

MODEL OF SOCIAL MOBILIZATION FOR THE REVITALISATION OF CIVIL ENTERPRISES, OF COMPLEX SOCIAL NETWORKS, AND OF REGIONAL DEVELOPMENT

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Abstract: The development and the civil enterprises are complex, interdisciplinary public policy issues, which reveal the cooperative and competitive processes, and explain the social mobilization. The mobilization for civil enterprises is a function of the emergency, and of the ability of certain social agents to include the vision of many, to achieve the common goal. The paper presents a social mobilization model to support the establishing of civil enterprises, and the formalization of competences in complex social networks, which is based on action research in a cooperative venture, located in the State of Minas Gerais (Brazil). The method used highlights the social mobilization and the complex networks, which are formed from civil enterprises, and its role in the process of land organization and the promotion of regional development.

Keywords: social mobilization, collective protagonism, civil enterprise, complex network, cooperation, regional development

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1 Introduction

The social changes observed since the end of the last century, were caused by factors such as globalization, the emergence of the knowledge economy, including therein the Internet, and the everyday life changes, e.g., the rise of individualism (LOZARES *et al.*, 2011; GIDDENS, 2007). The individualism stands out as a structural phenomenon in societies, which are beyond the control of traditions and customs, a transition occurring more frequently in a comprehensive manner.

These factors imply in asymmetries, in inequalities and crises, affecting the mobilization and social organization plans, and it may impede a region's, or even a nation's progress and development. In order to mitigate these transformations, Giddens (2007) suggests a series of measures, stressing the government and the state reform. Perceiving a regulatory and interventionist State instead of a dominator of the market and of the civil society; the understanding of the civil society main role; the drawing of a social contract linking rights to responsibilities; the creation of an egalitarian society; a connection between social and economic policies, and the emergence of a responsible capitalism. The organized civil society role is clear, for the reversal of recent changes, and the resumption of sustainable development of a certain region. The consolidation of the civil

enterprises and of the complex networks requires the overriding of the individualism in favor of cooperation, with the proper mobilization, organization and social cohesion.

In studies on civilian enterprises and regional development, the analysis in terms of complex social networks allow for the omission of economic factors, in order to understand the reasoning from the cohesion, the bonding, and the social integration as landmarks from the mobilizing, and the social capital (LOZARES et al., 2011; CARNET, 2011, and from the collective skills around the civil sustainable ventures. The definition of the social mobilization in civil enterprises is also a highly subjective matter, and far from being standardized.

The theoretical framework of complex networks identified in the information science, in anthropology, in sociology, in psychology, in economics, among other disciplines of classical science offers no concrete evidence of methods, and techniques of social mobilization in civil enterprises to boost the development of a region. This knowledge gap is a hindrance in the management of complex networks, turning laborious the equitable economic development process. Another impediment is the development itself, which can be expressed in many different areas and contents: cultural, educational, political, citizenship, economics, among others, not restricted to economic relations.

In terms of social mobilization of civil enterprises and complex networks, it is expected that the trans-disciplinarity will allow various approaches to problems regarding the boosting of regional development. Likewise, it is expected that the theoretical approaches will turn to a more humanized field construction. Therefore, the core of the regional development approach seems to be the axis of the activation strategies, and of the complex social networks construction, formed from civilian enterprises.

The scientific work may be recognized as a theorem and, as such, must connect with reality, to produce knowledge, to solve problems, and mainly, to propose improvements to a particular context, or for a given region or territory. In this sense, there is a search for evidence regarding: How to efficiently and effectively mobilize people around the cooperative processes? What motivates people to take on collective enterprises? Why a civil enterprise? What are the profiles, and when should they emerge for a successful social mobilization? How complex social networks can ensure the sustainability of civil enterprises, the territorial ordainment, and the regional development?

This article highlights the mobilization of agents as a determinant of the successful strategy for the development of civil enterprises, and to form complex social networks. Topic 2 provides the literature review regarding civil enterprises, in order to briefly contextualize the phenomenology of the research. The item 2.2 highlights the agents' roles and the methodologies of social mobilization with emphasis on water management in Brazil, and the items 2.3 and 2.4 present notions of complex networks. Topic 3 describes the materials and methods used in the action research, and Topic 4 presents the results and discussion.

