

# ANNUAL REPORT

INSTITUTO UPDATE

2024

INSTITUTO  
UPDATE





BY CAROL ALTHALLER AND INGRID FARIAS

# A CROSSING

## **2024 was a year of transition for Instituto Update.**

Completing a decade of existence, facing the challenge and choosing to continue a project that was born with the audacity to imagine and practice a new kind of politics. And it was precisely this commitment to political innovation, through constant articulation and imagination, that guided us through the leadership transition and internal reorganization that marked the year.

We moved forward. With our compass pointing to the same South — but through other routes, uniting more voices and pluralities.

In 2024, Update came to be led by three Latin American women with diverse and complementary trajectories. In their baggage, experience in territories, networks, and regional articulations. And also listening, care, and the power of collective action.

For the first time, the team, spread across different regions of Brazil and Latin America, became entirely feminine and predominantly Black — a concrete expression of the type of politics we believe in and want to see in the world outside.

It was also the year we consolidated a key shift in our way of working. By integrating articulation, formation, and narrative production, we strengthened projects, relationships, and the political coherence of our action.

We traveled to different countries in the region (from Mexico to Chile and from Colombia to Argentina, maintaining roots in Brazil) with the objective of consolidating networks of women who are refounding democracy from their own communities. Women who, when present in politics, make democracy complete — for everyone.

We look at Latin America as part of a Global South that pulses, imagines, and resists. And we began a new bridge with the Caribbean and Africa, aware that there is much to learn and co-create in this diaspora between sister continents.

Amid all this, we revisited our theory of change and asked ourselves, with honesty and courage, what it means to politically innovate in a polarized world with such fragile and incomplete democracies. The answer didn't come as a recipe, but as a direction: commit to an increasingly feminist, anti-racist, grassroots and community-rooted politics connected to projects of well-being, radical access to rights and life.

We did this by reconfiguring our management forms and reviewing our alliances. Above all, we did this together — with partner organizations, with leaders whose paths cross with ours, with all the women who dream and don't give up despite racism and sexism, political and gender violence, setbacks.

If 2024 was a new beginning, 2025 is the moment of continuity and affirmation. We crossed the waters of transition, with firmness and affection, and we're ready to navigate with even more strategy, solidity, and presence in the new challenges that stimulate our political imagination.

Now, in leadership, we are two. Alejandra Parra's departure at the beginning of 2025 marked the closing of an important cycle, the first year of a new project, which was essential in Update's institutional and programmatic reorganization process. Her role in last year's crossing remains part of the history we continue to write.

**We continue. Together, all of us, always.**



# INDICE

01	WHERE WE START FROM
02	WHERE WE ARE
03	WOMEN OF THE PATH
04	WHERE WE'RE GOING: a Future That Has Already Begun
05	WHO MAKES UPDATE

# WHERE WE START FROM

How to build complete democracies that guarantee rights and well-being for all people? This is the question that moves us.

From the beginning, Instituto Update has worked in attentive listening and strengthening of political experiences that emerge from historically ignored contexts, challenge established formats, and create new paths of action. We map trends, connect territories, develop research that helps translate what already points to futures. We closely follow the advancement of movements for more representativeness, equity, parity, and justice in spaces of power. Above all, we recognize the power of those who transform politics even without being at its center.

We are committed to understanding and expanding forms of political participation in Latin America and the Caribbean to refound democratic values from the intersectionalities that nourish us as a society. We know that democracy is not sustained only by institutions, but by bonds, imagination, and collective courage. And that the dispute is not just for seats: it's also for meanings, languages, and belongings.

This is where we start from: a living, contradictory Latin America, where cis and trans women, Black, indigenous, popular, LGBTQIA+ and young people continue pushing the limits of the possible. Where political innovation is not a promise, but a daily practice that emerges from the edges and moves with strength and consistency.

We enter the second decade of this journey. Here, we detail the steps of this trajectory, as relentless as it is renewed in projects, encounters, and learning.

# WHERE WE ARE

## A. OUR DELIVERABLES

In 2024, our programmatic areas worked in an integrated way to ensure that projects were living spaces of formation, mobilization, and dispute of imaginaries. We combined methodological tools, communication strategies, and digital resources to boost political trajectories that were historically delegitimized or made invisible.

We invested in collective processes, respected the rhythms of territories, and affirmed: political innovation begins when we recognize politics where it already happens, even when it's not recognized as such. Our challenge is thus to (re)enchant people and make them (re)believe in everyday politics – in lived politics.

