

## **The Brazilian third sector contribution for democratization of public policy**

\* Luiz Carlos Merege, PhD

### **Abstract**

This article analyzes the results of two pioneering survey researches conducted by the author about the nature of the Brazilian third sector. One was made in the metropolitan region of Belém, the capital of Pará, a north state of Brazil and the other in the municipality of São Bernardo do Campo, located at the metropolitan area of São Paulo City, in the southeast region of the country. The economy of the Pará State is mainly based on agricultural and mineral economic activities, while the metropolitan area of São Paulo is the industrial center of the country, and the municipality of São Bernardo do Campo is the place where the modern industrial sector was born in Brazil. There is a significant difference in the level of development between the two regions. While the metropolitan area of São Paulo is the most developed area in the country, the Belém area is one of the less developed. According to the last population survey of 2010, São Bernardo do Campo had about 790 thousands inhabitants and Belém about 1.9 million.

The empirical concern of the research was to make an alliance among the three sectors - government, private and third sector - in order to sum efforts to produce a data base which could be used by them and by the general public. In both studies it was possible to have the support of the three sectors in order to make it happens.

### **Introduction**

The author's motivation was based on his believe that the measurement of the third sector activities is the way to show that it plays a vital position in the process of social and economic changes in society.

The quantitative results could certainly be used to mobilize the leaders of civil society organizations and be used to demand new public policies in order to improve the quality of life of marginalize population, in which the third sector organizations already plays a key role. The third sector power cans growth whenever its activities can be measured and defined. In this way its importance

can be evaluate vis a vis the size and characteristics of the others sectors and its relative relevance in modern society.

### **Brazilian third sector: recent data**

Despite the continental size of Brazil, the third sector presence is very strong in all geographical areas, playing an important role in the process of democratization of public goods consumption, and this article shows that this role increased significantly after the Constitution of 1988.

The Handbook on Nonprofit Institutions in the System of National Accounts, published by the UN in 2002, has been used by the Brazilian Institute of Geography and Statistics - IBGE, the official governmental research agency, in order to measure the size of the third sector, since 2004. In the last two decades, the third sector growth has been explosive in Brazil.

According to IBGE, the number of organizations jumped from 105,000 in 1996 to 276,000 in 2002, representing a growth of 163%. Research published in 2008, which refers to 2005 data, revealed that the sector continued to grow. The number of organizations increased from 276 thousands in 2002 to 338 thousands in 2005, which means a growth of 22.4%. The number of employed persons reached 1.7 million, of which more than half (57.1%) is in the southeast region - 32.4% in São Paulo State. The revenue of those working in the formal third sector jumped from \$ 5.5 billion to \$10.4 billion, representing an increase of 89%. This last value is approximately 1.7% of the country GDP.

This impressive evolution has put the third sector as a strategic area for employment generation, given that it is characterized as labor-intensive; its growth is a way to improve employment. IBGE's statistical information is aggregated and refers to the country and to the municipalities. Such aggregate information is limited to the number of organizations, employees and salaries by area of activity. This restriction about the information comes from the fact that the IBGE did not conduct direct research, but a secondary research, having as a source of information the Central Data Base Enterprises - CEMPRE. This is a database that brings together the record of all economic organizations through an identification number known as CNPJ - National Register of Legal Entities. In this data base the third sector organizations appeared mixed with the private

and governmental organizations. What enabled the identification of third sector organizations was its registration number in the CNPJ, which begins with the number 3. By using the Handbook on Nonprofit Institutions in the System of National Accounts and the Classification of the Purpose of Non-Profit Institutions Serving Households – COPNI, it was possible for IBGE to count the organizations according to the proceedings of these manual guides and to eliminate those which did not fulfill the criteria described in them.

Both researches to which this article refers were made with the objective to get more detailed information about the third sector at the local level in order to investigate its nature, structure, source of their resources, among others in depth information.

### **Methodology**

The research used as a methodological reference the Handbook on Nonprofit Institutions in the System of National Accounts, which had been prepared by the Johns Hopkins University in cooperation with the United Nation Statistics Division. It uses as a conceptual reference, in order to characterize third sector organizations, the following common features: "They are: (a) formally constituted, (b) organizationally separate from the government, (c) no-profit-seeking, (d) self governing, and (e) voluntary to some significance."

The Handbook had the purpose to generate a satellite account in the traditional methodology of the National Accounts. For the surveys it was used the International Classification of Non-profit Organizations - ICNPO which ranks third sector activities in the basic structure of 12 groups divided into 30 subgroups. The subdivision of the activities within each subgroup was adapted to Brazilian conditions, and it is not a conclusive work.

Given these considerations, the research adopted as a rule that the unit of registration is defined by the institutional unit address and it's CNPJ.

The satellite account of the third sector was used as a reference in the metropolitan region of Belém and in São Bernardo do Campo, which allow the comparison of the research results, since they used the same methodology. Thus, the analysis variables - area of activity, revenue, expenditure,

employment and voluntary work - will be recorded within the same concepts and with the same criteria.

It is noteworthy that besides the formal organizations, including civil associations, foundations and religious organizations, the research devoted special attention to register informal organizations, which do not have a statute, legal accounts or even an address of its own. This decision to include informal organizations is justified by the fact that in Brazil they play a key role in their communities and they have a strong leadership that mobilizes the population with the objective to improve their living conditions. They are responsible for the so called “popular “ social movements, which act to defend rights, fighting for the preservation of the environment, claiming for schools, water supply, lighting, sanitation, health, cultural and recreational units in the poorest districts of cities. They are organizations that mobilize thousands of people have credibility and are legitimized by their ethical performance. Most of the informal organizations exercise this power for many decades and constitute islands of services to the community, because they generally operate in places where no presence of government organizations is noted.

### **Setting the research**

The research produced empirical data from the third sector, with initial emphasis on the metropolitan region of Belém (2006) and later on São Bernardo do Campo (2009). The data came from a questionnaire fulfilled by the organizations, where the strategic economic variables were measured, as for instance, the main economic activity, revenue, resource allocation, funding sources, employment generation and revenues uses. It is a pioneer work, since in Brazil there were no aggregate data on state and local level of the third sector with such kind of detailed information, in view of the fact that the concept has not yet been incorporated into the official's methodologies of statistics collection.

The surveys were conducted with the participation of representatives of the three sectors. In the case of Belém, the project had representative bodies of the State Government of Pará, universities, civil society organizations and the private sector. It was created four committees to manage the research: coordinating committee, advisory, technical and of support. The coordinating

committee was composed of the General Government of the State of Pará, the Orsa Foundation - a corporation foundation - and by the Center for Third Sector Studies, from Getulio Vargas Foundation. In the Advisory Committee the State Government was represented by the Joint Program for Citizenship - PAC, professors from local universities, such as the Federal University of Pará - UFPA, State University of Pará - UEPA, University of the Amazon - UNAMA and University Center of Pará - CESUPA . The representatives of civil society relied on the collaboration of the United Nations Children's Fund - UNICEF, Association of Parents and Friends of Exceptional Children - APAE, Brazilian Service to Support Micro and Small Enterprises - SEBRAE local department and Inter Statistics and Socioeconomic Studies - DIEESE.

There was a huge involvement of students of leading universities of the state of Pará in the project. It was the first time that students from the local universities were involved in the study of the third sector. They were responsible for the field research.

The survey of the Third Sector of São Bernardo do Campo was also conducted with the participation of representatives of the three sectors. Thus, the project had representative bodies of the Municipal Government, civil society organizations and the private sector.

The organizational architecture was as follows: a) coordinating committee composed by representative of the Municipality of São Bernardo do Campo, of the Salvador Arena Foundation, Center of Industries of São Paulo State - CIESP and Center for Third Sector Studies - CETS/ FGV. b) The Coordination and Technical Assistance was made by Professor Luiz Carlos Meregé.

The funding for the research came from transfers made by the Municipality of São Bernardo do Campo, Salvador Arena Foundation, CIESP. The funds were applied to cover the costs of the research; the training of leaders of the third sector of the municipality and to cover costs of infrastructure and technology of CETS / FGV. The CIESP did not transfer funds to carry out the project, but has committed to provide all the necessary physical infrastructure for its implementation, and assumed all the expense of events, communication, reading material for the workshops and publication of the guide and final survey report. For the field research it was hired a private enterprise.

