The First Think Tank & Consultancy

on the Arab World & Latin America

Breaking Down Silos,
Building Bridges.

Lebanon ▪ Argentina ▪ Brazil
2012-2013

Breaking Down Silos,
Building Bridges.

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Making Sense of Brazilian Protests

Making Sense of Brazilian Protests

A Special Report by NGC - Beirut, June 2013

Introduction

From 2011 to 2013, NGC had the chance to work in Rio in the field of Public Healthcare, collaborating closely with the Municipality, corporate partners, local communities in the favela of Santa Marta, and a leading institution on urbanisation, the New Cities Foundation (NCF). Together, we implemented an e-health Pilot project allowing an underserved community to access high-end Primary Healthcare services in a cost-effective way for the Healthcare system (see Annex 1). Over this period of time and through the prism of Healthcare policy, we developed a deeper understanding of the Brazilian context, in particular:

- The Brazilian model of Welfare State based on generous universal social rights engraved in the 1988 Constitution;
- The practical challenges for public authorities to deliver quality Public Services to all;
- The specific urban context of the Brazilian slums, the favelas.

In June 2013, as the first phase of the e-health Pilot came to an end, NGC went for a month-long research mission in Brazil to explore new opportunities for South-South cooperation with the Arab world. We had in mind two strategic questions:

I.   Could Brazil be an inspiration for the Arab countries in transition in terms of participative constitutional reforms, new models of active citizenship and innovative use of social media?

II. What are the public policies and third-sector initiatives that actually manage to reconcile fight against poverty, growth and sustainability?

Looking for local answers, we organized an intensive interview program (see Annex 2) with key actors of the public, private and civil society sectors in the three main cities of Brazil: Sao Paulo, Rio de Janeiro and Brasilia. We were in the middle of our interviews when we witnessed the first protests against the increase of the bus fare in Sao Paulo on the gigantic Paulista Avenue. This changed the meaning and focus of our mission and we decided to engage into a serious discussion with the most avant-garde social actors we met in Sao Paulo.

We would like to thank all those who accepted to share with us their enlightening thoughts. We want to express our special gratitude to Pedro TARAK and Ariel KOGAN who were our mentors and guides in this mission, to Secretary Claudia COSTIN and Nabuco BARCELOS for their time, generosity and friendship, as well as to President Michel ALABY who opened many doors for NGC. We also want to thank Chico WHITAKER for his time and lucid views on the social and environmental challenges of modern Brazil and beyond.

Aren't Brazilians Supposed to be Happy?

A few weeks before the outbreak of social protest across Brazil, the weekly magazine the Economist was wondering how Brazilians could be so happy despite stalled growth. The article was illustrated with a nice picture of smiling carnival faces.

The Economist

Brazil isn't growing - so why are Brazilians so happy?
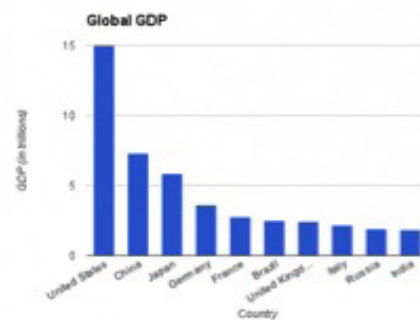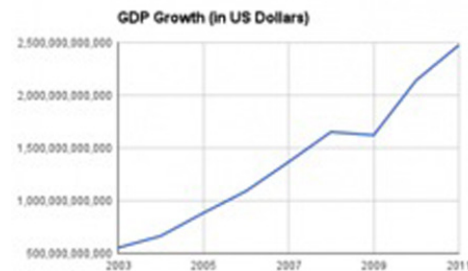
May 7th 2013, 23:50 by H.J. | SÃO PAULO

Figure 1: Happy Brazilians

Actually, the protests took by surprise even the most grassroots urban organizations in Brazil. The **magnitude and speed of contamination** of the movement was a first striking characteristic of the unfolding event. At first, most paulistanos around us discarded the first protest as the initiative of a "politicized minority" using the 20 cents increase as a pretext against Mayor Haddad. After the first acts of vandalism, the reactions were of outright condemnation and hostility towards the protesters.

The second striking element was the genuine **transversality** of the protests: what started as a very specific left-wing youth mobilization against the increase of the bus fare became in a couple of days a generalized social movement where all age categories and social classes – particularly the middle class – took to the streets to express heterogeneous, cross-sectorial demands [1].

