

COMMUNITY PROPERTY



2022 Annual Report



[Photo: @peroladutra]

Contents

THE COMMUNITY PROPERTY ASSOCIATION	3
Letter from Board	4
Projects and Funding	5
Transparency	8
MudA	11
FICA	12
Letter from the FICA Team	13
FICA by the numbers	14
Properties	15
Morar Primeiro Program	24
FICA Balance Sheet & Donations	27
FICALab	31
FICA was there	33
In the Press	34
On Social Media	35
Goals for 2023	36
FUA	37
Letter from the FUA Team	38
Balance Sheet	39
Crowdfunding and Strengthening the Network	40
Segurança na Terra, Segurança na Mesa	42
Terra Compartilhada Plenitude	44
FUA was present	46
International Collaboration and Participation	47
Strategic Partnerships	48
Goals for 2023	50
WHO PARTICIPATES	51

Community Property Association

Letter from the Board

SCALING UP

2022 was a decisive year for our association. Seven years after boldly and bravely founding the institution, we can now say that we are stepping out of our organization's heroic phase and firmly into its consolidation phase.

We continued our recurring donation campaigns, and our two funds, FICA and FUA, keep growing. We also increased the number of properties under our management. By December 2022, we had 6 urban properties that housed about 50 people in rentals. We also had an experience in safeguarding a plot of land for agroecological purposes on the southern outskirts of São Paulo. We have consolidated various forms of property access and management—lending, renting, leasing, full ownership, condominiums—and we continue to produce cutting-edge knowledge about the legal, administrative, and institutional ways to ensure the long-term democratization of the city. We strengthened our institutional partnerships with individual and corporate donors. We also supported and incubated projects in other cities. We are increasingly recognized as having experience and knowledge about non-speculative properties, and this knowledge can be mobilized from 2023 onwards when the horizons of the struggle for the right to housing and land are broadened further.

We are deeply grateful to everyone who has placed their trust in us. Your support has made this incredible experience possible, enabling us to exist, consolidate, and multiply.

OUR MISSION

Encouraging social ownership in Brazil by formatting and sharing social and administrative technologies to mobilize resources and register non-profit properties.

BOARD OF DIRECTORS

BOARD OF DIRECTORS (2021 - 2024)



**Simone
Gatti**



**Marco
Braga**



**Emil
Lewinger**



**Cíntia
Marcucci**

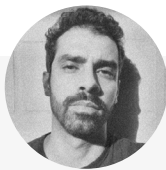


**Renato
Cymbalista**

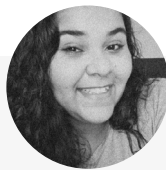
FICA EXECUTIVE TEAM



**Fabiana
Endo**



**Roberto
Fontes**



**Aline
Araújo**



**Ana Cecília
Galvão**



**Juliana
Protásio**



**Jéssica
Wakasugui**



**Laura
Portela**



**Marília
Tenório**

FUA EXECUTIVE TEAM



**Anita
Valente**



**Cíntia
Marcucci**



**Izabela
Borba**



**Rafael
Araújo**

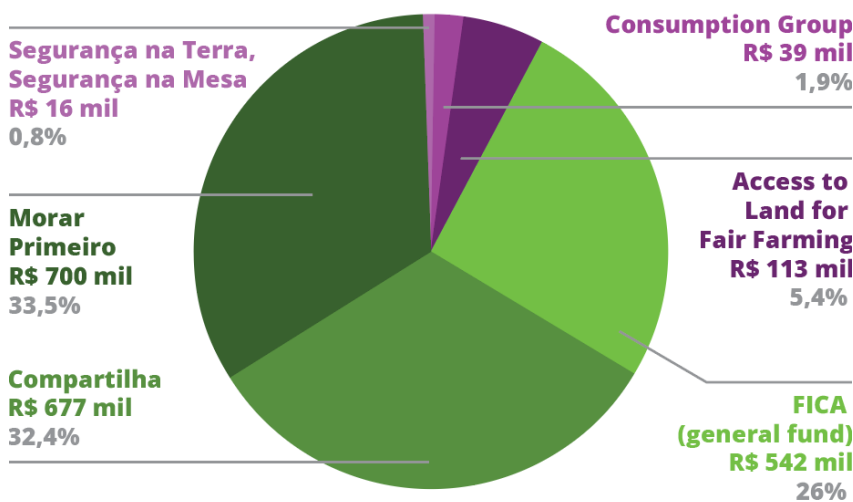


**Gabriela
Banzatto**

Projects and resources

We classify our revenue into two categories: project revenue and endowment revenue. Project revenue is used to support the modeling, operation and maintenance of our various fronts. It is **mostly generated through donations from legal entities for the development of proposals that are approved in calls for proposals**

Our total annual project revenue in 2022 was R\$2 million, as shown in the following chart:

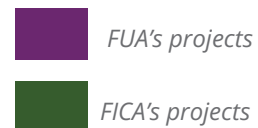


total: **R\$ 2.087 million**

- The **Julius Baer Foundation's Wealth Inequality Initiative** continued to support our Compartilha program in 2022, providing a total of **R\$ 677,000**.
- The **Henry Luce Foundation** awarded us a grant to support our work in progress with the Parsons School of Design in New York. The project aims to consolidate and organize the housing service offered by FICA in all its properties. The grant totals **R\$ 542,000**.

Revenue

2mi
in 2022



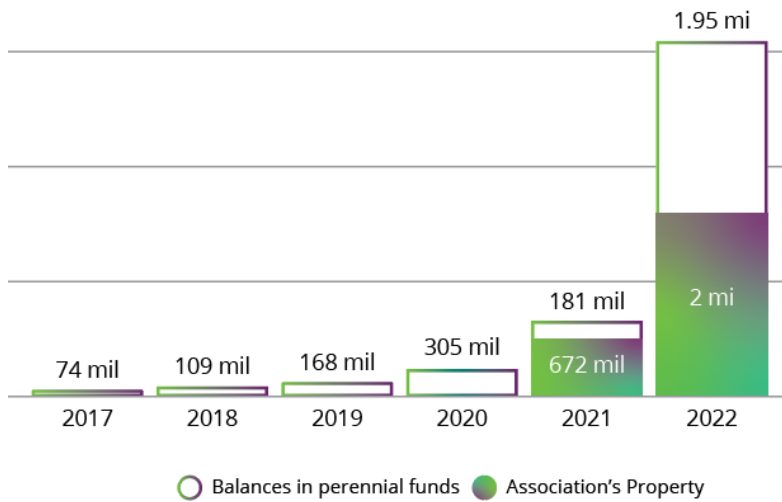
Project Revenue



- We started designing the Morar Primeiro program, in partnership with Father Julio Lancellotti, the Caminhos da Rua collective, and the Nossa Jornada Institute. The **Paróquia São Miguel Arcanjo** awarded a grant of **R\$ 700,000** to support the design and management of the program.

