

***Institutionalization of a technological incubator for popular cooperatives in a public university in Brazil as part of public policy***

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### ***The development of initiatives to finance Solidarity Economy in Brazil***

The development of solidarity economies in Brazil occurred in the late 1980's and beginning of the 1990's, supported by worker's unions. The discussions on the subject advanced, mainly, in the unions based on the "ABC" – a region in São Paulo metropolitan area, which is constituted by the cities of Santo Andre, Sao Bernardo and Sao Caetano, with a great concentration of industries – as well as the Central Única dos Trabalhadores (CUT) which, in 1998, "approved the creation of a work group that would start the discussions of a CUT policy on solidarity economy" (Magalhães and Todeschini, 2003, p. 138).

As a result of this group, the CUT Solidarity Development Project was constituted and originated the CUT Solidarity Development Agency (ADS, in Portuguese) (Magalhães and Todeschini, 2003). The ADS has an important role on the financing system aimed at the self-managed cooperatives.

The initiatives of finance and support of solidarity economy, aided by the unions, where more closely related to the formation of cooperatives and other forms of self-managed association founded from bankruptcy; nevertheless, it is possible to state that they also influenced the process of creating micro and small endeavors and urban and rural cooperatives not related to industries on the verge of disappearing.

Along with the ADS, other initiatives of support to solidarity economy where implemented in Brazil during the 1990's, such as Popular Cooperatives Technological Incubators (ITCP). The ITCPs are organizations with links to colleges and universities that aim the usage of their human resources and the knowledge produced there to educate, qualify and advise workers in developing self-managed endeavors. They are based on the principle that the university, by proposing and executing a project to generate work and income, fully develops its precepts of university extracurricular activities.

Beside extracurricular activities, the ITCPs are also committed with teaching activities, which are essential to form professional staff to act on enterprises or entities that support solidarity economy. This professional qualification lays the ground to broadening the knowledge on the reality of solidarity economy both nationally and internationally and the systematization of data regarding consolidated experiences to generate theoretical propositions that contribute to a greater effectiveness of solidarity economy. In the same way, they respond to the production of knowledge in its many forms, as a condition to the support of solidarity economy, starting from research on this perspective and the creation of technology to serve this form of labor organization and its corresponding production. In 1999, the ITCPs were integrated on a network aimed at promoting the exchange of experiences and mutual help between them, apart from improving the incubation methods of solidarity economy endeavors (Singers, 2002).

The ITCPs have been playing a starring role in narrowing relations between the university and the rest of society, especially in excluded social segments, broadening and strengthening the dialog. The proceedings of the university incubators reach many social actors and multiple dimensions. The feature actions are those related to the incubation of endeavors, to the strengthening of the solidarity economy movement (through the construction of networks and forums in many areas of civil society and State), to the greater political representation and the sustainable development in both local and regional bases (Cortegoso and Shimbo, 2005). In this sense, they are presented as an important tool to develop social technologies that try to minimize the exclusion and broaden social inclusion.

The university or college incubators usually organize themselves as extracurricular programs, even developing, simultaneously, processes for teaching and producing knowledge and technologies. Usually dependent of financing destined to the development of projects with a determined lasting period, based on internal resources and, predominantly, external to the university, they find in this unstable condition one of their main limitations, considering that this way there are no guarantees of continuity of the activities they've started, up from the end of these projects, despite private rhythms and the needs of these new endeavors that are being constituted, which usually run into different and complex barriers to form and consolidate themselves in a context which is openly and intensely hostile to the initiatives taken by poor people.

### ***The Solidarity Economy movement in Brazil***

For decades, many sectors in society have been calling awareness to the need to review the production relations, as well as consumption as labor organization, in order to to fully appreciate the human being and the environment, in spite of the overestimation of financial capital. Within the perspective of more just societies, the Solidarity Economy movement has been getting stronger as one of the alternatives to respond to the economic and employment crisis, as well as dealing with social and environmental instabilities. The importance to impulse solidarity economy endeavors has been confirmed with the creation of the National Secretary for Solidarity Economy (SENAES) by the Brazilian government, in June 2003. The SENAES is related to the Ministry of Labor and Employment (MTE), and has promoted the impulse of Solidarity Economy in Brazil. Parallel to that, other support Programs and Departments have been created by City Halls and state governments. An example of this type of initiative comes from the Sao Carlos' - SP municipal government, which, under the Partido dos Trabalhadores (Labor Party, or PT, in Portuguese) administration, created a department destined to promote specific actions to aid and support Solidarity Economy, initially related to the Municipal Secretary for Sustainable Development, Science and Technology and, later, named Department of Support to Solidarity Economy.

