

# Annual Report Instituto Atuação

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CAROLINE B. KRONLEY, PRESIDENT AT TINKER FOUNDATION

**Instituto Atuação has set out to build a more vibrant local democracy, by combining rigorous analysis with innovative approaches to community engagement. We believe that what they learn in Curitiba, in partnership with a diverse set of collaborators, will ultimately translate into important insights and tools for Brazil and beyond. At a time when citizens across the hemisphere are calling for more responsive, accountable government at all levels, the Tinker Foundation is proud to support Atuação’s critical work”.**

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### **LETTER FROM THE FOUNDERS**

We cannot blame the State for democratic erosions without first examining our society, our social interactions, and our cultural dynamics. For this reason, Instituto Atuação directs its strategy and its actions at improving democratic culture. If society is the space from which the fundamentals of our politics emerge, then society is where we must begin in order to seek structural transformation.

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### **WHY DEMOCRATIC CULTURE?**

It has never been so important to unite culture and democracy in the same expression. Democratic culture is crucial to meeting the challenges societies face in the 21st century. Democratic culture, as the orientations that structure people's ways of feeling, thinking, and acting in truly democratic societies, is the antidote to authoritarianism.

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### **INSTITUTO ATUAÇÃO**

We are a nonprofit and nonpartisan institution, which allows us to articulate the efforts of the most varied actors in our society. Our work is guided by the following set of values: long-term commitment; nonpartisanship; transparency; excellence; and focus on the human being.

**18**

### **OUR WORK**

The work we do is based on the local level. This allows us to find globally replicable solutions for strengthening democratic culture, regardless of context. Hence, our work is composed of four main categories, which complement each other: Diagnosis, Research, Implementation and Awareness.

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## **MEDIA IMPACT**

Although the primary institutional focus of 2018 was not garnering media attention, Instituto Atuação received much exposure. Throughout the year, we had more than 35 articles and interviews on the Local Democracy Index in print, online, television and radio networks. Our work reverberated in channels such as Gazeta do Povo, RPC, CBN, BandNews, O Estado de S. Paulo, Programa Terceira Via, Red Innovacion, among others.

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## **ACCOUNTABILITY 2018**

The support and trust of our donors, who include important Brazilian entrepreneurs, foundations, national businesses and multinational companies, are further proof that we have people and institutions who are committed to the country and to our long-term dream by our side.

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## **A NEW CYCLE IN 2019**

The year 2018 concluded by preparing us for a new challenging cycle that will surely be permeated by hard work. However, nothing stimulates us as much as championing democratic culture. For this reason, the next cycle, which begins in 2019 and ends in 2022, will present major challenges for our organization. Starting in 2019, we will begin to transform our city, our state, and our country.

## LETTER FROM THE FOUNDERS

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To those who work within Brazilian society, 2018 was an atypical year.

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**IT IS COMMON FOR** presidential elections to be marked by accentuated political agitation, given the importance they have within democratic societies. However, last year brought new elements of analysis for those who study behavior in communities. In 33 years of redemocratization, there has never been such turmoil within the population.

The 2018 election cycle said more about the Brazilian population than it did about the candidates themselves. Members of society were the ones who broke family ties, who showed themselves as intolerant, who reproduced violence. Society initiated a political fight that failed to respect a norm of peaceful coexistence.

The upheaval of 2018 reinforces the idea that politics in Brazil is a product of Brazilian democratic culture. We cannot blame the State for democratic erosions without first examining our society, our social interactions, and our cultural dynamics.

For this reason, Instituto Atuação directs its strategy and its actions at improving democratic culture. If society is the space from which the fundamentals of our politics emerge, then

society is where we must begin in order to seek structural transformation.

The past year was crucial for such a purpose. We launched our report of the first trial of the Local Democracy Index, in Curitiba. This report was the culmination of 900 surveys in the public and in-depth interviews with local experts. In addition to illustrating the existing deficit in democratic culture in our society on a numeric scale, the Local Democracy Index brought our attention to a disdain for democracy exhibited by a significant portion of respondents through indicators such as low levels of interpersonal and institutional trust, little disposition for associativism, and a general lack of knowledge concerning citizens' rights and duties.

Moreover, 2018 was the year to channel the Index's definition of a democratic society into a Theory of Change. Only a systemic approach makes it possible to understand the key forces needed for societal development. Values such as focus on the human being, freedom, solidarity, and honesty translate themselves into the political language of tolerance, civic engagement, appreciation for community and social capital.

Instituto Atuação's cycle of introspection, of planning and of theoretical consolidation ends with 2018. Metaphorically, the roots of our "Chinese Bamboo Tree" have finally fixed themselves in the soil, with the consistent establishment of our vision and values, with the launch of the innovative tool which is the Local Democracy Index, and with the development of a scientific systematization of democratic culture. In 2019, the metaphor of the "Chinese Bamboo Tree" will continue in the appearance of the stem on the ground: a stem which will bring the practical implementation of *Cidade Modelo*, the program for the transformation of the political life of our city, our state and our country.

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Instituto Atuação's cycle of introspection, of planning and of theoretical consolidation ends with 2018”.

After proudly reflecting on the year past, we are excited for the year to come. We wish you a pleasant reading of our annual report.



**PEDRO VEIGA**  
CO-FOUNDER  
AND CEO



**HENRIQUE ZÉTOLA**  
CO-FOUNDER,  
MANAGING  
DIRECTOR AND  
HEAD OF HR



## WHY DEMOCRATIC CULTURE?

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To speak of democratic culture, today, is a great challenge for two reasons:

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**FIRST, CULTURE** is a concept which, having a multitude of meanings, has been emptied of substance. Culture can refer to the cultivation of the land, can be associated with the idea of civilization, can be considered as a criterion of social distinction, can indicate a penchant for artistic activities. "Culture" has had varying semantic uses throughout history as different intellectual traditions borrowed the term for their own purposes. In political discourse, one sees a plethora of applications of the term dividing scholars and inhibiting an exploration of the subject. However, this phenomenon does not eliminate the possibility of finding a unifying definition that precedes the different existing conceptions of culture. We at Atuação have come to see culture as the orientations that structure<sup>1</sup> people's ways of feeling, thinking and acting<sup>2</sup> in society. Culture is the responsible entity for the good functioning, cohesion, order in social life<sup>3</sup>, and shared sense of interaction among individuals<sup>4</sup>.

**THE SECOND CHALLENGE** in speaking of democratic culture concerns its inextricability with democracy, a concept that once held a more prominent position in global politics. As democracy is the regime-type most conducive to the sustainable development of society, respect for human dignity, and guarantee of civil liberties, the recent weakening of democratic regimes in the world is concerning: more than 27 democracies have collapsed since the 2000s<sup>5</sup>. Recent examples include Venezuela, Turkey and Thailand, and this scenario gets even more worrisome when data suggests that in recent years the number of countries whose citizens have had many of their political and civil rights taken away has surpassed the number of countries that have made progress in their liberties. Countries that once had a strong and consolidated democracy, such as the United States, Japan, Austria, France and the Netherlands, show signs of weakening.

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1. Coppedge. *Democratization and Research Methods*, 2012.

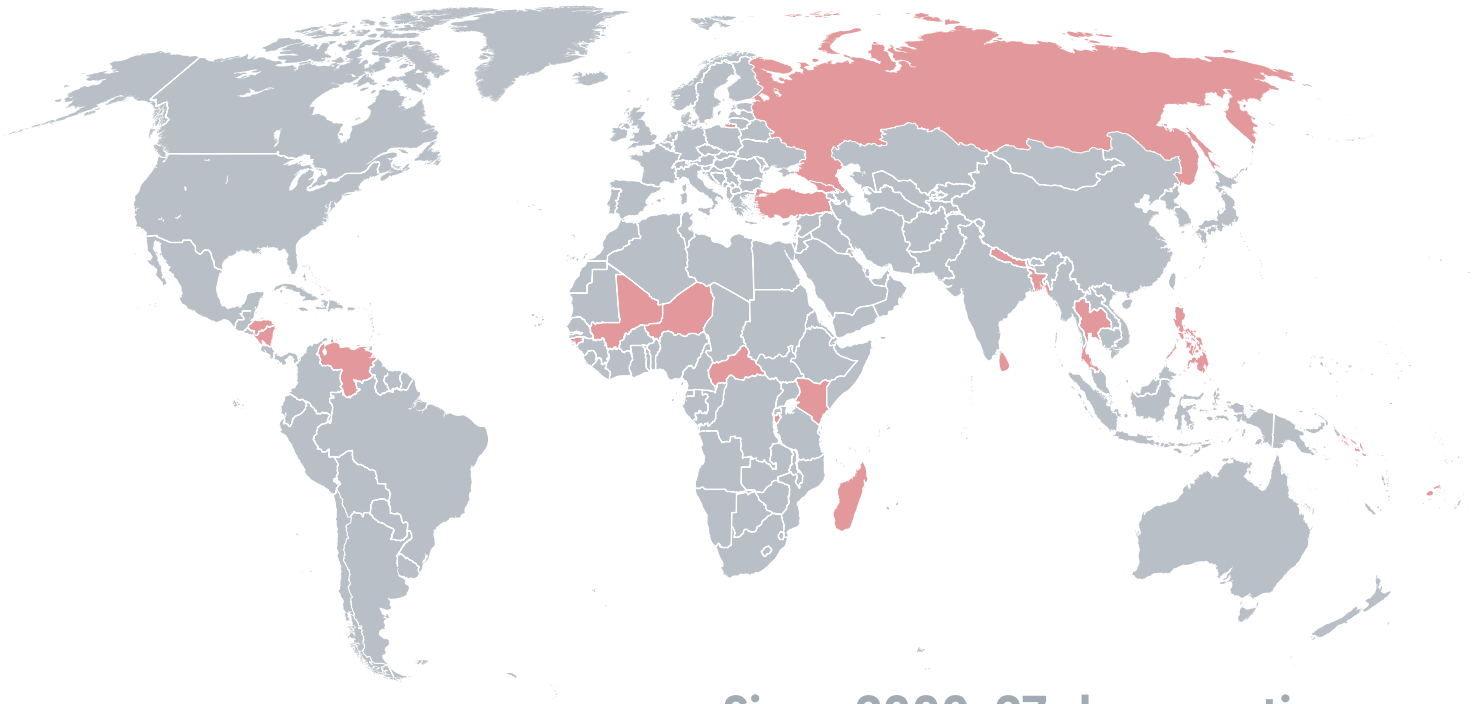
2. Rocher. *Introduction à la Sociologie Générale*, 1992.

