

Solidarity Economy in Brazil

Good Practice Example

Collectors of Recyclable Material

mit einer Zusammenfassung auf Deutsch:
***Solidarische Ökonomie und Entwicklung:
MaterialsammlerInnen in São Paulo/ Brasilien***



Die Südwind-Initiative „SUSY - Sustainable and Solidarity Economy“ zeigt Alternativen zum herrschenden Wirtschaftssystem auf. Das Netzwerk von 26 europäischen Organisationen stärkt sozial- und solidarökonomische Initiativen und entwicklungspolitische Akteure im Kampf gegen Armut und für einen nachhaltigen Lebensstil weltweit.



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Solidarische Ökonomie und Entwicklung: MaterialsammlerInnen in São Paulo/ Brasilien, Zusammenfassung und Kurzbeschreibung, deutsch

Das Projekt "SUSY – Sustainable and Solidarity Economy" geht der Frage nach möglichen Wechselwirkungen zwischen Entwicklungspolitik und sozialer und solidarischer Ökonomie nach. In 46 europäischen und 9 außer-europäischen Länder werden „good practice“ Modelle gesucht, an Hand derer exemplarisch der Beitrag sozialer und solidarischer Ökonomie für Entwicklungsanstrengungen betrachtet wird. Qualitative Leitfaden-gestützte Interviews mit ExpertInnen aus zehn verschiedenen Gruppen von Stakeholders sind neben Feldforschung und Literatur- sowie Daten-basierter Forschung die Grundlagen.

Die vorliegende Studie setzt sich mit Brasilien auseinander. Im Hinblick auf soziale und solidarische Ökonomie gilt das Land als eines der ersten, in denen versucht wurde, das Konzept praktisch umzusetzen. Anfang der 1980er Jahre traf die internationale Schuldenkrise das Land besonders stark. Die wirtschaftliche Krise führte zu sozialen Verschlechterungen – Arbeitsbedingungen wurden verschlechtert und die Arbeitslosigkeit stieg ebenso wie die Armut. Diese Phänomene dauerten bis bis in die 1990er Jahre an und wurden bald als zentrale Entwicklungsprobleme Brasiliens identifiziert.

In diesem Kontext begann die solidarische Ökonomie zu wachsen. Ursprünglich von der katholischen Kirche – christlichen Basisgemeinden und der Caritas – praktiziert, bezogen sich später auch andere Akteure auf das Konzept. Insbesondere die politische Linke und die brasilianische „Arbeiterpartei“ begannen Anfang bis Mitte der 1990er Jahre die solidarische Ökonomie als wichtige Praxis gegen Armut und Arbeitslosigkeit zu begreifen. Während dieser Jahre waren die „geretteten Fabriken“ (*fábricas recuperadas*) im Mittelpunkt: Firmen wurden durch die eigene Belegschaft vor dem Konkurs gerettet und unter Selbstverwaltung der Beschäftigten weitergeführt.

Die Selbstverwaltung gilt auch als eines der wichtigsten Prinzipien der solidarischen Ökonomie. Damit ist die Übernahme des Managements durch die Belegschaft gemeint. Gemeinsame demokratische Entscheidungsfindung soll das meist autokratische Management ablösen. Auch die Einkommensstrukturen sollen egalitär gestaltet werden und gegenüber anderen gesellschaftlichen Akteuren soll solidarisch gehandelt werden.

In Brasilien wurde die solidarische Ökonomie vor allem als Strategie sozialer Inklusion betrachtet. Neben der Schaffung von Einkommensmöglichkeiten sollten durch die soziale Interaktion auch die politische Beteiligung und das soziale Selbstwertgefühl der Beteiligten gestärkt werden. Gleichzeitig handelt es sich bei den solidar-ökonomischen Betrieben oft um „Problembetriebe“, die vor dem Konkurs gerettet wurden oder die besonders arme und oftmals bildungsferne ArbeiterInnen organisieren. Das erschwert das ökonomische Überleben dieser Betriebe, die in einem Umfeld von Konkurrenz mit stärkeren und profitableren Unternehmen arbeiten müssen. Die damit verbundenen Probleme wurden bald von unterschiedlichen Akteuren aufgegriffen: NGOs, PolitikerInnen, Stadtverwaltungen und Universitäten begannen sich vor allem seit den 1990er Jahren zu engagieren. Besonders im Bereich von Bildung und Beratung, aber auch im Hinblick auf Ausstattung mit Ressourcen, wurden fortan Betriebe der solidarischen Ökonomie unterstützt.

Während der 2000er Jahre wurde die Unterstützung der solidarischen Ökonomie weiter ausgebaut. So gründete die Bundesregierung z.B. 2003 eine Sektion für solidarische Ökonomie im Arbeitsministerium. Die Bewegung verbreiterte sich weiter und begann weit über die geretteten Fabriken hinauszuwachsen. In Bereichen wie Kunsthandwerk und der Klein-Landwirtschaft breitete sich die solidar-ökonomische

Organisationsform der Betriebe besonders aus. Neuerdings entstehen auch zusehends mehr Betriebe im Kulturbereich wie z.B. im Hip Hop. Als „good practice“ für das Projekt wurde ein anderer Bereich ausgewählt: Die SammlerInnen von wiederverwertbarem Material. Dabei handelt es sich um besonders marginalisierte Menschen, die – oftmals ursprünglich obdachlos – davon leben, verwertbare Materialien aus dem Müll zu sortieren und weiterzuverkaufen. Diese Menschen existieren in Brasilien schon seit vielen Jahren.

Die ersten Ansätze einer Organisierung nach den Prinzipien der solidarischen Ökonomie begannen 1989 in den Großstädten São Paulo, Belo Horizonte und Porto Alegre. Als erste entsprechende Kooperative wird gemeinhin „Coopamare“ aus São Paulo genannt, die bis heute existiert. Aus den Reihen von Coopamare kamen dann auch wichtige Impulse zur Gründung einer nationalen Bewegung, die schließlich 2001 entstand. Die „Nationale Bewegung der SammlerInnen von wiederverwertbarem Material“ (*Movimento Nacional de Catadores de Materiais Recicláveis* – MNCR) vereint Organisationen, die nach solidarökonomischen Grundlagen organisiert sind, setzt sich aber politisch für die Rechte aller MaterialsammlerInnen ein. Ihr politisches Lobbying zeigte schon in vielfacher Hinsicht Erfolge, sowohl im Hinblick auf soziale und rechtliche Anerkennung also durch die Bereitstellung staatlicher Infrastruktur und von Maschinen für die Berufsgruppe der MaterialsammlerInnen. Die wichtigsten Punkte für die Auswahl der MaterialsammlerInnen und ihrer „Pionier-Kooperative“ „Coopamare“ waren die Verbindung eines positiven Beitrags zu sozialer und wirtschaftlicher Entwicklung mit einem wichtigen Beitrag zum Umweltschutz:

