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Global turbulence and uncertainty were the hallmarks of 2019. Climate change and geopolitical tensions were at the top of the agenda. Most countries, including many in Latin America and the Caribbean, witnessed declining faith in democracy and the closure of civic space. Digital propaganda and misinformation continued to deepen divides. Some countries also resumed heavy-handed and repressive public security policies. A newly elected Brazilian administration also made its mark, aggressively pushing back against democratic institutions, civil society, and environmental protections.

While hard to recall given global concerns with pandemics, fires, the sense of foreboding and anxiety throughout 2019 was unpalatable. Rather than retreat, the Igarape Institute redoubled its mission to deliver progressive solutions to the most pressing security and justice challenges around the world and in Brazil. The Institute’s research, technology and administrative teams delivered an astounding array of knowledge products with a genuinely global reach. Between January and December 2019, the Institute produced:

- Over 32 research papers and reports in English, Spanish, French and Portuguese;
- At least 2 data visualizations, 1 phone app and multiple digital platforms;
- Keynote speeches and participation in over 171 events in 27 countries;
- More than 8,000 news stories in leading media outlets reaching billions;
- At least 186 opinion editorials in English, French, Portuguese, and Spanish; and
- Several mini documentary films, including the Financial Times and PBS.

The Igarape Institute is committed to making a real impact. In Brazil, for example, the Institute coordinated advocacy for 14 state governors and 11 former justice ministers in order to advance evidence-based public security reform. The Institute also supported several high-level panels on cybersecurity and AI that shaped national strategies and policies. The Institute also launched several campaigns and podcasts that reached hundreds of thousands of people. As in the past, the Institute presented findings in leading venues including the World Economic Summit in Davos, the World Governance Summit, TED and elsewhere.

In 2019, the Igarape Institute also expanded its mandate to research the determinants, dynamics and consequences of environmental crime. Working in partnership with the organizations such as the United Nations, International Committee of the Red Cross, Interpol, the World Economic Forum and several business coalitions, the Institute conducted research on climate stress and insecurity in the Sahel and the Horn of Africa. The Institute also launched a multi-year
initiative in eight South American countries using satellite-data to track illegal deforestation, mining and animal smuggling.

The Igarape Institute produced several cutting-edge products in 2019. For example, the Institute launched OKA, a mobile phone application that supports forced migrants to access basic services. The Institute also released EVA, a data visualization highlighting violence against women and girls in Brazil, Colombia and Mexico. Meanwhile, in South Africa, the Institute is expanding its crime prediction technologies and also developing strategies to minimize discrimination and maximize fairness. Closer to home, the Institute launched several projects to support criminal justice and penal reform, including initiatives to promote rehabilitation and recidivism reduction for non-violent (female) offenders.

Despite facing sizeable challenges, the Igarape Institute has generated some important wins in 2019. For example, the team was ranked the “top social policy think tank” in the world by Prospect Magazine. Likewise, the Institute was listed among the top NGOs in Brazil last year for the second consecutive year by Instituto Doar. As always, none of these victories would be possible without the Institute’s network of international, regional, national and grassroots partnerships. Nor would it be possible without a devoted team. We admire their courage and commitment to creating a better world.
“I’d like to congratulate you on your fantastic, thorough, and policy-relevant work on crime and violence prevention and reduction in the Latin American region. My desk is quite literally covered with your articles and studies right now.”

Stephanie Molina, Democracy and Governance Specialist at USAID
The world faced considerable turbulence and volatility in 2019. Around the world, protests over climate change gathered pace. Tensions between major powers rattled global markets. Faith in democratic institutions reached record-lows, including in mature democracies. Latin America’s political environment was marked by deepening polarization. Brazil’s new ultra-right conservative administration was quick to sharpen political and cultural divides. In spite of these many challenges, the Igarape Institute continued to deliver high-quality evidence-based research.

