

LOCAL PRODUCTIVE ARRANGEMENTS' CONCEPTS ANALYSIS UNDER THE SOCIAL MANAGEMENT OPTICS

Júlio Cândido de Meirelles Júnior

Assistant Professor

Multidisciplinary Department of the Institute of Humanities and Social Sciences

Fluminense Federal University - UFF

Address: 783, Av. Desemb. Ellis Hermydio Figueira. Zip Code: 27213-145 – Volta Redonda, RJ, Brazil.

E-mail: profjcm@gmail.com

Hector Alberto Alimonda

Full Professor

Center for PostGraduate Studies in Agricultural Development

Federal Rural University of Rio de Janeiro - UFRRJ

Address: 417, Av. Presidente Vargas, Downtown. Zip Code: 20071-003 – Rio de Janeiro, RJ, Brazil.

E-mail: hectoralimonda@gmail.com

Andreia Cristina Resende de Almeida

Assistant Professor

Department of Social and Administrative Sciences

Federal Rural University of Rio de Janeiro - UFRRJ

Address: 705/706, Av. Pref. Alberto da Silva Lavinias. Zip Code: 25802-100 – Três Rios, RJ, Brazil.

E-mail: Andréia-de-almeida@hotmail.com

Jorge Alberto Velloso Saldanha (Corresponding Author)¹

Adjunct Professor

Department of Social and Administrative Sciences

Federal Rural University of Rio de Janeiro - UFRRJ

Address: 705/706, Av. Pref. Alberto da Silva Lavinias. Zip Code: 25802-100 – Três Rios, RJ, Brazil.

E-mail: javs@terra.com.br

Daniella Cristina Santos Quevedo

Student in Academic Master Degree of Federal Rural University of Rio de Janeiro

E-mail: danielit@yahoo.com.br

ABSTRACT

The study of Local Productive Arrangements (LPAs), has gained impulse in the last decades with the success of some successful experiences of productive and business capacities development in this kind of territorial producing organization. With the study of many author's work such as Amaral Filho (2002), Cassiolato et al (2003), Garcia (2006); Lamounier (2009), Lastres (2011), Suzigan (2003; 2011), Tenório (2004; 2007; 2008) among others, it was obtained an important theoretical referential about this issue. With institutions such as SEBRAE (Brazilian Service to Support Micro and Small Enterprises), it was consolidated the understanding of concepts and finalities of LPAs. The research is exploratory, descriptive and explanatory, with data obtained in documental and bibliographic research. The work evidences the LPAs concepts and presents the relevance of social management, providing a reflection over what the participative role may generate with participative governance and with the sustainable territorial development.

Key Words: *Local Productive Arrangement, Public Politics, Social Management, Territory*

1. INTRODUCTION

When it is realized that the Brazilian development situation still goes around inequalities in the different regions of the country, it can be verified the need of an inclusion policy. According to Sasaki (2003, p.3)

The update of public policies, just as the elaboration of new public policies, must go through by approach the social inclusion, so we can have the guarantee that we are in the right track before the new global trends in the facing of challenges of human diversity and individual differences in all of the fields of human activity.

¹ 316, Avenue Belo Horizonte, Apartment: 601B, São Mateus, Juiz de Fora, Minas Gerais Brazil.
(Zip-Code:36016-430)

To reach social justice, the development strategies must focus in redistribution, with changes in power relations though. To the redistributive policies allow people to change their paths and the society structure that reproduce inequality, it is needed the power relations to change. For this to happen, these policies need to incorporate a right recognition agenda of new actors, providing equality relations between people and groups. The redistribution and the recognition must finally be followed by a representation and participation that consolidate public spaces and create condition to do citizens to be politics subjects and not to be passive beneficiaries or just mere consumers of them (ROMANO, 2010).

In this context is fundamental the comprehension of concepts that may help the understanding and construction of situations to improve the life quality in the country, to deepen the democracy and to eradicate poverty, combining economic growth with inequality decrease (SEBRAE, 2000). After the concepts, it is primordial the identification of the main activities of a certain region, because it is fundamental to the development understanding of a locality and to the application of appropriated policies.

There are studies about the importance of local development where the productive arrangements and managerial, commercial or industrial agglomeration are relevant to the development as from the local arrangements and their actors. Many authors, such as Amaral Filho (2002), Casaroto Filho and Pires (2001), Cassiolato *at el* (2003), Lastres (2011), Garcia (2006), among others, evidence naming and configuration having as reference the Local Productive Arrangements (LPAs), where Cassiolato and Lastres (1999), conceptualize it as territorial agglomeration of economic, political and social agents, focused on a specific joint of economic activities and that present link and interdependence.

These arrangements in a holistic way may be understood as networks and localized grouping with specialized production that emerged and are constituted by mediation of spontaneous manifestations, organized by local actors, that emerge around a point where the productive core is constructed, due to the existence of raw material source, suppliers presence, availability of natural resources, proximity of markets, presence of universities and research centers, bifurcation caused by strategies of small producers' survival submitted to big agricultural production, among other characteristics (AMARAL FILHO, 2002).

The LPAs are important to the local development, to the social inclusion and to the participation of several involved actors that will must use a conscious dynamics of joint planning, of cooperated actions that promote development of their managerial and local activities. They have to be capable of elaborating governance that is appropriated to reconcile all the interests.

The LPAs' study evidences single situations such as the capacity of visualization of the arrangement that may exist, but it is not indicated yet, or how and when the network connections start among the actors, or yet analysis of the managerial agglomeration's role that presents interactive learning processes, technical and organizational qualification, accumulated and implicit knowledge, trust in the relation between companies and actors, the geographic, social and cultural proximity that are sources of diversity and also of comparative advantages.

