

An abstract, jagged purple line graphic that starts near the top left, moves right, then down, then right again, and continues with several sharp peaks and valleys across the page, ending near the bottom right. It intersects the text and horizontal lines.

INSTITUTO

UPDATE

**ANNUAL
REPORT**

2025



2025, the year of connection

A woman arrives at a discussion circle carrying a concern that, until then, she believed she was facing alone. Before the first sentence is finished, however, a stranger, coming from afar, already recognizes the problem.

Another woman looks at the world and sees people mobilized, engaged, changing directions. She's sure she could also drive transformations in her community, but she doesn't know where to start. Until she knows experiences of those who, even in other territories and contexts, have already faced very similar challenges and found possible paths.

Two other women face each other, convinced they disagree on everything. But, when talking about work, care, and dignity, they realize there are more points of convergence than reasons for estrangement.

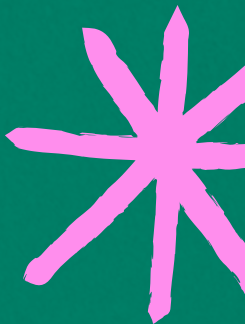
The stories of these women — many, diverse, and spread across so many places — help tell what the Instituto Update did in 2025.

Throughout the year, we created conditions for women, organizations, research, tools, and political innovation experiences to converge and expand their possibilities. We articulated initiatives from Latin America, the Caribbean, and Africa, converted listening into knowledge capable of influencing public life, and expanded support for women who drive politics.

Above all, we made connections.

BY CAROL ALTHALLER,
INGRID FARIAS, AND
DANY FIORAVANTI

CO-DIRECTORS OF
INSTITUTO UPDATE





“Connection” comes from the Latin connectere, which means to tie, to interweave. The ends come together in knots without losing their individuality. That’s what we sought to strengthen.

Mappings became encounters, encounters gave rise to networks, networks crossed the Atlantic. Research became a common language among women from different positions. Knowledge has become an accessible tool for those far from centers of power.

On each of these fronts, we occupy the same position — that of creating shared infrastructure, identifying links that did not yet exist, and converting possibilities into practice and impact.

This movement continued the transition initiated in 2024, when Update began to be co-directed by women and reorganized its team, processes, and decision-making methods. In 2025, we took this renewal outward, with a more distributed, collaborative, and international presence.

And we continue to be sustained by a central idea: politics can do more for people when more people have access to political power. It is this belief that guides every project, alliance, and tool we developed throughout the year to bring together initiatives that, on their own, would have had a much smaller reach.

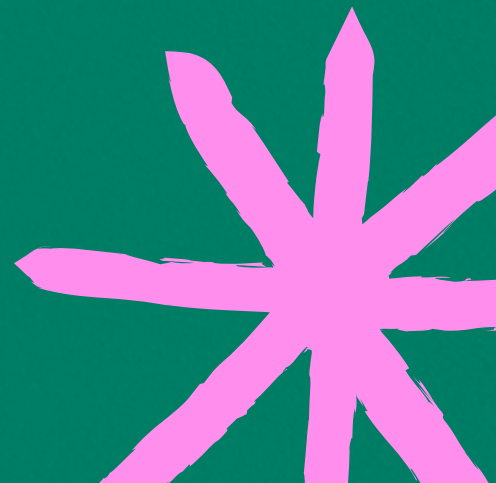
The story we tell in this report is, therefore, the result of a collective construction, made by women partners, women researchers, women communicators, women advisors, leaders, intellectuals, movements, organizations, women funders, and so many women collaborators who walked with us.

To all of them, our deepest gratitude. Each one made possible what we built in 2025 — and we built more than we imagined, even though we always imagine a lot.

Now, we are more connected than ever.



**POLITICS CAN
DO MORE FOR
PEOPLE WHEN
MORE PEOPLE
HAVE ACCESS TO
POLITICAL POWER.**





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1. 2025 Connections in Numbers



In 2025, data and metrics began to play a new role at the Instituto Update.

We advanced the construction of an institutional practice of monitoring, evaluation, and learning, with a routine of follow-up aimed at observing strategic objectives, analyzing results, qualifying indicators, and revising decisions based on the evidence produced.

This work also expanded our ability to understand how different actions translate into articulation, knowledge circulation, advocacy, and political participation.



440k+

people accessed political knowledge, methodologies, and tools through *Im.pulsa*



395,000

views of the content and narratives produced from Women in Dialogue



600+

women surveyed and heard in the Women in Dialogue research



300+

organizations mapped or mobilized through surveys, meetings, and collaboration networks



30+

countries reached by the actions and research of the Instituto Update



500+

leaders and initiatives connected in networks and partnerships between Latin America, the Caribbean, and Africa



200+

press insertions, which expanded the public circulation of Update's research, projects, and agendas



2.

