

First Round of Workshop Sessions:

Identify Key Targets 3 Years Ahead

- **Why am I here? What is in it for me? 3-years ahead!**
 - **list your individual targets on flip chart**
- **Prioritise the 2 most important 3-year targets**
 - **document the 2 targets on one flip chart sheet and report on stage**

Leadership for workshop

Group Academia

Room Caucus 2

Chairperson: George Essegbey

Rapporteur: Femi Bamiro

Group Government A

Room LBR

Chairperson: Busi Mhaga

Rapporteur: Erica Elk

Group Government B

Room Caucus 1

Chairperson: Stefanus Motinga

Rapporteur: Ibrahima Wade

Group Donors

Room Caucus 3

Chairperson: John McMahon

Rapporteur: Kevin Urama

Group Business

Room Caucus 5

Chairperson: Peter Chisawillo

Rapporteur: Joyce Rwakasisi

Please have a look at the lists to find your group!

3 year Objectives/Targets

| Groups | Objectives/Targets |
|--------------|--|
| Academia | <ol style="list-style-type: none"> 1. Mapping of clusters (nationally/regionally, geographically and characteristics, value chain), Database of clusters, website development 2. Mainstreaming cluster development into academic activities (teaching, research, community outreach) |
| Government A | <ol style="list-style-type: none"> 1. Clustering mainstreamed into government policies and budgets 2. Govt should facilitate identification mapping, establishing clusters in partnership with all stakeholders with an exit strategy 3. Regional cooperation, experience and info sharing (cluster based) |
| Government B | <ol style="list-style-type: none"> 1. Recognize key role for Government to take lead 2. Lightning 1000 cluster fires! |
| Donor | <ol style="list-style-type: none"> 1. Knowledge resource that cluster practitioners (technical support) can into to promote local/regional CI's <ul style="list-style-type: none"> - conceptual/methodology development -Knowledge sharing on processes of CI's and good practice and mapping -Identify existing resources and how to work with them 2. Bring together all stakeholders: P&P sector, government, NGOs and academia |
| Business | <ol style="list-style-type: none"> 1. Learning and networks (knowledge sharing, benchmarking, database, meetings, Institutionalization (VIBRANT), Pan African Competitiveness Institute) 2. Promotion of CI development (establishment of new clusters, upscaling existing clusters, mainstreaming cluster activities into private sector programs) |

Second Round of Workshop Sessions:

Discovering the Key Challenges 3 Years Ahead

- **Select the 2 most important 3-year targets**
- **Assign the most important 3-year challenge for each target**
- **Document the 2 targets and the 2 challenges on one flip chart sheet**

Discovering the Key Challenges

| Groups | Targets | Key Challenges |
|---------|---|--|
| Group 1 | <ol style="list-style-type: none"> 1. Knowledge resource 2. Promotion of CI's (concept and implementation) | <ol style="list-style-type: none"> 1. Identification, maintenance/analysis, dissemination 2. Mainstreaming CI's into national development agenda (Changing mindset of actors, creating trust and relations) 3. Funding |
| Group 2 | <ol style="list-style-type: none"> 1. mainstreaming clusters into triple helix 2. Mapping | <ol style="list-style-type: none"> 1. Lobbying for legal framework 2. Trust, competition/mobilization |
| Group 3 | <ol style="list-style-type: none"> 1. mainstreaming clusters into triple helix 2. Establishing knowledge platforms, management and information sharing | <ol style="list-style-type: none"> 1. Changing mindset 2. Geographical spread and inadequate communication infrastructure (Information overload) |
| Group 4 | <ol style="list-style-type: none"> 1. Mainstreaming cluster development 2. Develop a roadmap | <ol style="list-style-type: none"> 1. Lack of knowledge and awareness of the meaning of clusters and how they work 2. Availability of resources |
| Group 5 | <ol style="list-style-type: none"> 1. Institutionalization of Cluster movement (nationally, regionally, internationally) – appropriate structure 2. Promotion of CI's development | <ol style="list-style-type: none"> 1. Finding and mobilizing appropriate structure and grassroots champion (resources) 2. building and sustaining the capacity needed for promotion of CIs (mapping, sensitization, identifying min 5 clusters in each country, database, website, knowledge generation, application and |
| Group 6 | <ol style="list-style-type: none"> 1. Mainstreaming CI's into government policies, academia, private sector and dev. partners 2. Operationalise regional and Pan African network that supports each country's CI's leading to 1000CIs | <ol style="list-style-type: none"> 1. Change of Mindset (triple helix), resources, implementation of policies, cooperation willingness 2. Resources and Development of a workable structure for implementation, (financial and human resources) |