This point of view is shared in the national literature in the authors referred above and in the bibliography of this study, that evidence that a LPA is characterized by the existence of agglomeration of a meaningful number of companies that act around a main productive activity. It is usually, involving participation and interaction of the companies and their several ways of representation and association. They include also several other private and public institutions turned to formation and capacity of human resources, research, development, politics, promotion and financing (LASTRES & CASSIOLATO, 2003). This article intends to emphasize the concepts of LPAs, its evolution, the current policies, under the optics of social strategic management.

2. APPROACHES ABOUT AGGLOMERATIONS

Alfred Marshall, an English economist, in the transition of the 19th century to the 20th, evidenced interesting questions to reflection, questioning why in some regions is manifested a great companies agglomeration in a same sector? Or even what are the advantages that companies extract from the proximity with their competitors? Or if it would be more rational that competitors companies tried to stay as far away as possible from each other, distributing themselves in a homogeneous way all over the territory (PAIVA, 2004)?

The answers to these questions permit the understanding of several questions such as what originates an agglomeration is different from what sustains it and make it develop itself. Or if an agglomeration tends to reproduce and to deepen for determination characterized as the ones who originated them, and still that the agglomeration once constituted tends to develop itself, not being a mere agglomeration anymore, turning into a productive arrangement (PAIVA, 2004).

The research verified in the districts of Great-Britain permitted to identify excellent economic arising results of the spatially localized concentration (SANTOS, 2005; GARCIA, 2006). The localized activities besides permitting economic results, they provide also the arising of labour market with abilities and specialties that benefits both company and worker. It is also observed the facility of attraction of input suppliers and specialized services, increasing the supply and demand situation that allow a big occupation of these suppliers, that on the other hand adequate their capacities and may even get to establish themselves in the arrangements, increasing even more the service concentration and providing an employability no local.

In the 20th century, a new point of view considerate the renaissance and the relevance of small companies. In the 70's, when the Ford model of producing based on mass manufacture of goods and services extended on materials and energy goes into crisis, reaching their limits, showing exhaustion, evidencing a new era marked by the high of petroleum and several raw material's prizes, with economic crises with global reflections that will contribute to changes in producing practices.

The saturation of the mass manufacture model, represented by vertically integrated companies, contributed to the emergence of new more flexible organizational formats, period also marked by intense technological and organizational changes (LIMA, 2006).

As from the Italian industrial districts' policies, that came with not much advertising and without the support of a governmental policy, it was evidenced that the birth of a new sector, of small and medium companies that emerged in a dynamic and an agile way. The Italian districts for their high level of competence and competitiveness were highlighted in several national and international literatures, evidencing that this phenomenon, that occurred during the Italian development retaking of the Post-War, directed to positive results in the Italian exportation as says Becattini (1999, p.45):

[...] what surprised and evoked studies and researches is that a myriad of small production unities, apparently disadvantaged in terms of commercialization structures, productive scale, access to credit and interventions in foreigner markets, it has collected a growing market part (intern and international), obtaining bigger profits and creating jobs. This is an environment in which the biggest Italian companies, though they have better equipments to impose themselves in the global market, they started to lose space to concurrent from other countries. The success of small companies came, yet, to contradict the economists' convictions solidly established from all the ideological matrix, or almost, to which the really small companies' chances were, structurally modest and would decline in the course of time.

With the publication of the work "The Competitive Advantage of the Nations" the discussion about *clusters* and industrial started to be more evidenced and acquired more seriousness, because it emphasized the importance of the *clusters* to the national industrial competitiveness. In this context, the 90's was evidenced by the economic development angle, articulated by an intense work with *clusters* (PORTER, 1990).

The main highlight in this plan in academic point of view and in development policy was based on cooperation between enterprises. This was the fundamental issue that came up from the research of industrial districts in Italy, explaining the competitiveness in small and medium companies and their presence in the international market (PORTER, 1990).

Another extremely important aspect is evidenced in the industrial districts studies was the geographic and spatial factor, that was identified as extremely relevant in agglomerations, considering that agglomeration cannot be treated without the fact that companies stays geographically close to one another.

Viewing this theory came as spatial proximity paradigm shift, as this issue of location was long relegated to the background, at the thought of globalization that emerged targeting the media for a fact that markets in the world would be interconnected and closer to each other. But in everyday life, administration and logistical comes with practice over time to identify the geographical factor as a mainstay of reducing logistics costs, highlighting the importance of cooperation and the geographical location of the companies participating in a productive agglomeration.

Agglomerations then become alternative ways for small businesses to remain in the market, given the difficult conditions of survival in the global scenario, through alliances between enterprises and the search for new ways

to increase productivity and new business, increasing their chances not just stay in the market, but also to expand its share of participation and profitability.

In the 21st century it is realized that the rapid responses in a highly competitive market are factors of success in the highly globalized and companies bureaucratized and ineffective in the face of social need to lose his lack of agility.

In Brazil it was not different; the LPAs approach was highly publicized with the development from the late 90s. From that time there have been many efforts directed toward your understanding and promotion and a search pronounced for learning and the incorporation of knowledge (MCT, 2011).

Joined the staff of government actions LPAs from the formalization in its Multi-Year Plans since 2000, the National Plan for Science, Technology and Innovation (2007-2010) and the Productive Development Policy (2008-2013), among others. It created an instance of coordination of actions in support of clusters in the country, the Permanent Working Group for LPA (LPA-PWG), coordinated by the Development, Industry and Foreign Trade Ministry (DIFTM) and comprised of 33 Public and Private Institutions. With these actions and adherence to the terms in the public sphere federal becomes stimulated the creation of Centers of State Support to clusters in each of the units of the Federation, as well as private initiatives of organizations representing business and international agencies (MCT, 2011).