- Die Verbindung eines positiven Beitrags zu sozialer und wirtschaftlicher Entwicklung durch die Bereitstellung von Arbeitsplätzen
- Soziale Inklusion einer bisher stark marginalisierten Gruppe von Menschen
- Ermächtigung der Armen, nicht nur durch bessere Bezahlung, sondern auch durch die Stärkung des Selbstbewusstseins und der gesellschaftlichen Würde
- Mehrheitlich von Frauen zusammengesetzt, die als „Avantgarde der solidarischen Ökonomie“ fungieren, wie es Paul Singer, der Sektionsleiter für solidarische Ökonomie, ausdrückte
- Wichtiger Beitrag zur nachhaltigen Entwicklung in den Städten durch die Tätigkeiten des Recycling sowie der ökologischen Bildung im Hinblick auf Mülltrennung.

Die interviewten ExpertInnen hoben besonders hervor, dass die Ideale der solidarischen Ökonomie bei den MaterialsammlerInnen besonders gut praktiziert werden. Auch vor Ort bei der „Coopamare“ bestätigte sich diese Diagnose: egalitäre Bezahlungsstrukturen und demokratische Entscheidungsfindung gehören zum Alltag von „Coopamare“. Über die nationale Bewegung MNCR pflegen die MaterialsammlerInnen auch nationale und internationale Vernetzung mit anderen sozialen Bewegungen und Initiativen. Diese Tätigkeiten stärkten nicht nur die Solidarität zu anderen Gruppen, sondern konnten auch für die Verbesserung der eigenen Arbeitsbedingungen genutzt werden. Durch die öffentliche Unterstützung konnten in Kooperativen wie der „Coopamare“ wichtige Maschinen finanziert werden, wie z.B. Lastwägen und Gabelstapler für den Transport der Materialien. Trotz diesbezüglicher Verbesserungen leiden die MaterialsammlerInnen weiterhin unter relativ geringer Bezahlung und gesellschaftlichen Vorurteilen. Es bleibt zu hoffen, dass die nächsten Jahre genauso erfolgreich wie die vergangenen Jahre verlaufen, um auch diese Probleme zu überwinden.

Premises

0.1) Describe the Social and Economic situation in the Country

Brazil is the 5th largest country worldwide, both in inhabitants – the last census in 2010 reported 190.7 million inhabitants (IBGE 2013; data for 2009) – and in surface area – its 8.5 million km² form nearly double the size of the EU 28 member state's 4.4 million km². It is politically organized as a presidentialist federative republic, which consists of municipalities, states and the federal government. The president who is elected in a multi-party system is head of state and chief of the executive branch, where power is assigned to distinct and independent bodies that are bound to the constitution. The president is able to appoint and dismiss members of his cabinet, which is composed of Ministers of state and senior advisors (*secretários*). Legislative power lies mainly with the bicameral national congress that consists of the federal senate (composed equally by representatives of each state and the federal district) and the chamber of deputies (where seats are distributed proportionally to each state's population). Beside national legislation, the 27 Brazilian states and the 5,570 municipalities have their own legislature. Brazil is a multi-ethnic country, with 48.2% of the population registered as white (*branca*), 6.9% as black (*preta*), 44.2% as coloured (*parda*) and 0.7% as yellow or indigenous (*amarela ou indígena*) in 2009 (IBGE 2013).¹ Brazil has ranked among the most unequal countries worldwide for many years, but recently reported a considerable decline of its Gini coefficient from 0.596 in 2001 to 0.53 in 2012, while the poverty rate dropped from 35.09% to 15.03% during the same period (IPEA 2015).

Regarding its economic situation, the country has historically been characterized by “ups” and “downs” (cf. Graph 1). Years of high growth rates have shortly afterwards been followed by crises and sharp economic declines. Whereas the debt-crisis-ridden 1980s are considered as a “lost decade”, growth returned in the 1990s, but was again brutally interrupted by economic crises. In 1998/99, Brazil suffered from a rather severe financial crisis in the aftermath of the Asian and Russian crises (Singer 1999). In 2000 growth returned again, but at modest rates in international comparison, with another less severe crisis between 2001 and 2003. Between 2004 and 2008 growth retained pace, while the first economic downturn (-0.6% GDP-growth) in 2009 was rather low in international comparison. 2010 was marked by a remarkable comeback of growth, which slowed down again in the subsequent years (IPEA 2015).

The social situation in Brazil is correlating with the economic situation up to a large extent. Nevertheless, the most important problems varied over time. The 1980s can be characterized by a double movement: On the one hand, the international debt crisis hit Brazil. The economic downturn in the beginning of the 1980s was accompanied by a sharp rise of inflation rates, which rose from 99% in 1980 to 1973% in 1989. Such high rates of hyper-inflation had the most detrimental impact on the poor, who were not able to defend themselves, due to their exclusion from banking. The economic downturn in the beginning and the end of the 1980s was detrimental to the average wage rates, which recovered during the mid-1980s to fall again by the end of the decade.

On the other hand, the 1980s were politically marked by a process of democratization, as social movements were protesting against the military dictatorship. Interlinked with a strong and combative trade union movement, their fight for democracy turned out to be successful, and democracy was gradually installed throughout the 1980s, with the first direct presidential elections in 1989 and the participatory drafting of a new constitution, which has been adopted in 1988 (Kinzo 2001). This second movement during the 1980s is of particular importance for the further development considering the Social

¹ The Brazilian census relies on the self-declaration of skin-color or race (*cor ou raça*). Sometimes, black and coloured are summarized as Afro-Brazilian. The indigenous population is summed up with the population of Asian descent for the census and remains a minority. Most race-related statistics mainly distinguish between whites and Afro-Brazilians.

and Solidarity-based Economy (SSE), as the fight for democracy has been linked to demands for social justice and the inclusion of the hitherto excluded people (Dagnino 1994).

