



## **STRATEGIC PLANNING OF THE NGO REPÓRTER BRASIL**

APRIL/2015

### **EXECUTIVE SUMMARY**

#### **Who are we?**

Repórter Brasil was founded in 2001 by journalists, social scientists and educators with the objective of encouraging reflection and action on the violation of fundamental rights of rural people and rural workers in Brazil. Due to its work, it became the most important source of information on slave labor in Brazil. Its reports, journalistic investigations, research and educational methodologies have been used by leaders in government, the business sector and civil society as instruments to combat contemporary slavery, a problem that affects thousands of Brazilians.

#### **Why should you support Repórter Brasil?**

Brazil will probably become the fifth largest economy in the world in the next ten years, largely due to the growth of production, processing and marketing of raw materials and foods. On the other hand, the social (such as slave labor, child labor and violence against indigenous and maroon) and environmental (such as deforestation, pollution of waterways and air pollution) negative impacts caused by development in the rural areas are central to the international agenda. Not only for the harm that can be caused to the environment, climate, workers and local peoples, but also by problems brought about by trade barriers to goods produced in non-sustainable manners. Quality information is essential for the country to avoid negative social, environmental and economic results, the work done by Repórter Brasil is important as it will grow to the same extent the country grows.

#### **Where are we going?**

Today Repórter Brasil is the leading reference on information about slave labor and one of the main ones on social and environmental impacts of agrofuels. Over the next five years, Repórter Brasil also intends to become the main source of information and analysis on all social, environmental and labor impacts in the countryside.

#### **Structure**

Repórter Brasil has two major areas of performance that gather all its projects: one that works with **Journalism and Research**, producing information and analysis to

serve as a tool and subsidy to social, political and economic leaders. The other, **Educational Methodology**, develops tools so that the knowledge about social, environmental and labor rights is passed to students and workers. Two other areas exist to support the first ones and have no specific roles: one is responsible for articulation and the other for administration and finances.

### **Our Differential**

Besides having its themes at the center of the global agenda, Repórter Brasil's competitive edge lies in its ability to analyze situations, to anticipate trends and produce knowledge that becomes reference to social, political and economic leaders. Reporter Brazil unites the passion for defending workers' freedom and the dignity of people in the rural areas with the professionalism of those who produce with all technical and scientific rigor. It's independence in the production of knowledge also ensures a dialogue with organizations and social movements, the government and business sector. Finally, it has a network with dozens of partner organizations and hundreds of information sources in Brazil and abroad, from victims in the rural areas, to leaders in government and the business sector.

### **Contact Data**

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## REPÓRTER BRASIL TODAY

Repórter Brasil has four main programs: The News Agency, Research on production chains, "Escravo nem Pensar!"<sup>1</sup> and Biofuels and commodities. To them is added a work of political networking to increase the impact of these programs' actions next to the consumer, that is, with the social, political and economic leaders. Over time, these programs have led to an accumulation of know-how and to the development of a unique network of sources and partners, allowing the national and international public recognition of Repórter Brasil's work. Moreover, the human capital formed through Repórter Brasil since 2001 is one of our greatest assets - the professionals of the organization are disputed in the market due to their ability, creativity and commitment. These elements, as will be shown ahead, are the basis on which the strategic planning was assembled and therefore the guarantee that we can put into practice the changes we are proposing for the future of the organization.

### **News Agency: The voice of those excluded**

A major source of information regarding land, rural labor and the environment, the Repórter Brasil News Agency ([www.reporterbrasil.org.br](http://www.reporterbrasil.org.br)) has an audience of **450,000 visitors per month**, a newsletter that reaches **50,000 people per week** and a radio program aired to over **120,000 people**. It has **two specific websites**: one aimed to involve the business sector in the fight against slave labor, with a newsletter that reaches business owners who represent **25% of the Brazilian GDP** ([www.pactonacional.com.br](http://www.pactonacional.com.br)), another that deals with impacts of agrofuels ([www.agrocombustiveis.org.br](http://www.agrocombustiveis.org.br)) which also has an English version and is consulted by companies, organizations and governments from **Brazil, Europe, United States, Japan and China**. The News Agency has readers in **78 countries on five continents**. It's in depth reports and scoops guide major national and international media outlets such as **TV Globo, Época Magazine and Folha de São Paulo, BBC, The Guardian and The Washington Post**. Its articles are used for the development and adoption of laws in **Congress, State Legislatures and City Councils** and take their complaints to federal, **state and municipal governments** to redress violations of fundamental rights of the people in the rural areas. Its content, freely distributed, helps educating members of **organizations and social movements** from all states of the country.