3. Durkheim. *De la division du travail social*, 1893.

4. Weber. *Die 'Objektivität' sozialwissenschaftlicher und sozialpolitischer Erkenntnis*, 1904.

5. Diamond. *In Search of Democracy*, 2015.





## Since 2000, 27 democratic governments **have collapsed**

Contrary to what is commonly imagined, most democratic collapses had their roots in abuses of power and disrespect for constitutional rules on the part of a democratically-elected regime, rather than in military coups. In other words, democracies die because societies themselves endorse the decline of democratic governance<sup>6</sup>.

That is why it has never been so important to unite culture and democracy in the same expression. Democratic culture is crucial to meeting the challenges societies face in the 21st century. Democratic culture, as the orientations that structure people's ways of feeling, thinking, and acting in truly democratic societies, is the antidote to authoritarianism. Democratic culture is an effective remedy for the collapse of democracy, as culturally democratic individuals do not endorse corruption, do not accept the vi-

olation of the rule of law, and do not tolerate social injustice.

This worldview of politics means understanding that the rule of law, proper functioning of the government, electoral process, and civil rights are ultimately guaranteed only when demanded by society itself. The responsibility of maintaining democracy rests on individuals, on citizens. For this, democratic culture is needed. It is necessary for people to be genuinely guided by the democratic principles of focus on the human being, freedom, solidarity, orientation towards the common good, and acknowledgment of individual responsibility. It is in the absence of these guidelines that society is led by political intolerance, polarization, and hatred, as observed in the 2018 elections of a number of countries, including our own.

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6. Levitsky, Ziblatt. *How Democracies Die*, 2018.

2018 The Economist Intelligence Unit Democracy Index	Electoral Process & Pluralism	Functioning of Government	Political Participation	Political Culture	Civil Liberties	Score
Full Democracies						
<b>01 NORWAY</b>	<b>10.00</b>	<b>9.64</b>	<b>10.00</b>	<b>10.00</b>	<b>9.71</b>	<b>9.87</b>
<b>14 UNITED KINGDOM</b>	<b>9.58</b>	<b>7.50</b>	<b>8.33</b>	<b>8.13</b>	<b>9.12</b>	<b>8.53</b>
Flawed Democracies						
<b>50 BRAZIL</b>	<b>9.58</b>	<b>5.36</b>	<b>6.67</b>	<b>5.00</b>	<b>8.24</b>	<b>6.97</b>
Hybrid Regimes						
<b>114 IRAQ</b>	<b>4.75</b>	<b>0.07</b>	<b>6.67</b>	<b>5.00</b>	<b>3.82</b>	<b>4.06</b>
Authoritarian Regimes						
<b>162 TURKMENISTAN</b>	<b>0.00</b>	<b>0.79</b>	<b>2.22</b>	<b>5.00</b>	<b>0.59</b>	<b>1.72</b>

That said, the mere act of speaking of democratic culture in our country means advocating for its development. It is precisely because of the lack of democratic culture that, according to The Economist Intelligence Unit's Democracy Index<sup>7</sup>, Brazil still qualifies as a flawed, and not a full, democracy.

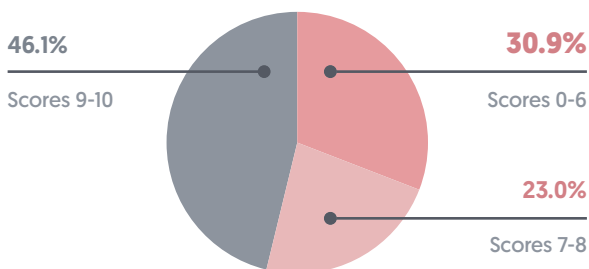
In the city of Curitiba, the implementation in 2017 of Instituto Atuação's Local Democracy

Index corroborates this perspective about our insufficiency of democratic culture.

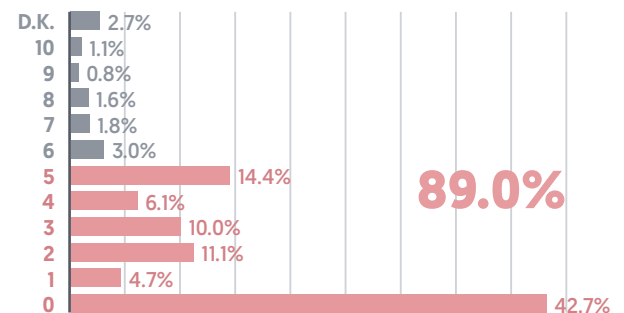


Check the results of the execution of Instituto Atuação's **Local Democracy Index**, in the city of Curitiba, in 2018.

### Perception of the importance to live in a democracy

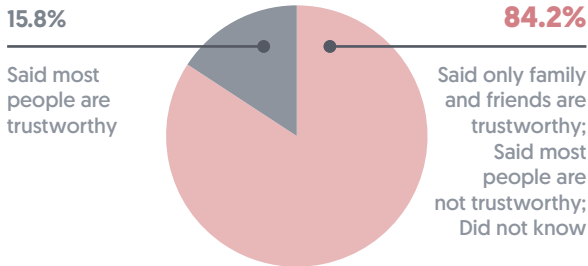


### Trust in political parties



7. The Economist Intelligence Unit. Democracy Index, 2018.

### Level of interpersonal trust



How can we ensure the proper functioning of politics if our society does not deliver the values and knowledge needed to sustain a democratic regime? How can there be public reason, without political knowledge? How can one strengthen society, without a disposition for association? How can a government deliver power to the people without interpersonal trust? And can society invest in democracy, without existing general appreciation for it?

These questions suggest, once again, the need to focus on citizens. They should be the priority when working to improve democratic culture as the solution to political challenges. This is why Instituto Atuação exists: to develop the cultural prerequisites to a just, honest, and unified society, a place where all citizens can flourish. This requires strengthening grassroots actors, enhancing civil society, and empowering citizens.

Instituto Atuação recognizes that there is no easy way to remedy the complex problems facing our democracy. One cannot develop society from the outside; it is necessary to improve it from within. We need citizens who see their own capacity to herald transformation, apply democratic values at home, and believe in democracy as the ethos of human relations at

### Perception about respect for the law “Most people respect the law...”

Never	12.4%	90.2%
Rarely	43.2%	
Sometimes	34.6%	9.0%
Frequently	7.7%	
Always	1.3%	
Do not know	0.8%	

the community. We need this for democracy to flourish and for society to develop. We need citizens with democratic culture.

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This is why Instituto Atuação exists: to develop the cultural prerequisites to a just, honest, and unified society, a place where all citizens can flourish”.

## INSTITUTO ATUAÇÃO

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The challenge of democratic culture cannot be overcome merely through short-term actions. In order to transform our political reality, we must have structural impact on society through our citizens.

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**FOR THIS REASON**, we are a nonprofit and non-partisan institution, which allows us to articulate the efforts of the most varied actors in our society. Our work is **guided by the following set of values**:

- Long-term commitment;
- Nonpartisanship;
- Transparency;
- Excellence; and
- Focus on the human being.

### COMMITTEES

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Our Fiscal and Research committees are indispensable to the work we have done over the years. Our counselors' shared experience is invaluable to the growth of our Institute and the consolidation of our activities.

