



Session 1: Visions for the Transformation of Industrial Parks



Christian Susan

UNIDO, Session Moderator



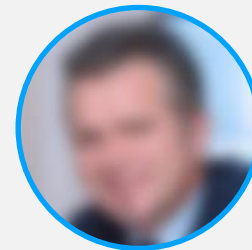
Bernd Oellermann

National Cleaner Production
Center of South Africa (NCPC-SA)



Sabine Becker

GIZ Germany



Norbert Reichl

Food Processing Initiative e.V.



Implemented by:



Session 1: Comprehensive transformation of SIA for the well-being of people

Socio-ecological transformation of industrial parks through Cluster-based Management

Sabine Becker, Head of Sector Project 'Employment Promotion in Development Cooperation'

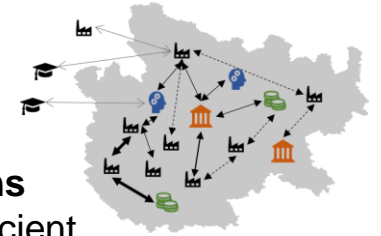
6.6.2023



Deutsche Gesellschaft
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Cluster Management: what is a cluster?

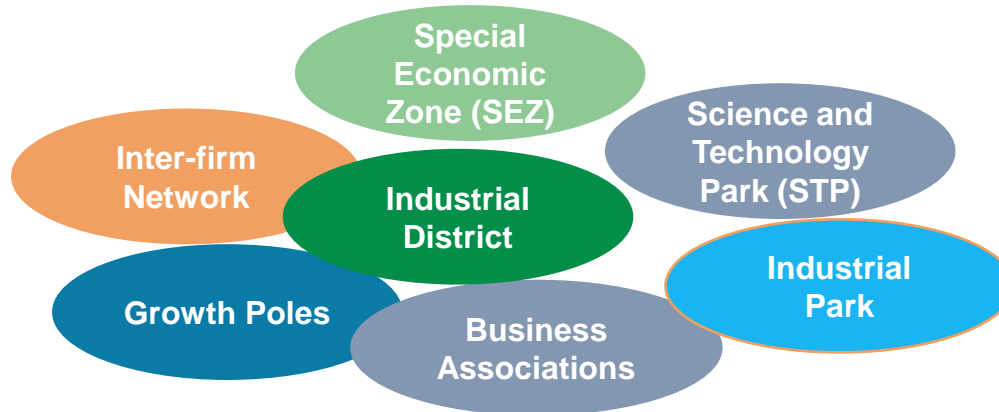


Cluster

Groups of **firms**, related **economic actors**, and **institutions** that are **located near each other** and have reached a sufficient scale to **develop specialized expertise, resources, suppliers and skills**.

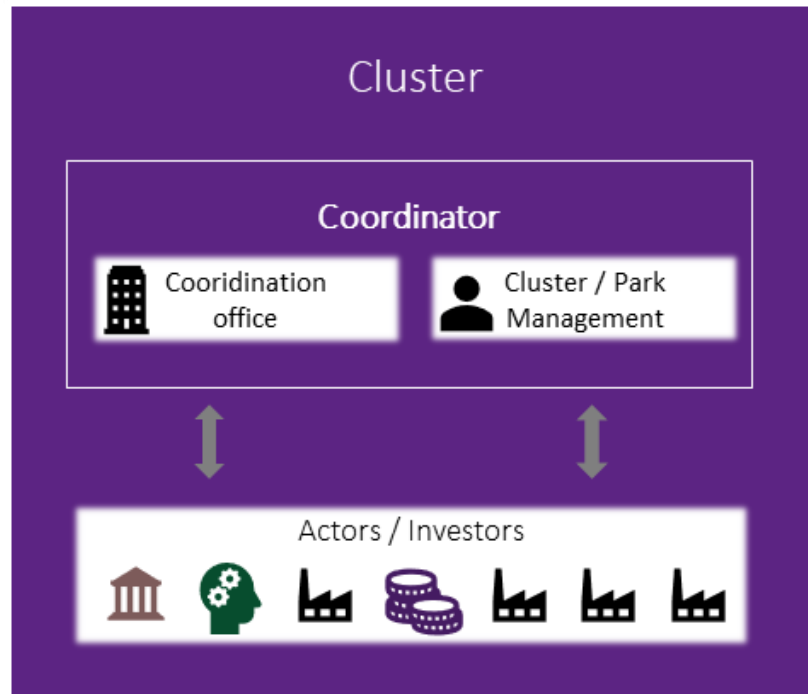
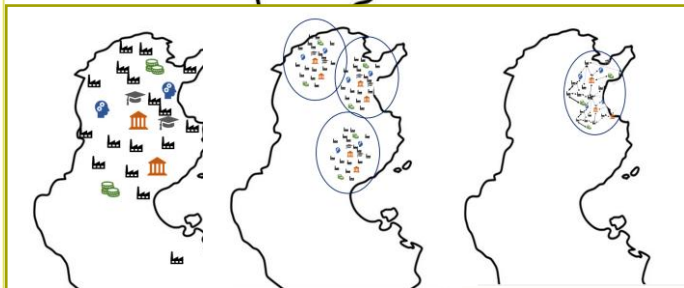
All clusters share four characteristics: a **spatial focus**, a **sectoral focus**, a **critical mass of firms**, and a **management unit**.

