

01.19 – 12.19



SIVIS

**INSTITUTO SIVIS
ANNUAL REPORT**

01.19 – 12.19



**INSTITUTO SIVIS
ANNUAL REPORT**



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01.19—12.19

MESSAGE OF THE FOUNDERS



Pedro Veiga

PEDRO VEIGA
CO-FOUNDER &
EXECUTIVE DIRECTOR

Henrique Zétola

HENRIQUE ZÉTOLA
CO-FOUNDER &
EXECUTIVE DIRECTOR

WHEN WE BOTH PAUSED TO REFLECT, LOOK BACK AND WRITE THIS MESSAGE, WE REALIZED EVEN MORE CLEARLY THE SCOPE OF THE EVOLUTION SIVIS' HAS GONE THROUGH OVER THE YEARS. OUR THINKING AND WAY OF ACTING ARE INCREASINGLY STRATEGIC AND OUR LEVEL OF PROFESSIONALISM AND MANAGEMENT METHODS CAN BE COMPARED TO MANY ORGANIZATIONS CONSIDERED TO BE CUTTING-EDGE IN THE MARKET. EXCELLENCE IS IN OUR DNA AND THEREFORE WE HAVE A VERY CLEAR RULE IN THE ORGANIZATION: IF WE ARE GOING TO DO IT, WE WILL DO IT IN THE BEST POSSIBLE WAY.

We believe that is why, in 2019, after a lot of hard work, we achieved many of our goals. We were able to accomplish, in programs and projects, what we had planned in a very structured way in previous years. In this past year, we gave birth to a new cycle: our planted dreams and values have taken root - from the sprouts of the earth with the solidity needed to bear much fruit.

The first great milestone of this new journey is that we have become Instituto Sivis, something that goes far beyond a new brand and a new name. **We have maintained our essence, but also consolidated our positioning.** The name Sivis puts the citizen in the place he should always be: at the centre of everything, whether in decisions or in the interests of our society. It is a name that dialogues with everyone and does not choose sides: after all, regardless of the viewpoint of the reader, from right to left or vice versa, the result will always be the same. Let us talk a bit more about this creative path here in the report.

It was also a year marked by two major achievements: the replication of the Local Democracy Index in São Paulo, the most populous city in Latin America; and the development of the Cidade Modelo Program, which resulted in the publication of the Common Agenda. We will go into more detail

on these two extremely important fronts in the following pages.



We are an organization with a clear vision for a more collaborative, honest and democratic Brazil.”

All these achievements have been the product of a long process of planning, dedication and hard work by our employees. We are an organization with a clear vision for a more collaborative, honest and democratic Brazil, and this vision is what guides us in our every choice, at each stage and in each program and project developed by us.

We invite you, in the following pages, to better understand our work.

Enjoy your reading!

ABOUT US

INSTITUTO SIVIS

DEMOCRACY IS THE BASIS OF A HEALTHY SOCIETY AND WHEN WE THINK ABOUT IT, IT IS NATURAL THAT ELECTIONS ARE THE FIRST THING THAT COME TO MIND. SO, WE OFTEN END UP HAVING A SIMPLISTIC MINDSET ABOUT DEMOCRACY. A COUNTRY THAT HAS ELECTIONS IS DEMOCRATIC. A COUNTRY THAT DOES NOT HAVE ELECTIONS, IS NOT.

But democracy is much more than that.

A strongly democratic country encompasses several other factors as important as elections. From saying good morning to your neighbour, not cutting corners, to having governors who do not steal and who provide the population with a quality education; to having citizens who dialogue and collaborate with one another.

We believe that collaboration, honesty and a democratic orientation go hand in hand with a broader concept that can make sense of and interrelate these characteristics: **a democratic culture.**

Culturally democratic citizens do not endorse corruption scandals, do not accept breaking the rule of law, do not tolerate social injustice and do not allow civil and political rights to be disregarded.

OUR VALUES

COMMITMENT
CULTURE OF DIALOGUE
EXCELLENCE
HUMAN EXCELLENCE
TRANSPARENCY

This is why Instituto Sivilis — a nonprofit and nonpartisan organization — exists: to work for a more collaborative, honest and democratic Brazil.



To better understand:

To investigate the reasons that have led to the collapse of democracies means to understand, first and foremost, the very logic of democratic societies. This means observing ways of thinking, feeling and acting that affect the health of democracies around the world.



Thinking of society as a system allow us to the see the whole, so we can be assertive.”

Thinking of society as a system allow us to the see the whole, so we can be assertive. We are facing powerful transformations, full of substantial changes in almost every aspect and, for this reason, it becomes more and more difficult to have clarity about the causes, the effects, and the relations between one and the other. Therefore, aiming at the long-term sustainability of democracy, a systemic understanding becomes essential to understand, diagnose and improve the elements and dynamics that make up the life of a healthy society.