Connect and
sustain the
ecosystem

Conecta

When we think of a network, we imagine fixed points and lines that make the connections between them visible. A rhizome, however, follows another logic.

In botany, a rhizome is an underground stem that grows horizontally, sends out roots, and gives rise to new shoots from different nodes. Instead of concentrating its development on a single axis, it spreads across multiple points, connected by a structure that doesn't always appear on the surface.

Transposed to politics, this image helps us think about articulations without centralized command, formed by autonomous initiatives that remain rooted in their territories while sharing knowledge, methodologies, and capacity for action.

This was the choice that gave rise to Conecta: strengthening relationships between diverse initiatives to expand their collective impact and build more democratic ways of exercising power.



The regional rhizome

Latin America and the Caribbean are regions marked by strong political experimentation. Black, Indigenous, working-class, LGBTQIA+, and young women create training, organization, communication, and participation methodologies that contribute to renewing democracy from the territories.



Still, despite this rich and diverse production, many of these experiences remain scattered and find little space to recognize themselves as part of a common area.

It was against this backdrop that the Instituto Update mobilized over a decade of research and collaboration in the Latin American political innovation ecosystem. Throughout this journey, over 1,100 initiatives were mapped in 20 countries, forming a knowledge and relationship base that allowed for the convergence of previously disconnected efforts.

In 2025, part of this accumulation took public form in the Mapping of Initiatives to Support Political Leadership in Latin America, developed in partnership with the Better Politics Foundation. By gathering and analyzing over 200 organizations, the survey helped make visible the existence of an articulated field – with its scale, diversity, and gaps. This offered funders and strategic partners a more accurate view of who was already working to strengthen women's political participation.





From the map to the meeting – and from the meeting to the connection

Between May 22nd and 25th, this field, which was beginning to be recognized on the map, took shape. The Conecta Latinas 2025 Meeting brought together in Recife 158 initiatives from 20 countries in Latin America, the Caribbean, and Africa.

In the heart of the capital of Pernambuco state, organizations that rarely have the opportunity to be in the same space learned about each other's strategies, discovered points of contact between challenges faced in different territories, and began to develop a shared repertoire. They finally built ties.

"The approach was born from mapping and from the Latin American ecosystem's own desire to learn about similar experiences produced in other territories of the Global South," says Ingrid Farias, program director of the Instituto Update.

According to her, the Conecta Latinas 2025 Meeting confirmed the demand for intentional articulation spaces. "Many of these organizations face similar challenges, such as political violence, and meetings like this allow us to recognize common issues and consider possibilities for collaboration," she adds.



Ingrid also states that the coming together between organizations from different territories revealed both similarities and differences between cultures, languages, concepts, and aesthetics. “The challenge is to build connections from what we have in common and, at the same time, learn from those distinctions,” she says.

Doing something together requires attention to who is speaking, in what language, with what repertoire, and from what urgency. This willingness approaches what Argentine feminist philosopher María Lugones (1944–2022) called “loving perception”: traveling to the world of others without arrogance, recognizing their totality and multiplicity.

“

THE CHALLENGE IS TO BUILD CONNECTIONS FROM WHAT WE HAVE IN COMMON AND, AT THE SAME TIME, LEARN FROM THOSE DISTINCTIONS”.

The fruits of Recife

The construction that began in those four days continued. One of its developments was the Pernambuco Manifesto, an ethical-political declaration that brought together commitments and guiding principles for a political practice focused on Buen Vivir (good living). The proposal is for each leadership and initiative to make the rhizome sprout in their territories and communities. After all, democracy is a practice that starts from within: in the decentralization of decisions, in the sharing of power, and in political action guided by solidarity and care.



Throughout the year, the bonds established in Recife continued to strengthen. Of the more than 200 initiatives mapped, 42 remained active in the rhizome, maintaining exchange channels, circulating methodologies, and undertaking collaborative actions. In parallel, 14 organizations that were part of the meeting's committee were invited to form the Rhizome Committee, responsible for strengthening the network's governance and expanding its coordination capacity.

This process also generated autonomous developments in different territories. The *Democracia Antirracista* (Anti-racist democracy) brought together organizations from Costa Rica, Argentina, and Colombia. *Las Juanas* held a political training school in Colombia, while *Kilombo Negrocentricxs* and *Fundación Poderes* led initiatives in Chile. In the context of the Global Black Women's March, a dialogue brought together participants from Africa, Latin America, and the Caribbean. These are examples that show how the bonds established in Recife began to produce training, political advocacy, and new collaborations between countries and regions.

Now, the rhizome that gained momentum in Recife continues to connect experiences, languages, and geographies. Each new relationship expands the ground where other forms of politics can germinate.