## Findings

### A) METROPOLITAN AREA OF BELÉM

#### 1) The Metropolitan Region of Belém

Located in the north State of Pará, Belém Metropolitan Region is composed of eleven (11) municipalities (Ananindeua, Barcarena, Belém, Benevides, Bujaru, Castanhal, Inhangapi, Marituba, Santa Isabel do Pará, Santa Bárbara do Pará e Santo Antônio do Tauá). Of these, the Survey surveyed seven (7) municipalities (Ananindeua, Barcarena, Belém, Benevides, Marituba, Santa Barbara do Pará and Santa Isabel do Pará). Those seven sum a population of 1,902,031 inhabitants, or 31.7% of the population of Pará State, which is about 6 million.

Pará Population Distribution: Metropolitan Region

State/ Municipalities	Local population by sex and place of living				
	<i>Total</i>	<i>Men</i>	<i>Women</i>	<i>Urban</i>	<i>Rural</i>
<b>Pará</b>	<b>6,192,307</b>	<b>3,132,768</b>	<b>3,059,539</b>	<b>4,120,693</b>	<b>2,071,614</b>
Ananindeua	393,569	190,307	203,262	392,627	942
Barcarena	63,268	32,078	31,190	27,767	35,501
Belém	1,280,614	608,253	672,361	1,272,354	8,260
Benevides	35,546	17,790	17,756	20,912	14,634
Marituba	74,429	36,823	37,606	64,884	9,545
Sta. Bárbara	11,378	5,781	5,597	4,009	7,369
Sta. Isabel	43,227	22,142	21,085	33,078	10,149
<b>TOTAL</b>	<b>1,902,031</b>	<b>913,174</b>	<b>988,857</b>	<b>1,815,631</b>	<b>86,400</b>

It was surveyed 2,180 organizations in the metropolitan region of Belém. This number surprises to all who asked about the size of the third sector in this geographical area, because they had no idea of the dimension of the sector, since it had never been researched. It was thought that the sector would be much smaller, which is explained by its poor visibility vis a vis the activities undertaken by the government and the private sectors.

#### 2) The Universe of Organizations Surveyed

Table 1 shows the distribution of the organizations universe by the municipalities that comprise the survey region. In Belém, the state capital, 1,584 organizations were surveyed.

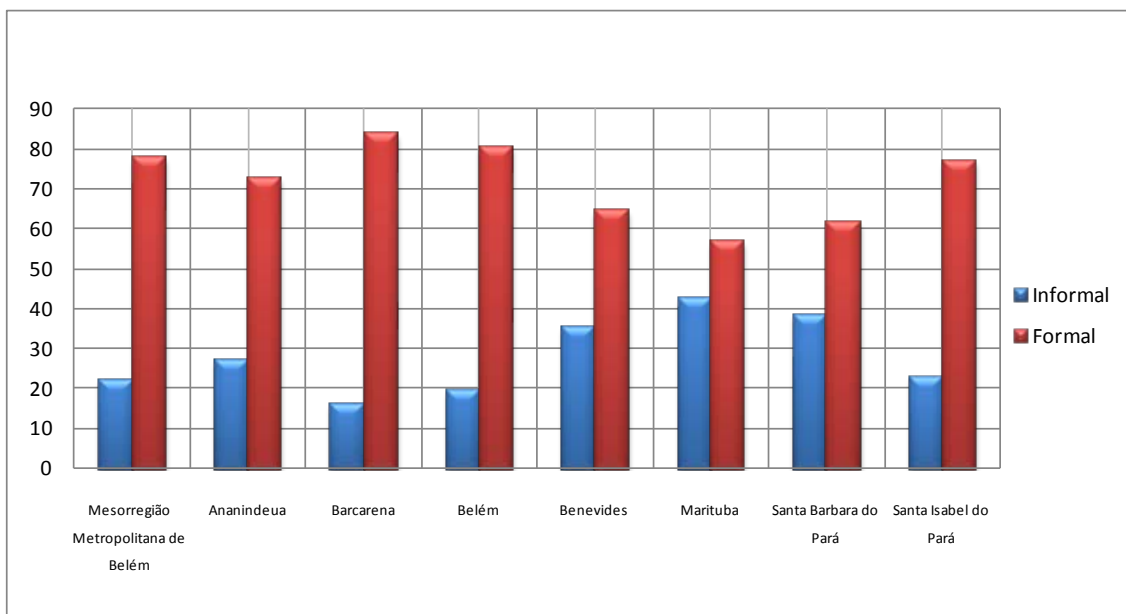
Table 1: Number of Organizations Surveyed

Total	Total (1)	Percentage (%)	Informal (2)		Formal (1-2)		Rate from Total	
			Number	%	Number	%	Informal	Formal
Metropolitan Region of Belém	2,180	100	484	100	<b>1,696</b>	100	22.2	77.8
Ananindeua	274	12.6	75	15.5	<b>199</b>	11.7	27.4	72.6
Barcarena	37	1.7	6	1.2	<b>31</b>	1.8	16.2	83.8
Belém	1,584	72.7	307	63.4	<b>1,276</b>	75.2	19.4	80.6
Benevides	65	3	23	4.8	<b>42</b>	2.5	35.4	64.6
Marituba	63	2.9	27	5.6	<b>36</b>	2.1	42.9	57.1
Santa Barbara do Pará	65	3	25	5.2	<b>40</b>	2.4	38.5	61.5
Santa Isabel do Pará	92	4.2	21	4.3	<b>71</b>	4.2	22.8	77.2

It was expected to register a greater number of organizations in the metropolitan region, taking into account that, on average, there are 1.6 third sector organizations per 1,000 people in Brazil, according to the studies carried out by the IBGE. Considering that average, it was estimated that approximately 3,000 organizations could be surveyed in the region. The survey revealed a significant number of organizations that have been disabled, considering the records that were consulted prior to the work of field research. This indicator, less than the national average, can also be explained by the fact that a significant amount of organizations was not located, because they address changes. Others were simply not registered, because the researchers could not find the address information of them. These difficulties were great in Belém, in view of the complexity and disorder of its urban fabric. In other municipalities, the number of organizations not surveyed was negligible.

The survey reveals that 22% of organizations, that is, 484 institutions were informal (see Figure 1). It was considered as informal organizations that didn't have a legal register and did not have CNPJ. The municipalities of Marituba, Santa Barbara do Pará and Benevides are those with the highest percentages of informal organizations, with 43%, 38% and 35% respectively. In Belém and Barcarena, informality is below the average found for the metropolitan region.

Figure 1: Organizations in the Metropolitan Area



### 3) Organizations Year of Foundation

Table 2 shows that more than about 77% were founded since the early 80s, although the sector's historic record of organizations date of foundation appears in the early colonization period of Pará. Therefore, it is an activity area with predominantly new organizations that shows a weakness proper of a nascent area of activity.

Table 2: Foundation Time

Time Period	Organizations					
	Total (1)		Informal (2)		Formal (1-2)	
	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Not informed data	93	4.3	29	5.2	64	4
Until 1970	257	11.8	18	3.8	239	14.1
From 1971 to 1980	158	7.2	21	4.4	137	8.1
From 1981 to 1990	507	23.3	58	12.1	449	26.4
From 1991 to 2000	734	33.7	167	34.8	567	33.4
From 2001 to 2004	431	19.8	191	39.8	240	14.1
<b>TOTAL</b>	<b>2,180</b>	<b>100</b>	<b>484</b>	<b>100</b>	<b>1,696</b>	<b>100</b>

### 4) Organizations Size

Table 3 below shows that the vast majority of organizations surveyed at the metropolitan area, approximately 82%, can be classified as micro institutions



that do not have more than 10 employees. Around 1,782 are organizations that are in this category, leaving 395 who have between 10-100 employees.