2 Literature Review

2.1 Civil Enterprise

The social dynamics must be analyzed according to a broad set of social relations rather than in an isolated individual. According to Balderas (2004), people establish relationships, which remain cohesive over time, and develop shared aspects from networks or from social capital. The contemporary social relations have shown individualistic behavior, in a manner that only the cooperation could serve as an antidote for this transformation. The cooperation permeates human action, suffusing the social, the economic, and the political routine; and it is important for the attainment of skills and supplementary potentialities in situations, in which both the individuals and the organizations need to develop new survival strategies and competitive advantages (CRUZ et al., 2008).

The civil society, the collegiate system, the sharing of decisions, and the socio technical negotiations, the associations and the cooperatives are strategies, which denote the collective. Jacobi and Barbi (2007) reinforce this kind of initiative, both democratic and participative in the management of water resources in Brazil. The inclusion of a range of agents, and the cooperation among them result in plural and trans-disciplinary solutions, and in the shaping of enterprises for the many instead of for only a few.

There is an encompassing connotation to the term civil enterprise, and it relates to the action, the exercise of citizenship, the life in society, the democracy. However, this initiative is not necessarily governed by either religious law or military element, and is not limited to the optical business (HOUAISS, 2010). The notion of enterprise is expanded, becomes procedural, and incorporates the civil context. The use of resources from a given territory and the adoption of the human or social, economic, environmental, political, and cultural dimensions, impart complexity to the civil enterprises; thus, suggesting the self-sustainability.

The civil enterprise emanates from governmental or non-governmental initiatives, and has its genesis in public or private affairs, or in the partnership between both. The said enterprise involves the mobilization and involvement of various agents, with repercussions on them. It is true that an enterprise, whether public or private, small or large, should not be considered separated from politics, detached from the economy and removed from society, since it reflects on everyone's interest.

A civil enterprise should be conceived and managed resting on the collective leadership, according to which several agents undertake the necessary forces to provide favorable conditions for the creation, the promotion and the consolidation of a cooperative vision, shared and attentive to the issues of sustainability. Whereas the strategic, and the methodological apparatus available for the mobilization of civil enterprise tends to be ineffective. There is a pressing emergency for mobilization model of civilian enterprises that adopt universal principles, which value the land resources and that act as facilitators of regional development.

2.2 Social Mobilization: Agents and Methodologies

The subject of mobilization is treated in the social sciences as well as in the management, and in the humanities, among others, with great conceptual breadth. The psychological approach, for example, contributes to the understanding of behavioral traits, and their roles in the animation of the mobilization process.

The social mobilization is an opportunity to meet people with the same interests, willing to contribute to the achievement of common goals. Everyone's involvement and the work toward a common vision, facilitate the mobilization process and its achievement (SCHUTHLER; KISIL, 2008). Social mobilization seeks to add value to the segregation process, eliminating the lack of integration from either people or processes.

As a way of building, in practice, social mobilization is an ethical project proposed in the Brazilian Constitution: sovereignty, citizenship, dignity of human beings, and value from the work, the free enterprise, and the political pluralism. The creation of a culture and a democratic ethic requires social mobilization, understood as the convening of free wills (WERNECK; TORO, 2007).

Social mobilization begins with the proposition of change from a group or institution, and later, with the decision to call others for information, analysis and evaluation of the proposed change. At this point, it is up to each one to answer as to what extent he can contribute to the achievement of the common result, and what else can be done. The answer and the description of the contribution define the adherence to the proposal.

The social mobilization success depends on how the message is introduced, and if it reaches the playing field in the same manner in which it was passed (TORO, 1997). Respecting the local culture and the meaning and purpose of the mobilization, so that people feel safe as for the recognition of their ability and their role in the process with which they will get involved. Therefore, the proposition's alignment with the results desired by the social community will result in greater or lesser involvement, and in different forms of insertion in actions aimed at achieving the common results.

2.2.1 Agents of the Mobilization Process

Several people are involved and a variety of roles are played in the mobilization process of complex networks in civil enterprises. People make connections in order to share, to complement and cement partnerships from the shared perception of problems or situations, which can disrupt or endanger the society's balance, or the prospects for its development and for which equation the isolated action from either public and/or private organizations is not enough (INOJOSA, 1999).

