

REPORT
2023-2024



**CONNECTING KNOWLEDGE AND
ADVANCING TECHNOLOGIES
WITH PURPOSE AND SOCIO-
ENVIRONMENTAL IMPACT**





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A woman in a dark t-shirt and blue jeans stands in a room with a high wooden ceiling, pointing at a large projection screen. The screen displays a diagram with two buildings and connecting lines. In the foreground, the back of a person's head is visible, looking towards the presentation. To the right, two women are seated in white plastic chairs; one is looking at a smartphone, and the other is resting her chin on her hand. The room has large windows and a rustic wooden structure.

INTRODUCTION

This report provides an overview of the main activities carried out during 2023-2024, highlighting our key achievements and outlining directions for the years ahead. It brings together two intense years in Nupef's trajectory, dedicated to promoting the safe and rights-based use of technology and strengthening the conditions for full citizenship in the digital age. Sharing this report is also a way to celebrate what we accomplished together and to acknowledge the partnerships that make our work possible. We wish you an insightful read!

2023-2024: Resilience and innovation in a time of transformation and uncertainty

The 2023-2024 cycle was defined by consolidation and expansion for the Nupef Institute. These two years strengthened our institutional foundations, expanded community networks in quilombola and indigenous territories, increased our presence in international debates on digital rights, and advanced concrete work in infrastructure, information security, and community connectivity.

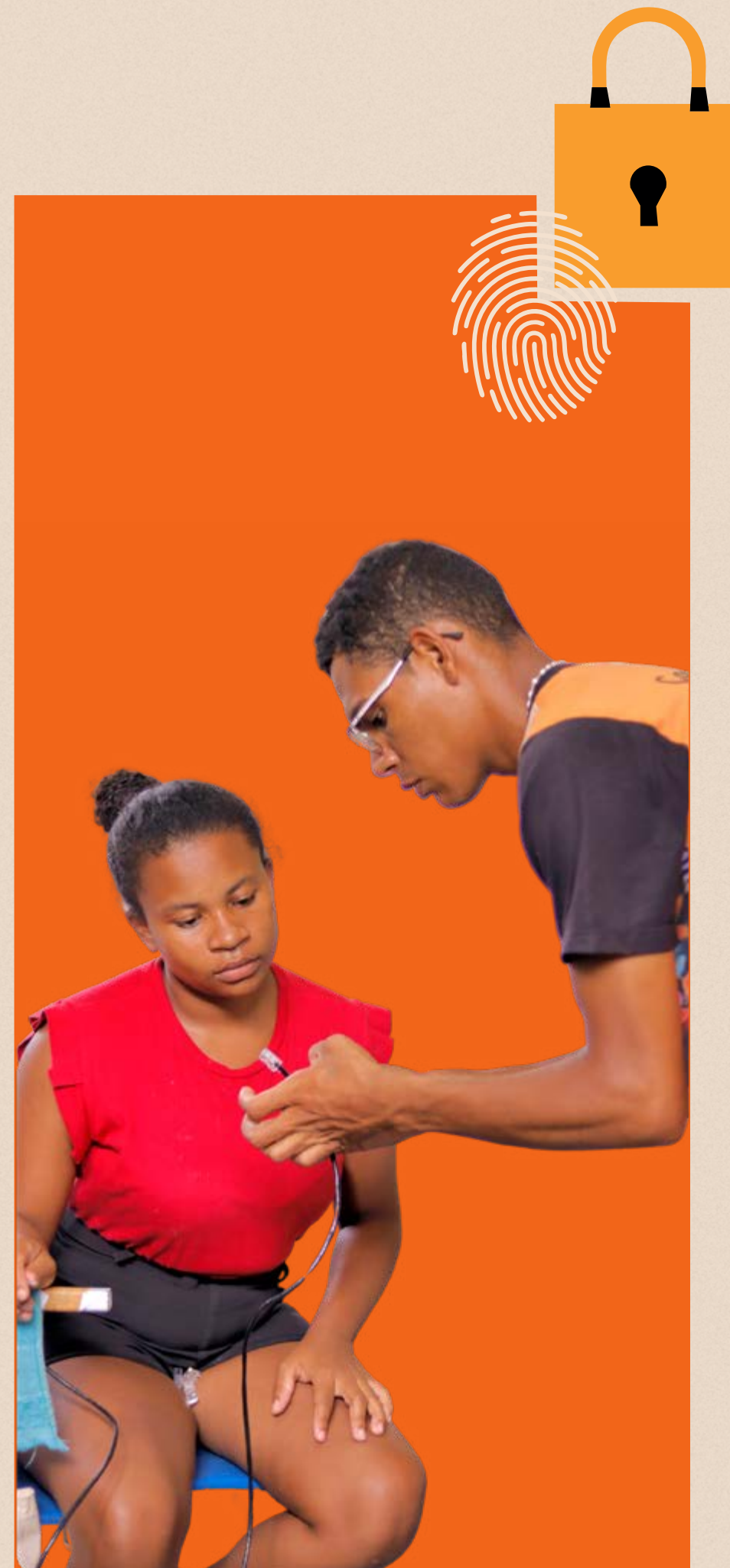
Throughout this period, Nupef reaffirmed its strategic role at the intersection of technology, human rights, and socio-environmental justice. We deepened collaborations with civil society organizations, strengthened long-standing partnerships, and consolidated our participation in national and global advocacy

networks - including the Global Network for Social Justice and Digital Resilience. We also launched new initiatives focused on research, communication, and the preservation of the history of the Internet in Brazil.

Another milestone was the creation of our institutional communications unit, which has been key to strengthening Nupef's identity, amplifying our perspectives and those of partner organizations, increasing political visibility, and positioning the institute as a reference in technology, communication, and climate justice.

These two years required Nupef to combine technical focus, community listening, and political engagement. We continued to defend meaningful connectivity and the





construction of public, open, and community-based infrastructures. As the cycle came to an end, we carried the feeling of having completed an intense race - taking a moment to breathe, acknowledge our achievements, and reorganize for what comes next. This process included adjustments at coordination and board levels, aligning our governance structure with institutional growth and new challenges.

If 2023 was a year of territorial expansion and partnership-building - especially in community networks, information security in Latin America, and collective action around the Escazú Agreement - 2024 was a moment to see the results of that collective effort. The initiative **Resilient and Connected Territories, developed with the National Coordination of Articulation of Quilombola Rural Communities (CONAQ) and the Interstate Movement of Babassu Coconut Breakers (MIQCB)**, illustrates this trajectory: training quilombola youth and babassu coconut breakers as community monitors and digital communicators strengthened local autonomy

and reaffirmed Nupef's ability to integrate technical and political dimensions in confronting environmental racism, misinformation, and climate and digital inequalities.

In the field of technological innovation, the **TV White Spaces (TVWS)** pilot in the **Caru Indigenous Territory** represented a significant step. By testing an alternative connectivity model in dense forest areas, the project positioned Nupef as an actor in applied research for climate and digital resilience - reinforcing our mission to democratize access to ICTs and promote autonomous and secure infrastructures.

The continuation of the **Graúna Project** - both its community-oriented work and its efforts to preserve Brazil's Internet history - strengthened our reflections on informational sovereignty and digital autonomy. Meanwhile, participation in the **Content and Cultural Assets Chamber of CGI.br** and in debates on digital sovereignty and platform regulation further consolidated Nupef's ability to articulate

technical expertise with political advocacy - a distinctive strength that has supported our institutional credibility for nearly twenty years.

In 2024, we also expanded our public advocacy efforts. Highlights include joint action with the **Coalition for Digital Rights** in defending the recovery, by the Brazilian State, of reversible assets from the operator Oi; contributions to Senate debates on the expansion of **Starlink**; and participation in the **COP3 of the Escazú Agreement** and in **RightsCon**, where we supported leaders from MIQCB and CONAQ in presenting their struggles and visions. These actions reaffirmed Nupef's role as a leading voice from the Global South on connectivity, rights, and socio-environmental justice. Our engagement with the **Escazú Agreement** - particularly in the protection of environmental defenders and the inclusion of gender perspectives - reflects the way our agendas of democracy, human rights, and technology intersect.

During this period, we also commissioned a strategic **assessment of Nupef's positioning**

within the climate agenda. Although the final results were presented in 2025, the process underscored that Nupef already contributes a unique perspective - one grounded in listening to and working alongside movements and territories that, despite facing inequalities and injustices, embody strength, resilience, and ancestral knowledge.

We closed 2024 with a renewed sense of pride in a trajectory marked by technical consistency and social sensitivity - bringing together worlds that often remain apart: technology, and the struggles for territory, memory, and dignity.

As we enter 2025, the year we celebrate our **20th anniversary**, we remain committed to strengthening our institutional sustainability, deepening collaboration across our program areas and with our partners, and ensuring that Nupef continues to inspire, learn, and support those who, in Brazil and beyond, are working toward a more just, solidaristic, and democratic Internet.