HOW TO DO THIS:

1. Diagnosis:

To change, you must know what's wrong and why. With research, studies and analysis, we make an in-depth diagnosis of the origin of our major social problems, from the systemic perspective.

2. Strategic intervention:

We use reality to our advantage. Therefore, based on the diagnosis, we develop programs and projects that seek to test ways and find possible solutions for the transformation of Brazil.

3. Mobilization:

Knowing what needs to change, we create partnerships with people and institutions that have influence, in order to stimulate a directed action and lead to transformation.

LOCAL DEMOCRACY INDEX

Í N D I C E . D E
D E M O C R A C I A
L O C A L .

TO CHANGE, YOU HAVE TO KNOW THE REALITY.

A FUNDAMENTAL PART OF OUR WORK IS MEASURING THE QUALITY OF DEMOCRACY IN CITIES. IN 2019 WE DID THIS IN THE LARGEST CITY IN LATIN AMERICA: SÃO PAULO.

The **Local Democracy Index** was conceived in partnership with researchers from renowned international institutions such as Freedom House, The Economist Intelligence Unit, International IDEA, Latino-barometer and the V-Dem Institute. The application in São Paulo was carried out by the Ministry of Citizenship, the Special Secretariat of Culture, Sagre Consultoria and Instituto Sivas, with the support of Votorantim S.A. and Gazeta do Povo, as well as sponsorship of the Embassy of the Netherlands and the support of the Telefônica Vivo Foundation and STATE.

The following aspects of democracy were researched:



Scoring the quality of democracy in the city of São Paulo, on a scale of 0 to 10:

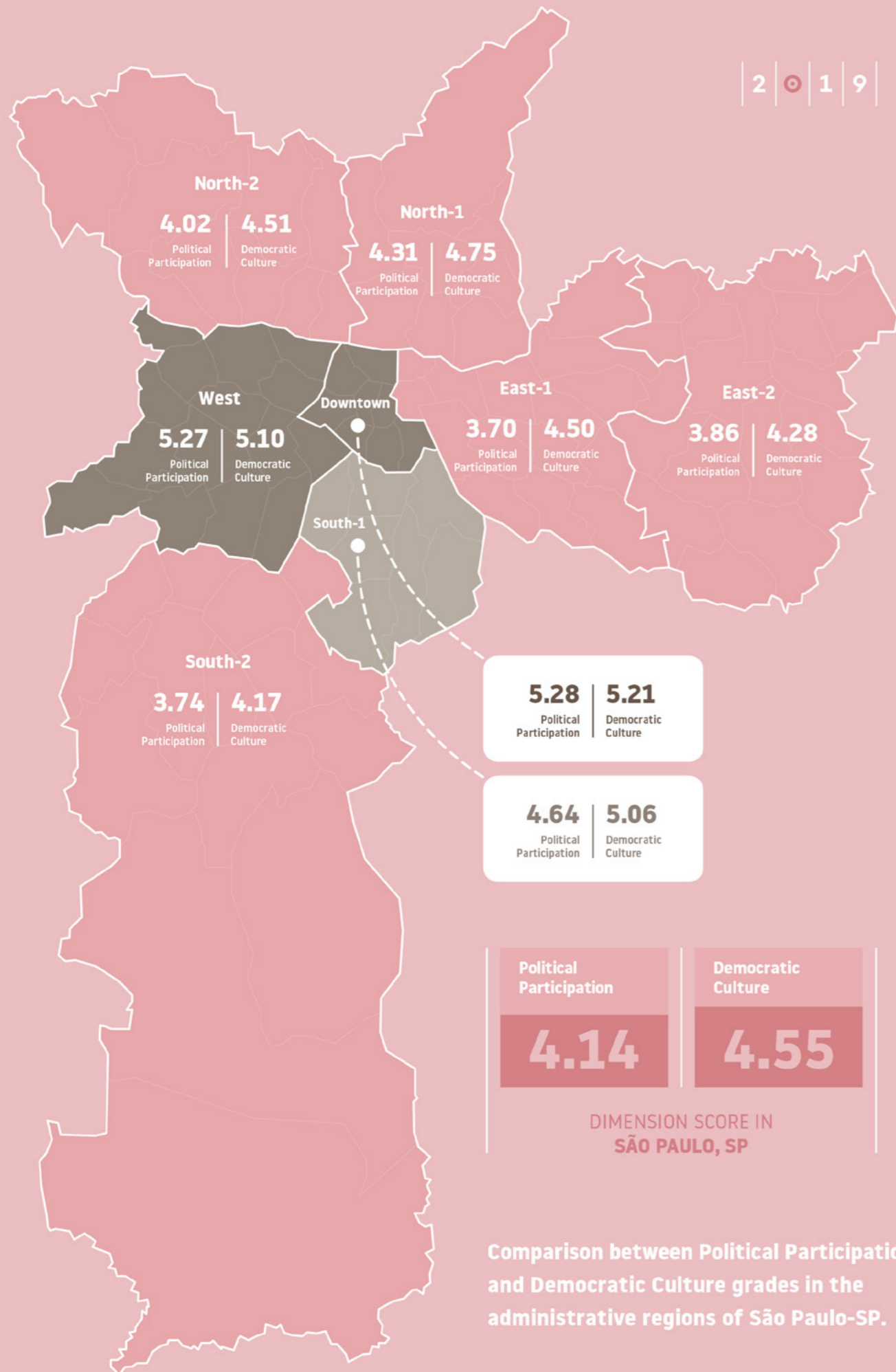
5.67

The results of this research are strategic tools to contribute to the work of public authorities and civil society, as well as to engage in public debate on democracy at the local level.

