DEVELOPING LEADERS AND ENGAGING SOCIETY FOR THE IMPROVEMENT OF THE BRAZILIAN STATE
A LETTER FROM OUR DIRECTOR

In 2018 we closed a five-year cycle, since the 2013 manifestations, during which the participation of civil society in politics became more evident. It was a period when citizens became more aware of politics and went to the streets. We have witnessed a massive mobilization among the population, which led to an urge for renovation in the elections. It became obvious, in this scenario, the importance of third sector organizations as enablers of such social engagement, encouraging the transformation process. People from the public sector, in their turn, are trying to reinvent themselves to meet society’s demands. They are more open for discussion, willing to get more qualified and trying to change, hence the importance of organizations, such as CLP, to bring together both ends.

Eleven years ago, we were virtually the only institution discussing leadership development for the public sector in Brazil and the need for a new political culture in the country. Today, we are thrilled to see a different number of organizations acting as a network and strengthening this debate.

We need, indeed, more skilful statesmen and stateswomen whose line of thought is aligned with the
values of democracy – and CLP keeps on working to prepare such leaderships. At the same time, we know that without citizen participation it will become harder to carry out the changes Brazil needs. Therefore, we noticed the importance of bringing closer together the training of leaders and the engagement of society to face up to the main challenges of our country. The closer leaders are to society, the better.

Good leaders need a suitable environment to make changes happen, and it is within society that lies the power to put the pressure to bring it off. On the other hand, society cannot implement the needed changes alone. Both sides must act together, talking between them and defending democracy against the harms of a populist, clientelist and inefficient State.

Every initiative we have developed respecting our convictions were only made possible because, besides endless efforts from our competent team, we could rely on experts, partners, suppliers, counsellors, volunteers and advocates who have been joining forces with us.

For that, over the next pages, we are going to share with you some successful cases and examples of good management we have had. We also detail our main accomplishments from last year regarding our four fronts of operation: Pension Reform; Political Reform; Competitiveness; and People Management in the Public Sector.

Our heart is set on being a strong bond between the public sector and the civil society, qualifying leaderships, making complex issues clear for the population, encouraging discussions and the democratic participation.

It is going to be a long journey, but we are sure that is the way to build our future.

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Luana Tavares  
Executive Director of CLP
CLP is a non-partisan organization that engages society and develops public leaders to address Brazil's main problems.

Our purpose is to improve the Brazilian State, making it more democratic, efficient and respectful of the common good.
To achieve such goal, our actions aim at overcoming obstacles that prevent us from building a fairer society fighting against the harms of political culture, such as patrimonialism, corporativism and lack of civic engagement. We want to change public management by confronting inefficiency, bureaucratic stagnation and the lack of proper training among civil servants.

We will need statesmen and stateswomen in public leadership to accomplish all that, people who put the country’s interests above individual and electoral interests.

Improving public management is vital to restore citizen confidence in our government and democratic institutions.

We believe we have an obligation to leave a better country for the next generations. And we can only attain that by sharing good management and leadership examples to inspire other managers and train more mindful citizens who are ready to make their own choices.
CORPORATE GOVERNANCE

Building a better Brazil is an arduous undertaking. Therefore, CLP has put together a team of talents with multidisciplinary knowledge motivated to work for the purposes of the organization and willing to apply their potential to solve the proposed challenges.

CLP corporate governance is harmonized, innovative, democratic and transparent. There is an advisory board with ten volunteer members made up of entrepreneurs and experts who meet four times a year to assess and discuss strategies for the organization as well as to consolidate their expectations about the future.

Luana Tavares, our executive director, is accountable to this voluntary advisory board. Besides, CLP has the support of a human resources and sustainability committee to discuss good practices, new ideas and funding opportunities.

BUILDING A BETTER BRAZIL IS AN ARDUOUS UNDERTAKING.
32 people working inside CLP office
10 executive board members
2 committees
49 professors
31 organizations supporting us
51 individuals supporting us
Luiz Felipe d’Avila creates CLP in order to change attitudes and beliefs of public leaders to transform Brazil.

**1st course for mayors:**
A week with 18 newly elected mayors. Nine states represented.

**Release of the first CLP Paper:**
“Brazilian Economic Growth Diagnosis” by Ricardo Hausman.

**2009**

A few months after the first course for mayors, we realized leaders had taken up old habits. Therefore, we thought it would be necessary to change the culture if we wanted to have real public leaders. We reviewed our work and divided the courses into modules to maintain the active change of culture.

**Seven seminars:**
One week with 18 newly elected mayors representing nine states.

**2008**

**Foundation of CLP**

**2010/2011**

To mobilize is to set things in motion, is to call for action, to encourage participation. With that in mind, CLP develops the Mobilization Department with the goal of encouraging leaders to adopt structural changes that Brazil needs.

**1st CLP Forum:**
Determining Priorities and Leading Transformative Change: 150 participants.

**A new group to discuss political reform is created:**
#EuVotoDistrital (#IVoteMMPR).

**Launch of the 1st ranking of State Competitiveness.**

**Publication of the paper “Interest Rates in Brazil.”**

**2012/2014**

In 2011, CLP starts to act directly with governments to implement important changes. The Department of Management of Transformation is born with the objective of transforming vision into projects. CLP starts to assist teams in building the capacity to deliver results, aiming at the institutionalization of public policies.

**Management advisory**
Coaching and mentoring for public leaders.

**“Municipal Management Program for the New Economy”, in Santa Catarina.**

**Leadership and Municipal Management Course:**
61 leaders developed in four modules.

**MLG Program – Class of 2015**
MLG (Master in Leadership and Public Management) is a post-graduate program, which trains leaders with a high potential to transform the reality of the Brazilian State.
TIMELINE

THE REACH OF CLP IMPACT

2015/2016

Focus on the maintenance and continuity of initiatives that stood out by the potential impact in the search of a better State.