### **+REPRESENTATIVIDADE**

#### **Expanding access to power to transform it**

The *+Representatividade* program remained one of Instituto Update's main fronts to guarantee the presence of Black, indigenous, peripheral, and LGBTQIA+ women in political decision-making spaces.

Right at the beginning of the year, we held the Meeting for +Representativeness, in Salvador (BA), which brought together about 40 initiatives from the North and Northeast – or with national reach – that work for women's political participation.

They were: ABGLT (National), A Ponte (RJ), A Tenda das Candidatas (RJ), AMNB (National), ANMIGA – National Articulation of Indigenous Women Warriors of Ancestry (National), ANTRA (National), Auto Organização Rejane Maria (SE), Casa da Mulher do Nordeste (PE), Clima de Eleição (National), COMUNEMA (PA), Comitês Antirracistas Bahia, Black Coalition for Rights (National), Fonatrans (National), Forum Marielles (BA), Black Women's Group of Maranhão – Mãe Andresa, IMENA (AP), Instituto Alzirias (SP), Institute of Black Women of Piauí – Ayabás, Marielle Franco Institute (RJ), MMCC (PA), Black Women



Decide (RJ), Nômade Tecnologias (PA), Northeast Feminist Observatory, Odara Black Women's Institute (BA), Bahia Black Women's Network, Ceará Black Women's Network/INEGRA, Maranhão Black Women's Network, Pernambuco Black Women's Network, Sergipe Black Women's Network, Northeast Black Women's Network, National Network of Anti-Prohibitionist Feminists (national), Mental Health in Elections (national), Vote for Black Women (Northeast).

The event boosted strategic connections for the 2024 municipal elections and promoted exchange between local leaders.

Additionally, throughout the year, 20 community leaders (cis, trans, Black, and indigenous women local leaders) were trained in key regions of the Legal Amazon: Macapá (AP) and Altamira (PA). Two of them were elected and others began working in management spaces at local, state, and federal levels.

In the Amapá capital, the initiative was carried out together with IMENA (Institute of Black Women of Amapá) and ANMIGA (National Articulation of Indigenous Women Warriors of Ancestry). In Altamira, our partnership was with COMUNEMA (Collective of Black Women Maria Maria), MMCC (Movement of Rural and Urban Women), and again, ANMIGA.

The training addressed everything from electoral strategies to commitments to racial, gender, and climate justice, showing how women's life agendas, environmental and political issues intertwine in territories and in elaborating a country project.

We closed the year with the completion of the report on the Mapping of the Ecosystem for Encouraging Representativeness in Brazilian Politics. The study took place over three years, alongside organizations like Elas no Poder and Núcleo Ypykuera. The launch is scheduled for 2025 and will bring consolidated trends and data on the work of more than 140 initiatives throughout the country.

## IM.PULSA

### Political learning for all, everywhere

Im.pulsa continued to fulfill its mission: democratizing access to political and electoral training for diverse women in Latin America. More than 74 thousand unique users accessed the platform in 2024 – reflecting the relevance of content, consistency of strategies, and reach of network work.

Among the highlight actions, we launched two new formative tracks: Climate Justice and Communication in Electoral Campaigns and Climate Justice and Indigenous Electoral Campaigns.

The platform generated more than 10 thousand content downloads, expanding access to knowledge in regions where resources are usually scarce – and where, precisely for this reason, women's political presence is even more urgent.

In Santiago, Chile, at the La Colectiva event by the Intelligent Citizenship Foundation, we organized the workshop "Letters for Environmental Democracy". The idea was to connect regional activists and political leaders with concrete proposals from women who are occupying institutional politics from a common horizon: climate justice with gender and racial equity.

We also published unprecedented materials that reinforce Im.pulsa's role as a bridge between climate activism and political innovation.

The Municipal Dictionary for Climate Justice gathers fundamental terms and concepts for candidates who want to address this agenda in their campaigns, in addition to strategy suggestions and examples of local-level action.

The deck of cards Women and Climate Justice presents 15 progressive leaders from various regions of Brazil, with excerpts from their trajectories, legislative proposals, and reflections on politics and climate. The idea is for it to be

a source of inspiration and consultation for those who intend to build mandates committed to justice and representativeness.

And the Planning and Strategy Guide for Electoral Campaigns offers practical guidance for structuring strong campaigns connected to territories, with tips on communication, programmatic agenda, mobilization, team assembly, and tools to boost candidacies of Black, indigenous, and LGBTQIA+ women.

### WOMEN IN DIALOGUE

#### Finding what unites us to defend what belongs to all

In a political scenario marked by polarization and setbacks in women's rights, the Women in Dialogue project reinforced its proposal of listening and building common language among women from different ideological spectrums.

