



SPOTLIGHT
BRAZIL 2025



Futures of Brazil: Signals of Transformation

The views expressed in this publication are those of the author(s) and do not necessarily represent those of the Federative Republic of Brazil, the United Nations, the United Nations Development Programme (UNDP), donor agencies, or the UN Member States. They are not necessarily endorsed by those mentioned in the acknowledgements or cited. The mention of specific companies or organisations does not imply that they are endorsed or recommended by the Federative Republic of Brazil and UNDP in preference to others of similar nature that are not mentioned. A reference to a website or a publication not affiliated with the Federative Republic of Brazil or the UNDP does not imply endorsement by these organisations or the accuracy of the information contained therein or of the view expressed. All reasonable precautions have been taken by the UNDP to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. Information on uniform resource locators and links to websites contained in the present publication are provided for the convenience of the reader and are correct at the time of the issuance of this publication. The Federative Republic of Brazil, the United Nations and the UNDP take no responsibility for the continued accuracy of that information or for the content of any external website.

Citation: The Federative Republic of Brazil and UNDP (2026).
Futures of Brazil: Signals of Transformation. Brasília, Brasil.

Copyright © 2026 the Federative Republic of Brazil and UNDP.
All rights reserved.

This knowledge product was produced under the project BRA/21/011 – *Capacity Building for the Modernization and Improvement of Federal State Management*.

UNDP is the leading United Nations organisations fighting to end the injustice of poverty, inequality, and climate change. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for people and planet.

Learn more at undp.org or follow @UNDP.

United Nations Development Programme Executive Office
One United Nations Plaza, New York, NY, 10017, U.S.A.
Tel: +1 212 906-5000

United Nations Development Programme Brazil Office (UNDP Brazil)
Casa das Nações Unidas no Brasil
Complexo Sergio Vieira de Mello Módulo I – Prédio Zilda Arns
Setor de Embaixadas Norte, Quadra 802 Conjunto C, Lote 17
Brasília, DF, Brazil

Ministry of Management and Innovation in Public Services
Esplanada dos Ministérios, Bloco K, Brasília, DF, Brazil

Futures of Brazil: Signals of Transformation was compiled by:

Narue Shiki

Head, Strategy & Futures Team, Executive Office, UNDP

Bronwyn Williams

Strategic Foresight Advisor, Strategy & Futures Team, Executive Office, UNDP

Shakil Ahmed

Futures Fellow, Strategy & Futures Team, Executive Office, UNDP

Mariana Soares da Costa

Futures Fellow, Strategy & Futures Team, Executive Office, UNDP

Stephen Dupont

Futures Fellow, Strategy & Futures Team, Executive Office, UNDP

Darah Aljoudar

Coordination Specialist, Strategy & Futures Team, Executive Office, UNDP

Vanessa Howe-Jones

Lead Author, Strategy & Futures Team, Executive Office, UNDP

Grishta Beegun

Operations Analyst, Strategy & Futures Team, Executive Office, UNDP

James (JT) Mudge

Strategic Foresight Advisor, Strategy & Futures Team, Executive Office, UNDP

Manasi Kumbhat

Futures Network Coordinator, Strategy & Futures Team, Executive Office, UNDP

With support from the UNDP's Futures Fellows: Susan Cristina Agustin, Jonathan de Araujo Assis, Ouiam Chafik, Ingrid Dos Santos Furtado, Juan Felipe Yepes Gonzalez, Samuel Gausi, Tanvi Jain, Ogadinma Benedict Nwoko, and Jen Stumbles.

The Futures of Brazil: Signals of Transformation layout was designed by Roberto Astorino, Manoel Salles, Estevão Ramaldes and Mariana Soares da Costa.



ACKNOWLEDGEMENTS

The Futures of Brazil: Signals of Transformation includes signals contributed to the UNDP's Future Trends and Signals System by UNDP staff worldwide who continuously scan the horizon for signals of change.

We thank the scanners who contributed specifically to this report: Jennifer Hotsko, Juliana Grangeiro Ferreira, Maria Cecilia Pena Peralta, Natalia D'Alessandro, Natasha Melo Grzybowski, Ulises Bobadilla, Ana Diaz, Ragnhild Walderhaug, Etienne de Souza, Megan Roberts, Samantha Torres, Luciana Aguiar, Manita Ray, Sarah Deonarain, Shairi Mathur, Scott Smith, Micaela Zapata, Ricardo Pineda, Maria Jose Lopez Signorelli, Georgios Profitiotis, WenWen He, and Federico Vaz.

We thank members of UNDP's Brazil Country Office who contributed to this report through:

- **Organising the report and workshops, and participating in workshops:** Andréa Bolzon, Lívia Maria da Costa Nogueira and Mayra Almeida.
- **Facilitating the publication process:** Roberto Astorino and Manoel Salles.
- **Mobilising Indigenous people, Quilombolas and residents from *favelas*:** Regina Cavini, Mariana Machado, Ieva Lazareviciute, Renato Schattan.

We thank those who agreed to be interviewed as part of the team's research process: Claudio Providas, Betina Barbosa, Andrea Bolzon, Elisa Calcaterra, Cristiano Prado, Narue Shiki, Gustavo Matsubara, Maristela Marques Baioni, Lais Forti Thomaz, Luciana Moessa, Maria Netto, Natalie Untersell, Cristina Fróes de Borja Reis, Felipe Gonzalez, and Frederico de Moraes Andrade Coutinho.

We are grateful to members of the Federative Republic of Brazil, who commissioned this project, participated in workshops, and generously shared their insights: Adriano dos Reis M. Laurenço, Ana Carolina Lima, Barbara Cardozo, Beatriz Petini de Almeida, Bruno Ferreira Cordeiro, Bruno Gondim Barbosa Duarte, Bruno Sindona, Bárbara Panseri, Camile Marques Sahb, Carlos Alberto Sampaio de Freitas, Caroline Caetana Castro, Clayton Rodrigues da Silva, Daniela Gomes Metello, Danniell Gobbi Fraga da Silva, Eduardo Gomes, Elaine Marcial, Ellen Benedetti, Fernanda Cleo, Fernando Lima, Fátima Aragão Macedo, Gabriel Pietro Siracusa, Gabriela Augustini, Gabriele Marinho, Graciela Selaimen, Guilherme Alberto Almeida de Almeida, Gustavo Moraes, Isabela de Jesus da Silva, Jonathan Divino Ferreira dos Santos, Juliana Mendes Rodrigues, Karine Barbosa, Karla Monteiro, Letícia Guedes, Lucas Nobrega Porto, Luciano dos Santos Danni, Marcela Garcia Correia, Marco Cepik, Maria Dominguez, Mariana Gomes, Mariana Helcias, Mauricio Pinheiro Fleury Curado, Mayara Laurentino de Almeida Machado, Paulo Guerra, Pedro de Lemos MacDowell, Rafael Almeida, Raquel Braga Sampaio, Rita de, Rodolfo Marques Santos, Rodrigo Savazoni, Roseli Teixeira Alves, Rívia Helena de Araújo, Santos da Silva, and Tobias Pereira Soares Filho.

We would like to offer special thanks to the contributors of the several guest essays included in this publication: Moara Tupinambá, Maria Eduarda Do Canto Menezes, Diogo Montechiari Barbosa Campos, Maria Netto, and Roberto Kishinami.

To build this report, the UNDP Strategy & Futures Team conducted a series of sensemaking workshops with experts, leaders, and citizens of Brazil. We are most grateful for their participation. We would like to thank:

Youth and Youth Leaders: Maria Eduarda do Canto Menezes, Renata Koch Alvarenga, Renata Padilha, Ana Rita do Nascimento Silva, Diogo Montechiari Barbosa Campos

Community Leaders: Beatriz Marques Mendes Diniz, Bianca Moraes dos Santos Rosa, Emanuely de Oliveira Longo, Gabriela de Oliveira Toso, Gabriela Rhoden Padilha, Ianah Maia de Mello, Magda Strasburg, Moara Brasil Xavier da Silva (Moara Tupinambá).

Business Leaders: Caroline Busatto, Gabriela Fideles Silva, Kátia Vielitz Almeida, Leonardo de Paula, Levi Girardi, Rejiane Evangelista da Silva, Rodrigo Cury Teixeira.

Subject Matter Experts: André Oliveira Arruda, Bruna Petry Anele, Christiano Hagemann Pozzer, Gabriela Miyuki Shimabukuro Katto, Letícia Leobet Florentino, Louise Ariane da Campo, Maria de Fátima Santos Camargo, Victoria Viana Souza Guimarães.

Regional Leaders: Afonso Jorge Ferreira Cardoso, Agilana de Inojosa Barbosa, Camila Manique Silva Ferreira, Carlos Felipe Christmann Stoll, Carlos Gustavo de Almeida Brum, Danillo Rogério dos Santos Regis, Eliakim Herbert de Araújo Silva, Fabiana de Araújo Falcomer dos Santos, Genildo José da Silva, Leandro Galheigo Damasceno, Lidiane Manthay Leal, Naiara de Moraes e Silva, Vitoria Gonzatti de Souza.

Thank you to those who shared their insights in our surveys:

Domain expert survey: Colleagues at UNDP Brazil, Brazilian Members of the International Science Council (ISC), members of Frente Nacional de Prefeitos; members of the Brazilian Political Science Association, members of the National Association of Graduate Studies and Research in Social Sciences, and individual respondents: Ale Mora, Alexandre Dall'Ara, Ana (last name withheld), Ana Maria da Costa Ferreira, Ana Paula M. Machado, Andrea Balan, Breno Fagundes, Bruno Francisco Melo Pereira, Camila (last name withheld), Carlos (last name withheld), Carlos Aguirre-Bastos, Caroline Brito Fernandes, Catarina (last name withheld), Clara Reschke, Claudia Ferraz, Claudia Sampaio, Daphiny (last name withheld), Danillo Regis, Deborah Mabilde, Dolores Brito, Eliakim Herbert de Araújo Silva, Elisa (last name withheld), Elisa Oswaldo Cruz Marinho, Emerson Torres, Érica (last name withheld), Fabihana Nóbrega, Fernanda (last name withheld), Franciele Fath, Gabriela Padilha, Heron Salazar Costa, Hércules Antonio do Prado, Iago Nobre, Isabel Sousa, Ildeu de Castro Moreira, Laura Oliveira, Lennon Junqueira, Leonardo Teixeira DallAgnol, Luciano Milhomem, Luíza (last name withheld), Maria Dolores Lima da Silva, Maria do Carmo Vieira, Maria Fernanda de Paiva Julidori, Marília Migliorini, Marcelo Jarros, Mauro Cesar Rocha da Silva, Michael (last name withheld),

Monica Azar, Nicole Figueiredo, Odir Dellagostin, Patricia Baldez Americo Minervino, Paula (last name withheld), Paulo (last name withheld), Paulo Motta, Raphael Ocelli Pinheiro, Raquel Gontijo, Renato (last name withheld), Renata M. Bichir, Ricardo Augusto Custodio da Silva, Rogério Souza de Jesus, Samuel Alves Soares, Thais Barbosa Passos, Thalita Holanda, Ubiratan Francisco Castellano, Valmir Flores Pinto, and Wallacy (last name withheld).

Cultural survey: Alberto Aleixo de Souza, Bruna Petry Anele, Christiano Hagemann Pozzer, Erly Teixeira Dias, Gabriela Miyuki Shimabukuro Katto, Guilherme Silva Braga Viana, Ianah Maia de Mello, Jeck Neco Araújo, Jonn Tsu Kuo, Lidiane de Sousa Rocha, Lilian da Silva Moraes, Luciana da Silva Moraes p, Luciene da Sillva Moraes, Maria Antonia Teixeira Dias, Maria Clara Freire Gonçalves (Clara Potiguara), Maria Natália Alves, Marilene da Silva Moraes, Marina da Silva Kahn, Moara Brasil Xavier da Silva (Moara Tupinambá), Paulinho Waiãpi, Rossana Marlene de Holanda Silva, Vinícius Santiago, Yasmin da Nóbrega Formiga, and all our anonymous contributors.

We would like to thank our Peer Review Council, which included the following individuals:
Ministry of Management and Innovation in Public Services: Rafael Luiz Azevedo de Almeida, Guilherme Alberto Almeida de Almeida, Celina Pereira, Francisco Gaetani; **UNDP Brazil:** Claudio Providas, Maristela Baioni, Andréa Bolzon, Ismália Afonso, Lívia Nogueira, Cristiano Prado, Mônica Azar and Moema Freire; **UNDP HQ:** Narue Shiki, Vanessa Howe-Jones, El Hadji Fall, Jennifer Baumwoll, Almudena Fernandez; and **Future of Development partners:** Astrid Caldas, Luiz Alberto, and Sergio Suchodolski.

INTRODUCING THE FUTURES OF BRAZIL: SIGNALS OF TRANSFORMATION



Esther Dweck

Minister of Management and
Innovation in Public Services

Why should we care about the future when the present feels so urgent? Why should we invest time and resources in considering the next decades? In times of polycrisis, is it still possible to imagine meaningful alternative futures—and to do so without turning away from the challenges we face today? What can futures exercises offer to politicians, business leaders, social movements and—above all—to young people who are inheriting this world?

Brazil has gone through turbulent times over the past decade. The country has faced multiple shocks—political, economic, technological, institutional, cultural and others. Similar processes have unfolded in other parts of the world during the same period. To a certain extent, some of these phenomena—such as the rise of the far right, political polarisation, the collapse of mainstream media and the dismantling of the State—have been interconnected.

The past is no longer a reliable compass for understanding the present. People are scarcely recognising their own countries. Social cognitive dissonance has been magnified by the rise of social media. The meaning of belonging has been disrupted. Inequality has reached unprecedented levels. The impressive achievements in reducing deforestation—crucial for combating climate change both nationally and globally—were reversed in just a few years under denialist governments. Several areas of government were severely affected by discontinuity, dismantling and collapse, driven by processes of institutional entropy.

At the same time, strong counter-movements have emerged. Under the leadership of President Luiz Inácio Lula da Silva, Brazil has chosen a path that strengthens democracy, social inclusion, environmental responsibility, and active international engagement. Rebuilding the State—its institutions and its capacity to plan, coordinate, and deliver—is a central element of this choice. At the Ministry of Management and Innovation in Public Services (MGI), we are committed to modernising public administration, valuing public servants, and expanding digital infrastructure. We are also determined to leverage strategic tools, such as public procurement, to

foster innovation and sustainable development. Anticipating trends and translating signals into concrete policies is essential to preparing our government and country for future challenges.

Generation gaps are emerging dramatically in different ways. The generation that experienced the authoritarian regime, democratisation and hyperinflation in Brazil is leaving the stage. Digital transformation has upended the power hierarchy in modern organisations: young people at the bottom often know more about the core business than the managers and business owners at the top. Millions of young adults fall into the “neither-nor” category: neither working nor studying. The advent of AI is forcing national institutions to rethink their operations and their futures.

Brazil is experiencing multiple dawns and twilights across various dimensions. The interregnum between the old and the new has become more intense and complex due to the simultaneous nature of multiple transitions—demographic, climatic, energy, digital, ecological, epidemiological, educational, labour-related, financial and others.

At the Ministry of Management and Innovation in Public Services (MGI), our mandate is precisely to help rebuild and transform the State: valuing public servants, modernising management, expanding digital public infrastructure, and using tools such as public procurement to foster innovation, sustainable development, and industrial policy. We know that institutions that only react to crises will always arrive late. To serve society well, the State must learn to anticipate, to read “signals” of change and to translate them into concrete missions and policies.

The future is open and it is up for grabs. It is being shaped now, in the choices we make, the alliances we build and the narratives we believe. While we cannot control it, we can influence its direction. And there are reasons for hope—not naïve but grounded in evidence across different areas and agendas. This publication brings together such signals: weak and strong indications of emerging practices, technologies, behaviours and policies that can help us imagine and build fairer, greener and more innovative futures for Brazil.

Hope is not passive. It is a combination of compass, direction and commitment. It is a decision to act based on possibilities. Betting on the future means cultivating the present with responsibility, imagination and the willingness to shape new paths—even amidst uncertainty. It means building a coalition of people determined to act within their sphere of influence, from local communities to State institutions, to promote a more just, supportive and enabling Brazilian society.

FOREWORD FROM THE UNDP BRAZIL COUNTRY OFFICE



Claudio Providas
Resident Representative
UNDP Brazil Country Office

In an era defined by rapid change and unprecedented challenges, **the Futures of Brazil: Signals of Transformation emerges as a critical tool for navigating the complexities of the future.** This document, a collaborative effort between the Government of Brazil and the United Nations Development Programme (UNDP), offers a forward-looking perspective on the trends and signals shaping Brazil's development landscape. It is not merely a collection of data, but a conversation starter designed to provoke reflection and inspire action towards a more sustainable and equitable future for all Brazilians.

The core of this publication lies in its unique methodology. It draws on the observations of a global network of "signal scanners": UNDP staff on the ground who are attuned to subtle shifts and emerging patterns that may indicate significant future developments. This approach enables the document to capture a nuanced and dynamic view of the challenges and opportunities that lie ahead—from the persistent trauma of conflict and disaster to the transformative potential of digital technologies and the evolving nature of democratic engagement.

Central to the narrative is the concept of Radical Optimism, which recognises Brazil's immense potential despite persistent challenges. It suggests that overcoming the nation's sense of being "stuck in place" requires not an escape from the present, but a bold reimagining of power, participation and possibility. This optimism underpins the exploration of a renewed social contract, acknowledging that, while progressive policies

exist, systemic inequalities persist. **The Futures of Brazil: Signals of Transformation highlights Brazil's powerful assets, such as universal healthcare and digital financial inclusion, and emphasises the need for structural reform and genuine political accountability to unlock its full potential, fostering a fairer system for all.**

This document's value is multifaceted. For policymakers, it provides a vital evidence base for crafting forward-thinking strategies that are resilient to change and uncertainty. For civil society, it offers a platform for dialogue and advocacy, empowering communities to participate in shaping their own futures. For the private sector, it highlights emerging markets and investment opportunities aligned with sustainable development goals. And for the public, it fosters a deeper understanding of the forces shaping their lives and the choices that can help create a better tomorrow.

The Futures of Brazil: Signals of Transformation is more than a report; it is a testament to the power of partnership and the importance of foresight in an increasingly interconnected world. **It is a call to action, urging us to look beyond the immediate horizon and consider the long-term implications of our decisions.** As we stand at a critical juncture in Brazil's development journey, this publication offers an invaluable compass, guiding us towards a future that is not only prosperous, but also just, inclusive and sustainable for generations to come—helping Brazil not merely to react to the future, but to actively shape it.

CONTENTS

What the Futures of Brazil: Signals of Transformation Is	14
Overview of the Futures of Brazil: Signals of Transformation	15
Crafting the Futures of Brazil: Signals of Transformation	17
Exploring the Themes: Time to Gather for Lunch	19
Survey: “Would you Bring a Child into this World”?	25
Beyond the Horizon of Hope: A Collective Commitment to Transformation	27
Essay: Why I am Radically Optimistic about Brazil’s Future	30
Cluster 1: Hope for Fair Futures	32
Equity, Equality, Poverty: A Renewed Social Contract	34
Education: From Survival to Solidarity	38
Health: Healing a Strained Healthcare System	42
Diversity: Untapped Assets	46
Youth: Potential at Risk	50
Values: Trust in Transition	54
Essay: Rediscovering Education as a Path Towards Transformation	58
Essay: Believing in Brazil is Courageous	60
Cluster 2: Courage for Responsible Futures	62
Employment: Investment in Resilience	63
Business/Private Sector: Soft Power, Hard Limits	67
Sustainable Finance: Redefining the Rules	71
Infrastructure: Connectivity as a Requirement	74
Energy: Paradox of Power	78

Essay: “Brazilianness” and Innovation: The Role of the Private Sector in Sustainable Transformation	82
Cluster 3: Agency for Adaptable Resilience	84
Governance: Restore and Reinvent?	85
Public Safety: From Control to Accountability	89
Urbanisation: Laboratories of Imagination	93
Climate: Ambition with Equity	97
Biodiversity: Extraction or Regeneration?	101
Essay: Brazil, a Global Opportunity for Climate Action and Development	106
Scenarios: A Brazilian Lunch in the Future	108
Baseline: Gourmet Set Meal (<i>Prato Feito</i>)	115
New Equilibrium: Nutrition via App	117
Collapse: The Grey Meal	119
Transformation: The Community Buffet	121
Concluding Remarks: Stop Imagining, Start Doing: A Collective Commitment to Act Now for Brazil’s Future	123
Appendix	126
Acting in the Jungle of Change	127
Glossary	130

WHAT THE FUTURES OF BRAZIL: SIGNALS OF TRANSFORMATION IS

Purpose

The Futures of Brazil: Signals of Transformation presents selected signals and trends that UNDP anticipates will emerge over the next five to ten years (2030–2035), and which we consider significant for Brazil’s development.

The aim of this report is to foster conversations about Brazil’s future among people from all walks of life and across all levels of society. Our intentions are to:

- Raise awareness of the importance of thinking about the future;
- Support readers to reflect on changes on the horizon that they may not yet have noticed, or may have previously considered only from a limited perspective;
- Encourage dialogue on the future of Brazil; and
- Inspire actions to co-create inclusive futures for the country.

By promoting future-focused conversations, Brazilians can begin reflecting on the legacy they wish to leave to future generations, and on the decisions that must be made today to steer the country towards a desired future that benefits all.

OVERVIEW OF THE FUTURES OF BRAZIL: SIGNALS OF TRANSFORMATION

Here is a question that all Brazilians should consider: *What kind of future do you want to leave for your children? And for your children's children?*

The question of what Brazil we wish to leave for future generations concerns us all. This document identifies areas where this legacy may raise concerns and invites us to reflect on what actions we can take today to guide our country and communities towards a different future.

The Futures of Brazil: Signals of Transformation is grounded in observations from the UNDP Strategy & Futures Team, the UNDP Country Office in Brazil, officials from several ministries of the Government of Brazil, and extensive consultations with civil society, academics, and community leaders. The signals identified in this report also draw on a global network of “signal scanners” who monitor emerging signs of change.

These signals of change are conversation starters. As you read through the Signals of Transformation, we encourage you to ask yourself: “Are these signals new to me, or are they already familiar? What might they mean for Brazil’s future development?”

Exploring Brazil’s future is a substantial undertaking. There were countless possible areas to examine, so the team focused on 16 themes, grouped into three clusters. This publication explores each theme in depth and then offers four scenarios for the future based on this analysis. The clusters and themes are:

- **Hope for Fair Futures**—This cluster focuses on social justice issues:
 - 1) Equity, Equality and Poverty; 2) Education; 3) Health; 4) Youth; 5) Diversity; and 6) Values.
- **Courage for Responsible Futures**—This cluster focuses on structures and systems:
 - 7) Employment; 8) Business/Private Sector; 9) Sustainable Finance; 10) Infrastructure; and 11) Energy.
- **Agency for Adaptable Futures**—This cluster focuses on the fabric that connects communities, states, and the federal government:
 - 12) Governance; 13) Public Safety and Security; 14) Urbanisation; 15) Climate; and 16) Biodiversity.

What links these clusters is **Hope, Courage** and **Agency**. These concepts surfaced consistently throughout the research process and during numerous workshops, both in person and online.

It can be difficult to feel optimistic when confronted daily with negative news and the suffering experienced in many communities. There is a temptation to postpone tomorrow's challenges in order to address today's urgent demands—and to believe that nothing we do can influence the future. This is the essence of fatalism: the belief that our actions make no difference.

Foresight, however, is grounded in possibility. It offers an alternative path—one defined by Hope, Courage and Agency. Human imagination, combined with empathy and curiosity, and guided by questions such as "What if...?", "Why not?", and "How can we make this happen?", allows us to inhabit a world of infinite potential. We may not know what future generations will need, but we can leave them a legacy of positive choices. What we require most is the hope to keep looking forward, the courage to expect more of ourselves, and the agency to act—even in small ways—to lay the foundations for a better future.

This publication demonstrates that, every day, people can make smarter, kinder choices that lead us towards a better future—within our lifetimes and for generations to come.

CRAFTING THE FUTURES OF BRAZIL: SIGNALS OF TRANSFORMATION

The *Futures of Brazil: Signals of Transformation* was developed over six months, from May to October 2025. The process comprised:

Theme Identification—Sixteen major themes related to Brazil's future were identified, including equality, education, health, infrastructure, public safety, and climate. These themes were approved by government representatives before the UNDP Strategy & Futures Team began its research.

Horizon Scanning—More than 500 signals of change linked to the 16 themes were identified, offering early indications of what may be emerging on Brazil's horizon.

TIPPOs Research (Trends, Insights, Plans, Projections and Obstacles)—The team consulted respected reports, research papers, forecasts, statistics, and other sources that provided further insights into Brazil's future across the 16 themes. Topics not explicitly covered within these themes may have been addressed implicitly in the analyses or may be included in a future edition.

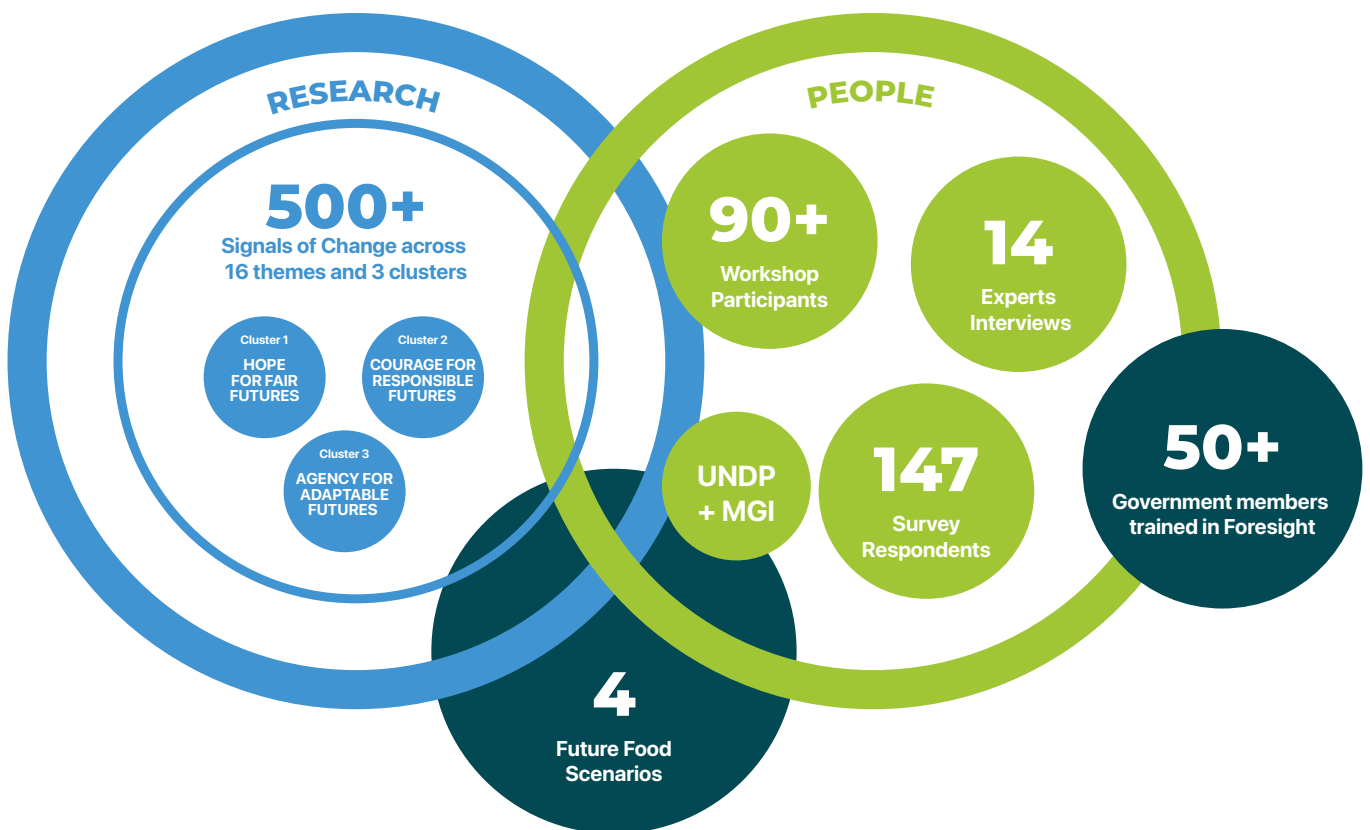
Expert Interviews—Fourteen experts, identified by the UNDP Brazil Country Office and government officials, were interviewed to provide in-depth perspectives on the selected themes. All interviews were conducted virtually, recorded, and transcribed. They generally lasted between 30 and 90 minutes. AI tools were used to summarise the interview content.

Futures Literacy Training—The UNDP Strategy & Futures Team delivered a two-day foresight training, developed by the University of Houston Foresight Program in collaboration with UNDP, to more than 50 members of the Brazilian government. The training aimed to build understanding of the foresight process and strengthen internal foresight capacity.

Sensemaking Workshops—The UNDP Strategy & Futures Team held eight two-hour online workshops in which participants reviewed and discussed signals of change to identify notable patterns and drivers. More than 90 people across Brazil took part. These individuals, identified by the UNDP Brazil Country Office, government representatives, and the Strategy & Futures Team, represented groups such as youth, community leaders, workers, business leaders, and citizens.

Scenario Development—Drawing on the sensemaking workshops, the UNDP Strategy & Futures Team developed four narratives illustrating possible futures for Brazil over the next five to ten years. The team used the metaphor of a Brazilian lunch to frame these scenarios.

Surveys—Two surveys were conducted to gather additional perspectives. The first, linked to a workshop exploring Brazil’s future through the metaphor of a Brazilian lunch, was sent to more than 100 people and received 25 responses. The second survey, focused on hope and optimism about Brazil’s future, was sent to 500 experts, yielding 122 responses from UNDP Brazil Country Office staff, government ministers, members of the Brazilian Political Science Association, members of the National Association of Graduate Studies and Research in Social Sciences, members of the National Front of Mayors, and Brazilian members of the International Science Council.



A note on consent: All participants in this study (interviews, workshops, surveys) were informed that their participation was being recorded, that any quotes they shared might be used in this document, and that they could choose whether to identify themselves or remain anonymous. For youth participants, written consent forms were required and signed both by the young person and by a parent or guardian.

A Note on Methodology: This report draws on the collection of views and opinions expressed through various formats, including one-on-one interviews, workshops, and surveys, informed by a foresight methodology. These opinions were translated and analyzed as signals and trends. By design, the data collection was not intended to achieve a statistically significant sample of the Brazilian population.

EXPLORING THE THEMES: TIME TO GATHER FOR LUNCH

Join us for a Brazilian lunch—a special moment that takes place every day.

The themes explored here do not exist in isolation. They are interconnected and reflect the systems that Brazilians rely on to live their lives. When one system shifts, that change inevitably affects one or more other systems—and the people who depend on them, directly or indirectly.

What better way to visualise this than through a typical Brazilian lunch? Every day, tens of millions of Brazilians pause what they are doing. They set aside their work, put away their phones, and come together in their homes, their schools, or as colleagues in restaurants near their workplaces—to eat. Often for at least an hour, sometimes two.

Across states and regions, the dishes on the table may vary, but one thing remains constant: it is a special time to come together and focus on the meal and the people around the table.

Consider themes such as education, youth, governance, energy, or climate through the lens of the table and those gathered around it:

- Who grew and harvested the food on the table?
- How much, and what type, of energy was required to grow and transport it?
- Where was the equipment used in agriculture produced?
- Did scientists develop innovations that made it possible to cultivate these crops or livestock?
- What government policies helped make this meal possible?
- Will climate change affect the availability of some foods or beverages on future tables?
- Who has been invited to this table—and who has not?

What appears to be a simple meal becomes layered with complexity when we reflect on what it represents today and what it may look like in the future.

LUNCH IN BRAZIL

A metaphor for Brazil's present and future



Health

Does this food nourish and strengthen our bodies? Is the food made with ultra-processed ingredients? Are we eating fast food for lunch? Are there those who are still going hungry?

Youth

Are our kids allowed at this table to share their voices, laughter and worries? What about our grandchildren's children?

Diversity

Do we cherish the rich diversity of food, drink and people at this table? Are all Brazilians truly welcome to this table? Is Brazil willing to share this meal with people from other countries? If so, who?

Values

Does this meal bring us together as Brazilians? What are we talking about at this table; what are we afraid to bring up?

Education

Can everyone at this table read the menu? What impact would widely accessible high-quality education have on the conversation at this table?

Inequality, Equity, Poverty

Who made this food? Who served this food? Do we see everyone as equals at this table? Are we paying people a fair wage to make this meal possible?

Governance

What policies have been or will be enacted to make this delicious meal possible in 10 or 25 years? Are people still going hungry? What can government do to make sure everyone in Brazil can afford to eat lunch?

Public Safety/Security

Can we eat this meal in peace? Has the influence of organised crime tainted this meal?

Urbanisation

Is there enough time to enjoy this meal? How is this meal different in the rural parts of Brazil?

Biodiversity

Does this meal reflect the rich and truly unique biodiversity of Brazil? Will some food or beverage disappear from this dinner table over time?

Climate

Are we doing enough to protect the Amazon while still creating the farming land we need to make this meal? What about methane emissions created by livestock? Do we need to implement safeguards for outdoor workers when it becomes too hot to work?

Energy

Could this meal be produced with zero carbon emissions some day in the future? Green hydrogen? Fusion? More wind and solar? Are we relying on energy imports to prepare this meal?

Employment

Is Brazil doing enough to educate and train future generations to produce and deliver this meal? To create new innovations in farming?

Business/Private Sector

What innovations played a role in this meal? What about manufacturing? Who are the entrepreneurs who made it possible? What role will Brazil's trade partners and alliances (China, U.S., BRICS, G20, Africa) have in making this meal possible? What will be the impact of AI and robotics on this meal?

Sustainable Finance

Will Brazil continue to lead in Green Finance to create new opportunities for Brazil's farmers?

Infrastructure

How critical will infrastructure (roads, rail, water, electricity, digital, etc.) be in bringing this food to the table?

Lunch is what connects Brazilians—to each other and to their land and water

We asked 122 Brazilians from different backgrounds and regions what lunch means to them. Our questionnaire explored four questions:

- Why is lunch a special moment? What do you most enjoy eating?
- What is your idea for creating a better Brazil?
- What makes you most optimistic when you think about the country's future?
- How do you work with, or contribute to, your community?

Here is a “taste” of the responses we received. Dear reader, how would you have responded?

A Pause in Our Lives: “Lunch is special in Brazil because it brings together family, friends, and affection around the table—a moment of pause, connection, and culture. What I enjoy most at this time is rice, beans, fresh salad, farofa, and roasted chicken: simple, tasty, and full of emotional memory.”

Rejiane Evangelista da Silva, Itacarambi, MG

Giving Thanks: “It is a moment to bring the family together and give thanks for the sacred food, recognising the richness that comes from the land—cultivated, cared for, and harvested by other hands. It is about expressing gratitude to everyone who took part in the cycle until the food reached our table, and understanding that not all families in Brazil have this privilege. I like to eat grains such as our classic rice and beans, as well as vegetables, roots, and greens. I am vegetarian and try to keep a varied diet, which I consider the main meal of the day. Having different colours on the plate is a sign of food full of life—and, for me, a celebration of health, flavour, and connection to the earth.”

Yasmin da Nóbrega Formiga, Santa Luzia, PB

Food as a Story: “I like a dish that also tells a story: well-seasoned black beans, fluffy rice, garlic-sautéed collard greens, farofa, and a generous portion of roasted pumpkin—flavours that evoke Afro-Brazilian cuisine and the memory of those who cooked to nourish not only bodies, but entire communities. It is a lunch that sustains and also connects with a living ancestry.”

Vinícius Santiago, Brasília, DF

Lunch is Sacred; Understanding the Journey: “Lunch is a time to nourish our bodies and generate energy, to be silent and reflect on the journey food takes before it reaches our plate. Lunch is sacred. I like to eat green beans, rice, roasted free-range chicken, flour, and cold soda.”

Maria Clara Freire Gonçalves (Clara Potiguara), Território Potiguara, Baía da Traição, PB

Connecting with Others: “Lunch is special because it creates a pause in the day to recharge, share moments with family or friends, and take care of ourselves. It is a warm, connecting moment that strengthens bonds and helps us reflect on what we’ve experienced so far. What I most enjoy is a comforting and nourishing meal such as well-seasoned rice, beans, a tasty protein, and a fresh salad.”

Alberto Aleixo de Souza, Favela da Maré, Rio de Janeiro, RJ

Traditional Communities: “Food produced in traditional communities—it is hard to list them all, but there is nothing better to eat.”