Third Round of Workshop Sessions:

Embarking on a 3 Year Strategy

- Agree on and commit to a 3-year strategy - including timelines, meetings, responsibilities, etc
- Document the strategy on one flip chart sheet

Embarking on a 3 year strategy

| Groups | 3 year strategy |
|--|---|
| <p>Target: Mapping (Identifying clusters and stakeholder, characteristics, Legal framework, special demands to foster innovation, specific challenges)</p> | <p>TRUST: Create opportunities /benefits for cooperation, joint strategies to identify risks and establish resolution mechanisms, develop risk mitigation strategies, Create transparency, assure cost recovery and mutual benefit, Contractual structures, Distribution mechanism and standards COMPETITION MOBILIZATION Provide and share market information, market intelligence Transmission of big picture to all stakeholders</p> |
| <p>Knowledge resources – demand driven! - Funding issue to be discussed</p> | <p>Strategic information needs: - <u>identify</u> clients, information type, value addition, incentives for contribution Operational information needs -roles and responsibilities, determine structure of services and human resources -focus on quality or inclusiveness? -platform: IT-based or non- IT-based (national helpdesks...)</p> |
| <p>Roadmap for cluster development</p> | <p>Roadmap: Identify potential clusters with low hanging fruits, key actors, financial viability, champion, donor support, establish policy framework, establish national point of coordination, create enabling environment, management team, training modules/ facilitators, promotion of activities and products (branding), develop export strategies, (sponsor) trade missions, award systems 2. Challenges: resources (skills/expertise, technology transfer, machinery and equipment), funds for operations (training, trade promotion....)</p> |
| <p>Institutionalization and operationalization of PACF</p> | <p>Vision: 1000 FIRES OF INNOVATIVE CLUSTER INITIATIVES TO BE LIT ACROSS AFRICA BY THE YEAR 2010 General Assembly, Advisory Board and Executive Board and Secretariat, Website</p> |
| <p>Mainstreaming Clusters</p> | <p>1.Establish a Pan African Competitiveness Institute 2.Sensitization and awareness creation and commitment towards Cluster initiatives</p> |
| <p>Promotion of Cluster Initiatives</p> | <p>Goal: National Cluster development programs Actions: Creating a Successful Example (Sudan), National Initiation (Rwanda), National Program (RSA)</p> |

Final Round of Workshop Sessions:

Embarking on the first 6 months' Action

- Agree on and commit to a 6-month action plan - including timelines, meetings, responsibilities, etc.
- Document the strategy on one flip chart sheet

INSTITUTIONALISING AND OPERATIONALISING PACF

Structure

- PACF General Assembly (GA)
 - Constituted by members of PACF
 - Founding members: Participants to the 1st PACF Conference
- The Advisory Board (AB)
 - Constituted by continental representation based on geographic spread
 - Initial board to have:
 - 22 members representing the 22 countries with delegates attending the 1st PACF conference (Max 1 representative per country)
 - Individuals with Merit (10)
 - International Team of experts (Linked to TCI) (5
 -)

Structure Cont...

- National Reps to the AB to be elected from individual countries and should represent the triple helix in the respective country
- The Executive Board (EB)
 - To be constituted from the AB
 - Criteria/Factors to be considered in constituting the EB:
 - Triple Helix, Gender, Regional dimension
 - Composition:
 - Country Representatives (5/4)
 - International (1)
 - Individual (1/2)
 - Total (7)

Structure Cont...

- Office Bearers:
 - Chair
 - Vice Chair
 - Secretary/Treasurer
- The Office bearers to be elected by the EB
- Term of Office: For the AB & EB: 2 years
- Roles and Responsibilities
 - AB: Main policy organ setting the strategic agenda of PACF
 - EB: Implementation and operational aspects including Resource mobilisation
- Frequency of meetings
 - GA: Annually
 - AB: Annually
 - EB: Quarterly

Structure Cont...