The release of the data, held at an event on December 5, included a lecture by Prof. Dr. José Álvaro Moisés (University of São Paulo), one of Brazil's leading experts on democracy, as well as talks by José Roberto Ermírio de Moraes

Filho (Votorantim S.A.) and by Américo Mattar (Fundação Telefônica Vivo), representing organizations committed to democracy and democratic culture. In all, **the results generated more than 107 newspaper insertions throughout Brazil.**

The Index was even the subject of an editorial in the renowned newspaper Estadão, besides having articles published in prestigious publications such as Folha de S. Paulo, Le Monde Diplomatique Brasil and Gazeta do Povo.



1 KEYNOTE OF THE REPORT ON THE LOCAL DEMOCRACY INDEX IN SÃO PAULO

1. Thaise Kemer - Instituto Sivos
2. José Roberto Ermírio de Moraes Filho - Votorantim S.A.
3. Américo Mattar - Fundação Telefônica Vivo
4. Prof. Dr. José Álvaro Moisés - University of São Paulo

Photos: Grupo Photo



Main findings:

- Paulistanos with a greater degree of political knowledge tend to be more involved.
- 52.8% of those interviewed who see democracy as the best form of government would accept relativizing it.
- 3 out of 4 Paulistanos do not trust fundamental institutions of representative democracy.
- Citizens who are informed by multiple sources tend to cultivate greater appreciation for democracy.
- Those interviewed who are less educated and live in poorer regions would tend not to vote if suffrage was optional.



LDI-SP INFOGRAPHIC (PORTUGUESE)



FULL LDI-SP REPORT (PORTUGUESE)

CIDADE MODELO PROGRAM



STRATEGIC INTERVENTION: TO CHANGE CONSISTENTLY AND EFFECTIVELY.

A COLLECTIVE LABORATORY, TO INCREASE THE LEVELS OF TRUST AND COLLABORATION IN CURITIBA AND FIND WAYS FOR A MORE DEMOCRATIC CULTURE THROUGHOUT BRAZIL. THIS IS THE CIDADE MODELO PROGRAM: AN INITIATIVE PROMOTED BY INSTITUTO SIVIS AND LOCAL PARTNERS, WHICH, IN 2019, HAD THE PARTICIPATION OF MORE THAN 100 LEADERS OF THE MOST VARIED PROFILES FROM ALL OVER CURITIBA.

WORKSHOPS FOR DIAGNOSIS OF TRUST AND COLLABORATION IN CURITIBA

1. Badu Design - 04/18/2019
2. Universidade Positivo - 04/23/2019
3. Instituto Sivis - 04/16/2019

Photos: Guilherme Bressan



These local leaders developed, in collaborative workshops, a systemic diagnosis of the situation of democratic culture in the city, answering the question "what today facilitates or inhibits the building of trust and collaboration in Curitiba?" Then, sessions were promoted for the design of action lines, in order to discover how we can intervene positively in this context, always taking into account those projects and initiatives already existing in the city.

As a result, three strategies were prioritized: valuing local culture, cultivating citizenship and strengthening community leaderships. Today, each of these themes is developed by a Working Group formed by local partners and supported by Instituto Sivis. In addition, the program also has a Multi-sectoral Council, composed of city leaders with complementary profiles, who together develop and promote the program and its activities.

For 2020, more collaborative activities were planned for the design and implementation of collective action plans, experiments, and large-

scale projects in each of the three Working Group themes. To find out how you can participate and contribute, please contact the program team!

contato@sivis.org.br

Collective Impact: Commitment of a group of relevant actors, representing the most diverse sectors, around a common agenda focused on solving a complex and large-scale social problem.

Systemic thinking: Complex problems require an approach that considers different points of view, showing the wide variety of factors that influence the situation. Through workshops, the systemic approach allows deeper diagnoses to be made, because it considers several variables of a system.

In 2019, we launched the Common Agenda for Curitiba.

COMMON AGENDA: A COLLECTIVE PROPOSAL FOR BUILDING TRUST AND COLLABORATION IN CURITIBA.

In order to develop diagnoses and proposals for action, the Cidade Modelo Program gathered, with the sponsorship of the Tinker Foundation, more than 100 leaders from various regions of Curitiba. They brought their different backgrounds, areas of expertise and life stories to participate in

two rounds of workshops and generate an understanding of the democratic culture of the city.