Conecta

400+

leaders
mobilized

200+

organizations
mapped

158

initiatives gathered
in Recife

20

countries
represented

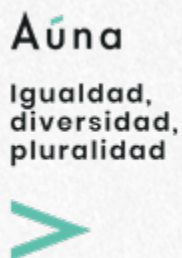
42

active initiatives in
the rhizome

14

organizations that integrate
the Rhizome Committee

Organizations that are part of the Rhizome Committee





3.

Connect continents and build a South- South agenda



Amefricanas

Women's political participation has advanced unevenly across the African continent and Latin America. In different countries, institutional changes and civil society initiatives have produced responses to broaden representation, support candidacies, train leaders, and confront political violence. Although they originate from distinct contexts, these experiences dialogue with a shared history of displacements, resistances, and forms of collective organization that cross the Atlantic and find echoes on both sides.

It is in this space of dialogue and mutual recognition that Amefricanas (Amefricans) is born, a transcontinental offshoot of Conecta aimed at bringing experiences closer and strengthening connections between territories of the diaspora.

The project stems from the recognition that women in Latin America, Caribbean, and in the African continent have produced innovative responses to challenges that recur in different contexts—among them, democratic backsliding, laws passed without implementation, quotas achieved and then undermined, increasing political violence, and retraction of international support and funding.



The strategies also have points in common. In various territories, grassroots political education functions as an infrastructure for accessing power. The incidence and legal follow-up help to confront violence, while material protection and income generation networks support leadership and organizations in the face of the loss of support.

“

**...LEARNING
WITHOUT
ERASING THE
SINGULARITIES
OF CULTURE,
LANGUAGE,
CONCEPTS, AND
AESTHETICS”.**

Ingrid Farias, program director of the Instituto Update, recalls that the mappings identified experiences that needed to be related, but also revealed key differences between the territories. “Latin America and the Caribbean are not a single entity, just as Brazil itself brings together very different realities. The challenge is to build connections from our similarities, and at the same time, learn without erasing the singularities of culture, language, concepts, and aesthetics,” she states.

The transcontinental rhizome

In Amefricanas (Amefricans), the rhizome gained a transcontinental dimension. The project was inspired by the political and cultural concept of Améfrica or Amefricanity, developed by Lélia Gonzalez (1935–1994). When reviewing the name Latin America, the thinker from Minas Gerais state called attention to the erasure of African and Indigenous contributions in the historical, political, and cultural formation of the continent. Thus, she proposed a reading capable of recognizing these presences and the experiences shared by peoples marked by colonization, racism, and resistance.



The approach began during the *Conecta Latinas* Meeting in Recife. In May, it gained its own space with the pre-Encontro Amefricanas na Política Sul-Sul (Meeting Amefricans in South-South Politics), held over three days in the same city.

Gathered in dialogue circles and knowledge-sharing activities, 27 leaders from 18 organizations across ten countries shared their experiences and methodologies while discussing common challenges, including women's political education, political violence, the use of technology to defend democracy, the dispute of narratives, and action in authoritarian contexts. The program also helped identify concrete areas for collaboration, including the sharing of educational resources, the organization of exchange programs, the creation of mentoring and protection networks, and the development of joint tools.

**27 LEADERS FROM
18 ORGANIZATIONS
ACROSS 10
COUNTRIES
SHARED THEIR
EXPERIENCES AND
METHODOLOGIES**

A common agenda

From these convergences, the organizations defined a common agenda for collaboration between Latin America, the Caribbean, and Africa. To provide a foundation for this construction, the project also deepened knowledge about the African ecosystem: the Mapeamento África (Africa Mapping) identified 78 organizations in 21 countries, revealing different priorities, methodologies, and approaches to strengthening women's political leadership. This overview helped to understand the specificities of each territory, identify gaps, and see clearly the possibilities for collaboration with Latin American and Caribbean initiatives.

The results will now be shared with the mapped organizations and partner institutions, providing a foundation for strengthening the relationships established in the previous year and turning them into joint projects and South-South cooperation initiatives to advance women's political participation.



“Instituto Update’s role is to create intentional spaces for these experiences to meet. Based on what we’ve mapped out, we want to identify practices that can circulate and bring organizations and leaders into contact, recognizing both what can be shared and the particularities of each context,” emphasizes Ingrid.

The bridge, built in 2025, is now starting to gain crossings. And the Atlantic, so often understood as a distance, reemerges as a site of connection: a space where histories that were once separated recognize that, together, they can still produce futures.



A crossing

The first concrete step of this agenda took place between November and December, when we crossed the Atlantic for a four-week exchange in Kenya. In addition to putting into practice many of the convergences identified throughout the year, one of the specific objectives of the trip was to assess how our political and electoral intelligence and knowledge technology (Im.pulsa) could support the collaboration infrastructure we are building between Latin America and Africa.