The quantitative research was conducted in 2024 with more than 600 women from all over Brazil, revealing perceptions, consensus, and divergences about politics, morality, rights, and democracy. The data was the basis for a narrative guide being developed – practical material for organizations, collectives, and female leaders to build bridges in conflict contexts.

The project had a diverse team of specialists, including researchers, journalists, facilitators, and designers, ensuring a multidisciplinary and intersectional look at constructing the initiative's next phases.

### CONECTA LATINAS

#### Articulation, mapping, and networking to move structures

With Conecta Latinas, we designed a new map of political innovation led by women throughout Latin America and the Caribbean. 207 initiatives working with Afro, indigenous, trans, popular, young, and LGBTQIA+ women were mapped.

More than a data survey, the process was built with living articulations. We were physically present in Argentina, Chile, Colombia, and Mexico, conducting workshops, debates, and listening circles with collectives and organizations that share the same urgency: refounding democracy from historically marginalized voices.

### AMEFRICANAS IN POLITICS SOUTH X SOUTH

#### From the Black Atlantic to Latin America and the Caribbean: connecting powers, memories, histories, struggles, and knowledge

For the first time, Instituto Update connected in a structured way with the African continent.

We initiated dialogues with 15 organizations and learned about the incredible work being done for political innovation and defense of democracies. Among the initiatives are AMDCP (Association of Women for Civil and Political Rights), Colectivo Unidas Somos Más Fuertes, and Odjango Feminista, from Angola; Isla and Palm Center, from South Africa; Ellen Johnson Center, from Liberia; Women, Law and Development Association and Muleide, from Mozambique; Emerging Leaders Foundation, Katiba, and Zamara Foundation, from Kenya; Hawa Feminist Coalition, from Somalia; Emerging Public Leaders, Nala Feminist Collective, and Pollicy, from Uganda; and Women's Academy for Leadership and Political Excellence (WALPE Africa), from Zimbabwe.

These were very rich exchanges that positioned us for building a pilot project that proposes thinking globally from the South.

The approach marked the beginning of our South-South action, a political and geopolitical bet on the power of knowledge, experiences, and social technologies of this diaspora. It's a movement that recognizes that future democracies will be built from women – and that they strengthen when they look at, listen to, and recognize each other.

The objective is to expand relationships with international articulation spaces that, in different regions of the world, connect to strengthen action in defense of democracies. In this context, in partnership with the Better Politics Foundation, we established joint visions for Latin America and expanded our network of connections with organizations like the Colmena Fund and Victory Institute, in the United States.

OUR IMPACT IN NUMBERS IN 2024

+74 mil

thousand unique users on the Im.pulsa platform, with more than 10 thousand material downloads and 51% engagement

+207

initiatives of feminist and popular political innovation mapped throughout Latin America

+600

women interviewed in the Women in Dialogue research on political perceptions and rights

+40

organizations gathered at the +Representatidade Meeting in Salvador (BA)

20

indigenous, Black, cis, and trans leaders trained in the territories of Macapá (AP) and Altamira (PA)

9

organizations from the African continent connected to Update in the new South x South articulation

12

organizations from different countries integrating the Encuentro Conecta Latinas committee

4

countries (Argentina, Chile, Colombia, and Mexico) with in-person actions from the Conecta Latinas and Im.pulsa projects

An ecosystem in expansion, to infinity, where Black, indigenous, LGBTQIA+, and popular women build new routes for democracy

## B. OUR VOICES

For us, communicating is building, collectively, other ways of speaking – and imagining – politics.

In 2024, our communication established itself as a strategic part of institutional action. It gave visibility to projects, amplified invisible voices, positioned agendas, and deepened dialogues with diverse audiences. In a scenario of fragmented narratives and threats of democratic setbacks, building narrative power is a form of resistance and political creation that helps us make another world visible.

amplió voces invisibilizadas, posicionó agendas y profundizó diálogos con diversos públicos. En un escenario de narrativas fragmentadas y amenazas de retrocesos democráticos, construir poder narrativo es una forma de resistencia y creación política que nos ayudan a visibilizar otro mundo.

### STRENGTHENING CANDIDACIES IS ALSO DISPUTING NARRATIVES

From the Im.pulsa platform, we democratized access to electoral tools and strategies with a direct, accessible approach connected to territories.

Publications like the *Municipal Dictionary for Climate Justice*, the *Planning and Strategy Guide for Electoral Campaigns*, and the *Women and Climate Justice* cards were fundamental to supporting candidacies of Black, indigenous, young, and peripheral women in various regions of Brazil and Latin America.