- Launch of the Brazilian Education Opportunity Index (IOEB).
- Execution of Management Leadership and Competitiveness (LGC).
- Implementation of seven large projects with state/municipal scopes with great potential for institutionalization.
- Reformulation of the methodology of the Ranking of State Competitiveness.
- Excellence in Competitiveness, which recognizes states that have succeeded in implementing public policies that are worth sharing.

A LOOK INTO THE FUTURE: 360° VISION AND EXPERTISE IN CAUSES

2017

Development of the strategic planning of 2017 with focus on the next five years of CLP’s performance (2017-2021), with the definition of goals and targets. We adopted causes we believe are important levers of transformation, and we acted both directly and indirectly to make real changes.

- Debut of MLG Class of 2018.
- Definition of CLP’s causes: Pension Reform; Political Reform (mixed member proportional representation; People Management in the Public Sector; Competitiveness), and fiscal responsibility of the Congress.
- Distance and on-site learning experiences gain momentum and enthrall civil servants and leaders who have little access to high-level content.

CLP COMPLETES A DECADE OF EXISTENCE

2018/2019

The year CLP completed 10 years of existence has highlighted our active participation during the elections.

- 1st National Meeting of Leadership and Public Management, in which it was discussed transitional governments and people management from different perspectives.
- First Online Conference on Municipal Management.
- CLP’s 10th Anniversary Celebratory Dinner
  Dinner with the presence of presidential candidates discussing the future of Brazil.
- More than one thousand cities impacted with courses and workshops.
- Development of a digital strategy that made an impact on more than three million people.
Developing and engaging society is fundamental to protect the Democratic State and the Rule of Law. When people take part in politics, they oversee their representatives and demand actions for the common good, leaving little room for clientelism and corporativism. Throughout its endeavor, CLP has chosen four targets to foster citizen participation: Pension Reform, Political Reform, Competitiveness, and People Management in the Public Sector.

The work we carry out in those four fronts involves forum, studies, and discussions with society. We want to share knowledge so everyone is aware of the importance of such issues for a better Brazil.
Developing and Engaging Society

**Pension Reform**

WE SAY ‘NO’ TO PRIVILEGES, ‘YES’ TO EQUALITY

The Pension Reform has been one of CLP’s key causes since 2016, when the first proposal was submitted under former President Michel Temer administration. Facing this problem requires political courage since it requires the end of privileges of some groups who have taken to themselves resources that should belong to everyone. Even though such appropriation is regulated by the Brazilian Constitution, from a social justice standpoint it is totally unequal.

While the typical Brazilian citizen retires with an average income of about 320 dollars, a retired servant from the Executive Branch receives about 2,000 dollars a month; one from the Legislative Branch is entitled about 6,500 dollars; and from the Judicial Branch, about 4,500 dollars. It is impossible to justify why a public servant makes so much more in comparison to a private-sector worker, who, during his or her productive life, earns the same level of salary and assumes similar positions in terms of responsibility.

From the State’s point of view, both publics are equal. In 2019, due to the expectation of the progress of this agenda, our work defending this cause became even more intense: we created a team of nine people in Brasilia that managed to talk to 155 congressmen and congresswomen only in the first six months of the year. A significant number considering that, in 2017, we managed to approach 180 congressmen and congresswomen, and, in 2018, 210. During our gatherings, we were able to provide data proving the need for the reform, distribute content on the subject and explain the impact for the country if we fail to approve the reform. By doing so, we hope to get them working in tune with the cause. And we are beginning to see the results of actions such as this one.

Ana Carla Abrão, Head at Oliver Wyman in Brazil, partner for Finance & Risk, and Public Policies practices and advisor to CLP
Ana Marina de Castro, mobilization director at CLP.

The System of Pension is directly linked to the efficiency of the State. Nowadays, Brazil spends almost 70% of its budget on staff, active and retired. If nothing is done, over the next five years, the country will be spending 80%. What is left for investments in key areas, such as education, health and security, is next to nothing.

To inform and ensure the support from civil society, CLP has teamed up with other 76 non-partisan institutions to establish the “Support the Reform” movement, a network focused on developing content that explains and passes on the importance of Pension Reform to Brazil.

Why do we advocate in favor of the Pension Reform?
JUSTICE INSTEAD OF PRIVILEGES
We defend that the resources produced within society must be shared according to social justice.

SAVING FOR THE FUTURE
The decision we must make right now is: will we leave liquid assets or an impossible-to-pay debt for the next generations?

FISCAL SUSTAINABILITY, A COMMITMENT TO MAKE RIGHT NOW
It is necessary for the Brazilian government to rebalance its budget, boosting investments again and recovering its capacity to offer basic services for the population.

TRANSPARENCY
The pension situation in Brazil requires a more active social monitoring and participation so decisions are made based on verified and well-established information.

CONGRESSMEN AND CONGRESSWOMEN WHO HAVE WELCOMED CLP TO DISCUSS THE PENSION REFORM

<table>
<thead>
<tr>
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<th>2017</th>
<th>2018</th>
<th>2019(1)</th>
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<tbody>
<tr>
<td></td>
<td>180</td>
<td>210</td>
<td>155</td>
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</table>

(1) In the first six months of the year.

76 institutions have joined forces with CLP in the “Support the Reform” movement.

10 mobilization events were organized in favor of the reforms within state electorate bases in the first semester of 2019.
Developing and Engaging Society: 
People Management in the Public Sector

THE ATTENTION THE CIVIL SERVICE DESERVES

Today Brazil has 12 million civil servants. It is the number of citizens in the city of São Paulo. But the work environment these people find in municipalities, states, and the federal government is little encouraging for good professionals and permissive towards corruption and unethical behaviors. The situation of civil service is one of the main problems in Brazil, and we believe that by solving it, it will be possible to create an environment to improve the State on several fronts. That is why we have established People Management in the Public Sector as one of our causes.