Nupef Institute Board of Directors

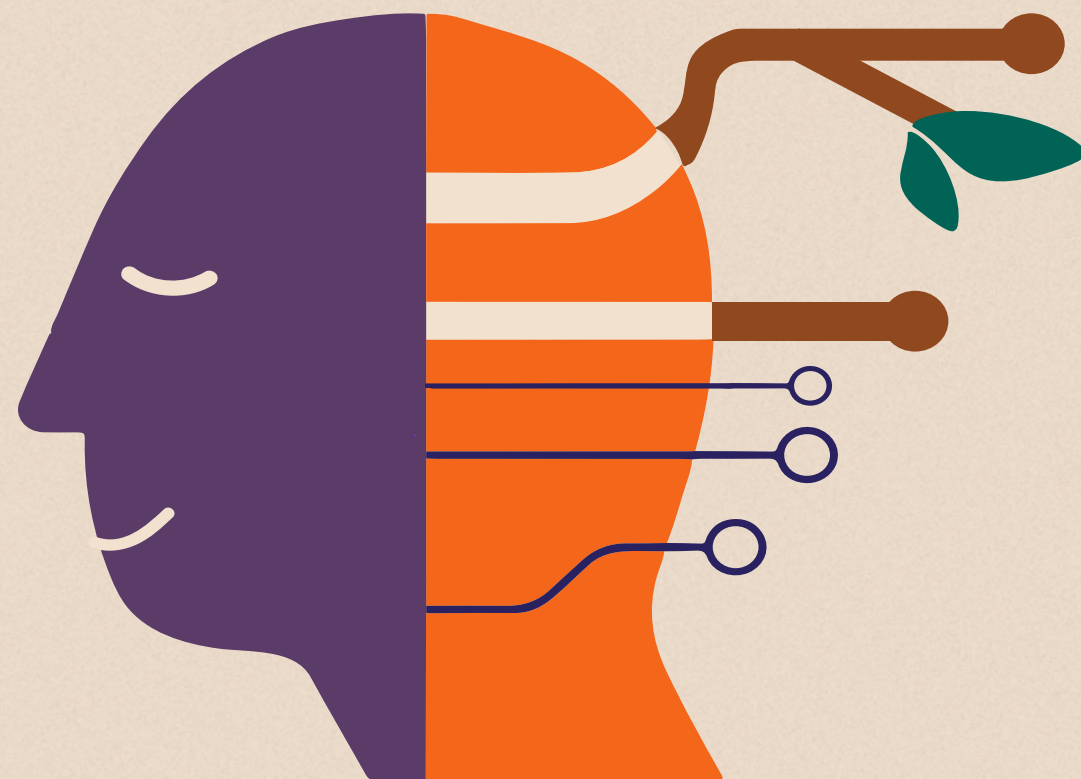


ABOUT NUPEF



Nupef is a civil society organization founded in 2005. We work to promote the safe and rights-based use of technology, strengthening the conditions for full citizenship in a connected society. By bringing together traditional knowledge and technical expertise, we help civil society organizations, social movements, and traditional communities appropriate and shape technologies according to their needs. Our work is organized around two core programmatic areas:

- **The Right to Connectivity and Territorial Protection**
- **Resilient Infrastructure and Information Security**



HOW WE WORK

Infrastructure that sustains

We design, develop, and maintain autonomous, resilient, and secure digital infrastructures. These include online environments that enable organizations and social movements to manage their own Internet services, platforms, and tools.

Territories that resist

We support connectivity as a means to advance socio-environmental justice. Working directly with traditional communities, quilombola and indigenous territories, and regions under threat, we implement technologies that contribute to environmental protection, digital autonomy, and collective resistance to rights violations.

Knowledge that transforms

We engage in training, research, and knowledge-sharing on technology, communication, and safe Internet access. We also conduct applied research on connectivity innovation — developing alternative access models for dense forests and remote regions, and supporting rapid-response connectivity solutions in environmental emergencies.

MISSION

To strengthen full citizenship and the protection and promotion of fundamental rights in networked societies through the innovative and safe use of Information and Communication Technologies (ICTs), the dissemination of knowledge, and the development of capacities that enable civil society organizations and social movements aligned with our values to strategically appropriate digital technologies.

VISION

To be a reference space for producing and exchanging knowledge and practices on the development and use of ICTs as tools for civic empowerment, as well as on policies and standards that promote and safeguard fundamental rights in digital environments.

VALUES

Nupef believes its mission contributes to strengthening democracy, defending human rights, and advancing socio-environmental justice. Our core values are:

- Safe and rights-based use of technology
- Democratization and decolonization of connectivity
- Knowledge production, stewardships, and dissemination
- Autonomous and resilient infrastructures
- Commitment to democratic practices



**OUR ACTIONS AND
KEY OUTCOMES**

1 The Right to Connectivity and Territorial Protection

We produce and share knowledge in technology and communication to ensure connectivity at the edge, directly in traditional communities, and to strengthen secure communication for civil society organizations, social movements, and public-interest institutions. Our work is grounded in research and in close dialogue with communities to implement technologies that are useful, context-appropriate, and capable of advancing rights and environmental protection in each territory.

2023 Expanding connectivity in traditional and Indigenous communities

In 2023, the **Community Networks** program focused on installing and strengthening networks in traditional communities and indigenous territories. We completed the installation of three connectivity points for the Guajajara people in the Caru Indigenous Territory (TI) and resolved all outstanding technical issues. **Continuous technical support** was provided to existing networks, including remote maintenance, system monitoring, and direct assistance to community members.

KEY INDICATORS	
Indicator	Total
New community networks installed	13
Community networks supported	36
Indigenous communities benefiting	5+
Remote support and maintenance actions	ongoing

Developing and strengthening community-owned technologies

We installed the Graúna Comunitário suite - Nextcloud, Kolibri, and Kiwix - in two indigenous communities, enabling **access to educational and informational content without the need for an Internet connection**. We also delivered hands-on training sessions on the use of local storage and data-sharing tools, introducing community members to the practical benefits of these technologies.

QUANTITATIVE INDICATORS	
Indicator	Total
Graúna Comunitário system installations	3
Communities with offline access to educational content	3
Technological tools implemented (Nextcloud, Kolibri, Kiwix)	3

Nextcloud, Kolibri and Kiwix are free and open-source tools that expand access to information and strengthen digital autonomy. Nextcloud functions as a self-hosted cloud service that enables secure file storage, sharing, and synchronization without relying on commercial platforms. Kolibri is an offline educational platform offering learning content, customized learning paths, and student tracking, particularly useful in schools and communities with limited connectivity. Kiwix enables fully offline access to entire digital libraries - such as Wikipedia, Wikibooks, or Khan Academy - making knowledge available even in remote regions. Together, these tools help create more sovereign, accessible, and inclusive digital environments.

Graúna Comunitário is a local intranet developed by Nupef to support the organization, storage, and sharing of information within communities. It provides a secure and structured environment for documents, training materials, activity records, collaborative tools, and other resources essential for daily work. Its main purpose is to strengthen internal communication, support project management, improve access to educational and technological resources, and foster knowledge exchange. As a result, it promotes more collaborative and efficient practices, aligned with Nupef’s mission of expanding rights, autonomy, and digital inclusion.

“Somos negros, somos quilombolas. Nossos antepassados, são nossas escolas. Somos guerreiros, somos trabalhadores. Somos resilientes, apesar de nossas dores. Quilombo é força, é união. É reconhecer a história do negro, dentro dessa nação. Um povo que sofreu muito, com muita humilhação. Mas, apesar de tudo, é um povo campeão. É uma honra ser quilombola. Não pelas sofrências, mas pela trajetória. Com CONAQ e Nupef realçaremos a nossa história”

Poem written by youth participating in the Communication and Resilience Strategy for Quilombola Communities Project - original version

Training and strengthening community leadership

Through the **Communication and Resilience Strategy for Quilombola Communities Project**, carried out in partnership with the National Coordination for Quilombola Communities (CONAQ), we advanced the training of quilombola youth leaders on the safe and resilient use of ICTs. The initiative also expanded and deepened collaboration between Nupef, CONAQ, and quilombola territories, contributing to broader discussions on the right to information, climate justice, and confronting environmental racism.

QUANTITATIVE INDICATORS	
Indicator	Total
Youth and community leaders trained in safe and resilient ICT use	88
Institutional training partnerships	1 (CONAQ)
Workshops and training processes delivered	3+

“We are Black, we are quilombolas. Our ancestors are our first teachers. We are warriors, we are workers. We remain resilient, even when carrying our pain. A quilombo is strength, it is unity. It is honoring Black history within this nation. A people who endured so much, so much humiliation, yet remain a people who rise. It is an honor to be quilombola, not because of suffering, but because of the journey. Together with CONAQ and Nupef, we will amplify our story.”

Poem written by youth participating in the Communication and Resilience Strategy for Quilombola Communities Project - adapted English version

“It was the first time I witnessed a project reach a 100% completion rate.

The ten young people who began the course were able to finish it, even in the face of many challenges. This was only possible because the project’s activities were sensitive to the realities of quilombola youth. They were invited not only to understand the importance of the digital world, but also the importance of this knowledge within their own communities”

Statement of Maria Rosalina dos Santos, Executive Coordinator of CONAQ - adapted English version

2024 Connectivity for Resilience and Territorial Protection

In 2024, Nupef significantly expanded its community connectivity efforts, focusing on territories affected by environmental, racial, and technological vulnerabilities.

