
COMMUNITY
PROPERTY
ASSOCIATION

Annual Report 2021

FICA FUA

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Community Property Association

Letter from the Board

2021 was a year of great achievements and major changes. We have intensified our quest to acquire property. We have remodeled our second apartment and are in the last stages of the campaign to buy a third.

We have diversified our fundraising sources, with the **Compartilha Program** for social impact lending. This year we purchased our first property in this project. We continued to take our fight to the front line in the dispute over land for agroecological uses by creating the **Agroecological Fund (FUA)**. In 2021 our Association's board of directors started its third term with a new slate of board members who bring with them new perspectives and a diversity of knowledge. We inspired other groups, who are forming their own funds and projects, which are maturing quickly with our technical support.

All these changes have also brought challenges. One of them is related to our name and brand. When we organized for the first time, we named our institution the **Community Property Association**, a very technical name that described our mission. But we missed out on a stronger branding opportunity. In a conversation we had with the late Gilberto Dimenstein, he proposed the acronym **FICA** for **Fundo Imobiliário Comunitário para Aluguel** (which we've translated into English as the Community Real Estate Fund for Rent), which was soon adopted.

The very success of the project brought about new prospects, such as the creation of the Agroecological Fund (FUA) and our fund incubator. Keeping pace with this growth we created the so-called **FICALab** in 2020, a space for experiments and innovative projects. In an effort to give our projects FICA, FUA and FICALab more space, we reinstated our Association in 2021, as an umbrella organization that can accommodate the expansion of our work. FICA is the most consolidated of these projects and continues to be the core of our work. Some projects, however, can gain more traction in this new organization under the Community Property Association structure and not as a subproject within FICA. So, we continue to focus more on FICA while we expand our horizons for other projects related to community property.

SIMONE GATTI,
CHAIRWOMAN

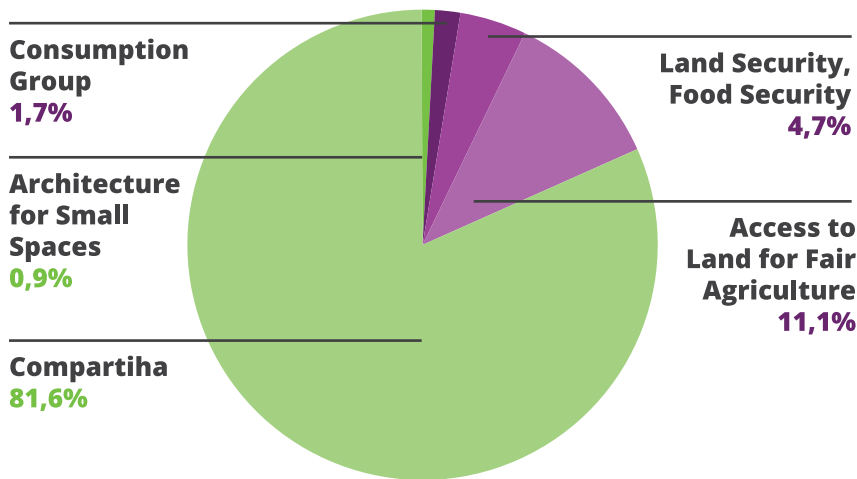


ASSOCIATION'S MISSION STATEMENT

Fostering social landlords in Brazil by prototyping and sharing social and administrative technologies to mobilize resources and register non-profit property.

Projects and Resources

We can separate our revenues into two categories: the projects' revenue and the perennial funds' one. The first one is used to facilitate the modeling, operation and maintenance of the ongoing and new projects, mostly composed of grants from foundations and institutions. Total project revenue was R\$ 1.5 million in 2021.



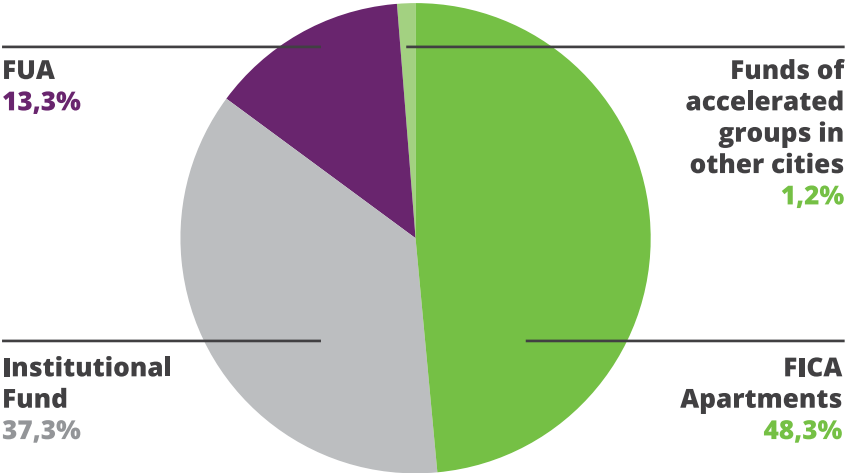
«««
Projects and Resources.

Compartilha is funded by the Wealth Inequality Initiative, which donated about R\$805,000 in our project in 2021. We also started a new way of raising funds — social impact investment, for purchasing and renovating properties. We raised R\$ 405,000 using this approach. Together with the income from rent we received in 2021, Compartilha represented the largest proportion of our annual project revenue (81.6%). The Architecture for Small Spaces Workshop, meant for developing architecture solutions for the shared spaces at the Jaraguá House, received a donation of R\$ 14,000 from the Goethe-Institut (0.9%).

Our rural property front, on the other hand, which is funded by the Land Access for Fair Agriculture project, received R\$ 174,000 from the Ibirapitanga Institute to model FUA (11.1%). Match funding carried out by the Benfeitoria platform was the vehicle through which Droga Raia also contributed R\$50,000 for the “Land Security, Food Security” campaign, in which we distributed organically produced food to São Paulo’s hungry or food insecure population (4.7%). The

Consumer Group, also managed by FUA's team, has received R\$ 27,300 for distributing organically produced food by farmers from the Parelheiros region in São Paulo (1.7%).

The second revenue category is the one for perennial funds to acquire properties. They summed up R\$ 333,400 in 2021, and can be listed as FICA fund for purchasing apartments (48.3%), institutional fund for long-term administrative sustainability (37.3%), FUA fund for purchasing arable land (13.3%) and accelerated groups in other cities such as HAJA and MAIS / HáLugar (1.2%).



«««
Perennial funds revenue.

2021 Balance sheet and audit

Starting in 2021, the Association for Community Property started to have its accounts audited. This is an important step for us to move towards greater transparency and the improvement of internal processes. The independent audit opinion can be found below. The full document, as well as the 2021 financial sheets can be found [here](#).



ASSOCIAÇÃO PELA PROPRIEDADE COMUNITÁRIA

CNPJ. : 25.138.190/0001-39

“RELATÓRIO DO AUDITOR INDEPENDENTE SOBRE AS DEMONSTRAÇÕES CONTÁBEIS”

Opinião sobre as demonstrações contábeis

Examinamos as demonstrações contábeis da ASSOCIAÇÃO PELA PROPRIEDADE COMUNITÁRIA que compreendem o balanço patrimonial, em 31 de dezembro de 2021, e as respectivas demonstrações do resultado do período, das mutações do patrimônio líquido e dos fluxos de caixa para o exercício findo nessa data, bem como as correspondentes notas explicativas, incluindo o resumo das principais políticas contábeis.

Em nossa opinião, as demonstrações contábeis acima referidas apresentam adequadamente, em todos os aspectos relevantes, a posição patrimonial e financeira da entidade, em 31 de dezembro de 2021, o desempenho de suas operações e os seus fluxos de caixa para o exercício findo nessa data, de acordo com as práticas contábeis adotadas no Brasil.