It appears that the notion of LPAs are to be organized productive activities that focus on land with the governmental spheres' support and especially, in the performance of banks, public and private, who recognized the importance of the availability of credit in LPAs (MCT, 2011).

A new view on the LPA importance is that it directs government action and private initiative itself, considering its value for local development, based on studies that expose on the ability of small businesses to be more competitive than large firms with economies scale, because they are able to switch their type of production and expertise with ease, speed and efficiency higher, with great adaptability by offering productive differentiation and fragmentation existing in demand, with a greater commitment to quality products, and able to achieve more satisfactory index of launching new products in the market as well as to meet specific market niches.

2.1 Local Productive Arrangements

The changes in social behavior and professional positions are demanding differentiated and impactful actions of governments in their policies, to provide innovative development and dissemination, so that there is a social development in a balanced and self-sustaining (CASTELLS, 1999). We must build not only alternative development, but also alternatives to development.

Analyze the relevant concepts and consider these approaches is paramount so that you can have the understanding and comprehension for the study of regional economic development, as well as understand the local situation and develop policies that will leverage these economies and improve the level of both social and economic terms a region and the actors involved.

The current period of intense transformation and is targeting worldwide process of globalization is that companies are structured so as to expand and become more complex operations so they can produce more competitively and sell their goods and services in a more open market and expanded (PRESSER, 1995). Countries in turn, try to look steadily and balanced their financial stability in their accounts, export has become a competitive and innovation the main weapon for the competitiveness of companies and countries. Globalization poses challenges to governments in the areas of skills of its human resources and technology, which are key factors for development.

States encourage and support corporate agglomerations or local productive arrangements (LPAs) by its social, financial strategy and demonstrating its value by leveraging the results of companies that integrate because:

Local productive arrangements are territorial agglomerations from economic, political and social agents – focused in a specific joint of economic activities – that present linking even it being incipient. Usually they involve the companies' participation and interaction – that may be producers of goods and final services and even suppliers of inputs and equipments, consulting and services providers, traders, clients among others – and their several ways of representation and association. They also include many others public and private institutions turned to: formation and capacitation of human resources (such as technical schools and

universities); research, development and engineering; politics, promotion and financing (LASTRES & CASSIOLATO, 2003, p.11).

In this evidenced context, Lamounier (2009, p. 60) emphasizes that:

These productive structures are more and more pointed as important pieces to the social and economic growth of the regions where they are installed. The LPAs are possibly implemented in regions of homogeneous culture and identity, with political and social basis that sustain its existence. Its installment depends on these pre-conditions and, also, its existence will make these local characteristics stronger, once they are well conduced by a democratic and active governance process, in which all the members participate.

This process generates a collective efficiency in structured context that can be viewed in its concept, where productive arrangements are agglomerations of firms located in the same territory, who have specialization and maintain a bond of articulation, interaction, cooperation and learning from each other and with other stakeholders, such as government, business associations, credit institutions, teaching and research (SEBRAE, 2000).

The concepts and the practice itself LPA emphasize that “interdependence, coordination and consistent links result in interaction, cooperation and learning, with the potential to generate increased endogenous innovative capacity, competitiveness and local development” (CASSIOLATO & LASTRES, 2003, p.5). This view shows a capacity of LPAs of networking a lot of companies that can be of the same branch of activity or not, that has the possibility of achieving common projects, such synergy involved, as the economy of agglomeration and learning by interacting, local systems of innovation and collective efficiency. These arrangements allow an opportunity to maximize the use of physical proximity and research developed through technology transfer processes collectively (CASSIOLATO & LASTRES, 2003).

It can be seen in their own concepts and practical view of the LPAs’ structures, they provide a direction for learning, science and technology critical to the development of a country, and in that sense Castells (2007, p.119) emphasizes that “ information and knowledge always have been crucial elements in the economy knowledge, and the evolution of technology has determined in a big part the productive capacity of a society and its quality life standards, as well as social ways of economic organization”.

The corporative dynamics is necessary in the social growth. Moreira (2007, p.3) states that “a competitive advantage may come from the size of the company or of its assets, but undoubtedly, the ability to mobilize knowledge, technology and experience to create products, processes or services is counting even more”, this characteristic is observed and studied in small firms and LPAs. It can be reinforced the idea of the author towards thematic exploration of LPAs as associations on local networks that deliver the development of the companies linked to it.

In this context it is clear that the processes involving local development always assume that there are concerted efforts of state and society actors, who have willingness to undertake projects arising from the negotiation of interests, including divergent and conflicting. The joint local development therefore requires the emergence and strengthening of actors enrolled in their territories and capacity for initiative and socioeconomic proposals that promote local potential, investing in a comprehensive improvement of the quality of life of the population (MARSIGLIA, 1996).

2.2. Policies to the Local Productive Arrangements

It is noticed that the new policies of industrial and technological development with diffusion in systems approaches in APL has attracted the attention of many countries, international agencies and various professionals who are concerned with the dynamics of industrial and technological development, as the use of collective synergies generated by participation in local productive agglomerations effectively strengthens the chances of survival and growth of enterprises, so that these develop and be sustained, it is necessary a scenario of cooperation and competition quite intense (CASSIOLATO *at el*, 2003).