With support from the **Internet Society Foundation**, the **Resilient and Connected Territories project** strengthened the digital infrastructure and autonomy of **quilombola, indigenous, and babassu coconut breaker communities** in Maranhão and Piauí. The initiative contributed to **Internet resilience in the face of growing climate and environmental threats**.

Activities were carried out in **seven communities** - five in Maranhão and two in Piauí - including the implementation of **a new community network** built directly by the youth monitors trained through the project.

QUANTITATIVE INDICATORS

Indicator	Total
New community networks implemented	7
Community networks supported	35
Community network expanded	1
Traditional territories and communities served	7

Community-based training and communication

The Territórios Resilientes e Conectados (Resilient and Connected Territories) project also stood out for its strong edu-communication component, engaging quilombola youth and community leaders in **creating their own narratives** about technology, territory, and climate.

In 2024, the production of two collaborative audiovisual initiatives began:

- The web series **“Resilient and Connected Territories”**;
- The Podcast **“Quilombola Voices”**, both productions were developed collectively, emphasizing **community authorship and emancipatory communication**.

In addition, **51 youth and community leaders** were trained in the safe, critical, and sustainable use of digital technologies, strengthening **communication and information resilience across the territories**.

QUANTITATIVE INDICATORS	
Indicator	Total
Youth and community leaders trained	51
Communities participating in training processes	7
Edu-communication productions initiated	2 (Web serie and Podcast)

Expanding indigenous connectivity infrastructure

In 2024, Nupef also advanced its work on **indigenous connectivity** by installing **two new community networks** in the Rio Pindaré Indigenous Territory (Maranhão). The initiative is part of the project **Povos Indígenas e Paisagens Sustentáveis no Cerrado e na Amazônia** (Indigenous Peoples and Sustainable Landscapes in the Cerrado and the Amazon), carried out in partnership with the **Instituto Sociedade, População e Natureza (ISPN)** and supported by the **Norwegian Agency for Development Cooperation (Norad)**.

QUANTITATIVE INDICATORS	
Indicator	Total
New networks installed in Indigenous Territories	2
Indigenous leaders trained for autonomous network management	10+ (estimated)



“ I really enjoyed helping to set up the community network in Bom Jesus. I did everything I knew how to do to build the network alongside Ms. Rosário. I am very proud of myself, I grew a lot through this project. I believe my participation was welcomed in Bom Jesus, and I learned so much from Francisco, Douglas, Carol, and Rosário. I challenged myself, showed up, and helped the network grow within the community”

Statement by Nayanne Santos
- adapted English version

Innovation and digital sovereignty

The year also marked important **institutional recognition** for the **Graúna project**, which Nupef presented at the **Content and Cultural Assets Chamber of the Brazilian Internet Steering Committee (CGI.br)** during a debate on **Internet memory**.

Developed as an **open-source initiative**, Graúna has two main components:

- **Graúna Comunitário**, focused on **local preservation and access to digital content**;
- **Graúna Memória**, a project dedicated to **safeguarding online content**, contributing to **the preservation of digital memory and to efforts against misinformation**.

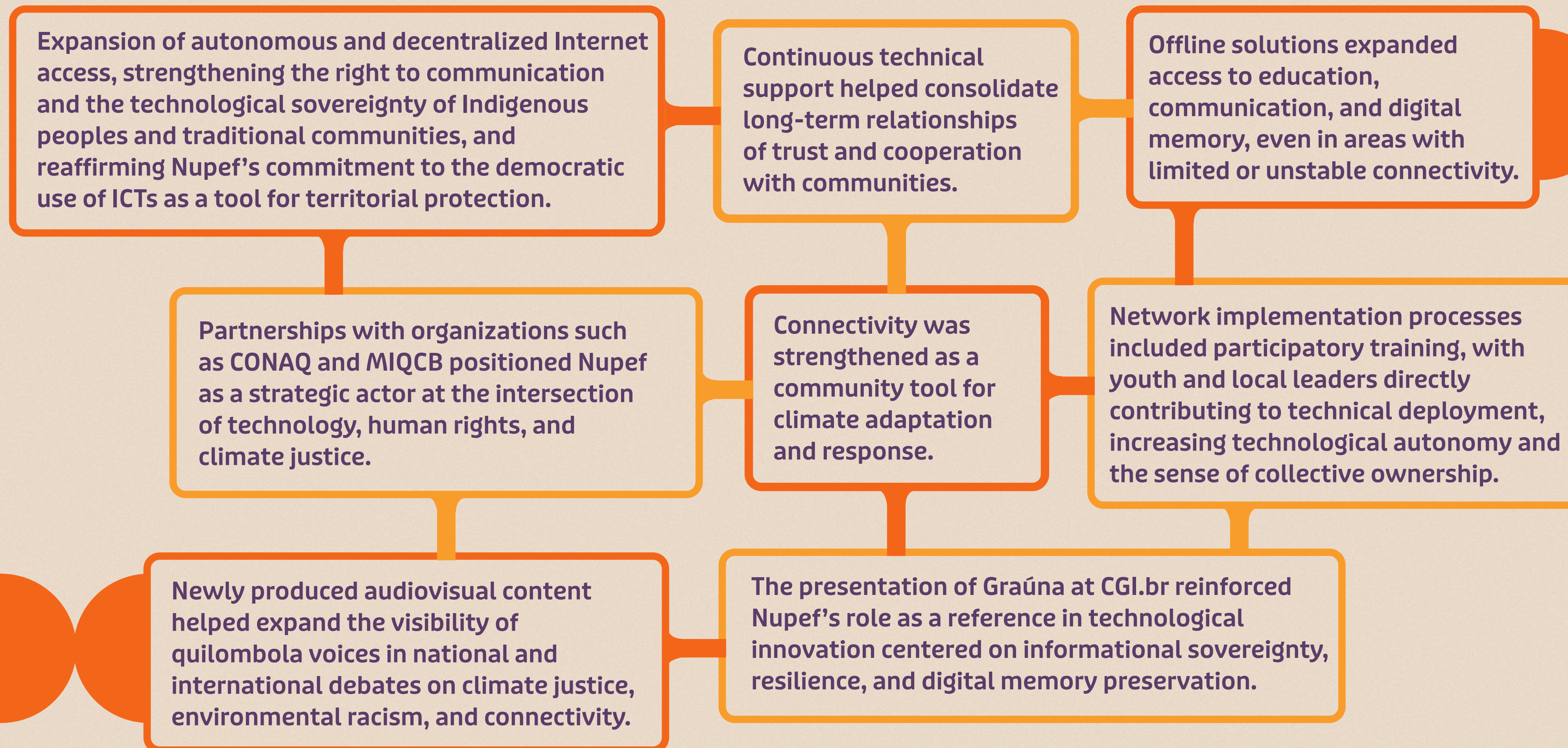
“ Community networks are essential to strengthen the resilience of quilombos, ensure safe communication, and reinforce the struggles of women and youth.”

Statement by Maria do Rosário Ferreira
- adapted English version

COMMUNITY NETWORKS AND TERRITORIAL AUTONOMY

It is important to emphasize that the implementation of a community network by Nupef emerges from direct dialogue with each community, ensuring that their needs, priorities, and interests guide every stage of the process. Installing a community network is much more than deploying technology. Decisions about which locality will receive a network are based on both technical and political criteria, developed collaboratively with partner organizations and potential participating communities. Communities are active protagonists in this process. They manage the new network infrastructure as a shared resource and participate in collective decision-making to ensure that communication, security, and local mapping operate effectively. As a result, the continuation or deactivation of a network is always a community decision. Over the years, Nupef has supported the implementation of more than 40 community networks. This does not mean all remain active. Communities may choose to deactivate a network for many reasons, and Nupef fully respects these decisions. For communities that choose to maintain their networks, our technology team provides all necessary support to ensure proper functioning and long-term sustainability.

Impacts of the Program Area: The Right to Connectivity and Territorial Protection - 2023-2024



2 Resilient Infrastructure and Information Security

Nupez’s technical infrastructure and expertise support civil society organizations, social movements, and public-interest institutions in implementing innovative and secure digital practices. We do this through continuous research to identify technologies that best support rights and environmental protection in each territory, and by maintaining autonomous, resilient, and secure infrastructures. These include online environments that allow organizations and movements to manage their own Internet services, platforms, and digital resources safely and independently.

2023

Strengthening infrastructure

Internal efforts in 2023 focused on **upgrading the Data Center, migrating core systems, and implementing new virtualization and hosting solutions**. These improvements increased **technological autonomy and enhanced operational reliability** across Nupez’s services.

QUANTITATIVE INDICATORS

Indicator	Total
Civil society organizations using Nupez’s infrastructure	32
Countries of origin of organizations	Brasil, Chile, Ecuador and Global North
Legacy system migrations completed	80%
New services implemented/tested	5

Research, innovation, and open technology development

The year was marked by **a cycle of technological experimentation and applied research** aimed at improving community networks and Nupef’s internal systems. **Four technologies were tested** to support monitoring, management, and expansion of decentralized networks.