Different shapes of cluster implementation





Cluster - ideal type





Why clusters and cluster management?

Today's businesses face complex and turbulent environments.

Challenges

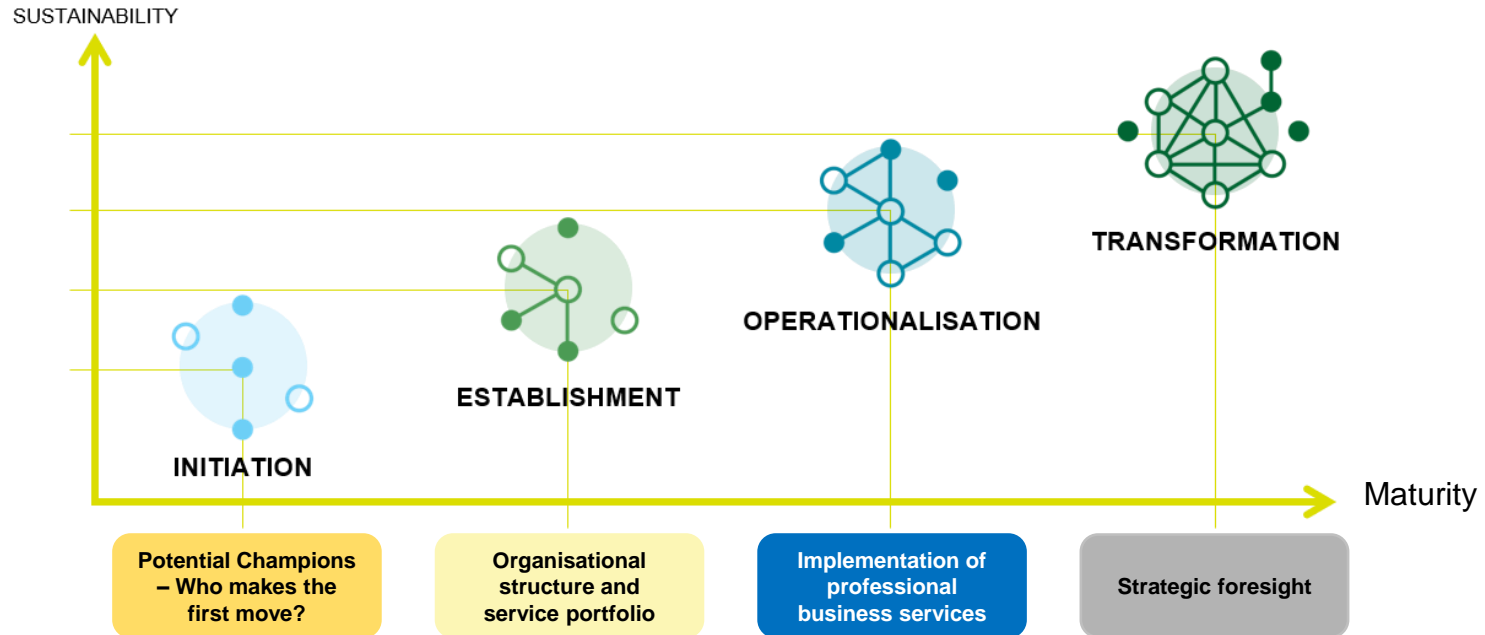
- globalized value creation processes
 - digital and carbon-neutral transformation
 - sectoral and technological convergences
 - crisis and need for resilience
-
- Only very few businesses feature sufficient capital, market know-how, product knowledge and ability to learn on their own.
 - To combat these limitations, businesses, especially SMEs, must focus on their core competences and establish well-structured collaborations with complementary partners.

→ Cluster participation plays a crucial role in boosting such collaboration of enterprises.



