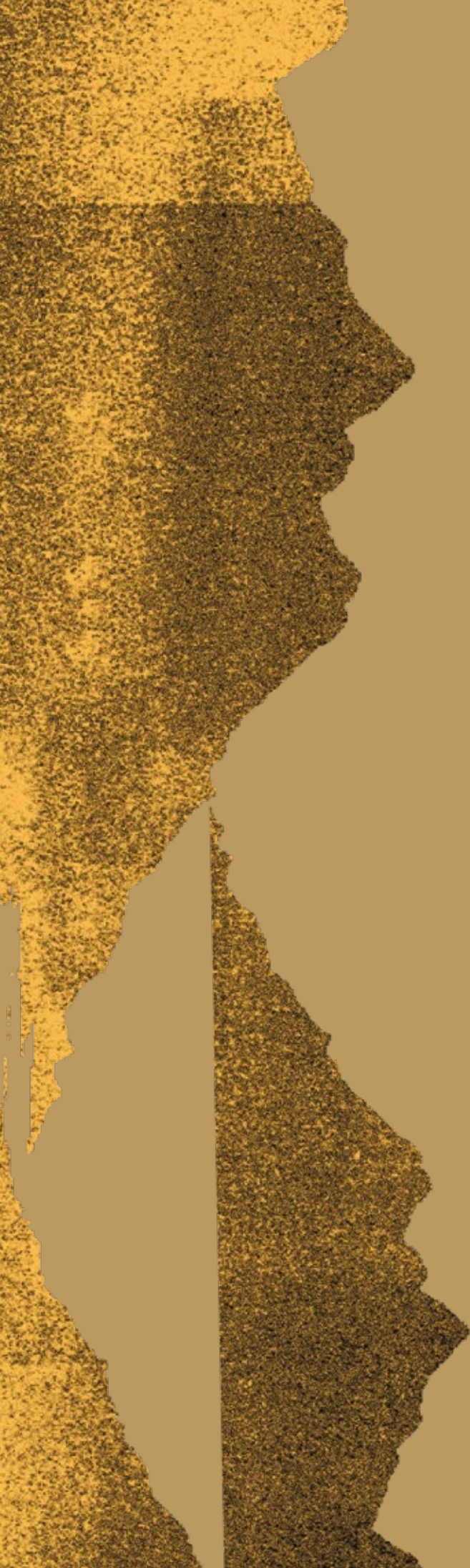




Instituto *Beja*®

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# 01

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Winds that sustain  
*Team and governance*

# Instituto *Beja*<sup>®</sup>

## Board of Directors

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**Guilherme Araújo**  
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# 02

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Opening breath  
*The winds of 2025*

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Photo: Personal archive

## Choosing the narrative: to feel and to act

Nature finds its voice through our advisor Maickson.

Maickson Serrão, a journalist from the Tupinambá people, holds a master's degree in Human Sciences from the State University of Amazonas and is a doctoral candidate in Social Anthropology at the Federal University of Amazonas (UFAM). As the creator of the Pavulagem podcast, which gives voice to stories and knowledge from the Amazon, he has become a reference in strengthening the oral traditions and cultures of the people from the forest. He is also a TED Speaker, author of the children's book "A Mãe da Mata" (The Mother of the Forest) and producer of the animation "Origem da Noite" (Origin of the Night), inspired by narratives of the Sateré-Mawé people.

### Before I begin, I would like to ask permission... to breathe.

To breathe like the wind that moves through the Amazon. An ancient and present wind that carries memory and direction. In 2025, it gathered even greater strength. It was the year that COP30 brought the world closer to the forest and placed it at the center of decisions.

A breath from a territory that has taught for centuries that nothing lives alone, where the river converses with the earth, the tree sustains the sky, the banzeiro\* announces movement even before it reveals itself, and the pororoca\*\* shows that different forces can meet and redraw the course of the waters.



\* **Banzeiro** – Amazonian term used to describe when the river moves or causes ripples in the water. A wave.

\*\* **Pororoca** – a natural phenomenon characterized by large and violent waves formed when the waters of the sea meet those of the river.

2025 was a year of encounters. Encounters between voices and knowledge, science and ancestry, governments, organizations, companies, Indigenous people, youth, and communities that chose to take responsibility for the future.

I breathed hope. A concrete hope that arises when commitments become goals and goals become action. When the forest ceases to be a backdrop and becomes recognized as a subject—a living system and an essential part of the planet's climatic, economic, and social stability.

I breathed out a warning: development must go hand in hand with preservation, growth requires balance, and the world is greater than the human experience.

Rivers regulate the climate, soils store carbon, species sustain invisible cycles, and territories hold essential knowledge. There are also enchanted beings, recognized by many

cultures as a living part of existence. To think beyond the human is maturity. It is recognizing that we are part of a larger, interdependent network.

I breathe purpose. The purpose of building systemic solutions, mobilizing different resources, integrating technical knowledge and traditional wisdom, transforming international commitments into territorial action, and strengthening the connection between climate justice, social justice, and democracy.

The wind does not act alone. It moves, connects, and spreads seeds.

This report is born from this movement, from the connections that have strengthened, the lessons that have taken root, and the experiences that show that acting with courage and collaboration produces concrete results.

2025 was a year of clear direction, more conscious choices, and decisions oriented toward the long term. The challenge is great, and the capacity to respond is also growing.

### And I keep breathing.

May the following pages be read with that same energy: an awareness of urgency accompanied by hope, attention to warnings accompanied by action, and the conviction that a better world is born from collective movement.

### And that movement has already begun.



# 03

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## Eyes on the horizon

*Beja by Cristiane Sultani*

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### Always forward

I am always ahead of your gaze,  
They cannot reach me, but they try to follow me;  
I am the line where the sky meets the sea,  
I am a promise that insists on existing.

They cannot touch me, but they feel my call,  
I am the distance that invites you to continue;  
I guide steps that learn to trust  
In what is yet to be built.

I have seen rivers flow without knowing  
Whether the sea would be shelter or vastness;  
I have seen seeds break through to grow.

I am a limit, but also a direction.  
I am that which teaches us to remain  
Looking beyond one's own condition.

I am silence before the new step,  
I am the risk that broadens vision;

I am the space between fear and trait  
That transforms intention into action.

I am not a full stop or a farewell,  
I am an invitation to go further;  
I am the line that projects life  
Into a time yet to come.

Who am I?

Philanthropy, in its meaning, is the “deep love of humanity,” the “generosity and selflessness towards others,” as presented in the dictionary. Of course, the concept goes far beyond just relating this connection between people. It needs to be updated to include nature and the planet. However, it was this wealth of care that motivated Cristiane Sultani to found Instituto Beja in 2021, and since then, the institution has sought to translate this philanthropy into systemic, courageous, and, above all, risk-taking action. “We were born to discuss and think together about new ways of acting and investing, through listening,” points out Cristiane. On a daily basis, we call this “oxygenation.”

In a scenario of intense “polycrisis,” that is, in which climatic, social, and democratic challenges are intertwined, Instituto Beja is betting on “polycapital”: mobilizing not only financial resources, but also repertoires, networks, and the ability to influence change.

The organization thus becomes a living laboratory in which family philanthropic capital is free to experiment, make mistakes, and adjust course with agility. “Our mission is to strengthen the infrastructure of philanthropy in Brazil, ensuring that it is more collaborative, technological, and deeply committed to racial justice and democracy,” says the founder.

*“Beja’s great differentiator is experimenting, being open to mistakes and learning from those mistakes quickly. I would also highlight joint construction and listening to the field. It’s not what we think, but what we hear.”*

Check out Cristiane’s interview on the five-year history of Instituto Beja, marked by constant learning.

**Throughout its five-year history, Instituto Beja has sought to be innovative in its philanthropic activities. What do we mean when we refer to the organization’s catalytic purpose?**

**Cristiane Sultani** – In Brazil, philanthropy is still considered small compared to international standards. And small does not simply mean in terms of the value of donated resources, but also in terms of its potential. Obviously, there are exceptions to the rule, but on average, the result still falls short of what is expected from the potential of philanthropy in Brazil, whether with resources from current philanthropists or with the entry of new ones.

When we say that Beja has a catalytic purpose, we are referring to how these resources should be used systematically and efficiently to the point that they can multiply their effects, that is, attract new capital or new resources of different kinds to the field.



Photo: Jonatha Bongestab

**On different occasions, you mention that, in view of the polycrisis that humanity is currently experiencing, it is necessary to use polycapital. What does that mean?**

**Cristiane Sultani** – The polycrisis is what we are currently experiencing: climate crisis, geopolitical wars, resource scarcity, the planet’s inability to support the current number of people and the way resources are used today. Polycapital, on the other hand, is exactly how catalytic not only the use of financial resources can be, but also the other capitals that we all have: whether it be business capital, professional knowledge, networks, the ability to relate, institutional influence, etc. Sometimes, the most important thing is not Beja’s financial resources for organizations, but the network, the contacts, the opening of channels that is done. This is where we place polycrisis and polycapital.

**You point out in your remarks that “philanthropic capital is venture capital. Beja, the [Institute] takes great risks in the name of learning. Because without experimentation, there is no innovation.” Why do you say that this is venture capital?**

**Cristiane Sultani** – There is a discussion in philanthropy about control and lack of trust. So, regardless of the effort and impact caused by civil society organizations, philanthropy has power over the use of capital. If relationships of trust are not established, you increasingly want to control the use of money. Why do I say it is risky? Because free donation also presupposes the transfer of control. Obviously, we work with methodologies, tools, and criteria that can minimize risk, but it exists.

The government cannot risk capital because it is accountable for its taxpayers' money; companies, in most cases, have partners; publicly traded companies are accountable to their investors. So, for me, the real capital that can take risks in the service of society to experiment and innovate is family philanthropy capital. That is why I insist that it must be efficient, but with more confidence in what is being done and more appetite for innovation.

### **And how has this venture capital marked the Instituto Beja's journey since its creation?**

**Cristiane Sultani** – For example, we understand that collaboration brings efficiency to the process, so we create laboratories where we can experiment with this collaboration with other partners, in addition to fostering an environment not only for experimentation but also for the adoption of new practices, seeking innovation around the world. Sometimes innovation is not about bringing a new idea, but rather doing things differently from what is already being done.

Thus, based on this scenario of polycrisis, technological issues, and all the current opportunities that exist, we are always putting capital where we can effectively experiment with what is being discussed. And we believe that this capital is risky because it can make and correct mistakes quickly, which is important.

With Beja, for example, after a year and a half, we saw that the mission was not being efficient. So, we completely changed it to work on the infrastructure of philanthropy in Brazil. This rapid change creates the prospect that this venture capital can be made available for experimentation.

### **How were the Programmatic Axes chosen: Philanthropy Infrastructure, Democracy, and Racial Justice? How do these Axes relate to the mission of promoting positive impact in the field of philanthropy and fostering innovation, collaboration, effectiveness, and societal engagement to solve systemic problems?**

**Cristiane Sultani** – Our mission is to strengthen the infrastructure of philanthropy (see more on page 17), as we believe that philanthropy in Brazil needs to expand collaboration and increase investment in technology and public policy advocacy. Much is being done, but more is needed. So, we work in this area of cultural change, providing examples, experimenting, using venture capital, as I mentioned before, to foster new ideas. Although we have only been pursuing this new mission for a short time, we have gained recognition from the sector in this regard and attracted new partners. This has made a lot of sense.

The Racial Justice axis is fundamental given the gap we have in Brazil. When we have a country where the majority of the population is black and brown, but all rankings show that positions in the market are not being occupied by this population, we see the need to act on the racial issue. Economist Eduardo Giannetti always points out that you cannot change a country when a child is born with a different set of opportunities. In other words, if we do not act on this



Photo: Jonatha Bongestab

issue, we will never end inequalities. So, for me, this is very profound. We cannot get used to inequalities. It is a matter of dignity.

In the democracy axes, we still have very few philanthropists working in this regard. Our perspective is to work to create and increase the possibility of exercising citizenship rights, so that citizens understand the importance of democracy and do not underestimate it due to polarization or candidate preference.

Today, we understand that in order to have an efficient and coherent infrastructure [for philanthropy], we need to work on these other two axes: Democracy and Racial Justice.

### **One of the aspects mentioned in the Instituto Beja's manifesto is the mission to oxygenate philanthropy, because as the world changes, philanthropy needs to innovate. What advances has the Institute made since its creation in 2021?**

**Cristiane Sultani** – We have some interesting initiatives to share in this regard. For example, we have managed to establish an alliance to work in a structured way to improve the legal and tax infrastructure for philanthropy.

At first, it was understood that a better tax environment would attract more private social capital. The movement was started by Beja and immediately adopted by other institutions to engage in collaborative advocacy, working to promote changes in order to exempt donations from tax and other issues, such as those related to endowment funds.

We saw this action as a paradigm shift. Today, the alliance is firmly established, having secured a victory on the issue of the gift tax and gained the trust of many institutions.

In a short period of time, this leadership was recognized and today is everything we dream of, as it is a co-leadership in which several institutions actually work together in partnership, in a sense of trust and collective understanding.

Another example of a bolder initiative is the global partnership and creation of the Center for Exponential Change (CMe), which is the Brazilian hub of a global support network for **System Orchestrators\*** (see more on page 77). We understood that several governments were investing in new technologies and that there were models in India, China, and the United States, but in Brazil, more investment was needed. We didn't know where to start, because it's not our area of expertise, but we used the capital to take that risk based on a model that was already being used in India, a center that had been created there and was looking for global partners. So Beja came in as a global partner of major philanthropies—Nilekani Philanthropies (India), New Profit (US), Skoll Foundation (Global), Waverley Street Foundation (Global), and Yellowwoods Foundation (South Africa)—from the Global South to co-found the Centre for Exponential Change [C4EC], a global network that now has hubs in South Africa, Rwanda, and India, in addition to Brazil. Another key point of this partnership is the establishment of the Global South as a priority.



\* **System Orchestrators** are leaders of impact organizations who demonstrate high potential for ideation and execution to generate positive social change, bringing together various actors around a relevant cause.

Therefore, for me, this partnership is a breath of fresh air. In India, philanthropy and private social investment played an important role in building the technological infrastructure that enabled the government to create a digital identity system and a unified registry for its 1.4 billion inhabitants. It is stories like these that inspire us to think about what is possible here. So, we have the C4EC hub in Brazil, the CMe (Centro para Mudanças Exponenciais), which has been created and is taking shape. We already have six partners approved by the global network to join this journey toward exponential change, driving a shift in mindset to develop scalable, high-impact solutions that address inequality more quickly and sustainably.

*“I believe that one of our differentiators is the fact that we have managed to open many international channels. I am very happy when I hear testimonials from other philanthropic organizations such as: ‘We approved this partner because we saw that they were in your portfolio.’ There is, therefore, a recognition that we are doing something different.”*

Another initiative that I believe sets us apart is Filantropando, a movement that was created to bring together philanthropists and civil society organizations in order to promote joint listening and explore innovative paths for the field. It was actually from the first edition of Filantropando that we created the advocacy movement for tax legislation now known as the Alliance for the Strengthening of Civil Society. I see, then, that Filantropando has the potential to bring together everyone involved in the field: donors, partners, consultants, etc., and reflect on what is new, what they are doing differently, how they can contribute, and what is being done that can be improved.

#### Regarding 2025, what can we highlight as the main milestones and results?

**Cristiane Sultani** – Over the course of the year, we were able to better define the role of the Center for Exponential Change. It was very good to hear from the first three partners who participated in the journey that there is a multiplier effect of actions, not only for the mission of that institution, but also in the way of thinking and acting in the field, in how they are now able, at a congress, conference, or in any collective environment, to get these ideas discussed.

Another very important point was the maturity of the relationship with the Instituto Toriba in curating Filantropando based on the imagination and possibilities of conversations that seem obvious – but end up not happening – and also the opportunity to create this safe space for conversations to take place. It was very interesting to be able to discuss how we can transform our own territory, our own map, our own way of thinking and acting.

The arrival of topics such as new longevity, with the creation of a laboratory focused on this subject, was another positive point (see more on page 57). The country's pyramid has inverted, and the government itself has not paid much attention to it. There are so many public policies that need to be created or revisited based on intergenerational coexistence between children, adults, and the elderly. There are still several questions to be answered: Who is this elderly person? From what age?

I think we had many achievements this year.

**What about changes in direction? What adjustments to strategies can be mentioned? What was experimented and adjusted in 2025 by the organization?**

**Cristiane Sultani** – We still had a very fragmented view of our portfolio given the pace of change in Beja's mission. So, in 2025, we had an important internal reflection on what the strategic axes would actually be and what they represent, because it is from our portfolio that we are able to communicate what we really do. I believe this was an intense exercise for the year. And from there, we had changes in structure, team, etc. In addition, we did a lot of listening in the field to find out what sets Beja apart for these various actors.

**Speaking of Filantropando, which you highlighted as a milestone for 2025, the 4th edition of the movement took place in Belém, Pará, during COP 30 [United Nations Climate Change Conference]. Why did Instituto Beja consider it important to be present at the conference and encourage these debates?**

**Cristiane Sultani** – First, because we understand the importance of holding this conference in our territory and believe that we could contribute as a Brazilian family philanthropy. And second, since we operate within the structure of philanthropy, with race as a strategic axis, we know that there is no way to talk about this without discussing climate justice. It is clear that, due to inequalities, this group is already the most affected. Therefore, to address this issue, we sought a partner with expertise, which was the Instituto Clima e Sociedade [iCS]. And this partnership between Instituto Beja, Toriba, and iCS was very good (see more on page 66).

**Regarding the themes of Filantropando, the event hosted seven roundtable discussions organized into four waves, connecting climate justice, territory, communication, imagination, and transformative financing. Why did you call it Unlikely Dialogues?**

**Cristiane Sultani** – COP is a very institutional event, based on an European and American model. And it's not that it's impossible, but it's unlikely that some dialogues will take place, such as those concerning religiosity. We know that, with COP being held in Brazil, riverine and indigenous people, for example, had the opportunity to attend the Conference, through the exercise of democracy, but these conversations were not going to be debated in larger venues, with the reciprocity that occurred at Filantropando. This opportunity to bring up topics that were not on the official agenda of the meeting attracted partners who, naturally, would not have been interested in listening. It was very effective.

There were some very memorable moments. Daniel Calarco, president of the Observatório Internacional da Juventude, for example, recalled that before the Conference, many people said that Brazil did not have the infrastructure to host a COP, questioning why it was in Belém, etc. And then he asked: "But is it really true that a city that hosts the largest religious event in the country, which is the Círio de Nazaré, with more than 2 million people every year, does not have the infrastructure, or is this the European way of thinking,

expecting South America to host events like France does?" This reflects the stance of those who are unwilling to accept the conditions the country offers.

At Filantropando, we were fortunate to not only promote conversations, but also bring local culture onto the boat, with bands sharing their experience of the territory with us, as well as food produced by the people of the territory. Many foreigners also participated in the conversations. The CEO of Black Jaguar Foundation, our partner, for example, is Dutch, and he pointed out: "I haven't seen this happen anywhere else at COP. I'm impressed. I didn't expect to have this quality of conversation and this opportunity to listen and learn." So, I think I would describe Beja's participation outside COP as a great win of enrichment and knowledge for all of us participants.

**To close the conversation by looking at the field of family philanthropy, what paths would you point out, for the new generation of philanthropists that is coming?**

**Cristiane Sultani** – There are high expectations about what these new generations will do and how they will use their capital. We are yet to find out, but we are working to inspire them. I think the Beja movement already tends to be inspirational. And we want people to come and experience it with us. The invitation is here.





# 04

## Currents of the year *Milestones and crossings*

### Movement

I draw paths as I move forward,  
Sometimes serene, sometimes intense;  
There are stretches that require a firm step,  
Others require silence and sense.

The course narrows and demands precision,  
Then it widens and invites expansion;  
Nothing in me knows immobility,  
Everything is a journey, everything is direction.

Each curve carries decision,  
Each encounter redraws the way;  
When waters unite in the same flow,  
They do not compete for strength—they  
broaden their vision.

Moving forward requires trust and surrender,  
Accepting that the other side reveals itself  
In the very act of crossing.

Not every passage comes without tension,  
Some require a change of route,  
Others require courage to continue.

I carry on.

I incorporate what time has taught me,  
I carry what has already been built;  
The past is not a burden that remains,  
It is an impulse that sustains the path.

Because moving forward is not forgetting,  
Nor breaking what came before;  
It is transforming memory into power  
And maintaining a constant flow.

And as long as there is movement,  
There will be direction.

2025 was a year of significant achievements, events, and transformation at Instituto Beja.

Explore the organization's main milestones from the past year below:

## January

Start of the journeys of three organizations within the scope of the Centro para Mudanças Exponenciais (CMe): Desenrola e Não Me Enrola, MapBiomias, and Serenas.