The 1990s were marked by the double movement of the consolidation of democracy, which included the implementation of social reforms laid out in the constitution of 1988, and the implementation of neoliberal reforms – particularly during the presidencies of Collor (1990 until his impeachment due to corruption charges in 1992) and Cardoso (1995-2002). During the presidency of Cardoso, the hyper-inflation of the 1980s and the beginning of the 1990s has been defeated, but at the high cost of rising unemployment: between 1992 and 1999 the unemployment rate rose from 7.2% to 10.4% (IPEA 2015). The Brazilian unemployment rate does not fully account for the employment situation, as many people are forced to work in the informal sector, where workers' rights are not in effect and payment is much lower than in the formal sector. By 1992, the majority of Brazilian workers were already working informally, as the informal sector comprised of 54.3% of the Brazilian workforce. Until 1999, the informal sector grew to represent 56.2% of the Brazilian workers (IPEA 2015). Therefore, the 1990s have been described as marked by a crisis of unemployment by interviewed experts (Singer, Sanchez, Leite).

In the context of rising unemployment during the 1990s, SSE began to emerge as a possible solution. Already being promoted by Christian NGOs, such as Caritas, it also began to be seen as a viable strategy by progressive politicians, most notably the Workers' Party (*Partido dos Trabalhadores* – PT). During these times, the most prominent examples were bankrupt companies, taken over by their workers, but other initiatives also began to develop (Singer and Souza 2000).

The 2000s were marked by the recuperation of economic growth, particularly from 2005 onwards. Politically, the election of the PT candidate Luis Inácio Lula da Silva (Lula) for president also led to more favourable conditions, which will be described in the following sub-sections.

In general, many social indicators improved from the 1990s onwards: Illiteracy (for persons older than 15 years) dropped from 23.3% in 1982 to 17.2% in 1992, 11.9% in 2002 to 8.7% in 2012. The most recent data of 2013 reported the illiteracy rate at 8.5% (IPEA 2015). Other basic social indicators related to education and health also improved, leading to a rise of the Brazilian Human Development index from 0.545 in 1980 to 0.612 in 1990, 0.682 in 2000, 0.705 in 2005, 0.739 in 2010 and 0.744 in 2013 (UNDP 2015). Employment-related indicators also improved during the 21st century, with the unemployment dropping from 10.1% in 2001 to 6.7% in 2012 and the percentage of the informal sector dropping from 58.4% in 2001 to 46.3% in 2012. These improvements have been accompanied by a declining rate of income inequalities, expressed by the drop of the Gini coefficient from 0.596 in 2001 to 0.527 in 2013 (IPEA 2015).

The main drivers for the recent improvements have been identified as the effects of the implementation of the contribution of 1988 on social policies: Social spending increased from 13.3% of GDP in 1985 to 19% of GDP in 1990 and continued to rise to 25.2% in 2010 (Leubolt 2015). In the more recent years, the minimum wage has been risen from 415.94 R\$ (approx. 150 Euros) in January 2003 to 834,14 R\$ (approx. 300 Euros) in January 2015 in real-wage-terms (IPEA 2015). Average wages also rose from 1.029,59 R\$ (approx. 360 Euros) in 2003 to 1.624,11 R\$ (approx. 600 Euros) in 2013 (ibid.).

0.2) Describe the Social and Economic situation in the territory

São Paulo is the Brazilian state with the highest number of inhabitants, with 41.26 million inhabitants in 2010 (IPEA 2015), more than a fifth of the Brazilian population lived in the state of São Paulo. Its capital city, also named São Paulo, hosted 11.52 million inhabitants – approximately 6% of the total Brazilian population. The state of São Paulo is considered to be the economic centre of Brazil, with a total GDP of 1.25 billion R\$ in 2010, it accounted for 33% of the total Brazilian GDP (IPEA 2015). GDP per capita in the state of São Paulo for 2010 was 30,240 R\$, more than 150% of the Brazilian GDP per capita of 19,770 R\$ (ibid.). The city of São Paulo is the financial centre of the country. Besides the enormous wealth accumulated in the city, it is also representing the Brazilian social and economic inequalities (Fix 2007).

Social indicators for the state of São Paulo tend to be better than for the whole country: Illiteracy concerned 3.8% of the population (compared to 8.7% in Brazil). The employment situation is also more positive in São Paulo than the average Brazilian situation. The average unemployment rate for 2012 for the metropolitan region of São Paulo was 6.1% (own calculation, based on IPEA 2015), slightly lower than the 6.5% reported for Brazil. The average salary is considerably higher than in the country as a whole, in 2013 the annual average salary was R\$ 2.395,60 (about 800 Euros), about 150% of the national average of R\$ 1.624,11 (own calculations, based on IPEA 2015). São Paulo's Gini coefficient is slightly lower than the national Gini, with a similar trajectory – it lowered from 0.553 in 2001 to 0.494 in 2013 (IPEA 2015).

In general, São Paulo – as the economic centre of the country – provides more development opportunities than other regions in Brazil. Nevertheless, inequalities, poverty and social exclusion are also serious problems in the territory.

0.3) Describe the Social and Solidarity Economy Organizations' role in this context

The Social and Solidarity-based Economy (SSE) began to emerge during the 1980s, as a rather marginal phenomenon, stipulated by social organizations of the Catholic church – mostly organized by Caritas. It was treated as a possible way to promote employment, combining collective organization with ways of promoting employment opportunities (Singer 2002).

During the 1990s, the rising rates of unemployment began to be seen as a central problem of Brazilian development. In search for a response to this problem, SSE began to gain prominence, especially among the politically more progressive sectors of society. After the breakdown of actually existing socialism, the search for new and democratic ways of promoting a social alternative paved the way to think about SSE. As mentioned by Paul Singer in the interview, SSE has been accepted as a central strategy of the Workers' Party (PT) to promote economic development and to fight unemployment in the beginning of the 1990s. Therefore, the PT began to promote SSE initiatives. As the PT's candidates won the first important elections on the municipal scale – most notably in the cities of Porto Alegre and São Paulo, which were governed from 1989 until 1992² by mayors from PT – some SSE initiatives began to be supported, albeit not on a large scale (more in the following sub-section). The main drive towards SSE began in the mid-1990s. An article written by Paul Singer (Singer 1996), during the campaign of the PT candidate Luiza Erundina for mayor in São Paulo in 1996 first used the term '*economia solidária*' and generated debate in Brazil (as laid out in the interviews by Singer and Sanchez).

The guiding principle of the Brazilian solidarity-based economy has been the collective self-organization of workers with the explicit requirement of democratic decision making. All involved workers have an equal vote in the decision making process and salaries ought to be less stratified than in conventional capitalist enterprises. I.e., the main difference of solidarity-based enterprises, compared to their conventional counterparts, is that they are owned by their workers. Therefore, the differentiation between workers and owners ceases to exist, as the workers collectively own their company (Singer 2002).

