



ECONOMIC AND SOCIAL COMMISSION FOR WESTERN ASIA

DRAFT REPORT

WORKSHOP ON CLUSTERS AND ENTERPRISE SUPPORT SCHEMES; MODERN TECHNOLOGY INPUTS

Beirut, 5-9 December 2005

Summary

The Workshop on Clusters and Enterprise Support Schemes; Modern Technology Inputs was held at the United Nations House in Beirut during 5 to 9 December 2005.

The Workshop provided participants from the member countries with updated information on clusters and enterprise support networks, highlighting what drives them and facilitates their development and sustainability. Emphasis was also placed on relationships and knowledge sharing within cluster networks, in addition to management and fund-raising issues.

The Workshop was aimed at decision makers in charge of projects targeting employment and enterprise creation, whether non-governmental or governmental organizations and universities. Representatives of already established enterprise support networks and science and technology based initiatives from the member countries also attended and provided brief accounts of their experiences and outlined their strategies and preferred modes of operation. The number of participants and experts attending was 24, in addition to ESCWA staff members.

The Workshop consisted of eight sessions dedicated to the following six topics: Introduction to Clusters and Enterprise Support Networks; Country Experiences; Planning and Fund Raising; Management; Opportunities and Priorities for an Information Society; and Smart Community Project. Overall, twenty-two presentations were made during the Workshop.

As an outcome to the Workshop, ESCWA was called upon to establish a virtual network between institutions in the region involved in technology-based local development projects as well as with similar organizations in Europe and worldwide with the objective of disseminating examples in the design and implementation of such projects and facilitate the transfer of expertise and exchange of experience. Follow-up activities in the form of specialized workshops according to industry, topic and target audience were also requested by most participants.

Note: This document has not been formally edited.

CONTENTS

	<i>Paragraphs</i>	<i>Page</i>
Introduction	1-4	1
<i>Chapter</i>		
I. CONCLUSIONS AND RECOMMENDATIONS	5-19	1
A. General Conclusions.....	5-9	1
B. Recommendations for Future Action	10-19	2
II. SUBJECTS DISCUSSED	20-53	3
A. Introduction to Clusters and Enterprise Support Networks.....	23-28	3
B. Country Experiences	29-35	4
C. Planning and Fund-Raising	36-38	5
D. Management	39-45	6
E. Opportunities and Priorities for an Information Society	46-49	6
F. Smart Community Project	50-53	7
III. PARTICIPANTS AND ORGANIZATION OF THE WORKSHOP	54-58	7
A. Venue and date of the Workshop	54	7
B. Participants	55	7
C. Agenda.....	56	8
D. Documents.....	57	8
E. Evaluation of the Workshop.....	58	8

ANNEXES

I. Agenda	10
II. List of documents	12
III. List of participants.....	13

INTRODUCTION

1. The Workshop on Clusters and Enterprise Support Schemes; Modern Technology Inputs, organized as part of collaborative efforts spanning three Divisions of the Economic and Social Commission for Western Asia (ESCWA), namely, the Sustainable Development and Productivity Division, the Information and Communications Technology Division and the Programme Planning and Technical Cooperation Division, was held at the United Nations House in Beirut during 5 to 9 December 2005 (see chapter III for organizational information).
2. The Workshop provided participants from the member countries with updated information on clusters and enterprise support networks, highlighting what drives them and facilitates their development and sustainability. Emphasis was also placed on relationships and knowledge sharing within cluster networks, in addition to management and fund-raising issues.
3. The Workshop was aimed at decision makers in charge of projects targeting employment and enterprise creation, whether non-governmental or governmental organizations and universities. Representatives of already established enterprise support networks and science and technology based initiatives from the member countries also attended and provided brief accounts of their experiences and outlined their strategies and preferred modes of operation.
4. This report reviews subjects discussed at the Workshop and outlines its main conclusions and recommendations.