Dany Fioravanti, Director of Strategy at the Instituto Update, met with organizations such as Katiba Institute, NalaFem, Emerging Leaders Foundation, Zamara Foundation, Akili Dada, and the Kenyan Women Parliamentary Association (KEWOPA), among other local leaders.

“Being in Kenya and seeing this work up close showed that it wasn’t about bringing a ready-made model, but about listening, recognizing what was already being built, and thinking from there,” she says. From these conversations — about methodologies, disputes, learnings, and distinct ways of organizing political innovation itself — the seed of the pan-African curriculum for political leadership was born, which will be developed in partnership with Nalafem.

This crossing reinforced our conviction that the answers to the crises of democracy or our time will not come from a single continent, but from the experiences that Latin American and African women are already building in their territories — and that they are now beginning to articulate together. It is Amefricanity in action, willing to experiment, compare, and contest political power.

**THE ANSWERS TO
THE CRISES OF
DEMOCRACY OR
OUR TIME WILL
NOT COME FROM A
SINGLE CONTINENT**

Amefrican Bridges

21

engaged
leaders

100

organizations
involved

25

countries involved

78

organizations
analyzed in the
African Mapping

21

countries reached
by mapping



4.

Connect
and drive
technologies
for political
innovation



Im.pulsa

Before winning any votes, a leader needs to make countless decisions. Transform their journey into a message, identify who can support it, get to know the territory, form a team, build a budget. They must also understand the rules for raising and using funds, organizing financial accountability, negotiating space within the party, and planning communication capable of reaching the right people.

All of this happens under pressure and tension. The money takes a long time to arrive, the team is small, and some of the decisions depend on legal, political, and technical knowledge that circulates in restricted networks, generally dominated by white men. For many women, political engagement is also combined with paid work and caregiving responsibilities. At the same time, public exposure can bring attacks and threats directed at their life, their body, and their family.



TRACKS LIBRARY TOOLS



ES PT EN

Empowering women for political leadership

Find courses, guides, and tools designed to motivate and support you on your political journey.



Thus, when the electoral period officially begins, candidates do not enter the race from an equal starting point. Some benefit from experienced staff, established party networks, advisory support, and political capital built up through previous electoral cycles. Others — including many women candidates — must learn while doing, precisely when every mistake comes at the cost of time, financial resources, and the ability to compete for visibility and access positions of power.

Im.pulsa exists to reduce this imbalance and make this journey less lonely.

Since 2020, the non-partisan initiative has been organizing political and electoral knowledge for women who want to enter, remain, and influence institutional politics. As social and digital technology, it brings together methodologies, tools, and training built, tested, and improved by and for them. Its purpose is to make knowledge available to those who need it most and are systematically excluded from it.



“We started with this innovative proposal to make available knowledge that had previously been restricted to a few party circles and political marketing agencies. The idea was to turn it into open and free content, also built from diverse ways of doing politics, often with fewer resources, but with a lot of creativity,” says Dany Fioravanti, strategy director at Instituto Update.



Repertoire that becomes shared infrastructure

Im.pulsa is the Instituto Update's initiative to globally democratize women's access to political knowledge of quality and, above all, transform the ways power is disputed: from solitude to collectivity, from competition to solidarity, from isolation to community.

The content is built collaboratively, drawing from the experience of leaders, strategists, and political communication specialists, bringing together tested methodologies, case studies, and lessons learned from successful initiatives in different countries. Between one electoral cycle and another, this repertoire is updated and adapted to the particularities of each context.

More than a content platform, Im.pulsa combines open and free digital technology, a community of practice, and a living library of knowledge and methodologies.

This infrastructure is also built outside the digital environment. "We build mentorships, campaign schools, and exchanges between

**TRANSFORMING
THE WAYS POWER
IS DISPUTED:
FROM SOLITUDE
TO COLLECTIVITY,
FROM COMPETITION
TO SOLIDARITY,
FROM ISOLATION
TO COMMUNITY.**

**ALMOST 70%
OF ACCESSES
ARE ORGANIC:
THOSE WHO
ARRIVE ARE,
FOR THE MOST
PART, ACTIVELY
SEEKING THE
RESOURCES
THAT IM.PULSA
BRINGS
TOGETHER.**

strategists because knowledge is not static. It needs to circulate and feed back from the experience of those who are in practice, testing, failing, learning, winning, and losing,” she concludes.

Of the 440,000 users, more than 270,000 interacted with the knowledge, downloading available tools and content, finding support to face an almost always solitary, tough journey full of structural barriers. Disputing power in a political system designed for exclusion and centralization is too great a challenge to be faced individually. Almost 70% of accesses are organic: those who arrive are, for the most part, actively seeking the resources that Im.pulsa brings together.

