

Clodomir Santos de Morais

Carmen, R. & Labra, I.

Clodomir Santos de Morais¹ (September 30, 1928 –) is a [Brazilian sociologist](#), [journalist](#), author², musician, [Trade Unionist](#), factory worker and [lawyer](#). He is the creator of the Organization Workshop (OWTM) and associated Large Group Capacitation Method (LGCM).

Clodomir Santos de Morais



Born September 30, 1928 Santa Maria da Vitória
Bahia State (Braz)

Nationality Brazilian

Occupation Sociologist

Known for Creator of the Organization Workshop (OWTM)
and Large Group Capacitation Method (LGCM)

¹ aka “Clodomir Moraes”, as in earlier texts (eg in Stavenhagen 1973:453)

² Apart from his academic publications, the young de Morais published a series of short stories re: http://www.primeiraversao.unir.br/atigos_pdf/numero087Clodomir.pdf

1. BIOGRAPHY

1.1. 1928-1964

Clodomir Santos de Moraes was born September 30, 1928 in [Santa Maria da Vitória](#), a small rural town in the state of [Bahía](#), in Brazil's [Nordeste](#) Province. Because of his restless character he was expelled from two primary schools he attended there. His father sent him to a friend to learn the trade of tailor. After one year and a half of this he was off to [São Paulo](#), where he completed his primary schooling. He joined the [Salesian College](#) where he paid for his studies while working. In the college he stood out as the only black student. Expelled yet again, this time for student activism, he was accepted at an [Adventist](#) college. To finance his studies he enrolled at the São Paulo [Ford Motor Company](#) where, after two years, he made it to line supervisor. It was when working at Ford that he got involved with trade union organization. Later on, while he was finishing his secondary studies, he worked part time as journalist at [A Hora do Povo](#) and [O Sport](#) in São Paulo. Eventually he set up his own News Agency “*A Voz do Norte*”, in [Recife](#). He graduated in the Social Sciences at [UNIFESP São Paulo](#) and in Law at the [Federal University of Pernambuco](#). Journalism drew him almost inevitably towards politics. He was elected Deputy for the State of [Pernambuco](#) and got closely involved with the Brazilian '[Peasant Leagues](#)', then led by [Francisco Julião](#). He was instrumental in pushing the establishment of the [Bank of Pernambuco](#) through Parliament. These and other activities caused him to be imprisoned for two years when the military took over in the [Coup d'État of 1964](#). He 'did time' in several Brazilian prisons, one of them in Olinda, near Recife, where he shared the same (tiny) cell with lifelong friend and compatriot [Paulo Freire](#). His civil rights were taken from him for a period of 10 years. He, however, managed to escape from prison and found asylum in the Chilean embassy in Rio de Janeiro, from where he moved on to [Chile](#) (Carmen & Sobrado, 2000, 14ss) ([Rodriguez, 2011:363ss](#)) (R. Carmen) (NETO) (Rodriguez)

1.2 . Origins of the LGCM/OW^{TM 3}

In 1955 de Moraes was legal consultant for the Peasant League during a 30-day Seminar on Agrarian Law for 60 political activists held in a small residential house in [Recife](#). The cramped conditions of the house combined with the need for secrecy, so as not to arouse the suspicions of the police in the then political climate, imposed on the group a strict organizational discipline in terms of the [division](#) and synchronization of all the tasks which were needed for such an event to run smoothly while keeping up appearances of normal urban living. A subsequent evaluation found that each of the participants, on their return to their

³ LGCM/OW: Large Group Capacitation Method/Organization Workshop

base communities, had made remarkable contributions in leadership terms, in some cases in marked contrast with previous behavior. Rather than simply learning agrarian law, each participant had developed strong organizational skills. (Andersson). This insight led de Morais to think about other practical exercises where a *shared resource base* and the *need for analytical thought* would strongly stimulate organizational consciousness and practice. In the early 60's and until his imprisonment and exile, de Morais staged workshops of an experimental character⁴ throughout the northeast of Brazil.(Carmen & Sobrado, *ibid/Moraes,1970/Andersson,2004:128*) (Andersson) (R. Carmen) (Moraes) (Rodriguez)