These protests erupted in a democratic context under the rule of a left-wing government that can proudly claim merit for a golden decade of continuous growth and social progress. The economic growth was channelled towards a generous Welfare State, successful poverty and inequalities reduction policies and real efforts to deal with corruption.

The following charts summarize how sustained growth placed Brazil as the 6th world economy, led to full employment rates and trickled down to help reduce poverty and inequalities:

GDP Growth (in US Dollars)

Global GDP

Desemprego recorde
Evolução da taxa média anual de desocupação

Brazil

Poverty and inequality — GDP:

Sources: OECD; IMF   *Index of income inequality in which 0=perfect equality and 1=perfect inequality   †Forecast
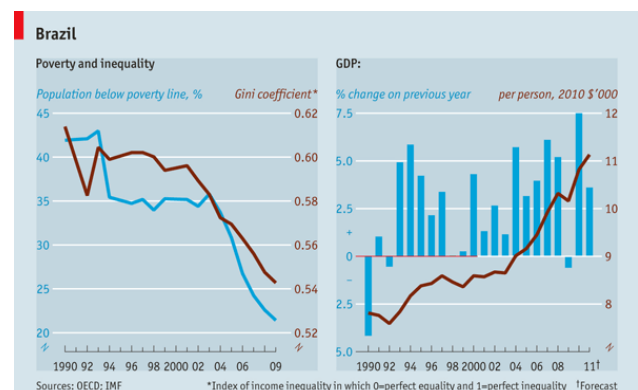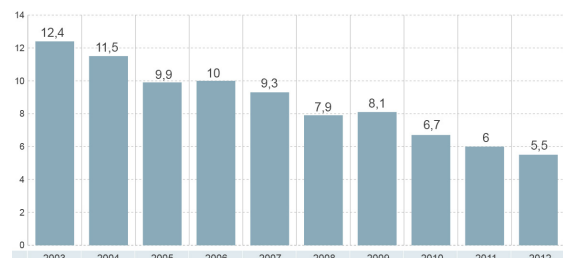
Figure 2: the "Magic Square" of Brazilian Development

What Sparked the Protests

Outbreak in Sao Paulo

There was in Brazil no financial crash to spark an "Occupy Wall Street" mobilization, no fiscal austerity and record-high unemployment to nurture an "Indignados" movement, no Arab dictator to topple and no ambiguous mix of economic liberalization and moral order policies to oppose. **So what on earth are Brazilians complaining about?**

During our conversations in Brazil with figures of the social movement, public decision-makers and members of the private sector, we gathered a number of ideas and hypothesis on the causes of the protests.

> *There was in Brazil no financial crash to spark an "Occupy Wall Street" mobilization, no fiscal austerity and record-high unemployment to nurture an "Indignados" movement, no Arab dictator to topple and no ambiguous mix of economic liberalization and moral order policies to oppose.*

Why public transportation and not one of the many other social grievances ? [2]

First, commuting daily from the periphery to the centre of this gigantic city is a cause of deep, tangible, shared and cumulative social suffering. At rush hours, people queue in long lines that sometimes start outside the metro station…

Figure 3: Underground Rush Hour

Actually, only those who can afford a helicopter avoid traffick jams and public transportation rush hours. [3]

The gentrification of urban centres with unaffordable rents means that the lower middle class is pushed away to the peripheries and has to commute daily to reach its work place in the more central area and privileged neighbourhoods.

All in all, Brazilians end up paying one of the highest ticket fares in the world for a decaying, underdeveloped public transportation network. The constant raises in the fare prices are not matched by any tangible improvement, so citizens started wondering where their money is going.