Maria Antonia Teixeira Dias, Quilombo Cariongo, Santa Rita, MA

Collective Spirit: “Lunch is special because it goes beyond a simple meal. It is inclusive, creates empathy, and brings people together to celebrate and relax—and it can even open space to discuss topics that might be difficult in other contexts. The conversation around the table can strengthen bonds, build trust, and broaden dialogue. What I enjoy most is food made by many hands, or when everyone brings a dish and adds their touch to someone else’s plate—that collective spirit matters. P.S.: mobile phones can stay off the table.”

Gabriela Miyuki Shimabukuro Katto, Brasília, DF

Prepared with Love: “For me, lunch is a sacred moment—a time when we receive food prepared with care by the person who cooks it. I like to eat any dish made with love, from my culture—I especially enjoy any type of fish preparation.”

Moara Brasil Xavier da Silva (Moara Tupinambá), Campinas, SP

Connecting a Brazilian lunch to the clusters and themes

Some—possibly many—would say a Brazilian lunch is a sacred time and space to nourish one's body and to share a sense of belonging and connection with others. In other words, it is a central point (the *axis mundi*), through which to reflect on Brazil's past, present and future— primarily because every Brazilian can relate to it. It is a common yet profound experience for tens of millions of Brazilians every day.

Through this lens, consider carefully the signals, observations, and questions presented across the clusters and 16 themes. From shifts in equity and public safety to employment and transport infrastructure, every change explored in this publication will have implications for the Brazilian lunch of the future. Look beyond the food on your plate to how that food will reach the table, who will grow it, and the technologies used to produce, transport, and prepare it—and how this special moment in Brazilians' daily lives may differ from one table to the next, as people choose, or not, to embrace and navigate change.

A banquet of ideas about the future of Brazil

As you read and reflect upon the clusters and themes, keep the image of a Brazilian lunch in your mind. Towards the end, we will return to this image with four scenarios about the future of lunch in Brazil, ten years from now.

For each cluster and theme, we offer:

- **Overview:** A high-level summary that paints an image of the cluster or theme.
- **What to Watch:** Short viewpoints that highlight gaps, breakthroughs and possible breakdowns in the future of each theme.
- **What Does This Bring to the Table?:** Implications and policy provocations to ponder and act upon.
- **Observations:** Insights shared by those interviewed or surveyed for this publication.
- **Wishes for Brazil's Future:** Ideas to consider in addressing thorny problems and issues— what Brazilians would like to see in the year 2035.
- **Essays:** Thoughts shared by invited guests that offer additional context or different perspectives.

Take your time to read and reflect on the *Futures of Brazil*. Put down your phone. Share this document with others.

SURVEY: WOULD YOU BRING A CHILD INTO THIS WORLD?

Taking a pulse of what Brazilians are thinking—and talking about at the table.

So, what might Brazilians be discussing over lunch with family and friends? How might people feel about what is happening in their country or in the wider world? Would they express pessimism, optimism, or something in between? Would they wonder whether things are improving, not only who to vote for, but whether their vote truly matters? What they might do if they were in charge, even for a single day? Or whether they would bring a child into the world?

To take a pulse of how Brazilians are feeling about the future, more than 500 experts across the country were invited to respond to a survey. More than 120 responses revealed a tension between optimism and pessimism.

Better or worse in 2035? When asked whether their lives would be better or worse by 2035 compared to today, 63 per cent said they believed their own lives would be better or much better in 10 years. But when asked about all Brazilians, that figure dropped to 40 per cent.

Collective optimism? When asked, “Do you think it is important for Brazilians to be optimistic to achieve a better future for the country and its people?”, 79 per cent said “Yes.” This raises an intriguing question: can collective optimism influence a country’s trajectory or shape the direction of communities?

Agency: On a scale of 1 to 10, we asked whether participants felt they had the autonomy to influence Brazil’s future over the next decade. This is where optimism faded: the average score was 5.38.

Does your vote matter? When asked whether their vote made a difference in shaping a better future for Brazil, 78 per cent said yes.

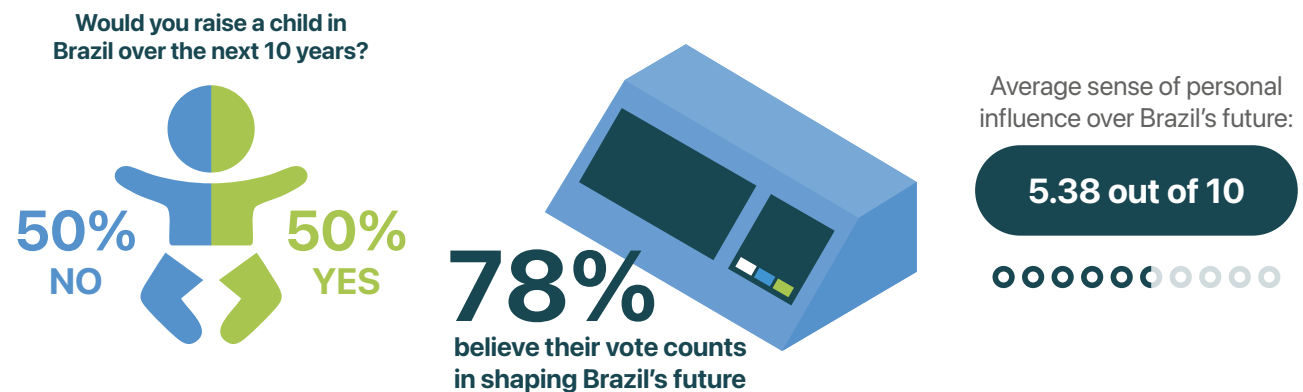
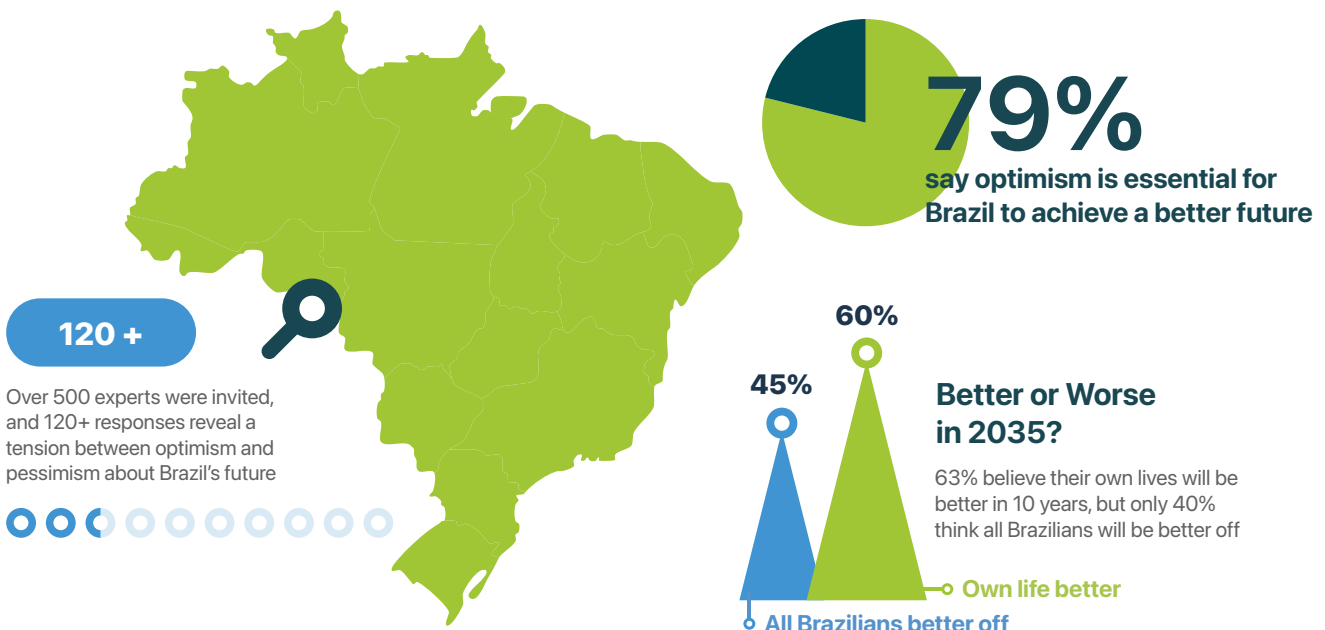
Bringing a child into the world: Yet when asked, “Do you think it is a good idea to have or raise a child in Brazil in the next 10 years?”, the responses were evenly split: 50 per cent said yes, 50 per cent said no.

So, what would you change if you could? Respondents were asked what they would change if they were President of Brazil for one day—and what they hoped to see for the country 10 years from now.

- **Economic Opportunity and Employment:** Respondents called for job security, decent wages, career opportunities, and economic stability. Many emphasised dignified work and the ability to “live with dignity” rather than simply survive.

- Quality Education for All:** Highlighted repeatedly as transformative, inclusive across race and class, and capable of creating “conscious citizens.” Many viewed education as essential to breaking cycles of inequality.
- Reduced Inequality and More Equitable Income Distribution:** A dominant theme. Respondents expressed a deep desire for a “more egalitarian country,” “income equality,” “social and economic equality,” and “better income distribution.” Inequality was consistently identified as Brazil’s fundamental challenge.

Although limited in scale, the survey offers insights into how Brazilians may be feeling about the future. The findings suggest a nuanced message for leaders: there is a desire for optimism, but it must be grounded and authentic rather than superficial. People want real change to address real problems—a kind of pragmatic hopefulness. The responses portray a vision of Brazil as a just, sustainable, and prosperous society where everyone’s basic human needs are met.



LOOKING BEYOND THE HORIZON OF HOPE: A COLLECTIVE COMMITMENT TO TRANSFORMATION

The Editors of the Futures of Brazil: Signals of Transformation

"The optimist is a fool. The pessimist, a bore. It is best to be a hopeful realist."

Ariano Suassuna

This document was created for Brazilians and by Brazilians. Dozens of leaders and young people participated in intensive workshops exploring the country's future. Groups of Brazilians responded to questionnaires. In total, hundreds of people shared their hopes and aspirations for a brighter future.

A match has been struck.

Will thinking about—and exploring—the future inspire the imaginations of all Brazilians? Or will it fade, resisting every attempt to ignite a lasting spark?

Brazil is a country of immense potential. Its diverse natural resources are renowned. Its people are among the most vibrant in the world. Its social movements—from landless workers' collectives to Indigenous defenders of territory—have long pioneered alternative visions of justice, economy, and care.

And yet, many Brazilians carry a heavy truth: despite all this potential, they feel stuck, like a spring unable to release its energy.

In interviews and workshops, participants described a sense of *"estar travado"*—feeling trapped in place while revisiting old problems under new headlines. This perception was captured in the phrase *"a gente sonha, mas não aposta"*—we dream, but we do not bet on it (take chances).

But beneath this fatigue lies a hope that refuses to disappear.

From the many conversations held, one message is clear: Brazilians hunger for something better.

But are they ready to commit to the kind of action needed to drive meaningful transformation? Or are they simply engaging in wishful thinking?

To move forward, Brazil—all Brazilians—must do something different. Because what has been done so far, while significant, is not delivering the level of change people desire.

So, what is that “something”?

Consider this idea: a collective commitment among all Brazilians to work together towards a brighter future. Are Brazilians ready to dive in headfirst (“*entrar de cabeça*”) into this journey of transformation?

We are calling for belief not only in better days ahead, but in Brazil’s ability to create them. This means recognising that the future is not something to be inherited passively, but something we actively build. It is the courage to stand in the middle of the storm and plant something anyway. *Trying* is no longer enough.

Persisting in “trying” has generated frustration and anger at development models that exclude; at policies that fail to reach the margins; at histories that still reverberate through race, class, and territory.

Action is taking shape in youth-led climate campaigns and in favela collectives that use data collection and analysis to reclaim dignity and green spaces. It is also evident among Brazilian women and men who draw on Indigenous knowledge and wisdom to transform environmental governance.

These are not isolated sparks. They are signals of something deeper: the re-emergence of collective agency.

Commitment is the connective tissue that turns these signals into momentum. It is not only about feeling better—it is about doing better together. It asks: Are we committed to leaving no Brazilian behind? Are we committed to defending the dignity of every person who inhabits this land? Are we committed to claiming the sovereignty of our future, rather than leaving it to external forces to determine the fate of our natural resources and our people?

“Are we willing to commit to Brazil’s visions for the future?” is the question at the heart of the country’s next chapter. Equitable futures in Brazil are not only about redistribution—they are about reimagining who holds power, and how we move from potential to possibility.

Across the country, the seeds of action—the *doing*—are being planted:

- From Recife to the Pitaguary Indigenous Land—and everywhere in between—[youth influencers](#)¹ are raising their voices about climate change and their futures.
- In Pará, [regenerative agroforestry](#)² is restoring ecosystems and reshaping livelihoods.
- In São Paulo, [Black women collectives](#)³ are building solidarity economies rooted in justice and joy.
- Across Indigenous communities in the Amazon, where traditional knowledge⁴ is increasingly recognised as a cornerstone of climate resilience.

These efforts reflect what our research and interviews made clear: **Brazil's ability and capacity to navigate the future will not be built solely on recovery from crisis—but through concrete commitments to act now on a vision that may only be realised in five, ten or even 20 years.**

That is why this document highlights not only problems but also pressure points—those cracks in the system where light is already breaking through. These are areas where investing in belief and boldness can generate outsized impact.

Committing to hope and action is not an escape from the present. It is a form of insurgency within it. Hope moves through pathways built with *espaço e abundância para todos à mesa*—with ample space and shared bounty for everyone at the table.

“It is hope, above all, which gives the strength to live and continually try new things,” said Vaclav Havel.

Brazil has everything it needs to become a lighthouse for 21st-century regeneration. But potential alone is not enough.

The leap—from potential to possibility, from vision to velocity—requires belief. It requires not just hope or courage, but commitment.

Brazil, let us do.

ESSAY: WHY I AM RADICALLY OPTIMISTIC ABOUT BRAZIL'S FUTURE



By **Moara Tupinambá**

Visual artist and activist for Indigenous causes of the Tupinambá Nation
Campinas, SP

I am Tupinambá, born in Belém, and have lived much of my life in an urbanised context. However, my family is from the Baixo Tapajós. I am the daughter and granddaughter of a people who survived the violence of colonisation, the systematic attempt at cultural erasure, and the expropriation of our lands. I grew up hearing that Brazil was “discovered”—yet we, Indigenous Peoples, have always known that nothing can be discovered in a land already full of life, culture, and spirituality. We survived because we have always been more than resistance: we are reinvention, and we are the future.

When I speak of the future, I am not referring to an abstract idea of progress. I speak of a time that, for us, is not linear. In the Tupinambá worldview, past, present, and future flow together like the waters of the Tapajós River—waters that mix and separate without ceasing to be the same river. **The future I see is woven by the hands of those who came before us, sustained by our collective memory and by the certainty that life—human and non-human—is sacred.**

This is why I am radically optimistic. Not because I ignore the climate crisis, violence, or structural racism, but because I know that we have always carried ancestral tools to heal these wounds. Our ways of life already offer solutions that the world is only now beginning to seek: caring for the land as an extension of ourselves, building an economy based on reciprocity, and understanding that well-being is not measured solely in material wealth.

Brazil is a country built on diversity. We are more than 300 Indigenous Peoples, each with its own language, territory, and way of understanding the world. When our voices are

heard and our practices respected, the country reconnects with its deepest foundations: our ancestry. This reconnection is urgent, but it is also possible—and it is already happening in land reclamations, Indigenous cultural movements, universities opening space for our millennia-old knowledge, and youth proudly affirming their identities.

I see Brazil as a great village under construction. A village that still needs to dismantle the invisible walls of prejudice and inequality, but that has the potential to become an example of harmonious coexistence between humans and non-humans. I believe in this future because I see Indigenous girls and boys dancing Carimbó in their villages; because I see women reclaiming the Tupinambá mantle; because I see artists and leaders occupying spaces once denied to us.

Being radically optimistic is, for me, a political act. It is believing that we can regenerate what was destroyed. It is understanding that the forest is not a resource, but our home. It is having the courage to dream, as our ancestors dreamed, of a land where we can live with dignity, beauty, and abundance—a land without evils.

Brazil's future is not distant: it already pulses in the villages, rivers, and forests, and in the hearts of those who believe that another world is not only possible—it is already being built, day by day, with our hands and our songs.



CLUSTER 1: HOPE FOR FAIR FUTURES

From redistribution to representation—reimagining who belongs, who decides, and whose knowledge counts.

Equitable futures in Brazil are not only about **sharing resources**—they are about redefining **who belongs, who decides, and whose knowledge shapes collective life** in an era marked by platform power, plural identities, and deepening political polarisation.

Across the country, people are not merely demanding better services; they are asserting their **right to co-create systems they can trust**. From **youth movements in São Paulo** to **Indigenous land defenders in Roraima**, **favela-led technology hubs in Rio**, and **Afro-Brazilian cultural leadership in Salvador**, new forms of agency are challenging exclusionary structures in government, education, media, and the economy.

The next decade will determine whether Brazil can transform its strengths—universal health care, cultural and genetic diversity, technological adaptability, and community resilience—into a credible, **future-ready social contract**. Achieving this will require bridging representation limitations, addressing structural racism and inequality, and creating participatory spaces where **equity is not symbolic, but systemic**. Fair futures will not be built through technical solutions alone, but through **shared ownership, emotional connection, and structural transformation**.

By voicing these expressions, we seek to highlight the importance of:

- Ownership in Brazil's future that is shared by everyone who calls Brazil home.
- Real, authentic emotional connections to one another, to the land, water and skies of this diverse country, and to Brazil's democratic vision.
- Structures that are not only functional, but that can positively transform the lives Brazilians and help them individually and collectively, as one people, create a future where everyone belongs and is accepted for who they are.

THEME 1

EQUITY, EQUALITY, POVERTY: A RENEWED SOCIAL CONTRACT

Unlocking Brazil's potential beyond policy promises.

Brazil's equity paradox lies not in the absence of policies but in the persistent **power structures** that blunt their impact.

Frameworks such as the country's universal health system, SUS (Sistema Único de Saúde), Bolsa Família, and the Pix instant payment system—admired worldwide—coexist with deep inequalities maintained by systemic design. Racial, gender, regional, and digital divides intersect to reproduce marginalisation, while governance often remains opaque and vulnerable to **elite capture**.⁵ Continued efforts to reform formal and informal systems, structures, and institutions are essential to address the mechanisms that perpetuate inequality and the status quo.

Brazil is working towards creating better structures that dismantle racial, gender, regional, and digital divides. Universal health care, universal education, digital financial inclusion, and the world's **largest conditional cash transfer programme**⁶ have helped lift millions out of poverty and reduce hunger to the point that Brazil has **exited the world hunger map**.⁷ Brazil's youthful energy, technological adaptability, and cultural resilience can drive the next leap—if matched with reforms and leadership committed to accountability, thereby rebuilding trust with the Brazilian people.

Universal access to health care⁸ and education is an important first step, but more is needed to ensure that all Brazilians have access to **high-quality** services. Closing the gap between rich and poor will require a strong focus on quality—quality health care, quality food, quality education, quality infrastructure, quality technology, and quality information.

A deeper examination shows that inequality is linked to institutional mechanisms, including land concentration; unequal access to basic infrastructure such as water and sanitation, internet, and electricity; unequal access to credit; police violence; and regressive taxation, among others.

The next stage could bring a mix of developments—from formalising the grey economy (estimated at **34.5 per cent of GDP**)⁹ and taxing wealth to fund climate and social justice, to local equity innovations such as racial equity councils in Salvador.¹⁰

Brazil has the experience to make progress. Its pioneering efforts in participatory budgeting began more than 20 years ago and continue across more than 435 municipalities.¹¹ Today, more than 11,000 cities around the world—large and small—use participatory budgeting to give citizens a greater say in the allocation of their public resources.¹²

These elements could converge to shape a fairer and more inclusive social contract for Brazil and its people.

▶ What to Watch

- Inequalities persist: Despite structural reforms, the inequality gap between **Black, Indigenous**¹³ and female **Brazilians**¹⁴ persists when compared to white men, **undermining social stability**¹⁵ and **limiting economic potential**.¹⁶
- Gig-worker rights may become a flashpoint as workers with precarious incomes, dependent on international big-tech platforms, begin to **organise against digital-economy**¹⁷ labour models that obscure exploitation.¹⁸ Worker-owned platforms in other parts of the world **show promise**¹⁹ in democratising the sector.
- Growing pressure to confront Brazil's legacy of slavery. The Bank of Brazil's (Banco do Brasil) apology to Black Brazilians for its historical link to **slavery**²⁰ signals an emerging appetite for truth and reconciliation.
- Measures by the government of Brazil such as reserving **8 per cent of public-sector jobs**²¹ for women facing domestic violence offer hope for improved economic security for survivors. However, addressing the underlying causes of violence—which **affects one in three women**²²—remains the larger policy issue. **Many Brazilian women**,²³ particularly in low-income urban areas, lack access even to a **private toilet**²⁴ at home and must rely on shared pit latrines.
- Brazil is leading a global call to address gross wealth inequality with a proposal for the international **super-rich**²⁵ to pay more taxes—yet the top 1 per cent of Brazilian taxpayers pay a lower effective tax²⁶ than lower-income earners. Recent **income tax reforms**²⁷ focused on middle-class relief aim to narrow this gap.
- Indigenous peoples are resisting corporate agribusiness and attempts to restrict **local land rights**²⁸—raising important questions about trade-offs between economic growth and its human and planetary consequences.
- Around 8 per cent of Brazil's school-age population lacks access to internet at speeds suitable to e-learning. The digital divide²⁹ risks deepening and entrenching social inequalities as digital connectivity becomes essential for economic advancement. Expanding affordable access and improving digital literacy are key to closing these gaps.



What does this bring to the table?

Despite important progress, [inequality](#)³⁰ in Brazil remains high. Will the country be ready to mobilise collectively towards a more equitable future?

- **From land rights to the gig economy—will Brazil be able to reduce the exploitation** of vulnerable populations while pursuing economic growth? Can Brazil “[prioritise policies that are both pro-growth and reduce inequality](#)?”³¹
- **Can Brazil redesign its economy to value all forms of labor—visible and invisible?** Much of Brazil's economy is powered by informal, underpaid, and unrecognised work. From app-based gig workers to unpaid caregivers (mostly women), many laborers remain outside the protections of the formal system.
- **Can Brazil embed equity-by-design into the very fabric of its public services,** platforms, and innovation policies to ensure that inaccessible platforms, opaque language, or biased algorithms do not perpetuate poverty and inequality?
- **Can policy be built with—not merely for—those at the margins?** Residents of favelas, *quilombos*, and Indigenous territories face the harshest inequalities yet have the least influence. Top-down policy design often overlooks lived experience, local innovation, and cultural knowledge. Can Brazil move from inclusive consultations to genuine power-sharing in policymaking and budgeting?



Observations

“What makes me most optimistic about the country's future is recognising the strength, creativity, and capacity for mobilisation within Brazil's favelas and peripheral communities. Despite numerous challenges, these communities have demonstrated their ability to develop innovative solutions, build solidarity networks, and transmute adversity into opportunity.”

Alberto Aleixo de Souza, Favela da Maré, Rio de Janeiro, RJ



Wishes for Brazil's Future

"A better Brazil requires simultaneously confronting structural racism, patriarchy, and socioeconomic inequalities. This involves public policies that recognise and value the leadership of Black, Indigenous, and Quilombola women—historically, made invisible, yet central to the country's development. It means ensuring access to land, anti-racist education, healthcare that considers gender and race, and dignified work, while also combating state violence, such as police lethality in marginalised areas. My idea is a development model that places life—not profit—at the center, respecting territories, cultures, and ancestral knowledge."

Vinícius Santiago, Brasília, DF

"We cannot allow anyone to be left behind, can we? In the future I imagine, we direct our attention to those who need it most. In building this future, we do not start from scratch—we must draw on, respect, and uphold the culture and values of our society."

Mariana Pincovsky, Recife, PE

"I am optimistic when I think about the fact that people from low-income backgrounds now have the opportunity to enter university and improve their lives."

Eryl Teixeira Dias, Quilombo Cariongo, Santa Rita, MA

THEME 2

EDUCATION: FROM SURVIVAL TO SOLIDARITY

Overcoming gaps and embracing digital transformation

Education in Brazil stands at a crossroads. For many—especially vulnerable youth—it remains a pathway to dignity and economic survival, yet [systemic inequalities](#)³² based in geography, class, race, and digital access continue to block opportunity. Only [31 per cent of young people](#)³³ aged 18 to 28 feel that school prepares them for the future, and 78 per cent do not believe that classroom content reflects the realities they face.

Structural gaps, from [hunger in rural schools](#)³⁴ to [poor internet access](#)³⁵ in rural Amazonas, make learning a daily struggle. The need to survive, together with the temptations of fame and fortune through social media, quick wealth through sports betting, or involvement in crime, drive many young people to leave school early.

We should not underestimate the current and future [impact of AI](#)³⁶ and digitalisation on Brazil's education system—already shaping curricula, pedagogy, and even the purpose of education itself. AI and digitalization represent a true paradigm shift, which will reverberate throughout Brazil's systems. It cannot be ignored, and it will require a robust response, beginning with how Brazil will introduce AI to [its children](#).³⁷ Special consideration must be given to its impact on young people's [critical thinking skills](#).³⁸

But there is hope: according to a national survey by Teach the Future, [66 per cent of young Brazilians](#)³⁹ say they want to work with purpose. Across the country, promising examples are emerging, including [full-day schooling models](#)⁴⁰ in Ceará that boost literacy rates; community-run [agroecology schools in Paraná](#)⁴¹ that promote sustainable farming; ocean literacy programmes⁴² in coastal Bahia that connect science to local livelihoods; and [civic tech initiatives in São Paulo](#)⁴³ that use open data to teach problem-solving and accountability.

A national conversation is needed. Should nations provide education solely to prepare young people for work in an AI-driven world? Or can education equip future generations with the critical thinking skills needed to become better-informed and more engaged citizens—ready to navigate a complex future?

▶ What to Watch

- The UAE is negotiating [free ChatGPT access for its citizens](#),⁴⁴ and the UK is considering [a similar nationwide agreement](#).⁴⁵ Amid increasingly competitive AI nationalism, countries that do not provide Universal Basic AI for all may see their comparative productivity decline. Yet embedding AI into work and education also carries [cognitive risks](#).⁴⁶
- As essential as [closing the digital divide](#)⁴⁷ is to democratising education, the [engineered](#)⁴⁸ addictiveness of smartphones and social media continues to distract from learning. Digital misinformation can undermine social cohesion. [Digital citizenship curricula](#)⁴⁹ are being developed to teach children (and adults) how to navigate digital society responsibly.
- Brazil has enacted the Digital Child and Adolescent Statute ("[ECA Digital](#)"),⁵⁰ the country's first law to protect children and adolescents online. Passed with broad political support, the law expands on the protections established for Brazil's children established by the 1990 Statute of the Child and Adolescent. It represents an important first step that may serve as a model for other nations seeking stronger boundaries between tech interests and children.
- Socio-economic inequality begins at birth, with childhood stunting still affecting [11 per cent of children](#)⁵¹ growing up in favelas. Expansion of [early-childhood education](#),⁵² ideally paired with [feeding schemes](#),⁵³ has proven effective in mitigating disparities in health, social, educational, and occupational outcomes between poorer and more privileged children. Recife, which opened [3,500 new creches](#)⁵⁴—more than any other capital city—offers a compelling example.
- Nearly [half a million Brazilian students](#)⁵⁵ drop out of secondary school every year. Youths leave school early in search of riches as [digital influencers](#),⁵⁶ and gambling addictions now delay higher education for [34 per cent of students](#),⁵⁷ as [online sports-betting](#) expenses disrupt their educational trajectories. The [Pé-de-Meia \("Piggy Bank"\) Programme](#),⁵⁸ which deposits monthly stipends into savings accounts for vulnerable students if they attend at least 80 per cent of their classes, shows promise in reversing this trend.
- [Violent conflict is keeping children out of school](#),⁵⁹ including those experiencing in-person and online bullying. Social media is increasingly being used to exacerbate these harmful environments, including by encouraging students to [bring weapons to school](#).⁶⁰
- [Teacher burnout](#)⁶¹ is a growing concern. Nearly one in five Brazilian secondary school teachers serves over 400 students yearly,⁶² and many are overwhelmed by the unmet basic needs of their students. Temporary hiring is increasingly being used to avoid creating permanent posts. Today, more than 50 per cent of Brazil's teachers are on temporary contracts,⁶³ many without the labour rights and benefits afforded to permanent staff. Brazil is exploring new regulations to create a national standard guaranteeing minimum rights for temporary teachers—one of several measures needed to reduce turnover, improve contract attractiveness and meet fiscal targets.

- **Reforming Brazil's education system**⁶⁴ could be the key to addressing bigger socio-economic inequalities and accelerating development. Embedding **Ocean Literacy**⁶⁵ ("Blue Curriculum") into the national education curricula—a world first—demonstrates how education can cultivate economic independence alongside civic and environmental responsibility. Young Brazilians gain not only understand the science of oceans but also insight into how the ocean connects Brazil to the rest of the world politically, economically and environmentally.



What does this bring to the table?

- **Can Brazil protect education spending**⁶⁶ through economic ups and downs? Continued investment in children, from offering early childhood education to providing free meals, remains a critical social investment.
- **Can educational reform align with youth aspirations in the age of digital fame?** Today's learners are digital creators as much as consumers. Many young people seek relevance, self-expression, and purpose—yet formal education often lags behind. Could hybrid models integrate media literacy, content creation, and civic ethics into schooling without compromising core competencies?
- **How can AI and digital tools be used to personalise learning without deepening inequity or eroding trust?** Digital expansion brings significant promise, but also risks such as online gambling, algorithmic manipulation, and surveillance-based educational technologies.
- **Can Brazil institutionalise continuous, future-oriented teacher support and professional development?** Education reform is only as effective as the teachers who deliver it. Yet many public-school teachers lack resources, support, and access to updated, ongoing training—particularly in digital, civic, and environmental literacies.
- **Is Brazil willing to support grassroots educational innovation to transform its national education system** and redefine what—and who—education is for? From **youth-led coding clubs in favelas**⁶⁷ to **Indigenous knowledge networks**,⁶⁸ **community-driven initiatives** are shaping futures from the ground up, but remain underfunded and under-recognised.



Observations

"Sometimes we are so focused on the act of teaching that we forget the reality our students live in. At times, their main concern is not studying, but whether they will have something to eat at school—often their only guaranteed meal."

Ana Rita Nascimento, Natal, RN

“There is a prevailing narrative that discourages socially vulnerable young people from pursuing higher education. They are led to believe that spending four years at university is a waste of time because it means learning ‘only one thing’, while the labour market demands a thousand different skills.”

Diogo Montechiari Barbosa Campos, Macuco, RJ

“In schools, we are seeing a growing need to work on digital citizenship so that students can reflect—within the classroom—on building critical thinking skills based on what is happening around them. We are witnessing an increasing number of cases of cybercrime and other issues, including offences linked to betting. The urgency of bringing this discussion into the classroom has therefore intensified. This demand comes both from government and from families, who often do not know how to mediate these issues at home and expect schools to play this role. A trend I foresee for the coming years is that schools will place far greater emphasis on strengthening students’ critical thinking skills, rather than maintaining a predominantly content-centred approach. We need far more people capable of understanding reality and acting on it with critical thinking, rather than simply absorbing information.”

Kátia Vielitz Almeida, Porto Alegre, RS



Wishes for Brazil’s Future

“Other countries, such as the United Kingdom and the Nordic nations, are introducing digital literacy into public-school systems. This may also become a trend for Brazil. Looking ahead to elections, we know that disinformation will have a significant impact. Regulation in this area may become necessary.”

Gabriela Toso de Oliveira, Cascavel, PR

“What makes me most optimistic when I think about the country’s future are our children and education—the belief that they can make a difference based on what we teach them, and with the awareness that they can safeguard part of our country. The differentiated early childhood education of Indigenous Peoples holds great promise for Brazil’s future.”

Maria Clara Freire Gonçalves (Clara Potiguara), Território Potiguara, Baía da Traição, PB

THEME 3

HEALTH: HEALING A STRAINED HEALTHCARE SYSTEM

Democratising quality healthcare, from birth through dignified dying

Brazil's universal public health system (SUS) is globally admired—yet childhood stunting, hunger, and malnutrition persist, particularly in favelas and rural areas, alongside stark disparities between public and private care. A deepening [mental health crisis](#),⁶⁹ the public health and [safety risks](#)⁷⁰ posed by growing political polarisation, declining trust in science, and vaccine misinformation all cut across socio-economic divides.

Youth face [climate anxiety](#),⁷¹ [financial stress](#),⁷² and [rising gambling addiction](#).⁷³ In Rio Grande do Sul, [vaccination coverage is falling](#),⁷⁴ heightening risks for a rapidly aging population and undermining national efforts to increase vaccination rates. In Rondônia, women report health impacts linked to [pesticide exposure](#),⁷⁵ while psychological and specialist care remains scarce [outside major cities](#).⁷⁶

Central to addressing these challenges is the imperative not only to guarantee basic healthcare, but to ensure **quality** care for all Brazilians through the public system. Yet this aspiration confronts a difficult reality: new treatments, medicines, and technologies are increasingly [costly](#),⁷⁷ placing mounting pressure on a universal system funded through limited tax revenues.

Even so, there are encouraging signs. Healthcare outcomes are improving. Tax systems that fund healthcare are [becoming fairer](#),⁷⁸ albeit not as rapidly as many Brazilians would hope. Innovation is helping: [Piauí's Saúde Digital](#)⁷⁹ is expanding telemedicine; [Recife is linking early childhood education to health through digital child health booklets](#);⁸⁰ [Embrapa's Sisteminha](#)⁸¹ is improving nutrition and incomes in remote Marajó Island; and [Indigenous-led healing models](#)⁸² are strengthening culturally grounded care.

The next decade will reveal whether Brazil can close the public/private divide, invest in prevention, and build a **just, inclusive, and climate-adaptive health system**⁸³ that treats care as a [shared societal responsibility](#).⁸⁴

▶ What to Watch

- Sick leave due to mental health issues has [doubled over the last decade](#),⁸⁵ with 30 per cent of Brazilian workers experiencing [burnout from work](#)⁸⁶—second only to Japan. Mental health is an economic issue, not only a public health concern.
- Multinational companies and brands have been [found selling lower-quality](#),⁸⁷ higher-sugar, less nutritious products in Brazil and other Global South nations compared to those sold under the same brands in their domestic markets. One global food company, for example, has been accused of selling baby formula [designed to get children hooked on sugar](#)⁸⁸ and other processed foods. Citizens depend on regulators to safeguard their health and well-being.
- [Brazil's gambling 'pandemic'](#)⁸⁹ is a public health crisis. The rise in [gambling addiction](#)⁹⁰—and its financial and especially mental health impacts—require a much stronger response.
- Death with dignity is a public health concern. From birth to death, [racism persists in Brazil's healthcare system](#).⁹¹ Curative and palliative services that bring [end-of-life care](#)⁹² into favelas can help ensure the most vulnerable do not “die badly.” Brazil's [expanded grief-support services for parents](#)⁹³ who have lost a child offer a glimpse into a future in which public healing extends beyond physical health.
- [Antivaxxers](#)⁹⁴ represent a growing public health challenge. Yet [childhood vaccination rates](#)⁹⁵ are rising again after years of decline, due largely to municipal government interventions. Newly approved, genetically engineered [“good” mosquitoes](#)⁹⁶ are also helping to combat Dengue fever.
- Although Indigenous health outcomes continue to [trail those of the general population](#),⁹⁷ community-level interventions show promise. New [commitments aim to integrate healthcare](#)⁹⁸ into Brazil's Indigenous village culture. Other initiatives encourage the revival of the [traditional medical practices](#)⁹⁹ of the Pataxó people. Collaboration between Brazil and UNESCO promotes the use of Indigenous languages in health education to improve local-level services.
- Brazil has approved the use of [semaglutide \(Wegovy\)](#)¹⁰⁰ to treat the growing number of people living with obesity—raising social and economic questions over the cost-benefit trade-offs of funding next-generation treatments.



What does this bring to the table?

- **Brazil's public health service offers expands universal coverage but still falls short¹⁰¹ of providing equal access** to the full spectrum of quality, whole-of-life care across racial, geographic, and socio-economic lines.
- **How can Brazil embed environmental and climate-related health risks into everyday health services and prioritise prevention over crisis response?** Environmental degradation is already a **public health issue**.¹⁰² Air pollution, contaminated water, and rising temperatures are driving respiratory illness, vector-borne diseases, and food insecurity. Yet environmental health remains largely siloed from public health planning.
- Can Brazil build a public health system fit for a polycrisis context, where multiple, distinct crises interact and amplify one another, generating impacts greater than the sum of their parts? **Health can no longer be understood solely as the treatment of illness—it must also be about fostering resilience in the face of interconnected crises: climate disasters, digital overload, economic inequality, and social unrest.** Can Brazil reimagine the SUS as a network of care that supports emotional, environmental, and digital well-being, not only physical health?
- **Should mental health become a national priority?** Access to care remains uneven. Vulnerable communities—especially young people—often lack services, stigma-free environments, or culturally relevant approaches. Mental health supports must be embedded where people live, learn, and work: in homes, schools, and communities.
- **Can digital healthcare expand access without compromising quality?** Equity in digital health requires more than internet connectivity—it also depends on trust, data governance, cultural relevance, dignity, and justice.
- **What if more people lived to be 120 years old, or even 150?** **Medical technology**¹⁰³ is progressing to the point that humans could enjoy longer—and possibly much longer—healthy lives. How would this reshape Brazil's systems and institutions, including healthcare, social security, and education? Could the first Brazilian to live to 150 already have been born?