### **"Escravo, nem pensar!": education for freedom**

"Escravo, nem pensar!", the first prevention program of slave labor to operate nationwide, has trained more than **2000** educators and popular leaders in **42 municipalities in six Brazilian states** of the North, Northeast and Midwest regions. Through educational projects and community activities undertaken by participants, information about the contemporary rural slave labor and the debate on issues related to this problem reached approximately 60,000 people. Over the past three years the program has supported technically and financially the development of **50 community projects** of prevention and awareness about this

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<sup>1</sup> "Slavery, no Way!"

human rights violation. More than **70,000 free copies** of publications produced by the didactic program were distributed. And the meetings, school festivals and competitions supported gathered more than 20 000 people in three states. The program was also included by name in the second edition of the National Plan for Eradication of Slave Labor, and is presented as a goal in the state action plans of Mato Grosso, Pará, Tocantins and Maranhão.

### **Research on Supply Chains: investigation with a social function**

Repórter Brasil has developed a methodology for identification and tracking of supply chains that present major social, environmental and labor issues. Since 2003, has mapped the **commercial networks of over 450 farms**, showing how big companies buy and sell products involved in social and environmental crimes without knowing it. The results of the research generated the information necessary for the creation of corporate social responsibility policies to combat serious violations of the rights of people workers in rural areas. Gave rise to the National Pact for the Eradication of Slave Labor, bringing together **over 100 companies and associations** to eradicate slavery in the Brazilian economy, contributed to the Soy Moratorium, the Sustainable Connections pacts, the Greenpeace agreement and the Federal Prosecutor agreement with frigoríficos to combat the impacts of cattle ranching in the Brazilian Amazon, among others. This methodology has become reference, copied in other countries.

### **Agrofuels and commodities: A center of reference**

One of the major references in Brazil in research and information on the fate of agro-energy crops (sugarcane, soybean, rapeseed, palm oil etc.) and biofuels (ethanol, biodiesel and charcoal), and on their social and environmental impacts, labor, land and economic, the Biofuel and Commodities Watch Center of Repórter Brasil, published since 2008, **seven comprehensive reports** on the subject, in portuguese, english and spanish and distributed in **Germany, Holland, France, Belgium, Spain, Portugal, UK, Italy, Switzerland Bolivia, Paraguay, Uruguay, Argentina, Venezuela, United States**. To carry out their research work, the center traveled over **100,000 km** in **17 states**, and has formed partnerships with over **50 organizations**. It's researches have reverberated in the media coverage and been used as a benchmark by Brazilian and foreign universities and national and multinational companies.

## **THE PROBLEM AND THE OPORTUNITY**

The social and environmental impacts caused by unsustainable development are central to the global agenda. At the same time, Brazil will probably occupy the rank of fifth largest economy in the next five years. A significant portion of this leap should occur due to the production, processing and marketing of raw materials and foods, which are increasing at a frenetic pace to meet the domestic and foreign demand. The problem is that being the "breadbasket of the world" has its downside: in the perspective of achieving the future, are adopted practices of the past.

Over the past 20 years, almost 50,000 people were freed from slave labor on farms and coal plants across the country. During that same period, social leaders were murdered in land conflicts, large areas of the Amazon, Cerrado and Pantanal were cleared illegally and eventually evicted from their native lands to make way for farms or hydroelectric plants. Progress came, but not always brought happiness to everyone.

And if on one hand it brings pain and suffering to thousands of people, on the other indelibly stains the country's image and its products. In a context of fierce global competition, in which non-tariff barriers are lifted for any reason, the repeated cases of child labor, trafficking of girls or contamination by pesticides can and will be used as justification. For these cases of rights violations to stop it is necessary, above all, to use reliable information and quality. Data that shows where the problem is, analysis that unveil its nature, methodologies that demonstrate how to resolve the problem.

Repórter Brasil is recognized as the most important source of information about slave labor in Brazil, both within and outside the country. Its reports, research and educational methodology are used by government, businesses and civil society as instruments of daily work. Without them it would be impossible to combat this crime against human rights, without them Brazil would not be considered the leading global example in tackling this problem.

