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Statement Regarding the Nucleus Approach and its Dissemination

1 Core elements of the Nucleus Approach

The so called Nucleus Approach (Portuguese: Metologia Empreender; Spanish: Metologia Núcleos Empresariales; German: Nukleus Ansatz; French: Approche Nucleus) consists of the following interlinked elements:

- Formation of working groups of entrepreneurs (=Nuclei) within business associations or business chambers or other enterprise self help organisations (NGOs) organized per enterprise sector or subject.
- A Nucleus is moderated, organised and accompanied by a counsellor employed by the chamber / association.
- A Nucleus takes effect in three directions:

- It changes the Nucleus institutions as service providers to its members by
 - providing group counselling (entrepreneurs counsel entrepreneurs) for Nucleus members,
 - identifying Nucleus entrepreneurs' subjectively perceived problems; look for solutions within the group and start common activities in order to arrive at far reaching ideas and solutions.

The aim is to stimulate the Nucleus entrepreneurs' own ideas to improve their businesses. The methodology is based upon Action Learning.

- It changes the Nucleus institutions into lobbyists by operationalizing Nucleus suggestions and requirements in order to improve the economic framework conditions affecting the Nucleus institution members.
- It changes the Nucleus institutions from within because the Nuclei are part of the Nucleus institution. It stimulates organisational development processes.
The target is to improve the efficiency of the Nucleus institution to be professionally managed by honorary and employed staff. This will lead to qualified Nucleus institution contributions to the economic and social development of its region.
This organisational development process needs additional interventions and support from external actors (donors, SME promoting organisations and others).

2 Development of the Nucleus Approach

The Nucleus Approach has been designed and developed since 1991 within the framework of the partnership project between the Chamber of Crafts and Small Industries for Munich and Upper Bavaria, Germany, and several Brazilian chambers of commerce and industry in the federal state of Santa Catarina (ACE) by the project team, honorary and full time staff of the involved business associations and chambers and some entrepreneurs through learning by doing.

The German Federal Ministry for Economic Cooperation and Development (BMZ) supported the partnership project financially from 1991 until 2001. Between 1991 and 1994 it was supported by the German Technical Cooperation (GTZ) and afterwards by SEQUA gGmbH – Partner of the Industry, Foundation for Development and Qualification, Bonn.

In 1996, the involved partnership project ACEs founded the Fundação Empreender (FE) in order to institutionalize the cooperation between the business chambers and to disseminate the Nucleus Approach from Santa Catarina to all over Brazil and other countries. The FE took over the project team as its own staff.

Since then FE has acted as contract and cooperation partner of the Chamber of Crafts and Small Industries for Munich and Upper Bavaria to date.

The development of the Nucleus Approach was accurately documented. All documents developed since 1991 are available¹.

The Nucleus Approach is an original Brazilian approach to promote business chambers / associations and SMEs.

It is not a copy of a German exercised model.

3 The Nucleus Approach 2006

The Nucleus Approach is being implemented in Brazil (FE, Confederação de Associações Comerciais e Empresariais do Brasil), Uruguay (Red ProPymes) and Sri Lanka (GTZ). For further details see attached list. Several GTZ and other donor funded projects in Latin America, Asia and Africa are in preparation.

4 The signing parties' statement regarding the legal property of the Nucleus Approach and its dissemination

All signing parties have a core interest in the Nucleus Approach being disseminated in developing countries by as many business chambers, business associations and NGOs as possible.