Technologies tested:

LibreMesh

a firmware derived from OpenWRT for building and managing community mesh networks;

Grafana

a network performance monitoring system;

SDN Zerotier and Balena Dashboard

tools for remote management of Graúna Comunitário installations, which store offline content;

Website capture tool (WARC)

used in Graúna Memória for preserving online content.

QUANTITATIVE INDICATORS	
Indicator	Total
Technologies tested	4
Shared administration and support systems implemented	1 (pilot phase)

Information security and digital care training

As part of the **Communication and Resilience Strategy for Quilombola Communities project**, Nupef delivered **training sessions on information security and digital care** to **10 quilombola youth from Piauí and Maranhão**, strengthening safe, conscious, and context-aware use of ICTs in traditional territories.

Nupef’s expertise in this area was also shared publicly through:

- Participation in the **Minas Programa podcast**, discussing community networks and digital security;
- **A live session with PretaLab and Mulheres Negras Decidem** for the launch of the Digital Care Guide;
- **An online lecture** on digital security organized by the Aaron Swartz Institute.

Management, policies, and internal documentation

Nupef made significant progress in **standardizing internal processes and protocols**, including:

- **Establishing a password policy and backup protocol;**
- **Developing internal technical guidelines;**
- **Defining classification rules and tag usage within the Tiwa system,** improving organizational structure and traceability of institutional activities.

2024

Strengthening infrastructure

Nupef's infrastructure was further enhanced through the **implementation of edge redundancy, the creation of a second testing cluster, preventive Data Center maintenance, and an in-person technical meeting** dedicated to updating and refining the infrastructure.

Research, innovation, and open technology development

In 2024, this program area advanced considerably, marked by the completion of the first cycle of an innovation project focused on developing alternative connectivity solutions for dense forest regions, particularly in the Amazon. A pilot using **TV White Spaces (TVWS)** technology was deployed in the Caru Indigenous Territory, improving the quality, reach, and reliability of connectivity in the region.

Throughout the year, **eight technologies** were tested - including TVWS radios, off-grid solar kits, and the **Starlink** satellite system - with the goal of expanding the technical and energy options available for community networks in remote territories.

Another major milestone was the **consolidation of Nupef's Technology team as a Network Operations Center (NOC)**, a strategic step toward strengthening the institute's capacity to monitor, maintain, and respond quickly to technical incidents. This foundation will support future digital security initiatives, including the creation of a **Security Operations Center (SOC) and a Computer Security Incident Response Team (CSIRT)**, which may also benefit other civil society organizations seeking stronger digital protection.

NUPEF'S EXPERIENCE WITH STARLINK

Nupef adopted Starlink in several community networks to assess whether it could offer a viable connectivity solution for territories with extremely limited Internet access. While we approached this technology with caution - given its rapid, large-scale expansion under a single global provider with still-uncertain long-term impacts - field experience showed that Starlink's performance was significantly superior to traditional geostationary satellite services.

From a technical standpoint, Starlink delivered low latency, high speeds, and competitive monthly costs compared to other satellite options. However, the experience also revealed critical limitations for long-term sustainability: i) restricted technical support; ii) payment methods incompatible with community realities; iii) reliance on a single private provider. These factors create risks for the continuity of community networks. While Starlink can meet immediate connectivity needs, its isolated adoption does not guarantee autonomy or sustainability. Public policies and support structures must accompany such deployments to ensure that Internet access in remote territories is lasting, equitable, and socially just.

Management, policies, and internal documentation

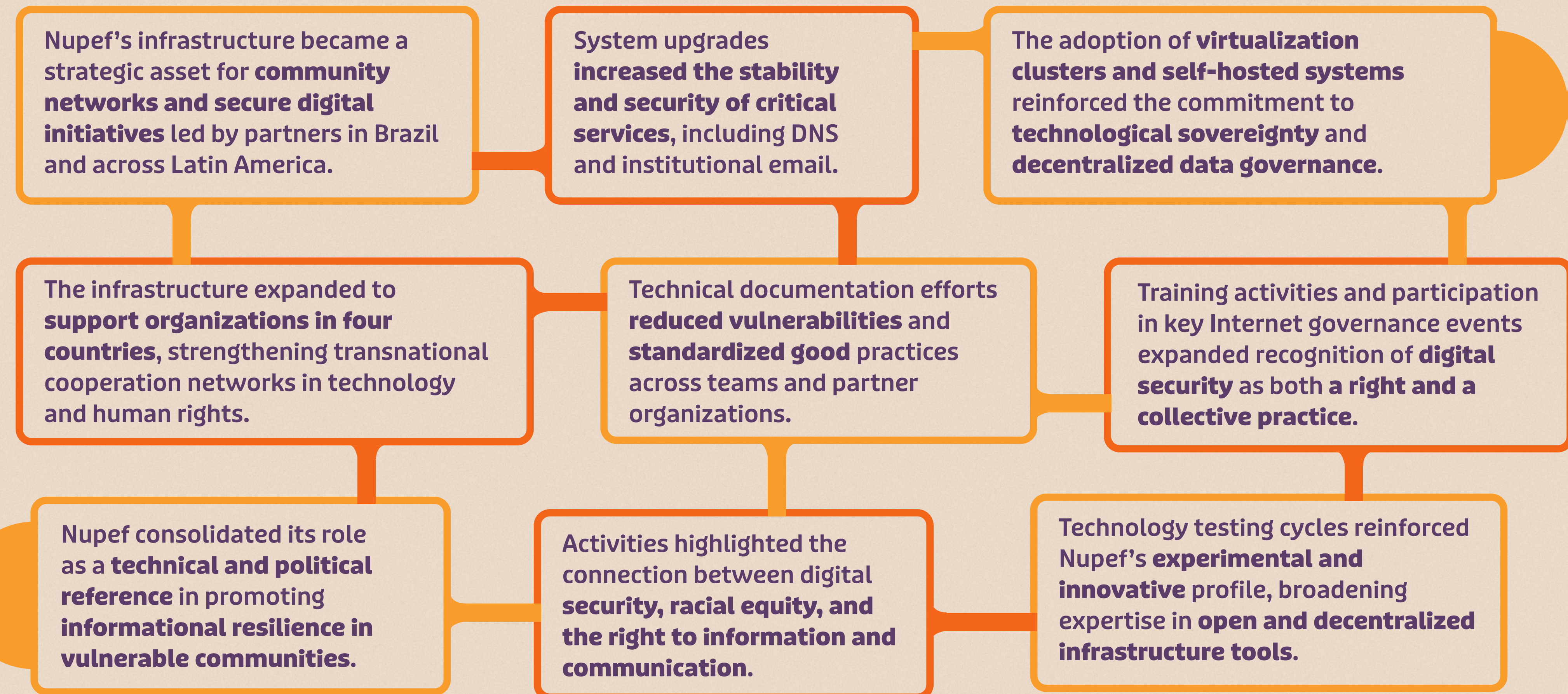
In the area of management and governance, the team adopted the **Diataxis methodology** for technical documentation and defined a policy for the use of the **Tiwa infrastructure** in partnerships, strengthening internal security standards and organizational procedures.

IMPACT DATA

40 civil society organizations using Nupef’s infrastructure, now expanded to Chile, Uganda, Mexico, Argentina, Colombia, and Ecuador		1 in-person technical meeting dedicated to infrastructure maintenance and updates
8 technologies tested	9 new partner organizations integrated into the infrastructure	2 operational clusters and implemented edge redundancy



Impacts of the program area: resilient infrastructure and information security - 2023-2024





Advocacy, Knowledge Production, and Communication

Public policy engagement and political action

Since its founding, the Nupef Institute has been committed to **contributing to the development of public policies and to Internet governance**. Over the years, however, digital rights and information and communication technologies have become embedded in nearly every dimension of social life, multiplying the issues at stake, intensifying disputes, and increasing the complexity of the challenges involved. In this context, debates on technology and society have become global, intense, and often contentious, with impacts that are profound, diverse, and unevenly distributed across different territories.

As the team grew and new program areas expanded, Nupef began to face a significant challenge: the need to build **shared institutional visions** that value collective knowledge, encourage mutual learning, and strengthen internal coherence, without

losing the richness that comes from diverse perspectives.

Nupef's advocacy work is grounded in two core principles.