In 2025 alone, Im.pulsa reached over 30,000 users and 100,000 views, with a record engagement of 85%. This infrastructure took shape in person at the *Escuela de Campañas Electorales* (School of Electoral Campaigns), held on April 9 and 10 at Torcuato Di Tella University, in Buenos Aires. Organized in partnership with the Better Politics Foundation and the UTDT's Colaboratorio en Derecho y Desarrollo (Collaboratory on Law and Development), the school brought together around 20 political strategists from different Latin American countries for two days of practical training, crisis simulations, and exchanges on financing, gender-based political violence, and the use of AI in campaigns.



Knowledge that crosses contexts

This combination allows the initiative to reach far beyond a single country. Although campaigns and mandates develop internationally under distinct rules, political cultures, and party systems, many women face similar difficulties in accessing specialized repertoires.

In 2025, a large part of the efforts was focused on the internationalization of content. Making this body of knowledge travel required far more than translating it: it meant adapting tools and methodologies to different legal frameworks, electoral calendars, funding models, and relationships with local communities. As a result, approaches developed in one country could be adapted to new contexts, allowing other teams to build on existing knowledge rather than starting from scratch.



Through this investment, Update sought to bring a qualitative shift in women's experience in politics: reducing isolation, expanding the use of systematized knowledge in decision-making, and ensuring that leaders and strategists would not have to rediscover what others had already learned. The impact goes beyond an election or a term and can also be measured by the infrastructure that remains for subsequent cycles: strengthened networks, tested methodologies, and circulating learnings.

“What matters is not being the first, but paving the way.” Conceição Evaristo's quote speaks of literature, but also helps to think about politics — and has always inspired the construction of Im.pulsa. Paving the way, in our case, means creating conditions for other women to enter, remain, and compete for power with greater preparation, while also transforming the way politics is practiced.

**CREATING
CONDITIONS
FOR OTHER
WOMEN TO
ENTER, REMAIN,
AND COMPETE
FOR POWER
WITH GREATER
PREPARATION**

Partner organizations in 2025

Better Politics Foundation

UTDT's Colaboratorio en Derecho
y Desarrollo

Exituto

D-hub



Im.pulsa

440k+

platform users

880,000

content views

24k+

downloads

3

languages in the content
expansion: Portuguese,
Spanish, and English



5.

Connect meanings and contest for imagination



Women in Dialogue

A Brazilian woman can reject the word “feminism” and, in the next sentence, advocate for equal pay for equal work, regardless of gender. She may be suspicious of progressive movements and, at the same time, desire more safety, autonomy, and female presence in decision-making spaces.

Political identity and daily experience don’t always go hand in hand when it comes to women’s rights.

This distance, however, has consequences. Issues recognized as fair in daily life can lose their strength when they reach public debate accompanied by terms that awaken immediate rejection. In a country where women make up the majority of the electorate, this undermines efforts to build consensus and sustain public policies that protect their rights.

The project was created to understand the gap between women’s lived experiences, the political positions they identify with, and the language they are willing to use—and, from there, identify points of convergence and pathways for bringing diverse groups of women together around shared agendas.



Carol Althaller, Executive Director of the Instituto Update, says the project stemmed from a conscious decision to broaden this conversation.

“For a long time, the progressive camp spoke mainly to women who already recognized themselves in its language. Rights gain broader support when they can be understood and defended by those who arrive at them through other references, paths, and values,” she states.



Leymah Gbowee, a Liberian activist who received the Nobel Peace Prize after leading a women's movement to end the Second Civil War in her country, summarized this possibility of connection: “A bullet doesn't distinguish between a Christian and a Muslim.” The phrase was born in another context, but it carries a broader political lesson: women separated by religious, social, and ideological differences can recognize common urgencies and rights even before building agreements.

For Update, this journey began in 2022, with the research “*Conservadorismo, Gênero e Feminismo*” (Conservatism, Gender and Feminism) and the book “*Feminismo em disputa*” (Feminism in dispute), published in partnership with Boitempo publisher. The results revealed a divided relationship with the term “feminism” itself and raised a new question: if this word does not bring them together, what can unite women with different political positions?

72% FULLY SUPPORTED INCREASING FEMALE REPRESENTATION IN POLITICS

The investigation combined two stages. First, a qualitative survey gathered progressive and conservative women to understand their opinions, values, experiences, and resistances. Then, a quantitative phase surveyed 668 women from all regions of the country to test these findings on a broader sample.

The data revealed a broader base of convergence than public debate usually suggests. Salary equality received support from 94% of respondents, while public safety was a priority for 77% of them, and 72% fully supported increasing female representation in politics. Topics such as abortion, religion in politics, transgender women's rights, and feminism itself have exposed deeper divisions. Nevertheless, even within these spaces, the research identified points of connection and opportunities for dialogue.

