

**HOUSING**  
AT THE BASE OF THE  
PYRAMID IN **BRAZIL**

# Challenges and Opportunities



**2014**

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## Introduction

This report is based on the themes and messages discussed during the Business Opportunities in Housing for the Base of the Pyramid event held in São Paulo, Brazil on 2 September 2013. The event brought together between key actors developing housing solutions for low-income communities in Brazil. More than 70 members from the United Nations Development Programme in Brazil, city government, civil society, real estate developers, private-sector companies and investors attended this invite-only event, a collaborative effort between Business Call to Action (BCtA) and Aspen Network of Development Entrepreneurs (ANDE) Brazil Chapter which enabled participating stakeholders to discuss challenges and solutions.



Photos: ANDE

## Key themes and messages

### 1. Leveraging the private sector

Mobilizing capital to overcome challenges in the provision of effective low-income solutions must involve private-sector actors in a range of fields, including construction, materials manufacturing, retail, distribution, development, investment and finance. Market-based solutions based on stakeholder partnerships are critical to achieving scale and tackling challenges such as the provision of services, infrastructure, tenure rights and access to capital for financing and investment. Market solutions in rental and housing development are essential to the functioning of a healthy low-income housing sector.

### 2. Ensuring community infrastructure

Ensuring that construction incorporates social infrastructure and services such as access to water, sanitation, and electricity is critical to the economic and social empowerment of the poor. Companies, civil society and policy makers can work together on integrated urban planning, where the needs of the prospective residents for transportation, healthy foods, education and social services are taken into account using community and municipality capacity building, and the engagement of local government and stakeholders.

### 3. Making self-construction safe and affordable

Companies, civil society and policy makers can work together to ensure that safe self-construction practices are created and enforced given that low-income residents perform over 70% of incremental improvements to their homes.\* The public and private sectors can work to develop standards for home improvements that ensure structural and labor safety, and provide incentives for the use of natural disaster-safe materials and designs.

### 4. Supporting and using the full potential of micro-mortgages and home improvement loans

Micro-loans for home improvements and self-construction continue to be critical not only for improving living conditions, health and productivity, but for income generation and asset creation as bottom-of-the-pyramid (BoP) micro-enterprises often operate from a family's home. Large and small financing institutions should be encouraged to provide value-added, bundled services through micro-credit for the poor.

## Global BoP Housing Crises

**H**ome plays a critical role in the social and economic life of a family unit. Living conditions affect all aspects of human development, from health and education to social advancement. For low-income families, the home often serves as the basis for income-generating activities. Conditions in inadequate housing such as overcrowding, indoor air pollution, poor wastewater treatment and lack of sewage and sanitation facilities increase the chances of contracting acute respiratory illnesses, which in turn hampers income and social mobility.<sup>1</sup> Quality housing can be a source of income if used for hosting home-based entrepreneurial activities that boost earning potential and financial stability.

UN-HABITAT estimates that close to 1 billion individuals around the world live in slums and other inadequate housing, with projections expected to triple by 2050 if the problem remains unaddressed.<sup>2</sup> Considering the enormous need and substantial size of the low-income housing market, which is worth more than \$300 billion globally, very few market-based approaches exist to address the gaps in the housing solutions for the poor.<sup>3</sup>

The global trend of rapid urbanization, with millions migrating from rural areas in pursuit of a better life, has created immense challenges for cities in emerging economies that are unable to deal with the influx

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1 Housing and slum. UN-HABITAT News, UN-HABITAT, Naples, Italy, 5 September 2012..

2 Drayton, B. and Budinich, V., A New Alliance for Global Change, Harvard Business Review, September 2010.

3 Cities, Slums and the Millennium Development Goals. UN-HABITAT News, UN-HABITAT, September 2010..

### 5. The importance of tenure and land titling

Streamlined, peaceful and non-discriminatory processes of resolving land title disputes help homeowners to receive the full benefits of loans and to build safer, better homes, which may lead to improved credit and participation in the market. Homeowners receive an incentive when a title is legally transferred to them, giving them a vested interest in improving their homes and neighborhoods. This creates a positive ripple effect on community development, especially when it is combined with access to finance.

