
**ANNUAL REPORT
2017**

 **Atuação**



“ It has been my honor and pleasure to work with Instituto Atuação for the past two years as they work to evaluate the quality of democracy in Brazil, beginning with the municipal level of Curitiba, and as they work to promote knowledge and appreciation of democratic ideas, experiences, and values. No democracy can achieve quality and stability without developing a supporting culture that embraces tolerance, reason, a commitment to freedom, and a willingness to compromise. This is the kind of culture Instituto Atuação is seeking to build.”

Larry Diamond,

Professor at Stanford University



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A MESSAGE FROM OUR BOARD OF DIRECTORS

Levels of social trust in Brazil are still low. Improving this reality is the only way to enable the political and economic overhaul we desire to achieve.

Brazil will not be able to prosper while the interpersonal trust level remains at 7%, one of the lowest in the world. Uncertainties about the continuity of the anti-corruption operation *Lava Jato* (Car Wash), concerns regarding the presidential elections of 2018, and excessive political polarization are great obstacles for democracy and mutual trust.

We believe there is the need for a sharp eye when the main problems in our country are assessed. The focus must be on their causes, and that is why we understand that such problems reflect the impaired political culture of a distrusting society, whose vices persist since colonial times.

We have perceived that without a thorough analysis, focused on finding structural solutions, we will hardly achieve lasting results. We comprehend that for the full achievement of democracy, the effort must come from the bottom up – gradually ascending from the individual level. We defend the principle of subsidiarity, which empowers each and every citi-

zen; and we believe in the immeasurable value of human dignity, as well as in the strength of human autonomy and the capacity of each individual to achieve excellence.

2017 was one of the most important years for Instituto Atuação's growth and development. We are very satisfied with the validation of our premises by so many of our partners, in a year we were able to see more clearly how to achieve our long-term vision: the transformation of Brazil into a full democracy, by focusing on democratic culture.

Our 2017 strategy focused on the strengthening of the *Cidade Modelo* (Model City) Program, by further developing its methodology and its implementation in Curitiba, as well as by better understanding its influence and planning.

The city of Curitiba was elected as a local laboratory due to its history of innovative urban solutions. Alongside international partners, we will put into practice the most innovative

and prominent theories, creating a political technology that can be exported to other cities in Brazil and worldwide, paving the way for integral solutions.

These and other advances and definitions give us the confidence to plan for great results in 2018, which will secure the cohesion and purpose of our team.

We are aware the scenario is not simple, but we see good signs that motivate us to transform our nation.

Being proud of our results in 2017, we hope you enjoy reading this annual report.

“ We comprehend that for the full achievement of democracy, the effort must come from the bottom up – gradually ascending from the individual level.”



Pedro Veiga

Pedro Veiga, CEO
and co-founder.



Henrique Zétola

Henrique Zétola, Director, Head of HR
and co-founder.

INSTITUTO ATUAÇÃO

Much is still said about the dissatisfaction with politicians in Brazil and around the world.

The lack of confidence in democratic institutions has become a recurring headline.

Instituto Atuação was created amid this environment of tough questioning of the legitimacy and efficacy of democracy. By taking the less traveled road, we have decided to tackle the root of these problems: the lack of definitions regarding what democracy is and how political culture can sustain such system.

We therefore consolidated our vision of transforming Brazil into a full democracy, focusing on its **democratic culture**. We realized that no relevant impact on these issues would come from isolated efforts, but rather from an integrated movement with a common vision. We found that transforming a country's political culture would not be possible in the short term, so we develop solid grounds to achieve structural impact in the long run.

Our work is based on a few premises. We prioritize the value of human beings above all else. We trust in the capacity of each and every individual to guide their own life and take full responsibility for their destiny. We strive

for excellence in all our activities and make a point of sharing the merits of our results with our inestimable partners.

Above all, we act in favor of achieving a full democracy from a completely nonpartisan position. Without ignoring the role of political parties in a democratic regime, we believe in the potential of an independent initiative, which is able to conciliate the efforts of a wide range of agents and groups. Nonpartisan action is an essential commitment that we will never let go of.

Based on these premises, we have developed our institutional model as a **Think + Do Tank**. In collaboration with some of the best minds in the world currently dedicated to democracy, our Research Department studies and proposes solutions that are put to the test through projects. Implementing these projects generates knowledge that improves our hypotheses and refines concrete actions.

Therefore, our first goal is to turn Curitiba into a laboratory city, a benchmark for democratic culture, generating insights for the next steps

of our strategy. This is the goal of the *Cidade Modelo* Program, a collaborative initiative based on the methodology of Collective Impact. Starting from the creation and implementation of the Local Democracy Index in Curitiba (performed by our Research Department), we will propose the next steps in a virtuous cycle of planning, implementation, and collective learning.

As a complement to the *Cidade Modelo* Program, we would also like to highlight our publishing efforts. We have already translated ten new books into Portuguese for the

Brazilian public. This year, we will structure our publishing house in order to increase our actions designed to enhance the democratic culture in this area.

In 2017, we can proudly say, we have created the grounds needed to significantly change the democratic culture in Curitiba and in Brazil.

Values: commitment, nonpartisanship, transparency, respect for human dignity.

Premises: the infinite value of human beings and of their dignity, ethics of excellence, quality, meritocracy, subsidiarity, democracy.

ADVISORY COUNCIL

In order to fulfill our purpose of being at the forefront of our field, dealing closely with our Advisory Council is essential for our institution. We are grateful for the counseling and shared expertise, be it for expanding our network of partners or for presenting new concepts.



**Guilherme
Cunha Pereira**

PhD in Communications Law from the University of São Paulo. One of the minds behind the *Futuro 10* Forum. CEO of GRPCOM, one of the major communication groups in Brazil.

“ Instituto Atuação is absolutely indispensable to democracy. Their projects will certainly transform the country into the full democracy all citizens deserve and yearn for. Being partnered to such an audacious and highly qualified endeavor is something I deem to be more than a gesture of hope, but a responsibility I assume with immense satisfaction. I am glad to see such incredibly talented young people focused on themes of major importance for the future of Brazil.”



Liziane Silva

Co-founder of INK. Fellow of the Global Good Fund, a multiplier of the international certificate in PMD (Project Management for Development) for Brazil. Founding Curator of Global Shapers in Curitiba. Economics degree from the Federal University of Paraná. Certified in the Innovation Master Series program by Stanford University and Social Program Assessment by MIT Poverty Action Lab and PUC-Rio.

“ Democracy is a human construction, it does not build itself. It is an important and complex theme that few dare to have as an object of study or action.

Instituto Atuação does that, articulating the theory developed by political philosophy with the entrepreneurship of people of vision. In a competent and focused manner, aligning scholarship and practice in a long-term perspective, Atuação manages to engage diverse social actors in order to create sophisticated projects with a very high impact potential.”



Márlon Reis

Founding member of the Movement Against Electoral Corruption (*Movimento de Combate à Corrupção Eleitoral - MCCE*). One of the mentors behind the *Lei Ficha Limpa* (Brazilian Law that aims to make convicted politicians ineligible for office) and the *Eleições Limpas* project (focusing on free and fair elections). Winner of the First Innovare Award (Electoral Justice and Integration of Civil Society).

—

“*I am convinced of the very relevant role of Instituto Atuação in our current time. Its projects are always driven by the essential goal of strengthening civil society, transforming its political culture through democratic values. Atuação's activities will certainly succeed in strengthening and improving the Brazilian democracy, to the benefit of us all.*”



Rodrigo Brito

Co-founder of INK and *Aliança Empreendedora*, which aims to help low-income small businesses in Brazil. Contributor to *Folha de S. Paulo* and *Gazeta do Povo* newspapers. Co-author of “*Empreendedorismo inovador: como criar startups de tecnologia no Brasil*” (Innovative Entrepreneurship: how to create technology startups in Brazil). Former member of the Young Global Leaders network run by the World Economic Forum, and current Chief of Operations for the Coca-Cola Institute.



Rhodriogo Deda

Journalist. Co-founder of the Libria Business Accelerator. Mentor for the Hotmilk accelerator. Master's degree in Journalism: Strategy and Brand Managing by the Brazilian International Institute of Social Sciences. Lawyer. Graduate diploma in Civil Procedural Law.

—

“*Instituto Atuação advances actions which are essential to the development of the democratic regime, and their impact will certainly be felt during the coming years, given the high level of performance of their team.*”



Thomas von Buettner

Co-founder of Instituto Atuação. Degree in Industrial Mechanical Engineering from UTFPR. Studied business at Stanford University. Expert in Mergers & Acquisitions and Corporation Restructuring. Currently working for McKinsey Consulting.

—

“*The leadership assumed by Atuação is fundamental to the current landscape in Brazilian politics - a sensitive environment punctuated by major changes. Being able to closely follow and contribute to the work of an institution with solid values and such a noble purpose is extremely rewarding; it is an honor.*”

THE TEAM



In order to have an excellent institution, we need excellent people.

Atuação makes a point of having a competent, committed, and complementing team. The value of prioritizing human beings above all is deeply rooted in our institution, and we focus on the development of each employee by investing in individual and group training.

The year 2017 was marked by the maturation of our team. We are convinced that the principle of subsidiarity - more

autonomy in decision-making, more responsibility, and more control of time - was essential to accomplishing this. Likewise, we firmly believe that individuals have a key role in achieving the transformation we desire. We understand it would not be possible to fulfill our purpose without counting on the best people.

MEMBERS 2017



Jamil Assis,
Manager of the
Cidade Modelo
Program.



Fernando Archetti,
Researcher.



Guilherme Dockhorn,
Secretary and Financial
Analyst.



Pedro Veiga,
CEO.



Leonardo Ragnini, Project
and Financial
Manager.



Rafael Borba,
Designer.



Rebeca Isfer,
Management
Trainee.



Henrique Zétola,
Director, Head
of HR.



Erika Isfer,
Marketing and
Fundraising
Manager.



Rodrigo Bley Santos,
Researcher.



Vanilda Ribeiro Maia,
General
Services.

INTERNS 2017



Micah Cruz,
Visiting
Researcher.