I. CONCLUSIONS AND RECOMMENDATIONS

A. GENERAL CONCLUSIONS

5. Presentations made during the Workshop led to the conclusion that clusters are living entities that must continuously adapt to a changing environment, especially with regard to technology, the extent and quality of the product range and penetration in international markets. Entrepreneurial spirit of individuals was seen as a key resource for industrial development. Partnerships between public authorities and financial institutions aimed at removing obstacles and creating positive conditions for the diffusion of this spirit, including flexible financial mechanisms, become a crucial need.
6. All case studies examined during the Workshop showed that there are no standard models or best practices for clusters and enterprise support schemes, because each experience is valid in its own specific context and in relation to the goals that have been set. Nevertheless critical success (or failure) factors may be identified. A major success factor is the quality of the human resources, as a balanced mix of skills is required: general and industry-specific. Another success factor is the breadth of the range of services offered, which must meet the requirements of enterprises in local districts, and be characterised above all by continuity. On the other hand, political and academic interference was mentioned as one of the main practical difficulties at the operational level.
7. Mastering fund-raising skills was identified as highly important for managers of clusters and enterprise support networks, including the preparation of project proposals and business plans for approaching donor agencies, venture capital firms and other sources of finance. In many cases, the process of formulating and writing the project proposal or business plan, by itself, turns out to be much useful in gaining a deeper understanding of all project elements as well as a planning tool.
8. Knowledge management was emphasised as a critical success factor for all projects, and more notably for development projects such as clusters and enterprise support projects. Indeed, neglect of collaborators to learn about the knowledge elements involved in the project, lack of training in personal skills, disregard to share knowledge with project members, and failure to tap on best practices acquired through past experiences, has been recognized as main causes of project failures. Best practices, which constitute efficient solutions to problems, may be preserved through knowledge documentation, or through mentoring by owners

of knowledge. In doing so, solutions need not be reinvented. Computers and Internet provide the right platform to transfer such expertise.

9. The application of project management techniques, including work breakdown and planning, cost/schedule control and monitoring methods, as well as risk management, were also identified as important success factors for all types of projects. In this regard, it was recommended to use computer-based management tools as much as possible, benefiting from open-source packages in the case of budget constraints. Learning from both successes and failures at project closeout was also highly recommended.

B. RECOMMENDATIONS FOR FUTURE ACTION

10. ESCWA was called upon to establish a virtual network between institutions in the region involved in technology-based local development projects, including clusters and enterprise development schemes, and link up with similar organizations in Europe and worldwide with the objective of disseminating examples in the design and implementation of such projects and facilitate the transfer of expertise and exchange of experience.

11. A network of enterprise support organisations should be articulated according to different objectives and requirements. Three classes may be identified: technology-based local development in rural areas and micro credits; schemes to support existing industrialized areas and industrial clusters; and schemes aiming at high-tech development (incubators, accelerators, venture capital, funds, etc.).

12. Most enterprise support schemes (ESSs) in the ESCWA region are managed by central, national or governmental organizations and agencies. Capacity building in local authorities of regions, provinces and municipalities, as well as in enterprise associations such as chambers of commerce and industrial associations, is a prerequisite for establishing effective ESSs, which calls for fine-tuning according to existing local and sectoral problems.

13. One important function of ESSs is fulfilling enterprises' research and development needs, an endeavour which may be achieved through partnerships with applied research centers and by maintaining links to universities. Another critical function of ESSs is assisting firms in overcoming technical barriers to trade, for example helping companies obtain certifications of product conformity with worldwide standards. A survey of existing testing and certification organizations in the ESCWA region is strongly recommended. This should be followed by efforts to network these organizations for enhanced cooperation and experience sharing.

14. Efforts to promote the diffusion of testing and certification services in specific sectors is also highly recommended. Universities could be encouraged to establish ad hoc services through their laboratories. This problem is especially encountered in the agro-food sector for example, where foreign destination markets are taking a strict approach to food safety (farm to fork).

15. One potential sector that was found to be highly relevant to the ESCWA region is agro-culture, which may represent a real market. Agro-cultural clusters, which have expanded in Italy and other countries, represent an added value in terms of knowledge, due to their ability to engender highly creative jobs and promote integrated industrial and service activities.