These contents not only train but empower. They translate complexity into possibility, strengthen leaders, and affirm: yes, you can be in that decision-making place.

### STRATEGIC RELATIONSHIP WITH PRESS AND ACADEMIA

In recent years, Update has consolidated its press presence as a reference in political innovation in Latin America. We

gather studies and evidence demonstrating how women's political participation in the region strengthens rights.

In 2024, we supported the production of strategic content, such as the article "Women in politics and party leadership: a complicated relationship," published in *Folha de S.Paulo* by researchers Débora Thomé and Malu Gatto – a direct result of the new edition of the *+Representatividade* research. Beyond its presence in mainstream media, we strengthened our connection with academic production in 2024 by publishing two articles in Brazilian journals, both based on data and reflections from the Women in Dialogue research.

The first, "Extreme right-wing women: female empowerment and moral valorization of women," signed by Esther Solano, Camila Rocha, and Lilian Sendretti, was published in the *Caderno CRH* of the Federal University of Bahia. The second, "Feminisms and anti-feminisms in politics," by Carolina Althaller, Fernanda Bouzan, and Ayanne Almeida, appeared in *Plural* magazine from the University of São Paulo (USP).

Also based on the *+Representatividade* research, we launched the book *The Candidates*, by Débora Thomé and Malu Gatto, published by FGV Publisher. The work gathers electoral data and 188 interviews to tell how almost a hundred women from different profiles and regions of the country decided to enter – and remain – in politics, facing barriers in parties, on the streets, and at the ballot box. The book generated repercussions in media outlets like *Nexo*, *O Globo*, and *O Tempo*, expanding the reach of the debate about gender representativeness in the Brazilian political scene.

### A NEWSLETTER FOR THOSE WHO BELIEVE IN THE IMPOSSIBLE OF NOW

Created in 2018, our newsletter *The magical realism of Latin American politics* continues to serve as a channel for exchange, curation, and inspiration for those who believe in politics as a space of invention and justice.

With more than six thousand active readers, it's a link between Update experiences and the political effervescence of the continent, bringing biweekly reflections, analyses, and provocations.

With an opening rate above 40%, the newsletter is one of Update's main tools for engagement and community building, nourishing a transnational network of people committed to new paths for democracy.

**COMUNICACIÓN COMO PRÁCTICA POLÍTICA**

More than telling what we do, in 2024 we asked ourselves for whom, with whom, and from where we communicate. This movement led us to expand repertoires, decentralize voices, and review our own ways of speaking.

This repositioning took shape in a series of deliverables that translate Update's current moment. We launched a renewed visual identity, a new website, and an institutional presentation that express our commitment to innovation and political imagination in Latin America.

We also produced the 10-year commemorative report of Instituto Update – a record of our trajectory and contribution to democratic strengthening in the region – and support materials for the board and team in articulations and fund-raising strategies.

All of this as part of a continuous effort to align narrative, purpose, and practice.

After all, you don't change politics without also changing the words we use to name it.

**C. OUR NETWORKS**

No political transformation sustains itself alone. Throughout 2024, Instituto Update deepened its vocation as a network articulator – weaving alliances between people, collectives, territories, and organizations that share the commitment to strengthen democracy in Latin America and the Global South. This happened not only at dialogue tables, but in shared experiences, exchanged methodologies, collective listening, and actions built by many hands.

This is how we established relationships with more than 40 initiatives throughout the year in Latin America, bringing together everything from indigenous and Black grassroots organizations to foundations, urban collectives, innovation networks, and transnational strategic councils.

**NETWORKS THAT DESIGN SOLID AND COLLECTIVE PATHS**

We approached organizations in various countries in the region.

In Argentina: ADEM – Asociación por los Derechos de las Mujeres, Asociación Civil Agrupación Xango, Comisión Afrodescendiente, ELA, Fundar and Fundación Siglo 21.

In Chile: Abofem, Ciudadanía Inteligente, Colectiva Luanda, Kilombo Negrocéntricas, Mixtura Afro Azapeña, Observatorio de la Niñez Afro, Organización Migrantas and Red de Politólogas.

In Colombia: AMUAFROC – Asociación de Mujeres Afrocolombianas; Amigos de Unesco – América: Laboratorio de Innovación Política de Mujeres Afrodescendientes de América Latina y el Caribe; Artemisas; Empoderarte; Escuela de Liderazgo Político y Participación Ciudadana; Escuelas de Liderazgos – Caribe Afirmativo; Fuerza de Mujeres Wayuu; Movimiento Político de Mujeres Electas; Ocupar la Política; Pacifico Task Force; Podemos Ser – KAS; Red Nosotras Ahora; Ruta Pacífica de las Mujeres; and Sisma Mujer: Mujeres artífices de la paz feminista.