Table 3: Organizations Size at Belém Metropolitan Area

Size Range	Total	Percentage (%)	Formal	Percentage (%)
0 -10	1,781	81.8	1,346	79.2
11 - 100	395	18.1	352	20.7
101 - 500	1	0	1	0.1
501 - 1000	0	0	0	0
Total	2,177	100	1,699	100

Figure 4 illustrates the distribution of organizations according to their size for the Municipality of Belém. From all the organizations researched only one organization had between 100 to 500 employees. What distinguishes the City of Belém with respect to the size of the organizations, is that it has the presence of almost all the medium-sized organizations (more than 10 to 100 employees), about 339 of the universe researched.

Table 4: Organizations Size at Belém Municipality

Size Range	Total	Percentage (%)	Formal	Percentage (%)
0 -10	1,242	78.5	971	75.86
11 - 100	339	21.4	308	24.06
101 - 500	1	0,1	1	0.08
501 - 1000	0	0	0	0
Total	1,582	100	1,280	100

## 5) Employment Generation

The third sector in view of its characteristic activity of a labor-intensive kind of service, that is, where human labor prevails, has been identified as an important source of employment. Its activities include public services, which constitute the central point of its existence, and for this reason it needs, necessarily, people serving people. In post-industrial society, it is considered as one of the few sectors where the substitution of labor by machines is virtually impossible. By presenting this characteristic it has been identified as a strategic sector to work against structural unemployment in modern societies. Table 5 shows that in

metropolitan region of Belém, the third sector gives employment to 17,960 workers, where predominate 14,540 volunteers, who represent 81% of the workforce.

**Table 5: Third Sector Employment at Metropolitan Region**

Municipalities	Total	Employees		Government Employment		Third Part Services		Volunteers		Trainees	
		Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
<b>Metropolitan Region</b>	<b>17,960</b>	<b>2,417</b>	<b>100</b>	<b>368</b>	<b>100</b>	<b>556</b>	<b>100</b>	<b>14,540</b>	<b>100</b>	<b>79</b>	<b>100</b>
ANANINDEUA	2,093	212	8.8	6	1.6	49	8.8	1,821	12.5	5	6.3
BARCARENA	303	22	0.9	6	1.6	49	8.8	221	1.5	5	6.3
BELEM	13,804	2,058	85.1	325	88.3	420	75.5	10,940	75.2	61	77.2
BENEVIDES	405	21	0.9	10	2.7	17	3.1	355	2.4	2	2.5
MARITUBA	393	49	2	10	2.7	2	0.4	330	2.3	2	2.5
SANTA BARBARA DO PARA	417	25	1	10	2.7	2	0.4	378	2.6	2	2.5
SANTA IZABEL DO PARA	545	30	1.2	1	0.3	17	3.1	495	3.4	2	2.5

## 6) Composition of the Third Sector

The adoption of the UN Manual for the third sector classification, allows checking which areas of activities the sector prevails in order to provide services to the population. Considering the total universe of organizations, that bring together the formal and informal kind of organizations, Table 6 reveals that "Development and Housing" is the area with the largest number of organizations (493 organizations), that is, 23% of the total. In this category, there are sub-areas such as "Community Development" (accounts for 90% of activities), "House" and "Employment and Training" appears.

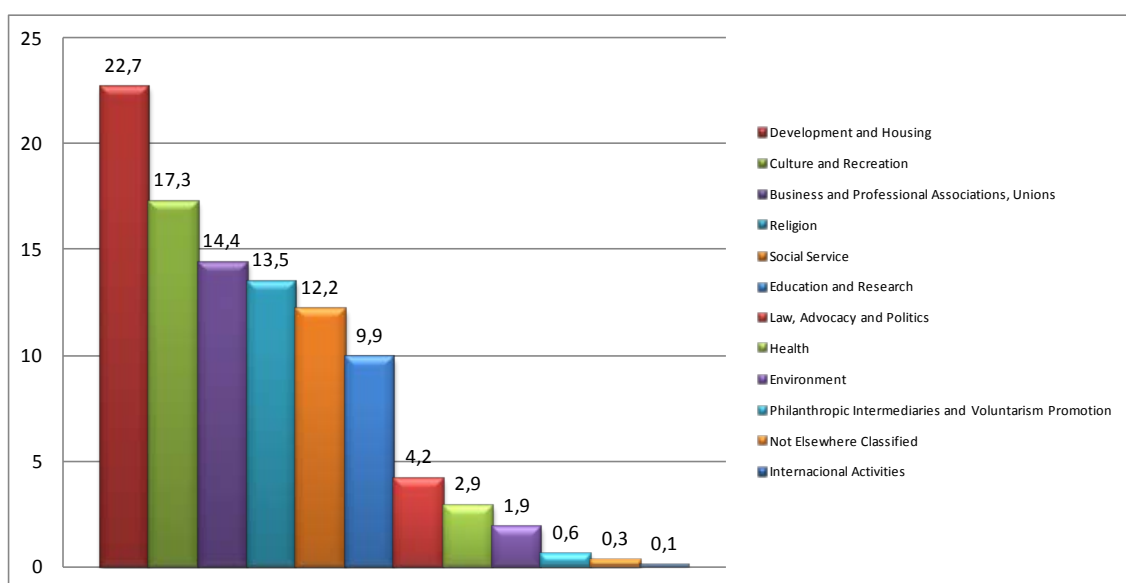
As a second most important area it appears "Culture and Recreation" followed by "Business and Professional Associations, Unions". "Social Service" and "Education", which are a necessity because of the poor characteristics of the cities in the metropolitan area, only appears after "Religion."

**Table 6: Composition of the Third Sector: Metropolitan Area**

Field	Total		Informal		Formal	
	Total	Percentage	Total	Percentage	Total	Percentage
		(%)		(%)		(%)
Culture and Recreation	377	17,3	103	21.3	274	16.2

Education and Research	215	9.9	47	9.7	168	9.9
Health	63	2.9	8	1.7	55	3.2
Social Service	269	12.2	74	15.3	195	11.5
Environment	42	1.9	8	1.7	34	2.0
Development and Housing	494	22.7	123	25.4	373	22.0
Law, Advocacy and Politics	91	4.2	24	5.0	67	4.0
Philanthropic Intermediaries and Voluntarism Promotion	12	0.6	2	0.4	10	0.6
International Activities	2	0.1	0	0.0	2	0.1
Religion	294	13.5	61	12.6	234	13.8
Business and Professional Associations, Unions	315	14.4	33	6.8	283	16.7
Not Elsewhere Classified	6	0.3	1	0.2	1	0.1
Total	2,180	100	484	100	1,696	100,0

**Figure 2: Composition of the Third Sector: Metropolitan Area**



## 7) Revenue Sources

The values in Table 7 constitute information of the highest importance to know the economic profile of the third sector in the region studied, and the nature of its sustainability. The total volume of funds handled by the organizations, is approximately US\$77 million, and is surprising. Just comparing it with some expenses of local governments in areas of common identity such as spending on social assistance, education and culture, the municipalities in which the research was performed, excluding Santa Isabel do Pará, reached values of US\$13.8 million, US\$74 million and US\$4.6 million, respectively, in 2004. The total of government expending is about US\$92 million, not a much higher volume of money handled by civil society organizations. Figure 3 illustrates the sources of revenue. Approximately US\$1.7 million are international funds that

were allocated to organizations, which mean 2% of the total general revenue. The most common source of external funding comes from partnerships with businesses, transfers through the federal government and corporations. Almost the total of these funds was for the city of Belém.

In the composition of total revenue, it appears that the major source is "Own Resources" (see Table 7 and Figure 4), reaching the value of \$51.6 million, which is 67% of the total. In the composition of "Own resources", two sources appear to be most responsible. The "Sale of Goods and Services" accounts for 63%, while the "Members" by 27% in the composition of the value for this source. The explanation for the high participation of "Sale of Goods and Services" is the presence of organizations working in the fields of education and health, areas where the services are predominantly paid, especially when considering large colleges and universities, as well as hospitals.