16. The exploitation of the potentially large market opportunities for specific agro-cultural products calls for the establishment in the region of some form of protection, similar to the Protected Designation of Origin system adopted by the European Union. ESCWA is in a position to encourage projects aimed at the identification and protection of local food products that are typical of specific geographic areas. Potential partners in such a project may include the World Intellectual Property Organization and the World Trade Organization.

17. With respect to financial barriers faced by ESSs, a proposal was made to develop a model for start-up funding that would be tailored to specific sectors, for instance in the agro-industry. ESCWA could play an instrumental role in such a project, especially in disseminating the model to potential donors, including ministries, NGOs and international development agencies with the aim of launching a start-up funding programme.

18. Regarding the Smart Community Project (SCP) in particular, the need for in-depth training programmes, especially in operational and management aspects was stressed. The importance of community participation in the design, implementation and running of such technology-based development projects was highlighted. In addition, participants embraced the idea of networking the planned facilities and promoting the concept into other countries and villages, seeking donor funds as necessary. The establishment of an enterprise support scheme anchored to the core SCP facilities (agro-food processing unit and multi-purpose technology centre) was found to be a significant added-value to the project.

19. Finally, follow-up activities to the Workshop in the form of specialized workshops according to industry (for example high-tech versus medium-tech), topic (for example fund raising, incubator management, etc.), as well as target audience be undertaken was called for by most participants.

II. SUBJECTS DISCUSSED

20. During the first seven sessions of the Workshop, experts presented their views and discussed with participants the various facets of clusters and enterprise support schemes. A total of eighteen presentations were delivered under the following themes: (a) Introduction to Clusters and Enterprise Support Networks; (b) Country Experiences; (c) Planning and Fund-Raising; (d) Management; and (e) Opportunities and Priorities for an Information Society.

21. In addition, the last session of the Workshop was devoted to the discussion of the Smart Community Project (SCP), which is currently being implemented by ESCWA in three member countries (Syria, Yemen and Iraq) in cooperation with partners from the host countries. SCP is aimed at job creation and poverty reduction through the acquisition and dissemination of modern technology inputs and targets building capacity for small enterprise creation and support. As such, representatives of local partners in these projects were invited to attend the Workshop and four presentations were made in a dedicated session, tackling issues of concern for this project. During this session, a memorandum of understanding for the implementation of the SCP in Yemen was signed between ESCWA and the Yemeni partners, namely the Ministry of Planning, Attakaful Association and the Taiz Governorate Local Board.

22. The major subjects discussed under each theme are summarized below.

A. INTRODUCTION TO CLUSTERS AND ENTERPRISE SUPPORT NETWORKS

23. Four presentations were given under this theme, giving both a conceptual overview of clusters and enterprise support schemes worldwide, and providing a practical insight into the Italian experience in this field.

24. The importance of small and medium enterprises (SME) to economic development was discussed with emphasis on how clustering helps SMEs simulate large firm behaviour and develop an economy of scale. Accent was put on clusters as a means for SMEs to network, share knowledge and access specialised resources which allow them to innovate, while reducing costs. As such clustering is believed to highly increase the competitiveness of small firms and contribute to their growth by favouring the development of job-creating economies.

25. The difference between clusters and networks was explained and examples of each were given. In addition, the concept and role of technology parks and incubators as a business support and technology

transfer mechanism were explained. Statistics on park/incubator area size, geographic location, establishment date and technology sectors were also provided.

26. The Italian experience was described and assessed in an attempt to offer concrete suggestions that can be transferred to the context of the ESCWA member countries. The main types of Italian clusters were described, with emphasis on their origin, evolution and technological paths followed. Problems that have emerged in recent years and current trends, positive and negative, were indicated. Recent development of clusters connected with new technologies were also considered.

27. The reasons for the diffusion of enterprise support schemes (ESS) and partnerships were explained, and an attempt was made to classify the various types of schemes according to the nature of partners, institutional aspects, activities performed and services provided for enterprises. Examples from Italy were described, including schemes designed to create high tech enterprises (Bio-initiative and Materials Initiative) and a mechanism designed to support the development and growth of local clusters (Local Committees).

