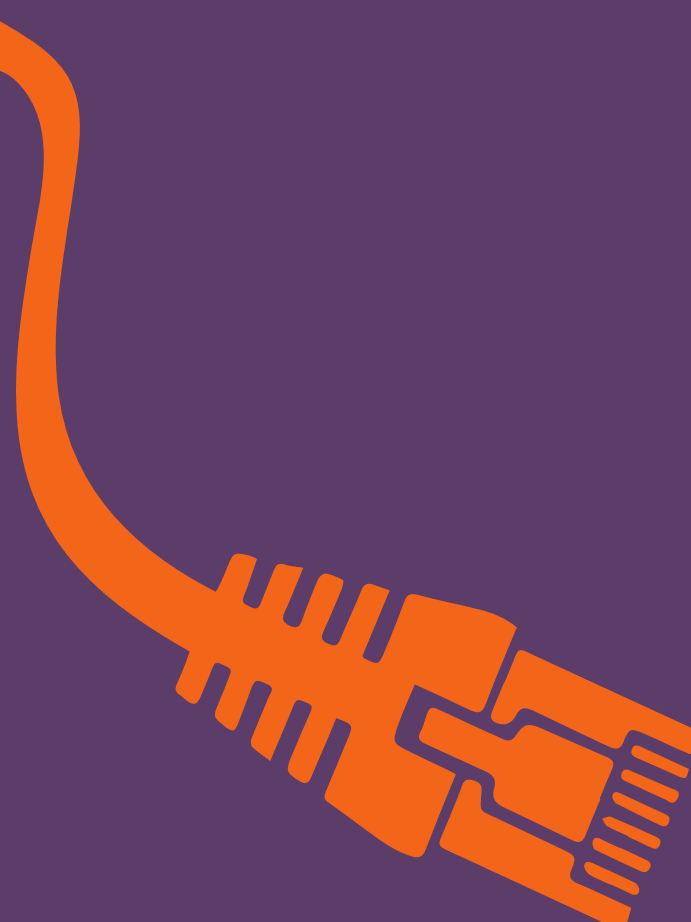
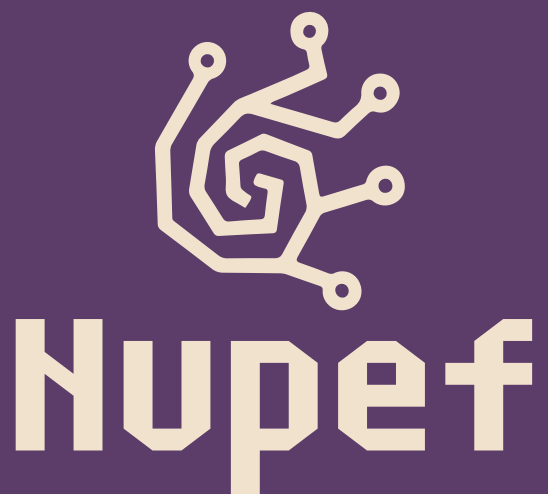
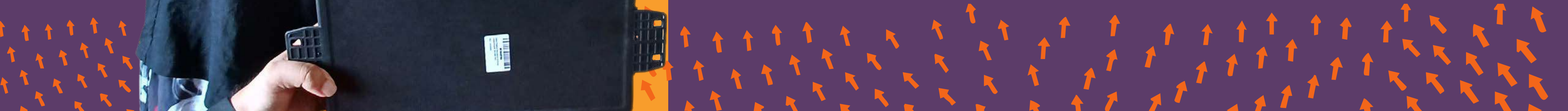




ACTIVITY REPORT
2025



20 YEARS CONNECTING
KNOWLEDGE, DEFENDING
RIGHTS, AND STRENGTHENING
TERRITORIES



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INTRODUCTION

This report provides an overview of the main activities carried out in 2025, the key results achieved, and our outlook for the years ahead. Sharing it is also an opportunity to celebrate our achievements and reinforce the partnerships that are essential to moving forward. We hope you find it a valuable read.

Between disputes and futures: 20 years connecting knowledge, defending rights, and strengthening territories



The year 2025 marked not only the **celebration of two decades of Nupef's work**, but also the affirmation of a clear position in a contested world. Reaching this 20-year milestone was less about looking back and more about clearly reaffirming the commitments that guide our work: the unwavering defense of human rights, digital and socio-environmental justice, and an Internet that serves democracy.

Throughout this journey, we have built a body of **work grounded at the intersection of technology, territory, and rights**. In 2025, this approach deepened, particularly in the field of climate justice. We continued investing in research and experimentation aimed at strengthening

communication resilience in disaster contexts, while also supporting community networks in territories directly affected by climate change, including quilombola and Indigenous communities, as well as babaçu coconut breakers in Maranhão and Piauí. At the same time, **we advanced our exploration of long-range communication technologies**, expanding connectivity possibilities in dense forest regions where access has long been neglected.

This work is informed by a broader understanding: **there can be no climate justice without informational justice**, and no meaningful ecological transition without ensuring access, technological autonomy, and the protection of

territories and their defenders. In this context, we highlight the **approval of the Escazú Agreement by the Chamber of Deputies**, despite strong resistance from conservative sectors. As a co-founder of the Escazú Brazil movement, Nupef remains committed to the agreement's ratification and implementation, recognizing its strategic importance in securing access to information, public participation, and environmental justice.

While Brazil has shown signs of rebuilding democratic spaces and restoring social participation in public policymaking, the global landscape points in the opposite direction. The year 2025 was marked by a rapid dismantling of public policies and institutions in the United States, with direct consequences for the global funding ecosystem and for organizations working to defend human rights. The reduction in resources, the discontinuation of programs, and shifting funding priorities have had tangible



Event celebrating 20 years of Nupef's history

impacts on the capacity of civil society to operate, particularly in the Global South. More than a funding crisis, this moment reflects a deeper **contest between competing visions of the world**. The increasing prioritization of short-term agendas, driven by narrow metrics and immediate results, puts pressure on the field of rights, weakens long-term processes, and constrains the

development of structural alternatives. In this context, it is more important than ever **to sustain agendas guided not only by urgency, but by enduring commitments to social transformation**.

It was within this broader landscape that Nupef undertook a process of **institutional renewal**. The launch of a new visual identity and website goes beyond a simple aesthetic update, it reflects a renewed

public positioning. We aim to communicate more clearly who we are, what we stand for, and who we build alongside. At the same time, **we expanded our presence in both national and international advocacy spaces**, strengthening our contribution to debates on digital governance, information integrity, and meaningful connectivity.

Knowledge production remained a cornerstone of our work. Initiatives such as the Technologies for Rapid Response to Incidents and Climate Disasters project (Tecnologias para Respostas Rápidas a Incidentes e Desastres Climáticos - Tridecs), the advancement of the Networks in the Forest report, and the publication of a special issue of the PoliTICs journal reinforce our commitment to generating evidence and analysis grounded in territorial realities, and to supporting informed public advocacy.

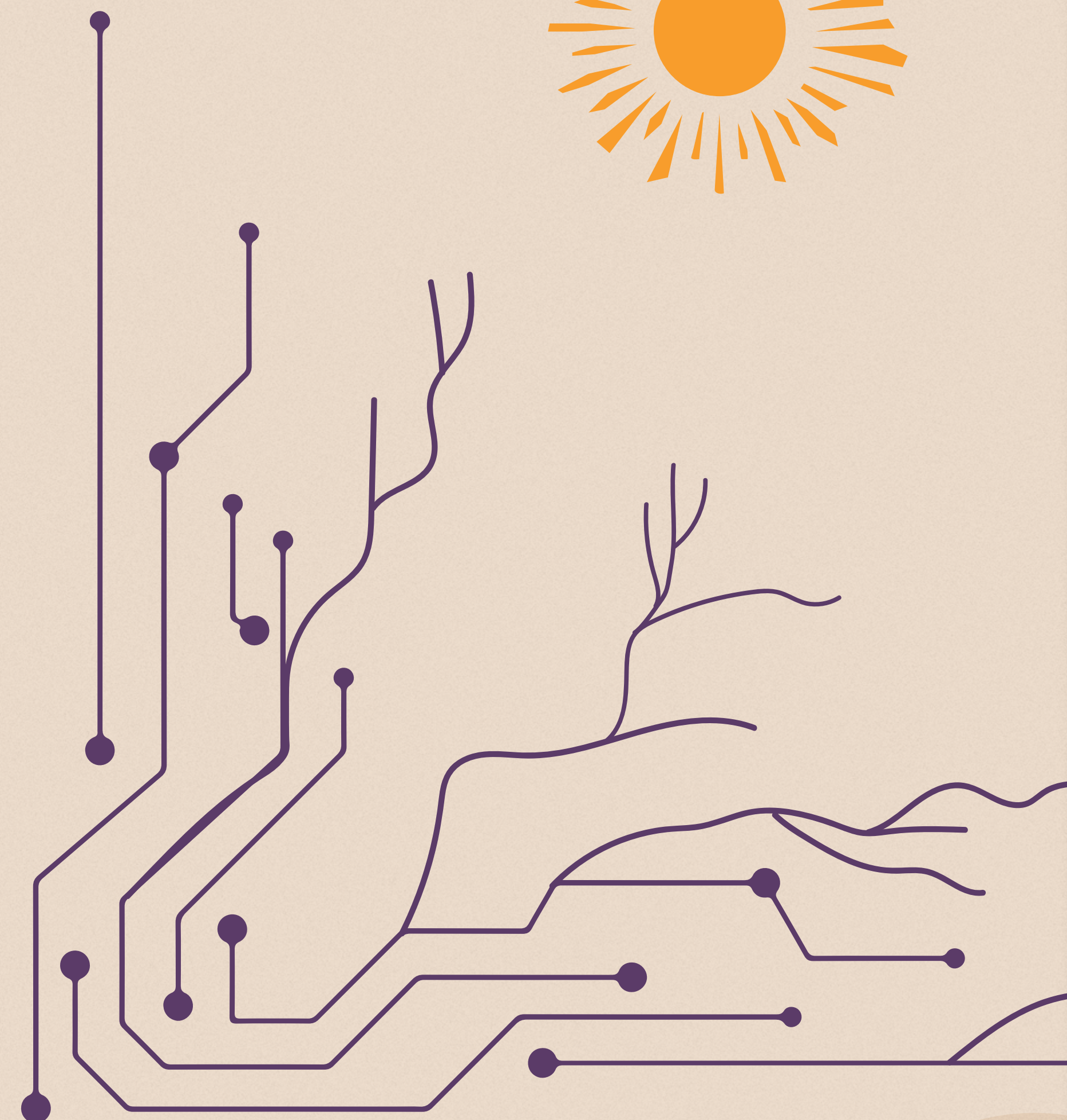
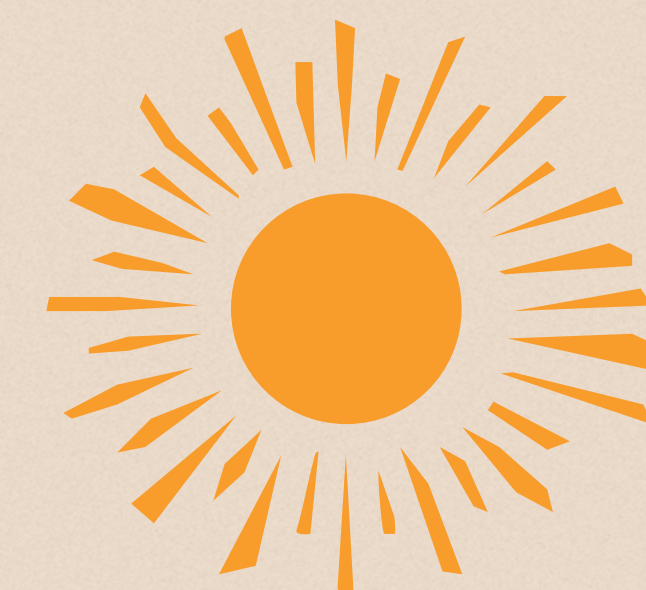
As we enter 2026, we find ourselves at a moment of inflection. The conclusion of key

cycles brings the need for reconfiguration, while also opening space for new agendas and alliances to emerge. **In a context marked by instability and fragmentation, it is essential to reaffirm priorities and maintain coherence.**

As it marks its 20th anniversary, Nupef reaffirms its commitment to working at the intersection of technology and territory, where rights are constantly contested. We remain dedicated to building autonomous infrastructures, strengthening community networks, and producing critical knowledge, always in dialogue with organizations, movements, and communities that, like us, believe in the centrality of democracy and the urgency of justice.