PARIS
População: 2.234.105

LONDON
População: 8.174.100

SÃO PAULO
População: 11.316.149

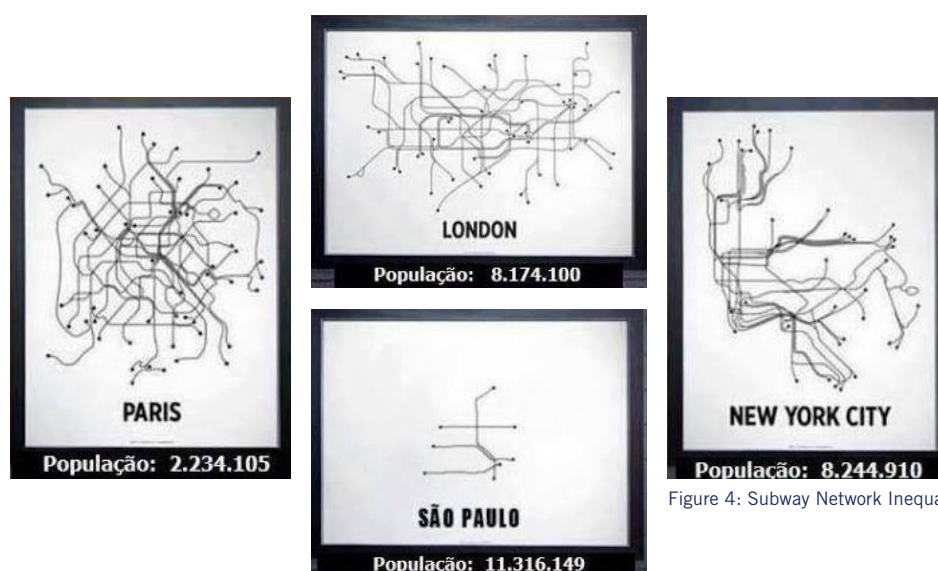**NEW YORK CITY**
População: 8.244.910

Figure 4: Subway Network Inequality

Second, unlike other macro-economic diffuse trends such as inflation and growth deceleration, the rise of transportation fare is **directly attributable to a clear decision-maker** (the municipality) and the cost of the decision falls on the poorer segment of the population.

Finally, the Passe Livre Movement (MPL) managed to articulate a very relevant question about the global urban mobility policy. Quoting the Institute for Applied Economic Research (IPEA), they reminded citizens that "Brazil invests eleven times more on individual transportation through the construction of roads and its credit policy to help consumers buy cars (IPEA, 2011)". As a result, hundreds of additional cars enter the city every day, adding to the Dantesque traffic jams that paralyze millions of inhabitants for many hours.

Brazil invests 11 times more on individual transportation through the construction of roads and its credit policy to help consumers buy cars (IPEA, 2011)

Figure 5: the "Batalhão de Operações Policiais Especiais"

How Did it Spread So Fast?

As a reaction to the first acts of violence and vandalism, the police resorted massively to "non-lethal" arms (rubber bullets and tear gas). Police repression was certainly a key factor of mobilization of the wider population. The brutality of Military Police (in particular the BOPE) is not a new issue in Brazil, but it used to be limited to operations against drug traffickers in the favela.

With the current protests, the Police was confronted for the first time since the 1992 [4] to a massive, nation-wide movement. Police abuses reminded the middle class and main stream media of the need to change the culture of violence inherited from the dictatorship.

Figure 6: the Dictatorship is over, but we forgot to inform the Police

Following abuses in Sao Paulo and more recently in Rio [5], louder voices are now demanding the **demilitarization of the Police** and the end of the criminalization of social movements. In Parallel, a majority of protesters called for pacific protests and rejected violence and vandalism [6].

There is however a deeper reason that explains how the movement became a nation-wide mobilization in a few days. The cost of public transportation services opened up the Pandora box of the use - or misuse - of public resources, collected through a **heavy tax system** (36% GDP).

Once the equation of the "value of Public Services for tax money" was formulated, it was easy to apply the same matrix to other public sectors: Education, Health, and Corruption…

The simultaneous grand opening of the Copa das confederaçaoes became a powerful catalyst for all social discontent regarding the allocation of public resources.

Once the equation of the "value of Public Services for tax money" was formulated, it was easy to apply the same matrix to other public sectors.

The Issue of Economic Rents in Brazilian Public Services

It can seem difficult to understand why public opinion frets so much about the dangers of privatization of Public Services when the State is so present accross all social sectors.

What happens is that, in order to get around extremely complex, slow, stiff and costly public regulation and bureaucracy, the State and Municipalities are **delegating the management of Public Services to private entities** (the "Social Organizations" in the field of Healthcare, the private companies who manage the public buses). In the case of Education, it is slightly different as the private sector does not manage the universities, but control access to superior education throught the costly private schools that help reach the level required to enter.

These entities tend to capture a rent that increases the prices of the Service without necessarily improving its quality. And changing the status quo is not easy.

In the case of transportation, protesters started asking for more **transparency** and accountability in the breaking down of the costs. It appears that the private companies managing the buses are enjoying comfortable profit margins (7%) without investing in a better service. The 20 centavos Movement might lead to a **redefinition of the burden sharing between the public and the "rent captors".** This would not be a small social victory.

The Irritating Mega Events

Brazilians love football, but they are no fools. The colossal amount of resources mobilized for the Cup and the Games angered those who are not getting decent public services. Brazil's projected budget for hosting the World Cup is $13.3 billion and $18 billion for the Olympics. As a reaction, protesters started claiming for "Fifa Standards" Public Services.