- The **Instituto Ibirapitanga** continued to support FUA with a total contribution of **R\$200,000** for activities between January 2022 and March 2023.

The second category of revenue is what generates income for our **endowment fund** and makes it possible for us to purchase properties:



total: **R\$ 4 million**

as real estate acquisitions and available resources in the perennial funds of FICA and FUA.




IBIRAPITANGA

««««
Revenue
related to the endowment
fund of the Association

Transparency

The Community Property Association has its accounts audited annually. This is an important practice to maintain transparency and to ensure reliable accounting and financial procedures.

The independent auditor's report is below. The full version of the report and the financial statements are available [here](#).



ESPECIALIDADE, SEGURANÇA E CREDIBILIDADE NO TERCEIRO SETOR

COMMUNITY PROPERTY ASSOCIATION
CNPJ: 25.138.190/0001-39

"INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS"

Opinion on the financial statements

We have audited the financial statements of the ASSOCIAÇÃO PELA PROPRIEDADE COMUNITÁRIA which comprise the balance sheet as at December 31, 2022, and the related statements of income, of changes in stockholders' equity, and of cash flows for the year then ended, as well as the related notes to the financial statements and the summary of significant accounting policies.

In our opinion, the financial statements referred to above present fairly, in all material respects, the entity's financial position as at December 31, 2022 and the performance of its operations and its cash flows for the year then ended, in accordance with the accounting practices adopted in Brazil.

Basis for opinion on financial statements

We conducted our audit in accordance with Brazilian and international auditing standards. Our responsibilities under those standards are described in the following section entitled "Auditor's responsibilities for the audit of the financial statements." We are independent of the Entity in accordance with the relevant ethical principles provided in the Accountant's Code of Professional Ethics and the professional standards issued by the Federal Accounting Council, and we have fulfilled our other ethical responsibilities in accordance with these standards. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting practices adopted in Brazil, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

NOSSOS ESCRITÓRIOS
São Paulo
Avenida São Negro, 503 - 1º andar
Cnpj: 106/709 - Alphaville
☎ 11 3641-9933
✉ saopaulo@grupoaudisa.com.br

UNIDADES DE APOIO
Recife
✉ recife@grupoaudisa.com.br
Rio de Janeiro
✉ riodejaneiro@grupoaudisa.com.br

Porto Alegre
✉ portoalegre@grupoaudisa.com.br

SIGA-NOS NAS REDES SOCIAIS
f /audisa.consultores
t @grupoaudisa
in Acompanhe@grupoaudisa
PORTALAUDISA.COM.BR

Document digitally signed by: ALEXANDRE CHIARATTI DO NASCIMENTO.
Check the signature(s) at: <http://verificador.com.br/valida-documento/C1A98-91A44-33E34-DF8E4>

4

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Entity's senior managers are those with responsibility for overseeing the process of preparing the financial statements.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance. Still, it is not a guarantee that an audit conducted per Brazilian and international auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

As part of our audit, in accordance with Brazilian and international auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. In addition:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances but not to express an opinion on the effectiveness of the Entity's internal control.
- We evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may exist that could give rise to material misstatement of the financial statements.

NOSSOS ESCRITÓRIOS

São Paulo
Alameda Rio Negro, 503 - 1º andar
Conj. 108/109 - Alphaville
☎ 11 3663-9933
✉ saopaulo@grupoaudisa.com.br

UNIDADES DE APOIO

Recife
✉ recife@grupoaudisa.com.br

Porto Alegre
✉ portotalgre@grupoaudisa.com.br

Rio de Janeiro
✉ riodejaneiro@grupoaudisa.com.br

SIGA-NOS NAS REDES SOCIAIS

Facebook: /audisaconsultores
Twitter: @grupoaudisa
LinkedIn: /companiagrupoaudisa
Portal: PORTALAUDISA.COM.BR

5

significant doubt regarding the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other things, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our work.

São Paulo - SP, March 21, 2023

AUDISA AUDITORS ASSOCIATED
CRC/SP 2SP 024298/O-3

ALEXANDRE CHIARATTI DO NASCIMENTO:1478234881
9

Digitally signed by
ALEXANDRE CHIARATTI DO NASCIMENTO:14782348819 Date:
2023.03.22 11:38:36 -03'00'

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

NOSSOS ESCRITÓRIOS

São Paulo
Alameda Rio Negro, 503 - 1º andar
Conj. 108/109 - Alphaville
☎ +55 11 3641-9933
✉ saopaulo@grupoaudisa.com.br

UNIDADES DE APOIO

Recife
✉ recife@grupoaudisa.com.br

Rio de Janeiro
✉ riodejaneiro@grupoaudisa.com.br

Porto Alegre
✉ portolegre@grupoaudisa.com.br

SIGA-NOS NAS REDES SOCIAIS

Facebook: /audisaconsultores
Twitter: @grupoaudisa
LinkedIn: /companiagrupoaudisa
Website: PORTALAUDISA.COM.BR

Document digitally signed by: ALEXANDRE CHIARATTI DO NASCIMENTO.
Check the signature(s) at: <https://fnscondoc.com.br/valida-documento/C1A88-91A4A-8BE34-DF5E4>

MudA

FICA and FUA co-hosted MudA, a gathering of civil society initiatives that promote the right to land and the city through non-profit property, from August 5 to 7, 2022.

The event brought together more than 200 participants and 24 organizations and was held at Casa do Povo. The event featured discussions, exhibitions, workshops, and the collective production of documents about the construction of alternative models to the conventional and speculative real estate market.

The discussions at MudA covered such topics as collective ownership initiatives, public policies for rentals and tenements, shared housing management, volunteerism and the right to land, and agroecology. MudA's program was integrated program with Virada da Habitação, held by IAB and ERUV, which takes place annually at Casa do Povo.

Documents available at: fundofica.org/muda



«««
MudA 2022
[Photo: @peroladutra]

FICA

Letter from the FICA Team

FICA faced a challenging but fruitful year 2022. On the one hand, the long pandemic and demobilization of the state's social safety net deepened the housing crisis in Brazil and spurred demand for safe, quality, and fair housing. On the other hand, we witnessed and strengthened society's capacity to mobilize and bring about improvements to counter this situation.

One of the actions that showed us such power of mobilization in face of this scenario was the partnership established between FICA and Father Julio Lancellotti. This partnership resulted in the Morar Primeiro (Dwelling First) Program, which expanded our activities to house 15 homeless families in our buildings. This program is a success that can be credited to the collaboration of many civil society organizations, activists and some private companies in the struggle for a more resilient and inclusive city.

