

**Session A2(1) - Solidarity Economy as a Territorial Development  
strategy: the acting of an university incubator in São Carlos, SP  
Brazil**

Danilo Malta Ferreira  
Ioshiaqui Shimbo  
Carolina Maria Pozzi de Castro  
Regina Gandolfi

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(\*) [danilomalta@ufscar.br](mailto:danilomalta@ufscar.br); [ishimbo50@gmail.com](mailto:ishimbo50@gmail.com); [ccastro@ufscar.br](mailto:ccastro@ufscar.br);  
[regina.gandolfi@gmail.com](mailto:regina.gandolfi@gmail.com)

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## **1. Solidarity Economy as a territorial development strategy and the acting of the Public University facing the current crisis**

It is possible to say, as many authors already have, that the world is in the middle of a crisis. Some say that it is a structural capitalist system crisis (MÉSZÁROS, 2002) and others say the world is entering a deep crisis. (LAVILLE E JANÉ, 2009). Not just a financial one, like in 2008. The increase in exploration and precarization of workers along with the growing technology improvements, the unemployment, poverty (considered in this paper only as low income) and socio economical exclusion are examples of these crisis aspects, only in the economic sphere. However, the global environmental crisis characterized by the growing environment degradation due to the capitalist production logic, the food crisis in the South countries and the upcoming energy crisis are a few of the examples of the current crisis.

The solutions given by the capitalist system do not deal with the structural causes; to fight unemployment workforce, qualifications and ventures are offered. Other suggestions point to markets and banks as methods to solve these problems. (FRANÇA-FILHO, 2013). Going in another direction, some state policies try to fight poverty and exclusion, like income transfer. These are necessary measures, but they are not enough, and they do not face the real causes. The crisis trying to overcome itself through these measures it mainly (if not only) the financial crisis. If what you are looking for is non-structural measures to a structural crisis, you are going to face more crisis. (SANTOS, 2005).

In this situation some economic initiatives with solidary characteristics appear, creating what has been called in Brazil as Solidarity Economy.

### **1.1 Approaches, concepts and Solidarity Economy experiences**

There are a few different perspectives and approaches both theoretical and conceptual about Solidarity Economy (EcoSol) and also different experiences and economical initiatives in progress. This contemporary phenomenon forms a movement with many social actors and has been the object of many studies.

Regarding the conceptual perspectives and approaches, it is possible to find in the literature on Solidarity Economy descriptions, analysis and debates about its principles and core values, specially self-management, cooperation and solidarity. Self-management assumes the venture workers possess the production means, a democratic process to make decisions that aims for individual votes and agreement when needed, a balanced work division, a sharing of profits and losses, among other things. The cooperation principle opposes itself to the competition notion. As the workers cooperate they come together to persecute common goals and stop competing. Solidarity is a concept that, out of the EcoSol reach, is usually understood through a charity view, assuming the uneven relationship maintenance. Mas within the EcoSol is gains a symbolic and subjective charge, highlighting the equality principle, respecting diversity and reminding the idea of social co-dependence. (AMORIM, 2010). Other concepts as participation, work and human being focus, popular cooperativism and many others are debated in the Solidarity Economic literature.

Regarding the theoretical perspectives and approaches on Solidarity Economy it is possible to find in literature, both among favorable and critical authors, many

comprehensions of the phenomenon. On one of the firsts parts of the understanding, Pinto (2004), says that Solidarity Economy has its beginning with the workers that, entering businesses with their own resources, were doing it because of the restrictions brought by the capitalist system. Authors Pitaguarí and Câmara (2010) think similarly, stating that Solidarity Economy shows up as an answer to the contradictions presented in the capitalist production system that takes production means from the workers and submits them to either being employed or unemployed. They state further considering the fact that the world is facing one of the biggest cyclic crisis in History and this crisis furthers the people's outrage and hopelessness inserting themselves in the capitalist market, and civil society there has been a hard work to create work and income to the excluded population, inside of what is now called Solidarity Economy. These authors understand EcoSol as a compensation for the capitalist system crisis, differently from other authors that understand it as one of the possible alternatives to overcoming this system.

On another view, authors present criticism to the Solidarity Economy, based mostly on Marx' writing. According to Germer (2009), Solidarity Economy is a momentary recess symptom over the working class conscience with its space being occupied by petit-bourgeoisies ideologies, as a positive phenomenon by international organizations given its potential to neutralize the revolutionary potential of this social class. According to Menezes (2007), Solidarity Economy has been formulated by influent left wing intellectuals, that even though participated in the resistance against the dictatorship regimen in Brazil are now part of (what the author considers) a political project that aligns and serves the neo-liberal logic. In response to these critiques Gaiger (2003) states that Solidarity Economy gets, quite often, criticism coming from Marxist political economy thesis and categories, especially those of programmatic and ideological support. The author warns about the high risk of self-aim of these ideologies and understands the fact that those critiques appear mostly over bold quotes, as the one that says Solidarity Economy is a new way of non-capitalistic production (Singer, 2000; Tiriba, 1997). According to the author these bold quotes also comprehend the critics and some authors favorable to the Solidarity Economy, but fail to provide conceptual explanation, safe answers or final judgements.