Cluster Management – stages and evolution towards transformation

Tailor-made support and tools for cluster development along its life cycle





Step by step process for transforming

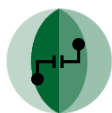
In order to develop towards a cluster that is capable of acting as an enabler of economic change and as a lever to reach Sustainable Development Goals, sophisticated activities with regards to strategic foresight, cross-clustering and integrated regional development need to be performed.



Identifying trends and challenges

STRATEGIC FORESIGHT

CHANGE AND INNOVATION
MANAGEMENT IN CLUSTERS



Stepping beyond cluster boundaries

CROSS-CLUSTERING

CROSS-BORDER
COLLABORATION



Becoming integral part of an innovation ecosystem

CLUSTERS AS TOOL FOR
REGIONAL DEVELOPMENT

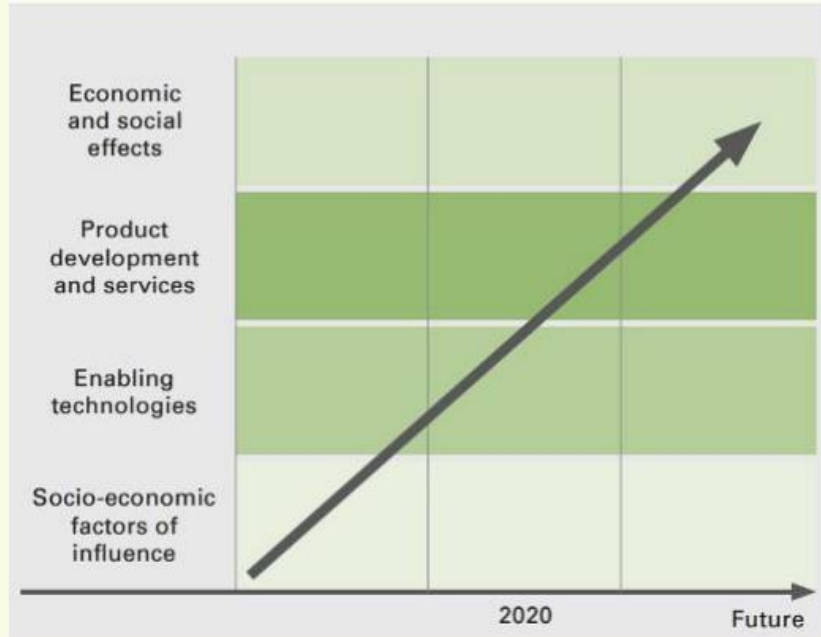


Methodologies of future-oriented cluster activities

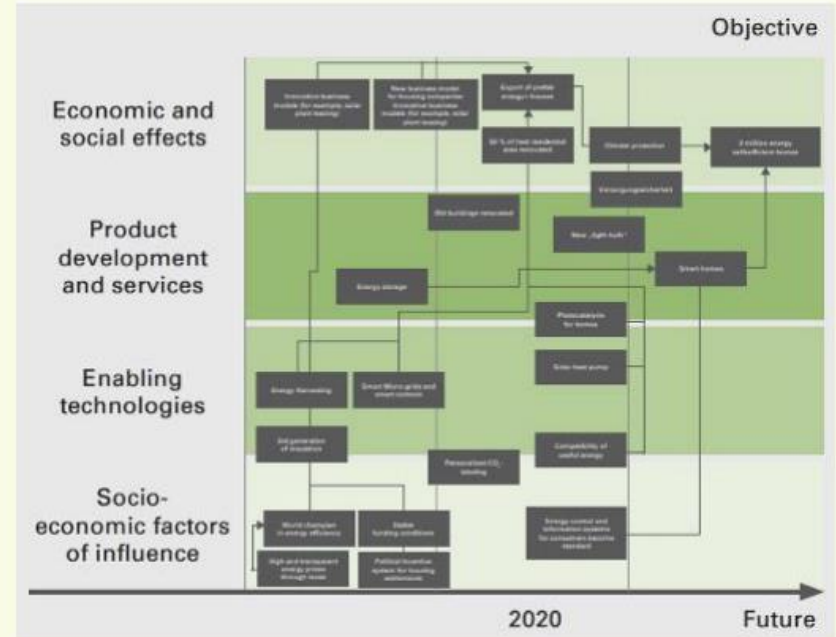
Visual Roadmap in the field of climate / environment / energy*

New cluster management tools

Basic template



Result of moderated workshop with expert group





Cluster and Park Management - Diversified and Demand-oriented Business Service Portfolio