Observations

"If Brazil has a high rate of police lethality, if state violence is striking and persistent, this means that such lethality will affect public health. It results in more peripheral, Black youth dying, with a direct impact on public health. But there is also a less visible impact: the psychological suffering experienced by families who are victims of violence. When a young person from a peripheral community dies, an entire community becomes unwell, an entire family becomes unwell. And this is a public health issue."

Vinícius Santiago, Brasília, DF

Wishes for Brazil's Future

"In the future, it will be essential to mitigate hunger, particularly among Indigenous peoples and in the most remote inland areas. EMBRAPA's "Sisteminha" brings together a range of small-scale solutions that can be implemented even in a backyard, enabling people to meet their own needs and even generate income. This may involve, for example, raising chickens, producing eggs, using a biodigester, maintaining a fish tank, and ensuring that all these elements are interconnected."

Afonso Cardoso, Belém, PA

"If I were president, I would propose a week of popular mobilisation, at the national level, in support of housing, food, health, and education. A week of mobilisation to deliver as many benefits as possible to the population, with resources made available to clear waiting lists for examinations, consultations, and treatments, as well as for tutoring, home renovations, and improvements to schools, public squares, and hospitals. A week in which everyone can eat well, with three meals a day. A week in which everyone can feel part of society and an agent of their own causes."

Erica (last name withheld), São Paulo, SP

THEME 4

DIVERSITY: UNTAPPED ASSETS*A global competitive advantage, yet to be unleashed.*

Brazil's diversity is a global asset, yet structural inequities and concentrated power limit its full potential. Gains in inclusion—from [Indigenous resurgence in Roraima](#)¹⁰⁴ to [Afro-Brazilian cultural leadership](#)¹⁰⁵ in Salvador—are real but fragile, overshadowed by [systemic racism](#),¹⁰⁶ economic instability, and [tokenistic](#)¹⁰⁷ approaches. In government, corporate leadership, and media ownership, representation still lags far behind Brazil's reality—with decision-making power concentrated in a narrow demographic.

As one of the most culturally and genetically [diverse countries in the world](#),¹⁰⁸ Brazil's diversity must be structurally embedded in policy, education, and innovation systems. This means valuing Indigenous and Afro-Brazilian cultures, recognising the economic role of [care](#)¹⁰⁹ and informal labour, and addressing [geographic disparities](#)¹¹⁰ from the Amazon to the South. Diversity goes beyond being a human rights issue. Brazil pays a social and [economic cost](#)¹¹¹ by not tapping the rich reserve of its diverse human talent. In other words, diversity can be a competitive advantage, too.

Threats to the advancement of diversity in Brazil are real. Political [polarization](#)¹¹² continues to divide the country and influence debates on rights and inclusion. Conservative movements have sought support from [religious segments](#),¹¹³ affecting social norms and policies—especially on issues related to family and diversity. Meanwhile, [extremist groups](#),¹¹⁴ including those promoting discriminatory ideologies, pose risks to Black people, Indigenous peoples, and the LGBTQIA+ community through hostile rhetoric and [exclusionary practices](#).¹¹⁵ Moreover, historical [inequalities](#)¹¹⁶ rooted in racist and misogynistic structures persist as both global and national challenges, demanding not only reflection on values but also concrete changes to promote equity.

Despite this context, Brazilian society has made significant strides in social inclusion across different sectors. Cultural expressions such as the [Pride Parade](#),¹¹⁷ which promotes LGBTQIA+ visibility, and funk balls ([bailes funk](#)),¹¹⁸ regarded as spaces of belonging and validation for young people from peripheral communities, along with the establishment of affirmative action policies in [higher education](#),¹¹⁹ the implementation of [diversity agendas in the corporate sector](#),¹²⁰ and the election of [transgender legislators](#),¹²¹ signal growing momentum towards a more inclusive future. Nevertheless, these advances coexist with the persistence of physical and symbolic violence against women,¹²² Black people,¹²³ and the LGBTQIA+ community.¹²⁴

Looking ahead, Brazil could become a model of representative democracy and inclusive development, where women, Black, Brown, and Indigenous people hold seats in Congress in proportion to their share of the population (53 per cent Black and Brown, 52 per cent women, at least 1 per cent Indigenous). Realistically, this vision requires a fundamental social shift, beginning with attitudes to cultural inclusion in [schools](#).¹²⁵

▶ What to Watch

- Nations that avoid addressing racism pay an [economic cost](#)¹²⁶ by failing to realise the potential of their people. Brazil could become more globally [competitive](#)¹²⁷ if it tapped the talent of Black Brazilians and women.
- New genomic research highlights Brazil as the [most genetically diverse country](#)¹²⁸ in the world. In recognition of its value, Brazil proposed [social diversity](#)¹²⁹ as a global criterion for defining sustainable investments at COP30.
- Brazil's cities are a [melting pot of diversity](#),¹³⁰ reflecting the rich cultures of Afro-Brazilians. Yet national surveys show that 84 per cent of Black Brazilians have [experienced discrimination](#).¹³¹ Even more concerning, Brazil is facing the rise of white supremacist and [neo-Nazi groups](#)¹³² who target Black Brazilians and immigrants. Rio Grande do Norte has [banned the appointment of individuals](#)¹³³ convicted of racism, homophobia, or transphobia to public offices and public administration.
- Diversity can also be exploited by external actors. Investigations show that "[diverse and peaceful](#)"¹³⁴ countries such as Brazil risk becoming targets for foreign espionage, especially where systems for issuing and controlling identity documents are weak.
- Gender quotas created to increase women's representation in Congress are being defrauded through "[phantom candidacies](#),"¹³⁵ highlighting the unintended consequences and vulnerabilities of progressive policies without sufficient monitoring and oversight.



What does this bring to the table?

- **Can Brazil embed cultural sovereignty into its national development model?** Amid globalization and digital homogenisation, Brazil risks losing the unique cultural expressions that define its identity. What would it look like to treat cultural diversity as strategic infrastructure in which to invest?
- **Can Brazil's migration system reflect intersectional realities?** Rising migration flows—internal and international—require policies that address race, gender, and sexuality. Yet many public institutions remain ill-equipped to serve diverse communities. How can Brazil design governance systems that are not just inclusive in rhetoric, but truly representative in practice?
- **Can Brazil protect its cultural diversity while addressing systemic exclusion?** Brazil is shaped by Afro-Brazilian, Indigenous, migrant, and LGBTQIA+ communities. Yet national narratives and policy frameworks often fail to reflect this diversity. How can Brazil shift from symbolic multiculturalism to structural inclusion and equity?



Observations

“Brazil is one of the most diverse countries in the world and yet one of the most prejudiced against its own people. I want to nurture a more respectful future, in which everyone can be valued for who they are and how they are. I believe that when people are able to express and reveal their full selves—without judging or being judged—they have the capacity to reach their fullest potential, and all of society benefits.”

Jonh Tsu Kuo, Imbituba, SC



Wishes for Brazil's Future

"The values of Indigenous peoples, Afro-Brazilians, traditional communities, and riverine populations are fundamental for driving environmental transformation in the country."

Moara Brasil Xavier da Silva (Moara Tupinambá), Campinas, SP

"A Brazil committed to human rights must recognise diversity as a democratic value and ensure that every person can fully exist in, and resist through, their identity."

Louise Ariane da Campo, Uruguaiana, RS

"I wish that by 2035 families can better educate men on how to treat women, so that femicide becomes a thing of the past... And I hope that by 2035 we no longer discuss anyone's sexuality. Society needs to move forward in that sense."

Afonso Cardoso, Belém, PA

THEME 5

YOUTH: POTENTIAL AT RISK

Rising protagonism in a time of demographic change

Brazil's youth are both at [risk](#)¹³⁶ and feeling left behind, not realising their [potential](#)¹³⁷ partly because they are not receiving the education and training needed to secure decent jobs. Their frustrations are visible in [climate strikes in São Paulo](#)¹³⁸, the Indigenous land defence in [Roraima](#), rural development programmes in Quilombola communities in Maranhão and Pará, and [favela-led tech hubs in Rio de Janeiro](#).¹³⁹ Yet [economic precarity](#),¹⁴⁰ [digital addiction](#)¹⁴¹ (including [online gambling](#)¹⁴²).

Living in a VUCA world—volatile, uncertain, complex and ambiguous—many Brazilian youths [struggle](#)¹⁴³ to look to the future with hope as they navigate a “survival economy,” focused on meeting basic needs. A large share of young people (78 per cent) experience “[futurephobia](#)”.¹⁴⁴ They aspire of purpose-driven careers but fear the impacts of AI. They feel pressure to get rich quickly; some turn to “[digital entrepreneurship](#)”¹⁴⁵ and the [informal economy](#)¹⁴⁶ to survive, others to sports betting (“[bets](#)”¹⁴⁷), or even organised crime. Many question the value of [schooling](#),¹⁴⁸ while those who succeed academically often see opportunities abroad, contributing to [brain drain](#).¹⁴⁹

This raises sharper questions: Why is “youth” a policy priority? To unlock their agency—or keep them compliant? Globally, [Kenya's tax revolts](#)¹⁵⁰ show how disillusioned youth—especially generation Z—can disrupt political systems. Will [political polarisation](#)¹⁵¹ continue to divide Brazil's youth as they enter adulthood, shaping an even more fragmented future?

Brazil must look further ahead to the long-term impacts of a [declining birth rate](#),¹⁵² now at an all-time low. With the population projected to [peak at 219 million around 2040](#),¹⁵³ fewer younger people will be available to fuel the innovation needed for Brazil to compete in an accelerated digital world. At the same time, the country will face a demographic bulge of people aged 65 and older.

“Youth” is not a single bloc. From Recife activists to organisers in the Cerrado, Indigenous leaders in Amazonas to coders in Florianópolis, young people are already shaping myriad alternative futures. [Futures thinking is a learnable skill](#),¹⁵⁴ as is teaching youth about how [participate meaningfully in policymaking](#).¹⁵⁵ The next decade will show whether Brazil treats them as symbolic stakeholders or invests in them as co-architects of a fair and sustainable future.

▶ What to Watch

- Much of [Gen Z](#)¹⁵⁶ in Brazil struggles with low wages, informal work, and limited opportunities to gain work experience. As a decent job—with essential benefits—in the formal job market appears increasingly out of reach, many young people turn to gig work or self-employment as a survival strategy, while still strongly desiring the security and stability that come with a regular paycheck.
- [Illegal child labour persists](#)¹⁵⁷ throughout Brazil, with long-term consequences. Child labour also intersects with online culture as the lines between social media, the creator economy, and [child labour](#)¹⁵⁸ are increasingly blurred. [Child influencers promoting gambling](#)¹⁵⁹ and sports betting products to other children is a growing concern. The state of Piauí has introduced a program for schools (Fim de Jogo) to highlight the harms of online gambling.
- [Half of Black boys](#)¹⁶⁰ in Brazil aged 13-17 dream of growing up to be internet influencers or football players. Policymakers are starting to go after [social media sites](#) that seek to exploit children who dream of being influencers.
- With 80 per cent of Brazilian children living in cities, a proposed piece of legislation seeks to ensure a [child's right to nature](#)¹⁶¹—an important move to enshrine the rights of future generations to our shared natural endowments. The [National Integrated Policy for Early Childhood](#)¹⁶² programme that seeks to transform children's lives through investments in early childhood development and health care also points to the understanding of the long-term return on investment in children.
- Efforts to include youth in politics and policymaking are gaining momentum, city planners are unlocking the potential of [youth councils](#)¹⁶³ for inclusive sustainable governance, and over 40,000 Brazilian youth participate in [Futures Week](#)¹⁶⁴—imagining alternative futures for youth in Brazil.



What does this bring to the table?

- **Could investments in youth be understood as a long-term driver for strengthening the bonds across generations?** Can Brazil balance the demands of an ageing population with those of its children—where its future potential lies?
- **Can youth leadership in climate and tech be scaled and supported—rather than siloed and symbolic?** From community-driven innovation in favelas to grassroots climate organising, young people are not waiting for permission to act. Yet funding, mentorship, and institutional partnerships remain fragmented. How can Brazil build youth-led pathways into formal decision-making, innovation ecosystems, and climate action?
- **Can Brazil balance opportunity and protection in the digital age?** Young people are digital natives, yet the online ecosystem is filled with misinformation, monetisation pressures, and emotional overload. While digital platforms can enable learning and entrepreneurship, they can also fuel disengagement from formal education and burnout among activists. How can Brazil support digital literacy, civic resilience, and youth mental health in a hyperconnected world?
- **Can Brazil's public institutions shift from designing programmes *for* young people—based on what the State believes they need—to co-designing programs *with* young people?** Across education, health, and employment, policies often assume what young people need rather than asking them. Co-designed processes—especially at the municipal level—remain limited but are growing. What would a future-proofed Brazilian State look like if youth co-governed it?



Observations

“The young person in a situation of vulnerability, with no money in their pocket, is focused on how to put food on the table. They are not thinking about whether the sun is hotter than it was five years ago. That young person will only think about political, climate or technology issues if these affect their income.”

Diogo Montechiari Barbosa Campos, Macuco, RJ

“To my mind, Brazil's young people are the most creative in the world—because they are reinventing their lives in exceptionally challenging circumstances.”

Felipe Gonzalez, UNICEF, São Paulo, SP

"Today's youth experience very intense climate anxiety. Many of us do not have access to psychological support and cannot afford it. This makes it much harder for us to cope with such a heavy emotional burden."

Renata Padilha, Porto Alegre, RS



Wishes for Brazil's Future

"I am radically optimistic about the power of Black, Indigenous, and peripheral youth who, even in the face of so many barriers, have been reinventing ways of existing, resisting, and creating. There is an entire generation articulating agendas around race, gender, sexuality, and political ecology that no longer accepts being excluded from decision-making. Brazil's future is strong when these voices are at the centre—not the margins—of politics, culture, and the economy."

Vinícius Santiago, Brasília, DF

"We need to engage young people with a compelling vision and build trust, perhaps through a circle of friends that includes us, the UN. We need a vision that brings them back into a relationship with evidence, with data, with reality. Yet we seem to be losing them more and more to fakeness, hype, and hot air."

Claudio Providas, UNDP Brazil, Brasília, DF

THEME 6

VALUES: TRUST IN TRANSITION

Negotiating belonging in a fractured, multifaceted society

Brazilian society is undergoing a profound transformation—overlapping [crises of trust](#),¹⁶⁵ identity, and representation are creating space for both solidarity and polarisation. Traditional institutions are losing legitimacy,¹⁶⁶ while evangelical [churches](#),¹⁶⁷ local [collectives](#),¹⁶⁸ and digital cultural [platforms](#)¹⁶⁹ are stepping in to address social and moral differences—often pulling in divergent directions.


Values may experience further change in the years to come as Brazil's demographics evolve. Birthrates are falling in Brazil and across the region as women gain greater access to education ([with higher schooling rates than boys](#)),¹⁷⁰ economic opportunity and access to contraception,¹⁷¹ and as [child marriages decline](#).¹⁷² In addition to demographic changes affecting younger generations, Brazil's older population is growing.

This moment reveals a deeper struggle over the soul of Brazil:

- On the one hand, grassroots and [community-led movements](#)¹⁷³ reclaim values through care, land rights, and lived justice—from [Indigenous defenders of the Amazon](#)¹⁷⁴ to solidarity kitchens in São Paulo.¹⁷⁵
- On the other hand, [rising religiosity](#),¹⁷⁶ [far-right movements](#), and [distrust in global agendas](#)¹⁷⁷ are emboldening conservative and [nationalist narratives](#).¹⁷⁸

Amid this friction, [Afro-Brazilian cultural movements](#),¹⁷⁹ [climate-justice youth](#),¹⁸⁰ and [feminist networks](#)¹⁸¹ are offering seeds of shared values that can bridge divides.

But sustaining them will require deliberate efforts in policy, culture, and civic life. It may require a big, nationwide moment of awareness that breaks through all the lines of division—a “[Me Too](#)”¹⁸² moment where Brazilians are collectively united to address systemic problems. The future of values in Brazil is not about imposing consensus—it is about negotiating belonging in a plural society, making diversity a source of shared strength rather than deepening division.

 What to Watch

- 63 per cent of Brazilians **do not trust others in their own community**,¹⁸³ and trust in institutions is even lower, driven largely by political polarisation and persistent **corruption**¹⁸⁴ that continue to erode trust and integrity.
- Yet even as polarisation increases and distrust prevails, when it comes to values, more unites Brazilians than divides them—starting with the strong belief that **family comes first**.¹⁸⁵ Leveraging cherished family ties in an increasingly digital world is essential to building robust, connected local communities working towards collective commitments.
- **Evangelical Christianity is growing**¹⁸⁶—the movement attracts migrants in large cities who feel lost and isolated. The religious revival extends beyond the spiritual; churches are **reshaping Brazil's politics** and **influencing education**.¹⁸⁷ The blurring of boundaries between church and state threatens to undermine democracy, yet care is needed to avoid oversimplification. Not all Evangelical Brazilians (or those of other faith traditions) seek a **theocracy**.¹⁸⁸
- Conservatism is also permeating culture. The rise of **"Agronejo" music**¹⁸⁹ amplifies rural identity and values, agribusiness pride, and conservative ideas, blending pop culture with ideological narratives.
- Soft power is also being deployed by Brazil, projecting its values globally through **exported pop culture**.¹⁹⁰
- **Multinational corporate tech giants**¹⁹¹ are attempting to shape political views in Brazil—undermining national sovereignty and voter independence. Countries are not helpless in the face of such commercial and political influence; Brazil is actively taking a stand against **far-right disinformation**.¹⁹²
- There is growing social resistance to cut-throat capitalism and pushback against valuing profits over life.¹⁹³ Grounded movements¹⁹⁴ such as the Landless Workers' Movement (Movimento Sem Terra—MST) are reclaiming values through lived alternatives rooted in land, care, and justice.



What does this bring to the table?

- **Can Brazil shape a digital future that centres human connection and cultural authenticity?** As AI-generated content proliferates, there is concern about eroding human storytelling and relational values. Youth, artists, and educators are calling for intentional uses of technology that **do not erase lived experience**.¹⁹⁵
- **Can ancestral and spiritual value systems be recognised as assets in innovation and governance?** From **Indigenous cosmologies**¹⁹⁶ to Afro-Brazilian spiritual practices, Brazil is rich in worldviews that challenge extractive and linear models of progress. These perspectives offer alternative logics of time, responsibility, and interdependence. How might Brazil create policies that value **ancestral technologies**¹⁹⁷ and worldviews as sources of innovation?
- **Amid deepening polarization, how can Brazil embed empathy, care, and pluralism into public service delivery and democratic design?** Brazil's political and cultural polarisation is hindering collective progress and trust in institutions. Bridging divides will require intentional spaces for dialogue, shared national narratives, and emotional literacy as a civic skill. Can Brazil find common ground amid pervasive suspicion and distrust?
- **Can Brazilian national identity be reimagined to celebrate pluralism and historical truth, helping to build a future in which all Brazilians see themselves reflected in the nation's story?** Brazil's diversity is a strength—but it is often erased or tokenised in dominant narratives. What public campaigns and institutional reforms can cultivate pride in pluralism without flattening its complexity?



Observations

"There is a growing sense of individualism among young people, perhaps exacerbated by the pandemic, leading to a 'loss of collective meaning.'"

Kátia Vielitz Almeida, Porto Alegre, RS



Wishes for Brazil's Future

"My idea for creating a better Brazil is to promote a true revolution in love and empathy."

Jeck Neco Araújo, Aldeia Umariáçú, Tabatinga, AM

"My idea for creating a better Brazil is to move away from the lifestyle model imposed by capitalism as the only possible alternative—and to create viable paths for living in harmony with the Earth, learning from Indigenous peoples who have always practised this care."

Yasmin da Nóbrega Formiga, Santa Luzia, PB

"I seek civic education for women and girls that speaks about human rights, social participation, and civic leadership."

Gabriela Toso de Oliveira, Cascavel, PR

ESSAY: REDISCOVERING EDUCATION AS A PATH TOWARDS TRANSFORMATION



Maria Eduarda do Canto Menezes

Student

Porto Alegre, RS

Amid a period of social and political instability, it becomes easy to lose faith in the education system as a whole and to look at the future with suspicion or even indifference, as though the path towards a more just and developed country were blocked by insurmountable obstacles. Yet abandoning the pursuit of knowledge does not lead to a prosperous future or to collective development. In this context, the opposite and reassuring attitude of Brazilian youth stands out as they rediscover education as a legitimate pathway for personal and social transformation and, in doing so, choose to flourish.

Brazilian youth should not be understood as a homogeneous group, but rather as the convergence of multiple identities and experiences. Their renewed thirst for education strengthens their transformative role across different parts of society.

Consider the process through which a plant blooms: a single seed, placed in fertile soil and given water and sunlight, germinates and transforms into a tree that feeds and sustains a community while generating new seeds. The same is true for young people who, when placed in a favourable environment and nourished with opportunities and knowledge, become adults committed to change and contribute to Brazil's progress, sowing their experiences into future generations, who will continue this cycle.

It is natural that pessimism and resignation persist amid a national context marked by complex challenges. **Yet what sustains my hopeful outlook on Brazil's future is precisely the**

way young people have risen in the face of adversity: with courage, creativity, and a genuine desire for transformation. This generation, diverse in its origins and experiences, has shown willingness to take up space, seek knowledge, and reimagine pathways.

Contrary to narratives portraying youth as alienated or unmotivated, I see a generation that organises, claims its right to education, transforms scarcity into innovation, and turns resistance into potential. This movement, even if at times quiet, is underway—and **it is what enables me to believe in a country still in the making, imperfect yet full of possibility.**

To remain optimistic about Brazil's future does not mean ignoring its historical or current problems. It means recognising that there is sufficient collective strength—especially among young people—to confront them with responsibility and imagination. In many ways, Brazilian youth are the seed of a new culture: more participatory, critical, inclusive, and aware of their social role.

I hope future generations do not inherit a finished country, but rather a living one, constantly reinventing itself, where they can continue to build—with freedom and dignity—what we begin today. And it is this sense of continuity, movement, and hope cultivated in the present that convinces me: Brazil's future is fertile, and it has already begun to bloom.

ESSAY: BELIEVING IN BRAZIL IS COURAGEOUS



Diogo Montechiari Barbosa Campos

Student

Social Entrepreneur, Macuco, RJ

Believing in Brazil is not naïve—it is courageous. Believing, even knowing that so many times efforts were made to keep young people from dreaming. But in this new Brazil, to silence our dreams, they will have to confront a youth that is no longer synonymous with incapacity. I once heard that no one dreams of what they do not know. Since then, I have sought knowledge and returned it with the same strength and courage with which Brazil is repositioning itself to shape its future.

Amid inequalities, in favelas and rural towns, there is always a young person dreaming of learning, mobilizing, and developing. And when Brazil listens to this young person, both are transformed. Development focused on rural youth has gained prominence, especially with the recent **Law 15.178/25**, which establishes the **National Policy on Youth and Rural Succession**. This legislation aims to encourage young people aged 15 to 29 to remain in rural areas through integrated solutions that strengthen family farming.

In a context where rural youth have historically faced exclusion and been pushed towards urban migration due to the lack of educational, economic, and social opportunities, this policy marks a turning point. **Brazil is beginning to build its future from the ground up,**

creating cooperatives and associations of young farmers, expanding educational offerings in rural areas, providing dedicated credit lines with differentiated conditions, and promoting integrated action across governments and technical support institutions.

This is why it is both possible and necessary to hold a radical optimism regarding Brazil's future. Initiatives like this reinforce what will define our trajectory: youth. The seeds we plant today will become the harvest of the next generation. And today, at 21 years old, I can say that the courage to dream has become my greatest gift. It is what drives me forward in the *Movimento Voa*, a tech-based social enterprise that brings Science, Technology, and Innovation (ST&I) closer to young people in rural Brazil.

In 10, 20, or 30 years, I envision a Brazil that leads its own transformation—more sovereign, more technologically and educationally developed, investing in its foundations, in income generation, and in social justice. My optimism comes not only from what Brazil is, but from what it can, and will, become **when every young person believes in the power of dreaming** and transforming their surroundings.



CLUSTER 2: COURAGE FOR RESPONSIBLE FUTURES

From resource wealth to resilient prosperity: balancing growth, equity and the planet

With vast natural assets, a dynamic private sector, and growing global influence, Brazil has the means to drive a **new era of prosperity**. The question is not whether it can grow—but **how**: whether growth will strengthen the well-being of its people, protect its ecosystems, and position Brazil as a leader in the Global South.

Across energy, infrastructure, finance, business, and employment, opportunities are emerging: scaling renewable energy while phasing out fossil fuel dependence; investing in climate-resilient, green, and digital infrastructure; mobilising sustainable finance for development justice; redefining corporate leadership through ESG 4.0 and entrepreneurship in communities left behind; and treating employment as a strategic investment in national resilience.

While the potential is immense, Brazil also faces significant **headwinds**, from global trade tensions and the prohibitive cost of doing business to the challenges of preparing young people for the jobs of the future and navigating the transformative impact of **AI**.

It comes down to the choices Brazil makes. There will be hard trade-offs to navigate—short-term fiscal pressures vs long-term sustainability, domestic priorities vs global influence, and the political will required to reform outdated systems. As a founding member of BRICS, Brazil can bring leadership to a vision for a more balanced global economic order—but its leadership will ultimately be measured by how well it aligns **economic power with social equity and environmental stewardship**.

THEME 7

EMPLOYMENT: INVESTMENT IN RESILIENCE

Today's skills gap is tomorrow's lost competitive advantage

Brazil faces a critical **mismatch**¹⁹⁸ between the capabilities of its **current workforce**¹⁹⁹ and the demands of a **rapidly transforming economy**.²⁰⁰ As the country advances in **agritech, fintech, and renewable energy innovation**,²⁰¹ a glaring skills gap threatens its ability to sustain momentum. Falling birthrates mean a **shrinking future labour force**²⁰² must **become more productive**.²⁰³

Yet strong signals point to a different future. **Public-private investment**²⁰⁴ is growing through **socio-bioeconomy**²⁰⁵ and **socio-environmental entrepreneurship**.²⁰⁶ Digital agriculture is boosting **productivity and sustainability**.²⁰⁷ Large corporations are aligning around a new social ethic—**ESG 4.0**²⁰⁸—that could modernise employer-worker relations and create **lasting layers of transparency**²⁰⁹ within organisations. On the ground, **Periphery-led Impact Enterprises (Negócios de Impacto Periféricos)**²¹⁰ are tackling local socio-environmental challenges, showing inclusive growth can emerge from the margins—if supported by policy and capital.

Within this dynamic picture is another concern—the steady celebration of entrepreneurship. While encouraging people to start businesses can be a good thing, it takes a precarious turn when workers are **pressured to become** ²¹¹ “entrepreneurs” (contract workers, freelancers, gig workers) not by choice, but by necessity, effectively trading their rights as registered workers for the **precarity of self-employment**.²¹² At the same time, some gig workers prefer not to be covered by formal labour legislation, choosing to be recognised as entrepreneurs rather than employees.

The path forward is to treat employment not as a by-product of growth, but as a strategic investment in national resilience. This means scaling innovation, modernising labour models such as CLT (Consolidação das Leis do Trabalho), supporting Brazil's efforts to consolidate labour laws ²¹³ to protect gig workers, and enabling all Brazilians—from corporate boardrooms to community entrepreneurs—to contribute to a resilient, future-ready economy.

 What to Watch

- Brazil's green jobs boom: Brazil ranks third globally in [renewable energy job creation](#),²¹⁴ driven by significant biofuel investments.
- The precarity of gig workers is a growing challenge. Amidst growing [bololô protests](#),²¹⁵ Brazil's Supreme Court has suspended all cases related to reclassifying [contract workers](#)²¹⁶ (currently classified as "entrepreneurs" without recourse to labour rights) as employees, as it debates the future shape of sectoral legislation. Meanwhile, [underage gig workers](#)²¹⁷ under pressure use AI and other tools to circumvent labour laws to earn a living.
- Attracting the next generation of skilled workers is becoming more difficult: Young, educated Brazilians [are turning away from formal employment](#),²¹⁸ seeking flexibility, purpose-driven work, and healthier working conditions. Across the board, professional workers prefer [hybrid work](#)²¹⁹ over full-time, in-person formats.
- A privileged minority retain choices and bargaining power, but most Gen Z Brazilians feel left behind, lacking the relevant skills to access the job market. [Youth unemployment](#)²²⁰ (ages 18-29) is twice as high as for older generations. Memes express the cynical [frustration of younger workers](#),²²¹ highlighting underemployment and the lack of opportunities; others give up on finding decent work in Brazil and [pursue career paths](#)²²² abroad.
- [Bridging technological and structural skills gaps](#),²²³ especially for younger workers, is critical to Brazil's future. Increasing the chances of success for future employees begins with [replicating](#)²²⁴ the approaches of successful schools. Efforts are under way to reconnect the growing number of young people who are not in employment, education or training (NEET)²²⁵ with quality schooling opportunities. Unlocking the latent potential of the workforce is not solely the responsibility of the government—industry must start [investing in training](#)²²⁶ its current and future workers to close skills gaps.



What does this bring to the table?

Can Brazil bridge the skills gaps that are limiting economic growth and worker mobility?

- Can Brazil grow its economy without growing its middle class? Employment is not only about wages—it is about building stable, upwardly mobile lives. Without a thriving middle class, domestic demand stagnates and inequality hardens. What fiscal and employment strategies could help expand Brazil's middle class—not only its GDP?
- What if fixing education is Brazil's most important employment reform? From teacher training to early literacy to civic learning, education is shaping how Brazil's future workforce will be prepared. How can Brazil scale successful local reforms—such as Ceará's—to systemically link education to employment, democracy, and dignity? If education is key to expanding employment opportunities, what must Brazil do to reform its system to increase effectiveness with limited resources?
- Will green and digital transitions democratise work—or deepen inequality? Brazil is a leader in biofuels and fintech—but without inclusive skilling and regional investment, the future of work may bypass those who need it most. How can Brazil ensure that green jobs are not only clean, but also just?
- Are we preparing people for jobs that no longer exist? Future employment will depend on anticipating shifts in energy, technology, and services. Current education and training systems trail behind this transformation. What cross-sector reskilling ecosystem could prepare Brazil's youth for agritech, AI, and green jobs?
- How can Brazil design labour laws for a generation that does not want—or cannot find—a boss? While informality and entrepreneurship are often symptoms of exclusion, they are increasingly the preference of more privileged young workers seeking freedom and flexibility. Yet the regulatory system has not kept pace. What new protections and incentives could support the growing cohort of informal, gig, and self-employed youth?
- Will Brazil run out of workers before it runs out of work? Shrinking birthrates and widening skills gaps are creating a demographic crunch. Brazil must raise workforce productivity without reproducing inequality. Can Brazil lead the Global South in defining productive, equitable, and digital workforces?
- Will Brazil invest in its ageing workforce—or overlook this underappreciated asset? Thanks to advances in healthcare, people are not only living longer, they can work longer too. This will require reskilling, lifelong learning, and balancing the expectations of older and younger workers, all seeking dignified economic opportunity. Brazil, like other nations, will face a broader debate about generational trade-offs linked to longevity and meaningful work.

Q Observations

“The ‘app-companies’ exploit the base of the pyramid more than they create real jobs or pathways to employability. They sell the illusion that you control your own time, that you are an entrepreneur with a flexible schedule—but in reality, it is the opposite: you are being manipulated and directed by an algorithm that makes you work more while earning less.”

Emanuelly de Oliveira Longo, Fortaleza, CE

“This anti-CLT movement—this push for labour flexibilisation—is frightening, because workers lose rights and gain more work. We move away from a career-based vision and enter a portfolio-based one. I have to be a bit of everything just to enter the labour market.”

Diogo Montechiari Barbosa Campos, Macuco, RJ

“Every day there are fewer labour rights. Job stability is almost extinct, both in the private sector and in international organisations that promote decent work. Without stability, it is impossible to plan one’s life.”

Lennon Junqueira, Brasília, DF

👍 Wishes for Brazil’s Future

“If I were president for a day, I would implement a National Education Programme starting from early schooling and extending through the training of university students. Our people are intelligent and skilled at improvisation. What they need is quality education. Without it, no other national priority can be achieved. Only then will we reach the long-awaited goal of social inclusion”

Ana Paula M. Machado, Rio de Janeiro, RJ

“I wish for a country where people can choose any career and still have access to decent work and an income that allows them to live with dignity.”

Business Administrator, Brasília, DF

THEME 8

BUSINESS/PRIVATE SECTOR: SOFT POWER, HARD LIMITS*Facing a world of challenges, innovation is building momentum throughout Brazil*

Brazilian businesses are not just keeping pace—they are **shaping global conversations**²²⁷ in fintech, **sustainable finance**,²²⁸ and **renewable energy**.²²⁹ Innovation is arising not despite Brazil's challenges but **because of them**,²³⁰ driving solutions that respond to real-world constraints.

This dynamism positions the private sector as a **soft power asset**²³¹ in BRICS, G20, **B20**²³² and global climate negotiations, and as a key actor in shaping a neo-industrial Brazil. Strong signals point to what is possible: impact-driven **ESG 4.0 models**,²³³ **corporate coalitions for a new social ethic**,²³⁴ and emerging **periphery-led impact enterprises**²³⁵ linking business growth to local problem-solving.

However, the Brazilian private sector faces headwinds that could hamper future growth. Brazilian businesses operate within an unstable global trade environment marked by **escalating tariffs**²³⁶ and **protectionist policies**.²³⁷ The cost of doing business with—and within—Brazil remains high (“**Brazil Cost**”).²³⁸ These costs, combined with an ever-shifting legal environment, discourage companies from establishing business operations in the country. Brazil has also suffered a dramatic loss of its manufacturing base over the past 20 years of **deindustrialisation**,²³⁹ accelerating the replacement of higher-paying manufacturing jobs with lower-paying **tech and service jobs**.²⁴⁰

Other challenges include the infiltration of organised crime into **traditional industries**,²⁴¹ widening **skills gaps**,²⁴² and **continued dependence on commodities**²⁴³ and imported technologies.²⁴⁴ Without a coordinated industrial policy, as well as sustained investment in human capital, infrastructure, and inclusive innovation ecosystems, Brazil risks underleveraging the potential of its private sector.

External forces are also exerting pressure, particularly changes initiated by the United States (Brazil's second-largest export partner), including tariffs and sanctions on Brazilian goods. Yet, in a world where demand for energy and rare earth minerals is rising sharply to fuel AI and digital transformation, economic power is no longer one-sided. This shift may open new opportunities for technological cooperation and trade.²⁴⁵

The opportunity now is to move beyond shareholder returns towards shared prosperity. Could government—through solutions such as tax incentives or tax credits—help Brazil reindustrialise for the AI age, generating the higher-paying jobs young people seek and safeguarding Brazil's manufacturing sovereignty? Could new markets, such as Africa or India, be developed to rebalance trade relations with the United States and China? Done well, Brazil's private sector could help redefine what responsible, future-oriented capitalism looks like—from the Global South outward.

▶ What to Watch

- Strategic international partnerships, with both nation states and multinational corporations, could accelerate economic growth. **Brazil and China are signing a bilateral agreement**²⁴⁶ aimed at revitalising Brazilian industry through infrastructure investment, skills development, and AI cooperation.
- While partnerships are necessary to achieve economic goals, maintaining **sovereignty**²⁴⁷ **over critical assets** and avoiding dependence on **trade and infrastructure** partners remains a critical consideration in the era of **coercive geoeconomics**.²⁴⁸
- Brazil's new industrial policy, **Nova Indústria Brasil**,²⁴⁹ responds to decades of deindustrialisation. The question is whether Brazil can reset the **neo-extractivist trap**²⁵⁰ that incentivises nations to prioritise economic growth over environmental necessities.
- The **high direct and indirect costs**²⁵¹ of doing business in Brazil ("Brazil Cost") deter foreign companies from manufacturing in Brazil and constrain domestic growth. At the same time, limited local opportunities are driving **high-skilled professionals**,²⁵² scientists, and entrepreneurs abroad, threatening long-term competitiveness and deepening cycles of lost potential.
- Brazil aims to become a **leading exporter**²⁵³ of agriculture products. But the economic rewards of exporting **virtual water**²⁵⁴ (the hidden volume of fresh water required to produce export goods and services) through agricultural commodities should be balanced with the environmental and social costs to Brazilians.
- Brazil's **economy is resilient**,²⁵⁵ but it cannot rely on commodity booms. A renewed focus on technological innovation could help the country escape the middle-income trap. Brazil is emerging as a **regional hub for AI**²⁵⁶ in Latin America, with an opportunity to become a **global player in financial technology**,²⁵⁷ particularly in digital payment systems.²⁵⁸



What does this bring to the table?