On a third view, Singer and Souza (2000) say that Solidarity Economy appears as a way of production and distributions alternative to capitalism and the first one looks like a hybrid between capitalism and little merchandise production, but only the joining of both will overcome them. To Singer (2002), solidarity economy is another way of production, with principles as shared property or associated with the capital and right to individual freedom. The term Solidarity Economy isn't used by Tiriba (1997), but the authors states that associated production is the potential beginning of a new way of production. Gaiger (2003) disagrees by saying it is a long term social transformation and not a new way of production, defending the only role EcoSol has is proving self-management isn't inferior to capitalist management when it comes to developing productive forces. Laville (1994) shows, in his understanding of Solidarity Economy three economy types: 1. Mercantile that gives itself over price, self-regulated by supply and demand, offering impersonal and utilitarian relations; 2. Non-mercantile in which the State concentrates and distributes wealth, keeping that way a vertical relation; 3. Non-monetary, the logic of the gift with horizontal relations that contributes to improving social bonds. This author defends that Solidarity Economy articulates these three types under the perspective of a Plural Economy, in the terms of Polanyi (1957). França-Filho (2006) presents the concept of Solidarity Economy as a solidary-sustainable route of

development around the promotion of another economical dynamic.

The debate around Solidarity Economy is recent, really complex and with a relevant degree of different author's opinions. Besides the concepts and theories, there are many different experiences on Solidarity Economy happening.

With a quick literature survey, it is possible to realize that different solidary initiatives are in different places in a productive chain such as production, distribution, commercialization, consumption and solidary finances initiatives. Between those initiatives there are companies recovered by its employees, family agribusiness, self-managed social housing cooperatives and economical organization of traditional communities like quilombolas, indígenas, ribeirinha, among others. Inside distribution and commercialization there are venture nets, trading clubs and groups, trading markets with or without social money, commercial centers and fair trade initiatives. Regarding consumerism we have solidary consumption cooperatives and when it comes to solidary finances there are solidary credit organizations and groups. It is also possible to find solidary productive, commercialization and consumption cultural groups and chains. (GOMES *et al.*, 2012)

Solidarity Economy is a movement that has been growing in the past 20 years through popular organization, gathering social actors that can be classified in: solidary economic initiatives, public management and supporting organizations (EAF) (CORTEGOSO e SHIMBO, 2005). There are plenty of solidary economic initiatives: work cooperatives, both in production or services, casual unions and associations that do not necessarily keep commercial relationships. Between public managers, in the Federal sphere, National Solidarity Economy Support Department (SENAESMTE) has a goal of promoting many activities to propagate Solidarity Economy throughout the country. State and City spheres have sectors and departments, however each location acts according to the political project and the importance given to Solidarity Economy in each region. The EAFs are civil non-profit organizations, both public or independent, conducting actions of solidary economic initiatives support and promotion through training, technical and management advising. There are EcoSol supporters consisted of net and coordination structures, cooperative centres, fairs and Solidarity Economy forums (CORTEGOSO E SHIMBO, 2005). Among the EAF there are the Universities that promote Solidarity Economy mainly through Technological Incubators of Popular Cooperatives (ITCPs). This research has as its study object one ITCP, called Regional Popular Cooperatives Incubator (INCOOP) and today a part of São Carlos Federal University as a Multidisciplinary Integrated Studies, Formation and Intervention in Solidarity Economy Group (NuMI-EcoSol).

The debates regarding concepts, theoretical approaches and experiments in progress on EcoSol create many questions. One of these refers to the EcoSol contribution not only on increasing people's life quality, but also improving the territory they are in, referring to EcoSol as a developmental territorial strategy.

## **1.2 Solidarity Economy as a developmental territorial strategy.**

To increase the comprehension regarding the Solidarity Economy approach we need to examine the concepts, approaches and experiences on development and territory.

The development concept prior to Modern Age refers to a gradual revelation process; sequential changes occurring in pre-defined and inevitable stages

(SIEDENBERG, 2008). For a long time developing (a place, region or territory), or even the development term itself meant making progress considering only the economical view. The term “development” appears in literature, mostly, as a vague term. To overcome it is usually accompanied by a large range of adjectives to better define it or to bring some identity to its use or meaning. Some examples: economical development, global, local, technological, social, etc.

Until recently, space as an analysis development category has not received the needed attention. It is known that space is a fundamental factor in economic and social sciences because it is where everything happens. Therefore, development has as its debates center the concept of space. (FERRAZ, 2008).

According to Becker (1983), for space to become territory a process of space production is needed, where it is transformed through nets and flows. The concept of territory is related to the idea of domination, appropriation, identity, possessing a piece of land, it also being a demonstration of power. The concept of territory brings a reflection on power, appropriation, identity, possessing of a piece of land reflection, serving as a tool to show society ways to develop, looking to the possibility of showing power to people.

The concept of Territory is understood not only as a State-Nation’s own space, but also as a possibility for different social agents, being possible for each one to have power over a place or region. However, the importance of States and national territories cannot be neglected, as globalization and strict localism do.

The development territorial approach anticipates a restructuring of the public policies set and State management, the decentralization starting in participative democracy. From this on, there is a search for new benchmarks to guide the ways of acting, acting and doing. There is a transformation of the territory in instrument, technology, way to create work and income, potential to articulate between new agents, establishment of new power relations and new social networks based on partnerships.

Along with a critical position concerning the concept of globalization, the concept of territorial development treats an alternate way of development, focusing on special features of each place instead the mind that wants to globalize and make every habit and culture the same.

The concept of territorial development talks about a non-hegemonic development approach, defended in this paper as being viable through the insertion of Solidarity Economy as a way of conceiving production, commercializing, consuming, distributing wealth centered in valuing the human being. The contribution of this concept to Solidarity Economy shows the possibility of building self-management beyond productive units and solidary economical initiatives, consolidating solidary productive chains and cooperation networks.

Another aspect of the concept’s contribution comes from the acting of initiatives from Community Development Banks, that among other actions, give credits based on trust and solidarity relations. This kind of initiative does not want to increase and grow its financial return, but to meet demands from people in a given territory, usually a neighborhood and its proximities. Growing its influence would make its acting impossible as it is, for it would need more impersonal mechanisms to keep the system working, which makes it viable only in a small scale. The perspective to make it large scale would be creating many small community development banks in many territories.