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#### Fiscal Committee



GUILHERME  
VENTURA



MARCOS  
MORO  
ZÉTOLA



PAULO CUNHA  
PEREIRA DA  
VEIGA

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## Research Committee



**BERNARDO BRANDÃO:** master and PhD in Philosophy, *Universidade Federal de Minas Gerais*. Author of many articles in the field, as well as of the book *Rua Musas* (2013). Former Professor of Philosophy at *Pontifícia Universidade Católica de Minas Gerais* and of Classical Languages at *Universidade Federal de Ouro Preto*. Currently, he is the Professor of Ancient Greek Literature and Language at *Universidade Federal do Paraná*.



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



**MICHAEL COPPEDGE:** professor of Political Science at the University of Notre Dame 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 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.



**NARA PAVÃO:** visiting researcher at the department of Political Science at *Universidade Federal de Pernambuco*, is a PhD in Comparative Politics, University of Notre Dame, and a Postdoctoral researcher at Vanderbilt University. 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 at the Global Business Initiative on Human Rights as a consultant for a series of organizations, multilateral initiatives, and private companies.

## PARTNERS

We also have an extensive network of national and international contacts and partners. They keep us at the vanguard of social innovation and political thinking in Brazil and in the world. They are also valuable ambassadors for our ideas and projects.

In 2018, we continued to expand our network of contacts abroad, interacting with new research-

ers and organizations in our field of study. At the beginning of the year, we traveled through 4 countries, where we held meetings with 28 different institutions.

Through our international experience, we have been able to confirm that interpersonal and institutional trust are subjects of great concern worldwide, motivating projects by various part-



## 28 meetings

Stanford University | Municipality of San Francisco | The Catholic University of America | National Democratic Institute | Sunlight Foundation | Democracy Fund | Inter-American Foundation | Heritage Foundation | U.S. Agency for International Development | Journal of Democracy | National Endowment for Democracy | The GovLab | New York University | Reboot | Freedom House | Civic Hall | The Omidyar Group | Fabian Society | ResPublica | Westminster Foundation for Democracy | London School of Economics | Blue Labour | King Baudouin Foundation | European Foundation Centre | Hanns Seidel Foundation | Swedish International Liberal Centre | International IDEA

## 4 countries (7 cities)

**United States** - San Francisco / Palo Alto / Washington, DC / New York | **United Kingdom** - London | **Belgium** - Brussels | **Sweden** - Stockholm

### The three main objectives of the trip were:

- to get an overview of global trends in democratic culture, so we can deepen and expand our work;
- to seek partners for *Cidade Modelo*, making it increasingly relevant as a laboratory for global solutions; and
- to raise funds for our institution, research, and projects.

ners such as professors Francis Fukuyama and Larry Diamond (Stanford University), the National Democratic Institute, the Democracy Fund, Freedom House and International IDEA.

In addition, issues such as subsidiarity, trust, focus at the local level, and democratic culture were widely discussed during the trip with our partners, reaffirming that our research and long-

term goals are aligned with the global vision of confronting the main challenges democracy faces.

Finally, the trip opened doors for potential *Cidade Modelo* partners, affirmed the replicability of the Local Democracy Index, and suggested essential funding opportunities. Partners and new contacts were willing to collaborate with us on projects and on fundraising.



*Prof. Francis Fukuyama - Stanford*



*Prof. Larry Diamond - Stanford*



*Donata Secondo - Democracy Fund*



*Freedom House*



*International IDEA*



*Noel Isama - Sunlight Foundation*



*Maurice Glasman - Blue Labour*



*Beth Noveck - New York University*

## OUR TEAM

We have a competent, committed, and interdisciplinary team. Our management style follows the principle of focus on the human being and, therefore, we make huge efforts for the development of each collaborator, offering individual and collective opportunities for improvement.



**PEDRO VEIGA**  
CO-FOUNDER  
AND CEO



**HENRIQUE ZÉTOLA**  
CO-FOUNDER,  
MANAGING  
DIRECTOR AND  
HEAD OF HR



**JOÃO ZENI**  
MARKETING AND  
FUNDRAISING  
DIRECTOR



**JAMIL ASSIS**  
IMPLEMENTATION  
MANAGER



**RODRIGO MERLIN**  
PROJECT AND  
FINANCIAL  
MANAGER



**HENRIQUE RASKIN**  
RESEARCH  
MANAGER



**THAÍSE KEMER**  
PROJECT  
CONSULTANT



**RODRIGO BLEY**  
RESEARCHER



**RAFAEL BORBA**  
DESIGNER



**LETÍCIA MORGADO**  
MARKETING AND  
FUNDRAISING  
ANALYST



**LUCAS PETRELLI**  
FUNDRAISING  
AND  
PARTNERSHIPS



**GUILHERME DOCKHORN**  
FINANCIAL AND  
HR ANALYST



**DRIELY OLIVEIRA**  
EXECUTIVE  
SECRETARY



**VANILDA RIBEIRO MAIA**  
GENERAL  
SERVICES





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## Visiting Researchers

Once again, Instituto Atuação welcomed three visiting researchers between the months of May and August. These individuals worked in the Research and the Implementation Departments.



**DELICIO MANUEL:** attending Global and International Studies at Carleton University. Delcio developed research related to Psychology, Totemism and Social Belonging.



**ELENA CRESPO:** attending Political Science at Stanford University. Elena provided assistance in research on Psychology, Totemism and Social Belonging, a study which complemented our Theory of Change.



**NATASHA ALVAREZ:** attending Government and Legal Studies, at Bowdoin College. 2018 was Natasha's third consecutive year at Instituto Atuação. In July and August, she assisted in mapping the main social actors in Curitiba, an essential contribution for *Cidade Modelo*.

# OUR WORK

The work we do is based on the local level, where the most important interactions happen and where democratic culture is lived.

**THE LOCAL LEVEL**, is universal: every country has cities, neighborhoods, and streets. For this reason, looking at the local level allows us to **find globally replicable solutions for strengthening democratic culture**, regardless of context.

Our work is composed of four main categories, which complement each other: **Diagnosis, Research, Implementation and Awareness**.



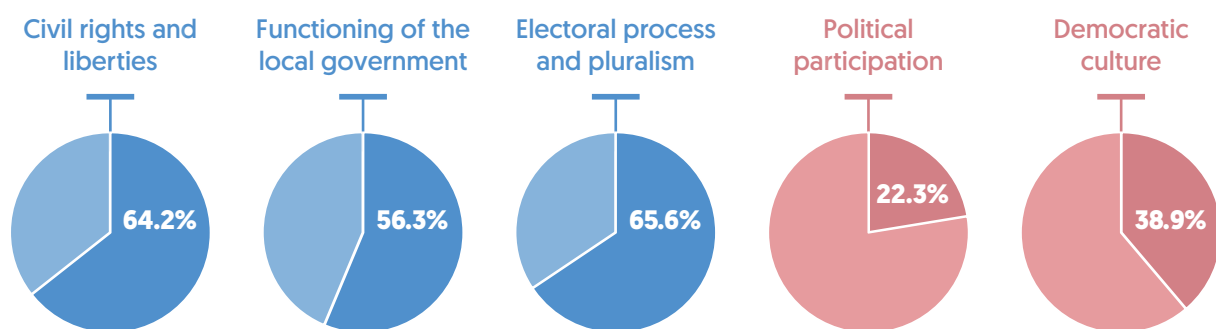
## DIAGNOSIS

The first step in transforming reality is to diagnose the situation. The beginning of our operation, therefore, is the measurement of the quality of democracy at the local level through the **Local Democracy Index**.

The Local Democracy Index is a novel tool, developed from a joint effort of Instituto Atuação, its Research Committee, and major global experts on the subject, from institutes such as The Economist Intelligence Unit, Freedom House and Latinobarómetro.

The tool assesses local democracy in five categories: (1) civil rights and liberties; (2) functioning of the local government; (3) electoral process and pluralism; (4) political participation; and (5) democratic culture.

In 2018, we published the report about the 2017 execution of the Local Democracy Index in Curitiba. To evaluate democracy, 900 members of the population were surveyed, in-depth interviews were conducted with experts on the subject, and the evaluations of secondary data



were completed. The final score reached by Curitiba was 49.5%.

The Index showed that Curitiba is challenged by a lack of political participation and democratic culture. When the foundations of democratic culture are insufficient, there are no guarantees for the sustainability of institutions, liberties and democratic rights over the long term, which is why Instituto Atuação's mission to address the root of the problem - democratic culture - is so important.

**Curitiba's  
final score**

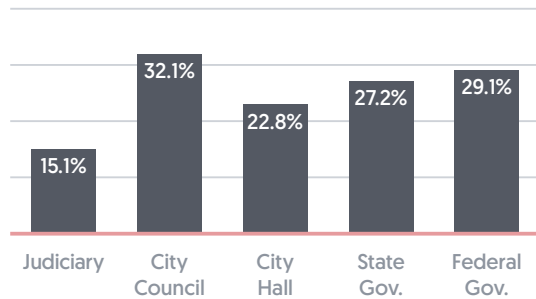
**49.5%**

Collection and analysis of data consisted in **900 members of the population** being surveyed, in **in-depth interviews** being conducted with experts on the subject, and in **evaluations of secondary data**.