Based on the scenario discussed and considering the identification of initiatives available in the city, three lines of action were outlined.

01

Valuing Local Culture

Fostering a sense of belonging to the city, valuing the plurality of cultures and communities that make up Curitiba.

02

Cultivating Citizenship

Developing skills and disseminating values for full citizenship.

03

Promoting the strengthening of leaderships

Empowering community leaders with tools and connections and fostering the development of new leaders.

The Common Agenda was the result of several discussions among Curitiba's leaders, promoted in April and August 2019, by Instituto Sivis. At the event to launch the official document of the program, 115 people participated, of which the great majority said they were available to contribute to the construction of **a city with more trust and collaboration.**



COMMON AGENDA FOR THE CITY OF CURITIBA (PORTUGUESE)



CIDADE MODELO PROGRAM WEBSITE



2019 PROGRAM REPORT (PORTUGUESE)



COMMON AGENDA LAUNCH EVENT

1. Event - 11/25/2019
2. Marina Lafer - J-PAL/MIT
3. Eliziane Gorniak - Instituto Positivo
4. Ariane Santos - Badu Design
5. Discussion Panel - José Antônio Jardim (CUFA-PR), Michele Bravos (Instituto Aurora) e Lina Useche (Aliança Empreendedora)



Photos: Guilherme Bressan

The event was attended by partners such as J-PAL, Badu Design, Instituto Aurora, Central Única das Favelas, Ação Social para a Igualdade das Diferenças (ASID), Instituto Sócrates and had the support of Construtora Laguna and Pumatronix. It was featured in the main media outlets of Curitiba, such as Gazeta do Povo, RPC TV, BAND TV, Transamérica Light FM and Rádio Cultura.

Repercussion

IN 2019, SIVIS WAS QUITE PROMINENT IN THE NATIONAL MEDIA.

The events of the Local Democracy Index, in São Paulo, and the Common Agenda of the Cidade Modelo Program, in Curitiba, had a wide repercussion in the main media outlets of the country, such as Estadão, Folha de S. Paulo, Le Monde Diplomatique Brasil and Gazeta do Povo, in which, during the year 2019, we even signed a column in the blog Giro Sustentável.

WE HAD IN 2019,

134 INSERTIONS

IN 104 DIFFERENT MEDIA OUTLETS

Some of the outlets where we were featured:



3,864,624

PAGE VIEWS CORRESPONDING TO THESE INSERTS

BRL 802,010.28

APPROXIMATE MEDIA COST, IF THESE SPACES HAD BEEN MARKETED

Acknowledgements

WE WERE CERTIFIED AS THE FIRST SOUTH AMERICAN ORGANIZATION TO RECEIVE THE "FREEDOM CENTERED CULTURES" LABEL FROM THE NORTH AMERICAN WORLDBLU.

In 2019, employees from Instituto Sivis answered questions related to organizational culture, in order to verify if we have practices that build a democratic working environment and promote rights and freedoms. Through WorldBlu, we were certified, along with 32 other organizations on the planet, that we practice what we preach. The democratic culture, which we seek so much to develop in our society, was identified from the various evaluation criteria of the global certificate "Freedom Centered Cultures", related to organizational processes, and degrees of satisfaction and freedoms of employees.

At the national level, we were also very pleased to be awarded, **among 340 thousand Brazilian NGOs, as one of the 100 best in the country**, from a Instituto Doar evaluation that takes into consideration cause and strategy of action, representation and responsibility, management and planning, financing and communication strategy, as well as accountability. This award, received in November 2019, represents, once again, the relevance that the cause of democratic culture and the validation that our work has generated virtuous results in the name of this purpose.



Through WorldBlu, we were certified, together with 32 other organizations on the planet, that we practice what we preach."



A new brand, with the same essence

IT WAS AFTER MUCH DISCUSSION THAT WE CAME TO THE CONCLUSION THAT OUR BRAND NO LONGER REFLECTED OUR PURPOSE. WE'RE NO LONGER INSTITUTO ATUAÇÃO AND HAVE BECOME SIVIS, AN ORGANIZATION WITH A NEW FACE, BUT WITH THE SAME ESSENCE.

This is why we have chosen a palindrome: Sivis can be read from both left and right, reflecting the need to establish dialogue. The word is a reference to the word citizen in Latin, that central figure for democracy, the regime of the people, to sustain itself. This is how we read our brand, and this is how we see our society: based, beyond ideological preferences, on a citizen culture of mutual collaboration, honesty and democracy as a means and as an end.

In addition to the name, we have changed our logo, our website and our media. We changed the way we present ourselves, without, however, changing what we are and the purpose we carry in our work.

We are very proud of what we have built through Instituto Atuação. We are now happy to allow a new chapter in our history, that of the Instituto Sivis, to bring even more concreteness and contribution to Brazilian society.