Within the last few years Solidarity Economy has been identified as a movement that includes a series of civil society and government organization segments and finance institutions, apart from the

endeavors of an essentially popular base. A great impulse has been given to Solidarity Economy from the World Social Forum that took place in Porto Alegre in 2003, an event that was very important for the creation of SENAES, by presenting that request through wide popular manifestation to newly elected President of the Republic, Luiz Inácio Lula da Silva, who had just taken office. From that moment on, the base of this movement was constituted by the creation of Municipal, State, Regional and Brazilian Solidarity Economy Forums. The Public Reference Centers in Solidarity Economy<sup>1</sup> are also a part of this movement; support and finance associations and institutions such as Unisol (CUT), Cáritas, Fase, Anteg; University Incubators of Popular Cooperatives (University ITCPs Network and Unitrabalho), amongst others.

### ***Public policies in solidarity economy in Brazil***

Although Solidarity Economy origins in cooperatives and shares their original principles, its propositions distances it both from those who, in a fraudulent way, deprive workers from their rights, and those who, although in compliance with legal demands for a cooperative, do not maintain actions capable to guarantee the effective and democratic participation of workers in decision making processes, ownership or control of the means of production and equal distribution of income, aspects thought to be essential to self-management. Since the beginning or the strengthening of the movement, the existing legal basis, archaic (Law 5.764, of December 1971), did not comply with its needs, structured from meaningful popular effort, committed to emancipate the population in historical social disadvantage, being the prevision that a minimum 20 people are needed to constitute an enterprise only one of the examples, which is frequently too much for most of the productive activities accessible to people interested in solidarity economy. In the same way, entities proposed as representative of the cooperative movement did not comply with the needs of the segment and the movement constituted from the 1990's (Brazilian Cooperatives Organization System, OCB). For those reasons, an appropriate legal framework as a relevant condition, from the point of view of establishing public policies, constitutes a request from the community involved in the movement. That request hasn't yet been fully served, considering the difficulties found to approve a national bill, despite the efforts taken so far by the solidarity economy community, also with formulating a proposal of popular initiative ([http://www.fbes.org.br/?option=com\\_docman&task=doc\\_download&gid=1131](http://www.fbes.org.br/?option=com_docman&task=doc_download&gid=1131)), in the process of collecting signatures, to be referred to the corresponding legal authorities.

From the legal standpoint, as a dimension of the establishment of public policies, the bill nº 12.690/2012, which disciplines the labor cooperatives in the country, regulating the relationship between the cooperative, its associates and the market, in the contracts to provide continuous or sporadic services, was approved in 2012. The bill brings, as an advance to endeavors in solidarity economy, the possibility of building a cooperative with a minimum of seven partners.

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<sup>1</sup> The Public Centers for Solidarity Economy are instances financed by the federal government. Presently, there are 23 Center in various cities in the country, among which São Carlos, in the State of São Paulo, which has the Public Center of Solidarity Economy "Herbert de Souza – Betinho", inaugurated on May 26<sup>th</sup> 2008.

Even considering just the legal standpoint, there are many necessities identified so that an effective advance in formulating and implementing policies at a government may occur, and so that solidarity economy can find the conditions at least a little closer to those that, very often, benefit endeavors of a capitalist nature. The uneven treatment given to solidarity economy may be perceived on the way the Labor Prosecution deals with service cooperatives, systematically and toughly, through actions to restrain the existence of such cooperatives, particularly those that are accessible to the poorer people.

Moya (2013), in his study on a cleaning cooperative that was in business for over 10 years, offering occupation and fair income to over 250 families in a poor neighborhood at a city in the State of Sao Paulo, examines the matters of legality and legitimacy in the Brazilian legal context, and its ramifications for a population already historically damaged on its opportunities of access to basic rights of citizenship.