## June

From June 2 to 4, the 2nd edition of The exChange Summit was held for the first time in Brazil at Casa Firjan in Rio de Janeiro. The event was organized by the Centre for Exponential Change (C4EC) and sponsored by the Instituto Beja as a local partner and founder of the Centro para Mudanças Exponenciais (CMe). The forum is the global network's main event, bringing together more than 150 participants, including System Orchestrators, mentors, funders, and visionary leaders from around the world, to share insights, build meaningful connections, and reimagine pathways to exponential change.

## October

Instituto Beja, in partnership with Instituto Toriba, hosted the event 'Conversations about the Futures with Peter Bishop, a U.S. academic researcher specializing in futures studies and founder of the global movement Teach the Future. The event took place as part of the Imagination and Innovation in Philanthropy Lab, held at Instituto Beja in São Paulo.

## December

Start of the journeys of three new organizations within the scope of the Centro para Mudanças Exponenciais (CMe): Conexsus, SAS Brasil and Visão Coop, with co-facilitation of the journeys by brazilian organizations: Catálise Social, Futurar, and Muta.

## April

Strategic planning and program review at Instituto Beja, a milestone in institutional and governance changes at the organization.

Global Meeting of partners of the Centro para Mudanças Exponenciais (CMe) and the Centre for Exponential Change (C4EC) held in Bangalore, India.

## September

Within CMe, three new System Orchestrators were selected – Conexsus, SAS Brasil and Visão Coop – working on the themes of socio-bioeconomics, primary health care, and climate resilience.

## November

The 4th edition of the Filantropando Movement was held in Belém, Pará, during COP 30. Approximately 14 hours of activities were promoted for 140 participants who were present on the Beja Boat for the event, which was proposed as a Cycle of Unlikely Dialogues.



# 05

## Beja's Compass Rose *Identity and purpose*

### Roots and direction

Nothing begins on the surface,  
Before form there is foundation;  
Before the height that is announced,  
There is silence and deepening.

I deepen before I rise,  
I steady the invisible that sustains me;  
It is in what cannot be seen  
That my strength is guided.

What sustains me is not rigidity,  
It is consistency that transcends time;  
Roots know where to plant their feet  
Even when the wind blows hard.

They are not visible, but they sustain  
Everything that rises toward the sky;  
The deeper they settle,  
The firmer and freer the movement.

Rivers do not advance by chance,  
Trees do not lean without reason;  
Seeds hold, in their first step,  
The entire memory of their expansion.

I do not stray because I know where I come from,  
I do not hesitate because I know where to grow;  
Between what sustains and what I draw,  
I find balance to remain.

Time can alter landscapes,  
Redraw contours on the ground;  
But what is born in alignment  
Always finds its direction.

I continue because I am rooted,  
I move forward because I know my course;  
And every well-founded life  
Leaves a deep mark on the world.

Since its creation in 2021, Instituto Beja has been constantly thinking about new models and ways of working for itself and for Brazilian philanthropy, reviewing its strategies, circulating in different spaces, rethinking its relationships with partners, exchanging experiences and knowledge with its peers and, above all, assuming the character of an institution that both learns and teaches.

In 2023, the Institute underwent a period of revisiting and renegotiating its Theory of Change, which, at the time, prioritized action based on three strategic pillars: Knowledge, Advocacy, and Laboratory.

The following year, it was time to rebrand the Institute: with “oxygenate” as the keyword, this process gave Beja a new

way of presenting itself to the world, based on clear, objective communication that reflects the strength and authenticity of the organization.

In 2025, in a new era of renegotiation, the Institute’s strategic planning and programmatic review promoted further structural changes in its way of operating (see more on page 20).

Despite all these phases and transformations—which represent a natural movement for institutions that are willing and open to learning—the essential purpose that gave rise to the Instituto Beja remained the same: **to contribute to a more just and equitable society through the strategic and efficient use of philanthropic resources, always aiming for a multiplier effect.**



# Mission

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Promote positive impact in the field of philanthropy by fostering innovation, collaboration, effectiveness, and engagement of civil society, the private sector, and government to solve systemic problems.

# Vision

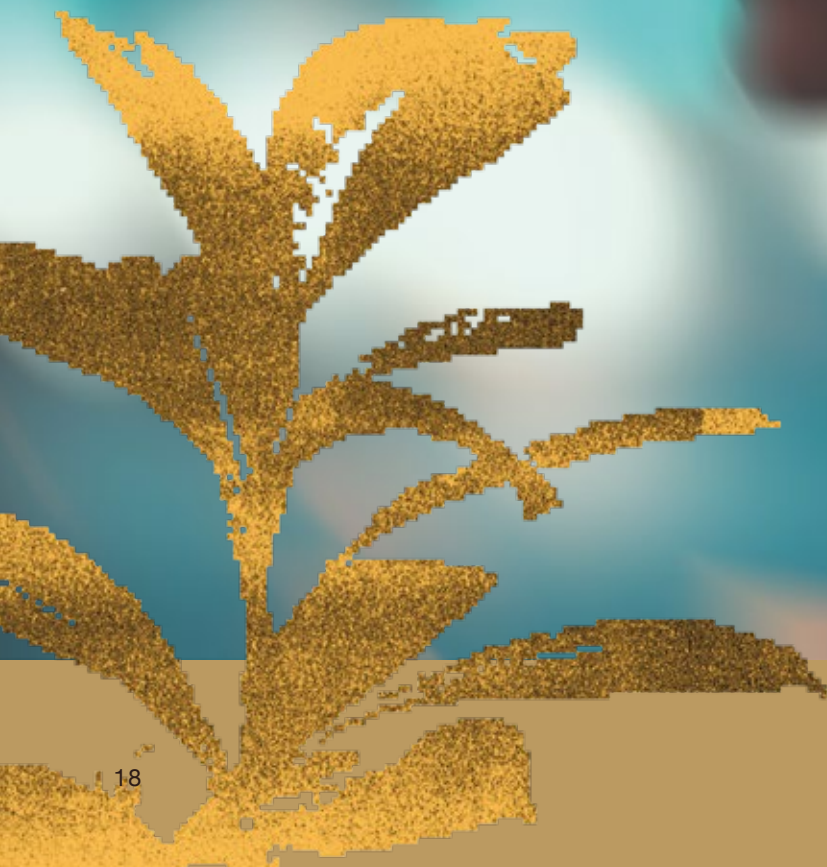
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To become a benchmark institute in the philanthropy ecosystem, recognized for implementing, inspiring, and catalyzing innovative, collaborative, and effective philanthropy to unlock potential levers, bringing real impact to systemic problems.

# Values

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Respect, listening, empathy, belonging, acceptance, resilience, responsibility, dreams, affection, curiosity, and innovation, acting on all these fronts intersecting with personal leadership through the development of self-awareness and self-confidence.





# Instituto *Beja*<sup>®</sup> Manifesto

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To change the world, you need willpower.  
Resources. Questions.  
And someone to bring it all together.  
But go further: Listen. Exchange. Evolve. Innovate.  
Bring oxygen to the system.  
Help it breathe.  
Don't settle.  
Look beyond the status quo.  
Have the freedom and security to bring a new point of view.  
Don't be tied down.  
And tie up loose ends.  
Bring together those who want to do it, those who have resources,  
those who have criticism, and oxygenate everything  
so that the joint solution can flourish.  
Let it be the agent of renewal.  
Let us all learn from nature:  
nothing grows without O<sub>2</sub>.  
Life needs air.  
And philanthropy needs fresh air.  
That is why Beja was born: to articulate new possibilities  
for philanthropy  
by oxygenating processes, spaces, and relationships.

**Beja. Oxygenating philanthropy since 2021.**

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# 06

## New paths

### *The directions of the Programmatic Axes*

#### Continuity

I don't just follow what has already been laid out,  
I discover passages as I move forward;  
What seemed like a closed boundary  
Is revealed in the movement itself.

Where the forest seemed dense,  
Life finds space for light;  
On ground that seemed like rock  
Openings emerge, guided by time.

There are moments when the soil calls for boldness,  
When water flows around and reshapes the ground;  
When the seed breaks through the day  
Without knowing the extent of its expansion.

The world changes when someone decides  
To take the first step beyond what's known;  
When the current alters what divides  
And the new begins to be lived.

Forests renew themselves in silence,  
Rivers find unlikely resting spaces.  
Winds cross immense territories  
Carrying possible futures.

What seems unknown today  
Tomorrow becomes a steady path;  
What begins as a restrained gesture  
Takes shape, grows, and asserts itself.

Nothing remains immobile in life,  
Everything pulses, everything is remade;  
It is in the flow that the way out emerges,  
It is in the advancing that direction is remade.

I continue because life demands continuity,  
Each step opens space for the future;  
What is built with consistency  
Broadens the horizon of existence.



In light of this journey, in April 2025 the Institute began a strategic planning process that led to a revision of its programmatic foundations. From that point on, Beja began operating based on three programmatic pillars: Infrastructure, Democracy, and Racial Justice, which started to guide the organization's activities.

The change was mainly motivated by the desire for a more strategic approach to choices throughout 2025, adopting a systemic approach in the selection process of supported organizations, in which alignment with the theme becomes central to the definition of support.

*“We learned that by focusing too much energy on ‘how’ to do things, we ended up weakening ‘what’ we do. This ended up reducing clarity for the ecosystem and our partners. Based on this reflection, we revisited our approach—while keeping Beja’s mission to expand and open new frontiers for philanthropy intact.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

Understanding how Instituto Beja's activities were structured in 2025 requires a brief review of the institution's recent history.

In 2024, a new theory of change came into effect, structuring the Institute's activities. It established as its central purpose the promotion of positive impact in the field of philanthropy through a set of strategies—such as fostering innovation, collaboration, and civil society engagement—combined with action on specific themes in order to contribute to the transformation of the field and maximize impact.

This theory of change proposed a structured approach based on three strategic pillars: Advocacy, Knowledge, and Laboratories.

After a year operating under this framework, the team conducted an in-depth review of the portfolio, the paths taken, and the support provided. This process revealed that the goal of intentionally and strategically influencing the philanthropy ecosystem was not being achieved to the extent originally expected.

The review also showed that, in certain contexts, strict adherence to the pillars ended up overlapping with the institution's broader purpose, contributing to a dispersion of resources and energy. Based on this reflection, the team recognized the need to adjust the strategy, seeking greater coherence between mission, ways of operating, and desired impact.

*“The wind changed in 2025 at Instituto Beja. An analysis of the portfolio data was carried out, and we visualized the multiple themes that Beja was focusing on from an advocacy and knowledge perspective. There were dozens of themes, which meant a dispersion of investment, which ultimately made it very difficult to tell a story of transformation or impact if we continued down that path. In 2025, we have a new wind, in which we bring more focus and a new vision that helps to structure programmatic choices and, consequently, financial investments.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

Even amid these transformations, Beja's advocacy DNA remains, alongside the strengthening of knowledge and the development of narratives—now shaped as action strategies, that is, defining the “how” of implementation. These strategies reflect medium- and long-term objectives and operate within

priority thematic areas. In addition, the laboratories continue to aim at joint experimentation, focused on the development and support of multisectoral philanthropic projects, but are now also guided by themes (see more on page 56).

## The process of choosing themes

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The Programmatic Axes of **Infrastructure, Democracy, and Racial Justice**, which now guide Instituto Beja's work, had already emerged as priority themes when the organization was structured around strategic pillars.

The choice of these agendas is in line with both the Institute's mission to positively influence the infrastructure of Brazilian philanthropy and the current context in Brazil and the world.

Currently, multiple challenges threaten the guarantees of a democratic state governed by the rule of law in different countries, amid the advance of anti-democratic and authoritarian movements, as well as the difficulty of promoting the necessary advances in the agendas of equity and racial justice, in a context in which racial discrimination and racism are still part of the daily life of the black population.

*“This choice is very much an intentional response to the situation in the country and globally, in addition to the fact that there is an intersectionality between them. To move forward, Brazilian philanthropy must learn and have the courage to embrace these underrepresented issues. We understand that this choice is also a way to create a new structure for philanthropy in Brazil and to act very pragmatically and intentionally, even to the point of embarrassing other philanthropic organizations that are not yet doing this work. And in this mission to oxygenate philanthropy, you cannot say that it is important to invest in racial justice and democracy without doing so in your own portfolio. Beja says it is important and acts on it.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

This redefinition of paths expresses a structural characteristic of the Institute and its team: openness and willingness to review strategies, seek new directions, and recognize renegotiation as an essential step in its philanthropic work. Beja is not based on fixed structures, but conducts context analyses and has a degree of openness, fluidity, and flexibility to change course when necessary.

*“Beja was born in a lighter and looser way, without too much rigidity, which denotes an ability to change at the speed that current times demand. Philanthropy that responds poorly to this moment is that which is too rigid and slow to be able to respond to the urgencies that arise. And that is one of the reasons why we chose to work with Democracy and Racial Justice. These are the great challenges facing global society, which require precisely this ability to move quickly. In democracy, agendas change every six months. In racial justice, we have been spinning our wheels around the issue for a long time, without concrete results. This is a historic demand in Brazil, for which philanthropy is strategic, given its ability to strengthen structural agendas.”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja

# 6.1

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## *Inside each Axis*



*“Democracy and racial justice are important issues for Beja, because without one, we don’t have the other. We strive for democratic philanthropy based on equity.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

By choosing to build a portfolio of partners based on criteria grounded in their performance in the three chosen Programmatic Axes, Instituto Beja emphasizes how much these causes are not isolated, but rather structuring vectors of social transformation, intersecting and feeding back into each other. Therefore, the organization builds a network that functions as an ecosystem of transformation and not as a sum of isolated, segmented, and hierarchical projects.

## Infrastructure

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The mission of Instituto Beja is to positively influence the field of Brazilian philanthropy through intentional action on its infrastructure, promoting improvements and innovative and creative ways of operating.

By choosing the infrastructure of philanthropy itself as its focus, Beja is committed to contributing to the improvement of practices and structural transformation in the field, with the long-term goal of making Brazilian philanthropy more diverse and globally recognized for its capacity for innovation and its commitment to social justice and democracy.

To achieve these objectives, Beja prioritizes investments and support for actions that have the potential for continuity and structural impact in the field of philanthropy and social justice, that encourage intersectoral cooperation and dialogue with other relevant initiatives in the field of philanthropy, and that consider ethnic, racial, gender, and social diversity as fundamental pillars for social transformation.

The cross-cutting use of certain strategies, such as advocacy, knowledge production, and narrative strengthening, ensures internal cohesion and mutual reinforcement between actions. In this way, Instituto Beja, in addition to being a financier, also acts as a facilitator in a field that needs to change.

### **To achieve this scenario of philanthropy, it is necessary to:**

- Consolidated strategies that allow for an increase in the volume of resources invested, ensure transparency, and foster cooperation between philanthropists, the public and private sectors, organizations, and social movements;
- The creation of safe spaces for experimentation and testing of new philanthropic investment models involving multiple actors;
- Offering knowledge and practices that are not currently part of Brazilian philanthropy;
- Inclusion of underrepresented philanthropic actors in traditional spaces of Brazilian philanthropy.

## [Brazilian overview – Infrastructure]

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# 66%

of Brazilian social organizations point to financial sustainability as one of the most urgent issues and the main challenge to be overcome.

Source: *Overview of NGOs: Brazil chapter (2025)*, conducted by the Charities Aid Foundation (CAF) in partnership with IDIS  
[tinyurl.com/Beja01]

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# Only 1/3

of the funding for organizations is granted without restrictions, meaning that it does not need to be allocated to specific projects, understood as essential for institutional development, adaptability, and continuity of actions.

Source: *Overview of NGOs: Brazil chapter (2025)*, conducted by the Charities Aid Foundation (CAF) in partnership with IDIS  
[tinyurl.com/Beja01]

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# 70%

of NGOs report having difficulty recruiting the right people, retaining employees, and managing their well-being.

Source: *Overview of NGOs: Brazil chapter (2025)*, conducted by the Charities Aid Foundation (CAF) in partnership with IDIS  
[tinyurl.com/Beja01]

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Own resources directed by supporting companies are the main source of social investment financing, representing

# 46%

followed by the organizations' own endowment funds, representing

# 28%

of the investment volume.

Source: *GIFE Census (2024-2025)*  
[tinyurl.com/Beja02]

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# 83%

of social investors provide some type of support specifically to civil society organizations (CSOs). Companies lead in this indicator, with 92% declaring support for CSOs, followed by Family organizations (86%), Business organizations (83%), and finally Independent organizations, of which 78% provided some type of support.

Source: *GIFE Census (2024-2025)*  
[tinyurl.com/Beja02]

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# Democracy

Recent attacks on democratic institutions have highlighted the seriousness of the threats to the democratic rule of law in Brazil. For Instituto Beja, democracy is more than an institutional or political structure; it is a living, pluralistic, and inclusive space in which differences not only coexist but are fundamental.

The Institute believes that philanthropy should contribute not only financial resources, but also help enable and strengthen civic space as a terrain for encounters—one that embraces the diversity of voices, interests, and perspectives and allows for the open, safe, and powerful expression of the demands and rights of individuals and communities, especially those historically excluded.

## [Brazilian overview – Democracy]

# 72%

of the world's population currently live under authoritarian regimes, a level similar to that of 1985. The year 2025 is seen as a turning point, with systematic attacks on democratic institutions, multilateralism, and international human rights standards.

Source: World Report 2026, produced by Human Rights Watch (2026)  
[tinyurl.com/Beja03]

# 26,7%

of the Brazilian population uses social media as their main source of information about politics, second only to TV news (32.2%). In 2018, social media was the source chosen by 10.9%.

Source: Survey "The Face of Democracy" (2024), conducted by the Instituto da Democracia (IDDC-INCT)  
[tinyurl.com/Beja07]

# About 70%

of the Brazilian population prefers democracy to any other form of government, and 81% agree that, although it may have problems, it is still the best political system.

Source: Survey "The democracy we have and the democracy we want" (2024), conducted by the Observatório da Democracia da Advocacia-Geral da União (AGU) and the Instituto de Pesquisas Sociais, Políticas e Econômicas (Ipespe)  
[tinyurl.com/Beja05]

# 56,5%

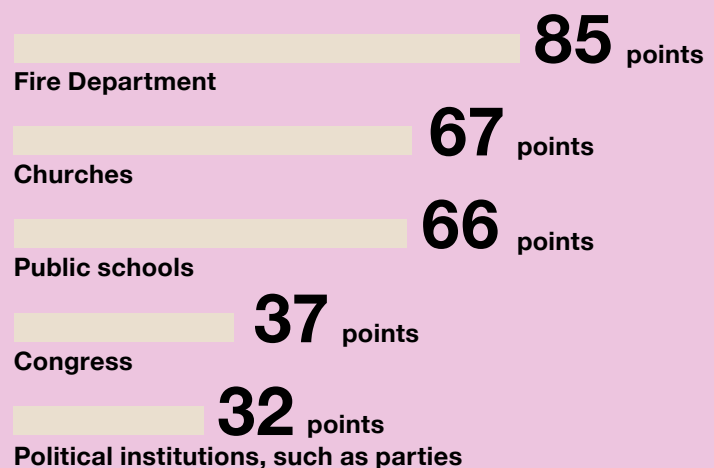
of Brazilians say they are dissatisfied or very dissatisfied with the functioning of democracy in the country today, while another 38% say they are satisfied or very satisfied.

Source: Survey "The Face of Democracy" (2024), conducted by the Instituto da Democracia (IDDC-INCT)  
[tinyurl.com/Beja07]

## Trust of Brazilians in Institutions (2025)

Overall decline:

**A 4-point drop in the trust index.**



Source: Social Trust Index (2025), conducted by Ipsos-Ipec  
[tinyurl.com/Beja09]

**Instituto Beja's long-term vision: a pluralistic, resilient, and inclusive democracy, with civic spaces that guarantee the participation of diverse actors, will only be possible with:**

- The expansion of Brazilian philanthropy's investment in infrastructure and advocacy strategies;
- The strengthening of technical and political training for leaders and social organizations with programs focused on the development of critical skills in political advocacy and strategic communication;
- The consolidation of strategic partnerships between organizations committed to strengthening democracy;
- The expansion of production and dissemination of knowledge;
- The use of innovative approaches to financing initiatives aimed at defending and expanding democracy.

## Racial Justice

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For Instituto Beja, Racial Justice is more than an agenda, affirmative action, or programmatic axis: it is a structural and non-negotiable commitment that guides all of its actions and investments.

In a country with a deep history of violations of the rights of indigenous peoples, slavery, discrimination, and structural racism that are present in multiple spaces and relationships, it is essential to recognize that Black, mixed-race, and Indigenous communities have made important advances, thanks to the constant mobilization of social movements and organized civil society that continuously fight against these inequalities.

In this context, the strategic role of philanthropy is to address these issues on an ongoing basis, encouraging the country to consolidate the rights of these populations with strong public policies and broadly inclusive social practices, promoting racial equity and structural historical reparations.