2011

2012

2013

2019

with a **concrete** impact



An **abstract** work

SIVIS

EQUILIBRIUM

DEPTH

Smooth, circular, moving and constantly changing shapes reinforce the concepts of continuity and systems.

Donors

We do nothing alone and, during our journey, we always find extremely strategic partnerships - foundations, Brazilian entrepreneurs and national and multinational companies - which, more than just donating to our projects, are extremely committed to building a more collaborative, honest and democratic Brazil.

Individuals

Ana Amélia Filizola • André Nacli • Antônio Pacheco • Bernard de Laguiche • Cristina Cunha Pereira • Fernando Escorsin • Gerson Raskin • Guilherme Cunha Pereira • João Cláudio Fontana • Jorge Nacli Neto • Lucas Guimarães • Marcelo Raskin • Marilys Castanho • Ricardo Almeida • Ricardo Andriani • Roberto Bertoli • Rui Demeterco • Teresinha Döring.

Legal Entities

VOTORANTIM

GAZETA
DO POVO

FRESO

LAGUNA
CONSTRUTORA E INCORPORADORA

bemol

gaslog
ENERGIA INTELIGENTE. DO SEU JEITO.

plena**ventura**
INVESTIMENTOS

BERGERSON

Foundations and Embassies

TFI
TINKER
FOUNDATION
INCORPORATED



Reino dos Países Baixos

Telefonica
FUNDAÇÃO | vivo

SUPPORT US!

We are a nonprofit, nonpartisan civil society organization. The goal of our work is the improvement of the Brazilian cultural system, so that it produces, sustains and fosters collaboration, honesty and orientation to democracy. Our actions are strongly guided by the principles of respect for human beings, transparency, commitment, excellence and a culture of dialogue.

Your contribution is essential if we are to see these values in our society and in our policy.

Boards

OUR ADVISORY AND SUPERVISORY BOARDS ARE INDISPENSABLE TO THE WORK WE ARE UNDERTAKING. THE EXPERIENCE THAT OUR ADVISORS SHARE WITH US IS OF IMMEASURABLE VALUE TO THE GROWTH OF THE INSTITUTE AND THE CONSOLIDATION OF OUR ACTIONS.

Advisory Board



Bernard de Laguiche: He is the CEO and cofounder of Grupo Ortus S.A. Curitiba, majority shareholder of Agro Mercantil Vila Rica, member of the board of directors of Solvay S.A. Bruxelas, managing director of Solvac S.A. Bruxelas and chairman of the board of Peróxidos do Brasil Curitiba. He was CFO of the Solvay group from 2005 to 2013 and then, in 2013, was elected Chief Financial Officer (CFO) of the year by the Belgian economic magazine "Trends-Tendances".



Guilherme Cunha Pereira: PhD in Communication Law from USP, he is one of the creators of Fórum Futuro 10, being Executive President of GRPCOM - Grupo Paranaense de Comunicação, one of the largest communication groups in the country.



Jorge Gerdau Johannpeter: President of Grupo Gerdau for over two decades, he is currently a member of the Board of Directors, founder of the Competitive Brazil Movement and member of the Advisory Board of the David Rockefeller Center for Latin American Studies (Harvard University). In 2014, he was elected the leader with the best reputation in Brazil.



Liziane Silva: Economist by UFPR and co-founder of INK, Liziane Silva is a fellow of Global Good Fund, multiplier for Brazil of the international certification PMD (Project Management for Development) and founding curator of the Global Shapers in Curitiba.



Rodrigo Brito: Co-founder of INK and Aliança Empreendedora, which supports low-income entrepreneurs throughout Brazil, Rodrigo Brito is a collaborator of Folha de S. Paulo and Gazeta do Povo, acting today as Manager of Access to Water at the Coca-Cola Institute.

Supervisory Board



Guilherme Ventura: Graduated in Mechanical Engineering from UFPR with MBA in Strategic Business Management from ISAE/FGV, has worked in the metallurgical industry as a process engineer and today works as a performance pilot in test engineering at Renault do Brasil.



Marcos Zétola: He is a business administrator, graduated from UFPR and holds a post-graduate degree in Business and Government Planning from PUCPR. He is a business consultant and entrepreneur, focused on the financial and hotel area.



Paulo Cunha Pereira: He is a lawyer, formed by UFPR, and member of the board of directors of the Grupo Paranaense de Comunicação (GRPCOM).

Partnerships

WE HAVE AN EXTENSIVE NETWORK OF CONTACTS AND NATIONAL AND INTERNATIONAL PARTNERS. THEY KEEP US CLOSE TO THE VANGUARD OF SOCIAL INNOVATION AND POLITICAL THINKING IN BRAZIL AND AROUND THE WORLD, BEING ALSO VALUABLE AMBASSADORS OF OUR IDEAS AND PROJECTS.