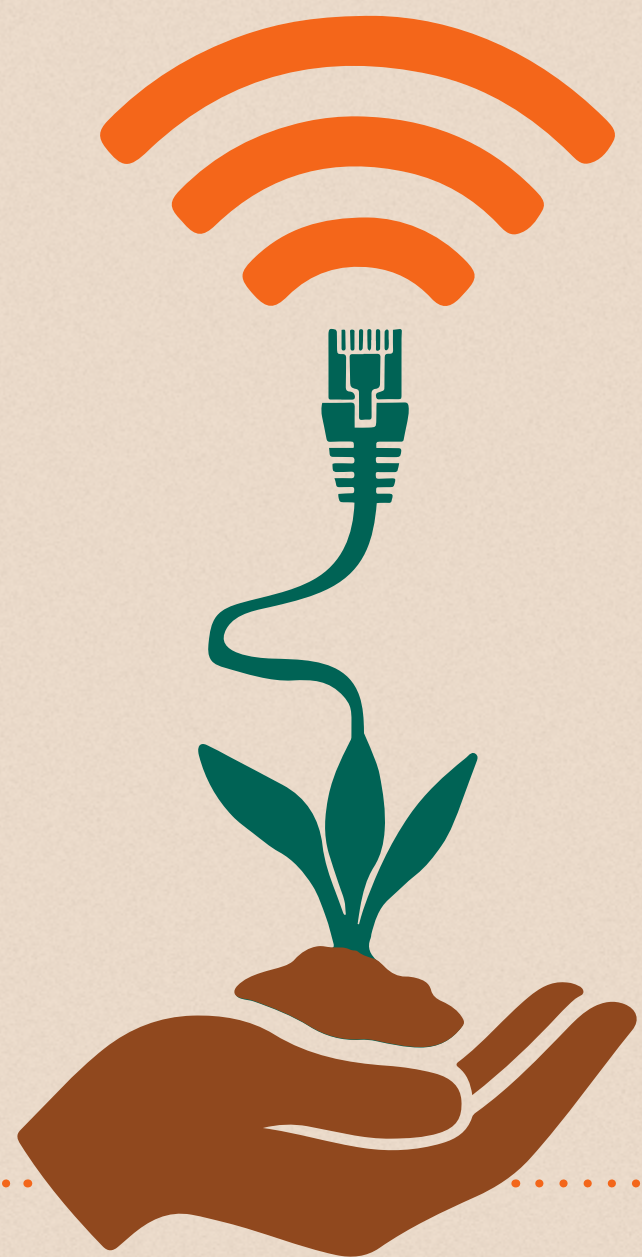
More than ever, the challenge is to sustain, in the present, **the conditions that make possible the futures we seek to build.**

Nupef Board of Directors



ABOUT NUPEF





Nupez is a civil society organization that began its journey in 2005. We promote the safe use of technology to uphold rights and support the full exercise of citizenship. We bring together traditional knowledge and specialized expertise to expand the meaningful appropriation of these technologies by civil society organizations, social movements, and traditional communities. Our work is structured around two main programmatic areas:

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

HOW WE WORK

Infrastructure that sustains

We develop and maintain autonomous, resilient, and secure digital infrastructures, creating online spaces where organizations and social movements can manage their own internet services, platforms, and systems.

Territories that resist

We support connectivity in service of socio-environmental justice. We work directly with traditional, quilombola, and Indigenous communities, as well as other territories under threat, implementing technologies that contribute to environmental protection, digital autonomy, and resistance to rights violations.

Knowledge that transforms

We engage in training, research, and knowledge dissemination on technology, communication, and safe internet access. We also develop innovative connectivity research to build alternative access solutions in forest and densely vegetated regions, as well as to enable rapid responses in the event of environmental disasters.

MISSION

To contribute to the full exercise of citizenship and to 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 strengthening of capacities for the strategic appropriation of technologies among civil society organizations and social movements that share our values.

VISION

To be a reference space for the production and exchange of knowledge and practices on the development and use of ICTs as tools for empowering citizenship, as well as on policies and frameworks that promote and guarantee fundamental rights in digital environments.

VALUES

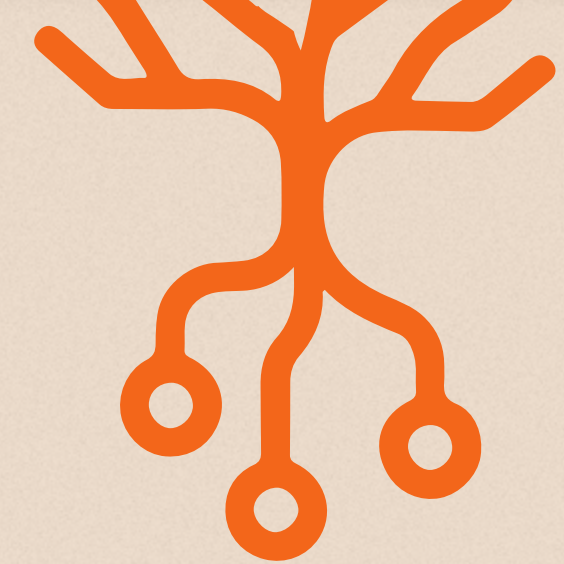
Nupez believes that, through its mission, it can contribute to strengthening democracy, defending human rights, and promoting socio-environmental justice. Our core values are:

- SAFE USE OF TECHNOLOGY
- DEMOCRATIZATION AND DECOLONIZATION OF CONNECTIVITY
- PRODUCTION, MANAGEMENT, AND DISSEMINATION OF KNOWLEDGE
- AUTONOMOUS AND RESILIENT INFRASTRUCTURES
- COMMITMENT TO DEMOCRATIC PRACTICES



OUR ACTIONS

AND RESULTS



1

Right to Connectivity and Territorial Protection

We produce and disseminate knowledge in the fields of technology and communication to ensure last-mile connectivity for traditional communities and to strengthen secure communication with organizations, social movements, and public or public-interest institutions. Our work involves researching methodologies and developing technical solutions grounded in community engagement, ensuring that implemented technologies are both useful and capable of strengthening rights and environmental protection in each territory, according to its specific context.

Expanding connectivity in traditional communities

Through the Community Networks Program, Nupef expanded its connectivity initiatives in the first half of 2025 in territories marked by environmental, racial, and technological vulnerabilities. The **Resilient and Connected Territories Project**, carried out with the support of the Internet Society Foundation and in partnership with the Coordenação Nacional de Articulação das Comunidades Negras Rurais Quilombolas and the Movimento Interestadual das Quebradeiras de Coco Babaçu, strengthened infrastructure and digital autonomy in **quilombola, Indigenous, and babaçu coconut breaker communities** in Maranhão and Piauí. The project contributed to enhancing internet resilience in the face of climate and environmental threats.

As part of these efforts, a **new community network was installed in the Quilombo Bom Jesus**, located in the Sesmaria do Jardim territory (MA). The implementation followed an innovative approach: **fellows and monitors from the project itself carried out the technical deployment**, with support from Nupef's team. Notably, girls and women played an active role in technical functions, contributing to increased female participation in areas traditionally dominated by men.

In **Indigenous territories**, Nupef continued to provide **monitoring and technical support to eight community networks** as part of the Indigenous Peoples and Sustainable Landscapes in the Cerrado and Amazon project, supported by the Norwegian Agency for Development Cooperation.

“ For those of us in traditional communities, living amid ongoing conflicts and threats, and striving to protect our babaçu forests and our people, having a community network will be essential to strengthening our protection”

Maria do Rosário Ferreira, member of the Interstate Cooperative of Babaçu Coconut Breakers (CIMQCB), leader of Quilombo Bom Jesus, and fellow in the Resilient and Connected Territories Project

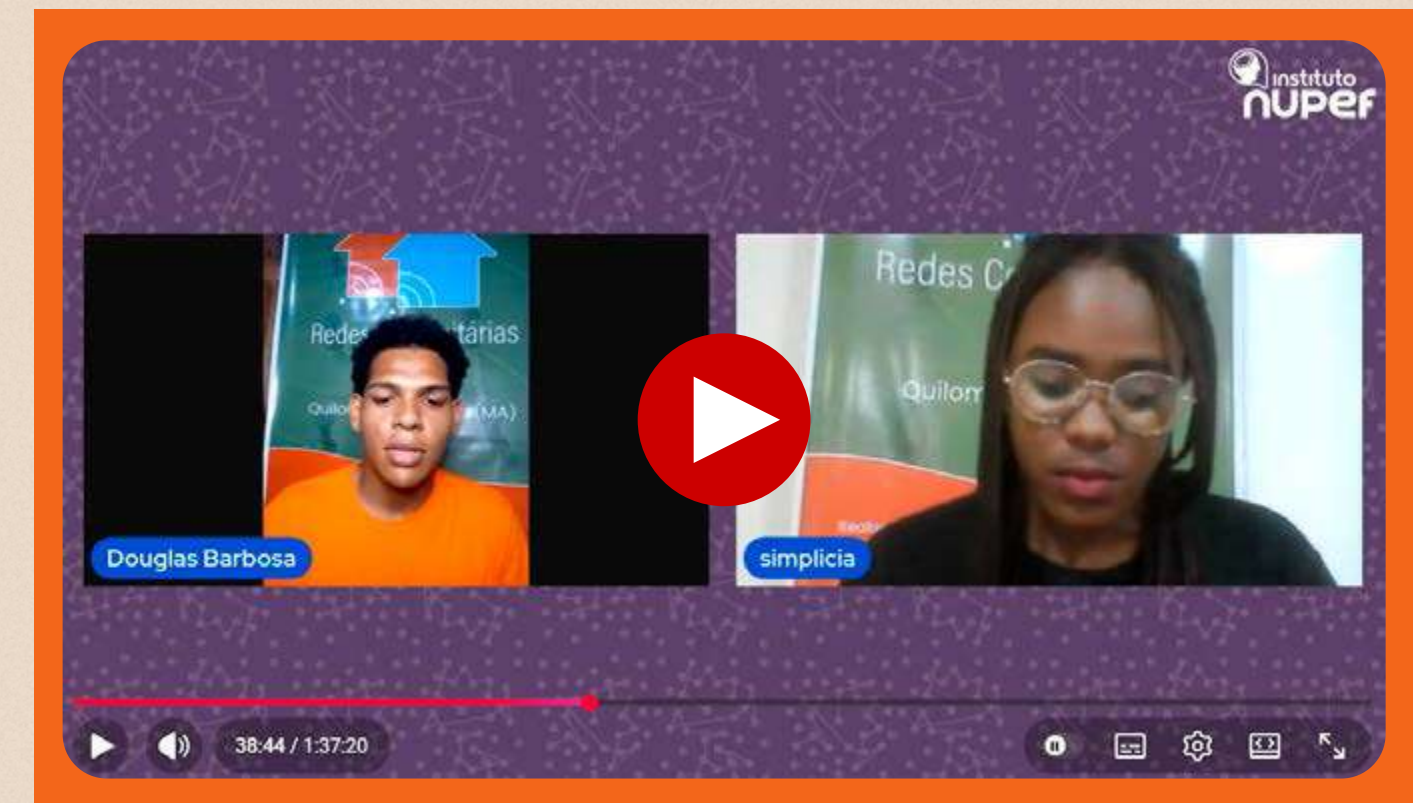
RESULTS

New community networks implemented	02
Community networks supported	36
Quilombola communities reached	07
Indigenous communities reached	01
Remote support and maintenance actions	46

Capacity building and knowledge dissemination to strengthen resilience and territorial protection

In the field of training and community communication, the **Resilient and Connected Territories web series** and the **Quilombola Voices podcast** were launched in May. Both productions were created by young people and community leaders from seven quilombos—five in Maranhão (Itaperinha, Bom Jesus, Camaputua, Santiago, and Santa Joana) and two in Piauí (Custaneira and Tapuí)—who tell their stories from their own perspectives.

The **web series pre-launch** took place in February at Quilombo Bom Jesus (MA), marking the **certification of 10 fellows and 3 facilitators**, as well as a collective evaluation moment and a workshop for podcast production. The official launch was held online, bringing together youth, community leaders, the Nupef team, and partner organizations.



Launch livestream for the web series "Resilient and Connected Territories" and the podcast "Quilombola Voices"

“ I loved the project. Congratulations to the young participants who did such great work and to the project coordinators. It was wonderful to see myself in the web series”

Raimundo Faustino Pereira ("Seu Bi), resident of Quilombo Bom Jesus (MA) and one of the web series interviewees

“ Every part of the event was very special. We interviewed residents of Bom Jesus for the podcast, I received my certificate, and we watched the web series that we produced with great dedication. I hope we can continue building on everything we learned in the project, together with the community and other young people”

Douglas Barbosa, resident of Quilombo Itaperinha/Tutoia (MA) and one of the project facilitators



Conversation for the “Resilient and Connected Territories” project at Quilombo de Bom Jesus

RESULTS

Quilombos involved in audiovisual production	7 (5 in Maranhão e 2 in Piauí)
Certified fellows	10
Certified facilitators	3
Communication products launched	2 (1 websérie and 1 podcast)
In-person pre-launch and certification event	1
Online launch with participation from communities and institutional partners	1

“ We are very happy to be able to tell our own stories, to speak about our traditions and also denounce the threats we face”

Ludmila Silva, resident of Quilombo Santiago (MA) and project fellow

“ The project contributes to the engagement of quilombola youth in the organizational processes of each community. The Internet is not just about using apps—it is a tool to strengthen the community, amplify denúncias, and point to pathways for the implementation of public policies”

Celso Araújo, National Secretary of Quilombola Youth at CONAQ and project coordinator

“The project brings quality Internet access to communities. But it is not just about access—it allows us to document our history from the perspective of those on the ground. What we prioritize is telling our own story, based on what has been passed down by our ancestors. Projects like this are essential because they make that possible”

Priscila Aroucha, quilombola from the municipality of Matinha, people’s lawyer, and legal advisor to quilombola movements

Impacts of the Right to Connectivity and Territorial Protection Area

Expansion of connectivity in traditional territories through the installation of new community networks and ongoing support for existing infrastructures.

