



Strengthening Communities
to Build Inclusive, Resilient
and Sustainable Cities

2018 - 2020

Expedient

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The background is a solid orange color. In the top left, there is a stylized illustration of a hand in a light orange tone, with a dark orange knife blade pointing downwards. In the top right, there is a dark brown branch with small, light-colored leaves. In the bottom left, there are stylized leaves in dark brown and light orange. In the bottom right, there is a dark brown hand holding a light orange object, with stylized leaves in light orange and dark brown below it.

INTRODUCTION



ANOTHER CITY IS POSSIBLE

The Casa Cities
Program shows the
transformational
power generated when
grassroots groups have
protagonism

BY CRISTINA ORPHEO
Casa Socio-Environmental Fund Executive Director

We know that cities are complex systems. A tangle of challenges permeates the urban environment with a huge diversity of themes, actors, and interests. This complex system impacts the lives of thousands of people causing great inequality and social exclusion by the lack of solutions that would in fact meet communities' needs or by dealing with citizens and local groups as invisible beings, voiceless and without any protagonism in decisions that affect their communities.

In the face of these challenges the Casa Cities Program sought, as the main element, to guarantee the protagonist role of grassroots groups that know their territories and problems well, and who are the most important actors in processes of local change and the ablest to implement the most adequate local solutions. For this, we invested efforts in networking, experience sharing, capacity building, exchanges, and financial support to develop projects on different issues.

Response from groups had an incredible driving force, demonstrating what is happening at grassroots level and how they work on diverse themes. They have brought a variety of work developed by groups across the country, with an impressive wealth of actions: agroecology, zactive mobility, revitalization of public spaces, and participation

in public policies to contribute to municipal plans, among many others.

Our intention was to show the existence of another city being forged by tens of thousands who work to build cities that are more welcoming, with more sense of collectivity and more respect for all those who recognize and welcome their huge diversity. This human ebullience working day and night to build cities is diverse, plural, joyful, and colorful. And this force is also resilient and does not get discouraged in the face of challenges.

—

This publication includes a series of numbers and information analyzed during one and a half year. However, it is also a display of the dedication, effort, and conviction that it is possible to build this city we dream of.

Some problems identified by groups in communities where they develop work:



54%

INFRASTRUCTURE



47%

SANITATION



40%

ENVIRONMENTAL
PRESERVATION



36%

HOUSING



31%

MOBILIZATION/
ENGAGEMENT



The Casa Socio- Environmental Fund

The Casa Socio-Environmental Fund is an organization that seeks to promote environmental conservation and sustainability, democracy, and social justice. To this extent, we developed a powerful network to support small initiatives of civil society groups. This network mobilizes funds, provides grants, and strengthens their capacities, ensuring increasing autonomy for those groups spread throughout South America. We believe change is based on

listening and thus we listen to the true protagonists of each cause we embrace: those whose lives are directly affected by any change in their territory.

Since 2005, we have pioneered the debate on socio-environmental philanthropy in Brazil. Our mission is to generate positive impact on the most diverse territories, investing on lives in their neighboring areas, creating connections among persons and organizations.

We exist to transform.

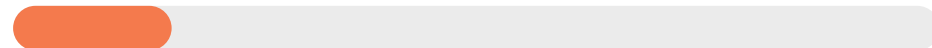
We sport a hopeful smile with feet firmly on the ground and a hands-on approach. We welcome challenges and support solutions.

The Casa Cities Program

The Casa Cities Program – Strengthening Communities to Build Inclusive, Resilient and Sustainable Cities – is organized by the Casa Social-Environmental Fund, with financial support from the Caixa Social-Environmental Fund and the OAK Foundation. The Casa Cities appears after the successful implementation of the program Strengthening Communities in Search of Sustainability, which supported the execution of 111 projects in 2015-2016, a period in which the partnership of the three organizations originated.



81% OF PROJECTS ARE CONSISTENT WITH SDG 11



12% OF THE PROJECTS ARE CONSISTENT WITH SDG 12

The Casa Cities Program was conceived based on the recognition of the importance of the work developed by grassroots groups. In most cases, these groups have to work with little funding for their projects related to the right to a city more just and equitable.

The Program has the UN Sustainable Development Goals (SDGs) as conceptual framework, especially goals 11 and 12 that should be implemented by all countries by 2030.

SDGs 11 and 12 are related to sustainable production and consumption patterns and to inclusive, safe, resilient, and sustainable cities and human settlements. Some of their goals that were included in the projects supported by the Casa Cities Program are described below:



GOAL 11. MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE.

GOALS

- Promote access to all basic services and to safe, adequate and affordable housing.
- Urbanization of favelas.
- Enable access to safe, accessible, sustainable and affordable transportation systems to everybody.
- Expansion of public transportation, with special attention to the needs of people in situation of vulnerability, women, children, people living with disabilities, and senior citizens.
- Offer universal access to safe, inclusive, accessible and green public spaces, especially to women and children, senior citizens, and people living with disabilities.
- Support positive economic, social and environmental relations between urban, peri-urban, and rural areas, reinforcing regional development planning.



GOAL 12. ENSURE SUSTAINABLE PRODUCTION AND CONSUMPTION PATTERNS.

GOALS

- Promote sustainable management and efficient use of natural resources.
- Reduce food waste.
- Substantially reduce waste generation, through prevention, reduction, recycling, and reuse.
- Ensure that everybody, everywhere, will have relevant information and awareness about sustainable development and lifestyles in harmony with nature.



PHOTO: ARCHITECTS AT HOME PROJECT - MARANHÃO

After a study carried out in different regions of Brazil, the Program selected ten metropolitan regions for implementation: Belém, Belo Horizonte, Brasília, Porto Alegre, Recife, Rio de Janeiro, Salvador, São Luís, São Paulo, and Vitória. The public calls for projects were held between late 2017 and early 2018. We supported 150 initiatives with grants of up to R\$ 30,000. Projects lasted up to 18 months and were implemented in the 2018-2020 period.

In addition to the main call for projects, we also issued a special call to select Local Coordinating organizations, with the mission of maximizing networking among projects. The grant to each coordinating organization was R\$ 45,000.

The beginning of the Program was marked by the Capacity Building Workshop. In July 2018, we held a large meeting to discuss project planning and management, networking, and experience sharing. The workshop was in Brasília with one representative from each project, local coordinators, Casa Cities Observatory team, Casa Fund staff, speakers, and invitees.

Casa Cities Observatory

A great challenge for the Casa Fund has always been to measure developments beyond the results achieved by each project, broadening this analysis to their territories, thus transforming qualitative testimonies and data into statistics and quantitative data. Because of this and the dimension of the Program, the Casa Cities was conceived in an innovative format to incorporate the complexity of working in an urban environment with a territorial approach.

In order to encompass the dimensioning of results and strengthening the capacities of projects in networking, the Observatory of Grassroots Organizations' Projects in Urban Environments (Casa Cities Observatory) and the concept of Local Coordinators were created within the scope of the Program.

The Casa Cities Observatory implemented by SER – a nongovernment organization partner of Casa Fund, which is dedicated to monitoring impacts and designing services – was conceived to work on three different, but interdependent, axes. They are the following:

- **Casa Cities Platform:** developing a web platform to monitor supported projects.
- **Monitoring and evaluating data produced by projects.**
- **Animating the Casa Cities Network:** using data and thematic discussions to stimulate networking.

The monitoring and evaluation methodology had the following stages:

- 1. Developing the Theory of Change and establishing indicators for the Program.**
- 2. Building data collection instruments to be filled out by supported organizations on three different occasions:**

BASELINE PERIOD - before the beginning of the project.

INTERIM REPORT - in the middle of project execution.

FINAL REPORT - after conclusion of project execution.
- 3. Monitoring and evaluation in accordance with established indicators and dimensions** (diagram on the side).

THEORY OF CHANGE AND DEVELOPMENT OF PROGRAM INDICATORS – MONITORING AND EVALUATION

INDICATOR: SUSTAINABLE CITIES AND COMMUNITIES	INDICATOR: STRENGTHENING GROUPS, COLLECTIVES, MOVEMENTS, AND CIVIL SOCIETY ORGANIZATIONS.
<p>DIMENSIONS:</p> <ul style="list-style-type: none"> ▪ Linking supported/ developed initiatives to public policies. ▪ Diversity of discussed/ approached themes by supported/developed initiatives. ▪ Diversity of assisted audiences, participants and/or actors involved by supported/ developed initiatives. 	<p>DIMENSIONS:</p> <ul style="list-style-type: none"> ▪ Concerted actions: partnerships, networks, and funders. ▪ Visibility and recognition of the work of supported groups and involved/mobilized actors. ▪ Production and dissemination of knowledge and social technologies by supported groups and involved/ mobilized actors. ▪ Developing/strengthening capacities of supported groups' teams and of involved/mobilized actors to execute initiatives. ▪ Reinforcing the capacities of grantees to mobilize resources.



Analyzed data

All data in this publication was collected through structured questionnaires and made available to all groups by the Casa Cities Platform.

Local coordinators

One of the innovations of this Program was local support from those coordinators. Each metropolitan region had one local coordinator who, in addition to promoting the exchange of experiences among projects within his/her metropolitan region thus

stimulating networking among different projects, also helped with an external vision of the data and information produced by the projects, constituting and important link to encourage closer contacts among groups, Casa Fund, and the Observatory.

Os grupos, através de login e senha individuais, With individual login and password, groups had access to the Grantee Space, in which questionnaires for registration data, baseline, interim report, and final report were available. The three last ones called monitoring questionnaires.

The monitoring questionnaires were prepared to answer questions that dealt with the profile of the organization or group execu-

ting the project, monitoring its execution, a vision of the territory/community where projects were executed, and finally questions to help in evaluating results and impacts of supported projects. After they were filled out by supported groups, they were analyzed by a Casa Fund specialized technical team who approved each questionnaire. Then, data was systematized and analyzed by the SER team in charge of operating the Observatory.

Many of the charts presented are referred to multiple-choice questions and that is why the sum of percentages could be more than 100% in some instances. Also, in other cases, some choices considered less relevant were suppressed to facilitate data visualization.




PHOTO: MÃO NA MASSA PROJECT - TRAINING
MAKERS WOMEN - PERNAMBUCO

Transforming action into numbers

With the Casa Cities Program, the Casa Fund had the objective of helping in strengthening groups, networks, collectives, civil society organizations and movements, contributing to the potency of these groups, making their work visible and demonstrating that diversity is important to build a more sustainable city.

**The greatest value
of this Program was
democratizing access
to funds and making
sure they reach
grassroots groups.**

The profile of supported groups demonstrates that the Casa Cities Program reached its objective of mobilizing urban groups – new groups, with very horizontal structures, and high level of collective processes.



**THE CASA
CITIES PROGRAM
IN NUMBERS**

Who are the groups, where they are, and how they work

We know how much capitals impact their surrounding areas. “Support positive economic, social, and environmental links between urban areas” is one of the targets of SDG 11, one of the cornerstones of Casa Cities. Thus, the Program had the metropolitan region as territorial vision to integrate territories in the outskirts of capitals, listening to these populations and their proposals.

They are groups, collectives, movements, associations, cooperatives, networks – the diversity of organizational formats is huge, and they may or may not have legal entity status.

What we were able to understand is that the way of working of these groups is innovative and dynamic, escaping from the pattern of associations and NGOs with board

of directors with power spaces determined by job positions. Their decision making processes seem to be much more horizontal and participatory, producing more assertive decisions, but also more challenges in terms of management.

This movement is also new. The great majority of the groups was organized in the last 10 years, and is on the vanguard in terms of models to reflect on a city and all its interfaces. They could be women’s collectives who discuss gender and mobility; groups that debate the good living in the cities and urban agroecology; others that discuss the public space, its social function and security, and so on.

For the Casa Fund, it is extremely relevant to strengthen groups

and collectives where women occupy important decision-making spaces. In addition to children, seniors, and people in vulnerable situations, women are a priority group for the Sustainable Development Goals. The list of projects

supported by the Casa Cities Program shows that women play an important role in managing those organizations and also coordinating those projects, although they are not a majority yet.

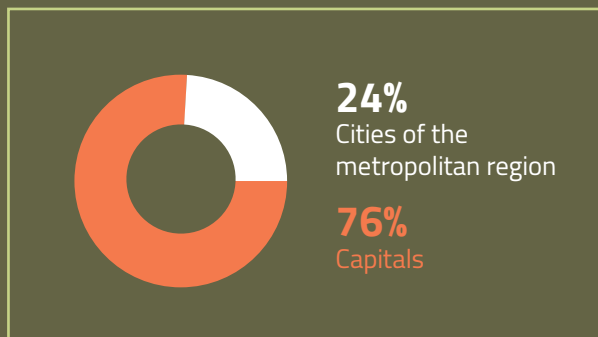
WOMEN ASSUME A LEADING ROLE

and are responsible for managing 50% of the organizations and for the execution of 53% of the projects.

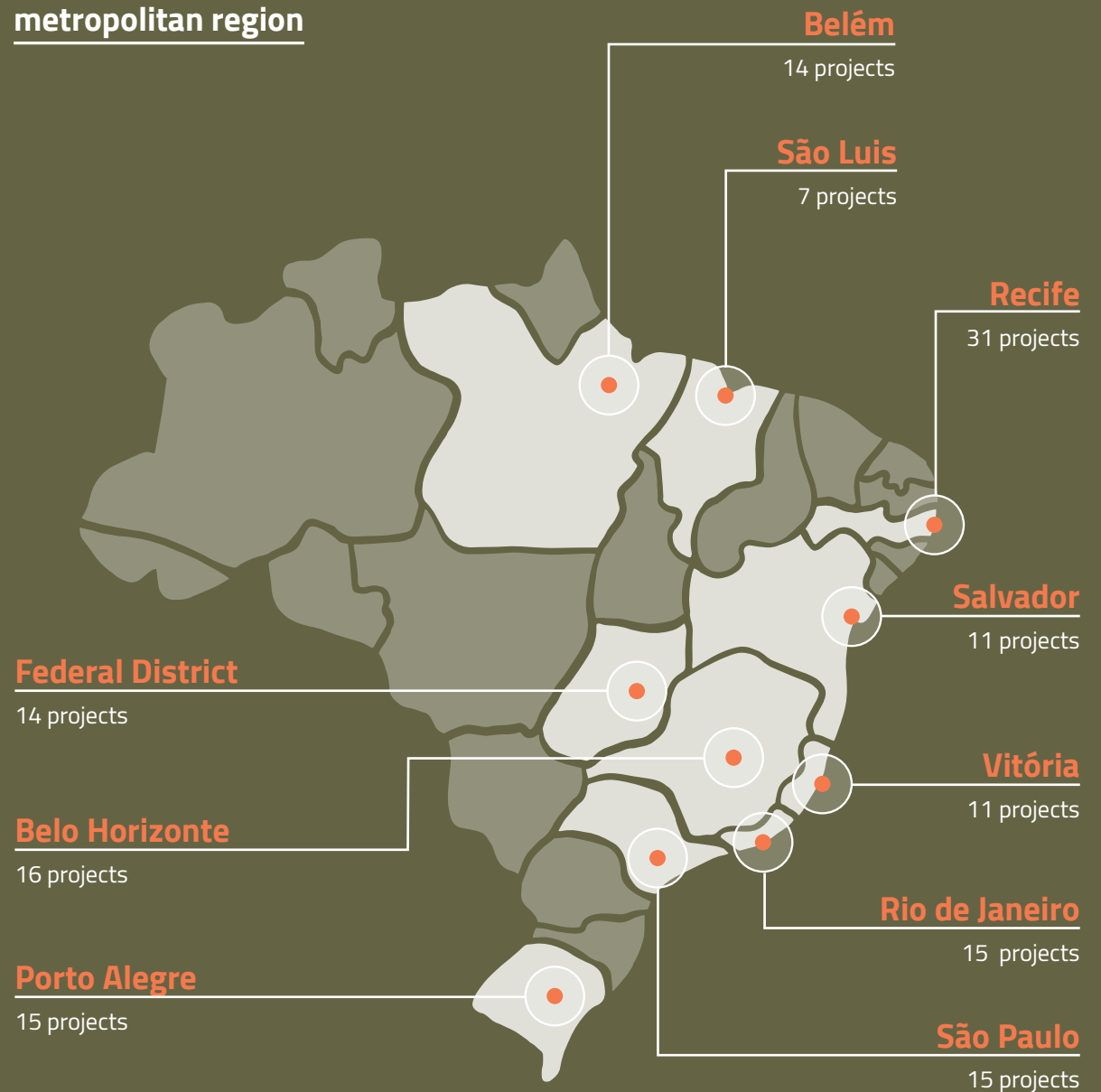


One in each group of four supported projects was implemented in a city of the metropolitan region other than the capital.