In everyday practicality formations LPAs have provided valuable contributions to the regional economy in various sectors and has brought with it not only the notion of survival and development, but the internalization of concepts very important as union, integration, cooperation and joint force that translate into mature relationships that provide stability in economic relations.

Several authors on the screen, as listed in the bibliography of this work show the clusters as forces arising from the spatial concentration of companies that provide development of joint economic situations, the creation or maintenance of a skilled workforce, the use of infrastructure suppliers and specialized institutions and have in common the need for survival as critical to market. These companies need support and policies that are boosters so that they can develop and provide significant social benefits to society.

Despite the advantage provided by the arrangements, and greater integration of the actors involved, their capacity to overcome obstacles, adapt and readjust to new situations from the relaxation of its structure, it is essential to integration through specific public policy measures incentive and even protection that can materialize efficiencies collective and social gains.

There are natural gains arising from the exchange of information between the actors that favor the existence of infrastructure that consolidate the socio-cultural identity of the arrangement, but it is necessary for to materialize situations of economic and social outcomes the need for mechanisms that promote and enable the sustainability of cities.

With the advent of the 1988 Constitution and the media itself soliciting popular participation and organization of non-governmental organizations in the country, has brought to light the need for articulation and coordination of social actors through policies and programs that integrate society municipal levels, federal and state so that it can achieve sustainable development locally and regionally. One of the measures provided a new driver for the development and strengthening of clusters was the creation of the Program for Scientific and Technological Cooperation for Regional Development, through the MCT Ordinance N^o 530 of 27.08.2002.

A neutral government stimulus measures at the local, state and federal permit to reduce the uncertainties in existing relationships by creating an atmosphere conducive to interactions between the various actors and society in order to promote development, increase the efficiency of processes, contribute new processes constructed by new chain interactions in the network of relationships and enable the distribution of intellectual and own production in the logistics chain in the country.

The concern on the subject highlighted the International Seminar Brazil (Innovation in Local Productive Arrangements on 01/07/2010), which aimed to promote, based on exchange and cooperation with the European Union, regional development in Brazil, through the introduction and/or strengthening of innovation processes in LPAs in the country.

With the establishment of the Permanent Working Group (PWG LPA), coordinated by the Development, Industry and Foreign Trade Ministry (DIFTM), we find a greater development in the country with encouragement and consolidation of clusters. With the partnership with the Integration Ministry (IM), the Planning, Budget and Management Ministry (PBMM), the Science and Technology Ministry (CTM) and the Directorate General Regional Policy of the European Commission (DGRPEC), was a dialogue structured on Regional Policy, with the establishment of communication channels for the exchange of information.

Due to the need to coordinate government actions aiming at the adoption of integrated support to local production, was established in August 2004 by the Interministerial Ordinance N^o 200 of 02/08/2004, the Permanent Working Group for Local Production, PWG LPA, involving 23 institutions and non-governmental. In October 2005, were integrated over 10 institutions (Interministerial Ordinance N^o 331 of 24/10/2005), totaling the 33 that currently make up the group. Subsequently have changed some of their representatives through the MDIC ordinances, they are: N^o 187 of 31/10/2006, N^o 106, 28/04/2008, and N^o 133 of 16/06/2010. In 2011, new names were entered as Ministerial Decree N^o 167 of June 29th, 2011.

Its coordination is conducted by the Development, Industry and Foreign Trade Ministry (DIFTM), through the General Coordination of Local Production, an agency of the Department of Industrial Competitiveness of the ministry itself. This constitutes also as Technical Secretariat of PWG LPA (MDIC, 2011).

The PWG-LPA has the authority to draft and propose general guidelines for the coordinated action of the government in supporting local clusters across the country. It is aiming to strengthen this exchange, a seminar was followed by technical visits Brazilian LPAs, where he deepened the debate regarding the experience in the formulation of public policies aimed at increasing the competitiveness of enterprises through innovation.

This event, followed by technical visits, was the second phase of the project "Stimulating Innovation in Local Productive Arrangements". Your first phase was the "Technical Mission to the European Union Countries", held from 1st to May 15th, 2010, in the following countries: Ireland, England, Italy and Spain. The mission's objective

was to know the European experience in developing public policies that foster the competitiveness of small and medium through innovation (MCT, 2011).

Another key point is the support of BNDES to strengthen LPAs, where it was emphasized that the bank intends to commit heavily to projects submitted by private initiative. "BNDES wants to strengthen the clusters to create socioeconomic structures resistant and capable of maintaining the idea of national sovereignty." The statement is the president of the Economic and Social Development National Bank (BNDES), Carlos Lessa, and was directed to industry representatives during seminar on Local Productive Arrangements (LPA). The encounter, the BNDES result of a partnership with the National Confederation of Industry (CNI), was the first of a series whose programming will cover the five regions of Brazil (MCT, 2011).

The subject is highly relevant and is already marked the 5th Brazilian Conference of Local Productive (CB/APL). It proposed an opportunity for discussion and encouragement of productive space, particularly in relation to sustainable development, constant innovation and the facilitation of entrepreneurial activity and generating business opportunities. Being monitored directly by the president 5th CB/APL attracted a much larger audience than the last edition, which made possible the evidence of the theme clusters in the national context, with a very rich exchange and various experiments, taking advantage of the knowledge accumulated to date. The event was held on 8, 9 and 10 November 2011, in city of Brasilia (BR).

Attended to the event entrepreneurs attended the event, representatives of business associations, governances and managers LPAs, Federal and State government technical managers, financial officers, partners Nuclei State Support to LPAs, academics and parliamentarians. Through panels, roundtables and presentation of local experiences, participants had the opportunity to know the reality and diversity of Brazilian LPAs, the main challenges faced and the solutions proposed in the search for more effective and sustainable results (MCT, 2012).