Base para opinião sobre as demonstrações contábeis

Nossa auditoria foi conduzida de acordo com as normas brasileiras e internacionais de auditoria. Nossas responsabilidades, em conformidade com tais normas, estão descritas na seção a seguir, intitulada “Responsabilidades do auditor pela auditoria das demonstrações contábeis”. Somos independentes em relação à Entidade, de acordo com os princípios éticos relevantes previstos no Código de Ética Profissional do Contador e nas normas profissionais emitidas pelo Conselho Federal de Contabilidade, e cumprimos com as demais responsabilidades éticas de acordo com essas normas. Acreditamos que a evidência de auditoria obtida é suficiente e apropriada para fundamentar nossa opinião.

Outros Assuntos:

Auditoria dos valores correspondentes ao exercício anterior.

Os valores reconhecidos nas demonstrações contábeis da ASSOCIAÇÃO PELA PROPRIEDADE COMUNITÁRIA, correspondentes ao exercício findo em 31 de dezembro de 2020, apresentados para fins de comparação, não foram auditados por nós e nem por outros auditores Independentes.

NOSSOS ESCRITÓRIOS

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Responsabilidades da administração pelas demonstrações contábeis

A administração é responsável pela elaboração e adequada apresentação das demonstrações contábeis de acordo com as práticas contábeis adotadas no Brasil e pelos controles internos que ela determinou como necessários para permitir a elaboração de demonstrações contábeis livres de distorção relevante, independentemente se causada por fraude ou erro.

Na elaboração das demonstrações contábeis, a administração é responsável pela avaliação da capacidade de a Entidade continuar operando, divulgando, quando aplicável, os assuntos relacionados com a sua continuidade operacional e o uso dessa base contábil na elaboração das demonstrações contábeis, a não ser que a administração pretenda liquidar a Entidade ou cessar suas operações, ou não tenha nenhuma alternativa realista para evitar o encerramento das operações.

Os responsáveis pela administração da Entidade são aqueles com responsabilidade pela supervisão do processo de elaboração das demonstrações contábeis.

Responsabilidades do auditor pela auditoria das demonstrações contábeis

Nossos objetivos são obter segurança razoável de que as demonstrações contábeis, tomadas em conjunto, estejam livres de distorção relevante, independentemente se causada por fraude ou erro, e emitir relatório de auditoria contendo nossa opinião. Segurança razoável é um alto nível de segurança, mas, não, uma garantia de que a auditoria realizada de acordo com as normas brasileiras e internacionais de auditoria sempre detectam as eventuais distorções relevantes existentes. As distorções podem ser decorrentes de fraude ou erro e são consideradas relevantes quando, individualmente ou em conjunto, possam influenciar, dentro de uma perspectiva razoável, as decisões econômicas dos usuários tomadas com base nas referidas demonstrações contábeis.

Como parte da auditoria realizada, de acordo com as normas brasileiras e internacionais de auditoria, exercemos julgamento profissional e mantemos ceticismo profissional ao longo da auditoria. Além disso:

- Identificamos e avaliamos os riscos de distorção relevante nas demonstrações contábeis, independentemente se causada por fraude ou erro, planejamos e executamos procedimentos de auditoria em resposta a tais riscos, bem como obtemos evidência de auditoria apropriada e suficiente para fundamentar nossa opinião. O risco de não detecção de distorção relevante resultante de fraude é maior do que o proveniente de erro, já que a fraude pode envolver o ato de burlar os controles internos, conluio, falsificação, omissão ou representações falsas intencionais.
- Obtivemos entendimento dos controles internos relevantes para a auditoria para planejarmos procedimentos de auditoria apropriados nas circunstâncias, mas não com o objetivo de expressarmos opinião sobre a eficácia dos controles internos da Entidade.

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- Avaliamos a adequação das políticas contábeis utilizadas e a razoabilidade das estimativas contábeis e respectivas divulgações feitas pela administração.
- Concluimos sobre a adequação do uso, pela administração, da base contábil de continuidade operacional e, com base nas evidências de auditoria obtidas, se existe uma incerteza relevante em relação a eventos ou condições que possam levantar dúvida significativa em relação à capacidade de continuidade operacional da Entidade. Se concluirmos que existe incerteza relevante, devemos chamar atenção em nosso relatório de auditoria para as respectivas divulgações nas demonstrações contábeis ou incluir modificação em nossa opinião, se as divulgações forem inadequadas. Nossas conclusões estão fundamentadas nas evidências de auditoria obtidas até a data de nosso relatório. Todavia, eventos ou condições futuras podem levar a Entidade a não mais se manter em continuidade operacional.
- Avaliamos a apresentação geral, a estrutura e o conceito das demonstrações contábeis, inclusive as divulgações e se as demonstrações contábeis representam as correspondentes transações e os eventos de maneira compatível com o objetivo de apresentação adequada.

Comunicamo-nos com os responsáveis pela administração a respeito, entre outros aspectos, do alcance planejado, da época da auditoria e das constatações significativas de auditoria, inclusive as eventuais deficiências significativas nos controles internos que identificamos durante nossos trabalhos.

São Paulo - SP, 24 de Março de 2022

AUDISA AUDITORES ASSOCIADOS
CRC/SP 2SP 024298/O-3

Alexandre Chiaratti do Nascimento
Contador
CRC/SP 187.003/ O- 0
CNAI – SP – 1620

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FICA

2021

FICA Team Letter

The FICA fund had growth spurt in 2021. We started the year with one apartment – the Júlio Mesquita apartment – under our management and ended it with four: the Tomaz de Lima apartment, bought and refurbished entirely with donations; and two houses in the Compartilha program, the Jaraguá House and the Lameirão House.

With that, the team was restructured. We said goodbye to our general coordinator, Bianca Antunes, who was chiefly responsible for FICA's growth and is still close to the organization, as an associate and a friend. Additionally, after undergoing a planning period, we have grown in numbers with a more specialized staff operating under a new structure: in March, Fabiana took over as institutional coordinator and Roberto as project coordinator. In October, Aline joined the team as project assistant. Finally, to round out the team, Marília continued with us as a communication intern.

The big challenge from the technical perspective was the construction of the Compartilha project focused on social impact loans to make the plan of creating shared houses come true. The project is part of a global network, the [Wealth Inequality Initiative](#), which has provided us with many lessons learned.

In October we occupied our new headquarters in one of the most incredible spaces in the city, Casa do Povo, located in the Bom Retiro neighborhood. It is also home to the Empreendedoras Sin Fronteras cooperative, our partner in the Compartilha project. We have been learning a lot with the cooperative and with our tenants regarding new possibilities of action – such as credit support and partners network construction – but also its own limits. Despite the adverse conditions and the pandemic, 2021 was a very positive year, and we expect even more from 2022.

FABIANA ENDO,
FICA'S INSTITUTIONAL COORDINATOR

FICA'S MISSION STATEMENT

Make rent feasible for low-income families in São Paulo's Centro, or downtown, by buying and/or managing properties through collective financing and guaranteeing socially fair land use.

apartments

Júlio Mesquita
Apartment

Tomaz de Lima
Apartment

compartilha

Jaraguá House

Lameirão House

Júlio Mesquita Apartment

The family in the first FICA apartment, on loan by a member couple, has now spent two years since their move in 2019. As part of our follow-up procedures, an interview was conducted with them in December. The interview covered such topics as income and work, health, education, leisure and culture. Everyone in the family is doing well and is healthy. They receive many visitors, and during the pandemic they started to hold home movie sessions as a family and to get books from nearby bazaars for the children to read. The couple also told us that they are saving up to buy their own home.

WHAT ARE THE ADVANTAGES OF LIVING IN A FICA-MANAGED PROPERTY?

- **a lease** that provides housing security and terms according to the Tenant's Law;
- **rent prices nearly 50% below** market rates;
- **no need for a guarantor or high security deposit**, barriers to formal housing for people who do not have cash savings;
- **openness to rent negotiation**, as occurred in the first months of the pandemic;
- **support from a network of partners** who donate or make furniture for the properties, offering partially equipped apartments;
- **support from FICA** to several issues that go beyond rent, like help with organizing finances.

Tomaz de Lima Apartment

This property was purchased in April 2021, and is therefore the first apartment owned by the Community Property Association. The property is 66 square meters large featuring a living room, a kitchen with space for laundry, a bathroom and two bedrooms.