To change this scenario, the administrative structure as a whole must be willing to work towards effective results rather than just in compliance with legal and bureaucratic procedures.

“THE HUMAN RESOURCE DEPARTMENTS OF ADMINISTRATIVE OFFICES NEED TO BE MORE STRATEGIC SO THE GOOD SERVANTS THRIVE AND GET BETTER EVALUATED – AND THOSE LACKING COMPETENCE CAN BE DISMISSED”.

Ana Marina de Castro, mobilization director at CLP.

We want to see more stories like the one Helena de Rezende lived in the Under Secretary of Education, Valorization and Prevention (SSEVP) of the Secretary of Security of Rio de Janeiro State. First a federal police commissioner, she was nominated to take over in 2017. And the reality she was faced with was totally adverse: unmotivated employees, overdue salaries and no available resources for investment.

Her first measure was to meet up with everyone from the team, without exception. During the conversation, she assured them she had no intention of making changes to the team, but also made it clear that the group still needed to be integrated and work together.

“THE CHALLENGE WAS GETTING THOSE PEOPLE INVOLVED, COMMUNICATING, ENGAGING, FEELING LIKE THEY BELONGED AND BELIEVING IN WHAT THEY WERE PRODUCING.”

Helena de Rezende from the Under Secretary of Education, Valorization and Prevention (SSEVP) of the Secretary of Security of Rio de Janeiro State.

Helena was attending the second Class of MLG at the same time she took office at the Secretary and replicated most of what she was learning to her team. “In the meetings after classes, I used to share everything I had learned. We used to discuss what could serve us and put it into practice promptly,” said Helena.
It took six months until Helena got the team she had envisioned, without the need for replacements. As a result, there was an increase in everyone’s productivity and work quality. “The app ValoraSeg, which enables care service for vulnerable populations, awarded us, and the Integrated Police College, which we have created together, is going into the second year,” said Helena.

Our strategy to have successful cases, such as this one is to team up with other organizations from the third sector and experts. CLP takes part in the people management network at GIFE (a group that brings together institutions, foundations and companies) and at Brazil Rising, an initiative whose purpose is to promote the importance of people management as a number one priority for Brazilian rulers.

“WE FACE A MAJOR CHALLENGE IN THIS AREA, THAT IS FINDING A WAY OF INCLUDING THIS AGENDA IN EVERY CIVIL SERVANT WORK ROUTINE. AND THAT IS NOT A CHALLENGE JUST FOR CLP, IT IS FOR THE CIVIL SOCIETY AS A WHOLE WHO HAS RECENTLY BECOME AWARE OF SUCH ISSUE”.

Ana Carla Abrão, Head at Oliver Wyman in Brazil, partner for Finance & Risk, and Public Policies practices and advisor to CLP.
Developing and Engaging Society: Competitiveness

THE GUIDELINE OF GOOD PRACTICES FOR THE STATES

Competitiveness is the ability to use the resources at hand to outdo others. When considering Brazilian States, the metric to measure success takes into account how they use the budget at their disposal to promote social well being throughout a number of actions that can improve public services and attract companies aiming at social and economic development.

Brazilian States need to improve their productivity in order to become more competitive. Bureaucracy stop them from moving forward and they do not have a long-term agenda. With the purpose of changing this situation and boosting state development, we created, in 2011, the Ranking of State Competitiveness, which has been receiving support from the Economist Intelligence Unit since the beginning.

From 2015 onwards, it has also received the help from Tendências Consultoria Integrada.

For the assessment, we look into every State of the nation considering ten dimensions: Market Potential, Infrastructure, People, Education, Social Sustainability, Public Security, Financial Stability, State Efficiency, Innovation, and Environmental Sustainability.

The data we gather offer the States the opportunity to see clearly the areas that need improvement.

“THE RANKING HAS BECOME A TOOL OF UTTERMOST IMPORTANCE. IT IS A GUIDELINE OF GOOD PRACTICES FOR THE STATES THAT HAS MOST CERTAINLY ESTABLISHED ITSELF AS AN INDEX FOR THE ADMINISTRATION PERFORMANCE AND THAT IS ACKNOWLEDGED BY GOVERNORS.

Maria Silvia Bastos Marques, chairman at Goldman Sachs and advisor to CLP.”
We want it to enable even more successful projects, such as DESARME, an official police body focused on guns, munitions and bombs at the city of Rio de Janeiro. Conceived in 2017 by Rio de Janeiro’s former Secretary of Security Roberto Sá, the police station was created to increase police efficiency to impound guns and munitions. Sá, who has graduated from MLG’s third Class, realized that fighting crimes, such as illicit gun possession and trade and gunrunning, was not the priority.

“There were numberless detentions being carried out but always during the approach, which led to confrontation and casualties”

Roberto Sá, former Secretary of Public Security of Rio de Janeiro, responsible for creating the DESARME initiative and current Secretary of Public Security for the State of Espírito Santo.

By investigating the route of firearms and teaming up with institutions such as Federal and Road Police, DESARME could intercept guns with less confrontation, stopping gunrunners on Presidente Dutra road, at airports or even at their homes. “DESARME carried out some actions that did not even end up in shot-outs because they were the result of an intelligent investigation that took criminals by surprise”, explained Sá. The results came soon: 94 people arrested, 173 weapons and 99,743 munitions apprehended. And it was all thanks to the relocation of the workforce and material resources without the need of increasing the expenditure of Rio de Janeiro, a state that is undergoing severe financial crisis. The Rio de Janeiro’s success spurred the Secretary to create a DESARME in Espírito Santo. Initiatives such as this one are key to make better use of States’ resources, making them more competitive.