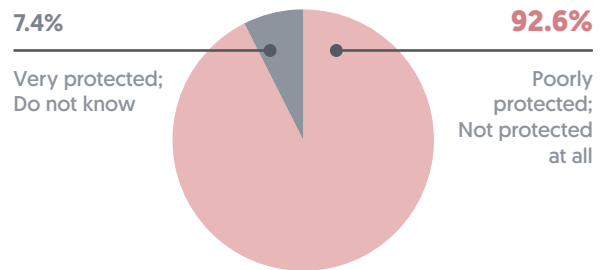
We would like to thank the members of our research committee: **Guilherme Cunha Pereira**, CEO of *Grupo Paranaense de Comunicação*; **Kelly McMann**, Professor at Case Western Reserve University; **Laza Kekić**, former Regional Director for Europe at The Economist Intelligence Unit; **Marta Lagos**, Director at *Latinobarómetro*; **Mélida Jimenez**, former Program Manager at International IDEA; **Michael Coppedge**, Professor at the University of Notre Dame and head of the Varieties of Democracy (V-Dem) project; **Rafael Cortez**, Political Analyst at *Tendências Consultoria Integrada*; and **Sarah Repucci**, Director of Publications at Freedom House. We are very grateful to our partners **David Humphreys** and **Romina Bandura**, from The Economist Intelligence Unit; **Lucas Finoti** and **Flávio Osten**, from the Department of Marketing Strategy at the *Universidade Federal do Paraná (UFPR)*; **Sabrina Campano Cardoso**, Director at *Zoom Agência de Pesquisas*; and **Simara Greco**, **Fernando Lorenz** and **Morlan Guimarães**, from the *Instituto Brasileiro de Qualidade e Produtividade (IBQP)*.

## Main findings of the Local Democracy Index

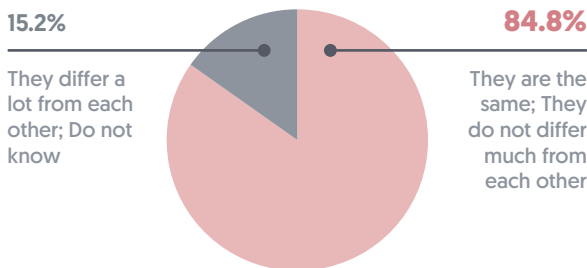
Percentage of respondents giving zero score of trust (by institution)



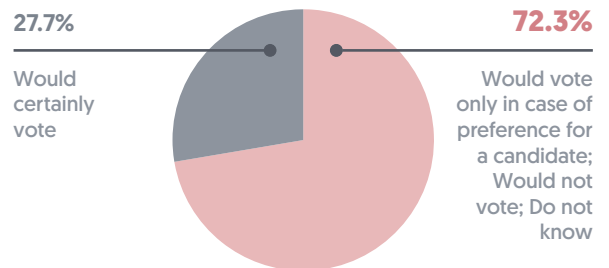
How safe do you feel concerning criminals in your neighborhood?



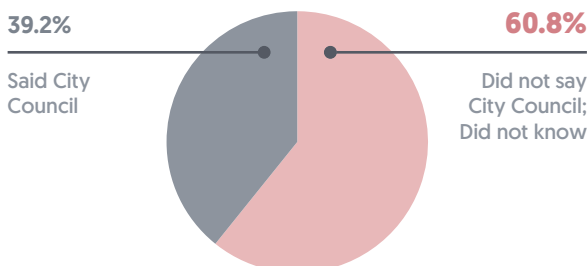
Comparison among candidates and proposals



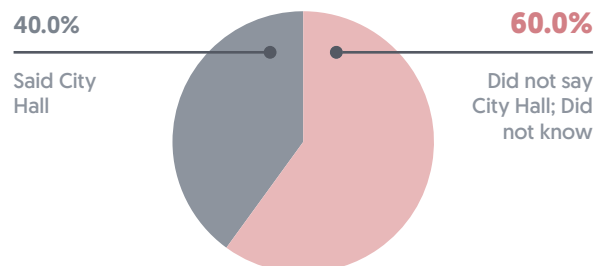
Willingness to vote, should voting be optional



Knowing which is the municipal legislative body



Knowing which is the municipal executive body



Although the diagnosis of democracy in Curitiba was published in 2018, this does not mean that its operation has finished. Our diagnostic effort continues with two lines of work.

On one hand, the Local Democracy Index will continue to be applied in the city of Curitiba to periodically monitor the impacts of our projects on the population. This will enable strategic reviews, evaluation of hypotheses, and synthesis of lessons learned to improve the proposed model.

On the other hand, after launching the Local Democracy Index, we have had interest in the replicability of the tool in other cities. In 2019, we will work toward its improvement, so that our process can be replicated in other cities in Brazil and abroad.

The Local Democracy Index is a very promising tool that can trigger critical discussions and analyses of democracy and democratic culture. We hope that, by 2019, we can begin the first tests of its replication in other cities.



ÍNDICE · DE  
DEMOCRACIA  
LOCAL ·



In 2019, we will work toward its improvement, so that our process can be replicated in other cities in Brazil and abroad”.

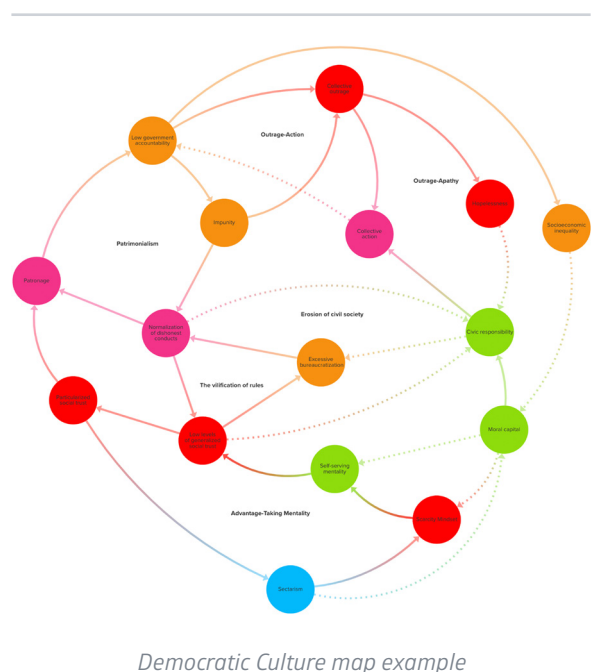
## RESEARCH

Once diagnosis is finished, the second stage of our operation consists on research. The Research Department is, for the most part, responsible for this stage of our operation. Its work consists of: (1) engaging in extensive research in several academic disciplines in order to discover the levers of transformation of democratic culture; (2) maintaining constant communication with key researchers in Brazil and abroad to confirm proposed theories; (3) analyzing case studies of practical actions already validated elsewhere in the world; (4) conducting measurement and analysis of data generated by the practical tests of theories (from projects of our Implementation Department); and (5) reviewing new suggestions for concrete ways to improve society.



Since 2018, we have focused our attention on the creation and constant improvement of a systemic understanding of democratic culture. Through research and the elaboration of hypotheses to be tested empirically, we have discovered ways to make our culture truly democratic.

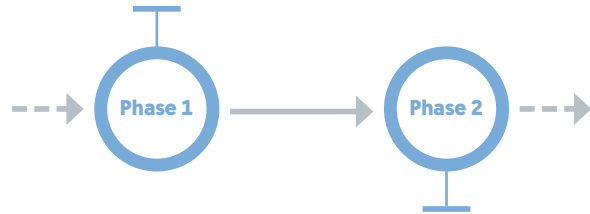
The Theory of Change, the main research undertaking of 2018, was essential to determine what model of democratic culture is desirable and feasible. It also helped elucidate how we can promote democratic culture in our society through practical action. The process was a global enterprise, including great professors and researchers from around the world. The purpose was to consult the varied perspectives of specialists, who offered a global perspective of the components and variables of a democratic culture.



The Theory of Change was divided in two phases: (1) Definition of indispensable values for the actualization of democratic culture; and (2) Initial systemic understanding of how democratic culture operates and what its main influence factors are, with the help of specialists and international researchers.

The construction of the Theory of Change included consultations with more than ten national and international university professors and specialists, in diverse areas of social scientific knowledge. We held meetings with sociologists, anthropologists, political scientists, philosophers, psychologists, lawyers, journalists and education professionals, linked to universities such as Stanford University, Case Western Reserve University, University of Gothenburg, McGill University, *Universidade Federal do Paraná*, *Universidade Tecnológica Federal do Paraná*, *Pontifícia Universidade Católica do Paraná*, *Universidade Federal do Rio Grande do Sul*, *Pontifícia Universidade Católica do Rio Grande do Sul*, *Fundação Getúlio Vargas*, *Universidade Estadual do Rio Grande do Norte*, among others. We also held workshops to discuss politics and culture with research advisers, such as Prof. Bernardo Brandão (*Universidade Federal do Paraná*) and Dr. Guilherme Cunha Pereira, as well as with partners, such as Renan Barbosa, editor of the newspaper *Gazeta do Povo*.

