

ANNUAL REPORT 2022



CatComm
CATALYTIC COMMUNITIES



**Favela
Community
Land Trust**

INTRODUCTION

In 2022, the Favela Community Land Trust Project celebrated four years. Much has changed since we began this work in 2018. If at the beginning the CLT was a new, unheard-of model in Brazil, today it is a rapidly growing feature of the public debate surrounding housing and urban policy. It has secured the interest of a diverse range of communities, been included in civil society manifestos, approved in legislation, inspired publications in scientific journals and led to initiatives in states across the country.

Despite so much progress, we still lack an operational CLT, a goal which has been at the forefront of the Favela-CLT Project since its conception. We know that a long-term commitment is necessary to organize and effectively mobilize a community to be the first, and this on top of the long process of land tenure regularization and the delays caused by the suspension of in-person activities during the pandemic.

In 2022, the Favela-CLT Project dedicated itself to three work fronts: mobilization, advocacy and dissemination.

With an aim to mobilize communities, we resumed in-person activities in our pilot communities following a two-year interruption due to the pandemic. Today the project works across four Rio de Janeiro communities, which have shown an interest in adopting the CLT model. They're making growing headway, with an important milestone achieved: the approval of organizational bylaws by Grupo Esperança, which has just finalized the paperwork necessary to build their association—a critical step towards establishing a future CLT. Just like Esperança, other communities have made progress in setting up their own associations and are discussing their community planning.

On the advocacy front, the Favela-CLT Project has strengthened the CLT model at an institutional level and gained support for the approval of legislative proposals. A huge success was the passing of the first law that regulates the Community Land Trust in Brazil: the Master Plan of São João de Meriti, a neighboring municipality of Rio de Janeiro. We've also witnessed a CLT provision included in proposals for other city master plans, including those of Rio de Janeiro and Maricá. Participation in public forums, contact with elected officials and advisors, partnerships with public agencies and the organization of public debates around legislative proposals were all funda-

mental actions carried out by the project in 2022.

Finally, on the dissemination front, we have worked to raise awareness about the CLT model across the country, encouraging exchanges and providing support to interested parties in different states. A particular highlight in 2022 was the 2nd Annual Favela CLT National Seminar, spanning three days (April 18-20) and bringing together hundreds of participants from all Brazilian states. Following the seminar, a volunteer group was independently formed interested in bringing the CLT to communities across Brazil. This action led to the creation of the Multipliers Working Group.

It is also important to highlight that, beyond the practical application of CLTs, the model has been gaining a stronger presence in academic circles. Since 2018, over 30 academic papers have been published covering the CLT—both articles and dissertations—and in 2022 the CLT was present in public debates ranging from the People's Conference on the Right to the City to discussions taking place within the newly elected president's transition team.

All of this shows that we're on the right path, something which has only been made possible thanks to the support of all those involved with the project and who are acknowledged at the conclusion to this report. But there's so much still to do! We constantly face challenges posed by the complexities of the political situation, of mobilizing people and spreading the model. Alongside these challenges, there is the endless bureaucracy and necessary discussions with diverse political agents that must take place before we can implement a CLT. We would therefore like to thank all of our supporters to date and ask that you continue working with us as we face the challenge of establishing and implementing this incredibly powerful tool which will be the CLT in our cities.

Can we count on you?!



A handwritten signature in black ink, appearing to read 'Tarcyla Fidalgo'.

TARCYLA FIDALGO
Coordinator of the Favela CLT Project

*CONDITIONS NECESSARY FOR A FAVELA CLT:

- 1. Consolidated community** with a strong **sense of belonging** where the ability to remain on the land is the primary objective when in seeking title.
- 2. Large percentage of families do not yet possess land titles**, yet have reasonable likelihood of acquiring title.
- 3. Residents perceive or have experienced threat of involuntary displacement** (eviction or gentrification).
- 4. Mature process of community organizing** supported by technical allies who accompany community's development.

MISSION

To realize and ensure the rights to housing, community and roots through the introduction of Favela Community Land Trusts in Brazil, with a focus on realizing pilots in Rio de Janeiro and enacting enabling legislation nationwide.

What is a Favela CLT?