Now, Repórter Brasil is on it's way to becoming the leading source of information and analysis on conflicts in the field and violations of social and environmental rights of rural people and workers. The social, political and economic leaders of the three sectors may have more tools to work towards a development done in a fair and democratic manner.

## **STRATEGY**

### **Mission**

Identify and make public situations that hurt labor rights and cause social and environmental damage in Brazil aiming the mobilization of social, political and economic leaders to build a society that respects human rights, more just, egalitarian and democratic.

### **What was Repórter Brasil between 2001 and 2010?**

Reporter Brazil was born as an organization devoted to the production of information and analysis, but over its history it eventually developed other activities on due to different sorts of opportunities that have arisen, given the demands of stakeholders or internal proposals. Repórter Brasil began to perform consulting services for social organizations and companies promoting courses and educational training, work in lobbying for the adoption and implementation of public policies and develop research and studies to guide society.

Throughout the strategic planning, it was decided to build an organization that produces and distributes information and knowledge about the fundamental rights violations in rural areas, in order to mobilize leaders aimed at resolving these problems. We have resumed, in a way, the way we had envisioned in our founding and for which we have full competence and experience. Today, we are indispensable and unique in our field of production of journalistic content, analytical or educational, so this area will be the focus of the organization over the next five years.

This is the best option because it does not abandon the knowledge accumulated so far, but leverages it to generate more impact and better uses the capabilities of Repórter Brasil and the network it is inserted in. With this, we will not do more to provide consulting and customized services, we will not manage networks beyond those we already participate in and courses and training will not be our main activities. This option also has a better potential for funding than others.

More importantly, Repórter Brasil became known because of its fight against contemporary slavery. This work, which feeds information to the national system to eradicate this crime, must continue. However, Repórter Brasil will no longer be the "organization which deals with slave labor," but "the organization that deals with social and environmental rights of peoples and workers in rural areas." The next five years will be used to make this real change not only in the minds of our partners and consumers, but also in a day-to-day organization.

For this, we will implement new projects, restructuring the existing ones and leave some aside. This process will occur in three stages, as can be seen below.

### **What will Repórter Brasil be 2015 on?**

Reporter Brazil will be an organization that identifies and publicizes cases of violation of human rights of people and workers in rural areas and environmental

crimes, examines the behavior of key actors in the development of the country and monitors the socioeconomic agenda.

With this, it will develop reports, analysis, methodologies and educational research focusing on social leaders (representatives of civil society organizations and popular movements), political leaders (of the Three Powers and Public prosecutors) and economic leaders (the business community, public and private). These information in the hands of leaders serve as a tool and as support for the social changes that the country so desperately needs.

Repórter Brasil will also participate in social networks and alliances, to understand political and economic decision-making processes of these leaders and at the same time, be able to divulge the content produced through Repórter Brasil.

### **What makes Repórter Brasil different from other social organizations?**

**Center of the agenda** – The themes we work with attract the consumer of information to our content. As these issues are the focus of national and international agenda, there is a demand for experienced actors who work in this area. The content produced by Repórter Brasil can help government, business and civil society to address challenges observed.

**Vision of the Future** - Repórter Brasil is able to make through analysis of situations, observing the realities and anticipating trends. This happened regarding the development of a specific methodology for tracking of supply chains, even before it became a subject of concern among businesses, and the identification of the social and environmental impact of biodiesel, anticipating the debate that is now an important part of Brazilian economy and international relations.

**Professionalism** - Repórter Brasil unites the passion of working for a cause (as the defense of workers' freedom and dignity of the people in rural areas) with the professionalism of those who produce studies, reports and educational methodologies with all technical and scientific rigor.

**Creativity** - Repórter Brasil seeks ways and alternatives that have not yet been thought of in order to solve social problems. It has the ease of adapting as one of the reasons for its success, since the team is able to respond quickly and effectively to the challenges, whether in research processes, or in developing new educational tools.

**Transparency and Independence** - Despite dialoguing and building partnerships with organizations and social movements, the government and business sector, maintains its independence in the production and dissemination of information. At the same time, has a clear and defined editorial position, which is seen by partners and even actors who are the target of its criticism as a positive factor.

**Reference** - The quality of its products and the impacts caused by them in society led Repórter Brasil to be recognized as a reference in its field. Today, those who need information on labor issues in rural areas or even the impact of biofuel production consulting organization;

**Consolidated Networks** - Has a network with dozens of partner organizations and hundreds of information sources in Brazil and abroad. We have direct contact with the local population victim of violations of fundamental rights and at the same time, open dialogue with officials in government and the business sector. That is, our network has actors that are on the basis of the problem and on the basis of the solution. Thus, we can connect the dots and make the information flow so that the problem is solved.