Community leaderships are profiles identified within a community, or interest group that play the role of the interest representation, are either formally or informally elected. They have specific behavior traits, knowledge, skills, emphasizing the communication skills and the foresight of sharing, of responsibility, of collaboration, and of promoting action, with different needs and motivations from the traditional leaders.

Community leadership, according to the *National Task Force on Community Extension* (1986) apud Langone (1992), involves the influence, the power, and the intervention in public decision-making, in one or more spheres of activity, being an area of interest, an institution, a city, a locality or a region.

Schuthler and Kisil (2008) consider that the investment in the development of community leadership leads to the improved well-being of the community, and it encourages long-term problem solving. The Kellogg Foundation (2010) points out the development of leadership as a more efficient and effective mechanism for building healthy communities, since they need the citizens' involvement. A civil society depends on its citizens' concerns and actions, as a way of life.

Community leadership must be able to boost local capacity to strengthen the knowledge in matters of collective interest, not limited only to specific issues, and to provide a context for the learning (LANGONE, 1992).

Change agent is a profile that when infused with a vision of the future, can understand the natural changes of the communities, and anticipate situations that can limit or restrict its development. Schuthler and Kisil (2008) postulates that this type of leadership has a personal need to get a reality, and transform it to achieve a specific power to accomplish the identified transformation.

The profile of the agent of change must include interpersonal skills in order to lead groups of people, and to establish the necessary strategic partnerships with other leaders. To possess the cognitive ability to identify situations in need of transformation as the knowledge of determinants in the situations, to evaluate possible solutions and strategies to implement them, to seek adherents, or followers, and organizations for the work to be done. The same authors state that decisiveness must be a determinant of the agent of change, since the followers accept being led especially in situations of insecurity, and therefore need support to guide their actions.

The Mobilizing Center should play the roles of mediator, leader, and builder of the communitarian capacities; thus, creating opportunities for the dialog and the development of partnerships. Moreover, it should seek a balance between the use of resources, and the implementation of responsive and responsible processes, evaluating and sharing the results. Regarding the implementation of local capabilities, the mobilizing center should strengthen the knowledge on issues of interest to the community, providing a context for learning without being limited to specific issues. It should also permanently exercise ethical behavior in relation to the causes it advocates, to the solutions offered, to the followers, and to the other leaders, and to the affiliated organizations.

In a study of networks of trust in business, Stephenson (2003) identified the presence of profiles in social networks, both formal and informal, that are formed daily. These networks contain people called Radiators, who are socially connected at many levels, who maintain high number of connections and establish a lot of face-to-face talk. The radiator plays an important role in communicating the purpose, in the management of a civil enterprise, owing to the intensity of their relationship with others.

The author also adds other attributes and profiles to the process of running a network. They are the trusted guardian and the thermometer. The first has strong strategic connections, and is positioned so that the information runs through him before reaching the others, and usually stays among the radiators or between the company's different areas. The second is responsible for monitoring the company's health, with sparse connections and indirect relationships with their peers.

2.2.2 Social Mobilization Methodologies for Managing Civil Enterprises and Complex Networks

In Brazil, the drainage basins are planning units from the water resources department, which allow the construction of a territorial reference to reconcile the political-administrative units. Besides serving as units of environmental planning, they can be taken as a reference point for the actions of social mobilization.

Brazilian experiences in water management, especially in the Drainage Basins Committees, show a slight mobilization and a desirable level of engagement and interaction from the people. Although in its embryonic stage, it can be observed the cooperative and the integration efforts to alleviate the intensive transformation, and the indiscriminate use of land resources resulting from the production of goods and services, of consumption, and of the individual exchanges. It is believed that an effective methodology for mobilization and inclusion of the land resources vision as a commonweal, and a civil enterprise could greatly modify the scenario of water resources management, the civil enterprises sustainability, and the development in Brazil.

In a methodological approach for the formation of the Drainage Basins Committee in the State of Tocantins, Cordeiro and Freitas (2000) consider the social mobilization as a necessary part of the methodology, because without the community support, these procedures involving the environmental area are doomed to failure.