### 6. Reaching the poorest of the poor

Although access to finance and land tenure may have the greatest effect on self-construction and incremental housing improvements, they do not improve the living conditions for millions of the poorest people, who are absent from the formal market. Serving that market requires innovative approaches, such as well-targeted subsidies and working closely with low-income communities to develop innovative approaches that

give consumers a stake in adopting goods and services they may not be accustomed paying for.

### 7. Scaling up public-private partnerships in creating an integrated solution for the consumer

Innovative solutions such as combining the sale of construction materials, technical assistance with self-building, assistance with mortgage equity and financial education are essential. Combining technical assistance with finance increases quality and decreases the costs and time it takes to self-build. Through partnerships and the innovation of business models, companies can offer these much-needed products and services to the consumers at the BoP while improving their bottom line.

Vivenda's marketing is based word-of-mouth, which allows for news of a service or product spread quickly, particularly among housewives, who most often solicit Programa Vivenda's services.



Photo: Vivenda

of people. Often the only option for new arrivals to find shelter is occupying public and private space illegally, since they are typically without access to financial resources or work. Illegal settlements, usually on the outskirts of cities, provide shelter but create many other problems. Serving as an alternative solution to housing shortages for the poor, these settlements grow – mostly through self-construction – and combined with a lack of services and infrastructure, often create unsafe living conditions.

The problem of illegal settlements and slums highlights the cross-cutting challenges that go beyond the housing sector and include land ownership, public services, social infrastructure, environmental risks and a lack of coordination in policymaking, which impacts urban development. Overcoming barriers to producing quality housing solutions that meet the demands of low-income populations requires collective action from a diverse set of players. Achieving scalable, global solutions entails a firm commitment from actors across both the private and public sectors.

### BoP Housing Crisis in Brazil

As with many emerging economies, the lack of housing for low-income communities is prevalent in Latin America, where housing finance for the poor is rare and purchasing power is low. Brazil faces a housing deficit estimated

at between 6 and 8 million homes, affecting 28.5 million people mainly in low-income markets.<sup>4</sup> Despite government efforts and impressive economic growth over the last decade, Brazil's slums, or *favelas* are continuing to grow. Over 11 million Brazilians live in *favelas*, equivalent to 6 percent of Brazil's urban population.<sup>5</sup> The state of São Paulo has the greatest housing shortage, with a need for approximately 1.4 million units.<sup>6</sup>

In 2009, Brazil launched the ambitious social housing programme *Minha Casa, Minha Vida* (My House,

4 Available at: [www.theguardian.com/inside-brazil/land-of-opportunity](http://www.theguardian.com/inside-brazil/land-of-opportunity).

5 Maricato, E., 'Brasil, cidades: alternativas para a crise urbana', Petrópolis: Vozes, 2001.

6 Available at [www.fjp.gov.br/index.php/indicadores-sociais/deficit-habitacional-no-brasil](http://www.fjp.gov.br/index.php/indicadores-sociais/deficit-habitacional-no-brasil).

My Life). Its main goal is to stimulate construction and subsidize the acquisition of housing units for low- to low-middle income residents. The programme is financed by the government-owned *Caixa Econômica Federal*, the largest public bank in Latin America, which provides affiliated developers with construction financing and low-income homeowners with preferential mortgages. The initial goal was to contract 1 million housing units between 2009 and 2010. The second phase, launched in 2011, aims at financing the construction of 2 million homes by 2014 – 60 percent of which are directed to families with monthly incomes of up to 10 minimum wages,<sup>7</sup> – with a total investment of \$71.7 billion.<sup>8</sup>

The programme focuses on enabling first-time owners to purchase homes they would normally not be able to afford through a subsidy and by capping the maximum price per house that can be acquired using this benefit. The down payment and monthly installments are determined by the family’s income level.<sup>9</sup> Considering its scale and the amount of subsidies allocated by the Government, the programme is considered to be a milestone that reaffirms social housing as an issue of national importance for the Government of Brazil.<sup>10</sup>

However, the programme has come under severe criticism and scrutiny in the past year because of the poor quality of housing units, delayed construction<sup>11</sup> and rampant corruption.<sup>12</sup> At the end of 2012, some 20 months after the completion of phase one, 57 percent of the low-income residents were still waiting to move into their promised homes.<sup>13</sup> This delay in delivery was caused by poor quality

As the focus is on local development, Vivenda seeks to make use of the local community’s resources as much as possible - such as local construction materials and local labor.