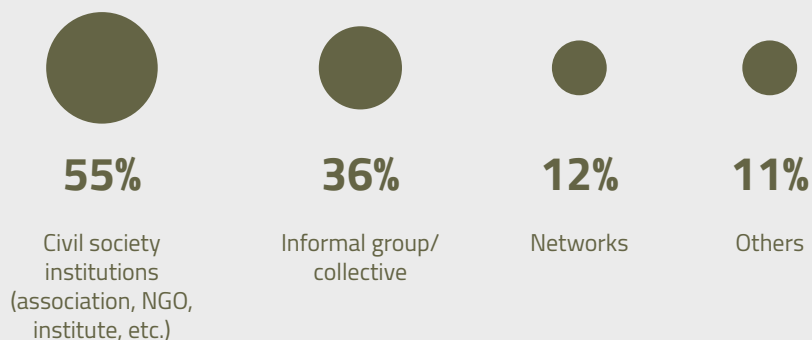
Total: 149



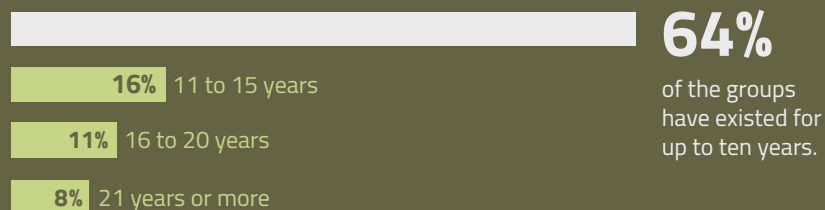
Number of projects by metropolitan region



Formalization of the organization/group



How long the organizations have existed



Organization/group governance

Two in each three organizations have democratic and participatory structures, prioritizing collective decision making. Fifty-five percent of the organizations have a board of directors and 40% hold assemblies of associates.



Where and how groups work, how they mobilize resources, and how they communicate

Three in each four supported groups work at local and municipal levels. Eight percent work at state level and 13% at national level.

64% of the organizations mobilized up to R\$ 100,000 in the three years prior to the project.

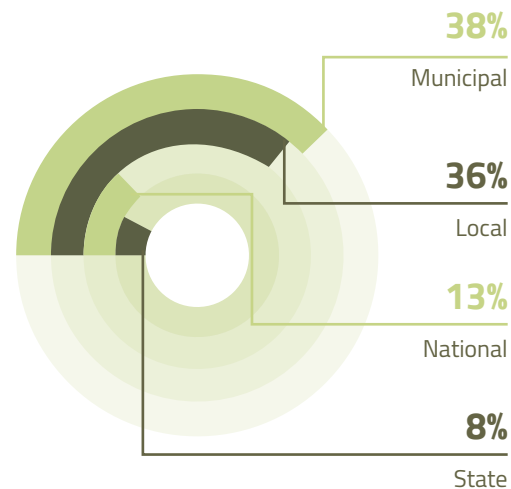
The Casa Fund is based on the premise of democratizing access to funds, with grassroots groups having the opportunity to obtain grants for their projects. Thus, the Casa Cities' focus was on groups with budget of up to R\$ 100,000.

However, we note that these grassroots groups could have nationwide work, as for example the organizations and movements involved in active mobility, which are organized at national level to

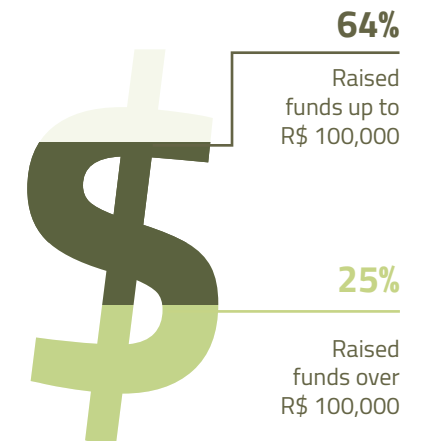
promote public policies that would include active mobility and more respect for citizens. We realize that 13% of supported groups had developed national work, and 8% state level work.

Geared to local protagonism of citizens as agents of transformational processes, the Casa Cities Program has prioritized these groups: 74% develop local or municipal work.

Work



Fundraising



We highlight the importance of community philanthropy practiced by groups. Most of them raise funds from individual donors, but also benefit from collective funding.

Another relevant aspect is the citizen's personal investment in local groups, where volunteer work has expressive role. This is a huge counterpart that must be recognized and valued.

Individual donors (56%) and local funds (42%) are the most important sources of funding for groups/organizations.

One out of every three organizations sells products and services. Collective funding is part of fundraising of 13% of groups/organizations and is a characteristic of urban centers.

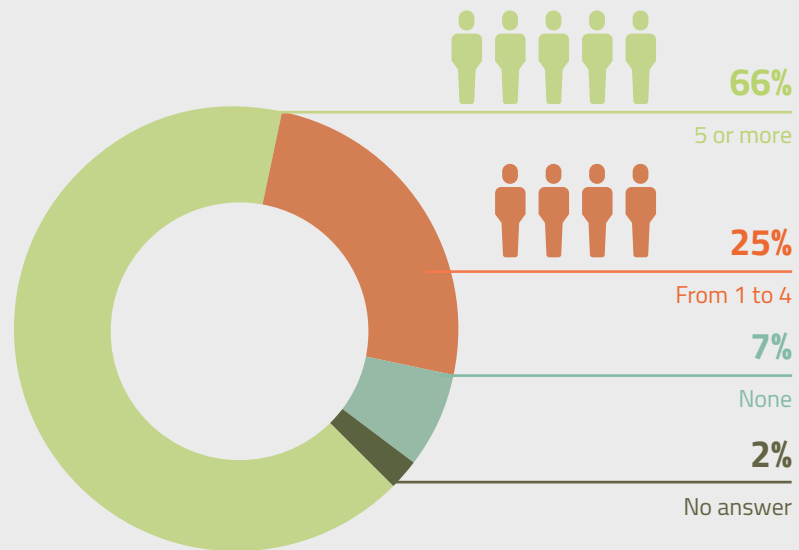


AT LEAST 919 VOLUNTEERS MOBILIZED

54% of organizations are made up of volunteers only.

Among groups with volunteers, two out of every three groups have five or more volunteers, thus demonstrating their mobilizing power and the activist profile of urban groups.

Number of volunteers



Number of remunerated persons



Communication

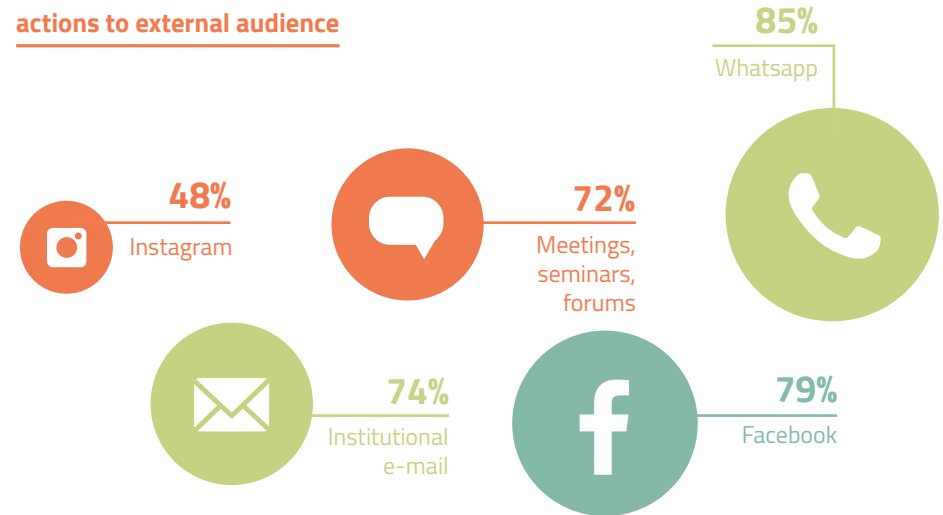
WhatsApp is the communication tool most used by organizations and groups, utilized by six out of every 7 groups.

Other relevant forms of dissemination and mobilization are Facebook, institutional e-mail, and in-person gatherings, such as meetings, seminars, and forums.

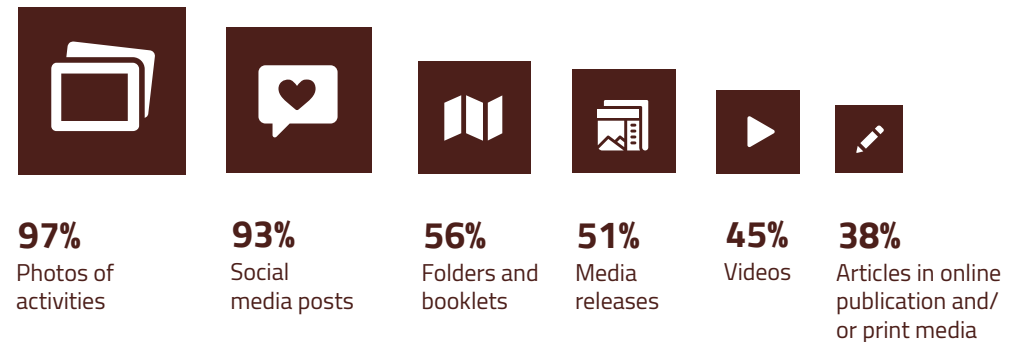
51% of the groups sent press releases to the media and 38% had articles published as materials used to disseminate results. Despite the predominance of digital technology for divulgation (photos and posts on social

media), 56% of the groups used printed materials (folders and booklets) to disseminate results, reflecting the importance this type of material still has for divulgation among grassroots communities.

Forms of communication to divulge actions to external audience



Materials to disseminate results





Profile of executed projects

Projects selected by the Program had two important axes, which later will resonate in the indicators.

The first axis is to strengthen and foster construction of sustainable cities and communities, understanding that it is crucial to support themes valorized by groups, in addition to supporting projects that have links with public policies, recognized diversity of audiences, and reflect the perspective of a city for all.

The second axis is directly connected to the main purpose of the Casa Fund, which is to strengthen groups, collectives, movements, and civil society organizations.

The thematic diversity encompassed by the Program demonstrates that the urban grassroots movements, whose origin is the struggle for urban reform and thus for a city for all, includes a set of important actions and occupy different spaces with the power to propose,

experiment, suggest, and inspire more inclusive public policies for the cities.

Likewise, the project themes directly include the Program conceptual framework within SDGs 11 and 12 that refer to making cities and human settlements inclusive, safe, resilient and sustainable, and ensuring sustainable consumption and production patterns.

29% of the projects had their main focus on urban agriculture. Social participation, mobility, solid wastes, and community strengthening were the other important areas. Together these five themes encompassed 79% of the projects.

In the face of intensified urbanization, local food production in urban centers is a worldwide trend. It is a way of providing urban population with safer, balanced, and accessible food products, in addition to being important from the perspective of climate change, as shown by the following accounts:

// The problem of ranking 10th in food wasting that devastates our country could be combated in a few steps and mothers learned new ways of preparing snacks for themselves and their children, within their limitations.

POPULAR WOMEN'S COLLECTIVE OF THE WESTERN ZONE

// Several children began to eat better after they started planting and harvesting food.

COLLECTIVE CALIANDRAS DA TERRA

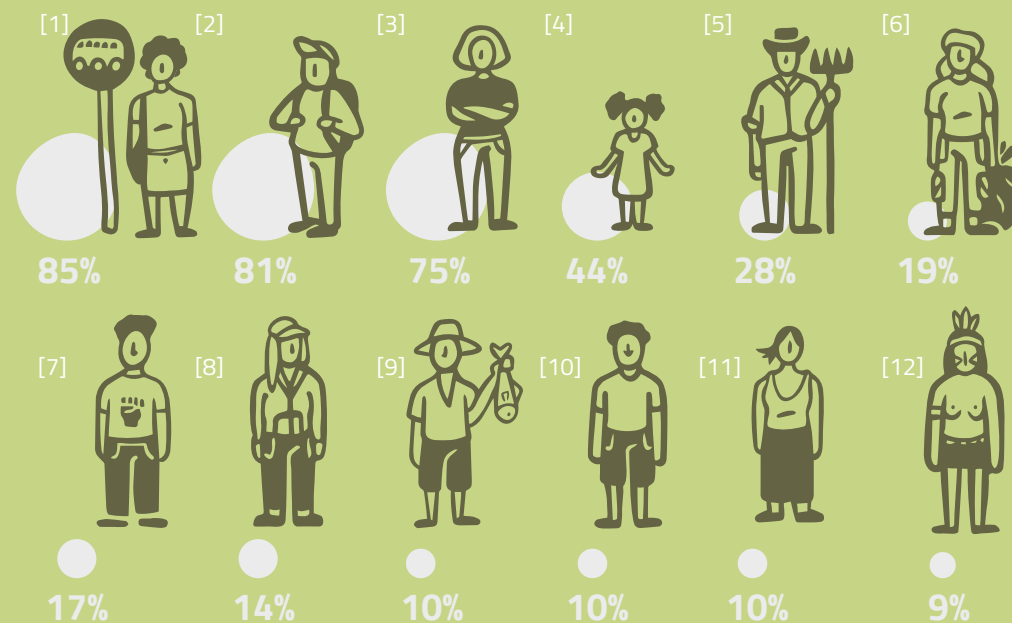
Sustainable consumption and urban agriculture make the important connection between the urban and rural environments and are part of the debate on the impact of cities on forests and generation of solid waste.



Women represent 75% of the direct public, 50% of those responsible for groups/organizations, and 54% of the people in charge of executing and monitoring projects, demonstrating that this is a program conceived, organized, and executed by women and for women.

// We run into different realities of women burdened by a history of abandonment, domestic violence and lack of resources to take care of their own lives and their families. However, during the process we get accounts of everyday changes, of women who in solitary routine find an alternative to change their reality. In addition to the productive process, the solidarity economy incorporates cooperation and significant internal changes, in which they recognize themselves and get to know one another, in an empathetic and uniting process.

KAPI'WARA — URBAN AGROECOLOGY



[1] Urban population
[2] Young people
[3] Women
[4] Children

[5] Farmers
[6] Pickers of recyclable materials
[7] Black population
[8] Settlers

[9] Artisanal fishermen and fisherwomen
[10] Quilombolas
[11] Riverside dwellers
[12] Indigenous people

Young people (81%) and children (44%) are also relevant direct publics.

// In the two cities [where the project was implemented], we were surprised by the eagerness of young people to get involved in the project and enter a university. This altered our original plans and made students to have another view of their own “place of speech” and of the exchanges they could have. The visit of the young students from the two cities to the Minas Gerais Federal University, with courses in entrepreneurship and associativism, tour of the faculties, final exhibit, and artistic show in the auditorium were exciting and amazing.

SOLIDARITY CLOTHING INDUSTRY NETWORK - RICS



PHOTO: CAPOEIRA DA GIA PROJECT - BAHIA



PHOTO: NUBECO PROJECT - MINAS GERAIS



Analysis of results

When we work with the premise that small grants generate big results, we link this to the ebullience created in territories when a grassroots group has their project approved. It is not any project, but one:

- **Decided by them**
- **They dreamed of**
- **Developed by them**
- **Wanted by them**

The community feels represented by the project and this approval brings together a feeling of belonging, citizen's rights and strength, evoking a collective will to implement and change. Collectivity begins to be a political subject able to promote great transformations.

—
The Casa Fund works with the perspective that a network of interconnected small grants can promote extremely transformational processes based on grassroots groups.

The data below shows how these processes take place and how powerful they are based on small grants. First, eight out of every 10 organizations identified a change in the self-esteem, empowerment, and perspective of future by those involved in the project – a perception that goes far beyond numbers.

Second, participants' transformational process, through access to information and knowledge about the territory where they work, is cited by three out of every four organizations, demonstrating that projects served as facilitators to bring knowledge to beneficiaries.

Third, the development and strengthening of capacities reinforce even more the nature of learning spaces promoted by projects and their importance in training new leaders in the territories.

7 out of 8 objectives proposed by the Program were achieved by more than half of the projects.

The Casa Fund believes in grassroots groups and their power of transformation, as previously reported. Thus, we have been bold in terms

of Program objectives, thinking in leaving a strong contribution to urban movements and the mark of the Casa Cities Network in the ten regions where we have worked.

The main objectives achieved by the projects show a direct relation with local work and their territories, community strengthening, and transformation of communities.