As stated by Sanchez in the interview, during the 1990s, the most important expression of SSE in Brazil were factories taken over by the workers (*empresas recuperadas*) – reflecting the centrality of the fight against unemployment. During the 2000s, they began to disappear politically and also to shrink in numbers. As Leite stated in the interview, these experiences were important in the fight against unemployment. Nevertheless, many of them have not been organized in practice according to the principles of SSE. As the workers are considered to be associates, workers' rights are not applied, while at the same time,

² Porto Alegre was the city with the longest history of PT governments, being governed from 1989 until 2004 by the PT (Leubolt et al. 2008), whereas São Paulo was governed by PT only between 1989 and 1992 (mayor: Erundina), from 2001 until 2004 (Suplicy), and from 2013 until 2016 (Haddad).

democratic decision making and egalitarian wage structures are also not applied. Thereby these practices rather contributed to the precarization and deterioration of labour conditions (Leite et al. 2015).

During the 2000s, the factories taken over by the workers therefore gave way to new expressions of SSE. In general, the current panorama of SSE initiatives is very broad. As Sanchez reported in the interview, there was an important transformation compared to the 1990s. While the plurality was already quite big at that time, the centre of attention was production. During the 2000s, SSE got closer to environmental movements and the concepts of *Buen Vivir* and *Vivir Bien*, promoted by the indigenous movements and governments of Bolivia and Ecuador.

The mapping carried out by the sub-ministry for SSE (cf. Gaiger et al. 2014; more below), reported a total of 33,518 SSE enterprises in Brazil between the years of 2004 and 2013 (SENAES 2013). This number is believed to be considerably lower than the exact number of enterprises, as some of the small enterprises might not have been registered (ibid.). There are different forms of organization of these enterprises: 8.8% are organized as cooperatives, 30.5% as informal groups, and 60% as associations (ibid.). The majority of SSE enterprises (40.8%) is situated in Brazil's poorest region, the northeast, while 16.4% are situated in the Southeast – São Paulo's region (ibid.). In Brazil, 54.8% of SSE enterprises are situated in rural regions, 34.8% in cities, and 10.4% in mixed regions, while in the southeast, the relation is different, as only 29.7% are situated in rural regions and 61% are situated in urban regions and 9.3 in mixed regions (ibid.). The majority of Brazilian SSE enterprises (47%) are working in the sector of familiar agriculture, 14% are beneficiaries of agrarian reform, 12% are working in the sector of handicraft, 6% are other autonomous workers, 5% are collectors of recyclable material, 3% are cooperatives of people with advanced educational background, and 3% are fishermen (SENAES 2014).³

In a nutshell, the factories taken over by the workers gave way to new expressions of SSE during the 2000s. The most important expression was familiar agriculture in the countryside, where the majority of SSE initiatives is situated. As Sanchez stated in the interview, the collectors of recyclable material became the most important expression of SSE in the cities. According to Sanchez, the collectors organize themselves according the principles of SSE, many of them do not use the term 'Solidarity Based Economy', as they seem to have gained political strength going beyond the movement of SSE.

Considering the social background, 47% of people engaged in SSE did not complete basic education, 13% did only complete basic education, 24% completed high school (*ensino médio completo*), and 7% had university degrees (SENAES 2014). This educational background is below the Brazilian average. The medium wage from SSE activities was also below the Brazilian average, with R\$ 1,003,07 (approx. 380 Euros; compared to the Brazilian average wage of R\$ 1,210.32 for 2007, the year of the mapping process). The lowest monthly wages are obtained by the collectors of recyclable material (416.76 on average), while the average wage in familiar agriculture was R\$ 1,212.72. Handicraft was remunerated with R\$ 516.17 on average (SENAES 2014).⁴ It is important to note, that only 29% of people working in SSE had their prime source of income in SSE, while for 33% it was complimentary income and for 35%, their income did not depend on SSE. As Leite mentioned in the interview, this latter group especially concerns the handicraft sector, where often women work, while their husbands are responsible for the main source of household income.

³ 7% did not declare their activities and another 3% carried out different activities from the ones being listed (SENAES 2014).

⁴ These numbers concern the SSE initiatives, where products are commercialized by the SSE enterprises themselves – the largest group in SSE (47%). 17% of SSE initiatives rather receive monthly salaries. In this group, the relations are different, as the collectors of recyclable material receive R\$ 673.95 and familiar agriculture leads to an average salary of R\$ 839.50 (SENAES 2014).

0.4) Describe eventual public/legislative initiatives to support/which affect those sectors

As stated above, SSE mainly concerns people considered as poor. Therefore, it does not come as a surprise, that the mapping process revealed the lack of income as the major problem of the Brazilian SSE sector (stated by 74 % of the respondents of the government's questionnaire, cf. SENAES 2013). Despite this fact, it has also been recognized (Santos 2002) that collective organization in SSE initiatives contributed to better possibilities to generate income. Nevertheless, the lack of capital (in a thorough sense, including social, cultural and financial capital; cf. Bourdieu 1984) is an important obstacle for many SSE initiatives.

Therefore, many initiatives have been developed in close cooperation with NGOs and (from the 1990s onwards) the public sector. In Brazil, this movement has been described as the proliferation and institutionalization of 'citizenship' (Dagnino 2002b), understood in a broad sense as the promotion of social justice with the participation of the hitherto excluded. Despite of a 'perverse confluence' (Dagnino 2002a, 288) of these efforts with neoliberal reforms, limiting material improvements of the poor, many efforts have been started during the 1990s to assist the development of the poor, including the SSE sector.

The most important political party to implement such efforts has been the Workers' Party (PT). During the 1990s, this mainly concerned local governments (Bittar 1992; Magalhães et al. 2002). Considering the SSE sectors, such efforts could include the provision of adequate space for work, or subsidies.

Another important problem of SSE initiatives is the lack of education of the associated workers. As managing a company requires considerable knowledge about legal aspects and the specific sectoral market structure, the lack of education results in difficulties to survive the competition with conventional firms. From the late 1990s onwards, Brazilian universities began to engage in capacity building for cooperatives. So-called 'Technological Incubators of Popular Cooperatives' (*Incubadoras Tecnológicas de Cooperativas Populares* – ITCPs) were founded as university centres where research and teaching staff together with students began to engage in this form of 'social consulting' (Dubeux 2013; Fernandes et al. 2013). Other organizations have also been active in such 'social consulting' activities. Religious entities and NGOs have been engaged for a long time in empowerment programs for civil society organizations (Simões 2008). Working as 'intermediaries', they assist in the political education and in dealing with public entities, especially when it comes to legal claims, which are difficult to handle for social movements of the poor.