Photos: Vivenda

7 The minimum wage in Brazil is currently R\$678 (approximately US\$300). Ten minimum wages equal R\$6,780 or US\$3,000.

8 Available at [www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=3453](http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=3453).

9 Ibid.

10 Brazil’s president, Dilma Rousseff, affirmed that, “*Minha Casa, Minha Vida* means security and comfort to thousands of families in the country.”

11 Available at <http://oglobo.globo.com/economia/longa-espera-pela-casa-propria-5764544>.

12 Available at <http://riotimesonline.com/brazil-news/front-page/minha-casa-minha-vida-fraud-in-brazil/>.

13 Available at <http://oglobo.globo.com/economia/longa-espera-pela-casa-propria-5764544>.

## Companhia de Desenvolvimento Habitacional e Urbano do Estado de São Paulo (CDHU)

Housing and Urban Development Company of the State of São Paulo (CDHU), linked to the Department of Housing, is the largest social housing developer in Brazil. Its purpose is to develop housing programs all around the State of São Paulo, targeting exclusively low-income population, which includes families with income in the range of 1-10 minimum wages\*. CDHU also intervenes in the urban development of cities, following the Housing Secretariat guidelines.

Eduardo Trani, Architect and Planning Advisor at CDHU, noted that the practice of mass production of housing, driven by the high demand and search for low cost solutions, do not always achieve satisfactory results, in terms of quality of construction and urban planning. The prioritization of quantity over quality generates various challenges for the government.



Learn more about CDHU at:  
[www.cdhu.sp.gov.br](http://www.cdhu.sp.gov.br)

\* The minimum wage in Brazil is currently R\$ 678 (around US\$ 300). 10 minimum wages is about R\$ 6,780 or US\$ 3,000



Photo: CDHU

infrastructure remains an afterthought in the process of affordable housing construction.

Urban mobility is also a problem for poor people living in peripheral areas who are unable to afford transport costs. Public policies supporting private cars rather than public transport through tax exemptions and increased investments in road infrastructure – combined with the lack of resources

of construction and a lack of social infrastructure and essential services.

## Infrastructure and Urban Services

A lack of adequate infrastructure remains a significant challenge for Brazilian cities. Basic sanitation is the main issue, with only 55 percent of households connected to urban sewer systems in 2010. Garbage collection is available to 87 percent of households and 83 percent of households are connected to public water systems.<sup>14</sup>

The picture is much worse for the low-income households. Only about 40 percent of households with monthly household income below \$250 have access to sewage, garbage collection and water infrastructure.<sup>15</sup> Despite increasing government investments in infrastructure, low-income housing complexes are often built on the outskirts of cities and continue to lack access to those services. The problem stems from a lack of integrated planning, where accommodating social

14 Synopses of the Census, IBGE, 2010. Available at [www.ibge.gov.br/home/estatistica/populacao/censo2010/default\\_sinopse.shtm](http://www.ibge.gov.br/home/estatistica/populacao/censo2010/default_sinopse.shtm). See also [www1.folha.uol.com.br/cotidiano/908789-brasilainda-sofre-com-falta-de-saneamento-basico-apontaibge.shtml](http://www1.folha.uol.com.br/cotidiano/908789-brasilainda-sofre-com-falta-de-saneamento-basico-apontaibge.shtml).

15 Synthesis of Social Indicators. IBGE, 2010, p. 82.

and limited local capacity<sup>16</sup>—hamper poor people’s mobility, which often hinders social mobility.

Even when construction is completed on time, delays in the delivery of house keys to families are often caused by a lack of connections to water, waste and electricity, and local bureaucratic complications. In many instances, it is reported that candidates are discouraged from moving into their long-awaited houses even after completion because these housing complexes lack urban services and links to public transportation.<sup>17</sup> As the result of insufficient management, many completed projects remain empty and fall into disrepair or illegal ‘squatting’, which further complicates the process of providing affordable housing to families in need.