Researcher from the MPA of Columbia University in New York. Born in the Philippines, Micah stayed with us in Curitiba for three months as part of her Summer Internship and contributed with complementary research for the *Cidade Modelo* Program. She designed and gathered replicable case studies and benchmarks from projects around the world, focusing on themes such as democratic culture, public security, and transparency.



Natasha Alvarez,
Visiting
Researcher.

Reading Government and Legal Studies at Bowdoin College in her second year, she was responsible for case studies related to the *Cidade Modelo* Program. Natasha worked with Atuação during the months of July and August.



Guilherme Grupenmacher.
Marketing
Intern.

A student at the International School of Curitiba, accepted by the Wharton School of the University of Pennsylvania in 2017. Guilherme assisted the marketing team in structuring the distribution of the *Coletânea da Democracia*.

This year, Atuação once again had the enriching experience of hosting researchers and students as participants of our internship program. For some, the goal was to perform complementary research for the *Cidade Modelo* Program, through case studies of projects around the world. For others, the purpose was to provide support for the institute's Marketing Department.



Atuação in 2017

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ATUAÇÃO IN 2017

Highlights of 2017

The year 2017 was filled with achievements that will serve as the basis for impactful activities over the coming years. At this point, it is important to highlight the most meaningful advances from this period.

During the first few months of the year, the **Local Democracy Index** was finalized and applied in Curitiba. It was the result of a collaboration between great thinkers and agents involved with this topic around the world, from places such as the University of Notre Dame, Freedom House, Stanford University, Latinobarómetro, The Economist Intelligence Unit, and International IDEA. This pioneering index is a practical tool for diagnosis that is internationally replicable and strengthens democracy at the local level.

The validation of trends and the high level of discussions from our annual international trip are also worth mentioning. There were a number of in-depth debates with Professors Francis Fukuyama, Claus Offe, and Bo Rothstein, as well as various conversations regarding major issues and future projects with renowned organizations such as Civic Hall, Sunlight Foundation, the Nesta think tank, and International IDEA. Our main subject matter – **democratic culture** – is steadily gaining space under the global spotlight, and we have been forerunners in the field.

With the support and presence of our prestigious partner, Professor Larry Diamond, from Stanford University, we have also published the **2nd Coletânea da Democracia**, composed of four high-impact books that had never been published in Portuguese. The *Coletânea* is our first commercial product. It was released during events in Curitiba and São Paulo involving various partners, such as the Public Policies Research Center of USP (University of São Paulo), Um Brasil, and the International School of Curitiba.

A deep understanding of the Collective Impact methodology and the variables that affect a democratic political culture were also important. It enabled us to advance with the **proposal of the necessary infrastructure** for the **Cidade Modelo Program** and its complementary research.

It was a year of important internal lessons, such as the consolidation of our HR Department and of its team developing activities, as well as the establishment of our Project Management Office (PMO) and the resulting improvements to project management processes.

MONTHLY OVERVIEW 2017

JANUARY

Creation of the **Instituto Atuação's Research Committee**, with some of the leading democracy experts in the world: Laza Kekic – The Economist Intelligence Unit; Sarah Repucci – Freedom House; Nara Pavão – Federal University of Pernambuco; Bernardo Brandão – Federal University of Paraná, and Michel Coppedge – University of Notre Dame.

FEBRUARY

Selection of articles about democracy, provided to the EchoChamber Club by the Research Department in collaboration with the HR Department. Available at: <http://bit.ly/responsible-democracys-decline>

FEBRUARY

Training on Collective Impact for SPVS - *Sociedade de Pesquisa em Vida Selvagem e Educação Ambiental* (Society for Wildlife Research and Environmental Education).

MARCH

Completion of the questionnaire for specialists and collection of primary and secondary data for the **Local Democracy Index** - performed by the Research Department in collaboration with *Zoom Pesquisas*, Federal University of Paraná, and IBQP - *Instituto Brasileiro de Qualidade e Produtividade* (Brazilian Institute of Quality and Productivity).



MARCH

Feature in a report by *Revista Bergerson*. Available at: <http://bit.ly/revista-bergerson>

APRIL

International trip, with the aim of creating links with some of the main experts in our field. We had the opportunity to get closer to academics, to enable possible collaborations with our Research Department and publications by Atuação's publishing house. We also discussed the premises of the *Cidade Modelo* Program with internationally acclaimed scholars.

The trip enabled high-level discussions with renowned researchers such as Francis Fukuyama, Claus Offe, Bo Rothstein, and Michael Pakaluk. We validated many of our premises and ideas with these scholars, as well as with eminent organizations, such as the Sunlight Foundation, International IDEA, and the Nesta Foundation.



Pedro Veiga and Jamil Assis with Francis Fukuyama



Pedro Veiga and Jamil Assis with Claus Offe



Jamil Assis with Michael Pakaluk

An important highlight was the interest many organizations and researchers from around the world showed in the Local Democracy Index. Alongside this interest, our strategy was discussed and largely validated by various partners and political stances.



Pedro Veiga and Jamil Assis at the Sunlight Foundation



Pedro Veiga and Jamil Assis at International IDEA



Pedro Veiga and Jamil Assis at the Nesta Foundation

Besides the aforementioned icons, we also had important meetings with representatives of New York University, the University of Oxford, King's College London, and the Catholic University of America. Regarding de-

mocracy-focused institutions, we met with the International Forum for Democratic Studies, the Journal of Democracy, Democracy Fund, and the National Endowment for Democracy. We also talked with renowned institutions such as the Inter-American Dialogue, FSG Consulting, Freedom House, Civic Hall Labs, The Economist Intelligence Unit, EchoChamber Club, and Transparency International. We met with representatives of the Swedish Moderate and Liberal parties, and with the City and County of San Francisco (USA).



Pedro Veiga and Jamil Assis at Transparency International



Pedro Veiga and Jamil Assis at Freedom House



Pedro Veiga and Jamil Assis at Oxford University Press



Pedro Veiga and Jamil Assis at the Journal of Democracy



Pedro Veiga and Jamil Assis at the Democracy Fund



Pedro Veiga and Jamil Assis at the Civic Hall Labs

APRIL

Completion of the books for the **2nd Coletânea da Democracia**.

APRIL

Completion of opinion surveys for the **Local Democracy Index** with *Zoom Pesquisas*. 900 residents of Curitiba were interviewed based on a probability sample divided according to gender, age, and income - proportionally distributed among the city's boroughs.

APRIL Meeting with Dane Smith, CEO of FSG Consulting, on Collective Impact, a methodology that is receiving increasing attention in Brazil. The meeting included Eliziane Gorniak, CEO and Sustainability Manager of *Instituto Positivo*, and Caroline Busatto, Institutional Development Manager of *Fundação Grupo Boticário*.

APRIL Participation in the 30th Liberty Forum, the theme of which was “The Future of Democracy.” The event included many nationally relevant participants, among them the Mayor of São Paulo, João Doria, *Folha de São Paulo* columnist Luis Felipe Pondé, and the Founder and President of *Instituto Mises Brasil*, Hélio Beltrão.

MAY Release of the **2nd Coletânea da Democracia**, marked by the presence of Professor Larry Diamond from the University of Stanford to lead the events. There were 6 events in total, including official launch events in Curitiba and São Paulo; lectures at the International School of Curitiba and USP; a roundtable at *Fundação FHC*; and a lecture for the team members of Instituto Atuação.



Launch event in Curitiba



Launch event in São Paulo



Lecture by Larry Diamond at the International School of Curitiba



Roundtable with Larry Diamond at Fundação FHC



Larry Diamond's lecture for Instituto Atuação's team

MAY Feature on national media with Professor Larry Diamond. The Professor granted interviews to important Brazilian media outlets, such as the *Folha de São Paulo* and *Gazeta do Povo* newspapers, as well as BBC Brazil. The interviews included comments on the content of his book, “In Search of Democracy.” Regional newspaper Metro, websites UOL and *Mundo Amazônia*, and digital magazine *Pará+* also reported on the author's visit to Brazil for the release of the 2nd *Coletânea da Democracia*.

MAY Start of the commercialization of our first market product, the 2nd *Coletânea da Democracia*.

MAY Participation in the Collective Impact Convening, an event that took place in Boston and was organized by the hosts of the Collective Impact Forum in the US, FSG Consulting, founded by Michael Porter, and the Aspen Forum for Community Solutions. Instituto Atuação participated in discussions and exchanged of experiences with other organizations from around the world which use the Collective Impact methodology. We highlight the participation of Instituto Atuação alongside other high-profile Brazilian organizations, such as *Instituto Positivo*, *Fundação Boticário*, *Fundação Itaú Social*, and *Fibra*.

JUNE Completion of the measurement and calculation of the **Local Democracy Index**.



ÍNDICE · DE
DEMOCRACIA
LOCAL ·

JUNE First group immersion experience in 2017, with the whole team involved. The 26th and 27th of June were used to perform an institutional analysis of the first half of the year, by listing achievements, errors, and lessons from the entire organization. We also discussed various institutional issues, including premises, values, strategy, and new opportunities and ideas for the institute. Lastly, we refined the objectives of all Atuação departments for the second semester.

JUNE Meetings with our advisory councilors to discuss strategies and the future of Instituto Atuação.

JUNE Participation in the *II Fórum de Controle Externo*, held by the Audit Office of the State of Paraná (TCE-PR). In the event, we had the opportunity to present Atuação and its work, as well as sell *Coletâneas da Democracia*.

JULY Completion of data analysis and depuration of interviews for the Local Democracy Index.

JULY Presentation of Instituto Atuação to a group of important Brazilian businessmen, in São Paulo. The meeting included Jorge Gerdau, Gustavo Franco, Salim Mattar, and Jayme Garfinkel.



Jorge Gerdau, Erika Isfer, Gustavo Franco, Pedro Veiga, Salim Mattar, Alessandra Schmidt, and Jayme Garfinkel

JULY Participation in the “Roundtable on Aligning Private Social Investment and Business” by the *Rede de Investidores Sociais (RIS)*, a member of the *Grupo de Institutos e Fundações Empresariais (GIFE)*.