28. The experience of an Italian industrial cluster, Torino Wireless, located in the Piedmont area was studied in detail. This cluster, which is focused on information and communications technologies (ICT) is a model of local development which is based on a strong integration between research institutions, entrepreneurship and venture capital. Additional characteristics distinguishing this cluster include selectivity of technologies, markets and entrepreneurship quality, and continuity of relationship with enterprises beyond the first intervention. Attempts to replicate this model in other areas in Italy are being pursued by the Italian Government.

B. COUNTRY EXPERIENCES

29. The experience of five countries, namely Bahrain, Egypt, Jordan, Lebanon, and Turkey, in the area of clusters and enterprises support schemes was described.

30. The Bahrain Business Incubator Center (BBIC) was recently implemented with technical assistance from UNIDO and financial support from Bahrain Development Bank. BBIC operates according to an integrated approach, whereby candidates are interviewed, then pre-screened. Candidates that pass the pre-screening stage are invited to build a business plan that is then submitted for final approval into the incubator. On the other hand, candidates who fail the pre-screening phase are provided with appropriate training after which they are re-evaluated. BBIC provides institutional, technical and financial support as well as counselling throughout the stages of enterprise creation and upgrading.

31. The presentation covering the Egyptian experience focused on the role that ICT could play in solving problems pertaining to the operation and management of SMEs, for example by transforming SMEs into e-business and providing e-government services tailored to their needs. The Egyptian government, through the Ministry of Communication and Information Technology, is supporting ICT development through a number of projects including public awareness campaigns, infrastructure building, development of regulatory framework and education programmes. In particular, the SMEs e-Learning Development Programme, implemented by the e-Learning Competence Center, supports skills development of young professionals through IT and management training to increase productivity and efficiency. A number of partners are involved in content and platform development as well as training delivery.

32. The Bani Hamida Project in Jordan, managed by the Jordan River Foundation, is a successful example of a community development project aimed at job creation, especially among rural women. Through the project, an artisanal cluster of around 1,700 woman in the Bani Hamida area have been provided with the necessary training, both technical and administrative, and equipment to produce high-quality and internationally accepted handcrafts, including rugs, wall hangings and candles. In addition, support is provided in seeking national and international markets and increasing tourist accessibility to the area (natural trail, bus station, rest house, etc.).

33. Two case studies from Lebanon were presented. The first concerns Berytech, a technological pole that was established in 2001. It offers incubation services to start-ups for up to 24 months, including management training, business counselling and access to infrastructure and shared resources. Start-ups are selected based on a pre-incubation stage where project ideas and business plans are assessed. Berytech receives financial grants from different donors and covers parts of its expenses from leasing a part of its office space to well-established firms. Berytech tenants have evolved to form three major clusters: ICT, image industry and health clusters. Participants in the workshop had the opportunity to visit Berytech and listen to the experience of a number of its tenant companies.

34. The second Lebanese case study is an ILO-ESCWA-UNIDO pilot project aimed at the development of micro and small agro-industries in the impoverished area of South Lebanon. Honey and organic thyme (locally known as “zaatar”) were selected due to profitability considerations as well as the synergy between these two products (thyme provides good and safe nutrition for the bees). A cluster approach was adopted, whereby a number of farmers from the region were selected and trained in new honey production cycles and organic agriculture techniques, in addition to managerial and marketing training. They were also provided with the required equipment and materials to start production. Challenges encountered during implementation included risk aversion by farmers who were used to subsidized tobacco monoculture, lack of commitment and trust due to farmer heterogeneity, institutional arrangements among beneficiaries, as well as technical difficulties.

35. The presentation on the Turkish experience focused on effective management approaches to improve success chances for incubators. The organizational structure was found to be a critical factor, though structures usually vary from one incubator to the other depending on the objectives of the initiating group. Efforts must be made to ensure that the board of direction has the right number of members, and that members have a clear understanding of objectives, are able to devote adequate time to the project, and will not interfere exceedingly in managerial duties. The incubator, as a business by itself, must have a good manager with great business, personal and communication skills, as the manager will be required to act as an advisor, mediator, and arbitrator for the tenants, while continuously monitoring the performance of the individual tenants, as well as that of the incubator itself, as an entity. On the other hand, tenant selection process is very critical as it will affect the incubator’s success rate and sustainability. Tenants must be selected according to technological innovation, economic value and entrepreneurship.