From research to language

In March 2025, the results were presented to the public at a meeting at the Museu do Amanhã, in Rio de Janeiro. The conversation brought together councilwomen Aava Santiago and Thaís Ferreira, journalist Aline Midlej, and researchers Camila Rocha and Cila Schulman to discuss what the data revealed about the diversity of Brazilian women and the possibilities for building a common agenda amidst polarization.

However, the numbers still didn't answer the central question: how to transform these findings into forms of communication that could be used by those working in rights advocacy?



A pathway began to take shape through the collaboration of 20 organizations from different regions of Brazil. The initiative connected the research findings with the knowledge and experience accumulated by movements, communicators, and organizations that engage daily with diverse audiences. This process gave rise to the 'Entre Nós' (Between Us) Narrative Map, a tool that organizes starting points, values, language, and frameworks to support those who seek to discuss rights without assuming a shared political identity.

The Map functions as a communication guide: it brings together the main insights from the research and translates them into practical guidance, identifying themes that bring different audiences closer or create distance between them, and suggesting ways to develop messages, campaigns, and conversations based on shared values and experiences. In this way, it aims to support leaders, policymakers, communicators, and organizations in building dialogues that can overcome political, religious, and social differences while remaining firmly committed to defending rights.





Knowledge and recognition

Brasília received the official launch. At Brazil's Chamber of Deputies, Representatives Célia Xakriabá and Lídice da Mata joined journalist Carol Pires for a conversation presenting the Narrative Map in a setting where language, representation, and coalition-building have direct consequences for the political agenda. Then, at *Casa Comum*, in partnership with the podcast *Duas e Tanto*, Carol Pires and Marina Dias hosted Minister Simone Tebet for a live broadcast that garnered over 70,000 views.

Throughout the year, the research was presented at the MEL Festival in São Paulo and at the GIFE Congress in Fortaleza. The Map reached Lab *Afirmativa* during an online workshop with 15 women and guided another training session with 18 evangelical feminist leaders. It was also shared directly with legislators from different political parties, progressive and moderate initiatives, communication organizations, and partner movements.

**EACH TIME
THE INITIATIVE
REACHES A
DIFFERENT
GROUP, WE LEARN
MORE ABOUT
HOW WOMEN
BUILD THEIR
POSITIONS.”**

In each space, the Map found a different use and tested distinct ways of building dialogue. In Parliament, the challenge was to broaden political support for rights agendas. Between organizations and communicators, the goal was to transform research findings into campaigns, content, and mobilization strategies. Together with evangelical women, we sought to understand how faith and family values influence how the messages are received.

“Each time the initiative reaches a different group, we learn more about how women build their positions. One word that works in one space can shut down conversation in another, just as a seemingly private experience can reveal a much broader concern. That’s why we treat the Map as a living tool that gains accuracy when put to use,” reports Carol Althaller, executive director of Update.

The next step is to broaden the discussion on public safety. In partnership with the Fogo Cruzado Institute, the new cycle deepens a concern already revealed by research and investigates how fear and violence affect women’s choices and presence in society.



Partner Organizations of Women in Dialogue

AzMina

Católicas pelo Direito de Decidir

CFEMEA

Clarice

Evangélicas pela Equidade

Evangélicas pela Igualdade de Direitos

Eu Voto em Negra

Instituto Lamparina

Instituto Marielle Franco

ISER

Labóra

More in Common

Movimento de Mulheres Negras Evangélicas

Movimento Negro Evangélico

Mulheres Negras Decidem

Narra

Na Guia Associação Cultural

Nós, Mulheres da Periferia

Novas Narrativas Evangélicas

Quid

Revista Afirmativa

Women in Dialogue

600+

women surveyed
in quantitative
research

20

partner
organizations in
the construction of
the “Between Us”
Narrative Map

7

dissemination and
training activities

70 k+

views of the Map
launch on the Duas
e Tanto podcast



6. Connect and tell stories

Communication, press, and community

In 2025, a survey became a national topic. A meeting in Recife was interpreted simultaneously into three languages. A guide went through Congress, podcasts, festivals, and workshops. A march gained memory through the voices of those who walked together.

The communication from the Instituto Update happened at this pace: ideas emerged from projects, found other voices, and reached new spaces through collective effort.





A question captured the media's attention

What can unite Brazilian women from different political positions?

The question that guided Women in Dialogue reached television programs, radio stations, newspapers, websites, and podcasts. Media outlets like [O Estado de S.Paulo](#), [O Globo](#), [G1](#), [UOL](#), [Nexo](#), CBN, [Meio & Mensagem](#), [Carta Capital](#), [Agência Brasil](#), [IstoÉ](#) and Estúdio i program on GloboNews also amplified the research findings, helping bring the debate on equal pay, safety, representation, and rights to diverse audiences. The topic was also addressed in an opinion piece published in the newspaper [Valor Econômico](#).