AUGUST Presentation of Atuação at the Empreende Brazil Conference, under the theme of Democracy & Entrepreneurship.

AUGUST

Delivery of research on possible actions for dealing with the democratic political culture of Curitiba. Our research team delved into the most urgent issues according to the Local Democracy Index - political engagement and democratic culture. The hypotheses identified aspects ranging from civic education and political knowledge, associativism and collaboration between associations, to bringing law enforcement institutions and citizens together. We performed interviews with youth and civic engagement organizations, educational groups, councils and neighborhood associations. We also talked to city representatives about education and public security, in order to investigate the issues that had been raised in the interviews.

AUGUST

Participation in the X Conalei (*Congresso Nacional dos Leiloeiros* - National Congress of Auctioneers) having been invited by our investor, *Kronberg Leilões*. We had the opportunity to present our work and the 2nd *Coletânea da Democracia*.

AUGUST

Training of Jamil Assis, *Cidade Modelo* Program Manager, on best practices for meetings, feedback, and the creation of thinking environments, as part of the Thinking Environment course by Munzner Consultancy, in Curitiba. These themes are essential to implementing the Collective Impact methodology.

AUGUST

Participation in the event "*Participação para Cidades Sustentáveis*" (Engagement for Sustainable Cities), organized by *Instituto Arapyaú* and the *Fundação Getúlio Vargas'* Center for Sustainability Studies, which included discussions on Brazilian projects for transforming cities through engagement.

SEPTEMBER

Participation in the UN World Urban Campaign, an event organized by *Instituto Comunitas*. The theme was "New urban governance: who makes the decisions? Between the city and its citizens." The event brought together public managers, experts, students, citizens, and social businesses leaders who believe local government decisions need to be assessed by local residents. In this context, we shared our experiences related to the Local Democracy Index and the *Cidade Modelo* Program.

SEPTEMBER Feature in *Gazeta do Povo* newspaper about the 2nd *Coletânea da Democracia*. Available at: <http://bit.ly/coletanea-da-democracia>

OCTOBER Participation in the Collective Impact Learning Lab, in Silver Spring, USA. The training was administered by FSG Consulting and the Forum for Youth Investment. Discussions included the stages of collaborative projects on complex social issues and the practical tools used in each of these stages.



Jamil Assis at the Collective Impact Learning Lab

NOVEMBER Feature in the *Gazeta do Povo* newspaper about our work. Available at: <http://bit.ly/atuacao-gazeta-do-povo>

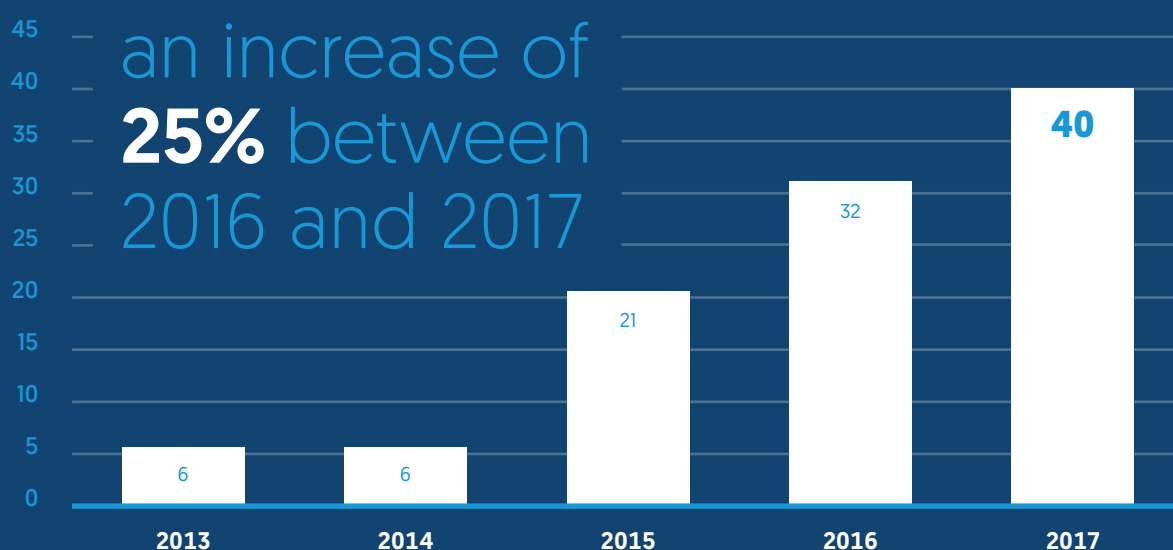
NOVEMBER Second group immersion of 2017. The team used this opportunity to dive into an in-depth diagnosis of the past year, performing a complete analysis of departmental and institutional projects. The meeting included discussions on planning, goals, and expectations for each department, as well as their respective deliveries planned for the year 2018.

DECEMBER Participation in the *Fórum da Juventude* (Youth Forum) in São Paulo. The event gathered young people from the *Legado para a Juventude Brasileira* (Legacy for Brazilian Youth) program and other leaders, with the aim of debating and presenting solutions for the country. The event included former Brazilian president Fernando Henrique Cardoso.

DECEMBER Recording of a podcast with *Gazeta do Povo* newspaper on the subject of Democracy. Available at: <http://bit.ly/podcast-gazeta-do-povo>

Investors and Partners

Number of Investors



**More than
250 meetings
to raise funds**

**More than
160 meetings
to create
partnerships**

INVESTORS AND PARTNERS

High retention rate and a 25% increase in the number of investors - including important Brazilian business owners and national and multinational companies - is further proof that people and institutions believe in our long-term dream.

This year, for the first time, Instituto Atuação **started selling its own product**, the 2nd *Coletânea da Democracia*. It was sold during events and to individuals who contacted us through social media, telephone, and at our headquarters, as well as in bookstores. We also sold directly to companies, including one of the largest banks in the world, which bought copies to share concepts of democracy with their main clients.

You can purchase a copy of the 2nd *Coletânea da Democracia* by contacting us on +55 (41) 3206-8582, by email at guilherme@atuacao.org.br, by visiting our headquarters at Maurício Caillet st., 47, Curitiba, Paraná, or in the *Livrarias Curitiba* bookstores throughout Curitiba.

We thank our sponsors and partners for standing by our side for another year.

INVESTORS / INSTITUTIONS

BERGERSON

Bergerson | www.bergerson.com

“As an investor of Instituto Atuação since the beginning, it gives me great joy to see dreams becoming reality. Putting them into practice and turning them into something tangible can only be done by people who are determined and who believe Brazil can improve its politics and society in general through ethics and transparency. I congratulate the members of this institution, which I am very proud to be associated with!”

Marcelo Bergerson



Cartrom
www.cartrom.com.br



Gaia, Silva & Gaede
www.gsga.com.br



Gaslog
www.gaslog.com.br



Kronberg
www.hkleiloes.com.br



RENAULT

Renault | www.renault.com.br

“With serious commitment, a high-level theoretical and methodological basis, and above all, focus on human beings, Instituto Atuação has been making waves in the pursuit of a full democracy in Brazil. Their energy and courage are contagious and make us feel happy to be increasingly closer to them and their projects.”

Silvia Barcik



Plenaventura
www.plenaventura.com.br



RPC
www.rpc.com.br



Keune | www.keune.com.br

“The way you treated us during our first contacts was flattering. We were very impressed by the professionalism, competence, and clarity of ideas in the way you demonstrated the objectives of Instituto Atuação. Your vision of the future is inspiring and serves as a counterweight to the backward opinions that can gain ground in the absence of good alternatives. We believe in the ethical purposes that guide Instituto Atuação and we are sure that endeavors such as these will lead to a more promising future for our city and for Brazil. Our country needs more actions that show democratic alternatives for a happier and more joyful future. Keep on with your journey, and above all, keep the ‘sparkle in your eyes’ which can be seen in every member of your team when speaking about Instituto Atuação. This real boost of energy, coming from a young and well-qualified team, is reason enough for us to be grateful and to continue our support. All the best in your endeavors in pursuit of a full democracy. Keep persevering.”

Gerson Raskin



OVD
www.ovd.com.br



Trombini
www.trombini.com.br



Tradener | www.tradener.com.br

“Tradener always seeks to support artistic and cultural productions by associating its brand with legally adept projects that are important for Brazilian culture in general. Thus, when Instituto Atuação presented us with the 2nd Coletânea da Democracia project, it caught our attention due to its innovative nature and the relevance of the theme to our current national environment. By supporting Atuação, we believe we are contributing to the dissemination of democratic concepts, strengthening Brazilian social organizations and helping to develop our democratic model.”

Guilherme Ávlia



Vêneto
www.venetogelato.com.br



Verona / Freso
www.playgroundfreso.com.br

INVESTORS / INDIVIDUALS

Ana Amélia Filizola

-

Andre Nacli

“With grit, commitment and sensitivity, Atuação plays an important role in the development of our society.”

-

Claudio Lubascher

-

Cristiano Malucelli

-

Cristina Cunha Pereira

-

Daniel Feffer

-

Daniela Almeida

-

Denis Minev

“Instituto Atuação is a rare case of an institution that is committed to the study, preservation, and development of democracy. For the political game to serve society, it needs quality referees and level playing fields: Instituto Atuação studies and acts on both of these fronts.”

-

Filipe Demeterco

“Instituto Atuação wants to transform Brazil into a full democracy. This dream is a reflection of the team's vision, nobility, and courage. We support Atuação with a strong desire to build a developed country and a society with solid values.”

-

Guilherme Cunha Pereira

-

Gilberto Zancopé

“Instituto Atuação has been working on a new way to change Brazilian democracy. I am glad to have had the opportunity to be a part of this initiative for so many years. Being part of this movement, which is transforming Brazil, is an honor for me as an investor.”

-

Irene Sandke

-

Jayme Garfinkel

-

João Claudio Fontana

-

Jorge Nacli Neto

“The dreams of men transform and build the world. Supporting those who wish to transform Brazil into a full democracy, according to ‘The Economist Intelligence Unit’, by means of strategy, planning, and joint actions for structural impact, knowing the what, how and why, gives me immense satisfaction and an increasing desire to achieve the same goal. Congratulations on this amazing work, you can always count on me!”