Instituto Beja acts as a strategic partner to organizations on the front lines of these struggles, helping to strengthen their strategic actions and securing financial, technical, and political resources to support structural and lasting change.

**For this to happen, a joint effort of different actions is necessary, including:**

- Greater allocation of philanthropic and private resources to Black and Indigenous organizations committed to the racial justice agenda;
- Improving the technical and political capacities of social organizations and movements, especially in political advocacy and communication;
- Creation of strategic alliances between leaders, academic institutions, social movements, and civil society organizations dedicated to racial justice;
- Expansion of the production, dissemination, and strategic use of anti-racist data and knowledge, fueling public debates and influencing public policies;
- Ensuring continuous spaces for experimentation, innovation, and learning in anti-racist and reparative practices.

## [Brazilian overview - Racial Justice]

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**44%**

of Brazilians consider race/color/ethnicity to be the main factor generating inequalities, and

**81%**

say that Brazil is a racist country.

Source: *Survey on Perceptions of Racism in Brazil (2023)*, conducted by Peregum - Instituto de Referência Negra and the and the Projeto SETA [tinyurl.com/Beja10]

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The groups that most often claim to live with victims of racism are:

**59%** of black women;

**55%** of black men;

**55%** of people who have or live with someone with a disability;

**51%** of young people aged 16 to 24;

**47%** of people with a family income of up to one minimum wage.

Source: *Survey on Perceptions of Racism in Brazil (2023)*, conducted by Peregum - Instituto de Referência Negra and the and the Projeto SETA [tinyurl.com/Beja10]

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**56%** of black people,

**17%** of brown people, and

**7%** of white people

say they have experienced racism at some point in their lives.

Source: *Instituto Datafolha (2024)* [tinyurl.com/Beja11]

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In 2024,

**eight out of every ten**

people killed by the police were black. Most of the victims were men (99.2%) and young people: the highest rates are among adolescents

**aged 12 to 17** ((2.3 per 100,000)

young people

**aged 18 to 24** (9.6 per 100,000).

Source: *Brazilian Public Security Yearbook 2025*, produced by the Fórum Brasileiro de Segurança Pública (FBSP) [tinyurl.com/Beja12]

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Racial inequality is also evident among femicides:

**63,6%**

of women murdered in 2024 were black, mostly

**70,5%**

between the ages of 18 and 44

Source: *Brazilian Public Security Yearbook 2025*, produced by the Fórum Brasileiro de Segurança Pública (FBSP) [tinyurl.com/Beja12]

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# 07

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## *Whirlwind of impact*

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### Reverberate

In the forest, nothing echoes in vain,  
Even the most restrained gesture,  
Changes the course of the ground  
And reaches what seemed forgotten.

A root that deepens in silence  
Supports what grows above;  
A river that changes its course  
Redraws the map of life.

The enchanted know how to preserve  
The balance that cannot be seen;  
They whisper, before each advance,  
That to live is also to protect.

In a circle, the word spreads,  
No voice is diminished;  
When the collective articulates itself,  
The future becomes greater.

Peoples who bring their memory into being  
Do not ask permission to exist;  
They transform pain into trajectory  
And expand the right to continue.

Justice is when the margin opens,  
When access has no color;  
It is when history that previously did not fit  
Begins to occupy its place of value.

Nothing ends where it begins,  
Everything reverberates beyond;  
What is planted in diverse soil  
Strengthens many as well.

This is how life organizes itself  
In a network, in flux, in expansion;  
What was absence becomes concrete  
When it circulates in participation.

Echo is the logic of the forest itself,  
Where everything that is done  
reverberates;  
If action is born just and made manifest,  
The future expands and prospers.

Bringing about effective change in the infrastructure of philanthropy, democracy, and racial justice—the programmatic axes chosen for Instituto Beja’s work—is no easy task. These are three complex agendas, each with their own histories and processes that must be considered when thinking about new paths and solutions to the issues at hand.

Amid such challenging agendas and debates, Instituto Beja believes in the importance of joint and collaborative action with different audiences – from the government, through the business sector, and finally civil society – and in multiple actions and formats, with the aim of enhancing the possibility of transformation in these areas.

**In this chapter, you can follow Instituto Beja’s work on the following fronts:**

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## **7.1 Beja Portfolio**

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## **7.2 Laboratories**

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## **7.3 Filantropando movement**

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## **7.4 Impact investing**

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## **7.5 Centro para Mudanças Exponenciais (CMe)**

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# 7.1

## Beja® Portfólio

The fact that Instituto Beja refers to the organizations to which it makes donations as “partners” says a lot about the type of relationship the institution wishes to build with its grantees.

Among the fundamental and indispensable values that guide its actions are respect, listening, empathy, belonging, acceptance, resilience, responsibility, dreams, affection, curiosity, and innovation.

In other words, the Instituto Beja makes clear in its manifesto the importance of promoting spaces for meeting, dialogue, exchange of experiences, and trajectories in a joint and collaborative journey, in which each institution contributes its polycapitals, an essential movement for promoting effective change in the face of complex challenges.

To this end, it selects organizations that, in addition to working on themes aligned with its programmatic axes, are also aligned with the institution’s mission and vision.

The very choice of priority themes for Beja’s activities also contributes to this process of building relationships with partner organizations, which identify in the Institute an ally to their agendas.

*“If our choice of partners is well made, the relationship flows. Collaboration is not something written or pre-articulated, it happens with the development of this relationship based on transparent and honest contact, starting from our position of institutional and flexible support, without major metric demands, understanding and wanting to strengthen the mission and vision of our partners.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“When we chose Democracy and Racial Justice as our focus areas, we did so not only because we recognize their relevance to Brazilian society. These are agendas to which we are deeply committed, both ethically and politically. In this sense, many partners recognize us as political allies.”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja



## 7.1.1

### Selection of organizations and monitoring process

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The strategic planning and programmatic review process of the Institute's bases of operation, carried out in April 2025, also included a careful analysis of the selection criteria for partner organizations to receive financial support from the Instituto Beja. What began as an instinct of founder Cristiane Sultani was, over time, structured into a formal governance process.

Currently, based on this new governance, Instituto Beja operates primarily through the direct identification of partners, based on invitations.

However, it is also open and interested in learning about new initiatives aligned with its Programmatic Axes, and is available to evaluate the possibility of grants based on requests sent to the institutional email, in addition to considering the circulation and contacts made by the Beja team as a way to map possible new partners.

The monitoring of institutions is another point worth highlighting. Although Beja has adopted a stance of collaboration and cooperation with its partners since its creation, prioritizing trust and transparent dialogue, this position has become clearer and more structured since the strategic planning of April 2025.

Moving away from requesting detailed periodic reports from organizations, the Institute holds quarterly meetings—which are systematized for further analysis—as well as two formal meetings per year with each partner in order to map the progress and difficulties of each one.

#### The institution focuses on seeking out organizations:

- Outside the Rio-São Paulo axis, in order to increase the regional diversity of partners;
- Aligned with its mission and vision;
- With similar themes and agendas;
- That are diverse and, in some way, also experiment and explore new paths;
- That are available to build a relationship with Beja based on open, transparent, and frank dialogue;
- Structured to receive medium-term support (three to five years);
- Eligible to receive grants with an average ticket size of R\$200,000. Instituto Beja prioritizes organizations for which this funding will make a real difference.

*“The choice to build a long-term relationship based on dialogue and trust is a proof of concept for Brazilian philanthropy, so that other philanthropic entities can understand how this contributes to improving investment. Many Brazilian institutions believe that for grantmaking to be done well and effectively, it requires a level of control and monitoring that borders on micromanagement, with excessive reporting, generating a huge amount of work that is not measured in financial terms for the organizations supported, which, in my opinion, is very inefficient.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant, and Member of the Executive Committee of Instituto Beja

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**Below are all the organizations that were part of Instituto Beja's Portfolio in 2025:**

## 7.1.2

### Infrastructure Axis



Photo: Beatriz Gimenes/Archive Iniciativa PIPA



#### Iniciativa PIPA

*“2025 was a very important year for the institutional trajectory of the Iniciativa PIPA. We opened our CNPJ (Corporate Taxpayer ID), completed the entire legal institutional process for PIPA, delivered two reports, launched a podcast, and focused on articulations of great relevance to PIPA, in addition to having a broad advocacy agenda during the COP. The partnership with Beja is very important, as we have a synergistic vision of the philanthropy we want the ecosystem to exercise. This allows us to envision executive and coordinated advocacy partnerships that are strategic for both institutions. Over the past year, we have realized that comprehensive and in depth planning along with dedicating more time to internal alignment, helps us navigate this ecosystem better and go higher and further.”*

#### Gelson Henrique

Member of the founding board of Iniciativa PIPA



#### Action

The Iniciativa PIPA works to transform Brazil by bringing together favelas and low-income communities with philanthropy. By valuing the potential and diversity of these territories, its mission is to contribute to democratizing access to private social investment in Brazil, helping to build a world in which philanthropic and private resources are accessible to grassroots organizations in favelas and low-income communities.



#### Support objective

Contribute to democratizing access to private social investment in Brazil.



#### Main actions

- Encourage and support knowledge production to connect Brazilian low-income collectives and movements to philanthropic resources.



#### Contribution

In 2025

**R\$ 300.000**

Total contribution

**R\$ 420.000**

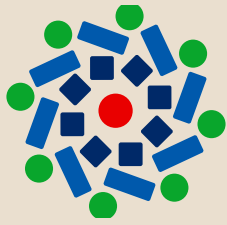


#### Duration of support

**2024 to 2026**

Learn more:

[iniciativapipa.org](https://iniciativapipa.org)



Fundação

**José Luiz  
Setúbal**

**Fundação José Luiz Setúbal**

Learn more:

[fundacaojles.org.br](https://fundacaojles.org.br)



## Action

With 20 years of existence, the Fundação José Luiz Setúbal mission is to promote children's health through assistance, knowledge generation and dissemination, philanthropy, and advocacy. It works on issues such as respiratory health, food and nutritional security, high-complexity pediatrics, mental health and well-being, promoting efforts to combat violence against children and the strengthening of civil society.



## Support objective

To support the research project "Philanthropy: Private Social Investment - Major Donors," which aims to understand the motivations and practices of philanthropy exercised by individuals associated with the profile of major donors in Brazil, exploring the experiences, knowledge, and expectations of these philanthropists, seeking to identify how their actions contribute to strengthening private social investment in the country.



## Main actions

The research aims to gain knowledge about:

- The field of philanthropy in Brazil;
- The experiences, knowledge, and expectations that constitute the philanthropic practices of these actors.



## Contribution

In 2025

**R\$ 100.000**

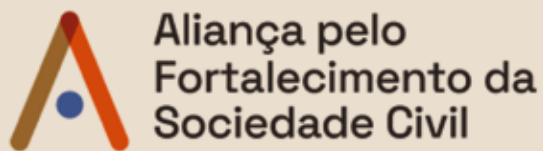
Total contribution

**R\$ 200.000**



## Duration of support

**2024 to 2025**



Aliança pelo Fortalecimento da Sociedade Civil

## Aliança pelo Fortalecimento da Sociedade Civil

Learn more: [aliancafsc.org](https://aliancafsc.org)



### Action

The Aliança pelo Fortalecimento da Sociedade Civil is a coalition of third sector organizations, experts, philanthropists, and law firms that work together to build and consolidate a promising legal, legislative, and institutional environment that is more just, democratic, and secure for those who work in Brazilian civil society and face regulatory, fiscal, and bureaucratic challenges.



### Support objective

Contribute to the strengthening of Brazilian civil society through strategic coordination within the sector and strengthen the demands of philanthropy.



### Main actions

The Instituto Beja is responsible for the Alliance's executive secretariat, supporting the management of the coalition, which involves:

- Monitoring tax reform;
- Holding regular meetings in Brasília with government representatives;
- Collecting data and conducting research;
- Coordination with other organizations;
- Holding meetings, monthly plenary sessions, and workshops.



### Contribution

In 2025

**R\$ 363.825**

Total contribution

**R\$ 1.149.177**



### Duration of support

**Continuous, since 2023**



## Grupo de Institutos, Fundações e Empresas (GIFE)

Learn more:

[gife.org.br](https://gife.org.br)



### Action

Created in 1989, GIFE is an association of private social investors in Brazil, bringing together institutes, foundations, and funds (family, corporate, independent, or business). It currently has a network of more than 170 members. According to data from the 2024-2025 GIFE Census, the Brazilian private social investment (ISP) reached R\$ 5.8 billion in 2024.



### Support objective

Strengthen the philanthropic sector in Brazil and enable GIFE to continue fulfilling its purpose of promoting spaces for coordination, reflection, and production of content and knowledge about the sector, encouraging the involvement of new actors and coordinating advocacy efforts, as it did in preparing recommendations for the G20.



### Main actions

- Presence in the development of strategic agendas;
- Encouraging debate among GIFE members;
- Support for the development of new actors in the field of private social investment (PSI);
- Contributing to and promoting the production of content and knowledge relevant to the sector.



### Contribution

In 2025

**R\$ 333.333**

Total contribution

**R\$ 1.000.000**



### Duration of support

Association and institutional development

**2024 to 2028**

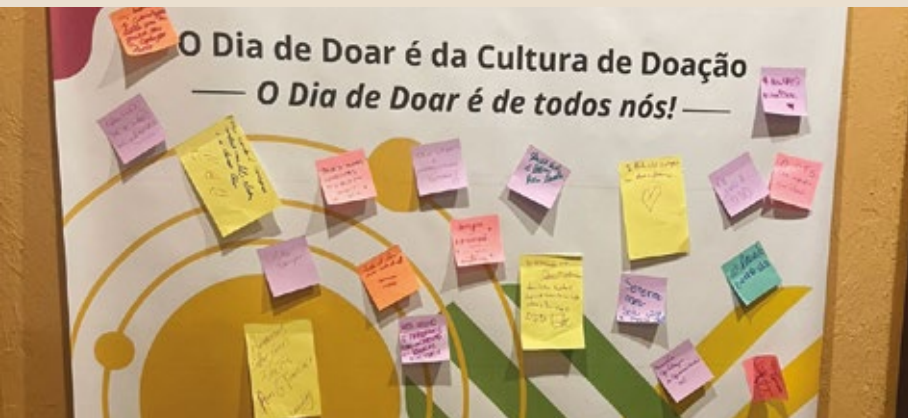


Photo: Movimento por uma Cultura de Doação



## Movimento por uma Cultura de Doação (MCD)

*“The partnership with the Instituto Beja was fundamental in enabling 2025 to be experienced as a year of planning, listening, institutional deepening, and strategic reflection for the Movimento por uma Cultura de Doação. It was a year marked by dialogue and structural debates about what it means to act as a movement in the philanthropic field, how to sustain this action in the long term, and how to continue expanding and strengthening the culture of giving in Brazil. One of the main lessons learned from this relationship was the importance of building partnerships based on proximity, trust, and a shared vision. Beja’s support also made it possible to hire a more senior team, which was essential for the movement to prepare consistently for the challenges and responsibilities of the next cycle.*”

### Dani Saraiva

Member of the executive coordination of Movimento por uma Cultura de Doação

Learn more: [doar.org.br](https://doar.org.br)



## Action

An open and democratic network of individuals and organizations that have voluntarily come together since 2012 to help make giving part of Brazilian culture. The MCD believes that, in order for the country to fully develop its potential, it is necessary to engage in causes and projects for social and environmental transformation, managed and executed by civil society organizations.



## Support objective

To contribute to embedding the practice of giving as a fundamental part of Brazilian culture, promoting altruism and solidarity through collaborative campaigns, knowledge production, and monitoring of the giving landscape in the country.



## Main actions

- Contribution to a task force of members that worked on developing guidelines for the collective’s activities;
- Support for initiatives such as the Donation Monitor;
- Encouragement and support for knowledge production;
- Support in the process of strengthening and expanding the movement’s structure, hiring senior professionals for the team and improving governance.



## Contribution

In 2025

**R\$ 50.000**

Total contribution

**R\$ 100.000**



## Duration of support

**2024 to 2025**



## Coalizão pelo Impacto

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Learn more:

[coalizaopeloimpacto.org.br](https://coalizaopeloimpacto.org.br)



### Action

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Co-created by the Instituto de Cidadania Empresarial (ICE) and three organizations, with the support of eight institutions—including Instituto Beja— Coalizão pelo Impacto aims to empower local ecosystems together with dynamic organizations that support entrepreneurs, in order to boost six impact ecosystems across Brazil, with up to 600 businesses supported in the country's five regions.



### Support objective

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To enhance the process of strengthening ecosystems that support impact entrepreneurs in six cities in the five regions of the country: Fortaleza (CE), Campinas (SP), Belém (PA), Brasília (DF), Paranaguá (PR), and Porto Alegre (RS).



### Main actions

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- Support for the evaluation process conducted by Kearney Consulting, which will assess: the progress of cities and progress by dimension.



### Contribution

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In 2025

**R\$ 375.000**

Total contribution

**R\$ 1.650.000**



### Duration of support

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**2023 to 2026**



## Fundo patrimonial (Endowment) – USP Diversa

Learn more:

[www5.usp.br/uspdiversa](http://www5.usp.br/uspdiversa)



### Action

Universidade de São Paulo (USP) scholarship program for students from public schools and in situations of socioeconomic vulnerability. Currently, 50% of USP entrance exam places are reserved for public school students and ethnic-racial quotas. Now the challenge is to enable these students to complete their degrees.



### Support objective

Structure the endowment based on a replicable model in order to inspire financial support strategies for quota students at public universities in Brazil, in addition to providing legal support and carrying out advocacy actions in favor of the development and implementation of public policies for permanent scholarships for quota students at public universities.



### Main actions

- Coordination with Ultra High Net Worth Individuals (UHNWI), large companies, and alumni, including a plan for events, large-scale campaigns, and engagement with companies through incentive policies focused on fundraising for USP Diversa.
- Strengthening the supporters committee;
- Presentation of the project and the impact of scholarships for quota students to the Minister of Finance, Fernando Haddad, and Rosângela Lula da Silva;
- Creation of an advocacy plan for Scholarships' Bills in Public Educational Institutions with resources from the Social Fund applied at the federal, state, and municipal levels.



### Contribution

In 2025

**R\$ 40.638**

Total contribution

**R\$ 6.013.070**



### Duration of support

**Continuous, since 2023**

# Praça Atahualpa

## Praça Atahualpa

Learn more:

[instagram.com/pracaatahualpa](https://www.instagram.com/pracaatahualpa)



### Action

Public square located in the Leblon neighborhood of Rio de Janeiro (RJ), adopted, revitalized, and managed by Instituto Beja since 2022. The square features the Institute's mascots, such as Pedrinho, named after Pedro Alberto Fischer, Cristiane Sultani's husband, and his companion, the dog Beja.



### Support objective

By revitalizing and caring for Praça Atahualpa, Instituto Beja aims to provide a plural, diverse, safe, and democratic public space for intergenerational interaction, strengthening community ties with purpose and responsibility.



### Main actions

- Revitalization of the square;
- Promotion of events on commemorative dates;
- Organization of cultural activities during the week and on Saturdays;
- Establishing connections and partnerships between social projects, organizations, collectives, professionals, and community groups in order to promote collaborative actions and activities.



### Contribution

In 2025

**R\$ 579.304**

Total contribution

**R\$ 1.034.217**



### Duration of support

**Continuous, since 2022**



artepoint  
produção cultural



## Pedro e Beja - Uma Aventura Animada

Learn more:

Pedro e Beja - Uma Aventura Animada  
EP01 - Tudo em seu lugar  
[tinyurl.com/Beja13]



### Action

“Pedro e Beja - Uma Aventura Animada” is a series by Instituto Mar Adentro, produced by Arte Point Produção Cultural and supported by Instituto Beja. The production follows the adventures of the two protagonists: Pedro, a curious and creative boy, and Beja, his dog and best friend, a natural leader as they explore various scenarios full of challenges and discoveries.



### Support objective

Combining culture, entertainment, and civic education with lighthearted animation, humor, and accessible language, the project invites children and young people to reflect on the importance of preserving the environment, valuing differences, and taking an active role in building a more just society.



### Main actions

- Use of Art Education as a tool to address relevant issues in a playful way, encouraging children and young people to adopt good habits and become active citizens in the community where they live;
- Production of the second season of the series, consisting of three five-minute episodes, with the themes: self-esteem, the environment, and respect and tolerance.



### Contribution

In 2025

**R\$ 314.525**

Total contribution

**R\$ 762.383**



### Duration of support

**2023 to 2025**



## Instituto MOL

Learn more:

[institutomol.org.br](https://institutomol.org.br)



### Action

Created in 2020 as the social arm of the MOL Group, the Institute's mission is to encourage companies and citizens to donate more, better, and with purpose, in order to inspire donors of all sizes and causes and, thereby, contribute to an increase in donations from Brazilian individuals and legal entities to civil society organizations.