Different actors develop an important paper to consolidate EcoSol as a Territory Development strategy. There are government actions that promote the relation between

Solidarity Economy and Territorial Development. According to Moya (2013), this view on Solidarity Economy as a territorial development strategy is one of the SENAES/MTE acting scopes

Another agent that acts starting on the Solidarity Economy reference as a territorial strategy development is the University, especially Public University, through the ITCPs. Bahia's Federal University ITCP has in its name both terms, being called Technological Solidarity Economy and Development Territorial Management Incubator. This ITCP has in its projects the acting in specific territorial contexts, usually microterritories, as a peripheral neighborhood, a community or village around small cities. (ITES, 2013). Another ITCP acting in Solidarity Economy through the territorial development perspective is INCOOP, currently NuMI-EcoSol, that starting in 2007 acted mostly in two territories, one rural and one urban wanting to consolidate solidary social initiatives in these territories and from 2012 on acting mostly in urban territory, in a suburban neighborhood in the city of São Carlos.

This paper's goal is to show the inclusion of the discussion on territory in the Solidarity Economy movement and characterize the strategies used by an incubator considering Solidarity Economy as a territorial development strategy.

## **2. Strategies for research, data analysis and gathering and characterization of the empiric object**

The general strategies for this research are: 1. After the fact research: from the analysis of documents and testimonies; 2. Action-research in some moments of the experience; 3. Participating observation; 4. Case study: the experience of the performance of the Multidisciplinary and Integrated Core of Studies, Formation and Intervention in Solidarity Economy of the Federal University of São Carlos (NuMI-EcoSol/UFSCar). This group is the successor of the Regional Popular Cooperatives Incubator, one of the several Popular Cooperatives Technology Incubators (ITCP) existing in several Brazilian universities.

The general hypothesis for this research is: facing the performance of the public university, in particular, of a popular University cooperative incubator, in poor neighborhoods there are different strategies for promoting the creation of solidarity economy initiatives: 1. incubation of new solidarity economy initiatives in territories; 2. from existing initiatives, protagonism of new economic initiatives; 3. mapping of the relation of need of people and offer of products and services in the territory for the joint construction of network between producers and consumers which begin being enhanced with the acting of communitarian banks.

The Regional Incubator of Popular Cooperatives of the Federal University of São Carlos (INCOOP/UFSCar) was created in 1998, as a project and was transformed in an extension programme shortly afterwards, influenced by the appearance of the first ITCP in the Federal University of Rio de Janeiro and which had this initiative expanded to other universities, with financial aid from the federal government. In UFSCar, it was born from the joint effort of some extension groups, which supported, also financially, the beginning of the activities with the population of a neighborhood of poor and stigmatized people.

Since the beginning of its acting, INCOOP accomplishes production of knowledge in Solidarity Economy, with the engaging of graduate students from different courses, postgraduate students. It accomplishes education of the many actors engaged in

their activities in EcoSol and acts in social reality, mainly through the incubation of EES. INCOOP developed and tries to keep a list of scientific productions updated since the beginning of its activity. Books, books chapters, complete articles in congress annals and summaries have already been produced, besides the organization and participation in academic events on Solidarity Economy and the participation in events related to other areas of knowledge.

As to the action in social reality, consulting is a mainly way to support ventures and groups for the constitution of Solidarity Economy initiatives in the form of incubation. Until 2008 only cooperatives located in the region of São Carlos were incubated. From then on INCOOP started acting in two territories (urban and rural) with the perspective of promoting territorial development. It also begins assessing groups to constitute, besides economic ventures, other Solidarity Economy initiatives, such as trade fairs, production chains and networks, focusing in only two territories, one being rural and the other urban. As of 2012 the preferential acting centered only in urban territory, a peripheral neighborhood in the city of São Carlos, Jardim Gonzaga. Educational actions promoting the access to diverse rights of citizenship such as health, culture, leisure, mathematical education, amongst others, were also made. Many are the acting partners of INCOOP, predominantly, until 2007, the municipal governments of the cities in which INCOOP acted. As of 2008, the partners were predominantly those which acted in the target territories of INCOOP, amongst them, NGOs, religious groups, municipal secretariats, research groups, amongst others. The group also acts in the movement of Solidarity Economy with participation in several instances of this movement.