- **Can Brazil stop exporting potential and start owning innovation?** Can the country break its dependence on commodities (oil, agriculture, and others) to build a more balanced export economy driven by manufactured and processed goods? Brazil leads in exporting commodities but imports its high-tech future, relying on others for AI, EVs, and quantum technologies. Even within BRICS, it risks becoming a provider of resources rather than a co-creator of solutions. What fiscal and industrial policies could help Brazil retain value and move up the innovation chain?
- **Is it time for Brazil to help define a Global South model of responsible business?** From AI regulation to sustainable (ESG) finance, Brazil is positioned to lead with values if it can avoid capture by old interests and new extractive logics.
- **What if the future of business in Brazil depends on fixing basic needs related to sectors such as education and infrastructure, such as energy and water treatment?** Brazil's private sector cannot innovate in a vacuum. Infrastructure gaps, unstable energy systems, and unequal access to quality education are quietly undermining competitiveness. How can business and government jointly invest in foundational systems as economic multipliers?
- **What steps could government and the private sector take to reduce the "Brazil Cost"?** Without bold investments in R&D, career pathways, and creative freedom, Brazil may lose the race for frontier industries. What measures could reverse the country's brain drain and inspire the next generation of innovators?
- **Will public-private partnerships (PPPs) serve the public—or only the private?** PPPs are expanding across climate, energy, and infrastructure²⁵⁹—but often without community participation or transparency.²⁶⁰ Without redesign, they may reinforce elite capture. What rules, metrics, or accountability structures could ensure PPPs deliver equity and regeneration?



Observations

"I see a growing influence of organised crime in business, which affects private-sector strategic planning and foreign investment. Banks are beginning to measure the risks and impacts of this trend, because once criminal groups enter a sector, they can fundamentally alter market dynamics."

Gabriela Fideles Silva, São Paulo, SP

"There is a national policy movement around the Circular Economy, and this is enabling new business models. So, a lot of things that were previously just part of an ESG agenda are now coming off the paper. I see that this regulation can have an impact on the private sector's vision of the future in Brazil."

Rodrigo Cury Teixeira, Florianópolis, SC



Wishes for Brazil's Future

"If I were president, I would reduce logistics costs, which are absurd in Brazil today. I would unlock exports and internal circulation."

Danillo Regis, Amargosa, BA

"I would work to improve the quality of working life, reducing dependence on the State, lowering expenses, and creating room for private companies by 'freeing up' resources to invest in infrastructure, health, and education."

Eliakim Herbert de Araújo Silva, Gravatá, PB

"I wish for a Brazil with excellent public services, so that the private sector would have to invest more in research and extension, as it invests very little today."

Systems Analyst, Belém, PA

"I would certainly invest in Brazil's aerospace technology and in artificial intelligence, and I would 'launch' them. We need to reduce the dependency our country has on others."

Emerson Torres, Brasília, DF

"I want a future in which Brazil is a leader in sustainable technology. I want to see Brazil take the lead—pioneering positive, responsible uses of artificial intelligence and environmental technologies."

Renata Koch Alvarenga, Porto Alegre, RS

THEME 9

SUSTAINABLE FINANCE: REDEFINING THE RULES

Global leadership is limited by local entitlements and obligations

Brazil is emerging as a global innovator in [sustainable finance](#)²⁶¹—not only adopting global frameworks but shaping them. Through instruments such as [sovereign sustainability bonds](#),²⁶² partnerships with BRICS partners, the [Panda bond](#),²⁶³ and a nationally tailored [green taxonomy](#),²⁶⁴ Brazil is helping redefine how development is financed.

This leadership is economic as much as environmental. Green finance is now a [mainstay](#)²⁶⁵ of the country's economic development. Climate finance for land use in Brazil alone [increased 99 per cent](#)²⁶⁶ between 2021-2023 (compared to 2015-2020). Brazil is using sustainable finance to channel capital towards [education](#),²⁶⁷ [care work](#),²⁶⁸ inequality reduction, and ecological resilience. In doing so, it is reframing green finance as not only about decarbonisation, but about development²⁶⁹ justice.

Strong signals point to an expanding role: new [BRICS-linked climate finance platforms](#)²⁷⁰ are opening South-South investment flows; [digital finance tools](#)²⁷¹ are improving [transparency in bond reporting](#);²⁷² and partnerships with [socio-bioeconomy enterprises](#)²⁷³ in the Amazon are showing how green capital can directly strengthen local livelihoods. Brazil's position in [G20 negotiations](#)²⁷⁴ gives it the soft power to push for climate and financial reforms that reflect Global South priorities while [bridging global South-North relations](#)²⁷⁵ to shape a new green consensus.

Yet [contradictions](#)²⁷⁶ remain. [Fiscal constraints](#),²⁷⁷ incoherent credit policies that create [perverse incentives](#)²⁷⁸, and uneven regulation could slow progress. Without coordination across ministries, regions, and sectors, Brazil's green finance leadership risks remaining more potential than paradigm.

▶ What to Watch

- Sustainable finance is a global challenge. South-South cooperation could redefine global green finance as Brazil seeks to issue its first [Panda Bond](#)²⁷⁹ in China. China has expressed interest in the [Brazil-led Global Forest Fund](#),²⁸⁰ endorsed by 53 countries at the [Belém Climate Summit](#).²⁸¹ Innovative South-North plans that propose to use public funds from wealthier nations to back renewable energy loans²⁸² in developing countries could strengthen international solidarity around climate goals.

- Recent leadership positions in the G20 and COP have created an opportunity for Brazil to advocate for [global green finance reform](#)²⁸³ on the international stage, while building trade and financing bridges with both the Global South and the Global North.
- Policy loopholes mean green finance is often manipulated by capital markets to the detriment of ESG goals. [Subsidised rural credit](#)²⁸⁴ lines are sometimes channelled to finance practices linked to deforestation, creating contradictions that stall Brazil's green transition. New legislation [establishing regulations](#)²⁸⁵ for carbon-credit trading seeks to address these regulatory limitations.
- Brazil's development of a national green taxonomy—modelled in part on the EU— to redefine [green finance](#)²⁸⁶ could eliminate loopholes, increase transparency, and combat greenwashing.
- Indigenous community funds, governed by Indigenous people to finance local priorities and strengthen collective support networks, can help align climate and community development objectives.



What does this bring to the table?

- **Could sustainable finance become Brazil's soft power advantage?** Through BRICS and the G20, Brazil's financial innovation could shape a new consensus for the Global South—but only if it delivers results that others want to emulate. How can Brazil position itself as the climate-finance voice of emerging economies without becoming a cautionary tale?
- **What if sustainable finance is the next development model—not just a tool?** Brazil's emerging ecosystem blends fiscal policy, social justice and climate goals. This could be more than a finance strategy—it could be a whole-of-society shift. Can Brazil turn sustainable finance into a foundational model for inclusive development, not just green growth?
- **Can Brazil set global rules while contradictions remain at home?** Brazil is helping rewrite the global green-finance playbook—but fragmented domestic regulations and social exclusion risk undermining its legitimacy. What would it take for Brazil to “own” sustainable finance—by aligning domestic policy, regulatory coherence and inclusive outcomes? What governance innovations are needed to safeguard against greenwashing and unlock public trust?
- **Is green finance truly sustainable if it leaves people behind?** While Brazil leads on ESG bonds and carbon markets, rural credit still fuels extractive models. Without equity, innovation risks reinforcing old inequalities. Can Brazil design sustainable finance that serves both the biodiversity of Brazil as well as its rural poor?

Observations

"A signal I have been observing is the rise of entrepreneurship focused on social impact, particularly the growing commitment among women entrepreneurs to produce while also considering how their products and services affect their communities. Today, we are seeing significant growth in the bioeconomy—a very positive indication of the direction in which Brazil is heading."

Gabriela Fideles Silva, São Paulo, SP

"GDP is a number based solely on productivity and output. And we know that if every country had a GDP comparable to highly developed nations, there would be no planet left for everyone, right? So I believe the search for other, more human indicators of quality of life is essential to shift the strategic direction of countries' decision-making."

Rodrigo Cury Teixeira, Florianópolis, SC

"Companies with stronger sustainability performance tend to be more profitable over time. So it's good for everyone. It's a win-win."

Luciane Moessa de Souza, Soluções Inclusivas Sustentáveis (SIS), Rio de Janeiro, RJ

Wishes for Brazil's Future

"I would focus on creating a sophisticated green economy, with development of technological centers modeled after Embrapa for each Brazilian biome, for example. And I would attract investments in clean energy generation and high technology."

Alexandre Dall'Ara, São Paulo, SP

"I see a lot of future in regenerative economy—it's not just about minimizing damage, it's about restoring, revitalizing, strengthening what we already have."

Mariana Pincovsky, Recife, PE

THEME 10

INFRASTRUCTURE: CONNECTIVITY AS A REQUIREMENT

Balancing partnerships and sovereignty to build the infrastructure that Brazil needs to thrive

Brazil's development hinges on high quality, sustainable infrastructure²⁸⁷—not just more of it. The future will be shaped by the types of infrastructure being built, whom they serve, who owns them,²⁸⁸ and whether that infrastructure can survive a changing climate²⁸⁹ and a shifting global economy.

From the Amazon to the favelas, from digital deserts to flooded coastlines, Brazil faces a paradox: bold ambitions and globally admired innovative models—such as its renewable energy grid²⁹⁰ and digital payments system²⁹¹—alongside deep bottlenecks in fiscal capacity,²⁹² regional equity,²⁹³ and local implementation.

A lack of adequate infrastructure creates other kinds of friction. Infrastructure deficiencies²⁹⁴ not only raise the cost of creating more infrastructure²⁹⁵ but also exacerbate spatial inequality²⁹⁶ and generate indirect costs that ripple across the economy. This makes Brazilian products less competitive, increases the costs of moving people and goods across the country, and limits economic potential.²⁹⁷ Combined, these factors make doing business in Brazil less attractive²⁹⁸ than in countries that have invested in foundational infrastructure.

The next wave of ambition-to-action could include new BRICS-era trade²⁹⁹ and transport links connecting African,³⁰⁰ Asian, and Latin American³⁰¹ partners; green logistics corridors³⁰² for climate-resilient supply chains; and digital connectivity projects bridging rural-urban divides.³⁰³ Brazil's renewable energy leadership offers a blueprint for integrating green infrastructure into national economic development strategies.³⁰⁴

Infrastructure is no longer just physical—it is digital, green, inclusive, and strategic. If Brazil can align subnational execution, climate resilience, and connectivity goals, it could emerge not only as a continental logistics hub, but as a Global South infrastructure innovator. If it fails to act, the cost will be more than missed growth—it could mean eroded social cohesion, a stalled green transition, weakened sovereignty, and deepened territorial inequalities.

 What to Watch

- Multinational infrastructure partnerships are deepening Brazil's connections to global trade partners. Brazil and China are discussing the construction of a [railway linking](#)³⁰⁵ to a deep-water port in Peru, expanding the Belt and Road Initiative and connecting BRICS to the Latin American [Bioceanic Corridor](#).³⁰⁶ Brazil is also planning five new overland routes³⁰⁷ through the Amazon to link the Pacific and Atlantic coasts.
- Development partnerships are not just international. Private infrastructure spending in Brazil is [expected to increase by 61 per cent](#)³⁰⁸ by 2029, injecting much-needed capital into projects with economy-wide benefits.
- “[Technofeudalism](#)”³⁰⁹—where big tech companies act as “lords” over key systems and institutions—and the growing foreign ownership of digital and physical infrastructure essential for commercial connectivity pose rising threats³¹⁰ to national sovereignty.
- Investment in water and sanitation projects is mission critical, as Brazil seeks to achieve universal access³¹¹ to potable water and sanitation by 2033. “[Small infrastructure](#)”³¹² projects, such as sanitation, yield high returns given their direct impact on the lives of Brazilians. At the same time, risks of [water shortage crises](#)³¹³ in Brazil pose a global threat due to widespread dependence on Brazilian agricultural exports.
- Advancements in [digital infrastructure](#)³¹⁴ (PIX, DREX, Gov.br, Jus.br) are helping Brazil close access gaps by connecting people, businesses, and government, while positioning the country as a leader in digital governance. These systems will need to keep pace with rapidly evolving technologies to sustain Brazil's competitive edge.
- Brazil urgently needs to [scale up infrastructure investment](#)³¹⁵ to expand access, improve quality, increase productivity, and enhance competitiveness while reducing inequalities. Access to infrastructure also is a gendered and [racial](#)³¹⁶ issue. More minorities and [women need to be involved](#)³¹⁷ in the development, planning, and design of infrastructure.



What does this bring to the table?

- **Pix (national digital payment system), DREX (Digital Brazilian Real), Gov.br, and Jus.br show Brazil's potential for public digital infrastructure leadership.** But broadband deserts and digital inequality still exclude millions. How can Brazil ensure its digital transformation does not reinforce old divides?
- **Can Brazil lead Latin America and become a competitive global economic player without connecting itself first?** Poor internal connectivity—physical and digital—limits Brazil's regional influence. What further federal investment strategies and cross-border infrastructure partnerships could accelerate Brazil's transformation into a 21st-century continental hub?
- **Can climate adaptation and inclusiveness become Brazil's competitive advantage?** Sea-level rise and extreme weather are already eroding transport, energy and housing systems—yet resilience remains a side project. Future infrastructure will need to be climate-smart by default. How can Brazil mainstream climate risk into every layer of public procurement, urban planning and rural investment?
- **What if Brazil's next renewable revolution isn't in energy but in infrastructure?** Brazil's 90 per cent renewable electricity grid proves transformation is possible. But replicating this success in transport, urban mobility and water systems demands a long-term vision rather than short-term savings. What fiscal and planning reforms could unlock green infrastructure pathways—beyond electricity—at scale?



Observations

"We have never been able to address Brazil's structural challenges. We have never resolved basic sanitation, never resolved infrastructure—highways, railways, basic systems—and we have not resolved education. These three areas continue to undermine progress, holding back any form of sustainable development."

Roseli Teixeira Alves, Brasília, DF

"For many, increased connectivity would be positive. Increased business opportunities are positive. Although Brazil is a major economic power, it also still has a very significant number of people below the poverty line. But Indigenous peoples and other communities have already started to make their voice quite clear about the potential impacts on the way of life, and the impact on the environment. So yes, infrastructure and progress are probably much needed for more to have more economic opportunities, but not at any cost."

Elisa Calcaterra, UNDP Brazil, Brasília, DF



Wishes for Brazil's Future

"Municipalities need to be aligned with the characteristics of their region to ensure climate security and prevent further environmental degradation. Population growth must be compatible with regional characteristics, and that is not what we are observing. Some cities have lost their climatic characteristics, leading to disorderly population growth that, in turn, contributes to climate disasters such as floods."

Eliakim Herbert de Araújo Silva, Gravatá, PB

"I wish for a Brazil that is prepared, with investment and intersectionality, for more effective disaster prevention and preparedness, so that we are not always responding after reconstruction needs emerge."

Renata Koch Alvarenga, Porto Alegre, RS

THEME 11

ENERGY: PARADOX OF POWER

A new narrative on energy equity requires confronting present entitlements

Brazil is both a [global model](#)³¹⁸ and a [cautionary tale](#)³¹⁹ when it comes to the energy transition. [Nearly 90 per cent](#)³²⁰ of its electricity is generated from renewable sources, creating a clean energy backbone that attracts [global tech investment](#),³²¹ [powers AI infrastructure](#),³²² and [reduces dependence](#)³²³ on volatile fossil fuel imports.

Yet Brazil is also a member of the Organization of the Petroleum Exporting Countries (OPEC) and the world's [7th largest oil producer](#)³²⁴—set to become the 4th—with more than [BRL 90 billion in fossil fuel subsidies annually](#),³²⁵ significantly more than subsidies for renewable energies. This duality creates a strategic choice: will Brazil leverage its renewable advantage to lead the global energy transition, or will it double down on [hydrocarbon dependence](#)³²⁶ to stay fiscally afloat?

Another concern is the rapid expansion of data centres built by large technology companies, which require substantial amounts of energy and water for operation and cooling, therefore directly impacting vulnerable citizens and the environment. This growth is being fuelled by [public policies](#)³²⁷ that strongly encourage such development. A careful balance is needed between expanding the tech sector and ensuring that energy and water infrastructure can meet human needs, especially as the world continues to get warmer.

There is an opportunity to lead an [alternative global narrative](#)—through the BRICS, for example³²⁸—on energy strategy: one that funds the future with clean power while ensuring [energy security, sustainability, and equity](#),³²⁹ especially for vulnerable and remote communities. This means confronting hard trade-offs, from [phasing out combustion engines](#)³³⁰ to investing in [EV charging](#),³³¹ [nuclear](#),³³² [green hydrogen](#),³³³ biofuels (Brazil is now the world's [second-largest producer](#)),³³⁴ and industrial-grade [Battery Energy Storage Systems](#)³³⁵ (BESS)—even potentially considering [bitcoin mining batteries](#)³³⁶ to balance and fund green energy loads.

 What to Watch

- Energy security and sovereignty is a complex, multifaceted challenge marked by deep contradictions. Energy security—a consistent, reliable supply—is uneven across Brazil, with rural areas [requiring significant investment](#)³³⁷ to build resilience. [Droughts](#)³³⁸ in Northern Brazil are reducing the viability of hydroelectric power, forcing the country to import energy. Brazil is negotiating the purchase of a [floating nuclear power plant](#)³³⁹ from Russia to secure stable energy for the Amazon region.
- A robust clean energy market could fuel growth in [AI and data centres](#)³⁴⁰ without compromising domestic energy security. Brazil will need to balance eliminating [energy poverty](#)³⁴¹ for its population with powering data centres to unlock economic opportunity for the same individuals.
- Renewable energy generates opportunity alongside sustainability: Brazil now [ranks third globally](#)³⁴² for renewable energy job creation.
- [Battery Energy Storage Systems \(BESS\)](#)³⁴³ will be essential to ensuring more reliable electricity as reliance on solar and wind increases. Bitcoin mining—being tested in [Ethiopia](#)³⁴⁴ and [Bhutan](#)³⁴⁵—as a way to turn convert energy intermittance into sovereign wealth is another option to help stabilise renewable grids.
- The future energy mix is diverse and decentralised. A convergence of innovations is emerging to reduce Brazil's dependence on hydroelectric power and fossil fuels, including converting confiscated [marijuana into biofuel](#),³⁴⁶ building [solar power plants](#)³⁴⁷ on former landfills, pioneering resource-efficient solutions such as green hydrogen, and expanding [acceptance](#)³⁴⁸ of [nuclear energy](#).³⁴⁹
- Yet [expanding the State oil company's production](#)³⁵⁰ and maintaining fossil fuel subsidies could dampen [Brazil's COP30 ambitions](#),³⁵¹ despite the country's significant accomplishments in green energy.



What does this bring to the table?

- **Is Brazil ready to lead the world in energy transition with bold goals?** As the host of COP30, Brazil has a unique platform to shape global narratives. But showcasing its leadership in renewable energy must go hand-in-hand with policy clarity, safeguards for a just transition, and concrete commitments to curb fossil fuel expansion. Will Brazil present a bold, credible energy transition plan—or risk losing soft power in the climate arena?
- **Is Brazil's national energy transition plan³⁵² just, or just another transition?** The shift to renewables risks reproducing extractive patterns unless it addresses infrastructure gaps, regulatory inconsistencies, and structural inequalities. Can Brazil phase out fossil fuel dependence without undermining its social contract or growth strategy? What accountability mechanisms and participatory models can ensure that Brazil's energy transition is equitable?
- **Can Brazil lead in clean energy without embracing all its options?** With hydropower increasingly threatened by climate impacts and solar still scaling, nuclear energy may offer a reliable, low-carbon baseload. Yet expanding nuclear power raises difficult questions—about risk, cost, community consultation, and long-term waste. Should Brazil integrate nuclear energy into its green development strategy?



Observations

“There is growing interest from big tech companies and data centres in our natural resources... yet there is still little care and limited dialogue with the population.”

Ianah Maia de Mello, João Pessoa, PB

“We understand all the concerns about oil production in Brazil, but... we need this kind of development... Most of our health system, like our free health system, free education for the population and so on—all these social policies rely on the oil and gas money. So, it's very [important] we see the peak of the supply. But we don't see the peak of demand.”

Lais Forti Thomaz, Ministry of Mines and Energy, Brasília, DF



Wishes for Brazil's Future

"If I were President of Brazil for a day, I would allocate budget for energy transition and protection of Indigenous peoples and their lands."

Ana Carolina Zottmann Bickel, São Leopoldo, RS

"Our greatest challenge in achieving the energy transition is ensuring that equality is at its core. It is an ethical imperative that everyone has access to reliable, high-quality energy at fair and affordable prices."

Maria Ceicilene Aragao Martins, Ministry of Mines and Energy, Brasília, DF

ESSAY: “BRAZILIANNES” AND INNOVATION: THE ROLE OF THE PRIVATE SECTOR IN SUSTAINABLE TRANSFORMATION



Rodrigo Cury Teixeira

Innovation Specialist at Fruki Bebidas
Florianópolis, SC

Future forecasts and global trend reports converge on a common point: the world is undergoing irreversible change. These are not merely incremental shifts, but a reconfiguration of global systems. We are living through an era of unprecedented disruptions, marked by pandemics, climate-related disasters and structural technological advances such as artificial intelligence, biotechnology and quantum computing. In Brazil, this reality becomes even more intense, shaped by distinctive cultural, social and geopolitical factors. In this complex landscape, two abilities stand out: **resilience**—our capacity for adaptation, reinvention and recovery—and **creativity**—the ability to generate innovative and disruptive solutions, even in contexts of scarcity.

“Brazilianness” (“Brasilidade”) in the private sector can be defined by the creative way in which Brazilians undertake and innovate, from entrepreneurs in the peripheries to executives in large companies. Perhaps this stems from growing up hearing that “a Brazilian never gives up”. Our resilience is implicit in popular sayings; we learn to draw strength from our ability to adapt, reinvent and recover. And while the “Brazilian way” may carry negative connotations in some contexts, it also reflects a unique ability to generate innovative and disruptive solutions. **To confront today’s complex reality, innovation is essential.** And the central topic in global innovation summits and events is artificial intelligence, which is revolutionising how we interact with information. But beyond artificial intelligence—far from the summits and the spotlight on GPTs—two other, non-artificial intelligences are quietly undergoing transformation: social intelligence and individual intelligence. Together, these three dimensions—artificial intelligence (in its different models), individual intelligence (cognition, critical thinking, empathy) and social intelligence (collaboration, network-building, collective intelligence)—exponentially enhance human creative potential, expanding our

capacity to innovate. In this context, **the private sector plays an increasingly strategic role, leading this transformation**, particularly by adopting innovation strategies focused on sustainability and eco-efficiency grounded in ESG management.

The maturity of Brazil's innovation ecosystems has demonstrated a strong capacity for articulation and networked collaboration—from incentive and support programmes for networked innovation, to investment vehicles for innovative start-ups and open innovation programmes with universities and technology parks. Although the country faces challenges in taking on high-risk investments in basic research and frontier technological development, collaboration within the ecosystem enables the sharing of knowledge, resources and infrastructure, creating conditions for transformative technologies to emerge. For this transformation to generate development and positive impact, it is essential to establish an ESG agenda that integrates environmental, social and governance criteria in corporate decision-making. The relevance of this strategy goes beyond the direct impacts of ESG-related initiatives; it also includes positive influence across society and supply chains, particularly in a country where people tend to place more trust in companies than in government, according to recent surveys.

Even with an optimistic outlook for the future, it is necessary to rethink skills and competencies to navigate such uncertainty. The complexity of today's challenges demands systemic thinking and an approach that integrates the three intelligences through collaboration. In this sense, **Brazil has the potential to position itself as a leader in building a more prosperous, inclusive, and sustainable future.**



CLUSTER 3: AGENCY FOR ADAPTABLE FUTURES

Brazil's path to resilience will not be built solely on recovering from crises—but through reconfiguring power, participation and possibility

Across governance systems, cities, ecosystems and public institutions, resilience is constrained by **fragmentation, inequality** and **eroding trust**. In the absence of coherent state action, informal systems—from community networks to criminal groups—are stepping in to govern, protect or exploit. At the same time, **climate impacts, biodiversity loss and social unrest are intensifying** along lines of race, class and territory.

Yet Brazil is also alive with **bottom-up innovation**. From favelas designing green corridors to Indigenous leaders defending regenerative systems, the country is rich with living alternatives. **Resilience** is already being prototyped—not as a return to the status quo, but as an invitation to reimagine who decides, who benefits and what development means.

The future demands several shifts: from **control to care**, from **symbolic participation to structural inclusion**, and from **siload strategies to systems thinking**. Resilient futures will emerge not from centralised blueprints, but from **distributed agency, biocentric imagination and a strong commitment to justice**.

THEME 12

GOVERNANCE: RESTORE AND REINVENT?

Old fractures and new shadow forces must be brought to light

Brazil's governance stands at a crossroads.³⁵³ Institutions are regaining strength³⁵⁴ after years of erosion, yet the deeper cracks—from elite capture³⁵⁵ to political fragmentation,³⁵⁶ both among the electorate and within the very branches of government³⁵⁷—still run deep and trap Brazil in cycles of short termism.³⁵⁸ Can the country create new channels for meaningful citizen participation beyond Congress³⁵⁹ that enable ordinary people to contribute to policymaking³⁶⁰—without falling prey to misinformation?³⁶¹

Power in Brazil is not concentrated solely in Brasilia. It is represented in different spaces, including digital platforms,³⁶² agribusiness lobbies³⁶³ in strategic regions, religious networks³⁶⁴ with growing influence, and, in some cases, criminal groups³⁶⁵ seeking to exercise control over local populations. At the same time, new forces are emerging—such as Indigenous leaders³⁶⁶ defending the Amazon, young climate activists³⁶⁷ mobilising in cities, and citizens using digital technologies³⁶⁸ to amplify their voices, strengthen transparency, and promote accountability.

Political polarization³⁶⁹ is no longer a background tension; it is a daily reality throughout Brazil's political system. Amplified by the lingering “ghost” of the dictatorship,³⁷⁰ it fuels extremism,³⁷¹ deepens distrust,³⁷² and weakens governance capacity.³⁷³

Although internet access continues to expand, without digital literacy³⁷⁴ and civic digital responsibility,³⁷⁵ citizens become vulnerable to misinformation,³⁷⁶ disinformation, and populist manipulation. Brazil may wish to follow the example of other regions that are taking steps to expand digital literacy³⁷⁷ to create a more level playing field for democratic participation in shaping the country's future governance.

The **next few years will be decisive**. How will Brazil navigate polarisation, ensure peaceful power transitions, and design governance structures—in partnership with its people³⁷⁸—that match its diversity and complexity? There is an opportunity to seize this moment and shape bold, future-ready architectures of trust, foresight, and accountability.

▶ What to Watch

- Brazil's democracy is in danger **due to deep polarisation and institutional strain**.³⁷⁹ Initiatives to counter election-related **disinformation**³⁸⁰ are critical to safeguarding democratic processes.
- Digital civic literacy is now an urgent priority. On the one hand, digital platforms such as **Brasil Participativo**³⁸¹ offer a centralised, sustainable, and modern digital platform for citizens to engage in federal policymaking, demonstrating how the social web can strengthen civic participation. Digital public infrastructure³⁸² helps government bodies connect with citizens even in the most remote corners of the country. On the other hand, **big tech companies**³⁸³ are openly teaching politicians and political influencers how to use AI to shape elections. This moment requires a pragmatic approach to **AI governance**³⁸⁴ that balances social harms with public benefits.
- Conservative political movements have sought support from religious segments, influencing **political norms and practices**³⁸⁵ in Brazil. This convergence of religion and politics has sparked debate about the boundaries between institutional spheres and their impact on **democratic governance**.³⁸⁶ While it does not represent all religious communities, this dynamic warrants attention because of its potential to redefine political and social patterns.
- Threats to the legitimacy of Brazil's governance also stem from **the militias that exercise de-facto control over urban areas in major cities**³⁸⁷—and from the blatant infiltration of **criminal organisations into mainstream politics**.³⁸⁸

🕒 What does this bring to the table?

- **Can Brazil rebuild trust in the rules when power still bends them?** From budget earmarks to judicial overreach, many Brazilians believe institutions are captured by elite interests. Digital transparency tools exist, but they have not reversed the deeper erosion of trust. What governance reforms can move Brazil from procedural legitimacy to perceived fairness?
- **Can Brazil defend democracy while decentralizing power?** Brazil's federative system allows local innovation—but also fragments authority and accountability.³⁸⁹ As misinformation spreads and polarization deepens, the balance between centralised stability and decentralised experimentation becomes harder to manage. What governance

architectures can reconcile federal leadership with empowered local communities?

- **Who governs the governors in the digital age?** “*Coronelismo*” has gone digital: Influencers now act as local power brokers, and political campaigns are shaped by algorithmic echo chambers. Governance is increasingly negotiated on social platforms, not only through formal institutions. What new accountability models can regulate political power in the platform era without curtailing rights and freedoms for activists and whistleblowers?
- **What if representation means rethinking who governs?** Calls for increased Indigenous representation in Congress are not just about diversity—they are about safeguarding Brazil’s future. Without voices that can challenge agribusiness dominance, the state risks deepening social and environmental inequality.
- **What happens when citizens stop showing up?** Participation fatigue is growing. Citizens increasingly question whether their input leads to real change. Meanwhile, criminal organisations and informal networks are stepping in to “govern” in the gaps. How can Brazil evolve its democratic innovations to feel more consequential to citizens and prevent their capture?
- **How will digital tools impact Brazilian democracy?** Digital services such as those provided by gov.br and AI-enabled audits promise more responsive governance. But without ethical frameworks, they risk reinforcing inequality and surveillance. Can Brazil become a pioneer in anticipatory governance that centres equity, foresight, and digital rights?
- **Is it time for a fourth power—Popular governance?** A growing movement is calling for a “fourth branch” of government: civic participation as a permanent power, not just a symbolic gesture. This reflects deep frustration with the limits of electoral democracy and a desire for community-based decision making. Could Brazil lead the world in institutionalising participatory governance beyond the ballot box?



Observations

"I see the advancement of digital government as a pathway that transcends partisan debate—directly improving citizens' daily lives."

Marcos Toscano, Recife, PE



Wishes for Brazil's Future

"I see the formation of a fourth power—the power of the people joining the legislative, executive, and judiciary—to enable more active public participation in decision-making."

Ilanah Maia de Mello, João Pessoa, PB

"For the future of Brazil, I hope for a strong partnership between the public sector and universities, combining evidence- and data-based public policies. I want to see greater recognition of the knowledge produced in academia, bringing it into public management practice and listening to those on the front lines."

Camila Manique Ferreira, Porto Alegre, RS

"I hope that public policies are both encouraged and monitored—and that people know which public policies they can benefit from."

Ana Rita Nascimento, Natal, RN

THEME 13

PUBLIC SAFETY: FROM CONTROL TO ACCOUNTABILITY

Reform means addressing the roots of violence

Public (in)security³⁹⁰ in Brazil is shaped by deep structural fractures—where organised crime³⁹¹ fills the vacuum left by the State, and local policing, increasingly militarised and partisan,³⁹² which often reinforces inequality³⁹³ rather than justice. In Rio de Janeiro’s favelas, young Brazilians, especially Black youth, face the dual threat of gang violence³⁹⁴ and harassment³⁹⁵ by those meant to protect them.

Fragmented governance,³⁹⁶ racialised violence,³⁹⁷ and an over-reliance on militarised policing³⁹⁸ have eroded trust, particularly in vulnerable communities.³⁹⁹ The rapid spread of surveillance technologies—such as predictive policing,⁴⁰⁰ AI-powered body cameras⁴⁰¹ in São Paulo, and facial recognition in Bahia⁴⁰²—without strong oversight risks entrenching discriminatory practices and deepening mistrust.

Again, a ghost of the past lingers in the shadows. Despite these new policing technologies, Brazil maintains a distinctive separation between military and civil police, yet military-styles training—a legacy of the dictatorship⁴⁰³—continues to shape policing culture. This model is from consensual: some advocate for even more hard-line approaches, including the use of the Armed Forces (and even the militarisation of schools),⁴⁰⁴ while others view the police with deep fear⁴⁰⁵ and suspicion. Sixty-three percent of Brazilians are dissatisfied with police performance.⁴⁰⁶

Confidence is also low pertains in the judiciary.⁴⁰⁷ According to a 2024 Pew Research study, 47 per cent of Brazilians say the court system has a negative influence⁴⁰⁸ on the country. Frustration public grows with lengthy, cyclical judicial processes that often lead to reoffending. A faster, more coordinated justice system is needed, along with more empowered judicial actors.

Yet in community halls and on the streets, Brazil’s people are charting new paths—from evidence-based policing⁴⁰⁹ to community-led safety patrols that have reduced crime by up to 80 per cent⁴¹⁰ in Amazonian towns. These models show it is possible to reduce violence without violating rights.

The next few years will be decisive. True safety will emerge not from more control, but from inclusive, participatory, and accountable systems of protection that confront the root causes of violence: *inequality, corruption, and exclusion*.

▶ What to Watch

- Brazil is arguably already “at war”⁴¹¹ with organised crime in urban favelas. Fuel Mafias are [infiltrating petrol stations](#)⁴¹² and other traditional industries (logging, biofuels), leaving communities vulnerable, living in fear and in a constant state of lawlessness. These groups provide services and exert [local influence](#),⁴¹³ which calls for an integrated response to strengthen governance and public trust. A proposed [security bill](#)⁴¹⁴ expands the federal government’s role in policymaking to combat organised crime, but questions remain as to whether it is too little, too late.
- Women are not safe in their own homes. Brazil is now recording the highest level of violence against women⁴¹⁵ in its history. Over [84 per cent of victims](#)⁴¹⁶ are killed by a current or former intimate partner, and [most \(65 per cent\)](#)⁴¹⁷ of the victims of domestic femicide are Black. Studies show that [socio-economic segregation](#)⁴¹⁸ in Brazilian cities accentuates inequalities, creating pathways to violence. Yet violence is also inflicted on communities by their those meant to protect them. Nearly [90 per cent of people killed by the police](#)⁴¹⁹ are Black.
- People are pushing back in their own ways. From [militarised](#)⁴²⁰ schools to personal gun ownership—the number of guns owned by Brazilians has [doubled](#)⁴²¹ since 2018—Brazilians are seeking ways to bolster their [sense of personal security](#).⁴²²
- The intersection of technology and policing offers the promise of greater control but also fuels public concerns about surveillance, particularly alongside the growing militarization of the police force. Special Police Operations Battalion (BOPE) in Rio de Janeiro recently introduced a robot dog⁴²³ to patrol high-risk areas, while AI-enhanced [body cameras](#)⁴²⁴ raise concerns about privacy breaches, racial bias, and inadequate oversight—especially paired with expanding [predictive policing technology](#).⁴²⁵
- [Community policing and crime prevention strategies](#)⁴²⁶ in São Paulo may offer a peaceful pathway to strengthening trust in the police while reducing crime.
- People also require protection in the digital realm. The new [Bill to Safeguard Children’s Privacy](#)⁴²⁷ underscores how online and offline safety are becoming increasingly intertwined.

🕒 What does this bring to the table?

- **What if Brazil’s security future lies in reducing socioeconomic segregation and addressing the unequal treatment of Black people and women?** To confront the root causes of violence, Brazil must consider how best to tackle the poverty, racism and inequality that lie beneath.

- **Will the federal expansion (militarisation) of policing be a step forward or a step back for public security?** Security begins with trust. Can greater community participation in policing build confidence and reduce the need for excessive force?
- **What if Brazil's security future lies outside the police?** Public safety in Brazil has long been dominated by militarised policing, but rising demands for territorial justice, restorative approaches and social investment signal a shift in thinking. Safety is increasingly seen as the outcome of *inclusion*, not only enforcement. What would it mean to fund schools, housing and youth programmes as national security strategies?
- **Who defines safety—and for whom (and from whom)?** Afro-Brazilians, Indigenous peoples, LGBTQIA+ communities and favela residents experience security threats not only from criminal groups but often from the very institutions meant to protect them. What would security systems look like if designed by those most affected?
- **How can Brazil confront the influence of organised crime while strengthening the State's presence throughout the country?** From *favelas* to forests, parallel systems of governance led by criminal groups are undermining state legitimacy. These groups provide services, settle disputes and even influence elections—especially in territories where the state is less present. Can government re-enter these areas and rebuild trust?
- **Will digital surveillance deepen inequality—or prevent violence?** Brazil is expanding smart policing and surveillance tools, yet critics warn of racial bias and institutional overreach. Without accountability and public dialogue, such technologies may reinforce the status quo rather than dismantle it. Can Brazil lead in designing digital security infrastructure that is transparent, equitable and grounded in rights?