BRAZIL

AGS Impact • Politize! • Mobis • Instituto Sócrates • Instituto GRPCOM • Instituto Palavra Aberta • Um Brasil • Instituto Update • Delibera Brasil • Emerson Cervi (CPOP/UFPR) • Rafael Cortez (Tendências Consultoria) • José Álvaro Moisés (USP) • Rodrigo Bley • Luiza Leão • Bernardo Brandão (UFPR) • Bernardo Veiga (Revista Aquinate) • Humberto Dantas (FESP) • Rogério Schmitt (Delibera Brasil) • Sílvia Cervellini (Delibera Brasil) • Natalie Unterstell (Talanoa Solutions) • Prof. Luis Anunciação (UFRJ/PUC-Rio) • Prof. Jesus Landeira-Fernandez (PUC-Rio)



GERMANY

Fabian Prochazka
(University of Hohenheim)



ITALY

Leonardo Morlino
(LUISS)



UNITED KINGDOM

Professor Martyn
Barrett (University
of Surrey)



UNITED STATES

Global Integrity • Freedom House • Alan Hudson (Global Integrity) • Pamela Paxton (University of Texas) • Sarah Repucci (Freedom House) • Manuel Arriaga (NYU) • Ethan Zuckerman (MIT Media Lab) • Michael Coppedge (University of Notre Dame) • Kelly McMann (Case Western Reserve University) • Sam Dorios (Hawaii Leadership Forum)



NETHERLANDS

Liesbet van Zoonen
(Erasmus University
Rotterdam)



VISIT OUR WEBSITE TO
LEARN MORE

2019

TEAM



WE HAVE A COMPETENT, COMMITTED AND INTERDISCIPLINARY TEAM. OUR PEOPLE MANAGEMENT FOLLOWS TO THE LETTER THE PRINCIPLE OF EXCELLENCE FOR THE HUMAN BEING AND THEREFORE, WE FOCUS ON THE DEVELOPMENT OF EACH OF OUR COLLABORATORS.



PEDRO VEIGA
CO-FOUNDER
& EXECUTIVE
DIRECTOR



HENRIQUE ZÉTOLA
CO-FOUNDER
& EXECUTIVE
DIRECTOR



THAÍSE KEMER
RESEARCH
& IMPACT
MANAGER



ANA MARIA SEVERINO
MARKETING AND
PARTNERSHIP
MANAGER



RODRIGO MERLIN
FINANCIAL
AND PROJECT
MANAGER



JAMIL ASSIS
INSTITUTIONAL
RELATIONS
MANAGER



DIEGO MORAES
RESEARCHER



CAMILA MONT'ALVERNE
RESEARCHER



NATASHA ALVAREZ
IMPACT
CONSULTANT



JULIANA DE OLIVERIA MORETTI
PROJECT
CONSULTANT



RAFAEL BORBA
DESIGNER



LETÍCIA MORGADO
MARKETING
ANALYST



FERNANDA DOS SANTOS
PARTNERSHIP
ANALYST



GUILHERME DOCKHORN
HUMAN
RESOURCES
AND FINANCE
ANALYST



DRIELY OLIVEIRA
EXECUTIVE
SECRETARY



SARA CLEM
IMPACT
INTERN



VANILDA MAIA
GENERAL
SERVICE
ASSISTANT

Visiting Researchers



JENNIFER LUO

*Political Science student at **Stanford University**, California, Jennifer contributed to the development of research related to the Cidade Modelo Program.*

In 2019, Instituto Sivis welcomed two visiting researchers between the months of June and September. The researchers helped us in the Research and Impact Department.