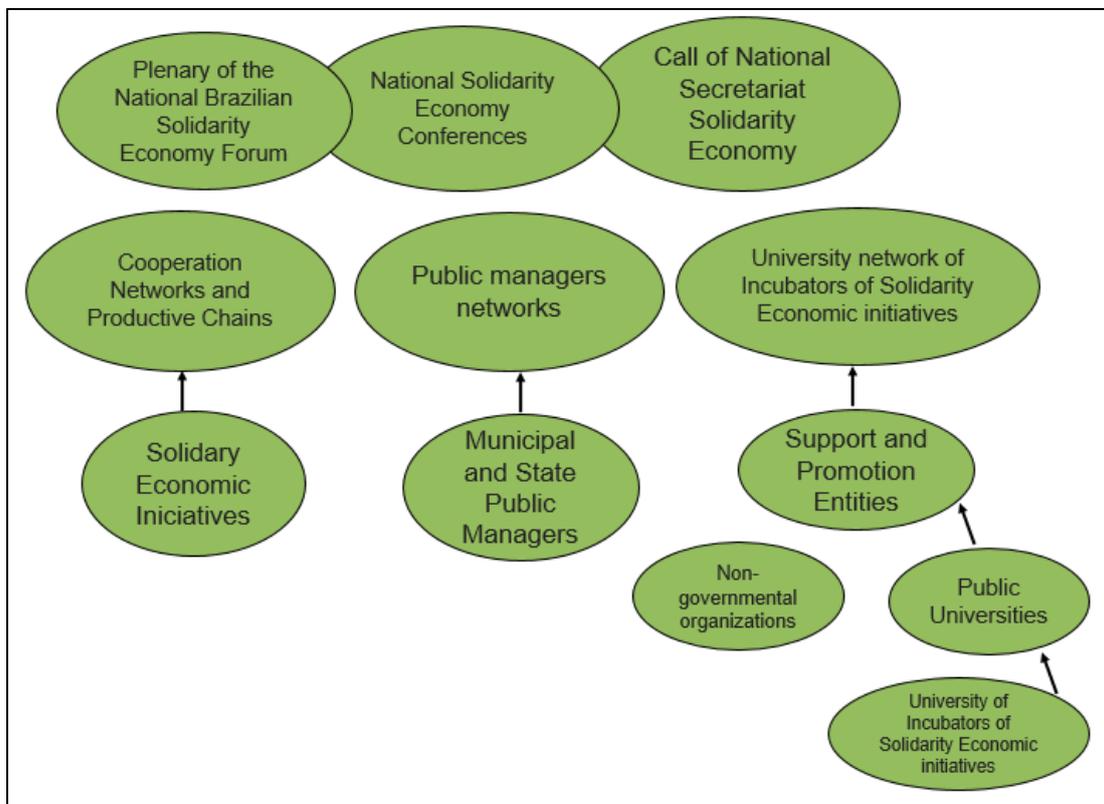
The incubator team includes the participation of lecturers, professionals of different fields of professional action (Psychology, Pedagogy, Social Sciences, Biology, Chemistry, amongst other areas) and students of different areas of knowledge (Psychology, Civil Engineering, Materials Engineering, Letters, Nursing) to develop projects of incubation of solidarity ventures, articulating education, research and extension. In this sense, it keeps a wide and diversified set of projects of service to segments of the population which present as excluded from the job market or inserted in it precariously. In these projects, the process of organization of popular groups is made under orientation of the principles of popular self-managed cooperativism, in different situations: with or without external plaintiffs, with different sorts of plaintiffs and partners, with or without previous definition of the involved population segments, with or without indicated productive activity, in different territories etc.

Between 2007 and 2011, former INCOOP executed a financed project proposing Public Policies guidelines, in this case, Solidarity Economy Public Policies. From the acting in social situation, guidelines were developed and presented to state managers of the municipality with the perspective of equipping them so that the consolidation degree of the Solidarity Economy in the municipality is raised.

### **3. Evolution of the concepts of territory, territoriality and territorial in the Solidarity Economy movement**

To identify the evolution of the concepts of territory, territoriality and territorial addressing it is important to revisit Solidarity Economy movement's organization. The

movement's actors, which are the solidarity economy initiatives, public administrators and the bodies of support and promotion articulate in networks, as seen in Picture 1.



Picture 1 - Relation between actors of the solidarity economy movement

Solidarity economy initiatives, instead of competing against each other, cooperate with the perspective of consolidating productive chains and enterprise network. There is a network of public administrators of Solidarity Economy and a university network of incubators, the network of ITCPS. These actors and networks build and participate in municipal, regional, state and national events about Solidarity Economy which are National Summits of the Brazilian Solidarity Economy Forum (space for articulation of the movement), Formation Workshops and National Conferences on Solidarity Economy (space for the proposition of social public policies). The National Secretariat of Support to Solidarity Economy (SENAES), as one of the means of encouraging Solidarity Economy, selects and finances actions through public call notices. The terms territory, territoriality, territorial addressing and territorial development begin to appear in the Solidarity Economy and come up in documents from the National Summits, from the Formation workshops and National Conferences and in public call notices from SENAES. For better understanding of evolution of the publication of documents from the national events and notices from SENAES, the timeline seen in Picture 2 was built.

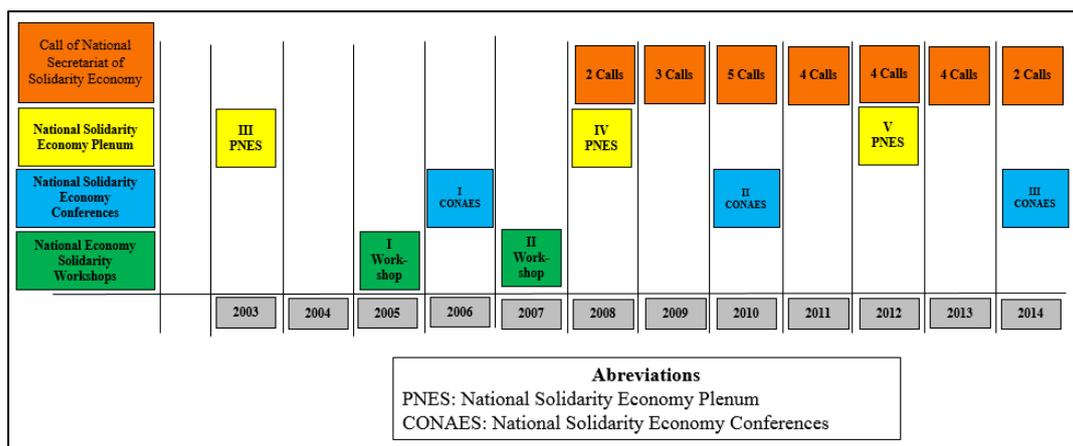


Figure 2 - Timeline of national events on Solidarity economy and notices from SENAES