### Self-Construction and Building Materials

The majority of self-managed construction in Brazil is performed by residents themselves, representing over 70 per cent of building material transactions in the construction sector.<sup>18</sup> As a result, the sector heavily depends on consumer credit, and is therefore directly affected

16 IPEA, Série Eixos do Desenvolvimento Brasileiro. A mobilidade urbana no Brasil. Comunicado IPEA, n.94, 2011, p.3. Available at [www.ipea.gov.br/](http://www.ipea.gov.br/).

17 Available at <http://oglobo.globo.com/economia/longa-espera-pela-casa-propria-5764544>.

18 The minimum wage in Brazil is currently R\$678 (approximately US\$300). Ten minimum wages equal R\$6,780 or US\$3,000.



Photo: Vivenda

### Programa Vivenda

*Programa Vivenda* is a social enterprise that takes a different approach to the market: it has managed to spot unexplored demand and positively impact many families in the process. This startup works in cooperation with local non-profits to deliver better quality of life through home renovations and technical assistance aimed at improving comfort and covering the expenses of owning a house.

Working with local non-profits involved in health and education, the services *Vivenda* delivers include personalized credit analysis, project formulation, construction and administration. For a successful project it is important to ensure that customers’ needs and perspectives are considered. As the focus is on local development, the programme seeks to make use of the local community’s resources as much as possible, including local construction materials and local labor. The ultimate focus of *Vivenda* is to improve the quality of life for people in very difficult conditions that affect the family health and security.

Learn more about Programa Vivenda at: [programavivenda.com.br](http://programavivenda.com.br)



## ***Instituto de Urbanismo e de Estudos para a Metrópole – Institute of Urbanism and Studies for the Metropolis (URBEM) and Casa Paulista Project***

URBEM's goal is to contribute to building a better São Paulo, with more public spaces, more security, less traffic and more multifunctional areas. To reinvent the metropolis in ways that make it more livable for its citizens and valuable to community as a whole, the São Paulo State government has developed Casa Paulista, an ambitious project of urban renewal being advanced in cooperation with the local government. Conceived as a public private partnership, the project aims at the construction of a mixed use urban fabric that combines 20,000 housing units for different income brackets, retail and office spaces. After decades of so called "doughnut" effect, that created empty and often dangerous areas in potentially high valued parts of the city, Casa Paulista's goal is to induce the repopulation of those areas and a more efficient use of existing infrastructure.

Milton Braga, Manager of the Casa Paulista Project, suggested that the housing projects in Brazil should be smaller and more mixed in the central parts of the city in order to overcome the so-called "doughnut" effect. The urban planning projects should combine social housing with other social infrastructure for education, health and other public facilities.

*Learn more about URBEM  
Institute and Casa Paulista  
Project at: [urbem.org.br](http://urbem.org.br)*



Photo: URBEM

million empty buildings, of which 70 percent are in urban areas. Most of the vacant units are located in the southeast region, with São Paulo accounting for 1.33 million units.<sup>22</sup> The number of empty buildings

by fluctuations in credit costs.<sup>19</sup> Most self-managed construction takes place without technical assistance, planning or consultation on cost or the quality of materials. Lack of technical assistance means that construction materials are often used improperly, leading to inflated prices and environmental pollution.

These factors have had a highly inflationary effect on the cost of land, labour and construction materials, making it harder for the poor to afford them.<sup>20</sup> Although the construction sector has been important for production and employment, improvements must be made, including the training of workers to manage projects, enhanced planning and monitoring of construction development, and the standardization of the working conditions. The majority of Brazil's contracted builders are still in the informal construction sector,<sup>21</sup> which means that their work – and the working conditions in which they operate – are not monitored for safety and quality.