### Support objective

To promote a culture of giving in the country through technical support, financial support, cultural activities, and the generation of information for other civil society organizations, companies, or individuals, including the use of cultural incentive laws.



### Main actions

- Using the MESA methodology, create a long-term vision capable of changing the direction of donations in the country and transforming Brazilian donation culture;
- Creation and prototyping of an effective engagement campaign that reflects the ambitions of the Institute and its partners, which aim to change the paradigm of donations in the country, serving as a model and inspiration for a new way of operating. The campaign involves strategic and practical decisions, such as defining the main message, influencers, engagement mechanics, and costs involved.



### Contribution

In 2025

**R\$ 250.000**

Total contribution

**R\$ 325.000**



### Duration of support

**2024 to 2025**

## 7.1.3

# Democracy Axis



Photo: Ashley Melo



## Pacto pela Democracia

*“The partnership with Instituto Beja was fundamental and contributed decisively to the sustainability of our coalition and to the systematization of strategies, methodologies, and learning, expanding our capacity to produce knowledge, share practices, and inspire other civil society actors in Brazil and around the world. From this relationship, relevant lessons emerged including a clearer understanding of the role of Instituto Beja in supporting innovation, experimentation, and action on sensitive and urgent issues. Institutional support is crucial to ensuring flexibility and the ability to adapt quickly in the face of unstable political scenarios.”*

### Flávia Pellegrino

Executive Director of Pacto pela Democracia

Learn more: [pactopelademocracia.org.br](https://pactopelademocracia.org.br)



## Action

Formed by more than 200 civil society organizations, the Pacto pela Democracia is a non-partisan and ideologically pluralistic civil society coalition whose mission is to coordinate and strengthen the pro-democracy ecosystem in Brazil and, in doing so, combat authoritarian threats, defend the democratic rule of law, and revitalize the democratic environment in the country.



## Support objective

To strengthen and promote democratic agendas through coordination between more than 250 civil society organizations. Amplifying the capacity of these organizations to defend, enforce, and promote democracy in Brazil.



## Main actions

Support for the implementation of

- Campaigns;
- Events;
- Newsletters;
- Public statements;
- Special projects;
- Mapping;
- Weekly radar;
- Workshops.



## Contribution

In 2025

**R\$ 200.000**

Total contribution

**R\$ 600.000**



## Duration of support

**2024 to 2027**



Photo: Tatiana Ruediger/Rede A Ponte



## Rede A Ponte

*“In 2025, Rede A Ponte experienced a year of strong institutional consolidation and expanded impact. The partnership with Instituto Beja reinforced, above all, the importance of relationships based on trust, political alignment, and long-term vision. Working with an organization that understands the complexity of democratic strengthening (and that focuses on processes rather than just one-off deliveries) was fundamental for us to innovate, test methodologies, and respond quickly to crisis contexts, such as the advance of political violence based on gender and race. The support was also central to sustaining our work in a political and financial context that was very challenging for democracy, as well as broadening the organization’s strategic horizons. In all spaces, we felt welcomed, included, and politically at home in debates that resonate deeply with the project of democracy we are building.”*

**Amanda de Albuquerque**  
Executive Director of Rede A Ponte



## Action

Rede A Ponte is a network of women experts in a wide range of public policy and mandate management issues, created with the aim of strengthening women’s careers in politics and increasing representation in Brazilian democracy.



## Support objective

Focus on strengthening female representation in both the Legislative and Executive branches, ensuring that women in leadership positions can make high-impact decisions and influence public policies with a focus on gender equality and the defense of democracy.



## Main actions

- Technical and political support for strategic mandates and positions;
- Support for the Legislative Branch;
- Advising parliamentary mandates through different projects;
- Assistance with budget-related questions;
- Partnership with the executive branch;
- Advising senior positions in the executive branch that have the potential to make high-impact decisions.



## Contribution

In 2025  
**R\$ 200.000**  
Total contribution  
**R\$ 800.000**



## Duration of support

**2023 to 2027**

Learn more: [redeaponte.org](https://redeaponte.org)



# More in Common

## More in Common

Learn more:

[moreincommon.org.br](https://moreincommon.org.br)



### Action

Organization created to understand the forces that divide and unite Brazilians. Through research, dialogue, and collaboration, it seeks to build a more just and democratic society, in which people recognize that what they have in common is stronger than what separates them.



### Support objective

Based on perceptions of different audiences and the development of effective narratives, the goal is to support Brazilian leaders in overcoming polarization and creating common ground that will enable them to address urgent challenges such as democracy, social justice, and the fight against climate change.



### Main actions

- Support for a program that provides support to civil society leaders;
- Training involving perceptions of different audiences and strategic communication tools.



### Contribution

In 2025

**R\$ 100.000**

Total contribution

**R\$ 200.000**



### Duration of support

**2024 to 2026**



CENTRO DE ANÁLISE  
DA LIBERDADE E  
DO AUTORITARISMO

## Centro de Análise da Liberdade e do Autoritarismo (LAUT)

Learn more: [laut.org.br](https://laut.org.br)



### Action

Independent, non-partisan interdisciplinary research institution committed to producing and disseminating knowledge about the quality of the rule of law and democracy. LAUT aims to monitor the various manifestations of authoritarianism and repression of freedoms in order to support the mobilization of civil society and the defense of freedoms.



### Support objective

To monitor manifestations of authoritarianism and threats to freedom, with the aim of mobilizing civil society to defend fundamental rights and freedoms. The production of interdisciplinary knowledge aims to strengthen the rule of law, promoting deradicalization and democratic consolidation.



### Main actions

- Support for the training center, with a focus on young researchers;
- Knowledge production;
- Communication;
- Training;
- Advocacy.



### Contribution

In 2025

**R\$ 159.949**

Total contribution

**R\$ 320.000**



### Duration of support

**2024 to 2026**



## DesJus/CEBRAP – Justo Sul

Learn more:

[instagram.com/desjus.cebrap](https://www.instagram.com/desjus.cebrap)



### Action

DesJus – Seminários sobre Desigualdades e Justiça Social – is a research group housed at the Núcleo de Estudos Internacionais do Centro Brasileiro de Análise e Planejamento (CEBRAP), which aims to be a meeting place for researchers interested in normative problems in contemporary societies, such as democracy, inequalities, contemporary justice and injustices, anti-racist political interventions, and others.



### Support objective

To study philanthropy and develop vocabularies, definitions, and a theoretical and analytical framework that, in the near future, will allow us to rethink and reimagine the meaning and role of philanthropy in Brazil from a critical and transformative perspective, with a special focus on the Global South. The initiative fosters a deep and innovative dialogue about the future of philanthropy, challenging the status quo.



### Main actions

Conducting a research seminar consisting of three phases:

**Phase 1:** “Composition of the status quo and its silences”;

**Phase 2:** “Critical and historical analysis”;

**Phase 3:** “For a political theory of philanthropy in Brazil”.



### Contribution

In 2025

**R\$ 220.000**

Total contribution

**R\$ 400.000**



### Duration of support

**2025 to 2026**



## Aláfia Lab – Parceria Luminare

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Learn more:

[alafialab.org](https://alafialab.org)



### Action

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Created in 2022, Aláfia Lab aims to transform digital technologies to build opportunities for a more just world by producing reference knowledge on the internet, communication, and society, in addition to developing research and innovation focused on issues of social impact in coordination with other civil society and academic organizations.



### Support objective

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To broaden and deepen knowledge about the relationship between the new communication ecosystem and democracy based on different social, regional, and cultural realities.



### Main actions

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- Production of innovative knowledge on phenomena at the interface between digital politics and everyday life;
- Sharing knowledge with civil society;
- Advocacy for policy decisions based on expanded knowledge production and applied research;
- Production of journalistic coverage on topics related to the phenomenon of misinformation.



### Contribution

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In 2025

**R\$ 300.000**

Total contribution

**R\$ 300.000**



### Duration of support

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**2025 to 2026**

# INTERNETLAB

## InternetLab – Parceria Luminare

Learn more:

[internetlab.org.br/pt](https://internetlab.org.br/pt)



### Action

Independent interdisciplinary research center that promotes academic debate and knowledge production in the areas of law and technology, especially in the field of the Internet. Established as a non-profit entity, InternetLab acts as a point of articulation between academics and representatives of the public, private, and civil society sectors, encouraging the development of projects that address the challenges of drafting and implementing public policies on new technologies, such as privacy, freedom of expression, and issues related to gender and identity.



### Support objective

To expand dialogue and strategic coordination in Brazil's complex digital rights landscape through engagement with civil society, government institutions, academia, and the private sector.



### Main actions

- Support for newsletters, training, and interventions on public policy and media.



### Contribution

In 2025

**R\$ 300.000**

Total contribution

**R\$ 300.000**



### Duration of support

**2025 to 2026**

## Instituto de Referência em Internet e Sociedade (IRIS) – Parceria Luminare

Learn more:

[irisbh.com.br](https://irisbh.com.br)



### Action

Independent and interdisciplinary research center founded in 2015 and dedicated to producing and communicating scientific knowledge on the topics of the internet and society, as well as defending and promoting public policies that advance human rights in the digital sphere.



### Support objective

Strengthen the rights of vulnerable groups and contribute to regulations that balance power among technology actors. Improve the quality of connectivity in Brazil with evidence-based research and concrete actions – encouraging the co-creation of popular knowledge and integrating diverse knowledge into internet governance. Combat vigilantism and the abusive use of data. Defend privacy and data protection as a right accessible to all people.



### Main actions

- Applied research;
- Communication for the democratization of knowledge;
- Advocacy with strategic recommendations.



### Contribution

In 2025

**R\$ 300.000**

Total contribution

**R\$ 300.000**



### Duration of support

**2025 to 2026**

## 7.1.4

# Racial Justice Axis



Photo: Luis Gaspar



## Fundo Agbara – Apoio ao Núcleo de Pesquisa da Mulher Preta

*“2025 was a year in which the Fundo Agbara strategically focused on institutional strengthening. Through our partnership with Instituto Beja, we learned, above all, the importance of intentionally investing in building strategic relationships. This joint action demonstrated how well-constructed alliances expand institutional influence and enhance the reach of the political agendas defended by the Fundo Agbara. Another important lesson was the value of dialogue with organizations that have strong track records in the field, such as in the debate on Black Philanthropy held alongside the Fundo Baobá. These meetings demonstrated how exchanges between institutions strengthen the field, broaden repertoires, and contribute to the construction of lasting alliances, which are fundamental for advancing structural agendas for racial equity.”*

### Jéssica Gonçalves

Project Manager and Institutional Strengthening Officer of Fundo Agbara

### Iracema Souza

Knowledge and Advocacy Manager of Fundo Agbara

Learn more: [fundoagbara.org.br](https://fundoagbara.org.br)



## Action

Created in 2020 to mitigate the health crisis that affected everyone, but also deepened the socioeconomic inequalities historically faced by black women, the Fundo Agbara mission is to fight for economic justice and promote the exercise of black women’s economic rights. Based on values such as anti-racism and ancestry, the organization aims for an emancipated black population through the full exercise of citizenship and economic rights.



## Support objective

To support the creation of the Núcleo de Pesquisa e Memória da Mulher Negra, with the aim of systematizing, producing, and disseminating data and information that contribute to racial and gender equality, especially for black brazilian women and for the development of philanthropy and private social investment focused on this audience.



## Main actions

- Production of data and knowledge in the anti-racist field;
- Guiding and focusing on public policies for black women on various fronts;
- Encouraging the democratization of access to private social investment and philanthropy, prioritizing race in the distribution of resources;
- Encouraging the development of more inclusive and representative philanthropy.



## Contribution

In 2025

**R\$ 300.000**

Total contribution

**R\$ 900.000**



## Duration of support

**2024 to 2027**



Photo: Instituto Commbne



## Instituto Commbne – Comunicação baseada em Inovação, Raça e Etnia

*“The institutional support of Instituto Beja is fundamental to the existence, strengthening, and continuity of the Instituto Commbne. As one of our first institutional funders, Beja offered security, stability, and confidence so that we could structure the organization, expand the team, consolidate a fully equipped headquarters, and develop our actions with greater planning and predictability, breaking a history of institutional insecurity that marks many Black organizations. Funding restricted to specific projects still poses challenges to institutional stability, which makes the institutional support of Instituto Beja a strategic differential, concretely reinforcing the importance of long-term institutional investment in Black organizations. The partnership was fundamental to strengthening Commbne’s institutional credibility, contributing to greater public recognition and increased trust among funders and strategic partners, which enabled us to secure new resources and expand the organization’s activities. In addition, the partnership deepened our understanding of the value of relationships grounded in active listening, respect for the autonomy of organizations, and collaborative construction.”*

### Midiã Noelle

General Director of Instituto Commbne



## Action

Brazilian organization whose mission is to promote racial justice through communication and education as human rights, mobilizing and echoing the voices of vulnerable populations. Founded in 2019, the Institute aims to be an international reference in promoting communication as a human right, strengthening equity and inclusion of Afro-descendant populations in political, cultural, and institutional spaces.



## Support objective

Disseminate innovative ideas about race and ethnicity in the context of the African diaspora, contribute to the training of students and professionals in the field, and encourage the exchange of experiences and narratives, strengthening a unified and inclusive network.



## Main actions

- Encourage communicators with anti-racist discourses to share their narratives and perspectives on the forms, importance, and fundamental role of communication in guaranteeing rights;
- Training and promotion of professional, free, and extension courses aimed at communicators, whether trained or not, people interested in communication, and/or those who want to become communicators;
- Acceleration program for communication students (undergraduates) on the theme “Black diaspora: media activism, communication, and anti-racism.”



## Contribution

In 2025

**R\$ 150.000**

Total contribution

**R\$ 150.000**



## Duration of support

**2025**

Learn more:

[commbne.org](http://commbne.org)



Photo: Photography archive Fundo Indígena Rutí - CIR



## Fundo Indígena Rutí

*“Instituto Beja was one of the donors in the first call for proposals from the Fundo Indígena Rutí, contributing in a concrete way to making this model a reality. The relationship with Beja reinforced that supporting indigenous people is not just about financing projects, but building bonds based on respect, transparency, and a willingness to learn together. We understand that this relationship is a work in progress, which requires time for the parties to get to know each other, understand their worlds, their rhythms, and their ways of working. We believe that this partnership also offers Beja the opportunity to engage with and learn from other realities and other ways of relating to territory, nature, and the care of life, which are essential perspectives in the context of the climate crisis. Indigenous territories continue to be strategic spaces for the protection of biodiversity and climate balance, and supporting indigenous mechanisms means strengthening concrete solutions to global challenges.”*

### Josimara Baré

Coordinator of the Fundo Indígena Rutí



## Action

Created by the Conselho Indígena de Roraima (CIR), the Fundo Indígena Rutí arose from the need to strengthen the sustainable development of communities, ensuring the occupation and protection of territories through the financing of projects, and respecting the reality and way of life of indigenous people. The initiative aims to ensure the protection of biodiversity and also strengthen climate resilience with initiatives that positively impact the territories.



## Support objective

To promote and enhance the strengthening of indigenous communities, their ways of life, and the economic sustainability of indigenous territories in Roraima.



## Main actions

- Support for family, community, and regional projects in the area covered by the Conselho Indígena de Roraima.



## Contribution

In 2025

**R\$ 425.000**

Total contribution

**R\$ 425.000**



## Duration of support

**2025**

Learn more:

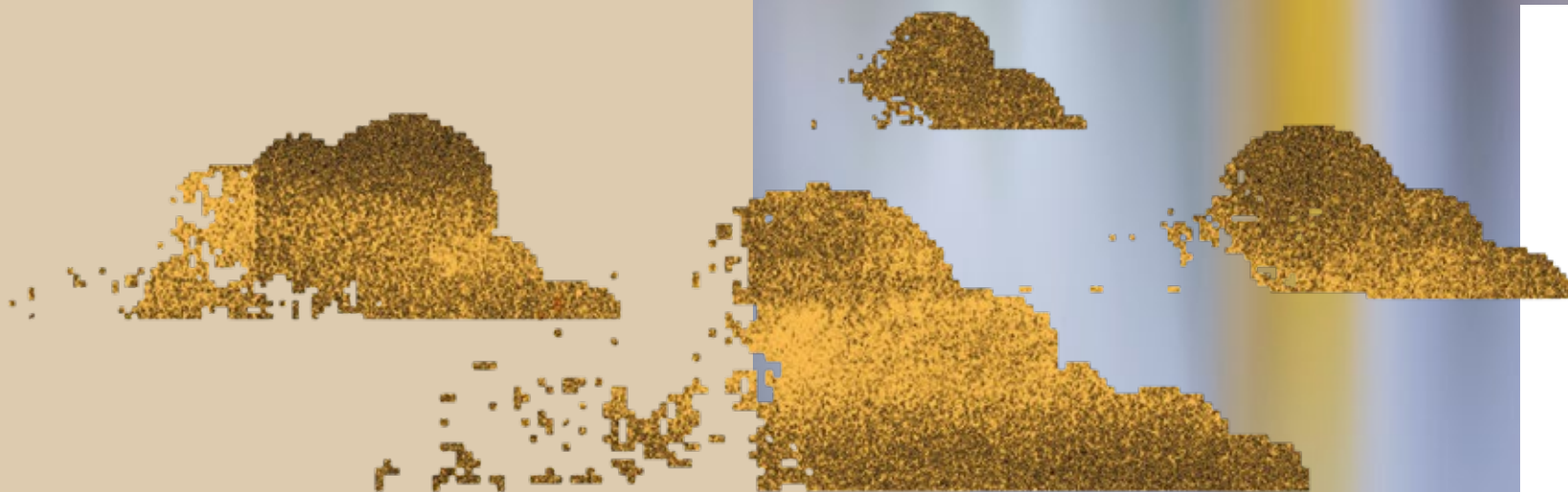
[cir.org.br/post/fundo-ruti](https://cir.org.br/post/fundo-ruti)



# 7.2

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## *Laboratories*



*“Instituto Beja’s Laboratories are intended to incubate collaborative philanthropic projects. It is a space for joint experimentation and development of projects with multiple actors, each contributing their expertise. In this environment, we will test new social technologies, new models of approach, and how we deal with issues within philanthropy. These are actors with different polycapitals, experts in their agendas, with common values, looking at issues in depth over the long term.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

The Laboratories were the solution found by the Instituto Beja to create spaces for joint experimentation focused on themes and agendas that the Institute considers relevant in the Brazilian context, always seeking to reduce inequalities.

The Laboratories embody the Instituto Beja’s belief in the power of polycapitals and strategic partnerships, as they enable different actors to come together in a learning environment in order to accelerate, measure, and scale models, test hypotheses, and develop solutions and methodologies, in addition to designing possible paths for transformation, prototyping new social technologies, and, above all, reflecting together on the future and the practice of philanthropy.

In 2025, Instituto Beja had three laboratories: New Longevity Lab, Imagination and Innovation in Philanthropy Lab, and Health Lab. Learn more about each of them:

## 7.2.1

### New Longevity Lab



#### Partners



#### Term

**2024 to 2026**

#### Website:

[labnovalongevidade.org](http://labnovalongevidade.org)

The inversion of the age pyramid is a social and demographic phenomenon that is increasingly attracting attention in Brazil. It is characterized by a decrease in the number of children and young people and an increase in the elderly population, producing, in graphic representation, an inverted pyramid with a compact base and a broad top.

In other words, this means that the country is aging. According to data from the 2022 Census conducted by the Brazilian Institute of Geography and Statistics (IBGE) [[tinyurl.com/Beja14](http://tinyurl.com/Beja14)], the total number of people aged 65 or over in the country (more than 22 million) reached 10.9% of the population, an increase of 57.4% compared to 2010, when this contingent corresponded to 7.4% of the population (or just over 14 million people).

Given this context, the Instituto Beja, together with Ashoka, the Itaú Viver Mais program, and the RD Group, created the New Longevity Lab, inspired by Ashoka’s global initiative, which mobilizes its network of social entrepreneurs and society as a whole to respond to the opportunities and challenges of accelerated population aging in Brazil and worldwide.

With the slogan “New longevity is about aging while transforming the world,” the Lab aims to bring together, in a space for experimentation, actors with different experiences and backgrounds to think together about possible paths for longevity in Brazil, in addition to reinforcing the importance of this issue and awakening public interest in it.

*“Instituto Beja is a strategic partner of the New Longevity Lab because of its commitment to co-creating spaces for public dialogue capable of advancing, in a qualified and pluralistic manner, the paradigm of New Longevity – which recognizes and expands opportunities for people to contribute throughout their lives. In 2025, this partnership was central to the maturation of the Lab, especially by enabling the experimentation of formats that connect knowledge, social listening, and collective action.”*

**Marília Duque** – Ashoka Co-leader in New Longevity in Brazil

More than just creating this space for exchange, Instituto Beja acted as a network catalyst, offering not only physical infrastructure but also institutional legitimacy to bring together diverse actors: academia, the private sector, civil society organizations, social entrepreneurs, and public managers around the agenda of care and health.