New cluster services

Economic Performance	Services				
Public Relation	Presentation of Cluster	Presentation of Members	Communication of Unique Selling Proposition		
Business Development	B2B Meetings	Thematic Events	Matching with Partners outside the Cluster	Internationalization Measures	
Skills Development	Training Academy	(Skilled) Workforce Recruitment		Study Programs	
Innovation & Digitalization	Thematic Events	Working Groups	Digital Skills Agenda	Transparency & Traceability	R&D Projects
Networking	Internal Networking	Information / Informational Events	Company Visits	Akquisition of new members	

Role of clusters in regional economic development

New cooperation partners

Actors of a regional development process*

		Economy		Research	Technology Transfer	Politics	Regional Development	
		Companies	Chambers/ Unions	Universities/ Research institutions	Technology transfer /Innovation centers	Regional politics	Economic development	Cluster initiatives
Analysis	Regional capabilities	➡	⬆	➡	➡	➡	⬆	⬆
	Global megatrends	➡	➡	⬆	⬆	➡	➡	⬆
Development	Identification of structure-changing processes	➡	↗	↗	⬆	↗	↗	⬆
	Definition of strategic foci	➡	↗	➡	➡	⬆	⬆	↗
Implementation	Tools / Methods	➡	➡	➡	↗	⬆	⬆	↗
	Implementation of activities and actions	⬆	↗	⬆	⬆	➡	➡	⬆
	Evaluation and performance measurement	➡	➡	➡	➡	⬆	⬆	↗