**THE MOST COMPETITIVE ONES**

Last year, São Paulo topped the Ranking, followed by Santa Catarina and Distrito Federal. The announcement was again made during an event at B3 with the theme “Brasil of Today, Country for the Future: the Role of the States”. Besides announcing the Ranking, we gave the Competitiveness Excellence Award, which recognizes public policies and state actions that improve the population’s quality of life and the levels of competitiveness.

There is upcoming news for this year: CLP is setting the ground for Ranking of City Competitiveness. “We are setting up a survey, speaking with city agencies and closing partnerships to launch it next year”, said Ana Marina de Castro, director of mobilization at CLP. The city ranking is another tool to contribute to the development of the country.
WHAT WE HAVE ACCOMPLISHED WITH THE RANKING

20 STATES USE THE RANKING OF COMPETITIVENESS;

+ 1,000 ARTICLES on the media;

+ 10 GOVERNORS attended the launching events and 14 governors committed;

+ 150 STATE SECRETARIES representatives of more than 23 States attended the events;

+ 190 SUBSCRIPTIONS for the Competitiveness Excellence Award with the participation of 15 States.

THE PERFORMANCE OF THE STATES AT THE 2018 RANKING

<table>
<thead>
<tr>
<th>State</th>
<th>Score</th>
</tr>
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<tbody>
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<td>São Paulo</td>
<td>89,1</td>
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<tr>
<td>Santa Catarina</td>
<td>76,6</td>
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<tr>
<td>Distrito Federal</td>
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<tr>
<td>Paraná</td>
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<tr>
<td>Minas Gerais</td>
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<td>Mato Grosso do Sul</td>
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<td>Espírito Santo</td>
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<td>Paraíba</td>
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<td>Goiás</td>
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<td>Acre</td>
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Developing and Engaging Society:
Political Reform

FOR AN ELECTORAL SYSTEM THAT REPRESENTS US

According to a survey conducted in 2017 by Ipsos Institute, only 6% of voters feel represented by the politicians they have voted for and only 38% gave a positive evaluation for the Brazilian democratic system. These data show the current electoral system is not fulfilling its role.

That is the reason CLP has taken political reform as one of its causes and has been working since 2010 to increase representativeness, intensify social engagement in politics, and promote more actions to put pressure on the government and demand more transparency in its decisions.

Citizens do not understand how and why their representatives are elected. There are several distortions that pull away politicians’ interests and voters’ expectations. The high number of parties and candidates leave citizens to vote for a person without knowing who he/she is, where he/she comes from and what his/her proposals are. CLP believes that a political reform would facilitate this process.

CLP coordinated a network made up of more than 13 institutions from civil society looking forward to enabling the necessary changes in the political system. These institutions have teamed up to start the “Voto Perto, Voto Certo” movement (Close Vote, Sure Vote) in defense of the mixed member proportional representation, whose logic is basically as follows: the voter is entitled to two votes in each election for councilor and congressman/congresswoman. He votes for a candidate of his/her district (delimited geographical area of the city or state in which he or she lives) and from a list of candidates offered by a party, organized and published in advance, i.e. in the party of his or her choice.

Consequently, half of the Congress will be elected by the majority of votes from the districts, and the other half will be filled by candidates coming from the most voted parties. If this system gets implemented, democracy is likely to be strengthen and society may feel more represented.

In 2017, we were able to approve the end of coalitions in the legislative elections. Now, in 2019, we understand it will be crucial to guide the performance of congressmen and congresswomen, hence the reason we are acting on two initiatives: supporting the Parliamentarian Front to ensure the success of political reform and supporting the Pact for Democracy, a platform that gathers 70 institutions in defense of Brazilian democracy. “When the time comes to vote in favor of the Political Reform, we will have our agenda clear and supported in Congress,” said Ana Marina de Castro, director of mobilization at CLP.
The representativeness of our democratic system is very low. The population does not feel recognized in the parties and politicians that exist today.

Luana Tavares,
Executive director of CLP
THE CHANGES CLP ADVOCATES FOR THE ELECTORAL SYSTEM:

MIXED MEMBER PROPORTIONAL REPRESENTATION
A system that gives elector the right to two votes: one for a candidate belonging to his or her district and another for the party of his or her choice.

END OF POLITICAL COALITIONS
We are against coalitions because parties do not use such possibility in respect of ideological convergence but rather to get more TV and radio time during the campaign and advantages when calculating the electoral quotient.

BARRIER CLAUSE
To solve distortions, we defend a minimum level so parties can have access to funding and TV and radio time during the campaign.

NO TO “DISTRITÃO” (SINGLE NON-TRANSFERABLE VOTE)
We are against this system, in which only the most voted candidates get elected.

SUPPORT TO ONLINE SIGNATURE FOR BILLS PROPOSED BY THE POPULATION
Inspired by the Brazilian Constitution of 1988, we want to establish mechanisms for the regulation of democratic participation.

REGULATORY MECHANISMS FOR HYBRID FUNDING ELECTORAL CAMPAIGNS
We are in favor of parties being funded by the State, its citizens and private initiative with complete transparency.
Developing and Engaging Society: Political Engagement

CLOSE TO SOCIETY

When it was founded 11 years ago, CLP focused on public leaders and leadership development. Over time, the engagement of society has become increasingly important and present to the causes CLP supports. Since 2013, when the population became more aware and went to the streets demanding their rights, we note a more active participation of civil society, and, today, we understand this action adds to and brings together all the ends of our work. “A positive phenomenon that has been happening in Brazil recently is the increasing involvement of civil society. And CLP was the pioneer. CLP has important movements, which have emerged in recent years and are certainly playing a relevant role in the changes of our country”, said Maria Silvia Bastos Marques, former BNDES president, Goldman Sachs president and advisor to CLP.