-

Lucas Guimarães

“Supporting the work of Atuação has given me a feeling of great pride. It is a long-term project, but one that has the potential to significantly improve our democracy and our society. The team shows its commitment, humility, and ability, which gives me confidence to keep supporting

them with my resources and time - something I wish to increase, given the potential and importance of the work being performed.”

-

Marcelo Faria de Lima

-

Marcos Moro Zétola

“For years I have invested in Instituto Atuação and followed the growth of this young, idealistic group, which believes in a better country for everyone. They are growing in recognition every year, both in Brazil and abroad, as shown by the interest from ‘The Economist’ and from American universities. I believe 2018 will be rife with great actions and projects. I wish nothing but success for these brave young people.”

-

Marilys Castanho

-

Monroe Olsen

-

Nadir Elache Filho

-

Pedro Bueno

-

Ricardo Almeida

-

Ricardo Andriani

“With its goal of implementing a full democracy in Brazil, I believe Instituto Atuação can have a great impact on our society. Its methodology, knowledge, professionalism and neutrality allow us to believe in the success of this extremely important project, which is also extremely difficult to implement. This

young, idealistic group is a transforming agent that we are very glad to support.”

-

Rui Demeterco

-

Salim Mattar

“ Instituto Atuação has been playing an important role in sharing ideas that increase the importance of democracy.

The Semanas da Democracia (Democracy Weeks) and the Coletâneas da Democracia have been essential tools in enhancing democracy by facilitating access for thousands of people and institutions interested in contributing to this theme. Being a nonpartisan institution makes them a relevant agent for improving democracy in Brazil and

supporting social, political, and economical change.”

-

Salo Seibel

-

Teresinha Döring

AMBASSADORS

—

Edson Isfer

-

Humberto Dantas

“ It is essential for an organization to undertake the immense workload of assessing democracy. Firstly, because it is a complex concept, and every

effort contributes to a better view of our culture regarding this theme. Secondly, and just as importantly, because it is focused on assessing the local aspects of democracy. Brazil is known for discussing politics in a national context, with few opportunities regarding citizen engagement. Looking at democracy on a local level provides a stronger feeling of belonging and of responsibility,

connecting and motivating actions by all of us, as political agents.”

-

Leon Grupenmacher

-

Pedro Prosdócimo Neto

-

Peregrino Dias Rosa Neto

PARTNERS

—



Financial Information

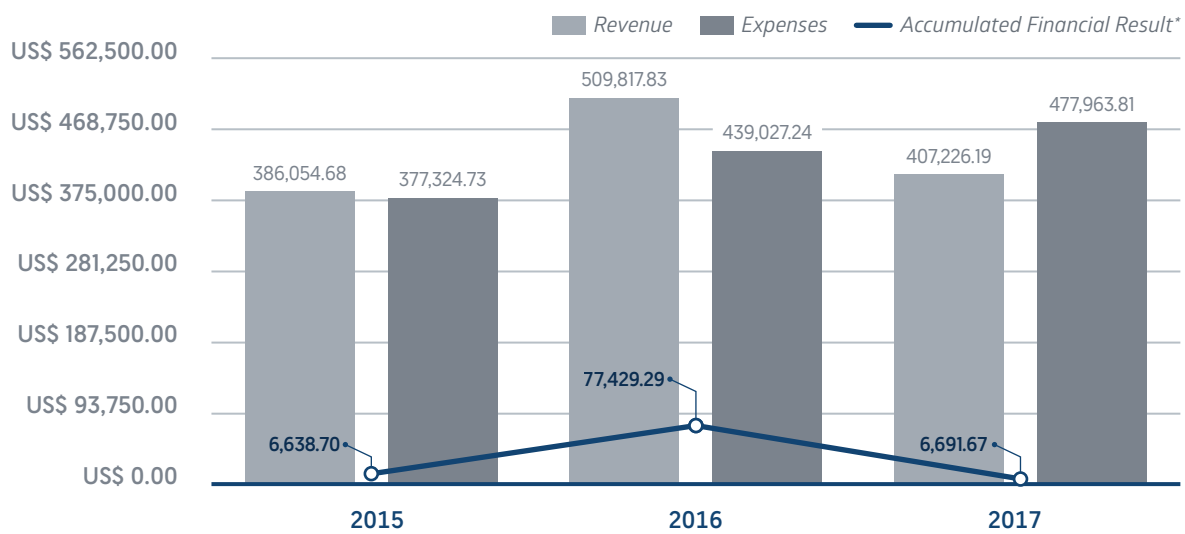


**A total of
US\$ 35,212.50**
of internal
resources

**More than
US\$ 181,250.00**
invested in
projects

FINANCIAL INFORMATION

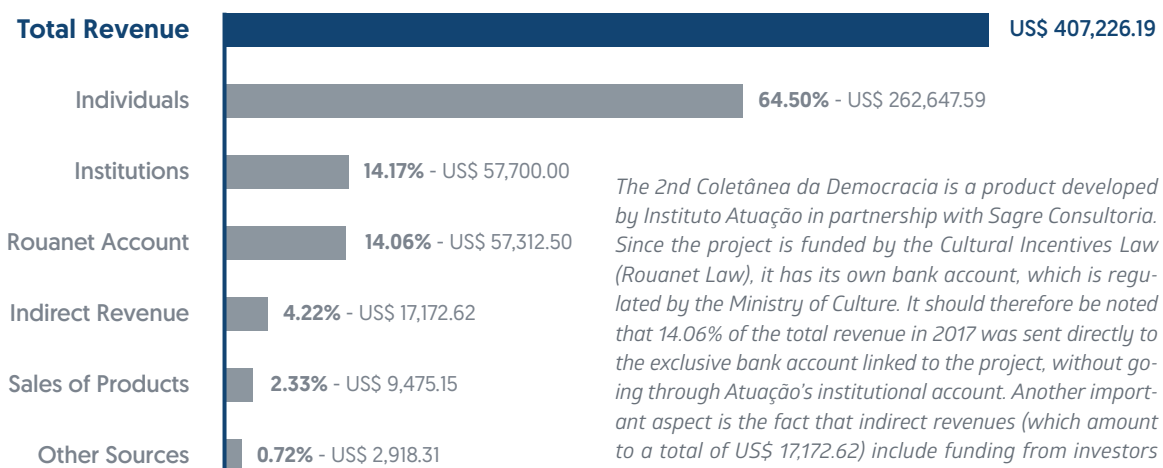
Financial comparisons: 2015 to 2017



(*) Cumulative sum of the annual difference between revenue and expenditure.

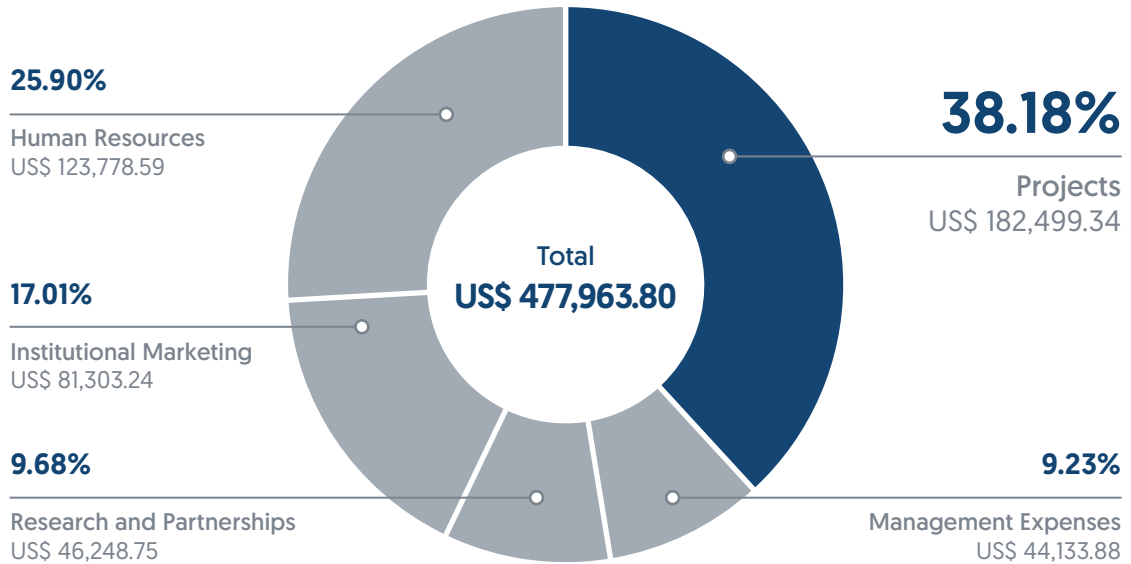
Sources of revenue in 2017

In 2017, we achieved a gross revenue of US\$ 407,226.19. It is also worth noting that for the first time, Atuação started selling its own product: the 2nd *Coletânea da Democracia*.



The 2nd *Coletânea da Democracia* is a product developed by Instituto Atuação in partnership with Sagre Consultoria. Since the project is funded by the Cultural Incentives Law (Rouanet Law), it has its own bank account, which is regulated by the Ministry of Culture. It should therefore be noted that 14.06% of the total revenue in 2017 was sent directly to the exclusive bank account linked to the project, without going through Atuação's institutional account. Another important aspect is the fact that indirect revenues (which amount to a total of US\$ 17,172.62) include funding from investors that may be paid directly to suppliers. Therefore, this 4.22% also does not go through the Atuação's own account.