«««
Júlio Mesquita apartment residents.

The property's purchase amount was
R\$ 220,000
plus
R\$ 12,600
in legal fees and taxes; it was remodeled for
R\$ 43,000

COLLABORATION NETWORK

The Tomaz de Lima Apartment renovation project was developed by many hands. In early May, a group of volunteer architects responded to a call for proposals on our social media channels and mailing lists and met to define how this project would work out. The result was the basic floorplan in the figure below.



«««

The project was developed over 4 meetings and included the participation of Ana Piunti, Artur Duarte, Barbara Rennó, Cora Rocha, Elisa Crispim, Fernanda Goulart, Jayne Andrade, Guilherme Barrera, Luciano Falcão, Luiz Henrique Grecco, Thomas Yano, and Tutu Krasucki, as well as our executive team and some of our directors.

The renovation resulted in a cost of approximately **R\$ 650** per square meter, a very low price. These expenses were covered thanks to several donations and partner suppliers, such as: **Hertz Esquadrias**, which donated all the windows for the apartment; **Fika real estate agency**, which donated the mirror and made several efforts to speed up the purchase; and **Ilion Partners**, which donated some of the furniture.

In addition to our partner groups, we shared this landmark purchase with all the supporters who have contributed to the fund since 2015. As a tribute, we made an art installation with a wheat paste poster on the wall of the room, with the 250 names of all the people who believed and supported FICA until it got there.



FIRST TENANTS

The work group for the first tenants selection was composed of Anita Costa, Barbara Aranha, Cora Guimarães, Isabela Mafra, Camila Jordan and the FICA executive team in the first half of 2021. The candidate families were part of ULCM (*Unificação das Lutas de Cortiços e Moradia*). The chosen family at that time, a mother of three, came to visit the apartment and confirmed they would live there starting from January, but she changed her mind a couple of days before moving in. She realized that, in the apartment, she could not count on the same support network as the one she had in the tenement where she currently lives, specifically to help her take care of her youngest child. In the interview with her, we did not identify this demand. With the withdrawal, the selection process started again in the beginning of 2022.



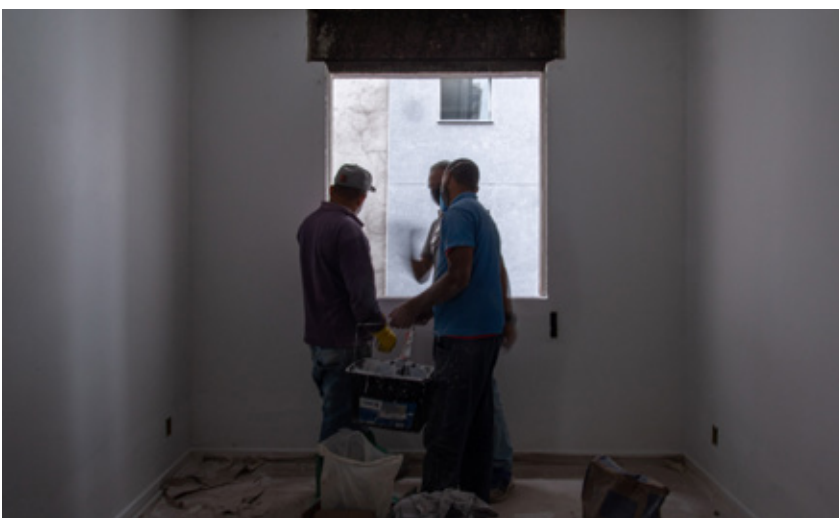
«««
*wheatpaste poster with
the names of all FICA
supporters.*
[Photos and wheatpaste
poster: Marília Tenório e
Marina Saraiva]



«««
*Photos taken before
the renovation.*
[Photos: Lucas Gobatti]



«««
Photos taken before
the renovation.
[Photos: Lucas Gobatti]



«««
Photos taken during
the renovation.
[Photos: Lauro Rocha]



«««
Photos taken after
the renovation.
[Photos: Lauro Rocha]

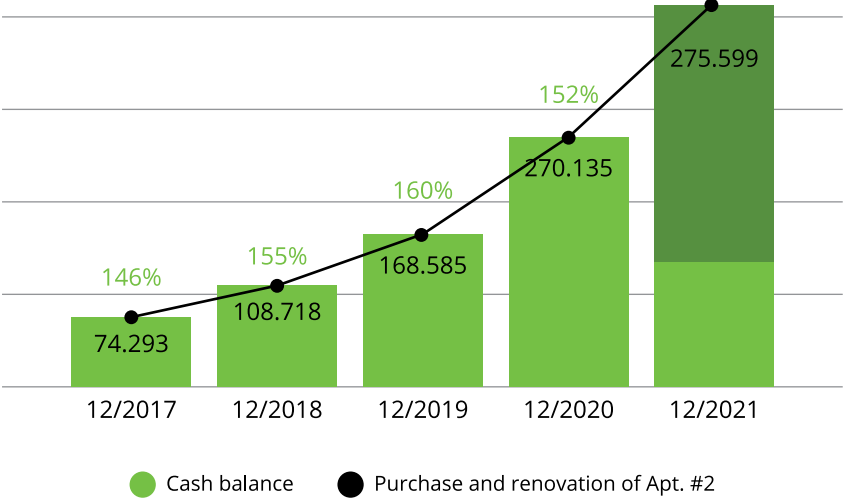
Financial Statements

The apartments acquisition fund is a perennial and ever-growing fund. When the fund has enough resources for buying a property the amount is turned into equity for the association and becomes a fixed asset, as shown in the graph describing the fund's annual growth. We ended 2021 with R\$136,300 in cash for the purchase of our next apartment, plus the R\$275,600 that were invested in the purchase and renovation of the Tomaz de Lima Apartment.

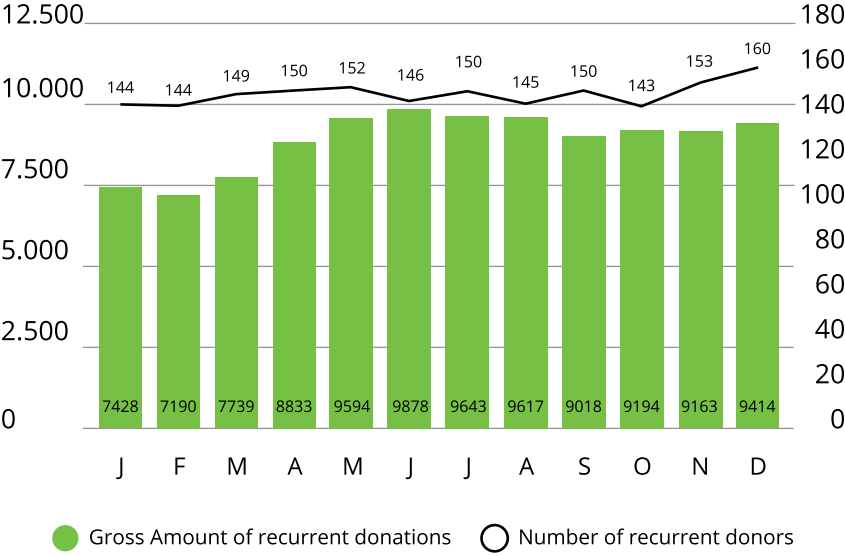
Our network of supporters also continues to grow, in its annual average. We started January with 146 supporters and ended the year with **160**, totaling **R\$ 106,700** throughout the year. The number of one-time donations also grew compared to 2020, from R\$30,600 to **R\$ 37,800**. We attribute 25% of these one-time donations to partnerships with legal entities—such as the **Fika Imóveis**, real estate company, which donates a percentage of its commission to FICA for every property sale. We also received donations from **Eugênia Café Bar**, which donates 10% of the proceeds from each sale of the Jane Jacobs drink (created in partnership with FICA), to the fund for purchasing apartments. We have also received donations from **Queijos Come Quietto**, a distributor of artisanal cheeses from Serra da Canastra and Serro.