1.3. International Organizations' Consultant and spread of the LGCM/OW on three continents

From 1966 de Morais started work as the **ILO's** Agrarian Reform Consultant for Latin America with **Chile's** [ICIRA](#) (Institute for Agricultural Education and Research) As an ILO consultant de Morais (and the OW) made an impact far beyond the confines of his job. In 1969 he ran a Centre OW for 1,000 Panamanians in the context of President Torrijos 'Mil Jovenes' program at the Teacher Training school in City of Santiago, **Panama**⁵. From 1973-75 he was again in **Honduras** working under a FAO project called 'Capacitation Programme for the Agrarian Reform' (Programa de Capacitación Campesina para la Reforma Agraria ([PROCCARA](#)) HON/71/509 FAO/INA/PNUD. In this period about 450 ('Field' Organization Workshops) took place, with the participation of around 27,000 peasants", and the creation of 1,053 Enterprises⁶ (van Dam). The Honduran Benjamin Erazo (re: Carmen & Sobrado, 2000:65ss) relates how one of the enterprises emerging from these OW's, [HONDUPALMA](#), is even today one of the country's biggest Palm Oil producers. In the 1970s de Morais also worked in **Colombia** with **ILO** and [PREALC](#) (Regional Employment Program for Latin America and the Caribbean) directing among other work a large scale OW in the Darien region

⁴ Originally known as 'Experimental Workshops on Theory of Organization' (EWTO's)

⁵ In the late sixties, the then Panamanian General Omar Torrijos Herrera, the de facto ruler of **Panama**, asked for de Morais' advice on how to make his rule acceptable to the United States of America so as to facilitate the country's negotiations for new Panama Canal Treatise. As de Morais recounted it himself (to Ivan Labra), the General told him: "*I need my government to be accepted by the people, I need a Parliament that is able to ratify a new Treaty, but if I call for elections, as things stand now, people would fail to vote me in*". de Morais reportedly advised him to change the Constitution to allow for a new Parliament, composed of 505 Representatives from the country's 505 counties. "They would then elect you as head of Government" To which Torrijos retorted "*But how do I convince people to accept the new system in the first place?*" As the youth were known to be supportive of the Military, de Morais then suggested the idea of gathering 1,000 young people into a "Centre" OW, equip them with transport and logistics (from the military) and get them to take the new Constitution to every corner of the country in preparation for the election. (Oral communication personal recollection Ivan Labra)

⁶ ERAZO, B y FAJARDO. A "El Proceso de Colectivización del Agro Hondureño, CESTEM N 1, México, 1980, page 46. (The collectivization process of agrarian Enterprise in Honduras) Quoted by Clodomir Santos de Morais in his doctoral thesis . University Wilhelm-Pieck, Rostock, June 1987

and a Centre OW for Directors in Córdoba. In 1973-6 de Morais became [ILO](#) adviser in **Costa Rica**. With support of the Universidad Nacional ([UNA](#)) he ran a 2-week Centre O.W. for Cooperative members & students in [Bataan – Canton Limon](#). In 1973 alone 80 cooperatives and 15 membership enterprises were set up in Costa Rica, following OWs. Most of these are still in existence 40 years later, amongst them *FEDERAGRO*, [FECCOOPA](#), [COOPESA](#) (*Aircraft maintenance*) [COOPESILENCIO](#), [COOPEVAQUITA](#), [COOPROSUR](#) et al. (Carmen&Sobrado,2000:52-60). Earlier, as [ILO](#) representative he had established CENRICA (Centre for Agrarian Reform Education & Research) and SINAMOS (National System for Social Mobilization) (Carmen&Sobrado,2000:88).