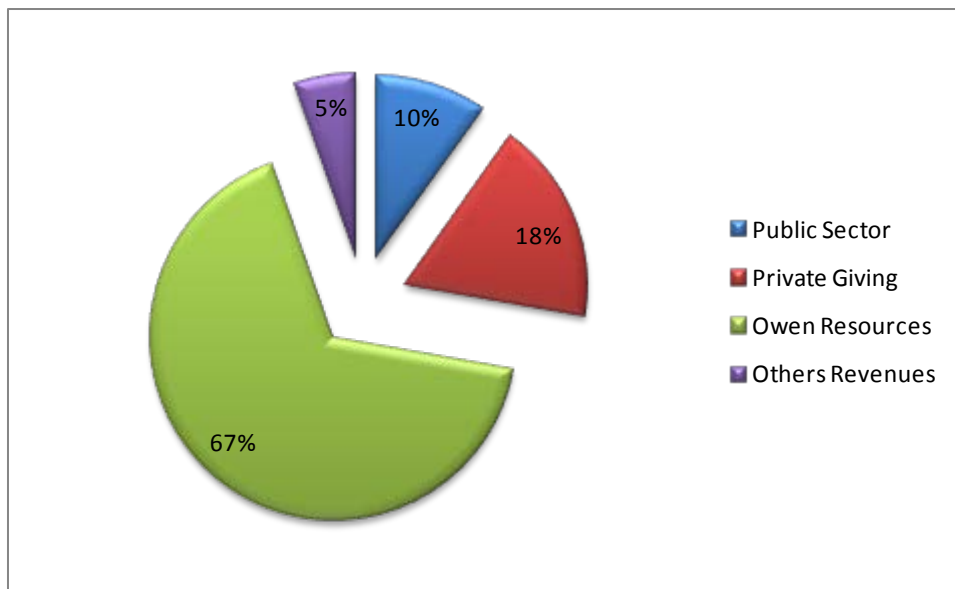
Table 7: Revenue Major Sources (US\$)

Major Sources	National(US\$)	International(US\$)	TOTAL	Source Percentage (%)	Percentage from Total
<b>Public Sector</b>	<b>6,980,047.78</b>	<b>550,304.35</b>	<b>7,530,352.13</b>	<b>100</b>	<b>9.80</b>
Municipal Government	1,907,967.27	0,00	1,907,967.27	25.3	2.47
State Government	2,012,223.81	0,00	2,012,223.81	26.7	2.61
Country Government	3,059,856.70	550,304.35	3,610,161.05	47.9	4.68
<b>Private Giving</b>	<b>13,391,231.41</b>	<b>483,681.64</b>	<b>13,874,913.06</b>	<b>100</b>	<b>17.99</b>
Families	5,750,398.08	64,206.68	5,814,604.76	41.9	7.54
Enterprises	6,437,692.34	376,258.56	6,813,950.90	49.1	8.83
Philanthropic Organizations	1,203,140.99	43,216.40	1,246,357.40	9	1.62
<b>Others Revenues</b>	<b>3,446,464.29</b>	<b>703,554.78</b>	<b>4,150,019.07</b>	<b>100</b>	<b>5.38</b>
Enterprises Partnership	1,287,984.68	635,321.59	1,923,306.27	46.3	2.49
Others	2,158,479.61	68,233.18	2,226,712.79	53.7	2.89
<b>Owen Resources (fees, events, etc.)</b>	<b>51,579,957.36</b>	<b>3,191.58</b>	<b>51,583,148.94</b>	<b>100</b>	<b>66.87</b>
Financial Investments	743,091.83	0,00	743,091.83	1.4	0.96
Financial returns from assets	1,295,582.41	0,00	1,295,582.41	2.5	1.68
Events	1,993,250.13	1,011.45	1,994,261.58	3.9	2.59
Campaigns	915,426.36	183.90	915,610.26	1.8	1.19
Associates	13,885,967.45	1,610.04	13,887,577.50	26.9	18.0
Selling of Products and Services	32,554,648.16	0,00	32,554,648.16	63.1	42.2
Others	191,991.00	386.19	192,377.19	0.4	0.25
<b>TOTAL</b>	<b>75,397,700.84</b>	<b>1.740.732,35</b>	<b>77,138,433.19</b>		<b>100,00</b>

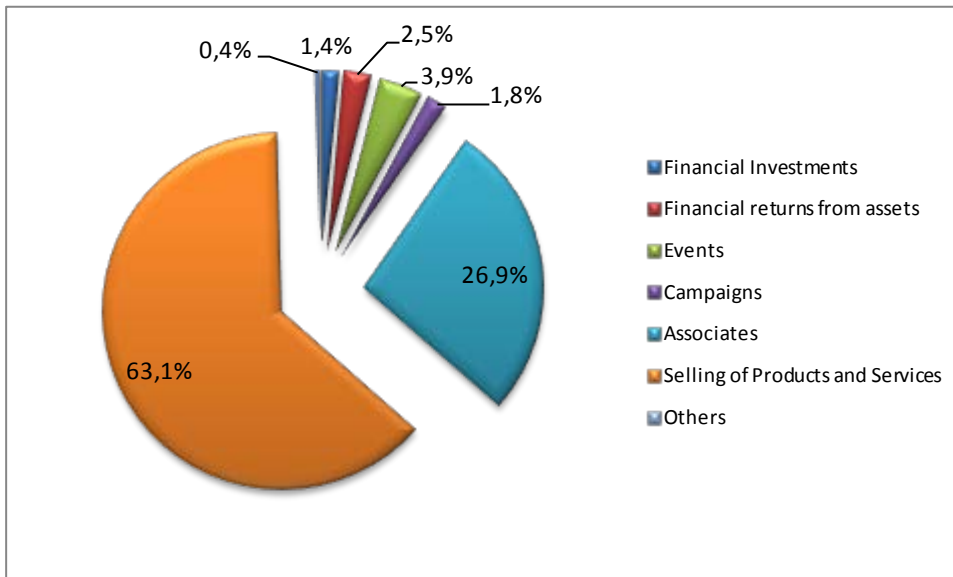
1 US\$=R\$2.17

The second largest source of funding comes from "Private Giving" (See Table 7 and Figure 3), totaling the amount of \$13.8 million, representing 18% of the total revenue of the sector in the metropolitan area. The two main components of this source are "Enterprises" and "Families", which are responsible for 49% and 41% respectively of this category. The "Public Resources" contributes to the composition of a modest sum of resources. Only 10% of total funds raised by the sector come from government. The Federal Government is the main provider, with 48% in the composition of revenue in this category. The State Government with the City Government shares the remaining percentage of government funds, with 27% and 25% respectively.

**Chart 7: Revenue Major Sources**



**Figure 4: Owen Sources**



## 8) Uses of Revenue

Other essential information for knowing the role the third sector plays in modern economies, concerns the use of resources, which demonstrates its multiplier effect on other economic activities and on income generation.

Table 8: Uses of Revenue (%)

USES	TOTAL
Projects/Social Programs (excluding employees)	12.1
Employees (salary, taxes)	20.7
Employees Training	0.9
Events, Communication and Fundraising	10.6
Currents expenses (rent, energy, water, telephone, fuel, etc)	11.9
Capital (buildings, acquisition of rooms, machines and equipments)	37.6
Taxes and Fees	0.7
Financial (interests and banking expenses)	0.6
Gifts do other organizations	0.4
Other Expenses	4.5

Table 8 demonstrates that the sector applies most of its resources in four areas. "Capital" is the main area, accounted for 38% of the total. In this item, expenditure is mainly on construction and acquisition of facilities, reflecting the intense pace of the sector growth in recent decades. "Capital" is followed by "Employees," and "Social Programs". "Events, Communication and Fundraising" appears in fourth position in the expenses.

Call our attention the insignificant investment of resources in "Employees Training", which does not reach 1% of the overall allocation of resources. Being a sector in expansion, considering that most organizations was created in the last two decades and the strategic role that the sector can play to reduce social

inequalities and promote the human being, it is imperative to put the professionalism of its employees as one of their priorities. This information does not mean that organizations are neglecting the training of its employees. Rather, they show a great concern in obtaining technical knowledge, to improve their efficiency and effectiveness. This concern was evident by the interest shown in participating in the "Thematic Workshops" in management, offered free of charge to organizations that were surveyed by the Survey.