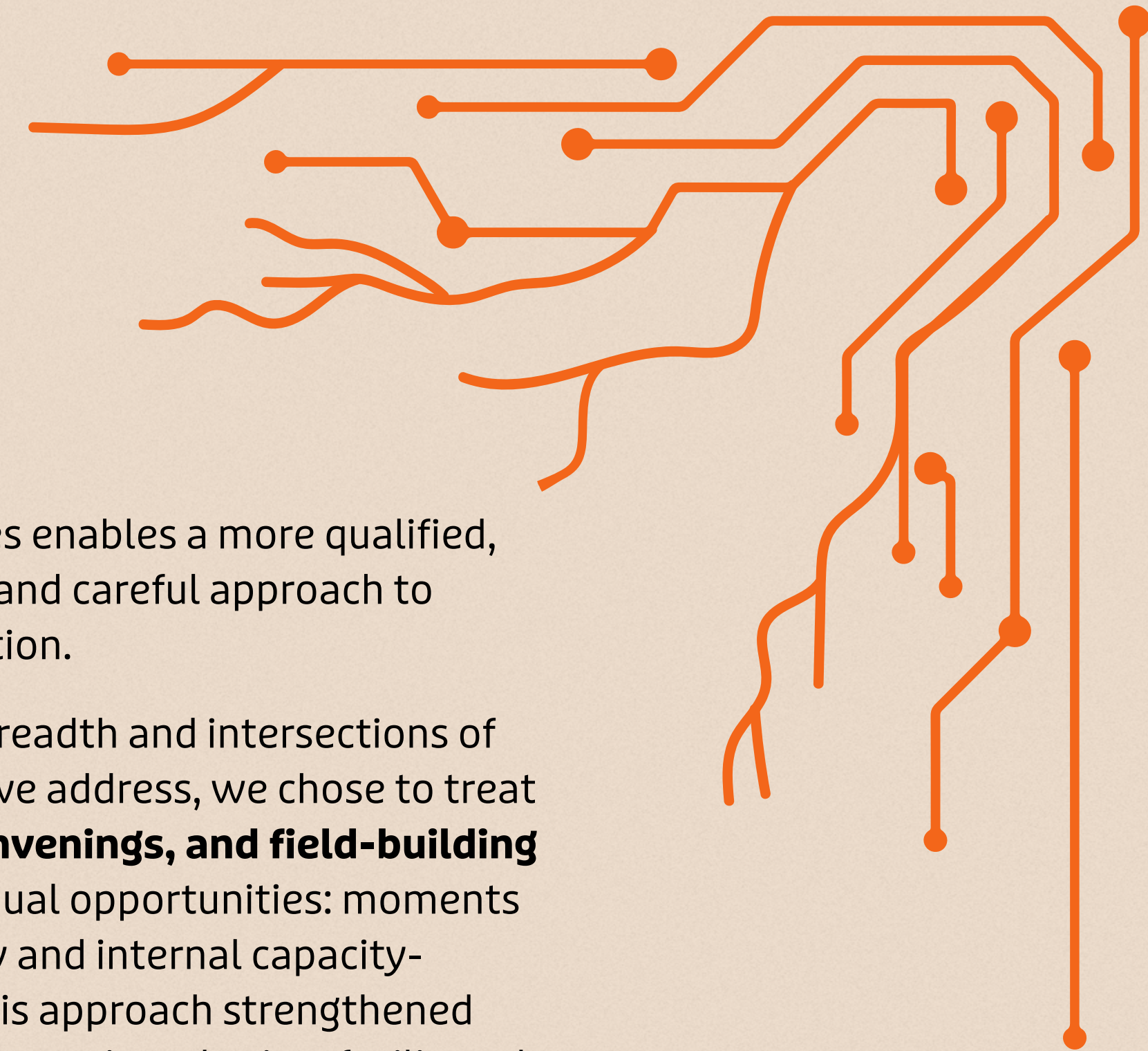
First, **advocacy is not limited to engagement with the Executive, Legislative, or Judiciary branches**. Our **presence in territories** and our collaboration with civil society organizations are themselves forms of advocacy, because they help **shape public agendas, strengthen collective action, and create spaces for listening, reflection, and articulation** with strategic actors.

Second, Nupef's work brings together **multiple and complementary forms of knowledge** - technical, political, communicational, traditional, educational, and legal. The integration of these

perspectives enables a more qualified, respectful, and careful approach to political action.

Given the breadth and intersections of the issues we address, we chose to treat **events, convenings, and field-building spaces** as dual opportunities: moments of advocacy and internal capacity-building. This approach strengthened internal information-sharing, facilitated institutional alignment, and expanded the distribution of political and technical representation across the organization.

The challenge ahead is to **deepen this practice** by improving processes and methodologies that support participatory development of institutional positions, contributing to an advocacy strategy that is increasingly integrated, coherent, and recognized.



2023 INCIDENCE

Political engagement and national, regional, and global articulation

Participation in the structuring of networks

Movimento Escazú Brasil | Nupef played an active role in the movement's creation, drafting its founding document, mobilizing environmental and digital rights organizations, preparing meetings, and coordinating partnerships.

Global Network for Social Justice and Digital Resilience (DRN) | Supported by the Ford Foundation, the network was co-founded and strategically shaped with Nupef's participation, including preparatory meetings in Berlin (March) and its launch at the Internet Governance Forum (IGF 2023).

Active participation in international networks

Spyware Accountability Initiative (SAI)/LATAM | A global initiative to counter the harmful commercial use of spyware, in which Nupef has participated since its inception.

Observatorio Latinoamericano de Amenazas Digitales (OLAD) | A Latin American alliance of organizations addressing digital threats, of which Nupef is a founding member.

Public policy and regulatory advocacy

Key national and regional actions

Submission of a **letter**, jointly with Movimento Escazú Brasil, to the **Ministry of Foreign Affairs** requesting implementation of the Agreement in Brazil and the forwarding of Message 209/2023 **for Congressional review**.

Creation of the Community Networks Working Group at Anatel, with Nupef participating since the earliest stages of articulation.

Organization of the seminar “Challenges for the Sustainable Expansion of Community Networks in Brazil” (November), resulting from the Working Group's efforts, with Nupef playing an active role in thematic discussions.

Contribution to the public consultation on Platform Regulation promoted by CGI.br in May, providing both technical and political input.

International advocacy actions, including:

- Appeal to technology companies to respect **digital rights of Palestinians**, coordinated with APC;
- Submission to the Ministry of Justice and the Secretariat of Social Communication regarding **zero rating practices**, coordinated through the Coalition for Digital Rights (CDR).

RESULTS

6 direct advocacy actions influencing national and regional public policies

3 official submissions to public authorities and multilateral bodies

2 events co-organized with regulatory agencies and civil society networks

2 capacity-building sessions on the Escazú Agreement for Brazilian and regional organizations

Political articulation and presence in strategic spaces

Key events and representation spaces

RightsCon 2023 (Costa Rica)

Co-organization of a joint panel with Data Privacy Brasil on data transparency, environmental information, and the role of the Escazú Agreement in protecting socio-environmental defenders.

COP 2 of the Escazú Agreement (Argentina)

Nupez played an active role in the event and helped coordinate the participation of Brazil’s Minister of the Environment, Marina Silva, among other national authorities.

Climate Tracker – “Brasil volvió? Qué significa”

Participation as a speaker, highlighting the relevance of the Escazú Agreement for protecting journalists and environmental defenders.

2nd Forum of Human Rights Defenders (Panama)

Participation in the organization of the forum,

whose proposals informed the Regional Action Plan for the protection of environmental defenders under the Escazú Agreement.

Public Forum “Environmental Defenders and the Escazú Agreement” (Peru)

Contribution to a thematic panel on advances, challenges, and tools for strengthening the protection of human rights defenders.

COP 28 (Dubai/United Arab Emirates)

Nupez, together with the Movimento Escazú Brasil, co-organized and spoke in a panel on the Escazú Agreement during the UN Climate Change Conference.

Actions focused on advocating for **fair and inclusive Internet regulation, protecting human rights defenders, and promoting connectivity as a human right.**