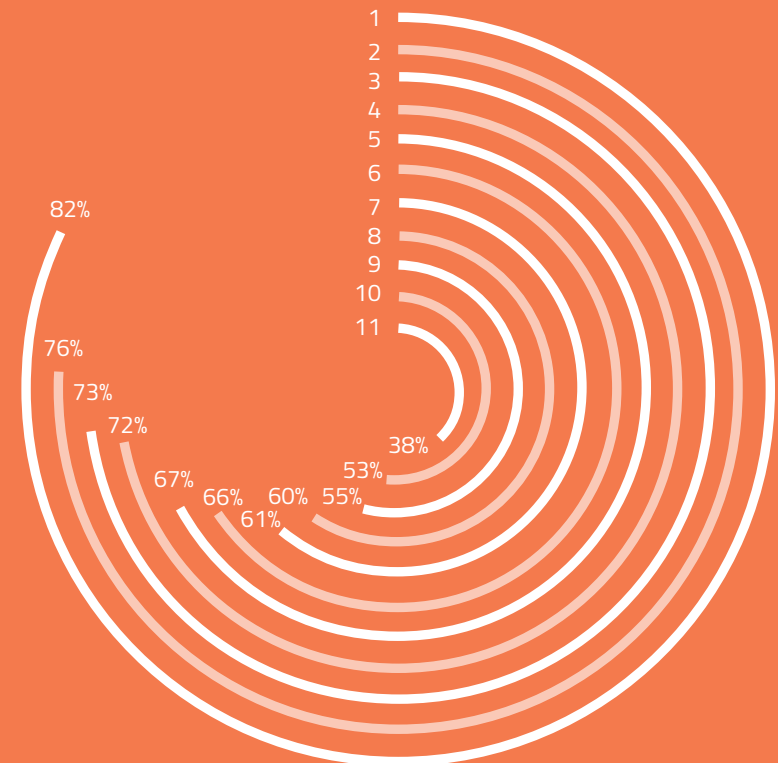
In addition, the Program demonstrated that eight out of ten projects reported the strengthening of training and capacity building processes.

Stimulating grassroots organizations also results in the creation of local sustainable solutions for a resilient city.

It is worth noting that overcoming managerial difficulties, reported in various responses, is a reflection of strengthening groups' management capacities and financial sustainability indicated by 63% of them.

Transformation process among participants

1. Self-esteem, empowerment, and perspective of future
2. Access to information and knowledge about the territory
3. Capacity building
4. Development of participatory dynamics and processes
5. Access to knowledge related to the right to the city
6. Networking with several strategic actors
7. Access to knowledge about public policies
8. Seeking solutions for local socio-environmental problems
9. Strengthening work in defense of socio-environmental rights
10. Capacity building in management
11. Citizens' rights with gender and race perspective





Contribute to the transformation of social and/or environmental conditions of communities and groups, strengthen capacity building and training processes, and reinforce initiatives geared

to create local sustainable and replicable solutions for a resilient city were the objectives proposed by the Casa Cities Program achieved by most of the projects.

Casa objectives accomplished by projects



Contribute to the transformation of social and/or environmental conditions of communities and groups.



Support civil society participation in public policies related to the main issues of the call for projects and to citizens' education.



Strengthen capacity building and training processes.



Strengthen sustainable and inclusive productive processes with income generation.



Reinforce initiatives geared to creating local sustainable solutions pointing the way to a resilient city and allowing their replicability in other regions.



Reinforce initiatives with a race perspective, dealing with local and/or regional socio-environmental conflicts, and with youth groups working in leadership training.



Strengthen the managerial capacity, the institutional efficacy of the institution/group, leveraging its financial sustainability.



Reinforce initiatives that work to defend socio-environmental rights.



Small grants
generating
big results

The Casa Cities was an immense laboratory where we could dare, invest, believe, create, and transform!

TOTAL AMOUNT INVESTED IN GROUPS:

R\$ 5,235,424.43

PROJECTS SUPPORTED
WITH GRANTS UP TO

R\$ 30,000

EXECUTION
DURATION FROM

**7 to 18
months**



PHOTO: REVOLUSOLAR PROJECT - RIO DE JANEIRO

Impressive numbers

This support network, made up of 149 groups, enabled an impressive scope:

AT LEAST 272

LOCALITIES/
TERRITORIES
REACHED

65% OF THE PROJECTS

HAD MORE THAN 10
PEOPLE INVOLVED IN THEIR
EXECUTION

1,119 PEOPLE

DIRECTLY INVOLVED AND
MOBILIZED TO EXECUTE
149 PROJECTS

38,452 PEOPLE

DIRECTLY BENEFITED.

557,943 PEOPLE

INDIRECTLY BENEFITED

1,243 ACTIVITIES

CARRIED OUT



PHOTO: BAMBOO AS A CONSTRUCTIVE EMANCIPATION MATERIAL FOR POOR WOMEN PROJECT - MINAS GERAIS

Through the Casa Cities Program, the Casa Fund covered 14 different areas, including main and secondary working areas.

Dozens of social technologies, numerous learning spaces, and creative forms of community mobilization/engagement were identified in the Program, demonstrating the potency existing in territories.

Methodologies/ social technologies developed:

385

Methodologies and social technologies identified;

137

Methodologies highly replicable and transversal to several types of projects;

29

Innovative Methodologies and social technologies;

Education - Capacity building and training sessions (classes, courses, and talks) were methodologies used by half the projects.

New approaches to old problems were identified in the themes of urban agriculture, solidarity economy, water, mobility, social participation, recycling, and sanitation, with solutions imported from other areas to enrich the projects.

// We managed to put in the same space Quilombolas and Indigenous people from the municipality, many of them did not know each other and, on that occasion, they could exchange experiences, not only related to production techniques, the workshop focus, but also to cultural and social issues.

COLLECTIVE SEEDBEDS MOVEMENT



PHOTO: GREEN SCHOOL WITH AFFECT PROJECT - BAHIA

// In the area of education, there was a survey of professions and student profiles through a questionnaire developed by scholarship holders and students from the Cities Unit. In this way, it was possible to elaborate and develop the structure of the Fair of Professions, in addition to opening the possibility for students to participate in developing and organizing the Fair. This drew us closer to students and increased their adherence. In this case, the very strategy of engaging students was also a strategy of execution, attracting them to collaborate with the Fair of Professions.

FAVELA "É ISSO AÍ"

Mobilization:

Mobilization is a priority for groups – problems of mobilization and engagement were identified during project execution and great efforts were made to overcome them. This was one of the most important lessons learned, opening space for creativity, empathy, active listening, and flexibility in solving problems.

Empathy and active listening – active listening and consultation with communities and beneficiaries were essential for an effective execution of 39% of the projects, with adjustments of their scope to align with community wishes.

53 different strategies of communication, mobilization and engagement

Communication - 37% of projects utilized communication strategies for mobilization and engagement, reinforcing the importance of tools close to the community to achieve involvement of beneficiaries and project success.



PHOTO: RECYCLING FOR THE FUTURE PROJECT - PARÁ

Nature of methodologies and social technologies developed



Networks and partnerships as catalyzers and driving forces of big results based on small grants

// Based on the partnership with the Live and Plant Project, the architect of the project Women in Action visited the home of D. Maria, almost 70. She had been faced with repeated sewage and water reflux in her backyard after successive inadequate urban infrastructure works. Because of this, she thought of building an evapotranspiration basin (bio septic tank with banana trees planted on top) in her house. This was the first action to approximate and strengthen the links between the two projects, to be intensified from now on.

PELÔ DESIGN COLLECTIVE

Networking is an important strategy for the Casa Fund in all its programs. Fostering connections and creating the conditions for groups to be able to maximize their networks is one of our values.

In the Casa Cities Program, networks emerged in all manners, driven and spontaneous, and this component was used by projects in many ways:

- Groups were part of at least 25 different types of networks and partnerships.
- 37% of the projects began to understand the importance of being connected through good networks and partnerships.
- 58% of them mentioned to have solved problems through concerted actions and partnerships.



8 OUT OF EVERY 10

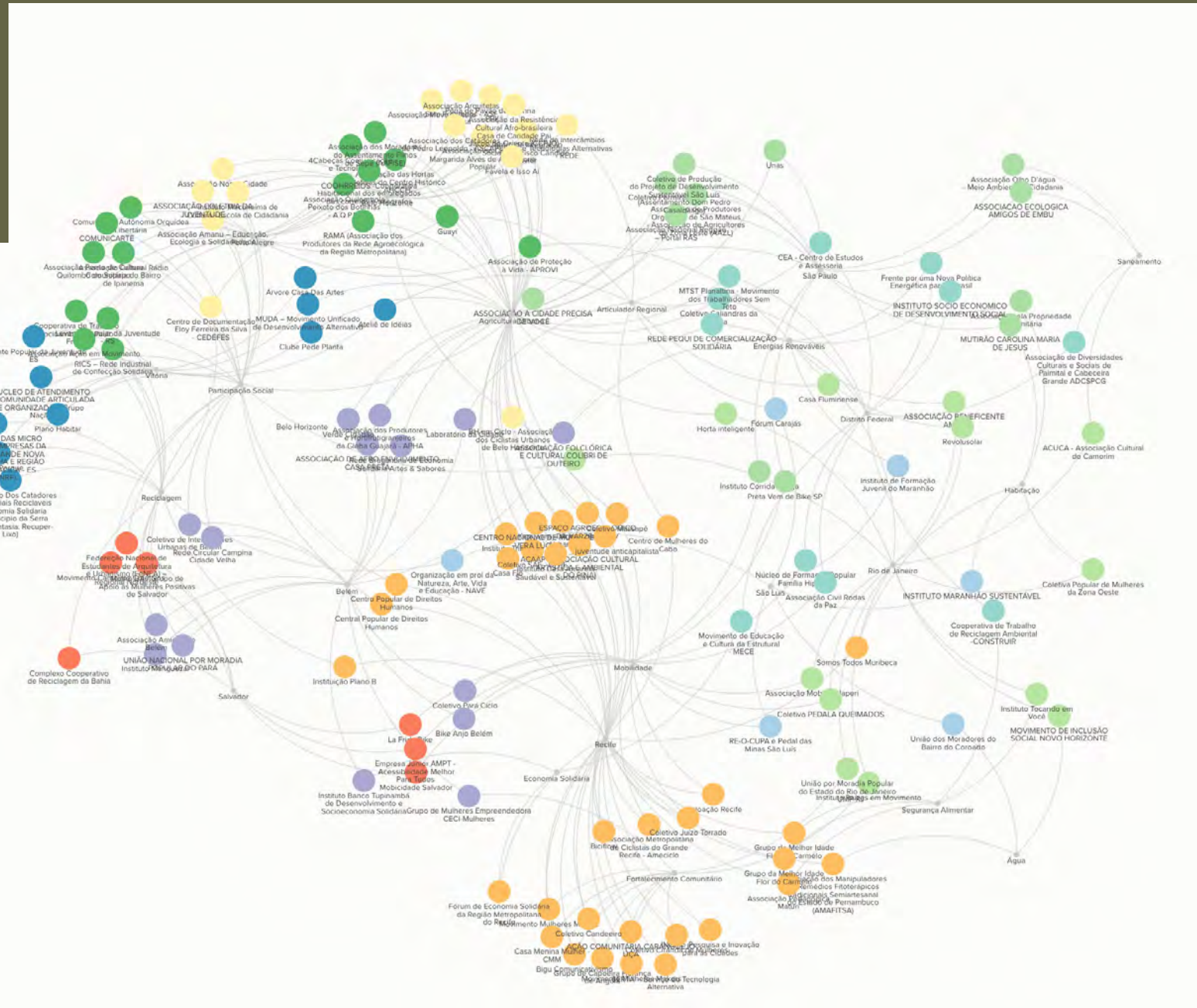
supported projects established connections among themselves to carry out joint activities or exchange knowledge/methodologies.

The capacity building workshop, the call for exchange projects, and the work of regional coordinators were essential to create these linkages, by promoting meetings, fostering a metropolitan network of organizations, and approaching the city in a more holistic way.



Map of networks and partnerships

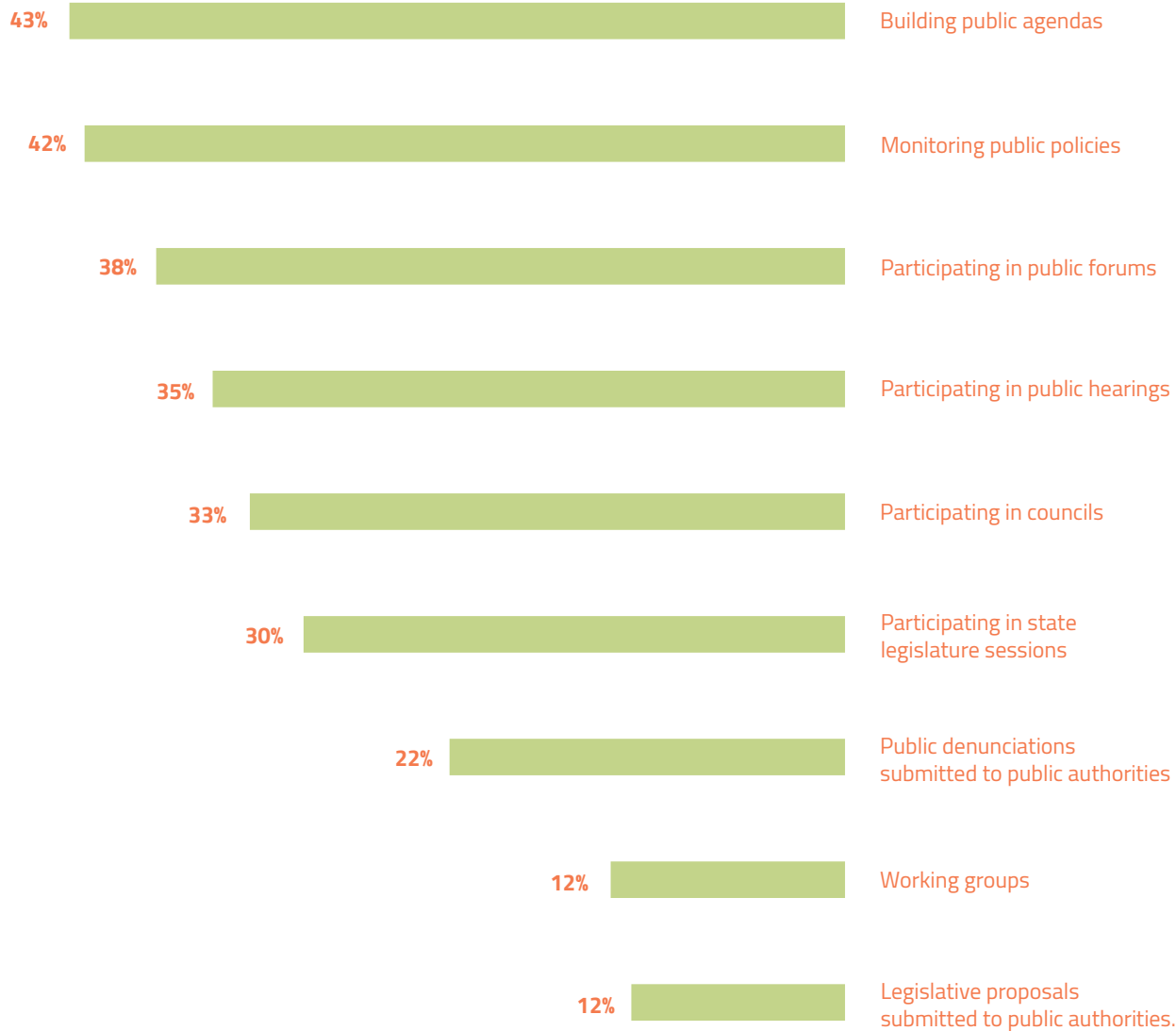
Click to visit interactive map



- Belém
- Belo Horizonte
- Distrito Federal
- Porto Alegre
- Recife
- Rio de Janeiro
- Salvador
- São Luis
- São Paulo
- Vitória

Click on encurtador.com.br/mHU38 to visit the interactive map (or type the link on your browser).

Public policy advocacy



Public policy advocacy: essential instrument to generate real, profound and lasting changes in the territories.

43% OF PROJECTS participated in building public agendas.

42% CARRIED OUT activities to follow and monitor public policies and/or programs.

Recognition, visibility, strengthening the image of groups >>

BIG RESULTS

60% OF THE PROJECTS

WHERE OF INTEREST TO LOCAL MEDIA

9 OUT OF 10 GROUPS

THOUGHT THE PROJECT HAD GIVEN VISIBILITY TO THE ORGANIZATION ACTIONS.

88% OF THE ORGANIZATIONS

STATED THAT THE PROJECT HAD CONTRIBUTED TO STRENGTHEN AND/OR INITIATE NEW PARTNERSHIPS.

78% UNDERSTOOD

THAT THE PROJECT HAD CONTRIBUTED TO THE RECOGNITION OF THE ORGANIZATION.

Institutional strengthening and development

This is another valued component for the Casa Fund. It can be developed and driven forward in many different ways, from meetings and workshops to the creation of opportunities for peer learning through experience sharing.

The Program carried out two activities in this regard:

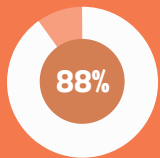
1. At the beginning of the Program, a capacity building workshop for 149 groups was organized, including specific contents to help in good project management and exchange of experiences among participants. We had five days of intense activities, creating an incredible moment and enabling links among participants that resonated throughout the development of the Casa Cities.