## **B) SURVEY OF SAN BERNARDO DO CAMPO**

### **1) The city of São Bernardo do Campo**

According to IBGE, the population of São Bernardo do Campo remained stable in recent years. The last estimate, made in 2007, accused the presence of 781,390 inhabitants in the municipality, and in 2004 they were 773,099. This contingent has a significant participation in the constitution of total inhabitants of the Greater ABC, since it contributes with 30.8% of the population of the region. When compared with the metropolitan region of São Paulo, the participation of São Bernardo do Campo is reduced to 4.1% of the region total population, since only the city of São Paulo is over 57% of the population.

Table below illustrates how the population is distributed regionally in the metropolitan area of São Paulo city.

**Table 1– São Bernardo do Campo: Population Distribution**

<b>Area</b>	<b>Population</b>	<b>Percentage of the ABC and São Paulo Metropolitan area</b>
São Bernardo do Campo	781,390	-----
Great ABC	2,529,876	30.8
São Paulo Metropolitan Area	19,045,514	4.1

### **2) The Universe of the Organizations Surveyed**

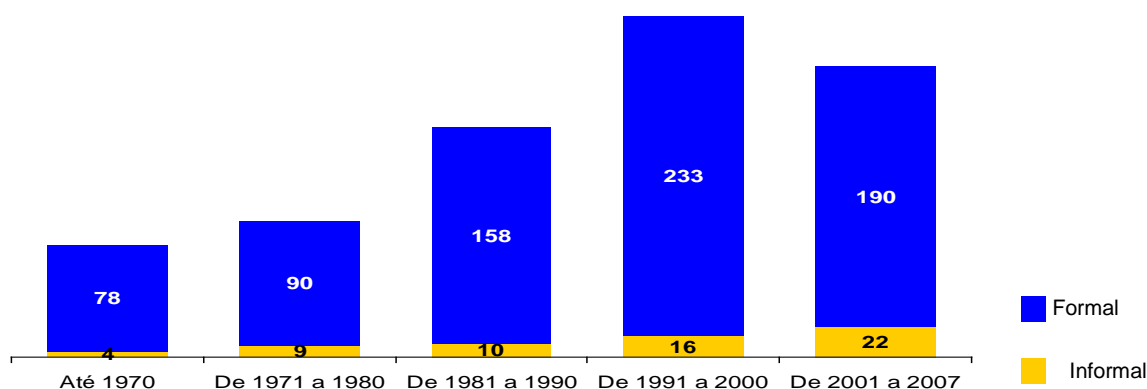
The number of organizations visited by researchers was 950 and the questionnaire was answered by 830 of them. Most of these organizations, approximately 92.7%, which corresponds to the number of 769, are formal, that is, they have legal status and have CNPJ.

The informal organizations were 61 organizations, which corresponds to 7.3% of total. They are usually community-based organizations that play an important role in the care and promotion of the local population. Informality is explained by its economic weakness since these organizations don't have sufficient resources to follow the bureaucrat requirement of law.

### 3) Organizations Year of Foundation

Figure 2 and Table 2 give a clear idea of the rapid growth of the sector, mainly from the '80s. Until 1980 the sector recorded a modest evolution in both the number of formal and informal organizations. The sector was present at all stages of the history of the creation of settlements in Brazil, and certainly in the history of São Bernardo do Campo city, which is one of the oldest in Brazil.

Figure 2: Number of organizations and foundation date



One of the most important causes for the recent flourishing of the sector can be found in the return of democracy in 1984 and especially the implementation of the current 1988 Constitution, which not coincidentally, became known as a citizen document, in view of the large and advanced civil, political, economic and social rights it guarantee for the Brazilian population.

Table 2: Foundation Time

Time Period	Organizations					
	Informal (2)		Formal (1-2)		Total (1)	
	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Not informed data	00	00	20	2.6	20	2.4
Until 1970	04	6.6	78	10.1	82	9.9
From 1971 to 1980	09	14.8	90	11.7	99	11.9



From 1981 to 1990	10	16.4	158	20.5	168	20.2
From 1991 to 2000	16	26.2	233	30.3	249	30.0
From 2001 to 2007	22	36.0	190	24.7	212	25.5
<b>Total</b>	<b>61</b>	<b>100</b>	<b>769</b>	<b>100</b>	<b>830</b>	<b>100</b>

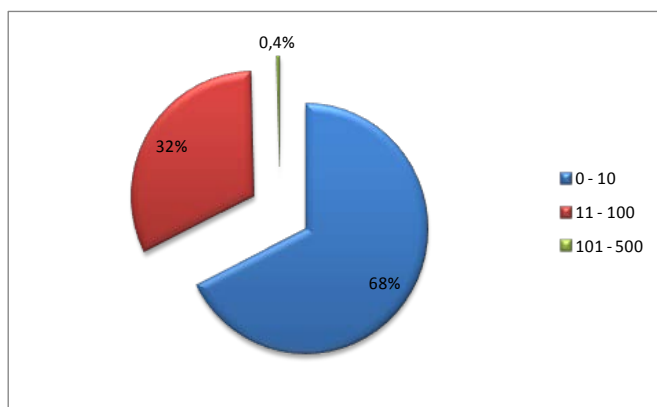
#### 4) Organizations Size

Table 3 (number of employees per organization) and Figure 3, illustrates the distribution of organizations according to their size. It is clear that the third sector of São Bernardo do Campo consists of small organizations and as shown in the previous section they are still “infants.”

Table 3: Organizations Size

Employees	Formal	Percentage (%)	Total
0 –10	513	67,6	561
11 - 100	253	32,0	266
101 - 500	03	0.4	03
501 - 1000	00	0,0	00
<b>Total</b>	<b>769</b>	<b>100</b>	<b>830</b>

Figure 3: Organizations Size



It was found that those of the smallest size, that is, up to three employees represent 22.4% of the total. They are 186 organizations.

The highest concentration is actually those which are in the extract from four to ten employees representing 45.2% of the total or 375 organizations. To the extent that increases the scale of number of employees decreases the number of institutions mainly over the range of 21 to 50 people. In the scale 51-100, the percentage drops to 1.8% which corresponds to 15 organizations.

It is important to notice that at least 3 organizations are in the range 101-500, considered as of large size. Certainly for being one of the most prosperous communities in the country, this economic situation built the conditions for the organizations growth. They are corporate foundations of well know local industries.

## 5) Employment Generation

Table 4 shows that the third sector gives employment to 8,699 workers, of them are 6,567 volunteers, who represent 75.5% of the workforce.

The questionnaire form of this item was designed so that it was possible to cross information about the number of employees with their activity area. We did not include people who assume positions of Directors.

Table 4: Third Sector Employment

Employees		Government Employment		Third Part Services		Volunteers		Trainees		Total	
Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
1,615	18.5	15	0.17	335	3.8	6,567	75.5	167	1.9	8,699	100

The second largest group is employees totaling 1,615 people who represent 18.5% of the overall total. Of all employees 1,101, that is 68%, has technical operational functions, and other 456, which corresponds to 28.2%, are connected to administrative functions. The number of employees responsible for fundraising is quite low, indicating that this function has not yet reached a high degree of professionalism.

## 6) Composition of the Third Sector

Considering the total universe of organizations that brings together the formal and informal, Table 5 shows that a quarter of respondents are "Religious". They are associations and congregations who practice social activities. When asked if they have some sort of connection with religion, the number who answers to this question rises to 282 organizations or 34% of respondents of the survey. These activities are carried out by different religions and even appear in this classification, spiritual centers, churches and various religious cults. Social

activities exercised by religions and the spiritual centers are longstanding in Brazilian history.

The second most important area of activity in the municipality is "Social Assistance", in which 186 organizations were registered, that is, 22.4% of the total. This area is home of three major sub-areas that are the "Social Promotion", "Emergency and Support" and "Income Support and Maintenance." The achievements of social rights from the Brazilian Constitution and the regulation of these rights through specific laws have encouraged the growth of this area of activity in the last two decades. They are concentrated mainly in the area of "Social Promotion", which includes activities such as maternity protection (services for pregnant women and newborns), child welfare, youth services and youth welfare, housing (for homeless), human (social orientation aiming at social inclusion) generation of family income (craft courses and other skills to complement the family income) and prevention services and rehabilitation for drug addicts (orientation and referral to therapeutic communities).