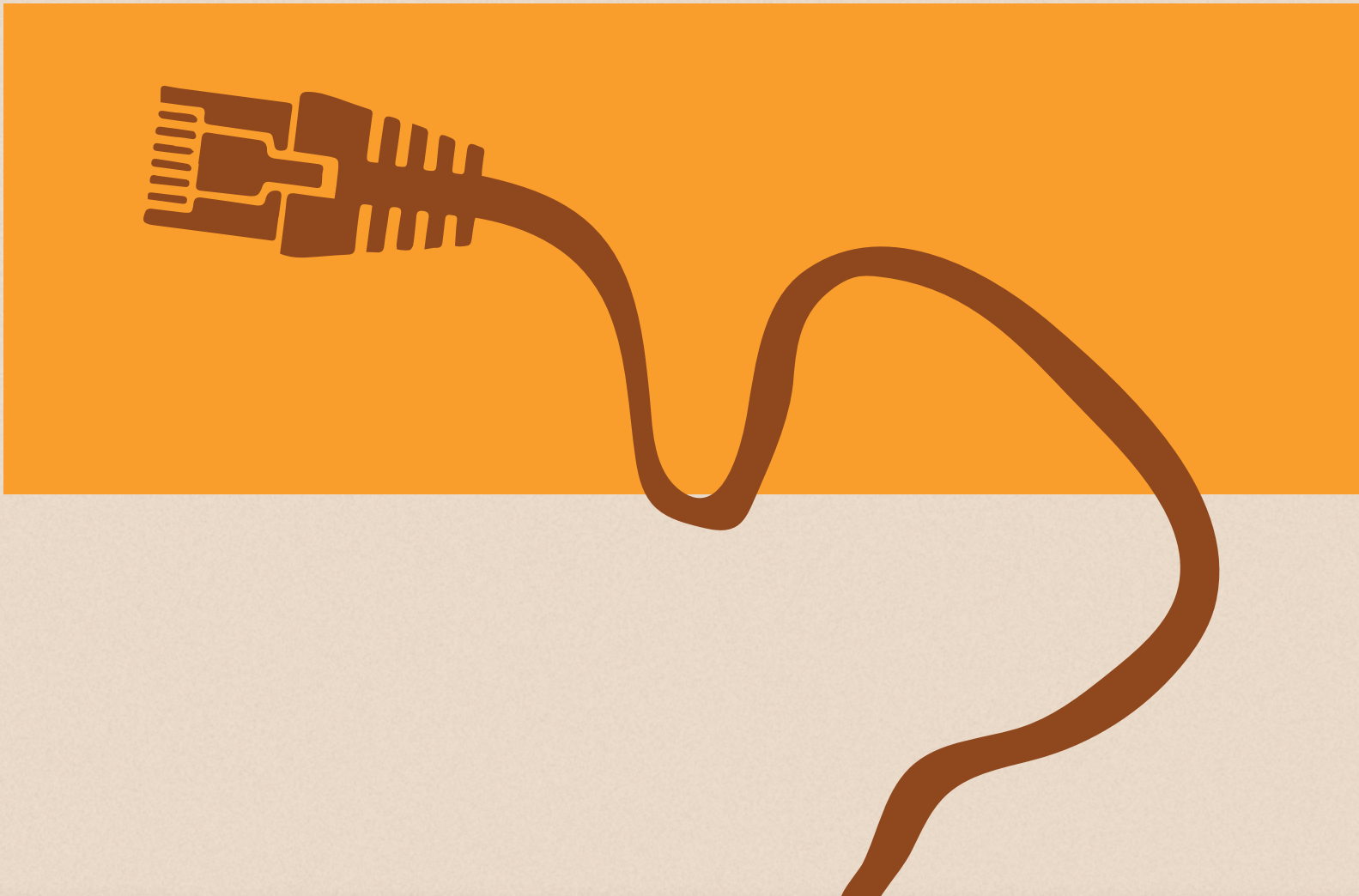
RESULTS

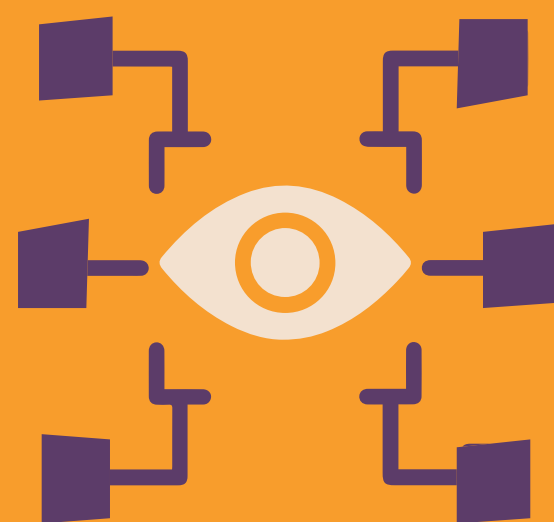
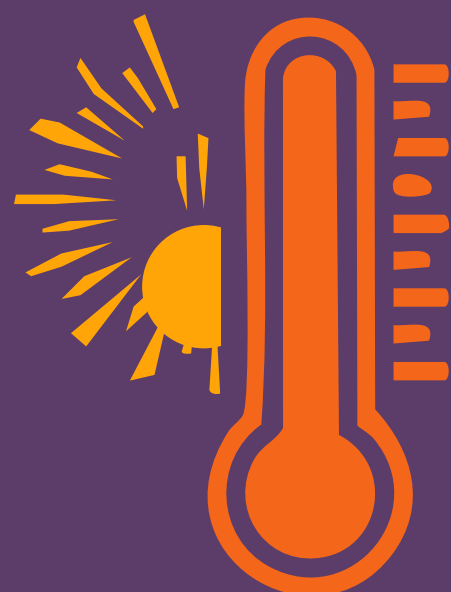
6 direct international engagements, across **5 countries** (Costa Rica, Panama, Argentina, Peru, United Arab Emirates)

10 participations in events and convenings on technology, human rights, and community connectivity

Over 8,000 people reached indirectly through event livestreams and platforms (RightsCon and COP28)

1 international panel organized directly by Nupez





Public Campaigns and Mobilization

Campaign “513 Vozes por Escazú” (513 Voices for Escazú)

| Nupef supported the development and production of campaign videos, mobilizing organizations and activists nationwide in favor of the Agreement’s ratification.

Official launch of Movimento Escazú Brasil | Nupef

participated in convening and coordinating the movement’s launch event at the WWF-Brasil auditorium, bringing together civil society, parliamentarians, and representatives from multiple ministries.

QUANTITATIVE INDICATORS

500+ voices mobilized through the Escazú campaign

1 national launch event of Movimento Escazú Brasil, with broad participation from environmental and digital rights organizations

These actions contributed to **expanding public visibility of the Escazú Agreement**, strengthening understanding of the right to information and participation, and enhancing the presence of Brazilian organizations and activists in regional environmental agendas - bridging these issues with the broader fields of **technology and digital rights**.

2024 INCIDENCE

Institutional advocacy and public positions

Nupez represented civil society in a **public hearing at the Brazilian Federal Senate** on **September 10** regarding the suspension of the platform X and the blocking of Starlink in Brazil. The Institute's contribution helped qualify the debate by clarifying the distinction between Starlink and traditional telecommunications providers, as well as explaining the **regulatory obligations** expected by the Brazilian government.

On **March 26**, Nupez joined **157 Brazilian and international organizations** in signing a **letter addressed to the Minister of Institutional Affairs**, Alexandre Padilha, urging the government to **accelerate the ratification of the Escazú Agreement**.

Nupez also participated in a **solemn session at the Brazilian Chamber of Deputies** celebrating the **35th anniversary of the .br domain**, marking the Institute's historic role in the development and governance of the Internet in Brazil.

The organization took part in the **1st National Meeting of Women Human Rights Defenders**, hosted by UN Women, where Nupez **conducted a workshop on the Escazú Agreement** and the pathways toward its ratification.

Nupez contributed directly to **CEDAW General Recommendation No. 40, proposing the inclusion of a gender perspective** in public policies aimed at protecting environmental and human rights defenders, as well as in ensuring **access to Internet infrastructure and communication rights**.

Members of the Nupez team and youth monitors from the Resilient and Connected Territories project participated in the **National Meeting on Community-Centered Connectivity**, contributing to discussions and proposals for a **national strategy on meaningful connectivity** aligned with community needs.

RESULTS

3 direct political advocacy actions at the national level (Senate, Chamber of Deputies, Federal Government)

2 international advocacy initiatives focused on gender and human rights

1 national workshop delivered directly by Nupez

International engagement and civil society diplomacy

Strategic participations

APC Community Gathering (Thailand) | Nupef participated in the **global convening of the Association for Progressive Communications (APC)** in May, alongside representatives from dozens of countries. The event strengthened Nupef’s engagement within **the APC** network and facilitated **closer ties with the UK Foreign, Commonwealth and Development Office**. It also expanded connections with other Global South organizations and supporters, enhancing Nupef’s international presence and cooperation.

COP3 of the Escazú Agreement (Santiago, Chile) - Nupef played an active role in the **conference from April 22 to 24**, contributing to the process that led to the **approval of the Action Plan**, the **integration of a gender perspective**, and the inclusion of a specific reference to how the digital divide affects information access for environmental defenders.

UNFCCC Registration Towards COP30 - Nupef successfully registered with the UNFCCC (United Nations Framework Convention on Climate Change) to participate as an **observer**

organization at COP30, which will take place in Belém, Brazil, in November 2025. Approved organizations may send delegates, follow negotiations, host side events, conduct advocacy, and contribute proposals. This approval recognizes **Nupef’s relevance in environmental and climate-related action**.

RESULTS
2 international events in 2 countries (Thailand and Chile)
Participation in multilateral networks involving over 50 international organizations
Initiation of participation in 1 multilateral climate governance space (UNFCCC/COP)

In 2024, Nupef consolidated its international presence, **strengthening the dialogue between environmental and digital agendas** and contributing actively to the **implementation and monitoring of the Escazú Agreement**. Participation in APC and in the Escazú COPs further positioned the Institute as a **bridge between global networks and local initiatives**.

National political advocacy and strategic articulation

Nupef maintained an active presence in strategic policy and governance spaces, with **17 participations in events** across **Technology, Human Rights, and Climate Justice**.

The Institute played a key role on the **Board of the Coalition for Digital Rights (CDR)**, contributing to governance policies, conflict management, strategic planning, and resource mobilization.

Nupef also maintained active participation in two critical spaces: the **Community Networks Working Group at Anatel**, and the **Civil Society Committee on Community Networks**.

Engagement in these spaces strengthened Nupef’s **advocacy capacity** and deepened **dialogue with social movements and government bodies**, advancing the defense of an **inclusive, open, and sustainable Internet**.

Social mobilization and public campaigns

Nupez supported the coordination of **Movimento Escazú Brasil** by contributing to the **national campaign for the ratification of the Escazú Agreement**, organizing events and mobilizations, engaging with government actors, integrating new member organizations, and **strengthening strategic connections with regional partners**.