It is noticeable in the quoted material the relevance of this issue to the sustainable social development and to the own national security, what involves governmental national and international spheres to discuss the topic and to take a position in a proactive way to the development of the questions related to the LPAs

3. SOCIAL MANAGEMENT

3.1. LPAs and Social Management

It is primordial that the Social Management is a goal of social organization, once it is the nursery of participative local development. The social management encompasses several aspects and important participations of the local actors and according to Tenório (2004, p.2) "The local actions of development can't occur as public power's monopoly. It must work as an articulator and facilitator of actions that will only be effective when representatives of a development project appropriated to society, in which the public power is just one of the involved agents".

The social representativeness impulses ways of government when directed by leaders that have as local communitarian basis and are really spoke for popular voices, but this popular comprehension demands time and history to have transformation in the social field. OFF (1999, p.119) emphasizes that "a social change is conceived as a joint of blind and impersonal forces, structural trends and contradictions to which ones the human agents are exposed as objects, or even as passive victims to the one the change happens".

Tenório (2008, p. 17) evidence that "the local development processes suppose articulated efforts of state and society's actors willing to carry forward projects that come up from negotiation of interests, including divergent ones and the ones in conflict".

OFF (199, p.119) still directs the thought to the understanding that "the social change is seen as something that is a result from deliberative and intentional efforts of rational human agents".

In this context, Tenório (2008, p. 17) states that "the logic of local development, then, needs the emergence and the strengthening of the submitted actors in their territories and with capacity of initiatives and socioeconomic proposals that promote local potentials betting in integral improvement of the quality of population's life. In this meaning, LPA, in a holistic way, may be understood as a learning school to the social growth, once, as from the territories, that on the other hand result from the historical social interaction, its fights, cooperation, individual and collective capacity mold a social core of learning.

This learning allied to competition strategies, that are taking shape through the time, impulses society to a new level, when well-directed by governance, being able to produce new impulses through citizen participation and innovation provided by its actors.

Demo (1993, p. 21) emphasizes that “participation is a conquer process, not only in community or interested optics, but also it is technicians’, teacher’s, researcher’s, intellectual’s, that associated to a well-directed coordination by the actors, they may bring society to a social management supported in positive values, such as solidarity generation, mutual trust and attention to the social problems”.

This social and territorial view incentives studies and governmental concerns about the topic and in this point of view, Costa (2010, p.228) emphasizes that “this concerning is set in a recent document that is part of a study to subsidize the approach of the territorial dimension of the national development of the Multi-Year Plan of Action (2008-2011) and in the governmental planning of long-term (2023) that aims to incorporate into the planning of the development the territorial dimension”.

It is important to have in mind that society needs information so it may obtain an understanding, as from knowledge of these activities, and consequently a bigger community participation in these issues, because interactive participation enables learning, what is an intrinsically social phenomenon, where the social environments influenced by all of the learning process participants, by the interaction produced among them in their dynamics, improving themselves.

The success of learning “depends on the development and accumulation strategies of the essential capacities, what certainly will have as a beneficiary the society and its upgrading as participants of the citizenship process, remembering that collective learning is a long process” (DOSI, *at el* 1989, p.10).

It is precious that society has natural references and may assume and utilize the concept of social management naturally, which is “a concept that describes many processes of sharing of the decision-making power about the elaboration and implementation of public policies” (ALIMONDA, 2006, p.124).

In this context, Putnam (1996, p. 183) evidences that “the civic participation systems are an essential source of social capital: as much developed as these systems get in a community, bigger will be the probability that their citizens are able to cooperate in mutual benefit”. This collective action may assume a fundamental organic dimension in the democratic process once in democratic management the society’s collective participation is indispensable.

3.2 What a Participative Model Can Generate?

To the regular citizen that is scattered in his daily tasks it is understandable his lack of knowledge and understanding about these questions, however it is fundamental that he has an appropriate knowledge in this theme, encouraged by universities, non-governmental organizations (NGOs), labor unions, churches, community centers, among others, so this citizen may have subsidies to direct his thoughts to his life’s paths and its community’s through participation, because it brings transformations and as OFF (1999, p.122) says, change may bring “the republican feat of become subjects into citizens, which means, agents capable of employing their own cognitive and moral resources to solve political problems according to a collective learning logic, and fighting, as a consequence, to serve to the common good”.

Society participation is fundamental in this context in the sense of thinking in social development as from a constituted democracy with its authority’s permission, the development is possible as from the concerning about reconcile the interests of several involved actors and their respective social groups, as such the labor unions and the private and public groups represented in the instances of deliberations responsible for social management of public goods that are mobilized in the social interest.

This involvement allows the citizenship exercise where the social actor practicing his participation will do the necessary articulations to the common interest, promote consensus, making that development promotion processes have the participative guarantee of the intervention diagnosis that will determine their courses.

3.3 Participative Governance

The LPAs in a general way emphasize articulations among local agents, evidencing, in a general way, that the local competitiveness sources are fundamental to the development process. The learning processes involving capacity and innovation are priority to the competitiveness of the involved, individual or collectively, but to this ones to evolve in a coordinated way, it is fundamental that a governance exists.

In this way, it can be said that Governance is about means and processes that are used to produce effective results. It is an action of a joint civil society with the State in the pursuit of solutions and results to ordinary problems, seeking for bigger influence and participation spaces. In this context, the local actors’ action is fundamental to the development of the idea and to the practice of governance.