Thirdly, appear 164 organizations engaged in activities classified as "Social Development and Housing." This corresponds to almost to 20% of the total organizations and involves such activities as: "Economic, Social and Community Development, "Housing" (includes assistance and funding for housing) and "Employment and Training" (which deals with job training programs, vocational counseling and guidance).

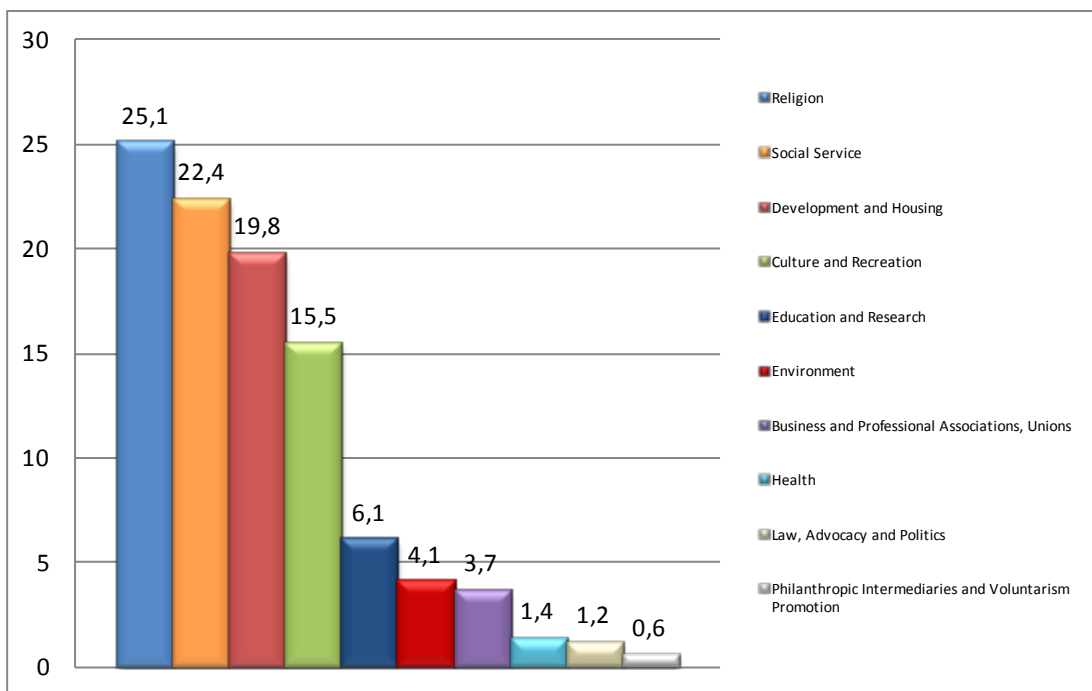
Table 5: Composition of the Third Sector

Field	Total		Informal		Formal	
	Total	Percentage	Total	Percentage	Total	Percentage
		(%)		(%)		(%)
Culture and Recreation	129	15.5	11	18	118	15.3
Education and Research	51	6.1	0	0	51	6.6
Health	12	1.4	3	4.9	9	1.2
Social Service	186	22.4	7	11.5	179	23.3
Environment	34	4.1	2	3.3	32	4.2
Development and Housing	164	19.8	10	16.4	154	20
Law, Advocacy and Politics	10	1.2	4	6,6	6	0.8
Philanthropic Intermediaries and Voluntarism Promotion	5	0.6	0	0	5	0.7
International Activities	0	0	0	0	0	0
Religion	208	25.1	23	37.7	185	24.1
Business and Professional Associations, Unions	31	3.7	1	1.6	30	3.9

Not Elsewhere Classified	0	0	0	0	0	0
<b>TOTAL</b>	<b>830</b>	<b>100</b>	<b>61</b>	<b>100</b>	<b>769</b>	<b>100</b>

Another area that stands out among those of third sector is "Culture and Recreation." With 129 organizations dedicated to this activity they account for 15.5% of the total. The main sub-areas of activity involve organizations working on "Culture and Art" (media and communication, artistic activities and performances, visual arts, literary and humanistic societies, libraries, museums, zoos, aquariums and preservation of culture and history), "Sports" (includes sports in general as well as physical fitness), "Recreation and social Clubs" (covers leisure activities, information and social clubs, sports and similar). Tax incentives for cultural activities have been, without doubt, the main factor that stimulates organizations to engage the culture and recreation. Recently a special law to stimulate sports activities also began to allow tax exemption for donors, which certainly provides the growth of these activities offered by nonprofit organizations. The four areas mentioned above congregate almost 83% of the activities of third sector organizations in Sao Bernardo do Campo. In the other activities are a smaller number of organizations and even in the "Education and Research" field, the fifth position in the local sector, the percentage of participation has reached only 6% with 51 organizations dedicated to this core activity. The area of "Health" brings together even more modest organizations. Call our attention small participation of these two areas once they represent activities that contribute greatly to the quality of life.

**Figure 4:** Composition of the Third Sector



## 7) Revenue Sources

One of the main obstacles to strengthening the third sector and its growth is the financial instability of its organizations. Despite having a mass of volunteers engaged in impressive citizenship action, the sector needs financial resources to fulfill its innovative and strategic role in society. With reference to the considerations just made, the values shown in Table 6 constitute information of the highest importance to know the economic structure of the sector and the nature of their financial sustainability. The amount of funds handled by third sector organizations in São Bernardo do Campo, is about of US\$207 million, and is certainly impressive as it corresponds to, approximately, 12% of the municipal budget.

**Table 6: Revenue Major Sources (US\$)**

Major Sources	National(US\$)	International(US\$)	TOTAL	Source Percentage (%)	Percentage from Total
<b>Public Sector</b>	<b>10,698,561</b>	<b>0</b>	<b>10,698,561</b>	<b>100</b>	<b>5.16</b>
Municipal Government	8,752,832	0	8,752,832	81.8	4.22
State Government	1,304,853	0	1,304,853	12.2	0.63
Country Government	640,876	0	640,876	6	0.3
<b>Private Giving</b>	<b>9,621,189</b>	<b>686,260</b>	<b>10,307,449</b>	<b>100</b>	<b>4.98</b>
Families	2,877,699	0	2,877,699	27.9	1.38

Enterprises	6,095,347	0	6.095.347	59.1	2.94
Philanthropic Organizations	648,143	686.260	1,334,403	12.9	0.64
<b>Owen Resources</b>	<b>186,109,074</b>	<b>0</b>	<b>186.109.074</b>	<b>100</b>	<b>89.86</b>
Financial Investments	100,087,734	0	100,087,734	53.8	48.32
Financial returns from assets	12,552,006	0	12,552,006	6.7	6.06
Events	1,303,130	0	1,303,130	0.7	0.62
Associates	16,405,982	0	16,405,982	8.8	7.92
Selling of Products and Services	1,555,289	0	1,555,289	0.8	0.75
Others	54,204,933	0	54,204,933	29.1	26.17
<b>Total</b>	<b>206,974,139</b>	<b>686,260,22</b>	<b>207.115.083</b>		<b>100</b>

1US\$=R\$1,83

The structure of the sources that funding the third sector of São Bernardo do Campo is quite different from that recorded for Brazil and other countries. It is necessary to examine the reason for this peculiarity. As Table 6 shows, almost 90% of the resources are “Own Resources”.

The explanation for this financial structure can be found in Table 7, which records the source of revenues for the six largest organizations surveyed, which have a budget over US\$2.7 million. It shows a very peculiar situation of the third sector of São Bernardo do Campo. Almost the total amount of funds handled by the sector is concentrated in six large institutions that were investigated, since they account for 91% of the total revenue of all the organizations. Two foundations, among these six largest, account for 88% of available resources for the sector. Although it has a small number of organizations classified as “Philanthropic Intermediaries and Voluntarism Promotion”, they are essential for strengthening the third sector since they constitute an important source of resources for social investments. The city of São Bernardo do Campo, therefore, has a privileged position by having organizations that are working towards strengthening the third sector, allocating significant amount of financial resources.