In México: Aúna México, Escuela de Formación de Liderazgos para Juventudes Afromexicanas Rurales, LGBTQ+ Victory Institute, Lab INCIDE, LatFem, MUAFRO, Mujeres de Tapla, Mujeres de Tlapa and Red Mundial de Jóvenes Políticos.

These are connections that expand our capacity to reach precisely the places where institutional politics usually fails: communities, peripheries, the edges of the system – where, paradoxically, the politics we want to see at the center pulsates with more strength. Partnerships that affirm, above all, a common vision of democracy: popular, intersectional, and feminist.

**CONNECTIONS THAT MEET TO CREATE FUTURES**

One of the most symbolic moments of 2024 was the founding of the Encuentro Conecta Latinas Committee, formed by 12 organizations from different countries. It includes Juntas Somos Más Fortes, from Angola; the Articulation of Indigenous Women Warriors of Ancestry, Instituto Alziras, Marielle Franco Institute, and Odara Black Women's Institute, from Brazil; Kilombo Negroxentricas, from Chile; AMUAFROC (Association of Afro-Colombian Women) and UNESCO Friends – América: Political Innovation Laboratory for Afrodescendant Women of Latin America and the Caribbean, from Colombia; Women of Asfalto, from Ecuador; Afrocaracolas and Auna, from Mexico; and Victory Institute, with global reach.

These are organizations that are designing with us the format, themes, and meetings of Conecta Latinas 2025, an event that will bring together more than 150 initiatives committed to feminist political innovation in the region. Beyond the event, this process has been a demonstration of what we believe: that politics is born from the common, from listening, and from radical collaboration.

**ARTICULATION AS A PRACTICE OF CARE AND POWER**

Working in networks also means nurturing trust and cultivating shared time. In 2024, we participated in different

exchanges and collective spaces, such as the Women in Leadership Group of the Potência Program, by Luminare, coordinated by Imaginarius; the Group of Black Directors of Civil Society, coordinated by Imaginarius, Luminare, and Instituto Ibirapitanga; and the exchange promoted by Nossas and Auna about political participation in the region.

These were essential meetings for reflecting on institutional strengthening, power alternation, organizational resilience, and care as a political dimension of network work.

**WHAT UNITES US**

In each articulation, we reaffirm that our role is to be a bridge. We are part of a living, diverse, and moving web. A rhizome, a network of networks that is collectively designing the future of democracy in Latin America and the Caribbean.

Our commitment is to continue opening paths for this network to grow, strengthen, and continue doing what Update believes in most: imagining and building the impossible of now.



## D. OUR STRUCTURE

### TEAM

In 2024, the Instituto Update team was composed of nine women: six Black, two white, and one mixed-race. Three of them are part of the LGBTQIA+ community.

Seven were in Brazil – three in Pernambuco, two in Rio de Janeiro, one in São Paulo, and one in Pará. The other two were in other Latin American countries: Mexico (Jalisco) and Uruguay (Montevideo).

We also made local consulting contracts for research and articulation in Mexico, Colombia, Chile, and Argentina.

As institutional support, we count on three strategic advisories: legal (SBSA), accounting (Torres Contabilidade), and administrative (Aniwa, which offers strategic support to administrative and financial areas).

Our fixed communication suppliers throughout 2024 include Onlines (hosting and development of our website), Helena Salvador (consultant in content production and newsletters), and Audrey Tigre (institutional design and visual identity consultant).

### PARTNERSHIPS THAT STRENGTHEN

Throughout the year, we consolidated support from funders who invest in medium and long-term strategies, and who understand that building impact requires flexibility, listening, and mutual trust.

The Potência Program, by Luminate, was one of these fundamental partners, supporting our institutional strengthening through specialized consultancies and exchanges with Latin American organizations.

We also expanded dialogues with international funders in

spaces like AWID and global meetings on democracy and gender justice, reaffirming our commitment to sustainable alliances that respect our place of speech, our territory, and our political vision.

### TRANSPARENCY AS DAILY PRACTICE

Our financial governance is sustained by transparent procedures, control tools, and constant monitoring. In 2024, we implemented: new contract policy, with norms for the entire chain (national and international); travel and per diem policy, with reference values by country; and payment policy, with defined flows and standardized deadlines.

We continue with independent accounting auditing, Equivalency Determination certification, and support from specialized consultancies in fiscal, legal, and financial areas.