The first mention of the term territory occurred in the final report of the "II National Formation/Education in Solidarity Economy Workshop", which took place in 2007, however the concept of territory used is not explicit, it is only possible to notice the relation the concept has with identity and development. On the final report of the "IV National Summit of the Brazilian Solidarity Economy Forum", which happened in 2008, the term is also mentioned without the explication of the concept. In the "Public Call Notice of the National Secretariat of Support to Solidarity Economy, n°003 of 2009", in the conceptual references item, it is stated that the new development model must have one of its fundamental elements territoriality, even though it doesn't explain what is understood by this concept. Between National Policy articulation Strategies of EcoSol, present in the final document of the "II National Conference on Solidarity Economy", held in 2010, there are two items (amongst the 162 in the document) referring to the concept of territory. In item 130 there is the mention of the term territoriality which is presented as knowing, involving agents and planning the territory that are going to act to confront unsustainable projects in the region. In item 131 it is stated that territoriality criteria (apparently as a conception of delimitation of territory) should go beyond Human Development Index and consider the cultural and environmental dimension, traditional people and potentialities to Solidarity Economy.

In 2011, in the "Public National Secretariat Solidarity Economy Support Call, n°002, 2011" the first explaining of the territory concept is made: physical space defined with multidimensional criteria. The territory concept is explained to show development territory approach characteristics. The territorial approach, according to this document, is not just scale but involves methods to develop and grow Solidarity Economy articulating actions in the territories under a perspective of an integrative vision. On the "Public National Solidarity Economy Support Secretariat Call, n°004 2012" the territorial approach is shown as an advance and there is a clear separation between: 1. Territorial approach as a development and; 2. Territory as a basic unit to think about public.

The last analyzed document was the final "V National Brazilian Solidarity Economy Forum Plenum", that happened in 2012. In this report territory and territoriality appear as one of the movement's political guidelines. The question is: What are the territorial approaches and what are the criteria to define territories in which Solidarity Economy acts, seeing that some political policies show certain territories or acting areas and it does not always make sense to use the same point of view when it comes to

Solidarity Economy acting. The territory as a place to build self-management to go beyond the ventures is presented, so that they contribute to its strengthening. The territory strengthens its identity by identifying partners and adversaries, rescuing its traditions history and articulating current agents in practical collective actions under the perspective of public Solidarity Economy policies guidelines being proposed by the territories and not only by isolated ventures or initiative networks.

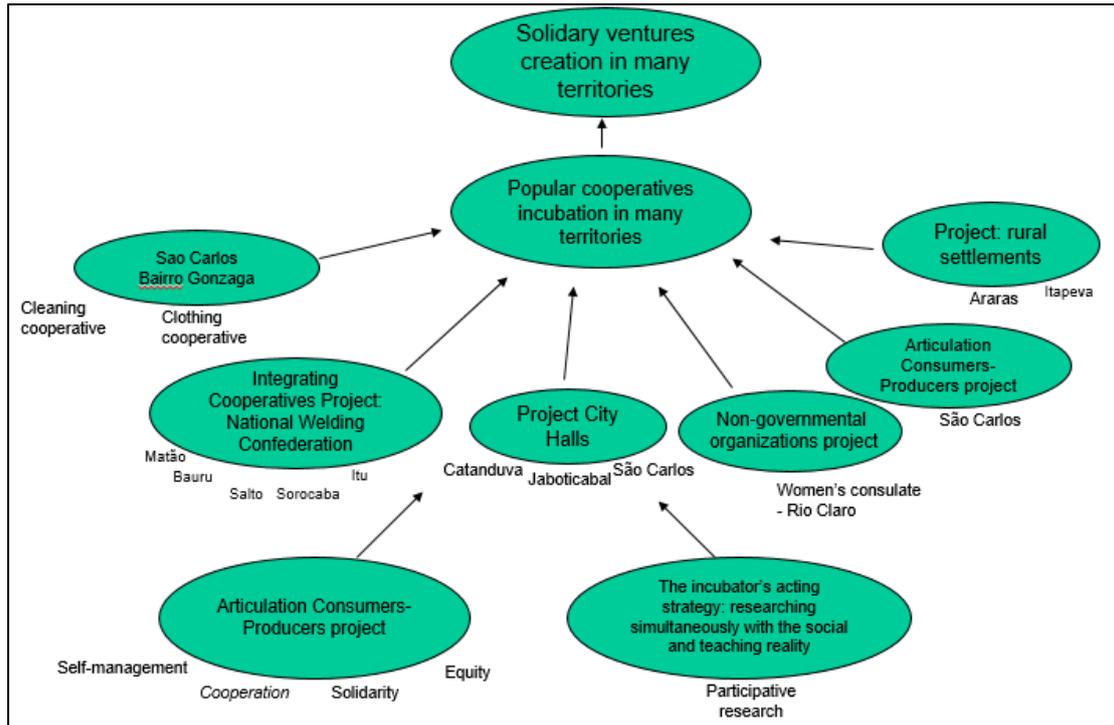
This evolution around the concept of territory occurs having as reference literature and ongoing experiences that relate Solidarity Economy and Territory Development. Also this accumulation that happens in events and documents inside the movement also impact the debates progression both in literature and new experiences. One of the experiences affected by the debate is INCOOP/NuMI-EcoSol.

#### **4. General Incubator acting strategies through the territory development perspective.**

It is possible to see, focusing on the Incubator's acting between 1998 and 2015, three different moments regarding the general strategies adopted. First of all the acting between 1998 and 2008 focusing on solidary economic ventures; between 2009 and 2011, with an acting mostly in two territories, one urban and one rural, promoting the guiding role of solidary economic ventures existing in these territories and the creation of new solidary economic initiatives and the increasing of the residents access to other civil rights (as health, math education, leisure, culture etc.), the adopted strategy until the extinction of a main agent, the cleaning cooperative and; starting in 2012 with a preferred acting in urban territory, moment in which a new main agent appears, the Rising Development Community Bank.