In the case of participative management in a LPA or in a community, to obtain the desired results, State and citizen's affluence through the organized civil society is fundamental, evidencing the need of "building consensus that make possible to formulate policies that allow to respond evenly to what society expects from the government" (TOMASSINI, 2001, p. 45).

The participative governance allows social interaction and collective participation that are fundamental to a social management once without this participative governance, the hierarchical structure become centralized. The global vision with participative actions must generate a decision-making consensus that may positively influence the local arrangement in a way that there is a direction towards the community growth.

It is primordial that this governance arranges the structure of a LPA not to become dependant of only one client, so that if there is a little contractual change or even a new direction of this client, it may loose the connections and consequently, lead the structure to the collapse. It is fundamental that the governance organizes distribution channels not to loose the autonomy. Not to be dependent of a single client, or a big company.

4. SUSTAINABLE TERRITORIAL DEVELOPMENT (DTS) AND THE LPAs

The Agricultural Development Ministry (MDA) with its Citizenship Territory policy has directed actions with the objective of consolidating 120 rural territorial through the treatment of its needs of physical and social infrastructure.

ADM (2012) proposes that "the Citizenship Territories have as objectives to promote economic development and to make universal basic citizenship programmes through a strategy of sustainable territorial development. The social participation and integration of actions between Federal Government, States, Municipalities are fundamental to the construction of this strategy".

This strategy comes against Furnelato's words (2011, p. 202) that evidence that:

[...] the sustainable development constitutes itself in a new development paradigm, in a new philosophy of economic development, which one, through a multidimensional perspective tries to reach the articulation between economy, environment, politics, cultural and the demographic and social dimensions, always in an integrated view that overcomes unilateral approaches and reductionists explanations. To think in sustainable development is to think in a long-term view, including rights to future generations, just as to think in natural rhythms of life and material, suggesting the relation to the capacity of ecosystem resilience.

It is important to the country the sustainable social developments in all the country regions in are equal where the society is benefited in all the levels and mainly in the local one.

Clemente (2011, p.1) says that " the Sustainable Territorial Development is more than a new paradigm; it is a possible alternative to the current society to overcome the social and environmental challenges. This development proposal is built in natural and human potentials of each region as a driving force to the local development".

The sustainable territorial development is a new perspective of development, based on the tripod: economic viability, social justice and ecologic prudence, what allows with it the treatment of private problems with specific solutions, because it considers ecologic, cultural data and the needs in a short, medium and long term (SACHS, 2007).

In SEBRAE's vision (2004, p.31):

[...] to develop LPAs is the fact of believing that the systematic acting in Local Productive Arrangements constitutes what we can consider a strategy of internalization of the development to the country. A LPA development is based on a broad system to the stimulus to the private initiative, going from the support to individual and collective entrepreneurship to the systematic transference and even massive of competences in company management. It is worked the productive organization, the conception of products, the technological innovation, the design and the market strategies.

In this ratified perspective by SEBRAE it is evident that to sustainable territorial development, LPA is a model that contains participation and interaction of several companies, associations, as such public and private

organization turned to formation and capacity of human resources involving research, development and engineering, such as politics, promotion and financing. Remembering that in this context, there are the universities, research organizations, consulting and technical assistance companies, public organs, private and non-governmental organizations, among others.

This face evidences a growth based on conjunct actions from several actors that encourage and facilitate in a positive way the sustainable territorial development.

5. FINAL CONSIDERATIONS

This study tried to present some approaches about the LPAs, such as their characteristics and affinities that potentiate an economic development. The research also evidenced that LPAs are important development instruments in peripheral regions. It is stated that there is a concern about arrangements by the government, which support strategy is evidenced in promotion policies to small and medium companies, because these steps are more effective in the joint involved companies.

The LPAs are important development sources and they are competitive advantage generators, mainly when these ones are constructed as from the rooting of productive and innovative capabilities and the capital growth arising from the integration of local actors. It was observed that the objective of identification and governmental support with the integrated actions adoption of public politics to LPAs is a stimulating factor to the local processes development promoting ventures competitiveness and sustainability in the territory where the LPA is inserted.

In this context, it is evidenced the relevance of identification, support and incentive to the LPAs so it can objectify in the country, the development, the decrease of social and regional inequalities, the technological innovation so it can compete in both international and national market, obtain the expansion and the modernization of the productive bases, positioning the country on the equality level as the international exporters countries, to increase the job and income level growth of the population.

Another national interest aspect would be the decrease of mortality rate of micro and small companies, the increase of scholarship and capacity of the workers and of the population in general, what will certainly allow the productivity and competitiveness extension and consequently the exportation increase.

There are extremely relevant and fundamental aspects that normally they are present in arrangements that evidence a bigger competitiveness, sustainability and a sort of inclusive development (MDIC, 2011).

This study allowed the understanding of the concepts approached about LPAs, its evolution, the current politics, under the social management optics. It doesn't intend to exhaust the topic about the LPAs vision under the social optics, but to be the beginning of a search for the arrangements understanding and comprehension to the improvement of the social context in the country.