### RESOURCES

We believe that financial sustainability should go hand in hand with institutional independence, programmatic coherence, and capacity for free, bold action aligned with our principles.

### OUR COMMITMENT

The transparency we practice is not just financial, it's political. It means respecting those who support us, valuing those who work with us, and ensuring that our projects are carried out with consistency, ethics, and purpose.

We continue seeking financing models that allow us to develop our work with independence and continuity. Our objective is to raise resources that not only sustain our action but also privilege other partner organizations committed to what we believe – thus strengthening a collective ecosystem of social transformation.

OUR NUMBERS IN 2024

REVENUES 2024 R\$ 2.898.262,38

STRATEGIC FUND BALANCE R\$ 1.189.285,07

EXPENSES 2024

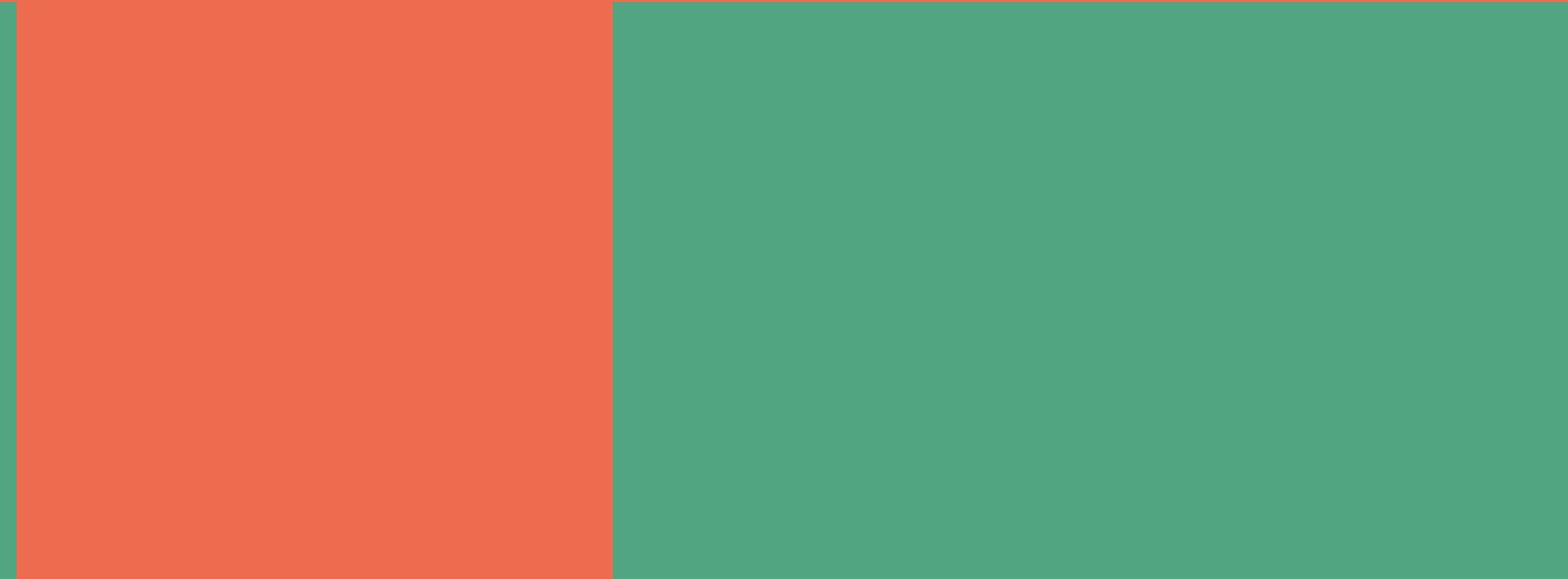
TEAM R\$ 1.155.934,07

SERVICE PROVISION R\$ 766.554,4

ACTIVITY EXPENSES R\$ 818.750,81

TAXES AND FEES R\$ 36.401,96

TOTAL R\$ 2.777.641,24





# WOMEN OF THE PATH

Much of what we did in 2024 is in the projects, data, deliverables. But there's something that only appears in the voices and bodies of those who lived this process closely.

In this crossing, we listened, learned, risked, and reaffirmed that the politics we want begins in experiences, relationships, and movements.

We gathered testimonies from some of the many women who were by our side in different roles: building, training, caring, organizing, learning – and imagining, together, an Update in transformation and growth.

WITH THEM AND FOR THEM, WE MOVE FORWARD.