The media campaign about "the Best Cup in the World" and "the Cup is Ours" ended up irritating those who cannot afford the price of an entry ticket (end of April, the cheapest ticket cost 600 USD).

The public works, destructions, reorganization and displacement of inhabitants in the Olympic cities created serious social discontent.

Finally, the increase in the cost of living, including in particular rents, is another **negative externality** inhabitants are incurring.

Mobilization had started at the local level around symbolic premises. The organization "Meu Rio" alerted public opinion about the imminent destruction of a school to build a parking lot for a nearby stadium. In a few hours, they managed to save the school thanks to massive public support and an innovative social media campaign [7].

All in all, Brazilian citizens still need to be convinced that the upcoming mega sports events will end up benefiting more than affecting them, that the final "net benefit" will be positive.

All in all, and despite Dilma's reassuring speech, Brazilian citizens still need to be convinced that the upcoming mega sports events will end up benefiting more than affecting them, that the final "net benefit" will be positive.

Figure 7: We demand schools, hospitals, security "Fifa Standards"

The New Sociology of Brazilian Cities

The Fast Rise of the Middle Class

Big companies were among the first in detecting the massive social change happening in emerging markets. With high growth rate for more than a decade, millions of people were being lifted out of poverty and earning enough to become potential new consumers.

This strategic business opportunity was dubbed as **"The Gold at the bottom of the Pyramid"**.

In Brazil, the emergence of a **New Middle Class** was conceptualized by the Government as a symbol of social progress and a living proof of the success of poverty reduction policies under Lula mandates [8].

Thanks to growth, full employment, redistribution and direct cash transfers policies, **40 Million** Brazilians were lifted out of poverty over the past 10 years.

Members of this New Middle Class (NMC) left progressively the ranks of the "D class" (less than 500 USD per month) to join the "C class" (monthly salary between 500 and 2000 USD). Today, the Middle Class represents more than 50% of the Brazilian population. It is precisely this middle class that was in the streets protesting.

So why are those who benefited the most from the past ten years' growth and social policies protesting?

The first answer is that the fast improvement [9] of their personal economic situation was not matched by an upgrading of their urban environment and public services. Many could not afford to "exit" public services by purchasing private insurance, paying for private schools and acquiring cars, and got stuck with poor public transportation, healthcare and education services. The growing Middle Class started to feel entitled to better public services, especially those who begun paying taxes and started travelling to and comparing with Europe and the States.

Those who are right above the threshold of poverty perceive very vividly how inflation erodes day by day their social gains.

The second answer is that they took to the streets precisely because they have so much to lose. In the context of looming inflation (6, 5%, above the Central Bank target of 4.5%) and a spectacular deceleration of GDP growth - from 7.5% in 2010 to 0.9% in 2012, members of the Middle Class sense that their newly acquired social status and purchasing power hold by a thread.

Those who are right above the threshold of poverty perceive very vividly how inflation erodes day by day their social gains. The ridiculous increase of the price of tomatoes became the symbol of inflation.

Figure 8: "you bought tomatoes?!" "I divided in four installments! I could not resist!

The perspective of **backward social mobility** is certainly an unbearable sight for those who finally made it to the C class.

In a way, this protest is the sign that **the Brazilian middle class has "awakened" and is now aware of its collective power.** It used to be an object of study and a recipient of public transfers, it has now reached real agency.

The Inhuman Cities

It is worth remembering a few striking facts about Brazilian big cities.

Latin America is the world's most urbanized continent with 80% living in cities (87% in Brazil). By 2050, nearly nine out of 10 Latin Americans will be urban citizens.

Figure 8: Sao Paulo Skyscrapers

This growth came at a cost: it was "traumatic and at times violent because of its speed, marked by the deterioration of the environment and above all, by a deep social inequality ". [10] Sao Paulo is the 9th largest city in the world with **20 Million inhabitants** and the largest metropolis in Latin America. Rio ranks 22 with 12 Million inhabitants.

In spite of recent improvement, Brazil shows one of the worst **inequality** situations in the world with a Gini Index [11] of 54.7, after Honduras (57.0) and Colombia (55.9). In Brazilian cities such as Sao Paulo and even more so in Rio de Janeiro, the extreme level of geographical segregation and proximity between social classes creates tensions and nurtures social fears.

According to the Mexican think-tank Seguridad, Justicia y Paz, five of the fifteen most **dangerous cities** in the world are in Brazil (Maceio, Joao Pessoa, Manaus, Fortaleza and Salvador).

