



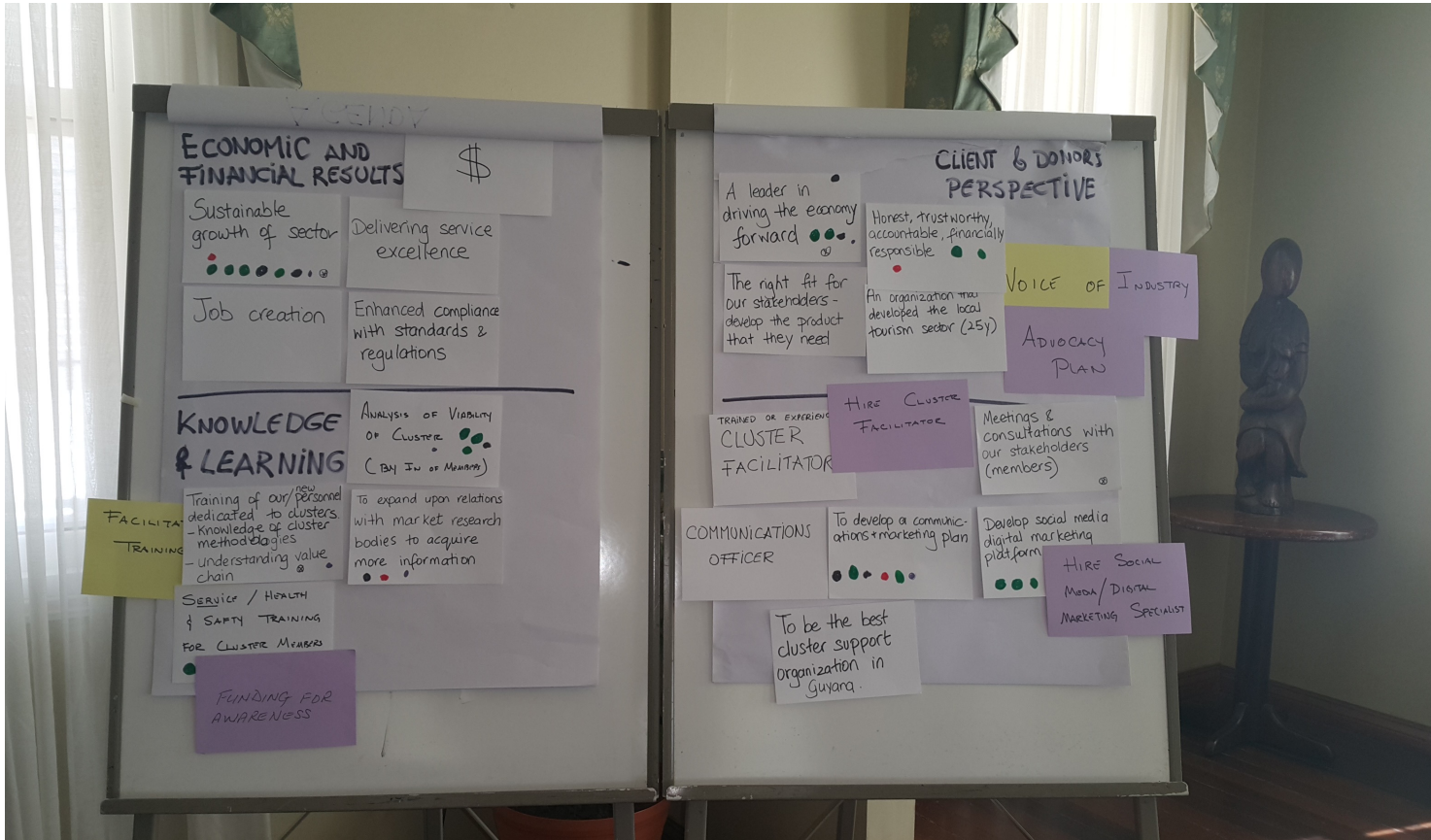
Mainstreaming the cluster
approach in the Caribbean
region:
The CCPF Cluster Capacity
Building Initiative

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Clusters in the Caribbean region



- Clusters offer opportunities unavailable to individual companies to
 - access larger and more sophisticated markets
 - improve knowledge and technologies
 - train skilled human capital
 - lobby governments for infrastructures and other policy support
- In the Caribbean region the cluster approach has a very recent history, no longer than a decade.



Aim of the study

Investigate the process of institutionalization of the cluster approach

Qualitative in-depth semi-structured interviews with

- 10 BSOs
- CCPF project development consultants

Online survey submitted to all the participants in the Cluster Development Training Program (33 answers)

Evidence benchmarked with the international experience about cluster development programs.