CLTs are a collective land management strategy which combine collective territorial governance with individual titling and autonomy over houses and buildings. Joining legal, social and urban planning elements, a CLT's aim is to realize a community's development while guaranteeing the ability of residents to remain on their land, and to offer permanently affordable housing.

CLTs offer robust tenure security while providing a strong, collective framework for ensuring community organizing for the improvement of infrastructure through community-controlled land management and development.

Core Components of All CLTs:

1. Voluntary membership
2. Community-owned land
3. Individually owned, rented, or lease-to-purchase homes
4. Community control of the territory
5. Permanent affordability

CLTs were introduced to the world over 50 years ago, in the context of the US civil rights movement. Whereas CLTs in the US involve the founding of organizations that acquire land on which they develop CLTs, the CLT model can be nicely retrofitted to support land tenure in pre-existing informal settlements.

Such settlements often work as "informal CLTs" in the sense that they are already characterized by the five components listed above, with the exception being that land is not owned by the community and homes are only precariously owned by residents. It is on this basis that CLTs offer a great potential for formalizing such settlements without losing their qualities, often derived from their collective nature and histories of resistance and resilience.

What Does a Favela CLT Offer?

Favela CLTs are an instrument to guarantee the rights of residents to remain on their land and to live there indefinitely, strengthening the community and minimizing the risk of forced displacement caused either by the State or by real estate speculation leading to gentrification. They also engender a greater capacity to negotiate improvements with the public sector (the CLT is now a major landowner as opposed to small individual homeowners) and ensure that the development of the community is managed by residents themselves, thus ensuring their needs are front and center. Also, by counting on technical allies that support the CLT, residents are better positioned to meet their community's needs. With this, CLTs have enormous potential to formalize communities without losing their qualities, often stemming from the collective nature of their stories of resistance and resilience.

LEARN MORE ABOUT THE FAVELA-CLT

YouTube: [tv.termoterritorialcoletivo.org](https://www.youtube.com/channel/UCv1m1m1m1m1m1m1m1m1m1m1)

Site: [termoterritorialcoletivo.org/about](https://www.termoterritorialcoletivo.org/about)

Facebook: www.facebook.com/termoterritorialcoletivo

Instagram: www.instagram.com/projetottc

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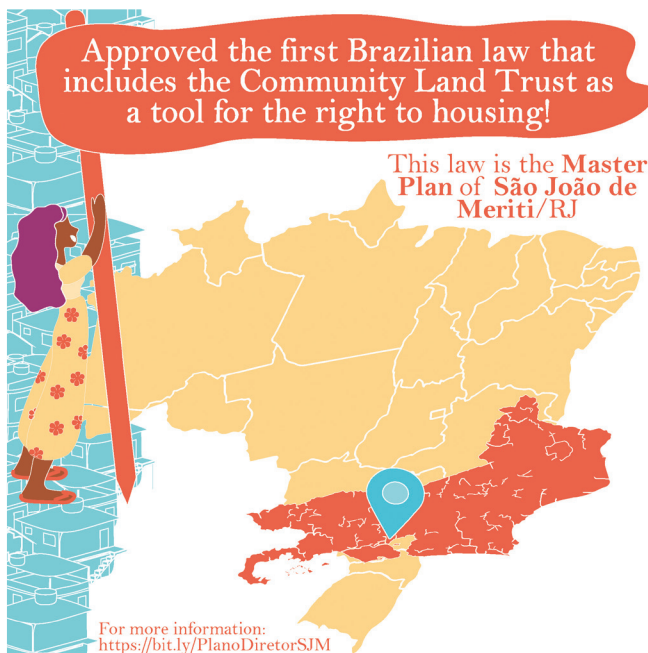
Clau Guimarães,

Translator - CatComm

WHAT WE DO

- **Inform** the public about the CLT as a land rights and affordable housing tool.
- **Introduce** the CLT in interested communities through interactive workshops involving small groups and assessments of community qualities and land rights needs.
- **Support** mobilization of residents through diverse, ongoing events in pilot communities with local leaders committed to implementing a Favela CLT.
- **Develop** legislative proposals to enable and support the implementation of CLTs at the municipal, state and federal levels.
- **Propose** a new law that specifically regulates CLTs within national legal frameworks.
- **Engage** community residents and technical allies in community planning activities.
- **Offer** ongoing support to communities concerned with land regularization.
- **Document** the development of Favela CLTs in Rio to support parallel efforts elsewhere.
- **Share** the unfolding model in Rio de Janeiro with land rights movements across Brazil and around the world.
- **Promote** opportunities for peer sharing between Rio communities and CLTs elsewhere.