We also bought our first functioning tenement, which is currently occupied by 10 families living in cramped, dilapidated conditions with only two bathrooms. In 2023 we will renovate the property and formalize the lease agreements with the tenants.

We were also able to reinforce FICA's position as a reference and model in acquiring and managing non-profit properties. We are continuously promoting the debate with other groups and we have managed to find opportunities to build actions alongside with the public authorities, such as participating in the housing agenda of the transitional government of the president-elect.

In order to keep up with our growth, we have added staff to our team, streamlined procedures, and reinvented ourselves. We are investing in developing FICA's social support services and strengthening the network of social actors in housing by sharing experiences and calling new groups and supporters to action. We have our work cut out for ourselves in the year ahead, but there will be lots to celebrate as we help more and more people.

MISSION STATEMENT

Make renting feasible for low-income families in downtown São Paulo by collectively financing and managing real estate and ensuring socially fair land use.

FICA TEAM

2019

5 tenants
living in our
properties



1 property
bought and
managed by us



47m²
protected



2021

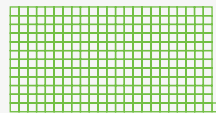
16 tenants
living in our
properties



4 properties
bought and
managed by us



277 m²
protected



2022

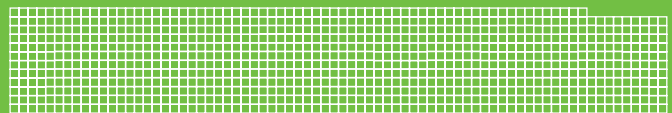
50 tenants
living in our
properties



7 properties
bought and
managed by us



879 m²
protected



Properties



FICA's houses



Júlio Mesquita

Apartment on loan to FICA since 2019

- **Joined FICA:** 2019
- **Total area:** 47 m²
- **Location:** República
- **Currently occupied by:**
3 adults
- **Acquisition model:**
lending

MORE SAVINGS AND MORE COMFORT

Mariane, Marilene and Antonio were the selected family who moved into the FICA apartment in April 2022. After six months, they reported saving R\$400.00 per month on housing costs. They also said that they had more privacy, lighting, ventilation, and comfort. The previous family living in the apartment chose not to renew their lease because they were saving to buy their own home.



Photo: Lauro Rocha

Tomaz de Lima

The first property FICA bought 100% with donations

- **Joined FICA:** 2021
- **Total area:** 66 m²
- **Location:** Liberdade
- **Currently occupied by:** 2 adults and 3 children
- **Acquisition model:** donations

TRULY REST

Before moving into their new home, Henrique, Tauana and their two children lived in an encampment under an overpass. They were living in the streets. Henrique—who had just passed the first stage of his university entrance exam before the move—said he could study more at ease and that he could finally rest when sleeping. The arrival of their third daughter in a safe and comfortable home was a cause for celebration both for the family and for us!



Photo: Lauro Rocha

Jaraguá

Shared house bought by social loans in 2021

- **Joined FICA:** 2021
- **Total area:** 84 m²
- **Location:** Bom Retiro
- **Currently occupied by:** 5 adults and 2 children
- **Acquisition model:** social loans

Periodic interviews with tenants revealed that FICA housing was evaluated as more comfortable and brought more health to the residents, compared to their previous home. It was also possible to see the improvement in the school performance of Diana, 10, who can study in a calm and isolated place. After the residents reported leaks during the rainy season, we repaired the entire roof of the house, which was completed in August. The house is part of the Compartilha program.



Lameirão

Shared property in a rental and sublease model, since 2021

- **Joined FICA:** 2021
- **Total area:** 80 m²
- **Location:** Brás
- **Currently occupied by:** 3 adults and 2 children
- **Acquisition model:** lease and sublease

Lameirão is a shared house managed by FICA and is part of the Compartilha program. In 2021, a refugee family—a couple and their two small children—was already living in the space. In 2022, they received a new tenant, a young Indigenous dental student. In the first conversation after moving in, she reported that the move helped reduce expenses on rent and transportation and improve access to the subway and buses. She said that the house provided her with a safe place that enabled her to focus on her university studies and that she got a job at a cultural space.



Anhaia

Fragmented property: how to acquire a property divided among 13 heirs?

- **Joined FICA:** 2022
- **Total area:** 85 m²
- **Location:** Bom Retiro
- **Currently occupied by:** still vacant
- **Acquisition model:** donations

The Anhaia property in Bom Retiro was fragmented among 13 people from the same family. FICA was able to purchase the property by using a specific legal instrument, whereby we took possession of the property upon the signing of the sale agreement and making a down payment. Through this type of acquisition, FICA is able to purchase properties that would otherwise be considered “unsaleable” due to their fragmented ownership. This ensures that they do not fall into disuse and deterioration. This property will be renovated and occupied in 2023.



Conselheiro Ramalho

The first non-speculative tenement

- **Joined FICA:** 2022
- **Total area:** 202 m²
- **Location:** Bela Vista
- **Currently occupied by:** 30 people
- **Acquisition model:** social loans

FICA became the first social landlord in Brazil to set out to improve a tenement. We purchased 25% of a tenement in the Bela Vista neighborhood for R\$156,979.13 in a second auction. The acquisition was made through impact investment. The rent collected will be used for improvements to the property itself and the return of the investment.



São Bento José Labre

Multifamily housing for homeless families

- **Joined FICA:** 2022
- **Total area:** 202 m²
- **Location:** Tatuapé
- **Currently occupied by:**
to be occupied by 38 people,
9 dogs
and 1 cat in 2023
- **Acquisition model:**
conditional donation for the
implementation of the Morar
Primeiro Program

The São Bento José Labre building inaugurated a new program within FICA called Morar Primeiro. This building provides 9 single-family housing units for families who were homeless, living under a series of overpasses in the East Zone of São Paulo. The program is detailed in the following section.



Morar Primeiro Program

The Morar Primeiro Program is FICA's first initiative to address the issue of homelessness. The program was developed in mid-2022 and launched the same year with financial resources donated by the São Miguel Arcanjo Parish, represented by Father Júlio Lancelotti. The program acquired and renovated three properties to be inhabited by 15 families.

Morar Primeiro believes that housing is the foundation for accessing other fundamental rights. The program aims to reintegrate homeless people into society through a social housing service. In addition to a home, the project provides support services to help families who were living under two overpasses in the East Zone of São Paulo to get back on their feet so they can work and earn a living with the end goal of achieving autonomy.

The program significantly expands the scale of FICA's work, both in terms of building management and the number of tenants served. This will be the largest and most demanding operational undertaking in 2023.