An important landmark considering government support was the election of Lula as national president in 2002. Already in 2003, the first year of his government, a new sub-ministry of solidarity-based economy (*Secretaria Nacional de Economia Solidária* – SENAES) has been created. Headed by the renowned intellectual Paul Singer, SENAES always worked with a considerable small budget. Therefore the efforts were mostly on coordinating government action, related to legal obstacles, such as the availability of credit. When the government began its anti-poverty program 'Brazil without Misery' in 2011 (already under Lula's successor, Dilma Rousseff), some of the resources to fight poverty have been channelled into the SSE sector, as the director of research of SENAES, Valmor Schiochet stated in an interview (2014). The main beneficiaries of the new programme were to be found in familiar agriculture. The resources of 'Brazil without Misery' have mainly been used to assist poor agricultural workers to form SSE initiatives, in order to facilitate 'productive inclusion'.

Another important part of the efforts of SENAES concerned networking among SSE initiatives. Similar to many other policy fields in Brazil (Romão 2014), national fora of participation have been set up for SSE. Starting with meetings on the local level, a process of participation on the regional level and beyond has been managed by the government. After the preparatory phases, the final national meeting unites the SSE movements and enables them to participate in policy making.

Description of the SSE Good practice

1.1) Description of the SSE Good practice

Coopamare (Cooperativa dos Catadores Autônomos de Papel, Aparas e Materiais Reaproveitáveis); organized in the National Movement of Collectors of Recyclable Material (Movimento Nacional dos Catadores de Materiais Recicláveis – MNCR); Location: São Paulo, SP, Brazil, Sector: Collection and First Processing of Recyclable Material.

Coopamare is one of the pioneer cooperative for collectors of recyclable material in Brazil.⁵ As Ferreira, Grimberg and Silva stated in the interviews, its foundation in 1989 was linked to the work of the Christian social assistance NGO '*Organização de Auxílio Fraternal*' (OAF), which worked with homeless people. Many of these people already lived from collecting recyclable materials in the streets. The social exclusion of these people was enormous, as they were viewed as potentially dangerous people, living from dealing with garbage. The payment for their work was also very low. OAF organized the people they were working with, to establish a cooperative – Coopamare. They began working in the city centre of São Paulo in 1989. In the beginning of the 1990s, the city administration (governed by PT) provided a more adequate space in a middle class district – Pinheiros. This was very good for Coopamare, as this district produces a lot of waste and therefore they had better access to recyclable materials than before.

More information: www.coopamare.org.br

1.2) Proposed activities

Coopamare is engaged in the collection and first processing of recyclable materials. I.e., they collect recyclable materials in the streets of São Paulo, especially with companies. At their worksite, they separate the different materials, so that different forms of plastic, paper, aluminium,... are all separated from each other. After being separated, they use a waste press, to compress the materials and to produce rather large parcels of the same material. The material is then stored in the Cooperative, to be sold in bulk to companies, who further process and recycle the material.

1.3) Management model and stakeholders involvement

Coopamare is collectively managed. As reported by its president, Silva, all workers receive the same salary, based upon the hours of work in the cooperative (including the personnel not directly involved in the collection and treatment of material, such as a safety guard and the accountant). The decisions are taken collectively in assemblies, which regularly occur once a month and also on special occasions or emergencies, when important decisions have to be taken. There is a management board, consisting of a president, financial manager, and an accounting committee, to care for the daily routines and prepare the assemblies.

Troughout Brazil, the collectors have involved a growing number of stakeholders. Now, they are recognized as one of the biggest movements within the internationally recognized Brazilian SSE-movement. As

⁵ Coopamare emerged more or less at the same time as another cooperative of this sector in Belo Horizonte. Elisabeth Grimberg, a leading expert on the field, stated in the interview, that in her point of view, the cooperative in Belo Horizonte appeared first. Nevertheless, Coopamare appeared during the same time and can thus be considered among the pioneers.

reported by Santos and Souza in their interview, the collectors achieved special importance since the beginning of the presidency of Lula in 2003. These relations are mainly maintained by the national organization MNCR.

1.4) Turnover and job creation/quality

Coopamare – as other collectors' cooperatives – has a rather high turnover of workers. At the time of research, it was composed by 21 employees, 62% of them female. The interviews (Leite, Silva) revealed that women tend to stay much longer and sustain the activities, while many men tend to view their activities as rather temporary – until they found 'something better'. The main reason for that is, that the work with garbage is still seen as 'dirty' and salaries are still very low in comparison to other jobs, despite important improvements in both regards. The collective organization in cooperatives and – from the beginning of the 2000s onwards – the national political organization via MNCR helped to improve problems of low wages and prejudice, but there is still a long way to go. Coopamare works together with a social assistance centre in São Paulo (called 'Recifran') which indicates possible new workers, after they have gone through an initial period of training.

1.5) Social and ecological externalities

There are little externalities. Some people see the very existence of collectors as a societal problems and would prefer everything to be handled by bigger companies for waste disposal. The fact, that the collectors come from the poorest sections of society raises prejudice – some people are afraid that the poor might be drug addicts, alcoholics,... During our site visits, these sorts of prejudice have not been confirmed. Nevertheless, the interviewed persons stressed the fact, that it would be more just, if the collectors would not only receive a rather low payment for the materials supplied, but should also be entitled for a payment by companies and/or society (via state spending) for their service for the environment.

1.6) Communication and advocacy

The main advocacy actions work via MNCR (more below). As the collectors are a particularly vulnerable group, advocacy by NGOs and state actors has always been important. The national government gave special support for the sector from 2003 onwards. For Coopamare, this resulted in the acquisition of machinery, especially trucks, to assist their work.

Considering its own advocacy, Coopamare is engaged in environmental education for the Brazilian society. This involves going from door to door to speak with the population, as well as talks in schools or universities, as confirmed by Silva. By engagement in such activities, the empowerment of a particularly vulnerable group is likely to be promoted.

1.7) Networking, affiliations and openness of the Good practice to the existing networks

Coopamare is among the founding members of the National Movement of Collectors of Recyclable Material (MNCR) and its regional branches in the Southeast of Brazil and the state of São Paulo (Catasampa). Via these networks, Coopamare's members maintain contact with the wider sphere of SSE and Brazilian social movements more broadly. The international networking is also organized within MNCR. The Brazilian

experience of collectors can be seen as a reference for Latin America and beyond. There are regular exchanges within the wider region and beyond (e.g. during the World Social Forums). These exchanges can be seen as a part of the efforts of the collectors' movements to promote co-education. Workers learn through mutual exchange. Besides that, there are also links to university centers, specialized in dealing with SSE (Incubadoras Tecnológicas de Cooperativas Populares – ITCPs), NGOs, and government agencies – which also have an important role concerning the advocacy activities.