2. Call for projects to support exchanges among groups prioritizing the following approaches:

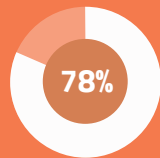
- Creating spaces for exchange of knowledge on approaches, strategies, and processes of organizations and movements involved;
- Strengthening alliances among grassroots groups working with the themes of Right to the City and Sustainable Cities at local and regional levels;
- Expanding and consolidating connections and networks, promoting the perspective of joint actions.



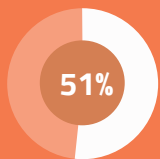
Gave visibility to the group's actions



Contributed to strengthen public policy networking



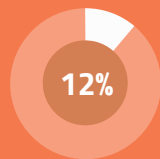
Contributed to the creation of new partnerships



Contributed to fundraising



Contributed to the recognition of the group as a point of reference



Contributed in other ways

Casa Cities Exchange

10 GROUPS
OR ORGANIZATIONS
INVOLVED

5 METROPOLITAN
REGIONS COVERED

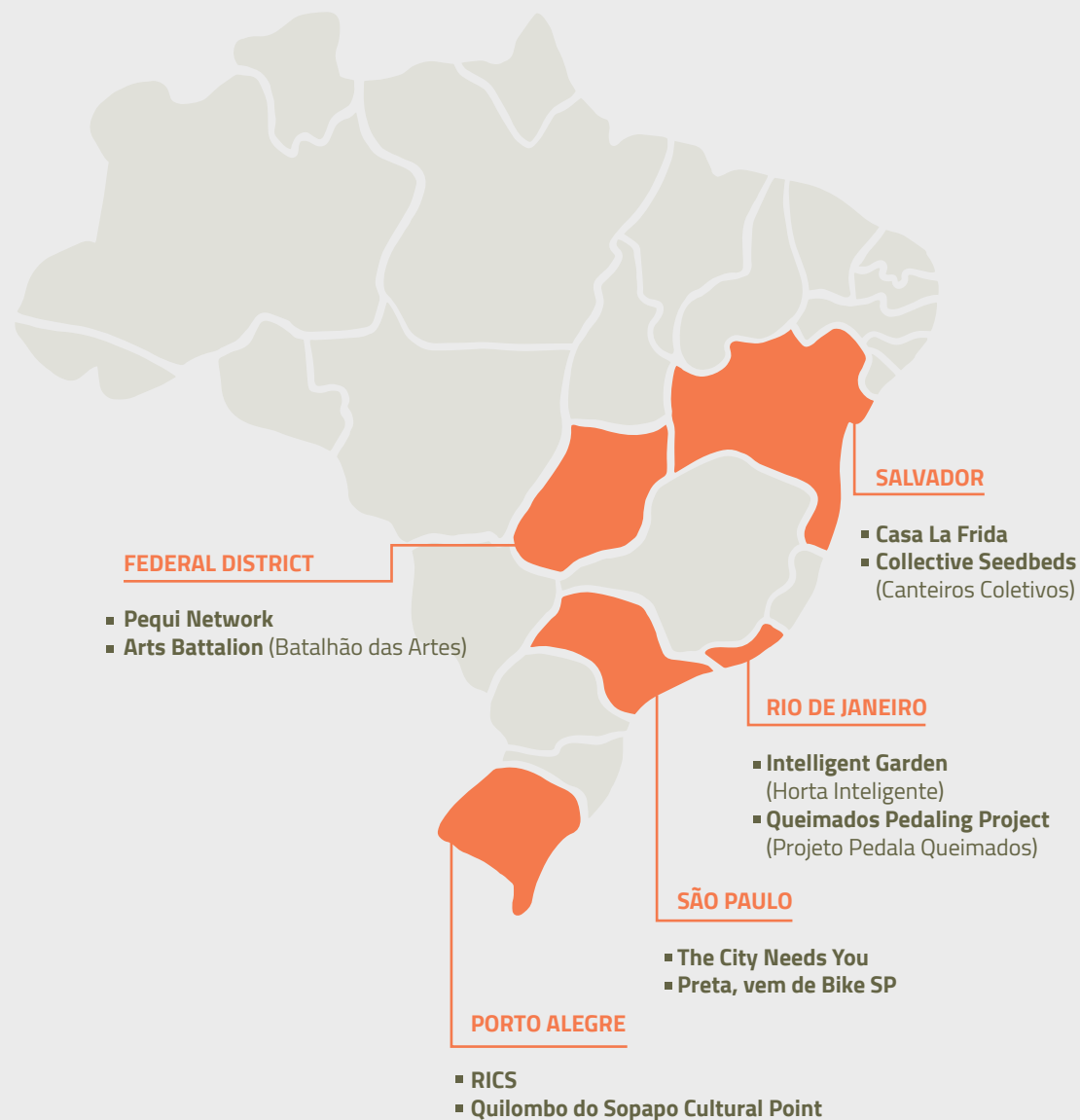
229 PEOPLE
DIRECTLY
BENEFITED

8 EXCHANGE
ACTIVITIES
CARRIED OUT
(workshops, courses,
and seminars)



WOMEN

were the majority among exchange beneficiaries, representing 64% of the total



Small grants maximize the wealth revealed in territories

The Program developed a set of indicators for resource mobilization and this allowed us to see that 83% of the projects had mobilized resources (financial and non-financial, such as obtaining space for free, receiving property donations,

etc. Out of these, 96% raised funds in addition to the Casa grant, thus demonstrating that supported groups are capable of raising funds during project execution. The following data shows the supported groups' capacity to mobilize financial and nonfinancial resources.

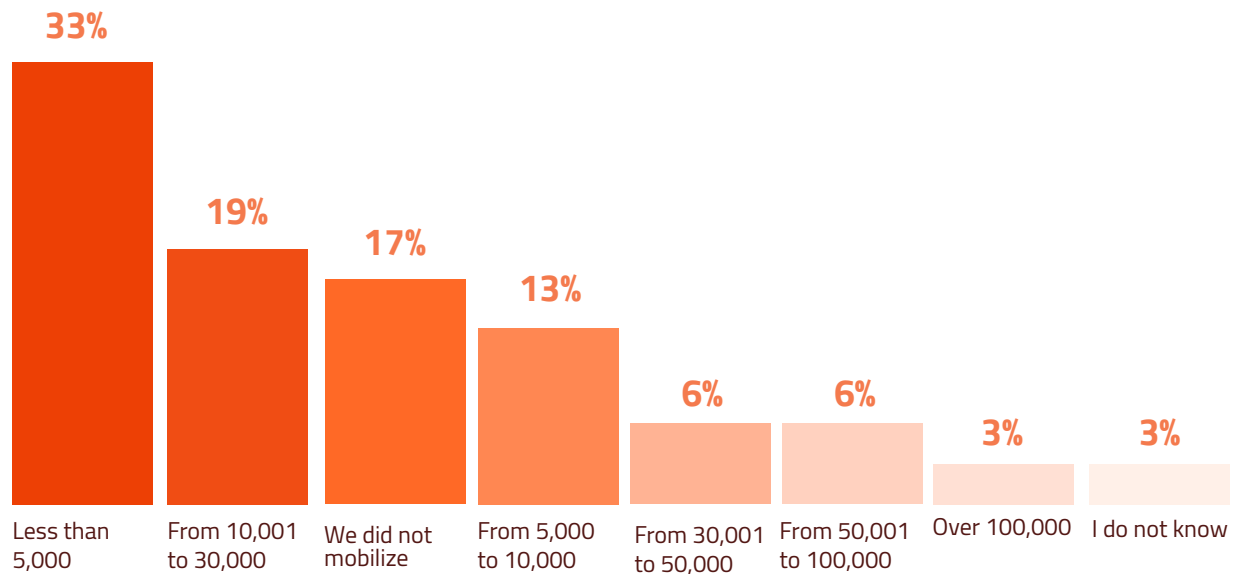
Mobilization of resources



83%
of the projects
mobilized
resources

Out of these,
96%
raised funds in
addition to the
Casa grant

Amount of resources mobilized during project execution (R\$)



1 OUT OF EVERY 3 PROJECTS
RAISED UP TO R\$ 5,000
DURING PROJECT EXECUTION

1 OUT OF EVERY 5
PROJECTS RAISED BETWEEN
R\$ 10,000 AND R\$ 30,000.

1 OUT OF EVERY 4
PROJECTS RAISED
FUNDS THROUGH THE
SALE OF PRODUCTS.

8 COMMUNITY/ REVOLVING FUNDS

WERE CREATED OR
ADOPTED AS PART OF THE
METHODOLOGY, DEMONS-
TRATING GRASSROOTS
GROUPS' SEARCH FOR
AUTONOMY AND INDE-
PENDENCE IN TERMS OF
FINANCIAL SUSTAINABILITY.

1 OUT OF EVERY 7

PROJECTS MOBILIZED
RESOURCES THROUGH
PARTNERSHIPS TO OBTAIN
SPACES FOR FREE, PRO-
PERTY DONATIONS, AND
VOLUNTEER WORK.

R\$ 877,040.82 WAS THE VALUE ADDED

BY VOLANTEERS TO THE CASA CITIES
PROGRAM. THIS AMOUNT, ADDED
TO OTHER ITEMS PROVIDED DURING
PROJECT EXECUTION (PHYSICAL SPA-
CE, MATERIALS, EQUIPMENT, ETC.
MADE AVAILABLE AT NO CHARGE),
REPRESENTED A TOTAL AMOUNT OF



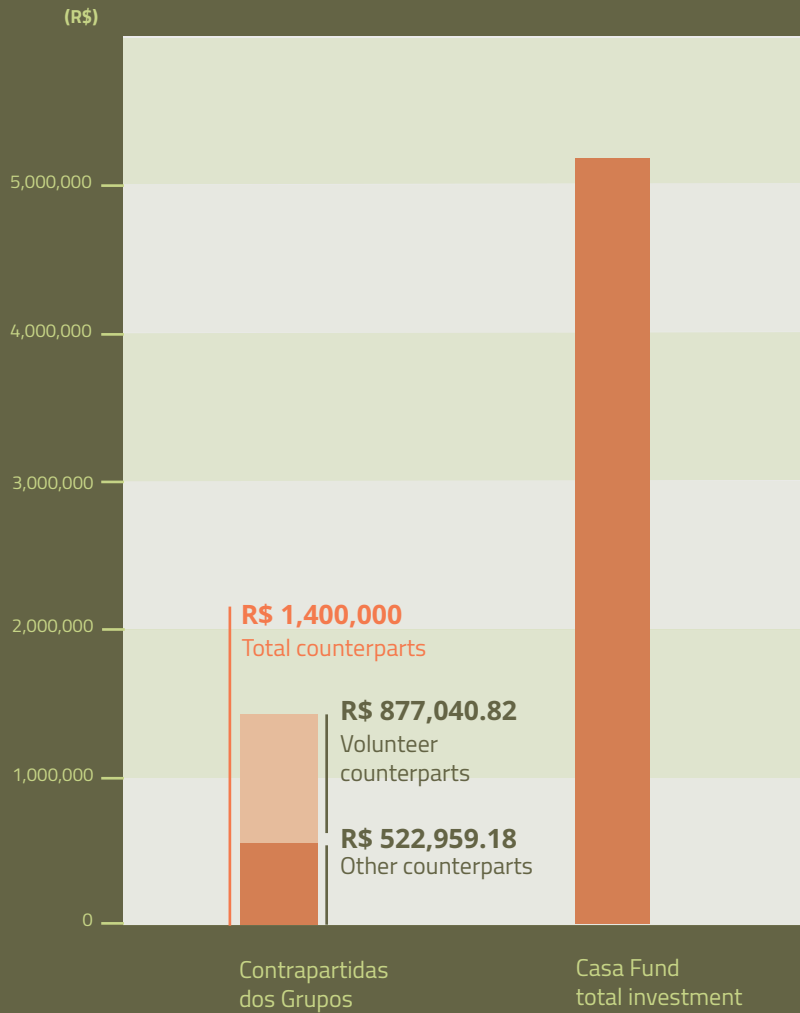
We already highlighted the importance of the personal investment in volunteer work by each citizen member of an urban grassroots organization or group. In the face of the relevance of this contribution, the Casa Cities Program measured the value of this work:

OVER R\$ 1.4 MILLION AS COUNTERPART FROM THOSE GROUPS.

THE VALUE ADDED TO THE CASA
CITIES PROGRAM JUST BY VOLUN-
TEERS EQUALS 17% OF THE TOTAL
AMOUNT GRANTED TO SUPPORTED
PROJECTS. TAKING INTO ACCOUNT

THE TOTAL AMOUNT OF COUNTER-
PARTS, THE CASA CITIES PROGRAM
INCREASED 27% IN RELATION
TO THE CASA FUND INVESTMENT.

Unexpected Program Results



2 OUT OF EVERY 3
PROJECTS CLAIMED TO HAVE
HAD UNEXPECTED RESULTS
DURING EXECUTION.

**71% OF THE
UNEXPECTED**
RESULTS STRENGTHENED
THE ORGANIZATION.

Women artisans who had problems marketing their products found the solution in a shop managed by a collective formed by them.

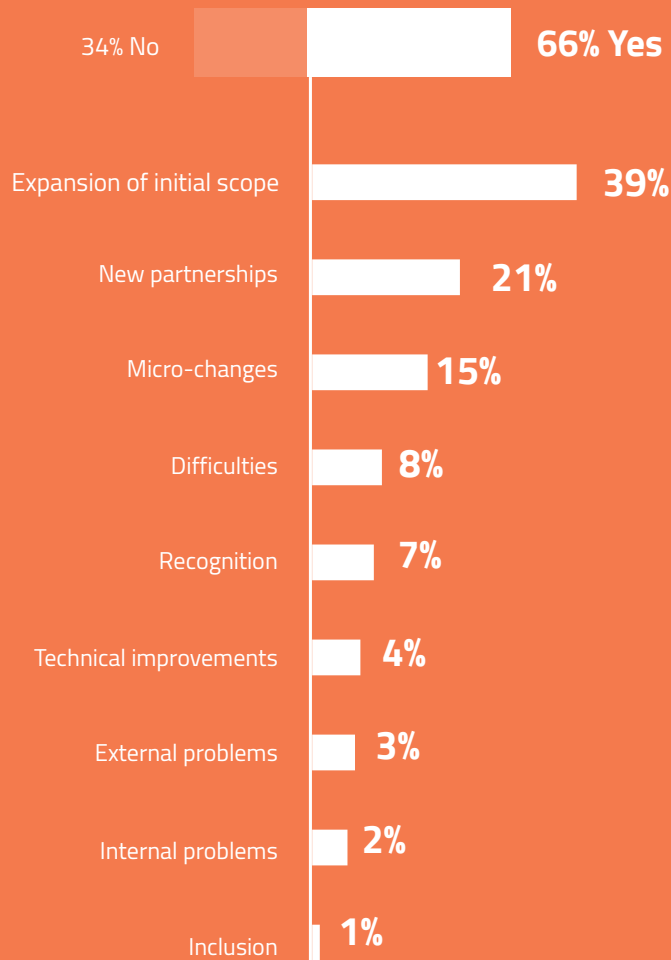
// The very group is responsible for managing the shop and put into practice what they had learned and perfected in workshops, as well as what they individually experienced as artisans.

PELÔ DESIGN COLLECTIVE

As the artisans had no knowledge of management, the project workshops were tools so they could apply what they learned

in the shop. Thus, the project helped to create the collaborative shop and train the artisans to manage it.

Did the project have unexpected results?



The Program had greater scope than initially planned and potential to create and consolidate networks >> 39% of unexpected results were expansion of project scope and 21% the establishment of new partnerships.

The Program received awards for 10 projects, demonstrating the importance of supporting small projects so they gain recognition and are able to expand their activities.

- 1. ORGANIZATION:** REDE CIRCULAR CAMPINA CIDADE VELHA

AWARD: [RODRIGO MELO FRANCO DE ANDRADE](#), GRANTED BY IPHAN (2018)

The project fills the streets with joy and disseminates the idea that the city is meant to be experienced, as institutional partners and cultural producers open their doors to people so they can appropriate urban spaces.

- 2. ORGANIZATION:** HIP HOP FAMILY POPULAR EDUCATION UNIT

AWARD: SANTA MARIA BIKE MOTOCROSS TROPHY AND HONORABLE MENTION.

The project implemented in the Santa Maria Administrative Region, Federal District, had the objective of strengthening active

mobility as an activity that involves leisure, health, and income generation, as well as education for engagement and enhancement of related public policies. As recognition, the project received honorable mention of a traditional bike and motocross team in the city.

- 3. ORGANIZATION:** REVOLUSOLAR

AWARD: OUTSTANDING AWARD BY THE [HOUSING LAB: INNOVATION AND HOUSING PROMOTED BY ARTEMISA AND GERDAU](#) AND THE RIO DE JANEIRO STATE LEGISLATIVE ASSEMBLY (ALERJ) HUMAN RIGHTS COMMITTEE PRIZE.