## Main actions of the Laboratory in 2025

In 2025, the New Longevity Lab continued some of the actions undertaken in the previous year, such as the Mapping of the Social Innovation Ecosystem in Longevity – launched in September 2024 –, advocacy work on the topic, and coordination to enable media coverage, such as in the Longevity section of *Nexo Políticas Públicas* [[tinyurl.com/Beja16](https://tinyurl.com/Beja16)] and at the Brasil em Debate event. In addition, representatives from the Laboratory attended national and international conferences and meetings on care, health, innovation, and aging.

*“The year 2025 was marked by the consolidation of the Laboratory as an orchestrator of the longevity ecosystem through the coordination of networks and the production of collective intelligence, reflected in the expansion of partnerships, participation in decision-making forums, and events. In addition, we strengthened our interface with the media and public opinion with more than 500,000 views between articles, editorials, podcasts, and reports that position longevity as an agenda for democracy, economy, care, and inclusion.”*

**Marília Duque** – Ashoka Co-leader in New Longevity in Brazil

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**Collaboration in Open Government – Digital Curriculum for Older Adults:** The New Longevity Lab participated in the co-creation of a guiding curriculum for the inclusion of older adults, integrating digital inclusion, critical literacy, citizenship, and transformative skills as foundations for active longevity. The year concluded with the completion of the first full version, which recognizes older adults as agents of transformation. The document is currently under review by the Ministry of Education (MEC) and will move to a public consultation phase before its finalization.

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**Collaboration in the 6th National Conference on the Rights of Older Persons (CONADIPI):** Invited by the National Secretary for the Rights of Older Persons, the New Longevity Lab participated in the [6th CONADIPI](https://tinyurl.com/Beja18) [[tinyurl.com/Beja18](https://tinyurl.com/Beja18)], held in December 2025, in Brasília, with the theme “Multicultural Aging and Democracy: Urgency for Equity, Rights, and Participation.” It contributed to the development of priority proposals under Axis 5 – Consolidation and Strengthening of the Role of Councils for the Rights of Older Persons as Brazilian State Policy, in Working Group 15, which deals with Education, Citizenship, and Multiple Old Ages.

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**Circuit of Meetings of the Longevity and Engagement Ecosystem of the Culture of Care and Health Network:** Instituto Beja hosted the hybrid meeting promoted by New Longevity Lab, which brought together organizations such as Noora Health, Favela Compassiva, RD Saúde, Family Talks, Observatório de Cuidados da Universidade Federal do Rio de Janeiro (UFRJ) and UniPeriferias, along with more than 70 initiatives. The meeting aimed to develop diagnoses, commitments, and action fronts through the activation of a permanent collaboration network focused on health and care practices and innovation—a subgroup dedicated to advocacy for the health and care of older adults.

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**Approaching academia:** In 2025, New Longevity Lab approached different Brazilian higher education institutions. With the Fundação Getúlio Vargas (FGV), it established a cooperation agreement for the development of a New Longevity Hub, in order to train leaders and produce applied evidence on work, organizations, innovation, and intergenerational equity. With Faculdade Cásper Líbero, it established a strategic partnership to incorporate longevity into education, generate university extension programs, and co-create content on longevity in Brazil, such as the eight episodes of the [Podcast on Mapping Social Innovation in Longevity \[tinyurl.com/Beja20\]](https://tinyurl.com/Beja20). With Loughborough University/British Academy, it contributed to a multi-territorial research project analyzing how digital inclusion influences contribution, work, health, and social participation in maturity.

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**Cooperation Agreement with the Generations and Future of Work Forum:** The Lab collaborates on the project to develop generational indicators and disseminate age inclusion practices through a partnership with Brazil's age diversity business collective.

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**Partnership with Sírio-Libanês:** Immersion in social intrapreneurship in health with professionals from Faculdade Sírio Libanês, connecting innovation, care, and organizational transformation.

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By connecting listening and knowledge production with arenas for debate and policy formulation, the Instituto Beja helped the Lab expand its capacity for public advocacy, reinforcing its role as an orchestrator of the ecosystem. Instituto Beja's experience and track record in advocacy also contributed to guiding the formation of a Working Group working to build a collective agenda aligned with the [Brazil Cares National Care Plan \[tinyurl.com/Beja21\]](https://tinyurl.com/Beja21), reinforcing the recognition of caregivers as agents of transformation.

*“The partnership with Instituto Beja enabled the Lab to function as a living laboratory, open to designing, testing, and adjusting solutions to complex challenges, such as aging, in a country marked by profound structural inequalities, strengthening institutional and collective learning.”*

**Marília Duque** – Co-leader of Ashoka in New Longevity in Brazil

## Lessons learned this year

- The importance of creating spaces for meeting, mediation, and continuity so that connections can be converted into collective intelligence and coordinated action;
- The presence of a reliable institutional actor is essential to activate networks, reduce asymmetries, and foster genuine collaboration;
- Holding meetings in a hybrid format combines knowledge exchange with collaborative networking;
- Dialogue between organizations and international and national experiences allows international evidence to be translated into concrete challenges in the Brazilian context;
- Complex agendas such as care and longevity require continuous, collaborative, and politically situated processes.

## 7.2.2

# Philanthropy Imagination and Innovation Lab

### Partners



### Term

**2024 to 2029**

“Imagining, shaping, and narrating futures collectively to transform the present.” This introductory phrase summarizes the objective of Instituto Toriba: to combine research, futures literacy, and narrative-building to catalyze social transformation and actively imagine and design the realities we want to see flourish.

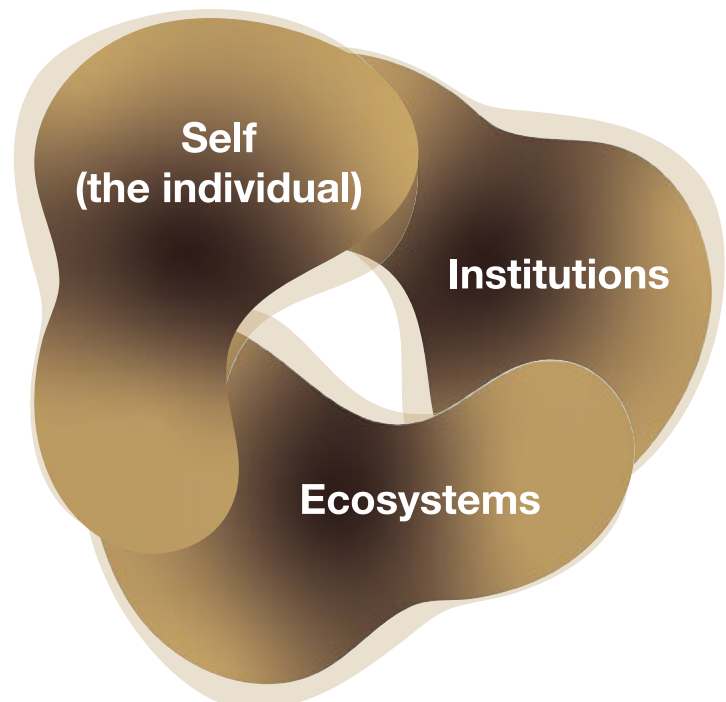
It was this desire to work with the theme of imagination and futures that sparked Cristiane Sultani’s curiosity back in 2023, when Graciela Selaimen, still as a consultant and in the process of structuring the Instituto Toriba, curated and facilitated the second edition of *Filantropando* (see more on page 64).

This led to the collaboration between Beja and Toriba, which materialized in the Laboratory of Imagination and Innovation in Philanthropy. A space for experimenting with new ideas, possibilities, approaches, and systems of thought for Brazilian philanthropy, based both on international examples of what is already being done and on other processes taking place in Brazil that philanthropy has not yet analyzed.

To achieve its objectives, the Laboratory operates across three dimensions: self (the individual), ecosystems, and institutions. What they all share is a connection to processes of future literacy, mindset change, and educational pathways that foster awareness.

*“We believe philanthropy is facing a crisis of imagination and institutional models, not only in Brazil. Philanthropy needs to reinvent itself, or it will quickly lose relevance. Even though philanthropy has been around since the early 20th century, inequalities are only increasing. So what kind of philanthropy is this? Who does it serve? To address this crisis, we must imagine new structures and new forms of relationship between philanthropy and society, governments, and public policy, as well as new ways of understanding what philanthropy can be moving beyond a traditionally vertical and asymmetrical relationship. Spaces for co-creation, mutual learning, and shared decision-making within philanthropy are still in their infancy in Brazil.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja



All transformation of thought begins with personal motivations (self dimension). Filantropando, for example, one of Instituto Toriba’s responsibilities with Beja, always seeks to introduce thought-provoking themes from a reflective perspective, subtly engaging each participant’s personal motivation for being there.

*“Gradually, we are deepening our reflections and introducing new themes that contribute to transforming how we think. In doing so, we are planting seeds for new ways of thinking in the field of philanthropy and opening up possibilities for experimental spaces within institutions themselves, building on this work with leaders.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

## Main actions of the Laboratory in 2025

**Organization and curation of Filantropando:** One of the Laboratory’s main actions is the curation of Filantropando, which, in 2025, took place in Belém (PA), during COP 30, and thus brought new challenges for the promoting organizations. In addition to creating an alternative theme, so as not to have the same approach as the official Conference program (see more on page 66), this edition also presented challenges in coordinating the participants’ schedules, a mission in which Toriba and Beja counted on the support and partnership of the Instituto Clima e Sociedade (iCS). Instituto Toriba was also responsible for coordinating with local artists, who were present at Beja boat – Filantropando’s headquarters in Belém – throughout the meetings.

**“Conversations about the Futures meeting:** In 2025, the Laboratory coordinated and promoted the meeting “Conversations about the Futures with Peter Bishop, a U.S. academic researcher specializing in futures studies and founder of the global movement Teach the Future, which promotes “future literacy” as a skill for students and educators. The meeting was aimed at a group of 45 people in leadership and decision-making positions in philanthropic institutions, with the goal of inspiring them by sharing processes that are already happening in different parts of the

world, both within and outside of philanthropy, as well as discussing the importance of strategic anticipation and preparation for navigating uncertainties in a rapidly changing world.

**Support in coordination with indigenous philanthropic funds:** Since 2024, Instituto Toriba has supported Instituto Beja in its dialogue with indigenous philanthropic funds, created and self-managed by indigenous people. Among the main connections established were contacts with Josimara Baré, an indigenous climate activist from the Baré people and administrator and coordinator of the Fundo Indígena Rutí, who participated in the third edition of Filantropando in 2024; the partnership with the Conselho Indígena de Roraima (CIR) and support for the Fundo Indígena Rutí; and rapprochement and dialogue with Valéria Paye, executive director of the Fundo Podáali – Indigenous Fund of the Brazilian Amazon, the first Amazon-wide mechanism for raising and redistributing resources to indigenous people, organizations, and communities.

*“Our collaboration in the Laboratory of Imagination and Innovation in Philanthropy represents a space for open dialogue where we experimentally explore how collective imagination, speculative design, and epistemologies from the Global South can renew and expand philanthropic practices. What sets this partnership apart is the mutual trust that allows for creative risk-taking – both on the part of Beja, in supporting methodological experiments still in development, and on the part of Toriba, in opening ourselves up to learning that challenges our own practices. It is a relationship where collaboration takes on a profound meaning: it is not a one-way transfer of knowledge, but a shared path where both organizations learn, experiment, and transform together.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

## Lessons learned this year

- Conversations, debates, and exchanges in the philanthropic world need not be limited to topics such as impact, numbers, indicators, results, and metrics;
- Discussing the sensitive and imaginary world requires courage to break with the prevailing logic, which is pointing to the dismantling of the structures of philanthropy as we know them;
- Philanthropic innovation requires openness to radical experimentation, not only in methodologies, but in how the relationship between philanthropy and social transformation itself is conceived;
- The importance of allowing oneself to “be in process,” open to adjusting practices and learning;
- With the right stimuli and provocations, people are in fact willing and open to debating sensitive issues and the assumptions that have guided the world of philanthropy;
- The importance of individual, institutional, and collective reflection in spaces where there is less fear and reactivity;
- Mutual trust is the basis for creative risk-taking;
- Using the right language to spark the interest of the philanthropy audience in order to reduce their resistance to new ideas;
- Art is an important component in awakening sensitivity in people;
- Philanthropic knowledge is something that is built continuously, through genuine dialogue between peers committed to transformation.

## 7.2.3

### Health Lab – CID-SP Emergências project

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#### Partners

**Instituto Beja, Hospital das Clínicas da Faculdade de Medicina da Universidade de São Paulo (HCFMUSP), Escola Politécnica da USP (POLI USP) e Fundação de Amparo à Pesquisa do Estado de São Paulo (FAPESP)**

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#### Term

**2024 to 2025**

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The Covid-19 pandemic has laid bare the challenges that Brazil still faces in ensuring access to healthcare, a fundamental social right guaranteed by Article 6 of the Federal Constitution, but still denied on a daily basis to millions of Brazilians.

In the State of São Paulo, for example, the public health system faces structural challenges in managing urgent and emergency care, marked by high patient demand and operational constraints. The lack of fully integrated criteria for prioritizing and allocating patients affects both system efficiency and clinical outcomes, making the task of modernizing the public health system’s emergency care bed management even more complex.

The migration from an analog model to an intelligent system, with the goal of reducing the average regulation time from 17 hours to 2 hours, would allow for the enhanced use of technologies such as advanced data integration, artificial intelligence, telemedicine, and the Internet of Things (IoT), facilitating decision-making processes with efficiency gains in bed regulation.

However, reducing patient allocation time depends on reviewing and optimizing existing processes. Without redesigning operational flows and prioritization criteria, the adoption of new technologies tends to reproduce existing inefficiencies in the system.

To contribute to CID-SP Emergências (Public Health Data Intelligence Center) – a research, innovation, and institutional coordination project aimed at improving the regulation of urgent and emergency care beds in the state of São Paulo – Instituto Beja established Health Lab in 2024 as a support and coordination front for this agenda, developed in partnership with the Hospital das Clínicas da Faculdade de Medicina da Universidade de São Paulo (HCFMUSP) and the Escola Politécnica da USP (POLI USP).

Instituto Beja brought Accenture on board as a key partner in conducting and managing the project, adopting its methodology focused on structuring and governing complex and multidisciplinary initiatives. The approach combines

institutional alignment, process improvement, and technology incorporation with continuous monitoring and adjustments along the way, promoting institutional learning and the initiative's sustainability.

Faced with a highly complex project involving multiple institutions with different roles and capabilities, requiring robust coordination, integrated governance, and continuous communication, Instituto Beja acts as a strategic partner, mobilizing philanthropic capital to bring together key players, strengthen governance structures, and support changes in processes and practices, amplifying the impact at a broader scale.

*“The partnership with Instituto Beja is strategic because it connects science, care, territory, and innovation. In addition to working directly with vulnerable populations, Beja plays a fundamental role in supporting structural initiatives, such as the Instituto Tecnológico de Medicina Inteligente (ITMI) and the Centro de Ciência para o Desenvolvimento (CCD), contributing to transforming academic knowledge into concrete solutions for the public health system. This coordination expands the impact, sustainability, and social reach of the actions.”*

**Dr. Ludhmila Abrahão Hajjar** – Full Professor of Medicine at USP and Director of Cardiology and ICUs at Rede D’Or. Cardiologist and Intensivist

## Main actions of the Laboratory in 2025

**In-depth understanding of the system:** Mapping of flows, workdays, processes, and main pain points in the regulation of urgent and emergency care, creating a common basis for redesigning the system.

### Preparation of Minimum Viable Products (MVPs):

Definition of requirements, architectural principles, and progress in the organization and cleaning of databases, enabling the development of prioritized MVPs.

**Structuring of execution:** Hiring research fellowships and adopting management tools, strengthening governance and project coordination capacity.

## Lessons learned this year

- Coordination between multiple partners with clear management roles;
- Establishment of transition strategies to ensure continuity in the event of temporary technical support;
- The importance of alignment and synchronization between institutional timelines and implementation schedules in projects involving research, innovation, and implementation across different sectors;
- Relying on mapped processes and technical documentation.

*“The main lesson learned is that innovation in health requires solid alliances committed to real impact. The relationship with Instituto Beja shows that strategic philanthropy, when aligned with science and public policy, accelerates complex projects such as ITMI and CCD. We also learned that listening, presence in the territory, and long-term commitment are as important as technology and financing to generate systemic transformation and equity in health.”*

**Dr. Ludhmila Abrahão Hajjar** – Full Professor of Medicine at USP and Director of Cardiology and ICUs at Rede D’Or. Cardiologist and Intensivist

# 7.3

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Filantr<sup>2</sup>Opando

Oxigenando boas ações



In 2022, Instituto Beja launched the Filantropando movement with the aim of creating spaces for concrete dialogue about the transformations needed to boost Brazilian philanthropy. Based on revitalizing the ecosystem and introducing new ideas and practices, the movement seeks to stimulate the exchange and expansion of perspectives.

The initiative was conceived as a safe space for concrete dialogue on relevant, possible, and pertinent innovations, challenging topics that should be explored in greater depth, and the changes needed for the philanthropy ecosystem in Brazil. Among its main objectives is Instituto Beja's desire to contribute to inspiring new ideas and practices that stimulate the exchange and expansion of perspectives in the field, as well as to enable a dynamic and immersive environment that encourages creative dialogue and interaction, in addition to collective action with new approaches.

Since its third edition, the movement has had the partnership of Instituto Toriba, represented by Graciela Selaimen. The partnership, however, began in the second edition of Filantropando, held in 2023, in which Graciela was co-responsible for curating and facilitating.

*“Every year, we do something very different from what we did the previous year, and with that, we always learn a lot. It’s as if we were always starting over, learning, but taking a step further in the next edition.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

*“Filantropando offers a safe space to talk about topics openly and intensely. We talk about “oxygenating good deeds” because we seek to intentionally oxygenate relationships and the meeting place, with new formats for discussion and the way they are conducted. We seek to bring new concepts or ones that are already out there, but in different, more provocative formats, to attract and entice the audience to pay attention. These are not rehearsed lectures or conversations. They are spontaneous and profound dialogues with people from inside and outside philanthropy. Ideally, the audience should be surprised when talking about a challenging subject.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

Photo: Fernando Cavalcanti





Photos: Fernando Cavalcanti

### 7.3.1

## The 4<sup>th</sup> edition of Filantropando: Cycle of Unlikely Dialogues

In addition to hosting COP 30, held between November 10 and 21, 2025, the city of Belém, in Pará, also hosted the 4th edition of Filantropando, with the Cycle of Unlikely Dialogues, an initiative of Instituto Beja, Instituto Toriba, and Instituto Clima e Sociedade.

The edition took place at a time when the world is calling for climate action rooted in justice and plurality. The Beja boat was the meeting point for seven rounds of conversation, organized into four “big waves,” connecting climate justice to themes such as territory, communication, imagination, and transformative financing.

*“What brings us to COP is the need to create a space for reflection and the construction of a new way of thinking based on the struggles of the planet and the species, through the lens of diversity, so that philanthropy takes risks and deviates from paths that are wrongly taken for granted.”*

**Cristiane Sultani** – Founder and Chair of the Board of Directors of Instituto Beja

The main motivation for this edition of Filantropando was to propose a lively and symbolic space for encounters that would be unlikely to happen in traditional formats – and which, precisely for this reason, are urgent. The Beja and Toriba Institutes aimed to create, within the official COP

agenda, an environment where unlikely alliances could emerge, strengthen, and project themselves into the future.

This is what happened during the seven days of meetings, which brought together more than 23 debaters, including leaders, scientists, activists, and artists. These unlikely dialogues enabled deep listening and genuine exchange.