Q Observations

“The drug traffickers in Brazil construct their own census because they are planning. They need to know the size of cities, demographic patterns, and income distribution. So they have financed a census of their own, for their own purposes. They are conducting their own census, governing without permission through a subterranean layer of society. It is no longer only the grey economy that is untaxed, untraced, unsanctioned, and operating parts of the economy. It is also *grey governance*.”

Betina Barbosa, UNDP Brazil, Brasília, DF



Wishes for Brazil's Future

"It is necessary to bring the issue of urbanisation closer to the issue of public security. To speak of public security without speaking of health, or without speaking of social assistance, without speaking of education, would be naïve. But we need to talk about public security through urbanisation—how cities take shape, and how spaces for coexistence materialise. It is a detail that is sometimes overlooked, but it holds enormous potential."

Christiano Hagemann Pozzer, Porto Alegre, RS

"I believe education is the key to addressing gender-based violence—changing how both men and women think, in big and small ways. It may seem obvious that no one should be assaulted physically, psychologically or emotionally, yet the reality of domestic violence shows otherwise. It is not monsters who commit violence; it is ordinary men."

Jonh Tsu Kuo, Imbituba, SC

"We need to view public security through a civilian lens, but also as an issue of climate security—so that we do not face even greater environmental degradation."

Eliakim Herbert, Gravatá, PE

THEME 14

URBANISATION: LABORATORIES OF IMAGINATION

Brazil's cities are sites of both crisis and creativity

Brazil's cities are under pressure from [chronic underinvestment](#),⁴²⁸ climate risk, and institutional fragmentation—eroding infrastructure and deepening inequality. Yet they also are laboratories for bold experimentation: from [Green Resilient Model Cities](#)⁴²⁹ and [heat-responsive housing in Recife](#)⁴³⁰ to [community-led flood adaptation](#)⁴³¹ in Manaus and [electric mobility innovation in São Paulo](#).⁴³²

In favelas, residents [organise](#)⁴³³ to survive; in wealthy enclaves, [high-tech](#)⁴³⁴ solutions promise comfort but risk reinforcing [old divides](#).⁴³⁵ In some neighbourhoods, governance has been informally outsourced to [organised crime](#),⁴³⁶ [churches](#),⁴³⁷ or “entrepreneurial” [civic collectives](#).⁴³⁸

In the shadows of Brazil's urban areas lie the ghosts of Brazil's past. There are friendly ghosts, such as the unification movements of the [1980s](#)⁴³⁹—while others are less than benign—including the lingering legacies of [dictatorship](#)⁴⁴⁰ that continue to shape urban areas. These ghosts manifest in gentrification and [gated communities](#),⁴⁴¹ creating physical disconnection. This fuels distrust between long-standing residents and newcomers arriving from [rural areas](#)⁴⁴² or [foreign conflict zones](#)⁴⁴³ in search of a better life.

Urban politics are increasingly shaped by questions of who controls future infrastructure. Chinese investment via the [Belt and Road Initiative](#)⁴⁴⁴ is expanding port and rail links; [Meta's undersea cables](#)⁴⁴⁵ are embedding foreign control into Brazil's digital backbone; and domestic industries compete with [global players](#)⁴⁴⁶ for strategic footholds in energy grids, transport systems, and data infrastructure. As Brazil strengthens its role in global trade, does it also need a firmer grip on the [sovereignty](#)⁴⁴⁷ of its own infrastructure?

The next decade will determine how urbanisation evolves across Brazil. Where some view cities primarily as the infrastructure needed to support humans, others are [collectively imagining urban spaces](#)⁴⁴⁸ where all residents, regardless of status or geography, can shape a shared future. This includes expanding opportunities for all and strengthening small cities, Indigenous territories, and rural communities as viable and innovative spaces (e.g., India's [Department of Rural Development](#)),⁴⁴⁹ providing balance to large-scale urban areas. The opportunity is clear: to transform Brazil's cities, of every size, into models of equity, climate resilience, and civic creativity.

 What to Watch

- The 6th National Conference of Cities is scheduled to take place in February 2026. [Conferences have traditionally served as critical governance spaces in Brazil](#),⁴⁵⁰ enabling direct participatory processes between civil society and government. After a hiatus of nearly 13 years—the last conference was held in 2013—the challenge is whether the event can address emerging issues from civil society, given how communication and political engagement have been so transformed over the last decade.
- [Climate migration](#)⁴⁵¹ in Brazil is increasing as severe weather and flooding intensify. Urbanisation is heightening [heat stress](#),⁴⁵² and rising urban temperatures are exacerbating risks to [human health](#).⁴⁵³ Coastal cities are particularly vulnerable to [sea-level rise](#).⁴⁵⁴ New cities may need to be built, high-risk cities must adapt ([sponge cities](#)⁴⁵⁵ are one possible approach), and “safe” cities must prepare to accommodate migrants.
- Preparing [Brazilian cities for climate change](#)⁴⁵⁶ requires embracing nature-based solutions and adapting to evolving conditions. [AdaptaCidades](#)⁴⁵⁷ trains municipal and State civil servants to develop climate adaptation and resilience plans, while the [Green Resilient Model Cities programme](#)⁴⁵⁸ will support 50 cities to mitigate and adapt to climate change.
- Brazil's [favelas](#)⁴⁵⁹ continue to expand at an alarming rate. Yet their residents remain highly resourceful. Some favelas are collectively learning how to [adapt to climate change](#)⁴⁶⁰ and even adopting [green initiatives to avoid eviction](#).⁴⁶¹ The National Youth and Rural Succession Policy offers [incentives](#)⁴⁶² for youth to remain in, and build futures within, Brazil's rural areas.
- Human health and the urban health are intrinsically linked. Higher mortality rates are associated with [air pollution](#),⁴⁶³ which is driven in part by heavy industry and disproportionately affects poorer Brazilians.
- To democratise infrastructure and living standards, Brazil could adopt a [national strategy for its cities](#).⁴⁶⁴ The country's plan to provide clean water and sanitation⁴⁶⁵ for its entire population is a step towards spatial equity. Curitiba, which has following its [master plan for sustainable urbanisation for 60 years](#),⁴⁶⁶ offers a model that other cities could adapt.



What does this bring to the table?

- **Can Brazil build cities that include rather than displace?** Urbanisation is expanding not only outwards but unevenly. Gentrification, eviction, and real estate speculation push low-income populations into precarious peripheries, while informal settlements face chronic underinvestment. What legal, fiscal, and participatory frameworks could help Brazilian cities prioritise inclusion over profit?
- **Can Brazil turn peripheral areas into innovation hubs?** Peripheries are often framed as problems—but they are also spaces of cultural, environmental, and economic innovation. From community-led housing to digital favelas, new models are emerging from the margins. How could Brazil shift investments and narratives towards valuing peripheral urban resilience?
- **Will climate change reshape where and how Brazilians live?** Rising sea levels, extreme heat, and flash floods from so-called 1,000-year rainfalls are redefining urban risk, especially in low-income and coastal communities. How can climate adaptation policies centre vulnerable communities in decisions on urban design?
- **Is Brazil's housing model fit for the 21st century?** Despite significant unmet housing demand, new construction often favours middle- and upper-income buyers. Rental models remain underdeveloped, while informal housing continues to grow. What new housing finance and ownership approaches could reduce precarity and support sustainable urban density?
- **Who really governs Brazilian cities?** In many urban spaces, governance is fragmented—caught between municipal governments, real estate developers, organised crime, and the logistics of digital platforms such as food delivery services. This weakens accountability and democratic planning. Can Brazil reassert public control over urban planning in the face of privatised or criminal governance structures?
- **What role will digital platforms play in shaping cities of the future?** If meaningful, high-speed internet were equally accessible throughout Brazil, including rural areas, would that reduce the need for people to move to large cities in search of opportunities? Brazil boasts relatively strong connectivity, yet important gaps remain that could reshape where Brazilians pursue economic opportunity.



Observations

"Brazil is investing in roads, hydropower plants, railways and other infrastructure without considering that these assets will need to withstand both today's climate and the climate the country will face in 50 years' time."

Natalie Unterstell, Instituto Talanoa, Rio de Janeiro, RJ



Wishes for Brazil's Future

"Brazil needs to have green areas in its urban centres—not just one big park, but many green areas. We are talking about an Amazonian, tropical country, and we have lost ourselves to the uncontrolled verticalisation of cities without planning."

Digital Product Specialist, São Paulo, SP

"I wish that people wouldn't have to move to another city because of environmental issues—that they see a future in the place where they live, without worrying whether it will flood or whether it will be too hot. I long for more bird sounds in the city."

Maria Eduarda Do Canto Menezes, Porto Alegre, RS

"I want a Brazil in which 70 per cent of cities are recognised as sponge cities."

Diogo Montechiari Barbosa Campos, Macuco, RJ

THEME 15

CLIMATE: AMBITION WITH EQUITY

The climate crisis in Brazil is not a distant threat—it is a lived reality

From deadly [heatwaves](#)⁴⁶⁷ and [floods](#)⁴⁶⁸ in Rio Grande do Sul to [historic droughts in the Amazon](#)⁴⁶⁹ (typically associated with Northeast) and severe [flooding in São Paulo](#),⁴⁷⁰ Brazil is already paying the price for climate inaction. [Infrastructure is buckling](#),⁴⁷¹ [food prices are rising](#),⁴⁷² and vulnerable communities bear the [heaviest burdens](#).⁴⁷³

COP30 offered a distinct and [catalytic moment for Brazil](#)⁴⁷⁴ and the world to align climate ambition with territorial equity, justice, and new regulations for a green economy. This will not be an [easy conversation](#),⁴⁷⁵ particularly for Brazil, which must balance economic growth, especially from its agriculture and oil and gas sectors, with the imperative of protecting the Amazon, the world's lungs and a global climate stabiliser. Could climate ambition be reframed from environmental necessity to economic opportunity?

As home to the Amazon—and one of the world's [top 6](#)⁴⁷⁶ emitters from land use—Brazil carries global ecological responsibility. Yet deforestation and [degradation](#)⁴⁷⁷ continue in Pará, [offshore oil exploration is expanding](#),⁴⁷⁸ and bold climate targets remain [fragmented](#)⁴⁷⁹ across [ministries](#).⁴⁸⁰ To reach its 2030 GHG goals, Brazil will need to close a [BRL 1 trillion Real](#) financing gap.

There is, however, a bigger picture. Brazil is not only the Amazon. It comprises multiple biomes—the Atlantic Forest,⁴⁸¹ the [Cerrado savannah](#),⁴⁸² the [Caatinga semi-arid forest](#),⁴⁸³ the [Pampa grasslands](#),⁴⁸⁴ and the [Pantanal tropical wetlands](#),⁴⁸⁵ alongside the Amazon rainforest and river system. All are interconnected and increasingly affected by climate change and biodiversity loss, compounded by deforestation, agribusiness expansion, and urban development.

Still, signals of transformation are emerging. Manaus is piloting [adaptive](#),⁴⁸⁶ nature-based flood management; youth and Indigenous leaders are reframing climate as a [justice](#)⁴⁸⁷ ([ecojustice](#))⁴⁸⁸ issue, and states such as [Ceará are investing in green hydrogen](#).⁴⁸⁹ [Opportunities for inclusive green jobs](#),⁴⁹⁰ [forest restoration](#),⁴⁹¹ and [food system reform](#)⁴⁹² remain underleveraged—but the seeds of change are being planted.

The climate challenge is not just a technical or financial issue—it also carries deep social and political dimensions. Whether Brazil moves from symbolic leadership to structural transformation will depend on its ability to align climate ambition with territorial equity, justice, and long-term coherence. The next decade offers a narrow but powerful window to lead the world in climate action rooted in fairness.

▶ What to Watch

- COP30 offered an [opportunity for Brazil](#)⁴⁹³ to place climate change firmly back at the top of the global agenda. [Expectations are high](#),⁴⁹⁴ [yet criticisms](#)⁴⁹⁵ regarding weakened environmental regulation are growing. Nonetheless, despite [contradictions and complexities](#),⁴⁹⁶ Brazil remains a climate change leader and a model that other nations can emulate.
- Reflecting a twist on the [rising religiosity](#)⁴⁹⁷ trend in Brazil, Afro-Brazilian youth leaders are [mobilising traditional faith](#)⁴⁹⁸ and religious practices in support of climate action in Brazil.
- The threat of climate change has evolved into a daily reality of climate crisis. Brazil's urban future will need to contend with [wildfires](#),⁴⁹⁹ drought and floods. In rural areas, the Amazon is approaching [a tipping point](#)⁵⁰⁰ that could transform the forest into a drier savannah.
- Climate change is a poverty and equality issue. [Climate shocks](#)⁵⁰¹ could push an estimated three million Brazilians into extreme poverty by 2030. [Systemic cooling poverty](#)⁵⁰² in Brazil is already magnifying inequalities in [urban favelas](#)⁵⁰³ during heatwaves.
- Global solidarity and responsibility for action against climate change is growing. The International Court of Justice⁵⁰⁴ has ruled that countries are legally obligated to reduce emissions and protect the environment. Globally enforced [solidarity taxes](#)⁵⁰⁵ on major polluters are under consideration and could raise billions to support climate action. Another innovative proposal suggests using public funds to back renewable energy loans⁵⁰⁶ in the developing world.
- Demonstrating willingness to innovate, Brazil is testing [experimental "mini-worlds"](#)⁵⁰⁷ to address the resilience of Amazonian waterways to climate change and microplastics, and it is emerging as a global leader in novel approaches to reducing [methane emissions from cattle](#).⁵⁰⁸



What does this bring to the table?

- How far is Brazil willing to go to address the implications of [climate change while still growing its economy](#)?⁵⁰⁹
- **How can Brazil lead on climate at the global level while addressing internal climate change issues?** Brazil is celebrated as a climate leader—hosting COP30, stewarding the Amazon, and pioneering in renewables. But within its borders, deforestation continues, rural producers face contradictory incentives, and climate impacts are deepening inequalities. Should Brazil align its climate diplomacy with domestic climate justice?
- **Can Brazil's climate leadership withstand political cycles?** Brazil's international climate commitments often hinge on progressive leadership, but enforcement is fragmented and vulnerable to political reversal. What governance models can institutionalise long-term climate action across administrations and changing political regimes?
- **Could Brazil step up to regulate "green" foreign investment that displaces communities?** Foreign-backed "green" projects, such as data centres, carbon-offset schemes, or hydrogen initiatives, are under way in climate-vulnerable regions with limited local accountability. Will Brazil enforce social safeguards on climate-linked investments to ensure they benefit local populations, not just global capital?
- **Will climate education and youth leadership be scaled or sidelined?** Young Brazilians are mobilising around climate, but school curricula, public campaigns, and policy fora rarely reflect their urgency. Could Brazil make climate education a foundational pillar of democratic participation and green innovation—beginning in schools?



Observations

"Despite fiscal constraints, local governments have been able—and increasingly willing—to address the aspects of climate change that directly affect people's daily lives, particularly the agenda on climate change adaptation."

Marcos Toscano, Recife, PE



Wishes for Brazil's Future

"I want to nurture an agro-ecological future in the broadest sense of the term—one in which our agricultural production works in harmony with nature, and where art, culture, education and politics come together to root a healthier society in Brazil."

Ianah Maia de Mello, João Pessoa, PB

"If I were president for a day, my priority would be to restrict the use of oil as much as possible, encouraging a shift to renewable and clean fuels. I would allocate as much of the national budget as possible to research on sustainability innovation (especially biodegradable materials to replace plastic)."

Vitoria Gonzatti de Souza, Porto Alegre, RS

THEME 16

BIODIVERSITY: EXTRACTION OR REGENERATION?

Leveraging Brazil's extraordinary biodiversity for generations to come

Brazil is one of the planet's **most biodiverse nations**⁵¹⁰— from the Amazon and Cerrado (Brazil's "cradle of waters") to the Atlantic Forest and Pantanal. What happens to these ecosystems (including the loss of natural animal and **insect life**⁵¹¹ and the rise of **invasive species**)⁵¹² will shape global climate, food,⁵¹³ and **water**⁵¹⁴ security, as well as local **economic**⁵¹⁵ and social resilience.

Brazil faces a conundrum. The country's greatest riches may lie undiscovered. Because its biodiversity is so vast, and because many regions remain **largely unexplored**,⁵¹⁶ safeguarding biodiversity today also means preserving future possibilities—such as ingredients for **potential new medicines**,⁵¹⁷ new food and water sources, new forms of energy, rare earth minerals, and much more.

Yet biodiversity remains structurally undermined. **Funding is patchy**,⁵¹⁸ enforcement is lacking and **fragmented**,⁵¹⁹ research capacity **is ageing**.⁵²⁰ **Legal loopholes**,⁵²¹ **corporate interests**⁵²² and deregulation continue to erode ecosystems and **Indigenous rights**.⁵²³ Deforestation in **Pará**,⁵²⁴ fires in **the Pantanal**,⁵²⁵ and mangrove loss in **Maranhão**⁵²⁶ reveal how fragile existing protections are.

The Law on Access to Genetic Heritage and Associated Traditional Knowledge⁵²⁷ offers an example for other nations on how to safeguard biodiversity for future generations while enabling responsible academic and corporate access. This legal framework, alongside research centres such as the Rio de Janeiro Botanical Garden and SisGen in Brasília, is designed to prevent biopiracy while enabling breakthroughs in medicines, cosmetics and food products.

More seeds of transformation are sprouting. Traditional **ecological knowledge**⁵²⁸ from Indigenous peoples, community-led **restoration led by women in the Atlantic Forest**,⁵²⁹ and **youth-driven innovation**⁵³⁰ in sustainable food systems and **global partnerships**⁵³¹ are pushing biodiversity beyond conservation, towards **regenerative economies**.⁵³² Potential synergies between **carbon markets and biodiversity protection**⁵³³ could position Brazil as a **global standard-setter**.⁵³⁴

Making decisions about the future is not easy. Trade-offs exist between biodiversity management approaches, or between centralised control and Indigenous and community stewardship.⁵³⁵ Striking a balance will be essential. The conversation became especially salient at COP30: a unique moment to shape global biodiversity governance, integrating Indigenous stewardship and regenerative economic models.

National ambitions for biodiversity face [political headwinds](#),⁵³⁶ particularly from sectors reliant on extractive land use. Yet biodiversity also could serve as a unifying pillar of a sustainability agenda. With the right alliances and bold policy, Brazil could set a global benchmark for inclusive biodiversity governance that safeguards both nature and the communities that protect it.

▶ What to Watch

- Biodiversity is no longer solely a conservation issue. Brazil's biodiversity is of [strategic relevance](#)⁵³⁷—linked to climate mitigation and adaptation, soft-power diplomacy, sovereignty, and green economic pathways, including [catalytic capital for regeneration](#). It is [critical to the future of both Brazil and the world](#).⁵³⁸
- Although deforestation of the Amazon has been slowing down, [ecosystem degradation](#)⁵³⁹ continues to rise. For example, [orchid bees](#),⁵⁴⁰ a key pollinator in Brazil agriculture, are at risk. Brazil has proposed the USD 250 billion [Tropical Forests Forever Facility](#)⁵⁴¹ to preserve the world's tropical rainforests and is partnering with the biggest rainforest nations to form a [triple alliance](#)⁵⁴² on forest preservation.
- There is a long-standing tension between commercial and community interests and the responsibility to safeguard biodiversity for all. [Agribusiness—including cattle ranching—threatens](#)⁵⁴³ Brazil's diverse ecosystems and their genetic value. For economic vulnerable communities, food insecurity remains a key [driver of deforestation](#).⁵⁴⁴ Yet business and biodiversity can be reconciled through [sustainable and inclusive bioeconomy approaches](#).⁵⁴⁵
- Among more privileged groups, rising awareness of healthy food options is driving rapid growth in [Brazil's organic food market](#),⁵⁴⁶ demonstrating the economic value of protecting and propagating biodiverse food sources.
- Indigenous and local communities are undervalued [biodiversity stewards](#),⁵⁴⁷ protecting natural assets without commercial incentives. [Seed networks](#)⁵⁴⁸ across Brazil collect, exchange, and plant native seeds in degraded areas. These communities serve as role models for others navigating the pressures of agribusiness and the demands of an economy reliant on agricultural commodities.

- Although biodiversity research for the Amazon is **underfunded**,⁵⁴⁹ Brazil remains fertile ground for **innovation**.⁵⁵⁰ From **drone-assisted pollination**⁵⁵¹ to **urban biodiversity corridors**,⁵⁵² the country is experimenting with adaptive, technology-integrated models that combine ecology, equity, and innovation.



What does this bring to the table?

- **Can Brazil protect its biodiversity while confronting development pressures at scale?** Brazil holds one of the planet's most vital ecological treasures—yet faces significant developmental and political pressures. Deforestation, agribusiness expansion, infrastructure megaprojects, and **organised crime**⁵⁵³ have turned biodiversity protection into a political and economic battleground. What governance and incentive systems can Brazil design to reward the protection of its biomes?
- **Can food security and biodiversity protection be solved together?** Can investments in systems that enable local communities to **produce their own food**⁵⁵⁴ reduce hunger without driving environmental degradation? Is Brazil ready to recognise and support traditional forest-based livelihoods as a pathway to conserving biodiversity?
- **Can Brazil position biodiversity as a strategic geopolitical asset?** From biocultural diplomacy to biotech innovation, biodiversity is more than conservation—it is leverage. Brazil's stewardship of the Amazon and Cerrado biomes offers soft power and scientific opportunity. What alliances can Brazil build to translate biodiversity protection into international legitimacy and domestic prosperity?
- **Is Brazil willing to recognise the interconnectedness of biodiversity conservation and government?** If Brazil seeks a more equitable governance model, it may need to consider the role of Brazilians who serve as the voices—and stewards—of the country's diverse lands, waters, and skies. Can common ground be found in which elites and vested interests respect the rights of all, while safeguarding biodiversity in the process?

Q Observations

“What makes me most optimistic about the country’s future is believing in the organisations that mobilise to build *buen vivir*; it is recognising and strengthening the networks that work in favour of life. These are collectives, movements, and communities dedicated to weaving possible ways of inhabiting the Earth with love, respect, integration, and togetherness. They cultivate practices that unite care for nature with social justice, seeking to restore harmony between human beings, other living beings, and their territories. Supporting and taking part in these initiatives is to plant the seeds of a future in which we can live with dignity, solidarity, and sustainability, breaking away from colonial models that exploit and destroy.”

Yasmin da Nóbrega Formiga, Santa Luzia, PB

“One major trend I see gaining importance in the coming years is not only conserving and controlling deforestation of natural areas, but also restoring degraded land and the various biomes and landscapes damaged in the past by the expansion of cattle production and agriculture.”

Gustavo Matsubara, UNDP, Brasília, DF



Wishes for Brazil's Future

"My idea for creating a better Brazil is to advance land regularisation processes and to demarcate and grant titles to Indigenous and Quilombola lands, because these peoples stand on the frontlines in their territories, confronting large estates and the disorderly expansion of agribusiness. There is no life without forests, without a living environment."

Maria Antonia Teixeira Dias, Quilombo Cariongo, Santa Rita, MA

"I wish to nurture a sovereign, diverse Brazil, attentive to its environmental, social, and territorial potential. A country that cares for its biomes symbiotically, recognising them as foundational to our relationships beyond national borders. A country whose ancestral voice speaks in unison with Latin America, offering the world an example of the primacy of diversity."

Christiano Hagemann Pozzer, Porto Alegre, RS

ESSAY: BRAZIL, A GLOBAL OPPORTUNITY FOR CLIMATE ACTION AND DEVELOPMENT



Maria Netto
Executive Director
Instituto Clima e Sociedade (iCS)

Brazil stands uniquely positioned to demonstrate how climate action and economic development can advance hand in hand. As the world confronts the twin challenges of achieving climate goals and ensuring equitable growth, Brazil offers a compelling case of climate leadership rooted in its natural assets, public policy innovation, and emerging green industrial potential.

One of Brazil's most powerful levers lies in land restoration and nature-based solutions (NBS). The country's cattle industry, a cultural and economic cornerstone, supported the world's second-largest herd in 2023—238.6 million head—producing more than 10 million tonnes of meat. Yet this production depends on 179 million hectares (Mha) of pastureland, over 60 per cent of which is degraded. The result is reduced productivity and significant environmental externalities, including greenhouse gas emissions and biodiversity loss.

This degradation, however, represents one of Brazil's greatest opportunities. Public policies such as Plano ABC+ and the National Programme for the Conversion of Degraded Pastures (PNCPD) aim to transform up to 40 Mha into sustainable production systems by 2035. These include no-till agriculture, agroforestry, integrated crop–livestock–forest systems, and planted forests. Such transitions offer simultaneous mitigation and adaptation benefits, contributing to Brazil's climate targets, food security, and rural inclusion. Sophisticated geospatial modelling shows that these transformations are not only technically feasible but also economically attractive.

At the same time, **Brazil's energy and industrial sectors are poised for strategic repositioning in the global low-carbon economy.** The country benefits from a power

Roberto Kishinami
Senior Specialist
Instituto Clima e Sociedade (ICS)



matrix that is over 80 per cent renewable and a long-standing tradition in bioenergy. This provides the foundation for “powershoring”—the strategic location of green industries in countries with competitive decarbonisation advantages. Brazil’s emerging industrial policy, through initiatives such as Nova Indústria Brasil and the Ecological Transformation Plan (PTE), targets critical sectors including sustainable aviation fuels, solar panels, biomethanol, and circular-economy technologies.

However, policy coherence remains a major challenge. Instruments such as Brazil’s Emissions Trading System (SBCE), sustainable taxonomy, and green public procurement remain at early stages of implementation. Integrating fiscal reform with green-investment incentives, and strengthening coordination across sectors and levels of government, will be essential to unlocking scale.

International investors and donors have a unique window to support this transformation. Blended finance, guarantees, and concessional capital can de-risk pioneering projects and enable the scaling of restoration and reindustrialisation efforts. With the right tools and partnerships, **Brazil can emerge not only as a solutions provider but also as a model for integrated climate and development strategies in the Global South.**

Through a combination of nature-based solutions, industrial innovation, and institutional reform, **Brazil can lead a new generation of climate action**—one that is rooted in its landscapes, powered by its people, and aligned with global goals.

SCENARIOS: A BRAZILIAN LUNCH IN THE FUTURE

How might a Brazilian lunch be experienced 10 years from now? Four scenarios offer glimpses of what may lie ahead

Scenarios help us imagine futures in human terms. They bring systemic change down to the level of daily life, communities and personal experience. This is a natural instinct: when we face or anticipate change, we immediately ask how it will affect us and those closest to us.

Professional futurists use scenarios to explore a range of possible futures—from those we hope to avoid to those we aspire to create. Their purpose is to open a space for reflection on the futures we want, and to guide action towards achieving them.

Drawing on the University of Houston's [foresight framework](#)⁵⁵⁵, together with the research and collaboration underpinning the Futures of Brazil: Signals of Transformation, the UNDP Strategy and Futures Team developed four scenarios for Brazil's future. Each is based on a recognised scenario archetype—a general narrative pattern that helps us imagine credible alternative futures.

The four scenario archetypes are:

- **Baseline Scenario**—a future in which Brazil's current trends persist and today's forecasts unfold largely as expected.
- **New Equilibrium Scenario**—an "alternate reality" in which familiar trends remain present but evolve in less stable and less predictable directions than current assumptions suggest.
- **Collapse Scenario**—a future in which institutions fail and systems break down irreversibly.
- **Transformation Scenario**—a future dramatically and fundamentally changed, where our current systems a future of profound change in which current constraints are transcended through social and technological innovation.

How were these scenarios created?

The in-depth research phase of the *Futures of Brazil: Signals of Transformation*—scanning for signals of change, analysing trends and data, conducting expert interviews and running surveys—generated a rich picture of Brazil's present and its possible futures.

The UNDP Strategy and Futures Team then convened workshops with stakeholders to identify 12 key drivers of change—macro forces exerting significant influence on Brazil's trajectory:

1. **Insecurity Rising**—Will social stability strengthen or fall into disorder?
2. **Social Polarisation**—Will ideological echo chambers deepen divides, or can common ground emerge?
3. **Smart Urbanisation**—Will technology democratise cities or exacerbate urban inequalities?
4. **Natural Value**—Will nature be more or less valued and protected?
5. **Debts of the Past**—Will Brazil confront and heal historical injustices or leave them unresolved?
6. **Growth (at a Cost)**—Will future growth be sustainable and healthy or explosive and unsustainable?
7. **Fragmented Governance**—Will the three branches of government grow together or drift apart?
8. **All Along for the Ride**—Will Brazil harness the power and value of its ethnic diversity— or squander this gift?
9. **Gender in Flux**—Will movements for gender equality consolidate or fracture?
10. **Fiscal Crunch**—Will rising public demands and shrinking fiscal space prompt reform or breakdown?
11. **Post-Digital Relationships**—Will technology make the work, labour relations and wealth more equitable or more unequal?
12. **AI Races Ahead**—Will Brazil lead or lag in global AI transformation?

Each driver was expressed as a set of *uncertainties*—questions about how it might plausibly evolve. Exploring different combinations of outcomes led to four distinct scenarios for Brazil's future.

Each scenario was then further deepened through a workshop using the metaphor of a **future Brazilian lunch** to humanise its implications.

Participants reflected on the following questions, aligned with the key clusters and themes covered in this document.

Hope for Fair Futures:

- **Equity, Equality, Poverty:** *Who prepared this food? Who served it? Do we see everyone at this table as equals? Are we paying people a fair wage to make this meal possible?*
- **Education:** *Can everyone at this table read the menu? How would widely accessible, high-quality education shape the conversations taking place here?*
- **Health:** *Does this food nourish and strengthen us? Is it made with ultra-processed ingredients? Are we eating fast food for lunch? Are others still going hungry?*
- **Youth:** *Are our children welcome at this table to share their voices, laughter, and concerns? What about our grandchildren's children?*
- **Diversity:** *Do we value the rich diversity of food, drink, and people at this table? Are all Brazilians genuinely welcome here? Is Brazil willing to share this meal with people from other countries—and if so, with whom?*
- **Values:** *Does this meal bring us together as Brazilians? What are we discussing at this table—what are we hesitant to talk about?*

Courage for Responsible Futures:

- **Employment:** *Who made this meal? Not only the cooks, but also the farmers and ranchers, agricultural researchers, truck drivers, agricultural equipment manufacturers, furniture makers, and everyone else who played a role in bringing this meal to the table. How were they trained? Are they entrepreneurs or employees? What was the nature of the human–AI interaction in producing this food?*
- **Business/Private Sector:** *Which innovations contributed to this meal? What about manufacturing? Who are the entrepreneurs who made it possible? What role will Brazil's trade partners and alliances (China, the United States, BRICS, G20, Africa) play in enabling this meal? What will be the impact of AI and robotics on this meal?*
- **Sustainable Finance:** *Will Brazil continue to lead in green finance, creating new opportunities for the country's farmers?*
- **Infrastructure:** *How critical will infrastructure (roads, railways, water systems, electricity, digital connectivity, etc.) be in bringing this food to the table?*
- **Energy:** *Could this meal one day be produced with zero-carbon emissions? Through green hydrogen? Fusion? Expanded wind and solar power? Are we relying on imported energy to make this meal possible?*

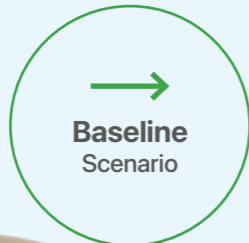
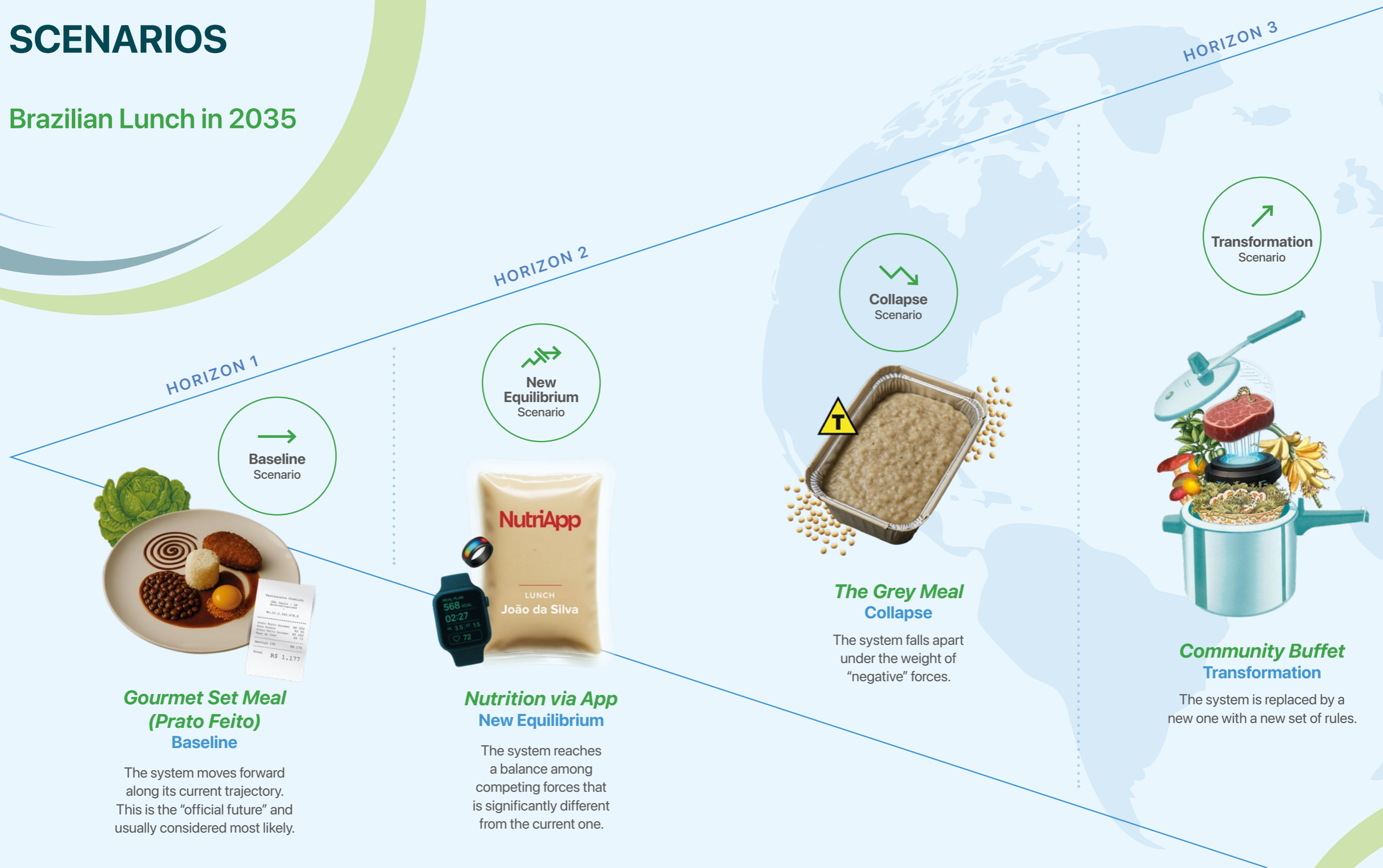
Agency for Adaptable Futures:

- **Governance:** *What policies have been—or will be—enacted to make this meal possible in 10 or 25 years? Are people still going hungry? Can everyone in Brazil afford to eat lunch?*
- **Public Safety/Security:** *Can we eat this meal in peace? Has the influence of organised crime tainted this meal?*
- **Urbanisation:** *Is there enough time to enjoy this meal? How is this meal experienced in a major city compared to rural areas?*
- **Biodiversity:** *Does this meal reflect Brazil's rich and truly unique biodiversity? Will some foods or beverages disappear from this table over time?*
- **Climate:** *Are we doing enough to protect the Amazon while managing the farmland needed to produce this meal? What about methane emissions from livestock? Can farmworkers safely produce the ingredients for this meal as temperatures continue to rise?*

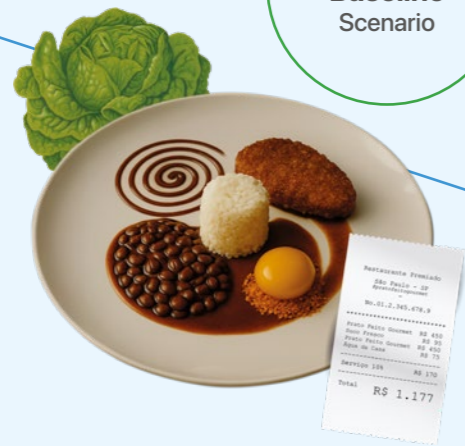
It is Lunchtime in Brazil... in 2035

SCENARIOS

Brazilian Lunch in 2035



Baseline Scenario



Gourmet Set Meal (Prato Feito) Baseline

The system moves forward along its current trajectory. This is the "official future" and usually considered most likely.