In regards to the establishment of public policies of finance to solidarity economy in other dimensions beside legal, the creation of SENAES, in spite of the limitations faced by the restriction of resources it has to manage itself and its status from the standpoint of its insertion on the public management structure, has been producing relevant opportunities to finance solidarity economy. This has been happening, for example, by articulating access to finance agents of resource to activities of solidarity economy as a transversal area (like in the case of the partnership with the Ministry of Health for the Mental Health and Solidarity Economy program, with the Ministry for Social Development and Combat on Hunger, with the Ministry of the Environment, the Ministry of Agricultural Development etc.); also through direct financing from other agents (like the National Incubators Program – Proninc), the structuring of the information system about and for the solidarity economy, implementation of public municipal centers of solidarity economy etc. Despite the positive impact to solidarity economy that those actions have reached, especially if compared to the situation previous to the existence of the Secretary, they constitute public policies restricted to the level of government policies, that is, dependent on the will (or lack of it) of those who, by a defined period – however long the representatives of one or more political parties were elected – occupy privileged decision making positions, without considering, evidently, the strength that can be reached by other actors, organized civil society, amongst others.

A study that examined the way solidarity economy was adopted by the government agenda concluded that after the first eight years of the SENAES creation it wasn't possible to verify an actual intervention on the government's behalf in the sense of consolidating practices diffused by solidarity economy as a real strategy to insert people in the labor market. The results of the study indicate that "solidarity economy was seen by the Federal Government as an alternative palliative to the problem of unemployment, aimed only towards excluded groups that have difficulties getting to the paid labor market" (SILVA; NAGEM, 2011, p. 31).

On the other hand, the authors highlight that in spite of all the difficulties faced by the SENAES referring to resources and institutional instruments, it managed to aggregate important sociopolitical forces in defense of solidarity economy as an object of social policy, amongst them the expressive participation of representatives from solidarity economy enterprises and entities from all over Brazil in conferences and plenaries and the dissemination of technological incubators of popular cooperatives at universities.

In regards to the relevance of organized civil society in general, and particularly social movements, it is an example of the dynamics of solidarity economy, as is its relationship with public authorities, the reaction its community had to the government's attempt of gathering in one sole special secretary initiatives of a capitalist nature, micro and small companies, with endeavors of solidarity economy, which occurred in a federal reform implemented by the Dilma Rouseff administration. The proposal – as well as the process through which it was elaborated, with the participation of the community or even leaders of the SENAES – was refused by this community, which reaffirmed and defended its specificities, as well as the corresponding demands and needs recognized by the movement as such.

***Proposition and implementation of public policies in solidarity economy: advances and setbacks on a municipal experience***

Sao Carlos, where the first *campus* of UFSCar is located, is a city that, with a history that started from the effort of members of the university community that originated, simultaneously, the first popular cooperative, genuinely self-managed, and the INCOOP itself, reached an important progress in terms of the conditions favoring the development of endeavors and initiatives in solidarity economy.

In terms of advances, in the period between 2003 and 2012, including the articulated action of INCOOP, the Solidarity Economy Support Department, pre-existing solidarity economy endeavors and initiatives and the ones that appeared in that decade, it was possible to create the Municipal Forum of Solidarity Economy, with the important political role of articulating actors and interests of the field in the city, inserting the local community to the national movement, implementing a Public Center for Solidarity Economy – up from the partnership with the National Secretary of Solidarity Economy –, apart from elaborating, approving and starting the implementation of municipal regulations on solidarity economy, capable of promoting public policies at a state level – and not only dependent on specific administrations elected under the impact of conditions often fortuitous, spurious and not consistent with the needs, mainly, of the most injured from the citizenship standpoint. The formulation of the bill had effective popular participation, and was proposed and discussed through democratic practices and proceedings, and led to the creation of the Municipal

Council for Solidarity Economy, and foresaw the creation of a public incubator and the destination of public resources for its activities.

The 2012 municipal elections, however, modified the political context in the city, as the elected mayor belongs to a different party from the three previous administrations, and carries an expressively neoliberal ideology. His actions have been leading, usually, to the interruption or change in meaning of many projects and initiatives, even the ones with public support and legal basis simply because he considers them to be, allegedly, only interesting to the previous political group, or merely because they were impulse by them, a category in which we may include – as observed in manifestations or actions – the interests of the solidarity economy community. The assignment of a person who is not familiar with solidarity economy, not trained on practices compatible with this perspective or even sympathizes with it is one of the conditions that threaten the advances reached on the previous period. Mismanagement actions towards the processes under the responsibility of the solidarity economy segment, for they involve enterprises of this nature by managers related to other fields, as it is in the case of difficulties that have been created to the functioning of the cooperative of solid residue collectors and recyclers, is one of the results of this process of neutralizing the role of the segment that should support initiatives of self-management labor in the city.