*“The idea of having ‘unlikely dialogues’ came about because the likely dialogues were already on the [COP] agenda, and we didn’t want to compete with that, nor did it make sense to do so. I always tell Beja that we need to question what our unique contribution is based on our singularity as an institution that is part of a field. In such a broad and contested agenda, we wanted a space that had a plurality of views, where very different people could engage in creative tension.”*

**Graciela Selaimen** – Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

## Tour of the 4<sup>th</sup> edition of *Filantropando*

# 7

discussion panels

# 14

hours of activities

# 23

debaters

around

# 140

participants

## WAVE 1

### What sustains life

*Territory, spirituality, care, and ancestry*



#### “Faith that moves mountains (and territories)”

*How do faith, ancestry, and culture mobilize collective solidarity and sustainable practices in the defense and care of territories?*

#### Speakers:

**Ronilso Pacheco**, political scientist and director of Instituto de Estudos da Religião (ISER)

**Leila Borari**, ocio-environmental activist, co-founder of Associação de Mulheres Indígenas Suraras do Tapajós, and coordinator of cultural articulation at Instituto Amazônia de Pé

#### Moderator:

**Graciela Selaimen**, Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja



#### “If we were to draw the map”

*What cartographies emerge when communities redraw their borders—and what transformative potential does this reveal?*

#### Speakers:

**Alfredo Wagner**, anthropologist and coordinator of the Nova Cartografia Social da Amazônia

**Ruan Guajajara**, geographer, master in Territorial and Environmental Management, member of the Coordenação das Organizações Indígenas da Amazônia Brasileira (COIAB)

#### Moderator:

**Eliane Brum**, journalist and writer, founder of plataforma Sumaúma

# WAVE 2

## What drives resources

Financing, traceability, and financial alliances



### “When green turns white”

*Identifying authentic systemic transformations beyond green aesthetics and cosmetic practices.*



### “Money that springs from the ground”

*Financing and economic mechanisms that value territorial resources and generate dignity through innovative financial solutions.*

#### Speakers:

**Julia Catão**, coordinator of the Responsible and Sustainable Consumption program of Instituto de Defesa de Consumidores (Idec)

**Maureen dos Santos**, coordinator of the Policy and Alternatives Center at FASE (Federação de Órgãos para Assistência Social e Educacional) and the Socio-Environmental Platform at the BRICS Policy Center

#### Moderator:

**Maria Netto**, executive director of Instituto Clima e Sociedade (ICS)

#### Speakers:

**Valéria Paye**, leader of Fundo Podáali, Fundo Indígena da Amazônia Brasileira

**Nicole Rycroft**, founder and executive director of ONG Canopy

**Marcelle Decothé**, director of Strategy and Sustainability at the Iniciativa PIPA and co-founder of NARRA

#### Moderator:

**Marcos Lopes**, executive director of Tilt Collective in Brazil

# WAVE 3

## What breaks the silence

Narratives, communication, active listening, and dissent



### “Telling tomorrow in the present”

*How narratives build futures and shape emerging realities, amplifying voices in the construction of sustainable paths for life on the planet.*

#### Speakers:

**Kamila Camilo**, Black social entrepreneur, director of the Instituto Oyá and the Creators Academy initiative

**Genevieve Hilton** (Jan Lee), author of “Fairhaven – A Novel of Climate Optimism” and co-chair of the Energy & ESG committee at AmCham Hong Kong

**Maickson Serrão**, Tupinambá journalist and storyteller from the Amazon Rainforest

#### Moderator:

**Graciela Selaimen**, Founder and Executive Director of Instituto Toriba, Consultant and Member of the Executive Committee of Instituto Beja

# WAVE 4

## What builds tomorrow

Imagining futures, climate governance, and popular diplomacy



### “What if the South redesigned the COP?”

Emerging governance and decision-making architectures from the Global South and their impacts on priorities, structures, and action timelines.

#### Speakers:

**Daniel Calarco**, founder and president of Observatório Internacional da Juventude

**Caroline Rocha**, director of Public Policy and Engagement at LACLIMA, co-founder of Rede Amazônicas pelo Clima

**Mwanahamisi Singano**, African feminist and director of Policy at the Women’s Environment & Development Organization (WEDO)

#### Moderator:

**Denise Dora**, COP 30 Special Envoy for Human Rights and Just Transition



### “Adaptation is now”

Innovative solutions that safeguard lives and territories in scenarios of accelerated climate change.

#### Speakers:

**Thuane Nascimento**, executive director of Perifa Connection

**Diosmar Filho**, social scientist, coordinator of black epistemologies and climate policies, Instituto Iyaleta

#### Moderator:

**Natalie Unterstell**, founder of Instituto Talanoa



In addition to institutional partnerships, the 4<sup>th</sup> edition of **Filantropando** had a communication partnership with Gama magazine, responsible for transforming the conversation circles into a series of podcasts.

**Check out all the productions.**  
[tinyurl.com/Beja22]



#### Learn more about the Filantropando movement:

[filantropando.org](https://www.filantropando.org)

[instagram.com/filantropandooficial](https://www.instagram.com/filantropandooficial)

[linkedin.com/company/filantropandooficial](https://www.linkedin.com/company/filantropandooficial)

# 7.4

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## *Impact investment*



All of Instituto Beja's areas of activity are in line with its mission to promote a positive impact on philanthropy by fostering innovation. In addition, its Programmatic Axes clearly demonstrate the institution's commitment to promoting positive and sustainable social and environmental change.

All of these intentions are also reflected in the organization's decision to allocate resources to what are known as impact investments.

As an approach that goes beyond traditional financial returns, impact investments combine the pursuit of profit with the generation of positive socio-environmental impact, proving that it is possible to combine financial profitability with social and environmental benefits.

*“Based on Beja's view of fostering strategic philanthropy, we understand that philanthropic capital can also have a catalytic potential to converge with other types of investments that seek impact. For Beja, it makes sense to align capital – whether from financial returns or resources that have not been allocated throughout the year – with investments that have a social and environmental impact. This is part of the Institute's proposal to align values, proving that philanthropic capital also has the role of catalyzing positive transformations in combination with other financial models.”*

**Carolina Aranha** – Founder of Impactix consulting, member of the Executive Committee and Impact Investment consultant of Instituto Beja

Regarding the themes chosen for resource allocation, Beja aligned its investments with its Programmatic Axes while also expanding into other areas of interest, primarily supporting funds focused on bio-socioeconomy, social and racial justice, female entrepreneurship, energy transition, and other initiatives with the potential to help reduce inequalities in the country.

*“Beja's portfolio includes investments in venture capital funds such as Positive Ventures – which focuses on companies that use technology to scale solutions addressing Latin America's socioeconomic challenges – as well as Rise Ventures, which seeks to unlock the potential of Brazil's biodiversity and natural resources. The portfolio also includes credit-oriented initiatives, such as Zunne, which provides capital and training to female leaders in Brazil's North and Northeast to foster impact-driven businesses, and Yunus, which focuses on providing credit to companies at a more mature stage.”*

**Carolina Aranha** – Founder of Impactix consulting, member of the Executive Committee and Impact Investment consultant of Instituto Beja

To achieve its goals, Instituto Beja is committed to building and maintaining an investment portfolio that is both diversified and complementary. The organizations were selected for addressing issues that are important to the organization and the country's development, as well as for meeting strict criteria of governance, results, professionalism, seriousness, and ethics.

The creation of this portfolio also considered the importance of balancing short - and long-term investments. Thus, Beja built a diverse portfolio, composed of venture capital funds with a socio-environmental impact thesis and credit funds focused on businesses led by minority groups and segments, which address structural challenges aligned with the 17 Sustainable Development Goals (SDGs) of the United Nations (UN).

In addition to financial profitability and the pursuit of positive socio-environmental impact, the strategy also aims to influence the sector so that more organizations can follow this path.

*“It was very courageous of Beja to choose to share the lessons learned, the mistakes and successes of this more strategic philanthropy in order to truly inspire and open up new frontiers and possibilities for other philanthropists. Furthermore, an organization that wants to have a social and environmental impact needs to be consistent and aligned in its financial investments. Where does it allocate capital? What does this capital nurture? How does it treat its employees and stakeholders? It is its responsibility to look at the whole picture and everything it impacts within this ecosystem.”*

**Carolina Aranha** – Founder of Impactix consulting, member of the Executive Committee and Impact Investment consultant of Instituto Beja

In an increasingly complex and challenging global context, Beja also allocates part of its income to promoting research into new economic models, contributing to the development of systemic, innovative solutions geared towards long-term transformation.

## **Pollination of opportunities: inside Zunne**

Faced with deep social inequalities and record low human development indices in the North and Northeast regions of the country, Zunne, as a platform for investing in positive impact businesses, offers a journey to boost impact businesses, especially those led by women, black people, and indigenous people, a group that has less access to investment. In addition to financial support, participating businesses also receive technical support and have access to strategic connections.

**To date, more than R\$ 9 million has been invested, 32 impact businesses have been boosted—61% of which are led by women and 77% are located in the Northeast region—and 216.000 lives have been impacted.**

*“We know that race is an important factor when we talk about women entrepreneurs in the North and Northeast. We know the role they play in the economy, their responsibility to their families, their potential, and also the limited access to credit they have compared to men in these locations. Beja sees great potential in programs such as Zunne’s journey, which aim to harness all this transformative power of women. We see the impact this investment has on their businesses.”*

**Carolina Aranha** – Founder of Impactix consulting, member of the Executive Committee, and Impact Investment consultant of Instituto Beja

Learn more:

[programazunne.com.br](https://programazunne.com.br)

# Instituto Beja's impact investment portfolio in 2025

Total allocation of the Instituto Beja portfolio:

# R\$ 7.5 million



## Vox Tech for Good Growth II

Investment: **R\$ 500.000**

**About:** Investment manager driven by the purpose of putting capital to work for a more just, intelligent, and humane future. With three areas of activity: venture capital, fixed income (private credit), and nature-based solutions, since 2009 it has sought to demonstrate that financial returns and positive socio and environmental impact are mutually reinforcing.

Visit: [voxcapital.com.br](http://voxcapital.com.br)



## Yunus Social Business

Investment: **R\$ 1.000.000**

**About:** Derived from an initiative in Bangladesh, Yunus Social Business was founded in Brazil in 2013 with the mission of using the power of business to eradicate poverty and combat the climate crisis. Operating on four fronts: ecosystem coordination, impact finance, corporate social and environmental innovation, and social business development, it aims to develop and support businesses to solve the world's most pressing problems.

Visit: [yunusns.com](http://yunusns.com)



## Bemtevi

Investment: **R\$ 1.000.000**

**About:** Founded in 2015, Bemtevi is a social business promoter that works to co-create a fair and equitable society by connecting, coordinating, and disseminating social business models throughout Brazil. It has four areas of activity: Jornadas Bemtevi, Bemtevi2B, Asset Management, and Arvorar, which make up its ecosystem for promoting social businesses throughout the country.

Visit: [bemtevi.is](http://bemtevi.is)



## Rise

Investment: **R\$ 2.000.000**

**About:** Rise | Life-centered Investments is an alternative impact investment manager that invests in companies that are contributing to solving the greatest environmental, climate, and social challenges of our time. Since 2016, it has been promoting positive change by placing life at the center of investment decisions, along with risk and return. It invests with purpose, generating systemic change and consistent long-term financial returns.

Visit: [rise.investments](http://rise.investments)



## Positive Ventures

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Committed investment: **R\$ 2.150.000**

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**About:** Positive Ventures is an impact venture capital fund based in São Paulo and San Francisco that invests in early-stage entrepreneurs who use AI and technology to solve today's most complex social and environmental challenges. The fund has demonstrated that it is possible to combine consistent financial returns with long-term systemic impact.

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Visit: [positive.ventures](https://positive.ventures)



## Zunne

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Investment: **R\$ 900.000** (Institutional donation)

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**About:** Investment platform for businesses that generate positive impact in the North and Northeast regions, prioritizing those led by women, black and indigenous people, or those operating in the Amazon and Caatinga. Zunne proposes a transformative journey to boost impact driven businesses in these regions with technical and financial support and strategic connections.

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Visit: [programazunne.com.br/institucional](https://programazunne.com.br/institucional)



# 7.5

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*Winds of change: Centro para  
Mudanças Exponenciais (CMe)*

It goes without saying that access to information is essential for citizens to secure their rights – a fundamental aspect of a democracy. After all, this is the only way they can learn about existing public policies, the services available to them in their surroundings, and actively participate in and occupy educational, healthcare, leisure spaces, and more.

How to ensure access to information in a context where 47 percent of the Brazilian population avoids the news\*? And where more than half of Brazilians consume news content only through social media, but millions of people run out of mobile data before the end of each month? Not to mention that more than half of Brazil’s municipalities are news deserts – meaning they do not have local media outlets, a scenario that impacts more than 30 million Brazilians\*\*.



## Learn more

\* **Digital News Report**, by the Reuters Institute (2024) [[tinyurl.com/Beja23](https://tinyurl.com/Beja23)]

\*\* **PROJOR’s News Atlas** (2018) [[tinyurl.com/Beja25](https://tinyurl.com/Beja25)]

How is it possible, then, to address this increasingly complex challenge, and what new approaches would be necessary to solve problems as they arise?

Desenrola e Não Me Enrola, a journalism initiative working with the pillars of Training and Content and focusing on the cultural identity of the peripheries of Brazil, has been asking questions like these for over 13 years. They have already started to answer some of them and, more than that, design concrete pathways to solutions, drawing from the experience they have had since being nominated by Instituto Beja in 2025 – after receiving institutional support in 2024 – to be part of the exponential change journey of the Centro para Mudanças Exponenciais (CMe).

Photo: Ford Foundation



**Desenrola e Não Me Enrola** is an organization for Solutions Journalism and Anti-Racist Media Literacy established in 2013. It works to develop, implement, and scale information and educational technologies focused on preventing and fighting information inequalities, including disinformation, news deserts, media illiteracy, and digital segregation, in urban peripheries, favelas (slums), quilombos (maroon communities), and Indigenous lands across Brazil, to promote systemic change in the Brazilian landscape of the right to information and communication, inspiring and co-creating policy innovation to bring these populations closer to social rights, social participation, journalism, and democracy.

Learn more at:

[desenrolaenaomenrola.com.br](https://desenrolaenaomenrola.com.br)

*“Instituto Beja has the ability to see Desenrola e Não Me Enrola as an organization that produces futures, knowledge, and practical actions that can inspire, both collectively and systemically, new paradigms and pathways for policy making adapted to different social, cultural, political, economic, and technological contexts in Brazil’s urban peripheries, favelas, quilombos, and Indigenous lands. In other words, by recognising not only our projects, but also the different dimensions of our work, Beja is promoting a revolution in the field of philanthropy. This is why we consider this partnership with Instituto Beja one of the most innovative and promising partnerships we have ever had.”*

**Ronaldo Matos** – Executive Director and co-founder of Desenrola e Não Me Enrola

CMe is the Brazilian hub of the Centre for Exponential Change (C4EC), a global network supporting **System Orchestrators\*** co-founded by Instituto Beja and five other philanthropic organizations from different continents – Nilekani Philanthropies (India), New Profit (USA), Skoll Foundation (USA, with international operations), Waverley Street Foundation (USA, with international operations), and Yellowwoods Foundation (South Africa).



\* **System Orchestrators** are leaders of impact organizations that demonstrate high potential for ideation and execution to generate positive social change, bringing together different actors around a relevant cause.

In Brazil, CMe is incubated by Instituto Beja, which will invest US\$10 million by 2029 to support at least 20 organizations on their journey towards exponential change in Brazil. It will also fund part of the costs of the Brazilian hub.

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**Centro para Mudanças Exponenciais (CMe) was born with the mission to enable social change emerging from Brazilian society at scale, with speed, and sustainably.**

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*“At CMe, our mission is to put into practice the kind of philanthropy that Instituto Beja believes in: collaborative, innovative, bold. Collaborative because we understand that philanthropic capital will always be smaller than the scale of the problems it aims to solve. And one of the ways to address this is precisely to understand that one foundation will not have all the necessary resources to meet the challenge. But in collaboration with civil society, the private sector, and governments, it is possible. When we talk about innovation, the question is: ‘Who is innovating?’ What is the point of reference and context? At CMe, this is about how to make a scalable, faster, sustainable impact, drawing from a Global South reference. That is innovation. And it is bold because it invests in a proposal that takes risks, incubating the Brazilian hub of the network, where we have the possibility of testing, making mistakes, and getting it right, making a long-term commitment to bring this approach to the country.”*

**Fabio Tran** – Director of CMe and Member of the Executive Committee of Instituto Beja

CMe proposes a change of mindset, a new way of thinking about scale. The current prevalent logic among most foundations and philanthropies is to scale up – i.e., to increase the reach and replicate – of what already works, which in many cases is a pilot programme that has achieved good results in a specific context. But replicating that in different scenarios would not account for the diversity of a country as large as Brazil.

As a result of that prevalent logic, scale is ultimately imposed from the top down. No incentives are given to the distribution of agency – that is, when individuals have the freedom and power to make decisions for their lives – among the different actors involved, nor is there a strong focus on access or on building open and shared infrastructure or spaces for collaboration and networking. Diversity then often becomes an operational challenge.

*“At CMe, we encourage supported organizations to invite others to collaborate and design together, from the outset, what will work at scale, restoring the agency of all actors and sectors involved, each in their own context. We support the development of spaces for co-creation as a network, sharing existing knowledge, encouraging collaboration, and distributing the ability to solve throughout the ecosystem. Finally, we foster the construction of infrastructure to sustain this collaboration at scale and at low cost, which usually leads to the construction of open and interoperable digital infrastructure – i.e., allowing systems to smoothly communicate and work together, advancing more quickly and sustainably. This way, scale emerges in an organic and coordinated manner. And diversity becomes our main asset.”*

**Fabio Tran** – Director of CMe and Member of the Executive Committee of Instituto Beja

What CMe is effectively doing is creating the conditions in which change is no longer incremental but becomes exponential: more connected actors, more value per interaction, more impact at a lower cost.

## Work fronts

CMe understands that exponential change happens when entire systems begin to operate in an inclusive, innovative, and structuring manner. Aiming to solve social challenges at scale, with speed, and sustainably, CMe works on two fronts:

1. **Support System Orchestrators:** change leaders who shape different paradigms, typically working in impactful organizations with a high potential for ideation and execution that can generate positive social change, bringing together different actors around a relevant cause;
2. Bringing together leading intellectual references and local voices addressing topics including climate, education, health, livelihoods, and equity to co-build system-wide Strategic Blueprints, i.e., **action plans** that combine and align strategies and forces from the public and private sectors, academia, and civil society.

## The Journey to Exponential Change

The journey – designed by C4EC – supports social leaders in using “Societal Thinking”<sup>\*</sup> to increase the scale, speed, and sustainability of the change promoted by their organizations. It was built to help them overcome seven “chasms/ barriers” that they need to cross as transformative leaders: knowledge, reimagination, conviction, design-action, coordination, mobilisation, and self-efficacy.

<sup>\*</sup> **Societal Thinking** goes beyond design thinking, which helps solve specific problems, and systemic thinking, which helps navigate complex systems. It is an approach that creates conditions for exponential change, i.e., when one change leads to more and faster changes.

To help them overcome these barriers, the journey is divided into three phases:

### Phase A: Strategic Design (3 - 6 months)



Dive into the challenge to identify:

**What can help scale up, speed up, and sustain the change?**

### Phase B: Prototyping (6 - 9 months)



Build prototypes using **open digital resources** (knowledge, processes, technologies, connections, data) and **expertise** from the C4EC network

### Phase C: (2<sup>nd</sup> year onwards)



The C4EC network can help:

- **Coordinate different actors** (Governments, Civil Society, Markets, Communities)
- **Mobilise different resources** (funding, expertise, partnerships, access to communities)

### On the journey, leaders have access to:

- Open practical knowledge – why, what, and how to pursue exponential change;
- Deep design and prototyping support – support from the local design team and partners to apply the approach in the context of the organization;
- Financial support;
- Hands-on mentors; and
- Support for the development of their own self-efficacy.

This gives organizations the autonomy to orchestrate systems grounded in scale, speed, and sustainability.

# In real life: the Journey of Desenrola e Não Me Enrola

Ronaldo Matos, Executive Director of Desenrola e Não Me Enrola, shares how he has experienced this journey in real life. He says the journey at CMe has allowed Desenrola to organise their activities and assess the way they build networks and coalitions.

“A key point that CMe brought to our attention was the importance of restoring people’s agency, which was something we already did, but we could not fathom how to do it at scale. And CMe showed that it is possible to do it in a more organised and systemic way. It also pointed out that we need to learn to orchestrate other actors who can support the public debate and join forces in our journey. It is a revolutionary process”, he argues.

They started their journey effectively mapping out what was common to all institutions that work like Desenrola in fighting disinformation in the country and carrying out initiatives that expand people’s access to quality information, in order to think about how to chart a path for exponential change in this field.

“We identified all the lessons we had learned, the mistakes we had made, and the things we had done right with our experience building digital infrastructure for journalism, which is [Território da Notícia](http://territorioda noticia.com.br)\* [territorioda noticia.com.br]. We saw that this is the way forward. From there, we began to develop the actions that could be taken within the cycles of the CMe journey”, Ronaldo explains.

\* **Território da Notícia** is a news distribution solution produced by journalism initiatives from the hoods and favelas of São Paulo, working with digital signage displays installed in small businesses located in areas with high foot traffic on the periphery of São Paulo.

Desenrola will now focus on starting to co-create and co-build the first digital public infrastructure for a journalism and media education ecosystem in Brazil, introducing their proposal to sectoral entities, federal government leaders, philanthropic organizations, academic centres, and state journalism networks in Brazil.

To put this initiative into practice, Desenrola is developing a prototype to test how to distribute, in this interconnected community, the capacity to prevent disinformation across urban peripheries, favelas, quilombos [maroon communities], and Indigenous lands. The proposal is being developed in partnership with the Brazilian National Council of Extractive Populations (CNS), a social movement active in Brazil’s Legal Amazon, to operate in more than 20 municipalities in the state of Pará over the next three years.

