Porto Alegre, Rio de Janeiro, Recife and Sao Paulo.
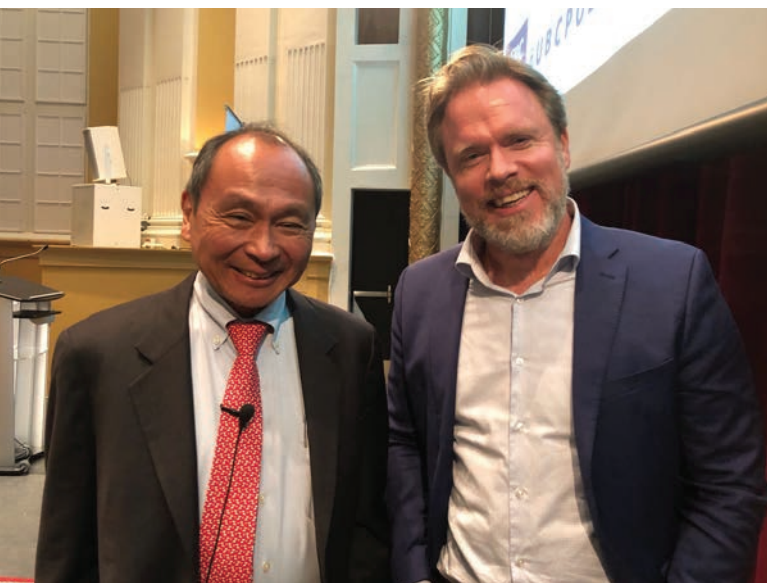
https://www.paravirarojogo.com.br/o-livro/

New initiative on the global liberal over

The Institute's research director was invited to serve as a Lind Fellow at the University of British Columbia in 2018. There he led a graduate-level course on the future of the global liberal order. He invited some of the world's most recognized public intellectuals to participate, including Ed Luce, Francis Fukuyama, Steven Pinker, Misha Glenny, Susan Rice, Anne-Marie Slaughter, and others. While in Vancouver, he published more than a dozen major articles in leading outlets, hosted sell-out events with thousands of participants, and a podcast series.

https://www.weforum.org/focus/the-future-of-global-liberal-order and https://lindinitiative.ubc.ca/speakers/robert-muggah/

Engaging with artists to disrupt public security in Brazil

The Institute harnessed the power of art and music to draw attention to public security challenges. Working with nine other non-governmental partners, the Institute assembled some of Brazil´s leading up-and-coming musical talents to a conference hall to remember victims, celebrate survivors, and debate solutions to the security crisis.

https://igarape.org.br/tags/para-virar-o-jogo/ and https://www.paravirarojogo.com.br

New councils and contributions

Nominations to councils and organizations

- **Consultative council of the World Economic Forum's Young Global Leaders**

- **Expert Panel on Youth, Peace and Security, nomination by the UN Secretary General**

- **Specialist group on Climate and Security in the United Nations Security Council (UNSC)**

- **Co-Chair of the Know Violence in Childhood Initiative**

- **Committee for Development Policy of the United Nations' Economic and Social Council (ECOSOC)**

- **Non-Resident Fellow of the Chicago Council on Global Affairs**

- **Faculty at Singularity University**

- **National Council on Public Security and Social Defense of the Brazilian Ministry of Public Security**

- **Academic Council on Security of the Brazilian Ministry of Public Security**

- **Presidency of the Public Security Council of the Industry Federation of the State of Rio de Janeiro (FIRJAN)**

Contributions to major flagship reports

- **Global Risks Report 2018 – World Economic Forum**

- **States of Fragility 2018 – Organization for Economic Co-operation and Development (OECD)**

- **Custos Econômicos da Criminalidade no Brasil (The Economic Costs of Crime in Brazil) – Brazilian President's Office**

- **Smart Cities: Digital Solutions for a More Livable Future – Mckinsey & Company**

Awards

Institutional awards in 2018

- **Best Human Rights NGO in Brazil,** Instituto Doar

- **100 Best NGOs in Brazil,** Instituto Doar

- **"One to Watch" Think Tank of the Year,** Prospect Magazine

Personal awards in 2018

- **Order of Merit for Public Security, Ministry of Public Security of Brazil,** Ilona Szabó

- **Lewis Perinbam Award for Humanitarian Service,** Robert Muggah

Tech boom

In 2018, the Igarapé Institute dramatically scaled-up its technology development to address issues of public security, drug policy and building peace. The Institute's tech team designed and launched six new digital platforms. These digital tools – including data visualizations, civtech and govtech – are designed to expand awareness and trigger action.