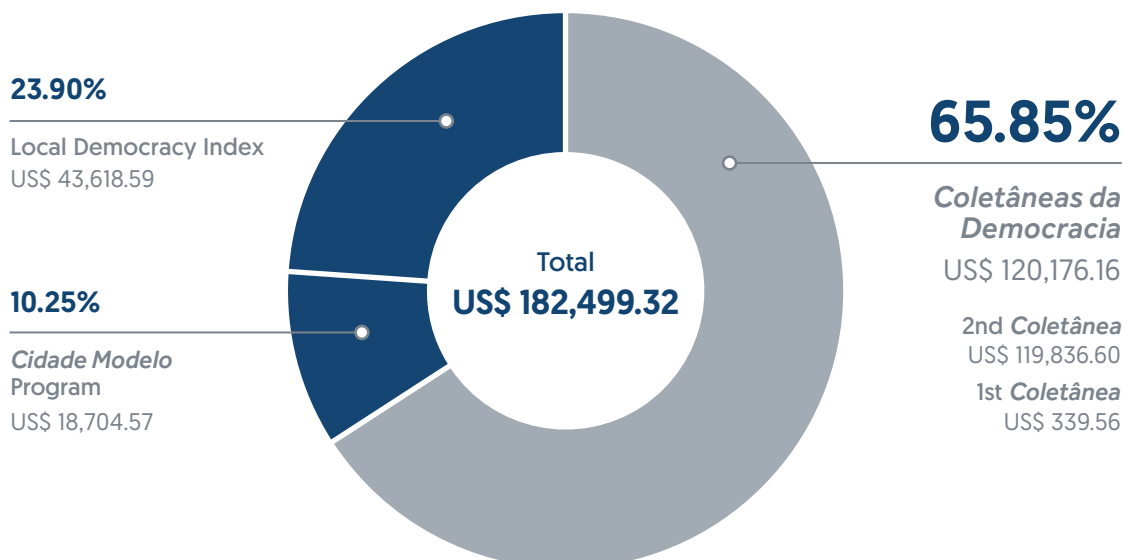
Expenses in 2017



Internal savings policy: In order to care for its assets and for the confidence of our investors, Atuação has an internal economical policy aimed at promoting partnerships and good relationships with suppliers, while also stimulating collaboration and resource-awareness among our team. Team members' adherence and engagement in 2017 made it possible for us to save US\$ 35,212.50, which is 7.37% of our total expenses. This was possible due to contract negotiations and even rent exemption for our headquarters.

Note: Our Annual Balance and Income Statement for the year are both available on our website: atuacao.org.br/prestacao-de-contas.

Project Investments in 2017



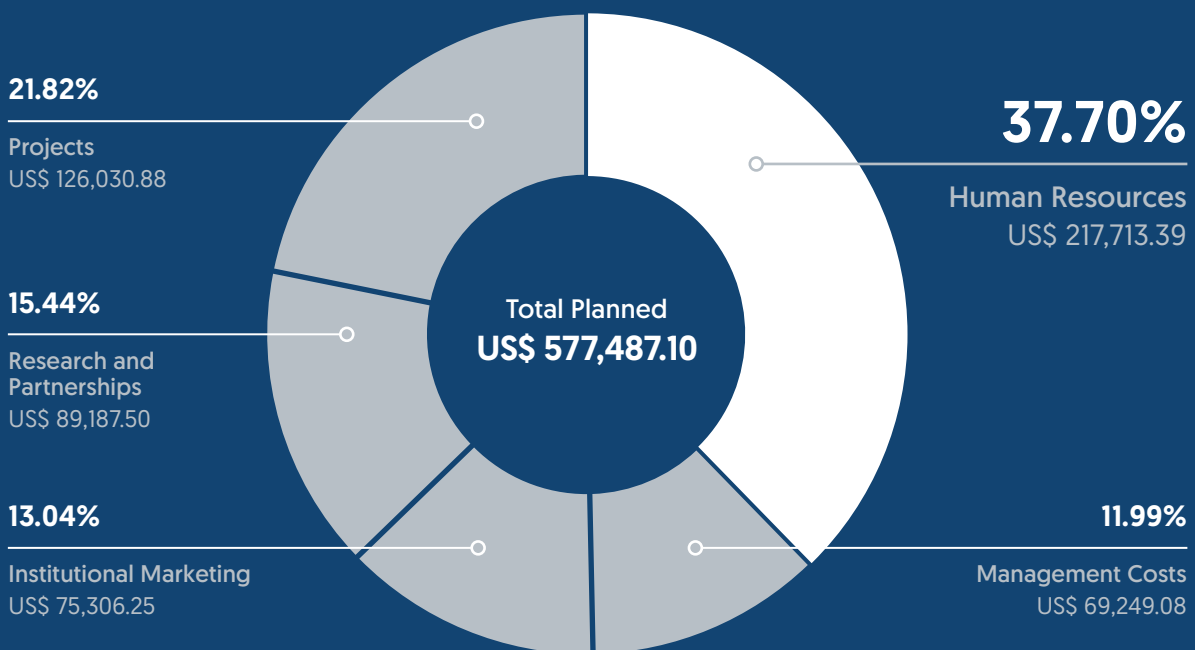
CHALLENGES FOR 2018

Prioritizing transparency and improving the team’s spirit of commitment with internal resources.

The Instituto Atuação Finance Department’s goal for 2018 is to continue providing as much transparency as possible regarding institutional balances, and to improve team commitment with internal resources, maintaining the quality of our products and services. Another big responsibility is to ensure inte-

gration with the Fundraising team, in order to foster financial sustainability at a time of economic instability.

Financial Planning for 2018





Portfolio

RESEARCH

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THE YEAR AHEAD

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Research



[Brazil] In general, would you say you trust the majority of people or that you can never be careful enough when dealing with others?

7% trust the majority of people*

* Latinobarómetro 2017-2018

[Curitiba] Would you say that the majority of people are trustworthy, only friends and family are trustworthy, or the majority of people are not trustworthy?

For **15.8%** the majority of people are trustworthy*

* Local Democracy Index - Instituto Atuação



ÍNDICE · DE
DEMOCRACIA
LOCAL

Investment of approx. US\$ 125,000.00*

* Expenses incurred in 2016 and 2017

Interviews with more than 10 specialists

+ in-depth analysis of secondary data

60 days of field interviews with the population

ATUAÇÃO RESEARCH IN 2017

Complex problems demand innovative solutions.

When it comes to democratic culture, these answers must be firmly grounded in political theory, case studies, and awareness of technical rigor. This is what our Research Department deals with. Working with scholars and research centers from around the world, our team is responsible for formulating the concepts and theories that guide our actions.

“ Working with scholars and research centers from around the world, our team is responsible for formulating the concepts and theories that guide our actions.”

Through the **Think** branch of the **Think + Do Tank** organizational model, our researchers offer solutions to our challenges. After the project team implements and tests these suggestions, the Research Department is responsible for analyzing the lessons learned

in the field. Research then prompts a review and presents new interventions, thus closing the cycle.

As well as practical applications, the research team also performs in-depth studies in political philosophy. Detailed investigation and a full understanding of political theories and their proposals for the world are indispensable to our work, and a challenge we take very seriously.

The Research Department is the cornerstone of our institution. It is the source of our premises, convictions, theoretical bases, and proposals for practical solutions to the challenges our democracy faces.

RESEARCH COUNCIL

Using the energy and support from great partners to develop a specific project – the Local Democracy Index – we invited a group of **renowned democracy researchers from around the world** to join the Instituto Atuação Research Council in 2017.

The council was created with the primary objective of guiding our theoretical and practical production and to serve as a bridge between our projects and academia. The council is composed of:



Bernardo Brandão

Bernardo Brandão: Master and Ph.D. in Philosophy from UFMG. Author of many articles in the field, as well as the book *Rua Musas* (2013). Former Professor of Philosophy at PUC-MG and Classical Languages at UFOP. Currently Professor of Ancient Greek Literature and Language at UFPR.

“ Instituto Atuação shows that it is possible to have a political reform that goes beyond partisan, electoral, and ideological schemes. The importance that Instituto Atuação places on research and evidence-based political action, as well as its focus on the concrete local circumstances (as shown by the Cidade Modelo Program) demonstrate the seriousness of their work. Because of this, I am highly motivated in my collaboration with the Research Department.”



Laza Kekic

Creator of the Democracy Index with the Economist Intelligence Unit (EIU). He currently works as an independent consultant in political development, foreign investment, and economic development. Laza worked as a director of the EIU for the European branch until 2015 and was previously head of Country Reports (reports on more than 80 countries aimed at foreign investors).

“ After very exciting discussions with some of the most influent democracy practitioners and researchers in the world, I feel the measures of local democracy [from the Local Democracy Index] can be a valuable contribution to the Instituto Atuação’s program in Curitiba - possibly serving as an inspiration to similar international projects too.”

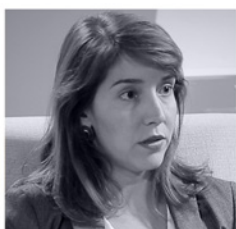


**Michael
Coppedge**

Professor of Political Science at the University of Notre Dame (USA) and Faculty Fellow at the Kellogg Institute for International Studies. He is also one of the leading researchers of the Varieties of Democracy project, which has created measures and indicators for hundreds of aspects related to democracy and governance for almost every country in the world since 1900. He is the author of influential books, articles, and chapters on democracy, research methods, and electoral politics in Latin America.

—

“Collaborating with Instituto Atuação has been an exciting and meaningful extension of my previous work assessing democracy. Good measures of how well democracy is working are essential to diagnosing problems and deciding where to focus efforts to promote transparency, motivate participation, ensure accountability, and reduce corruption. This is exactly what the Cidade Modelo Program does. I felt very motivated and inspired by the commitment of the amazing Atuação team, especially when thinking about ways to assess how well local democracy is functioning when it is firmly embedded in state and national politics.”



Nara Pavão

Visiting researcher at the department of Political Science at UFPE, with a Post-Doctorate from Vanderbilt University (USA) and a Ph.D. in Comparative Politics from the University of Notre Dame. Her research focuses on corruption, public opinion, distributive politics, and electoral behavior.



Sarah Repucci

Senior Director of Global Publications for Freedom House – Freedom in the World and Freedom of the Press – with over 20 years of experience in research and assessment techniques in the themes of democracy, human rights, and positive governance. She worked at Transparency International and the Global Business Initiative on Human Rights, and acted as a consultant for a series of organizations, multilateral initiatives, and private companies.