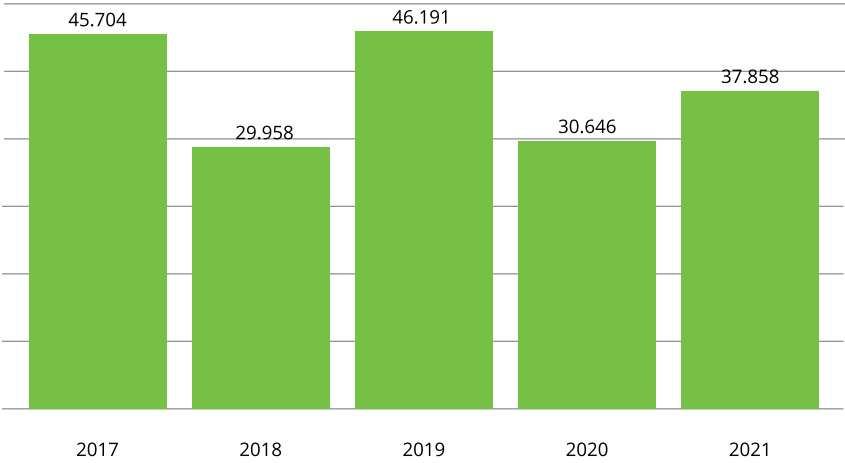
ANNUAL GROWTH OF THE FICA FUND FOR PURCHASING APARTMENTS



2021 RECURRENT DONATION PERFORMANCE

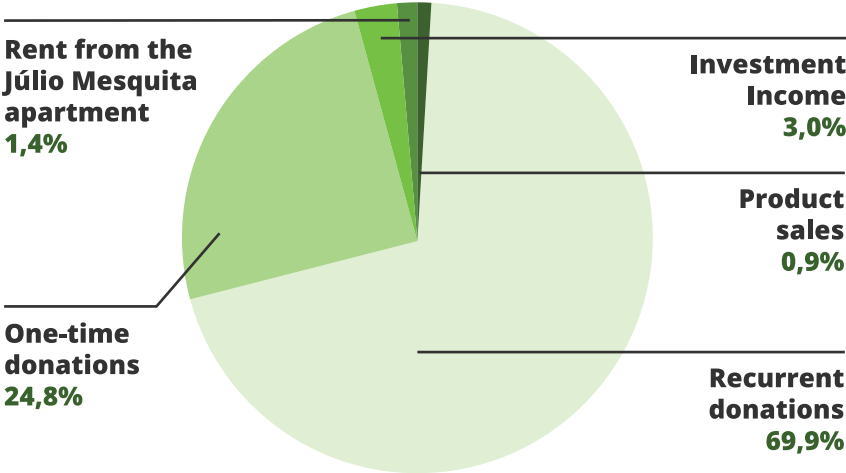


ONE-TIME DONATION PERFORMANCE

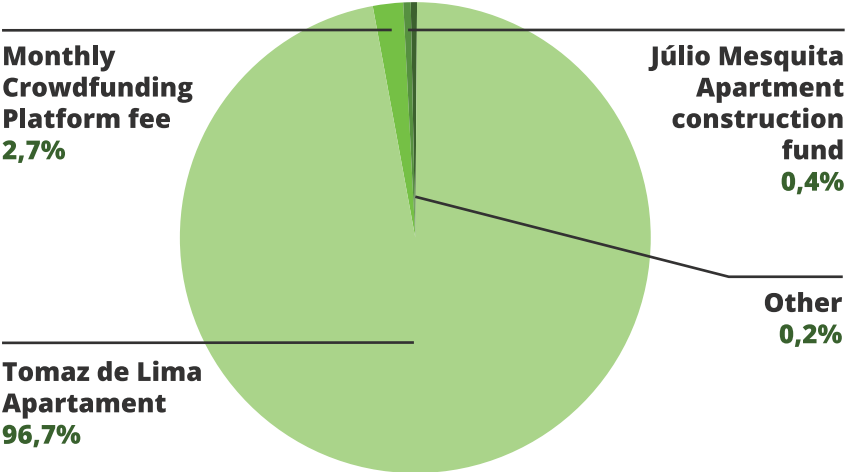


Income in 2021 totaled R\$152,600, from regular donations, one-time donations, investment income, product sales (books and dish-cloths) and rent income from the Júlio Mesquita Apartment. The Tomaz de Lima Apartment acquisition was the most expressive disbursement, however it represents a transfer of financial resources in real estate assets. Actual expenses were allocated to the crowd-funding platform fees (R\$7,600), the construction fund for the Júlio Mesquita Apartment (R\$1,200) and other administrative expenses (R\$665), such as notary and bank fees.

BREAKDOWN OF THE FICA FUND FOR PURCHASING APARTMENTS 2021 REVENUE



COMPOSITION OF THE FUND'S DISBURSEMENTS, IN 2021



Compartilha Program

The Compartilha program meets a long-standing challenge, that of seeking funds not only from outright donations, but also from loans from people willing to put their money into projects that benefit society. The project started in 2020 and aims to serve the population living in tenements in central neighborhoods, the most exploited in the real estate market.

The original name of the project was requaliFICA, but the São Paulo City Hall launched a program with the same name in October, also focused on the downtown area. We were advised to change the name to avoid confusion or undue associations with the public project.

JARAGUÁ HOUSE

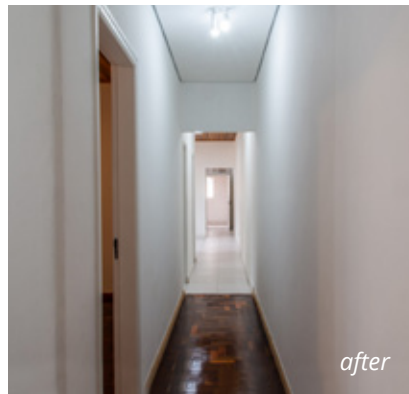
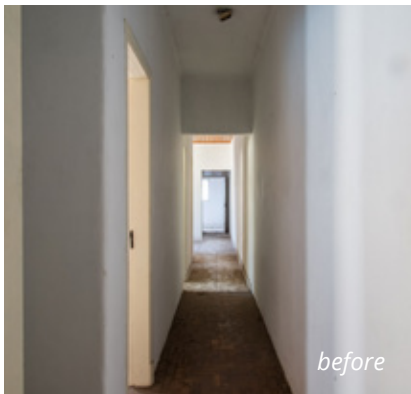
In July 2021 we bought the first Compartilha property. It is the second floor of a two-story house at 160 Jaraguá Street, in the Bom Retiro neighborhood. Dr. Jayme, the previous owner, gave a R\$100,000 discount on the initial price, which made the purchase possible. The funding came from 11 investors, who receive a 4% (gross) return per year. One of the investors is our own Association, which has its Institutional Fund that works as an endowment since 2020. This fund's income enables the long-term continuity of the institution.

From August to November we spruced up the house with repairs to the roof, electrical system and a paint job. We replaced the deteriorated window frames and furnished common areas (bathrooms, kitchen and service area).

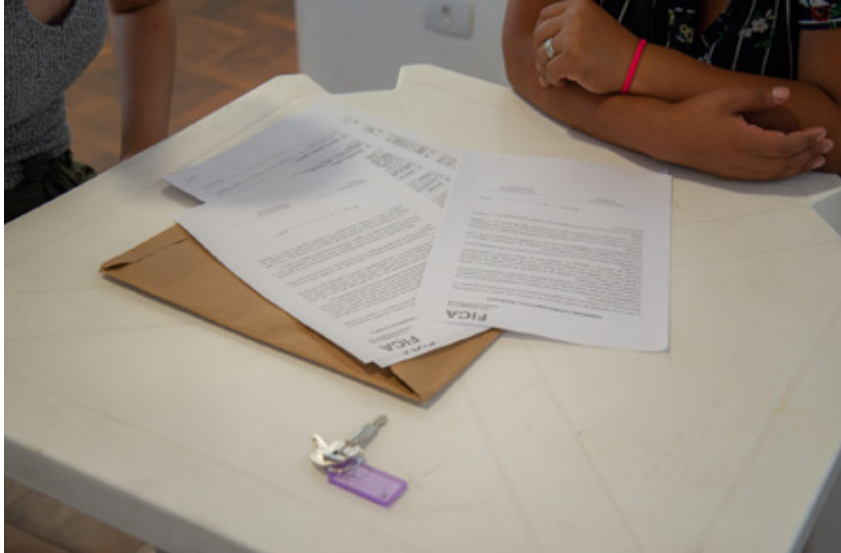


««««

Dr. Jayme, former owner of the first Compartilha property, signing the deed upon purchase by the Community Property Association. [Photo: Lauro Rocha]



«««
Before and after the Jara-
guá House renovation.