Our work with people was conceived with the purpose of providing tools to diagnose problems, promote conscious voting and encourage political participation even if there is no election happening. Next, there are some projects that sought to engage society through awareness and content based on CLP ideals.

PROJECT BRAZIL

The year of 2018 was known as the year of one of the most polarized elections in the country.

To inform the population about the importance of conscious vote, we put together the Brazil Project. Between July and September, we produced and shared a series of videos, studies, infographics, articles and interviews devoted to raising awareness about the main issues for Brazil’s development, such as education, health, gender inequality, social inequality, economic development, sustainability and public leadership. The goal was to help 138 million Brazilian voters decide what their priorities were and, therefore, where their votes should go to.

The project was divided into three stages:
REAL CHALLENGES FACED BY THE STATES

We developed this project during the pre-election period to help voters assess candidates for the state government based on management criteria disclosed by the Ranking of State Competitiveness. We produced videos about every Brazilian State and the Federal District, showing the areas where each region stood out and those in which they needed to improve.

After that, we pointed out the topics that should be under the candidates’ radar.

POLITICAL ENGAGEMENT

In 2019, our focus has been on producing content that encourages political engagement with the purpose of influence decisions at both local and national levels. We believe the country will only change when its population understand that it is through politics that they can transform their realities.

Therefore, we brought concepts and principles that guide CLP in several fronts, such as the importance of transparency, republican principles and the common good. We have begun with content that shows how people can transform politics at various scales, starting with the municipalities, where we find most direct impact. We also offer practical tools so people know what they need to do to participate more in politics, such as an advocacy guide for changing local policies and a manual to collect data inspired by the Access to Information Act.

Such material comprises articles published with the support of volunteer writers; interviews with people from our Network, to connect what is happening in public management to the perception of society; e-books, which serve as guidelines; and a series of films produced in partnership with Politize! – an organization whose purpose is to take political education to every corner of Brazil – to increase our reach and impact.

+ 100 THOUSAND
people impacted by our online content

5
presidential candidates interviewed

27
challenges from different States analyzed
DEVELOPING AND ENGAGING PUBLIC LEADERS

Aligned with CLP’s work within the civil society there are actions to develop and engage public leaders. If we want to meet society’s demands with focus on the common good and not on clientelism and corporativism, the public sector must be managed by statesmen and stateswomen.

To support the formation of such leaders, we have developed the Master in Leadership and Public Management (MLG), a lato sensu postgraduate course focused on public policies based on evidences. We have increased possibilities with our on-demand courses, and we have spread our reach with our online courses and traveling workshops with Public Connection.

We know good communication goes both ways, therefore, we have established a channel to listen to servants and think about solutions together, which is the case of Public Voice, an initiative that organizes face-to-face and online meetings to discuss specific issues concerning the reality of civil servants in Brazil.

With this collection of initiatives, which we detail in this report, we want to engage public leaders to go after the best possible Brazil for everyone.
Developing and Engaging Public Leaders
Master in Leadership and Public Management - MLG

HOW WE DEVELOP STATESMEN AND STATESWOMEN

CLP’s Master in Public Leadership (MLG) is starting its 6th Class in August, always with the purpose of training statesmen and stateswomen. “More than technicians and politicians, we want to prepare students emotionally so they can face complex problems and endure the pressure of working in the public sector”, said Lucas Porto, CLP Leadership Development Manager.

It is a lato sensu postgraduate course with a workload of 400 hours divided into 16 months. Additional 40 hours are taught in an international module at renowned universities, such as the Blavatnik School of Government at the University of Oxford. In 2019 we set a new record of candidates interested in taking MLG. There were 692 applications initialized and 247 applications concluded to fulfill the 35 openings.

The figures beat last year’s record, when we had 360 applications initialized and 142 completed. This increase in interest is explained by the success of the course and the network of students formed by participants from all Classes.

“This network gives students the feeling they are not just investing in their education but also in their life in terms of professional contacts and their future as civil servants.”

Humberto Dantas, MLG’s coordinator.
In 2017, MLG was restructured and divided into four major knowledge paths: public management, politics, leadership, and methods for solving complex problems. They are studied every four months.

Diversity remains our most important focus for Class selection. We always want to have more than ten States represented in the classroom, absolute gender equality, people of all ages, technical profiles and political profiles. In 2019, we gave special attention to ethnic and, of course, ideological issues, with representatives of all political parties.

There are other public management courses offered by bigger educational institutions in Brazil, but by being smaller, MLG can better adapt to the transformations of society. “We change according to some feelings and some trends more easily, we can modify our educational program without major bureaucratic strings”, said Dantas.

Maria Tereza Paschoal de Moraes, student from MLG’s 2nd Class, noted the importance of this training in practice. When she took the course, she was Secretary of Education in Ourinhos, a city in the countryside of the State of São Paulo, and she said it was the postgraduate that gave her greater understanding of public management.

“To handle a secretary such as education it is not enough to have legal knowledge and being book smart, like I was. There are key strategies and tools to measure results and make evaluations of the work”, said Maria Tereza.
After finishing the course, in 2017, she took office in the Secretary of Education of Londrina, a city in the State of Paraná. There she was also able to solve a chronic problem: the lack of vacancies for children in the city’s kindergarten. The solution was the creation of a Vacancy Hub, which she had already implemented in Ourinhos.

Maria Tereza’s first measure was to meet with the Ombudsman and the Prosecutor’s Office to discuss the problem and its causes, showing how to solve it and asking for their support to create the Hub. And so it was done: both offices came together and issued a document showing the step by step of the project. The next challenge was to convince councilors. They decided to support the project when they realized the constant visits of citizens to their offices asking for vacancies would stop. The society support came with results, which were visible in less than three months. Transparency was the key to success.