The findings also took on other formats. The “Between Us” Narrative Map arrived at [Duas e Tanto podcast in the conversation between Carol Pires and Marina Dias with minister Simone Tebet](#). At *Mamilos*, Lilian Sendretti and Manuela D’Ávila delved into the tensions revealed by the research and their political implications.

On social media, the launch of the Map brought new people to Update’s profile and showed how research can expand its public reach when it connects with stories, voices, and situations that people recognize from their everyday lives.

150+

press mentions

49k

accounts reached
by the Narrative
Map launch

70k+

views of the
conversation on
Duas e Tanto

Recife spoke in three languages

At the 2025 Conecta Latinas Gathering in Recife, the communications team provided multilingual coverage in Portuguese, Spanish, and English, alongside photography and audiovisual production, local reporting, and an editorial partnership with LatFem for the *Movilizadas* series.

The Pernambuco Manifesto, the regional mapping, and the stories experienced during the meeting reached the press and the profiles of partner organizations. Instituto Marielle Franco, LatFem, *Volcánicas*, *Ciudadanía Inteligente*, and *Afrocaracolas* were among the initiatives that helped this experience to circulate.



3 languages

Communication in Portuguese, Spanish, and English

75

press insertions

226k+

accounts reached organically on social media

12k+

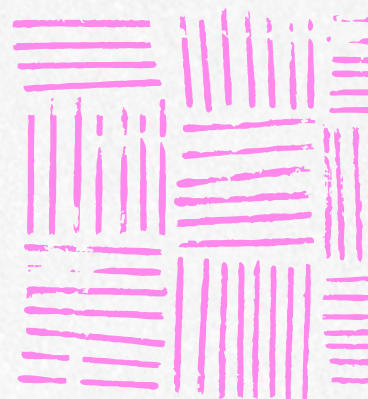
interactions

When a voice meets communities

In 2025, these partnerships helped Update's narratives reach spaces that would have been difficult to access through institutional channels alone. Media outlets, organizations, movements, journalists, and communicators brought these issues to their audiences through the knowledge, perspectives, and trusted relationships they had already built.

In *Mulheres em Diálogo* (Women in Dialogue), nine partner accounts published 14 of the project's 39 pieces of content, generating 110,600 views—28% of the total recorded over the course of the year.

The strategy also gained other formats. [LATFEM](#) produced an editorial series about Conecta. [Mamilos](#) and [Duas e Tanto](#) took the research and the “Between Us” Narrative Map to new audiences. In the Black Women's March, the collaboration with the official profile and partner organizations produced Update's best organic results of the year and helped build a memory of the mobilization from the voices of those who experienced it.



14

Women in Dialogue content pieces published by nine partner accounts

110.6k

views generated by partnerships

28%

of the project views came from partner accounts

5

Editorial partnerships with LatFem, *Mamilos*, *Duas e Tanto*, *AzMina*, and *Revista Afirmativa*

over 54,000

accounts reached by the year's highest-reaching content, produced during the Black Women's March

over 31,000

accounts reached by the year's highest organic engagement content, also produced during the March

A new era for communication

While the press and social media kept pace with events, the newsletter *O Realismo Mágico da Política Latinoamericana* (The Magical Realism of Latin American Politics) offered a different pace for communication.

Across the Atualiza, Narra, Conecta, and Im.pulsa sections, recent news intersected with previous stories, debates in one country shed light on processes unfolding in another, and topics that quickly disappeared from social media gained context and continuity.

Meanwhile, the Utopia column, written by Amanda Figueiredo, brought Latin American music and culture closer to debates on politics and imagination. From Milton Nascimento to Bad Bunny, from the voices of Black Latin American and Caribbean women to women of reggae, the column showed how songs, albums, and music scenes express disputes over identity, territory, memory, and the future.

31

editions published
in 2025

2,578

active subscribers

21

newsletter editions
in Portuguese
and 10 editions in
Spanish



O REALISMO MÁGICO DA POLÍTICA LATINO-AMERICANA



Setembro é o mês da Democracia

EL REALISMO MÁGICO DE LA POLÍTICA LATINOAMERICANA



Conectadas y más fuertes!

@institutoup

A continuous presence

Community, memory, narratives, network-based action, and popular language guided Update's digital communication throughout the year, following an always-on approach designed to keep Update within the audience's awareness and repertoire without relying on project cycles.

By the end of 2025, Instituto Update had consolidated a trilingual communication strategy and strengthened a network made up of media outlets, movements, organizations, journalists, researchers, and leaders. This presence sustains the connection with the community both within and beyond project cycles.



7. Connect people and build structures





Dynamic governance and institutional strengthening

In 2025, after a transition period, Update's external expansion was accompanied by intense internal restructuring. Expanding into new geographies, projects, and partnerships required a more robust structure to support this growth.