Evaluation of the Good practice

2.1) The Good practice's economic and social impact and potential

The most important contribution of Coopamare – and, generally speaking, the SSE-initiatives of collectors of recyclable material – has been defined by the interviewed experts and practitioners as the provision of employment for socially excluded people. As reported by Grimberg, Coopamare has a very special role, as it was the first cooperative to organize the very poor people living on the streets and living from selling recyclable materials. For these people, who were 'the most excluded among the excluded' (Grimberg), the very activity of providing a more decent form of earning their living was of utmost importance. With the initial financial and organizational help of the Christian NGO OAF, the cooperative has been set up, to promote better working conditions for the hitherto homeless people. While most of them only possessed a handcart to carry the recyclable material, which was often used as shelter during the night, the cooperative provided better means to sustain themselves. As mentioned by Leite, the mere existence of a waste press is already important, as this enables the collectors to sell larger quantities in bulk. Thereby, they can achieve much better prices, than by selling smaller quantities of material, which generate proportionally much smaller revenue.

As reported by the leading expert Grimberg in the interview, the activities of collectors' cooperatives, such as Coopamare, are of central importance for economic and environmental development. The recycling of waste is a very important duty, as it is an alternative to much less environmentally sustainable practices, such as buried in the soil or being burnt. It is estimated by the respective government agency IPEA, that 80% of all recycled waste in Brazil has been collected by the collectors of recyclable material, who thereby exercise a very important role for sustainable development in Brazil.

These two issues have been named by all interviewed persons. In Brazil, there is a considerably strong discourse, linking the issue of social inclusion to economic development (Leubolt 2013). If people are included into the consumer market, this is seen as beneficial, because only in this case a mass market can develop. As a result, social development can contribute to economic development. The discourse of sustainability is also of importance. The linking of the two issues of social inclusion and sustainable development can therefore be seen as a major contribution advance by the collectors of recyclable material.

2.2) The transformative impact on the territory and beyond

Empowerment, viewed as the transformation of social relations to empower hitherto excluded people, is seen as a major contribution by the collectors of the SSE sector. This has been confirmed by the interviews (especially: Ferreira, Grimberg, Silva, Singer) and has also gained a prominent place in the Brazilian literature (Medeiros and Macêdo 2006; Pinhel 2013; Wirth 2013). While the cooperatives, working 'at the bases' set the important starting point, the political engagement of the collectors culminated in the foundation of the National Movement of Collectors of Recyclable Material (MNCR) in 2001. A very important landmark in the actions of the collectors was the official inclusion as a category of workers in the Brazilian code of law in 2002. As Ferreira explained in the interview, this is a central reference, as it is important for the self-esteem of the collectors, not to be recognized as the 'poor', who need some (paternalistic) assistance, but as workers, doing an essential job for the Brazilian society. The success of the political movement of the collectors was further strengthened during the Lula government (more below).

The importance of recognition has already gained a lot of space in debates on social justice (cf. e.g. Fraser and Honneth 2003). In the case of the collectors, it is frequently mentioned as a central aspect of their

actions – to overcome prejudice in society. Even though this issue remains a constant challenge, the success in regard of promoting the dignity of this group of workers has been widely recognized. An important aspect, as noted by Grimberg, was the engagement of SSE organized collectors in the environmental education of the population, acting as professors for recycling.

According to Grimberg, Coopamare has a special role for the movement of collectors, as it was the pioneer initiative to organize better working conditions, better prices for the sold materials, as well as to fight for the rights and the social status of collectors of recyclable material.

Another important issue of transformative impact concerns gender: The Brazilian sub-minister for SSE, Singer stated in the interview, that ‘today, women are the vanguard of the movement’. This is especially the case with the collectors of recyclable material, which have been reported by Singer as composing of about 70% women. In the case of Coopamare, Silva reported that 62% of the workers are women. He further reported that women mostly sustain the business, as they are more likely to stay than men. Leite confirmed this insight in regard to the research she coordinated on SSE. She further explained that considering special needs of some women – such as reserving some time to care for family members – the organization of SSE tends to be much more favourable than in conventional firms. According to her, this better consideration of work-life-balance might be an important reason for the more active role of women.

2.3) Policy impact of the Good practice

Poverty reduction has also been among the main development goals of the Brazilian government in recent years. Especially since the beginning of the Lula government in 2003, this role has also been officially recognized by the government. From 2003 onwards, the collectors have also gained the explicit support of the national government. As Ferreira explained in the interview, the (former) president always dealt with the collectors with respect to their role as workers, acknowledging that ‘they do not fight for individual gains, but rather for the rights of their professional category’.

Throughout the 1990s, local support was strengthened for the collectors. In the city of São Paulo, Coopamare received the space to work by the municipal government in the beginning of the 1990s. After Erundina, the candidate of the Workers’ Party (PT) was voted out of office, public support diminished dramatically, as reported by Grimberg in the interview. This also concerns the state of São Paulo, which has never been governed by PT and is considerably less cooperative towards the SSE in general, as reported by Santos and Souza in the interview. Therefore, the successive victories of PT candidates in presidential elections since 2003 can be seen as important, concerning public support of SSE and the collectors. This has also been confirmed by Coopamare’s president Silva, who reported that the main public support for Coopamare during the last ten years came from the national government and public companies linked to the national government (such as *Banco do Brasil*), which financed important equipment, such as trucks.

As stated by Lara in the interview, the São Paulo municipal government also set up specific policies to support the collectors, e.g. by setting up new recycling centres, co-managed with collectors’ cooperatives.

The most important policy field in recent time, where the collectors’ influence (mainly via MNCR) has been decisive, is the new law for solid waste (PNRS), which has been drafted participatory, with the collectors being the most influential group. The law emanating out of the participatory process in 2010 did not only include the collectors in its drafting, but also considered the collectors in the execution of policies. The PNRS was incentivized by a national law (no. 12,305, Aug. 2nd 2010) and deals with the principles, objectives, instruments and directives of integrated waste management, including the responsibilities of waste creators and public entities. It is a national law affecting private and public entities on national, regional and municipal levels. In relation to the collectors, the PNRS follows the explicit objective of the ‘integration of collectors of reusable and recyclable materials in the actions involving shared responsibility for the life-cycle of products’ (article 7, item XII) and explicitly states the ‘incentive for creation and

development of cooperatives or other forms of association of collectors of reusable and recyclable materials' (article 8, item IV) among the political instruments.

