

Terms of reference for
**The component 2 Innovation Clusters (Aggregates)
within the Project "Strengthening the research system in Mozambique".**

Enclosure document (Sida 15 10 2010):

The main purpose of this component is to engage universities in stimulating, catalysing and promoting the development of innovation aggregates in Mozambique, to facilitate rapid socio-economic development and poverty reduction in the country and also to contribute to the implementation of the national strategy for industrial development.

The purpose is to further develop, test and implement specific models to enhance the innovative behaviour of enterprises (e.g. firms and farms). This will be done through, amongst others, the establishment of effective national innovation system (NIS) policies on a pilot basis for specifically identified aggregates and/or sectors. This will be performed in conjunction with direct pilot innovation implementations to gain feedback on the effectiveness of the above policies, as well as the provision of research support to enterprises. (s 15)

The achievement of these activities will be measured in terms of:

- Enhanced levels of innovation amongst firms, farms and surrounding communities,
- Enhanced competition and cooperation amongst firms and farms within aggregates and sectors, and
- The development of a culture of innovation.

Specific aspects to be addressed include opening the possibility for implementing new ideas and techniques in firms and farms at local levels.. This will be done by building alignment between the enterprises within an aggregate and the publicly-funded and donor-funded infrastructure, including the knowledge infrastructure – especially training and R&D/technology transfer/research institutions – and the physical infrastructure.

A core approach in addressing these challenges is to facilitate voluntary collective action.

The major outcomes of component 2 will include: institutionalisation of research into aggregation activities; at least 15 innovation aggregates (clusters) fully operational; policy briefs; short and long term training programmes; mapping of aggregates in Mozambique; and mainstreaming of the innovation aggregate concept in Mozambique's economic and industrial policies.

The specific outputs of the component will include:

- The formation of a network of practitioners interested in innovation systems and innovation aggregates;
- The formation of innovation aggregates with good potential for growth;
- Increased levels of innovation amongst firms and farms within innovation aggregates;
- Organisation of national and regional workshops;
- Implementation of several advocacy initiatives;

- Establishment of short and long-term training in processes for aggregate development, in innovation and in innovation systems;
- Exchange of staff involved in innovation programmes, and experiences among aggregates and between aggregates and support institutions;
- Innovation aggregates in Mozambique identified and characterised for possible in-depth study (mapping of aggregates);
- An in-depth study of selected aggregates carried out, including:
 - Assessment of the extent to which they demonstrate innovative behaviours;
 - Identification of bottlenecks for growth;
 - Determination of mechanisms that will make innovation aggregates in the various sectors stronger, more innovative and sustainable;
- Establishment of an independent competitiveness institution from FNI has an independent implementing agency, comparable with SICD created from VINNOVA. (page 15-16)

The mission of SICD

The mission evolves from two main tasks:

- I Promotion of innovation
- II Support to innovation clusters

The two tasks are the essential drivers for development of successful Innovation Systems and Cluster Programs and Cluster Initiatives and constitutes two complementary strategies:

- I. Policy development to promote innovation and renewal through the creation of favourable framework conditions and institutional development (top down)
- II. Cluster development and innovation to create local economic and social development (bottom up)

This combined top down and bottom up strategy demands continuous improvements of Project performance by an on going learning process. The two tasks are interlinked but demand their own logic and have specific target groups. This approach is specified in the Activity Plan (below)

This strategic thinking, exposed in the document Enclose above, gives optimal conditions for the mission of SICD.

SICD: The competencies

The SICD-team has more than ten year of experiences working with Cluster Development and Innovation in several contexts:

- Sweden: The main national programs on R&D, Cluster and Innovation (e g VINNVÄXT Programme of VINNOVA) since 2001
- Baltic Sea Region: Cross National Cluster Collaboration Program. Since 2006

- Innovation system and Cluster Program East Africa: Tanzania, Uganda and Mozambique Since 2005
- Pan African Competitiveness Forum: Training in Cluster Development and Innovation in Nigeria, Ghana and Kenya (July 2011) developed in cooperation between Swedish and African experts. Since 2010
- Bolivia: University led cluster development and innovation combined with institutional and policy development at regional and national level. Since 2007.

The experiences of the SICD-team covers the complete Program Cycle from initiating and kick start of pilot initiatives and pilot programs to sustainability and institutionalization.

Besides Cluster Development and Innovation SICD offers other services. An International Graduate School in Innovation Systems and Development for doctoral students has been established with currently core of PhD students (also cluster facilitators) and research supervisors from Uganda, Bolivia and Sweden taking active part. Activities planned are for example Summer School in Arusha at Nelson Mandela African Institute of Science and Technology, Tanzania. Master students are welcomed as well.

The methodology

The SICD-team has developed a solid and proven methodology and experience how to support the complete program cycle. The methodology contains:

A comprehensive Training Program in Cluster Development and Innovation for practitioners/cluster facilitators resulting in educated facilitators and draft business plans for the pilot initiatives (and upgrade of business plans for on going Cluster Initiatives). This methodology permits a kick start for a batch of Cluster Pilot Initiatives. The training mainly also includes participants from Government, Agencies (like FNI), National Steering Committees (NSC) to create a common understanding and common language among all participants.

The SICD team assists the evaluation of the Business Plans of the pilot initiatives on behalf of NCS and Agencies.

After the first phases of Program Cycle SICD offers a complete support the development the Program and the Cluster Initiatives from pilot to sustainability.