## **PROGRAMS**

### **A) JOURNALISM AND RESEARCH**

#### **What is it?**

Journalists and social scientists produce information and analysis on the conditions of human rights and sustainability in Brazil. The result of this work is published in the form of journalistic reports or research reports, which may be used by Repórter Brasil or other institutions for the defense of better conditions of production and conscious consumption in cities.

#### **What is its differential?**

It is almost ten years of work and excellence in the production of news and knowledge, with recognition in Brazil and abroad. The journalistic content, created under copyleft - that is, can be reproduced by any other vehicle - allows opinion-makers and society at large to learn about issues rarely explored by mainstream media. In addition, Repórter Brasil has a large database on the problems and virtues of supply chains, from the agricultural sector to mining, which has motivated governments in new projects, and NGOs and businesses in favor of higher rates of sustainable economic activity.

#### **How does the program generate benefits to society through its products and services?**

The reports and analysis help to raise the level of awareness of people regarding their responsibility for the preservation of natural resources and to guarantee workers' and indigenous people's rights. Likewise, the studies produced by Repórter Brasil allow governments, NGOs and firms to better understand production chains and suppliers, generating pacts for sustainability, improvement of legislation and strengthening civil society.

#### **Which are the main actions developed?**

The group of journalists publishes daily reports in the Repórter Brasil website, as well as produces a weekly radio program on workers' rights and a newsletter, also weekly, with news for the signatories to the National Pact for the Eradication of Slave Labor. The other group, that counts with journalists and social scientists is responsible for studies on commodities and fuel in addition to acting to strengthen civil society networks and encourage companies to adopt higher criteria of sustainability.

#### **Which is the impact expected?**

The dream of members and supporters of Repórter Brasil is that human rights violations and cases of environmental degradation become a rarity in Brazil. Of course, there is a lot of work ahead. The first task is to make Repórter Brasil's readers become more informed about the realities of production in rural areas and how supply chains are connected with major cities and abroad. The second, more specific, is to support and push companies to adopt higher standards of respect for workers and natural resources.

**Who would want to fund this?**

Foreign governments, multilateral institutions and international companies wishing to differentiate their management practices of employees, suppliers and use of natural resources in their production.

**B) EDUCATIONAL METHODOLOGY****What is it?**

The program produces educational content in order to disseminate knowledge on issues related to labor, the context in these rural areas and human rights for implementation of public policies. To broaden the debate and social mobilization, the program also supports educationally and finances cultural and political actions.

**What is its differential?**

The program has extensive experience in developing educational content targeted to specific states of the North, Northeast and Midwest where it operates. It addresses issues that directly affect these populations and has the ability to offer methodological proposals for integration of these issues in the local public debate, contributing for the communities to strengthen the fight for their rights. In addition, the program has a wide network of partnerships in regional and municipal levels for the development of projects and content produced by the communities themselves.

**How does the program generate benefits to society through its products and services?**

The program offers information and content to society with an alternative viewpoint to the elements widely available and can encourage actions to resist and combat human rights violations and oppression of the people of the rural areas. Its performance seeks to strengthen the different actors of civil society to act as protagonists in this process, also rescuing the importance of public spaces such as school, for example.

**Which are the main actions developed?**

To accomplish its goal, the program conducts training for educators, public officials and popular leaders, produces and disseminates educational materials and work methodologies, carries out a constant improvement of methodologies on research and creation of new activities, monitors the proliferation of knowledge in the municipalities that received training, conducts and supports festivals and cultural contests over municipal and state affairs, coordinates the creation a network between participants from different regions of the country and follows the development of thematic projects in the communities.

**Which is the impact expected?**

It is hoped that the actions of the program foster the public debate, the mobilization of social actors and the implementation of public policies to reduce the number of cases of violation of rights of the people of the rural areas in Brazil.

**Who would want to fund this?**

By providing educational content for the implementation of public policies, the program has among its funders the federal government, state and municipal governments, and public prosecutors. Since it provides human rights education, has also involved Brazilian and foreign civil society organizations, UN organizations such as the International Labour Organization and UNESCO. Finally, to ensure improved quality of human, social and professional skills of new workers, the program counts on the business sector.