Social fear leads to the erection of new walls and gates, thus reducing physical and socio-economic mobility in the cities.

Social fear leads to the erection of new walls and gates, thus reducing physical and socio-economic mobility in the cities. Private security companies and surveillance systems are booming. Gated communities are a case-in-point of that trend [12]. As a reaction, criminal practices are adapting, becoming more cunning, spectacular and bloody…

The **cost of living** in Brazil has dramatically increased over the past years. Sao Paulo and Rio are the 12th and 13th most expensive cities in the world according to Mercer's Worldwide Cost of Living Survey 2012 [13]. The famous "Custo Brasil" (a mix of high price, bad quality and bureaucracy) is not only affecting foreign investors. The issue of electricity, one of the highest cost per kilowatt-hour in the world, could be another explosive social issue [14].

All and all, every day life commuting in a Brazilian big city is a tough, alienating experience where social suffering seem to outweigh social progress. Lower-Middle class members commute often more than **four hours daily** from the periphery to the centre where they work as employees, maid, cashier… For the majority of this people, the city is a mere decorum, an area they pass through.

Figure 9: Rush Hour in Sao Paulo

The Crisis of Political Representation

Although Brazil is constantly quoted as a case-in-point of Participative Democracy [15], it is our belief that the current social movement is the symptom of a wider crisis of political representation in Brazil.

PT Fatigue, Endemic Corruption and a Depleted Third Sector

It is no coincidence that the protests took place after ten years of Working Party in power. The elapsed decade has consumed the Partido dos Trabalhadores (PT) and created a certain **PT fatigue**, including within the social basis of the Party. In spite of impressive economic and social achievements over the past ten years, the thrill of the first Lula's mandate is gone and the Party seems to be less in tune with social moods and less able to capture social demands. Why is that?

- The PT has undergone over time a historical transformation from a **utopic, popular organization into a managerial party**. President Rousseff herself embodies the slide from Lula's charismatic leadership to a less flamboyant presidency. As a consequence, citizens' scrutiny progressively shifted from the end-goals to the means, from the vision to the actual assessment of the concrete management of the State.

Another adverse consequence of the practice of power is the paradoxical weakening of autonomous civil society under PT's rule.

- Another adverse consequence of the practice of power is the paradoxical weakening of autonomous civil society under PT's rule. Over the past ten years, the PT invited social organizations and civil society representatives to perform official duties. This created over time a problematic "magnet effect" whereby social leaders left non-governmental position to join the government team, thus losing their independent voice and their organic link with Brazilian civil society.

- Furthermore, a series of **corruption scandals** affected deeply the image of the whole political class, the PT's in particular [16]. The issue of **impunity** of corrupt political representatives is one of the main causes of popular anger. Endowed with a special judicial status (o foro privilegiado), MPs, Senators and Ministers can only be judged by a specialized court, the Supreme Federal Tribunal. In practice however, very few MPs were prosecuted (6 out of 130 cases) and all were acquitted. This situation eroded the credibility of the Brazilian political class and the trustworthiness of check and balance and rule of law mechanisms. Citizens basically lost confidence in their representatives.

Figure 10: "Don't vandalize nor loot. We already have 500 MPs. And they hate competition".

In spite of President Rousseff' s bold efforts to fight corruption, or precisely because it made corruption more visible (seven of her own ministers were pushed to resign on suspicion of corruption), public opinion considers that **a more ambitious political reform agenda and bold institutional overhauling are needed** to address the roots of endemic corruption in Brazil.

The Need to Reinvent Political Representation

Beyond the issue of PT fatigue and systemic corruption lies the deeper issue of political representation. The protesters are expressing a call for a less vertical praxis of Politics and more local ownership in the management of their cities.

> *Protesters are expressing a call for a less vertical praxis of Politics and more local ownership in the management of their cities.*

Brazilians in the streets proudly claimed the non-partisan, decentralized nature of their mobilization and rejected attempts to use the movement as a political platform a year ahead of presidential elections. Even the most avant-garde social organizations such as the Passe Livre and Nossa Sao Paulo were taken by surprise and overwhelmed with the strength of the protests.

Political parties were criticized as non-democratic, closed and hierarchical organizations that work on the basis of **co-optation** and monopolize political debate. State institutions and public servants are perceived as commanding and arrogant. President Rousseff herself is known for her hot-tempered and authoritative personality.

Figure 11: Social Network vs Political Parties.

Brazilians in the streets seem to be calling for a broader political reform agenda and a new way to practice politics.