Strengthening of digital autonomy and community-led network management, with youth leadership, especially women, in technical implementation and maintenance.

Enhancement of local capacities through the integration of technical training, community communication, and the political strengthening of territories.

Production and dissemination of community-driven narratives, contributing to the valorization of territorial identity and collective memory.

Consolidation of partnerships with quilombola movements and babaçu coconut breakers, reinforcing resilient connectivity strategies in contexts of climate and environmental vulnerability.

Resilient Infrastructure and Information Security

Nupef's technical infrastructure and expertise support civil society organizations, social movements, and public or public-interest entities in implementing innovative and secure digital practices. This is achieved through research on which technologies are most effective in strengthening rights and environmental protection in each territory, as well as through the maintenance of autonomous, resilient, and secure infrastructure. This includes providing online spaces where organizations and social movements can manage their own internet services, platforms, and infrastructures.

Research, innovation, and development of open technologies

In 2025, Nupef launched the **Technologies for Rapid Response to Incidents and Climate Disasters project (Tridecs)**, with support from the UK Embassy's Digital Access Programme in Brazil. The initiative aims to map, test, and validate technological solutions capable of ensuring communication in emergency situations caused by disasters and extreme climate events—contexts in which conventional systems often fail.

The pilot phase began in February, in the states of Maranhão and Rio Grande do Sul. During this stage, key organizations and individuals working on the frontlines of climate emergencies were identified and interviewed. This process enabled the mapping of **relevant technologies for communication and rapid response in flood scenarios**, organized into five broad categories: wireless systems, radio, TV White Spaces (TVWS), LoRa/LoRaWAN, and satellite. Within these categories, additional sub-technologies were also identified, expanding the available technical repertoire for crisis contexts.

In parallel with Tridecs, and in alignment with the project supported by the Building Opportunities/Leveraging Technologies Grant Program of the ISOC Foundation, Nupef deepened its **research and experimentation with sub-gigahertz technologies**—those operating below 1 GHz. Due to their longer wavelengths, these technologies can cover greater distances and penetrate natural and built obstacles, such as trees, hills, and buildings. This is the case with TV White Spaces (TVWS), which enables internet signal transmission at lower cost and over longer distances, supporting connectivity in traditional communities, Indigenous villages, and remote areas.

By investing in the research and testing of these technologies, Nupef strengthens its mission to develop **autonomous and secure digital infrastructures**, promote **connectivity in service of socio-environmental justice**, and **disseminate knowledge and innovation** in technology and communication.

Infrastructure improvements

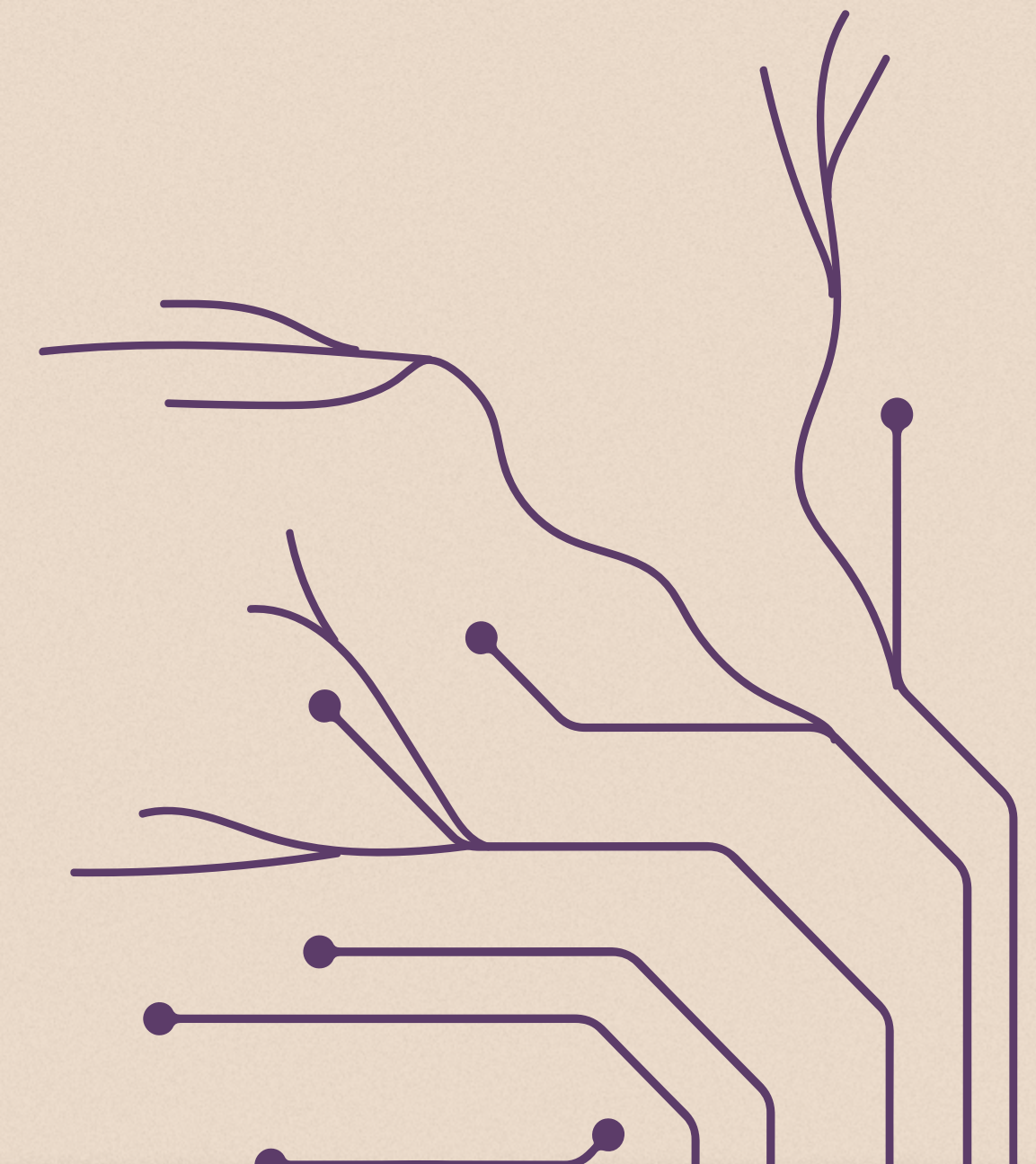
In 2025, **Nupez took an important step toward an even more professional and resilient infrastructure:** we established updated contracts with a data center in São Paulo, laying the groundwork for the implementation of redundant data centers in 2026, while also leveraging **the world's largest internet exchange point.** This migration process involved intensive planning over several months and many hours of work by the technical and operations teams. The experience and protocols developed over the past few years ensured that the process proceeded smoothly, with thorough planning and security. There was extensive communication with the Tiwa user base,

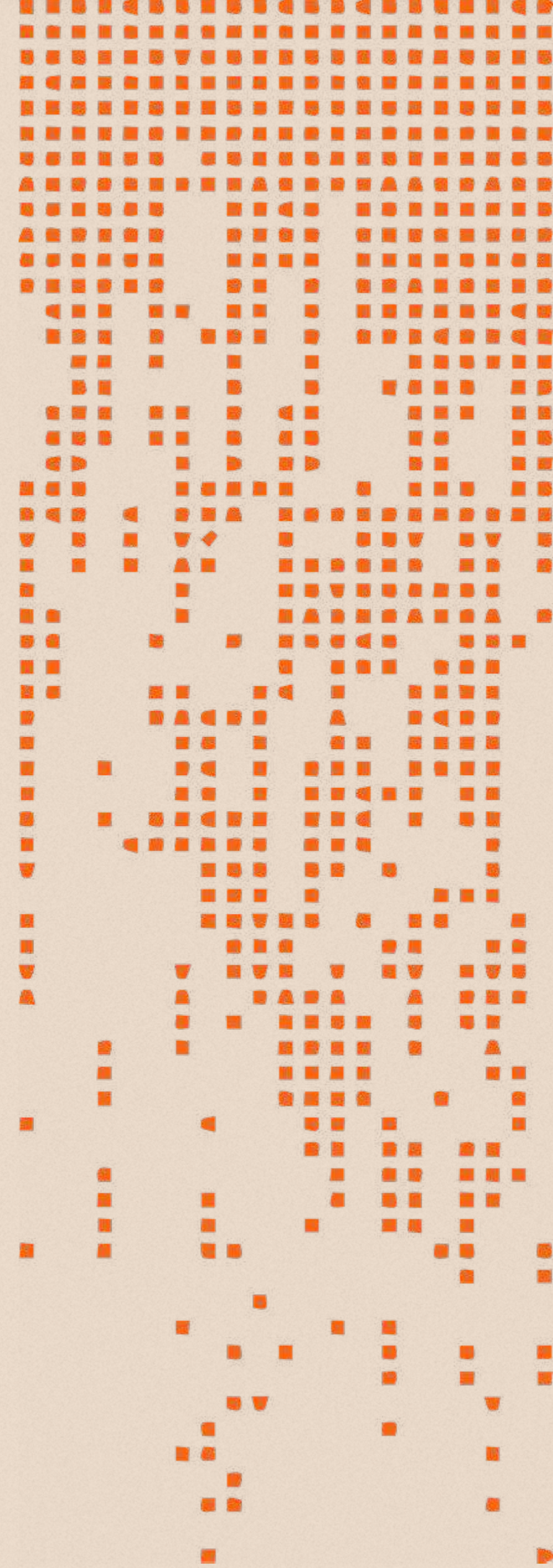
and the entire team was prepared to safeguard information. There were few physical losses, which we consider to have had a low impact in a migration process of an infrastructure such as Nupez's.

Specialized consultants were temporarily hired to support the team with highly complex technical issues at the end of the migration. **The lessons learned from this experience were reflected upon and documented by the team, contributing to institutional maturation.** Tiwa offers infrastructure as a service (IaaS) to Brazilian civil society organizations, members of Latin American digital care networks and coalitions, and international networks in which Nupez operates.

RESULTS

Civil society organizations using Nupez's infrastructure with expansion to Chile, Uganda, Mexico, Argentina, Colombia, and Ecuador	20
Research projects on communication technologies	2
Mapped broad technology categories	5
Identified and analyzed wireless network subtechnologies	10+





DIALOGUES TO ADVANCE THE AGENDA FOR RESILIENT COMMUNICATIONS IN CLIMATE DISASTERS

As part of the Tridecs project, Nupef conducted dialogues and listening sessions in Rio Grande do Sul and Maranhão to understand, from local experiences, how communication systems function—or collapse—in socio-environmental disaster contexts. The objective was to generate evidence, identify structural vulnerabilities, and strengthen Nupef’s role in promoting resilient communications rooted in territories and capable of operating in crisis scenarios.

In Rio Grande do Sul, testimonies revealed that the collapse of communications during floods is linked to accumulated vulnerabilities: dependence on electricity and backhaul, limited route redundancy, logistical constraints, and the absence of protocols for prolonged disruption. It became clear that communication in disaster contexts depends on a hybrid ecosystem that combines infrastructure, social organization, and both formal and informal networks. Pre-existing inequalities were also shown to amplify impacts, making already vulnerable territories the first to become disconnected.

In Maranhão, the dialogues highlighted how the climate dimension is intertwined with territorial conflicts and rights violations, such as deforestation, wildfires, and land grabbing. Communication emerged both as part of the problem and part of the solution: communities rely on institutional channels and mediation processes to report violations, access information, and demand responses. At the same time, concerns were raised about technocratic or criminalizing approaches, reinforcing the importance of recognizing traditional knowledge and local protection practices.

These dialogues made it possible to map key priorities for a communications resilience agenda: advance planning, clear protocols, infrastructure redundancy, coordination among stakeholders, and the recognition of territorial networks that sustain the flow of information when conventional systems fail. Through this work, Nupef seeks to strengthen a public agenda that recognizes communication and connectivity as essential infrastructures for protecting lives, ensuring rights, and enabling collective responses in the face of increasingly frequent extreme climate events in Brazil.

Technical expertise, information security, and presence in strategic spaces

Nupez’s technology team plays a strategic role in the production and circulation of applied knowledge, bridging **technical work, advocacy, and continuous learning**. Throughout 2025, the team participated in a series of key national and international events in the fields of Internet governance, infrastructure, and digital rights.