From the perspective of water management, Nogueira et al., (2005) consider the mobilization as an instrument of participatory democracy for the building of public policies, and suggest four structuring methodological principles: a socio-political concept of social mobilization, the technical and political integration, the inclusion of social mobilization in pre-existing local processes, and the team's technical qualifications.

For Nogueira and Carestiano (2005), the management of water resources requires the construction of a network of fields of expertise covering social and cultural specificities, institutional, socio-political, and economic conditions from each region.

The decision to cooperate and/or compete is triggered by a range of variables; however, they should be directed to the assumptions of a win-win situation, focusing in the humanized approach and to respect the planet's life. In this sense, the coordination of the agents' relations constitutes the greatest challenge of forming and maintaining a cooperative network.

2.3 Complex Networks

New forms of organization and cooperation between people, and institutions carry significant changes in the interpersonal relationships; thus, resulting in different structural arrangements implicated in the innovation of management models. The cooperative complex networks require the adoption of innovative mechanisms, a new management model of its agents' relations. The building of complex networks is procedural and comprises three steps: formation, development, and consolidation (GONÇALVES, 2005).

Social networks are important for its effect on mobilizing partnerships, from the shared perception of problems or situations, which disrupt or endanger the society's balance, or the prospects for its development and for which, the equation is not sufficient for the isolated action from public and/or private organizations (INOJOSA, 1999).

Networks are systems composed of nodes and connections between them that, in the social sciences, are represented by social subjects (individuals, groups, organizations, etc.) connected by some sort of relationship. Generally speaking, one can study the system in order to understand only how it behaves, and how its connections influence this behavior, with applications in the areas of public health, information technology, sociology, economics, and applied mathematics (WATTS, 1999 APUD DI CHIARA; ALCARÁ, TOMAÉL, 2010).

A generalized confusion is currently plaguing the concept of social networks. Presently Facebook, Tweeter and Orkut are mistakenly classified as social networks. For Mucheroni and Modesto (2011), the social networking of relationships, the collaborative environments, made this integration model possible, highlighting the electronic networks as human networks of information. In fact, these can be understood as computing systems, with the same platform anywhere in the world. However, these are not synonyms representative of a social network, because they only comprise content protocols. In a social network a behavior of interactions is expected and for such networks to evolve into a social network it is required two other types of protocols: of interface and of interaction (GATTAZ SOBRINHO, 2011).

In complex networks, the result is indivisible and everybody's participation is essential. A condition for the formation of a complex network is its occurrence within the same ecosystem. In the ecosystem, the expected may occur. There is a preservation process, and the samples interaction is always invariant. The formation of a complex network is contextual and always something unexpected occurs, ignoring the resulting unpredictable events. Thus, all the preserved or existing knowledge is endangered. When the context changes, the behavior differs from the expected. Unlike in the complex networks, in the ecosystem the expected can always occur within it, the preservation process and the interaction of the samples is always invariant. Conversely, the competence is the significant sample in a complex network.

2.3.1 The Complex Networks Attributes

An expanded discussion of the complex networks must include the cooperation, the participation, the commitment, and the sharing. The coordinated answer to social and

environmental issues dictated by the market integration, the difficulty of innovation in an environment of low level of security, power and equal rights. In addition to the lack of consensus regarding the know how to humanize the capitalism, are some of the motivations that induce cooperation between individuals and organizations (EDWARDS, 2007).

Social problems are complex, thus, requiring collective solutions. The interaction is the most basic level of joint action. The increased participation of people generates the best results, since people's access to information can be imperfect and the views of a group can be ignored in favor of others. Such as, when valuable natural resources need to be transferred from the private ownership in the service of the broader common interest, (EDWARDS, 2007). Likewise, it can be said that increasing economic interest stimulates both the competitive behavior and the cooperation.

While contributing everybody become part of an action, with a goal that is not necessarily common. Furthermore, the commitment is guaranteed to reach the intended target, because it involves the synchronicity, and emanates the opportunity, becoming thus, the only variable capable of ensuring the common result. The sharing, in turn, promotes the dissemination of knowledge, while confidence is a personal strength, suffering from cultural influence. The dreams and the possibility of cooperation are what motivate the individual to share.

In the process of cooperation, the intangible assets are also important, which allow people to bargain, to negotiate, and to promote their interests. Collective action is vital to combat exclusion, since the power and the privilege do not voluntarily, submit to popular control or to the market discipline (EDWARDS, 2007).