Data visualization

Forced Migration Observatory

The Forced Migration Observatory is an interactive platform that features data on refugees and internal displacement between 2000 and 2017.
https://migracoes.igarape.org.br/

Drug Policy Monitor for the Americas

The Drug Policy Monitor tracks changes in legislation across all countries in South, Central and North America. Version 2.0 will be released in 2019.
https://politicadedrogas.igarape.org.br

Civic tech

CPeace

Designed as part of the Innovation in Conflict Prevention project, CPeace is a mobile App that connects individuals and institutions working on conflict prevention issues. Version 2.0 will be launched in 2019.
https://igarape.org.br/cpeace/

OKA

Developed in 2018, OKA is a mobile App that features information about services and public policies for refugees and migrants arriving to Brazil. It is available in multiple languages. The App goes live in 2019.
https://igarape.org.br/oka

Gov tech
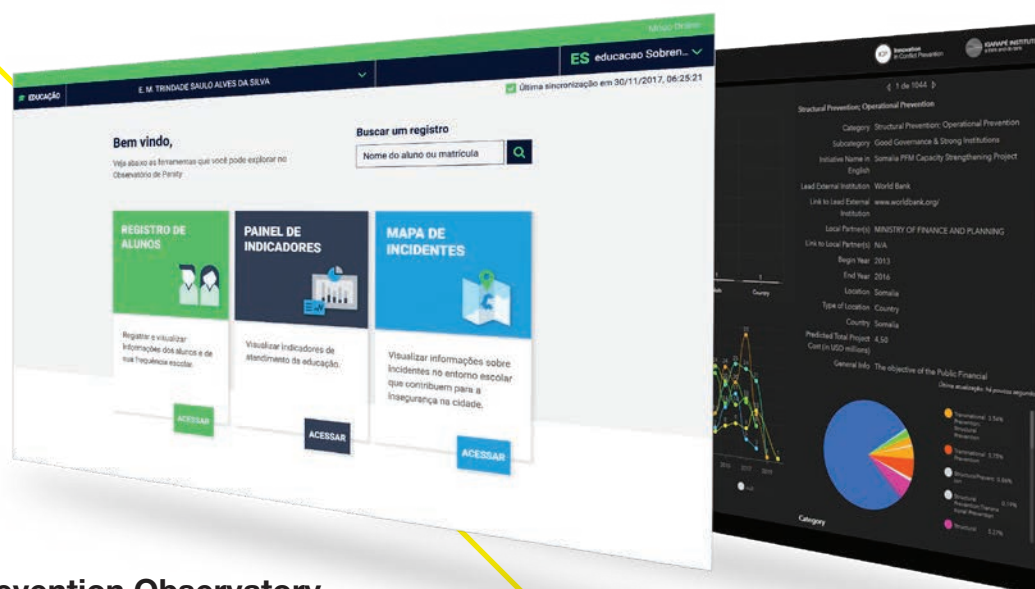
Violence Prevention Observatory

Developed to support small and medium sized cities better visualize the social and economic correlates of violence and design integrated policy responses to prevent it. A pilot project was completed in Paraty and will soon be scaled to other cities.
https://igarape.org.br/en/observatorio-prevencao-violencia/

Conflict Prevention Observatory

The Conflict Prevention Observatory visualizes hundreds of initiatives intended to prevent and disrupt conflict in selected African countries.
https://igarape.maps.arcgis.com

Outreach

"We have been following your publications and tools with much interest – your maps and data visualization tools are amazing."

Natalia Gan, Amnesty International

Research

The Igarapé Institute produced a record number of strategic papers, strategic briefs, policy notes and academic publications in 2018.