Among them, it is worth highlighting the **Abrint National Meeting**, the largest Internet service provider event in Latin America, organized by the Brazilian Association of Internet and Telecommunications Providers (Abrint); **LACNIC 43**, one of the leading technology and Internet events in Latin America and the Caribbean, organized by the Latin American and Caribbean Internet Addresses Registry (LACNIC); and the **15th Internet Infrastructure Week in Brazil**, a major gathering of the country’s technical networking community. Organized by NIC.br and CGI.br, the event

brought together experts to discuss security, automation, Domain Name System (DNS), and the future of the Internet in Brazil. Participation in these spaces reflects **recognition of Nupez’s expertise and its contribution to informed public debate**.

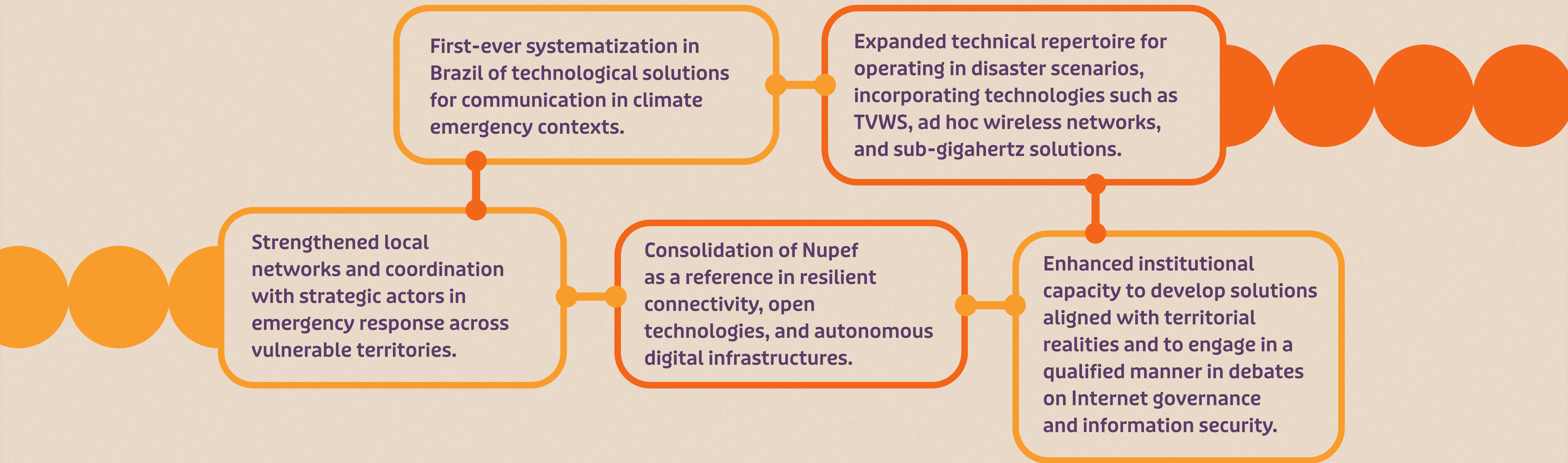
This engagement is complemented by a **consistent investment in technical capacity building**, through **participation in specialized courses and training programs** in areas such as network management, infrastructure operations, information security, and digital safety. Among the trainings attended by the technology team in 2025 are the first edition of a practical, free course focused on IT infrastructure monitoring using the **open-source software Zabbix**, developed through a partnership between Ceptro.br (Center for Studies and Research on Network Technology and Operations) and Zabbix Latam; the **Foundations of**

Incident Management (FIM), a technical course offered by Brazilian Center for Security Incident Response and Treatment (CERT.br) focused on the fundamentals of cybersecurity incident response; and the **Overview of Creating and Managing CSIRTs**, also offered by CERT.br and focused on cybersecurity.

This dual movement—sharing knowledge while continuously strengthening internal capabilities—enhances Nupez’s ability to **develop technical solutions aligned with territorial needs and to engage critically and constructively in the spaces** where Internet standards, policies, and practices are shaped.

RESULTS	
Participation in national and international events in the field of technology and digital rights	7
Technical training sessions completed	6
Courses in information security and incident response	3

Impacts of the Resilient Infrastructure and Information Security Area



Resiliência territorial e climática e a conectividade (significativa?) em comunidades tradicionais



**ADVOCACY, KNOWLEDGE
PRODUCTION,
AND COMMUNICATION**

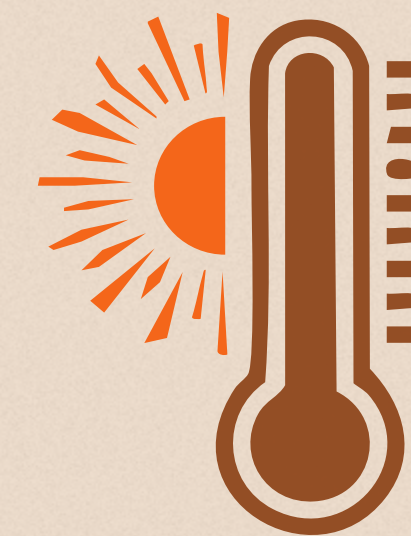


20 years of trajectory, institutional renewal, and expanded policy advocacy

The year 2025 marked two decades of Nupef’s work advancing human rights, digital justice, and access to information. More than a symbolic milestone, this anniversary reflects the consolidation of a trajectory shaped at the intersection of technology, territory, and socio-environmental justice—while also reaffirming our commitments for the years ahead. Throughout the year, Nupef carried out a series of initiatives that bridged **institutional memory, strengthened policy engagement, and renewed its public presence.**

As part of this process of institutional renewal, the organization launched a **new visual identity and website** in 2025.

Nupef also **expanded its presence in national and international spaces for public policy and digital governance.** Its advocacy efforts were further strengthened across key issues such as meaningful connectivity, climate justice, the protection of environmental defenders, and information integrity. The year was also marked by an **intense cycle of knowledge production.** Key highlights include the launch of the Technologies for Rapid Response to Incidents and Climate Disasters (Tridecs) project, the advancement of the Networks in the Forest report in partnership with InternetLab, and the publication of a special issue of



the PoliTICs journal in collaboration with the Brazilian Internet Steering Committee (CGI.br), as well as contributions to international public consultations. Together, these initiatives reinforce Nupef's role as **a producer of applied knowledge, connecting research, advocacy, and territorial engagement.**

In sum, 2025 was **a year of consolidation and forward momentum.** As it marked 20 years of work, Nupef reaffirmed its trajectory, expanded its policy engagement, strengthened its knowledge production, and renewed its institutional identity—laying the groundwork for the next cycles of action in support of a more just, democratic, and inclusive Internet.

Advocacy

Political engagement, presence in strategic spaces, and strengthening public debate

Throughout the year, **Nupef engaged strategically in shaping key structural debates, connecting infrastructure, information regimes, territorial inequalities, and socio-environmental justice.** Its contribution stood out in particular by:

- Advocating for meaningful connectivity as both a fundamental right and a condition for climate resilience;
- Demonstrating that digital exclusion is the result of political choices and regulatory frameworks;
- Bringing lived experiences from quilombola and Indigenous communities, as well as babaçu coconut breakers, into global arenas;

- Reinforcing the central role of transparency and social participation in climate and digital governance.

Nupef steadily expanded its presence across national, regional, and global spaces, consolidating its role as a strategic actor at the intersection of technology, climate, human rights, and socio-environmental justice. In 2025, the organization participated for the first time as **an observer to the UNFCCC at COP30 (Belém)**, asserting that there can be no climate justice without technological justice. Its engagement linked the climate crisis to digital infrastructure, information integrity, the concentration of power among Big Tech companies,



The Escazú Brazil Movement participated in COP30

and territorial inequalities—bringing the perspectives of traditional peoples and communities into international discussions.

Within the field of Internet governance, Nupef took part in the **Internet Forum in Brazil (FIB15, Salvador)**, reinforcing meaningful connectivity as a core dimension of territorial resilience, particularly for quilombola and Indigenous communities and babaçu coconut breakers. The organization contributed to advancing the debate by emphasizing that connectivity policies must address regional inequalities, support local content production, and promote community ownership of technologies—advocating for solutions built with and from the territories. At the **Internet Governance Forum (IGF 2025, Oslo)**, Nupef defended the multistakeholder model while raising concerns about risks to social participation, highlighting the importance of diverse representation in digital policymaking processes. Its participation also reaffirmed the continued relevance of the WGIG (2005) principles as

a foundation for addressing contemporary challenges related to inclusion, meaningful participation, and rights-based digital policy.

At **LACIGF (Córdoba)**, Nupef contributed to advancing discussions on the digital dimensions of environmental protection in Latin America, highlighting how digital and environmental conflicts are deeply interconnected and underscoring the need for approaches grounded in equity, social justice, and the protection of environmental defenders.

Nupef’s international engagement also included active participation in **RightsCon 2025 (Taipei)**, where it coordinated an official session on infrastructure and socio-environmental justice. The organization helped shape the debate by bringing forward perspectives grounded in its work with quilombola and Indigenous communities and babaçu coconut breakers, emphasizing that technological solutions and policies must be rooted in territorial realities

and in the concrete challenges faced by traditional peoples and communities. At the **International Conference of Information Commissioners (Berlin)**, Nupef strengthened the link between the right to information and socio-environmental justice through discussions on the implementation of the Escazú Agreement, contributing to an international dialogue among transparency authorities and experts. Its participation reaffirmed the role of civil society in advancing transparency, participation, and environmental protection as core pillars of democratic governance.

At the **3rd Forum of Defenders of the Escazú Agreement (Basseterre)**, Nupef followed the implementation of the Action Plan for environmental defenders and reinforced the role of civil society in monitoring, reporting, and addressing challenges such as the lack of systematic data on threats and violations. The organization also emphasized the need to mainstream

gender within the Agreement, recognizing structural barriers to women's participation in decision-making spaces, and reiterated the urgency of ratifying and advancing Escazú in Brazil as a key instrument for strengthening access to information, public participation, and territorial protection.

At the national level, Nupef participated in **CryptoRave (São Paulo)**, **Rio Climate Action Week (Rio de Janeiro)**—one of the country's leading climate mobilization spaces—and in debates at the **National Congress on the ratification of the Escazú Agreement**, reinforcing an agenda of environmental democracy grounded in access to information, public participation, and access to justice. In these spaces, Nupef also highlighted the political barriers that continue to delay the Agreement's ratification in Brazil and the need to expand public engagement on the issue.

Nupef also contributed to an online training initiative led by **Minas Programam**, aimed



The COP30 People's March brought together thousands of people in the streets of Belém, Pará

at young **Black and Indigenous women**.

In the session “Between Routers and Rights: Connectivity for Social Justice,” the organization connected structural inequalities, digital exclusion, and access to public policies and services, drawing on real cases and lessons from community networks to demonstrate how territorially grounded infrastructure can expand autonomy and participation.

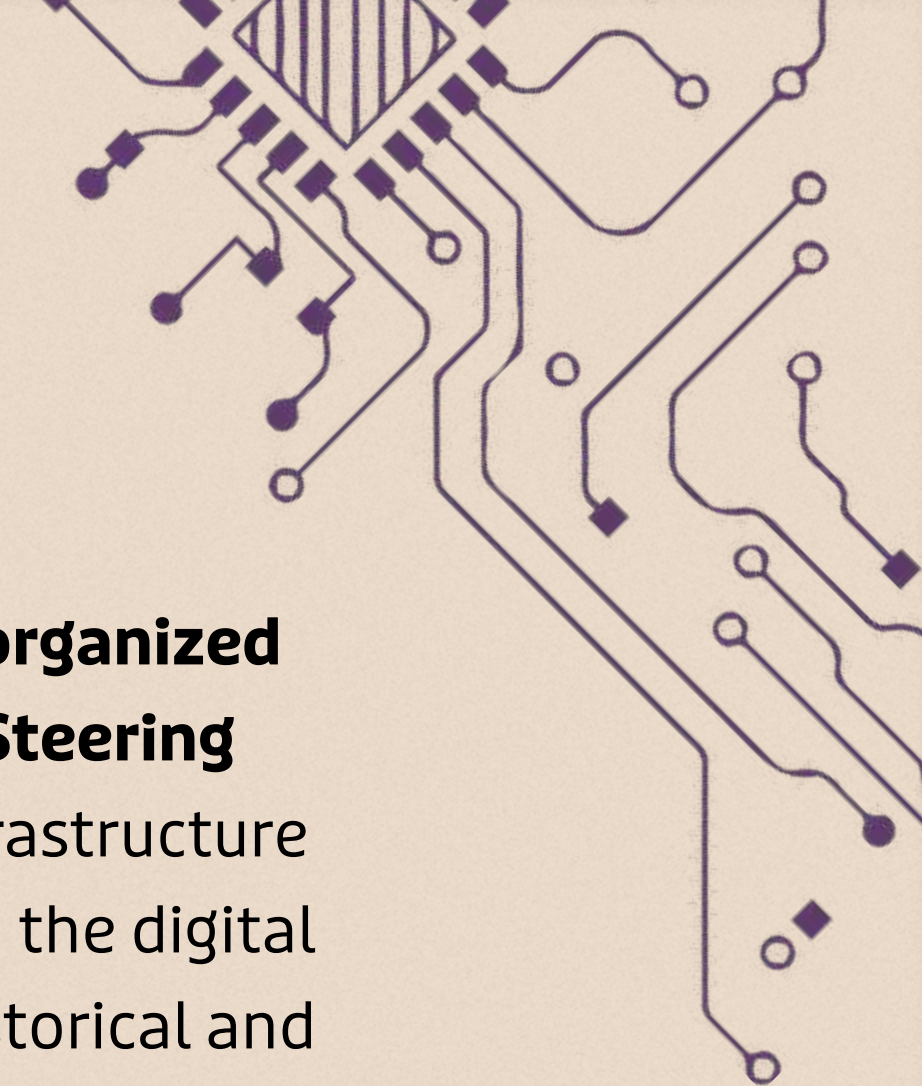
Throughout 2025, Nupef **remained actively engaged in key national and international networks**, including:

- Latin American Observatory of Digital Threats (OLAD)
- Brazilian Internet Rights Coalition (CDR)
- Digital Resilience Network (DRN)
- Escazú Brazil Movement
- Spyware Accountability Initiative (SAI/LATAM)
- Association for Progressive Communications (APC)

Advocacy on public policies and regulatory frameworks

Nupef’s work in 2025 was guided by strategic engagement in digital policy, connectivity, and climate governance. Key highlights include:

- Contributions to **legislative debates on digital regulation and the protection of environmental defenders**;
- Advocacy for the ratification and implementation of the **Escazú Agreement in Brazil**. As part of the Escazú Brazil Movement, Nupef’s participation in debates at the National Congress helped strengthen public advocacy around the treaty—framing Escazú as a cornerstone of environmental democracy based on three pillars: access to information, public participation, and access to justice—while linking this agenda to the context of COP30 and the need for transparency and social oversight in climate and environmental policies;
- Participation in **a webinar organized by the Brazilian Internet Steering Committee (CGI.br)** on infrastructure and shared responsibility in the digital ecosystem, contributing historical and regulatory analysis on decisions that have distanced data infrastructure from the public service regime;
- Participation in **a multistakeholder meeting on infrastructure, connectivity, and shared responsibility in the Internet, also organized by CGI.br**, contributing to discussions on accountability and governance;
- Production of technical inputs, **including the mapping of advocacy spaces and a report on data centers and their territorial impacts**;



- Participation in the **#ConhecimentoÉDireito** (#KnowledgelsARight) campaign, led by the **Brazilian Internet Rights Coalition (CDR)** and coordinated by **Wikimedia Brasil**, advocating for the modernization of Brazil’s Copyright Law (Law No. 9.610/1998) and highlighting how legislation developed prior to the widespread use of the Internet limits access to culture and knowledge;
- Collaboration with IRIS and DataLabe in a joint initiative to explain the impacts of Anatel’s decision to repeal **Norm 4**—a landmark regulation that distinguished telecommunications services from Internet services. The decision, made without consultation with CGI. br or Anatel’s Advisory Council, may represent a significant setback for the universalization of Internet access in Brazil;
- Strategic contributions within the **Digital Resilience Network (DRN)**, including the organization of two international webinars

on digital infrastructure, geopolitics, and resilience in the Global Majority. Nupef’s role focused on convening actors, shaping the agenda, and connecting perspectives to strengthen the debate;

- Expanded institutional representation in formal policy-making and monitoring spaces. In coordination with the Brazilian Internet Rights Coalition (CDR), Nupef began engaging with the thematic chambers of the **Interministerial Working Group responsible for developing the National Digital Inclusion Plan (PNID)**. The organization participates in the Supply Chamber, contributing technical inputs on infrastructure, connection quality, and security, while partner organizations engage in the Demand Chamber—advancing an integrated approach that connects infrastructure, digital skills, and accessibility.



RESULTS

Participation in strategic national and international events	14
Presence in global digital and climate governance spaces	6
Participation in international webinars	2
Formal integration into thematic chambers for digital inclusion policymaking	1
Production of technical materials to support policy advocacy	3
Active engagement in national and international networks	7

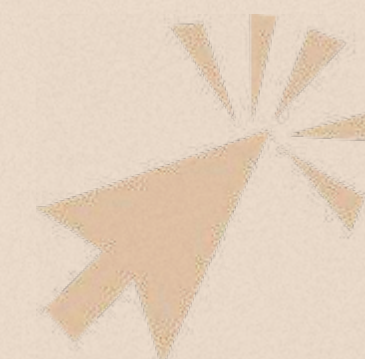
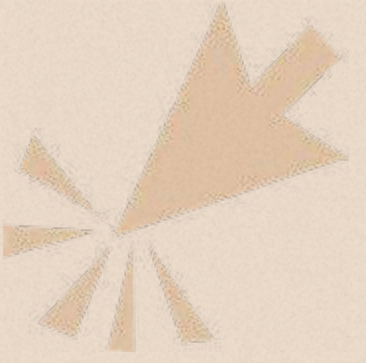
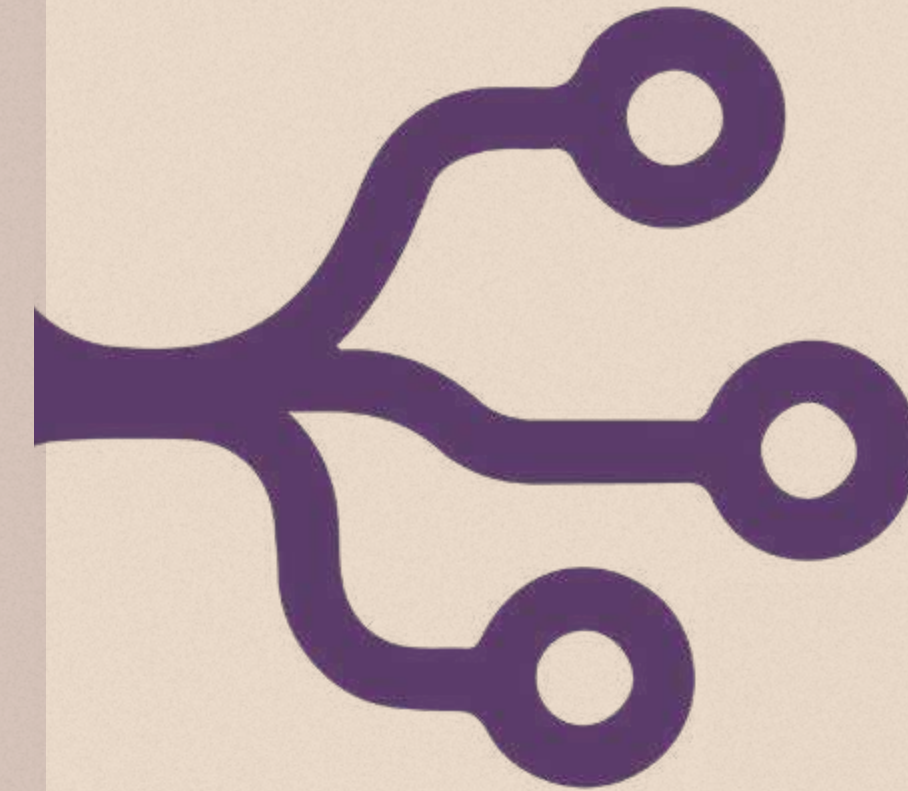
PARTICIPATION IN THE PUBLIC CONSULTATION ON DATA CENTERS STRENGTHENS DEBATE ON COMMUNITIES, TERRITORIES, DIGITAL SOVEREIGNTY, AND SOCIO-ENVIRONMENTAL JUSTICE

In 2025, the Nupef Institute contributed to the Brazilian Ministry of Communications' public consultation on the National Data Center Policy, helping to strengthen public debate from the perspective of community and territorial protection, as well as socio-environmental justice.

Nupef's contributions emphasized that the expansion of data centers in Brazil must place the social and environmental impacts of these infrastructures on local populations at the center of decision-making—particularly for Indigenous peoples, quilombola communities, and historically vulnerable territories. In this regard, the organization highlighted the need for free, prior, and informed consultation, in accordance with ILO Convention No. 169, as a prerequisite for any decision regarding site selection or the granting of incentives.

Nupef also argued that public policies for data centers should prioritize tangible public benefits for the territories where they are established. These should include long-term social investments, the strengthening of local public services such as schools and hospitals, the creation of qualified jobs, and access to meaningful connectivity for surrounding communities. The organization further warned of the risk of reproducing extractive dynamics, in which land, water, and energy are mobilized without transparency or social return, deepening regional inequalities.

By placing communities and territories at the center of the discussion, Nupef's contribution sought to shift the debate on data centers away from a narrow "investment attraction" logic toward a framework grounded in social responsibility—raising critical questions about who bears the costs and who ultimately benefits.

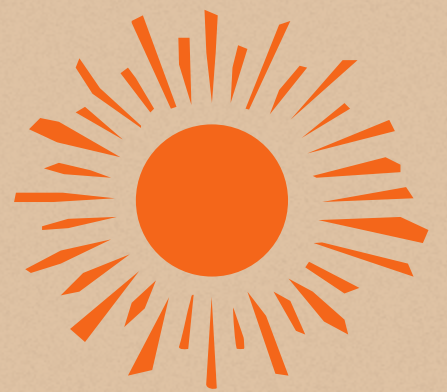


CIVIL SOCIETY ADVANCES IN THE REGULATION OF DIGITAL PLATFORMS AND TELECOMMUNICATIONS

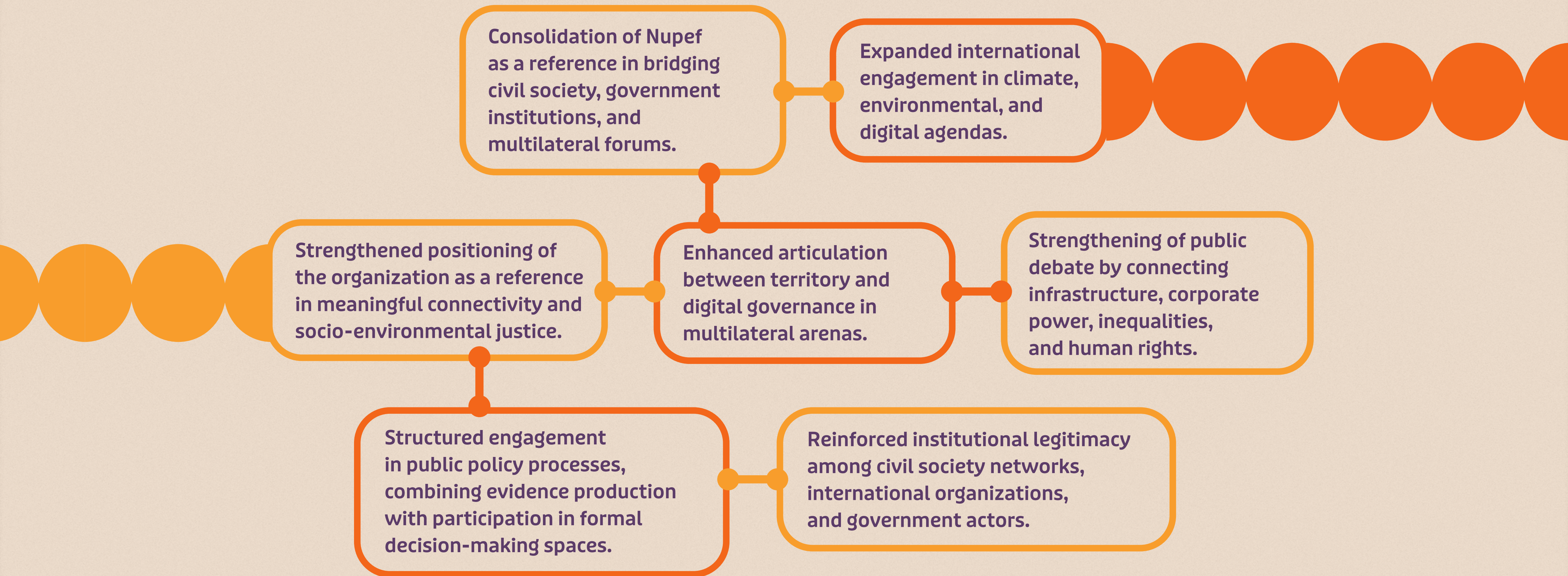
The Nupef Institute, alongside the Brazilian Internet Rights Coalition (CDR), played an active role in recent advances achieved by civil society in the legislative process surrounding the regulation of digital platforms and telecommunications in Brazil.