### **Making the Most of Empty Housing Stock**

**D**espite the housing shortage, Brazil has a large number of empty units. It is estimated that there are at least 7

19 Abramet Sector Analysis/Fundacao Getulio Vargas (FGV). Available at <http://www.construdata.com.br>.

20 Ibid.

21 Ibid.

22 Inter Trade Union Department of Statistics and Socio-Economic Studies (DIEESE, 2011). Salários na Construção Civil nos anos 2000: Entre a formalização e a rotatividade. Boletim Trabalho e Construção, DIEESE, 2011, no. 6 December, p.3. Available at: <http://sistemaped.dieese.org.br/analiseped/2011/2011boletimTrabalhoConstrucao6.pdf>.

is nearly equivalent to the units needed to eliminate the housing shortage. Out of the 7 million units, at least 6.3 million are in suitable condition to be inhabited, and could provide accommodation for about 19 million people.

This issue has largely been left out of the scope of recent housing policies. One of the challenges in dealing with empty stock is the murky legal status of the buildings. However, with appropriate public policy and private action, they could be utilized to reduce the housing deficit.

## The Importance of Capital Cannot be Underestimated

The solution to Brazil's housing problems includes providing new homes as well as adapting supply and urban regulations to meet the needs and income level of the population. Only 30 percent of the urban population can afford to access housing through the formal market.<sup>23</sup> The choices of low-income populations are constrained by the high costs of land, construction and house prices. Without innovative alternatives, poor households resort to informal options, leading to a distorted housing market.

This situation demonstrates the need for subsidized credit for low-income groups. Supporting institutions that provide microcredit solutions to the poor is imperative for this purpose. Micro-loans for home improvements and self-construction continue to be critical not only for improving living conditions, health and productivity, but for income generation and asset creation as BoP micro-



### Grupo Terra Nova

*Grupo Terra Nova*, a for-profit social enterprise, is the first Brazilian firm to specialize in gaining land tenure for slum dwellers in privately held urban areas. The enterprise has over 15 years' experience with land regularization in order to solve private property conflicts. Terra Nova's vision for solving the lack of land ownership in favelas constitutes an unprecedented grass-roots approach. Its methodology significantly reduces the bureaucracy involved in the process of regularization (the term the Brazilian Government uses to describe the legal and fair transfer of land from current land owners to squatter families or communities). This ensures that conflicts related to land ownership are resolved quickly and peacefully, allowing the occupants to obtain title to the lots in which they reside with their own resources.

André Albuquerque, founder of Grupo Terra Nova, pointed that the issue of housing reform is linked to regularization. He therefore believes in the effectiveness of partnerships in this sector. The issue of reform is closely linked to factors including the need for technical assistance, funding and changing the mindsets of communities living at the BoP.

"It is very hard to get people to realize that they need to improve the home, especially for health reasons. Some data shows that for R\$6000 (less than US\$3,000), a family can resolve all issues of basic infrastructure in their houses", Mr. Albuquerque explained.

*Learn more about Grupo Terra Nova, at:*  
[grupoterranova.com.br](http://grupoterranova.com.br)

<sup>23</sup> Fundação João Pinheiro, 2011. Op. cit. p. 42..

Micro-loans for home improvements and self-construction continue to be critical not only for improving living conditions, health and productivity, but for income generation and asset creation as BoP micro-enterprises often operate from a family's home.



Photo: Vivenda

enterprises often operate from a family's home. Large and small financing institutions should be encouraged to provide value-added, bundled services through micro-credit for the poor. Although extending credit for low-income housing usually falls outside of microfinance institutions' role, serving the financial needs of the poorest requires innovative business models, which are projected to shape a promising market.

### Land Tenure

Without a legal title to a home, residents cannot receive the full benefits of their investments, banks may not provide home loans and municipalities will not provide public services. Residents also face the legal risk of needing to vacate at any moment, which decreases their willingness to improve their communities.

A streamlined, peaceful and non-discriminatory process of resolving land title disputes helps homeowners to receive full benefits of loans for building safer, better homes. This may also help them to establish credit and lead to their full economic participation in the market. Once land titles are legally transferred to homeowners, they become motivated to improve their homes and neighborhoods, creating a positive ripple effect on the community's development, especially when land tenure is combined with access to finance.

### Reaching the Poorest of the Poor

Access to finance and land tenure may have the greatest effect on self-construction and incremental housing improvements, but those factors do not improve the living conditions of the millions who are absent from the formal housing market. Building and serving that market requires carefully placed subsidies bundled with innovative approaches and business models. Innovative solutions are critical, including efforts such as combining the sale of construction materials, technical assistance with self-building, assistance with mortgage equity and financial education. Combining



technical assistance and financing would increase the quality and decrease the costs and time needed to self-build. Through partnerships and the innovation of business models, companies can offer these much-needed products and services to consumers at the BoP while improving their bottom line.