60 people


15 families

3 properties


15 housing units



««««
*Before: life
under the overpass*

UPCOMING CHALLENGES:

- **Building a team** to manage the buildings and provide social support
- **Seeking partnerships** to furnish the homes
- **Conducting a survey** of the families' work and income potential



«««
*Contract signing and
property walk-through*



«««
The property

WITH A WORD, A TENANT

Henrique has lived most of his life on the streets or in squatter settlements. In this same context, he met his partner Tauana and had their first two children. However, with the arrival of his first daughter, Henrique felt the need to go back to school studies to seek a better life. In fact, it paid off: he made it to the second phase of the USP entrance exam, and was introduced, by his teacher, to the owner of his first apartment, FICA.

Even though his background is different from our tenants so far, Henrique has been a highly engaged and participative tenant:



Living in the FICA apartment has changed our lives for the better. We now live in the best place I have ever lived; Tauna feels the same way! The kids are growing up in a much better place than we used to, with space and safety to grow up. I also have the space I need to concentrate and focus more on my studies.

Tauana is particularly happy to be able to do simple everyday things that she was never able to do before, such as celebrating Easter and Christmas with her whole family. These are occasions that she couldn't make the supper she wanted to because of where we lived."

HENRIQUE AND TAUANA

Tomás de Lima's residents



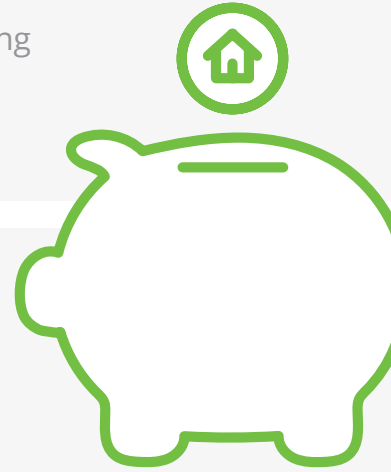
Balance Sheet

289 mil closing balance **159 mil** from recurring and one-time donations

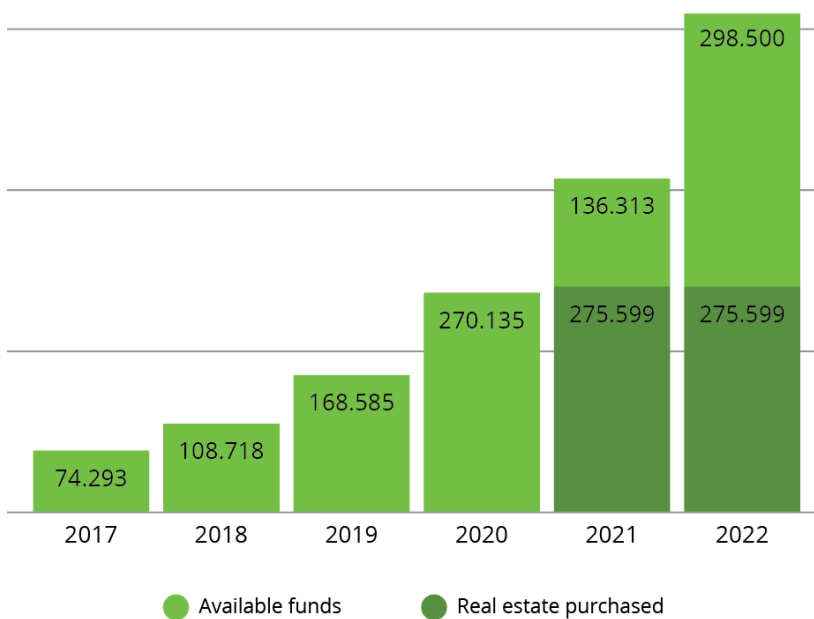
21 mil
from investment income

6 mil
from product sales

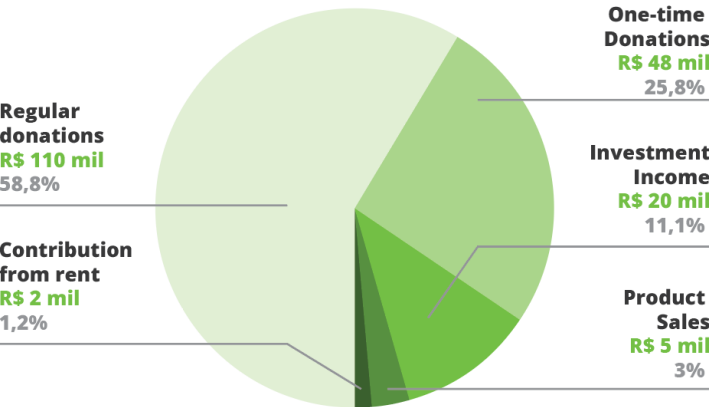
2 mil
from rentals



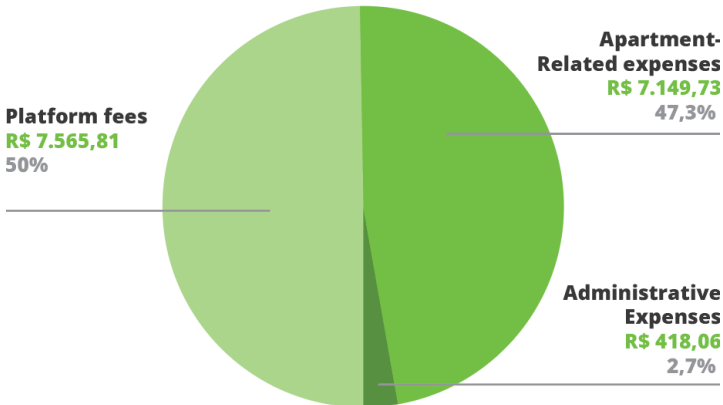
ANNUAL GROWTH FOR REAL ESTATE PURCHASES



REVENUES



EXPENSES

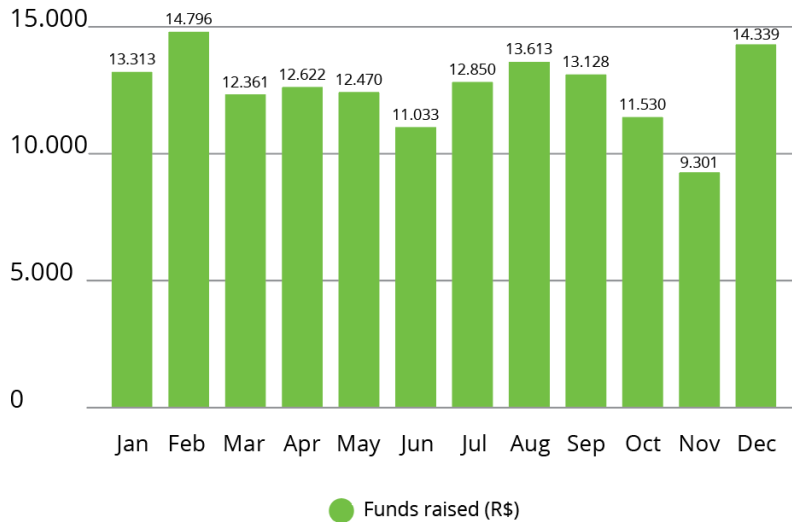


SUPPORT AND PARTNERSHIPS

FICA only exists thanks to a broad network of supporters and partners. In 2022, we raised about R\$ 159,000 in donations, both one-time and recurrent. We post a monthly statement of our donations on our social media accounts.