Definition of indispensable values for the actualization of democratic culture.



Initial systemic understanding of how democratic culture operates and what its main influence factors are, with the help of specialists and international researchers.



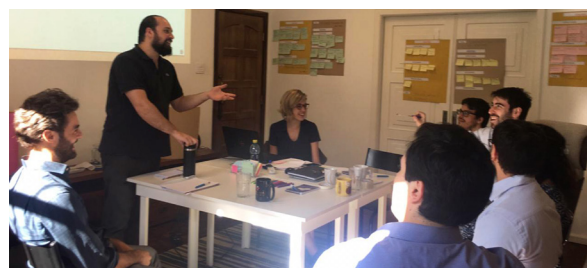
Meeting - Planning of 2019



Workshops - Map of democratic culture



Workshops - Map of democratic culture



Workshops - Map of democratic culture

In 2019, the Research Department will release studies describing the reality of Curitiba and suggestions for the implementation of projects to benefit democratic culture based upon the Theory of Change. The Research Department will continue to be responsible for monitoring and evaluating the results of the implementation, in order to be able to evaluate, improve and, eventually, scale our theory to the national level.

## IMPLEMENTATION

The Implementation Department is responsible for putting theory into practice and generating concrete change. Currently, our main program is **Cidade Modelo**, which aims to make Curitiba a laboratory of innovation to strengthen democratic culture. Using the recognized Collective Impact methodology, developed by FSG Consulting, in 2019, we will work with multisector committees of leaders to work towards a Common Agenda, developing projects that will be implemented in the city to foster democratic culture. In 2018, the Implementation Department worked on two projects: Infrastructure and the planning of *Cidade Modelo* itself.

“The Implementation Department is responsible for putting theory into practice and generating concrete change”.

### Infrastructure

The infrastructure project was a necessary prerequisite for *Cidade Modelo*'s 2019 work because it developed a plan to harness Collective Impact methodology.

Collective Impact is a methodology, created by the renowned Mark Kramer and Michael Porter of FSG Consulting. It arises from the premise that complex and systemic social problems cannot be solved from isolated and punctual actions of a few individuals or sectors. For a project to make a true structural impact, it is necessary for a number of multisector actors (business, government and civil society) to come together under a Common Agenda to solve the problem in question.

The methodology of Collective Impact proved to be the most appropriate to be applied in Brazil, given our desire for structural transformation. The Infrastructure project made Instituto Atuação a pioneer in bringing this methodology to Brazil and developed its role as the support

#### The main premises of the Collective Impact methodology are:

- multisectoral commitment around a transformative, collectively built Common Agenda;
- continuous communication among all involved people, for constant alignment and learning;
- practical actions that are reinforced among actors regarding what is already being done and always seeking synergies among the specialties of those involved;
- establishment of goals and the measurement of results in a collaborative way; and
- importance of an organization that provides support for the working groups, ensuring collaboration of all stakeholders, compliance with the Common Agenda, achievement of established goals, and control of generated results.



organization through the implementation of *Cidade Modelo*. The Infrastructure project also mapped the social actors in Curitiba. In 2018, a total of thirty interviews were conducted with some of the main leaderships in the city, in order to understand their ways of acting and of influencing society. Based upon such mapping, we will start engaging several partners to build the Common Agenda and the strategy of *Cidade Modelo*.



**Isolated Impact**



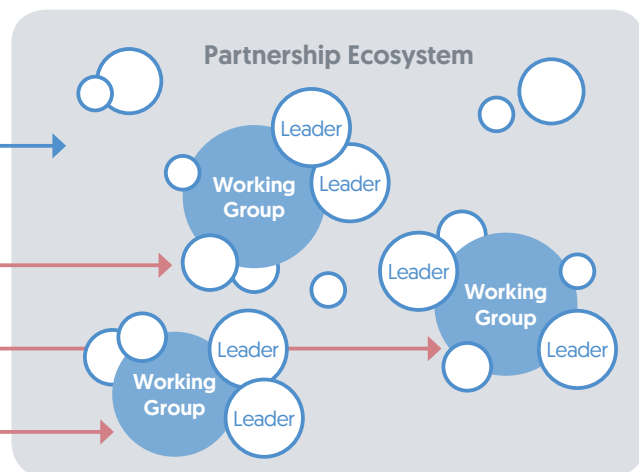
**Collective Impact**

**Structure for Collective Impact**

STRATEGIC DIRECTION AND SUPPORT

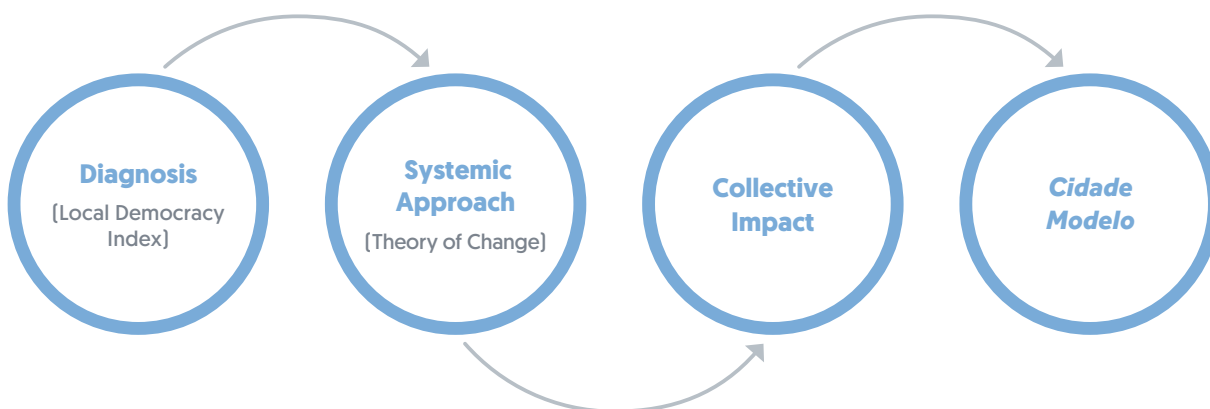


ACTION LEADED BY PARTNERS



### Cidade Modelo

In 2019, Curitiba will become the first Brazilian laboratory of democratic culture. As Instituto Atuação’s main program, *Cidade Modelo* will remain supported by the diagnostic activities of the Local Democracy Index, the systemic approach to the Theory of Change project, and the methodological structure designed by the Infrastructure project.



Fundamentally, *Cidade Modelo* is a program of global interest. Built to serve as a laboratory of democratic culture, the program has attracted the attention of our global partners, academia, and research institutes. This is because causal relations between relevant variables will be found empirically in the local context, and universal conclusions will also be drawn on the themes of democracy and democratic culture. To this purpose, *Cidade Modelo* is structured as follows aside.

The next step of *Cidade Modelo* will include engagement with its first partners. Initially planned for the end of 2018, engagement with partners was postponed to the beginning of 2019 to accommodate further refinement of the Theory of Change. This buffer period allowed us to develop a more comprehensive Theory of Change, which will guide *Cidade Modelo*. With this necessary adjustment in the timeline of the program, *Cidade Modelo* is now ready to officially begin work in the city of Curitiba.

Doubtlessly, the next few years will bring great challenges for *Cidade Modelo*. In 2019, we plan

**The *Cidade Modelo* is structured in the following way:**

1. in-depth evaluation of democratic culture in Curitiba (based on the premises provided by the Theory of Change and by the diagnostic activities);
2. formation of a new legitimate and effective governance mechanism, capable of implementing systemic solutions in the city of Curitiba and based on multisectoral collaboration;
3. implementation of tests from hypotheses, in order to bring systemic improvements; and
4. fine-tuning of solutions for the systemic transformation of democratic culture.

to create a collective endeavor for action in Curitiba. This process will culminate in the launching of the Common Agenda and in the mobilization of thematic working groups, composed of multisector actors designed to propose and implement action plans.

These plans have a double purpose:

1. to develop democratic culture in Curitiba; and
2. to serve as a platform for the testing of hypotheses presented by Instituto Atuação's Research Department.



*Cidade Modelo* positions itself as a strategic initiative. As it promotes tangible improvements in trust, associativism and political knowledge, it will simultaneously provide empirical data that will feed our understanding of how the elements of democratic culture function in practice.



KELLY MCMANN,

PROFESSOR OF POLITICAL SCIENCE AND DIRECTOR OF THE INTERNATIONAL STUDIES PROGRAM AT CASE WESTERN RESERVE UNIVERSITY, USA

I was impressed with the theoretical and practical knowledge of the team at Instituto Atuação. Novel to me was the symbiosis between the research efforts of Instituto Atuação and the democratic development efforts of the business and civic communities in Curitiba. *Cidade Modelo* is a well-executed project that will have a significant impact in Curitiba and beyond”.