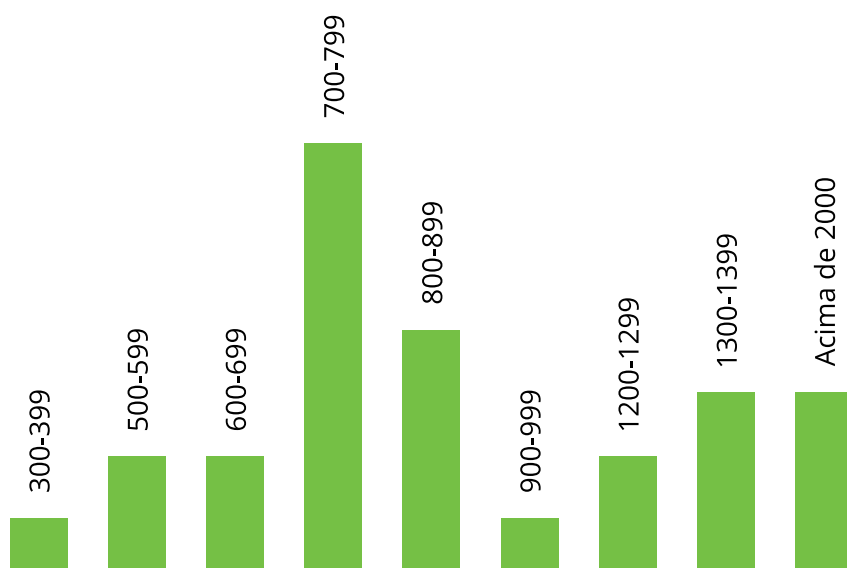


«««
*Jaraguá House,
 on moving day.*
 [Foto: Lauro Rocha]

Deciding who gets to live in the house was done through a partnership with the *Emprendedoras Sin Fronteras* cooperative, currently incubated at Casa do Povo. In December, the families that the cooperative recommended moved into the shared house. It is an extended three-generation family: one of the cooperative seamstresses, her husband and their two children, who are 10 and 4 years old; the seamstress' brother, 21; and her father and mother, who is also part of the cooperative. They lived in three rooms of a tenement on Javaés Street (which is a parallel street to that of Jaraguá House) in run-down conditions.

It is a two-bathroom, three-bedroom home, a much better ratio than the families had before, one bathroom, five bedrooms.

The rent cost for the front room, which is the largest, is R\$600, while the other two cost R\$525 each. With water, electricity and gas bills, residents pay an amount equivalent to what they would pay in tenements in the region, but they live in better health conditions and with the security of the rental contract. As the Compartilha funds are not part of a grant, the rent prices are not as low as those of the Apartments program, but after the loans are paid off it will be possible to lower them.

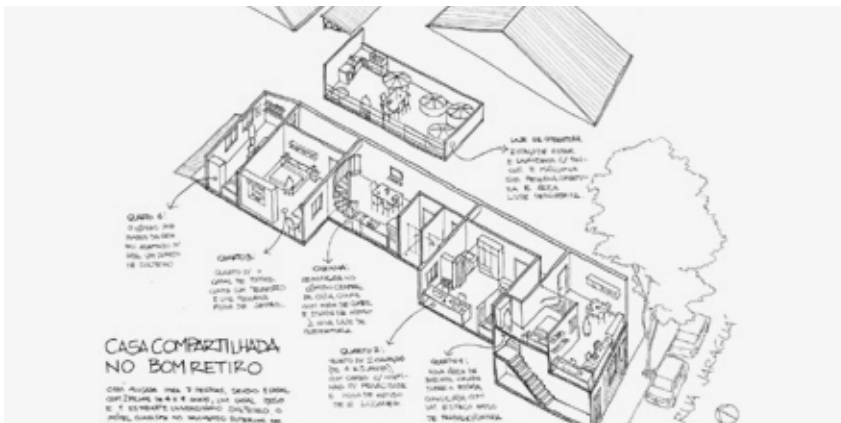


«««
*Rental prices and bills
 paid by tenement
 residents of Bom Retiro,
 according to FICA's
 research on 23 tenements
 in the neighborhood.*

In November, the Jaraguá House was the focus of the **Projetar no Pequeno or Architecture for Small Spaces workshop**, involving FAU-USP, the São Paulo Goethe Institut and Berlin architect Van Bo Le Mentzel, from the Tiny House University. The workshop considered about a series of improvements in the house based on how it is occupied.



«««
*Designs developed by the
 Designing Small workshop.*



Compartilha is part of the **Wealth Inequality Initiative**, and as of 2022 will be incorporated into the **Democracy, Ethics and Public Trust** program of the Henry Luce Foundation, in partnership with the Desis Lab at Parsons—The New School of Design. Jaraguá House was selected for the **2nd IAB Guide for Agenda 2030** and was selected as a finalist in the **Architecture in Development** network’s Global Challenge.



A new experience

LAMEIRÃO HOUSE

We started a new property management model within the Compartilha program: renting and subletting rooms. This model enables us to operate a shared house without the need to raise funds to buy it in advance.

The strategy:

- **access properties that are at risk** of becoming or already a tenement;
- **FICA represents a reduced risk** to the wear and tear of the property from the landlord's perspective;
- **occupy the home with tenants** who are tenement dwellers, offering them safer and healthier housing.

The model is also strategic as it positions FICA as a priority buyer should the property go up for sale.

The first property in this model is Lameirão House, located in São Paulo's Brás neighborhood. The house is next to the Gasômetro district and is part of a workers' housing complex that belongs to people of the same family.

The house was rented for R\$ 950 per month, **30% less** than it would have been without FICA. FICA, in turn, sublets each room for an average of R\$ 500. The surplus amount can be used to manage and maintain the property.

Lameirão House is home to a family of 4—a mother, father and 2 children—recommended to FICA by a member of the *União dos Movimentos de Moradia* (UMM, or the Union of Housing Movements). Their sublease with FICA began in November 2021. The selection process for occupying the other rooms will continue in 2022.

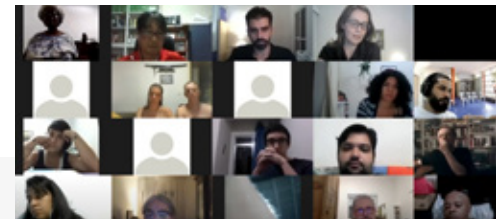


^^^

Lameirão House facade.

Events

- 02/03** - FICA open meeting.
- 09/03** - Ministry of Regional Development: Dialogues on Social Rent.
- 11/03** - Workshop: The Shared House Game, by FICA.
- 30/03** - Public services design class at Parsons, NY.
- 05/04** - **Open class at Escola da Cidade** Tenement Upgrade: Public policy plans & hurdles.
- 15/04** - **FAU in Prose** - Alternatives to private property.
- 04/05** - FICA open meeting + **virtual live Bar**.
- 27/05** - **ECO Habitar**.
- 06/06** - **8th Festival dof fine films** - Debate Work, care and family.
- 06/07** - UIA 2021 Rio - Architecture every day - Talk with Marina Grinover.
- 25/09** - **Reflection circle on contemporary Judaism**. - Conversation about property in Bom Retiro and the challenges for maintaining the neighborhood's diversity now and in the future.
- 20/10** - **UN HABITAT** - Urban Circuit - The role of architecture and urban planning in the search for more inclusive and fairer cities in the fight against climate change: the IAB guide to agenda 2030 - SDG 5 and 8.
- 16/11** - Lecture at PUC Campinas - Collective property for social rent: the FICA experience in São Paulo and new funds in incubation.
- 05 a 20/11** - Architecture for Small Spaces Workshop.
- 09/12** - **Diálogos A vida no Centro: A retomada do Centro de São Paulo no pós-pandemia**.
- 30/03** **Life in the Center Dialogues: Taking back downtown São Paulo post pandemic**.