## Greater Role of Business

The Government and the private sector play central roles in Brazil's housing policy. The contribution of private investment is officially recognized in the national housing policy as an element capable of contributing to meeting market demand. Private-sector participation has been central to the *Minha Casa, Minha Vida* programme and to serving income groups historically served only by public sector.<sup>24</sup>

Factors driving a recent strong upward trend in private-market home construction include economic stability, increased credit availability, lower interest rates, expanded financing terms and payback periods, and partnerships between banks and construction companies. Large-scale companies traditionally focused on high-income populations have created innovative strategies for the social housing market. New developments include large-scale companies creating subsidiaries to target low-income clients and the emergence of new companies specialized in that income niche.<sup>25</sup>

Housing cooperatives have played an important role as formal housing provision agents. They represent an alternative for middle- and low-income groups attracted to the estimated 1.5 million

<sup>24</sup> Maricato, E., 2006. Op. cit. p.213..

<sup>25</sup> Ministry of Cities, National Housing Policy. Cadernos Cidades no. 4. Ministry of Cities, 2004, p.71.

Although innovative market-based approaches have a huge potential, they cannot be implemented in isolation.



units produced annually<sup>26</sup> at a cost 30 to 40 percent lower than in the formal market.<sup>27</sup> The informal market primarily serves the sectors neglected by the private market, including low-income families and the lower-middle class. It is generally estimated that half of these units are built without regularized hired labor, without approval of city councils, and without deeds and records in local administration offices.<sup>28</sup> Addressing the housing deficit and capturing the informal market presents a double challenge for the Brazilian housing market.

Although it is encouraging to see the private sector's active participation in the social construction sector,<sup>29</sup> mobilizing capital and overcoming challenges in providing effective low-income solutions must see market-based approaches go beyond the construction sector. The opportunities for the private sector to enter the market range from materials manufacturing, retail, distribution, urban planning and developing, investing and financing. Although innovative market-based approaches have a huge potential, they cannot be implemented in isolation. Building partnerships with stakeholders across sectors and creating a community of actors with the capacity to propel systemic change is critical to overcome barriers to providing homes for the poor, while meeting the demands of the Brazilian market and making slums a thing of the past.

<sup>26</sup> Ministry of Cities, National Housing Policy. Cadernos Cidades no. 4. Ministry of Cities, 2004, p.60.

<sup>27</sup> Ibid p.60.

<sup>28</sup> Hereda J., President of Caixa Econômica Federal, personal interview, 2011. Available at <http://noticias.r7.com/economia/noticias/brasil-precisa-fazer-30-mi-de-casasem-20-anos-para-zerar-falta-de-lares-20100727.html>.

<sup>29</sup> In 2008, the formal construction industry was composed of about 110,000 construction companies. Ministério das Cidades, 2009b. Op. cit. p.61

## Business Call to Action Companies' Work in Housing and Construction

**jÉchale! a tu Casa** brings affordable building materials and access to credit to communities throughout Mexico. By delivering a high-quality product at an affordable price, jÉchale! is able to capitalize on the Mexico's virtually untapped self-builder market. By harnessing innovations in construction technology and finance, the company has streamlined the self-build process: 30,000 houses have already been built and more than 150,000 home improvements made in Mexico alone. The technology has also been exported to Belize, Egypt, Haiti, Nicaragua and the United Arab Emirates.

At the core of jÉchale! is on-site production of a green material, Adoblocks (compressed earth blocks), and community organization. Since jÉchale! homes are made from earth and other natural materials, construction waste and pollution are minimal.

Learn more about jÉchale! a tu Casa at [www.echale.com.mx](http://www.echale.com.mx), download BCTA case study



Photo: jÉchale! a tu Casa



Photo: CEMEX

CEMEX is a global building materials company that provides high-quality products and reliable services to customers and communities in more than 50 countries. CEMEX has a rich history of improving the well-being of those it serves through innovative building solutions, efficiency advancements, and efforts to promote a sustainable future.