Table 7: Revenue Major Sources (US\$) – Six Biggest

Major Sources	National (R\$)	International (R\$)	Total (R\$)	Source Percentage	Percentage from Total
<b>Public Sector</b>	<b>5,749,643</b>	<b>0</b>	<b>5,749,643</b>	<b>100</b>	<b>3.06</b>
Municipal Government	5,343,474	0	5,343,474	92.9	2.85
State Government	0	0	0	0	0
Country Government	406,169	0	406,169	7.1	0.22
<b>Private Giving</b>	<b>5,014,967</b>	<b>0</b>	<b>5,014,967</b>	<b>100</b>	<b>2.67</b>

Families	9,484	0	9,484	0.2	0.01
Enterprises	4,836,418	0	4,836,418	96.4	2.58
Philanthropic Organizations	169,065	0	169,065	3.4	0.09
<b>Owen Resources</b>	<b>176,913,274</b>	<b>0</b>	<b>176,913,274</b>	<b>100</b>	<b>94.26</b>
Financial Investments	99,901,488	0	99,901,488	56.5	53.23
Financial returns from assets	12,237,469	0	12,237,469	6.9	6.52
Events	6,101	0	6,101	0	0
Associates	11,320,755	0	11,320,755	6.4	6.03
Selling of Products and Services	0	0	0	0	0
Others	53,447,462	0	53,447,462	30.21	28.48
<b>Total</b>	<b>187,677,883</b>	<b>0</b>	<b>187,677,883</b>		<b>100</b>

1US\$=R\$1,83

Note that the main source of resources of these six major organizations is the “Own Resources” which contributes for 94% of their revenue. The recorded value for this item is virtually the same for the sector as a whole, that is, US\$176.9 million. The other components of revenue represented by government funds and private giving, although they are not significant, it valid to note that draw our attention the transfer of resources from the municipal government and donations from corporations. Once the considerations above about the biggest organizations were made the attention can now be direct to those organizations that have a budget of less than US\$2.7 million, which is presented in Table 8.

Table 8: Revenue Major Sources (US\$): Organizations with less than US\$2.7 million Revenue.

Major Sources	National (R\$)	International (R\$)	Total	Source Percentage	Percentage from Total
<b>Public Sector</b>	<b>9,075,326</b>	<b>0</b>	<b>9,075,326</b>	<b>100</b>	<b>25.5</b>
Municipal Government	6,252,080	0	6,252,080	68.9	17.5
State Government	2,392,839	0	2,392,839	26.5	6.7
Country Government	430.407	0	430.407	4.7	1.2
<b>Private Giving</b>	<b>8,446,890</b>	<b>1,258,464</b>	<b>9,705,354</b>	<b>100</b>	<b>27.2</b>
Families	5,259,733	0	5,259,733	54.2	14.8
Enterprises	2,308,623	0	2,308,623	23.8	6.5
Philanthropic Organizations	878,534	1.258.464	2,136,998	22	6
<b>Owen Resources</b>	<b>16,863,258</b>	<b>0</b>	<b>16.863.257</b>	<b>100</b>	<b>47.3</b>
Financial Investments	341,538	0	341,538	2	1
Financial returns from assets	576,799	0	576,799	3.4	1.6
Events	2,378,491	0	2,378,491	14.1	6.7
Associates	9,325,289	0	9,325,289	55.3	26.2
Selling of Products and Services	2,852,089	0	2,852,089	16.9	8

Others	1,389,052	0	1,389,052	8.2	3.9
<b>Total</b>	<b>35,385,474</b>	<b>1,258,464</b>	<b>35,643,938</b>		<b>100</b>

1US\$=R\$1,83

Table 7 shows the revenue source of medium and small organizations and for this reason there is a considerable change with respect to source of funds compared to the table that aggregates all the organizations and include the six largest one. It appears that even though the “Own Resources” are the main financial source for the sector, its participation has a significant drop, going to 47% of the overall total. Looking at the items that compose this source of revenue, the contribution comes mainly from “Events”, “Associates” and “Selling of Products and Services”, which together account for 86% of “Own Resources” total. Associates are responsible for 55% of such values. This information is consistent with the characteristics of small and medium size organizations provide that they perform a huge effort for their financial autonomy through fundraising among their supporters who end up joining the organization and pay tuition fees. Also they rely on income generation through the sale of products and services as well as doing numerous events, in which predominates the creativity to attract the general public. For these size of organizations, the “Private Giving” and the “Public Sector” become important in the composition of the funding sources, as they participates with 27% and 25%, respectively. With regard to “Private Giving” it is evident that the main source is “Families” responsible for 54% of the value recorded for this form of funding. “Enterprises” accounted for 24% and “Philanthropic Organizations” for 22% of the values transferred as private donations. On this last item it should be noted that the resources of international origin are bigger than those transferred by the national philanthropic organizations. It should be noted that the source of funds from enterprises still play a modest role with respect to the potential they have to practice social responsibility. It is good to remember that São Bernardo do Campo is a very important industrial municipality.

The “Public Sector” constitutes another no less important source of funds for this group of organizations and the Municipal Government takes the lead in the funding process, since it is responsible for 67% of this particular source. This finding reveals that the municipal authorities are very sensible with regard to be



cooperative with the sector, building a partnership with nonprofit organizations for the implementation of public policies that aim human development. In the second place appears the State Government with a participation of 27%. Again call our attention the fact that Federal Government contributes with a modest share of the resources for the third sector in São Bernardo do Campo.

### 8) Uses of Revenue

The third sector constitutes an important area of service not only because the social role it plays in promoting human development and environmental preservation, but also because it plays an important economic function with respect to income redistribution. In the previous section it was possible to register that the sector is the destination of funds that originated from families, from the private sector, government and international sources. They are transfers of significant amounts of resources that will generate revenue which will be applied in salaries, which generates income for the purchase of goods and services.

Table 8 shows that the sector largely applies their resources to pay staff, as well as to support their projects and social programs.

Table 9: Uses of Revenue (%)

USES	Total
Employees (salary, taxes)	44.4
Projects/Social Programs (excluding employees)	30.9
Employees Training	0.2
Currents expenses (rent, energy, water, telephone, fuel, etc)	5.4
Gifts do other organizations	4.1
Taxes and Fees	2.9
Capital (buildings, acquisition of rooms, machines and equipments)	2.6
Events, Communication and Fundraising	0.3
Financial (interests and banking expenses)	0.3
Other Expenses	9.0

The information in Table 8 clearly shows that the concentration of spending is on Employees and Projects and Social Programs.

As a labor-intensive activity it is not surprising that a large amount of its expenses is to pay their employees. The organizations of Sao Bernardo do

Campo use 44% of their funding to pay staff, which is directly linked to their activities, both administrative and on the services they offer to the public.

The other areas of expenditure relate to identifiable operating expenses. Among those that stand out, with a share of 5.4%. is referred to the necessary expenses and some are even mandatory for the organization's operations and are related to components, such as rent, electricity, telephone, fuel, internet and the like. Donations to other organizations are explained by the presence of foundations that are supportive of social projects through the transfer of resources to others third sector organizations.

## **Conclusions**

A number of important conclusions resulted from the studies. Among them it can be cited:

### 1) Relationship between democracy and the third sector

The study shows that there is dialectical relationship between democracy and the level of third sector activities. The return to democracy in 1984 in Brazil served as a favorable field for the growth of the third sector. In both researches it was found that about 80% of all organizations were created after 1980. Democracy also, was a result of the fights of grassroots organizations and social movements so the country could give away with the military regime which was against any kind of social civic organization.

### 2) Supply of strategic services

Since the 80's, as the study shows, the contribution of the third sector to supply strategic services, such as development and housing, social services, education and health was an important factor since those organizations location are in urban districts were the State presence in not notice. The field research support this fact because a great number of the new organizations were located in the peripheral area of the cities, where generally it was found that was a lack of government services.