⬆ Active involvement necessary

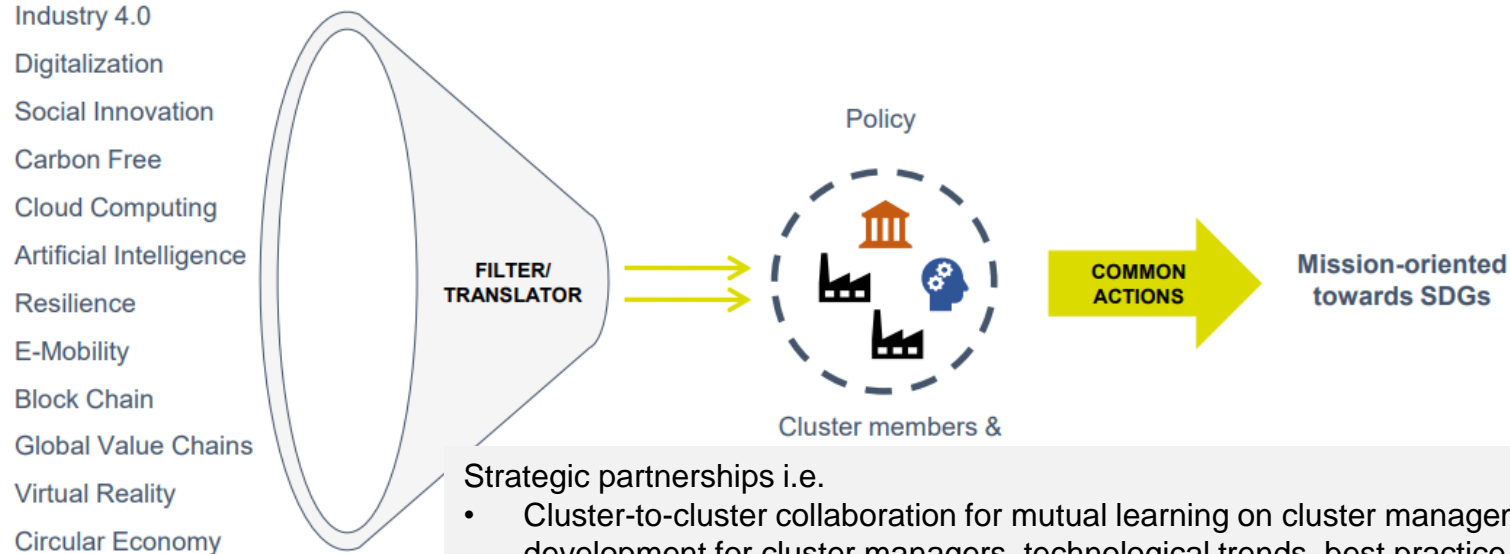
↗ Active involvement preferable

➡ Reactive involvement



Clusters as agents of regional and economic transformation

Clusters as experts and translator of trends

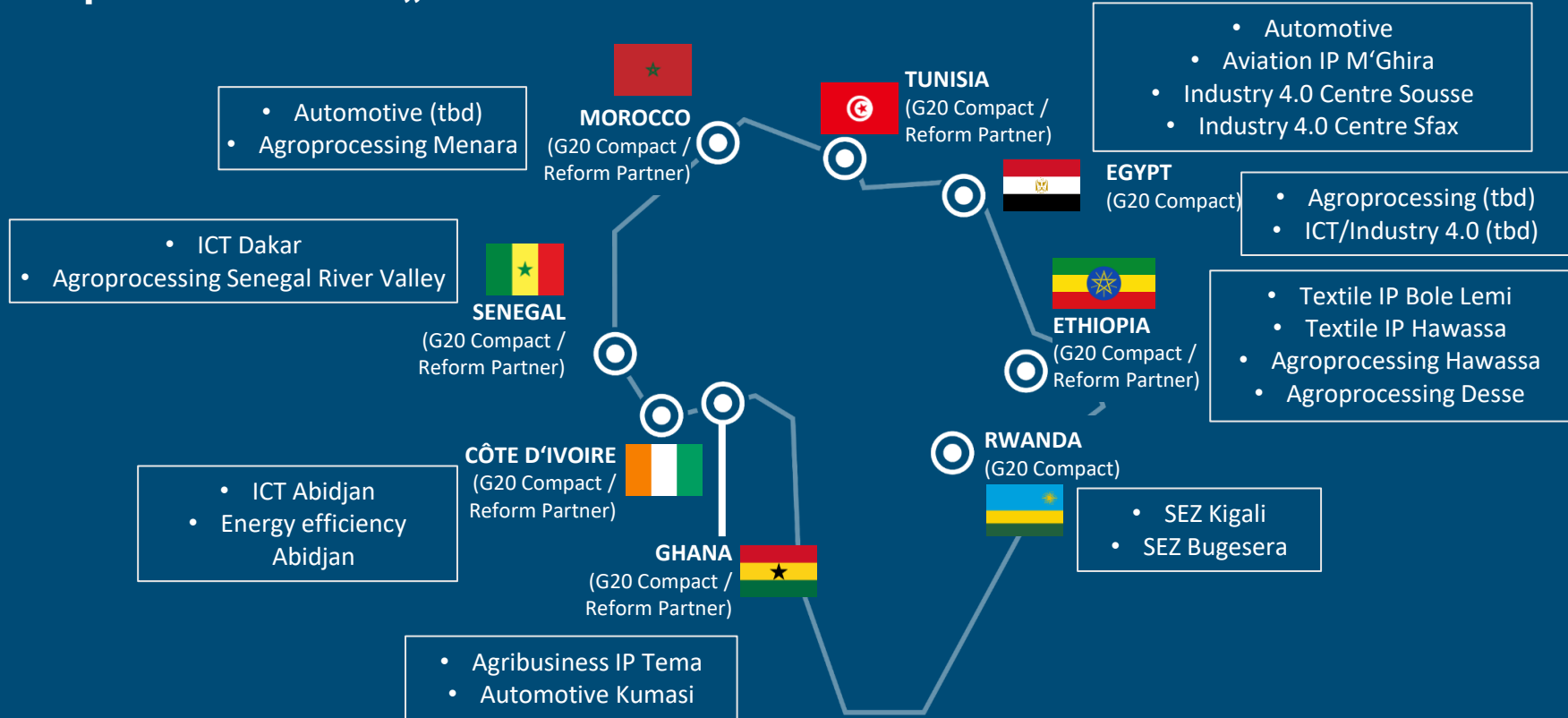


Strategic partnerships i.e.

- Cluster-to-cluster collaboration for mutual learning on cluster management (e.g. skills development for cluster managers, technological trends, best practice cluster services)
- Identifying internat. innovation hot spots/approaching technological leaders for collaboration; Initiating international joint R&D projects among cluster actors
- Untapping new international markets relevant for cluster actors
- cross-border partnerships on B2B level regarding commercial activities



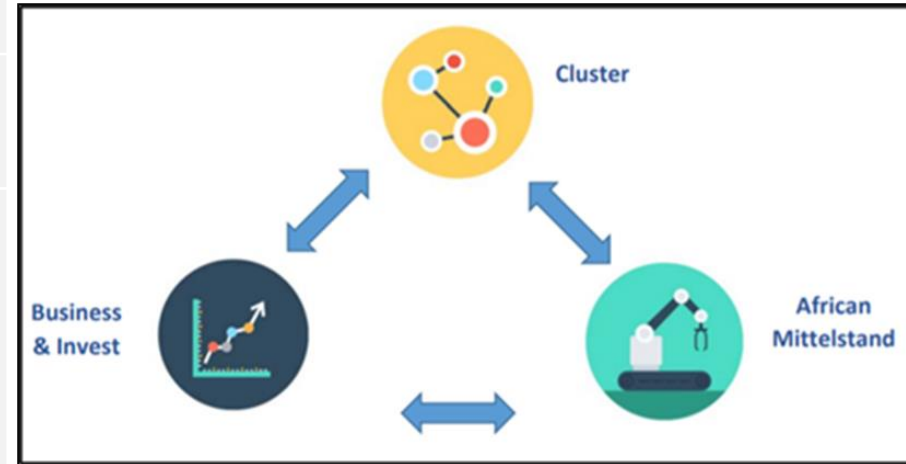
BMZ Special Initiative „Decent Work for a Just Transition”



Special Initiative „Decent Work for a Just Transition”

Cluster Support Measures i.e.