Media

HACKING THE CITY PODCAST

FICA Fund and the search for alternative housing models. Listen [here](#).



NEXO

Social rent as an option to reduce the housing deficit. Read [here](#).



FOLHA DE S. PAULO

Fund buys houses to offer 30% lower rent to poor families. Read [here](#).



VEJA SP

Project takes families out of tenements to live in renovated and shared property. Read [here](#).



CBN

Fund buys houses to offer lower rent to low-income families. Read [here](#).



ISTO É DINHEIRO

Project transforms tenements into shared houses in SP. Read [here](#).



Publications

RADICAL HOUSING JOURNAL

Article “Crowdfunding property in downtown São Paulo: The case of FICA fund”, written by Renato Cymbalista, Fabiana Endo, Roberto Fontes and Rodrigo Millan, and published in The Radical Housing Journal. It can be accessed [here](#).



TRANSFORMING PROPERTIES 2: EXPANDING THE SEARCH AGENDA

Article “Operating Alternative Properties: The Case of the FICA Fund in São Paulo” from the publication Properties in Transformation 2, written by Bianca Antunes and Renato Cymbalista. It can be accessed [here](#).

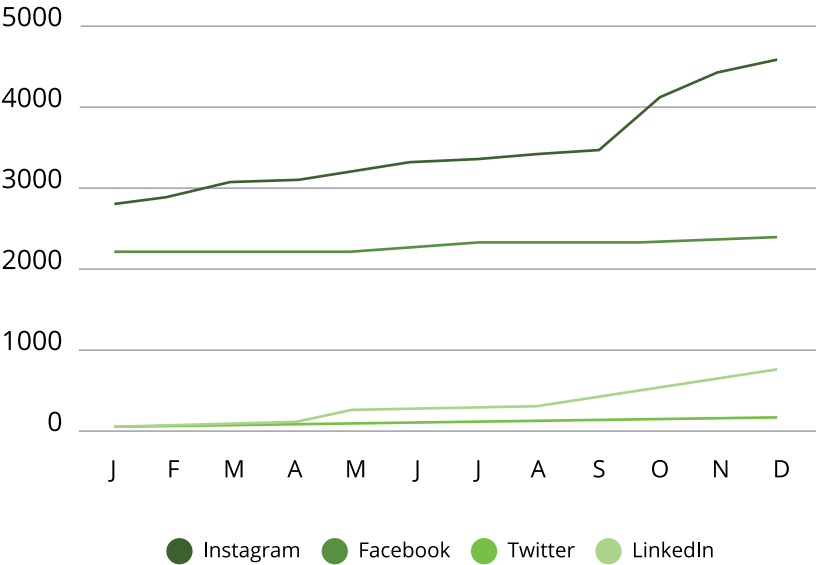


Social media and website

Social media are tools for communicating with a wider audience, but also ways to keep in touch with our supporters and associates. We have a presence on [Instagram](#), [Facebook](#), [LinkedIn](#) and [Twitter](#).

Instagram continues to be our most important network. With the launch of the Compartilha project and numerous spots in mainstream media, our number of followers jumped in October. We have also started to devote more attention to LinkedIn, a network that allows rather qualified interactions.

Throughout the second quarter of 2021, we also updated our website with lighter language and updating our organizational structure.



GOALS FOR FICA IN 2022



Select tenants for the Tomaz de Lima Apartment;



Have 6 properties under FICA management by the end of the year

10 FAMILIES

Have 10 families living in shared properties



Develop a platform to register partner entities in the family selection process;



Increase the network of supporters to 200 people and urge the public to contribute to FICA's work;

150mil

Raise R\$150,000 by December for new apartments.

FICALab

We started FICALab in 2020 to accommodate new projects, experiments, partnerships and research. **FICALab is the institutional space that allows us to separate our core activities from the future and grant writing to go after funding opportunities.** The project Access to Land for Fair Agriculture started at FICALab but gained autonomy becoming the Agroecological Fund (FUA). In 2021 it did justice to an independent report also under the framework of the Community Property Association. It may even become an autonomous entity in the future. We are extremely proud that our institution makes it possible to build out in this way.

FICAemCasa Emergency Fund

The FICAemCasa Emergency Fund was FICA's response to the emergency created by the COVID-19 pandemic. The project, which lasted for one year, between March 2020 and April 2021, engaged our network to support social projects and institutions related to housing and the city. We gathered donations exclusively for this purpose and collectively decided which projects would receive the funds.

In all, from FICA's own supporters:

R\$**134,000** were raised + **50,000** from the Ibirapitanga Institute



6.800

families
were served

17 tons 

of organic food were distributed

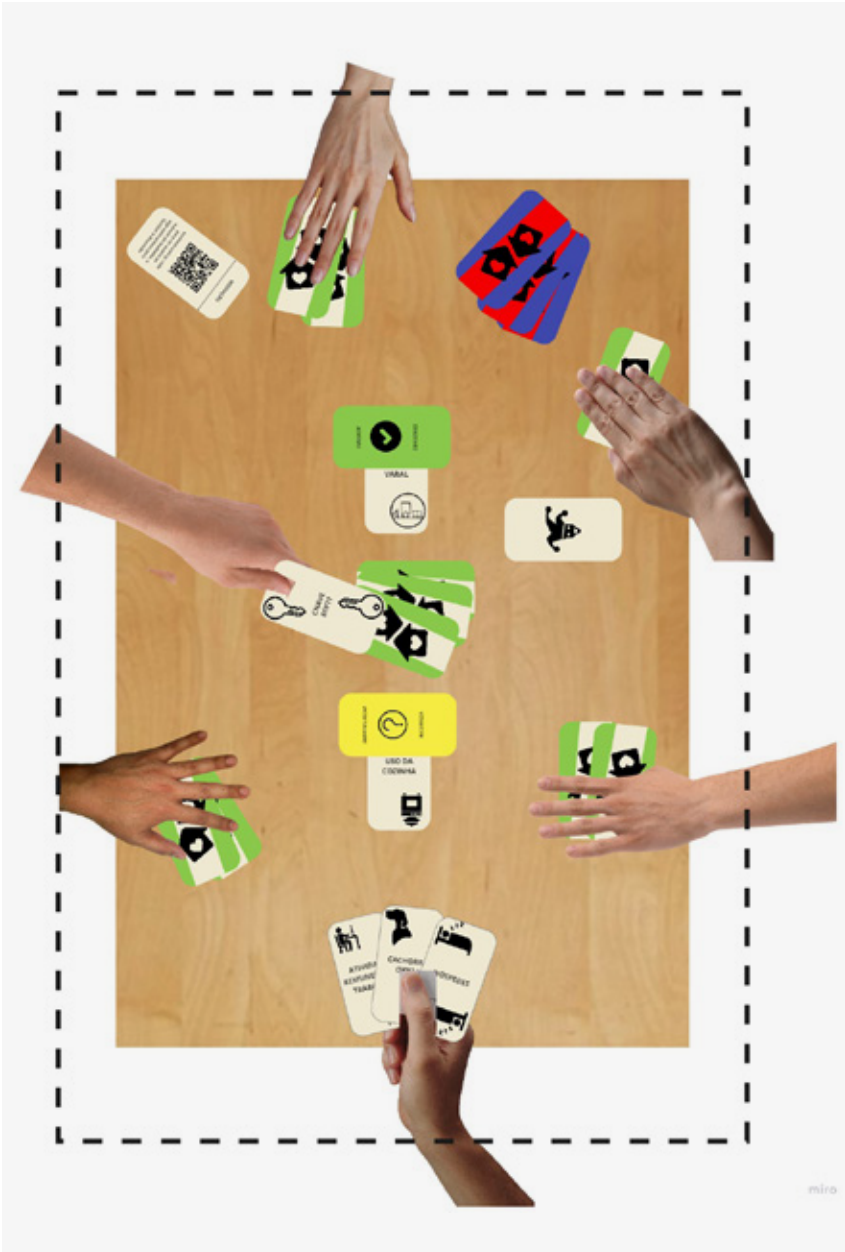
550 food baskets **850** green baskets

We served **20 initiatives directly and 35 indirectly**, in over 9 states in the country.