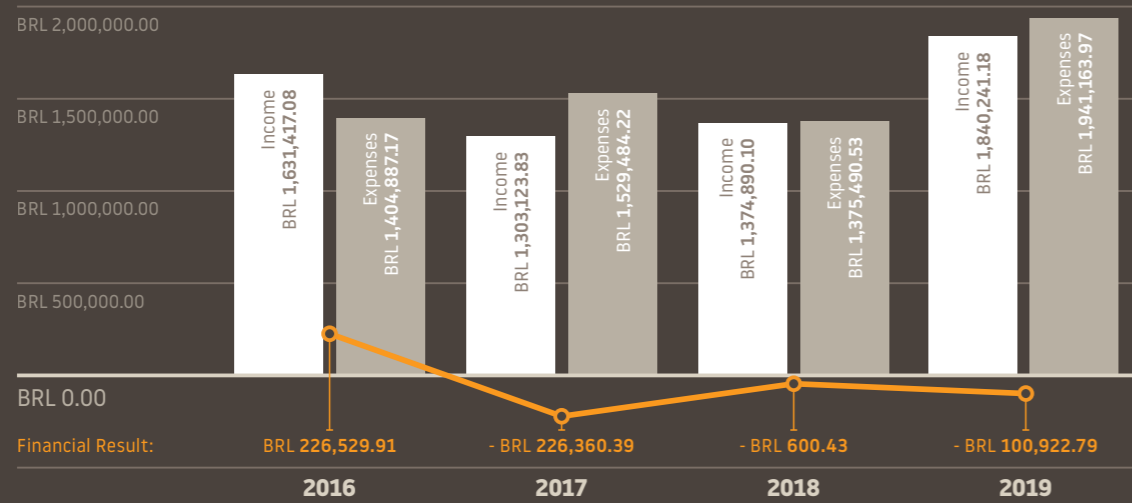


MARIN EXLER

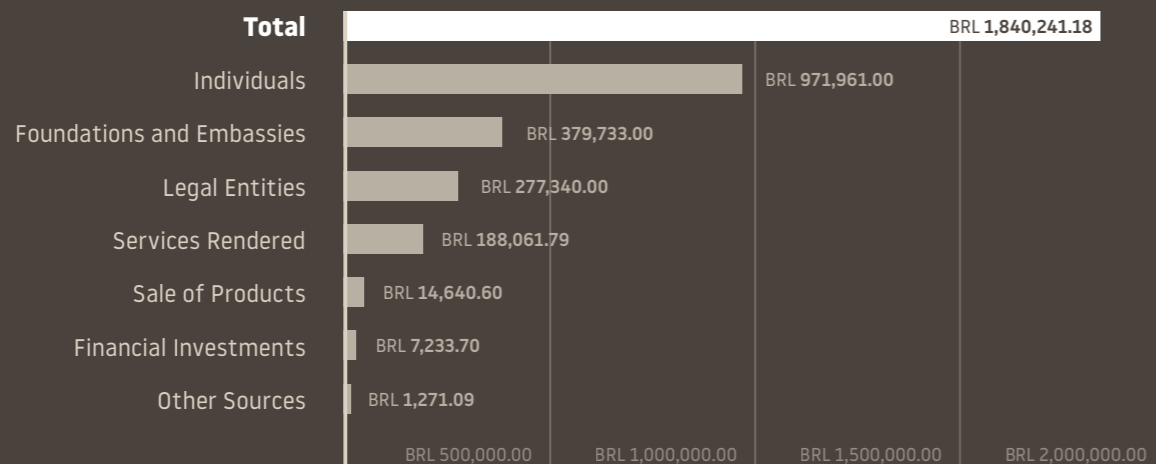
*A Political Science student at **Case Western Reserve University**, Ohio, Marin has assisted in research on the relationship between socioeconomic inequalities and political participation, and on the use of public space as a way to facilitate coexistence in society.*