—

“The Atuação team is highly professional and organized, and the process was smooth and systematic, despite the complex tasks involved. I also developed some good professional contacts while participating in the activities, which was a bonus.”

HIGHLIGHTS OF 2017

In 2017, the Research Department took a philosophical approach to the question “what is democracy?” in line with a “metaphysics of democracy”.

Political science approaches always seem to struggle with the same questions, up until a point in which one declares that consensus is deemed impossible, that there are multiple ways to think of democracy and that, as long as one clarifies their concept of choice, analysis may follow.

Our research seeks to tackle the true questions behind the definition of democracy. What is a definition? What kinds of definitions are there, and what are the differences between each of them? Why and how can we use definitions? Therefore, regarding the issue of democracy, it is worth questioning what kind of specific entity democracy is, and what it consists of.

In order to tackle these questions, the Research Department works with the most interesting philosophical theories: from Aristotle to contemporary schools of thought - such as analytical philosophy, the German phenomenology, and the School of Madrid.

“ Our research seeks to tackle the true questions behind the definition of democracy.”

CHALLENGES FOR 2018

2018 holds challenges that are even more important.

The Research Department will play an essential role in the *Cidade Modelo* Program, by helping all parties to understand and discuss democratic culture in Curitiba.

Based on data from the Local Democracy Index for the city, the focus will be on further detailing the diagnosis of Curitiba, dividing data according to boroughs and specific themes.

The Research Department will also develop a study on the political culture of a city. The result of the investigation will be a complete theory of change; hypotheses on the factors that influence democratic culture and suggested actions to improve them.

This will provide our *Cidade Modelo* partners and other parties involved with the tools necessary to develop strategies that are suitable for every context we might work in.

LOCAL DEMOCRACY INDEX

Instituto Atuação achieved an important goal in 2017: the Local Democracy Index.

The Research Department spent the year focused on interpreting its results. The Index is the materialization of efforts to centralize the development of a democratic culture and the fact that **political culture and trust relations often predominate at local levels**. We have noticed a lack of democracy assessment tools for cities. Knowing that what cannot be measured cannot be improved, we have worked with internationally renowned partners to develop a set of measures for diagnosing local democracy. This innovation was tested in Curitiba.

The Local Democracy Index was developed with the help of some of the most well-regarded researchers in the theme of democracy worldwide. The index is divided into 5 categories, in which 18 attributes, 67 compo-

nents, and 125 indicators are measured. The Instituto Atuação Expert Committee, which was consulted while developing the index, includes Professors Michael Coppedge (Notre Dame), Larry Diamond (Stanford), Kelly McMann (Case Western Reserve), Laza Kekic, Sarah Repucci (Freedom House), Guilherme Cunha Pereira (GRPCOM), Emerson Cervi (UFPR), Nara Pavão (UFPE), Fernando Bizarro (Harvard, V-Dem), Maggie Shum (Notre Dame) and Rafael Cortez (Tendências Consultancy).

During the first half of the year, the focus was on the first application of the Index, with help from *Zoom Pesquisas* in administering questionnaires (900 respondents in total, from all regions of the city) and support from IBQP in performing a statistical analysis of the results. With the further support of visiting researcher Micah Cruz, from Columbia University, we then delved deeper into the data to better understand the status of democracy in Curitiba, and the causes of its deficiencies.

During 2017, we also considered possible application of the Local Democracy Index in other places, as well as the interest various partners may have in the tool and in its replication.

Result for Curitiba: **49.5%**

The index is divided into **5 categories**, in which **18 attributes**, **67 components**, and **125 indicators** are measured

CHALLENGES FOR 2018

The positive reception of the Index by specialists in the field is proof of its potential as a tool for local democracy analysis and institutional transformations.

Further improvements of the tool seem to be related to two main axes.

The first is linked to theoretical aspects. The analyzed concepts must be relevant to assessing democracy and must have the capacity to translate abstract ideas into reality. It is important to optimize these concepts in order for them to portray reality adequately. If democracy is important to us, we must resist the temptation to inflate this concept to the point of making it unusable. Democracy is best served by a sound analysis of its dynamic reality.

The second challenge involves perfecting the methodology behind the Index, seeking to translate the subtleties of theoretical concepts even more accurately. This is how we ensure the assertiveness of our empirical study.

After concluding these two challenges, we will be ready to accomplish the most important goal of 2018: planning a replication model for the Local Democracy Index, as well as the impact we hope to achieve with the project.



*Cidade
Modelo*

2 training sessions

on Collective Impact by FSG Consultancy

17 in-depth interviews with community leaders and innovative projects in democratic culture

More than 50 meetings with external partners regarding the *Cidade Modelo* Program

CIDADE MODELO PROGRAM

The attempt to transform Brazil into a full democracy focusing on democratic culture has as its first step the conduction of local experiments in the city of Curitiba. It is a laboratory to discover how democratic culture is transformed.

Choosing the local level as a first step is the result of understanding the components of a democratic political culture and the main dynamics that guide them. Factors such as citizenship, political knowledge, associativism, and trust, which are essential aspects of democracy, are specially developed in local communities.

However, transforming culture is a challenge that should not be underestimated. Cultures are complex systems without defined borders, hence obvious solutions and purely individual constructions are rendered unfeasible. This is an adaptive problem that demands sophisticated approaches and coordinated actions by all stakeholders.

Atuação plans to initially tackle this problem at the local level by implementing the *Cidade Modelo* Program. This program adopts the innovative **Collective Impact** methodology, which was developed in the US as a group of principles and tools for a collective initiative, mobilizing relevant actors in constant

dialogue and creating a shared vision of the future, resulting in a common agenda and collective action strategies.

The *Cidade Modelo* Program aims to improve democratic culture in the city by means of coordinated action by various city leaders, both public and private, based on the same diagnosis of the current situation and guided by the same vision of the future. Underlining this initiative, there is a support organization dedicated to connecting participants, monitoring results, and mobilizing the community around a common action.

“ ...transforming culture is a challenge that should not be underestimated.”

A diagnosis of Curitiba's democratic culture has already been performed by the Local Democracy Index. The vision of future, what we want to achieve and how, will be developed in cooperation with community leaders, starting in 2018. Instituto Atuação will be the backbone organization responsible for providing the necessary infrastructure for a complex action strategy.

The *Cidade Modelo* Program is aimed at **turning Curitiba into a city of reference and a laboratory for democratic culture**. Based on our Think + Do Tank model, our aim is to provide a better understanding of how political culture works in practice, as well as a continuous

learning experience in relation to potential leverages for the development of democratic culture in a community.

“ The *Cidade Modelo* Program is aimed at turning Curitiba into a city of reference and a laboratory for democratic culture.”

This collaboration is based entirely on concrete data. With the support of our Research Department, we seek to follow the development of the *Cidade Modelo* Program by monitoring the results of the initiatives. The continuous learning acquired from dialogue with partners gives us a common vision of the future, adjusting the path when necessary.

Testing the proposals for action in practice will be an institutional goal for the following years. The aim of this laboratory is to develop projects and solutions that will generate major local changes and allow future intervention on a larger scale based on learned lessons.



COLLECTIVE IMPACT

After more than 20 years participating in high-impact complex social projects, consultants John Kania and Mark Kramer, from FSG Consulting, identified a **common set of requirements in the most successful initiatives:**



Isolated
Impact



Collective
Impact



Jamil Assis at the Collective Impact Forum 2017

Common Agenda - Shared vision, common understanding of the problem, agreed collective actions.

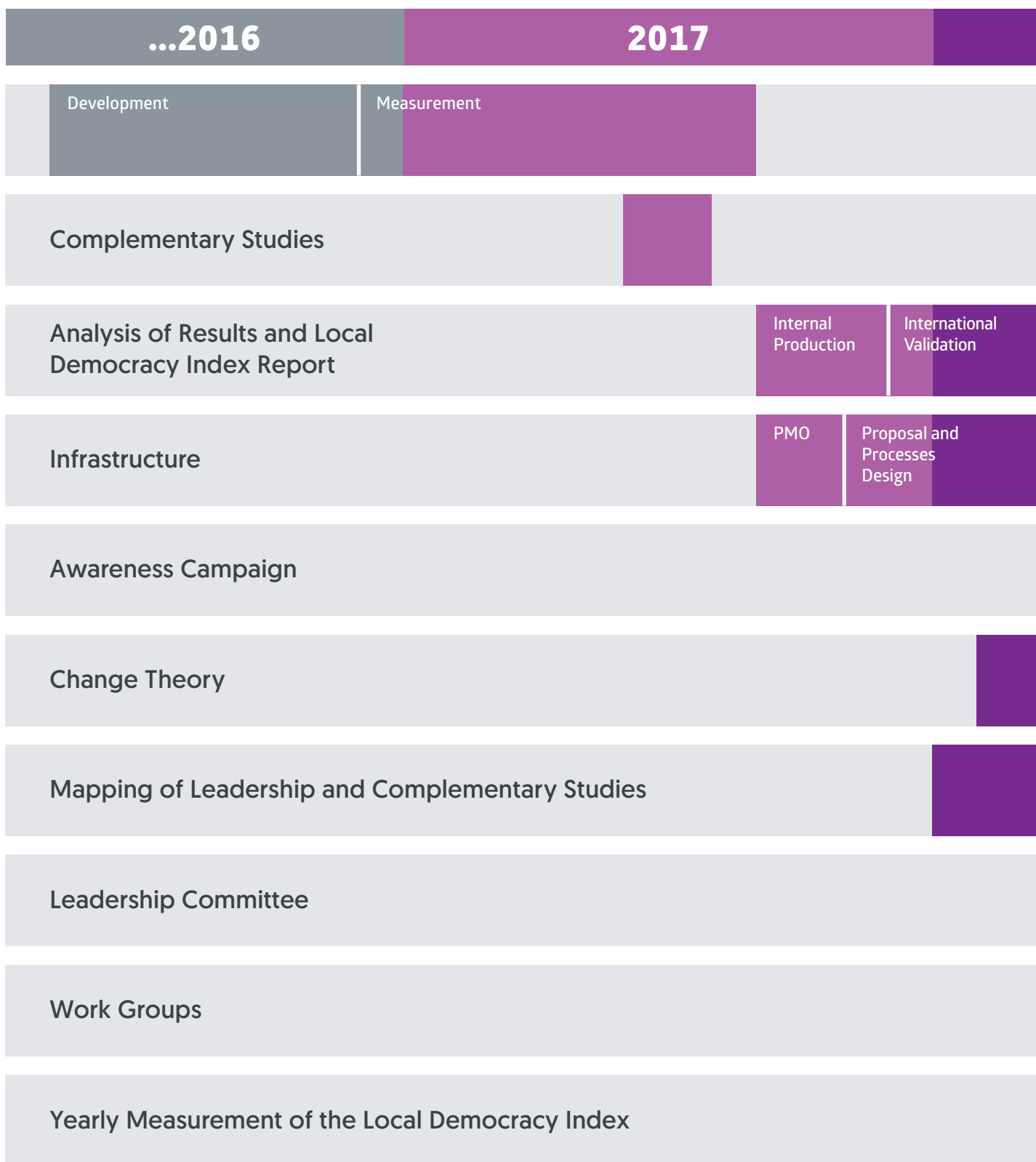
Shared Assessment - Gathering data and measuring results among everyone involved, creating responsibilities.