The Institute also engaged consistently in cross-sector articulation among **environmental, indigenous, and digital rights organizations**, fostering policy convergence and strengthening social participation.

RESULTADOS
Participation in 17 events across Technology, Human Rights, and Climate Justice
Engagement in 2 strategic political advocacy spaces (CDR Board and Anatel Community Networks WG)
Ongoing work in 1 national movement (Escazú Brasil)
Direct advocacy for the defense of public assets associated with reversible goods (Oi S/A case)

STRATEGIC ACTION IN REGULATION AND PUBLIC POLICY: THE CASE OF REVERSIBLE ASSETS AND THE FIXED TELEPHONY CONCESSION (OI S/A)

Nupez played an active and strategic role in monitoring and mobilizing civil society around the **management of reversible assets and the artificial degradation of Brazil’s fixed telephony concession**, focusing on the case of **operator Oi S/A**.

Between 2023 and 2024 - largely through the sustained work of Flávia Lefèvre, lawyer and Nupez board member - Nupez contributed directly to strategic litigation and public debate on the regulatory obligations associated with Brazil’s Fixed Switched Telephone Service (STFC), as established under the General Telecommunications Law (LGT - Law No. 9.472/1997), with particular attention to **risks of non-compliance with duties related to the integrity, maintenance, and return of reversible assets**.

Flávia Lefèvre engaged in high-level **dialogues with the Federal Court of Accounts (TCU) and the Office of the Comptroller General (CGU)**, as well as civil society organizations and oversight bodies, questioning Anatel’s possible regulatory omission and the risk of processes favoring early termination of the concession

to the detriment of the public interest. This work also informed the CDR’s public campaign #ANetÉnossa (“#TheNetIsOurs”), which sought to explain this complex, long-standing legal dispute to society in accessible terms.

Nupez’s action included:

- Production and dissemination of technical analyses and public opinions
- Participation in public hearings and meetings with oversight bodies
- Support for civil society mobilization to protect public assets associated with reversible goods
- Advocacy on the risks of **“artificial degradation” by the concessionaire to claim that the concession model** is no longer viable and justify its migration to the private regime.

These efforts reaffirm the Institute’s **commitment to communication as a right, regulatory transparency**, and the critical monitoring of policies related to universal service and reversible assets in the telecommunications sector.

Impacts of the Advocacy Area 2023–2024

Regional and global engagements strengthened Nupef's role as a key actor at the intersection of **digital rights, climate justice, and territorial defense**.

The Institute expanded its **technical and political influence** in Internet regulation, digital rights, and safe connectivity, integrating socio-environmental and community-centered perspectives into regulatory debates.

Nupef's presence in strategic forums reinforced its international visibility and the **integration of human rights, environmental, and digital agendas**, with the Escazú Agreement highlighted as a central instrument for protecting communities and defenders.

The **organization's legitimacy** increased in both national and international arenas.

Nupef contributed directly to public debates on **digital inclusion policy and technological sovereignty**.

The Institute strengthened its standing as a **technical and political reference in platform regulation, connectivity, and Internet governance**, expanding its visibility and recognition as a civil society voice on matters of public interest.

Collaboration with CONAQ, MIQCB, and ISPN reinforced a **broader ecosystem of organizations advocating for Internet democratization and environmental justice**.

Nupef expanded its **international positioning in multilateral climate governance arenas**.

KNOWLEDGE PRODUCTION

Knowledge production is a **cross-cutting pillar** of Nupef's work, shaping and supporting all program areas. It takes form through **research and systematization of technologies**, the **development of reports, studies, and publications, contributions to public policy design, and institutional positions on strategic issues**. For Nupef, producing knowledge is also a political practice: it strengthens collective action, sharpens technical expertise, and expands the organization's social impact.

In this section, we highlight **specific outputs from the biennium** that were not covered in previous chapters, initiatives that reflect Nupef's commitment to critical reflection, innovation, and the dissemination of knowledge aimed at building a more just, democratic, and inclusive Internet.

Publications and Knowledge Dissemination

2023

Publication of **two new issues of the PoliTICs Journal** (nos. 35 and 36), consolidating its role as a leading platform for critical reflection on technology, rights, and society in Brazil.

Two regional and international publications:

- *Escazú, Defensores ambientales e a situação de Brasil e Argentina* ("Escazú, Environmental Defenders, and the Situations in Brazil and Argentina") - published by the Fundación Ambiente y Recursos Naturales (FARN)
- *Graúna Memória* - chapter in the book Archives, Democracy, and Social Justice, examining digital archiving methodologies and the preservation of Internet memory in Brazil.

2024

Launch of the new PoliTICs Journal website, expanding access to Nupef's academic and technical content.

Publication of **three new issues** of the journal (nºs. 37, 38, and 39), ensuring continuity in editorial production with consistent periodicity and thematic relevance.

A public call for articles, in partnership with the **Brazilian Internet Steering Committee (CGI.br)**, for a special issue on **digital platform regulation**, stemming from the Public Consultation conducted by CGI.br in 2023.

Production of an animated video on the **history of the arrival of the Internet in Brazil**, highlighting the role of civil society in the democratization of communication and Nupef's contribution, particularly through the development of **Tiwa**.

RESULTS (2023–2024)	
Indicator	Total
PoliTICs Journal issues published	5
Academic and technical articles	2
Strategic institutional partnerships (CGI.br, FARN)	2
Public calls for article submissions	1
Science and history dissemination videos	1

Throughout the biennium, Nupef participated actively in several **Working Groups of the Coalition for Digital Rights (CDR)**, a space that functions not only as a strategic advocacy arena but also as a platform for ongoing collective learning, including for Nupef staff who became increasingly present in these meetings in 2024. Additionally, Nupef’s Executive Director served as an instructor in courses offered by the **Brazilian Internet Governance School (EGI/CGI.br)**, reinforcing the Institute’s long-standing credibility in the field of digital rights.

Impacts of the Knowledge Production Area 2023-2024



COMMUNICATION

Structuring and Strengthening the Area

Creation of the Communication Coordination Unit (October 2023), including strategic planning and cross-sector integration.

Development of an institutional communication assessment (2024), which will inform the redesign of the visual identity, website overhaul, and improvements to communication products planned for 2025.

Definition of key stakeholders to guide communication strategies.

Implementation of internal communication workflows and tools to strengthen institutional relationships and enhance the visibility and coherence of Nupef’s work.

Strengthening of the communication area through the addition of a full-time professional responsible for design and social media management, as well as the hiring of specialized consultancies.

External communication and digital presence

Reorganization of institutional social media accounts, with increased consistency and narrative coherence.

Stable engagement on Instagram (with a predominantly young and female audience) and **diversification of the audience on LinkedIn**, shifting from a mainly international profile in 2023 to a more Brazil-based audience in 2024, particularly in the Rio–São Paulo–Brasília axis.

Continuous publication of articles and statements on the website, reinforcing the credibility of Nupef’s institutional brand.

Increase in collaborative posts with other organizations and coalitions such as CDR, resulting in higher numbers of likes, shares, new followers, and diversified reach.

Delivery of three online open classes targeted at the general public as part of the Resilient and Connected Territories Project. The initiative served as a communication strategy to expand Nupef’s visibility in debates on technology and climate justice, as well as to grow the organization’s follower base on social media.

RESULTS	
Indicator	Total
Active social media channels with a defined strategy	3 (Instagram, LinkedIn and Youtube)
High-engagement collaborative posts	+10
Articles and statements published on the institutional website	15
Mentions in national and international media	14
Events organized	3 open classes

Social media overview (2023–2024)



DEC/2023
566 followers
109 posts

DEC/2024
879 followers
180 posts
(71 published in 2024)

↗ **Increase of 313 followers**
↗ **Approximately 60% growth**



DEC/2023
281 followers

DEC/2024
467 followers

↗ **Increase of 186 followers**
↗ **Approximately 70% growth**

Institutional communication and public advocacy

Creation and circulation of the “Nupef News” bulletin in both Portuguese and English.

Development and implementation of a **Strategic Communication and Social Mobilization Plan for the Resilient and Connected Territories Project.**

Production of **outreach materials** for the Resilient and Connected Territories Project (ecobag, project brochure, T-shirt).

Expansion of international visibility through participation in media networks and collaborations, with features in outlets such as O Globo, Revista Piauí, Mongabay, Dialogue Earth, and Devex.

Production of an institutional educational video on the history of the Internet in Brazil and Nupef’s contribution to democratizing Internet access and fostering safe information and communication technologies.

Strengthened international presence through expanded media collaborations and participation in global networks.

Direct contributions from the Communication team to shaping **political advocacy strategies, resource mobilization, decision-making flows, and internal coordination within Nupef.**

RESULTS	
Indicator	Total
Bilingual bulletins produced	1 regular format
Institutional videos released	1
Media features and interviews	14
International communication partnerships and collaborations	4
Institutional materials produced and distributed	3

OPEN CLASSES STRENGTHEN KNOWLEDGE PRODUCTION AND MANAGEMENT IN DIGITAL AND COMMUNITY RIGHTS

Throughout 2024, the Resilient and Connected Territories project, implemented by the Nupef Institute in partnership with CONAQ and MIQCB, with support from the Internet Society Foundation, held three open online classes. These activities brought together experts, community leaders, and youth from different territories to discuss central topics related to digital autonomy and rights defense..