Their goal is to implement the methodology of capacity distribution to a larger group of journalism and media education organisations so that they can use this digital infrastructure in their territories and distribute this capacity to other people – that is, a large network will access another until it reaches an expanding territory.

Moreover, the expectation is that the CNS will implement a programme to combat disinformation in extractive territories, mainly impacting young people and women in these areas, so that they have the capacity to prevent other residents from spreading disinformation and start consuming quality news content. Also, with this partnership, the CNS is expected to coordinate and advocate to turn this initiative into public policy.

“When residents connect the news and their own interests to make informed decisions, they begin to demand their rights and also access simple public policies offered where they live that they did not know existed or were not within their reach. This will allow us to restore these people’s agency [when individuals have the freedom and power to make decisions for their lives] and, by applying this strategy at scale, we will achieve exponential change”, the director of Desenrola e Não Me Enrola says.

## Lessons Desenrola learned on the journey

- Ensure time and space to discuss, experiment, and apply a new mental model with the organization’s leaders, who, over time, begin to change the institutional culture of their organizations in favour of implementing more systemic projects;
- Support the building and strengthening of partner networks, expanding the number and impact of exchanges between different types of actors;
- Expand the possibilities and mechanisms for building partnerships with public authorities, with a long-term vision, which allows the organization to implement actions based on quality rather than quantity.



## Organizations on the journey

Instituto Beja has searched for and nominated six Brazilian organizations to join the journey so far. Learn more about the institutions and how they have experienced the journey.

## 2024 cohort

In addition to Desenrola e Não Me Enrola, the following organizations have also been selected to join at the end of 2024:



### About the organization

Based on open and collaborative science, the network feeds a platform that integrates satellite imagery, machine learning, and cloud computing. All data, maps, methods, and codes are publicly available free of charge.

Learn more at: [brasil.mapbiomas.org](https://brasil.mapbiomas.org)



### About the organization

Established in 2021 by Amanda Sadalla (holder of a master's degree in public policy from the University of Oxford) and Stefania Molina (holder of a PhD from the Hertie School), Serenas is a non-partisan, non-profit organization that works to prevent gender-based violence in Brazil. It establishes partnerships with governments (at the municipal, state, and federal level), international organizations, and civil society organizations and it works based on three pillars: education for violence prevention, training for public officials to provide humane care for survivors of sexual and domestic violence, and the production of knowledge that broadens and qualifies the public debate on the issue.

Learn more at: [serenasbr.org](https://serenasbr.org)

# 2025 cohort



## About the organization

Conexsus – Instituto Conexões Sustentáveis – is a civil society organization of public interest (OSCIP in the Portuguese acronym) established in 2018. Its work is guided by a vision of impact, in which the socio-bioeconomy contributes to the conservation and regeneration of biomes and to climate change mitigation and adaptation, directly impacting the well-being of Indigenous peoples, local communities, and family farmers. To this end, its results-oriented activities and commitments focus on activating the community business ecosystem, expanding the range of solutions and partnerships aimed at strengthening these enterprises and adapted to their organizational needs, consolidating their contribution to income generation in rural areas and to the conservation of forests and biomes including the Amazon, Cerrado, and Caatinga. It has recently expanded its work to the Pan-Amazonian scale, establishing partnerships with organizations in Colombia, Ecuador, Guyana, Peru and Suriname.

## Importance of the partnership with CMe

“It is a strategic partnership because it comes at a time of institutional consolidation for Conexsus and represents a fundamental step towards expanding the scale and impact of tried-and-tested solutions, combining technical assistance, access to credit for businesses and families, support for market access, and empowered monitoring and knowledge production. CMe contributes with an exponential perspective on impact, efficiency, and scalability, enabling the expansion of results in a structured manner. This approach is directly connected to the role Conexsus plays in the ecosystem and enhances its ability to generate socio-environmental impact on a larger scale.”



**Fabíola Zerbini**  
Executive Director of Conexsus

Photo: Archive Conexsus

## Expectations for the journey towards the organization's development

“The partnership with CMe is expected to support the scaling of our financial products, expanding access to capital for the socio-bioeconomy and empowering the preparation of businesses to access these resources. The exponential growth approach presented by CMe is fundamental to this journey, as it contributes to increasing the capillarity and impact of operations, without requiring a proportional expansion of the institutional structure.”

**Fabíola Zerbini**  
Executive Director of Conexsus

Learn more at: [conexsus.org](https://conexsus.org)



## About the organization

SAS Brasil has been working for 12 years to transform the access to specialised healthcare in the country. The organization combines technology, innovation, and social impact in a model that brings together in-person and digital care, tending to those who need it most. It is active in more than 350 cities and has provided more than 500.000 consultations, having already benefited 1.5 million people across all regions of Brazil. Recognised by national and international awards, SAS Brasil continues to expand the reach of healthcare with purpose, equity, and joy.

## Importance of the partnership with CMe

“The partnership with Centro para Mudanças Exponenciais is fundamental to accelerating our role as orchestrators of systemic change. We also believe in a perspective of structuring a new model of work that starts from the vision

of promoting exponential change to ultimately achieve a solution that has the potential to be greater than the size of the healthcare access problem faced in Brazil and worldwide.”



**Sabine Zink**  
Co-founder and CEO of SAS Brasil

Photo: Fernando Piccin

### Expectations for the journey towards the organization’s development

“We hope to come out of this journey with a more mature understanding of how to structure a pathway towards a scalable solution. Not only that, but we can connect with a global network of entrepreneurs and partners we can learn from, exchange experiences with, and seek inspiration from for our new phase.”

**Sabine Zink**  
Co-founder and CEO of SAS Brazil

Learn more at: [sasbrasil.org.br](https://sasbrasil.org.br)



### About the organization

Visão Coop is an initiative dedicated to tackling the climate crisis by bringing together knowledge, technology, and collective action in South America. It maps and activates technologies aimed at biome regeneration and climate adaptation in ecosystems and urban peripheries, promoting structural, territory-based responses to climate challenges using different tools such as digital platforms, audiovisual media, and article production. It also employs tools and platforms to improve digital public infrastructure (DPI) and build a taxonomy of climate action based on local ecological characteristics, guiding preventive and integrated solutions that can reduce risks like floods at their source.

### Importance of the partnership with CMe

“We believe that working with CMe will be a turning point for Visão’s strategy as it will empower our model of work to address complex challenges regarding the scale, speed, and sustainability of climate action. CMe contributes to turning structural frictions – like the conflict between the pressing matter of stopping the ‘end of the world’ and the pressing matter of ‘making ends meet’, disinformation, and low institutional engagement – into paths of innovation, through an exponential mindset applied to mobilisation, narrative, and the building of shared capacities.”



**Lennon Medeiros**  
Executive Director of Visão Coop

Photo: Mateus Fernandes

### Expectations for the journey towards the organization’s development

“We hope that the journey towards our organization’s development will consolidate our ability to turn mobilisation into concrete climate impact, strengthening the resilience of communities and territories on the front lines of the crisis. We aim to bring together ancestral wisdom, science, technology and public policies, combining practical and scalable solutions with an accessible, mobilising, relatable climate narrative.”



**Fabrícia Sterce**  
President of Visão Coop

Photo: Samuel Santos

Learn more at: [visao.coop](https://visao.coop)



Held in Brazil for the first time, The exChange Summit brings together 150 participants in Rio de Janeiro. Photo: Jonatha Bongestab.

## 7.5.1

### The exChange Summit takes place in Brazil for the first time



*Why do we need exponential change now? How can a support network bring about change? What is our individual and collective role in accelerating these changes?* These three questions instigated and drove the main reflections and discussions promoted at the 2nd edition of The exChange Summit. The event was held in June 2025 by Centro para Mudanças Exponenciais (CMe) and the Centre for Exponential Change (C4EC), taking place for the first time in Brazil and bringing together more than 150 participants in the city of Rio de Janeiro (RJ).

The main meeting of the global network brought together System Orchestrators, mentors, funders, and leaders from around the world to share lessons, form meaningful connections, and reimagine paths to exponential change.

Over the course of three days, participants had the opportunity to engage in mediated conversations, panel discussions, collaborative practical activities, and interactive experiences, a methodology that reflects CMe's own approach.

On the first day of the meeting, the session on values as guidelines for positive exponential change, for example, was one of the most highly rated. "Our perception was that, from that moment on, people really felt that they were part of a community – that is, it was not just an event, but they started to see themselves as members of a network, of a relevant community", Rob Parkinson, CMe's PMO (Project Management Office) at Instituto Beja, says.

The importance of strengthening networks was also an aspect highlighted in the speech delivered by André Aranha Corrêa do Lago, designated president of COP 30, who attended the event and shared his vision for the future. According to him, collective efforts can drive transformative changes for a sustainable future, especially in light of the climate crisis the world is experiencing.

Another highlight of The exChange Summit were the activities in which entrepreneurs partnering with CMe in Brazil, as well as from other countries, were able to share their experiences, discussing the challenges they faced and the lessons they have learned along the way.

For CMe, holding the event in the country was a milestone in 2025, considering the structuring of the CMe's actions in Brazil as the first C4EC hub outside India. "For us, it was essential to present CMe and demonstrate its relevance to Brazil's leadership role in the Global South, which aims to create a community of actors promoting social impact, with a strong partner such as Instituto Beja", Rob Parkinson argues.

The last day of the event featured a panel discussion entitled "Voices of Brazil: Promoting Democracy, Justice, and Systemic Change." Three partners of Instituto Beja – Pacto pela Democracia, Iniciativa PIPA, and Abong – Democracia, Direitos e Bens Comuns – provided an assessment of democracy, racial justice, and the philanthropic ecosystem in the country, sharing strategic approaches on these three fronts and stories that reflect the power of connection, listening and collective action.

Some of the main points addressed by the panellists covered aspects such as the importance of including diverse voices that are deep-rooted in the territories and the issues experienced to effectively do so in the face of urgent needs, adding that amplifying these new voices requires clear goals and indicators. Another point they underscored is the need for philanthropy to think and work from the perspectives of communities. "People on the outskirts do not want to be seen as beneficiaries, but rather as partners in co-creation", Gelson Henrique, executive director of Iniciativa PIPA, argued.

The session also provided participants in the global network with a deeper understanding of the Brazilian context and the importance of this work, which aims to bring about exponential change in the face of complex local challenges.

Activity during The exChange Summit. Photo: Jonatha Bongestab



## Main outcomes of the meeting

- It strengthened the concept of exponential change for the Brazilian public – including actors from civil society, the public sector, and the press – and made it tangible;
- It positioned CMe as part of a global network of trusted relationships;
- It raised awareness among international participants of relevant elements of the Brazilian context.

*"The exChange Summit was one of the most significant meetings I have attended in the socio-environmental impact ecosystem. I would highlight three striking aspects: a Global South perspective on the international scenario, addressing cases and organizations connected to our challenges; the fostering of collaboration to address structural problems; and the diversity and high level of the audience, bringing together leaders who do incredible work, especially from Africa and India."*

**Thiago Rached** – CEO and co-founder of Letrus

## The event's key figures:

# 150

participants from 7 countries

# 10

interactive experiences

# 15

mediated conversations



Cristiane Sultani at The exChange Summit. Photo: Jonatha Bongestab

*“The exChange Summit was one of the most inspiring events I attended in 2025. The opportunity to learn from India’s experience about thinking and designing solutions exponentially challenges us to revisit the role of philanthropy in collaborating with systemic change.”*

**Carla Duprat** – Executive Director of Instituto de Cidadania Empresarial (ICE) and member of the Advisory Board of Instituto Beja



Learn more about The exChange Summit:

[tinyurl.com/Beja26](https://tinyurl.com/Beja26)

[tinyurl.com/Beja27](https://tinyurl.com/Beja27)





# 08

## *Beja in motion*

### **Circulation**

I do not exist alone,  
I am made of connections;  
Roots intertwine along the line  
Deep in the same ground.

Even when the trunks seem distant,  
There is something that keeps them together;  
Rivers meet before  
Reaching their destinations.

There are trees that provide shade,  
There are seeds waiting to be touched;  
For other hands to guide them  
Or wings to germinate.

There are presences that do not appear,  
But sustain the balance of everything;  
Enchanted ones who strengthen  
The living memory of the yard.

In the forest, no one grows alone,  
Every root sustains the whole;  
No river flows for pity,  
It flows for the future and for the world.

When many move with intention,  
Something beyond isolated effort emerges;  
A network is formed, ground is formed,  
A shared ecosystem is formed.

Like rivers that meet in their course  
Without losing their own identity,  
People expand their journey  
In the strength of collectivity.

The movement grows when it expands,  
The network flourishes when it is plural;  
And all life that circulates in harmony  
Strengthens the whole of nature.

Moving toward its mission of catalyzing innovative philanthropy led Instituto Beja to always be in motion.

The idea of empowering those who can generate real impact in the face of systemic challenges requires the team to continuously cultivate connections, dialogue, exchanges, support and partnerships, allowing its network of influence to expand and consolidate as an ecosystem for transformation.

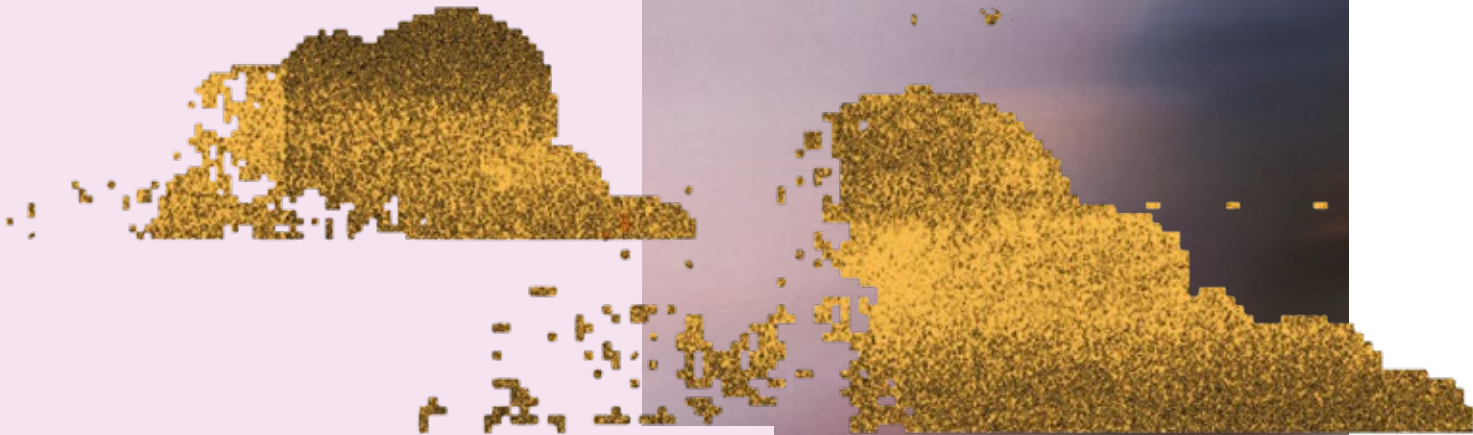
The year 2025 was marked by different initiatives that included Beja in different circles and ecosystems. The team participated in events, attended national and international conferences and meetings, appeared on podcasts, wrote articles, gave interviews, and moderated round tables and panels, in addition to posting everything on social media.

Check out Beja's main activities below:

# 8.1

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## *Events*





## World Economic Forum (WEF) Annual Meeting

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Date: **January 20-24, 2025**

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Location: **Davos, Switzerland**

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**About the event:** With the theme “Collaboration for the Intelligent Age,” the 55th edition of the World Economic Forum brought together more than 50 political leaders and heads of state, executives, entrepreneurs, academics, activists, and representatives of civil society to discuss local and global challenges, such as the importance of a fair and inclusive energy transition, the use and development of artificial intelligence, the importance of mediating geopolitical conflicts, and other topics. This was the second time that Instituto Beja, represented by Cristiane Sultani, participated in Davos.

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## Coalizão pelo Impacto – Council meeting

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Date: **February 9 and 10, 2025**

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Location: **Belém (PA)**

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## The Global Summit 2025

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Date: **March 5-7, 2025**

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Location: **Los Angeles, California, United States**

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**About the event:** Cristiane Sultani participated, along with three other industry leaders, in the panel “Mainstage Talks: Stories That Shape Us,” designed to share inspiring stories about each participant’s journey and how each life experience resonates with the main theme of the event, “Shaping Our Story: A Future to Believe In.”

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**About the event:** The Coalizão pelo Impacto Council meeting took place in February 2025 in Belém, Pará, one of the six cities where the Coalition operates. Attending as a guest representing one of the project’s funders, Cristiane Sultani was able to observe the exchange between the university and the social entrepreneurs supported in the region, as well as understand how the Coalition has engaged with the territory and the lessons learned from this experience.

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## 13<sup>th</sup> GIFE Congress

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Date: **May 7-9, 2025**

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Location: **Fortaleza (CE)**

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**About the event:** With Marcio Black in attendance, the panel “Decentralize for whom? Black organizations at the center of struggles and on the margins of resources” discussed the main challenges faced by black organizations in fundraising and how direct financing for them can be a central strategy for promoting racial equity in Brazil. The conversation was based on research by the Fundo Agbara, which shows that philanthropic resources rarely reach Black and low income organizations, especially outside the Rio-São Paulo axis. Based on this data, the need to decentralize power, knowledge, and wealth, strengthen the infrastructure of social justice movements, and ensure a continuous flow of resources to black, indigenous, and low-income area organizations with an explicit focus on reparative justice was discussed.

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## 2<sup>nd</sup> National Advocacy Conference

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Date: **July 1, 2025**

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Location: **São Paulo (SP)**

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**About the event:** The panel “Philanthropy in Dispute: power, resources, and the role of advocacy in social transformation” discussed contemporary disputes surrounding the role of philanthropy in democracy, the flows of power and resources in the social field, and the centrality of advocacy as a tool for structural transformation. Marcio Black participated in the conversation, which addressed the limits and possibilities of philanthropic action in contexts of inequality, highlighting the importance of philanthropy committed to social justice, qualified political advocacy, and the strengthening of organized civil society.

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## Black Philanthropy Conference in Brazil

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Date: **June 25, 2025**

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Location: **São Paulo (SP)**

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**About the event:** Marcio Black participated as a mediator in the Black Philanthropy in Brazil event, promoted by DesJus/CEBRAP (Seminários de Pesquisa em Desigualdades e Justiça do Centro Brasileiro de Análise e Planejamento), which aimed to discuss the challenges and potential of black philanthropy in Brazil; reflect on financing, autonomy, and racial justice; and promote the exchange of ideas with leading experts and activists on the topic.

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## SDG Connection

Date: **August 7-9, 2025**

Location: **Natal (RN)**

**About the event:** The largest sustainability event in Northeast Brazil, SDG Connection aims to engage the business sector in implementing the 2030 Agenda in its operations and accelerate the transition to a more just and sustainable future. Cristiane Sultani participated in the panel “Conscious Capital – What does your money finance?” The event brings together national and international experts in panels and lectures, offers community-based experiences and other practical activities that promote greater awareness of social and environmental issues. As a result, it stimulates dialogue between different leadership profiles and strengthens the Northeast in the search for concrete solutions to local and global challenges.



## Casa IPÊ

Date: **November 13, 2025**

Location: **Belém (PA)**

**About the event:** During COP 30 in Belém, Pará, Cristiane Sultani participated in the panel “Artificial Intelligence and Climate Justice: Who programs the future of territories?”, held at Casa IPÊ, in which she highlighted that, while Brazil is a major user of technology, it still lacks its own infrastructure and an educational system that keeps pace with the speed of digital transformation. One of the highlights of her speech was her provocative statement about connectivity as a constitutional right in a world dominated by artificial intelligence.



# 8.2

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## *Communication*





### Change for Good – Talks Podcast

Date: **January 20, 2025**

Cristiane Sultani participated, alongside Marília Duque and Renata Brunetti, in episode 10 of season 4 of the Change for Good – Talks Podcast, in a debate on Strategic Philanthropy and Longevity.

Check it out: [tinyurl.com/Beja28](https://tinyurl.com/Beja28)



### Protagonistas de Impacto Podcast

Date: **January 22, 2025**

Cristiane Sultani participated in episode 18 of the Protagonistas de Impacto Podcast, which aims to be a channel for democratizing inspiring stories of leaders who are transforming Brazil and Latin America, often far from the spotlight and traditional media. In conversation with Alda Marina and Karin Baumgart Srougi, she shared a little about her career, lessons learned, and vision for the future.

Check it out: [tinyurl.com/Beja29](https://tinyurl.com/Beja29)

### Report “Special Trajectories: Cristiane Sultani, the new philanthropy demands attention”

Date: **March 18, 2025**

In-depth special report on the creation and activities of Instituto Beja, in the ESG section of Exame magazine.

Check it out: [tinyurl.com/Beja30](https://tinyurl.com/Beja30)

### Article “Philanthropy in Davos”

Date: **February 3, 2025**

Reflective article by Cristiane Sultani in Valor Econômico.