This social impact company promotes sustainable development in Rio de Janeiro state communities through installing solar energy panels, providing capacity building for installers, and educational activities. Thus, the company seeks to democratize access to clean energy, stimulating good habits of energy consumption and supporting the local economy.

- 4. ORGANIZATION:** GREATER RECIFE CYCLISTS METROPOLITAN ASSOCIATION (AMECICLO)

PARTNERS: CICLOCIDADE, PEACE WHEELS /RODAS DA PAZ, AND BH EM CICLO – PERNAMBUCO, SÃO PAULO, FEDERAL DISTRICT, AND MINAS GERAIS.

AWARD: [PROMOTING BICYCLE MOBILITY IN BRAZIL \(2019\)](#) AND THE 2018 FOLKERSMA AWARD.

CATEGORY: NATIONAL CYCLEWAY DEVELOPMENT INDEX (IDECICLO)
This index results from the analysis of the cycleway structure, taking into account the criteria related to the coverage of the cycling network, maximum speeds, safety, and comfort for cyclists. The index can be used to compare, in quantitative and qualitative terms, the situation of a given cycling network over time and in different cities. The methodology for calculations includes parameters that allow us to evaluate different cycleway typologies.

IDECICLO was developed by AMECICLO and enhanced in partnerships with the organizations Ciclocidade, Rodas da Paz, and BH em Ciclo that applied it in their respective cities.

ORGANIZATION: QUEIMADOS PEDALING COLLECTIVE

5.

AWARD: FROM THE DUTCH CYCLING EMBASSY DURING THE VELOCITY 2018 AND THE CAROLINA MARIA DE JESUS HOMAGE FOR HUMAN RIGHTS DEFENSE, RECEIVED FROM THE STATE DEPUTY RENATA SOUZA AT THE ALERJ.

ORGANIZATION: RUMBORA SE AMOSTRAR (LET'S SHOW OFF)

6.

AWARD: [PROMOTING BICYCLE MOBILITY IN BRAZIL \(2018\)](#) - HONORABLE MENTIONS IN THE CATEGORY DATA SURVEY AND RESEARCH

Rumbora se Amostrare Research: survey of indicators of bicycle use to check out aspects related to the use of bicycle in São Luís and

Grande Ilha, generating data for implementation and expansion of cycleways based on that survey and influencing the debate with public authorities.

www.rumboraseamstrar.com.br

7. **ORGANIZATION:** MOBICIDADE SALVADOR

AWARD: [PROMOTING BICYCLE MOBILITY IN BRAZIL \(2018\)](#) - HONORABLE MENTIONS CATEGORY EDUCATIONAL ACTION AND AWARENESS-RAISING

Suburb Bicycle Station resulted from partnerships among the following entities: Mobicidade Salvador and the NGO Avante, Casa Fund call for projects and communities (Alagados Cultural Space and Quilombo Paraíso Occupation) / ESCOLAB (Coutos). Children and youths in these suburban areas of Salvador were stimulated and invited to get to know about the urban space of the region, using the perspective of active mobility, especially bicycles, without forgetting important transversal approaches to social, racial, gender, and environmental issues. Organizing playful workshops to reflect citizens' experiences was essential to ensure interaction and promising results with these young people. The replicability of this action should be highlighted to stimulate other organizations and collectives across Brazil to organize these socio-educational actions for bicycle mobility. The methodology used and its description are in the project blog. www.estacao-bicicletasuburbio.wordpress.com

8. **ORGANIZATION:** LA FRIDA

AWARD: [PROMOTING BICYCLE MOBILITY IN BRAZIL \(2019\)](#)

La Frida Bike Shop is the first bicycle repair business organized by Black women. With a team made up solely of Black women from urban peripheries, La Frida Bike trained over 20 women for this service. The first class in the bicycle mechanics course graduated six women; the second class had 16 women who learned bike maintenance and assemblage. In order to generate local employability, stimulate mobility, and have more professionals in the area, the bike shop developed products and services tailored to peripheral structures and shared bicycles for low-income people.

9. **ORGANIZATION:** ENGINEERS WITHOUT BORDERS

PARCEIROS: COLETIVO DE PRODUÇÃO DO PROJETO DE DESENVOLVIMENTO SUSTENTÁVEL SÃO LUÍS (ASSENTAMENTO DOM PEDRO CASALDÁLIGA)

AWARD: [WINNER OF THE CATEGORY MANAGEMENT AND ENTREPRENEURSHIP AT THE FIFTH BRAZILIAN CONGRESS OF ENGINEERS WITHOUT BORDERS \(ESF\)](#).

Through the sustainable production of organic food, the project helped to preserve the environment, generating inputs and income for communities in a democratic and inclusive way. With strategic delivery outlets in São Paulo, the agro-ecological baskets have become a

solidarity economy business initiative. ESF wrote a prize-winning article evaluating this experience and its results achieved on the basis of the Casa Fund support.

10. **ORGANIZATION:** AMECICLO

AWARD: Film "Tá no Aro - Revolução das bicicletas" (It's in the Hoop - The Bicycle Revolution) produced by the project, received an award at the 4th Edition of Mobifilm 2020, a festival that believes in the power of audiovisual to generate reflection and find solutions for mobility issues that result in damages for human life and the environment.

www.mobifilm.com.br

PARCEIROS: CICLOCIDADE, RODAS DA PAZ AND BH EM CICLO

AWARD: [PROMOTION OF BICYCLE MOBILITY](#) - 6TH EDITION

The National Cycleway Development Index (IDECICLO) results from the analysis of the cycleway structure, taking into account the criteria related to the coverage of the cycling network, maximum speeds, safety, and comfort for cyclists. The index can be used to compare, in quantitative and qualitative terms, the situation of a given cycling network over time and in different cities. The methodology for calculations includes parameters that allow us to evaluate different cycleway typologies. IDECICLO was developed by AMECICLO and enhanced in partnerships with the organizations Ciclocidade, Rodas da Paz, and BH em Ciclo that applied it in their respective cities.

ARTICLE

The Casa Cities Program Monitoring and Evaluation System:

building indicators, instruments and methodologies to measure achieved results

Graciela Hopstein¹
Rodrigo Moreira²

The Monitoring and Evaluation (M&E) System of the Casa Cities Program was developed in a participatory way, involving the technical and executive teams of the Casa Socio-Environmental Fund (Casa) and the Observatory (SER). The system was geared to produce relevant information and knowledge on the different activities and results achieved in all stages of the Program. The process to build the system had as one of its structuring axes (and starting point) the definition of indicators based on program objectives.

¹ M&E System consultant for the Casa Cities Program.

² Evaluation of Indicators consultant for of the Casa Cities Program.

The evaluation is not an isolated activity, but one of the stages in the planning process of a project or program. It should be conceived in the initial stage of execution, as a permanent (continuous) feedback process among the multiple actors involved and during the different stages. In turn, monitoring activities imply following processes, actions, and activities being executed to identify successes, mistakes and opportunities that would allow for corrections and adjustments in the course of execution of a program/project to achieve planned results.

The purpose of the Casa Cities Program is “to contribute to the development/promotion of sustainable cities and communities, as well as to strengthen groups, networks, collectives, and civil society organizations and movements in the ten metropolitan regions where it works.” Thus, as noted, indicators were defined based on the principles of the Sustainable Development Goals (SDGs)³ 11 and 12⁴ and on the program objectives. The evaluation methodology adopted was both quantitative and qualitative, data being analyzed using as reference the processes of project execution, and program conceptions and objectives. There are many definitions for indicators, but in the context of the Casa Cities Program, they were conceived as a way of observing and understanding the territories encompassed by the Program, as a set of complex and valued information to guide our actions and our decision making process. From this perspec-

³The Sustainable Development Goals were defined by the United Nations in 2015, as part of a new agenda for sustainable development.

tive, the indicators were geared to observe and understand reality based on evidence, and their meaning went beyond what was actually measured, as the analysis of indicators was considered a priority and strategic activity.

In the context of the Casa Cities M&E System, indicators had the following properties:

- Relevance in relation to the programmatic agenda
- Validity of representation – they were designed to offer inputs for reflection on the planned conceptions and processes
- Coverage and spatial and population disaggregation ability, taking into account territorial focus and target audiences of the Program
- Alignment with planned actions, offering information that would allow reflection on relevant changes that the Program sought to promote
- Communicability with different audiences involved
- Operational facility for measurements
- Historical comparability, as indicators were the guiding lines to evaluate the Program throughout the process, in the different stages of execution

⁴Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable. And Goal 12: Ensure sustainable consumption and production patterns.

The Program indicators, which actually guided, during planning, the analysis of the execution efficiency and efficacy⁵, were conceived as concrete and observable elements of reality. This included initiatives (projects) developed by supported groups in the ten metropolitan regions and also the work carried out by all involved actors throughout the different stages.

In the context of this general purpose, the Casa Cities M&E System was geared to measure/analyze the following indicators:

I. Sustainable cities and communities

This indicator was evaluated/measured based on the following dimensions:

- Linkages between supported/developed initiatives and existing/prevaling public policies in territories where our work is implemented (local, state, federal, etc.)
- Diversity of themes dealt with by supported initiatives
- Diversity of assisted publics, participants and/or actors involved in supported initiatives

II. Strengthening groups, collectives, movements and civil society organizations

This indicator was evaluated based on the following dimensions:

- Concerted actions: partnerships, networks, and funders
- Visibility and recognition of the work of supported groups and involved/mobilized actors at different levels (local/community, regional, national, international)
- Production and dissemination of knowledge and social technologies by supported groups and involved/mobilized actors
- Developing/strengthening the capacities of supported groups' teams and involved/mobilized actors to execute initiatives
- Strengthening capacities of supported groups to mobilize resources

Based on defined indicators, the Casa Cities M&E System was developed by designing instruments (reports) to collect data, combining quantitative and qualitative approaches in the following stages:

1- Baseline period – At the beginning of the grantmaking. It had the objective of an in-depth examination of the initial diagnosis of territories/communities, providing information about the supported organization/group. This initial information was used as parameter to follow processes and partial and final results.

2 – Partial evaluation – In the middle of the grant. It had the objective of following/monitoring ongoing processes (focused on activities

and actions developed in the context of territories where we work and the Program is active), evaluating partial results achieved by executed initiatives.

3 – Final evaluation – At the end of the grant. It had the objective of evaluating achieved results based on executed initiatives (concluded).

4 – Program evaluation – (Team from Casa Fund and Observatory). It had the objective of evaluating efficiency, efficacy, and effectiveness of the Program in relation to the general purposes and objectives defined.

The starting point to design the methodological approach for measuring indicators was to set the baseline for the Casa Cities Program, based on the analysis of the data collected during the initial baseline period, and the elaboration of quantitative and qualitative scales for each one of the dimensions/indicators.

The metrics/scales were developed based on the following:

- a) Relevance⁶ of each of each dimension in relation to Program objectives/purposes for supported groups/organizations and projects, as well as for work contexts/scenarios.
- b) The quantitative analysis of collected data, measuring occurrences/frequencies and percentages, also involved a qualitative vision enabling contextualization and conclusions about the results (partial and final), both in terms of the

⁵ The concept of efficiency refers to the fulfillment of goals and objectives defined in terms of planned actions, established

timetables, activities, investments, performance of work teams in terms of competences and roles, target audience, etc.

In turn, the concept of efficacy is expressed by the benefits the implemented actions will bring about based on achieved results.

supported project execution and the impacts of actions developed in different contexts in the Program framework.

This methodological approach was applied to the Program in general, as well as to the ten metropolitan regions, with the objective of studying indicator behavior/trajectory throughout execution, in all stages.

It is worth noting that the Casa technical team and the regional coordinators played a strategic role in the development and implementation of the M&E System, and their participation was mainly focused on monitoring execution by supported groups and projects in the different contexts/metropolitan areas based on the following actions:

- Analysis of reports and systematized information, an activity deemed strategic to map out trends, problems, and corrections related to project and Program execution.
- Monitoring processes and activities carried out in territories (metropolitan regions) through visits and direct contact with groups and strategic partners.

As a way to evaluate indicator performance, taking into account each dimension of the Casa Cities Program, it was created a numerical format of values, 1 for average intensity, 2 for high, and 3 for very high. Thus, it was possible to evaluate the relevance set for each dimension with the level of development at each stage of the Program.

⁶ Relevance is related to the importance and pertinence of indicators/dimensions in the Program context for supported groups/organizations and projects developed, and for the

For a graphical representation of the evolution of each dimension, we took into account relevance in the three project stages, as relevance was determined as permanent for the Program and the level of development may vary depending on the stage.

Based on data collected, we observed that analyzing the first indicator – Sustainable Cities/Communities – dimensions varied in the following way: linkages of supported/developed initiatives with public policies, the level of development in the three stages of the Program did not reach the relevance defined for that dimension – Figure 1. When we analyzed the diversity of themes, we could affirm that the level of expected development had been achieved – Figure 2. In the dimension diversity of audiences, the development level in the three stages was higher than relevance, thus overshooting expected results – Figure 3.

In the analysis of the indicator strengthening groups, collectives, movements and civil society organizations, the variation of dimensions occurred in the following way: in the evolution of the dimension networking the level of development is aligned with the level of relevance in the third stage of the Program, reaching its objective – Figure 4. Visibility and recognition is a dimension in which the level of development has been greater than relevance since the beginning of the Program, reaching the final stage at the highest level – Figure 5.

social context in which they were developed, particularly focused on issues they intend to tackle and for actors/participants involved at different levels.

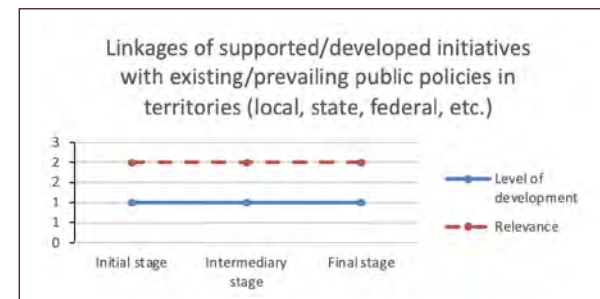


FIGURE 1 – Dimensions of the Indicator Sustainable Cities and Communities

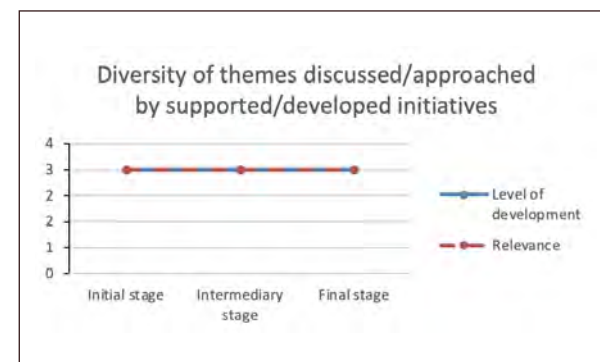


FIGURE 2 – Dimensions of the Indicator Sustainable Cities and Communities

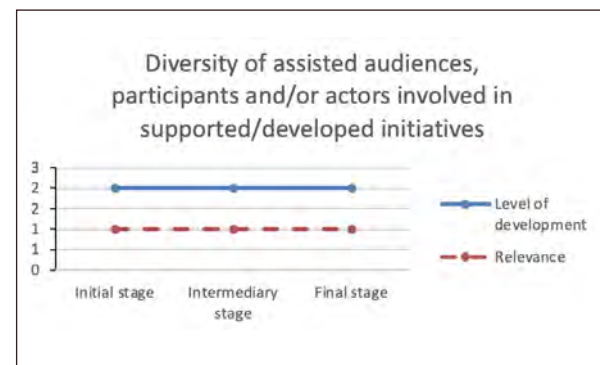


FIGURE 3 – Dimensions of the Indicator Sustainable Cities and Communities

In the production and dissemination of knowledge, the level of development and relevance are the same in the initial and intermediary stages, and in the final stage there is a trend for increasing level of development, surpassing what is expected for this dimension – Figure 6. The dimension capacity development/strengthening, despite having a high level of development between the initial and intermediary stages, did not reach the relevance level suggested for this dimension – Figure 7. Analyzing the dimension that portrays the reinforcement of supported groups to mobilize resources, it is possible to affirm that the level of development was surpassed, if compared to relevance throughout the Program – Figure 8.

With the consolidation of data, we developed a specific evaluation to guide the execution of the Casa Cities Program that made it possible to measure attained objectives. This procedure, still uncommon for civil society projects in Brazil, was an important innovation. This form of evaluation ensures expertise for the Casa Fund to continue executing programs with great precision. This fact results from our territorial knowledge acquired in each metropolitan region. Thus, it was possible to demarcate program needs, how to foster projects, and regional difficulties for implementation and the sustainability needed by organizations after the conclusion of Casa Fund grants.