The mobilization of a civil enterprise and the formation of a complex network are supported on the principle of sharing, aimed at the division of a product (good or service), a value or the reaching of a common outcome. The key requirement for sharing may not be the same product, but must be of the same value. From the sharing comes the interoperability, an input, or the teaching-learning

The sharing of information and knowledge depends on the social interaction, and it can take different forms. Di Chiara, Alcará, and Tomaél (2010) conducted a study to identify the types of sharing existing in a R&D environment in the Functional Foods area. The authors have identified some types of sharing and categorized them as: Intentional, unilateral, with leadership, multi and interdisciplinary, mandatory, unintentional, mediated, continuous, and between groups. The results showed no rigid demarcation among the sharing types identified, and also that a kind of sharing can morph into another, depending on the intensity with which it is practiced. They also observed that the sharing of information and knowledge fosters learning, and promotes the acquisition of knowledge.

The sharing of information and knowledge is a process that depends on the people in the organization, more specifically, the interaction and relationships between these people. This process stumbles on the individual beliefs, values, and customs, which integrate the organizational culture. Krogh, Ichijo, and Nonaka (2001) emphasize that

each individual in the organization has unique skills that are not easily explained, challenging the managers to find ways of using the potential of each individual member within the organization.

In complex networks derived from civil enterprises, the sharing of information and knowledge is not considered routine, because every activity to be recognized and validated by the peers, needs to be communicated and thus, indirectly shared, whether by the literature or by any other method of public communication. Therefore, sharing is characteristic of the activity, which requires for its development, knowledge and information both multidisciplinary and interdisciplinary.

According to Ertas et al., (2003), the sharing comes from meeting with the learning by doing and the doing by learning methods. The teaching and learning dynamics (product, service, technology, and business) is paramount for sharing.

3 Materials and Methods

The manners in which complex networks of civil enterprises are established and become perennial have aroused the research's interest, given the significant changes they implicate for the progress of a particular region. Initially, the Guidelines for the Management of Interpersonal Relationships in Inter-Organizational Networks, presented by Gonçalves (2005) prompted the reflection, and the proposal of a mobilizing methodology for sharing expertise in complex networks.

Additionally, the model of social mobilization process includes the vision of the Society for Design and Process Science (SDPS), the principles of processes, enunciated by Gattaz Nephew (2008), and the Process Oriented Research Method, developed by Argollo Ferrão (2007) in the Labore/Unicamp (Enterprise Engineering Laboratory/University of Campinas) with reference to the principles of the SDPS processes. To develop this work, the authors considered a PArchitec representation, by Gattaz Sobrinho (2008), as support for the complex problem modeling.

From 1995 to 1997, the purpose of the composed complex network was to gather assets to boost the progress of parts from the Microrregião Homogênea IV Frutal, located in the Triângulo Mineiro, through the articulation of innovation agents. The search strategy included the following instruments:

- Literature review on land resources and social mobilization to ballast the discussion on civil enterprises, and complex social networks as mechanisms for promoting land organization and the regional development.
- Action research in a given territory, considering the land resources for future modeling, and
- Modeling (identification, characterization, simulation, emulation, and staging) of the action research process.

The study proposes a model of social mobilization for civil enterprises and complex social networks, highlighting the approach of complex problem solving, in addition to highlighting the role of the agents encouraging the cooperation process. The formation,

development, and maintenance of civil enterprises and complex social networks are supported by a broad theoretical framework, and derive a diverse set of tools.

The mobilization model is crucial for the formation of a useful complex social network for generating, and managing a civil enterprise. The mobilization model results in a complex social network, generated in the collectivity core from the civil enterprise. The model is concerned with the civil enterprises sustainability, and how it can be ensured. The mobilization is a process requiring quantitative and qualitative adherence by the people, which is not limited to the reclamation, and it refers to a future project. The mobilization is the result of a culture of compliance, the product of the initiative from people who are willing to share their concerns, their dreams with others.

3.1 Modeling Process of Social Mobilization Shown in the Action Research

The social mobilization model directed to civil enterprises and to complex social networks was generated from the action research in a cooperative venture, located in the municipality of Itapagipe (MG), from 1995 to 1997. The process was modeled using the PArchitect technology, and for better visualization was divided into six components.