44 publications

28 by Igarapé   **16** coproduction

16
Portuguese

8
English

4
Spanish
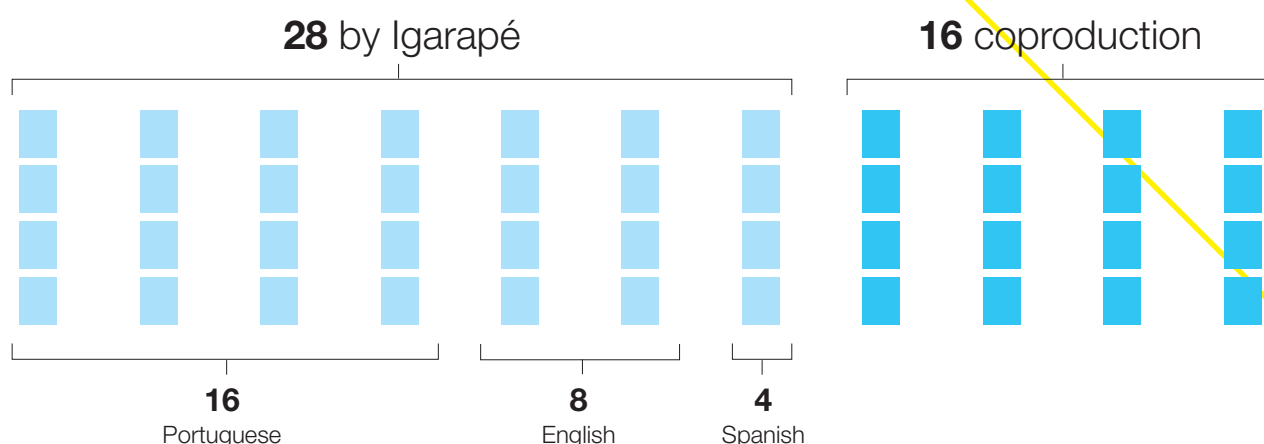
140,457
individual publication downloads from the website

↑ **94%**
in one year

Over **1,000**
academic citations in Google Scholar and Academia

Most accessed publications in 2018

2,604 downloads

Proteção em Primeiro Lugar

3,144 downloads

Brazil's Participation in MINUSTAH (2004-2017)

27,445 downloads

Citizen Security in Latin America: Facts and Figures

Events

Throughout 2018 Igarapé Institute staff delivered keynote addresses at some of the world's leading venues.

224 events in 27 countries

TED (Vancouver)

Smart Cities Expo (Barcelona)

Smart Cities Latin America (Puebla)

Paris Peace Forum (Paris)

World Economic Forum (Dubai)

Nexus Innovation Summit (New York)

Nexus Europe (Rotterdam)

Oslo Freedom Forum (Oslo)

Doha Forum (Doha)

Climate and Security Expert Network for UNSC (New York)

Singularity University Brazil Summit (Sao Paulo)

Global Parliament of Mayors Summit (Bristol)

Brazil Conference at Harvard & MIT (Boston)

Brazilian CSIRTs Forum (Brasilia)

Reage, Rio! (Rio de Janeiro)

PARIS PEACE FORUM de PARIS sur la PAIX
11-13 NOV. 2018

GovTech
CONSTRUINDO UMA AGENDA DIGIT
PARA O SETOR PÚBLICO

Media

The Igarapé Institute worked with leading media outlets such as BBC, CNN, The Economist, The New York Times and The Wall Street Journal to report on key themes in 2018.