OUR WORK



FIRST LEGISLATION PROMOTING AND REGULATING CLTS PASSED IN BRAZIL

One of the biggest milestones of 2022 was the **passage of the first law to outline the Community Land Trust model in Brazil.**

The inclusion and recommendation to implement CLTs that marks the **São João de Meriti Master Plan** was the result of a pioneering movement by the municipality. The CLT was included among a range of urban planning tools recommended to facilitate access to land and housing.

São João de Meriti Master Plan:
bit.ly/PlanoDiretorSJM

The CLT has become an officially-recommended tool **to guarantee the right to affordable housing** in the city. This formal recognition could **encourage partnerships** with public agencies, **promote** the CLT as housing policy and **extend the model** to new communities that can claim it and **make their own CLTs a reality.**

Press release about the CLT in the São João de Meriti Master Plan: bit.ly/3cDf6Lm

To celebrate this success, the Favela CLT Project

carried out a webinar on September 1 entitled: **“The First CLT Law in Brazil: The Importance of the São João de Meriti Master Plan”** with community organizers and technical advisors responsible for the inclusion of the CLT in the Master Plan. They discussed the challenges ahead to guarantee the right to housing in the municipality and how the CLT can contribute to this scenario.

Watch the webinar here:
bit.ly/LIVEdoTTCdeSJM

The drafting of legislative proposals to introduce Community Land Trusts, alongside the advocacy work to bring about their approval, is another focus of the Favela CLT Project. Although it's already possible to realize CLTs through existing Brazilian laws, the passage of new legal frameworks will facilitate the model's effective application and keep it up-to-date. Besides São João de Meriti, the CLT has been promoted in updates to Master Plans in municipalities across various states in Brazil, such as Rio de Janeiro, Minas Gerais, Pará, Paraná and São Paulo.

Webinar Reflects on the Sustainable Development Goals (SDGs) and Explores the Potential of Community Land Trusts for Sustainable Cities

LIVE
New Paths for Building Sustainable Cities: The Potential of Collective Land Management Based on the Community Land Trust
Dia 27 de outubro às 10h



As part of the UN's 2022 Urban October events and the International CLT Festival, the Favela CLT Project hosted an online event on October 27 titled: **“New Paths for Building Sustainable Cities: The Potential of Collective Land Management Based on the Community Land Trust”**.

Speakers participated from various backgrounds and professions, from community organizers such as Maria de Penha (Vila Autódromo/Rio de Janeiro, Brazil), Mario Núñez Mercado and Lucy Riviera (Caño Martín Peña/San Juan, Puerto Rico) to technical allies such as Yves Cabannes (University College London), and urban planners Juan Blanco and Theresa Williamson. The webinar sought to explore the contribution of CLTs towards the realization of Sustainable Development Goal 11 - Sustainable Cities, one of 17 SDGs established by the United Nations General Assembly in 2015. The speakers showed how their communities are taking development into their own hands and bringing about sought-after change in their cities.

Streamed in Portuguese, Spanish and English, the webinar reached a Brazilian and interna-



tional audience. It was a rich moment of exchange which brought with it new perspectives about SDGs from the voices of the Global South

Watch the video of the event:
bit.ly/3YZmZ0V

Read about the event on RioOnWatch:
bit.ly/3UibZlq



THIS YEAR IN NUMBERS

The Working Group today has **290 participants** from **137 institutions**

WORKING GROUP (WG)