The attacks on the interests of the solidarity economy interests, represented by actions of the local executive branch although require – and effectively promote – a strengthening of the community's political organization on a municipal level, by resuming activities of the Municipal Solidarity Economy Forum, not very active over the past few years, clearly signal the difficulties of implementing public policies capable of detaching themselves from the will of an administration and representing an effective commitment of the State with the people for which it should care, which can't be reduced to the circumstantial interests of a political party. In São Carlos, the stage achieved by implementing a municipal law and, in this sense, a commitment by the government, has not been enough to guarantee the fulfillment of the rights dictated by the original bill, and the social mobilization has been an indispensable factor to try to avoid an even larger throwback in the conditions that may favor solidarity economy initiatives.

In addition, this historic process highlights the importance of other actors, beside public administration, having active roles empowered to the production and defense of conditions so that Solidarity Economy, among others, can confront the evident limits of the hegemonic capitalist logics in pursue of relevant social change. This is particularly importante in a context in wich elected governments in every opportunity mix their own interests and responsibilities, and their parties' or financiers', with interests and responsibilities od the State, as promoting actor on the fulfillment of necessities and interests the population should present.

***Conditions that evidence the need for the universities to pay attention and dedicate themselves to Solidarity Economy and university initiatives in the field***

For the academic and social relevance of solidarity economy, aimed to the promotion and development of historically excluded populations, and for the limited offer of opportunities and conditions to the generation of knowledge and training related to the theme, it has been considered essential that universities dedicate themselves to this contemporary phenomena. The aspects that highlight the need for attention and dedication of the universities to solidarity economy and academic initiatives in the field are:

- Solidarity Economy as consolidating field for different professionals with a degree and new area of knowledge;
- Increase in the production of knowledge in Solidarity Economy simultaneous to the incubation of solidary economic endeavors and presence in the Solidarity Economy movement;
- Existence of the demand for a new professional, incubation technician or educator in Solidarity Economy or public manager in Solidarity economy, to attend to the growing needs of groups and public institutions;
- Need for undergrad courses in Solidarity Economy, for they are not offered at the universities;
- Lack of specialization courses in Solidarity Economy;
- Need for multidisciplinary qualification and research, involving psychology, economy, environment etc.;
- Need to train educators and workers for Solidarity Economy;
- Need to train teachers for elementary and high school to impulse Solidarity Economy;
- Need to train public managers and constitute municipal secretaries/departments of Solidarity Economy;
- Need to impulse local Public Policies in Solidarity Economy;
- Need for a permanent structure (both organizational and physical) to see the groups.

***Institutionalization of the ITCPs: the Universidade Federal de São Carlos' experience***

The INCOOP/UFSCar, Regional Incubator for Popular Cooperatives at the Universidade Federal de São Carlos (Sao Carlos Federal University), created in 1998 as an extracurricular program, started, around the year 2000, its efforts to advance towards its effective institutionalization; in this sense, the team elaborated a reference document in which, besides presenting a report of its activities, they indicated their proposals for the future, including developing activities (the incubation of solidarity economy endeavors, production of knowledge and teaching of undergrad courses through a specific subject), as well as undergrad and grad courses, both *strictu sensu* and *latu sensu* in Solidarity Economy.

This reference document, presented to the University's higher administration, was put to use both by the administration and the Incubator team, as a basis to seek institutional resources and conditions to implement a unit as intended, by presenting the proposal to create a unit, inside the university structure, to managers at the Ministry of Education. The proposal was based on the expectancy that the project would be financed, particularly the constitution of a team dedicated exclusively to activities related to Solidarity Economy, as a way implementing, in an experimental and pioneer manner, this type of institutionalism, perceived as a potential to other universities within the system.

The same way, a project of an undergrad course in Solidarity Economy was presented to the institution in an expansion process sponsored by the Ministry of Education – MEC, not selected at the moment at UFSCar, but kept as a possibility to be reviewed at another opportunity. Parallel to that, partnerships with other incubators of solidarity economy were sought, as a way to try to find alternatives to the institutionalization of this type of unit within organizational structures.