New Equilibrium Scenario



Nutrition via App New Equilibrium

The system reaches a balance among competing forces that is significantly different from the current one.

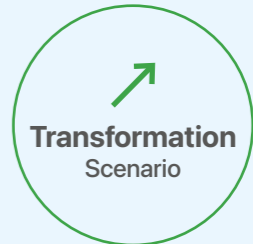


Collapse Scenario



The Grey Meal Collapse

The system falls apart under the weight of "negative" forces.



Transformation Scenario



Community Buffet Transformation

The system is replaced by a new one with a new set of rules.



Restaurante Premiado
São Paulo - SP
@pratofeitogourmet
No.01.2.345.678.9

Prato Feito Gourmet R\$ 450
Suco Fresco R\$ 95
Prato Feito Gourmet R\$ 450
Água da Casa R\$ 75

Serviço 10% R\$ 170

Total R\$ 1.177

GOURMET SET MEAL

SCENARIO 1: BASELINE

GOURMET SET MEAL (*PRATO FEITO*)

It is the Brazilian lunch—rice, beans, and *farofa*—now dressed in gourmet fashion. A starred chef opens a “popular” restaurant, claiming to “democratise” fine dining. And the recipes? Learned from his aunts in childhood. The *farofa* is made with “bottle butter” aged for 15 days. The beans are smoked with jatobá wood. The rice is stacked and served with tweezers.

The experience costs BRL 450 per person. Every ingredient has a backstory: the menu is interactive, featuring photos of each farmer, the cow’s name and lineage, and even the “sounds of the terroir”. From the moment you sit down, you are immersed in a multi-sensory digital experience. An experience that excludes those without digital literacy—but they do not enter the restaurant anyway.

The restaurant becomes a sensation in São Paulo. Fully booked for months. Award-winning. A highlight on global food tours as a symbol of “Brazilian authenticity”. It inspires other chefs seeking to open their own innovative restaurants. Those who fail to adapt to this new model are losing ground. Simple food is no longer enough.

Meanwhile, the real lunchbox vanishes from the streets: rice and beans become unaffordable, and local cooks can no longer even rent a food stall. The staple foods of the Brazilian table are forced to change. Rice and beans are too expensive and replaced with cheaper, government-subsidised grains. The “Dietary Guidelines for the Brazilian Population” are updated to reflect these shifts.

The people’s food has been captured, transformed into an aesthetic of scarcity, and sold as luxury. And the humble lunch plate becomes a memory within the country’s cultural heritage—but no longer for the people.



**NUTRITION
VIA APP**

SCENARIO 2: NEW EQUILIBRIUM

NUTRITION VIA APP

Every morning, a delivery app drops off a sealed pouch at your door. It contains a personalised meal tailored to your biometric data, hormonal levels, stress index, and micro-deficiencies. Your lunch is not chosen—it is calculated.

No flavour, no colour, no pleasing texture. Just a dense, smooth, beige glob that dissolves quickly and digests even faster. Yet your body has never performed better. Blood sugar—stable. Inflammation—low. Sleep—deep.

All your meals arrive the same way, based on a subscription model. You eat them quickly, alone, efficiently, without interrupting your daily activities. There are weekly updates based on real-time feedback from your microbiome, constantly adjusting nutrients as needed, but never altering the product sensation—always the same glob.

Your body has never been healthier, but the same cannot be said for your mental health. No one derives pleasure from eating anymore, and some have turned to other addictions. Food culture is no longer relevant; eating has become a practical, impersonal activity. Diverse cuisines are a thing of the past. You no longer need to think about what to eat, and you certainly do not need to cook. Kitchens are being phased out in new apartment designs. Dining rooms have become workstations.

A few companies dominate the market, heavily influenced by pharmaceutical conglomerates. The plastics industry is thriving due to high demand for custom packaging. The traditional food sector is facing serious challenges, as this diet leads to the devaluation of natural foods. The few companies capable of delivering health-focused innovation are thriving, driven by growing demand for functional nourishment.

There are no smells, no stories, no recipes passed down. Children do not learn to cook. Restaurants are museums. The food economy has collapsed—but productivity is up.

You are well-fed, efficient, and functional. You are healthy.

GREY MEAL



SCENARIO 3: COLLAPSE

THE GREY MEAL

Most native crops are extinct. Regional food systems have collapsed. The only thing that still grows at scale is transgenic soy engineered to survive drought, wind, and heatwaves. It is cheap to produce and easy to distribute.

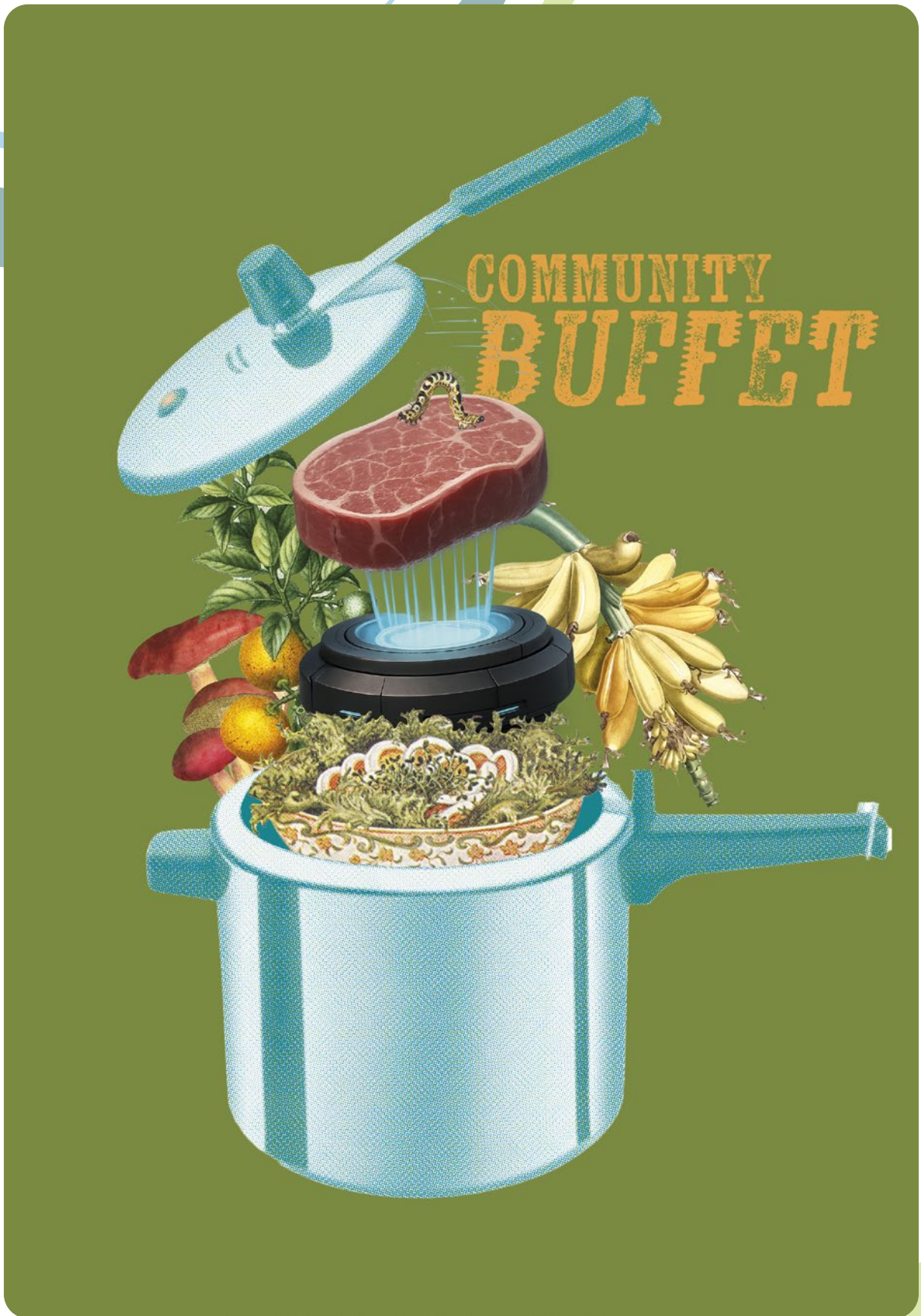
A soy-based compound enriched with synthetic vitamins is now delivered through tightly controlled food access points. Long queues stretch for kilometres. People wait under military surveillance. Violence erupts often. Armed guards are standard at food depots. General hunger has increased violence, especially among younger people, who are growing up with insufficient nutrients.

Over 70 per cent of the population lives below the hunger line. Malnutrition is chronic. Food has become a controlled substance. Families are turning to alternative sources of nourishment— insects have become important protein sources. The pleasure of eating is no longer a reality, but lunchtime is profoundly communal. Families share the little food they have, and scarcity has brought distant relatives closer together.

Meanwhile, the ultra-rich eat quietly. They have climate-controlled greenhouses in their feudal-like properties. They grow bioengineered versions of ancient crops, inaccessible to most of the population. A black market of illegal seeds has emerged. Seed cartels operate in the shadows, trafficking climate-resistant varieties. Young people are being co-opted into seed-related criminality.

But a new movement is rising—cooperatives are creating collaborative greenhouses and sharing seeds adapted to this new reality. Large sums are being donated to these initiatives, and new government subsidies are supporting cooperative modes of production. Hope is beginning to spark again.

The dream of Brazil as a global food powerhouse may have died long ago, but internal solutions are now visible on the horizon.



SCENARIO 4: TRANSFORMATION

THE COMMUNITY BUFFET

By 2035, food in Brazil has become radically local and profoundly collective. You know who grows your food, and who prepares it. Every day, in every neighbourhood, there is a shared banquet. But the banquet varies from place to place. The richer the community, the richer the colours and flavours.

A buffet with local and seasonal fruits and vegetables; grains adapted to the soil; and also lab-grown meats, insects as a source of protein, and PANCS (Unconventional Food Plants). Everything the territory can offer—and nothing beyond it.

After an extreme ban on food exports and imports in 2032—a necessary move to hold back climate collapse—Brazil turned inward. What once seemed like isolation became rediscovery. Local food cultures flourished. Ancestral seeds resurfaced. Recipes reappeared from oral archives.

There was a revolution in agribusiness: without exports, small producers gained prominence in the local market, while former industry giants became obsolete. The Brazilian economy suffered an initial collapse, requiring major restructuring. Tensions rose as power dynamics shifted. Brazil now faces strong international pressure to reopen its markets.

Necessary new infrastructure is appearing across the country: railways to transport local grains, and greater investment in local clean energy solutions. Carbon and methane emissions are far lower than before the export ban. There is significant migration to the countryside, where food is more available. Big cities cannot offer a very varied menu.

Food follows the rhythm of the harvest—the calendar of the rain. Pesticide use is minimal. Public health has improved: chronic diseases are decreasing. However, the rise of lab-grown meat has also triggered new, previously eradicated viruses.

Brazil in 2035 is a country under reconstruction. A banquet of possibilities, but also of disputes. Food brings people together, but it also divides. The land nourishes—but it is also a battleground. Collectivity is an ideal, yet reality is complex.

Taste your futures

Now that you have “tasted” four different alternatives for Brazil’s future, pause to “chew” on your experiences for a moment. Reflect on how each future you visited made you feel.

- *Did you feel welcome?*
- *Did you feel nourished?*
- *Did you feel satisfied?*

What do you think you and your country could—and should—do today to ensure we all end up in a future that welcomes, nourishes, and satisfies everyone?

Imagining other scenarios for Brazil

Can you create your own scenarios using the signals and provocations contained in the Futures of Brazil: Signals of Transformation?

The answer is “yes!” The scenarios presented here were created to start a conversation. You or your community can build upon these scenarios or create new ones. In addition, you can explore them in more detail with the board game *Futures Served*, created by the UNDP Strategy and Futures Team in support of this document.

Select a cluster or theme to focus on. Think about how these clusters or themes intersect or converge, and describe how your community might change as a result.

Imagine, for example, the impact on development. Look at equality, equity, justice, sustainability, or resilience. Then work backwards—how did you get to this future from where you are today? Create a timeline. Create images. Create products or items that people use every day in those imagined versions of the future.

From there, share your thoughts with colleagues and have a conversation. How do they think about these stories? What did you learn? How did the world change? How did your community change? How did you change? How might you take action to make positive changes happen in every scenario?

If you’re ready to take action, we invite you to read and apply *Acting in the Jungle of Change*, which is available in a separate Toolkit booklet.

CONCLUDING REMARKS

STOP IMAGINING; START DOING: A COLLECTIVE COMMITMENT TO ACT NOW FOR BRAZIL'S FUTURE

Harnessing the collective power of Brazilian imagination to transform the lives of its people

The Futures of Brazil: Signals of Transformation challenges Brazilians to consider the legacy they want to leave for future generations and provides a framework for collective action towards preferred futures.

Throughout this collaborative process, Brazilians shared their frustrations and hopes about achieving a brighter future for their country.

What was abundantly clear is that Brazilians want to think about their future. Imagine the strategic power and strength of 212 million Brazilians actively thinking about—and collectively acting upon—their future, from the highest levels of the federal government to Rio's favelas to rural communities nationwide. Or imagine an entire generation of schoolchildren learning how to think about the future while understanding Brazil's history.

With support from the UNDP Brazil Country Office and the UNDP Strategy & Futures Team, the Brazilians who shaped the report identified challenges and opportunities, along with four potential scenarios—or visions—for the future.

The participatory process of developing this document complements the government's efforts to build the [Brazil 2050 Strategy](#).⁵⁵⁶ By strengthening Brazil's capacity to think about its future, the country is sharpening a strategic tool that can help its people imagine and shape a future grounded in national development values such as sovereignty, equity, diversity and solidarity.

From this publication's exploration of Brazil's potential futures, three key takeaways emerged:

1. Stop merely surviving the present; start designing the future

Brazil faces a choice between remaining trapped in the present—reactively responding to events—or proactively designing its future trajectory. The country and its people have a tremendous strategic opportunity to shape a new narrative that could serve as a model for the Global South, particularly in the areas of equality and climate change. However, this opportunity is constrained by [deindustrialisation](#),⁵⁵⁷ [commodity dependence](#),⁵⁵⁸ and the "[Brazil Cost](#)"⁵⁵⁹ that undermines global competitiveness. Designing the future means reframing climate action from environmental burden to economic opportunity, integrating Indigenous knowledge systems, and building innovation ecosystems that extend beyond fintech pioneers towards comprehensive economic transformation.

Hosting COP30 provided Brazil with a [unique platform](#)⁵⁶⁰ moving from short-termism to long-term nation-building with plans robust enough to withstand Brazil's election cycles.

2. Move from hope to a commitment to act

Hope is essential for shaping the future, yet there remains a gap between Brazilians' individual hopes and their expectations for collective progress. While 63 per cent of survey respondents believe their personal lives will improve by 2035, only 40 per cent expect collective improvements. True transformation requires confronting structural racism, investing in [education quality](#),⁵⁶¹ and treating [diversity](#)⁵⁶² as competitive advantage. This means dismantling elite capture of institutions and fostering genuine participatory governance through the redistribution of power. Brazil is making progress—[universal healthcare](#),⁵⁶³ [universal education](#),⁵⁶⁴ [PIX-driven](#)⁵⁶⁵ [financial inclusion](#), [renewable energy](#)⁵⁶⁶ leadership—but transformation requires structural reform rather than incremental adjustments to existing systems.

3. Shift from government dependence to citizen ownership

As trust in government, corporations and other traditional institutions declines, [evangelical churches](#),⁵⁶⁷ [digital platforms](#),⁵⁶⁸ and criminal organisations⁵⁶⁹ are increasingly filling governance gaps. This signals the need for new models of citizen ownership, built from the bottom up, where Brazilians are meaningfully included in decision-making. Proven, ground-up examples already exist: community-led safety initiatives that have reduced crime by 80 per cent, [youth climate activism](#),⁵⁷⁰ and digital governance platforms such as [Brasil Participativo](#).⁵⁷¹ The path forward involves reimagining representation beyond electoral democracy, potentially institutionalising participatory governance as a "fourth power". This shift requires citizens to take [ownership](#)⁵⁷² of solutions rather than waiting for government action, moving from passive recipients of services to active architects of community transformation and democratic innovation.

Strategic implications

In Brazil, lunch is considered a sacred moment for family and friends to gather and share a meal. The *Futures of Brazil: Signals of Transformation* uses the Brazilian lunch as a metaphor for four scenarios for Brazil's future in 2035, ranging from persistent inequality ("*Prato Feito Gourmet*") to transformation through community solidarity ("*The Community Buffet*").

How can these scenarios and the document as a whole spark thinking about Brazil's future?

- **Evidence-based foundation for action**—The publication examines themes from education and health to climate and governance. Signals of change offer citizens and leaders food for thought on what is working, what is failing and where opportunities for meaningful change may lie.

- **Practical tools for future-building**—Beyond inspiration, the report provides tools for individuals to take action, from hosting community dialogues to prototyping solutions, making future-building accessible to everyone regardless of background or resources. Everyone can play the Futures Served game.
- **Collective vision development through scenarios**—The scenarios help Brazilians move from abstract hopes to concrete images of the future. By using the relatable metaphor of the Brazilian lunch, complex systemic changes become tangible and open to debate.
- **Bridge between local and global impact**—The publication situates Brazil's challenges within global contexts (BRICS, G20, COP30), showing how local actions contribute to international leadership. This perspective highlights Brazilians' agency in shaping not only national but also global futures, particularly in climate action and sustainable development models for the Global South.
- **Framework for moving from potential to action**—The document provides a structured approach for converting possibilities into action. It identifies specific leverage points where coordinated efforts can overcome systemic barriers, offering hope grounded in practical pathways forward.

Making a commitment to the future

The aim of the Signals of Transformation is not just to start conversations—it is to inspire all Brazilians to begin taking action, however modest, to create a brighter future. Anchored in the long-term vision of the Brazil 2050 Strategy, this document shows that multiple futures are within reach.

By embracing strategic foresight, Brazil is becoming an active architect of its future—shifting from shared aspirations to collective commitments that generate tangible impact, from navigating today's disruptions to boldly shaping a resilient tomorrow, and from centralised, top-down solutions to a distributed, citizen-driven ownership of the future.

The future is not something that simply happens—it is built through the decisions made today, however imperfect. Let us do.



Photo: Leonardo Dall'Igna, Projeto Floresta+Amazônia

ACTING IN THE JUNGLE OF CHANGE

How to use the Futures of Brazil: Signals of Transformation

The Futures of Brazil: Signals of Transformation invites you to *do something about your future* — to act towards the future you want and away from those you do not — and to inspire those around you to do the same.

So, now that we have explored signals of change and considered some scenarios, where do we go from here?

Acting in the Jungle of Change

This document is more than an analysis — it is a call to participation, to act collectively towards the common good. The UNDP Strategy and Futures Team invites you and your community to consider the following process.

Using the metaphor of the Amazon jungle — a complex system — imagine the Amazon tree of life standing at its centre. Then ask yourself:

- **Personas:** Who are the people and their distinct roles in Brazil's ecosystem of futures? Which role do you most identify with?
- **Action:** How could you use Signals of Transformation to spark change?

This diagram shows how different personas (on the left) connect with clusters of action (on the right) through the Amazon tree of life.

Who are you in this jungle?

Every role matters. From youth and parents to artists and policymakers, each voice shapes how Brazil imagines and builds its futures. Which of these roles speaks to you? You may identify with multiple roles simultaneously (i.e., you could be a student, a parent, and a frontline worker).

- 1 **Youth / Students (Macaw):** Like the macaw in the canopy, you spot signals of change first. Your colour and energy spark new conversations about Brazil's future.
- 2 **Parents / Caregivers (Jaguar):** Like the jaguar, you protect fiercely and guide with strength. Your hopes and fears shape the path for the next generation.
- 3 **Frontline Workers (Ant):** Like the leafcutter ant, you carry the forest's weight every day. Your labour reveals what needs care, protection, and reform.
- 4 **Trade Partners / Business Actors (Bee):** Like the bee, you build and connect. Through your choices, value chains can either sustain the forest or strip it bare.
- 5 **State Actors (Samaúma Trunk):** Like the great trunk of the samaúma tree, you stabilise and guide. Your decisions shape the roots of governance for generations to come.
- 6 **Community Builders (Vine):** Like the vine, you weave connections between people, voices, and needs. Your flexibility keeps the forest bound together.
- 7 **Knowledge Shapers (Fungi/Mycelium):** Like fungi beneath the soil, you spread unseen networks of wisdom. Your ideas and insights nourish the forest's imagination.
- 8 **Artists / Storytellers / Musicians (River Dolphin):** Like the river dolphin, you move between worlds of reality and imagination. Through story, music, and art, you bring myths and futures to life.



What can you do with the Futures of Brazil: Signals of Transformation?

Each action cluster is a pathway. Whether you share stories, gather communities, shape policy, or spark imagination, your steps help the jungle grow.

- 1 **Spot & Share (Toucan):** Like the toucan, you make yourself seen and heard. By noticing signals and sharing stories, you spread the colours of change through the forest.
- 2 **Gather & Talk (Howler Monkey):** Like the howler monkey, your voice calls the group together. Through dialogue and community circles, you create spaces of trust and belonging.
- 3 **Shape & Decide (Capybara):** Like the capybara, you live at the centre of the ecosystem, connecting land and water, groups and generations. Through policy and institutions, your choices set the direction and balance of the forest.
- 4 **Prototype & Test (Seedling):** Like a seedling pushing through the soil, you test what might grow. Some experiments thrive, others fail, but all nourish the forest of tomorrow.
- 5 **Learn & Teach (Spectacled Owl):** Like the owl, you pass wisdom from one generation to the next. By building futures literacy, you strengthen the roots of knowledge in the forest.
- 6 **Reflect & Imagine (Butterfly):** Like the butterfly, you remind us of transformation and beauty. Through reflection and imagination, you help the forest dream of what it can become.

How the jungle connects

Everyone has a role in the jungle of change. Find the persona that speaks to you, then explore the action clusters that connect most closely to your strengths, resources, or imagination.

Toolkit: Exploring the Jungle of Change

To provide you with more detailed guidance on how to take action on the Futures of Brazil, the UNDP Strategy and Futures Team has created a separate Toolkit document, which includes the full Jungle of Change exercise. Through this exercise, you can explore the eight personas using a set of guiding questions and suggested actions.

Scan the QR code on the right to explore action toolkits and resources online.



GLOSSARY

English	Portuguese	Definition
Foresight	<i>Prospectiva</i>	Combination of methodologies and concepts from Futures Studies and Strategic Management, applied in a transdisciplinary way to investigate and anticipate change, and to create medium- and long-term plans.
Strategic foresight	<i>Prospectiva estratégica</i>	See Foresight. Term used to emphasise its application in strategic planning contexts.
Futures thinking	<i>Prospecção de futuros</i>	Skills developed through the practice of Futures Studies and Foresight. Related to the ability to imagine, analyse, and act upon possible futures.
Scenarios	<i>Cenários</i>	Narratives that help explore future possibilities and plan for potential futures. Used to challenge assumptions and reframe perceptions of the present.
Drivers of change	<i>Vetores de mudança</i>	Internal or external factors that shape future developments, such as technological innovations, laws, or social movements.
Trends	<i>Tendências</i>	Patterns of change over time in variables of interest.
Signals	<i>Sinais/Sinais de Mudança</i>	Early indications of emerging changes that may signal the rise of future trends. Example: world population growth.
Weak signals	<i>Sinais fracos</i>	Early and ambiguous signs of emerging changes that may become significant trends. Early and imprecise symptoms.
Horizon scanning	<i>Exploração de horizontes</i>	Systematic process of identifying early signs of change, threats, and opportunities across different areas.
Scanning	<i>Exploração</i>	Active search for relevant information on emerging changes.
Sensemaking	<i>Interpretação de sinais</i>	Process of interpreting and making sense of signals and trends to guide decisions.
Megatrends	<i>Megatendências</i>	Large-scale movements and changes that manifest consistently and decisively shape the future. See Drivers of Change.
Backcasting	<i>Backcasting (usado em inglês)</i>	Starting from a future vision of a preferable scenario and identifying the strategies and tactics needed to achieve it.
Forecasting	<i>Previsão</i>	The act of forecasting, projecting, and predicting medium- and long-term trends based on data and information analysis.
Wild cards	<i>Elementos imprevisíveis</i>	Low-probability, high-impact events. They are recognisable but underestimated and difficult to predict.

English	Portuguese	Definition
Black swan	<i>Cisne negro</i>	Events outside usual expectations, unpredictable and with great impact. They symbolise the limitation of forecasts based on past experiences.
Futures literacy	<i>Treinamento em prospectiva</i>	Development of anticipatory and imaginative skills to envision and create futures in the present.
Visioning	<i>Construção de visões</i>	Process of building an aspirational vision of a desired future.
Signal sensing	<i>Detecção de sinais</i>	Process of identifying and interpreting emerging signals that indicate possible future changes.
Signals scanning	<i>Exploração de sinais</i>	Active search for weak and emerging signals from various sources to anticipate change.
Sensing	<i>Detecção</i>	The act of perceiving or detecting subtle changes in the environment that may indicate future transformations.
Seeds of change	<i>Sementes da mudança</i>	Early elements of innovation or transformation that have the potential to generate major changes in the future.
Framing	<i>Enquadramento</i>	Definition of the boundaries and focus of a futures analysis, influencing how problems and opportunities are perceived.
STEEP-V	<i>STEEP-V</i>	Analysis of factors that influence futures: social, technological, economic, environmental, political, legal, and values.
Futures Wheel	<i>Roda de futuros</i>	Visual tool for mapping impacts linked to specific changes, anticipating implications and opportunities.
Futures Cone	<i>Cone de futuros</i>	Diagram that represents potential futures: absurd, possible, plausible, probable, preferable, and projected.
Three Horizons	<i>Três horizontes</i>	Model that describes three time horizons of innovation and change—the present, emerging transitions, and the transformative future.
Roadmapping	<i>Roteirização</i>	Planning technique that visualises strategic pathways to achieve future goals, connecting trends, technologies, and actions.
Causal Layered Analysis (CLA)	<i>Análise em camadas causais</i>	Method that explores different levels of understanding of a problem—litany, systemic, worldview/discourse, and myth/metaphor – to reveal root causes and alternative futures.

ENDNOTES

1. Beatriz Jucá and Leandro Barbosa, "Brazilian youngsters discuss how they are tackling the climate emergency," Mongabay.com, 15 March 2024.
2. Hart, Cook-Patton, Garcia, et al., "It's Time to Embrace the Potential of Agroforestry as a Climate Solution," The Nature Conservancy, 2 October 2023.
3. Eliane Trindade, "3 Social Economy Innovators that are Driving Change in Brazil," World Economic Forum, 4 April 2024.
4. "Climate Resilience in Action: Lessons from Indigenous Communities in Brazil's Amazon," Rainforest Foundation US, 21 May 2025.
5. Claudio Ferraz and Monica Martinez-Bravo, "Elite control and development in Brazil," Vox Dev, 22 February 2023.
6. Júlia Magalhães, Carolina Ziebold, Sara Evans-Lacko, Alicia Matijasevich and Cristiane Silvestre Paula, "Health, economic and social impacts of the Brazilian cash transfer program on the lives of its beneficiaries: a scoping review," BMC Public Health volume 24, 14 October 2024.
7. Luiz Claudio Ferreira, "Government actions helped remove Brazil from Hunger Map," Agencia Brazil, 29 July 2025.
8. "OECD Reviews of health systems," OECD, December 2021.
9. Marcos Takanohashi and Marcel Ribeiro, "A measurement of the informal economy for Brazil and for the states of the federation," SSRN, 25 March 2025.
10. "Enhancing the voice of antiracist cities: Rio, Barcelona and Salvador share their local experiences at the IOPD 2023 Conference," UCLG, 12 May 2023.
11. Madison Haussy, "Case Study: Participatory Budgeting in Brazil," Updating Democracy//Rebooting the State, Medium.com, 5 April 2021.
12. Damon Orion, "Participatory Budgeting Includes Community Members in the Public Funding Process," Resilience.org, 18 March 2025.
13. Michael França and Alysson Portella, "Brazil's enduring racial gap," Americas Quarterly, 13 February 2024.
14. "Gender equality in Brazil," UNESCO, 2025.
15. Kimberly Forsyth, "Inequality and violence: The case of Brazil," City College of New York, August 2023.
16. André M. Marques, "Is income inequality good or bad for growth? Further empirical evidence using data for all Brazilian cities," Structural Change and Economic Dynamics, Volume 62, September 2022.
17. Rodrigo Nunes, "A lesson from Brazil – where gig workers have rallied against the right," The Guardian, 25 April 2025.
18. Rute Souza and Katarine Flor "From uberization to the digital solidarity economy," Rosa-Luxemburg-Stiftung, 4 January 2025.
19. Meghan Carnegie, "Worker-Owned Apps Are Redefining the Sharing Economy," Wired, 30 June 2022.
20. Naiara Galarraga Gortázar, "Bank of Brazil apologizes for its complicity in the slave trade," El País, 23 December 2023.
21. Adele Cardin, "Brazil sets aside 8% of public sector jobs for women facing domestic violence," The Rio Times, 19 June 2025.
22. Manoela Miklos and Samira Bueno, "The Alarming Rise of Gender-Based Violence in Brazil," Americas Quarterly, 27 May 2025.
23. Emma Elms, "Why the lack of toilets in Brazil is a feminist issue," 15 December 2020.
24. "Children and youth—Brazil's invisible victims of inequitable access to water and sanitation," World Bank Group, 25 August 2020.
25. "At the G20, Brazil's proposal to tax the super-rich may raise up to 250 billion dollars a year," G20 Brazil 2024, 25 June 2024.
26. Claudio Salvadori Dedecca and Cassiano Jose Bezerra Marques Trovão, "An economically unequal and unfair country: the scandalous distribution of wealth in Brazil," Journal of Unicamp, 29 May 2025.
27. "Brazil Senate approves income tax break for middle class, new levy on the rich," Reuters, 6 November 2025.
28. Fabiano Maisonnave and Eraldo Peres, "Indigenous people march in Brazil's capital against bill limiting land rights," AP News, 30 October 2024.
29. Niccolò Comini, Nicolò & Gozzi Nicola Perra, "Bridging Brazil's digital divide: How internet inequality mirrors income gaps," World Bank Blogs, 11 June 2024.
30. Daniel H. Alves, "Democracy and inequality in Brazil: Unfulfilled promises," LSE, 9 July 2025.
31. Paulo Correa, "The Lula Government and the Challenge of Inequality," Washington Brazil Office, 2 February 2024.
32. Prof Dr Alexandre Anselmo Guilherme, Prof Dr Jevuks Matheus de Araujo, Prof Leda Silva and Prof Dr Renato de Oliveira Brito, "Two 'Brazils': Socioeconomic status and education performance in Brazil," International Journal of Educational Research, Volume 123, 2024.

33. Eduardo Sá, "From futurephobia to Futuretopia: What Brazilian youths reveal about imagining tomorrow," *Teach the Future*, 11 July 2025.
34. Emilene Leite de Sousa, John Jamerson da Silva Brito and Karla Bianca Freitas de Souza Monteiro, "The teacher made of rice: feeding and belonging among children from a rural school in Maranhão (Brazil)," *Revista Brasileira de Educação*, 29, December 2024.
35. Marcin Frąckiewicz, "Brazil's digital Divide: The real story behind internet Access and the race to connect everyone," *Tech Space 2.0*, 29 May 2025.
36. Bruno Ferman, Lycia Lima and Flávio Riva, "The impact of artificial intelligence on learning in Brazil," *Poverty Action Lab*, 2020.
37. Jill Anderson, "The Impact of AI on Children's Development," *Harvard Graduate School of Education*, 2 October 2022.
38. Chunpeng Zhai, Santoso Wibowo and Lily D. Li, "The effects of over-reliance on AI dialogue systems on students' cognitive abilities: a systematic review," 18 June 2022.
39. Eduardo Sá Eduardo Sá, "From Futurephobia to Futuretopia: What Brazilian youths reveal about imagining tomorrow," *Teach the Future*, 11 July 2025.
40. Andre Loureiro, Louise Cruz, Ildo Lautharte and David K. Evans, "The state of Ceará in Brazil is a role model for reducing learning poverty," *World Bank Group*, June 2020.
41. Anna Lappé, "'Viable, just and necessary': Agroecology is a movement in Brazil," *Mongabay*, 13 September 2022.
42. Maré de Ciências and Rafael Vargas, "Brazil becomes the first country in the world to commit to a national school curriculum on ocean literacy," *UNESCO*, 10 April 2025.
43. Paula Chies Schommer, "Accountability, equitable public services, and open government in Brazil and Colombia," *SciELO Brazil*, *Pública* 58 (5), 2024.
44. William Wallace, "ChatGPT Plus Becomes Free for 10-Million Residents in the UAE: OpenAI's Generosity and the Future of AI-Powered Tools," *Futurism*, June 2025.
45. Eleni Courea and Kiran Stacey, "Deal to get ChatGPT Plus for whole of UK discussed by Open AI boss and minister," *The Guardian*, 23 August 2025.
46. Ben Turner, "Using AI reduces your critical thinking skills, Microsoft study warns," *Live Science*, 3 April 2025.
47. "Brazil's new strategy aims for Internet in all schools," *ITU News*, 22 November 2023.
48. Christophe Haubursin, "It's not you. Phones are designed to be addicting," *Vox*, 27 February 2018.
49. "What is Digital Citizenship?" *MediaSmarts*, 2025.
50. "Brazil passes landmark law to protect children online," *Human Rights Watch*, 17 September 2025.
51. Maria Paula de Albuquerque, Paola Micheloni Elvira Ibelli and Ana Lydia Sawaya, "Child undernutrition in Brazil: the wound that never healed," *Journal de Pediatria*, Volume 100, Supplement 1, March 2024.
52. *Diario de Pernambuco*, "Recife tem maior crescimento em vagas de creche entre as capitais," *Diario de Pernambuco*, 20 July 2025.
53. Jill Langlois, "School lunches are Brazil's secret—and delicious—weapon in halting hunger," *National Public Radio (NPR)*, 8 January 2024.
54. *Diario de Pernambuco*, "Recife tem maior crescimento em vagas de creche entre as capitais," *Diario de Pernambuco*, 20 July 2025.
55. Katherine K. Merseth, "Real challenges in Brazilian schools," *Instituto Península*, 2028.
56. Pedro Nakamura, "Brazil is going after social media sites to keep its kids safe," *Rest of World*, 30 April 2025.
57. "In Brazil, spending on bets will postpone college for 34% of young people in 2025," *ContentEngine, LLC*, 12 July 2025.
58. Camilo Santana, "Brazil's Piggy Bank programme: Supporting equality and reducing secondary school drop-out," *UNESCO*, 22 November 2024.
59. Katherine K. Merseth, "Real challenges in Brazilian schools," *Instituto Península*, 2028.
60. Beatriz Buarque, "'Why Not Bring Weapons to School?': How TikTok's Algorithms Contribute to a Culture of Violence in Brazilian Schools," *Global Network on Extremism and Technology*, 4 March 2024.
61. Gil-Monte, et al., "Prevalence of burnout in a sample of Brazilian teachers," *The European Journal of Psychiatry*, January 2012.
62. Alex Jorge Braga, "Overworked and overwhelmed: teachers face oversized classes," *Valor*, 19 May 2025.
63. Bruno Teles, "Brazil has more temporary teachers than permanent ones for the third time in a row, and the situation worries the experts," *CPG*, 4 September 2025.
64. Samuel Bowles, "Reforming Brazil's education system," *Borgen Magazine*, 2025.
65. "Brazil becomes the first country in the world to commit to a national school curriculum on ocean literacy," *UNESCO*, 16 April 2025.
66. "Education in Brazil: An International Perspective," *OECD*, 2021.