The first and second components present the perception of the reality process from the ecosystem under study, highlighting the change agents and the community leadership roles. The third and fourth components refer to the formation of the Mobilizing Center for the definition of the civil enterprise, from the framework of weaknesses, strengths, opportunities, and threats identified in the previous step. The fifth and sixth components demonstrate the installation and management of the civil enterprise, as well as the formalization of the skills, to ensure the self-sustainability of the social network complex.

The process of social mobilization for civil enterprises and complex social networks begins with the perception of reality from any ecosystem. The exercise of citizenship, the search for democracy, and the pursuit of human evolution itself motivate the defense against undesirable events of different nature, resulting from the economic growth, and the human development. Such as the potential loss of cultural identity; the inequality and economic needs; the political homogeneity and concentration of power; risks to environmental sustainability; and the critical social indicators. The current literature, the theories of economic growth, and some universal principles also serve as a reference for the confirmation of the effect of these events, and to support the action of these agents to reverse and propose change (Appendix 1)

At this early stage, the model suggests the adoption of the Universal Principles of Procedure enunciated by Gattaz Sobrinho (2000), since this tool subsidizes and prevents discrimination and possible biases in the problem identification process. However, the need to share the problem and the inherent complexity of the "development" subject, require the inclusion of other agents for the clarity and precision of the analysis and definition for the weaknesses, the opportunities, and the threats framework. The model moves toward the identification of community leaders, so that the vision and interests may represent the plural, collective and, integrated trans-disciplinary nature. This

decision prevents possible bias or restriction of the change agents' vision, and also the interests from individual, or small groups (Appendix 2).

The intermediate phase of the Social Mobilization Model for Civil Enterprises and Complex Social Networks is shown in Appendices 3 and 4, which show the need to formalize the initiative of both, the Mobilizing Center and the nature of the enterprise. The prospector radiator agents' roles and the Mobilizing Center capacity are highlighted at this stage of the mobilization process, along with the community leadership. The adherence and the participation of a larger and diverse number of agents culminate in the plural mobilizing, in the formation of a complex social network, capable of defining the common purpose, the nature, and the strategic planning of the enterprise (Appendix 4). It is reiterate here, the importance of the sharing and the consolidation of knowledge regarding the common purpose, and the specifics of the civil enterprise by the Mobilizing Center.

Still at this stage of the model, the Guidelines for Management of Interpersonal Relations, proposed by Gonçalves (2005), and the methodology of social mobilization, suggested by Toro (2007) are indicated as reference to the decisions of a social nature. The theory of strategic planning should also be conveyed toward the technical decisions subsidizing.

The 5 and 6 process components represent the final stage of the Social Mobilization Model for Civil Enterprises and Social Complex Networks. It is noteworthy the emergence of the project coordinator agent, who along with the Mobilizing Center, and the Social Complex Network are responsible for managing the enterprise, whose common result is the reduction of the differences, and the mitigation of the problems identified in the initial phase (Appendix 5).

Lastly, the model explains the need to formalize the skills of each member from the enterprise, and the social network (Appendix 6). The continuity of the enterprise and/or self-sustainability of the network relates to the participation, and the continuing education, with the skills mapping of its members, so that each can provide a competitive and cooperative relationship, simultaneously. The theoretical referential for this step of the Model are the Theories of Strategic Management, the Principles of Process, and the Guidelines for the Management of Interpersonal Relations.

4 Results and Discussion

The ordination of a territory and the development of a region should be understood as the transformation, the conversion of domestic processes, from the wealth of knowledge and the local capacities (Lopes, 2005). Although each individual, company or country should be able to perform functions, to solve problems, to define and achieve objectives in a particularized or singular manner; the collective and integrated solutions are more effective. In this sense, the stimulus to the development of local capacities or skills, should not go back to an aggregate of individuals or a collection of individual companies, instead it should turn to civil enterprises, of a collaborative basis from a solidary economy. Thus, the social mobilization is critical for the success of the collaborative processes, the civil enterprises, and the cooperative networks.