de Morais arrived in **Mexico** in 1976 at the invitation of [CECODES](#) (Centre for Ecology and Sustainable Development) and consulted to [PRODERITH](#) (Program for Integrated Rural Development in the Humid Tropics) on behalf of [FAO](#) and the Secretariat for Agriculture and Hydrological Resources of Mexico. From Feb-March 1977, the first Field OW was held in Chiapas (Velasco Suarez). In Jan 1978 at Nueva Tampaón, the Potosí Field OW was held, with 277 people, and the Joint Educational Enterprise Tampaón was set up. In the 1990s he returned to Mexico, and in May 1996 ran the Huatusco (Vera Cruz) Centre OW mainly for members of the coffee producers' union (Herrera in Carmen&Sobrado, 2000:70ss) (Herrera)

From 1977-1989 de Morais was asked to work in **Portugal** by [INSCOOP](#) (Lisbon Cooperative Institute 'Antonio Sergio') in collaboration with the [ILO](#) and [UNDP](#) (United Nations Development Program). de Morais adapted the OW to European conditions and introduced the 'Course OW' variant (see note 5). Hundreds of Portuguese Trade Unionist Technicians + 3,000 Assistants were trained locally by the graduated technicians (Carmen&Sobrado,2000:152ss).

From 1975-80 CIARA (Foundation for Applied Capacitation and Research in Agrarian Reform) provided the institutional home for de Morais to run 286 workshops in **Venezuela**, in the course of which there is capacitation of 11,440 people. (Carmen&Sobrado,2000:82-3) From 1980 to 1984 Clodomir worked in **Nicaragua** jointly with COPERA (Capacitation Project for the Agrarian Reform Producers and Jobs Organization) and Nicaragua INRA (National Institute for Agrarian Reform). In the 1980s he also acted as consultant in **Central America/Dominican Republic** to [PRACA](#) (Training and Study Program for the Agrarian Reform and Rural Development of the Central American Isthmus and the Dominican Republic) delivered by the [IICA](#) (Interamerican Institute for Technical Cooperation in Agriculture) and other agrarian institutes in the region and [IAD](#) (Dominican Agrarian Institute).

In 1985 de Morais worked with [ILO](#) in **Geneva, Switzerland** to organize a Centre OW for African leaders about to return to Africa. Most were called back prematurely, so de Morais himself went to Africa. (Correia, 2001). In the mid-eighties, de Morais ran ‘Centre’ and ‘Course’ OW’s in **Guinea-Bissau** (Carmen&Sobrado:112) and **São Tome e Principe** (Carmen&Sobrado:92-3). The OW was later taken to **Angola and Mozambique** through the efforts of Ivan and Isabel Labra. From the mid80s-90s the OW was adapted by I & I Labra to Anglophone Africa, starting in Glen Forest Training Centre **Zimbabwe** in cooperation with the Dutch organization HIVOS (Humanist Institute for Development. Cooperation) following the recommendation of Ian Cherrett. (Carmen&Sobrado,2000:115ss).⁷

1987 saw the end of Dictatorship in **Brazil** and the LGCM method and its creator finally returned to their country of birth. Initially a lot of Field and Course OWs were run in both rural and urban environments. Since then, and until the present day, dozens of ‘PROGERS’ (Job and Income Generation Programs) have been run in most of the **States of Brazil**. From 1995 to 2001, for example, 192 ‘Field’ OWs, 18 ‘Course’ OWs, 4 ‘Enterprise’ OWs were run in **Brazil**, with 79,257 active participants, 1,860 new business start-ups, and 9,066 new jobs were created (FAO). In 2002, 129 OWs of all types were run, 53,537 people became entrepreneurially and organizationally capacitated, and 1,464 new business start-ups and 11,680 new jobs were created. (Labra) (see also: iattermund.org.br). Large-scale national and regional Field, Course and Centre OWs have taken place in **Costa Rica** since the seventies and are still ongoing (cemedede.una.ac.cr) Regular ‘Opinion’ articles on these are published by Miguel Sobrado in the Opinion columns of “La Nación”, Costa Rica. (<http://www.nacion.com/>). There are also ongoing OW programs run by Seriti Institute in **South Africa** (<http://www.seriti.org.za>), and one was televised on SABC TV during the Kwanda series. (<http://www.tvsa.co.za/mastershowinfo.asp?mastershowid=2152>)