REFERENCES

- AMARAL FILHO, J. (2002). **É negócio ser pequeno, mas em grupo**. BNDES. Rio de Janeiro.
- AROCENA, José (1998). **Discutiendo le dimensión local: las coordenadas del debat 2002**. In: **Descentralización y desarrollo local**. Cuadernos del CLAEH. Revista Uruguayana de Ciencias Sociales, n.48, 2ª serie, year of 13, p.7-16.
- BECATTINI, Giacomo (1994). **O distrito industrial “marshalliano”**. In: BENKO, Georges & LIPIETZ, Alain. (Org.). *As regiões ganhadoras - distritos e redes: os novos paradigmas da geografia econômica*. Oeiras: Celta.
- CASSIOLATO, José. E.; LASTRES, Helena M.; MACIEL, Maria L. (2003). **O foco em arranjos produtivos e inovativos locais de micro e pequenas empresas**. In: “Pequena empresa: cooperação e desenvolvimento local”. Rio de Janeiro: Relume Dumará.
- CLEMENTI, Juliana Augusto; DANDOLINI, Gertrudes Aparecida; SOUZA, João Artur. (2011). **A gestão do conhecimento e o desenvolvimento territorial sustentável nos órgãos públicos: a contribuição das tic, estratégias de comunicação e sistema de informação**. Available in: <http://www.sbgc.org.br/kmbrasil2011/anais/pdf/TC72.pdf>. SBG. Access in: 01/03/2012.
- COSTA, Eduardo José Monteiro da (2010). **Arranjos Produtivos Locais, Políticas Públicas e Desenvolvimento Regional. Social e Ambiental do Pará**. Governo Federal. Brasília, Mais Gráfica Editora.
- CASTELLS, Manuel. (1999). **A sociedade em rede**. São Paulo: Páz e Terra.

- DEMO, Pedro. (1993). **Participação é uma Conquista: Noções da política social participativa**. 2^o ed. São Paulo: Cortez.
- DOSI. G. *et al.* (1989). **Toward a Theory of corporate coherence: preliminary remarks unpublished paper**. Center for research in Management, university of California at Berkeley.
- FLÓREZ, Fernando Carrillo. (2001). Democracia em déficit. Governabilidade y desarrollo em América Latina y el Caribe. Washington, DC: Banco Interamericano de Desarrollo.
- FURNELATO, Egídio Luiz; CÂNDIDO, Gesinaldo Ataíde; Martin, Maria de Fátima (2011). **Sustentabilidade em arranjos produtivos locais: uma proposta metodológica de análise**. Revista Eletrônica de Gestão Organizacional – v.1. N^o 9, p. 195-225, jan./apr. Available in: <www.ufpe.br/gestaoorg/index.php/gestao/article/viewFile/314/199> Access in 01/03/2012.
- GARCIA, Renato. (2006). **Economias externas e vantagens competitivas dos produtores em sistemas locais de produção: as visões de Marshall, Krugman e Porter**. Revista Ensaios FEE, v. 27, n^o 2.
- GOHN, Maria da Glória. (2003). **Conselhos gestores e participação sociopolítica**. São Paulo: Cortez.
- IPEA - Instituto de Pesquisa Econômica Aplicada (2006). Diretoria de Estudos Setoriais (DISET) - **Relatório consolidado identificação, mapeamento e caracterização estrutural de arranjos produtivos locais no Brasil**. Available in: <http://www.ipea.gov.br/sites/000/2/estudospesq/apls/Relat_final_IPEA28fev07.pdf>. Access in 23/06/2011.
- IEL - Instituto Euvaldo Lodi. Available in: <<http://www.iel.org.br/portal/data/pages/FF80808127784C1F0127788502B7547C.htm>> Access in 18/07/2011.
- LAMOUNIER, Erthal Vilela (2009). **Gestão participativa, informação e acesso a financiamentos no banco do Brasil S/A, na percepção de atores locais e de empresários de micro e pequenas empresas dos APLS de CABO FRIO - RJ e NOVA FRIBURGO – RJ**. APGS, VIÇOSA, v1. N^o 3, p. 56-75, jul./sep.
- LASTRES, Helena M.; CASSIOLATO, J. E; (2003). **Novas políticas na era do conhecimento: o foco em Arranjo Produtivo e Inovativos Locais**. Available in: <<http://www.redesist.ie.ufrj.br>> Access in 13 jun. 2011
- LIMA, Laerton A. (2006) **Reestruturação Produtiva da Indústria Petroquímica Brasileira: o caso de Camaçari**. Tese (Doutorado em Engenharia de Produção). Florianópolis, UFSC.
- MARSIGLIA, Javier. (1996). **Desenvolvimento e gestão local: temas e atores em um cenário de mudanças**. In: BAVA, Silvio Caccia (Org.). Desenvolvimento local. São Paulo: Polis, n^o25, p.63-74.
- MCT (Ministério Ciência e Tecnologia). (2011) **Políticas de desenvolvimento APL no Brasil**. Available in <<http://www.mct.gov.br/index.php>> access in 15/07/2011.
- MDIC - Ministério de Desenvolvimento, Indústria e Comercio. (2011) **Grupo de Trabalho Permanente para Arranjos Produtivos Locais - GTP APL**. Available in: <[wtp://www.mdic.gov.br/sitio/interna/interna.php?area=2&menu=2985](http://www.mdic.gov.br/sitio/interna/interna.php?area=2&menu=2985)> Access in 04/08/2011
- _____. **Termo de Referência para Política Nacional de Apoio ao Desenvolvimento de Arranjos Produtivos Locais Versão para Discussão do GT Interministerial Versão Final (16/04/2004)**. Available in: <[wtp://www.mdic.gov.br/sitio/interna/interna.php?area=2&menu=2985](http://www.mdic.gov.br/sitio/interna/interna.php?area=2&menu=2985)> Access in 04/08/2011
- _____. **PROJETO BÁSICO PRELIMINAR. (2011) 5^o CONFERÊNCIA BRASILEIRA DE ARRANJOS PRODUTIVOS LOCAIS**. De 08 A 10 DE NOVEMBRO DE 2011 Available in: <http://www.mdic.gov.br/arquivos/dwnl_1312394098.pdf>. Access in 20/02/2012.
- MDA - Ministério de Desenvolvimento Agrário. (2012). Secretaria de desenvolvimento territorial. Territórios da cidadania. Ações do governo federal. Available in: <<http://www.territoriosdacidadania.gov.br/dotlrn/clubs/territoriosrurais/one-community>>. Access in 01/03/2012.
- TENÓRIO, Fernando, G. (2007). **Org. Cidadania e desenvolvimento local**. Rio de Janeiro: FGV; IJUI: Ed. Unijuí.
- OFF, Claus (1999). **A atual transição histórica e algumas opções básicas para as instituições da sociedade**. In: Bresser Pereira, L.C., Wilhelm. J. e Sola, L. (orgs). Sociedade e Estado em transformação. São Paulo/Brasília: Editora Unesp/Enap, p. 119-145.
- PAIVA, C. A. (2004). **O que são sistemas locais de produção (e por que eles são tão importantes na estratégia de desenvolvimento do governo democrático e popular no Rio Grande do Sul)**. Porto Alegre: Secretaria de Coordenação e Planejamento do Estado do Rio Grande de Sul.
- PORTER, M.; (1990). **A Vantagem Competitiva das Nações**. Rio de Janeiro: Campus. PUTNAM.
- ROBERT, D.; (1996). **Comunidade e Democracia: a experiência da Itália moderna**. Rio de Janeiro: Fundação Getúlio Vargas (FGV).