## AWARENESS

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Strengthening democratic culture is a mission for all. Thus, it is essential that people understand what democratic culture is to comprehend how they are negatively impacted on a daily basis when democratic culture is weak. For this reason, Atuação also invests in promoting awareness.

“ (...) it is essential that people understand what democratic culture is to comprehend how they are negatively impacted on a daily basis when democratic culture is weak”.

In 2018, we hired a Marketing Director and began to develop an external relations strategy to raise awareness about democratic culture and disseminate our Research Department's ideas among the public and among community leaders.

---

### Launch event of the Local Democracy Index

The Local Democracy Index report was officially launched in 2018 and was presented at an event on June 6 at the Oscar Niemeyer Museum in Curitiba. Investors, government representatives, and members of civil society who attended the event provided very positive feedback.

The evening performance was opened by the speech of Gabriel Raad, General Director of *Laguna Construtora*, who sponsored the event along with Renault Brazil. His speech highlighted the importance of democracy and the role that companies play in its promotion. We also had a presentation given by the political scientist Humberto Dantas, who explored the history of democracy in the 19th, 20th and 21st cen-

turies, followed by the speech of our Research Manager Henrique Raskin communicating the main findings of the Local Democracy Index.

It was a great honor to have our investors and partners join us to celebrate this achievement.



Launch event in Curitiba



Gabriel Raad - Launch event in Curitiba



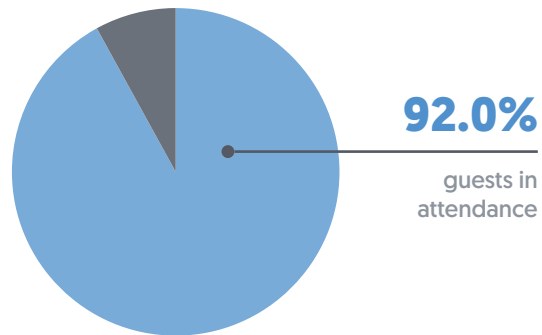
Launch event in Curitiba



Humberto Dantas - Launch event in Curitiba



Henrique Raskin - Launch event in Curitiba



Among them, there were great business people of Curitiba, government representatives, and members of civil society and academia.

**Media coverage by RPCTV, broadcasted at Bom Dia Paraná and Paraná TV 2ª Edição.**



MICHAEL COPPEDGE,  
PROFESSOR OF POLITICAL SCIENCE AT UNIVERSITY OF NOTRE DAME, USA

Having good measures of how well democracy works in a city is fundamentally important for diagnosing where the problems lie and deciding where to focus efforts to promote transparency, encourage participation, ensure accountability, and reduce corruption”.

## Distribution of the 2nd *Coletânea da Democracia*

Another major focus of 2018 was the dissemination of knowledge through the sale and distribution of the 2nd *Coletânea da Democracia*.

In order to fulfill its mission of raising awareness and bringing highly relevant content to political debate in Brazil, Instituto Atuação translated works that are essential to the discourse about democracy into Portuguese.

Following the success of the 1st *Coletânea da Democracia*, the 2nd *Coletânea da Democracia* included issues of great importance to democracy in Brazil.

The 2nd *Coletânea da Democracia* was funded by the Federal Law for Cultural Incentive (Rouanet), allowing 455 free copies to be distributed to the public.

**10 works translated  
into Portuguese for the  
first time**

—  
**1st *Coletânea* / 6 works**

**2nd *Coletânea* / 4 works**

**8 authors of  
4 different nationalities**

—  
**1st *Coletânea* / USA and Sweden**

**2nd *Coletânea* / Germany, USA and Italy**



**O QUE É DEMOCRACIA?  
(DEMOCRAZIA: COSA È)**  
GIOVANNI SARTORI



**PARA ENTENDER A DEMOCRACIA  
(IN SEARCH OF DEMOCRACY)**  
LARRY DIAMOND



**ESTADO DE DIREITO  
E DEMOCRACIA (STAAT,  
VERFASSUNG, DEMOKRATIE)**  
ERNST-WOLFGANG BÖCKENFÖRDE



**O ANTIGOLPE  
(THE ANTI-COUP)**  
GENE SHARP &  
BRUCE JENKINS

In 2018, we focused on distributing the 2nd *Coletânea da Democracia* to public universities. This way, we enable researchers to use these works to enrich the development of democratic theory in Brazil.

Among the universities that received *Coletâneas* in 2018 are *Universidade Federal do Pampa*, *Universidade Federal de Goiás*, *Universidade Federal de Juiz de Fora*, *Universidade Estadual*

*Paulista* (Campi Marília and São Paulo), *Universidade Estadual de Londrina* and *Universidade Federal Fluminense* (Campi Niterói, Macaé and Petrópolis).

Also, in 2018, four great partners of Instituto Atuação contributed to the circulation of the 2nd *Coletânea da Democracia* by allowing it to reach up to 280 political influencers in Brazil. Committed to the promotion of democracy,

Anoreg-PR (*Associação dos Notários e Registradores do Paraná*) distributed 70 *Coletâneas* to State Deputies elected in 2018. Votorantim, as part of its 100th anniversary celebration, sent *Coletâneas* to 100 journalists, institutes and digital influencers. In addition, BNP Paribas distributed another 60 units to clients, and our partner Marcelo Almeida delivered 50 collections to key people from public agencies. These actions

reinforce their respective commitments to Brazilian democracy.

You can purchase your copy through Amazon, at the main stores of Livrarias Curitiba, or by contacting us at **+55 (41) 3206-8582**, via email at **leticia@atuacao.org.br** or at our headquarters at Rua Maurício Caillet, 47, Curitiba, PR, 80250-110, Brazil.

Overall, **5,000 *Coletâneas da Democracia*** were produced: 2,000 copies of the 1st edition and 3,000 copies of the 2nd.

## 2,881 *Coletâneas da Democracia* distributed

1st *Coletânea da Democracia* / 2,000  
2nd *Coletânea da Democracia* / 881

### *Coletâneas da Democracia* distributed in 7 countries

1st *Coletânea da Democracia* / 5 countries  
(Brazil, USA, UK, Portugal, Sweden)

2nd *Coletânea da Democracia* / 7 countries  
(Brazil, USA, UK, Portugal, Germany, Angola, Italy)

### *Coletâneas da Democracia* distributed in 26 states and in the Federal District

1st *Coletânea da Democracia* / 16 states and in the Federal District

2nd *Coletânea da Democracia* / 26 states and in the Federal District



### Editora Atuação

Instituto Atuação has decided to place the creation of Editora Atuação, our publishing house, on hold to focus on the replicability of the Local Democracy Index and on generating media attention through our projects.

## MEDIA IMPACT

Although the primary institutional focus of 2018 was not garnering media attention, Instituto Atuação received much exposure.

**WE COVERED ISSUES** related to democratic culture in the main media in Curitiba and Brazil by focusing on results generated by the Local Democracy Index or content from our Research Department.

Throughout the year, we had more than 35 articles and interviews on the Local Democracy Index in print, online, television and radio networks. Our work reverberated in channels such as *Gazeta do Povo*, *RPC*, *CBN*, *BandNews*, *O Estado de S. Paulo*, *Programa Terceira Via*, *Red Innovacion*, among others. Based on data from *Gazeta do Povo*, *O Estado de S. Paulo*, and *RPC*, we received an estimated USD 33,732.48 (USD 1 = BRL 3.84) of free media coverage.

The Local Democracy Index special, developed by *Gazeta do Povo*, is a highlight of this coverage. In addition to making an interactive infographic with the Local Democracy Index's findings, *Gazeta do Povo* produced a series of news articles on topics related to democratic culture, such as interpersonal trust, subsidiarity and political knowledge.

+ than  
**35 articles and interviews**

on the Local Democracy Index

≈ **USD 33,732.48**

of free media coverage\*

(\*) Data from *Gazeta do Povo*, *Estadão* and *RPC*.





Infographic, Local Democracy Index - <https://especiais.gazetadopovo.com.br/qualidade-da-democracia-no-brasil/>

## GAZETA DO POVO

- In Curitiba, problems of democracy lie more in society than in institutions (Portuguese).
- Democracy is also learned at school. And this is an urgent task (Portuguese).
- The dangers of “jeitinho brasileiro” and the lack of trust in compliance with the law (Portuguese).
- Only 7% of Brazilians trust in others: how to overcome mistrust (Portuguese).



**Special, Elections 2018** - The quality of democracy goes beyond the vote for President (Portuguese).



**Podcast Ethos 10** - A way to improve life in your city (Portuguese).

We participated in radio station programs on *CBN*, *BandNews*, *Estadão Notícias* and *Programa Terceira Via* (95.7 FM), in addition to being called to participate in *O Estado de S. Paulo*'s podcast *Legis-Ativo* and in *Inova Social*.