The methodology applied to the mission:

Two tasks of policy development and cluster development and innovation are dealt with in interlinked but parallel processes. specified below:

The SICD team propose an on going and comprehensive process and policy support during the whole program cycle by:

- The Training Program, which is based on African cases and expertise. Swedish and African experienced facilitators and experts are parts of the training team. (I)
- Workshops for facilitators focusing on the strategic challenges of the cluster initiatives, exchange of experiences and learning from African examples. (I)

- Network of Facilitators in Mozambique. (I)
- Networking and exchange of experiences with experienced facilitators and experts from Africa and abroad. (I)
- Strategic and policy development with NSC:s and Agencies like FNI (policies at national level) (II)
- Promotion of cluster and innovation and policy development among Triple Helix Actors, Donors and other stakeholders. (II)

The Activity Plan

I Promotion of innovation

II Support for innovation clusters

June 2011

Meetings:

- To present and discuss the SICD mission, the background and the experiences, at the planned event in Mozambique. (I) + (II)
- To discuss experiences and expectations of cluster development and innovation. (I)
- To discuss capacity and competence available at FNI . (II)
- To prepare the next visit of the SICD team with focus on preparation of the Training Program in October. Integrating Mozambiquean experiences on cluster development and innovation in the Training Program. (I)

The Awareness Workshop is proposed to be moved to October 2011.

The aim of the mission in June is to present and prepare for cluster development and innovation and policy development (I) + (II)

In meantime: Tele conferences and mail communication to prepare the mission in October

October 2011

Training Program: Facilitators from prospect pilot initiatives (first batch) and ongoing Cluster Initiatives (max 15 Initiatives) are invited to a four day Training Program. The reason of starting with one batch of prospect initiatives is to keep critical mass as well as quality. (I)

Invitation to key persons from MCI, FNI, donors etc to participate in parts or all four days of Training Program. (II)

Awareness workshop with FNI and invited key persons. (II)

Meetings and strategic discussions. (II)

Meeting to evaluate and plan the next step in detail (I) + (II)

In meantime: Evaluations of Business Plans and Tele Conferences by SICD-team, reported to FNI/NSC and to prepare the next step. (I) + (II)

March/April 2012

2nd batch of prospect pilot initiatives and ongoing Cluster Initiatives (max 15 Initiatives) participating in Training Program. (I)

Invitation to keypersons to participate in the Training Program (this is an opportunity for those who missed the first training to participate). (II)

Follow up workshop with the first batch of Cluster Initiatives (CI) facilitators. (I)

Policy workshops, promotion activities and strategic discussions and meetings. (II)

Meeting to plan the the next step in detail (I) + (II)

In meantime: Evaluations of Business Plans and Tele Conferences by SICD-team, reported to FNI/NSC and to prepare the next step. (I) + (II)

September/October 2012

Local/regional visits and meetings with selected Cluster Initiatives (CI:s). (I)

Follow up workshop with facilitators from 1th and 2nd batch., exchange of experiences and contributions from specially invited African experts. (I)

Policy workshops, promotion activities and strategic discussions and meetings. (II)

Workshop on mid time review and follow up to get a need driven adjustment of activities for 2013 and 2014 based on CI:s reports etc. The results of the workshop may adjust and improve proposed activites for 2013 and 2014 (see below) (I) + (II)

Meeting to plan the next step in detail. (I) + (II)

In meantime: Tele conferences and mail communication to report on actual situation and to prepare the next step. (I) + (II)

March/april 2013 (activities may adjusted according to follow up)

Local/regional visits and meetings with selected CI. (I)

Follow up workshop with facilitators from 1th and 2nd batch., exchange of experiences and contributions from specially invited African experts. (I)

Policy workshops, promotion activities and strategic discussions and meetings. (II)

Meeting to plan the next step in detail. (I) + (II)

In meantime: Tele conferences and mail communication to report on actual situation and to prepare the next step. (I) + (II)

September/October 2013 (activities may adjusted according to follow up)

Local/regional visits and meetings with selected CI. (I)

Follow up workshop with facilitators from 1th and 2nd batch., exchange of experiences and contributions from specially invited African experts. (I)

Policy workshops, promotion activities and strategic discussions and meetings. (II)

Meeting to plan the next step in detail. (I) + (II)

In meantime: Tele conferences and mail communication to report on actual situation and to prepare the next step. (I) + (II)

March/april 2014 (activities may adjusted according to follow up)

Focus on preparation of Conference on "Sustainability – experiences and the way forward for Cluster development and Innovation in Mozambique" (draft title)(I + II)

Local/regional visits and meetings with selected CI. (I)

Follow up workshop with facilitators from 1th and 2nd batch., exchange of experiences and contributions from specially invited African experts. (I)

Policy workshops, promotion activities and strategic discussions and meetings. (II)

Meeting to plan the Conference in detail (I) + (II)

In meantime: Tele conferences and mail communication to report on actual situation and to prepare the next step (I) + (II)

September/October 2014 (activities may adjusted according to follow up)

Focus on accomplish the Conference:

Local/regional visits and meetings with selected CI. (I)

Follow up workshop with facilitators from 1th and 2nd batch., exchange of experiences and contributions from specially invited African experts. (I)

Policy workshops, promotion activities and strategic discussions and meetings. (II)

Contribution to National Conference on cluster development and innovation with invited experts from Africa and abroad. (I) + (II)

Team:

The SICD-team consists of

Dan Sjögren, Program Coordinator

Peter Kempinsky, expert and facilitator in cluster development, innovation and strategic development

Lena Trojer International Graduate School (certain occasions)

African experts and facilitators for the EA cluster facilitator training Program

The composition of the team may change over time according to the need.