**"With freedom,  
the new Update  
deepens what  
was built"**

BEATRIZ DELLA COSTA PEDREIRA, co-founder,  
former co-director, and current member of  
Instituto Update's general assembly

The first year of Update's new phase was spectacular.

Carol, Ingrid, and Ale conducted everything with mastery. They took leadership and managed to traverse with firmness and sensitivity the practical and symbolic challenges of inheriting an organization so marked by the presence of its founders.

They took care of conflicts with attention, kept the strength of imagination alive, and knew how to balance the tension between being in the territory and expanding action. They brought a strategic vision that was recognized and validated by the field and funders.

I was moved in council meetings: seeing Update from the other side of the table, with this renewed power, was beautiful and symbolic. Because if there hadn't been freedom for the new directors to be who they are, to express their vision, none of this would make sense.

And this freedom doesn't break with what was built. On the contrary, it deepens. They are serving a greater vision, which continues to be Update's foundation: alive, cared for, loving, and shared.

This is what we continue sustaining together, as a network.



I started at Instituto Update in October 2024 and, from the beginning, I felt very welcomed. There was genuine care in sharing the organization's history, its internal changes, and the construction of a new board. This made all the difference for my work.

And this welcoming reflects Update's values, today represented by two women who show that the way of doing politics matters as much as the content.

It was a challenging period, with many transformations, but also of much learning. I coordinated the return of the Women in Dialogue project and represented Update at events in the first months.

It was intense, but it's very gratifying to see the results and feel that we're contributing to strengthening democracy from multiple gender and race perspectives.

**"The welcoming  
at Update  
reflects the  
organization's  
values"**

MARÍLIA GOMES, project coordinator for Brazil at  
Instituto Update

The +Representatividade Meeting was a space of networking, listening, and affirmation. Being in collective construction, from mobilization to coordination, was knowing that politics is also made like this: with care, presence, and affection.

Even small initiatives carry enormous strength when they walk together. We don't need to think we have to build everything alone or stay in the dream of a big desire. Because the big dream is made of many hands and many initiatives.

And that's what the Meeting brought.

The democracy we want is made with all of us  
– Black, indigenous, trans, cis, non-binary women.

# "The big dream is made of many hands"

PIEADADE MARQUES, Pernambuco Black Women's  
Network, Cabo de Santo Agostinho (PE)





Participating in the +Representatividade-Meeting training here in Amapá was a remarkable experience for me – as a trans woman, as an activist, as someone who believes in the power of listening among women.

One of the most intense dynamics was about the violence that female bodies suffer. With each violence mentioned, we took a step forward. I kept advancing, step by step, realizing how many marks I carry.

It was the first time I presented myself showing fragility – something that, for us trans women, is usually a risk. But there, among diverse women, I was welcomed completely.

I carry with me the certainty that politics needs the union of female bodies. The struggle is the same: survive, resist, conquer spaces of power. It's just that, for us, the path is often tripled.

We are still few in these spaces. But we have capacity, we have education, we have voice. And we have the right to be there.

## "The plurality of women lives and resists"

FLEUR DUARTE, human rights activist and substitute councilwoman (Rede), Macapá (AP)

# WHERE WE'RE GOING: A FUTURE THAT HAS ALREADY BEGUN

## OUR BETS FOR 2025

The year 2024 was incredible, but it was just a starting point. An experiment – very successful – of transition, repositioning, expanded listening. It was the year of reorganization. And 2025 will be the year of affirmation.

Now, the game really begins.

The new direction is set, networks are woven, territories are closer. And the question that moves us now is not just "how to continue?" but "how to continue with courage, consistency, and audacity?"

This new cycle is born from the ground we step on and the legacy we inherited. But it also demands a new posture: more strategic, more connected, more prepared to face the challenges that cross our region and our time.

In 2025, we will further strengthen Latin American, Caribbean, and African articulation, consolidating the South x South bridge we began building the previous year. More than a geographical movement, this is a political choice. It means recognizing that solutions to the democratic and social crises of our time will not come from the center, but from territories, from women, from experiences that were historically underestimated.

We will continue investing in training processes that integrate listening, repertoire, and concrete political action. In open and accessible platforms. In networks that connect and create. In narratives that displace common sense and put other voices at the center of debate.

And we will continue updating our own way of functioning: more distributed, more horizontal, more responsible with those who build and sustain this organization every day.

## **THE FUTURE HAS ALREADY BEGUN**

They say the future is unpredictable. We prefer to say it's imagined and built.

And what we see, with increasing clarity, is that the politics emerging in Latin America doesn't fit the old molds. It's made by indigenous women who cross rivers to guarantee rights. By young Black women who transform care into institutional action. By trans leaders who dispute elections and also narratives. By organizations that refuse neutrality and choose the side of life.