##### **4.1 General strategies between 1998 and 2008: solidary economic ventures incubation in different territories**

Between 1998 and 2008 the Incubator's strategy acting has as a focus the incubation of solidary economic ventures in different territories, which can be seen in Picture 3.



Picture 3 – Main Incubator strategies between 1998 and 2008: Solidary economical ventures in different territories

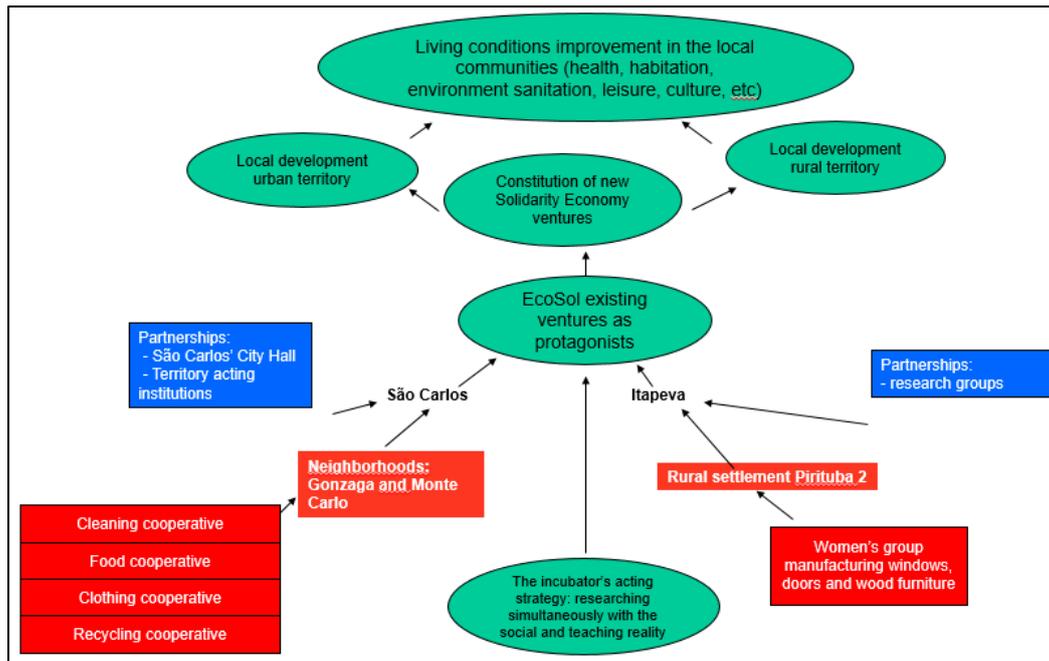
To operationalize this strategy, the incubator has as a permanent guideline since its birth the fundamental values in the Solidarity Economy movement (self-management, cooperation, equity among others) and acting strategy with the knowledge production (research) happening simultaneously with the acting in reality and educational processes in Solidarity Economy. Regarding the fundamental values, the decision making process used to the actions made has as reference self-management, in which every member can contribute in the discussions and follow-ups. It is sought, constantly, the increase in cooperation, solidarity and equity between its members. And for the acting strategy, the research-action participative method was and is still used as a way to operationalize the inseparable bond principle between teaching, research and extension.

Its acting contributed to the creation and consolidation of ventures in the cities of: Matão, Bauru, Salto, Sorocaba, Itu, Catanduva, Jaboticabal, Ribeirão Preto, São Carlos, Rio Claro, Araras and Itapeva. It also articulated with many partners such as city halls, National Welding Confederation, non-government organizations, productions and consumers and elaborated many projects with these partnerships, always with the perspective of creating new collective solidary ventures in these many territories.

#### **4.2 General strategies between 2009 and 2011: preferred acting in two territories and the promotion of ventures protagonism through the perspective of territory development**

Starting in 2008 INCOOP starts acting in two territories (urban and rural) with the goal of promoting territory development. The urban territory is the Jardim Gonzaga neighborhood and proximities, located in the city of São Carlos and the rural territory is in the city of Itapeva, SP.

The incubator starts, then, to consider the relevance of articulating sector politics, like city politics on health, education, habitation and environment sanitation, specially income generation through collective work and cooperation practices. They also start taking in consideration on the territory social agents, markets, productive chains, flows, public politics, etc., being incorporated the debate on territory development, and sustainability with dimensions beyond the economic: social, cultural, institution-politics and environmental. The strategies adopted by INCOOP after the described strategy change can be observed in Picture 4.