- Secretariat: To be facilitated by the Chair
- Headquarters: None for the time being
- Website: Secure pages on the TCI website

VISION

***“1000 FIRES OF INNOVATIVE CLUSTER
INITIATIVES TO BE LIT ACROSS
AFRICA BY THE YEAR 2010”***

Immediate Action Agenda

- Constituting the AB and EB (16 April 08)
- EB Prepare 12 months Action Plan (Oct 08)
- Establish National Steering Committees (Where not in place) within the next 12 Months

MANDATE OF THE AB & EB

- To enhance African competitiveness through innovation and cluster based competitiveness initiatives by promoting the development of cluster Initiatives In Africa
- To facilitate mainstreaming of innovation and cluster-based competitiveness initiatives in future business and private sector development policies, strategies and programmes in Africa.
- To promote continental and global collaboration and partnerships in the development of CIs.
- To provide a platform for knowledge sharing and the building up and expansion of the knowledge base on clusters and cluster based development initiatives
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-

6 MONTHS ACTION PLAN

| ACTIVITY | TIMELINE | RESP. |
|--|---------------------------------------|-----------------|
| Constitute AB & EB Country Reps, Shoulder tapping International | Today 1300hrs | Ifor |
| Meeting of AB Elect EB | 1400hrs Today (16.4.08) | Ifor |
| Meeting EB | Today after AB Meeting | Chair |
| Preparation of PACF Instrument | Draft: Aug 08 Final Oct 08 | |
| Meeting of EB | Aug. 08 | Chair EB |

6 MONTHS ACTION PLAN

| ACTIVITY | TIMELINE | RESP. |
|---|--------------------------|--------------|
| Establishment of National Steering Committees | 12 Months | Country Reps |
| Resource Mobilisation | Immediate and continuous | EB |
| Develop Strategic Plan | Oct 08 | EB |
| | | |
| | | |

PACF Southern Africa Regional Chapter

PACF Southern Africa Regional Chapter

Objectives:

**Promote cluster initiatives in Southern Africa
Sharing best practice on cluster initiatives among in Southern Africa
Aligning value chains across countries / linking and internationalizing clusters**

Activities:

**Each government will adopt national cluster programmes
Develop mechanism for sharing knowledge
Supporting national cluster initiative seminars, fact finding missions etc.
Branding the competitive Southern Africa**

6 month actions:

**PACF-SARC Coordinator, Leo M.
Establish list of members of the PACF-SARC network (and invite others)
Share key information and documents on cluster development
List/map existing/emerging clusters and stakeholders (incl. SADC activities)
Constituting the regional chapter
National champions begin to facilitate CI grounding nationally
Investigate support opportunities
Approach SADC secretariat to inform on PACF-SARC and invite for collaboration**

| Task | Responsibility | Time Frames |
|---|--|--------------------------------|
| PACF-SARC Coordinator | Leo Makgamathe (South Africa) | 16 April 2008 |
| Establish list of members of the PACF-SARC network and distribute list (and invite others) | Leo Makgamathe (South Africa) | 18 April 2008 |
| Share key information and documents on cluster development | PACF- SARC team | 15 May 2008 |
| List/map existing/emerging clusters and stakeholders (incl. SADC activities) | PACF- SARC team | 31 July 2008 |
| Constituting the regional chapter | PACF- SARC team | Cape Town 28 - 29 October 2008 |
| National champions begin to facilitate CI grounding nationally including identification of 3 -5 champions | PACF- SARC team name and email to Leo | 30 April 2008 |
| Approach donors for support through technical/private sector working groups | PACF –SARC team Thomas W. (SIDA Ghana) John McMahan (USAID Mozambique) | 31 May 2008 |
| Approach SADC secretariat/ Chamber of Commerce to inform on PACF-SARC and invite for collaboration | Morongoe Ntloedibe-Disele (Botswana) | 15 May 2008 |

PACF (ECOWAS CHAPTER)

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Action plans in the next 6 months

- Establishment of contact points in the West African countries Nigeria, Ghana, Senegal, Gambia and other countries.
- At national level, initial mapping of clusters and re integration of Government's involvement in PACF activities.
- Review of status at national Levels- 3 Months
- Organizing a Regional meeting in Ghana with about 50 –60 participants from all the countries – end July.
- Organizing francophone West African countries (Mali, Gambia, Cape verde, Bénin, Togo, Niger, Sierra Leone and Cote d'ivoire). The host being Sénégal in the first instance within the next one month.
- Appointment of [Prof Bamiro](#) as the interim chairman for ECOWAS sub region.
- Sourcing for funds (Sida, USAID, SPEED/GTZ) for the local, national, regional mapping
- Acting 1st vice chairman, [Ibrahima Wade](#) from Senegal.