The Institute focused on five core priorities in 2019 - Citizen Security, Digital Safety, Safer Cities, Peace and Security, and Environmental Security. The team managed a portfolio of over two dozen major projects throughout the year, including data visualizations tracking violence against women and girls, crime forecasting platforms to support data-driven policing, cybersecurity governance consultations with public, private and non-profit representatives, and police, criminal justice and prison reform assistance. The Institute also expanded its work on mapping environmental crime in the Amazon and the risks of climate change, food insecurity and violence in Africa’s hot spots.
Citizen security

Building partnerships for better public security

Brazilians are divided about what works to achieve lasting public security. Some are convinced that more police repression is needed while others are convinced that prevention is essential. In order to encourage more comprehensive approaches based on evidence, the Institute established a consultative group composed of former ministers, public prosecutors, public defenders, judges and criminal lawyers to formulate smart data-driven policy recommendations. Throughout 2019, the group issued public statements, technical notes and provided inputs to federal representatives.

Regional commitments to homicide reduction

Latin American and Caribbean countries and cities have the highest absolute number and prevalence rates of homicide in the world. The Institute continues to maintain the largest repository of publicly available data on lethal violence – the Homicide Monitor. What is more, as part of its coordination efforts leading the Instinct for Life violence reduction campaign, the Institute has worked with the Organization for American States on a newly established homicide reduction commission. The Institute has also joined forces with Pathfinders for Peaceful, Just and Inclusive societies to launch a global initiative to reduce violence by 50% before 2030.
Evidence-based approaches to firearms regulation

Brazil’s newly elected government issued no less than nine separate bills to expand firearm availability and carrying in 2019. In response, the Institute worked with hundreds of political leaders and civil society groups to highlight the real risks such measures pose to public safety. For example, the Institute supported 14 state governors and 11 former justice ministers to advocate for responsible firearms regulation. Likewise, the institute supported the We Are Not Targets (Não Somos Alvo) campaign reaching hundreds of thousands of viewers.

Preventing violence against women

Violence against women and girls is a significant, yet invisible, challenge in the Americas. To shine a light on the issue the Institute launched EVA – Evidence on Violence and Alternatives for Women and Girls – a data visualization platform focusing on tracking femicide in Brazil and Mexico. EVA was featured hundreds of times by the Brazilian and Mexican media. It was also cited by leading commentators and politicians in these same countries.
Reducing recidivism in prisons

Brazil has the third largest prison population in the world. It also has one of the highest numbers of women in prison. To encourage their integration back into society and reduce recidivism, the Institute launched the Sócios da Liberdade (Freedom Partners) initiative. The program identified opportunities for gainful employment for inmates as well as best practices to ensure successful transition from prison life. The initiative drew praise from state penitentiary officials across Brazil and was featured in mainstream economic journals and media outlets.

Shaping progressive public security narratives

In Brazil, and around the world, there is a dangerous return to repressive public security policies. To counter these narratives, the Institute started a new radio series with CBN to discuss what works (and what does not), reaching up to 87 million listeners. The Institute also issued eight technical notes through official media channels and delivered them to executive, legislative and judicial branches of government. What is more, the Institute launched a new report with Carnegie Endowment for Peace (launched by Hillary Clinton) and a new documentary series with PBS Nova (with Steven Pinker).
New insights on drug policy

Many Latin American countries are stalling when it comes to legalization and decriminalization efforts. The Institute has continuously supplied hard evidence of effective strategies to reduce harms associated with drugs. In 2019, the Institute supplied information to the Brazilian Supreme Court and Congress to accelerate drug policy reform efforts. The Institute’s outputs reached hundreds of parliamentarians across all parties as well as the Minister of Justice and Ministers of the Supreme Court.
Safer cities

Reinforcing city solidarity

At their best, inter-city networks can allow cities and urban leaders to pool resources and expand their influence on the global stage. The Institute supported several city coalitions in 2019, including the Global Parliament of Mayors. The Institute’s research director has served as co-chair of the Parliament’s advisory committee since 2017. In this capacity, the Institute supported the annual summit in Durban and the scaling-up of its virtual platform to promote deliberative democracy. A key outcome of the Durban event was a joint declaration committing 50 cities to halve violence by 2030.