During our stay in Sao Paulo, we had the chance to meet with **a new generation of social organizations** that seem to have grasped and anticipated the spirit of the current social movement: Rede Nossa Sao Paulo, Cidade Democratica, Escola de Governo, Meu Rio, Rede Sustentavilidade … all have been developing grassroots initiatives with local communities to engage urban citizens and make their voices heard thanks to social media.

Figure 12: Sorry for the Inconvenience, we are transforming Brazil

It will be interesting to follow the latest political initiative of Marina Da Silva, Lula's former environment minister. Ex historical militant of the Partido dos Trabalhadores, she took her distance with the Party and started campaigning for a new political initiative: the Sustainable Network (Rede Sustentavilidade) **[17]**. This project intends to **"Democratize Democracy"** by bringing on its list independent citizens that cannot, under the current party system, run for elections. They are in the process of collecting the 800 000 signatures required to become a political party, with a view to next year's presidential elections.

In a "ville-monde" (A. Bertho) such as Sao Paulo or Rio, the density of the population, the magnitude of economic transactions and the political decisions at stakes are much bigger than in many sovereign countries.

Protesters also voiced in different ways the need to create new methods of participation in the management of their cities. In a "ville-monde" (A. Bertho) such as Sao Paulo or Rio, the density of the population, the magnitude of economic transactions and the political decisions at stakes are much bigger than in many sovereign countries.

This emerging urban reality of "mega cities" calls for more participative, subsidiary and transparent decision-making processes.

This sudden social upheaval is maybe the expression of the will to reclaim public space and the "collective power to reshape the processes of urbanization" (David Harley), what Henri Lefebvre called in 1968 the **"right to the city"** (1968).

Conclusion

As we draft the final words of this brief, protests are still ongoing and Brazilians are intensely debating among themselves the very significance of this social movement and the path it should take. In this context, we will refrain from any conclusion on the nature and achievements of the protests and avoid analogies with other social movements.

The protests in Brazil reminded us that social movements are by nature unpredictable and uncontrolable. That also means that they are **unplottable**. In Brazil, Syria, Iran or China, no conspiration, however bright, could claim to be steering the masses in one or another direction at a given time.

The renewed strengh of social movements since the beginning of the global economic crisis in 2008 should prompt us to try to understand with humility, thanks to social sciences, on-the-ground research and face-to-face interviews, the inner dynamics of local events.

NOTES

[1]   "Schools not Stadiums", "70bn in Corruption", "End Police Violence", "Stop PEC 37" (a bill that would weaken the power of the public minister to investigate official wrongdoing) and "No to the Gay Cure" (a reference to the proposal of the President of the Commission for Human and Minority Rights to treat homosexuality as a disease).

[2]   It is worth mentioning a precedent in 1989 in Caracas, Venezuela, the "Caracazo", when people took to the streets against an increase of 30% of the price of transportation. Riots and looting led to a bloody repression.

[3]   There are 420 helicopters registered in Sao Paulo – a total second only to New York, according to the Brazilian Association of Helicopter Pilots. Sao Paulo has 193 heliports.

[4]   In 1992, Brazilians took to the streets to demand the resignation of President Collor following a corruption scandal.

[5]   Nine people died in the neighborhood of Bonsucesso after a bloody BOPE operation in the nearby favela of Complexo da Mare. Local mobilization got the media's attention and succeeded in stopping the operation of the BOPE.

[6]   For an illustration of the "Sem vandalismo" confronting the "Sem moralismo", check this link - http://www.youtube.com/watch?v=hkueFQNoDUg

[7]   For a detailed account, check link; http://www.riogringa.com/my_weblog/2013/05/interview-with-meu-rios-alessandra-orofino.html

[8]   The Secretary for Strategic Affairs of the Presidency of the Republic, a public entity with a ministerial status, led the research efforts on this topic and started alerting before the protests about the vulnerability of the New Middle Class, squeezed between rising costs and slowing down income.

[9]   In Europe and the States, the Middle classe emerged in the context of the "fordism" over a longer period of time ("the 30 Glorious")

[10]   "State of Latin American and Caribbean cities 2012, Towards a New Urban Transition", UN Habitat.

[11]   "0" shows absolute equality and 100 is perfectly unequal.

[12]   See for instance the Alphaville Project that embodies the dream of automomous, self-sufficient rich communities.