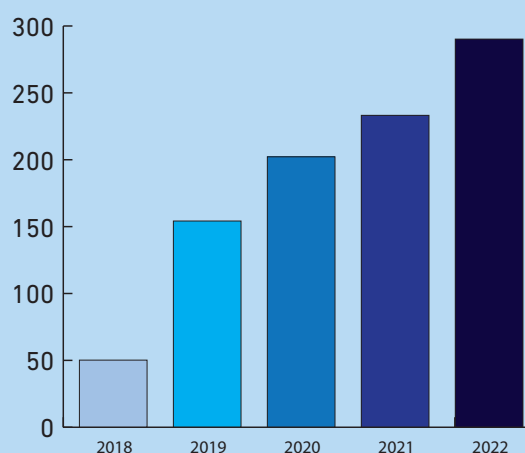


59 favela leaders from
34 communities



231 technical partners from **103**
public agencies, universities and NGOs

Growth of the Working Group over the years



NEW!

In 2022 a Multipliers Group was launched at the national level, engaging **51 participants** from **34 institutions**, representing **13 states**

PARTICIPATION



631 people

participated in meetings,
workshops or other events
related to the CLT in 2022



59 activities

in 2022 (including
meetings, workshops
and events)



6 plenaries

with the full
Working Group



3 meetings
of the Legislative
Working Group

NEW!



8 meetings of the
CLT Multipliers Group



1 piece of CLT legislation was passed, in the São João de Meriti Master Plan



420 enrolled
and 241 live participants at the
2nd National Favela CLT Seminar,
from all states across Brazil

**NEW
COMMUNITIES!**



27 community workshops:
8 in Trapicheiros, 8 in Esperança,
5 in Vila Autódromo, 4 in Shangri-lá
and 2 in Horto Florestal



292 residents reached within
interested communities

**NEW
COMMUNITIES!**



4 pilot communities
working towards the establishment
of a CLT (two more in 2022)

YEAR-END EVALUATION

When asked how they rate the
**importance of the CLT to their personal
or organizational initiatives**, the average
response was **9.0** (among **116** respondents).

When asked how they rate the
**importance of the CLT for the current
state of affairs in Rio de Janeiro and
Brazil**, the average response was **9.3**
(among **116** respondents).



OUR WORK

ESPERANÇA FINALIZES ITS BYLAWS AND ADVANCES TOWARDS THE IMPLEMENTATION OF ITS CLT

Throughout 2022, the Favela-CLT Project worked alongside four pilot communities with the goal of implementing a Community Land Trust in their territories. One of the crucial steps is the registration of a not-for-profit organization composed and managed by residents. This organization then takes ownership of the land and is responsible for its management.

Grupo Esperança, a self-managed community located in Jacarepaguá, West Zone of Rio de Janeiro, embarked on this stage this year. Over the course of 2022, the Favela-CLT Project held eight community workshops alongside residents to draft the bylaws for their association.

Through intense participation in all aspects of writing the bylaws residents debated, devised

and reached conclusions about the different aspects of the document. The bylaws were then voted on in the final workshop of the year and approved by over 80% of families. This was a huge success for Esperança, which now has formed an organization to represent their interests through the collective effort of its residents.

On the same day, the group held a potluck lunch and graffiti workshop where a mural was painted across the entrance to the community. It was a moment to celebrate their coming together showcasing the force of their collective spirit.

See the photos of this key day in the future of the Esperança CLT: bit.ly/TTcnoEsperanca

First Exchange Among the Four Pilot Favela-CLT Communities

As the perfect conclusion to our 2022 activities, the Favela-CLT Project held its first **cross-community exchange between the pilot communities** on December 11. The day-long event involved 28 residents and leaders of the four pilots: Trapicheiros, Esperança, Vila Autódromo and Shangri-lá.

Over the course of the day, we **reflected deeply** on the **successes and challenges facing the development of the project** in the four communities, celebrating their victories and discussing next steps. The community organizers participated in an **open exchange** sharing

what their communities mean to them and those who live there, talking about their memories and links to the community. We closed off with an **open discussion about our CLT draft legislation**, asking residents to comment on the text, expressing doubts and suggesting changes.