We call our approach to organizing shared responsibility Updatecracia or Updatecracy, inspired by sociocracy. It guides how we make decisions, distribute responsibilities, manage workflows, and create conditions for different areas to participate in leading the organization. Although this model had already guided us for several years, it underwent further refinement to respond to Update's new phase.



**THE BEHIND-THE-
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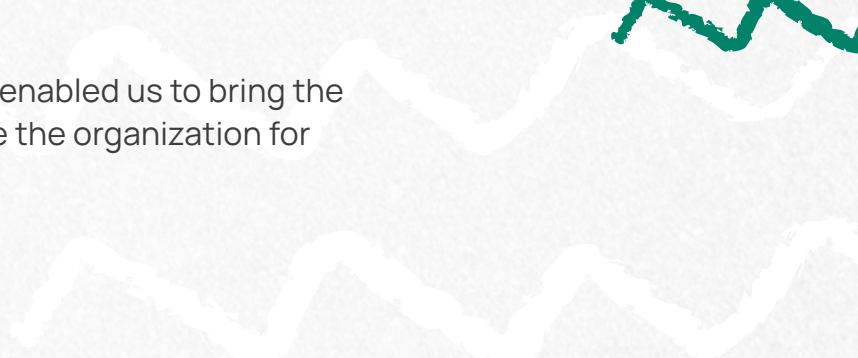
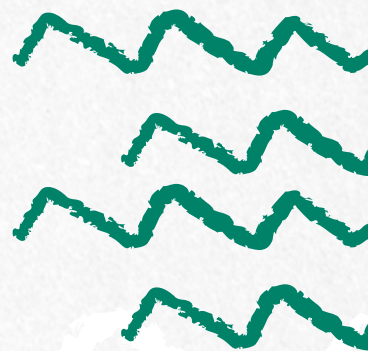
The internal architecture was divided into five circles, each responsible for a layer of work — from long-term vision to daily operations, from cross-cutting strategy to public presence. Areas such as management, communication, finance, legal, institutional development, monitoring, and team care gained clearer responsibilities and greater integration.

The behind-the-scenes work also began to feature more organized systems and new processes, in addition to the development of a [compliance policy](#) and routines capable of ensuring the continuity of decisions. With the support of specialized people management and operations consultants, we also conducted an assessment of the organization's strengths and needs and redesigned the team to address the challenges brought by this expansion, while preserving the principles of Buen Vivir.

Monitoring, Evaluation and Learning (MEL), in turn, took on a more structural role. We established a regular process to track strategic objectives, assess results, qualify indicators, and review decisions in light of the evidence generated by our projects. Throughout the year, at four checkpoints, we analyzed progress and discussed whether the indicators still adequately represented the changes we sought to achieve.

All of these learnings supported the consolidation of the Theory of Change for the 2026–2030 cycle, which sets out three central transformations: a more articulated democratic ecosystem; women with greater capacity to enter and exercise political power; and the recognition of knowledge produced by the Global South as a reference for democracies.

It was this reconnected structure that enabled us to bring the transition period to a close and prepare the organization for its new cycle.





8.

Connect learnings and design futures





The future always begins in the present. Throughout the year, much of Instituto Update's work consisted of preparing the ground: bringing together organizations that had not previously worked together, turning research into practical and actionable tools, expanding access to knowledge that had previously been restricted, and developing forms of communication capable of reaching women with different backgrounds, values, and political perspectives.

In 2026, with elections on the horizon, this accumulated work takes on a new sense of urgency. Im.pulsa will be able to support women before, during, and after their campaigns. The "Between Us" Narrative Map will continue to circulate among leaders, organizations, and legislators. The Women in Dialogue research on public safety, conducted in partnership with Instituto Fogo Cruzado, will bring new questions and solutions to the electoral debate. The bridges built through Conecta and Amefricanas may give rise to projects, exchanges, and shared strategies across Latin America, the Caribbean, and Africa.

If connection was practical and strategic in 2025, the challenge now is to give it consequence: to nurture the relationships we have built, sustain the networks from within, bring research to those who can put it to use, and turn methodologies into decisions, campaigns, and concrete forms of political participation. It is about moving into the new year with more women supported, more knowledge shared, and more possibilities opened up for them to shape not only elections, but also the very ways in which politics is done—and to expand their capacity to transform institutions and our shared life.

If connectere means to tie and interweave, 2025 taught us that connection can also be a verb for the future. For us, it meant turning encounter into structure, exchange into direction, and difference into a shared strength. Perhaps, then, this needs another name—and perhaps the word we need does not yet exist. To create, through our connections, what does not yet exist. Or rather: what, through those connections, is finally beginning to exist. We are missing a word for this, and perhaps we still need to invent it. Like the future, it too is imagined as it is made.

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