Reviewing technology for urban security

Cities everywhere are acquiring new technologies to help deliver safety and security. In order to support the adoption of effective and accountable security tools, the Institute works with city networks and urban authorities to provide technical advice. For example, the Institute prepared several articles in 2019 highlighting the pros and cons of predictive analytics, biometric surveillance and other data-driven tools. In 2019, the Institute partnered with Apolitical and the World Economic Forum to disseminate insights and findings to urban decision-makers and practitioners around the world.
Accelerating city soft power

The Institute continued to influence global debate on urban diplomacy and crime prevention around the world. For example, the Institute was a keynote at the Pritzker Forum on Global Cities (Chicago), the World Governance Summit (Dubai), the World Economic Forum’s Asia Summit (Dalian) and the TED Summit (Edinburgh). The Institute’s directors also delivered keynotes at the World Economic Forum’s annual summit in Davos in 2019 (which was highlighted in the “Best of Davos” series). The Institute’s research on cities was also featured by the BBC, BuzzFeed, CNN, the Financial Times and other outlets.
Cybersecurity

Reviewing cyber governance in Brazil

A major priority for governments around the world is ensuring a comprehensive, coherent and coordinated approach to cybersecurity. In Brazil, the Institute is working with the country’s CD-Ciber, Cyber Command, the national development bank (BDNES), as well as regulators and digital rights groups to help strengthen cybersecurity norms in a manner that respects and protects data rights and associated legislation. The Institute also published articles on Brazil’s cybersecurity and data protection priorities with Americas Quarterly, the Council on Foreign Relations, and other outlets.

Shaping debate on the future of AI

One of the key questions facing governments and private companies everywhere is how to manage and regulate AI. Throughout 2019, the Institute was involved in a host of global and national initiatives related to the future of these new technologies. For example, the Institute sent technical inputs to the national SINESP Big Data and AI Initiative led by Brazil’s National Secretariat for Public Security. The Institute also participated in panels on the future of AI and security at events from New York to Dalian. The Institute also published several reports on AI and public security, all of which were featured in English, Portuguese and Spanish media outlets.
Debating cybersecurity

The scope and scale of cyber threats are still poorly understood. To fill this knowledge gap, the Institute accelerated its public speaking engagements in major international fora in 2019. Examples include the CYBERSEC Summit – the largest gathering of industry experts in Europe. The Institute also contributed to United Nations deliberations on cyber security, including the open-ended working group and group of governmental experts on cyber norms and resilience. Institute researchers were invited to present related research to the EU External Action Service, KAS, and the Organization of American States, among others.

Deepening research on digital surveillance

There are growing concerns that surveillance platforms – including facial recognition and other biometric data collection tools – are undermining civil liberties. In order to help shape awareness of these issues in Brazil, the Institute launched a new infographic tracking facial recognition deployment across Brazil. The Institute also initiated a new initiative with Essex University to track the ways in which such technologies are being deployed by law enforcement agencies across the country. Initial findings were reported by Agência Brasil, Brazil Report, CanalTech, CBN, Jota, Medium, Mundo Mais Tech, and the Seipod podcast.
Building peace

Supporting Brazil’s female peacekeepers

At least two decades have passed since the first United Nations resolution on women, peace and security (YPS). Yet the organization continues to lack adequate female representation in peace support operations around the world. In 2019, the Institute conducted a large-scale survey of female Brazilian peacekeepers. The results were published as infographics and publications and shared with experts across the Americas and in the United Nations.