Check out the monthly progress in the following graph.

MONTHLY DONATIONS IN 2022



Among the donations, partnerships have become an important source of funding for our organization. Partnerships are also essential for raising awareness of our cause, as they allow us to reach a wider audience.

In 2022, we are grateful for the support from the following partners:

- **FIKA:** Real Estate that donates a percentage of its commission sales to our fund. Their donations accounted for 23% of the total amount raised this year.
- **Remax Terra:** A real estate company located in Vila Leopoldina has become a FICA supporter. They have donated a percentage of their commissions to our fund.
- **Queijos Capim Canastra:** The artisan cheese brand donated a kit of their products to be auctioned off in support of our fund.
- **Ruína Arquitetura:** A portion of the proceeds from the sale of certain items in their catalog is donated to FICA.
- **Fotógrafo Luiz Correa:** Held a photo exhibition and donated a portion of the sales proceeds to the fund.



WITH A WORD, A SUPPORTER

Each person who supports FICA is very important. There are those who have been with us since the beginning, when we were still discussing the name we would adopt. This is the case of Anna Dietzsch, architect and urban planner with a distinguished career. She is a graduate of the University of São Paulo and Harvard University, partner in charge of ArC (Arquitetura da Convivência), in São Paulo, and member of the Hudson Valley Collaborative platform in New York. Anna has worked on many important projects on sustainable development with the inclusion of traditional and Indigenous peoples. She has also taught at Columbia University, City College, and Cornell University. Anna has been a member of FICA since our beginning, and of the International Advisory Board since 2020.



I immediately supported this simple but important idea. It is a powerful action that carries the ethical radicalism of doing what is right and just, in the midst of a reality that does not recognize it. We started with an apartment in the city center, with a proactive outlook that relies on the strength of long-term thinking and joint action. Six years later, we have grown and are supported by projects, institutions, and a group of incredible people. I believe we will soon be helping thousands of people live better.”

ANNA DIETZSCH



FICALab

FICALab is our laboratory for accelerating and incubating projects and solutions that increase access to decent housing. Through acceleration, we support partners who share our mission,, helping them to structure their projects and learn from each other. In 2022, two achievements stood out as results of FICALab:

FUND WITH FULL AUTONOMY

Haja! is a non-profit association that acquires empty properties, especially those of historical and cultural interest, in downtown Campinas, to restore them and make them available for social rent. In 2021, Haja! underwent a FICALab acceleration. It included support from FICA's administrative structure, which allowed Haja! to start its activities in parallel to the process of opening its own CNPJ (registration as a legal entity) and bank account. With the availability of FICA's bank account to receive the first Haja! donations, the group added nearly R\$ 20,000 in this initial period of work. In September 2022, Haja! celebrated its formalization and gained total autonomy. The association also acquired its first property to house four families, successfully ending an acceleration that FICA is very proud of!



««««
Haja! Property

SHARED HOUSE GAME

FICA, as a shared housing manager, faces challenges in defining rules for interactions in and the collective use of spaces. To help address these challenges, FICALab, in partnership with Karen Steinman, architect from FAU-USP, developed the Shared House Game.

The Shared House Game is a deck of cards that uses a playful and gamified approach to help define agreements for interactions and good sharing practices. The game encourages self-management and active participation of residents who share a dwelling. The game was launched during MudA and is available for sale on the FICA website.



«««
The deck of cards and
people playing the Shared
House Game.
[Photos: Lauro Rocha]

FICA was there

Participating in events is a good way to share FICA's work with a wider audience and attract new partners and supporters. Events are also important opportunities for learning and exchange, which heighten visibility about our mission.

In 2022, in addition to holding Muda in partnership with FUA (see page 11), FICA was represented at the following events.

- **India Land and Development Conference**

Azim Premjim University, India - December

- **Democracy, Ethics and Public Trust**

Henry Luce Foundation, New York - December

- **Class at MIT Brazil**

Massachusetts Institute of Technology, Boston - November

- **9º Festival Finos Filmes - Session: Narrating the city, fighting for the city**

Independent Festival, São Paulo - August

- **Exchange program between São Paulo and Johannesburg (with FUA)**

University of the Witwatersrand, Johannesburg - August

- **Heritage Journey - Immigrants occupying and inhabiting Bom Retiro, from the 19th to the 21st centuries**

Department of Municipal Historical Heritage, São Paulo - August

- **Virada da Habitação**

Architects' Institute of Brazil, São Paulo - August

- **A-D Global Challenge - final presentation**

Architecture in Development, Online - June

- **2022 Jane's Walk**

Calçada SP, Eugênia Bar and FICA, São Paulo - May

- **2022 Land Purpose Forum**

Newkinco and FICA, Online - February



In the Press

INNOVATIVE REAL ESTATE PROJECTS EXPAND ACCESS TO DECENT HOUSING

29/04/2022. UOL, Wilson Levy column. Read the column [here](#).



THE INVESTORS WHO WANT TO HACK THE SYSTEM AND DEMOCRATIZE HOUSING

02/05/2022. FastCompany, Clayton Melo's column. Read the column [here](#).