The queue was organized publicly with clear criteria and open to everyone. Consequently, the number of legal actions dropped from 600 in 2016 to 16 in 2017. The results made all the difference to Maria Tereza when her work was under assessment. “Before MLG, people would say I was fair, calm and easy-going. After the course, they said I was efficient, that I got things done and showed results. This is very noteworthy in my career”.
Developing and Engaging Public Leaders:
Customized Experiences

CUSTOMIZED COURSES FOR LEADERS

One of CLP’s primary missions is to prepare leaders to deal with the most important problems in Brazil, whether within public services, the third sector or in the private sector areas connected with the government. For such leaders, we offer customized courses that help with the identification of challenges and the searching of solutions.

The classes are customized, and we conceive them crossing our knowledge with specific topics regarding public policies, such as leadership, public administration, solution of complex issues, health, education, and security.

We have developed a method to create each one of those courses. The first step is to make a diagnosis and define the problem, which includes meeting representatives from the organization to define the challenges and purposes of the course as well as to establish what must be delivered during the experience. The second step includes defining the program format, duration and schedule. Then, comes the execution, when students receive the content; and the changing process begins. At the end, there is an assessment, when the organization analyzes the results to decide whether or not they were satisfactory. We have chosen this method because we believe solution lies within the organization. Our role is to structure the knowledge so the planning and implementation can happen in the most thoughtful and organized way as possible. Once the project is completed, we highlight the good practices that came from this course.

One of such experiences is the Lidera Rio Program – Development of Public Leaders with Focus on Results, which aims at strengthening the role of public leaders as a key player in the process of sustainable economic growth. The program was developed by Sebrae in partnership with CLP and it has already reached 123 civil servants from 16 cities in the state of Rio de Janeiro. From this initiative, we have had
some outstanding cases, such as Niterói, an Audiovisual City. Led by Danielle Nigromonte, at the time Niterói’s Deputy Secretary of Culture, the program was launched in 2017 with the purpose of attracting film productions to the city of Niterói. Even though the city is home to the first and most important film and audiovisual school in the country, created by the Federal Fluminense University more than 50 years ago, it used to neglect such potential. The national regulatory body of the film industry had only 32 companies from Niterói registered and the city lacked investment.

After a few months, the program showed some relevant impacts with actions to foster the industry via public bids, support strategic events, attract major productions to the city and cut taxes for the audiovisual industry: “The success of ‘Niterói, an Audiovisual City’ is a real legacy and the direct response of the power a network of leaders has as an enabler to the development of projects that might lead to transforming changes in the municipalities”, said Danielle, who, nowadays, is executive director at Associação Paulista dos Amigos da Arte (APAA).
Developing and Engaging Public Leaders: Public Voice and Public Connection

NEW CHANNELS
CLP OPENED

During the eleven years CLP exists, we understood the problems faced by municipalities are complex, and in order to be solved they require a solution designed by the whole team of civil servants. Considering such reality, we have created courses to help professionals search for solutions that might applied to every city.

PUBLIC CONNECTION

Public Connection is an itinerant workshop that takes quality training to municipalities across Brazil at a low cost. Focusing more on practical situations than on theory, its purpose is to solve real-life and local problems faced by civil servants. During the workshop, CLP enablers go to a certain city to share practices, concepts and tools that help to understand the context, make the diagnosis, and develop likely solutions for public agencies. After the workshop, attendees have three weeks to implement the proposals that were developed. After that, there is a new meeting to consolidate what has been learned, assess the results and create a legacy plan. The 30-hour course load is divided into three modules.

NUMBERS

<table>
<thead>
<tr>
<th>579</th>
<th>Civil Servants Impacted</th>
</tr>
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<tbody>
<tr>
<td>6</td>
<td>Cities</td>
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<tr>
<td>36</td>
<td>Impact Initiatives Conceived</td>
</tr>
<tr>
<td>3</td>
<td>Impact Initiatives Implemented</td>
</tr>
<tr>
<td>11</td>
<td>Classes Organized</td>
</tr>
</tbody>
</table>

ON-SITE MODULE
Work load: 16 hours
What we do: diagnose problems, come up with solutions and develop projects.

VIRTUAL MODULE
Work load: 10 hours
Attendees implement the projects.
What we do: carry out virtual coaching and test the solutions.

FINAL MODULE
Work load: 4 hours
Mapping results.
What we do: consolidate learnings and prepare a report about the interventions.
PUBLIC VOICE

This program was conceived as a space for civil servants to communicate and discuss their problems. It is yet another communications channel connecting CLP to the reality of who is on the other edge of civil service, whether they are career or commissioned professionals, organizations, experts and citizens interested in discussing relevant issues regarding Brazilian Public Administration.

CLP gives support to organize this meetings locally in the cities that show interest. In 2018, we had the first edition under the theme People Management. More than 80 attendees discussed problems and solutions on-site and online. In 2019, we have also teamed up with the State of Goiás, where we have created the People Management Council to discuss people management with focus on serving society with high-quality services.

During the second edition, we listened to the challenges faced by more than 150 state civil servants. Our next goal is to take this space of dialogue to different other five states.
Developing and Engaging Public Leaders: Distance Learning Courses

**OUR DISTANCE LEARNING COURSES**

We have a platform that offers free online courses and online experiences to help Brazilian public leaders solve their daily issues. On our website those who are interested can find complete training courses regarding subjects such as fundraising and Fundeb.

These new formats will allow the growth of our operation since they reach places we cannot be on-site. Through the internet, we manage to make CLP known to public leaders throughout Brazil, enabling them to solve practical problems.