Another important factor, resulting from the M&E System, is the recordkeeping at all stages, thus cataloguing acquired knowledge and disseminating information. In many cases, project management is based on feeling: organizations execute projects without

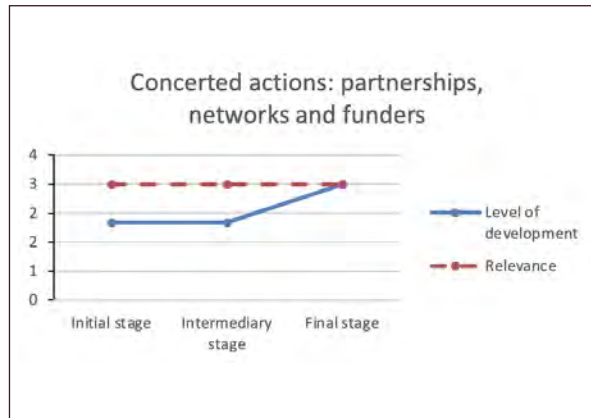


FIGURE 4 – Dimensions of the Indicator strengthening groups, collectives, movements and civil society organizations

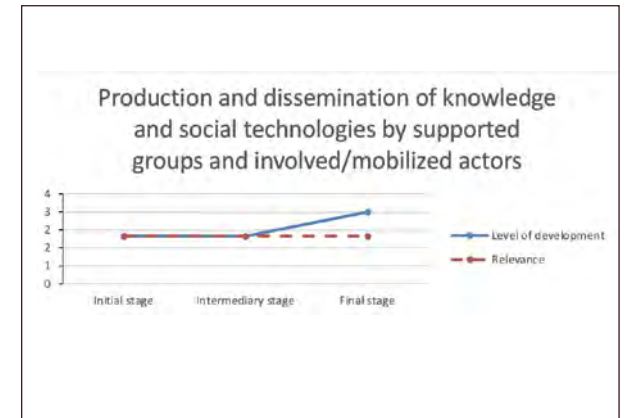


FIGURE 6 – Dimensions of the Indicator strengthening groups, collectives, movements and civil society organizations

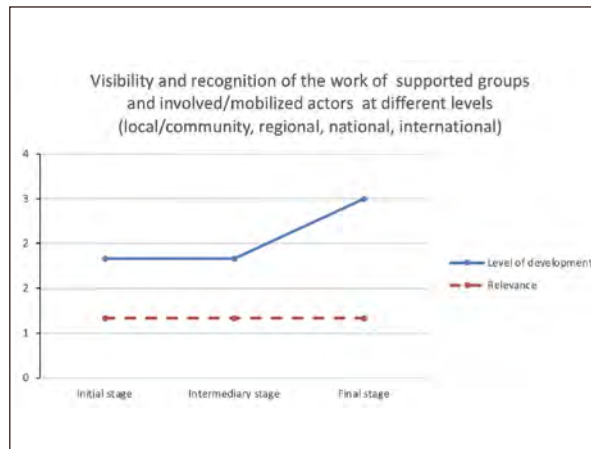


FIGURE 5 – Dimensions of the Indicator strengthening groups, collectives, movements and civil society organizations

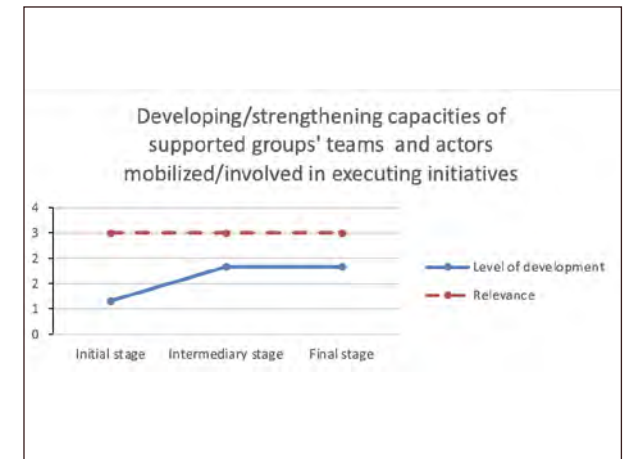


FIGURE 7 – Dimensions of the Indicator strengthening groups, collectives, movements and civil society organizations

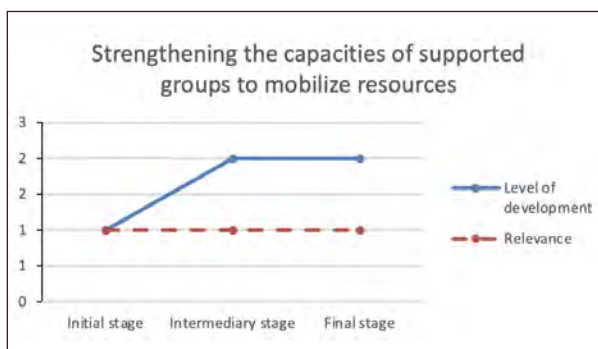


FIGURE 8 – Dimensions of the Indicator strengthening groups, collectives, movements and civil society organizations

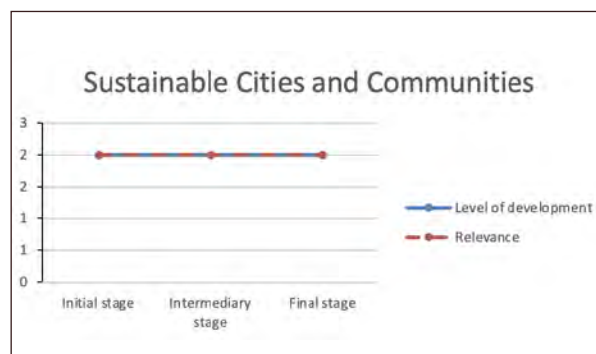


FIGURE 9 – Indicator Sustainable Cities and Communities

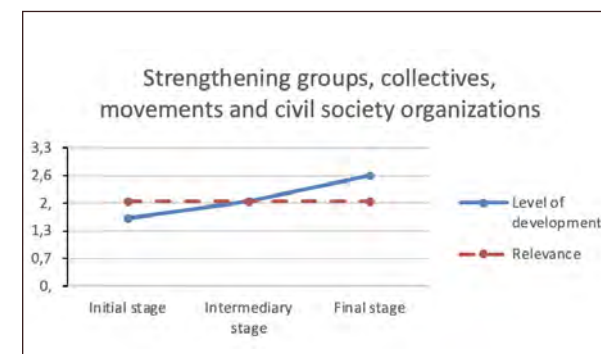


FIGURE 10 – Indicator strengthening groups, collectives, movements and civil society organizations

documenting the process, acting on instinct. This is extremely important and without this awareness no civil society action can be relevant. However, we note that the lack of documenting actions, lack of evaluation methodologies, and absence of structured planning hinder objective analysis of processes, and their enhancement for future replication.

In conclusion, well planned programs will make it possible to understand the reality during their development. This can guide actions needed to fulfill proposed objectives. The M&E System as created by the Casa Cities Program makes it possible for our stakeholders to directly follow the formulation of project activities to attain program goals and have full understanding of Casa Fund partners that provide financial support.

The final analysis of the Casa Cities Program is shown in the charts in figures 9 and 10 that discuss the indicators. We note that in both figures the level of development met the proposed relevance, surpassing what was proposed by the indicator strengthening groups, collectives, movements, and civil society organizations.

The Casa Cities Program is a landmark for the Casa Socio-Environmental Fund and their other civil society partners. With the production and dissemination of the collected data and the studies made to manage this information, the Casa emerges as a Brazilian organization able to work in a simple and accurate way through administrative procedures that meet the needs of grassroots groups and, at the same time, generate complex studies ensuring transparency and enabling a precise understanding of reality.



ARTICLE

The Casa Cities Observatory and the theory of change

Iracema Marques⁷
Laura Gurgel⁸

Introduction

Theories of change have been used to evaluate the impact of social projects in the last 20 years. The methodology is the “description of how an intervention is designed to generate desired results” (Gerter, Paul et al., 2015). Although, it is very common to evaluate practical impacts of social projects “in the field,” it has been adapted and used by SER to reflect on how to attain expected results by the Casa Socio-Environmental Fund with the implementation of the Observatory of Projects of Grassroots Organizations in Urban Environments (Casa Cities Observatory).

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⁸.Laura Gurgel is director and project manager at SER, the organization in charge of the Casa Cities Observatory.

The main differential of the theory of change in relation to other models of project planning and monitoring is the attention given to the conditions and premises needed to achieve proposed results. These conditions and premises are mainly related to predictable external and contextual aspects. Thus, in the design of the theory of change, actions to achieve results are shaped in accordance with conditions and premises imposed by reality and, eventually, they show the need for different pathways to ensure the best conditions to achieve results.

With the utilization of the theory of change, it was possible to visualize, precisely, the scope of the Observatory within the conditions and context in which it was inserted: a monitoring model different of what had been used by the Casa Fund, and the construction from scratch of an online monitoring platform⁹ to accompany management and budgetary execution, enabling data collection and processing to generate information on supported projects.¹⁰

In addition to establishing and executing the model of monitoring and leading the development of a platform to accompany the projects, the Observatory has also the following objectives:

- Produce periodic contents based on data from supported projects in the format of infographics and connection maps.
- Maintain active the network established by the Casa Cities program, already reinforced by the capacity building workshop that

⁹. <https://casacidades.casa.org.br/>

¹⁰. Part of these data is published and analyzed in the first part of this publication.

¹¹.Gerter, Paul J., Sebastian Martinez, Patrick Premand, Laura

enabled the meeting of representatives from supported projects.

- Collect and systematize data to analyze program indicators.

The theory of change proved to be not only an adequate tool to implement the Observatory, but also an easily applicable methodology, whose experience is a model for the Casa Fund to use it in monitoring and evaluating other programs.

The theory of change of the Casa Cities Observatory

The theory of change of the Casa Cities Observatory was developed and validated collectively in a March 2018 meeting with the teams from the Casa Socio-Environmental Fund, SER, the consultant for the construction of indicators, and the regional coordinators.

SER believes that each organization, each program, has its own characteristics, needs, and peculiarities. Thus, it is very important for SER to understand the context in which the evaluation of results is inserted, so they can develop the most adequate solutions for each case based on in-depth study.

After analyzing some models of theories of change, SER developed a specific chart for the Casa Cities Program based on three main inspirations: the model presented by the World Bank in the publication “Impact Evaluation in Practice”¹¹; the model available in the Nesta publication “DIY

B. Rawlings, and Christel M. J. Vermeersch. 2015. *Impact Evaluation in Practice*. doi:10.1596/978-14648-0088-7. World Bank, Washington, D.C. License: Creative Commons Attribution CC BY 3.0 IGO. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/25030/9781464808890.pdf>

Toolkit – Practical Tools to Trigger and Support Social Innovation”¹²; and the model utilized by the global research center Abdul Latif Jamil Poverty Action Lab (J-PAL)¹³.

The chart of the theory of change developed by SER for the Casa Cities Program (presented further down) involves the following issues:

1. What problems do we want to solve?
2. Who is the target audience (beneficiaries)?
3. How do we connect with this public?
4. What are the steps to achieve change?
5. How do we measure change results?
6. What are the additional benefits generated by your change?
7. What long term changes does the project want to achieve?
8. Assumptions/premises
9. Key actors

The construction of the theory of change for the Casa Cities Observatory allowed SER to have an in-depth understanding of the Casa Fund’s demands and align expectations with some actors involved in the process. It is important to note that the theory of change was used to reflect the objectives and changes expected by the implementation of the observatory of projects for the Casa Fund and not to measure the change and impacts of the Casa Cities Program itself.

¹². NESTA, *DIY – Development Impact and You, Practical Tools to Trigger and Support Social Innovation*. License: Creative Commons Attribution CC BY-NC-SA 4.0. Available at <https://diytoolkit.org/toolkit/DIY-Portuguese.pdf>

¹³. The Abdul Latif Jameel Poverty Action Lab, <https://www.povertyactionlab.org/>

Theory of Change	What problems do we want to solve? (The Change)	<ol style="list-style-type: none"> 1. Insufficiency of indicators 2. Monitoring irregularities 3. Non-cohesive network, potential for better use 4. Data for funders 5. Visibility of projects and the Casa grantmaking strategy 	Assumptions/ Premises: indicators, platform, and monitoring in agreement with all actors.
	Who is the target audience (beneficiaries)?	<ol style="list-style-type: none"> 1. Grantees 2. Regional coordinators 3. Casa Socio-Environmental Fund 4. Caixa Fund 5. OAK Foundation 6. General public 	Assumptions/ Premises: Who is the “general public”?
	How do we connect with this public?	<ol style="list-style-type: none"> 1. Understanding projects with empathy for contexts 2. Making “good” use of tools already utilized by groups 3. Suggesting and providing “solutions” and alternatives that facilitate their lives and improve their work 	Assumptions/ Premises: Groups will accept our “connection”/ we will manage to understand their demands
	What are the steps to achieve change?	<ol style="list-style-type: none"> 1. Monitoring platform 2. Network animation methodology 3. Monitoring indicators 4. Make the platform a reference for information search 	Assumptions/ Premises: real-time partnership with Casa and suppliers to meet deadlines
	How to measure change results?	<ol style="list-style-type: none"> 1. Online platform providing systematic and periodic information/ reference in the segment 2. Network meetings 3. Supplying data and reports 4. Accesses to the platform/ Media appearances/Indications 	
	What additional benefits are generated by your change?	<ol style="list-style-type: none"> 1. Project visibility and recognition 2. Visibility, reinforcement, and reliability of Casa strategy 3. Monitoring and evaluation model replicated by other Casa Fund projects 	
	What long term changes does the project want to achieve?	<ol style="list-style-type: none"> 1. Strengthening grassroots organizations and communities 2. Visibility for regional changes 3. Valorization of the strategy to support small projects 4. Replication of the monitoring and evaluation methodology 	Key actors: Casa Fund, coordinators, Observatory, projects, grantees

Analysis of the Casa Cites Observatory results

Changes expected with the creation of the Casa Cites Observatory are related not only to strengthening and providing greater visibility to supported organizations and their metropolitan regions, but also to Casa Fund's expectations regarding the way its M&E System operates and the desire that the strategy of small grants to grassroots community groups would be replicated by other funders. As can be noted in the chart presented above, those changes were divided into long term changes that the Observatory intends to achieve and additional benefits generated by those changes.

To make easier to understand, we systematized and numbered intended changes from 1 to 4. To evaluate the scope of those changes, some indicators related to the step-by-step measures to achieve them were established. In addition to pre-established indicators, for changes 3 and 4, we identified other long term indicators, as seen in the following table.

For additional benefits, we did not establish specific indicators when developing the theory of change, but identified some data that might indicate the scope of those benefits in the following table:

Análise das Mudanças

Change 1: Strengthening grassroots organizations and communities

Change 2: Visibility of regional changes

As they have common indicators, changes 1 and 2 will be analyzed together:

Long term changes	
Expected changes	Change indicators
Change 1: Strengthening grassroots organizations and communities.	<ul style="list-style-type: none"> ■ Online platform created, being used and providing systematic and periodic information to Casa, grantees, funders, and public, and serving as reference for searching information on grants and grassroots community projects. ■ Adherence of local and regional narratives to provide visibility to the projects and the strategy of supporting grassroots communities (media and control of accesses).
Change 2: Visibility of regional changes	<ul style="list-style-type: none"> ■ Network animation technology is jointly created. ■ Systematic and periodic interlocution among grantees, coordinators, and Casa Observatory. ■ Number of accesses to the platform/media appearances/ be indicated by initiatives already references in the segment.
Change 3: Valorization of the strategy to support small projects	<ul style="list-style-type: none"> ■ Publication of Program results ■ Production of narratives based on results.
Change 4: Replication of the M&E methodology based on indicators	<ul style="list-style-type: none"> ■ Utilization of the M&E methodology in future Casa Fund programs.

Additional benefits generated by changes	
Additional benefits	Indicators
Visibility and recognition for the 150 projects	<ul style="list-style-type: none"> ▪ Publications on the platform ▪ Media appearances
Visibility, reinforcement, and reliability of Casa strategy.	<ul style="list-style-type: none"> ▪ Publication of Program results
The M&E model is replicated by other Casa Fund programs	<ul style="list-style-type: none"> ▪ Other Casa Fund programs using this monitoring model

- Online platform created, being used and providing systematic and periodic information to Casa, grantees, funders, and public, and serving as reference for searching information on grants and grassroots community projects.
- Adherence of local and regional narratives to provide visibility to the projects and the strategy of supporting grassroots communities (media and control of accesses).
- Network animation technology is jointly created.
- Systematic and periodic interlocution among grantees, coordinators, and Casa Observatory.
- Number of accesses to the platform/ media appearances/ be indicated by initiatives already references in the segment.

The online platform Observatory of Projects of Grassroots Organizations in Urban Environments – Casa Cities Platform (<https://Casacidades.Casa.org.br/>) was launched on July 30, 2018. It fulfilled the objective of being the main tool for the Casa technical staff to monitor the 150 supported projects., provide data to the Observatory, in addition to giving visibility to supported projects through the publication of news and infographics, as well as serve as source of information to strengthen their network.