Check it out: [tinyurl.com/Beja31](https://tinyurl.com/Beja31)



## Live broadcast “Impacta Mais – Impact Economy Forum 2025”

Date: **March 19 and 20, 2025**

Marcio Black participated in a live broadcast, held by the Instituto Kondzilla, during Impacta Mais – Impact Economy Forum 2025, and presented two of the Instituto Beja’s programmatic Axes: Democracy and Racial Justice, as well as exploring the process of deepening the organization’s relationship with indigenous people, based on the Institute’s support for the Fundo Indígena Rutí, in Roraima.

Check it out: [tinyurl.com/Beja32](https://tinyurl.com/Beja32)



## Podcast Impacto Científico

Date: **April 30, 2025**

In the third episode of the special season on Science and Philanthropy of the Podcast Impacto Científico, whose theme was “How to support science through endowment funds?”, Cristiane Sultani and Paula Fabiani highlight how philanthropy can be a strategic tool, taking risks and catalyzing innovations to solve major social and environmental challenges.

Check it out: [tinyurl.com/Beja34](https://tinyurl.com/Beja34)



Photo: Victor Oliveira/Alma Preta

## Report “Funding black organizations as a strategy for racial equity is a topic of debate at GIFE 2025”

Date: **May 8, 2025**

Alma Preta reported on a panel held during the 13<sup>th</sup> GIFE Congress on the challenges faced by black organizations in fundraising, attended by Marcio Black representing Instituto Beja.

Check it out: [tinyurl.com/Beja35](https://tinyurl.com/Beja35)

## Report “Exponential challenges require exponential solutions,” says Sanjay Purohit of India.

Date: **June 6, 2025**

Report in Folha de S. Paulo on The exChange Summit event, held by the Centro para Mudanças Exponenciais (CME) and the Centre for Exponential Change (C4EC) for the first time in Brazil in June 2025. The report highlights an interview with Sanjay Purohit, CEO and chief curator of the Center for Exponential Change, created in India.

Check it out:

[tinyurl.com/Beja36](https://tinyurl.com/Beja36)

## Report “Meet three women who are leading the promotion of a new philanthropy in Brazil”

Date: **May 23, 2025**

Alongside Carola Matarazzo, from the Movimento Bem Maior, and Geyze Diniz, from the Pacto Contra a Fome, Cristiane Sultani was featured in a report by Folha de S. Paulo that addresses how philanthropy is being redefined worldwide. In Brazil, it points out that the three women, members of wealthy families, are dedicated to the pursuit of a more strategic philanthropy, focused on structural solutions.

Check it out:

[tinyurl.com/Beja37](https://tinyurl.com/Beja37)



## Report “Collaboration is key”

Date: **July 2025**

Cristiane Sultani’s journey in philanthropy and the founding of Instituto Beja were featured in a publication by LGT Bank.

Check it out:

[tinyurl.com/Beja38](https://tinyurl.com/Beja38)



## Pod\_Impactar Podcast

Date: **October 13, 2025**

Together with Fernanda Camargo, co-founder of Wright Capital, and Daniel Izzo, leader of Vox Capital, Cristiane Sultani participated in episode #07 of Pod\_Impactar, titled “Money with Purpose and Conscience.” Discussing philanthropy, conscious investment, and practical examples of initiatives that balance profit and transformation, the participants highlighted how financial decisions can drive meaningful social and environmental change. Recorded at Conexão ODS, Pod\_Impactar aims to highlight the importance and transformative potential of social entrepreneurship and the impact of the economy.

Check it out:

[tinyurl.com/Beja41](https://tinyurl.com/Beja41)

# 8.3

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## *Social media*





## Instagram

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**5.278** followers

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**808** posts

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**134** posts in 2025

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## LinkedIn

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**5.924** followers  
(as of January 2026)

In 2025:

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**107.847** impressions

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**53.865** users reached

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**44.649** clicks

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**2.061** reactions

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**92** comments

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**44** shares

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# 09

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## *Beja lessons learned*

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### Evolution

I do not repeat seasons in the same way,  
What blooms in one season ripens in another;  
Nothing is lost when there is awareness,  
Everything transforms in the course of its own journey.

What is not found now finds waiting,  
What seems like a pause prepares for the future;  
In the silence of each spring  
Something learns before it emerges.

I transform myself in the movement itself,  
Water adjusts its course when it encounters resistance;  
The wind modulates its intensity  
According to the terrain and its demands.

The seed tests the depth of the ground  
Before breaking through the surface;  
Each gesture leaves a mark,  
Each mark amplifies what exists.


Not all rain comes in the right amount,  
Not every cycle follows the forecast;  
Yet each deviation reveals  
New understanding

I observe.  
I incorporate.  
I follow differently.

What seemed like an obstacle  
becomes a reference point,  
What seemed like a failure indicates  
direction;  
What seemed like a silent pause  
Prepares for expansion.

Growing is not staying the same,  
It is adjusting with awareness and  
intention;  
It is transforming experience into  
a foundation  
And foundation into support.

I continue because I transform myself,  
And I transform because I continue;  
What remains is not the form,  
It is the strength to continue with  
greater integrity and depth.



In preparing its 2025 Annual Report, Instituto Beja set aside a specific moment to reflect on lessons learned. Throughout the pages of this publication, the Institute sought to show that its story cannot be told without acknowledging that philanthropic capital is, in essence, venture capital, nor without highlighting its willingness to learn from the field, revisit its paths, renegotiate strategies, change course, and seek new horizons. This characteristic openness places Beja in a position of constant renewal.

With this in mind, understanding the steps taken, the journeys undertaken, and the lessons learned can be an important contribution to the field of philanthropy, so that more institutions also seek to oxygenate their practices.

Below are some of the main lessons learned by the team on different fronts of the Institute:

## 2025 and a new governance for Beja

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*“In 2025, we understand the importance of having a culture of care and how to navigate these instances. We have seen that it is important to take care of those who make decisions, those who are at the forefront, those we finance, and also the Beja team.”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja

*“As fluid as Beja is, there is a place for governance, so one of the great lessons of 2025 was the structuring of governance based on the need for transparency in our processes. We were held accountable for this as a team, and today, I believe we are in a much better place with the reorganization of internal and external governance.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“This process of awareness at Beja is based on the principle that philanthropy is an actor with political agency. We are constantly walking a tightrope: how to ensure institutional integrity through technique, processes, and governance, while understanding that we have political agency and that we are operating in an unstable and fragmented field. Right now, we are in the process of understanding what needs to be left behind, that is, what kind of philanthropic organization will be able to meet the challenges ahead and which ones are no longer able to provide answers because they are too bureaucratic.”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja

*“Beja is a new player in philanthropy, with the mission which inevitably stirs some debate, of bringing new energy to the field. In the journey we undertook last year, we realized that reflecting on the dynamics of the field, or proposing ways to unlock certain parts of the ecosystem, must also be subject to critical scrutiny. I think that was the first moment we recognized that while we intended to explore new directions, there were forces we had underestimated—such as the weight of tradition, or the existence of solutions already present in the field that we had simply not seen. This has prompted us to pause and rethink. Being critical of the field does not mean we are immune to criticism ourselves.”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja

## The shift from strategic pillars to Programmatic Axes

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*“One lesson learned was to really listen to our portfolio and, based on what we heard, understand whether it is taking us in the direction we want or not. This flexibility and willingness to listen are essential; they are at the core of Beja, and we must never lose sight of that. Beja is constantly evolving, things are changing and developing. So, there is this very active willingness to listen in everything we do. That was a great achievement.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“We call our grantees, partners. If Beja sees itself as a political actor and believes that philanthropy needs to navigate toward that place, we automatically become partners with the organizations we fund. Because we don’t fund just for the sake of funding; it’s not a purely technical decision, but one that comes from a perception that we are politically aligned with these organizations, and this has been vocalized by the organizations themselves. I believe that, between mistakes and successes, when we receive this feedback, we understand why it was important to move away from the end goal [the strategic pillars] and focus on the theme [the Programmatic Axes].”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja

## The power of doing things together

*“After strategic planning, we called each partner to explain our process, the new programmatic axes, and show our desire to be closer, which was well received by everyone. We understand that, by working together, we can exchange ideas, especially considering what Cris always brings from the organizations’ polycapitals and their synergy within the portfolio. This was something we also learned, which is this major criticism of strategic philanthropy, that there is no co-responsibility on the part of those who make the grant, who show up in a year or two saying, ‘So, what have you done?’. We don’t want to operate that way.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“With the New Longevity Lab, for example, we learned in 2025, that each partner has their own vocation and potential. It’s no use for everyone to be everywhere; that doesn’t make sense.*

*In other words, it’s about recognizing each partner’s vocation, mission, and vision. In Beja’s case, it’s about influencing narratives. So, how do we create spaces to talk differently about new longevity? How do we make this topic relevant? In addition, we understand that if the content is coherent, up-to-date, and important to civil society, it will take on a life of its own. Several groups emerged from this Laboratory that we no longer have control over. That was a great learning experience.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“Something that CMe strongly advocates is that we need to work as a network to address the scale of the problems we face. This is because it is very unlikely that we will be able to face the challenges ahead on our own. So, it is essential to work collaboratively, and the jargon we use is ‘expand the ability to solve problems for more people.’ This is one of the principles we defend and believe in.”*

**Fabio Tran** – Director of CMe and Member of the Executive Committee of Instituto Beja

Beja team at a 2025 end-of-year gathering. Photo: Jonatha Bongestab



*“Health Lab, for example, brings together different stakeholders, such as the government, private capital, and academia, and each of these agendas has its own pace. So, it is very important to learn that, regardless of the priority of Beja or any partner, there are different agendas, with different timings and priorities. Thus, this orchestration needs to be done very well in order to be successful.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“One of the major crises we are experiencing today is a crisis of trust. We are a country with so many wounds that people have stopped trusting each other. When we talk to the organizations we fund, they are all very wounded because they have gone through very violent processes to obtain this funding. Some philanthropic organizations also work alone because they do not trust other organizations. I believe that an example of this building of trust is the Aliança pelo Fortalecimento da Sociedade Civil, which began as an isolated initiative by Cris, a philanthropist who identified an issue she believed to be very important for the country. With this, she mobilizes other philanthropists and civil society actors, and this transforms and institutionalizes itself into a large coalition, with civil society organizations, philanthropic organizations, and law firms working together for the regulation of the sector. However, for this to happen, relationships of trust need to be rebuilt, in addition to the ability to work together with organizations that are open to this type of experience.”*

**Marcio Black** – Program Director and Member of the Executive Committee of Instituto Beja

## The search for new paths and innovations

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*“The fact that Beja creates its own maps and navigation scripts makes people feel very comfortable joining us, in a place that is informal but also committed. These movements are organic, not formal or scripted. For me, this was a great learning experience, more like a reinforcement because we had already seen this, the importance of preserving this place of spontaneity, of not following a script. It is a space that Beja creates and consolidates more and more.”*

**Maria Vogt** – Director of Strategic Partnerships and Innovation and Member of the Executive Committee of Instituto Beja

*“I think the biggest change in 2025 for CMe was the decision to hold the journeys in Brazil in portuguese, which until then had been conducted by the team in India in english, with the help of interpreters. We started doing this in December 2025, and I believe that a large part of the project for 2026 is to internalize the capabilities of conducting the journey for exponential change with brazilians. There is a lot of power in being part of a network in the Global South and, with that, learning how to bring more speed, scale, and sustainability to social transformations, with an awareness of the importance of the local perspective.”*

**Fabio Tran** – Director of CMe and Member of the Executive Committee of Instituto Beja



# 10

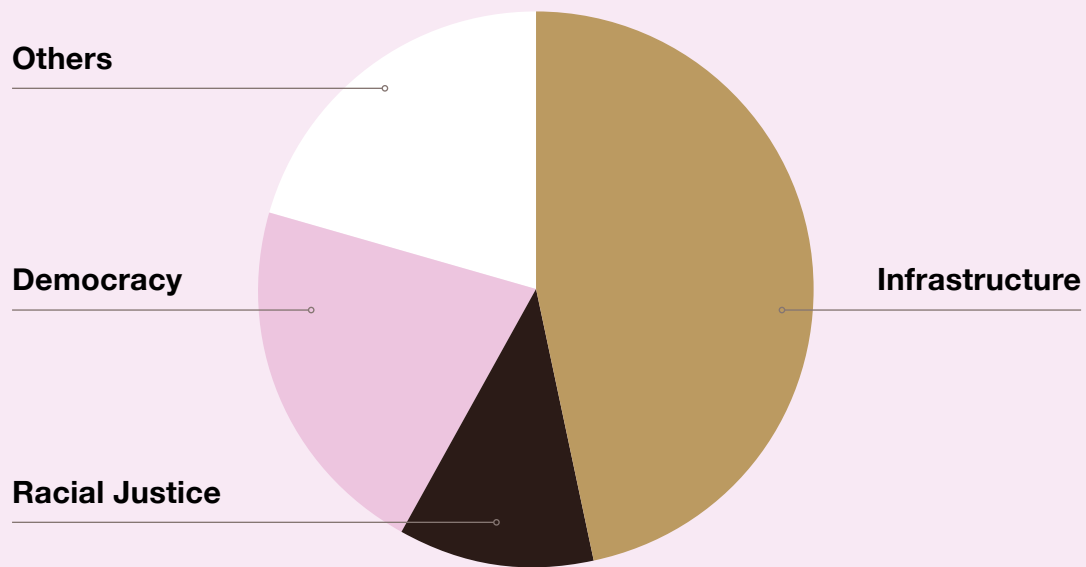
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## Ballast and transparency *2025 Balance sheet*

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Organization	Total investment in R\$	2025 total in R\$	Start	End	Axes
Ashoka Brasil - Laboratório Nova Longevidade	1.800.000	600.000	2024	2026	Infrastructure
Instituto Toriba - Laboratório de Imaginação e Inovação	2.500.000	500.000	2024	2029	Infrastructure
Aliança pelo Fortalecimento da Sociedade Civil	1.149.177	363.825	2023	-	Infrastructure
Instituto de Cidadania Empresarial ICE - Coalizão pelo Impacto	1.650.000	375.000	2023	2026	Infrastructure
Grupo de Institutos, Fundações e Empresas - GIFE	1.000.000	333.333	2024	2028	Infrastructure
Iniciativa PIPA - Instituto Papo Reto	420.000	300.000	2024	2026	Infrastructure
Instituto Mol	325.000	250.000	2024	2025	Infrastructure
Instituto Mar Adentro Promoção e Gestão do Conhecimento de Ecossistemas Aquáticos	1.271.730	314.525	2022	2025	Infrastructure
Instituto de Pesquisa Pensi - Fundação José Luiz Setúbal - FJLS	200.000	100.000	2024	2025	Infrastructure
Grupo de Institutos, Fundações e Empresas - GIFE - MCD	100.000	50.000	2024	2025	Infrastructure
Nexo Jornal Ltda.	235.000	85.000	2025	2026	Infrastructure
Praça Atahualpa	1.034.217	579.304	2022	-	Infrastructure
Filantropando	1.037.859	1.037.859	2025	2025	Infrastructure
Instituto Lemann - Aliança OCDE	1.950.000	-	2022	2025	Infrastructure
Instituto Alma Preta Jornalismo	75.000	75.000	2025	2025	Infrastructure
Associação Recreativa Cultural e Social Amigos da 27	75.000	75.000	2025	2025	Infrastructure
Fundo Patrimonial USP Diversa	5.747.033	9.000	2023	-	Infrastructure
LACLIMA - Latim American Climate Lawyers	25.000	25.000	2025	2025	Infrastructure
Associação Rede a Ponte	800.000	200.000	2023	2027	Democracy
O Laboratório Digital para Transformação Social - Aláfia Lab	300.000	300.000	2025	2026	Democracy
Centro Brasileiro de Análise e Planejamento - Cebrap - Desjus	420.000	220.000	2025	2026	Democracy
Associação Internetlab de Pesquisa em Direito e Tecnologia	300.000	300.000	2025	2026	Democracy
Instituto de Referência em Internet e Sociedade - IRIS	300.000	300.000	2025	2026	Democracy
Centro de Análise da Liberdade e do Autoritarismo - LAUT	319.899	159.949	2024	2026	Democracy
Instituto Incube - More in Common	200.000	100.000	2024	2026	Democracy
Pacto pela Democracia	600.000	200.000	2024	2027	Democracy
Associação Brasileira de Organizações Não Governamentais - ABONG	200.000	100.000	2025	2026	Democracy
Instituto Igarapé	400.000	-	2024	2025	Democracy
Associação Desenrola - Desenrola e Não Me Enrola	200.000	-	2024	2025	Democracy
Themis - Gênero Justiça e Direitos Humanos	40.000	40.000	2025	2025	Democracy
Visão Mundial	50.000	50.000	2025	2025	Democracy
Instituto Asta	50.000	-	2024	2025	Democracy
RFM Editores Ltda. - Stanford Social Innovation	180.000	-	2024	2025	Democracy
Associação de Mulheres Negras Agbara - Fundo Agbara	900.000	300.000	2024	2027	Racial Justice
Instituto Commbne - Comunicação Baseada em Inovação, Raça e Etnia	150.000	150.000	2025	2025	Racial Justice
Conselho Indígena de Roraima - Fundo Rutí	425.000	425.000	2025	2025	Racial Justice
Instituto Identidades do Brasil - ID_BR	200.000	-	2024	2025	Racial Justice
Instituto Clarice	150.000	150.000	2025	2025	Cycle closed
Centro de Estudos Psico Pedagógicos Pró-Saber	1.395.505	483.527	2023	2026	Cycle closed
Associação Serenas	1.270.000	300.000	2024	2028	Cycle closed
Instituto de Pesquisa em Tecnologia e Inovação ITPI - The Human Project	2.060.000	460.000	2022	2026	Cycle closed
Projeto Uerê	337.434	62.284	2023	2026	Cycle closed
Associação Indígena da Comunidade Bom Jesus - AICBJ	15.000	15.000	2025	2025	Discretionary
Associação Somos Um	40.000	40.000	2025	2025	Discretionary
<b>TOTAL</b>	<b>31.897.854</b>	<b>9.428.606</b>			

\* Others: include initiatives in gender equality, education, culture, impact businesses, climate, and emergency humanitarian response.



<b>Axes</b>	<b>Total amount (in R\$)</b>
<b>Infrastructure</b>	<b>5.072.846</b>
<b>Racial Justice</b>	<b>875.000</b>
<b>Democracy</b>	<b>1.969.949</b>
<b>* Others</b>	<b>1.510.811</b>

## 2025 Balance sheet - CMe


Organization	Project	Total investment in R\$	2025 total in R\$	Start	End	
Associação Desenrola - Desenrola e Não Me Enrola	<b>Journey to Exponential Change</b>	1.408.456	1.408.456	2025	2026	
Instituto Conexões Sustentáveis - Conexsus	<b>Journey to Exponential Change</b>	1.408.456	467.853	2025	2027	Amount in USD, total estimated contribution
Instituto de apoio MapBiomias - IAMAP	<b>Journey to Exponential Change</b>	1.408.456	1.408.456	2025	2026	
Saúde, Alegria e Sustentabilidade Brasil - SAS Brasil	<b>Journey to Exponential Change</b>	1.408.456	467.853	2025	2027	Amount in USD, total estimated contribution
Associação Serenas	<b>Journey to Exponential Change</b>	1.408.456	731.412	2025	2026	Amount in USD, total estimated contribution
Associação de Cooperação para Resiliência Climática - Visão Coop	<b>Journey to Exponential Change</b>	1.408.456	-	2026	2027	Amount in USD, total estimated contribution/ contract to be signed in 2026

## 2025 Balance sheet - Impact investment

Organization	Project	Total investment in R\$	2025 total in R\$	Start	End
Yunus Negócios Sociais	<b>FIDC Investimento de Impacto</b>	<b>1.000.000</b>	-	<b>2022</b>	<b>2031</b>
Positive Ventures	<b>Fundos</b>	<b>2.150.000</b>	<b>1.036.886</b>	<b>2022</b>	<b>2032</b>
Associação Trê	<b>Fundo Zunne</b> (Institutional donation)	<b>400.000</b>	-	<b>2023</b>	<b>2027</b>
Associação Trê	<b>Fundo Zunne 2.0</b> (Institutional donation)	<b>500.000</b>	-	<b>2024</b>	<b>2028</b>
Bemtevi Investimento Social	<b>Impact investment</b>	<b>1.000.000</b>	-	<b>2024</b>	<b>2029</b>
Rise	<b>Fundo Biomas</b>	<b>2.000.000</b>	<b>2.000.000</b>	<b>2025</b>	<b>2034</b>
VOX Tech for Good Growth II	<b>Tech for Good Growth II</b>	<b>500.000</b>	<b>28.108</b>	<b>2025</b>	<b>2033</b>





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