2.4) Sustainability of the practice

Sustainability can be seen in two different ways, with regard to the collectors and Coopamare. On the one hand, the issue raised above (in chapter 2.1) of environmental sustainability is a central concern at the heart of the practice of the collectors and Coopamare. Recycling of waste is of utmost importance for sustainable development in cities. The city of São Paulo is only capable of recycling 2% of the total waste of the city, as the Director of Planning of the Municipal Authority of Urban Cleaning, Julia Moreno Lara, stated in our interview. Coopamare belongs to the autonomous cooperatives of collectors, who are not working under a partnership agreement who are not being counted in this low percentage. Despite the odds of receiving rather low prices for their material by the recycling companies, Coopamare is taking over a responsibility of the public authorities and is thereby contributing to the vital process for urban sustainability.

Sustainability can also be viewed in a sense of the SSE experience itself. It has largely been recognized that this issue is difficult to achieve for SSE organizations. As recognized in the interviews for the Brazilian mapping process, the generation of income (central challenge for 74% of SSE workers) and maintaining market competitiveness (64%) have been recognized as the two major challenges by the Brazilian SSE workers (SENAES 2013). If they fail in these fields, the continuation of the SSE initiative is at risk. As already stated above, this concerns especially the collectors, where a high turnover is rather normal. Given this fact, it is striking, that Coopamare has existed since 1989 and still functions according to the principles of SSE. The special role of women in this regard has already been pointed out above.

In a nutshell, Coopamare is a good example for sustainability in both regards – the environment and the longevity of the initiative.

2.5) Participatory space open to the territory

Recent research conducted in Brazil on SSE (Leite et al. 2015) showed that the collectors' experiences come closest to the ideal of SSE. As confirmed by the interviews of Leite and Sanchez, in many sectors, the ideals of SSE with regards to internal democracy and equitable payment schemes are not to be found in the practical experiences. On the contrary, there are numerous examples of cooperatives, which rather serve to precarize labour relations, where internal democracy is hardly present at all. Especially in the field of the factories taken over by their workers, this has frequently happened.

Leite stated, that in general, the collectors' initiatives practice the ideals of internal democracy and equal payment. The information gathered on the issue at the site of Coopamare was convincing: All workers are associates and there are no differentiations, e.g. of people being employed or working voluntarily. All associates earn the same, considering the hours spent working for Coopamare. The internal hierarchies also appeared to be flat. The directorate rather prepares decisions for discussion at assemblies than it would take important decisions by itself. The rather small size of 21 associates facilitates such a practice, as it is possible to call all associates for emergency meetings – as confirmed by Silva in the interview.

Besides the local scale of interaction at Coopamare, another important participatory space has been opened from 2003 onwards. The national government has set up an interministerial committee for social inclusion of collectors (CIISC) in 2003. This committee has been coordinated by the presidency (*Casa Civil*) and included representatives of the Ministries of Social Development, of Work and Employment, of the Environment and of Cities, as well as the most important state-owned companies (the National Economic

and Social Development Bank (BNDES), the public banks *Caixa Econômica Federal* and *Banco do Brasil* and the semi-public oil company Petrobrás. Besides the government actors, the MNCR has also been represented in the committee (CIISC 2013). These efforts reached a peak by the end of the 2000s, when the national government decided to focus nation-wide participation on the question of waste management. The MNCR was the most important participant on all three levels of governance (municipal, regional and national), being highly active in constructing new national policies for waste management (*Política Nacional de Resíduos Sólidos* – PNRS), as the national coordinator of the Fourth National Conference for the Environment, Ana Carla de Almeida, stated in an interview.

What can we learn from the described Good practice?

The example of the collectors of recyclable material revealed a combination of **promising results** considering the contribution of SSE to development efforts:

- Social inclusion of a particularly vulnerable group of workers
- Empowerment of the poor, going beyond the issues of better payment, but also including issues such as self-esteem
- Empowerment of women, who can be seen as ‘the vanguard of solidarity-based economy’ (Singer)
- Collectors’ cooperatives have a great commitment with the principles of solidarity-based economy, especially regarding internal democracy, and equitable payment (Leite, Sanchez, Silva).
- The link between environmental engagement and social inclusion
- The existence of a national movement and the strong political presence (Leite)
- The relative success of the collectors in recent years to become important actors in Brazilian policy making (Santos/ Souza)

The experience of Coopamare in São Paulo has been pointed out as a very important example of collectors’ SSE initiatives, as it is a pioneer experience, setting the ground for further engagement. Today, 5% of the people engaged in SSE in Brazil work in collectors’ initiatives (Gaiger et al. 2014, 64). One of Coopamare’s co-founders, Eduardo Ferreira, is not only still active at Coopamare, but also at the national movement of collectors (MNCR). The very existence of this movement has been pointed out as of utmost importance by Leite. The MNCR organizes collectors sharing the basic principles of SSE of internal democracy, equal payment and solidarity with other social movements. Its political engagement has been crucial for the empowerment of the collectors as a whole (including the collectors, who don’t work collectively), especially regarding the question of societal recognition and the fight against prejudice.

It has also been recognized, that there are difficulties considering the organization of poor people in SSE initiatives. The difficulties are heavily related to the question of economic survival. The lack of economic, social, and cultural capital creates **obstacles for the poor**, which are aggravated by a lack of education. **Solutions** pointed out by the case of Coopamare are:

- State agencies, NGOs, or agencies linked to trade unions are vital in providing assistance, considering both financing and matters of advocacy.
- Training centres run by universities function as ‘social consultancies’ and give business and legal advice, as well as the participation in political education efforts.
- Initial training efforts for people can be ‘outsourced’ to specialized centres. In São Paulo, there is an entity co-financed by the municipal government and religious donors, which is responsible for the initial training of homeless people, to be prepared to work in cooperatives.
- Women have been identified as giving sustainability to the work of cooperatives such as Coopamare. A major reason for that is the better possibility to manage the work–life balance than in most conventional firms.

In a nutshell, the experiences of Coopamare and the collectors in general have pointed out potential to link efforts to promote economic, social and environmental development. Given the peculiar situation of the poor, it is important to stress, that the experience cannot be labelled a mere ‘bottom-up strategy’. I.e., it would have been impossible for the homeless people alone to construct all the necessary institutions. Instead, the involvement of social NGOs and state actors was vital. Nevertheless, the involvement of these actors did not occur in the traditional ‘paternalistic’ way, but envisaged **collective self-management and empowerment** of the people involved. The respective strategy could be called ‘**bottom-linked**’ instead of ‘bottom-up’ (cf. Oosterlynck et al. 2013) to highlight the role of the interplay of the poor as active protagonists with governmental and non-governmental agencies.