Empowering forced migrants with new technologies

There are roughly 26 million refugees and over 40 million internally displaced people around the world in 2019. A key challenge for many is accessing basic services. To help empower people on the move, the Institute designed and launched a new mobile phone app to geolocate basic services. Designed and built with refugees from the Democratic Republic of the Congo, Syria, and Venezuela, OKA was presented at the 2019 Paris Peace Forum. The app is operational in Brazil and was downloaded thousands of times since going live. The Institute is expanding to Colombia and Ecuador with support from Tinker Foundation in 2020.
Clarifying the climate-security nexus

There are still acrimonious disagreements in the United Nations Security Council and General Assembly over the relationships between climate change and insecurity. In 2019, the Institute also spoke at the Climate Summit (COP25) in Madrid and launched a new report with the Institute for Climate and Society (iCS) detailing the challenges in Latin America and the Caribbean.

Mapping illegal gold mining in the Amazon

Illegal gold mining is expanding across the Amazon and this is undermining environmental protection efforts. Throughout 2019, the Institute expanded field research on wildcat mining, including relationships with organized crime and drug trafficking groups. The Institute mapped out mines using satellite imagery and published findings in partnership with the Financial Times, Folha de São Paulo, Project Syndicate, and the World Economic Forum’s Agenda. The Institute also released an animated story about illegal mining with Earthtime which was reproduced in multiple media outlets.

Tracking Amazon fires

The rapid escalation of intentional fires in the Amazon triggered a global outcry in 2019. The Institute worked with governments, universities and environmental NGOs to publicize both challenges and potential solutions. The Institute circulated widely read publications with the Agenda, Foreign Policy, and foreign outlets and reached out to AFP, Bloomberg, Channel 4, Deutsche Welle, New York Times, Wall Street Journal and the Washington Post. In total, the Institute generated over 1,000 stories and launched a mini documentary with the Financial Times – This is the Amazon – reaching hundreds of thousands of people on social media.
Igarape Institute researchers are regularly invited to join international and national networks and organizations. In 2019, Institute researchers were approached by foreign policy think tanks, top-ranking universities, and international organizations to serve as fellows or join their boards. A shortlist of nominations in 2019 is included below.

- **Americas Quarterly (Board member)**
- **Brazilian Center for International Relations (Cebri) (Counsellor)**
- **Canadian Global Affairs Institute (Fellow)**
- **Chicago Council for Global Affairs (Fellow)**
- **Columbia University, SIPA Lemann Fellowship (Fellow)**
- **Global Council on Sustainable Development Goal 11, Smart Dubai (Associate)**
- **RESOLVE Network (Board member)**
- **Small Wars Journal (Fellow)**
- **World Economic Forum Council on the Future of Cities and Urbanization (Associate)**
- **World Economic Forum’s Global Risk Report (Advisor)**
Awards

- Top Social Policy Think Tank in the World, Prospect magazine
- 100 Best NGOs in Brazil, Instituto Doar, for the second consecutive year
- Faz a Diferença Award (Nomination), Globo
- Listed among Latin America’s Top NGOs, Go to Global Think Tank Index, for the fifth consecutive year
- 2019 Claudia Awards (Nomination)
"I entered the page and was surprised by the excellent work and presentation. Congratulations!"

Marcello Andrade Leonardi, BASF’s Corporate Security manager
In 2019, The Igarape Institute produced a wide range of strategic articles, strategic notes and academic publications. On the academic front, the Institute’s publications are featured on the JSTOR platform, an online library of academic publications. They are also featured by the World Economic Forum’s information platforms, UN libraries, and multiple university sites.

36 publications

Knowledge products generated by the Institute were downloaded almost 260,000 times in 2019, a significant improvement on 2018.

Over 400 academic citations in Google Scholar and Academia

Most downloaded publications in 2019

<table>
<thead>
<tr>
<th>Title</th>
<th>Downloads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brasil e o Sistema das Nações Unidas</td>
<td>26,698</td>
</tr>
<tr>
<td>Citizen security in Latin America: Facts and Figures</td>
<td>19,653</td>
</tr>
<tr>
<td>The Handbook of Conflict Prevention</td>
<td>12,310</td>
</tr>
</tbody>
</table>
Igarape Institute personnel were involved in a wide range of events around the world in 2019. In some cases they were keynote presenters, panellists, and participants.