### Patrimonio Hoy

The initiative involves an expansion of the company's flagship **Patrimonio Hoy** (Property Today; PH) programme. This expansion will provide access to affordable housing for low-income families in urban areas by offering new, more flexible services. Starting in 2014, PH will not only offer the opportunity for low-income families to build and expand homes in one third of the time of the average home construction, but it will offer new technical assistance and delivery schedules tailored to the preferences of individual

families. This adaptation of PH's services is expected to offer families additional cost savings in building their homes. Through this inclusive business initiative, PH plans to provide at

least 125,000 additional low-income families (approximately 645,000 people) with affordable housing by 2016.

### PiAC

CEMEX's also plans to expand its Assisted Self Construction Program (**Programa Integral de Autoconstrucción Asistida; PiAC**), an innovative construction programme designed to benefit local communities. The PiAC programme aims to increase the number of Self-Employment Production Centers available to low-income communities in Mexico, Guatemala, and Colombia. The company partners with local governments and non-profit organizations to manage Self-Employment Production Centers, where local families receive supportive training and material for manufacturing brick blocks to construct their own housing. As part of this inclusive business model, CEMEX has already supported more than 25,000 families through the special centers and plans to reach an additional 26,700 impoverished families in in Mexico and the Caribbean region by 2016.

Learn more about CEMEX at [www.cemex.com](http://www.cemex.com)

## About the organizers



Launched in 2008, the **Business Call to Action (BcTA)** aims to accelerate progress towards the Millennium Development Goals (MDGs) by challenging companies to develop inclusive business models that offer the potential for both commercial success and development impact.

The initiative is the result of a partnership between the Australian Department of Foreign Affairs and Trade, the Dutch Ministry of Foreign Affairs, the Swedish International Development Cooperation Agency, United Kingdom Department for International Development, United States Agency for International Development, United Nations Development Programme, the United Nations Global Compact, and the Clinton Global Initiative.

BcTA members are market leaders and innovators, committed to developing commercially-viable, inclusive business ventures that engage people living at the base of the pyramid as consumers, producers, suppliers, and distributors.

For more information, please visit [www.businesscalltoaction.org](http://www.businesscalltoaction.org) or join the conversation on Twitter at @BCtAInitiative.



The **Aspen Network of Development Entrepreneurs (ANDE)** is a global network of organizations that propel entrepreneurship in emerging markets. ANDE members provide critical financial, educational, and business support services to small and growing businesses (SGBs) based on the conviction that SGBs will create jobs, stimulate long-term economic growth, and produce environmental and social benefits. Ultimately, we believe that SGBs can help lift countries out of poverty. ANDE is part of the Aspen Institute, an educational and policy studies organization. Members of ANDE include both for and nonprofit investment funds, capacity development providers, research and academic institutions, development finance institutions and corporations from around the world. Launched with 34 members in 2009, ANDE now comprises over 175 members who collectively operate in more than 150 countries.

For more information, please visit [www.aspeninstitute.org/ande](http://www.aspeninstitute.org/ande) or join the conversation on Twitter at @AspenANDE.



Photos: ANDE

## Event Participants

### Opening Remarks:

**Suba Sivakumaran**, Team Lead of Impact Measurement, Knowledge, Capacity Building,  
*Business Call to Action*

### Moderator:

**Rafael Tello**, Professor, *Center for Development of Sustainability in Construction*,  
*Fundação Dom Cabral*

### Panelists:

**André Albuquerque**, Partner, *Grupo Terra Nova*

**Fernando Assad**, Partner, *Programa Vivenda*

**Milton Braga**, Manager of the Casa Paulista Project, *Instituto de Urbanismo e de Estudos  
para a Metrópole (URBEM) and Casa Paulista Project*

**Eduardo Trani**, Architect and Planning Advisor, *Companhia de Desenvolvimento Habitacional  
e Urbano do Estado de São Paulo (CDHU)*