[13]   http://www.mercer.com/press-releases/cost-of-living-rankings

[14]   http://www.economist.com/blogs/americasview/2012/08/electricity-taxes-brazil

[15]   Cf the two-year comprehensive consultation process that led to the 1988 Consitution, the "participative budgeting " practiced in the municipality of Porto Alegre since 1989, the popular initiative bills…

[16]   Cf the "Mansalao Gate" was a vote-buying case of corruption that threatened to bring down Lula's government in 2005.

[17]   http://www.brasilemrede.com.br/

Annex 1: The NCF e-health project – Health caring for Rio

In 2011, the New Cities Foundation entrusted NGC with its flagship project: the e-health Pilot in the favela of Santa Marta, Rio.

With a view to testing an innovative, scalable e-health model in the field of primary healthcare, NGC team developed and implemented an A-to-Z approach, including:

- Research & Design
- Strategic Management of the Foundation's Task Force
- Pilot Local Coordination
- Direction & Production of the NCF Documentary video

The Task Force brought together a **unique ecosystem of public and private partners (PPP)** representing local authorities, corporate and academic members:

| The Municipality of Rio, Secretary of Health | GE Healthcare | The State University of Rio (UERJ) | The Municipality of Rio, Secretary of Health |

The Pilot empowered a Primary Healthcare Family clinic in Santa Marta, a favela at the heart of Rio, with a GE e-health kit filled with the latest diagnosis tools. Thanks to this kit, the Clinic team can walk up the narrow streets of the favela to deliver first-class healthcare to the most vulnerable patients: elderly with chronic diseases and mobility issues. Throughout the project, NGC made sure the Task Force would engage local communities and bring maximum impact.

The UERJ researchers monitored and assessed independently the impact of the Pilot based on **three key questions**: is it cost effective for the Clinic? Can it improve health indicators? Does it facilitate access to healthcare in underprivileged communities? The NCF final report recaps the main steps of the project and key findings:

- The Pilot helped prevent and diagnose at an earlier stage chronic diseases
- The value of avoided hospitalizations offsets the cost of the kit and patients
- Medical feedbacks were very positive, pointing at improved accessibility to healthcare for marginalized patients.

The Project received massive media coverage, including:

- Homepage of BusinessWeek: "Glimpsing the Future of e-health care from a Rio favela" (May 8, 2013)
- The New York Times: "Brazil Slum Study: Mobile Health Tech Promising" (May 8, 2013)
- Special report on the evening news of O Globo TV ("Pacientes com dificuldade de locomoção são beneficiados pela tecnologia")
- The BBC World Service (radio series "Click") is planning to do a story on the Project in Santa Marta.

To learn more on the NCF e-health project, check the video, our website and the final report.

- video : http://ngcco.wordpress.com/2013/06/18/video-release-of-the-ncf-e-health-pilot-in-rio/

- website: http://www.new-gen-consulting.com/csr.htm

- final report : http://ngcco.wordpress.com/2013/05/08/the-final-report-of-the-ncf-e-health-pilot-in-rio-is-out/

Annex 2: List of NGC Interviews and Encounters in Brazil

Institution		*Contact*	*Description*
Institutional			
The Secretary for Education of Rio		Secretary Claudia COSTIN	The Municipal Secretary for Education in Rio is succesfully implementing an ambitious, transformative policy to improve the level of public education in Rio.
The Secretary for Education of Rio		Marcel SANTORO, Advisor to the Secretary	The Secretariat for Health of Rio is implementing "Saude Presente", an ambitious program to reform Healthcare in Rio and extend health coverage to underprivileged areas.
Ministério das Relações Exteriores		Secretary Eduardo Uziel	Itamaraty, Middle East Division I (Lebanon, Siria, Israel, Jordan and Palestinian occupied territories)
Câmara de Comércio Árabe Brasileira		CEO, Mr. Michel ALABY	The Arab-Brazilian Chamber of Commerce's objective is to consolidate and expand partnerships, generate opportunities and, mainly, bring Brazilians and Arabs together, acting as facilitators for the flow of information between them.
Lebanese Consulate in Sao Paulo		H.E. The Consul	
BIBLI ASPA		Dr. Paulo FARAH, Director	BibliAspa's objectives are: • To promote a rapprochement and mutual knowledge between the Arab World and Latin America • Promote critical thinking, research, production and thinking • Create a library, physical and virtual, on topic related to Arabs in Latin America.
Brazil-Arab News Agency		Aurea SANTOS, Journalist	The Brazil-Arab News Agency (ANBA) is the news website of the Arab Brazilian Chamber of Commerce, out of São Paulo, Brazil. Its goal is to promote communication between Brazilians and Arabs.
Fundo Brasil de Direitos Humanos		Ana Valeria ARAUJO, Executive Coordinator	The Fund is a 100% Brazilian institution that promotes Human Rights in Brazil.
FIESP		Federico MEIRA, Manager of the Departement of Foreign Affairs	The Federation of Industries of the State of Sao Paulo (FIESP) represents 130 000 industries from different sectors. Its mission is to represent the private sector, defend private initiative and market economy.