Among these is the sanctioning by President Luiz Inácio Lula da Silva of the law aimed at protecting children and adolescents in digital environments (**PL 2628/2022**). Known as the “**Digital ECA**,” it represents one of the first regulatory frameworks for social media in Brazil and positions the country at the forefront of global efforts to safeguard youth rights online.

Another important step was the approval by the Senate of **PL 2338/2023**, which aims to establish a **regulatory framework for artificial intelligence (AI) in Brazil**. Additionally, progress was made with the approval of PL 469/24 by the Chamber of Deputies’ Committee on Science, Technology, and Innovation (CCTI). This bill addresses **the prohibition of charges imposed by telecommunications operators on Internet application providers for data traffic**. These developments underscore the importance of collective action by civil society organizations in shaping public policies that directly impact connectivity, democracy, and citizenship in Brazil.



Impacts of the Advocacy Area



Knowledge Production

Knowledge production is a **cross-cutting dimension** of Nupef’s work and therefore spans all of its programmatic areas. It is reflected in the **research and systematization of technologies, the development of reports, studies, and publications, contributions to public policy design, and institutional positioning** on strategic issues. For Nupef, producing knowledge is also a way of strengthening political action, improving technical practice, and expanding the organization’s social impact. In this section, we highlight specific outputs 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.

Throughout 2025, Nupef **consolidated its role in producing and disseminating specialized knowledge on digital rights, Internet governance, meaningful connectivity, and socio-environmental justice**, through reports, strategic publications, and qualified participation in national and international public debates.

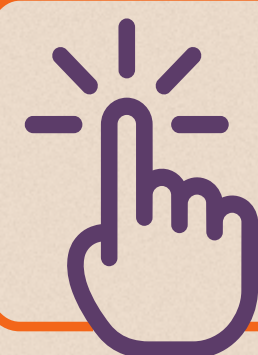
Among the key initiatives are:

- Development of the report **“Reflections and Pathways for Ensuring Meaningful Connectivity in the Amazon”**, in partnership with InternetLab. As part of the Networks in the Forest project, the publication systematizes the structural challenges of connectivity in the Amazon region and presents recommendations that combine technical feasibility, rights-based approaches, and democratic commitments. Its release is scheduled for the first half of 2026.
- Production of a special issue of the **PoliTICs** journal, in partnership with the Brazilian Internet Steering Committee (CGI.br), expanding multistakeholder dialogue on the regulation of digital platforms. The launch event took place at the Federal University of Pará (UFPA), in Belém, with support from SInD/UFPA, bringing together experts, researchers, and the academic community around a pressing issue: the regulation of digital platforms.
- Contribution to the **UN Special Rapporteur** on environmental defenders, in collaboration with Derechos Digitales, TEDIC, and Fundación Karisma, highlighting risks and recommendations for the digital protection of environmental defenders. The joint contribution focuses on Latin America—a region that recorded



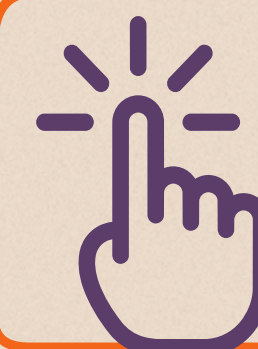
Launch event for the special edition of PoliTICs

the highest number of environmental defender killings in 2023—and analyzes how information and communication technologies (ICTs) can both strengthen protection strategies and amplify risks and vulnerabilities. The analysis is structured around three core dimensions: meaningful Internet access; threats to information integrity, including disinformation and hate speech; and digital security. As a case study, the document presents the struggle for “free babaçu” led by babaçu coconut breakers in Maranhão (Brazil), illustrating how territorial and environmental conflicts also unfold in digital spaces.



To access the case study on the struggle for free babassu in Maranhão, [click here!](#)

- Contribution to the Information and Democracy Forum report, which establishes priorities for governments to address climate disinformation and ensure access to reliable environmental information. Titled “**New Report: Ten Priorities to Tackle Climate Disinformation**,” the report is set to be published in 2026 and results from a research process led by the governments of Armenia and Brazil. Nupef contributed through case studies developed in partnership with Latin American organizations.
- Contribution to the report “**En la Mira**”, developed by the Latin American Observatory of Digital Threats (OLAD) and led by Derechos Digitales, focusing on data protection and digital violence in Latin America.



To access the PDF “*En la mira: seguridad y principales amenazas digitales en América Latina*”, [click here!](#)

- Participation in a roundtable at the **Intensive Course of the Internet Governance School (EGI)**, addressing pathways for Internet governance in Brazil. Nupef’s contribution brought a historical perspective alongside reflections on multistakeholder governance through the lens of diversity.

RESULTS

Reports and technical contributions developed or co-developed at national and international levels	6
Latin American partner organizations engaged in strategic collaborations	4
Special issue of the PoliTICs journal produced through multistakeholder partnership	1
Appearances as a qualified source in podcasts and specialized media	4
Teaching participation in a leading national course on Internet governance	1

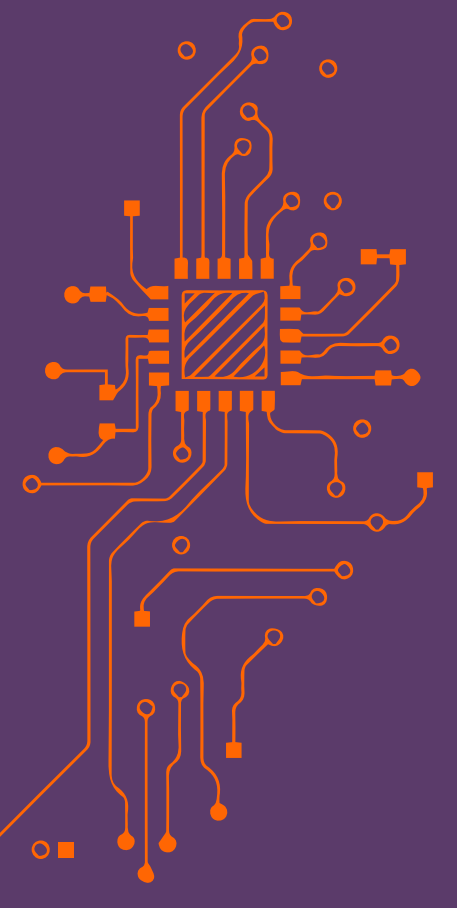
NUPEF’S CONTRIBUTION TO THE INTERSECTION OF TECHNOLOGY AND CLIMATE JUSTICE

Nupef’s work has increasingly consolidated, particularly in 2025, around the understanding that technology and climate are deeply interconnected dimensions of contemporary struggles for rights and socio-environmental justice. In this context, climate justice has become a guiding axis for both Nupef’s knowledge production and its advocacy strategies, shaping its presence in public spaces as well as its research and institutional engagement agendas.

Grounded in the principle that technology takes root in territory, Nupef has contributed to shifting the climate debate beyond strictly technical or techno-solutionist approaches. The organization highlights the role of digital infrastructures, information regimes, and power asymmetries that underpin the so-called climate transition. Nupef argues that there can be no just responses to the environmental crisis without addressing issues such as the concentration of technological power, information governance, digital sovereignty, and the protection of peoples and communities that have historically preserved the most threatened territories.

This agenda materializes through multiple, interconnected fronts. On the one hand, knowledge production has sought to strengthen public and institutional debate by connecting connectivity, information integrity, territorial resilience, and climate justice. On the other, participation in national and international governance and policy spaces has enabled the integration of these perspectives into strategic arenas, helping to broaden recognition that digital infrastructure, communication, and access to information are central components of responses to climate crises.

This work reflects Nupef’s ongoing institutional strategy of advocacy grounded in the articulation between technical expertise and territorial knowledge. Through continuous dialogue with social movements, traditional communities, civil society organizations, academia, and policymakers, Nupef has contributed to shaping an agenda that understands technology not as an end in itself, but as a means to strengthen rights, protect environmental defenders, and sustain ways of life threatened by extractive and predatory development dynamics.



Impacts of the Knowledge Production Area

Qualified engagement in international agendas on data protection, disinformation, and environmental rights.

Production of applied knowledge, combining technical evidence with rights-based advocacy.

Strengthened multistakeholder engagement, connecting civil society, academia, and international organizations.

Expanded institutional visibility as a reference in meaningful connectivity, Internet governance, and climate justice.

Consolidation of Latin American cooperation networks in digital rights and information democracy.



Communication

Communication at Nupef **functions as a strategic, cross-cutting axis**, connecting **knowledge production, policy advocacy, and institutional strengthening**. Throughout 2025, the area advanced toward a more integrated approach, linking territories, agendas, and strategic audiences, while expanding the organization's public presence.

The year was also marked by **Nupef's 20th anniversary campaign**, which brought together a series of initiatives aimed at strengthening institutional visibility and reinforcing the organization's recognition as a reference in its field.

Digital presence and external communication

In 2025, Nupef strengthened its digital presence through the redesign of its social media channels and institutional website, increasing the regularity of its publications and building a more coherent narrative aligned with its institutional agendas. Instagram maintained stable engagement, while LinkedIn continued to consolidate itself as a strategic channel for audience diversification.

Content production on the institutional website was maintained consistently, **contributing to the organization's credibility**. Notably, there was also an increase in collaborative social media content with partner organizations such as NIC.br, InternetLab, and Wikimedia Brasil, as well as networks like the Escazú Brazil Movement and the Brazilian Internet Rights Coalition (CDR), expanding reach, engagement, and message dissemination.

“ *Celebrating Nupef's 20 years means recognizing an organization that has become a reference in the connectivity debate in Brazil—particularly in a context where the longevity of civil society organizations is itself a challenge. I would also emphasize the importance of valuing diverse voices—from founders to younger generations—in building a more democratic Internet where everyone can be heard and claim their digital rights”*

Bia Barbosa, Diracom - Communication Rights and Democracy

“Nupef has played a fundamental role in advancing public debate on technology in Brazil, particularly through the creation of the PoliTICs journal, which has become a reference by bridging academic knowledge and public debate, contributing to the training of students and researchers. I would also highlight its ability to connect different fields and institutions—from academia to Internet governance spaces—acting as an important opinion leader and policy contributor in the country”

Suzy dos Santos, Professor at the Federal University of Rio de Janeiro (UFRJ) and Nupef Board Member

“It is an honor to serve on Nupef’s Advisory Board and to closely follow the relevance of its work, especially in territories where the state has limited reach, promoting connectivity. I would also highlight the importance of the PoliTICs journal, which contributes meaningfully to debates on Internet public policy”

Flávia Lefèvre, lawyer and Nupef board member

Incidência na mídia

Nupef expanded its media presence in 2025, with features in national and international outlets, interviews, articles, and participation in audiovisual content. The **organization contributed to public debate on issues such as platform regulation, Internet governance, climate justice, and the Escazú Agreement.**

A total of **13 media mentions** were recorded—9 in national outlets and 4 in international ones—highlighting recognition of Nupef’s expertise and its capacity for informed and strategic engagement.

RESULTS

Active social media platforms with defined strategy	3 (Instagram e LinkedIn e Youtube)
High-engagement collaborative posts	50
Articles and notes published on the institutional website	18
National media mentions	9
International media mentions	4

Social Media Overview (2025)



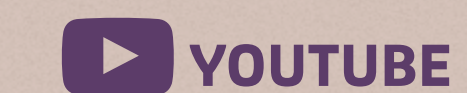
1,4 mil followers
107 posts

↗ **increase of 521 new followers**
↗ **Approximately 59% growth**

On Instagram, the **107 posts** published in 2025 represent approximately **36% of all content ever shared on the platform.** Between December 2024 and December 2025, the account **grew from 879 to around 1,400 followers**, an increase of 521 new followers (approximately 59%), indicating the consolidation of its digital presence and the strengthening of its communication strategy.



61 posts



9 videos



18 publications

“It is an honor to serve on Nupef’s Advisory Board and to closely follow the relevance of its work, especially in territories where the state has limited reach, promoting connectivity. I would also highlight the importance of the PoliTICs journal, which contributes meaningfully to debates on Internet public policy”

Mariana Cartaxo, from the UK Digital Access Program in Brazil

“I congratulate Instituto Nupef on its 20 years of work in Brazil—a trajectory that is deeply intertwined with the very history of the Internet’s arrival in the country. I would also highlight its commitment to the right to communication, built collectively alongside territories and communities”

Alfredo Portugal, Intervozes - Brazil Social Communication Collective

Institutional communication

The year was marked by **a significant process of institutional renewal.**

Nupef launched its new visual identity and website, consolidating a more consistent, accessible, and mission-aligned presence. These initiatives were closely linked to the **organization’s 20th anniversary campaign**, strengthening its visibility and institutional positioning.

Key actions included the creation of a commemorative seal, the development of institutional materials, and the organization of an in-person event that brought together partners, community leaders, and researchers. The campaign also featured the production of graphic and audiovisual materials, including a timeline highlighting key milestones from two decades of Nupef’s work, helping to showcase its trajectory and expand dialogue with diverse audiences.