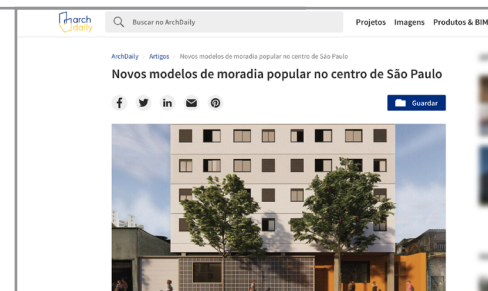
DISFUNCTIONAL HOUSING POLICY FOR THOSE WHO NEED IT MOST, SAYS URBAN PLANNER

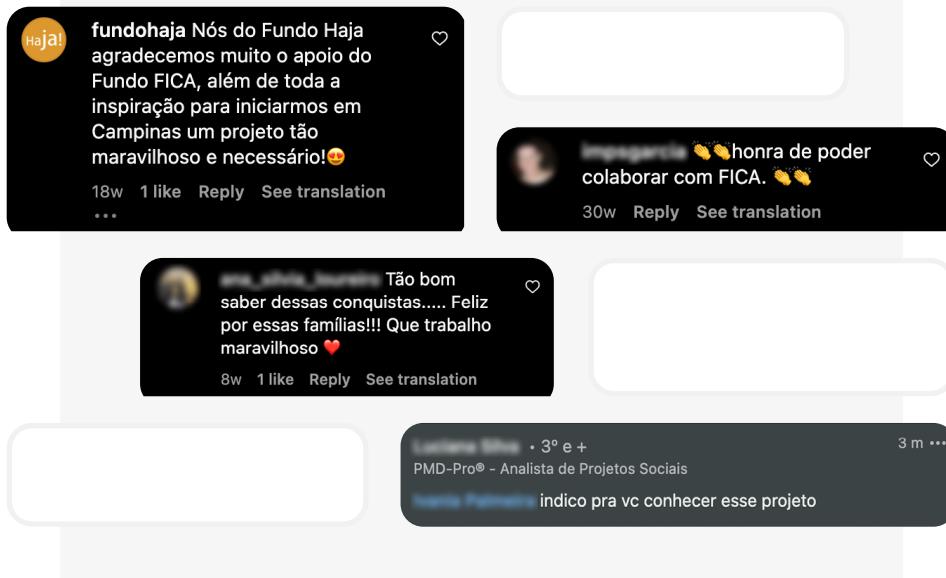
17/10/2022. Folha de S. Paulo, Daily. Read the article [here](#).



NEW MODELS FOR AFFORDABLE HOUSING IN THE CENTER OF SÃO PAULO

11/11/2022. ArchDaily Read the story [here](#).





On Social Media

In 2022, FICA consolidated its social media presence by exploring different formats to talk about its work and maintaining transparency, namely on its Instagram, Facebook, LinkedIn and Twitter channels. FICA celebrated its achievements, recorded the day-to-day of its mission, and showed how various topics are intertwined with the issue of housing. FICA also brought the face of those who make FICA happen, from its team to its partners, funders and supporters. All of this was done using light and current language, without compromising the seriousness of these topics. During **MudA**, FICA had the opportunity to expand our real-time contact with followers by covering the event through Instagram. And for the **Donating Day**, we prepared a campaign addressing the role of civil society in shaping the world we want. All this has generated visibility that goes beyond the growth of the follower base, bringing new partnerships, invitations to events and other spaces to showcase FICA's work.



TO FOLLOW AND INTERACT WITH OUR PROFILES:



[@fundofica](https://www.instagram.com/fundofica)



[/fundofica](https://www.facebook.com/fundofica)



[/fundofica](https://www.linkedin.com/company/fundofica)



[@fundo_fica](https://twitter.com/fundo_fica)

GOALS FOR 2023



Build up **volunteer action** within FICA



Encouraging tenant participation in **self-management and caretaking** of the properties



Increase the annual donations fundraising goal to **R\$ 200,000**

100 people

House **100** people in FICA properties



Making our **social support** actions for tenants more robust



Develop **condominium management routines** for FICA properties with more than one unit



Improve our methods for **project evaluation and monitoring**



Contribute further to the **debate on public policies** for social housing

FUA

| fundo
agroecológico

Letter from the FUA Team

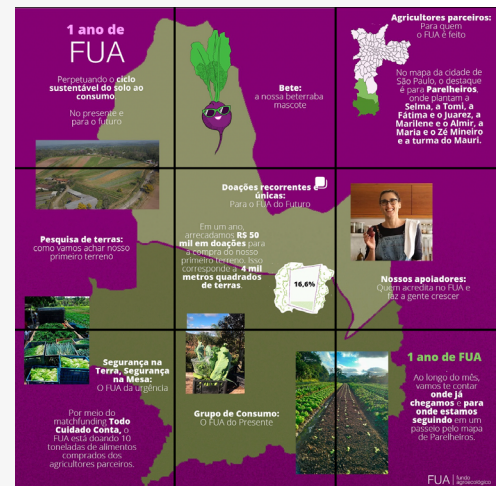
2022 was a year of both **opportunities and challenges** for the FUA. The importance of **flexibility** was highlighted, as it allowed us to change our plans and create new paths forward.

FUA continues to receive support from the Ibirapitanga Institute, which will end in March 2023. This support allows FUA to operate institutionally and the pay for its management team and other costs. In late 2021, FUA defined three main fronts for its work: **FUA for the future**, which focuses on FUA's original mission of raising funds to buy land for agroecology; **FUA for now**, which seeks to keep farmers on the land and address food insecurity; and **FUA for others**, which shares the learning and technologies developed by the project with people and projects with similar purposes.

FUA celebrated its first anniversary in March, and after 18 months of existence, it has already achieved some major milestones. FUA raised one-third of the funds needed to purchase its first piece of land, maintained strong relationships with its supporters, deepened its work to fight hunger and food insecurity, forged valuable partnerships with other projects, and reaffirmed its commitment to dialogue and action on climate change by participating in national and international events.

In the middle of 2022, FUA began **testing its model of shared land ownership before acquiring any land**. Since June, FUA has been managing **three hectares of Sítio Plenitude**, in Chácara Santo Amaro, in the southern part of São Paulo. FUA is collectively building an agroecological center with several projects and local actors. The process has been challenging but extremely rewarding, and it will certainly help to define many of the guidelines that FUA will follow in the future.

FUA TEAM



≈≈≈

FUA's first anniversary post on Instagram.

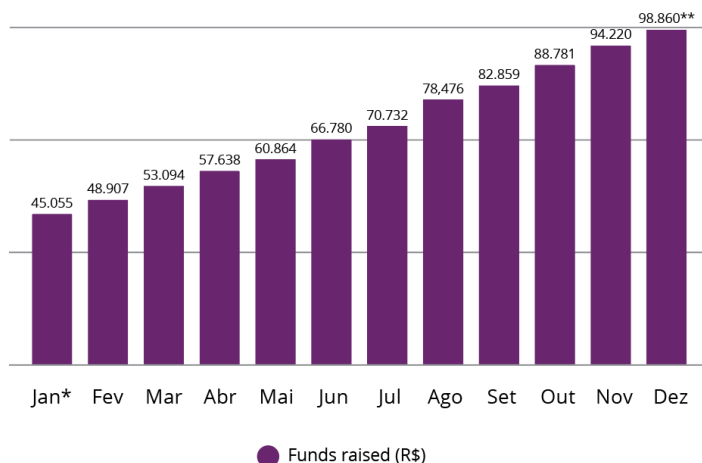
FUA MISSION

Acquire rural properties and allocate them to small farmers who practice agroecology in a system that acts in a complete cycle of the chain: from farm to table.