In light of the success of this activity, **exchanges among pilot communities will become a regular event for the project.**

See photos from the event:
bit.ly/IntercambioTTC2022

In 2023 we will:

1. **Work with pilot communities** to make headway in the establishment of a legal entity for each CLT and their community planning efforts;
2. **Support the legal needs** of pilot communities, aiding the processes of land tenure regularization;
3. **Raise awareness** of the model in **other interested communities** with a focus on São João de Meriti which has legislated the CLT in its Master Plan;
4. **Advocate** to strengthen the CLT at an institutional level and gain support to help pass legislative proposals, especially at the federal level;
5. **Encourage** CLTs be integrated into **municipal master plans**, monitoring the review of this process in Rio de Janeiro and taking measures to ensure approval;
6. **Spread awareness of CLTs nationally**, assisting interested groups and carrying out regional workshops in partnership with the CLT Multipliers Working Group;
7. **Organize outreach events** to spread the CLT to new audiences, launching the third edition of the Favela CLT National Seminar;
8. **Train key actors** such as social movements, assistants to elected officials and public sector technicians;
9. **Participate in academic conferences** and publish articles about the model;
10. **Increase social media presence** through strategic communication campaigns and engage youth.



GREAT NEWS!

OUR COMMUNITY PLANNING GUIDE

See the newest material developed by the Favela-CLT Project: a didactic community planning guide we prepared to support our community planning efforts together with CLT pilots and residents

Link: bit.ly/GuiaPlanoPopular



TESTIMONIALS

"What enchants me about the CLT is how it brings with it a set of rules firmly rooted in democracy, concerning collective rights, while not neglecting the needs of the individual. It provides a possibility of protection against economic power and gentrification. It permits us to protect our history, tradition and collective memory. The CLT protects more than just the home, which is no small thing in and of itself. It also protects the land in its entirety."

RICARDO DE MATTOS, PUBLIC DEFENDER FOR THE LAND AND HOUSING NUCLEUS (NUTH) OF THE PUBLIC DEFENDER'S OFFICE OF RIO DE JANEIRO

"The CLT can be as much a solution for [community] organizing as it is for land security. Transforming the land into a collective good is what engages me most."

ALESSANDRO BARROS, MEMBER OF THE RIO STATE BOARD OF THE NATIONAL MOVEMENT FOR THE FIGHT TO HOUSING

"A city is a collective good, not a commodity. A city serves as a place to do business, but a city is not there to serve business. A city has to serve the people. Through the application of schemes like the CLT we are helping to create (this)."

MARCELO LEÃO, AUDIT COMMITTEE MEMBER, BRAZILIAN INSTITUTE OF URBAN LAW

"When we got to know the CLT we were blown away. Real estate speculation is very pronounced around here: there's already an upper middle class condominium here and we've been fighting hard for years [to stay where we are]. Today our tenure rights were recognized and we want the CLT to be implemented here in Rio."

PAULO MACHADO, PRESIDENT OF THE TRAPICHEIROS RESIDENTS ASSOCIATION

"The CLT has a framework which strengthens and fights for the rights of favelas, for the right to housing, the right to the city, the right to dignity... The collective, the unity of residents are very important. The CLT brings the set [of elements] needed for residents to begin understanding the importance of their territory, their land, and of being united democratically."

MARIA DA PENHA, VILA AUTÓDROMO AND EVICTIONS MUSEUM

"Granted, the CLT is a new tool, but we shouldn't fear new things. It's a new tool that can help us think about the way in which we inhabit the space where we live."

JUREMA DA SILVA CONSTÂNCIO, MEMBER OF THE EXECUTIVE COMMITTEE OF THE NATIONAL UNION FOR POPULAR HOUSING (UNMP) AND RESIDENT OF THE SHANGRI-LÁ HOUSING COOPERATIVE

"The most important thing is where we can get to with the CLT, with tools that can guarantee permanent housing and limit the process of commodification both of the land and housing units."

SIMONE GATTI, DIRECTOR OF FUNDO FICA

"This project is amazing, it's very beautiful in its essence, because it goes beyond four walls. It's a collaboration of ideas, thoughts, desires, of having decent and above all secure housing. A place to live and call home."