The Casa Cities Platform published 370 news items on supported groups, 9 thematic maps in the format of infographics, 5 case studies

of remarkable projects, and the georeferenced map of all projects. Thus, the platform achieved the objective of being used and provided systematic and periodic information to the Casa Fund, grantees, funders, and the general public. There was not enough information collection to analyze if the platform was a reference for those seeking information on grants to community-based projects. However, in terms of reinforcement and visibility, 89 projects had media appearances and 10 projects won regional, national and international awards.

The network animation methodology was built by the Observatory and validated by Casa, having generated systematic and periodic dialogue among grantees, coordinators, Casa and Observatory teams through nine videoconferences and the creation of WhatsApp groups for supported groups in each metropolitan region. In addition, in an initiative not planned in the beginning of the Program, the Casa Fund launched a call for regional exchange projects geared only to the 150 supported groups. This strengthened and intensified exchanges and the formation of a network.

In the face of this, the general evaluation is that changes 1 and 2 were achieved, but with the indication to the Casa Fund that intended regional transformations for change 2 can only be intensified with the multiplication of programs and strategies including the metropolitan approach. Regarding change 1, in addition to the aspects described in the analysis above, this publication has, in its initial part, a vast documentation on other aspects that could be used to evaluate the strengthening of grassroots organizations, projects and communities.

Change 3: Multiplication of the strategy to support small projects

- Publication of Program results
- Production of narratives based on results

This publication is one of the forms to reaffirm to other funders the power of small grants to generate big changes in communities. This is the main product to divulge the Casa Fund strategy to stimulate, in some way, other large funders to adopt a similar strategy. In addition, this publication will also serve as a strategic landmark, with a clear and systematized strategy for other similar funds to use as a basis to plan their grantmaking to community-based groups, expecting with this support to achieve substantial changes.

As additional future products, there is always the possibility of submitting the program results at congresses and seminars, as well as disseminate these results in media of great visibility to funders.

Change 4: Replicating the monitoring and evaluation methodology based on indicators

- Utilization of the M&E methodology in future Casa Fund programs.

The Casa Fund began to adopt the theory of change in its programs, inspired by this model used in the Casa Cities Program. In addition, we started to use a model of M&E based on indicators similar to the one detailed in the previous article.

Additional benefits

- Visibility and recognition for 149 projects
- Visibility, reinforcement, and reliability of Casa strategy
- Monitoring model replicated by other Casa Fund programs

Analyzing the changes presented, we see that the additional benefits were achieved, with the caveat that it would have been possible to give more visibility to the Casa Fund strategy of providing small grants to community-based groups.

Final remarks

The use of monitoring methodologies such as the theory of change has demonstrated efficiency not only to accompany the process and measure the execution impact of a project as the Casa Cities Observatory, but also to align expectations in relation to what can be achieved with the project or program, by maintaining the focus on problems while having a broad and comprehensive approach. In addition, the theory of change is an easily understood tool, implemented, and visualized, thus currently being the main tool to monitor social projects.

However, during the execution of the Observatory, we noticed that building a specific and customized platform to collect and process

¹⁴The Casa Cities Program Monitoring and Evaluation System: building indicators, instruments and methodologies to measure achieved results.

data might not be the best alternative. There are available tools, paid or free of charge that could fulfill this role without the need for large investments and with fewer problems than we met while creating an online system from conception to full functioning, as was done in the case of the Casa Cities Platform.

The theory of change could and should be enriched and adapted to meet the Casa Fund needs to monitor and evaluate future programs. The best way for this is to unite the two methodologies that in the case of the Casa Cities Program were utilized in parallel: the theory of change and the M&E System through indicators.

If we use the theory of change in the conception of each Casa Fund program – and not only for one project within a program as was the case of the Observatory – it is possible to utilize indicators in each stage of the process based on the questions that mark the pathway between the issues we intend to solve and the changes we expect to achieve with a given program. Thus, having as reference the evaluation tools of Casa projects – initial diagnosis, interim report, and final report – we have a monitoring and evaluation system that is simple, complete, easily visualized, and highly replicable.



PHOTO: CAPOEIRA DA GIA PROJECT - BAHIA



NEXT STEPS

Where are we heading

By Claudia Gibeli
Casa Cities program
coordinator



We say goodbye in the middle of a pandemic.

It was meant to be a large meeting to see each other in person. It was meant for hugs, laughs, and lots of exchanges. However, once again the urgency to survive, practice self-care and solidarity took precedence. It's alright because we never say goodbye. The institutional network that the Casa Cities Program has proposed since the beginning went beyond. It became a people's network.

Women, men, transgender people or whatever you want to be.

Blacks, whites, people of all colors
Indigenous, Quilombolas, fishermen
and fisherwomen

Children, young people, old people

People who cycle, walk, recover public
squares and headwaters

People who build in collective work, who “plant medicines”, who take care of water and garbage

People who communicate and teach by talking, singing, and dancing

People who plant, harvest, and provide food

People who debate, protest, question, and find solutions

People who in addition to investing in the program also put their heart into it

People.

I have seen rivers, oceans and forests without people. But not cities... Cities always have people. So, it is people the Casa Cities talks about.

But then this “city people” told the “Casa people” they don't want to be isolated (they cannot!), limited to the urban city. They showed us that the “Rural City” and the “Urban City” have an

increasing and more necessary connection. The connection between producer and consumer; between who has got a problem and who has the solution, between who needs clean air and who produces clean air, between those who have traditional knowledge and those who want to learn and recover culture and tradition.

Connection.

Then, the Casa Fund listened, learned and embraced this new challenge because that is what we do, we welcome challenges. From now on, the Casa Cities will be more connected to the different territories, their demands and solutions.

Thus, the Casa Cities Amazon and the Casa Cities Northeast were born – for the time being. The Casa Cities (only Cities) was just the beginning of our journey.

LET'S MOVE ON!

Supported Projects

PROJECT NAME	EXECUTIVE ORGANIZATION	METROPOLITAN REGION OF THE ORGANIZATION	LINK DA OF THE ORGANIZATION OR PROJECT
SISTEMA DE AQUAPONIA SUSTENTÁVEL: PRODUÇÃO INTEGRADA DE PEIXES E VEGETAIS PARA A EMANCIPAÇÃO SOCIOEC	Associação dos produtores e Hortifrutigranjeiros da Gleba do Guajará – APHA.	Bélem	-
CATAMOR - SEPARAR PARA DOAR	AMIGOS DE BELÉM	Bélem	https://www.amigosdebelem.com.br/
Projeto Ayê	Associação de Afro Envolvimento Casa Preta	Bélem	https://www.facebook.com/coletivocasapreta/
Ponto de Cultura Colibri Energia Limpa e Sustentável	ASSOCIAÇÃO FOLCLÓRICA E CULTURAL COLIBRI DE OUTEIRO	Bélem	http://colibriouteiro.6te.net/pg/ponto.html
Estruturação da Rede Bike Anjo	Rede Bike Anjo Belém	Bélem	https://www.facebook.com/bikeanjobelem/
Se Essa Rua Fosse Tua	Coletivo de Intervenções Urbanas de Belém	Bélem	-
Mobilidade ativa na cidade de Belém: gerando dados para fortalecer a incidência em políticas pública	Coletivo Pará Ciclo	Bélem	https://coletivoparaciclo.org/
Mulheres em Ação: Produção sustentável para uma comercialização justa e solidária	Grupo de Mulheres Empreendedora CECI-Mulheres	Bélem	-
MEL SOCIAL	Instituto Banco Tupinambá de Desenvolvimento e Socioeconomia Solidária	Bélem	http://bancotupinamba.blogspot.com/
UTINGA SUSTENTAVEL	INSTITUTO MANGUEZAL	Bélem	https://www.facebook.com/institutomanguezal/
Produção e Consumo Sustentável: Aliança Campo & Cidade para uma Comercialização Solidária do campo à	Rede Bragantina de Economia Solidária Artes & Sabores	Bélem	http://amazoniaemrede.blogspot.com/
Circular Campina Cidade Velha	Rede Circular Campina Cidade Velha	Bélem	https://www.projetocircular.com.br/
RECICLANDO PARA O FUTURO	UNIÃO NACIONAL POR MORADIA POPULAR DO PARÁ	Bélem	https://www.facebook.com/Reciclando-para-o-futuro-1052305781617119/
A Amazônia no seu quintal	Verde Cidadão	Bélem	https://www.facebook.com/projetoverdecidadao/

O bambu como material de emancipação construtiva para mulheres	Associação Arquitetas Sem Fronteiras	Belo Horizonte	https://www.facebook.com/arquitetassemfronteiras/?ref=page_internal
Okupa Felicidade	Associação Coletiva da Juventude	Belo Horizonte	https://associacaocoletiva.webnode.com/
Ciclo das Insabas: saberes e práticas agroecológicas na Região Metropolitana de Belo Horizonte (RMBH)	Associação da Resistência Cultural Afro-brasileira Casa de Caridade Pai Jacob do Oriente	Belo Horizonte	https://www.facebook.com/casadecaridadepaijacobdoorient
Fortalecendo as Marias do 8 de março: um trabalho de assessoria jurídica popular.	Associação Coletivo Margarida Alves de Assessoria Popular	Belo Horizonte	https://coletivomargaridaalves.org/
Bem Composto	MASSALAS/Bem Composto	Belo Horizonte	https://massalas.com.br/servicos/bem-composto/
IDECICLO -BH	BH em Ciclo - Associação dos Ciclistas Urbanos de Belo Horizonte	Belo Horizonte	https://bhemiciclo.org/
Fortalecimento dos direitos quilombolas através da Agroecologia	Centro de Documentação Eloy Ferreira da Silva	Belo Horizonte	https://www.cedefes.org.br/
NÚCLEO DE CIDADES: PARTICIPAÇÃO E CIDADANIA METROPOLITANA NA RMBH	Favela é Isso Aí	Belo Horizonte	https://www.favelaeissoai.com.br/
Minhocando	Instituto Macunaíma de Cultura - Escola de Cidadania	Belo Horizonte	https://institutomacunaíma.org.br/minhocando/
Águas Gerais - Plantando encontros e colhendo saberes em Raposos - Edição agroecologia	Pena de Pavão de Krishna	Belo Horizonte	https://www.facebook.com/pena.de.pavao.de.krishna/
Teatro Cultiva Rede	Centro de Referência da Infância e Preservação da Vida - Casa Guará	Belo Horizonte	https://www.facebook.com/casaguara
Projeto NuBeco	Associação Move Cultura	Belo Horizonte	http://movecultura.org.br/project/projeto-nubeco/
Mãos Unidas	Centro Comunitário Rural Aroeiras	Belo Horizonte	-
Armazém Raízes do Campo e Espaço Popular Raízes: Saúde, Encontro e Cultura	Associação de Educação, Ecologia e Solidariedade Amanu	Belo Horizonte	https://www.facebook.com/faceamanu
ASCAPEL SUSTENTÁVEL	Associação dos Catadores de Pedro Leopoldo - ASCAPEL	Belo Horizonte	https://www.facebook.com/ASCAPEL
Área Coletiva de Experiências Agroecológicas Chico Xavier: instrumento de autonomia e protagonismo c	Centro de Integração Social Francisco Cândido Xavier	Belo Horizonte	https://www.instagram.com/aceachicoxavier/
ROTAS DO ANDAR - COMUNIDADES	ANDAR A PE - O MOVIMENTO DA GENTE	Distrito Federal	https://www.facebook.com/andarapedf/?ref=page_internal
IDECICLO BSB- Índice de Desenvolvimento da Infraestrutura Cicloviária em Brasília	Rodas da Paz	Distrito Federal	https://www.rodasdapaz.org.br/

RAIOS DE LUZ PARA UMA NOVA GERAÇÃO COM "CONSCIÊNCIA AGROECOLÓGICA"	CARITAS ARQUIDIOCESANA DE BRASÍLIA	Distrito Federal	https://www.facebook.com/CaritasDF/
Mulheres que se guiam pelos saberes populares: implantação de horto medicinal	Coletivo Caliandras da Terra	Distrito Federal	https://www.facebook.com/coletivocaliandrasdaterra/
MOBILIZE!	Coletivo MOB – Movimento e Ocupe seu Bairro	Distrito Federal	https://www.coletivomob.com/quem-somos
Sustentabilidade na Inclusão Social e Produtiva de Catadores de Materiais Recicláveis e Reutiliza	Cooperativa de Trabalho de Reciclagem Ambiental	Distrito Federal	-
Incidência Política À Segurança Hídrica	FÓRUM NACIONAL DA SOCIEDADE CIVIL NOS COMITÊS DE BACIA HIDROGRÁFICO-FONASC.CBH	Distrito Federal	http://fonasc-cbh.org.br/
Nossa Casa Solar	Frente por uma Nova Política Energética para o Brasil	Distrito Federal	http://energiaparavida.org.br/
Banco Comunitário Estrutural: Inclusão Financeira Digital & Soluções Sustentáveis para Economia Loca	Movimento de Educação e Cultura da Estrutural - MECE	Distrito Federal	http://meceestrutural.blogspot.com/
Agroecologia urbana e popular para o bem viver	Movimento dos Trabalhadores Sem Teto - Planaltina DF	Distrito Federal	https://www.facebook.com/mtstbrasil/
Fortalecendo a mobilidade urbana e geração de renda - Bicicleta e Direito a Cidade	Núcleo de Formação Popular Família Hip Hop	Distrito Federal	https://www.facebook.com/FamiliaHipHopDF
RESISTIR PARA CRIAR E TRANSFORMAR	Rede Pequena de Comercialização	Distrito Federal	https://www.facebook.com/profile.php?id=100004967206263
Projeto Inovar- Biodigestores Renovando Energia, Cidadania e Solidariedade	Associação de Diversidades Culturais e Sociais de Palmital e Cabeceira Grande-ADCSPCG	Distrito Federal	-
"Multiplicando energias renováveis"	INSTITUTO SOCIO ECONOMICO DE DESENVOLVIMENTO SOCIAL	Distrito Federal	https://www.facebook.com/desenvolvimentosocialTransformar/
Por uma Porto Alegre mais digna e sustentável: Energia Solar transformando bairro Lomba do Pinheiro	ASSOCIAÇÃO DE PROTEÇÃO A VIDA - APROVI	Porto Alegre	-
Por uma orquídea chamada Tati: fortalecimento do núcleo da artefatos da Comunidade Orquídea Libertária	COMUNIDADE AUTONOMA ORQUIDEA LIBERTARIA	Porto Alegre	https://m.facebook.com/orquidealibertaria/
Plataforma de Comércio Justo e Consumo Sustentável	4Cabeças Comunicação e Tecnologia	Porto Alegre	https://pt-br.facebook.com/com4cabeças/
Do óleo de cozinha à educação ambiental	Associação Ação em Movimento	Porto Alegre	-
Rádio Comunitária na Escola Pública para Promover o Desenvolvimento Sustentável	Associação Cultural Rádio Comunitária do Bairro de Ipanema	Porto Alegre	http://www.ipanemacomunitaria.com.br/2009/10/quem-somos.html
Horta Coletiva Morro da Formiga - Um espaço com sabores e saberes	Associação das Hortas Coletivas do Centro Histórico	Porto Alegre	https://www.facebook.com/hortascoletivasch/

Cultura e Economia Solidária - Tecendo redes pelo direito à cidade	Associação Ponto de Cultura Quilombo do Sopapo	Porto Alegre	http://quilombodosopapo.redelivre.org.br/
LIVRILHOTA	COMUNIC@RTE	Porto Alegre	"site: https://territorioilhota.wixsite.com/ilhota/sobre
facebook: https://www.facebook.com/comunicarte.ilhota "		Porto Alegre	-
PROJETO HABITAT SOLIDÁRIO	COOPERATIVA HABITACIONAL DOS EMPREGADOS DA EMPRESA BRAS. DE CORREIOS E TELÉGRAFOS LTDA COOHRREIOS BR	Porto Alegre	"site: http://www.coohrreiosrs.com.br/
facebook: https://www.facebook.com/cooperativa.coohrreios "		Porto Alegre	-
RECICLANDO VIDAS	COOPERATIVA DE TRABALHADORES SÓCIO AMBIENTAL PAULO FREIRE	Porto Alegre	facebook: https://www.facebook.com/cooperativapaulofreire
Juventude em movimento: participação cidadã e mobilidade urbana	Levante Popular da Juventude - RS	Porto Alegre	https://pt-br.facebook.com/levanters/
Agroecologia: alimentos com ética e agroecologia como modo de vida	RAMA (Associação dos Produtores da Rede Agroecológica da Região Metropolitana)	Porto Alegre	-
Costurando e Reciclando Vidas	RICS - Rede Industrial de Confecção Solidária	Porto Alegre	http://guayi.org.br/?page_id=46
ARTICULAÇÃO ENTRE POVOS INDÍGENAS E ASSENTADOS DE VIAMÃO PARA A SEGURANÇA ALIMENTAR, SUSTENTABILIDAD	AAFISE (Associação dos Moradores do Assentamento Filhos de Sepê)	Porto Alegre	-
INTERCOOPERAÇÃO ENTRE POVOS QUILOMBOLAS DE VIAMÃO	Associação Quilombola Peixoto dos Botinhas - A.Q.P.B.	Porto Alegre	-
Ciranda Agroecosol no Fórum de Economia Solidária RMR	SERTA – Serviço de Tecnologia Alternativa	Recife	http://www.serta.org.br/inicial/
CINEMA DA ILHA	CENTRO NACIONAL DE MULHERES VERA LÚCIA	Recife	-
https://www.facebook.com/profile.php?id=100012382662641&sk=photos_all	Valdelene Lima	Recife	-
MÃO NA RODA - BICICLETAS COMPARTILHADAS	Coletivo Juízo Torrado	Recife	https://www.facebook.com/JuizoTorrado/
Ciranda de Mulheres pela Agricultura Urbana	Grupo da Melhor Idade Flor do Carmelo	Recife	https://www.flordocarmelo.org.br/
Plástico Precioso do Pilar	Instituição Plano B	Recife	http://www.instituicaoplanob.com.br/p/plastico-precioso-do-pilar.html
Muribeca Resiste: Curso de formação humana, política e ambiental	Somos Todos Muribeca	Recife	https://somostodosmuribeca.com.br/muribeca-resiste-curso-de-formacao-humana-politica-e-ambiental/