It's with these people, and from these encounters, that we will continue designing what's coming.

For the coming times, we're excited to think about expanding our roots to the Global South - expanding our reach in Latin America and the African Continent, reinforcing the idea that political transformation needs to be global, but from local voices.

With the support of new strategic partnerships, this expansion movement is born as a response to contemporary challenges and as an invitation to build political alternatives rooted in diversity and social justice.

## **BECAUSE THE FUTURE IS BEING MADE NOW, BY ALL OF US.**



WHO MAKES

# INSTITUTO UPDATE

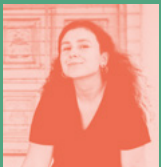




## CAROL

Carolina Althaller is executive director of Instituto Update. Researcher and communicator with experience in political campaigns, private sector, and social organizations. She was strategy director for major brands, being awarded at Cannes Lions, in the Glass category, which recognizes ideas that challenge discrimination and gender stereotypes in advertising.

She is a master's student in Social Communication at FGV/Rio, specialist in Politics and Society (IESP/UERJ) and MBA in Leadership (Saint Paul). Also board member of organizations Olabi and Lamparina.



## DANY

Dany Fioravanti is communication manager at Instituto Update and coordinator of the Im.pulsa platform. Communicator, activist, and from the periphery, she has 15 years of experience in advertising agencies and social organizations in Brazil and Ecuador. She works with themes like inequalities, women's rights, and political participation. She was a TEDx speaker and advisor at the Women's Secretariat of Rio de Janeiro. She is also a specialist in Care Policies, with gender perspective, from CLACSO



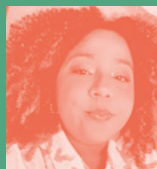
## ILKA

Ilka Guedes is financial coordinator at Instituto Update. From Pernambuco, mother and professional with solid experience in financial management in the third sector, she is a post-graduate student in Financial Management (UNIFAFIRE) and graduated in Tourism (UNICAP). She has experience as coordinator, consultant, and financial analyst in social organizations, focusing on budget and administrative planning.



## INGRID

Ingrid Farias is director of articulation and partnerships at Instituto Update. Specialist in relationship management and political articulation, she has a trajectory of contribution in political and technical processes of social movement organization in Latin America. She is also a researcher and writer on the intersections of gender, race, and democracy. Graduated in teaching and social work. She was co-founder of the Northeast Feminist Observatory and the Anti-Racist Feminist Parliamentary Front with Popular Participation, is an activist in the Black feminist movement and advisor to the Perseu Abramo Foundation.



## MARIE

Marie Linhares is operations manager at Instituto Update. Specialist in strategic management focused on high-impact, low-effort solutions, she works with planning, project management, and sensitive leadership, based on data and collaboration. She is founder of KOJU, a consultancy focused on SME longevity in Brazil.



## MARÍLIA

Marília Gomes is project coordinator for Brazil at Instituto Update, focusing on political participation and human rights. Manager, articulator, and researcher, she has 15 years of experience in social causes. Graduated in Social Sciences, master's and doctoral student in Sociology (UFPE), she is co-founder of the Northeast Feminist Observatory.



## SUANE

Suane Barreirinhas is project analyst at Instituto Update, strengthening the political imagination of young and diverse women in Latin America. Black, lesbian, from Pará, and audiovisual producer, she has work focused on new politics with Black, indigenous, and Amazonian women. She is a mobilizer, activist, and creator of the Vila da Barca Museum, in Belém.



## TANIA

Tania Ramirez is project coordinator for Latin America at Instituto Update. Afrofeminist activist, co-founder of Mizangas, she is a researcher, candombe dancer, and DJ. Born in Montevideo, Uruguay, she worked in the Culture and Social Development ministries with policies for Afro, migrant, and LGBTIQA+ populations. She graduated in international relations and is developing a master's thesis on the Afro-American movement.

# ASSEMBLEIA GERAL



## BEATRIZ DELLA COSTA PEDREIRA

Cofundadora do Instituto Update e fundadora da CLARICE



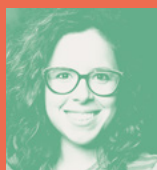
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Diretor de Advocacy e Conhecimento no Instituto Beja



## MARINA RIBEIRO

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## SILVANA BAHIA

Codiretora executiva da Olabi



**TECHNICAL INFORMATION**

Instituto Update, junho de 2025

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Farias, Marie Linhares, Marília  
Nascimento, Suane Barreirinhas and  
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