- **Skills:** Supporting establishment of vocational training structures in/around the cluster, matching services
- **Innovation** management and technology transfer within cluster and industrial park: cooperation with universities, setting up innovation centers
- **Business Development Services:** resource efficiency, quality infrastructure, export, skills development
- **Cluster Management:** infrastructure, business models, communication strategy, labor and ecological standards, import/export, certification, matching, developing services for firms
- **Linkages:** cluster networking for extending/integrating into value chains, supporting surrounding business parks, networking events, collaboration platforms incl. for export, etc



Project Examples | Invest for Jobs



New accommodation for an industrial park

The Hawassa Industrial Park lies south of Addis Ababa. It is a centrepiece of Ethiopia's industrial development strategy. But its attractiveness suffers from a lack of affordable housing in the area. With the support from Invest for Jobs, two investors want to build accommodation for up to 6,500 workers. [Read more](#)



Promoting sustainable economic clusters in Rwanda

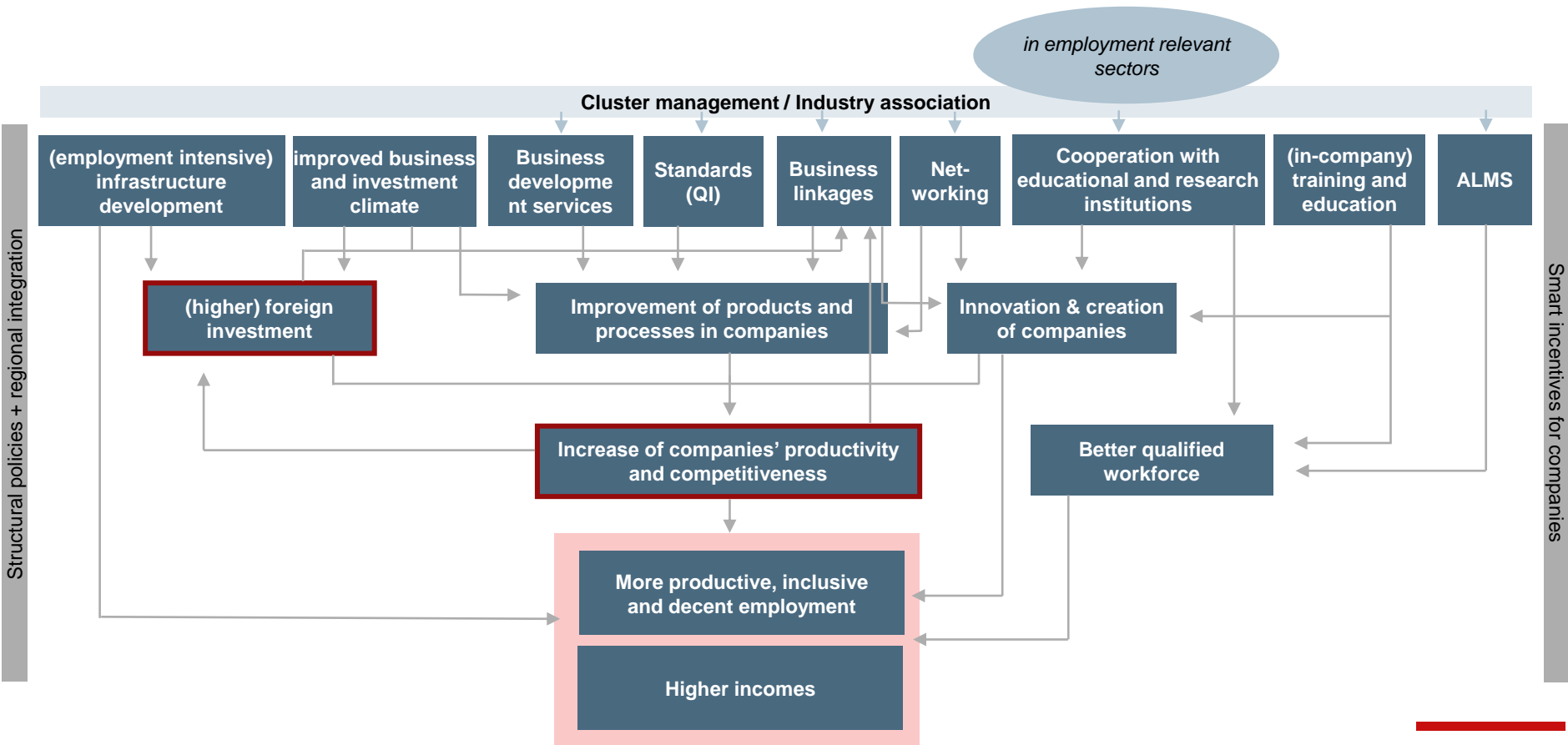
Invest for Jobs, in partnership with the Government of Rwanda, supports the park operator PEZ in the Kigali Special Economic Zone to develop market- and demand-driven services for companies. We help to improve the corporate ecosystem in the industry park to increase competitiveness, attract investment and create jobs. [Read more](#)