- ROMANO, J. (2010). **Crise financeira e estratégias de desenvolvimento nacional**. In: Moreira, RJ, e Bruno, R.L. (orgs). Dimensões rurais de políticas brasileiras, Rio de Janeiro/Seropedica, Manual X EDUR, p. 55-69.
- SASSAKI, Romeu Kazumi. (2003). **Panorama Geral de Inclusão Social (2003)**. 1^o SEMINÁRIO DE POLÍTICAS PÚBLICAS DO MUNICÍPIO DE LIMEIRA SOBRE PESSOAS COM DEFICIÊNCIA. CÂMARA MUNICIPAL DE LIMEIRA. Limeira, 24 de setembro de 2003. Available in: www.ceset.unicamp.br/.../Panorama%20Geral%20da%20Inclusão%20Social Access in 04/08/2011.
- SACHS, I. (2007). **Ambiente e estilos de desenvolvimento**. In: Sachs (org), Rumo à Ecosocioeconomia. Teoria e prática do desenvolvimento. São Paulo: Cortez p.54-76.
- SANTOS, L. D. (2005). **Concorrência e Cooperação em Arranjos Produtivos Locais: o caso do polo de Informática de Iheus/BA**. Dissertação (Mestrado em Economia), Salvador, UFBA.
- SEBRAE (2000), **Termo de referência para atuação do sistema SEBRAE em arranjo produtivo local**. Brasília: Sebrae Nacional, 73p.
- _____ (2004). **Metodologia de desenvolvimento de arranjos produtivos locais: Projeto Promos (Sebrae/BID) versão 2.0**. Renato Caporali e Paulo Volker (organizadores), Brasília.
- SUZIGAN, Wilson. (2004). **Coefficientes de Gini locais – GL: aplicação à indústria de calçados do Estado de São Paulo**. Available in: <http://www.face.ufmg.br/novaeconomia/sumarios/v13n2/Suzigan.pdf>. Access in 20/06/2011.
- _____ (Coordenador). (2004). **A dimensão regional das atividades de C,T&I no Estado de São Paulo**. In Indicadores de C,T&I em São Paulo, Fundação de Amparo à Pesquisa do Estado de São Paulo (FAPESP).
- SUZIGAN, W.; FURTADO, J.; GARCIA, R.; SAMPAIO, S.; (2003). **Coefficientes de Gini locais (GL): aplicação à indústria de calçados do Estado de São Paulo**. Nova Economia, v. 13, n^o 2, p. 39-60, jul-dez. ISSN: 0103-6351.
- SUZIGAN, W.; FURTADO, J.; GARCIA, R.; SAMPAIO, S.; (2004). **Clusters ou Sistemas Locais de Produção: mapeamento, tipologia e sugestões de políticas**. Revista de Economia Política, v. 24, n^o 4, p.543-562, oct-dec. ISSN: 0101-3157.
- SUZIGAN, W.; FURTADO, J.; GARCIA, R. (2006). **Sistemas Locais de Produção: indicadores, estudos de casos e políticas**. In: L. Hasenclever & Yves-A. Fouré (Organizadores), Caleidoscópio do Desenvolvimento Local no Brasil: diversidade das abordagens e das experiências, Chapter n^o 1. Rio de Janeiro, UFRJ.
- TENORIO, Fernando Guilherme (2004). **Cidadania e desenvolvimento local: casos brasileiros**. IX congresso internacional del clad sobre la reforma del estado y de la administración pública, madrid, españa.
- TENORIO, Fernando Guilherme (2007). **Cidadania e Desenvolvimento Local**. Rio de Janeiro. FGV (IJUI): Unijuí.
- TENÓRIO, Fernando Guilherme (2008). **Crítérios para a avaliação de processos decisórios participativos deliberativos na implementação de políticas públicas**. In: Encontro de Administração Pública e Governança, Salvador. Curitiba: ANPAD.
- TOMASSINI, Luciano. (2001). **“Governabilidad y Políticas Publicas em America Latina”**. In: FLÓREZ, Fernando Carrillo (editor). Democracia em déficit. Governabilidad y desarrollo em América Latina y el Caribe. Washington, DC: Banco Interamericano de Desarrollo.