4,534
international media citations

in **84** countries

Valued at
U$ 17,000,000
in advertising revenue

WIRED   THE WALL STREET JOURNAL.   CNN

452
opinion editorials

in **186** outlets
in 10 languages

↑ 147% in one year

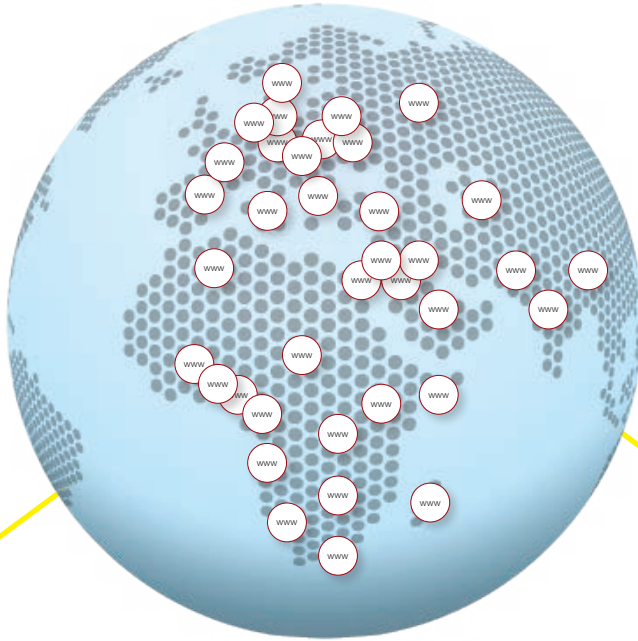The Economist   FOLHA DE S.PAULO   veja   GLOBO

theguardian   BBC BRASIL   ÉPOCA

305,000
page views on the site

5,460
mentions on institutional social networks

↑ 50%
Facebook followers

The New York Times

BuzzFeed

Americas QUARTERLY

FT FINANCIAL TIMES

HUFFPOST

THE GLOBE AND MAIL

DW Deutsche Welle

ALJAZEERA

العربية Al Arabiya

n p r

AP Associated Press
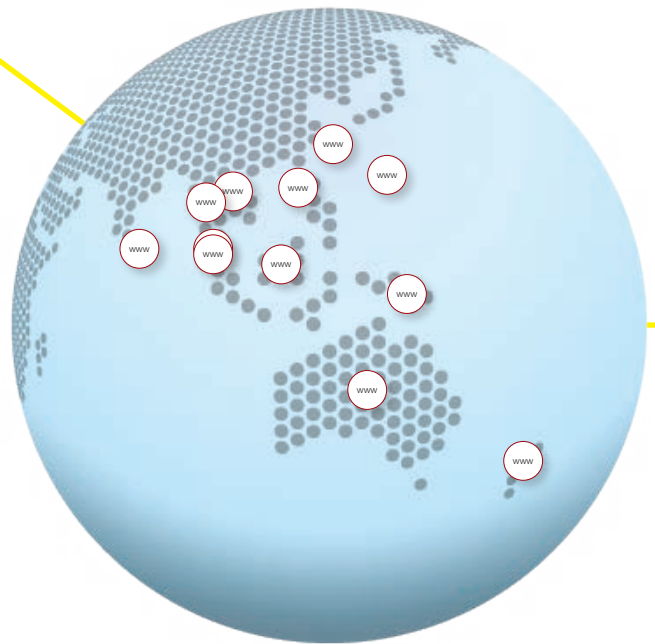
Media partnerships

14 citations in the Financial Times

4-part series with The Economist

4-part series with The Wall Street Journal

4-part series with Folha de S. Paulo

5 engagements with Fantástico, on TV Globo

2 interviews with Jornal Nacional, on TV Globo

Source: Meltwater, Faz TI, Google Analytics, Facebook Analytics

About us

> **"I've followed the work of the institute for a while, and it's by far one of the most rigorous and stimulating organizations in the field."**
>
> Edward Siddons, journalist

The Igarapé Institute
Think. Connect. Transform.

The Igarapé Institute is an independent non-profit think and do tank, headquartered in Rio de Janeiro and with a global reach. It produces pioneering research, new technologies, and influences public policies related to security, justice, and development. Founded in 2011, today it is one of the most respected think tanks in the Global South, and works in partnership with governments, the private sector, and civil society to create data-driven solutions for complex challenges.