ACCOUNTABILITY

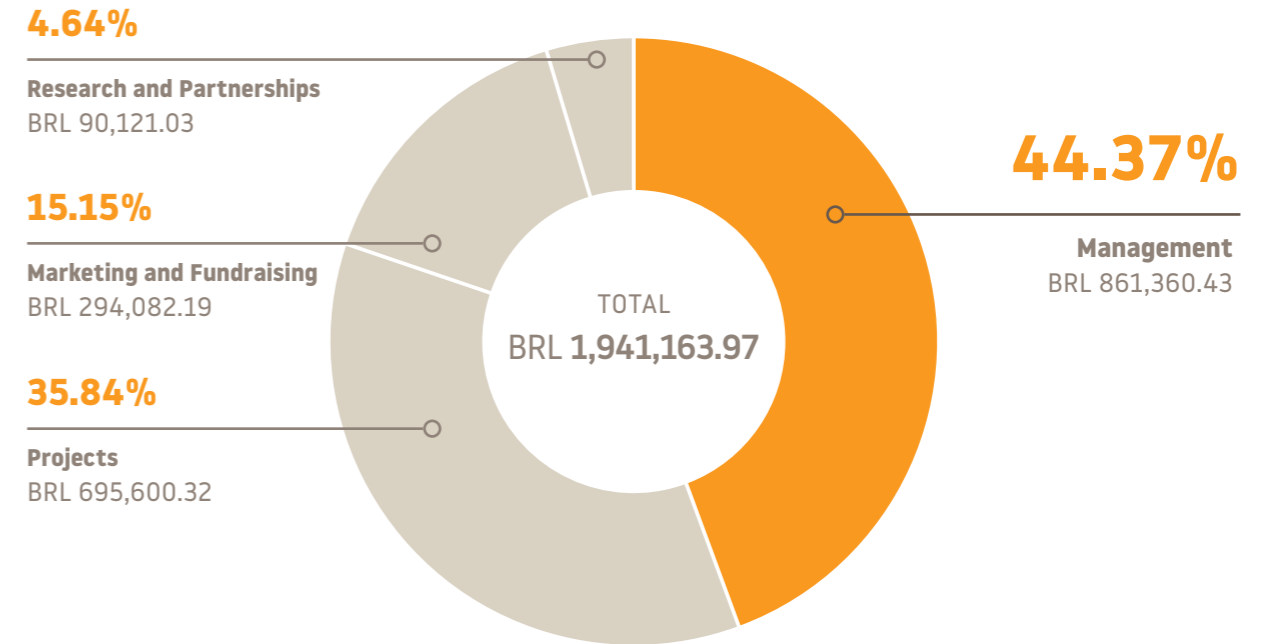
Annual financial result



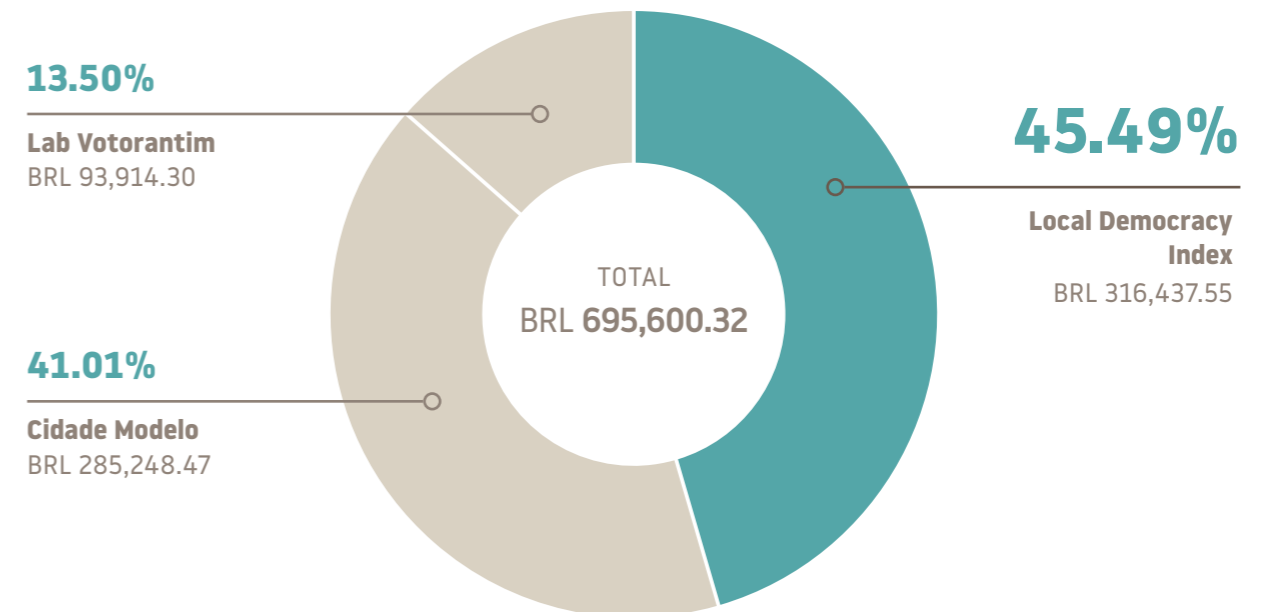
Revenue sources in 2019



Spending in 2019



Investment in projects in 2019



What lies ahead

Many years ago, when we learned about the growth cycle of Chinese bamboo, we had no doubt that this would be our way of organizing ourselves, planning our actions and charting our paths.

When the tiny seed of Chinese bamboo is planted, you can't see anything outside the ground for five years. It's there, working hard and growing impressively outward from the ground. The root structure is complex to create a totally solid basis for the time it emerges. After those five years, it comes out of the ground and reaches up to 25 meters high. The strength and flexibility of the Chinese bamboo allow it to bend completely on the ground and thus face the strong winds of the region in which it lives.

That's why we chose this way of working and developing. So that now, at this moment, we are so well rooted, and safe to always follow with consistency and depth in everything we do.

In 2020, we enter our second year of the "stem cycle".

In addition to accomplishing many fronts, the time has also come to put Sivis in evidence, to expose our work in a more structured way, to reach a wider audience, to be recognized by our vision and our achievements.

We are also clear on the next steps that will be taken, both institutionally and in our programs and projects.

In the Cidade Modelo, we work so that people from different regions of Curitiba begin to feel the impact generated by projects related to the valuation of local culture, the cultivation of citizenship, and the promotion of leadership development. The Common Agenda, elaborated by the city leaders, will be the great guiding force for the methodology of collective impact that will be applied. An infrastructure for the development of the program has been established, consisting of Working Groups, a Multi-sectoral Council, a support organization and sponsors.

In addition, we hope that this spirit generated in Curitiba will also permeate other cities in the country. Therefore, just as we replicated the Local Democracy Index in São Paulo in 2019, we will start planning the same survey in the other Brazilian capitals in 2020.

There is still a lot of work to be done. Our stem needs to grow a lot to reach the fruit bearing stage, which is - in fact - the time to be increasingly close to living in a collaborative, honest and democratic Brazil.



Prof. Dr. José Álvaro Moisés

I would like to express my support and admiration for the excellent work that Sivis has been doing to rescue fundamental values of democracy.

In special, the Local Democracy Index, applied in Curitiba and São Paulo, is one-of-a-kind project, being an important contribution to help us fight the crises that the democracy has been facing."



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