The first class, held in August, highlighted the experiences of community and Indigenous communication collectives, including Rede Wayuri and Casa dos Meninos, focusing on the role of Information and Communication Technologies (ICTs) in strengthening community life. In November, the second class addressed Internet Governance, with researchers from LED/UFRJ and IRIS/BH discussing the challenges of meaningful connectivity and the engagement of youth in digital governance agendas. The third class, held in December, coinciding with International Human Rights Day, focused on the protection of defenders and digital care, featuring Neidinha Suruí and Maryellen Crisóstomo, who reflected on safety and the work of Indigenous and quilombola leaders.

This initiative reinforced the power of integrating communication with knowledge production and management, fostering exchanges between communities, researchers, and activists, and contributing to the collective construction of practices related to connectivity, security, and rights defense in traditional and peripheral territories.

More than tools: communication as connection, strength, and belonging

Nupez’s communication area played a strategic role in stimulating participation, strengthening local protagonism, and increasing visibility for the Resilient and Connected Territories project. It contributed to ensuring that social mobilization processes occurred horizontally and organically, emphasizing listening, empowerment, and the symbolic preservation of territorial knowledge.

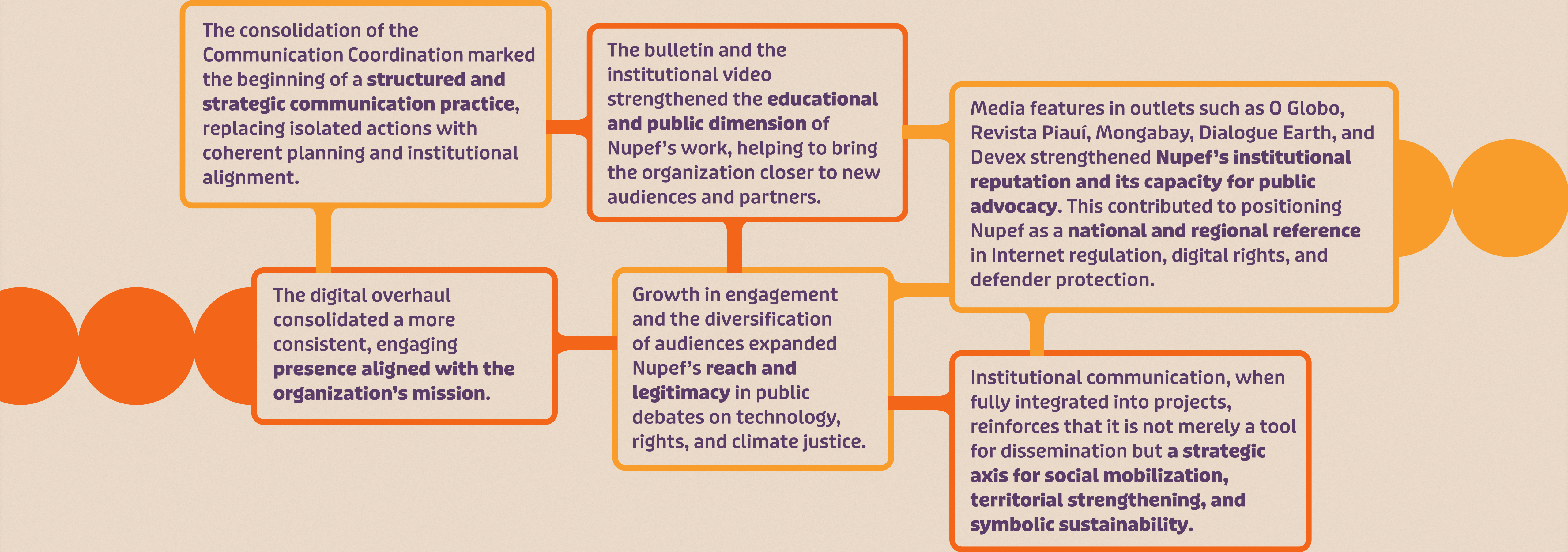
In addition to developing and consolidating the project’s visual identity, producing outreach materials, aligning institutional narratives, and creating content, an edu-communication process was implemented with the support of specialized consultants. This process resulted in the production of **three episodes of the Resilient and Connected Territories web series**, and **two episodes of the Quilombola Voices podcast**. These productions document environmental conflicts, cultural traditions, and

the role of technology in territorial resilience, all from the perspective of the territories themselves. Although the official release took place in 2025, all training and production work, as well as the distribution of audiovisual kits to the communities, was carried out in 2024. Each kit included: 1 semi-professional camera, 1 lapel microphone, 1 external hard drive, and 1 tripod. Audiovisual training was conducted in a hybrid format (mostly remote, with one in-person meeting), facilitated by a hired educator.

The implementation of the project’s Communication and Social Mobilization Plan helped transform symbolic and technical communication tools into instruments of social mobilization and territorial empowerment. By bridging institutional visibility with community protagonism, the initiative enabled:

- | | |
|---|---|
| 1 Closer engagement of youth and leaders through communication workshops and mediated activities. | 2 Production of community-generated narratives (web series, podcast), fostering symbolic autonomy and broader external impact. |
| 3 Increased visibility for the project and for Nupez, strengthening institutional credibility and capacity for dialogue. | 4 Symbolic and cultural motivation , reinforcing collective self-esteem, identity, and sustained local engagement. |
| 5 Creation of communication resources that can inform future activities, public policies, and collaborative networks. | |

Impacts of the Communication Area 2023-2024



A close-up photograph of a person's hands holding a small, folded brochure. The brochure features a map of Brazil on the left, a photograph of a group of people in a park on the right, and several columns of text in Portuguese. The background is blurred, showing other people and a red object. A purple rectangular box with orange text is overlaid on the bottom right of the image.

PARTNERSHIPS AND INSTITUTIONAL SUSTAINABILITY

PARTNERSHIPS AND INSTITUTIONAL SUSTAINABILITY

During the 2023-2024 cycle, the Nupef Institute advanced in diversifying and strengthening its partnerships and sources of funding. The organization's supporter base remained composed primarily of private foundations and international cooperation agencies committed to digital rights, social justice, and the strengthening of civil society, including the **Ford Foundation, the Internet Society Foundation, the British Embassy, and the Norwegian Agency for Development Cooperation (Norad)**.

The period also benefited from support provided by the **New Venture Fund**, through the **Media Democracy Fund** and the **Global Network for Social Justice and Digital Resilience**, which helped expand the impact and sustainability of Nupef's initiatives.

Beyond financial contributions, Nupef

maintained **non-financial institutional collaborations** with strategic organizations such as **NIC.br** and **RNP**, which were essential for the development of technical and infrastructure projects, as well as for knowledge exchange through courses, research, and training efforts.

Nupef also played an important role in **strengthening coalitions and networks** such as **Movimento Escazú Brasil**, the **Coalizão Direitos na Rede**, and the **Global Network for Social Justice and Digital Resilience**. Several projects were carried out in direct cooperation with partner movements and organizations, including the National Coordination for the **Articulation of Black Rural Quilombola Communities (CONAQ)**, the **Interstate Movement of Babassu Coconut Breakers (MIQCB)**, **InternetLab**, and **NIC.br**.

However, the organization's impact extended beyond formal project partnerships. Throughout the biennium, Nupef engaged in numerous **joint efforts across Brazil and Latin America**, contributing to the defense of community connectivity, digital sovereignty, and socio-environmental justice.

Drawing from the lessons of the period, Nupef reaffirms its commitment to further **diversifying its funding sources and sustainability models**, expanding dialogue with new partners and exploring opportunities for South-South cooperation and joint efforts with social responsibility initiatives. This movement aims to strengthen institutional autonomy and ensure the continuity of work grounded in rights, democracy, and equitable access to information and technology.

WHO MAKES NUPEF

BOARD OF DIRECTORS

- Executive Director** - Carlos Afonso
- Director of Institutional Development** - Oona Castro
- Operations Director** - Mauro Campos
- Technology Director** - Rodrigo Troian

TECHNOLOGY AREA

- Technology Coordinator**- Moacir Neto
- Support Team** - Zeilane Conceição, Vitor Figueira, Renato Racin e Flávio Hernan

PROJECT AREA

- Coordinator of Special Projects** - Joara Marchezini
- Networks Articulation Officer** - Carol Magalhães
- Research and Advocacy Officer** - Vitória Santos

COMMUNICATION AREA

- Communication Coordinator** - Bruna Hercog
- Designer and Social Media Manager** - Isabella Selaimen

ADMINISTRATIVE-FINANCIAL AREA

- Administrative-Financial Advisor** - Ellen Candido
- Resource Mobilization Advisor** - María Suárez

NUPEF ADVISORY BOARD

- President** - Graciela Selaimen
- Vice-president** - Suzy dos Santos
- Board Members** - Silvana Bahia and Flávia Lefèvre

FISCAL COUNCIL

- President** - João Guerra Castro
- Fiscal Advisor** - Caio Márcio Lock Prates Silveira
- Council Member** - Roberto Carlos Vianna

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2023-2024 Activity Report

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