The full report on the initiative can be found [here](#).

The Shared Home Game

FICA co-authored the **Shared House Game**, coordinated by Karen Steinman Martini. It is a collaborative card game that supports the definition of rules for sharing spaces. The game is being tested and will help manage the houses in the Compartilha project, and can be used by any group that wants to define or come up with rules for living together in a home.



«««
The Shared Home Game.

New funds

In 2021, after years of expectation on our part, groups that are building their own community property projects have finally emerged. These groups acknowledge that FICA was an inspiration and opened possibilities. We relate to these groups in different ways.

A group from Campinas has created the [Haja Fund](#), dedicated to buying housing in the city's historic center. In December, Haja bought its first property with 15 supporters organized as an SPE (Special Purpose Enterprise), and is organizing a non-profit association. FICA has provided support by sharing knowledge and safeguarding the group's funds, which will remain invested in the Community Property Association account until Haja formalizes its financial management.

A group in Curitiba created a two-brand fund, [Fundo MAIS \(or HáLugar\)](#), which is defining its organization and scope of action, and also uses our Association's account to receive donations.

In Rio de Janeiro, [Lanchonete Lanchonete](#) bought a house in Gamboa, and FICA supports in modeling their management and exchanging social technology.

In Campos de Goytacazes, a group is coming together to address student housing.



««««
Imóvel do Fundo Haja.



FICA helps us through their example, motivation and expertise, guiding and sharing their experience and outreach. We partnered with them to receive the first donations via FICA's bank account, since Haja is not yet a legal entity nor has a bank account."

VANESSA BELLO

from Haja (Campinas)



Following a format very similar to that of FICA, the goal of MAIS / HáLugar is to provide affordable rental properties, preferably in real estate located on streets of historical interest in Curitiba's downtown. (...) Therefore, we signed a partnership with FICA at the end of 2021 to begin an incubation process so that we can discuss the institutional structure our group will adopt as well as the feasibility of this experimental project. The hope is that our incubation with FICA will serve to calibrate possible business models and partnerships to keep MAIS / HáLugar operating in Curitiba. Root for us!"

YOLE MEDEIROS

from MAIS/HáLugar (Curitiba), and a member of FICA's International Advisory Board



Including the issue of decent housing on the Lanchonete <> Lanchonete agenda as the first premise for access to education is urgent. Every child who participates in the Por Vir School live in very dire conditions. Our movement cannot ignore this pressing matter that is part of the very structure for fulfilling human and constitutional rights, for reaching each person's potential, for the development of learning and critical thinking about the world. (...) The fact that FICA develops this technology and presents arguments and results that support the implicit logic, sharing the intelligence built in open codes and doing justice to the struggle for more a fairer and better social welfare and enforcing constitutional rights, has had a an impact on Lanchonete's methodology/technology/intelligence as the necessary and already coordinated dialogue for thinking about solutions for our world."

THELMA VILAS BOAS

from Lanchonete <> Lanchonete (Rio de Janeiro)

FUA | fundo
agroecológico

2021

FUA Team Letter

In 2021, through the Access to Land for Fair Agriculture project financed by the Ibirapitanga Institute, a fund was created in 2021 for the purchase of farm properties. It is now called FUA – the Agroecological Fund.

To take care of FUA, a new team was created, formed by Anita Valente da Costa, an ecologist and researcher in human ecology; Izabela Alves Borba, public relations and socio-environmental projects manager; and Cíntia Marcucci, journalist specialized in behavior and food.

FUA's management had already been going on since the last months of 2020, but the public launch took place on March 22, and was streamed live on YouTube and Facebook. The event was attended by partner farmers Fátima Andrade and Juarez Sales; chef Paola Carosella; supporters André Degenszajn, from Ibirapitanga Institute, and Tatjana Lorenz, from Goethe Institute; Fundo FICA's financial director, Emil Lewinger; and the FUA team. The event was translated into Brazilian sign language and is available on [FUA's YouTube channel](#).

Marking the occasion and promoting FUA, we made two short videos with an audiovisual production company from São Paulo's South Zone, Fluxo Imagens. One of [the videos](#) is narrated by actress Camilla Pitanga, who granted the rights to her voice free of charge.

Since then, FUA has been working on its resources and efforts to purchase its first land in the future while looking at what needs to be done in the present so that this future exists. It was a year to start the journey and to sow, knowing that we still have a lot of ground to prepare.

CÍNTIA MARCUCCI,
COMMUNICATION MANAGER

FUA'S MISSION STATEMENT

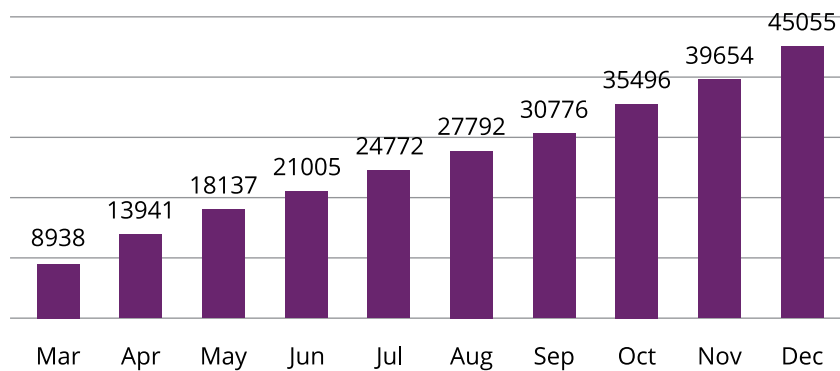
To acquire rural properties and ensure their virtuous use today and in the future by allocating land to rural smallholders who have agro-ecological know-how in a system that acts in a complete food chain: from farm to table.

Crowdfunding and networking

During the same time, FUA's exclusive crowdfunding campaign was launched on the **Benfeitoria platform**. The campaign had 37 supporters and a monthly income of R\$ 1,348 by the end of 2021. The **project's site**, which tells FUA's story from the time it was conceived in the FICALab* to today, provides monthly accounting statements and a space for frequently asked questions (FAQs).

** A space for experimentation aimed at creating new funds that address how property can be used collectively, as mentioned.*

MONTHLY GROWTH OF THE FUA FUND IN 2021



««««
O objetivo do FUA é a compra propriedades nas zonas rurais e periurbana e arrendar para agricultores comprometidos com uma produção sustentável.