The classical models of enterprises mobilization do not fully meet the demands of today's world. The postmodern society, unlike the industrial and non-industrial, is characterized by the specialization of skills, many of which can only be acquired after years of education and training. We must create opportunities and incentives for people to use and extend their skills, in a spiral, which requires patterns, archetypes, and alternative contextual examples. That is focused on the human being, and takes under consideration the available resources.

The model is concerned with the civil enterprises sustainability, and how it can be ensured. The mobilization, much more than an event, it is a process that requires quantitative and qualitative adherence by the people. The scope of the mobilization process is not limited to the claims; it is extended for a future project. The mobilization is the result of a culture of compliance, the product of initiatives from people who are willing to share their concerns, their dreams with others.

The increased participation of people generates the best results, since people's access to information can be imperfect and the views of a group can be ignored in favor of others. Such as when valuable natural resources need to be transferred from the private ownership in the service of the broader common interest (EDWARDS, 2007). Likewise, it can be said that increasing economic interest stimulates both the competitive behavior and the cooperation.

The social mobilization model to solve complex problems through civil enterprises and social networks is a simplified representation that provides support to the study, and to the design geared to the ordination of a territory or the development of a region. The models can be mathematical, graphical, physical, or narrative in its form or some combination of these aspects. However, in this case, we opted for an iconographic model representation from the PArchitec technology platform, which offers a friendly graphical interface with the possibility of the simulation, the emulation, and the staging of the social mobilization process, to form a social network and deploy a civil enterprise, or vice versa.

The sustainability of the civil enterprises and the complex social networks attaches itself to the skills mobilization processes, to the knowledge sharing and, to some extent, to the trading of products. It is therefore more than a matter of economic order, a sociological, political, cultural process that focuses on the land resources, and the human capabilities as facilitators of the development. It is the management of the knowledge, the recognition, and the appreciation of the competence, of the individual knowledge, and of the local culture.

The model presented explains the common results achieved from the adoption of a strategy of social mobilization toward a civil enterprise and the formation of a complex social network. The principles and the values that guided the policies and programs, accorded sustainability to the enterprise and to those who were related to it. From 1995 to 1997, the volume of milk collected and processed increased fivefold, compared to the volume collected in the previous biennium. Among the value added by the mobilization process, were the exponential increase in the number of members; larger collegiate participation; increase of medical and dental procedures; integration with the

surroundings; improved bargaining power of the producers, and relationship with the political community.

Interestingly, the results achieved with the social mobilization have a reach beyond the economic dimension. The well-being, the self-esteem, the dignity and the citizenship of the cooperative member were strengthened through the access to social technologies, health education, political representation, recreation, and entertainment. The model demonstrates that, via civil enterprise, the differences and the weaknesses that were initially identified can be mitigated, or reduced. Also, new business alternatives and welfare can be generated from the opportunities, and strengths identified in the community.

As for the mobilization model for the formation of both the enterprise and the network, the process is represented by the entries, the inputs, the stimuli, the decisions, the references, the resources being human, environmental, and technological, in addition to the reduction of differences. The mobilization model proposes the adoption of universal principles (Appendix 1) for the recognition of weaknesses and opportunities from the community under study. It also highlights the importance of some of the agents (Appendices 1, 2 and 3): prospector, change, mobilizing center, radiator, project coordinator, member of the complex social network, among others. Therefore, the networks that are formed from sustainable civil enterprises seem to keep a positive correlation with the use of land resources, and to determine the welfare and quality of life of the citizens.

The model highlights the complex social network (Appendix 4) as a result of the skills formalization process. The modeling of the skills means the recognition and the appreciation of the knowledge, of the skills, and of the attitude of the cooperative member, and it can function as a mechanism of access and his permanence in the market, by offering the goods and the services that he provides. (Appendix 6) Cooperation therefore, permeates the whole process of social mobilization, the formation of the civil enterprise, and the establishing of the complex social network.

The model does not merely discuss causes and consequences of the planning, and of the regional development processes. It consists rather, in a method for the identification and the resolution of the "development" phenomenon. The development process is polynomial and formed from a network of civil enterprises, according to a contextual reality and the universal principles. It also considers the land resources as determinants of a new economic order, of the fairness and the social justice, as well as of the sustainable relationship with the environment.

The model shows the need for promotion of the participatory development, adapted to the local needs.