Institution	Contact	Description
Research		
IPEA	Renato BAUMANN, Director of the International studies and Economic Relations (DINTE)	Ipea's mission is "to produce, coordinate and disseminate knowledge to improve public policy and to contribute to Brazilian development planning." The work of the Institute is based on the current Strategic Planning Cycle, envisaging seven theme areas: I. Sovereign international inclusion II. Macroeconomics for full employment III. Strengthening the State, institutions and democracy IV. Advanced and regionally coordinated productive and technological structure V. Economic, social, and urban infrastructure VI. Social protection, rights protection, and opportunities VII. Environmental sustainability
NYU STERN	Brandon FULLER, Deputy Director	NYU Stern Urbanization Project documents public and private-sector responses to urbanization, identify good practices, and work to develop new conceptual frameworks for understanding urban and social systems. The rapid urbanization that is taking place in the 21st century has enormous potential. UP has one overarching goal: pursue initiatives that help the ongoing wave of urbanization to enhance human progress.
Fundação Getulio Vargas	Oliver STUENKEL, Assistant Processor of International Relations	Fundação Getulio Vargas (FGV), founded in 1944, is a world renowned center for quality education dedicated to promoting Brazil's economic and social development. With eight schools, two research institutes, technical assistance projects and a publishing unit, FGV is ranked one of the top 25 Think Tanks* and Top 100 higher education institutions** in the World.
Revista SUR	Pedro Paulo POPPOVIC, Chief Editor	Sur is a biannuel International Journal on Human Rights, published published by Conectas Human Rights in English, Portuguese and Spanish. All content is available on line: http://www.surjournal.org

Institution	Contact	Description
3rd Sector		
Brazilian Figure of the Theology of Liberation (Check Website & Blog)	Chico WHITAKER	In addition to being part of the Advisory Board of Wikileaks, Whitaker is also a founding member of the nongovernmental organization Transparência Brasil, which is affiliated to the Transparency International and aims to fight against corruption in Brazil. He also is a member of the World Future Council. The World Future Council brings the interests of future generations to the centre of policy making.
Instituto ETHOS	Oded GRAJEW, Founder	Ethos Institute intends to mobilize, raise awareness and support private companies in the socially responsible management of their businesses, transforming them into the partners of a fair and sustainable society.
Sistema B	Pedro Tarak Co-founder	Sistema B is a new initiave, a platform that supports companies that leverage the power of market economy to solve environmental and social issues.
Conectas Direitos Humanos	Lucia NADER, Executive Director	Conectas' mission is to promote the realization of human rights and consolidation of the Rule of Law in the Global South - Africa, Asia and Latin America.
Rede Nossa Sao Paulo	Ariel KOGAN, Member of the Executive Secretary	Rede Nossa Sao Paulo's mission is to mobilize several sector of Society to build and commit to agenda aiming at a just and sustainable Sao Paulo
Rede Nossa Sao Paulo	George WINNIK, Member of the Executive Secretary	Rede Nossa Sao Paulo's mission is to mobilize several sector of Society to build and commit to agenda aiming at a just and sustainable Sao Paulo
Rede Escola de Governo	Mauricio PIRAGINO, Director	Escola de Governo: to act politically for the transformation of the Brazilian society, defending Human Rights,republican and democratic values, ethics and national development.
Change Through Digital Inclusion	Marcel FUKAYAMA, CEO	Center for Digital Inclusion: to transform lives and strengthen low-income communities by empowering people with information and communication technology. We use technology as a medium to fight poverty, stimulate entrepreneurship and create a new generation of changemakers.
Cidade Democrática	Rodrigo BANDEIRA DE LUNA, Co-Founder	Cidade Democratica is a platform of political participation with a view to creating innovative solutions based on collective inteligene. It is an initiative from the Instituto Seva.
Rede	Rafael POCO	Rede Sustentabilidade's objective is to "democratize democracy" by allowing broader citizen participation in Politics.
Instituto Peabiru	Rodrigo Lara Mesquita, President	Insituto Pearibu intends to enhance cultural and environmental diversity and to support social transformation processes in the Amazone.