Team

Directors
Ilona Szabó de Carvalho, executive director

Robert Muggah, research director

Barbara Fernandes, planning and innovation director

Team members
Adriana Abdenur, peace and international security coordinator

Ana Beatriz Duarte, communications coordinator

Ana Clara Teixeira, communications intern

Ana Paula Nascimento, administrative analyst

Ana Paula Pellegrino, researcher

Arthur Vasconcelos, system engineer

Bruno Siqueira, senior system engineer

Carlos Coutinho, senior system engineer

Carol Viviana, junior researcher

Cristiane de Oliveira Carneiro, HR and administrative analyst

Dandara Tinoco, communication and reseach advisor

Eduarda Hamann, special advisor for peace and international security

Emile Badran, senior project advisor

Felipe Rios, finance assistant

Giovanna Kuele, researcher

Joelma Ferreira, financial officer

Juan Carlos Garzón, regional senior advisor

Katherine Aguirre, senior researcher

Laís Clemente Pereira, digital communications analyst

Louise Marie Hurel, researcher

Luisa Cruz Lobato, researcher

Lycia Brasil, research assistant

Maiara Folly, junior researcher

Mariana Rondon, institutional development coordinator

Max Holender, finance coordinator

Michele dos Ramos, special adviser

Raquel Miranda, executive assistant

Renata Giannini, public security and justice coordinator

Renata Rodrigues, press officer

Raphael Durão, art director

Sergio Schargel, junior communications analyst

Terine Husek, senior researcher

Research Fellows
Brodie Ferguson

Daniel Arnaudo

Justin Kosslyn

Thomas Abt

Administrative Board
Ines Mindlin Lafer

Melina Risso

Samara Werner

Wolff Klabin

Fiscal Board
Bernardo Calmon

Fabiano Robalinho Cavalcanti

Guilherme Portella

Advisory Council
Armando Santacruz Gonzáles

Jorge Abraham Soto Moreno

María Victoria Llorente

Misha Glenny

Scott Carpenter

Sissel Steen Hodne

Honorary Council
Bruno Giussani

Cesar Gaviria

Fernando Henrique Cardoso

Partners

Accenture, global

Agência Lupa , Brazil

Alana Institute, Brazil

Brazilian National Computer Emergency Response Team (CERT.br), Brazil

BRICS Policy Center, Brazil

Caracas Mi Convive, Venezuela

Carnegie Mellon University Create Lab, Unites States

Casa Alianza, Honduras, Honduras

Casa de las Estrategias, Colombia

Casa Fluminense, Brazil

Cauce Ciudadano, Mexico

Centro Brasileiro de Relações Internacionais (CEBRI), Brazil

Centro Conjunto de Operações de Paz do Brasil, Brazil

Centro de Estudos em Sustentabilidade da Fundação Getúlio Vargas, Brazil

Centro Universitário Curitiba, Brazil

Columbia Global Centers - Rio de Janeiro, Brazil

Comitê Internacional da Cruz Vermelha, Brazil

Comunitas, Brazil

Cumbre Mujeres y Pazo, Brazil

Defensoria Pública do Estado do Rio de Janeiro, Brazil

Doar Institute, Brazil

Dromómanoso, regional

Drug Policy Alliance, global

Embaixada da Paz, Brazil

Enjambre Digital, Mexico

Fidedigna Institute, Brazil

Foropaz, El Salvador

Fórum Brasileiro de Segurança Pública, Brazil

Frente Nacional de Prefeitos, Brazil

Fundação Santa Cabrini, Brazil

Fundación Ideas para la Paz, Colombia

Fundaungo, El Salvador

Google Jigsaw, global

Grupo de Estudos do Setor Elétrico, Brazil

Humanitas360, Brazil

InSight Crime, regional

Institute for Security Studies, regional

Instituto de Estudos da Religião, Brazil

Instituto de Segurança Pública do Rio de Janeiro, Brazil

Instituto de Tecnologia e Sociedade, Brazil

InteliGov, Brazil

Inter-American Dialogue, Regional

Internal Displacement Monitoring Centre, Switzerland

Jersey City Police Department, United States

Jóvenes Contra la Violencia, Guatemala

King's College London, United Kingdom

Luta pela Paz, Brazil

Mattos Filho Advogados , Brazil

México Evalúa, Mexico

Microsoft, global

Minas Programam, Brazil

Norwegian Institute of International Affairs, Norway

Nossas, Brazil

Observatório de Favelas, Brazil

Peace Research Institute Oslo, Norway

Polícia Civil do Estado do Rio de Janeiro, Brazil

Polícia Militar de Santa Catarina, Brazil

Polícia Militar do Rio de Janeiro, Brazil