The communication team played **a central role in Nupef’s strategic projects**, designing and implementing institutional communication strategies. Within the Resilient and Connected Territories project, the team also coordinated training processes in community communication and educommunication initiatives, aimed at strengthening the communication capacities of organizations and territories.

The team’s work in the Technologies for Rapid Response to Incidents and Climate Disasters (Tridecs) project is also noteworthy, including the development of the project’s visual identity, production of institutional materials, social media content management, and coordination with partners. As part of external communication efforts, the project was launched across social media platforms with strong reach and engagement, alongside the

production and dissemination of graphic materials in strategic spaces such as COP30.

It is also worth highlighting the production and distribution of a **special edition of the Nupef newsletter** in 2025. Published in both Portuguese and English, it was sent to institutional mailing list, including funders, journalists, researchers, and civil society representatives, contributing to the broader dissemination of the organization’s agendas and activities. Nupef also shared its initiatives in all editions of **DRN Pulse**, the Digital Resilience Network’s newsletter featuring highlights from member organizations.

RESULTS	
Institutional renewal initiatives	2 (new visual identity and website)
Institutional campaigns carried out	1 (Nupef 20th anniversary)
Strategic projects supported by the communication team	2 (Resilient and Connected Territories and Tridecs)
Special newsletter edition produced	1 (Portuguese and English)
Audience reached through institutional mailing	205 contacts

Communication for advocacy and knowledge production

Communication played a **key role in translating technical content into accessible and strategic formats**, supporting both policy advocacy and knowledge dissemination agendas. Throughout the year, content was produced on topics such as platform regulation, copyright, Internet governance, and climate justice. Nupef also contributed to communication efforts within collaborative initiatives, including the Manifesto for Copyright Reform and the #KnowledgelsARight campaign, alongside Wikimedia Brasil, as well as the public statement on the repeal of Norm 4, in partnership with the Brazilian Internet Rights Coalition (CDR).

A highlight was the **coverage of COP30**, which combined strategic planning, content production, and on-the-ground monitoring. The publications performed strongly across platforms, achieving greater reach on



Video on access to information and climate justice

Instagram and high engagement and click-through rates on LinkedIn, indicating a highly engaged and qualified audience.

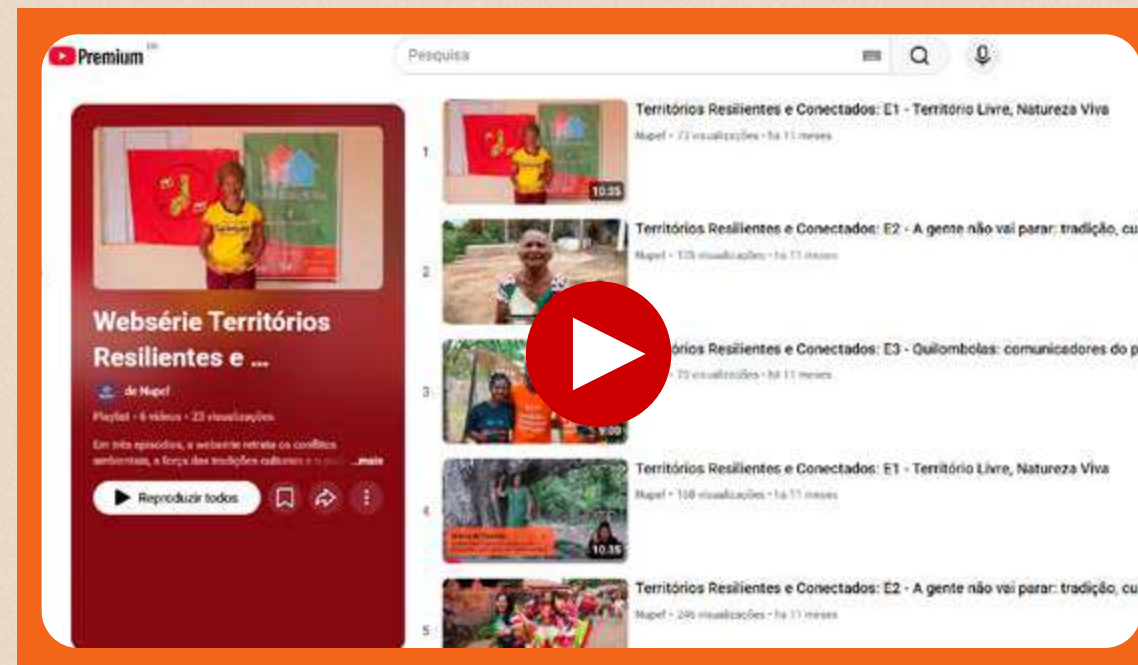
Another notable **initiative was the knowledge dissemination strategy** centered on the PoliTICs journal, which involved adapting academic content into accessible formats for social media, as well as producing the **video “The Importance of Access to Information in Ensuring Climate Justice.”** This content contributed to bridging debates on digital rights,



"Quilombola Voices" podcast

Internet governance, and environmental and climate justice. The material brings together testimonies from Indigenous and quilombola leaders, as well as researchers, highlighting the impacts of limited access to information and the spread of disinformation in territories already under pressure from agribusiness, large-scale infrastructure projects, mining interests, and other economic forces.

In the same vein, it is also important to highlight previously mentioned productions: **the Resilient and Connected Territories web series and the Quilombola Voices** podcast, developed through educommunication processes with



"Resilient and Connected Territories" web series

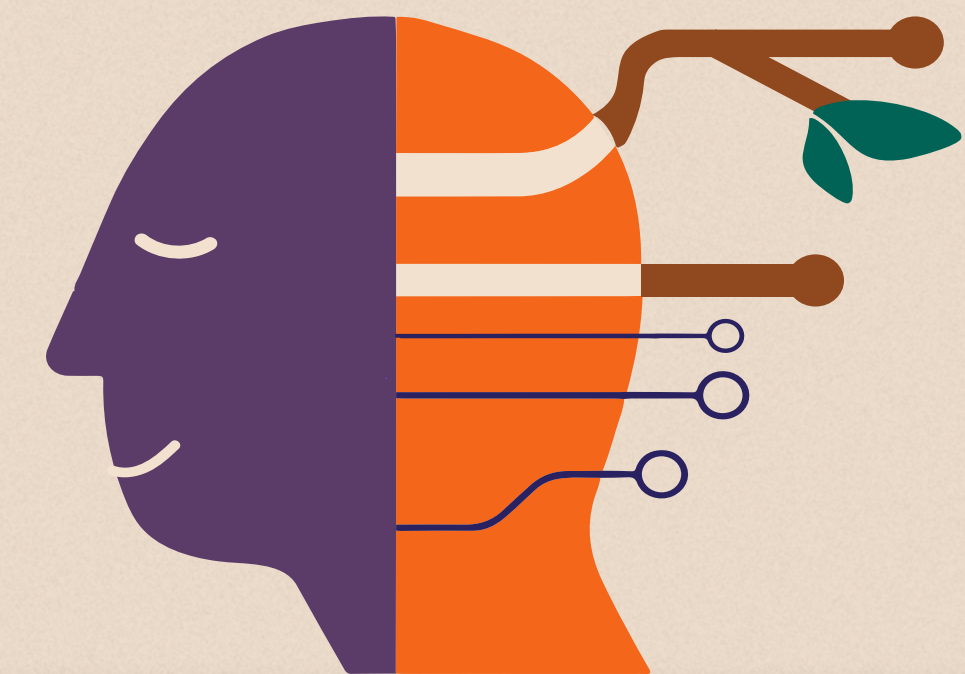
youth and community leaders from quilombola communities in Piauí and Maranhão. These initiatives contribute **to disseminating knowledge on communication, technology, and climate justice.**

RESULTS	
Participation in campaigns on topics such as platform regulation, copyright, Internet governance, and climate justice	4
Social media dissemination of PoliTICS journal articles	13 (PoliTICS articles shared on social media)
Development and dissemination of communication products on access to information, climate justice, and community communication	3 (1 video with interviews; 1 podcast; 1 web series)
Coverage of a global climate event	1 (COP30)

Internal Communication

In 2025, progress was made in structuring internal communication processes, including the implementation of workflows, tools, and alignment routines across teams. This contributed to greater integration among programmatic areas and to the strengthening of a more unified institutional narrative.

The engagement of a specialized consultancy supported the redesign of Nupef's visual identity, the restructuring of its website, and the repositioning of its communication strategy—also reinforcing the foundations for a more strategic and aligned internal communication approach.



Impacts of the Communication Area

Consolidation of communication as a strategic institutional axis, with structured planning, greater narrative coherence, and stronger integration across areas.

Strengthened public presence and institutional reputation, through features in national and international media and qualified engagement in strategic campaigns.

Expanded reach and diversification of audiences, particularly across social media, contributing to greater visibility and legitimacy in debates on technology, rights, and climate justice.

Reinforcement of institutional identity through rebranding and website redesign, resulting in a more consistent, engaging, and mission-aligned presence.

Alignment of communication with policy advocacy, through well-positioned public statements and collaborative actions with networks in the digital rights and Internet governance fields.

Integration between communication, knowledge production, and territorial engagement, enhancing content circulation and the impact of institutional agendas.

Production and dissemination of strategic content—including campaigns, institutional materials, and audiovisual outputs—aimed at raising awareness and supporting advocacy on priority issues.

Increased visibility of the PoliTICs journal on social media, with systematic promotion of articles and audience engagement.



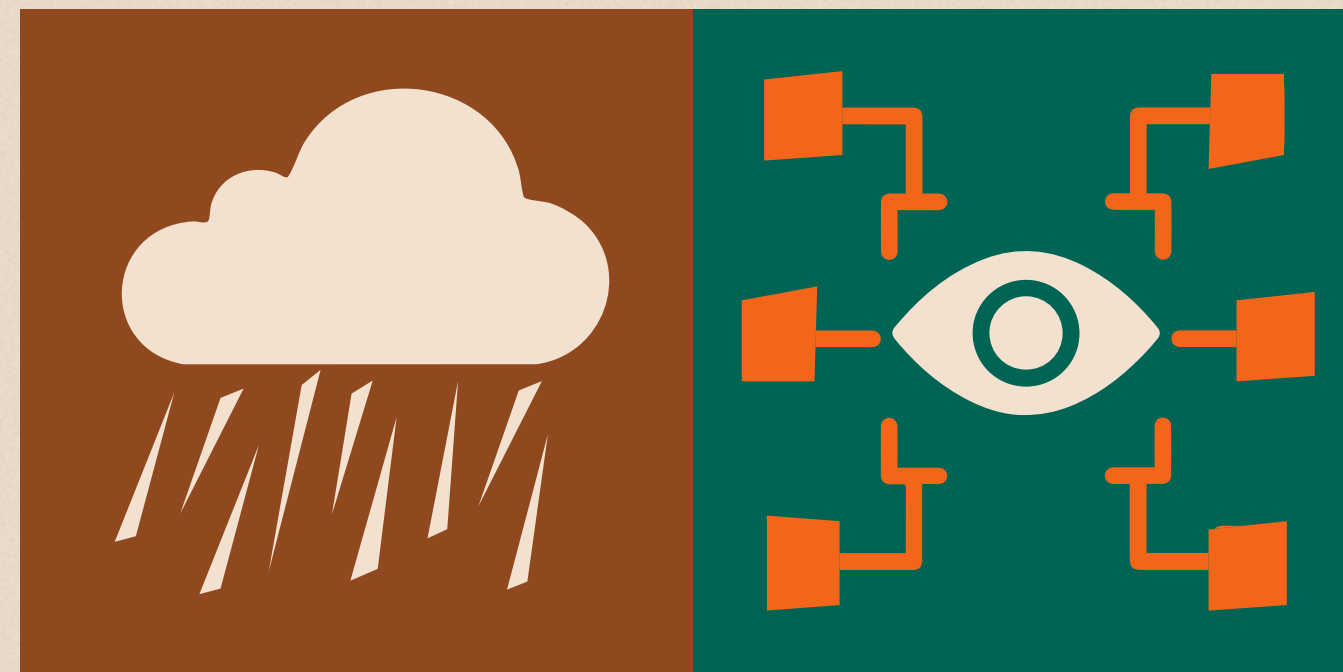
**PARTNERSHIPS
AND INSTITUTIONAL
SUSTAINABILITY**

Throughout 2025, Nupef **consolidated a diverse and strategic network of partnerships**, involving international foundations, civil society organizations, academic institutions, and social movements in Brazil and across the Global South. This collaborative ecosystem has been essential in sustaining initiatives focused on meaningful connectivity, climate justice, digital rights, and the development of autonomous infrastructures.

At the **national level**, there were signs of **renewed dialogue between civil society and the government**, including the reactivation of institutional spaces such as councils and interministerial committees with social participation. In contrast, the **international landscape** has presented **growing constraints** for human rights organizations, particularly due to the weakening of funding mechanisms driven

by shifts in international cooperation policies, especially in the United States.