In total, staff participated in

178 events
24 countries
Amazonian Leapfrogging: Long-term Vision of the Amazon for Brazil and the Planet (Princeton)

Brazil Conference (Boston)

Brazil Forum UK (Oxford)

Café Literário, Bienal (Rio de Janeiro)

Carbon Investment Forum (Ouarzazate)

COP25 (Madrid)

Cybersec (Katowice)

Festival Geração do Amanhã (Rio de Janeiro)

13º Fórum Brasileiro de Segurança Pública do Brasil (João Pessoa)

Global Parliament of Mayors (Durban)

Paris Peace Forum (Paris)

Pritzker Forum on Global Cities (Chicago)

Smart Cities Expo (Doha)

TED Summit (Edinburgh)

World Economic Forum (Davos)

World Economic Forum Annual Meeting of the New Champions (Dalian)

World Economic Forum Summit (New York)

World Government Summit (Dubai)
The Igarape Institute seeks to engage the wider public through strategic media outreach. The Institute influenced opinion shapers and decision makers through opinion articles in selected news platforms. In 2019, the Institute’s research was featured in the BBC, CNN, El País, El Tiempo, E\'stadao, Financial Times, Folha de S\’ao Paulo, Foreign Policy, Globo, Guardian, New York Times, Wall Street Journal, Washington Post, and many others.

The Institute generated 7,945 media citations in 2019. This represents a ↑75% increase on 2018.

The advertising expenditure to generate equivalent profile is estimated to be US$60 million.

Media stories were generated in over 114 countries ↑35% increase on 2018.
The Institute also generated more than **290 opinion articles**
across **145 media outlets**
in **12 languages**

The Institute has also attracted considerable viewers to its site and social media profiles. The organization received over **330,000 page views**
in 2019 and more than **1.6 million people** interacting on its social networks. The Institute generated a strong partnership with the Financial Times in 2019, as well as stories in Fantástico and Jornal Nacional. Many of its opinion editorials were ranked among the most read with Americas Quarterly, Foreign Policy and Project Syndicate.
“On behalf of ProColombia, I congratulate the efforts of the Igarape Institute. The web page is a great source of information on security topics, and the research done is of great value to all the public and private entities in Latin America.”

Laura Gasca Beltran, Vice President of Innovation and Sectorial Intelligence at ProColombia
Igarape Institute is an independent think and tank, dedicated to integrating security, development and climate agendas. The Institute’s goal is to propose data-driven solutions and partnerships to global challenges through research, new technologies, and strategic communication. The Institute is a non-profit, independent and non-partisan institution, headquartered in Rio de Janeiro, with activities in Brazil and across Latin America and Africa. The Institute was ranked the world best social policy think tank in 2019 by the Prospect Magazine and listed as among the top 100 Brazilian NGOs since 2018.
Team

Directors
Ilona Szabó, Executive Director
Melina Risso, Programs Director
Robert Muggah, Research and Innovation Director
Barbara Fernandes, Finance and Technology Director

Team members
Adriana Abdenur, Peace and Security Coordinator
Ana Beatriz Duarte, Communications Officer
Ana Paula Nascimento, Administrative Analyst
Ana Paula Pellegrino, Researcher
Carol Viviana Porto, Junior Researcher
Carolina Taboada, Researcher
Cristiane de Oliveira, HR and Administrative Analyst
Dandara Tinoco, Senior Advisor
Eduarda Hamann, Special Advisor
Elayne Cirne, Communications Officer
Emile Badran, Senior Project Advisor
Gabriela Cardim, Researcher Intern
George Soares, Digital Communication Analyst
Giovanna Kuele, Researcher
Isabela Santiago, Communication Intern
Joelma Ferreira, Treasurer
Júlia Franciotti, Researcher
Katherine Aguirre Tobón, Senior Researcher
Luisa Lobato, Researcher
Louise Marie Hurel, Researcher
Lycia Brasil, Researcher
Max Holender, Financial Coordinator
Michele dos Ramos, Special Advisor
Pedro Augusto Pereira Francisco, Senior Researcher
Raphael Durão, Creative Director
Raphael Vinicius Melo, Senior Systems Engineer
Raquel Miranda, Executive Assistant
Renata Giannini, Citizen Security Coordinator