**Podcast Legis-Ativo** - Special Edition on the Local Democracy Index (Portuguese).



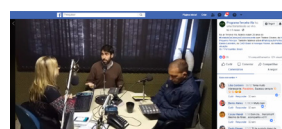
**CBN - Local Democracy Index** in Curitiba shows 49.5% of effectiveness (Portuguese).



**Podcast Estadão** - How is the quality of Brazilian democracy? (Portuguese).



**BandNews - Local Democracy Index** points out that 77% of the people of Curitiba never participated in protests (Portuguese).



**Terceira Via** - Interview with Henrique Raskin (Portuguese).

We were also invited to present the tool of the Local Democracy Index in São Paulo, at the invitation of Professor Humberto Dantas, from *Escola do Parlamento da Câmara Municipal de São Paulo*.



Presentation - Local Democracy Index, São Paulo, SP - Henrique Raskin, Humberto Dantas and Pedro Veiga.

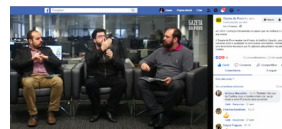
On television, we gave interviews to *RPCTV*'s news reports "*Bom Dia Paraná*" and "*Paraná TV 2ª Edição*". We also participated in *TV Câmara*'s program *Causando em SP*.



*RPCTV* - Interview by *Bom Dia Paraná* (Portuguese).



*RPCTV* - Interview by *Paraná TV 2ª Edição* (Portuguese).



*Gazeta do Povo* - Live interview on the quality of democracy in cities (Portuguese).



*TV Câmara São Paulo* - Interview by *Causando em SP* (Portuguese).

## Instituto Atuação's Facebook impact:

Posts related to the Local Democracy Index Report. Engagement: **233 people**



Posts about media exposure. Engagement: **1,119 people**



From May to July 2018

**12,425** people reached

**600%**

increase in page interactions

**123%**

increase in posts interactions



[www.facebook.com/InstitutoAtuacao](http://www.facebook.com/InstitutoAtuacao)

Our Implementation Manager introduced *Cidade Modelo* at the world's largest Collective Impact Forum conference, Collective Impact Convening in Austin, Texas, and our Research Department wrote articles written for the blog *Estado da Arte* (*O Estado de S. Paulo*), the blog *Ideias* (*Gazeta do Povo*), and *Futuri9*. Additionally, we provided an interview about Instituto Atuação for *Revista Veja*.



Jamil Assis - Collective Impact Convening



**Gazeta do Povo** - How to improve our democracy (Portuguese).



**Gazeta do Povo** - Know the historical roots of the principle of subsidiarity (Portuguese).



**Estadão, Estado da Arte** - Between the lines of democracy (Portuguese).



**Estadão, Estado da Arte** - The German tradition of liberal-communitarianism (Portuguese).



**Veja** - The capital of Operation Car Wash wants to be a role model in democracy (Portuguese).



**Red Innovacion** - 10ª Edición Red Información (Spanish).



**Futuri9** - Democracy, deliberation and the century of the Internet (Portuguese).



**Folha de S. Paulo** - From isolated projects to impact alliances (Portuguese).

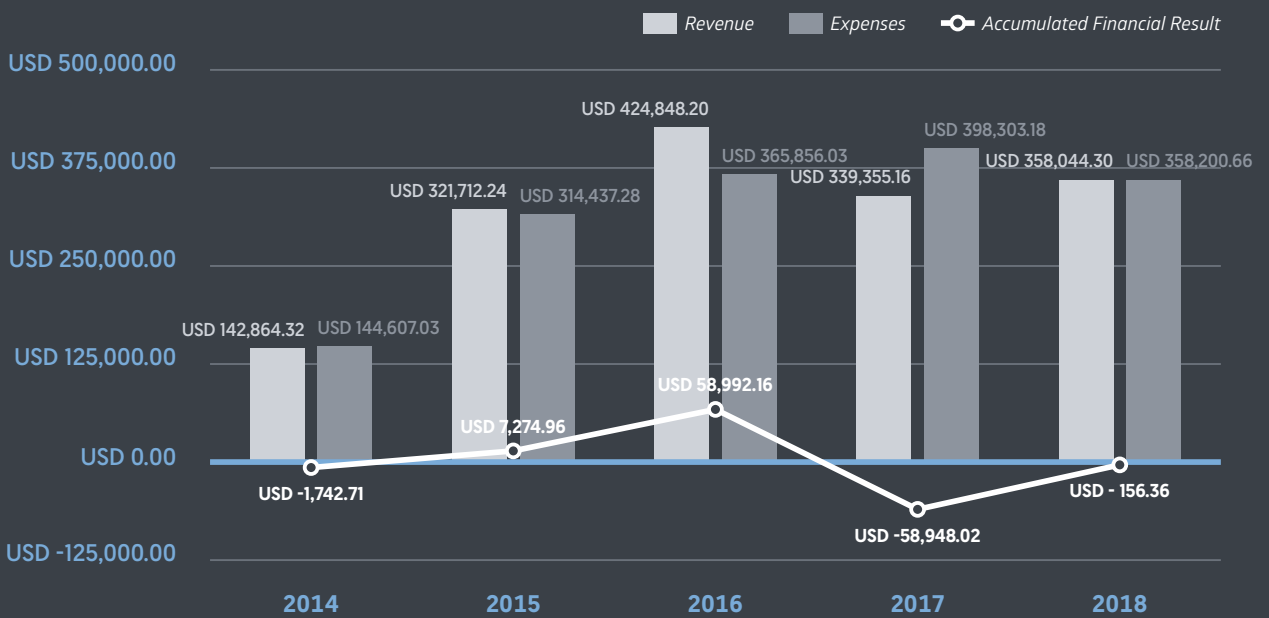
Moreover, we have been mentioned in several local media reports in Curitiba.

## GAZETA DO POVO

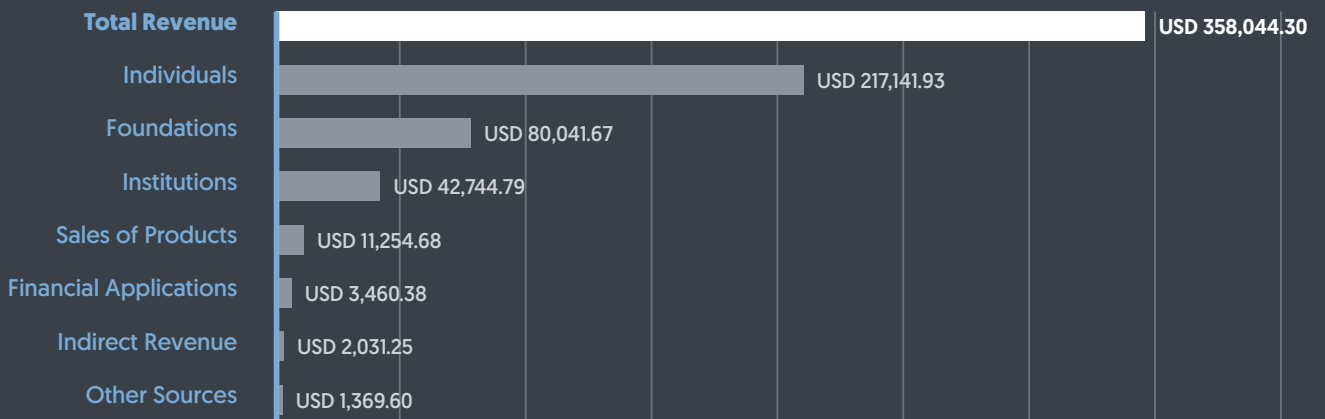
- The risks to democracy at the local level (Portuguese).
- The price of ignorance (Portuguese).
- Democracy is around the corner (Portuguese).
- Political parties are the institutions people in Curitiba trust the least (Portuguese).
- Apathy and distrust (Portuguese).
- In politics, it is no use shouting and calling the manager; one must contribute (Portuguese).
- Democracy, trust and political knowledge (Portuguese).
- In-depth democracy, with morally exemplary politics (Portuguese).