### Opening Presentation:

**Luciana Aguiar**, Managing Partner, *Plano CDE*

### Event Facilitator:

**Rebeca Rocha**, Brazil Chapter Coordinator, Aspen Network of Development Entrepreneurs (ANDE),  
*ANDE Brazil*

## Further Resources on Housing and Inclusive Business

» *Business Call to Action Case Studies*

» *Business Call to Action Publications and Selected Resources*

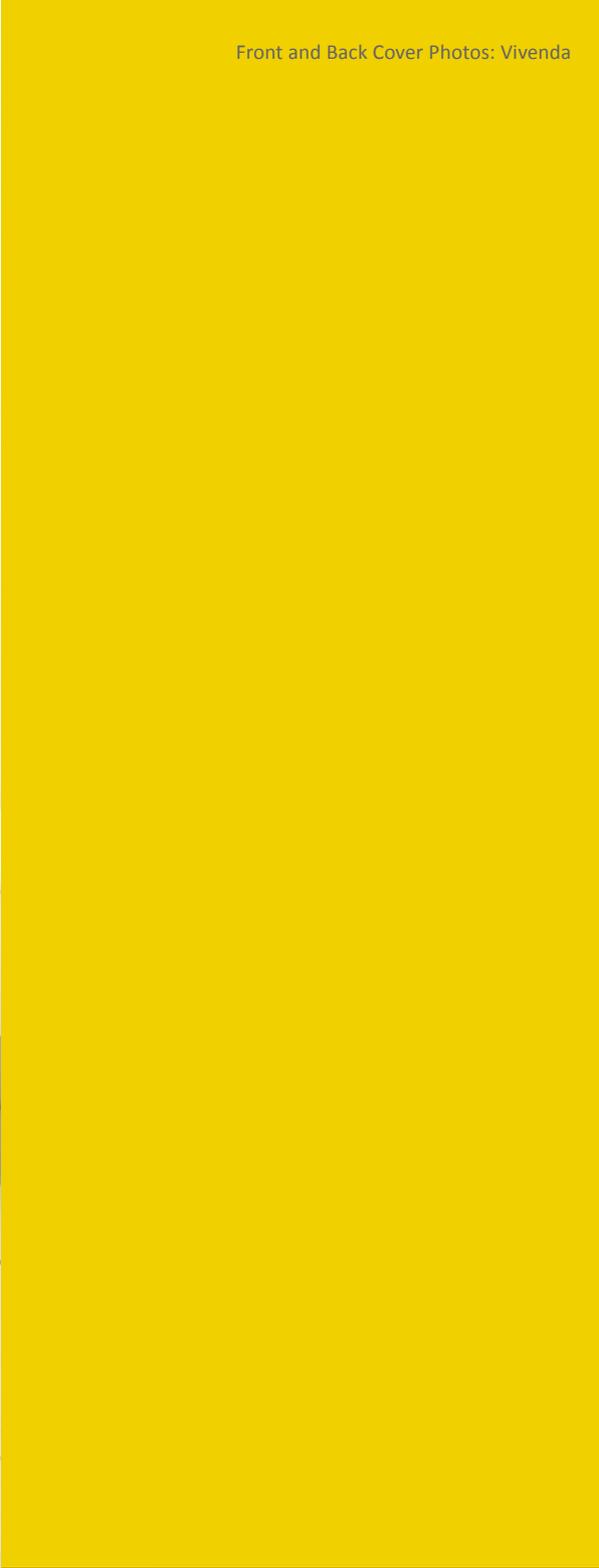
» *UNDP Growing Inclusive Markets Housing and Construction Case Studies*

### Resources in Portuguese:

» *Fundação João Pinheiro Déficit Habitacional Municipal no Brasil (Municipal Housing Deficit in Brazil)*

» *HABISP.plus Housing Data on the City of São Paulo*

» *Clube da Reforma O Estudo do Setor de Reformas no Brasil (Study on Sectoral Reform in Brazil)*



This report was prepared by Tatiana Bessarabova and reviewed by Suba Sivakumaran on behalf of the Business Call to Action, in collaboration with Rebeca Rocha, Brazil Chapter Coordinator, Aspen Network of Development Entrepreneurs (ANDE). It can be downloaded from [www.businesscalltoaction.org/resources/publications](http://www.businesscalltoaction.org/resources/publications)

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