Zarzis Smart Centre Tunisia

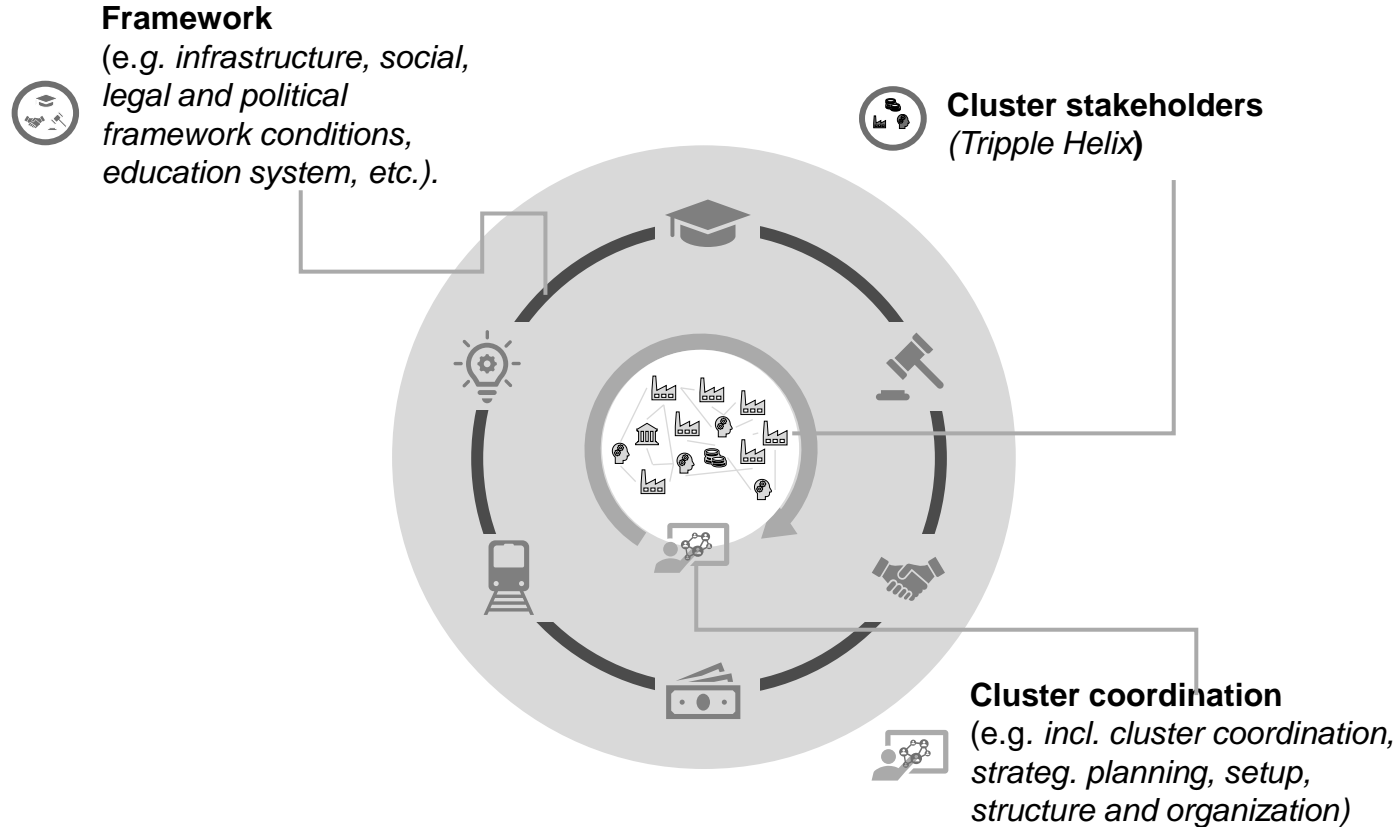
The successful Zarzis Industrial Park will expand and build a modern technology centre to attract companies from the tech sector. Young companies will have access to a modern infrastructure and will be supported by funding programmes. This should lead to the creation of more than 500 jobs. [Read more](#)