Sayings by de Morais

- Unemployment is a massive problem; It needs massive solutions” (Carmen)
- A world divided between ‘those who do not eat’ and ‘those who do not sleep’. Those ‘not sleeping’ are doing so because they are in permanent fear of ‘those who do not eat’. (Carmen & Sobrado) (Chapter 1)
- What get things moving is not Money – What gets things done is not Technology – What gets things is not Project planning and management – But things do get done by men and women who are adequately organized. Once organized, they will find the money, they will find the technology, they will find the projects (Carmen,Labra,Davis)

⁷ **The OW in Anglophone countries:** for further developments and further expansion in southern Africa (Namibia, Botswana, South Africa), go to www.seriti.org.za webpage. - The process of introducing the OW in the **UK** started in 2002 and is still ongoing. See among others [Labra](#), [Jenkins](#), [Marshfarm](#), [Wainwright](#).

- I am hopeless with money, yet I helped found one of the biggest banks in Brazil (Bank of Pernambuco, Br)

Recognition

December 15, 2008: Human Rights Prize (Brazil) for his contributions to the fight against poverty – from the hands of the then President Ignacio Lula and the then minister Dilma Rousseff. http://www.nacion.com/In_ee/2009/enero/08/opinion1831544.html

Links

- <http://seriti.org/za>
- <http://integraterra.org/>
- iattermund.org.br
- <http://cemedede.una.ac.cr/>

Wikipedia articles on de Moraes, Organization Workshop, Capacitation (in preparation Oct 2011)

REFERENCES:

Andersson, Gavin. "Unbounded Governance: A Study of Popular Development Organization" PhD Thesis p,129. London: Open University, 2004.

Carmen, R&Sobrado,M. "A Future for the Excluded. Job Creation and Income Generation by the Poor. Clodomir Santos de Moraes and the Organization Workshop". London: ZED Books, 2000 p14ss.

Correia, Jacinta Branco. "Communication and Capacitation in the self-managing enterprises which resulted from the Organization Workshops" (Spanish original. Chapingo, Mexico: PhD Thesis, 2001 .

FAO. FAO Brazil - Technical Cooperation Report. Regional. Brasilia: FAO Brazil - Regional Office for Latin America and the Caribbean, 2002.

Herrera, J.J.Rojas. "The Mexican Experience." Carmen&Sobrado. "A Future for the Excluded". London: ZED Books, 2000. 70 ss.

Labra, Ivan. "The Course Organization Workshop in the Perspective of the Community Works Programme (CWP) in South Africa". Seriti. Joannesburg: Seriti, 2011.

Moraes, Clodomir. "'Peasant Leagues in Brazil'." Stavenhagen, Rodolfo (ed). "Agrarian Problems and Peasant Movements in Latin America". New York (NY): ANCHOR books, 1973. 453-501.

Morais, de, Santos, Clodomir. Objective conditions and subjective factors of the Incorporation of the rural population in the Development Process in Latin America (Spanish original). Rostock, DDR : PhD Thesis, 1987.

NETO, Joaquim Lisboa. "Clodomir Moraes: Uma Trajeta de Luta em Favor dos Excluidos" "Clodomir Moraes: Itinerary of a struggle for the Excluded"." Jornal Comerico Hoje 28 April 2010
<http://www.jornalcomerciohoje.com.br/index.php?page=blog&id=4&title=CLODOMIR-MORAIS-UMA-TRAJET%D3RIA-DE-LUTA-EM-FAVOR-DOS-EXCLU%CDDOS->: 470.

Rodriguez, Katerine. "ANALISIS DE COYUNTURA DE LA CREACION DE LA METODOLOGIA DE CAPACITACIÓN MASIVA ." Sobrado, M. (Ed). Antologia de lecturas para el Curso "Capacitacion Masiva y su aporte al Desarrollo" (Antology of lectures for the Course "Large Group Capacitation and its contribution to Development"". Chapingo, Mexico: Faculty for the Social Sciences, 2011 . 363 ss.

van Dam, Cees. "The Experimental Laboratory of Clodomir de Moraes" (original in Spanish). den Haag: PhD Thesis, 1982.