¹ The description about the beginning of the partnership project and the development of the Nucleus Approach was documented by Rainer Müller-Glodde: „Organisationsentwicklung in brasilianischen Unternehmensverbänden, Fallstudie des Partnerschaftsprojektes zwischen brasilianischen Handels- und Industrieverbänden in Santa Catarina und der Handwerkskammer für München und Oberbayern“, published by Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Organisations-, Kommunikations- und Managementberatung, Aus der Arbeit der Abteilung 403, Nr. 16/d, Eschborn, Juli 1993

- The signing parties have so far not defined any legal property rights. They do not intend to do so in future.
- Also any other institution or person is kindly requested not to claim any property rights in order to ease the dissemination of the Nucleus Approach.
- Every other institution or person is authorized to adopt, further develop and implement the Nucleus Approach worldwide without consultation.
- Each institution or person implementing the Nucleus Approach should indicate the following in terms of the approach's origin:
 - The Nucleus Approach was developed by the Fundação Empreender, Joinville, Brazil, within the partnership project with the Chamber of Crafts and Small Industries for Munich and Upper Bavaria, Germany.
 - The partnership project was financially supported by the German Federal Government.
 - The Nucleus Approach is primarily a Brazilian approach.
- Each institution or person is requested to make available to all other institutions all ideas, developed materials (concepts, statistics, reports, impact analysis) and experiences regarding the further development of the Nucleus Approach free of charge.

Signed on 14.02.2007

Hans Dieter Didjurgeit,
President of the Trusteeship Council
of Fundação Empreender

Adriano Marcel Zimmermann
Executive President of Fundação
Empreender

Luiz Carlos Furtado Neves
President of the Federation of Chambers of
Commerce and Entrepreneurs of Santa
Catarina (FACISC)

Signed on 08.08.2006

Dr. Ralf Meyer
Head Program Management
SEQUA gGmbH, Partner of the Industry

Signed on 07.08.2006

Heinrich Traublinger, Member of Parliament,
President

Bernd Lenze, Secretary General
Chamber of Crafts and Small Industries for
Munich and Upper Bavaria

Signed on 20.07.2006

Jochem Lange, Head of Department 41 –
Economic Development and Employment
Promotion
German Technical Cooperation (GTZ)
GmbH

Annex: Status Implementation of the Nucleus Approach June 2006

Institution	Implementation since	Remarks
Fundação Empreender, Brazil	1991	Acts as service provider for the Federation of all ACEs of Santa Catarina, FACISC, dissemination outside of Brazil
Confederação de Associações Comerciais e Empresariais do Brasil (CACB), Brasilia, Brazil	1999	Dissemination of the approach all over Brazil with the support of SEBRAE Nacional. Participating ACEs 597, Nuclei 2.430, members 34.147
Red ProPymes, Uruguay, a federation of several small and medium enterprises and one small and medium enterprise promotion agency supported by GTZ until 2002	1999	2003 around 100 Nuclei with about 1.000 members
Sri Lankan - German Economic Strategy Support Programme ESSP – GTZ, Sri Lanka	2002	6 chambers and associations with 81 Nuclei and 1.275 members
Promotion of SMEs (PMSME) – GTZ, Sri Lanka	2005	7 chambers and NGOs with 47 Nuclei and 458 members
FE informed and consulted associations and enterprise promotion projects (mostly supported by GTZ) in Argentina, Bolivia, Chile, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Mozambique, Namibia, Kazakhstan, Philippines regarding the Nucleus Approach. Some organizations experimented with the approach. Information about the status of implementation is currently not available.		
Under preparation		
ESSP Sri Lanka: Nucleus Approach Workshop 10/2006	Confirmations from Vietnam (GTZ and ILO), Laos (GTZ), Nepal (GTZ)	
Federation of Chambers of Commerce and Industry Sri Lanka, Colombo – SIDA, Sweden	Intention to implement the Nucleus Approach all over Sri Lanka in all business chambers	
Confederação de Associações Comerciais e Empresariais do Brasil, Brasília	Intention to implement the Nucleus Approach in six Latin American and African countries	
Programme Promotion de l'Emploi des Jeunes en Milieu Urbain – GTZ, Senegal	Preparation to implement the Nucleus Approach	
Appui aux associations professionnelles et organisations patronales – GTZ, Algeria	Presentation of the Nucleus Approach 06/2006	