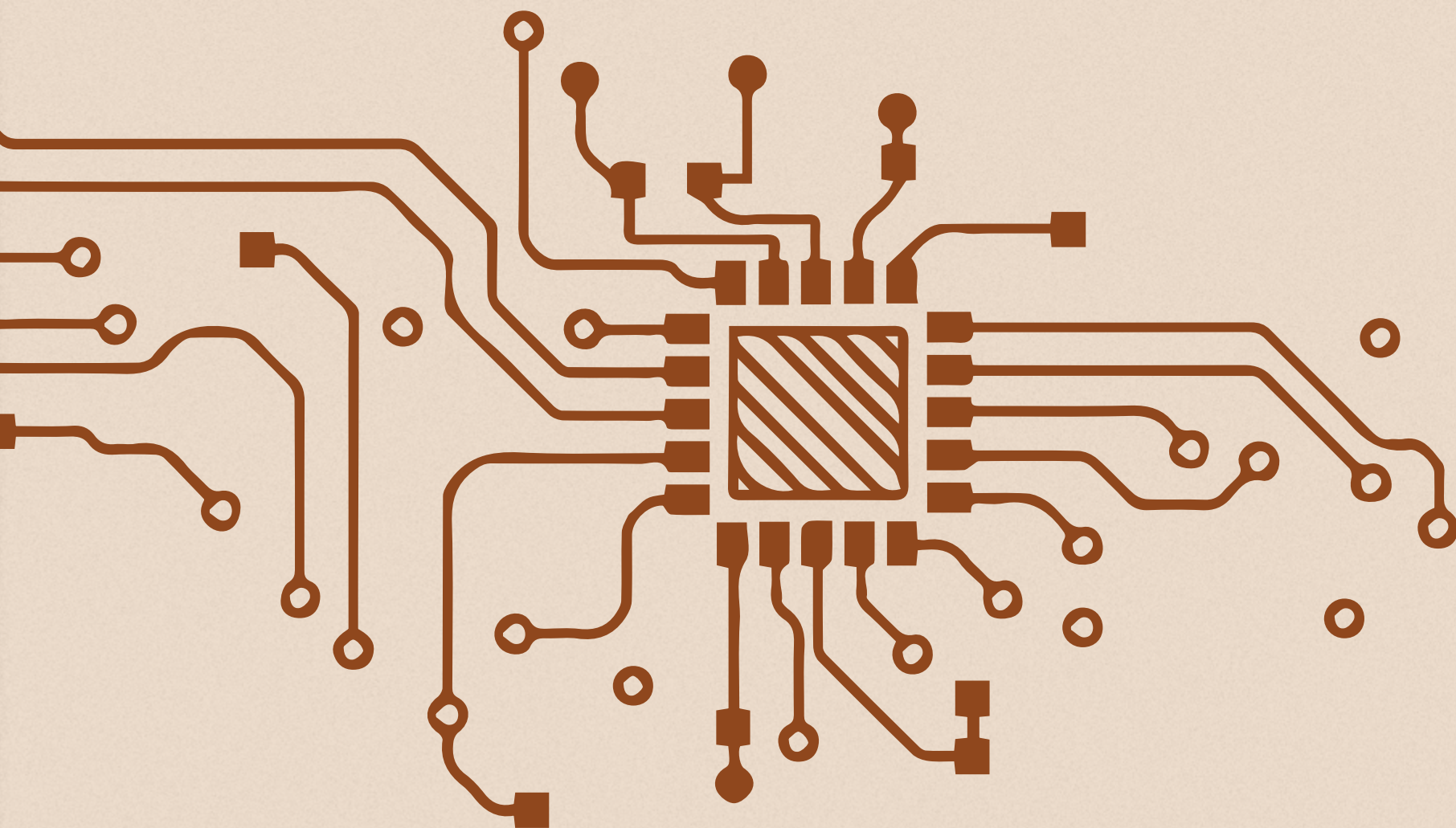
The **global funding landscape underwent significant transformations over the past year**, marked by reduced available resources, increased uncertainty for both organizations and philanthropic institutions, and a growing prioritization of short-term agendas. As highlighted in a recent study by the Global Digital Resilience Network, there is a clear trend toward revising support models, with greater emphasis on measurable outcomes and less availability for long-term structural investments.



In response, **Nupef has sought to diversify its institutional sustainability strategies**, combining project-based funding with the strengthening of its own initiatives. In this context, the Tiwa infrastructure stands out as a service designed for civil society organizations across different regions of the world. Maintaining and expanding this infrastructure involves technical, financial, and political challenges, particularly in ensuring autonomy, security, and stability in adverse contexts.

The organization also benefits from essential non-financial support for sustaining its infrastructure, notably through its partnership with NIC.br. At the same time, it has advanced in structuring models to support the provision of Infrastructure as a Service (IaaS), including the professionalization of the Tiwa initiative and the clearer definition of its scope of operation.

Recognizing institutional limits—both in technical capacity and policy engagement—has been a key strategic exercise. In a context marked by pressure for immediate results and a multiplicity of emerging agendas, defining priorities and clarifying areas of action is essential to ensure coherence, consistency, and impact. Looking ahead to **2026**, the organization faces a **moment of transition and reconfiguration**, with the conclusion of



a significant number of ongoing projects. This context brings both challenges for financial sustainability and opportunities to develop new initiatives aligned with Nupef's strategic objectives.

This scenario underscores the **importance of strengthening Nupef institutionally**, given its complex and multi-layered nature. The organization brings together multiple generations, operates across more than ten cities worldwide, and works across diverse thematic areas. Sustaining this diversity requires the development of new organizational arrangements, more stable funding sources, and the continued recognition of the knowledge built over two decades of work.

It is also essential **to reorganize and strengthen the knowledge production**

area, with a focus on systematizing accumulated learning and rebuilding a consistent agenda of research, evidence production, and public engagement. In a dynamic and fragmented global context, the challenge lies in balancing responsiveness to current developments with maintaining an analytical, critical, and strategically oriented approach.

Nupef extends its gratitude to its partner institutions for their trust and support, especially the Internet Society Foundation, the Ford Foundation, the UK Digital Access Programme, and the Norwegian Agency for Development Cooperation (Norad). It also recognizes the fundamental role of NIC.br as a long-standing partner in infrastructure, security, knowledge production, information dissemination, and event support.

WHO MAKES NUPEF



Nupez’s team is characterized by the diversity of trajectories, backgrounds, and experiences that come together in shaping an interdisciplinary approach committed to the promotion of rights. It brings together individuals with varying levels of academic training—from secondary education to PhDs—with a predominance of professionals holding master’s degrees in fields such as engineering, economics, social cartography, anthropology, communication, administration, international relations, design, and philosophy. This diversity of knowledge is directly reflected in the organization’s ability to integrate technical, social, and political dimensions across its projects.

A significant portion of the team has built its **trajectory in close dialogue with traditional, peripheral, quilombola, and rural communities**, particularly in Brazil’s North and Northeast regions and in urban peripheries of the Southeast, as well as through experiences in other Latin American and Central American countries. This territorial grounding not only informs

but actively shapes how Nupez designs its initiatives, defining priorities, methodologies, and the communities it engages with.

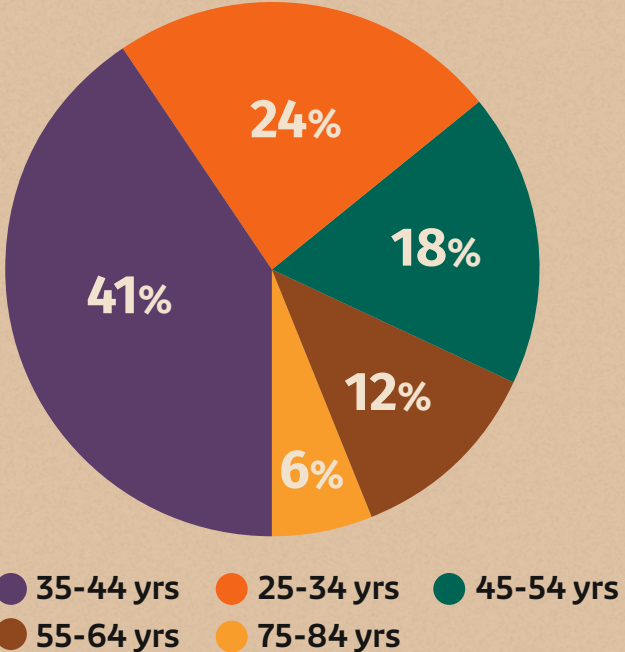
Diversity of origin is also a defining characteristic of the team. Nupez brings together individuals born in different regions of Brazil—across at least six states—as well as abroad, currently distributed across Brazil, Portugal, and Spain. These trajectories range from the interior of São Paulo to the Amazon region of Pará, passing through Northeastern capitals and urban peripheries, forming a mosaic of experiences that enrich perspectives on connectivity and digital rights.

Many of these trajectories are shaped by prior experiences in activism and political engagement within social movements and civil society organizations, particularly in the fields of communication, education, health, and culture. For a significant part of the team, **working at Nupez is not merely a professional role, but a continuation of life projects** guided by commitments to social justice, democracy, and the protection of rights.

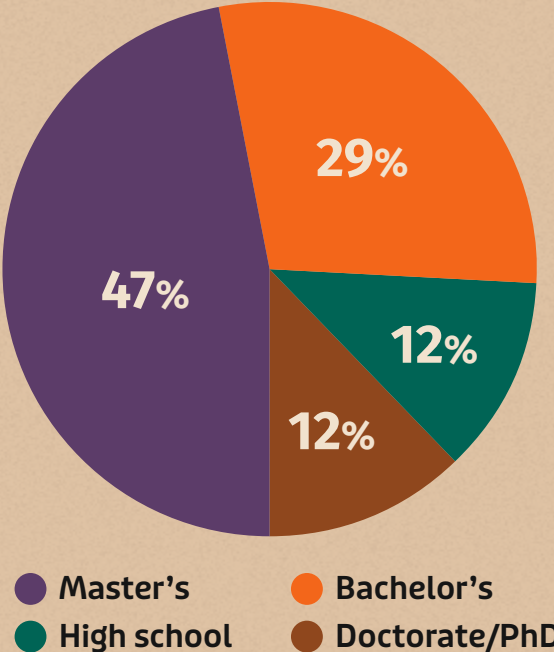
See a more detailed profile of the team!



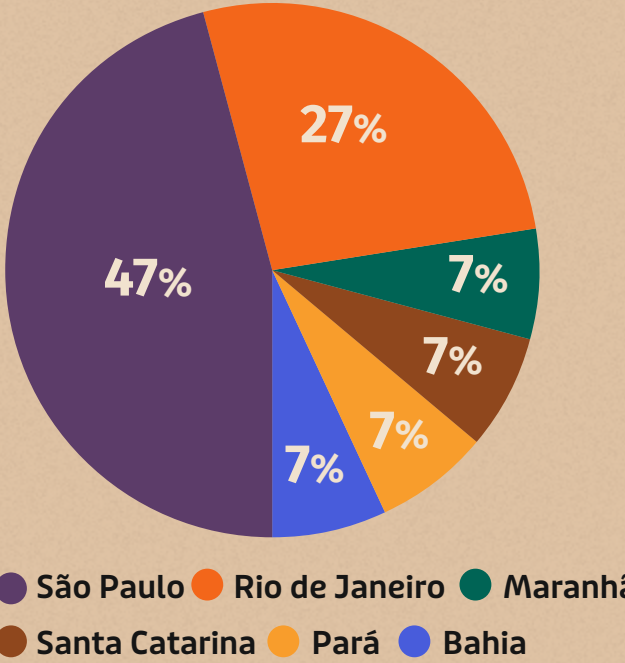
AGE GROUP



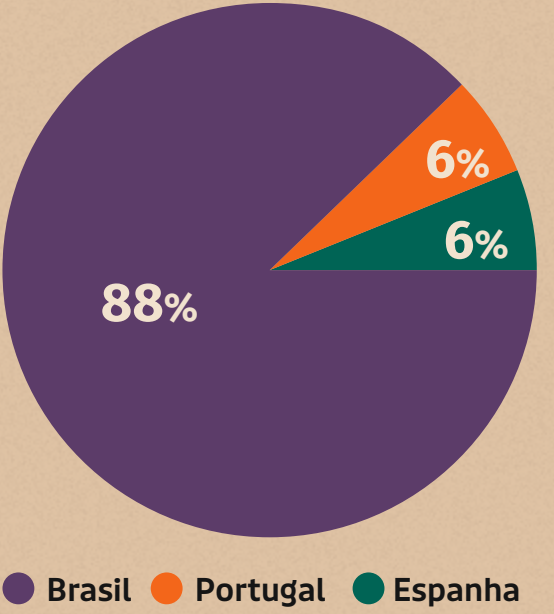
EDUCATION LEVEL



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Activity Report 2025

Produced by: Instituto Nupef

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Gabriel Dias - p. 5, 20 e 42

Ingrid Barros - p. 3

The report's visual concept is based on Nupef's new visual identity, developed by designers Matheus Tanajura and Flora Tavares (Estúdio Liga).