Financial Statement

CASH FOR LAND PURCHASE



*
Referring to January 1,
2022

**
On December 31 the
balance was R\$ 101,469.51



Crowdfunding and Strengthening the Network

In 2022, FUA continued to raise funds through a variety of channels including its recurring crowdfunding on Benfeitoria, one-time donations, events and product sales, and contributions made by Consumer Group participants.

In December 2022, FUA's recurring crowdfunding campaign had 35 donors who contributed a total of **R\$ 1,673 per month**. In April 2023, FUA was invited by the Benfeitoria platform to participate in a match funding campaign exclusively for recurring donations. This means that for every new donor or increase in the value of donations made in May and June 2023, **the amount would be tripled by the Todo Cuidado Conta initiative**, sponsored by RaiaDrogasil. This invitation came after FUA's successful participation in a match funding campaign for one-shot campaigns in 2021. This project, called "Safe in the Earth, Safe on the Table," has since become a permanent part of FUA's work and will be detailed in this report.

The match funding campaign brought **20 new donors** to FUA, some of whom remained contributing to the project for several months, and the extra amount raised totaled **R\$8,136**.

R\$ 8.136

Amount raised through match funding

FUA's Consumption Group started as a pilot project in June 2021 and became one of FUA's most important actions in 2022. The group helped keep the network of farmers close and supported by the flow of products while consumers received fresh and good food and participated in discussions with great enthusiasm. The average number of participants was 15 families per quarter.

IN 2023, THE CONSUMPTION GROUP

mobilized  **9 farming units** 

 **40 consumers**
participants (at different times)



R\$ 12.123 for the land purchase fund

R\$ 12.758 for the farming units' cash flow

2.551 kg of food



98 types of food

One of the goals in the previous report was to **expand FUA's Consumer Group**. This goal was achieved by adding members to the original group and by starting a new pilot program with families from **Colégio São Domingos**, in the western part of the city between November and December. There was a key difference: in the new pilot program families picked up the baskets at the school, rather than having them delivered to their homes. There were **15 participating families** and, with the contributions, FUA was able to allocate **R\$ 1,646** to the farmers' partner fund and **R\$ 1,395** to FUA's land purchase fund. FUA is considering the possibility of resuming the new pilot program. The design and format will be discussed with stakeholders and the school.



«««
Volunteers at the Donation Fair at Circo Escola, in Grajaú

Segurança na Terra, Segurança na Mesa

In 2021, FUA created the Safe in the Earth, Safe on the Table project as an **emergency campaign to fight hunger and food insecurity** to participate in the Todo Cuidado Conta match funding campaign. The project was a success and has since become a **permanent part of the FUA's work**. The project works in two ways. First, it strengthens FUA's relationship with the farmers in its network. FUA buys food from these farmers to donate to people who don't have access to it. This helps to support the farmers and to ensure that people in need have access to fresh, healthy food. Second, the project **acts positively in the territory of Parelheiros and the city's southern zone neighborhoods**, bringing us closer to local players. Both points are important for FUA's work.

In addition to continuing to use the R\$75,920 we raised through match funding, FUA is now seeking actions that align with this proposal. One such action was carried out in partnership with **WWF** for Volunteer Day on December 1st. The action was carried out with **20 volunteers** from **Reckitt**, who got to know the **day-to-day of farming in the rural south zone** and delivered good and pesticide-free food to **150 families**. FUA was responsible for coordinating the logistics and connecting the dots between the locations and organizations involved. The volunteers met farmers Eli and Mauri and harvested vegetables and leafy greens at Sítio São Judas Tadeu, in Marsilac. Then they had lunch at the Terra Compartilhada Plenitude, in Chacara Santo Amaro, where they met other farmers and partner projects. From there they went to Circo Escola in Grajaú, to organize the donation fair for children served by Cedeca Interlagos and families from Cooperpac. **The children were able to choose what they were going to take home**, because those who face food insecurity also have the right to choose.

The Volunteer Day action raised another **R\$4,000** for Safe in the Earth, Safe on the Table, which now has an independent cash flow within FUA's accounts.





«««
Donation fair at Circo
Escola, in Grajaú

S O M E N U M B E R S

5 actions carried out in 2022

2,483 kg of food donated

R\$ 23.396 allocated to the farmers' cash flow since the beginning of the project

276 families served

R\$ 4 mil raised in 2022

R\$ 1350 invested in other projects related to food security

R\$ 2 mil invested in building an agroforest for economic and environmental security purposes

PROJECT BALANCE IN 2022

January **R\$ 42.403,59**

December **R\$ 20.694,25**



«««

*View of one of the buildings
of Sítio Plenitude*

Terra Compartilhada Plenitude

In April, we received the news that one of our farmer partners would no longer be farming. Selma used to farm her own land and wanted agroecological methods to continue to be used there. Starting in June, FUA decided to **rent three hectares of Sítio Plenitude to test FUA's model before buying land of its own**. The farm is located in Chácara Santo Amaro, a neighborhood next to Parelheiros.

We proposed **subletting the land into smaller lots that would add up to the exact amount paid for the lease**, without any profit. We called this model **shared land** because it allows landowners to **secure a steady income from leasing their land** while expanding **access to land for** those who cannot afford to invest much upfront. The land is shared between different farmers and projects that are part of the association.

We first invited the farmers in our network to participate in the shared land model. If there were any plots left, we would then open the call to projects and people who were interested and had a connection to the region. The group of projects and people occupying the site at the end of 2022 consisted of **O que Cabe no Meu Prato, Nossa Fazenda, La Semilla, and Ar da Mata**. In addition to these projects, FUA supports the farmers Tomi and Toninho, who rent other plots from the landlord and can make use of the FUA structure.



This group of projects calls itself the **Núcleo Agroecológico Periférico Plenitude (Plenitude Peripheral Agroecological Group)**. It operates collectively, with the participation of everyone including the neighbors who share the fence.

FUA has as 7-year contract with the landlord, and each project chose the term of their contract with FUA. Most of them chose to start at **12 months**. The challenges are enormous, from the people management to conflict resolution and runoff from other farms and opportunities to use the space, let alone the accounting.