Without meaningful advances towards what was aimed, in 2010 the INCOOP team chose not to apply for public financing anymore, unless the higher administration at UFSCar signaled more clearly their interest and disposition to institutionalize the initiative. The team's position was presented as an official document to the competent department at the University, sustained by the difficulties caused by the long time in which team, even without counting on people assigned specifically to this task, had been keeping its various activities, that went from finding resources with different public financing agencies to activities such as the ones performed within INCOOP, and complex project management to which the resources were taken, aside from the activities actually aimed to reach these projects' goals. The great burden to all of those involved (in terms of the excessive workload), risks to the continuity of the aid to a population already historically damaged and disappointed, amongst other social actors, within the University itself, due to situation of exploitation without a fair feedback, as frequently happens in research projects that are exhausted by reaching the academic goals of the researchers' needs and interest.

As a response, the responsible team at the University's higher administration, by the dean's initiative, promoted a conjoint meeting with the INCOOP team in which the attendants declared their support not only to the group's activities relating to solidarity economy, but also to the demands on institutionalization of the unit, considering the existing issues and the effective development of teaching activities, as well of research and extracurricular for enough time as to be considered a permanent program of action on an object of academic and social interest. At this opportunity was also presented information on the institutional limits to respond to the demands for the needed conditions to the effective implementation and consolidation of the activities, particularly regarding the availability of personnel (technical-administrative workers and teachers) to compose a permanent work team, given the subordination of Federal Universities to a single level that defines and implements the management of personnel in the system. However, considering that this

system accumulates years of delays even replacing dead and retired professionals, that are added to the increase in the offer of services and development of activities, there is a deficit of over 500 people within the institution, even considering the low standards of the desirable proportion between students and staff established by a formula used by the Ministry of Education to the proper functioning of those institutions. Even facing this landscape, the INCOOP decided to formally send a request to build a special teaching research and extracurricular activity unit to the responsible department, in accordance to the UFSCar institutional development plan.

The team started looking for resources to finance its activities again, applying for public finances, only in 2012, up from the approval, in August 2011, by the University Council, of the creation of the Multidisciplinary Integrated Study, Formation and Intervention in Solidarity Economy Unit (NuMI-EcoSol), INCOOP's successor. The unit is directly linked to the Dean's Office, as a special teaching, research and extracurricular unit, based on the internal regulations proposal elaborated by the NuMI team, in accordance to UFSCar's norms and proceedings.

In terms of measures taken to the institutionalization of NuMI, from its approval in competent departments, the following were taken: a) assigning a specific financial counterpart to manage the unit, still not corresponding to the proper hierarchy level for this type of unit by the unavailability of spots at this level in the institution, but with the prediction that this happens as soon as they are available; b) participation of representatives of the Unit in higher planning departments, what has been in meeting of the "broadened Dean's team"; c) assignment of resources from the institution's budget to maintain basic activities of the academic and administrative units for its own management, so that it attends to the NuMI's needs and in accordance to institutional norms and procedures, for the first time, in 2013.

As a condition for its effective implementation, the assignment of a spot for an administrative professional is foreseen and named as part of the institutional needs being negotiated by the Dean's Office with the Ministry of Education, although it does not have deadline in which it has to become effective, as it is the case of many other similar needs identified to the proper functioning of other units of the organization. Other favoring conditions to the functioning of the NuMI are being negotiated with the administration, and their demands are now part of the institutional initiatives to be presented to MEC, in order to adequate and expand the infrastructure. Also as an effort to expand the conditions to the institutionalization and consolidation of the Unit, the NuMI's coordination asked for and managed that actions were taken to allow retired personnel, particularly professors, could get involved, formally, to other types of units that not the Teaching Departments, the only available alternative based on the regulations to the condition of voluntary teacher. A dispatch creating the position of senior professor recently published after a proposal from the University Council was approved, has allowed this position, since it should incorporate, immediately, two professors that have been informally, for years, part of the NuMI staff and that will now have full recognition of their cooperation.