Main findings

Clusters

Organizations supporting clusters: the Business Support Organizations (BSOs)

National ecosystem

Regional ecosystem



Clusters

- 79% of the survey respondents agree that **thanks to the training program they have improved their capacity to foster collaboration and promote collaborative initiatives among clusters' members.**
- Regular meetings and training activities promoted by the BSOs
- Recipe for improving collaboration:
 - **previous experience of collaboration** among a **few motivated and leading actors**
 - **intensive motivating and trust building initiatives**
 - **results to show the actual benefits of clustering**
- **Collective activities:** joint imports; joint marketing, joint internationalisation; lobbying.



Organizations supporting clusters: the BSOs

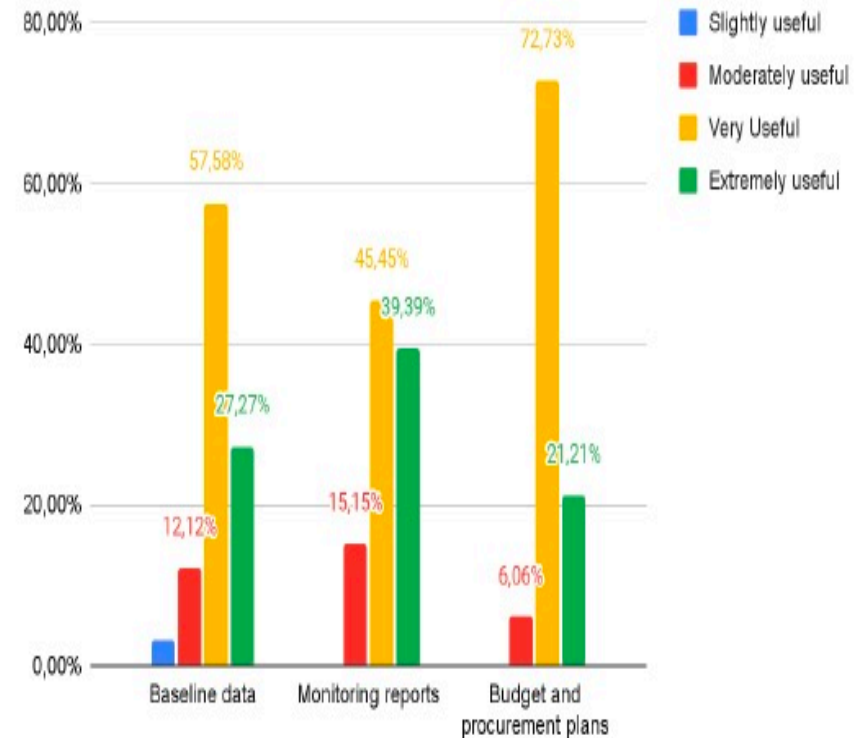
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- 80% of the survey respondents have a good or excellent general knowledge about clusters.
 - 79% have improved their capacity to design cluster projects, write proposals and implementation plans.
 - 80% think that cluster initiatives are very or extremely useful to foster female economic empowerment.



Monitoring & Evaluation

- 60% of the survey respondents agree about the utility of monitoring and regularly collecting performance indicators
- 80% agree that the process of regularly collecting information is challenging

Figure 5.2 How useful are monitoring tools for cluster implementation?



Source: Authors' survey



National Ecosystem

- 92 participants to the cluster training program (from 143 participants in total) **belong to different organizations** such as ministries, other public entities, business associations, private firms and regional organizations.
- **Cluster steering committees involve different local stakeholders** such as representatives from ministries, private actors and NGOs.
- **Many collaborations** with ministries, bureau of standards, research centers.
- **79%** of the survey respondents have a **good or excellent capacity in collaborating** with other organizations in the cluster ecosystem .



Regional Ecosystem

- Indirect learning effect from the cluster training program
- Knowledge circulation via experts

A three-pronged approach for mainstreaming clusters in the Caribbean region

Organizations supporting clusters: the BSOs

National ecosystem

Regional ecosystem

1. Organizations supporting clusters: the BSOs

1. **Strengthen** the **collaborative culture** within clusters
2. **Use** value chain analysis and gender analysis
3. **Intensify** monitoring and **evaluation** activities at cluster level
4. **Monitor and evaluate** cluster organizations

2. National Ecosystem

1. **Strengthen** the role of the **cluster steering committees**
2. **Increase** the visibility of the **results reached by clusters**
3. **Promote** **policy forums** for coordination of cluster interventions with other local industrial development policies
4. **Introduce** **monitoring and evaluation** at the national level

3. Regional Ecosystem

1. **Promote** systematic cross-country inter cluster collaboration and knowledge exchange at the regional level
2. **Establish** a **Caribbean Cluster Collaboration Platform** with information about the BSOs involved in cluster development projects
3. **Benchmark**
 - cluster organizations
 - cluster programs
 - national impact
4. **Promote** bilateral short visiting exchanges between clusters' members and organizations
5. **Write** regional cluster meeting case studies presenting the experience of clusters in the Caribbean region



THANKS!



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