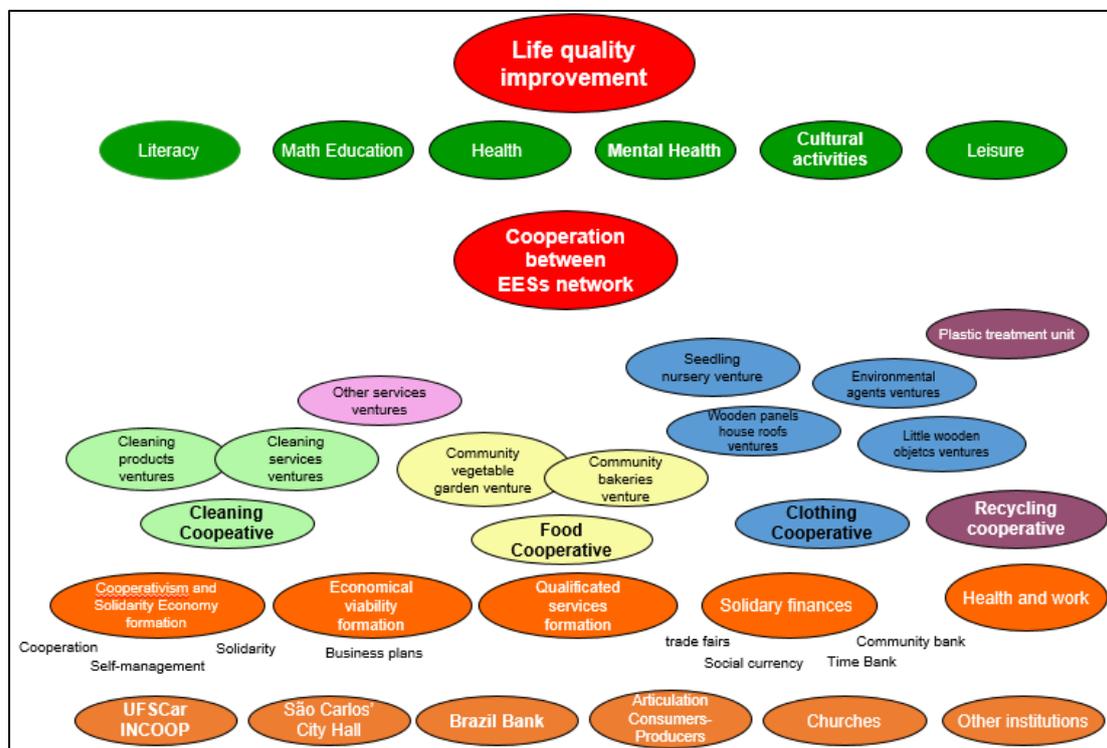
Picture 4 – Main Incubator's strategies between 2008 and 2011: Solidarity Economy as a territory development strategy

Starting with the new strategy adopted by INCOOP these gain focus: 1. Consolidation of the existing EES and; 2. Promoting the EES guiding role creating new EES. With the action focused only in two defined territories and ongoing EES partnerships (Cleaning cooperatives, food, clothing and recycling in urban territory and a collective woodshop in rural territory) INCOOP starts a process of creating other partnerships with the goal of contributing to the advance of EcoSol in this territory. In this moment there is the goal of promoting Territory Development to better the local people's quality of life and the establishment of relations with the EcoSol movement and other emancipatory movements. The cleaning cooperative was the main actor in this moment. This cooperative was the one that lasted the most in terms of INCOOP counseling to a solidary economical venture, with great meaning not just in the incubator and city levels, but to solidarity economy history itself in Brazil, because of the success the venture achieved, passing 300 partners, most of them with a guaranteed monthly income, and a significant change in Jardim Gonzaga's habitants life quality, in São Carlos.

The main strategy starting in 2008 was: 1. Promoting access to rights related to Solidarity Economy (right to assisted work, income, working rights, Solidarity Economy

training, etc) and 2. Promoting access to other forms of citizenship (Health, Culture, Leisure, Math Education, etc.).

It was hoped that the existing EES would act upon the creation of new EES, and in the constitution and consolidation of many Productive Chains and other solidary economic initiatives, as can be seen in Picture 5.



Picture 5 – Main strategies planned from 2009 and on: Consolidation of Solidary Productive Chains and Cooperation between Ventures Networks under the Territory Development perspective

New EES were anticipated through the INCOOP Project, set in agreement with the community, to increase the amount of people involved with Solidarity Economy and to vary the productive activities existing in that territory. The new planned EES were: 1. Cleaning products EES; 2. Special cleaning services EES (specialized cleaning services: water tank cleaning, car cleaning, dengue fighting backyard cleaning) 3. People caring EES; 4. Documents and products distribution logistic EES; 5. Community Garden; 6. Community bakery; 7. Tree nursery EES, 8. Small wood objects EES; 9. Wood panels to cover houses EES (venture that aims creating wood panels to be used as house roofs) and; 10. Culture EES.

The constitution and consolidation of productive chains strategy consists of filling the gaps of inexistent products and services in the territory, with EES of a same field collaborating between themselves. The planned productive chains were: 1. Cleaning; 2. Different types of services; 3. Recycling and residues and; 4. Food. Other Solidarity Economy initiatives were proposed, like inserting mentally ill people in the existing EES in the territory or the possibility of creating new shared ventures, that is: with mentally ill and mentally healthy people.