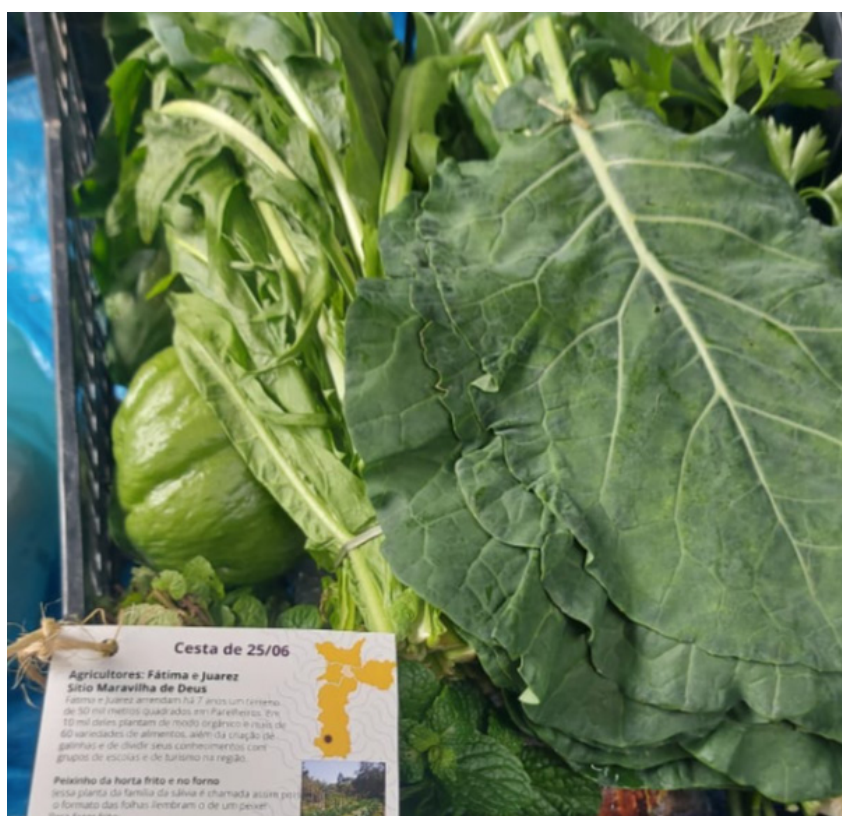
The study the creation of the FUA Fund is based on was republished in book form as **Access to Land for Fair Agriculture**, available in Portuguese for free as a downloadable PDF or for sale in print. The print edition can be ordered on the Pistache Editorial website and at the Instituto Chão, in São Paulo.

A **Reference Group** was created to assist in the day-to-day issues related to FUA, which have varying degrees of complexity and different themes from those handled by FICA. It is a group of professionals and specialists from different fields, who follow the project and are requested to help the project team at specific times.

FUA has also created a **Consumer Group**. The idea is to continue and strengthen our ties with the the partner farmers in Parelheiros (Fátima and Juarez, Marilene and Almir, Maria and Zé Mineiro, Mauri and associates, Tomi and Selma) and guarantee their farming activities and generate income well before the FUA even buys its first plot of land.

Reference Group:

André Biazoti
Arpad Spalding
Fernando Franco
Gabriel Sigolo Volich
Jaqueline Ferreira
João Volkmann
Mariana Chiesa
Paola Carosella
Patricia Durães
Patrícia Marra Sepe
Renato Cymbalista
Romeo Leite
Sandra Jeha
Teresa Rossi
Virginia Antonioli
Wagner Ramalho
Walter Tesch



«««

In the first 3 months, we had a pilot group to test our model for the relationship between supporters, the FUA team and farmers. This group was set up based on studies of CSA (Community Supports Agriculture) and existing consumer and collective purchasing groups. We call this three-month period a cycle.

At the end of the first cycle, the group met virtually to talk about their experiences and to brainstorm actions that could improve the dynamics for consumers, farmers and FUA. The sale of the CSA boxes resumed in October, with many people renewing their subscriptions.

Our consumer group, with biweekly deliveries in its 6 months of existence (between June and December) **has already harvested a lot of vegetables.**



Through a WhatsApp group, supporters and farmers talk and exchange recipes they make in their homes

32 supporters have bought **+ than 2 tons**

of food produced by six farms

generating R\$ **10,254** of income for the farmers



The diversity that family farming has in the field is reflected on the consumers' plates

52 different items were offered  among vegetables, legumes, salads, spices, teas, fruits, and non-conventional plants

The group also raised R\$ **9,690** for the land purchase fund

Outreach

Ever since FUA's launch, it has gained the media's attention resulting in articles in **UOL**, in the **Instituto Brasil a Gosto** and in the **Vai Se Food** podcast, besides being a part of debates and events at **Sesc São Paulo** and even an international invitation to speak about alternative forms of agriculture at the **Museum Für Kunst und Gewerbe** (Museum of Arts and Crafts), in Hamburg, Germany.

Other actions carried out by the FUA last year:

- Sale of conscious T-shirts;
- Outreach at a fair organized by Casa do Povo in December.

Every Detail Counts

FUA created a campaign to take emergency action against hunger and food insecurity and our match funding project, **Every Detail Counts**, was quickly selected in the first round and in the most selective category, which triples the amounts matched. In other words, for every R\$1 raised the platform chips in an additional R\$2.

Our **Land Security, Food Security** project strengthened our relationship with the farmers in our network, from whom we buy the food to be donated, and had a positive impact on the Parelheiros region, bringing us closer to the local community. Both points are important for FUA's work.

We partnered with and distributed donations to 5 projects that work and develop actions to fight hunger:

- Casa do Povo;
- Sopão com Carinho;
- Circo;
- Escola Grajaú;
- Aloha;
- With the support of a local chapter of "Organicas para todos" we connected farmers with initiatives in the region they produce food.



104

donors helped us raise

R\$ 75,920

The money is being used (between the end of 2021 and the first half of 2022) to connect points of the food chain locally in São Paulo, resulting in the purchase of:

10 tons

of good food produced in Parelheiros, putting

+ R\$ 40,000

in the pockets of partner farmers, and helping partner projects donate food to the hungry and food insecure in the city's South and Central Zones. All the proceeds were generated by social projects or were donated by partners and supporters.

Uma nova fase para o FUA

In October, with the sunset on the funding agreement between the Community Property Association and the Ibirapitanga Institute in sight, a letter of intent was sent with a proposal to renew this support for the FUA project. The proposal was approved in late 2021 and the new phase started in January 2022, with a term of 15 months in the amount of R\$ 200,000 that ends in April 2023.

In this new phase FUA can continue to operate as FUA of the Present, which works on actions such as the Consumer Group, agroecological transitions, and relationship building on both ends of the consumption chain; FUA of the Future, which engages in fundraising for the purchase of land; and FUA for Others, which seeks to create a template for the project so that it can be replicated by building a tool or platform that helps unused land to find agroecological farmers.

GOALS FOR FUA IN 2022



Create a manual so that other people can set up funds similar to FUA;



Create the “**Land Match**,” a system that connects people looking for land with those who have land and want to put it to good use;



Expand the **Consumer Group**, to ensure more income for farmers and allow more people to participate in FUA;

100mil

End the year with a balance of R\$100,000 in the fund for buying farmland south of São Paulo.

BOARD 2018-2021

Marina Grinover
Gustavo Calazans
Gabriel Palladini
Emil Lewinger
Renato Cymbalista

BOARD 2021 - 2024

Simone Gatti
Marco Braga
Emil Lewinger
Renato Cymbalista
Cíntia Marcucci

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Bianca Antunes
Fabiana Endo
Roberto Fontes
Marília Tenório
Aline Araújo

FUA EXECUTIVE TEAM

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Izabela Borba Alves
Cíntia Marcucci

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Marcelo Weingarten

ACCOUNTING

Torres Contabilidade

LAYOUT

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Pasternak, Tânia Christopoulos, Tara Hill, Tatiana
Cymbalista, Todd Lester, Ulrich Katte, Valentina
Martelli, Vivian Barbour.

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Ana Carolina Angotti, Ana Carolina Piunti, Ana
Carolina Trugillo, Ana Martinelli, André Tiné,
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FUA REFERENCE GROUP*

André Biazoti, Arpad Spalding, Fernando Franco, Gabriel Sigolo Volich, Jaqueline Ferreira, João Volkmann, Mariana Chiesa, Paola Carosella, Patricia Durães, Patrícia Marra Sepe, Renato Cymbalista, Romeo Leite, Sandra Jeha, Teresa Rossi, Virginia Antonioli, Wagner Ramalho, Walter Tesch

**Listas atualizadas em março de 2022*

COMMUNITY
PROPERTY
ASSOCIATION

Founded in 2015, CNPJ 25.138.190/0001-39

FICA

[**fundofica.org**](http://fundofica.org)
[**contato@fundofica.org**](mailto:contato@fundofica.org)

[**@fundofica**](#)
[**/fundofica**](#)
[**@fundo_fica**](#)

Support:
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FUA

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