Despite the success of the collectors and Coopamare, there are also **problems**:

- Although the organization according to SSE principles has resulted in material gains for hitherto very excluded people, the revenue for their work is still comparably low. The **low payment** has been attributed to
 - The dependence on intermediaries, who try to exploit the collectors (Silva)
 - The non-payment for the environmental service (Grimberg, client's interview)
 - The mere engagement in the first processes of the value chain of recycling (Leite, Singer). A possible solution would be a further engagement in recycling itself. If linked to the further processing of recycled materials (perhaps together with other SSE initiatives), the revenue could be much higher.
- The high turnover of workers, as a considerable number sees the employment rather as a temporary solution than as a permanent solution (Sanchez, Silva). This problem is related to the precarious conditions of payment pointed out above and the issue of having to deal with waste.
- The majority of collectors is not working under the principles of SSE, but rather works independently (Singer). This can be attributed to a perceived loss of personal freedom, attributed to working collectively, with several formal and informal regulations.

Despite the remaining problems, the case of the collectors of recyclable material can be seen as an inspiring example of how SSE initiatives can contribute to the development of both the engaged activists and society. The work of the Brazilian collectors, exemplified by the experience of Coopamare contributed to social inclusion with further positive effects on economic development, while also promoting environmental sustainability and social development.

Individual story

Unfortunately, we did not get enough individual stories during the interviews, to be able to use them here. Instead, we will recall our own experiences in doing research with the collectors of Coopamare.



The pioneer cooperative of collectors is situated under a bridge in an upper-middle class district in the city of São Paulo (see the photos above). During daytime, it is always open, so that everybody can drop recyclable material at the entrance (cf. the photo on the left). The presence of machines and equipment is also visible. The right picture is the view from the bigger street, where Coopamare presents itself as 'at the service of the community' and also its belonging to the national movement MNCR.

The workers themselves were not too welcoming in the beginning, as they receive more research visits than they would like to. For our first visit, we arrived on a very busy day for the collectors, as they were preparing for the selling of the material. The cameras for the filmmaking of the project were tolerated, but most of the collectors rejected to be personally filmed. Despite increased self-confidence, a considerable number of them rather prefers not to be recognized as working with trash. The self-confidence was also visible, when they explained that they have reserved Wednesday for such matters as research, while we came on a Friday (due to a misunderstanding in the coordination with one of them).

For this reason, we re-scheduled another visit, realizing that some of the Wednesdays were already blocked, due to other researchers doing their jobs. On the first occasion, we had to return without being able to make any interviews. Instead, we got a display of the SSE organization of Coopamare. Due to an urgent problem, all the members of the cooperative were called and held a meeting. Such instances are seen as vital by all the members and the participation of strangers is not appreciated. Enriched by the presentation of the working of internal democracy, we came back a week later. These episodes contributed to reach an atmosphere of trust, to be able to work with the collectors.

The interviews even gave a better impression on the workings social and solidarity-based economy at Coopamare. Coming from poor background, abstract concepts – including the very concept of SSE – were not very well-known. Asked about the organization of labour and the tasks they performed, it became clear that they practice a very advanced form of SSE – fully self-organized and democratic in both decision making and payment, while being aware of their contribution to the environment. Coopamare's president, Alisson Borges da Silva declared that his vision for a just society would be that "things worked similar to how they work in Coopamare. This regards especially the issue of everybody helping each other". Despite the odds, people were proud to carry out useful work, although some rather saw it as a temporary solution.

The members of Coopamare are well aware, that they are vitally contributing to sustainable development and poverty reduction. Despite this, the relationship with the urban authorities has not always been positive. Sometimes even threatened with removal from their site in the upper-middle class

neighbourhood, the people of Coopamare are now not afraid of something like this to happen. The first reason for that is the backing by national policy making, even the former president Lula had a “historic visit” of Coopamare, as their president explained. “Furthermore, we are now international. Researchers and activists from all over the world come to visit us – like you”, as he continued with a smile. Despite the odds, the stage seems to be set so that Coopamare’s contribution to economic, social, and environmental development can continue – supported by their national and international networking.

Additional information

Stakeholder mapping

	Low Power	High Power
High Profile	<ul style="list-style-type: none"> • National Movement of Collectors of Recyclable Material (<i>Movimento Nacional de Catadores de Materiais Recicláveis</i> – MNCR) • NGOs <ul style="list-style-type: none"> ○ Caritas ○ Instituto Polis • Universities <ul style="list-style-type: none"> ○ UniSol ○ USP ○ Unicamp • Incubadoras Tecnológicas de Cooperativas Populares (ITCP): University-based Consultancy for SSE 	<ul style="list-style-type: none"> • National Government: <ul style="list-style-type: none"> ○ National Secretary for Solidarity-Based Economy (SENAES) ○ National Ministry for Employment and Income ○ National Ministry for Social Development ○ National Ministry for the Environment ○ National Ministry of Agrarian Development ○ National Ministry for Development, Industry and External Commerce • São Paulo City Administration: <ul style="list-style-type: none"> ○ Secretary for Employment and Income (Secretaria de Emprego e Renda) ○ Municipal Authority of Urban Cleaning ○ Secretary for Small and Medium Sized Enterprises
Low Profile	<ul style="list-style-type: none"> • Cooperatives and Associations working ‘at the base’ (Coopamare) • Social Assistance and Development NGOs <ul style="list-style-type: none"> ○ Recifran (Serviço Franciscano de Apoio a Reciclagem) • Trade Unions: <ul style="list-style-type: none"> ○ CUT ○ UGT 	<ul style="list-style-type: none"> • International Organizations <ul style="list-style-type: none"> ○ Unicef ○ Unido ○ Unrisd ○ The World Bank • State-Owned Banks <ul style="list-style-type: none"> ○ Caixa Economica Federal ○ Banco do Brasil • CSR in Enterprises <ul style="list-style-type: none"> ○ Petrobras

Interviews

We have conducted interviews with 5 national relevant stakeholders dealing both with Development Cooperation and Social and Solidarity Economy on the selection of the good practice:

- Governmental Development cooperation sector: Paul Singer
- Non-Governmental Development cooperation sector: Fabio Sanchez
- SSE sector: Marcia Leite
- Trade unions and/or social movements: Almir dos Santos, Jeferson de Oliveira Souza
- Local authorities: Sandra Faé

For the evaluation of the good practice, we have conducted 5 interviews with stakeholders concerned by the Good practice “Coopamare”

- Responsible of the association that realizes the good practice: Alisson Borges da Silva
- Worker/associate: Eduardo Ferreira
- Customer/beneficiary: Almir dos Anjos Padial
- Expert of a concerned network, sector: Elisabeth Grimberg
- Representative of Local Authorities: Julia Moreno Lara

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