«««

Entrance of the farm where the Plenitude Peripheral Agroecological Group operates today

Events

- **Open meeting:** February
- **Land Purpose Forum:** February
- **Agroecology Fair:** at Quintal do Marajoara - February
- **Fair and participation of partner farmers:** at Salve Gaia, Senac Santo Amaro - March
- **Food Systems and Territories under Dispute:** School of Architecture and Urban Planning, University of São Paulo - March
- **Women's Urban Agroecological Meeting:** at Urban Farm Ipiranga - March
- **Consumer Group Picnic:** Augusta Park - April
- **Green Belt Meetings:** with FGV - April to June
- **Leadership Group Meeting:** May
- **Composting Week:** at Planta Feliz - May
- **Parelheiros Agroecology School:** FGVces Green + Belt Certificate - June
- **MudA Festival - Right to Land and to the City:** Casa do Povo- August
- **Project Exchange Brazil - Tanzania - South Africa (SARCHI K.E):** sharing experiences in urban space at Wits University - South Africa - August
- **Trans Europe Halles:** Sweden - August
- **COP 27:** Shamr El Sheik, Egypt - November
- **4th Annual The City Needs You Festival:** November
- **Zona Sul me Alimenta:** at Sesc Interlagos - November
- **Workshops:** in partnership with INSUAH - November





«««
FUA at COP 27

Coordination and international participations

For the first time, **food systems were placed at the center of the COP discussions**. This is because it is urgent to think of agriculture as both a problem and a solution to mitigate the effects of climate change. **Brazil is a strategic** country in this sense. It is a large producer of food, but not necessarily in a sustainable way. FUA is working to think about ways and propose alternatives that, together, can influence this reality.

FUA participated in COP 27 thanks to the **support of WWF Brazil**. Anita Valente da Costa and Izabela Borba, FUA managers, attended the conference as observers. They had the opportunity to talk about FUA with leaders and actors from several countries, strengthening FUA's position in the discussion of alternatives for agroecology in urban and peri-urban regions.

FUA was part of the Brazilian Climate Action Hub, an important space at the COP for the Brazilian civil society to debate, present data and solutions and invite important government agents to engage in collaborations. We were side by side with institutions and groups such as **WWF**, a **Associação de Pesquisa Iyaleta**, o **Greenpeace Brasil**, o **C40 Cities**, a **Prefeitura do Rio de Janeiro**, a **Fundação Grupo Boticário de Proteção à Natureza**, the **GT Clima e Oceano do Observatório do Clima**, the **FGVces**, the **Idec - Instituto Brasileiro de Defesa do Consumidor**, the **Grupo Carta de Belém**, a **Fase - Federação De Orgaos P/ Assistência Social** and the Institute for Socioeconomic Studies (Inesc). The panel that discussed the challenges of adapting to changes in agriculture and food systems in the Brazilian context, which included Izabela Borba at the table, presented on Friday, November 11, is **available online**.





«««
Partnership with Insuah

Strategic Partnerships

INSUAH

Insuah (Integrated Study on Urban Agriculture as Heritage) is a four-year international cooperative research project on urban agriculture through the lens of tangible and intangible heritage. The project is funded by the Volkswagen Foundation and is taking place locally in five urban regions: Bandung, Indonesia, Havana, Cuba, Nuremberg, Germany, São Paulo, Brazil and Tokyo, Japan. In São Paulo, FUA is acting as an interlocutor and facilitator for INSUAH's relations and activities in the southern and eastern zones of the city.

RIZOMAR

Rizomar is an organization that develops a methodology to build project incubators in the format of ecovillages. With FUA, Rizomar exchanges technologies and knowledge, and mutually supports the development of tools and documents.



«««
Farmers' network

FGVCS

In late 2022, FUA was selected as one of the projects in the Call for Cases of the Cinturão+Verde project, led by the Center for Sustainability Studies of the Getúlio Vargas Foundation (FGVces). During the year, FUA held four meetings with its network of farmers to discuss how climate change is already affecting them and their strategies for adapting to and mitigating this reality.

GENTE QUE PLANTA

Supports the development of a tool to connect those who have land with those who want to work the land, and a partnership with La Semilla, one of the projects of the Plenitude Peripheral Agroecological Group.

WWF

Provides financial support for FUA's attendance at COP 27 and acts as a bridges with Reckitt-Benckiser for the Volunteer Day action as part of the Safe in the Earth, Safe on the Table project.

GOALS FOR 2023



Reach **R\$ 180,000** for purchasing land



Expand opportunities for attracting individuals* and corporations**.

* Sales of FUA products such as T-shirts, dishcloths, agroecological products, guided tours focused on agroecology and environmental education. ** Organization of environmental education and volunteer work events.

1 year

Record the result of **one year of action** on shared land



Broaden our action and discussion on **climate change**

BOARD OF DIRECTORS 2021 - 2024

Simone Gatti
Marco Braga
Emil Lewinger
Renato Cymbalista
Cíntia Marcucci

FICA EXECUTIVE TEAM

Aline Araújo
Ana Cecília Galvão
Fabiana Endo
Jéssica Gaise
Juliana Protásio
Laura Portela
Marília Tenório
Roberto Fontes

FUA EXECUTIVE TEAM

Anita Valente da Costa
Cíntia Marcucci
Izabela Borba
Gabriela "Bibi" Banzatto
Rafael de Paula Araújo

LEGAL SUPPORT

MAB Advogados
Marcelo Weingarten

ACCOUNTING

Torres Contabilidade

LAYOUT

Tomaz Alencar

INTERNATIONAL ADVISORY BOARD

Ana Paula Pimentel Walker (Ann Arbor, EUA),
Anna Dietzsch (New York, EUA), Ariel Alejandro
Sosa (Buenos Aires, Argentina), Edesio Fernandes
(London, Reino Unido), Eduardo Staszowski
(New York, EUA), Julio Casoy (New York, EUA),
Lara Penin (New York, EUA), Maria Teresa Xavier
(Maryland, EUA), Maurizio Pioletti (Torino,
Itália), Pedro Jardim (Berlin, Germany), Ulrich
Katte (London, United Kingdom), Yole Medeiros
(Cambridge, United Kingdom), Rodrigo Millan
(Santiago, Chile)

FUA* LEADERSHIP GROUP

André Biazoti, Arpad Spalding, Fernando Franco,
Gabriel Sigolo Volich, 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

**List updated as of March 2023*

C O M M U N I T Y
P R O P E R T Y
A S S O C I A T I O N

Incorporated in 2015,
CNPJ 25.138.190/0001-39

FICA

fundofica.org
contato@fundofica.org

Instagram: [@fundofica](https://www.instagram.com/fundofica)
Facebook: [/fundofica](https://www.facebook.com/fundofica)
Twitter: [@fundo_fica](https://twitter.com/fundo_fica)

Support and be part of building more democratic cities
fundofica.org/apoie

FUA

fundoagroecologico.org
fundoagroecologico@fundofica.org

Instagram: [@fundofua](https://www.instagram.com/fundofua)
Facebook: [/fundofua](https://www.facebook.com/fundofua)
YouTube: [FUA - Fundo Agroecológico](https://www.youtube.com/channel/UC...)

Support and collaborate with sustainable farming in rural and peri-urban areas
fundoagroecologico.org/participe

partners