**Support to Sectorial National
Competitiveness Pilot Initiatives
in Sudan and Rwanda**

- Promotion of Cluster Initiatives

Promote cluster initiatives across Africa

Goal: National cluster development program

- An effective way to economic development
- Different routes to achieve this.
- Identify, acknowledge and assist champion to drive cluster development
- Target key stakeholders – especially government
- Create show cases and strengthen existing CI
- Share success stories and as well as problems of CI between countries
- PACF acting to get AU and Donor agency endorse CI to National Government

Promote cluster initiatives across Africa

Cont.

- Build a portfolio of success stories across Africa □
- Define Needs and transform them into Growth areas
- Develop and implement a comprehensive Media Plan
- Identify thought leaders to support processes as change agents
- Support national, regional and Pan African programs, forums and workshops

Actions Initiating Clusters

- Creating Successful CI (Sudan)
 - Champion identified (accomplished PACF)
 - Mr El Asyouti
 - Governmental interest raised (accomplished PACF)
 - Dr. Muhammed Yousif Ali
 - Identified leather and hand craft as the initial areas to approach (accomplished PACF, AA)
 - Visit of showcases (leather cluster visit PACF)
 - Opening doors among government, academia and private sector
 - Initiatives and response communicated back at Cape Town, Oct 2008
 - Leather initiative supported at the Leather Conference in Khartoum, Nov 2008
 - Network with contacts taken at PACF, AA

Actions Initiating a Dual National Approach

- National Initiation (Rwanda)
 - Sharing experiences from Tanzania and Uganda
 - Workshop in Kigali combined with an exhibition of clusters
 - Proposal presented to SIDA/SAREK representative and initial positive response
 - Outcome
 - Get academia involved
 - Select and assist champion to drive cluster development
 - Initiate the development of a national development plan

Actions Developing a National Program

- National Program (RSA)
 - Join hands with the Mainstream Strategy
 - Priority for the TCI conference in Cape Town, Oct 2008

Promoting World Class Products of Africa

- Goal: Get World Class Products from African Clusters
 - Initiative approached and action developed in Cape Town, Oct 2008
 - Challenge at PACF for potential products with a potential to become an African Top Brand

Mapping

2. The Strategic Plan

- **The Overall Goal:** To be able to mainstream cluster initiatives in triple helix goals.
- **The Specific Objective:** To establish the existence, location and status of cluster initiatives in Africa.

Strategic Plan

- **Methodology for Data Collection:** Identification of information using both primary and secondary data sources.
- **Time Frame:** July 2008- December 2008.
- **Target Cluster Initiatives Targeted:** Within each country identify main economic sectors and map out the ‘existing’ clusters in those sectors. In each country identify at least existing 20 clusters initiatives in key economic sectors.
- **Resources Required:** Around USD 100,000 for each country.
- **Responsible Persons:** PACF, Government Ministries responsible for clustering, private sector, Academia and Development Partners.

3. Studying the Cluster

- **Activity:** Development of Data Collection Instrument for mapping of the cluster (The Template).
 - This will encompass designing a comprehensive data collection framework mapping the clusters using diamond model pillars- Related industry to a particular cluster, Legal and Regulatory Framework, rivalry and competition, demand Factors and factor Conditions that affect cluster cohesion.
- **Time Frame:** May 2008-July 2008.
- **Resources Required:** Around USD 40,000 for each country.
- **Responsible:** PACF, Government Ministries responsible for clustering, private sector, Academia and Development Partners

Strategies to overcome the Challenges

Strategy: Overcoming the Mistrust Challenge

- **Problem:** Owners of firms are not comfortable when asked about their value chain and other information required for cluster mapping and there is a risk that getting wrong data

Activities:

- Establishing opportunities that will emerge by giving correct data
- Establishing opportunities/benefits of working together
- Joint strategies of identifying risks and risks mitigation measures
- Creation of transparency
- Ensuring cost recovery and share of benefits
- Contractual agreements defining roles and responsibilities of different actors
- Dispute resolution mechanisms e.g. ADR
- Develop standard and expectation from each partner

Time Frame: Continuous

Resources Required: 200,000 US\$

Responsible: PACF, Government Ministries responsible for clustering, private sector, Academia and Development Partners, Cluster members