There is still, however, a barrier to the full implementation of the institutionalization process: the lack of people (both technical-administrative personnel and faculty) to support both the ongoing and foreseen activities, still dependent on resources gotten only by competing for public finance. Claims in that sense have been presented in every possible opportunity to the higher administration, that still has at least three years in their term ahead of the university after the reelection of the group lead by current Dean; such demands are in this administration's agenda, and some have been attended to by their direct effort, because of the Dean's initiative and the effort of the Chief of Staff's Office.

From an internal organization standpoint, the NuMI team started a restructuring process, both in their instances and functioning procedures and their goals and teams, as a condition meet to their objectives of teaching, research and attention to the community, respecting the results that are being produced so far and the available knowledge on the phenomena it is dedicated to.

As far as instances and procedures go, and taking advantage of the available personnel hired specifically, with resources obtained in projects approved in competing for public finance, a managing group was constituted, composed by the coordinator and vice-coordinator, an upper-level strategy given by the institution and upper level technicians. This group performs activities such as: prospecting public finance and other sources of funding and project elaboration; resource management of the many projects and interns; prepare, moderate and keep records meetings; systematize and forward official related documents and those of the staff communication; property maintenance and control; support to teaching, research and extracurricular activities performed by the teams responsible by the Lines of Action. This teams gets together at least every fifteen days, elaborates proposals in teams of their capacity and submits their proposals to the team, that gets together weekly.

The team, composed by faculty, technicians (public servers and personnel hired through projects), undergrad and post-grad students attached to NuMI has weekly meetings, in which are taken decisions on various aspects lined up by the teams. Once a month the meeting is destined to discuss and share information related to the Lines of Action, according to the needs arising from the specific activities of these lines or their implementation processes. The procedure to making decisions at these meetings (as, it is the case in other instances similar to NuMI) is, preferably, the consensus, and there has been no need to utilize other proceedings, although the voting is not a discarded possibility.

In regards to the activities related to specific objects in solidarity economy, the team has been defining, characterizing and implementing a set of Lines of Action. Each one of them corresponds, according to the Internal Statute of the unit to the:

“series of actions built and conducted in an interdisciplinary manner, multi-professional, based on the integrality and centered at the target population, integrating actions of advisement and consulting, production of knowledge and education aimed at the human development starting from the Solidarity Economy principles, considering the specificities of groups and/or individual needs of the target population, respecting their singularities, subjectivities and according to a previously elaborated project, negotiated between the professionals and the target population”. (NuMI-EcoSol, 2012).

On Table 1 are outlined the Lines of action indicated by the team so far:

Table 1. NuMI-EcoSol Lines of Action in their implementation phase.

<ul style="list-style-type: none"> <li>- <i>EDUCATION, HEALTH AND CITIZENSHIP</i></li> <li>- <i>SOLIDARITY ECONOMY MOVEMENT</i></li> <li>- <i>COMMERCIALIZATION AND CONSUMPTION RELATIONS IN SOLIDARITY ECONOMY</i></li> <li>- <i>SOLIDARITY ECONOMY AND TERRITORY DEVELOPMENT</i></li> <li>- <i>TEACHING, RESEARCH AND EXTRACURRICULAR ACTIVITIES IN SOLIDARY FINANCES</i></li> <li>- <i>INCENTIVES TO THE CONSTITUTION OF NEW ENDEAVORS AND INITIATIVES OF SOLIDARITY ECONOMY</i></li> <li>- <i>TRAINING IN SOLIDARITY ECONOMY</i></li> <li>- <i>LABOR MARKET INSERTION FOR PEOPLE IN SOCIAL DISADVANTAGE THROUGH SOLIDARITY ECONOMY</i></li> <li>- <i>SOLIDARITY ECONOMY ENTERPRISES NETWORKS</i></li> <li>- <i>DEVELOPMENT OF CONSULTING ACTIONS IN SOLIDARITY ECONOMY</i></li> <li>- <i>PARTNERSHIP LISTING AND ARTICULATION</i></li> </ul>
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Some of the lines of actions correspond to the continuity of fronts (or forms) of action of the INCOOP until 2012, such as “Education, Health and Citizenship”, “Teaching, Research and Extracurricular Activities in Solidarity Economy”, “Training in EcoSol”, “Labor market insertion for people in social disadvantage through Solidarity Economy”, and “Solidarity economy and territorial development”, insofar as the last one constituted, in the period between 2007 and 2012, the base to the development of incubation actions performed specifically or sporadically as desirable acting fronts, such as “Solidarity Economy Movement” and “Partnership Listing and Articulation”. Some were proposed as new fronts, based on the identification of needs, demands or interests, from the team, the population or the Solidarity Economy”, such as “Incentives to the constitution of new endeavors and initiatives of Solidarity Economy”, even outside the scope of action with the objective of ongoing territorial development, “Solidarity Economy Enterprise Networks”, initially aiming the residue production chain, “Development of Consulting Actions in Solidarity Economy”, and “Commercialization and Consumption Relations in Solidarity Economy”.