The courses include videos with specialists, practical activities and comprehension exercises. The tool also offers support material and an online forum to speak with other students. Moreover, we provide key informative content for a good public administration, such as an infographic that shows *Where the Money for the Cities Come From*, a spreadsheet to help administrators with the *Estimate of Resources Aimed at Education*, and a *Practical Guide to Lead your Term* aimed at elected congressmen and congresswomen.

**RAISING AND MANAGING YOUR OWN RESOURCES**

This course teaches student how to diagnose problems and inefficiencies in the city revenues, as well as to plan actions to improve the situation.

**Content:** Diagnosis, IPTU, ISS, ITBI, Active Debts and Taxes.

**Highlights:** Providing guidance to help identify bottlenecks, prompt a more efficient fundraising and to make plans for the short, medium and long run.

**Course Load:** 6 hours – 6 classes
INDEPENDENT FUNDRAISING

This course teaches how to go after innovative solutions to carry out an independent fundraising for the cities that goes beyond their own revenue and the money given via state and federal transference.

Content: Fiscal Maturity and Projects; Credit Operations and Lost Fund; Tools for Urban Politics; NGO Donation and Crowdfunding; MDL and Neighborhood Private Concessions; Social Impact Contracts and PPPs.

Highlights: Meeting with experts in the public sector, practical exercises, sample projects for the public sector.

Course load: 6 hours – 6 classes

FUNDEB AND THE FUNDING OF EDUCATION

In this course the student learns how to diagnose problems and inefficiencies regarding fundraising for municipal education and how to plan actions to improve the situation.

Content: Transferring Money for the Cities: An Overview; Fundeb; Mandatory Transferences towards Education; Voluntary Transferences towards Education; Additional Material; and Practical Tools.

Highlights: Tips to have a more strategic management of resources; practical activities and spreadsheet to calculate the projection of resources aimed at municipal education.

Course load: 6 hours – 5 classes
CLP’s Distance Learning Course regarding the funding of education gave rise to an extensive consolidation of knowledge within this area of expertise. Since the course comprises the main instruments of educational funding, it is possible to have a clear notion about the different rules of resource distribution in comparison. I definitely recommend it to anyone who wishes to see the big picture of how education in Brazil is funded, hence empowering the reflections for improvements that we can make for the future.

Caio Callegari, Project Coordinator at Todos Pela Educação.
Network of leaders

A LEADERSHIP HUB ENGAGED TO CHANGE BRAZIL

CLP’s network gathers everyone that has been somehow impacted by our actions, whether through the mobilization in the causes we support or through our training courses. Just MLG has already 163 leaders that get together, exchange experiences and share knowledge.

We have already organized four local forums: Juiz de Fora (in the state of Minas Gerais), Campinas (in the state of São Paulo), São Paulo (SP) and Teresina (in the state of Piauí). We have also boosted our efforts to increase the scope of our network with advocacy. Only within the first months of 2019, 155 congressmen and congresswomen have opened their offices to CLP.

We believe such a network of leaders has the capacity and potential to change Brazil, hence the reason we foster meetings, reward good practices, strengthen synergies and enable professional opportunities among participants. This exchange of experiences is what differentiates CLP. Public leaders from across the country not only take our courses and watch our lectures, they go back to their home cities and implement solutions just with local impact. They interact and offer the same solutions to others.

“There is something astonishing about Brazil that is our inability to replicate successful cases within our own country, hence the importance, the power, to continue the work with this networking”, said Maria Silvia Bastos Marques, former BNDES CEO, Goldman Sachs CEO and advisor to CLP.

In order to foster this network even further, in 2018, we had the First National Meeting of Public Leadership and Management. The event was held in São Paulo and gathered 150 people, among them Lord Wood of Anfield, a member of the British Parliament and professor at Oxford’s Blavatnik School of Government: “It was the first year in which we could bring together leaders and reward impact cases”, said Luana Tavares, CLP executive director.

In 2019, the network got even stronger inside CLP as we made available a chair in our board for one member of the group. Diego Calegari, founder of Politize!, was elected.

THE NUMBERS OF CLP NETWORK

- 163 leaders at MLG’s network
- 155 congressmen and congresswomen reached out to discuss the Pension Reform
- 7,500 people qualified in our on-site courses and training programs since the beginning of CLP
- 4 local forums organized by MLG’s network: Juiz de Fora (in the state of Minas Gerais), Campinas (in the state of São Paulo), São Paulo (SP) and Teresina (in the state of Piauí)
- 15 impact initiatives
- 150 people gathered at the First National Meeting of Public Leadership and Management in São Paulo
CLP has every quality required to carry out its job: reliability, interlocution and respect from others. People want to know what CLP thinks, so the doors are open and the ears attentive. And that is considering everyone, from the society all the way up to the Congress. Pressure is easy to make. But influencing people using data and evidences, bringing to the public interest the relevance of complex issues is not for everyone. CLP has established itself as a serious institution that is there to help.

Over the last year, CLP made a stand in a very compelling and straight-forward way about some extremely relevant issues for Brazil nowadays. That made a huge difference in the way CLP’s supporters, stakeholders, interlocutors, and partners see the institution. In the specific case of the Pension Reform, the work carried out by CLP helped mature the debate. The population now understands the reform is fair and that makes all the difference. The resistance today comes from corporations. Whoever is voicing against the reform does so for selfish and corporativist interests.

CLP is not only empowering issues it considers important; the institution is also opening new fronts. When we began, our focus was on education, leadership and public management, and this role has been growing with advocacy, the ranking of states and a work increasingly more intense and frequent over municipalities. CLP is an institution still evolving, but its focus remains on making the Brazilian State more efficient so it can provide better public services for its citizens. I see our work over these last eleven years as very positive and I believe we have steady foundations to plan for the next decade.