67. “Coding dreams in Vilas and Favelas,” Urban Sustainability Exchange, 2023.
68. “Building Knowledge Societies and Innovations in Brazil,” UNESCO, 28 May 2025.
69. “Mental Health in Brazil—Statistics & Facts,” Statista, 15 February 2024.
70. Sylvia Iasulaitis, Alan Demetrius Baria Valejo and Leonardo Ribeiro dos Santos, “Partidarismo e hesitação vacinal: estudo aponta raízes políticas da recusa à vacina contra a COVID-19 no Brasil,” Associação Brasileira de Ciência Política, 21 October 2025.
71. Tseng Chou, et al., “Climate awareness, anxiety, and actions among youth: a qualitative study in a middle-income country,” Brazilian Journal of Psychiatry, June 2023.
72. Bacy Fleitlich and Robert Goodman, “Social factors associated with child mental health problems in Brazil: cross sectional survey,” British Medical Journal, 15 June 2001.
73. Rafael Ávila, “Brazil’s Balancing Act—Gambling Boom vs. Public Health Crisis,” Sports and Crime Briefing, 3 June 2025.
74. Ana Paula França, Carla Magda Allan Santos Domingues, Raissa Allan Santos Domingues, Rita Barradas Barata, Maria da Glória Teixeira, Ione Aquemi Guibu and José Cássio de Moraes, “Vaccine hesitancy in the vaccination of children in Brazil,” Vaccines, Volume 53, 19 April 2025.
75. “Brazil: Peasant Women Highlight Health Impacts of Pesticides and Demand Public Policies for Diversified, Local Production,” La Via Campesina, 19 March 2025.
76. Gomes da Silva Nunes, et al., “Challenges to the provision of specialized care in remote rural municipalities in Brazil,” BMC Health Serv Res., 22 November 2022.
77. Lecia Bushak, “GLP-1 drugs are driving up healthcare costs,” Medical Marketing & Media,” 26 July 2024.
78. “Health Equity Triumphs in Brazil’s Tax Overhaul,” Global Health Advocacy Incubator, 16 January 2025.
79. “Transforming Stroke Care in Piauí, Brazil, using Telemedicine,” International Journal of Stroke, 23 July 2024.
80. “City Hall presents Recife Children’s Handbook,” Recife Prefeitura, 16 April 2025.
81. “Food on the table with low production cost,” Embrapa.br.
82. Sara Gomes, “Indigenous cure will be adopted by SUS,” A UNIÃO, 8 January 2024.
83. Walter Leal Filho et al., “Planetary health and health education in Brazil: Facing inequalities,” One Health, Volume 15, December 2022.
84. Janaína de Souza Aredes, “Integrated Care in the Community: The Case of the Programa Maior Cuidado (Older Adult Care Programme) in Belo Horizonte-Minas Gerais, BRA,” Int J Integr Care, 21 June 2021.
85. Paula Laboissière, “Sick Leaves Due to Mental Health Double in Ten Years,” Agência Brasil, 16 March 2025.
86. Liliana Andolpho Magalhães Guimarães, Alessandra Laudelino Neto, João Massuda Júnior, Mariana Mateus Sartoratto and Millene Soares Cardoso, “Síndrome de Burnout e Transtornos Mentais Menores em Servidores Públicos,” Revista Brasileira de Medicina do Trabalho, 18 April 2023.
87. Andrew Jacobs and Matt Richtel, “How Big Business Got Brazil Hooked on Junk Food,” The New York Times, 16 September 2017.
88. Laurent Gaberell, Manuel Abebe and Patti Rundall, “How Nestlé Gets Children Hooked on Sugar in Lower-Income Countries,” stories.publiceye.ch, April 2024.
89. Birches Health, “U.S. Can Learn from Brazil’s Gambling Addiction ‘Pandemic,’” bircheshealth.com, 2024.
90. Chris Dalby, “Brazil’s Balancing Act—Gambling Boom vs. Public Health Crisis,” Sports and Crime Briefing, 4 January 2025.
91. Bruno de Freitas Moura, “Racism Impacts Health of Black People in Brazil from Birth to Death,” Agência Brasil, 29 October 2023.
92. Luiza Franco, “Q&A: Bringing End-of-Life Care to Rio’s Favelas,” Americas Quarterly, 27 June 2025.
93. Ana Freire, “Lei sancionada pelo presidente Lula garante tratamento para luto parental no SUS,” Ministério da Saúde, 26 May 2025.
94. Isadora Sousa de Oliveira, Larissa Soares Cardoso, Isabela Gobbo Ferreira, Gabriel Melo Alexandre-Silva, Beatriz de Cássia da Silva Jacob, Felipe Augusto Cerni, Wuelton Marcelo Monteiro, Umberto Zottich and Manuela Berto Pucca, “Anti-vaccination movements in the world and in Brazil,” Revista da Sociedade Brasileira de Medicina Tropical, 2022.
95. Renata Fontanetto, “Vaccination rate for children under two on the rise since 2022,” Fapesp.br, 2022.
96. Ari Daniel, “Get ready, Brazil. The ‘good mosquitoes’ are coming,” National Public Radio (NPR), 26 July 2025.
97. Mariana Garza and Lucía Abascal Miguel, “Health disparities among Indigenous populations in Latin America: A scoping review,” International Journal for Equity in Health, 30 April 2025.
98. Marcos Colón and Erik Jennings, “When healthcare is part of the village,” ReVista, 17 April 2023.
99. Fundação de Amparo à Pesquisa do Estado de São Paulo, “Indigenous researcher revives traditional medical practices of his people,” EurekAlert!, 14 August 2025.

100. Dra. Andrea Pereira, "Release of the first injectable drug for obesity in Brazil," Dra. Andrea Pereira, 6 January 2023.
101. Alex Roman, "A closer look into Brazil's healthcare system: What can we learn?" Cureus, 1 May 2023.
102. Antonio José Grande, V Dias, Paulo T C Jardim, Alessandra Aparecida, Jacks Soratto, Maria Inês, Luciane Bisognin Ceretta, Xanthi Zourntos, Regeane Oliveira Soares and Seeromanie Harding, "Environmental degradation, climate change and health from the perspective of Brazilian Indigenous stakeholders: A qualitative study," *BMJ Open*, 1 September 2024.
103. Alvin Powell, "Has the first person to live to be 150 been born?" *Harvard Gazette*, 30 January 2023.
104. Conselho Indígena de Roraima, "Nota técnica: Direito à consulta dos povos indígenas—Julgamento da ADI 5905," *CIR*, 5 September 2023.
105. Victoria Uwumarogie, "Inside Salvador de Bahia, a hub for Black culture in Brazil," *Essence*, 10 October 2024.
106. Office of the High Commissioner for Human Rights, "Brazil must urgently dismantle enduring systemic racism, says Special Rapporteur," *OHCHR*, 2024.
107. Marta Mensa and Sophia Mueller, "More than you see: Lack of diversity in Brazilian creative departments," *Journal of Gender Studies*, 11 March 2024.
108. Joan Royo Gual, "Brazil, the most diverse country in the world: Study reveals eight million new genetic variants," *El País English*, 20 May 2025.
109. Institute For Economic Justice, "T20 Brazil policy brief | Challenges and perspectives on the care and GBV intersection," *Institute For Economic Justice*, 15 August 2024.
110. Igor Ferreira, "IBGE's new geographic divisions detail inequalities in the country in 2023," *Agência de Notícias, IBGE*, 4 December 2024.
111. Clifford Louime, "Diversity, equity, inclusion and accessibility (D.E.I.A.): An imperative for Brazil's global competitiveness," *Journal of Social Sciences*, 3 April 2025.
112. Oliver Stuenkel, "Brazil's polarization is here to stay even as politicians have (mostly) dialed down the rhetoric," *Americas Quarterly*, 4 March 2024.
113. Natalie Morin, "Apocalypse in the tropics Netflix documentary release date, trailer, news," *Netflix Tudum*, 30 June 2025.
114. Mattia Bottino, "What is left of Bolsonaroism: The many faces of the Brazilian far-right," *EURAC Research*, 2024.
115. "Everything you need to know about human rights in Brazil 2020," *Amnesty International*, 2023
116. "Women's Rights and Gender Justice," *Oxfam America*, 2025.
117. Anna Virginia Balloussier, Isabela Palhares, Leonardo Fuhrmann and Pedro Affonso, "Parada resgata memória da luta pelos direitos LGBTQIA+ e defende velhice saudável," *Folha de S.Paulo*, 22 June 2025.
118. Guilherme Rocha and Yuri da BS, "Mês do orgulho LGBTQIA+: Bailes funk nas periferias viram espaços de acolhimento," *Billboard Brasil*, June 2025.
119. Inep, "Ingresso por cotas aumentou 167% nas universidades," *INEP*, 20 November 2023.
120. GIFE, "Pesquisa revela avanços e desafios na agenda de diversidade nas empresas brasileiras," 8 September 2025.
121. "LGBTQ History Made in Brazil; First Trans People Elected to the Brazilian Congress," *LGBTQ+ Victory Institute*, 3 October 2024.
122. Manoela Miklos and Samira Bueno, "The alarming rise of gender-based violence in Brazil," *Americas Quarterly*, 3 June 2025.
123. United Nations Office on Drugs and Crime, "Black Lives campaign: Ending violence against black youth in Brazil," *UNODC*, December 2017.
124. Eléonore Hughes, "Brazil's trailblazing transgender candidates face violence and death threats as they campaign," *PBS News*, 5 October 2024.
125. Juliana Almeida Rocha Domingos, Luana Barretto Borges, Ana Carolina Messias and Débora de Hollanda Souza, "Perception of racial discrimination in Brazilian school-aged children," *Psicologia: Reflexão e Crítica*, 5 June 2025.
126. Joseph Losavio, "What Racism Costs Us All," *Finance & Development*, September 2020.
127. Clifford Jaylen Louime, "Diversity, Equity, Inclusion and Accessibility (D.E.I.A.): An Imperative for Brazil's Global Competitiveness," *Journal of Social Sciences*, 3 April 2025.
128. Gustavo Ribeiro, "The story told by Brazilian DNA," *The Brazilian Report*, 25 May 2025.
129. Marcelo Ayres and Bernardo Caram, "Brazil to push social diversity as criteria for sustainable investments at COP30," *Reuters*, 6 February 2025.
130. Bruno Braga, "The Blackest Cities in Brazil You Should Have on Your Bucket List," *Travel Noire*, 16 November 2023.
131. "New study reveals that race is the main factor of discrimination in Brazil," *Vital Strategies*, 20 May 2025.
132. Steven Grattan, "Neo-Nazi groups multiply in a more conservative Brazil," *Reuters*, 13 June 2023.
133. "Law prohibits appointment of convicts of racism and homophobia in commissioned positions in RN," *Rio Grande do Norte*, 20 June 2025.

134. Leandro Prazeres, "De empresário a modelo: como funcionava a rede de espiões russos que operava a partir do Brasil," BBC News Brazil, 27 May 2025.
135. Cecilia do Lago, "Brazil's Gender quotas undermined by rampant election fraud," Global Press Journal, 17 August 2025.
136. Ligia Kiss, David Fotheringham and Meaghen Quinlan-Davidson, "Latin American young NEETs: Brazil as a case study for systemic risks of youth social exclusion," Journal of Youth Studies, 2025, 16 October 2021.
137. "How Brazilian youth are supercharging sustainable development," UN Trade and Development, 6 August 2021.
138. Letycia Bond, "Ato em SP conclama para medidas de mitigação da emergência climática," EBC, 22 September 2024.
139. Igor Soares, "What Are the Impacts of Rio de Janeiro's New 'Maravalley' Technology Hub on the Favelas of the Historic Port Region?" Rio On Watch, 13 October 2024.
140. Ludmilla Souza, "Brazil has second highest rate of youths who neither work nor study," EBC, 29 July 2023.
141. Máisa Gelain Marin, Antônio Bonfada Collares Machado, Guilherme da Silva Freitas and Rosa Maria Martins de Almeida, "Internet addiction, sleeping habits and psychological distress in Brazilian adolescents and young adults," Psicologia: Reflexão e Crítica volume 37, 14 September 2024.
142. Gabriela Sá Pessoa and Maurico Savarese, "Brazil starts blocking irregular online gambling as concern rises over addiction," AP News, 11 October 2024.
143. Eduardo Sá, "From Futurephobia to Futuretopia: What Brazilian youths reveal about imagining tomorrow," Teach the Future, 11 July 2025.
144. Eduardo Sá, "From Futurephobia to Futuretopia: What Brazilian youths reveal about imagining tomorrow," Teach the Future, 11 July 2025.
145. "Financial influencers go mainstream in Brazil as engagement hits record high," Anbima, 21 July 2025.
146. Adele Cardin, "Generation Z struggles in Brazil's workforce: Low wages, informal jobs, and missed opportunities," The Rio Times, 11 April 2025.
147. Adele Cardin, "Research shows average spending by young people on sports betting," iGaming Brazil, 15 January 2024.
148. Luiz Gonzaga Lapa Junior, Kênia José da Rocha, Lucineide Melo de Paulo Leão, et al., "The (dis)interest of Brazilian students in studying in the current educational context," International Seven Journal of Multidisciplinary, 10 October 2023.
149. "Brain Drain: Visas to China are the most sought after by Brazilians, survey shows," CNN Brazil, 31 October 2023.
150. Westen K. Shilaho and Lennon Monyae, "Kenya's Historic Gen-Z led Protests: The Issues," Accord, 29 August 2024.
151. Diana Godinho, "Brazil case study: political polarization and its effects on a democratic youth," International Relations and Diplomacy, Vol. 13, David Publishing, May 2025.
152. Iolanda Fonseca, "Brazil's births hit 47-year low, threatening economic future," The Rio Times, 16 May 2025.
153. "Population pyramids of the world from 1950 to 2100," PopulationPyramid.net, 2025.
154. Thayani Costa, "Transforming education: a Brazilian school includes the future," Teach the Future, 15 November 2023.
155. "Advancing Child-Centered Public Policy in Brazil through Adolescent Civic Engagement in Local Governance," UNICEF, 2025.
156. Adele Cardin, "Research shows average spending by young people on sports betting," iGaming Brazil, 15 January 2024.
157. Ana Paula Orlandi, "Child labor could affect almost 6 million children in Brazil," Pesquisa Fapesp, Issue 312, November 2022.
158. Daniel R. Clark and Alisa B. Jno-Charles, "The child labor in social media: Kidfluencers, ethics of care, and exploitation," Journal of Business Ethics, 10 February 2025.
159. Laura Mattos, "Brazilian Child Influencers Promote Bets, and Addiction Threatens Children and Adolescents," Folha S.Paulo, 25 June 2024.
160. Rede JP, "In Brazil, Black boys dream of being online influencers. Why?" Global Voices, 23 July 2025.
161. "What is the legal framework for children and nature?" Marco Legal Crianca e Natureza, 2025.
162. "Early years breakthrough as Brazil launches bold national childhood policy," Their World, 2 August 2025.
163. "The role of youth councils in Brazilian local governance and how cities can unlock their potential," City Talk, 12 August 2025.
164. "Futures Week Brazil 2025 Youth Building Futures," Teach the Future, 16 August 2025.
165. "OECD survey on drivers of Trust in public institutions in Latin America and the Caribbean 2025 results," OECD, 10 November 2025.
166. "Drivers of trust in public institutions in Brazil," OECD, 2024.

167. Bruno Meyerfeld and Riccardo Pravettoni, "The evangelical wave surging across Brazil," *Le Monde.fr*, 6 January 2024.
168. Roberta Traspadini, "Popular power in Brazil: What can we learn from Indigenous, African, and peasant histories of collective resistance?" *Monthly Review*, 1 September 2025.
169. Anne Oerlemans, "Brazil's digital divide: The tale of two social media worlds," *Diggitmagazine.com*, 15 October 2024.
170. "10 facts about girls' education in Brazil," *The Borgen Project*, 2025.
171. Paul Constance, "Latin America's fertility decline is accelerating. No one's certain why." *Americas Quarterly*, 4 January 2024.
172. "Brazil bans child marriage for under 16," *Plan International*, 22 March 2019.
173. "Grassroots movements are shaping pro-poor policies in Brazil," *The Borgen Project*, 2025.
174. "The first line of defense: Indigenous guards of the Amazon," *Amazon Frontlines*, October 2022.
175. María José Porras, Mariana Gutiérrez, and Lucas Farias, "From the plate to politics: The case of solidarity kitchens," *Institute of Development Studies*, 26 June 2023.
176. Cardin, Adele. "Brazil's religious shift: Still a Christian powerhouse amid rising secular trends," *The Rio Times*, 11 June 2025.
177. "Drivers of trust in public institutions in Brazil," *OECD*, 5 December 2023.
178. Benjamin Junge and Sean T. Mitchell, "Fora da Cidade": Middle-classness and geographies of exclusion for Brazil's once-rising poor," *Journal of Anthropological Research* 81(3), July 2025.
179. Brasil de Fato, "Rio's Carnival: Songs about Afro-Brazilian religions "aren't a coincidence but a movement"," *People's Dispatch*, 5 March 2025.
180. Anna Beatriz Anjos, "Brazilian youth fight to decolonize climate justice," *Publica*, 9 March 2022.
181. "Vedetas," *Feminist Internet Research Network*, 2025.
182. "MeToo movement," *Wikipedia*, 2025.
183. Paige Sutherland and Meghna Chakrabarti, "Essential trust: Lessons from Brazil's trust crisis," *WBUR*, 30 November 2022.
184. Sophia Gobin, "Corruption in Brazil – what's changed?" *The Upstream Journal*, 25 March 2025.
185. João Luiz Rosa, "Brazilians share more common values than divisions, Globo study finds," *Valor*, 14 August 2025.
186. Marília Marasciulo, "Brazil's evangelical wave expands political clout and tests secular limits," *Courthouse News*, 9 May 2025.
187. Fábio Senefonte, "The relationship between religion and education in Brazil," *Revista Linhas* 19(40), May 2018.
188. Valdinei Ferreira, "'Apocalypse in the Tropics' oversimplifies Brazilian evangelicals' political desires," *Christianity Today*, 17 July 2025.
189. Hélen Freitas, "Agronejo: como o sertanejo virou braço cultural do agro e foi usado pela direita," *Reporter Brasil*, 2 June 2025.
190. Eduarda Lattanzi, "Brazil returns to the world through the power of literature," *Latino America* 21, 9 February 2024.
191. Marietje Schaake, "Big tech's coup," *Foreign Affairs*, 26 September 2024.
192. Katarine Flor, "Brazil Takes on Big Tech," *Rosa Luxemburg Foundation*.
193. Stellan Vinthagen, "A radical land occupation in Brazil shows how to reimagine our societies for the better," *Resistance Studies*, 26 January 2022.
194. Stellan Vinthagen, "A radical land occupation in Brazil shows how to reimagine our societies for the better," *Resistance Studies*, 26 January 2022.
195. Xiaoxu Ding, Liisa Holsti, Julia Schmidt, Natalie Parde, Brodie Sakakibara and Skye Barbic, "You can't categorize lived experiences:" Understanding youth engagement in mobile health in an integrated youth services setting," *Digit Health*, 30 June 2025.
196. Roberta Traspadini, "Popular power in Brazil: What can we learn from indigenous, African, and peasant histories of collective resistance?" *Monthly Review*, July 2025.
197. Olívia Bandeira, Camila Nobrega and Gyssele Mendes, "Why we should rethink technologies based on ancestral knowledge," *APC*, 23 June 2025.
198. Pedro Henrique Evangelista Duarte, "Structural unemployment in Brazil in the neoliberal era," *World Review of Political Economy*, July 2013.
199. "Complexity meets skill shortage in Brazil," *E3Mag*, 9 December 2024.
200. "Brazil survey: 68% of Brazilians use AI everyday but only 31% have formal access and training at work—and they want more," *Read AI*, 15 May 2025.

201. Tomás de Oliveira Bredariol, “Brazil’s opportunity to lead the global dialogue on energy and climate,” *Energy Innovation*, 18 July 2024.
202. Luiz Bello, “Brazil’s population will stop growing in 2041,” *Agência IBGE Notícias* 22 August 2024.
203. “The World Bank In Brazil,” *World Bank*, 2025.
204. “We can make giant leaps with public and private investments in infrastructure,” *Modal Connection*, 7 March 2024.
205. Mariana Ceccon, “How much is a standing forest worth? New N4C documentary explores the rise of the socio-bioeconomy in Brazil,” *Nature Finance*, 20 November 2024.
206. “Entrepreneurship and Socio-Environmental Impact Businesses (NISA),” *Humanize*, 2025.
207. Mikael Djanian, Nelson Ferreira and Ana Luiza Mokodsi, “Why Brazilian farmers are doubling down on productivity,” *McKinsey & Company*, 8 January 2025.
208. Paulo Cruz Filho, “ESG 4.0 – A new reality,” *We.Flow*, October 24, 2023.
209. “Despite Headwinds: 5 Reasons Why ESG Is Here to Stay,” *Six Group* (six-group.com), 3 July 2025.
210. “Negócios de impacto na periferia: conheça os 8 negócios de impacto socioambiental incubados pelo Programa Social Lab,” *Social Brasilis*, 2025.
211. Thiago Scarelli and David Margolis, “Understanding self-employment in Brazil: Can people afford to search for jobs?” *Vox Dev*, 1 August 2025.
212. Damian Grimshaw, “Informal and precarious work: Persistent inequalities exacerbated by the global pandemic,” *King’s College London*, 22 June 2026.
213. Jessica Matheus de Souza, “The CLT can’t catch a break!” — The memeification of formal work in Brazil and a generation’s viral discontent,” *Deep Lab*, 2025.
214. Daniela Chiaretti, “Brazil ranks third in global renewable energy job creation,” *Valor*, 1 October 2024.
215. Laís Martins, “Unleash the bololô: Masses of delivery workers set off horns and fireworks at bad customers’ homes,” *Rest of World*, 4 December 2023.
216. Nan Sato, “Brazil’s Supreme Court Suspends All Cases Discussing Contractor Reclassification: What Businesses Need to Know,” *Fisher Philips*, 6 March 2025.
217. Laís Martins, “Underage gig workers keep outsmarting facial recognition,” *Rest of World*, 26 September 2023.
218. Alisson Ficher, “Why are young people rejecting formal retail positions? Supermarkets are changing their strategies and seeking reservists, technologies, and new hiring channels,” *CPG*, 28 July 2025.
219. Adriana Fonseca, “Hybrid work format leads in employee engagement,” *Valor*, 16 May 2025.
220. Adele Cardin, “Generation Z struggles in Brazil’s workforce,” *The Rio Times*, 11 April 2025.
221. Jessica Matheus de Souza, “The CLT can’t catch a break!” — The memeification of formal work in Brazil and a generation’s viral discontent,” *Deep Lab*, 2025.
222. Oliver Stuenkel, “Brazil’s Exodus of People Is A Bad Omen,” *The Americas Quarterly*, 30 August 2022.
223. Susan Reichle, Jorge Barragan and Asha Varghese, “Opinion: Latin America’s prosperity depends on bridging the skills gap,” *Devex*, 26 September 2023.
224. Martin Raiser, “Brazil can improve education by copying its own successes,” *Brookings*, 6 March 2018.
225. “The future starts in school: Preparing Brazilian youth for their transition into better jobs,” *Worldbank*, 4 February 2021.
226. Alisson Ficher, “Lack of labor! Industry in Brazil takes off and the main problem today is finding people to work,” *Click Oil and Gas*, 20 December 2024.
227. Stewart Patrick, Erica Hogan & Oliver Stuenkel, “BRICS expansion and the future of world order: Perspectives from member states, partners, and aspirants”, *Carnegie Endowment for International Peace*, 31 March 2025
228. “Brazil leads in scaling up sustainable finance”, *Climate Bonds*, 2024
229. “Brazil leads the G20 in its share of renewable energy. Here’s how”, *World Economic Forum*, 2 September 2024
230. Eduardo Gomes, “Notes from the road: How adversity is inspiring innovation in Brazil”, *Ninetyone.com*, 2025
231. Brazilian Center for International Relations, “Culture experts highlight the importance of public-private investment in the sector”, *Cebri.org*, 2023
232. “B20 Brasil presents recommendations to President Lula to influence the G20”, *B20 Secretariat*, 2023.
233. Paulo Cruz Filho, “ESG 4.0 - a new reality”, *We.Flow*, 24 October 2023.
234. “Brazil Restoration & Bioeconomy Finance Coalition launched to mobilize \$10 billion for forest conservation and bioeconomy by 2030”, *Conservation.org*, 2024.
235. Yael Berman, “Female Black Power: The Rio de Janeiro entrepreneurship group finding solidarity amid crisis”, *Pioneerspost.com*, 7 August 2020.
236. Ione Wells, “Trump’s Brazil tariffs are more about political revenge: Analysis”, *BBC*, 31 July 2025.

237. Samantha Pearson, "Brazil's stagnant economy is the poster child for high tariffs", WSJ. The Wall Street Journal, 12 April 2025.
238. "The hidden costs of doing business in Brazil: What multinationals should know before expanding", 360 Business Law, 14 July 2025.
239. Maureen Heydt, "Chart of the week: Brazil's slide into deindustrialization | Global Development Policy Center", Bu.edu, August 2021.
240. Manoj Atolia, Prakash Loungani, Milton Marquis & Chris Papageorgiou, "Rethinking development policy: Deindustrialization, servicification and structural transformation", IMF Working Papers 2018, no. 223, 28 September 2018.
241. Robert Muggah, "The rise of Brazil's fuel mafias", Moneyweb, 28 April 2025.
242. "Brazil – skills shortages impacting labour market", Staffing Industry Analysts, 23 June 2023.
243. Alicia García-Herrero, "Brazil: Playing with fire", Bruegel, 6 November 2015.
244. Stella Tecnologia, "Brazil and the future: Why investing in technology is more sustainable than exploiting natural resources", Stellatecnologia.com, 10 February 2025.
245. Valerie Wirtshafter, "An Unexpected Opening for US-Brazil Tech Cooperation", Brookings.edu, 23 October 2025.
246. Zhang Weilan, "China, Brazil sign cooperation documents to expand partnership on AI, new energy, medicine and infrastructure", Globaltimes.cn, 2025.
247. Xinhua, "Brazilian president stresses sovereignty, international cooperation in face of 'threat' from US", Globaltimes.cn, 2025.
248. Helena Vieira, "US x Brazil in the era of coercive geoeconomics", LSE Business Review, 24 July 2025.
249. Mateus Labrunie, "Brazil's new industrial policy plan: Three sources of optimism and three words of caution", Cambridge Industrial Innovation Policy, 4 March 2024.
250. Marcos Nobre, "Brazil's neo-extractivist trap", Phenomenal World, 3 April 2025.
251. International Trade Administration, "Brazil - market challenges", trade.gov, 4 December 2023.
252. Oliver Stuenkel, "Brazil's exodus of people is a bad omen", Americas Quarterly, 30 August 2022.
253. Leandro Gilio, "How did Brazil become a major export power in agribusiness?", Agro Insper, 12 May 2015.
254. Elena De Petrillo, Marta Tuninetti, Luca Ridolfi & Francesco Laio, "International corporations trading Brazilian soy are keystone actors for water stewardship", Communications Earth & Environment, 22 March 2023.
255. World Bank, "The World Bank in Brazil", World Bank, 30 April 2025.
256. AI Asia Pacific Institute, "The AI landscape in Brazil", Aiasiapacific.org, 17 February 2025.
257. Eduardo Carvalho, "The digital pulse of Latin America: Brazil's rise as a global tech innovator", Interconnections – The Equinix Blog, 7 May 2025.
258. Alexandre BNB, "BRICS Pay: The 'International Pix' that could change the global game", Binance, 18 August 2025.
259. Richard Cabello, Bernardo Tavares de Almeida & Rafael Maia Alves, "Scaling private sector participation to build better roads in Brazil", World Bank Blogs, 11 June 2020.
260. "Transparency and Participation in Infrastructure Investments (BRO123)", Open Government Partnerships, 2023.
261. Philipp Kollenda, Dieter Wang & Veerle de Smit, "Brazil: Emerging as a leader through diversified, climate-resilient and productivity-led growth", Worldbank.org, 18 June 2025.
262. "Brazil Sovereign Sustainable Bond: Financing a greener, more inclusive, and equitable economy", World Bank Group, 8 February 2024.
263. Isabella Ankerson, "Suzano becomes first Brazilian company to issue Panda bonds", Latinlawyer.com, 2024.
264. Wagner Oliveira, Gabriela Coser, Carolina Moniz de Moura & Priscila Souza, "Brazilian sustainable taxonomy: Inputs for classifying land use activities", Climate Policy Initiative, May 2024.
265. Roberto Vianna, "Green finance: Why invest in Brazil?", Vieirarezende.com.br, 2025.
266. Joana Chiavari, Priscila Souza, Miguel Motta, Renan Florias & Eduardo Minsky, "Landscape of climate finance for land use in Brazil", Climate Policy Initiative, November 2024.
267. Cogna Educação, "Cogna issues the first ESG-labeled bond in the education sector in Brazil", Green Finance LAC, 9 August 2023.
268. Patricia Carvalho, "IFC invests in Vinci Partners' new fund to support the growth of medium-sized companies in Brazil", IFC, 23 February 2023.
269. Patricia Carvalho, "IFC invests in Vinci Partners' new fund to support the growth of medium-sized companies in Brazil", IFC, 23 February 2023.
270. S&P Global Commodity Insights, "BRICS adopts climate finance framework, condemns carbon border taxes", S&P Global, 8 July 2025.

271. Asif Raihan, Filiz Guneysoy Atasoy, Mehmet Burhanettin Coskun, Tipon Tanchangya, Junaid Rahman, Mohammad Ridwan, Tapan Sarker, Ahmed Elkassabgi, Murat Atasoy & Huseyin Yer, “Fintech adoption and sustainable deployment of natural resources: Evidence from mineral management in Brazil”, *Resources Policy*, 18 November 2024.
272. Green Finance LAC, “Green Bond Transparency Platform and the Brazil bond market evolution”, Green Finance LAC, 20 April 2023.
273. Impact Bank & The Nature Conservancy Brazil, “Amazon Food & Forest Bioeconomy Financing Initiative: Instrument overview”, *Climate Finance Lab*, September 2024.
274. Barbara Buchner, Giovanna de Miranda & Maria Netto, “Strengthening climate finance delivery: The path from Brazil’s G20 presidency to COP30”, *CPI*, 20 November 2024.
275. Eliza Keogh, “Brazil’s G20 presidency: Bridging global North-South relations?”, *British Foreign Policy Group*, 13 November 2024.
276. 350.org, “Climate activists protest Brazil’s hypocrisy at Bonn climate talks ahead of COP30”, *350.org*, 17 June 2025.
277. World Bank, “Double dividend: Policies to achieve fiscal and environmental sustainability”, *World Bank*, 26 June 2025.
278. Lena McDonough, “Brazil’s carbon credit schemes linked to illegal logging”, *Impakter*, 29 July 2025.
279. Michael Pooler & Michael Stott, “Brazil plans Panda bond as Lula looks to bolster ties with China”, *Financial Times*, 9 June 2025.
280. Lisandra Paraguassu, “China signals investment in Brazil-led global forest fund, sources say”, *Reuters*, 4 July 2025.
281. “Over USD 5.5 billion announced for tropical forest forever facility as 53 countries endorse the historic TFFF launch declaration”, *COP30 Brazil*, 6 November 2025.
282. Fiona Harvey, “Bank unveils green loans plan to unlock trillions for climate finance”, *The Guardian*, 16 June 2025.
283. Katy Lee, “Brazil has pushed green finance reform in the G20. But is it delivering at home?”, *Green Central Banking*, 6 November 2024.
284. Priscila Souza, Mariana Stussi, João Mourão & Wagner Faria de Oliveira, “Credit where it’s due: Financial institutions and credit for deforested properties”, *Climate Policy Initiative*, 15 May 2025.
285. Enhesa, “Deciphering Brazil’s new regulated carbon market”, *Enhesa*, 2024.
286. Matthias Knoch, Colin Van der Plasken, Sebastian Sommer & Álvaro Silveira, “The green finance market emerging in Brazil”, *Climate Policy Initiative*, 1 October 2020.
287. Falilou Fall, Priscilla Fialho & Tony Huang, “Scaling-up infrastructure investment to strengthen sustainable development in Brazil”, *OECD Economics Department Working Papers*, 31 January 2024.
288. Liv McMahon, “Meta plans globe-spanning sub-sea internet cable”, *BBC News*, 17 February 2025.
289. International Climate Initiative, “Climate-resilient infrastructure in Brazil”, *International-climate-initiative.com*, 2015.
290. Kostantsa Rangelova, “Brazil rises as G20 renewables powerhouse”, *Ember*, October 2024.
291. Thunes, “How digital payments drive Brazil’s economic transformation”, *Thunes – Payment Infrastructure for a connected world*, 19 March 2024.
292. Claudio Ferraz, Dirk Foremny & Juan Francisco Santini, “Losing to gain: Revenue shortfalls and fiscal capacity in Brazil”, *National Bureau of Economic Research*, May 2024.
293. Victor Medeiros, Rafael Saulo Marques Ribeiro & Pedro Vasconcelos Maia do Amaral, “Infrastructure and household poverty in Brazil: A regional approach using multilevel models”, *World Development*, January 2021.
294. Falilou Fall, Priscilla Fialho & Tony Huang, “Scaling-up infrastructure investment to strengthen sustainable development in Brazil”, *OECD*, 2024.
295. Octaviano Canuto, “Jumpstarting the Brazilian economy”, *Milken Institute Review*, 23 October 2023.
296. Izabela Karpowicz, Carlos Góes & Mercedes Garcia-Escribano, “Filling the gap: Infrastructure investment in Brazil”, *Journal of Infrastructure, Policy and Development*, 7 November 2018.
297. Luis A. Andrés, Crystal Fenwick & Dan Biller, “Brazil infrastructure assessment”, *World Bank*, June 2022.
298. Panna Kemenes, “Pros and cons of doing business in Brazil as a US business”, *Wise*, August 2025.
299. Alice Yiu, “New BRICS strategy emphasizes importance of transport in facilitating economic development”, *SLOCAT*, 15 July 2015.
300. Gate Center, “Brazil reaches out to Africa to expand relations with the Global South”, *Gate Center*, 13 February 2025.
301. Alonso Illueca, “New corridor, new strategy: China’s Bi-Oceanic Railway and Latin America’s trade route battleground”, *The China-Global South Project*, 4 June 2025.

302. Naida Hakirevic Prevljak, "Brazil and Norway unveil green shipping corridor plan", Offshore Energy, 10 March 2025.
303. Frank-Jürgen Richter, "Bridging the rural-urban digital divide", Horasis, 29 July 2024.
304. Ministério do Meio Ambiente & Ministério da Economia, "National green growth program", Government of Brazil, n.d., 2025.
305. Reuters Staff, "Brazil, China discuss railway from Peruvian port to Brazil territory", Reuters, 9 May 2025.
306. TV BRICS, "Bioceanic corridor set to double trade between Brazil and Chile", TV BRICS, 27 April 2025.
307. Alexandre de Santi, "Brazil plans new Amazon routes linking the Pacific & China's New Silk Road", Mongabay Environmental News, 31 March 2025.
308. Taís Hirata, "Private infrastructure investment expected to rise 63% in Brazil", Valor International, 27 November 2024.
309. David Nemer, "Threats to Democracy in Brazil: The Rise of Technofeudalism and the Assault on Democratic Institutions", TechPolicy.Press, 4 March 2025.
310. Katarine Flor, "Brazil Takes on Big Tech", Rosa Luxembourg Stiftung, 12 March 2025.
311. Instituto Água e Saneamento, "Combining efforts to guarantee universal access to water and sanitation in Brazil", UN.org, 19 November 2026.
312. Arthur Bragança & Mateus Morais, "Redefining priorities in infrastructure development in the Amazon: Evidence from the state of Pará", CPI, 10 January 2025.
313. Beatrice Christofaro, "Why Brazil faces a water crisis", Deutsche Welle, 16 April 2025.
314. Christian Perrone, "Brazil's bridges to the future: How the country is building digital infrastructure", Carnegie Endowment for International Peace, 2023.
315. World Bank, "Brazil infrastructure assessment: Developing a resilient, sustainable, and inclusive response to Brazil's recovery process", World Bank, December 2022.
316. ITDP Brazil, "Exploring the intersection of race and mobility in Brazil", Institute for Transportation and Development Policy, 12 August 2022.
317. PPIAF, "Women transforming Latin America's infrastructure development", Github.org, 2021.
318. Espen Mehlum & World Economic Forum, "How Brazil and Chile are leading Latin America's energy transition", World Economic Forum, 17 July 2024.
319. Poliana Dallabrida, "Side effects of the energy transition in Brazil", EnergyTransition.org, 4 November 2024.
320. Assessoria Especial de Comunicação Social - MME, "Brasil gera 88% da sua energia elétrica a partir de fontes renováveis", Ministério de Minas e Energia, 26 August 2025.
321. Marcela Ayres, Bernardo Caram, "Brazil aims to lure foreign investment with green development platform, sources say", Reuters, 22 October 2024
322. Ronaldo Lemos, "Brasil pode enriquecer com energia renovável para IA," Folha de S.Paulo, 7 July 2024.
323. Lucas Lorimer, "Brazil to cut gasoline imports with rollout of E30 ethanol blend", DatamarNews, 28 July 2025
324. Eva Levesque, "Brazil joins OPEC+ oil producers' group," AGBI, 19 February 2025.
325. "Brazil fossil fuel subsidies outpace renewables: Study," Argusmedia.com, 29 October 2024.
326. "Fossil fuel dependence is a 'weak spot' for Brazil," AgriBrasilis, 8 October 2024.
327. Elysangela Rabelo, Tomás Filipe Schoeller Paiva, Vitor Amorim, Alessandra Ungria and Rebeca Cabral, "Brazil's leading position in data centre and cloud computing investments: Key drivers and future perspectives," Ibanet.org, 30 April 2025.
328. Rosemary Griffin, "BRICS countries agree to broaden energy cooperation," S&P Global, 19 May 2025.
329. Lira Luz Benites Lazaro and Raiana Schirmer Soares, "The energy quadrilemma challenges: Insights from the decentralized energy transition in Brazil," Energy Research & Social Science, 1 July 2024.
330. Laura Guedes and Gabrielle Moreira, "Standard engines to endure in Brazil amid EV growth," Argusmedia.com, 20 December 2023.
331. Analia Caballero, "Projects driving electric mobility in Brazil at all levels of government," Mobility Portal, 14 April 2025.
332. World Nuclear News, "Brazil and Russia preparing to develop SMR options" World Nuclear News, 15 May 2025.
333. Mauricio Uriona Maldonado, Caroline R. Vaz, Cosme P. Borges, Yvonne Beck, Enzo M. Frazzon, Rainer Walz & Mônica C.S. de Abreu, "Estimating Brazil's green hydrogen export potential through simulated long-term scenarios," Energy, 1 July 2025.
334. Ian Shine, "The Global Biofuel Alliance launched at the G20. What is it?" World Economic Forum, 19 October 2023.
335. Jonathan Tourino, "Brazil Launching Auction for Battery Storage Projects in 2025," Energy-Storage News, 19 September 2024.
336. Rupan Jain, "Bhutan turns to 'green' cryptocurrency to fuel economy," Reuters, 17 April 2025.