Research Fellows
Brodie Ferguson
Justin Kosslyn
Thomas Abt

Administrative Board
Ines Mindlin Lafer
Samara Werner
Wolff Klabin

Fiscal Board
Bernardo Calmon
Fabiano Robalinho Cavalcanti
Guilherme Portella
Rodrigo Falk Fragoso

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
Amazon, global
Brazilian National Computer Emergency Response Team (CERT.br), Brazil
BRICS Policy Center, Brazil
Caracas Mi Convive, Venezuela
Carnegie Mellon University Create Lab, United States
Casa Alianza, 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, global
Comunitas, Brazil
Cumbre Mujeres y Paz, Colombia
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
Fundaungeo, El Salvador
Google Jigsaw, global
Grupo de Estudios del Sector Eléctrico, Brazil
Humanitas360, Brazil
Imagem - Esri Official Distributor, 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
Light S.A., Brazil
Luta pela Paz, Brazil
Mattos Filho Advogados, Brazil
México Evalúa, Mexico
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

Consultative council of the World Economic Forum’s Young Global Leaders, global

Debating Security Plus – EU, 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

Pact for Democracy, Brazil

Peace Capacities Network, global

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

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 Security, Brazil

World Economic Forum, global

World Health Organization (WHO), 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
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
International Peace Institute - United States
Grupo de Estudos do Setor Elétrico - 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
Uber - global
UN Women - global
United Nations Population Fund (UNFPA) - global
UNESCO - global

+ Individual donors
## Income statement for the years ended 31 December (in USD):

### Operating revenues

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project revenue</td>
<td>1,331,846</td>
<td>1,437,955</td>
</tr>
<tr>
<td>Revenue for services rendered</td>
<td>(48,353)</td>
<td>(4,895)</td>
</tr>
<tr>
<td></td>
<td><strong>1,283,492</strong></td>
<td><strong>1,433,060</strong></td>
</tr>
<tr>
<td><strong>Unrestricted</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donation revenue</td>
<td>218,203</td>
<td>286,408</td>
</tr>
<tr>
<td></td>
<td><strong>1,501,696</strong></td>
<td><strong>1,719,468</strong></td>
</tr>
</tbody>
</table>

### Operating costs and expenses

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General project costs</strong></td>
<td>(1,533,839)</td>
<td>(1,791,184)</td>
</tr>
<tr>
<td><strong>General and administrative</strong></td>
<td>(59,513)</td>
<td>(62,012)</td>
</tr>
<tr>
<td><strong>Taxes and fees</strong></td>
<td>(383)</td>
<td>(250)</td>
</tr>
<tr>
<td><strong>Financial expenses</strong></td>
<td>(4,640)</td>
<td>(6,131)</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>(5,209)</td>
<td>(7,308)</td>
</tr>
<tr>
<td><strong>Operating surplus (deficit)</strong></td>
<td><strong>(101,888)</strong></td>
<td><strong>(147,416)</strong></td>
</tr>
</tbody>
</table>

### Surplus (deficit) for the year

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from other activities</td>
<td>1,896</td>
<td></td>
</tr>
<tr>
<td>Voluntary work revenues</td>
<td>1,419</td>
<td>985</td>
</tr>
<tr>
<td>Financial revenue</td>
<td>12,224</td>
<td>23,106</td>
</tr>
<tr>
<td><strong>Gross non-operating revenue</strong></td>
<td><strong>15,539</strong></td>
<td><strong>24,091</strong></td>
</tr>
<tr>
<td><strong>Surplus (deficit) for the year</strong></td>
<td><strong>(86,349)</strong></td>
<td><strong>(123,325)</strong></td>
</tr>
</tbody>
</table>