NEIDE MATTOS, RESIDENT AND FIRST SECRETARY, GRUPO ESPERANÇA

PUBLICATIONS AND PRESENTATIONS

Article “International Experiences of Community Land Trusts and Links to the Implementation of the Model in Brazil” — Scientific article written by Clarissa Sapori, Felipe Litsek, Martim Furtado and Tarcyla Fidalgo, and published in the journal *Revista Brasileira de Estudos Urbanos e Regionais* (RBEUR). The study analyzes the international experiences of Community Land Trusts, as much in the northern hemisphere as in the southern hemisphere, identifying aspects that can serve as takeaways for the Brazilian implementation of the model

Link: bit.ly/3ueDmsr

Dissertation “The Community Land Trust: Limits and Possibilities to its Application in the Federal District” — Masters thesis defended by Clarissa Sapori of the University of Brasilia faculty of Architecture and Urbanism. The work portrays the CLT as an anti-hegemonic tool that can respond to many of the challenges facing the right to guarantee housing in the context of Brasilia

Link: bit.ly/3ETPqEb

Study “The Community Land Trust (CLT) as an Instrument for Land Ownership and Residential Security in the Brazilian Context” — Undergraduate research study written by Lara Borges, former intern of the Favela-CLT Project. Her research frames the CLT as a housing solution for populated areas, able to resist processes of gentrification and real estate speculation. She presents the perspectives of residents involved in the Favela-CLT Project in Rio de Janeiro, including interviews.

Link: bit.ly/3BoRGTD

Series “Global Growth of the CLT Movement” — A series of articles published on RioOnWatch which analyzes international experiences of Community Land Trusts, with cases ranging from European capitals to CLTs launched in favelas of the Global South. The series seeks to demonstrate how

the model is being applied throughout the world, and what we can take away from these experiences.

Link: bit.ly/TTCsPeloMundo

Article “Community Land Trusts in Contexts of Informality: Process, Politics and Challenges of Implementation” — Academic article published in the *Radical Housing Journal* by Patricia Basile and Tarcyla Fidalgo. The work analyzes the potential of Community Land Trusts for informal settlements in cities of the Global South. The focus is on guaranteeing permanently affordable housing and strengthening community-led land ownership as a paradigm of development.

Link: bit.ly/3VJVQfG

News Article “New Paths for Building Sustainable Cities: The Potential of Collective Land Management Based on the Community Land Trust” — Article published on RioOnWatch about a webinar organized by the Favela CLT Project, which was part of Urban October 2022. The event explored the potential of CLTs for achieving SDGs through the voices of community organizers and technical allies.

Link: bit.ly/3UibZlq

Chapter “Community Land Trusts as Scaffolding for Continually Thriving Communities” — Chapter written by Theresa Williamson and published as a conclusion to *Community Matters: Conversations with Reflective Practitioners about the Value & Variety of Resident Engagement in Community Land Trusts*, by Terra Nostra Press. The chapter closes the stream of reflections posed by the book, bringing together those aspects of the CLT which can make it such an effective community-building model. It highlights the importance of community mobilization for their success, that is to say, keeping the “C” in Community Land Trust.

Link to acquire the book:

bit.ly/DownloadCommunityMatters

RECOGNITION

Catalytic Communities Receives FNA Award

Catalytic Communities, the Favela CLT Project’s managing organization, received the National Federation of Brazilian Architects (FNA) award in November 2022, recognizing the impact of its projects on the fight for the right to the city, social justice and adequate housing.

Link: bit.ly/ComCatFNA

Community Land Trust on the Platform for the Right to the City

As a result of the People’s Conference for the Right to the City, which took place in São Paulo in June 2022, the Platform of Urban Struggles brings together organized civil society’s main agendas, focusing on urban policy at a national level. The CLT was included in the document (item 5.3), as part of recognizing the social function of land and property, being recognized as a powerful tool to ensure the right to remain. With this, the model gains strength in the public debate on the right to housing and the city.

Link for the Platform: bit.ly/PlataformaDireitoCidade

Favela-CLT at the World Urban Forum

In June 2022, the World Urban Forum in Katowice, Poland brought together public administrators and civil society under the theme of sustainable urban development. The Favela-CLT Project participated alongside partners World

Habitat and Urbamonde through a roundtable organized by the Co-Habit Network, a network which aids self-managed housing initiatives and community development worldwide.