337. Wesly Jean, et al., “Energy security assessment in rural communities in Brazil: A contribution to public policies,” *Energy Nexus*, Volume 17, March 2025.
338. “Drought in the Amazon forces Brazil to import energy,” *EnergyNews.pro*.
339. “Brazil plans Russian floating nuclear plant,” *Nuclear Engineering International*, 2 July 2025.
340. Justin Worland, “Can Energy Make Brazil an AI Superpower,” *Time*, 2 May 2025.
341. Thiago Lima, “Power struggle: will Brazil’s booming datacentre industry leave ordinary people in the dark?,” *The Guardian*, 4 March 2025.
342. Daniella Chiaretti, “Brazil ranks third in global renewable energy job creation,” *Valor International*, 1 October 2024.
343. Livia Neves, “Spotlight on Brazil: A market ready for takeoff,” *PV Magazine*, 6 August 2025.
344. “Balancing bitcoin mining revenues with Ethiopia’s energy access gap,” *CNBC Africa*, 9 August 2025.
345. Sarah Shamim, “Can Bitcoin save Bhutan’s struggling economy?,” *AlJazeera*, 14 April 2025.
346. Deborah Araújo, “Federal Police develop project to transform seized marijuana into biofuels in partnership with federal universities,” *CPG*, 11 April 2025.
347. “Curitiba: From landfill to solar revolution,” *C40 Cities (c40.com)*, 22 May 2023.
348. Suzy Weiss, “The Brazilian Model Who Wants America to go Nuclear,” *The Free Press (thefp.com)*, 19 August 2025.
349. “The 10GW Opportunity: How Brazil is Emerging as the Nuclear Powerhouse of the Global South,” *Nuclear Business Platform*, 5 July 2025.
350. “State oil company ramping up production as Brazil readies for COP30 climate talks,” *Global Witness*, 8 July 2025.
351. Partick Galey, “How expanding output at Brazil’s state oil company could hurt COP30 climate ambitions,” *Global Witness*, 7 July 2025.
352. “President Lula launches National Energy Transition Policy, expected to bring BRL 2 trillion in investment,” *Gov.br*, 27 August 2024.
353. Joelmir Tavares, “Brazil faces a governance crisis, political scientist says,” *Valor International*, 23 June 2025.
354. Gustavo Venturelli, Paolo Ricci and Gabriel Pinho, “Brazil’s democratic resilience: How institutions withstood Bolsonaro’s assault,” *Review of Democracy*, 23 May 2025.
355. Federico Finan, Ernesto Dal Bó and Martín A. Rossi, “Strengthening democracy: Estimating the causal effect of education on political participation and dictatorship,” *University of California, Berkeley*, 2015.
356. Amory Gethin and Marc Morgan, “Democracy and the politicization of inequality in Brazil, 1989–2018,” *World Inequality Lab*, Working Paper No. 2021/71, March 2021.
357. Christopher Sabatini and Jon Wallace, “Democracy in Brazil,” *Chatham House*, 24 January 2023.
358. Pedro Signorelli, “Brazil: the country where setting short-term goals is more than essential,” *TI INSIDE Online*, 27 January 2023.
359. Organisation for Economic Co-operation and Development (OECD), “Exploring new frontiers of citizen participation: Discussion paper,” *OECD Reinforcing Democracy Initiative*, 2022.
360. Irina Lachowski and Gustavo Maia, “Innovating from within: How Brazil is testing new models of public entrepreneurship,” *World Economic Forum*, 26 August 2025.
361. Francisca Selidonha Pereira da Silva, Marinete Andrião Francischetto and João Barreto da Fonseca, “Fake News in Brazil – Bolsonaro Case Study,” *Athens Journal of Mass Media and Communications*, Vol. 10, No. 2, April 2024.
362. Pedro Maia, “A cautionary tale: Brazilian democracy, anti-democratic riots, and Meta’s platforms,” *The Influence Industry Project*, 8 January 2023.
363. Fernanda Wenzel, “Meet the think tank behind the agribusiness’ legislative wins in Brazil,” *Mongabay*, 30 January 2024.
364. Jean-Pierre Bastian, “Evangelical political mobilization in Brazil,” *Études*, 5 February 2023.
365. Marta Szpacenkopf, “How a journalistic investigation mapped the influence of organized crime on politics in Brazil,” *LatAm Journalism Review*, 11 February 2025.
366. Camila Montero, “Indigenous women defending land and democracy in the Amazon rainforest,” *The Loop*, 2025.
367. Nadine Lorini Formiga, “Youth activism and the city: An urban political ecology of flooding in Porto Alegre, Brazil,” *Dartmouth College*, 10 June 2025.
368. “Bridging the Digital Divide: Lessons from Brazil’s National Participatory Planning Process,” *People Powered*, 6 March 2025.
369. David Samuels, Fernando Mello and Cesar Zucco, “Partisan Stereotyping and Polarization in Brazil,” *Latin American Politics and Society*, 15 December 2023.

370. "With 'I'm Still Here,' Brazil confronts ghosts of dictatorship," *France 24*, 30 January 2025.
371. Jacob Ware, "America the Exporter: Far-Right Violent Extremism in Brazil and Beyond," *Council on Foreign Relations*, 10 January 2023.
372. "Brazilians' views of societal conflict," *Pew Research Center*, Spring 2024 Survey Data, 23 September 2024.
373. Anita Breuer, "From polarisation to autocratisation: The role of information pollution in Brazil's democratic erosion," *IDOS*, February 2025.
374. "How can digital citizenship improve social cohesion?" *Sustainability Directory*, 12 September 2025.
375. Faith Rogow, "Preparing for civic responsibility in our digital age: A framework for educators to ensure media literacy education for every student," *Teachers College Center for Educational Equity*, 2023.
376. Patrícia Rossini, Camila Mont'Alverne and Antonis Kalogeropoulos, "Explaining beliefs in electoral misinformation in the 2022 Brazilian election: The role of ideology, political trust, social media, and messaging apps," *Misinformation Review*, 16 May 2023.
377. "The Africa Infodemic Response Alliance (AIRA)," *World Health Organization*, 2025.
378. Tarson Núñez and Luiza Jardim, "Brazil launches participatory national planning process," *People Powered*, 2025.
379. "Brazilian democracy in danger: How polarization and institutional crises have eroded democracy," *Kellogg Institute*, 2022.
380. Caio Mario da Silva and Pereira Neto, "Brazil's efforts to address election disinformation illustrate the difficulties of protecting the marketplace of ideas," *Promarket*, 27 June 2025.
381. "How Brazil is widening public participation," *Open Government Partnership*, 2025.
382. Gustavo Maia, "How Brazil uses GovTech and digital public infrastructure to drive development," *World Economic Forum*, 22 April 2025.
383. Sérgio de Sousa, "Treinamento de guerra," *Intercept Brazil*, 4 June 2025.
384. Youtong Liu, "Between Dependency and Autonomy: Brazil's Engagement in Global Artificial Intelligence Governance under the US-China Tech Rivalry," *V*, 14 July 2025.
385. Artkay Petrov, "Brazil's evangelical surge reduces voting and boosts conservative influence," *The Rio Times*, 2 July 2025.
386. Victoria Sainz, "The evangelical-populist nexus and democratic Risks in Brazil," *Atlas Institute for International Affairs*, 5 June 2025.
387. Antônio Sampaio and Nicholas Pope, "Coercive brokers: Militias and urban governance in Rio de Janeiro," *Global Initiative Against Transnational Organized Crime*, 4 January 2024.
388. "Brazil's gangsters have been getting into politics," *The Economist*, 14 November 2024.
389. Jacopo Paffarini and Leonardo Almeida Lage, "Local Governance in Brazil: The Unresolved Contradiction Between Claims to Autonomy and Centripetal Trends," *Springer Nature*, 11 November 2023.
390. Nick Pope, "Shaky Foundations: Brazil's Citizen Security Paradigm," *RioOnWatch*, 10 November 2013.
391. Gabriel Funari and Gabriel Granjo, "State of denial? Organized crime is driving a deadly surge in violence in Brazil, taking advantage of public security failures," *Global Initiative*, 14 July 2025.
392. Juan Albarracín and Lucía Tiscornia, "Mall Cop or Robocop? The Political Determinants of Police Militarization in Brazil," *International Political Science Review*, Volume 77, Issue 4, 2 August 2024.
393. "Systemic Police Violence in Brazil," *Amnesty International*, April 2023.
394. Beatriz Rey and Estevan Muniz, "Gun Violence is Killing Brazil's Children - Especially Black Children. Why Haven't Policymakers Acted?" *Wilson Center*, 20 August 2020.
395. Andrea Carvalho, "UN Experts Spotlight Devastating Police Brutality in Brazil: Black Brazilians are Three Times more Likely to be Killed by Police than White Brazilians," *Human Rights Watch*, 10 October 2024.
396. Eric Rodrigues De Sales and James Frade Araújo, "The impact of judiciary decisions on public security policies in Brazil," *Forensic Research & Criminology International Journal*, 23 February 2024.
397. Vania Ceccato and Leonardo Simões Simões Agapito, "Hate-motivated crimes in Brazil: an overview of crimes against LGBTQI+ people," *Safer Communities*, 21 June 2024.
398. Roxanna Pessoa and Jefery Garmany, "The Politics of Crime and Militarised Policing in Brazil," *International Journal for Crime, Justice and Social Democracy*, Volume 9, Issue 2, 2020.
399. Asne Håndlykken-Luz, "Racism is a perfect crime: Favela residents' everyday experiences of police pacification, urban militarization, and prejudice in Rio de Janeiro," *Ethnic and Racial Studies*, Volume 43, Issue 16, 2020.

400. Miguel Eiras Antunes, "Surveillance and Predictive Policing Through AI," Deloitte.
401. Angelica Mari, "Facial recognition surveillance in São Paulo could worsen racism," Aljazeera, 13 July 2023.
402. Pedro Monteiro, "Digitalizing Racial Terror in Salvador/Brazil: Facial Recognition Use by Police and the Update of Historical Patterns of State Violence Against Black Communities," Edgelands Institute, 15 February 2024.
403. Caroline Oliveira, "60 years since the coup: Brazil has not come to terms with the past and lives with the legacy of the dictatorship," Bdf, 1 April 2024.
404. Guilherme Ferreira, "Militarized schools spearhead attacks on public education in Brazil," World Socialist Web Site, 18 October 2024.
405. César Muñoz, "From Rio, A Cautionary Tale on Police Violence," Human Rights Watch, 15 August 2021.
406. Edward Fox, "Over 60% of Brazilians Distrust the Police: Survey," InSight Crime, 14 December 2012.
407. "Brazil's Supreme Court is on trial," The Economist, 16 April 2025.
408. Christine Huang, Moira Fagan and Sofia Hernandez Ramones, "Brazilians' views of institutions and government systems," Pew Research, 23 September 2024.
409. Rafael Parfitt, Bruno Pantaleo and Alberto Winogron, "Police Autonomy, Data-Driven Strategy, and Violence: Evidence from Brazil's Policing Reform," SSRN, 23 July 2025.
410. Caetano Franco, "Community patrols can slash environmental crime by 80% (commentary)," Mongabay, 21 July 2025.
411. Najla Nassif Palma, "Is Rio de Janeiro preparing for war? Combating organized crime versus non-international armed conflict," International Review of the Red Cross, 2023.
412. Robert Muggah, "The rise of Brazil's fuel mafias and their gas station money laundering machines," The Conversation, 22 April 2025.
413. Natalie D. Baker and Gabriel Leão, "Parties of Crime? Brazil's facções criminosas – good governance and bad government," Small Wars Journal, 19 July 2021.
414. Eduardo Parati and Guilherme Ferreira, "Lula's 'Security Bill' strengthens police state in Brazil," World Socialist Web Site, 14 August 2025.
415. Manoela Miklos and Samira Bueno, "The Alarming Rise of Gender-Based Violence in Brazil," Americas Quarterly, 27 May 2025.
416. Gabrielle Leite, "The most unsafe place to be a woman shouldn't be their home: A closer look at femicide rates in Brazil," Equal Measures, 2030, 10 December 2024.
417. "Black Women Account for 64% of Femicide Victims in Brazil," Folha De S.Paulo, 28 July 2025.
418. Maria Isabel dos Santos, et al., "Urban income segregation and homicides: An analysis using Brazilian cities selected by the Salurbal project," SSM Popul Health, 17 May 2021.
419. Rafeal Cardoso, "Nearly 90% of police killings in 2023 involved black individuals," Agência Brasil, 11 September 2024.
420. Fatima da Silva, "The militarisation of schools in Brazil: a threat to the educational process and to democracy," Education International, 5 August 2021.
421. Carolina Ricardo, "Challenges for public security in Brazil," Washington Brazil Office, Issue 95, 1 December 2023.
422. John Otis, "Brazil's firearm ownership booms, and gun laws loosen, under President Bolsonaro," National Public Radio, All Things Considered, 13 August 2022.
423. "Police in Rio de Janeiro, Brazil using robot dogs to monitor gang-controlled favelas," (Video), Reddit, 23 May 2025.
424. Logan Seacrest, "AI-powered police body cameras are renewing privacy and bias concerns," R Street, 1 July 2025.
425. Robert Muggah and Pedro Francisco, "Brazil's Risky Bet on Tech to Fight Crime," Americas Quarterly, 10 February 2020.
426. Alfredo Nardi, "Security in São Paulo: Challenges and Solutions to Reduce Crime," The Blue Curtain (LinkedIn newsletter), 6 July 2024.
427. Hye Jung Han, "Brazil One Step Away from Protecting Children Online," Human Rights Watch, 27 August 2025.
428. Rafael Oliveira, "'Where's the money going?': Why Brazilian towns awash with royalties from oil are still among the poorest," The Guardian, 6 August 2025.
429. "Brazil launches national program to structure 100 high-impact climate actions in cities," (press release), C40 Cities (C40.org), 27 March 2025.
430. Maria Kolokotroni, et al., "Cool roofs: High tech low cost solution for energy efficiency and thermal comfort in low rise low income houses in high solar radiation countries," Energy and Buildings, Volume 176, October 2018.
431. Tiago Almudi and John Sinclair, "Community-level responses to extreme flooding: the case of Brazilian Amazon ribeirinhos," Climate and Development, Volume 14, Issue 9, 8 December 2021.

432. “Transforming Sao Paulo by promoting electromobility in public transportation,” *enelamericas.com*, 2025.
433. Rosie Thornton, “Building self-sufficient communities in Rio’s favelas. Rio’s cleanest sewage could be in the favela,” *Latin America Bureau*, 15 June 2022.
434. Angelica Mari, “Brazil Evolves Smart City Technology To Combat Climate Change,” *Forbes*, 15 April 2025.
435. Fábio da Silva, et al., “Inter-sectoral prioritization of climate technologies: insights from a Technology Needs Assessment for mitigation in Brazil,” *Mitigation and Adaption Strategies for Global Change*, Volume 27, Article number 48, 2022.
436. Wirtschafter, “The internationalization of organized crime in Brazil,” *Brookings Institution*, 24 January 2024.
437. Catarina Ianni Segatto, “Religion and Faith-Based Organizations in Brazil’s Social Policies,” *Future of Third Sector Research, Nonprofit and Civil Society Studies*. Springer, 5 December 2024.
438. Aiako Ikemura Amaral, Mara Nogueira and Gareth Jones, “Re-framing popular governance in Brazil: Re-insurgent and entrepreneurial arrangements in the urban peripheries,” *Political Geography*, Volume 118, April 2025.
439. “Democracy returns to Brazil,” *EBSCO Knowledge Advantage*, 15 March 1985.
440. Matheus Hebling, “Echoes of silence: Reflecting on Brazil’s military dictatorship 60 years on,” *BRAS*, 1 April 2024.
441. Thuany Rodrigues, “In Rio, the price of a safe home is very high,” *Development and Cooperation*, 27 February 2022.
442. Timothy J. Killeen, “Rural-urban migration across the Amazon Basin,” *Mongabay*, 18 October 2024.
443. Defra Danendra, “Brazil’s challenges in dealing with the surge in Middle Eastern refugees,” *Modern Diplomacy*, 21 May 2025.
444. Matt Sandy, “Brazil edges closer to China’s Belt and Road. Why Now?” *China Global South Project*, 6 October 2024.
445. “Extending the Malbec subsea cable to Southern Brazil,” *Engineering at Meta*, 22 May 2025.
446. “Brazil: Study details how the rapid expansion of wind and solar power generation is connected to land grabs by international corporations,” *Business and Human Rights Resource Center*, 14 May 2024.
447. Biruk Terrefe and Harry Verhoeven, “The road (not) taken: The contingencies of infrastructure and sovereignty in the Horn of Africa,” *Political Geography* Volume 110, 9 February 2024.
448. Ricardo Gandour, “Urban Futures of the Amazon discusses urbanization issues in the Brazilian rainforest and its urbanized regions,” *MIT Media Lab*, 12 December 2024.
449. “Sriniketan,” *Visva-Bharati*, 2025.
450. Leonardo Avritzer, “Participation in democratic Brazil: from popular hegemony and innovation to middle-class protest,” *Opin. Pública*, 20 December 2017.
451. Leah Sarnoff, “Why climate migration in Brazil has become a global crisis,” *ABC News*, 17 May 2024.
452. Eduardo Krüger, João Paulo Assis Gobo, Graziela Tosini Tejas, Reginaldo Martins da Silva de Souza, João Batista Ferreira Neto, Gabriel Pereira, David Mendes & Claudia Di Napoli, “The impact of urbanization on heat stress in Brazil: A multi-city study,” *Urban Climate* Volume 53, 9 February 2024.
453. Ayobami Badiru Moreira, Ranyére Silva Nóbrega, Lucas Suassuna de A. Wanderley and Andreas Matzarakis, “Urban heat island vulnerability in the city of Recife, Pernambuco, Brazil,” *Weather, Climate and Society*, Volume 16, 16 January 2024.
454. Carla Teles, “Brazilian cities could disappear: The real threat of rising sea levels puts millions at risk!” *Click Oil and Gas*, 16 February 2025.
455. Frances Jones, “How sponge cities can help prevent flooding,” *Pesquisa FAPESP*, 11 June 2024.
456. “Brazil: Preparing cities for climate change requires a focus on nature,” *World Bank Group*, 27 February 2024.
457. “Brazilian program trains local governments on climate adaptation,” *COP30 Brazil*, 11 February 2025.
458. “Brazil launches national program to structure 100 high-impact climate actions in cities,” *C40 Cities*, 27 March 2025.
459. Alain Cardin, “Brazil’s urban divide: the persistent growth of favelas in a land of plenty,” *Rio Times*, 9 November 2024.
460. Ester Pinheiro, “Real feel of over 140°F: Why it’s hotter in Rio’s favelas,” *El País*, 5 June 2025.
461. Lottie Watters, “‘I had no idea it would snowball this far’: Why a Brazilian favela facing eviction decided to go green,” 23 August 2025.
462. “Sancionada lei que institui a Política Nacional de Juventude e Sucessão Rural,” *Gov.br*, 25 July 2025.
463. Thiago Lima, “Air pollution-linked deaths show industrial challenges in Brazil,” *Dialogue Earth*, 30 January 2025.
464. “Seizing Brazil’s urban opportunity,” *Coalition for Urban Transitions*, 5 October 2021.

465. "National Sanitation Goals and Legal Mandates," *Transcend*, 13 June 2025.
466. Robert L. Reid, "Brazil's Curitiba has been following its master plan for 60 years," *American Society of Civil Engineers*, 7 January 2025.
467. Tiago Rogero, "Intense heatwave in southern Brazil forces schools to suspend return," *The Guardian*, 12 February 2025.
468. "Floods in Rio Grande do Sul exposed the climate crisis COP 30 Brazil," 6 May 2025.
469. Julie Turkewitz, Ana Ionova and José Cabrera, "An Alarming Glimpse into a Future of Historic Droughts," *New York Times*, 21 October 2024.
470. "Post-Event Report: Extreme Flooding in Sao Paulo, Brazil," *Guy Carpenter & Company (MarshMcLennan)*, 2 March 2023.
471. "Climate change, El Niño and infrastructure failures behind massive floods in southern Brazil," *World Weather Attribution*, 3 June 2024.
472. "Climate crisis affects supermarket food prices," *COP30.br*, 18 February 2025.
473. Hanna Bernard, "Poverty and climate shocks in Brazil," *The Borgen Project*, 19 June 2023.
474. "COP30 Action Agenda calls for accelerating the implementation of the Global Stocktake," *COP30.br*, 20 June 2025.
475. Ana Carolina Amaral, "Brazil under fire for weakening environmental rules ahead of COP30 climate summit," *Climate Change News*, 23 June 2025.
476. Débora Dutra, et al., "Challenges for reducing carbon emissions from Land-Use and Land Cover Change in Brazil," *Perspectives in Ecology and Conservation*, Volume 22, Issue 3, July-September 2024, pages 213-218.
477. Rhett Butler, "Drop in Amazon deforestation confirmed, but degradation soars 497% in 2024," *Mongabay.com*, 29 January 2025.
478. Olivier Bois von Kursk, et al., "Brazil at a Crossroads: Rethinking Petrobras oil and gas exploration", *International Institute of Sustainable Development (IISD.org) Report*, June 2025
479. Jonathan Frederik Proksch, "Bolsonaro and Lula: A Comparative Study of Climate Policy in Brazil", *The Grimshaw Review of International Affairs*, 25 April 2025
480. Aurelio Padovezi, et al., "Unravelling Brazil's approach: Policy and governance gaps for social innovation in forest and landscape restoration," *Land Use Policy*, Volume 155, August 2025.
481. "Places we protect: The Atlantic Forest," *The Nature Conservancy*, 2025.
482. Sarah Ruiz, "Half of the Cerrado is already gone. Here's what that means for the climate," *Woodwell Climate Research Center*, 8 September 2022.
483. Cândida Schaedler, "How to save Brazil's forgotten biome," *Global Landscapes Forum*, 28 August 2025.
484. Evanildo Da Silveira, "Brazil risks losing the Pampa grassland to soy farms and sand patches," *Mongabay*, 12 March 2024.
485. "Climate change drives wildfires in South America's Pantanal wetland, the world's largest study," *Climate Centre, an IFRC Global Reference Centre*, 11 August 2024.
486. Julia Viera da Cunha Ávila, et al., "Adaptive management strategies of local communities in two Amazonian floodplain ecosystems in the face of extreme climate events," *Journal of Ethnobiology*, Volume 41, Issue 3, 8 October 2021.
487. "Stand in Solidarity with Indigenous Leaders in Brazil," *350.org*, 2025.
488. Brite Kojo Nkrumah, "Ecojustice: Reframing Climate Justice as Racial Justice," *Journal of Law, Society and Development*, Volume 8, 2021.
489. "World Bank Supports Ceará's Green Hydrogen Strategy to Boost Economic Transformation," *World Bank Group*, 9 July 2025.
490. "Green jobs: What they are, which sectors employ them and how to prepare for the job," *Neoenergia.com*, 6 June 2023.
491. Fernando Ravanini Gardon and Rozely Ferreira dos Santos, "Brazilian forest restoration: Success or better than nothing?" *Land Use Policy*, Volume 137, February 2024.
492. Valentina Sader and Peter Engelke, "Brazil 2050: A vision for global food security," *Atlantic Council*, 9 September 2024.
493. Marina Grossi and Maria Mendiluce, "How Brazil can put climate action back at the centre of the global agenda," *Reuters*, 9 April 2025.
494. Krug, et al., "COP30 in Brazil: So What?" *Climae Sociedade*, 2024.
495. Amanda Magnani, "Brazil set to weaken environmental controls despite Lula's intervention," *Climate Change News*, 11 August 2025.
496. Ana Clara Toledo and Mariana Ribeiro, "Brazil: A Climate Leader in a World of Contradictions," *Purpose.com*.
497. "Brazil's Religious Landscape," *Al-Jazeera*, 11 May 2025.
498. Rayana Burgos, "Mobilizing faith for climate action in Brazil," *Our Kids Climate*, 2025.

499. Danilea Campello, "Brazil Is Burning: Fires, Drought, and the Looming Environmental Crisis," Wilson Center, 7 October 2024.
500. Aubrey Zerkle, "Amazon rainforest is approaching 'tipping points' that could transform it into a drier savanna," LiveScience.com, 12 August 2025.
501. Bernardo Caram, "Climate shocks could push 3 million Brazilians into extreme poverty, says World Bank," Reuters, 4 May 2023.
502. Antonella Mazzone, et al., "Understanding thermal justice and systemic cooling poverty from the margins: intersectional perspectives from Rio de Janeiro," *The International Journal of Justice and Sustainability*, Volume 29, Issue 8, 2024.
503. Constance Malleret, "'Hell de Janeiro': scorching heat highlights Brazil's glaring inequality," *The Guardian*, 19 November 2023.
504. "World Court says countries are legally obligated to curb emissions, protect climate," UN News, 23 July 2025.
505. Kristine Liao, "Taxing the World's Biggest Polluters Could Unlock Billions in Climate Finance. Here's What to Know," *Global Citizen*, 16 June 2023.
506. Fiona Harvey, "Bank unveils green loans plan to unlock trillions for climate finance," *The Guardian*, 16 June 2025.
507. Vivian Firmino, et al., "Climate chambers create miniature future that show the threats to the health of the Amazon's streams," 5 August 2025.
508. John James Loomis, "Preparing the Brazilian Cattle Sector for COP30," *Illuminem.com*, 26 March 2025.
509. Carlos Jaramillo and Johannes Zutt, "Brazil can both grow its economy and fight climate change," *World Bank Blogs*, 12 May 2023.
510. Rhett Ayers Butler, "The top 10 most biodiverse countries," *Mongobay*, 12 May 2016.
511. Jeremy Hance, "Trouble in the tropics: The terrestrial insects of Brazil are in decline," *Mongobay*, 5 October 2022.
512. Sarah Schmidt, "Report identifies 476 invasive species in Brazil," *Pesquisa Fapesp*, April 2024.
513. Argemiro Teixeira Leite Filho, "Deforestation jeopardises agribusiness and food security in Brazil and worldwide," *The Conversation*, 22 November 2023.
514. Ben Parker, "Implications of Biodiversity Loss on National and International Security," *E-International Relations*, 7 November 2023.
515. Jack Herd and Florian Vernaz, "How biodiversity loss is threatening the economic future of sub-tropical countries," *We Forum*, 21 May 2025.
516. Priscila Silveira, et al., "The loss of an unknown biodiversity: Spatial gaps in plant survey and conservation in a Brazilian hotspot of biodiversity," *Biological Conservation*, Volume 305, May 2025.
517. Katherine Latham, "How biodiversity loss is jeopardising the drugs of the future," *The Guardian*, 9 October 2021.
518. José Maria Cardoso da Silva, "Funding deficits of protected areas in Brazil," *Land Use Policy*, Volume 100, January 2021.
519. Sandra Charity and Juliana Machado Ferreira, "Vicious Circle: New Report Spotlights Brazil's Widespread Wildlife Trafficking," 27 July 2020.
520. Lis Stegmann, et al., "Brazilian public funding for biodiversity research in the Amazon," *Perspectives in Ecology and Conservation*, January 2024.
521. Valter Azevedo-Santos, et al., "Brazil's urban ecosystems threatened by law," *Land Use Policy*, Volume 131, August 2023.
522. Angela Flaemrich & Marta Patallo, "Deforestation and Biodiversity on the Brink: Field Notes From an Engagement Trip to Brazil," *Sustainalytics*, 21 January 2025.
523. Letícia Soares Peixoto Aleixo, Mauro Kiithi Arima Junior, "Threats to Indigenous Peoples' Rights in Brazil: Legal and Policy Gaps," *OECD Watch*, March 2022.
524. "Brazil: Pará," *Global Forest Watch*.
525. "Pantanal fires threaten unique biodiversity," *Wetlands International*, 21 October 2024.
526. "Rebuilding Brazil's Coastal Forests With Mangrove Restoration in Maranhão," *Greenspark*, 2025.
527. Mark Schapiro, "In Brazil, a powerful law protects biodiversity and blocks corporate piracy," *Civil Eats*, 8 July 2024.
528. Laura Gislotti, et al., "Guardians of biodiversity: unraveling Guarani-Kaiowá biocultural memories and ecological wisdom in Atlantic rainforests," *Ecology & Society*, Volume 30, Issue 1, September 2025.
529. "Women-Led Effort to Restore Brazil's Atlantic Forest," (video), *World Wildlife Federation*, 13 November 2025.
530. Lana Weidgenant, "Youth will take a Lead in the first ever United Nations Food Systems Summit," *Act4Food (Um So Planeta)*.
531. "SA youth till fresh ground in Brazil farm exchange," *foodformzansi.co.za*, 19 July 2025.
532. "New models for a circular, regenerative, and inclusive economy," *avina.net*, 8 August 2025.

533. Bruna Pavani, Fernanda Gomes, “The carbon market: an opportunity to control deforestation caused by agricultural expansion in Brazil,” International Institute for Sustainability, 16 October 2023.
534. “Brazil’s engagement in the COP15 Biodiversity negotiations,” CEBDS, January 2021.
535. “Indigenous stewardship and leadership at the heart of new project in Brazil,” GEF, 20 March 2025.
536. Malayna Raftopoulos and Joanna Morley, “Problematizing environmental governance and the politics of natural resource sovereignty in Brazil,” Globalisations Volume 22, 15 November 2024.
537. Joel Henrique Ellwanger, Carlos Afonso Nobre & José Artur Bogo Chies, “Brazilian biodiversity as a source of Power and sustainable Development: A neglected opportunity,” Sustainability 2023, 18 December 2022.
538. Mel Ndlovu, “Why Brazil holds the key to our planet’s future,” Global Citizen, 22 April 2025.
539. Rhett Ayers Butler, “Drop in Amazon deforestation confirmed, but degradation soars 497% in 2024,” Mongabay, 29 Jan 2025.
540. Molly Herring, “Amazon deforestation threatens one of Brazil’s key pollinators, study shows,” Mongabay, 5 June 2024.
541. “Brazil proposes \$250 billion “Tropical Forests Forever” fund for rainforests,” Mongabay, 3 December 2023.
542. “Biggest rainforest nations form triple alliance to save jungle,” CNN, 14 November 2022.
543. Jack Hurd & Florian Vernaz, “How biodiversity loss is threatening the economic future of sub-tropical countries,” World Economic Forum, 21 May 2025.
544. Willams Oliveira, Leonardo Galetto, Marcelo Tabarelli, Carlos A. Peres, Ariadna & Valentina Lopes, “Paradoxically striving for food security in the leading food-producing tropical country,” Brazil, One Earth Volume 6, 23 March 2023.
545. Anna C. Fornero Aguiara, Fabio R. Scaranoa, Reinaldo L. Bozellia, Paulo D. Brancob, Paula Ceottoc, Vinicius F. Farjallaa, Rafael Loyolab,d & José Maria C. da Silvae, “Business, biodiversity, and innovation in Brazil,” Perspectives in Ecology and Conservation Volume 21 Issue 1, 2 December 2022.
546. “Brazil’s natural food and drinks market surges, projected to reach \$16.5B by 2031 – Allied Market Research,” EIN Presswire, 12 December 2023.
547. Tuntiak Katan, “We, Indigenous Peoples, are the protectors of biodiversity,” El País, 3 July 2020.
548. Juliana Domingos de Lima, “How seed networks across Brazil are helping to restore biomes,” Mongabay, 3 August 2023.
549. “The Amazon receives less investment in biodiversity research than other regions of Brazil,” Embrapa, 23 January 2024.
550. Anna C. Fornero Aguiara, Fabio R. Scaranoa, Reinaldo L. Bozellia, Paulo D. Brancob, Paula Ceottoc, Vinicius F. Farjallaa, Rafael Loyolab,d, José Maria C. da Silvae, “Business, biodiversity, and innovation in Brazil,” Perspectives in Ecology and Conservation, 2 December 2022.
551. “Brazil introduces agricultural drones from XAG to plant trees,” XAG, 29 January 2022.
552. Jeremy Hance, “Reconnecting ‘island habitat’ with wild corridors in Brazil’s Atlantic Forest,” Mongabay, 30 March 2023.
553. Gabriel Funari & Gabriel Granjo, “Playing with fire,” Global Initiative Against Transitional Organized Crime,” 16 October 2024.
554. Frances Jones, “A system against hunger,” Pesquisa Fapesp, November 2020.
555. “Framework Foresight,” HoustonForesight.org, 2025.
556. “Estrategia 2050 Brasil,” Gov.br, 2025.
557. Maureen Heydt, “Chart of the Week: Brazil’s Slide into Deindustrialization,” BU Global Development Policy Center, 4 August 2021.
558. Gabriel Malheiros, “WTO Assesses Brazil’s Dependence on Commodity Exports,” Datamar News, 28 November 2022.
559. “Brazil launches new industrial policy with development goals and measures up to 2033,” gov.br, 23 July 2025.
560. Beto Veríssimo & Juliano Assunção, “A (Realistic) Path to Success at COP30,” Americas Quarterly, 15 July 2025.
561. Rafeal Vazquez, “Brazil scrapes through in quality education index,” Valor International, 1 April 2024.
562. Clifford Jaylen Louime, “Diversity, Equity, Inclusion and Accessibility (D.E.I.A.): An Imperative for Brazil’s Global Competitiveness,” Journal of Social Sciences, 3 April 2025.

563. Walter Leal Filho, et al., "Planetary health and health education in Brazil: Facing inequalities," *One Health*, Volume 15, December 2022.

564. Samuel Bowles, "Reforming Brazil's Education System," *Borgen Magazine (The Borgen Project)*, 29 November 2022.

565. Vitoria Barreto, "How Brazil's innovative 'Pix' payment system is angering Trump and Zuckerberg," *France 24*, 31 July 2025.

566. Tomás de Oliveira Bredariol, "Brazil's opportunity to lead the global dialogue on energy and climate," *International Energy Agency (IEA)*, 18 July 2024.

567. Natalie Morin, "Petra Costa's Apocalypse in the Tropics Explores a Democracy's Erosion by Faith," *Netflix.com*, 30 June 2025.

568. Pedro Maia, "A Cautionary Tale: Brazilian democracy, anti-democratic riots, and Meta's platforms," *The Influence Industry Project*, 18 April 2024.

569. Gabriel Funari & Gabriel Granjo, "State of denial? Organized crime is driving a deadly surge in violence in Brazil, taking advantage of public security failures," *Global Initiative Against Transnational Organized Crime*, 14 July 2025.

570. Nadine Lorini Formiga, "Youth Activism and the City: An Urban Political Ecology of Flooding in Porto Alegre, Brazil," *Dartmouth Digital Commons/Dartmouth Libraries*, 10 June 2025.

571. "How Brazil is Widening Public Participation," *Open Government Partnership*, 2025.

572. Humberto Costa, "A letter from Brazil: The Participatory Budget Programme," *International Democracy Community*, 20 April 2023.





This publication reflects our commitment to environmental responsibility.
Each page is printed on paper sourced from responsible suppliers,
demonstrating our dedication to preserving natural resources and
minimising our environmental impact. Limited edition.

The Futures of Brazil: Signals of Transformation was jointly developed by UNDP's Strategy & Futures Team, the UNDP Brazil Country Office, and the Government of Brazil. It offers visions (scenarios) of possible futures for Brazil, drawing upon signals of change identified by UNDP, officials representing the Government of Brazil, and experts and sources from across the country.



**United Nations Development
Programme Brazil**

Casa das Nações Unidas no Brasil
Complexo Sergio Vieira de Mello Módulo I,
Setor de Embaixadas Norte,
Quadra 802 Conjunto C, Lote 17
Brasília-DF | CEP: 70800-400