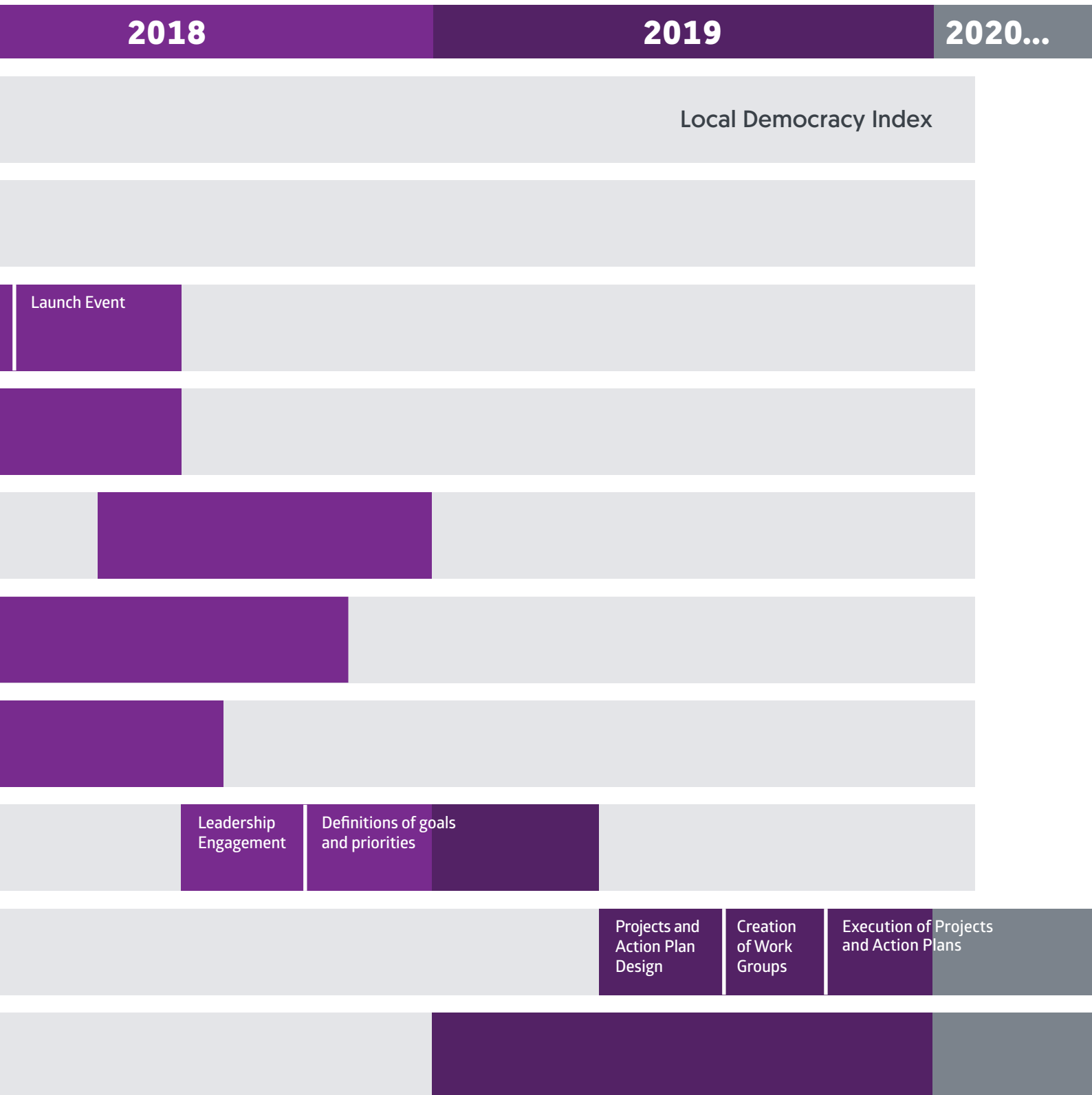
Complementary Activities - Specialized but coordinated actions to reinforce one another > alignment.

Continuous Communication - Open communication that is consistent among everyone involved, creating trust, aligning goals, and enhancing motivation.

Backbone Organization - A designated team and specific skills are necessary to support the whole program and to manage all participants.

ACTION PLAN TIMELINE





HIGHLIGHTS OF 2017

2017 was a decisive year for the theory and practice of Collective Impact.

Its main consequence was the **kickstarting of the infrastructural design** of the collaboration we plan on proposing to leadership partners this year. The infrastructure consists in the processes needed to ensure an efficient collaboration between agents from various sectors around a common vision for the democratic culture of Curitiba. During the course of 2018, with the support of contacts and debates with partners from around the world, we plan to design a proposal for this infrastructure in order to facilitate engagement among leaders at the future stages.

We also made important theoretical developments regarding the constitution of and the way of assessing democracy as an institutional regime and as a political culture. This was possible due to the **completion of the Local Democracy Index and its application in Curitiba**, which gave us a detailed view of the city's democracy, illustrating aspects from the workings of the city government to political culture and participation.

Our research focused on these data and on the analysis of prominent current theories about trust, associativism, and civic education. With the support of visiting researchers, we **developed potential intervention strategies for the political culture of Curitiba**, guided by the lessons obtained from analyzing international case studies.

“ The infrastructure consists in the processes needed to ensure an efficient collaboration between agents from various sectors around a common vision for the democratic culture of Curitiba.”



CHALLENGES FOR 2018

In 2018, we will put the project for improving democratic culture in Curitiba into practice.

The project of infrastructure for the collaboration will end in 2018. It will serve as an engagement tool for the *Cidade Modelo* Program. This engagement will show the importance of democratic culture to the leaders involved. It will also show the reasons behind the diagnosis of its deficiencies and the proposals for collaboration to solve this issue.

In parallel, we **will conduct an in-depth diagnosis of democracy in Curitiba**, detailing the profile of themes related to the democratic culture of the city's boroughs where we plan to focus our efforts. We will collect new data through interviews, case studies, focus groups, and collaboration with specialist partners.

By making the most of the direct contact with local contexts in Curitiba, we will **map the initiatives and leaders** that impact the political culture of the city, in order to maintain an overview of prospective collaborations and relevant projects.

Above all, we will build a **leadership committee** in collaboration with key community stakeholders. We will also discuss the **theory of change** developed by our Research Department, which will serve as a basis for the first discussions about what we can do as a

group to strengthen our democratic culture. In summary, this is our action plan.

Over the year, we will also develop an **awareness campaign** for the people of Curitiba, with the help of regional and national media outlets. The campaign will create a sense of urgency around the issue of democratic culture and inform the community about the *Cidade Modelo* Program. It will be focused on discussing why this theme is important, how deficient that culture currently is, and the need to improve it.

Because the *Cidade Modelo* Program will include a series of activities from various departments of Atuação, it will be our main focus. We will spend 2018 moving the organization in the direction of our vision, with efforts from the whole staff. We will build the foundational cornerstones for the project and the changes we propose to make regarding Brazil and its democratic culture.

COLETÂNEA
DEMOCRACIA

**10 new books
translated
into Brazilian
Portuguese**

1st *Coletânea* - 6 books
2nd *Coletânea* - 4 books

**8 authors from
4 different
countries**

1st *Coletânea* - USA and Sweden
2nd *Coletânea* - Germany, USA,
and Italy

COLETÂNEA DA DEMOCRACIA

Democracy cannot be built without books. Focused on our purpose of improving Brazilian political culture, Instituto Atuação decided to provide the public with some essential texts that were still absent from our debate by professionally translating and publishing them in Brazilian Portuguese.

The *Coletânea da Democracia*, whose second version was published in 2017 with new volumes, was created to fill a gap relating to concepts and language in the debate around democracy in Brazil. The lack of literature hinders a fruitful discussion of the theme and inhibits action plan proposals capable of having real impact.

BOOKS FROM THE 2ND COLETÂNEA DA DEMOCRACIA

The 2nd *Coletânea da Democracia* was released in May 2017, with the following books:



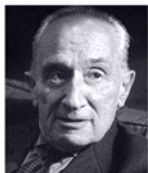
Larry Diamond,
In Search of Democracy

This new book assesses global perspectives of democracy, stressing the connection between quality of institutions, effectiveness of governance, and democratic stability. By gathering the rich thoughts of Larry Diamond and some of his collaborators, the book offers an important diagnosis of democratic systems, understanding the causes behind their recession and offering alternatives to avoid it.



Gene Sharp & Bruce Jenkins,
The Anti-Coup

Coups d'état are one of the main tools used to establish dictatorships. Based on this premise, the book presents actions that citizens, civil society, and governments can take to prevent attempts to usurp power. "The Anti-Coup" is a work filled with detailed examples of the necessary conditions for a coup to fail or succeed, and includes investigations into what kinds of support should be denied and how to plan an efficient "nonviolent" resistance.