Prefeitura de Paraty, Brazil

Promundo Institute, Brazil

Provea, Venezuela

Red de Seguridad y Defensa de América Latina (RESDAL), regional

Redes da Maré, Brazil

República Institute, Brazil

Rio Branco Instituto Rio Branco, Brazil

Sou da Paz Institute, Brazil

United Nations High Commissioner for Refugees, Colombia

United Nations Information Centre, Brazil

University of Warwick, United Kingdom

Vara de Execuções Penais do Tribunal de Justiça do Rio de Janeiro, Brazil

Visão Mundial Brasil, Brazil

Welight, Brazil

World Health Organization, global

Effectiveness in Peace Operations (Epon), global

Expert Panel on Youth, Peace and Security, nomination by the UN Secretary General, global

Global Initiative Against Transnational Organized Crime, global

Global Parliament of Mayors, global

Instinct for Life, regional

Know Violence in Childhood Initiative, global

National Council on Public Security and Social Defense, Brazil

Peace Capacities Network, global

Public Security Council of the Industry Federation of the State of Rio de Janeiro (FIRJAN), Rio de Janeiro

Rebrapaz, Brazil

Rede de Ação Política pela Sustentabilidade (RAPS), Brazil

Rede MPS-Brasil, Brazil

Specialist group on Climate and Security in the United Nations Security Council (UNSC), global

Violence Prevention Alliance, global

Working Group on Women Peace and Secutiry, Brazil

World Economic Forum, global

Networks

Academic Council on Security of the Brazilian Ministry of Public Security, Brazil

Civil Society Working Group for the 2030 Agenda, Brazil

Coalition for Digital Rights, Brazil

Coalition for the Responsible Export of Arms, Brazil

Committee for Development Policy of the United Nations' Economic and Social Council (ECOSOC), global

Debating Security Plus – EU, global

Financial support

Accenture - global
Adelphi - Germany
Australian Embassy, Brazil - Australia
Berkeley University - United States
Betty e Jacob Lafer Institute - Brazil
British Embassy, Brazil - United Kingdom
Claro Net Embratel Institute - Brazil
Comunitas - Brazil
Department of Foreign Affairs, Trade and Development - Canada
Embassy of Canada, Brazil - Canada
European Union - global
Foreign and Commonwealth Office - United Kingdom
Global Affairs Canada - Canada
Iguatemi Group - Brazil
International Peace Institute - United States
Jigsaw (Google Ideas) - global
Light S.A. - Brazil
Luminate - United States
Netherlands Embassy, Brazil - Netherlands
Norwegian Ministry of Foreign Affairs - Norway
Norwegian Peacebuilding Resource Center (NOREF) - Norway
Open Society Foundations - United States
Parceiros da Segurança Pública - Brazil
Porticus - Netherlands
Telmex - Mexico
Uber - global
UN Women - global
United Nations Population Fund (UNFPA) - global
United States Agency for International Development (USAID) - United States

Individual donnors

Financial statement

Income statement for the years ended 31 December (in USD):	2018	2017
OPERATING REVENUES		
Restricted		
Project revenue	1,437,955	1,920,211
Revenue for services rendered	32,951	-
	1,470,906	**1,920,211**
Unrestricted		
Donation revenue	**286,408**	**118,505**
Operating revenues deductions	**(37,846)**	**-**
Net revenue from social assistance activities	**1,719,468**	**2,038,716**
OPERATING COSTS AND EXPENSES		
General project costs	(1,791,184)	(1,803,522)
General and administrative	(57,206)	(134,016)
Taxes and fees	(5,055)	(67)
Financial expenses	(6,131)	(7,215)
Depreciation and amortization	(7,308)	(9,009)
	(1,866,885)	**(1,953,829)**
Operating surplus (deficit)	**(147,416)**	**84,888**
Revenue from other activities	-	8,325
Voluntary work revenues	985	317
Financial revenue	23,106	23,078
Gross non-operating revenue	**24,091**	**31,720**
Surplus (deficit) for the year	**(123,325)**	**116,607**

Statement of comprehensive income for the years ended 31 December (in BRL):	2018	2017
Surplus (deficit) for the year	(123,325)	116,607
Total comprehensive result	**(123,325)**	**116,607**

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Creative direction and layout: Raphael Durão, STORM.pt