Even though, in Brazil, it is hard to plan for the long run, I am sure we have what it takes and the necessary flexibility to make adjustments and develop strategies to achieve a more efficient Brazilian State, one that is able to provide equal opportunities and increased income for everyone.

The secret to do so is to keep on the road to produce statistics and cases that can pose as examples. If we have one representative in one Secretary, he or she will leave his or her legacy, a seed. When we succeed in imparting such lessons to the mind, heart and practices of a civil servant, we will have an enduring legacy with an amazing potential.

Ana Carla Abrão, Head at Oliver Wyman office in Brazil, partner for Finance & Risk and Public Policies practices, and advisor to CLP.

Maria Silvia Bastos Marques, BNDES former CEO, Goldman Sachs CEO and advisor to CLP.
THE PEOPLE BEHIND CLP

EXECUTIVE DIRECTOR

Luana Tavares

BOARD

Ana Carla Abrão Costa
Head at Oliver Wyman office in Brazil, partner for Finance & Risk and Public Policies practices, and advisor to CLP.

Ana Maria Diniz
Former director at Grupo Pão de Açúcar and chairman at Grupo Península Board.

Diego Calegari Feldhaus
Founder of Politize! And MLG leader.

Fábio Barbosa
Former Santander Brazil and Federação Brasileira de Bancos CEO and advisor to Fundação das Nações Unidas.

Haakon Lorentzen
Chairman of the Board at Lorinvest.

Luiz Felipe d’Avila
Political scientist, founder of CLP and chairman of the advisory board.

Maria Silvia Bastos Marques
BNDES former CEO, Goldman Sachs CEO and advisor to CLP.

Manoel Lemos
WebCo Founder and former CEO, partner and director of Redpoint eVentures.

Roberto Setubal
Itaú Unibanco former CEO and advisor.

Sergio Spinelli Silva Junior
Partner at Spinelli Advogados.
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- Ana Maria Diniz
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- Francisco Fortes
- Lilian Guimarães
- Sofia Esteves
- Sônia Oliveira

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- Fabio Barbosa
- Luiz Felipe D'Ávila
- Pedro Maeda
- Sérgio Spinelli

### CLP TEAM
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- Ana Marina Castro
- Arthur Mello
- Beatriz Oliveira
- Deborah Homma
- Gabriel Diniz
- Guilherme Franco
- Heron de Carvalho
- Jéssica Barcelos
- João Paulo Aguiar
- José Henrique Nascimento
- José Pedro Trippi
- Juliana Silveira
- Katharine Fernandes
- Leila Sousa
- Luana Navarro
- Lucas Cepeda
- Lucas N. Porto
- Marina Medeiros
- Naomy Xavier
- Paulo Sampaio
- Patricia Vieira
- Pedro Mattosinhos
- Priscila Riquena
- Renato Alves
- Thais Bernardini
- Washington Ricardo

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- Heron de Carvalho
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- Humberto Laudares
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- Murilo Lemos
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- Pedro Lemos
- Rodrigo Estrampanho
- Sérgio Bresserman
- Síttela Guio
- Tadeu Barreto
- Tamara Ilinsky Crantschaninov
- Tathiana Senne Chicarino
- Vinicius Muller
- Viviane Regina Mansi
- Wilma de Morais
**RESULTS REPORT 2018-2019**

**Supporters 2018/2019**

**Support from organizations - Bronze**

- Associação IEP
- Ativa Investimentos
- BR Partners
- Brava
- Comunitas
- Cosan
- Fundação Maria Cecilia Souto
- Gerdau
- Grupo Maubisa
- HS Investimentos
- Instituto Arapyaú
- Movida
- Olimpia Partners
- Petz
- Planejar
- Qualicorp
- Tendências consultoria

**Support from organizations - Gold**

- Instituto República
- Verde Asset Management
- Support from organizations - Platinum
- Comunitas
- Gerdau
- MLG and courses, Ranking of Competitiveness, causes, dinners to disclose results, institutional donations, investment funds.

**Support from organizations - Platinum**

- BTG Pactual
- Grupo Votorantim (Votorantim S.A., Votorantim Energia, Votorantim Cimentos, Fibra, Nexa)
- Itaú

**Support from organizations - Meritorious**

- Anis Chacur
- Fabio Barbosa
- Luis Stuhlberger
- Paulo Batista
- Teresa Bracher
- Jonas Roberto Marinho
- Haakon Lorentzen

**Individuals supporting us - Bronze**

- José Berenguer
- Luiz Fernando Figueiredo
- Tito Silva

**Individuals supporting us - Silver**

- Ana Maria Diniz
- Antonio Pipponzi
- Armínio Fraga
- Eduardo Mufarej
- Eduardo Vassimon

**Individuals supporting us - Gold**

- Gustavo Marini
- Jayme Garfinkel
- João Teixeira
- Luis Terepins

**Individuals supporting us - Meritorious**

- João Roberto Marinho
- Haakon Lorentzen

**Individuals supporting us - Associated**

- Ary Zanetta
- Carlos Jereissati
- Eduardo Amorim
- Guilherme Setubal
- Jar Ribeiro
- José Miguel Vilela
- José Olympio
- Manoel Lemos
- Marcílio Pousada
- Marcus Menezes
- Newton Simões
- Olimpio Matarasso
- Paulo Galvão Filho
- Pedro Maeda
- Peter Graber
- Pierre Moreau
- Roberto Bielawski
- Rodrigo Reis
- Salim Mattar
- Sergio Herz
- Sergio Ribeiro Werlang
- Vera Negrao

**Financial Sustainability**

**R$ 9.468.903,57**

CLP total revenue in 2018

**Where is this revenue coming from?**

Numbers of donors:
- Individuals (2018): 51
- Organizations (2018): 31
- Online (2018): 48