# ACCOUNTABILITY 2018

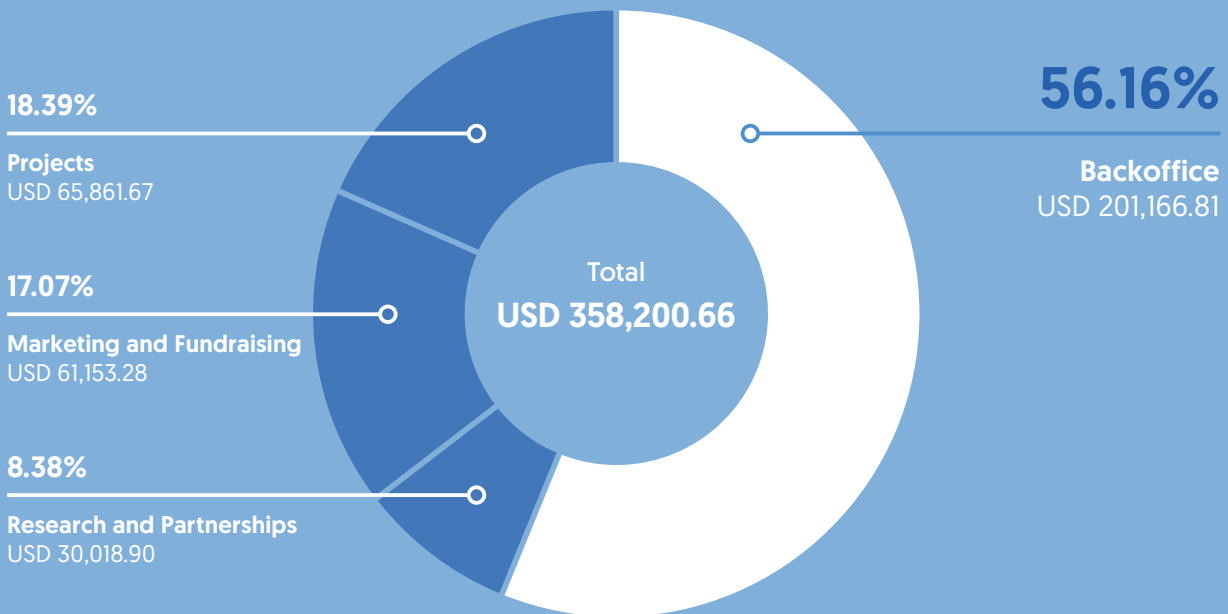
## Financial comparisons: 2014 to 2018 - (USD 1 = BRL 3.84)



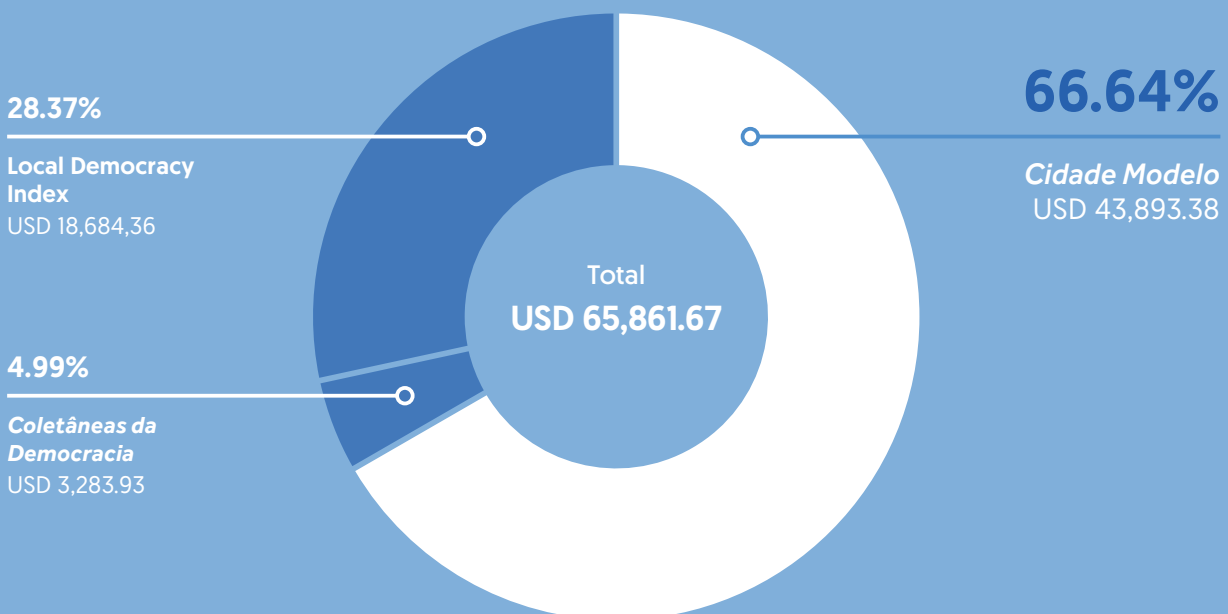
## Sources of revenue in 2018 - (USD 1 = BRL 3.84)



**Expenses in 2018** - (USD 1 = BRL 3.84)



**Project investment in 2018** - (USD 1 = BRL 3.84)



## DONORS

The support and trust of our donors, which are important Brazilian entrepreneurs, foundations, national businesses and multinational companies, are further proof that we have people and institutions who are committed to the country and to our long-term dream by our side.

We always appreciate our donors participating and contributing to discussions on strategic issues for Instituto Atuação.



Lunch meeting with potential donors - Nomaa Hotel

Topics addressed were our Theory of Change, a strategy to guide democratic culture in Curitiba, and our fundraising plan for the second semester of 2018. We would like to thank all the donors who shared their perspectives with us on these topics.

In 2018, we also had the great joy of receiving a grant from the Tinker Foundation, an American

“

[...] we have people and institutions who are committed to the country and to our long-term dream by our side”.



Lunch meeting with potential donors - Nomaa Hotel

foundation based in New York and focused on investing in Latin American projects. The Tinker Foundation's support means the endorsement of *Cidade Modelo* by an entity of great international importance.

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## Donors / Institutions



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Ana Amélia Filizola / André Nacli / Bernard de Laguiche / Cláudio Lubascher / Cristiano Malucelli / Cristina Cunha Pereira / Daniela Almeida / Denis Minev / Fernando Escorsin / Filipe Demeterco / Gerson Raskin / Guilherme Cunha Pereira / João Cláudio Fontana / Jorge Nacli Neto / Lucas Guimarães / Marcelo Almeida / Marcos Moro Zétola / Marily Castanho / Monroe Olsen / Ricardo Almeida / Ricardo Andriani / Roberto Bertoli / Rui Demeterco / Teresinha Döring.

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## Donors / Foundations




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## Ambassadors

Edson Isfer / Humberto Dantas / Leon Gruppenmacher / Pedro Prosdócimo Neto / Peregrino Dias Rosa Neto.

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## Partners



## A NEW CYCLE IN 2019

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**2018 meant the closure of a cycle: the roots of our “Chinese Bamboo Tree” finally settled into the soil at depth.**

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**2019 BRINGS** a new movement, that of stem growth, which offers with it the implementation and the impact of the ideas we've been developing for years. Starting in 2019, we will begin to transform our city, our state, and our country.

The next cycle, which begins in 2019 and ends in 2022, will present major challenges for our organization, whether in the diagnosis, research, implementation or awareness stage.

As the Local Democracy Index is replicated in different cities, it will take on a major role in other regions of Brazil. As discussed, the diagnosis stage is central to the dissemination of the democratic culture so deficient in our country. As many of our donors have commented: “numbers shock, but do not surprise”. If we want to transform the country, we must continue to export our ideas and work to other cities.

Instituto Atuação's Research Department will continue to build knowledge and understanding of democratic culture. In 2019, early data emerging from the Theory of Change will absorb much of our researchers' efforts. They will

in turn guide the actions of *Cidade Modelo*. The Research Department will be responsible for validating and improving its own categories of analysis in order to build a model for democratic culture in Brazil.

*Cidade Modelo*, the main program of Instituto Atuação, will also play a large role in the next cycle. As early as 2019, we will see the establishment and the institutionalization of the Common Agenda, which will mobilize thematic working groups for action in the short term in Curitiba. Therefore, 2019 will be a year of implementation, action, transformation. It will embrace the pioneering initiative of applying the methodology of collective impact on Brazilian soil.

Along with all of this, one of the main focuses of Instituto Atuação for the coming years will be the development of relationships with the main opinion makers in the country, in order to create a common understanding on democratic culture and to establish it as an important part of political discourse. Thus, awareness raising will continue to play an important role in the Institute's marketing and public relations strategy.



As such, we have established strategic objectives in 2018 that will integrate our operation and guide our activity in the 2019-2022 cycle. We seek to showcase our team as a microcosm of democratic culture and excellence; to present Instituto Atuação as reference in political culture; to convince opinion makers of the priority of improving democratic culture in Brazil; to build a global, systemic understanding of democratic culture to be tested and measured; and to achieve financial sustainability through the intelligent allocation of our financial resources.

“

2019 will be a year of implementation, action, transformation”.

The year 2018 concluded by preparing us for a new challenging cycle that will surely be permeated by hard work. However, nothing stimulates us as much as championing democratic culture. As previously said, there is no simple and easy way to solve the complex and difficult problems our society faces. Therefore, it is necessary to roll up our sleeves and get to work. The time has come to build the Brazil of the future.



Do you want to learn more about Instituto Atuação? Get in touch through [contato@atuacao.org.br](mailto:contato@atuacao.org.br) or **+55 (41) 3206-8582**.



[www.atuacao.org.br](http://www.atuacao.org.br)

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 **Atuação**