Link: bit.ly/3QEvJ8B

Public Hearing on Community Land Trusts in Rio de Janeiro’s Master Plan

In March 2022, the Favela-CLT Project was invited to outline the model in detail during a presentation made alongside the Land and Nucleus of the Public Defender’s Office, at the Rio de Janeiro City Council.

Link: bit.ly/TTCnaAudienciaPlanoDiretor

Presentation to Public Defenders from Across Brazil

In August 2022, the Favela-CLT Project carried out a training workshop at the Public Defender’s Office in Rio de Janeiro for public defenders from across Brazil as part of the National Council of Public Defenders (CONDEGE). Project coordinator Tarcyla Fidalgo presented the history of the model, its development, legal structure and potential to secure the right to housing in Brazil. CatComm executive director Theresa Williamson and Favela-CLT Project assistant coordinator Felipe Litsek also presented at the roundtable, answering questions posed by the defenders.

Link: bit.ly/3B2U9m1

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THANKS

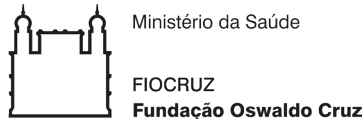
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Ailton Lopes, Alejandro Cotté, Átila Bee, Clarissa Saponi, Cláudia Muniz, Cláudia Pires, Élda Nascimento, Juan Blanco, Jurema Constâncio, Karla Moroso, Lyvia Rodriguez, Lucy Riviera, Maria da Penha, Marcelo Leão, Martim Furtado, Orlando Santos Júnior, Razia Khanon, Ricardo de Mattos, Sandra Kokudai, Simone Gatti, and Yves Cabannes.

THANK YOU TO OUR 2022 PROJECT PARTNERS AND MEMBERS



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THANK YOU TO ALL OUR WORKING GROUP MEMBERS

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 Coletivo Habite a Política
 Coletivo Mulheres de Frente
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 Comissão do Comércio da Indiana
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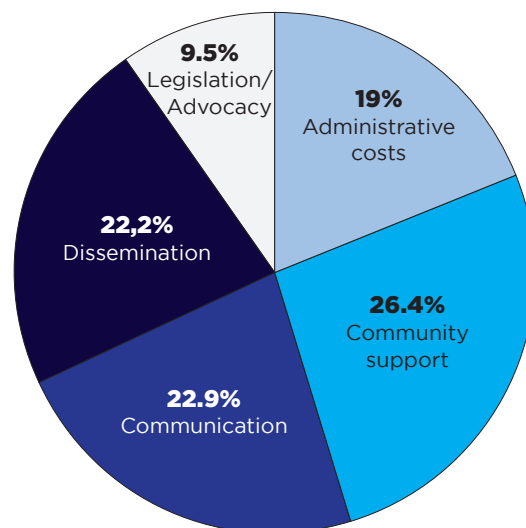
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- **Urbamonde:** Franco-Swiss organization dedicated to the promotion and implementation of self-managed community housing initiatives across the world. The resources provided to the Favela-CLT Project come from the Geneva Federation of Cooperation (FGC), who acts as a bridge between its member organisations, local partners and Geneva public authorities contributing to the financing of international cooperation projects in Asia, Africa and Latin America.
- **World Habitat:** International organization based in the UK which supports community housing initiatives in different countries. Every year, in partnership with UN-Habitat, the group organizes the World Habitat Awards, awarding innovative housing programs or experiences around the world.
- **Catalytic Communities:** Our US 501c3 responsible for international fundraising. CatComm/ComCat is a not-for-profit organization that has supported Rio de Janeiro's favelas since 2000 through an asset-based community development approach.

The graph shows the allocation of resources throughout the Favela-CLT Project. It takes into account not only financial resources, but also time donated by permanent members of the Favela CLT Working Group. The project is developed through a network of collaborators who dedicate their time and technical knowledge.



The main allocation of resources is destined towards pilot communities in Rio de Janeiro, followed by our communication work, dissemination of the model, administrative costs and finally the drafting of legislative proposals for the regularization of the CLT. The graph also takes into consideration time dedicated by the CLT team to each of the aforementioned work fronts, mirroring the amount of time dedicated to each aspect of the project. In summary, it is a portrait of the impact that resources have had on different aspects of the work carried out by the Favela-CLT Project.

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