Although there aren't teams formed to all of the Proposed Lines of Action, the team has appointed at least one person to be the point of reference to each one of them, with the responsibility of elaborating, to be discussed with all the members of the MuMI, an initial description of the Line of Action, indicating: 1) Denomination; 2) Object; 3) Team members (considering the current NuMI personnel, declared interests, commitments taken etc.); 4) Main activities, considering Teaching, Research and Extracurricular activities and integration of these activities; 5) Expected byproducts of the line's activities; 6) Articulations needed (internal and external partnerships, proximity to other lines of action etc.); 7) Needs for the line's implementation, considering the existing resources, deadlines for the projects that maintain such resources etc.; 8) Schedule to implement the line.

The definition of the Lines of Action, as representations of the decisions made by the team on strategy actions to the NuMI implementation, respecting and considering its history, the knowledge accumulated in the process and arising from the advances of Solidarity Economy in its multiple manifestations and based on the work of their various actors, have been giving the tools to the search of resources, in such a way as they can effectively contribute to the objectives proposed to NuMI and the execution of teaching, research and extension activities to which the unit is committed. By applying to try to get public funding from the Ministry of Education and Culture (ProExt-MEC), with foreseen resources for 2013, the NuMI team managed to approve proposals for two programs, with resources of R\$ 150 thousand each, to implement activities in the scope of the Territorial Development in Solidarity Economy, Broadening and Diversification of Actions in Solidarity Economy (including actions of training, consulting and constituting new endeavors and initiatives in solidarity economy) and three projects, with R\$ 50 thousand resources for each of them, to develop actions in the scope of constituting networks in the residue chain, commercialization and consumption in solidarity economy and labor market insertion for the mental health services users.

From the standpoint of the advancement of its institutionalization, however, the team has been asking and awaits for, as a result of its negotiations, the formal participation of a NuMI representative in deliberation instances at the institution, increase in the value of the budget percentage for its own management, hiring qualified technicians to compose the unit's steady team (which depends, greatly, on the release of spots by the Ministry of Education) and the destination of a financial counterpart to the unit's command, corresponding to the hierarchical of this type of unit in the institution, making it possible for these posts to be occupied by people outside active staff, involved as senior teachers.

As an advance in its academic insertion, the team has planned and is offering, starting in the beginning of September 2013, a specialization course destined to prepare public managers and other support agents of solidarity economy, as a condition to increase the support network to the field, at both local and regional levels. In a new way, that will count with financial support from the institution, the course will be offered for free, so that the expenses corresponding to its

implementation will be covered by the institution, through the department responsible for the extracurricular activities, as a way of broadening the access to this qualification opportunity. The course, such as it happened before with the undergrad course formulated before, utilizes the alternation method, with attendants participating in classroom activities intercalated with periods when practical activities, supervised, in their contexts of origin, to impulse initiatives of solidarity economy in those situations. Twenty percent of the spots were set aside to support agents, both acting and potential, from the region where the new UFSCar *campus* is being built, named Lagoa do Sino, as a part of a process that may result in the creation of an undergrad course with this theme.

In regards to the new *campus*, meeting the institutional demand of developing extracurricular activities as a preferential strategy to the constitution of a *campus* effectively aimed to meeting the needs, interests and potentialities of the population in the area where it will be established, the NuMI team proposed and will develop a set of activities, in the course of 2013's second term, aimed at getting information relating to the conditions favorable and unfavorable to the development of solidarity economy in the region and present this possibility of labor organization, based on self-management, to those who live there, both regarding local population and the managers and support agents. From this process, it is expected that it will be possible to assemble projects along with these social actors, amongst which training activities may be included, as well as at an undergrad level, aimed at the capacitation in solidarity economy, to qualify the main actors to assume the role this proposal implies.

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