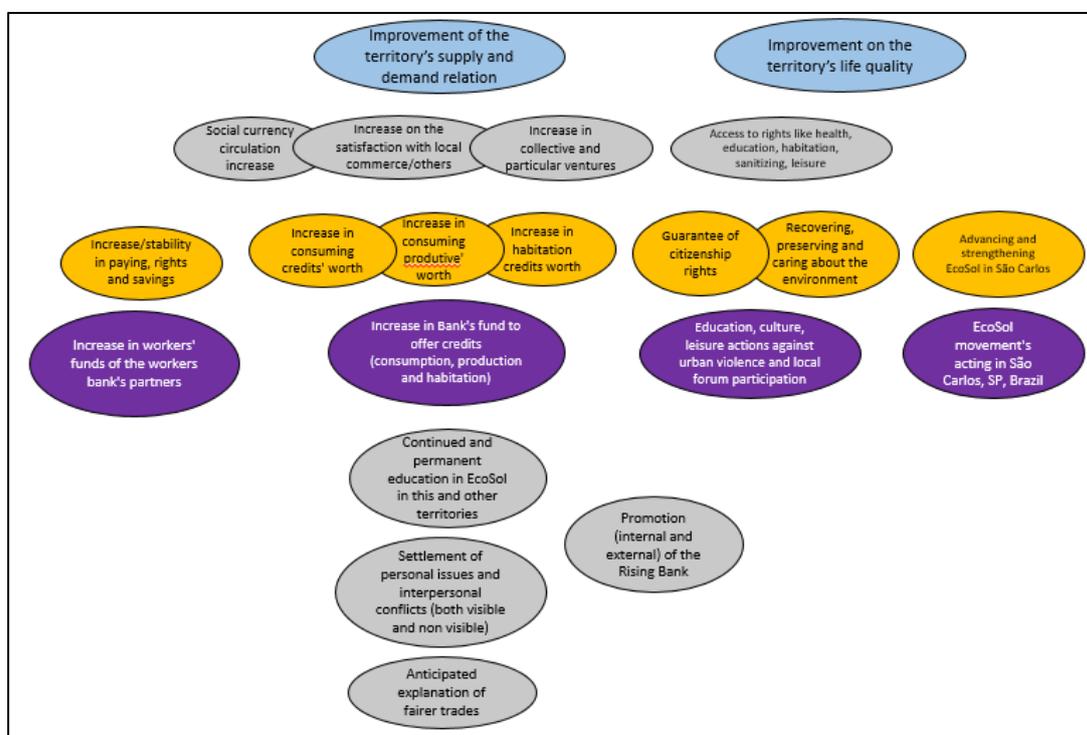
However as a problem to the main agent there was the cleaning cooperative that could not prevent its closing, ironically provoked by the same public agents from the government that helped solidarity economy in Brazil, also through public policies. Since

the beginning of 2011 the cleaning cooperative stopped acting, through a legal imposture from a conduct adjustment document (TAC) given by the Work Ministry<sup>1</sup>. This same problem affected and determined the food cooperative's fate.

That way the Incubator changed its acting strategy in the same moment a new agent appeared, the Rising Development Community Bank. It is important to note that the proposal of a community development bank, as well as other finance solidary incentives were already being proposed by the incubator along with the community, with the coexistence of cooperatives as leading roles with the community bank being desirable.

### 4.3 Strategies used between 2012 and 2015: encouraging the Rising Community Bank as a protagonist in territory development

Starting in 2012 INCOOP focuses more on urban territory (rural territory started to gain assistance from another University, closer to it) with a new leader, the Rising Development Community Bank. This Bank is a solidary finance initiative formed by three women from the Jardim Gonzaga neighborhood community, in São Carlos, that is working since June 2012 with main actions of credit concession and follow up as a way to promote and articulate EES and popular economic initiatives in the neighborhood. In 2013 the Bank launched its social coin, VIDA (life), as a technology to channel and strengthen local economy. Besides the financial services the bank has an important community role of participation, articulation and mobilization to give and assure access to citizenship rights to the neighborhood habitants. In Picture 6 is possible to watch the main community bank strategies.



Picture 6 – Rising Community Development Bank main strategies starting in 2012: Access to solidary finances promotion and other rights under the territory development perspective

The main Rising Bank strategy is focused around increasing its collective funds through actions of leisure, culture, fight against violence, cleaning, local development discussion forum participation and acting in the local Solidarity Economy movement. For the community bank it is important the existence of at least two funds, one to give credit and another one belonging to the workers. Today the Rising Bank gives credit for consumption (through the VIDA coin) and production (in Real) and has the perspective of giving credit to remodeling or building new houses. The worker's fund has the purpose of increasing stability, salary to include worker's rights and as a savings account. The actions within the community beyond giving credit aim to grow and assure the population's access to other rights beyond credit and recovering and keeping the local environment. One of the perspectives on the Bank's acting in the Solidarity Economy city movement is increasing and bringing other advances of Solidarity Economy to the territory. These strategies aim to increase the circulation of the social coin in the territory, increasing benefits to the merchants and consumers in the territory, allowing the growth of new ventures, whether it being individual or not and making possible the access of the population to housing, sanitation, health, education, culture, leisure, etc. At last they want to increase the relation between people's needs and the offer of products and services in the territory allowing better life conditions.

Uma das ações fomentada pela INCOOP juntamente com o banco comunitário em 2011 foi mapeamento da produção e do consumo dos bairros realizado por moradores para construção conjunta de rede entre produtores e consumidores.

## **5. Conclusions and continuing prospects**

As presented in this paper, Solidarity Economy is a development strategy with another way of production, distribution, wealth commercializing that articulates multiple solidary economic views, public managers and support and promotion groups, being the Public Universities a few of them, especially the technological incubators.

Both the Solidarity Economy movement and the experimented studied, INCOOP, now adopt the territory as the center of their actions. It is clear with the experiment studied an increasing approach between Solidarity Economy and Territory Development, with INCOOP passing just to incubate EES to create new EES, consolidating productive chains, articulating with partners, promoting the increase of other citizenship rights and solidary finances inclusion that advance regarding the existence of "just" production ventures.

We see that the experience needs to advance as the local population becomes more active, and they should not only respond to the stimuli and guidelines of external promoting agents and/or public power reps, but demand the collaboration of these agents in the guidelines they detected themselves. We highlight the fact that only this leadership level requires a keen Reading of the surrounding reality, like the empowerment development of the local population, so that they can learn to occupy the city panels, public equipment, between other political representative places.

At last, we come to the conclusion that this paper is the beginning of the systemization of a rich Solidarity Economy experience aiming the Territory Development, and therefore needs to continue to be investigated, because part of its results can only be seen in the long-term. We indicate also the need for other studies to

explicit the concepts and territory approaches and development in the context of Solidarity Economy.

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