### 3) Development and the third sector presence

Independent from the level of economic development the third sector plays a crucial social role by offering public services for the poorest population. Both researches show that in any of the municipalities the presence of the third sector is very important and its circulation of revenues is as significant as the resources applied by local governments in the social public services. But since it is an infant sector it does not have a political force in order to influence the public policy towards given more attention to social problems and also to the sector activities. A good sign was the contribution given by the local governments in order to make the researches happen. The government participation departs from their interest to know the size and social role of the third sector, in order to include it in their social policies.

#### 4) Composition of the Third Sector

The structure of fields of the third sector change according to the level of regional development. At the metropolitan area of Belém, the most important fields were Development and Housing and Culture and Arts, in São Bernardo do Campo they were Social Services and Religious Congregations and Associations. In Belém the housing problem is a gigantic problem because the fast migration from rural areas to the metropolitan area. Even though São Bernardo do Campo also has housing problems, the urban population is practically stable and the demand for housing is not as strong as it is in Belém, but it needs social services because, as in any city of Brazil, poverty is still a massive problem.

#### 5) Revenue sources

In contrast with the international average origin of resources, in both case the main source came from private fees and payments from the sales of services or products. While the international average for this class of revenue stay around 47% in both cases this source is responsible for more 67%. For São Bernardo do Campo this percentage achieved 89%. The Public sector payments do not achieve 10% in São Bernardo do Campo, and in the north stay below 5%.

#### 6) Organizations size

In Belém prevails organizations of small size, less than 10 employees, and they represent 82% of the total (of 2,180 organizations researched). In São

Bernardo do Campo the organizations of the same size represents 67% (of 830 organization researched) and the median size organizations (10 > <100 employees) are 33%. Here there is a small presence of organizations with more than 100 employees, while was only one organization in the metropolitan region of Belém of this size. The richest the community it seems that it generates organizations of bigger size than in the poorest region.

#### 7) The significance of informal organizations

The researches show that at the less developed region (Belém region) the number of informal organizations is significant. In the metropolitan region of Belém they represent 22% of the total organizations surveyed, but in São Bernardo do Campo only 8%. Those data are important because in the less developed region where their services are more necessary, the local government or the enterprises do not contribute too much for the sector revenue, and nothing for the informal organizations. By including the informal organization in the research the objective was to show to the local government that those kinds of organizations play an important social role through the supply of public goods.

#### 8) Tri-Sectors relationship

Considering the tri-sector relationship, the research put into evidence that in the more developed area of São Bernardo do Campo the government and the private giving contribute more for the third sector revenue than in the metropolitan region of Belém. In São Bernardo do Campo the Public Sector contributes with 26% and the Private Giving with 27%, but for the metropolitan region of Belém those percentages drop to 10% and 18%, respectively. Even though the Own Resources are the main basis of the revenue in both cases (67% in Belém and 47% in São Bernardo do Campo), their composition shows that the Public and the Private sector relate in a particular way in each of the local community. In São Bernardo do Campo it was found that corporate foundations finance the third sector activities. It was noted that in São Bernardo do Campo both the local government and the enterprises already had defined policy towards the third sector. There is a more high level of consciousness about what a contribution of a tri-sector relationship can do for development.

## 9) Uses of revenue

The third sector organizations mobilize significant amount of financial resources, and in both cases they are close to the amount that the local governments assign for social public services. Considering the circulation of resources, the sector plays an important role in the redistribution of income through the uses of its revenue, mainly by paying salaries for employees and by supporting their social projects and programs. But the researches also demonstrates that the sector do not apply enough resources in two strategic areas for its development, such as fundraising and on the competence of employees. This information can be understood as an indicator of the little professionalization of the sector human resources.

## 10) Third sector employment

Most of the people working in the third sector, in both areas, were volunteers. In Belém they account for 81% and in São Bernardo do Campo for 76%. The employees represent 13.5% and 18.5% respectively. In the more developed area of São Bernardo do Campo the sector depends a little less from volunteers and has more condition to pay their employees.

Finally, it is worth to notice that the very fast growth of the third sector with a mobilization of a significant sum of resources indicates a contribution for the democratizations of the means of production and reproduction of services, enlarging the public property vis a vis the private property.

## References

- Anheier, H. (2007). Reflections on the concept and measurement of civil society. *Voluntas*, 18(1), 1-16.
- Anheier, Helmut K. and Salamon, Lester M. (2000). Nonprofit institutions and the household sector. *Handbook of National Accounting Household Accounting Experience in Concepts and Compilation*. Vol. 1 *Household Sector Accounts*. Series F, No. 75. New York: UN, 275-299.
- As Fundações privadas e associações sem fins lucrativos no Brasil-2002* (2004). Rio de Janeiro: IBGE.
- As Fundações privadas e associações sem fins lucrativos no Brasil-2005* (2008). Rio de Janeiro: IBGE.
- Cabral, Eloísa Helena de Souza (2007). *Terceiro Setor: gestão e controle social*. São Paulo: Método.

- Coelho, Simone de Castro Tavares (2000). *Terceiro Setor: Um Estudo Comparado entre Brasil e Estados Unidos*. São Paulo: Editora SENAC.
- Defourny, Jacques; Develtere, Patrick et Fonteneau, Bénédicte (Eds.). (1999). *L'Economie Sociale au Nord e au Sud*. Paris: De Boeck & Larcier.
- Handbook on Nonprofit Institutions in the System of National Accounts (2002)*. Baltimore: The Johns Hopkins University, Center for Civil Society Studies.
- Ioschpe, Evelyn Berg (Ed.). (1997). *3o. Setor: Desenvolvimento Social no Brasil*. São Paulo: Editora Paz e Terra.
- Fernandes, Rubem César. *Privado Porem Público: O Terceiro Setor na América Latina (1994)*. Rio de Janeiro: Relume-Dumará.
- Landim, Leilah e Beres, Neide (1999) . *As Organizações sem Fins Lucrativos no Brasil: Ocupação, Despesas e Recursos*. Rio de Janeiro: Nau Editora.
- Merege, Luiz Carlos e Barbosa, Maria Nazaré Lins (Eds.) (1998). *3º. Setor: Reflexões sobre o Marco Legal*. Rio de Janeiro: Fundação Getulio Vargas.
- Merege, Luiz Carlos (2009). *Terceiro Setor: A arte de administrar sonhos*. São Paulo: Editora Plêiade.
- Merege, Luiz Carlos and Moussallem, Marcia (2011). *Dicionário do Terceiro Setor*. São Paulo, Editora Plêiade.
- Moussallem, Márcia (2008). *Associações privadas sem fins econômicos: Da Filantropia à cidadania*. São Paulo: Editora Plêiade.
- Putnam, Robert D. (2002). *Comunidade e Democracia: a Experiência da Itália Moderna*. Rio de Janeiro: Fundação Getulio Vargas.
- Salamon, Lester M, and Anheier, Helmut K. (1994). *The Emerging Sector: An overview*. Baltimore: Institute for Policy Studies, 1994.
- Salamon, Lester M. and Anheier, H. (1997c) "Toward a Common Definition," in *Defining the Nonprofit Sector: A Cross-National Analysis*. (Manchester and New York: Manchester University Press.
- Salamon, L., Sokolowski, A. et al. (2004a). *Global Civil Society: Dimensions of the Nonprofit Sector (Vol.1)*. Bloomfield: Kumarian Press.
- Salamon, L., Sokolowski, A. et al. (2004b). *Global Civil Society: Dimensions of the Nonprofit Sector (Vol.2)*. Bloomfield: Kumarian Press.
- Salamon, L. and Anheier, Helmut K. A. "In Search of the Nonprofit Sector II: The Problem of Classification." *Voluntas* 3 (1992).
- Singer, Paul e Souza, André Ricardo (2000). *A Economia Solidária no Brasil*. São Paulo, Contexto.

\*Luiz Carlos Merege. PhD from Maxwell School of Citizenship and Public Affairs, Syracuse (USA) and President of IATS – Institute for Third Sector Management, São Paulo, Brazil.  
Email: [merege@iats.org.br](mailto:merege@iats.org.br)  
Site: [www.iats.org.br](http://www.iats.org.br)