Impact of Cluster Development



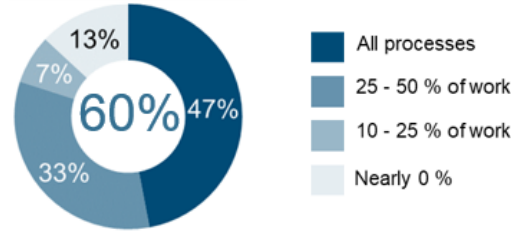
Cluster analysis 2020/2023

through interviews with firms and management

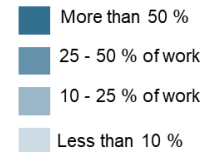
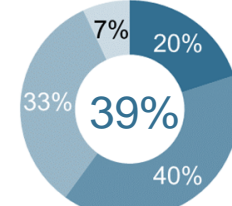
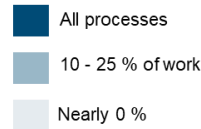
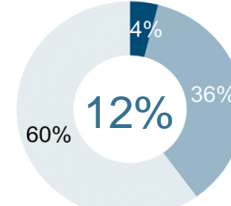
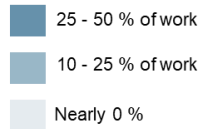
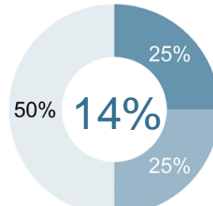
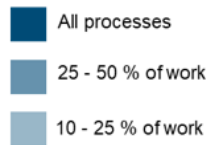
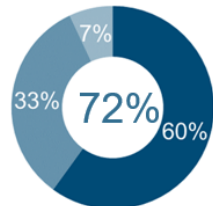


Cluster analysis i.e. Level of Digitalization of Firms in Agrobusiness Clusters

Morocco



Ghana Senegal Ethiopia Rwanda



Cluster Dashboard: 2020-2023

Country Cluster Sector	01/2020					01/2023				
	Number of Jobs (women; better social services)	Number of companies	Share of companies with investments (2018-20)	Impact on eco-standards	Number of innovations(2018-20)	Number of Jobs (women; better social services)	Number of companies	Share of companies with investments (2018-20)	Impact on eco-standards	Number of innovations (2018-20)
Ethiopia Bole Lemi IP Textile	17.970 (10.600; 4.800)	10	92% (25% foreign invest.)	medium	16					
Ethiopia Hawass. IP Textile	25.748 (19.100; 9.500)	22	62% (14% foreign invest.)	very low	25					
Ethiopia Desse Agro-Processing	-	76	72% (0% ausl. Invest.)	-	?					
Tunisia Sousse Automotive	23.500 (11.200; 8.800)	70	90% (23% foreign invest.)	low - medium	420					
Tunisia Sousse Industry 4.0	3.400 (1.120; 920)	18	72% (16% foreign invest.)	high	80					
Tunisia Sfax Industry I4.0	3.750 (1.800; 900)	15	76% (8% foreign invest.)	not yet (too young)	100					
Rwanda SEZ Kigali	13.394 (6.900; 5.300)	130	62% (20% foreign invest.)	very high	40					
Senegal Dakar IKT	1.536 (532; 230)	32	79% (29% foreign invest.)	not yet (too young)	81					
Senegal River V. Agro-Processing	19.700 (4.900; ?)	603	92% (17% foreign invest.)	medium	600					
Ghana Tema IP Agro-Processing	7.200 (1.500; 1.950)	65	93% (17% foreign invest.)	very high	75					
Morocco Menara Agro-Processing	2.500 (1.125; ?)	55	60% (14% foreign invest.)	medium	100					

Some of the recommendations from the cluster analysis

- implement a long-term cluster development approach
- adapt an organisational structure of the cluster management that favours the implementation of advanced business support services
- assure higher (financial) sustainability of the cluster
- develop demand-oriented services for cluster and park tenants
- initiate experience exchange and networking among park managements in the country/in the region/on the continent
- promote innovation and sustainable use of energy / promote digitalisation and innovation

Contact



Sabine Becker

Head of the GIZ Sector Project „Employment Promotion in Development Cooperation“

Berlin, Germany

sabine.becker@giz.de



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