Passeios Verdes Maturi	Associação Pedagógica Maturi	Recife	"https://m.facebook.com/
Instagram: @erempamoficial"	Manuela Schillaci	Recife	-
Roda de Cidadania: Capoeira Angola e Hortas Comunitárias	Grupo de Capoeira Herança de Angola	Recife	"https://www.instagram.com/p/CBvO8pzndWa/?igshid=mb5fmn9brn7n
https://www.facebook.com/groups/511851115596129/permalink/2794383974009487/"	Sérgio Henrique Gomes Ribeiro de Senna	Recife	-
QUINTAIS VERDES ; ESPALHANDO SEMENTES EM ESPAÇOS OCIOSOS COMO FORMA DE EMPODERAMENTO, FORMAÇÃO E GER	ACAAP - Associação Cultural, Artística e Ambiental do Pina	Recife	"https://instagram.com/livrotecabrincantedopina
https://www.facebook.com/LivrotecaBrincanteDoPina/"	Maeva Jeanne Harrivel	Recife	-
Jovens Cuidadores Socioambientais	Ação Comunitária Caranguejo Uçá	Recife	https://pt-br.facebook.com/nucleocomunicacaocaranguejouca/
SEGURANÇA HÍDRICA DA FARMÁCIA VIVA DO CESAM	Associação dos Manipuladores de Remédios Fitoterápicos Tradicionais Semi-Artesanal - AMARFITSA.	Recife	https://cesamfitoterapia.wordpress.com/objetivos/
Bota pra Rodar – Consolidando um sistema de bicicletas compartilhadas comunitário	Associação Metropolitana de Ciclistas do Recife - AMECICLO	Recife	https://www.ameciclo.org/
Aplicativo Biciflow	Biciflow	Recife	https://biciflow.com/
Bigu Comunicativismo	Bigu Comunicativismo	Recife	https://pt-br.facebook.com/pegaobigu/
CasaFlô	CasaFlô	Recife	-
@flodejambovegetariano"	Guilherme Malthus	Recife	-
COMUNIDADES - ESPAÇOS DE RESISTÊNCIA E DE LUTAS	CASA MENINA MULHER - CMM	Recife	https://pt-br.facebook.com/ONGCMM/
Recife de Luta: sociedade civil engajada na revisão do Plano de Ordenamento Territorial da cidade	Centro Popular de Direitos Humanos	Recife	https://www.cpdh.org.br/
Ramo atravessar?	Cicloação	Recife	https://pt-br.facebook.com/cicloacao
Promovendo a cultura de segurança da informação em grupos ativistas e movimentos sociais na Região M	Coletivo Candeeiro	Recife	-
Ciranda em Rede: Fortalecendo Mulheres Pescadoras	Ciranda de Mulheres	Recife	-
Horta Pedagógica de Santa Luzia	Coletivo Massapê	Recife	https://pt-br.facebook.com/coletivomassape/
Despertando Sementes: permacultura e agricultura urbana pedagógica no Recife	Coletivo SAF	Recife	"http://safufpe.wixsite.com/safufpe
@saf.ufpe"	Mariana Maciel de Albuquerque	Recife	-

Espaço Agroecológico da Várzea: educação, cultura e cidadania	Espaço Agroecológico da Várzea	Recife	https://agroecovarzea.wixsite.com/agroecovarzea
Lixo e Cidadania: Rede de Articulação p/ Fortalecer a Gestão Sustentável dos Resíduos Sólidos em PE	Fórum Estadual Lixo e Cidadania de Pernambuco (FLIC-PE)	Recife	-
Mulheres e Agricultura Urbana: acesso à água e soberania alimentar	Grupo Espaço Mulher	Recife	-
Provocações Urbanas	Instituto INCITI - Pesquisa e Inovação para as Cidades	Recife	http://inciti.org/
CASA AMARELA SAUDÁVEL: Na Trilha Pela Sustentabilidade	INSTITUTO CASA AMARELA SAUDÁVEL E SUSTENTÁVEL - ICASS	Recife	https://icass.org.br/
Horta-Modelo da Comunidade do Pilar	Instituto Tribio	Recife	institutotribio.org
Rede para Transição Agroecológica na Cidade	Kapi'wara - Agroecologia Urbana	Recife	https://www.facebook.com/kapiwaraagroecologia
Mão na Massa - Capacitando Mulheres Makers	Movimento Mulheres Makers	Recife	https://www.fablabrecife.com/o-que-fazemos/inovacao-maker/movimento-mulheres-makers/
Horta na RUA – Agroecologia Urbana na Periferia do Recife	RUA_Juventude Anticapitalista	Recife	https://www.movimentorua.org/
Rede de Mobilização de Japeri	Associação Mobiliza Japeri	Rio de Janeiro	https://pt-br.facebook.com/MobilizaJaperi/
Patrulha Ambiental da Pesca II	Associação Homens do Mar da Baía de Guanabara - AHOMAR	Rio de Janeiro	http://ahomar.org.br https://www.facebook.com/ahomar.rj
MEU BAIRRO MEM AMBIENTE	INSTITUTO ENRAIZADOS	Rio de Janeiro	https://www.enraizados.org.br/
Pedalando para o futuro	Coletivo Pedala Queimados	Rio de Janeiro	https://pt-br.facebook.com/pedalaqueimados/
"Cultura ambiental permanente no Quilombo do Camorim"	ACUCA - Associação Cultural do Camorim	Rio de Janeiro	https://pt-br.facebook.com/acuca.camorim
Educação Sustentável	ASSOCIAÇÃO BENEFICENTE AMAR	Rio de Janeiro	https://pt-br.facebook.com/AssociacaoBeneficenteAMAR/
Mulheres em Ação	Coletiva Popular de Mulheres da Zona Oeste	Rio de Janeiro	https://pt-br.facebook.com/COLETIVAPOPULARDEMULHERESZO/
Cocozap	data_labe	Rio de Janeiro	https://datalabe.org/
Reciclação	GRUPO PROA	Rio de Janeiro	https://www.proa.org.br/p/quem-somos
Horta Inteligente	Horta Inteligente	Rio de Janeiro	https://pt-br.facebook.com/hortainteligente/

Fincando Raízes - qualificando a gestão da informação no Instituto Raízes em Movimento	Instituto Raízes em Movimento	Rio de Janeiro	https://pt-br.facebook.com/raizesemmovimento
Favela Garden & Pieces - Tocando em Você	Instituto Tocando em Você	Rio de Janeiro	https://pt-br.facebook.com/pg/InstitutoTocandoEmVoce/posts/
Morro da Formiga, percorrendo o Rio Cascata.	MOVIMENTO DE INCLUSÃO SOCIAL NOVO HORIZONTE	Rio de Janeiro	https://pt-br.facebook.com/misnovohorizonte/
Energia solar fotovoltaica nos espaços comunitários da Babilônia	Revolusolar	Rio de Janeiro	https://revolusolar.com.br/
Sustentabilidade e Moradia	União por Moradia Popular do Estado do Rio de Janeiro - UMP-RJ	Rio de Janeiro	https://es-la.facebook.com/pg/UMPRJ/posts/
Projeto Semear: plantando educação, colhendo cidadania.	Grupo de Amigos e Moradores de Ipitanga - Ami Ipitanga	Salvador	https://pt-br.facebook.com/Ami.Ipitanga
Incubadora Pelô Design	Coletivo Pelô Design	Salvador	https://www.facebook.com/pages/category/Arts---Crafts-Store/Coletivo-Pel%C3%B4-Design-935195813342854/
Projeto Cuidar das Cidades:Nossa Casa Comum	Complexo Cooperativo de Reciclagem da Bahia - CCRBA	Salvador	https://www.facebook.com/complexodereciclagemdabahia/
Projeto-piloto do aplicativo AMPT - Acessibilidade Melhor Para Todos	Empresa Júnior AMPT - Acessibilidade Melhor Para Todos	Salvador	" https://instagram.com/ampt.acessibilidade?igshid=1u9l1xjvpyl0j
ampt.acessibilidade@gmail.com"	Alex Santos Souza	Salvador	-
Mambembe Salvador 2018 – Subúrbio sobre trilhos: Patrimônio popular	Federação Nacional de Estudantes de Arquitetura e Urbanismo (FeNEA) – Regional Nordeste	Salvador	http://www.fenea.org/nordeste
Capoeira da Gia: construindo um meio ambiente justo e seguro em comunidade	Grupo de Capoeira da Baixinha	Salvador	-
@gcpb_baixinha"	Leonardo Augusto de Araújo Bastos	Salvador	-
Casa La Frida Salvador	Movimenta La Frida	Salvador	https://www.lafridabike.com/
Estação Bicicleta Subúrbio	Mobicidade Salvador	Salvador	https://mobicidadessa.wordpress.com/
Unhão das Artes	Motirô BA	Salvador	https://www.motiroba.org/
Escola Verde com Afeto	Canteiros Coletivos	Salvador	https://canteiroscoletivos.com.br/
Rede Moinho: economia solidária e agroecologia na cidade	RedeMoinho Cooperativa de Comercio Justo e Soliário	Salvador	https://pt-br.facebook.com/RedeMoinhoCoopBR/
ARQUITETAS EM CASA	INSTITUTO MARANHÃO SUSTENTÁVEL	São Luis	https://www.maranhaosustentavel.org.br/
Horta Comunitária - plantando sustentabilidade, colhendo qualidade de vida.	Grupo de Pesquisa e Inovação em Sustentabilidade Comunitária	São Luis	-

Reaproveitamento sustentável: O lixo que vira luxo	Instituto de Defesa dos Direito pela Moradia, Digna, Comunitária e Social-MA	São Luis	-
Energia Solar Fotovoltaica como Caminho para um Desenvolvimento Sustentável	Instituto de Formação Juvenil do Maranhão	São Luis	https://pt-br.facebook.com/IFJMA/
Reciclando Vidas	Organização em prol da Natureza, Arte, Vida e Educação - NAVE	São Luis	https://www.facebook.com/OngNave/?hc_ref=ARSP-57PUI24FTox8ZqV_79R86njVKKOeD7MICA0J0tNjEROVZ-Blx-PWa7ijlVueZk&ref=nf_target&_tn_=kC-R
Rumbora se amostrar: Levantamento de indicadores sobre o uso da bicicleta em São Luís e Grande Ilha.	Pedal das Minas São Luís e Re-O-Cupa	São Luis	https://www.instagram.com/pedaldasminasslz/?hl=pt-br https://www.facebook.com/reocupa/?hc_ref=ARS2BXeSlu1P3bm09rj1KZx8i_fZ8yPl4Xa_Xd6Monux8fvJOKc_NFrXDOXPhsJVvlG&ref=nf_target&_tn_=kC-R
MURURU: EDUCAR PARA MUDAR	ROBERTH ALAN GARCÊZ DE OLIVEIRA	São Luis	https://www.instagram.com/p/ByyLmRcnyN4/
Passeia, Menininha	INSTITUTO COURB	São Paulo	https://www.courb.org/pt/
Cidade Agroecológica: processos de produção e comercialização de alimentos agroecológicos	Coletivo de Produção do Projeto de Desenvolvimento Sustentável São Luís (Assentamento Dom Pedro Casa	São Paulo	http://terraeliberdade.com/
PROJETO RIO + LIMPO	Associação Olho D'Água - Meio Ambiente e Cidadania	São Paulo	http://associacaoolhodagua.org.br/
Plantando jardins filtrantes e água boa	ASSOCIACAO ECOLOGICA AMIGOS DE EMBU	São Paulo	www.seaembu.org
De Tempero a Tempero: Sabor, Saudável, Sustentável e Solidário	Amara Empreendimento Econômico Solidário	São Paulo	-
Brasilândia Ativa	Associação A Cidade Precisa de Você	São Paulo	https://www.acidadeprecisa.org/
Democracia e Sustentabilidade	Associação Cultural Comunitária Milênio	São Paulo	https://www.facebook.com/radiocomunitariamilenio/
Casa de Agricultura da Zona Leste	Associação dos Produtores Orgânicos de São Mateus - Associação dos Agricultores da Zona Leste (AAZL)	São Paulo	https://agricultoreszonaleste.org.br/
Feira Agroecológica e Cultural de Mulheres no Butantã	Associação Nacional Reggae, Arte e Social - Portal R.A.S	São Paulo	https://pt-br.facebook.com/pg/portalaras/about/
Mobiliários sustentáveis e modulares: aprimorando a qualidade de vida em habitações de interesse soc	Associação pela Propriedade Comunitária / FICA (Fundo Imobiliário Comunitário para Aluguel)	São Paulo	https://fundofica.org/
PDC Curso de Design Permacultural Gratuito	Coletivo PermaSampa	São Paulo	http://permacultoresurbanos.com/permasampa/

Mobilização Nacional Calçada Cilada 2018/ 2019	Instituto Corrida Amiga	São Paulo	http://corridaamiga.org/
SANTANA SEGURA PELAS MULHERES E PARA AS MULHERES	Coletivo Mulheres da Zona Norte por uma SP Segura e Sustentável	São Paulo	-
DIREITO À MORADIA SE CONSTRÓI EM MUTIRÃO	MUTIRÃO CAROLINA MARIA DE JESUS	São Paulo	https://www.facebook.com/Movimento-Sem-Terra-Leste-1-350084561779182/
Preta Vem de Bike SP!	Preta Vem de Bike SP!	São Paulo	https://pt-br.facebook.com/pretavemdebike/
Feiras Sustentáveis.	Assoc.das Micro Pequenas Empresas da Grande Nova Rosa da Penha e Região 8 Cariacica-ES - AMPE-NRP.	Vitória	https://pt-br.facebook.com/pg/ampenrp08/posts/
Projeto Viveiro Comunitário	MUDA - Movimento Unificado de Desenvolvimento Alternativo	Vitória	https://www.facebook.com/profile.php?id=100010064352411
OLHA O SABÃO	Associação das micro e pequenas empresas e empreendedores individuais da Grande Central Carapina	Vitória	https://www.facebook.com/ampe.central?fref=search&__tn__=%2Cd%2CP-R&eid=ARBLdAx8fdAORa38rBjoB-Z8nmWNV2XrMvbdzLynPMR_
FORTALECIMENTO INSTITUCIONAL DA ASSOCIAÇÃO DE CATADORES RECUPERLIXO	Ass dos Catadores de Materiais Recicláveis e Econ. Solidaria do Município da Serra - Recuperlixo	Vitória	-
Reencantando Lugares Via Agricultura Urbana	Clube Pede Planta	Vitória	-
Banco Comunitário Verde Vida	INSTITUTO VERDE VIDA	Vitória	https://pt-br.facebook.com/institutoverdevida/
Morro Vivo: Agricultura urbana também é cultura! Arte à serviço da qualidade de vida	Arvore Casa Das Artes	Vitória	https://www.arvorecasadasartes.com.br/
Por uma vida mais saudável, consciente e coletiva	Levante Popular da Juventude Espírito Santo	Vitória	Levante Popular da Juventude Espírito Santo
Jaburu em EcoAção	NÚCLEO DE ATENDIMENTO A COMUNIDADE ARTICULADA E ORGANIZADA – Grupo Nação	Vitória	http://cielo.prosas.com.br/empreendedores/36996?locale=es
Formação Urbanística através da Coletividade	Paleta Parque	Vitória	https://www.paleteparque.com/
A Criança e a Cidade	Plano Habitar	Vitória	https://instagram.com/onze8.ong?igshid=hzz4orr3kh5s



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