Giovanni Sartori,
Democrazia: cosa è?

Democracy is one of the few values all Western countries seem to be willing to defend. However, when performed without the necessary criticism, this support can lead to controversial consequences and simplistic discourse. Giovanni Sartori tackles complex themes with a strong logical rigor, seeking to discuss the issue and bringing clarity to a debate that is usually polluted with relativism.



Ernst-Wolfgang Böckenförde,
Staat, Verfassung, Demokratie

The first complete work available in Portuguese by the German jurist Ernst W. Böckenförde offers a collection of articles in which notions such as "Rule of law," "Democracy," "Popular sovereignty," "People," and "Constitutional change" are gradually criticized and rebuilt by the author in a complex and extremely rich process.

FREE DISTRIBUTION OF THE 2ND COLETÂNEA DA DEMOCRACIA

The 2nd *Coletânea da Democracia* project was funded by the Cultural Incentives Law (Rouanet Law), allowing 300 copies to be distributed to the public for free. In order to reach our goal of creating and sharing political knowledge, we chose to distribute these collections to interested institutions, NGOs, public schools, and universities. At the moment of delivery, our presence was essential to present the works included in the project.



Jamil Assis and Erika Isfer at Escola Ecológica



Erika Isfer, Alessandra Schmidt, Jamil Assis and Larry Diamond with the children of Instituto Proa



Coletâneas available at Faróis do Saber



Coletâneas available at FAS

Some of the institutions that were benefited include *Instituto Proa*, *Escola Ecológica*, and *Associação Gente de Bem*, as well as universities such as the University of Brasília, and the Federal Universities of Santa Catarina, Paraná, Bahia, Amazonas, and Rio Grande do Sul. The 2nd *Coletânea da Democracia* can also be found in the *Farol do Saber* public libraries across Curitiba.



Rebeca Isfer at Casa de Apoio Abibe Isfer

COLETÂNEAS DA DEMOCRACIA IN NUMBERS

5,000 *Coletâneas da Democracia* produced in total, comprising 2,000 copies of the 1st *Coletânea* and 3,000 of the 2nd *Coletânea*.

2,467

Coletâneas

distributed



1st *Coletânea da Democracia* - 2,000
2nd *Coletânea da Democracia* - 467

Coletâneas distributed in 8 countries

1st *Coletânea* - 5 countries
2nd *Coletânea* - 7 countries



Brazil



USA



UK



Portugal



Sweden



Germany



Angola



Italy

● Countries that received the 1st and 2nd *Coletâneas da Democracia*

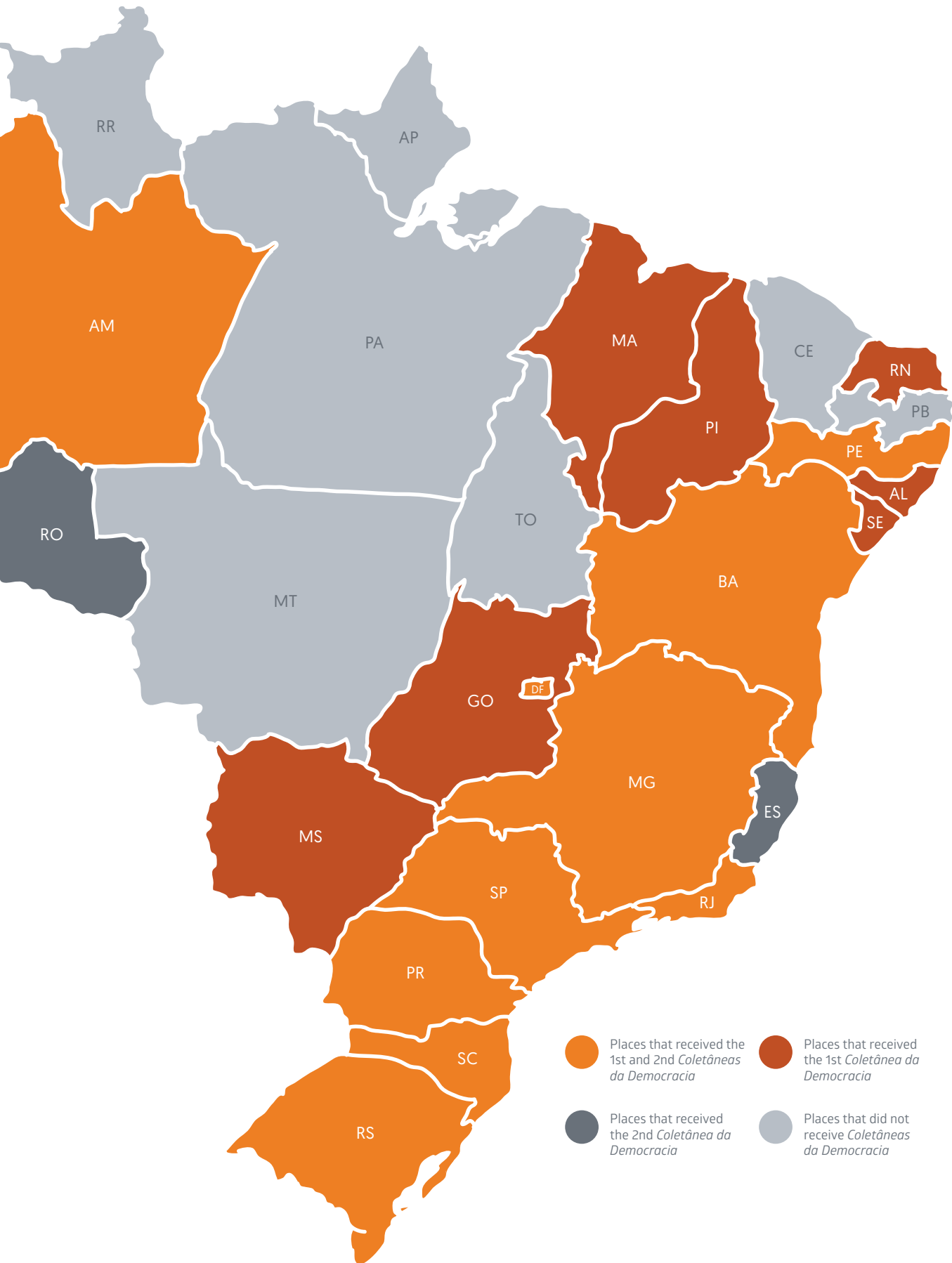
● Countries that received the 1st *Coletânea da Democracia*

● Countries that received the 2nd *Coletânea da Democracia*

Coletâneas distributed in 18 Brazilian states and Federal District

1st *Coletânea* - 16 states and Federal District
2nd *Coletânea* - 11 states and Federal District

\$ 300 copies of the 2nd *Coletânea da Democracia*
sold in 2017



HIGHLIGHTS OF 2017



Larry Diamond at the launch event in Curitiba



Larry Diamond and Jamil Assis at the launch event in São Paulo

“ We were able to simultaneously contemplate the needs of understanding and acting in favor of democracy.”

The 2nd *Coletânea da Democracia* reconciled heavily theoretical works, which introduced and explored essential concepts about the theme with other works guided by a practical approach. We were able to simultaneously contemplate the needs of understanding and acting in favor of democracy.

Public receptivity was one of the strongest points. We released the *Coletânea* in schools and higher education institutions, and received excellent feedback from the public. We were also able to discuss various ideological aspects, maintaining our nonpartisan position.

We held launch events in Curitiba and São Paulo, with the invaluable presence of Professor Larry Diamond, from Stanford. The events included high-level debates at the University of São Paulo, Fundação Fernando Henrique Cardoso, and FecomercioSP.

The launch event and the visit by Professor Diamond are still generating significant media coverage. Major media outlets such as *Gazeta do Povo*, *Folha de S. Paulo*, and BBC Brazil covered the events and interviewed the author.

The 2nd *Coletânea* was the **first commercial product of Instituto Atuação**. We have thus proved the market value of the *Coletânea* while also creating a new source of income for the institute, strengthening our financial situation.

The *Coletâneas* have been and will continue to be an impactful product in the Brazilian market. The books have already been cited in a number of articles, dissertations, and theses. Their influence in the national debate can already be felt and will continue to increase over time.

CHALLENGES FOR 2018

We propose three primary goals for 2018.

First, **ensuring the delivery of the 2nd *Coletânea da Democracia* to scholars, opinion makers, and others.** This will allow us to have an even greater impact on the debate around democracy.

We will also **continue to sell the *Coletânea***, further establishing it as a source of income for Instituto Atuação.

Finally, we see an opportunity in the Brazilian market. **We will seek to structure our publishing branch**, an initiative that is fully dedicated to providing and sharing works on democracy and political culture in Brazil.

THE YEAR AHEAD

2018 will be a key year for Instituto Atuação.

For the next cycle, we plan to execute projects and programs that will give our proposals more visibility and test important lines of action that compose our study object.

We expect to further develop our short and medium term strategies with a clearer design of our **theory of change for Curitiba's democracy** and a clearer understanding of how our current efforts are connected to a long term, nationwide transformation. With regard to our institution, we will focus on developing the HR, Strategy, Marketing, and Fundraising Departments.

We hope to further develop our **valuable network of partners**, paying special attention to the city of Curitiba and our national and international supporters. Our contact with great allies allows us to propose innovative projects and their support ensures the global relevance of our actions.

Advancing the *Cidade Modelo* Program is our main goal for 2018. We will focus our internal efforts on this objective and will continue to rely on our national and international partners. We will start to implement the Collective Impact methodology, deepening the diagnosis of Curitiba and understanding more systematically the sociological variables related to democratic culture.

To start coordinating leaders from multiple sectors within the infrastructure of the *Cidade Modelo* Program is one of the most

“ Our goal for 2018 is to build the foundations for an unprecedented collective project to transform the political culture of Curitiba.”

complex challenges we will face. Our goal for 2018 is to build the foundations for an unprecedented collective project to transform the political culture of Curitiba. We rely on the support of each of our partners to make this dream feasible.

We march ahead in 2018, confident in the potential our work holds for Brazil and its democracy.

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