C. PLANNING AND FUND-RAISING

36. Two presentations were made within this session with the objective of 1) Informing participants in the workshop about the financial requirements of incubator projects and 2) Explaining the elements and characteristics of a successful business plan.

37. A hypothetical example of a university-linked incubator project in Lebanon was presented. In order to implement such a project, five distinct funds would be required to cover the following expenses: 1) Pre-operating expenses, covering legal and fiscal consultations, contract, engineering designs and pre-operation staff costs. These expenses may be sourced from university consortia; 2) Incubator infrastructure, including land, buildings and equipments. These expenses may be sourced from large land owners and developers; 3) Initial operating losses to cover the cash flow shortage until the incubator starts to generate money. These expenses may be sourced from land owners and developers; 4) Seed funding, which depends on a number of parameters including number of resident ventures, maximum stay, maximum investment, failure rates, and many others. This funding may be secured through a pool of banks or a benevolent donor; and 5) Venture capital (VC) funding that would take over seed fund if the company is successful. This fund is easier to secure from a consortium of banks or other financial institutions, since risk is low at this stage.

38. A model of a business plan was examined in order to identify the main elements of a business plan and avoid common pitfalls in the process of developing such a plan. A business plan was defined as a concise and highly structured document that typically serves three functions: Planning, informing and marketing. It must adequately address the target investor group and include realistic projections and assumptions. The

typical outline of a business plan was explained with details on the contents of each section as well as useful considerations and tips.

D. MANAGEMENT

39. Four presentations and two exercises were conducted within this session covering different management perspectives: 1) Knowledge management; 2) Project proposals; and 3) Project management.

40. Types of knowledge were explained and the knowledge cycle described. It was shown that knowledge increases exponentially when shared and with accumulated experience. The importance of knowledge for overall socio-economic development was demonstrated. Real examples were provided to show how the knowledge element highly determines the success or failure of a project. Participants were encouraged during the exercise devoted to this topic to share stories of projects they had implemented and which failed due to knowledge mismanagement.

41. An overview of knowledge management initiatives such as best practices systems, communities of practice and portals was provided, and their relationship to ICT and human resource development initiatives was explained. Finally, statistics from a survey conducted in Lebanon on knowledge management practices by institutions in different economic sectors were shared with participants.

42. Since most participants in the Workshop are, or would be, involved in fund raising activities, a presentation was made on the technique of formulating project proposals, followed by an exercise on the subject. As the first phase in the project cycle, a project proposal has to clearly reflect needs, objectives, beneficiaries, project duration, activities and outcomes, in addition to organizational and budget information. Indicators of achievement are very important in indicating how accomplishments are to be measured following implementation.

43. During the exercise on project proposals, participants were divided into two groups and were asked to develop a proposal for a real project of their choice and in which they have been involved. The project proposals were then discussed with the group members and strong/weak points were highlighted.

44. An overview of project management concepts was provided to help Workshop participants in managing their cluster/enterprise support network projects. Issues including work breakdown structure, cost estimates and control, schedule estimates and control, and probabilistic analysis were explained and examples provided. Project monitoring and execution techniques and metrics were also described, in addition to forecasting methods. Finally, risk management concepts were introduced due to their high relevance to the region, including risk analysis, control and containment.

45. Following the presentation, a number of demonstrations were provided on how to use project management software tools in order to automate many of the explained techniques. Both commercial and open-source software packages were introduced and compared.

E. OPPORTUNITIES AND PRIORITIES FOR AN INFORMATION SOCIETY

46. Two presentations were made within this session to inform participants in the Workshop about: 1) The opportunities posed by the digital Arabic content industry; and 2) The findings of the recent and highly important World Summit for the Information Society.

47. The presentation on Digital Arabic Content (DAC) summarized the outcomes of a recent ESCWA study on the subject. It highlighted the importance of DAC, whether in the media, education, entertainment, tourism, business or public services sectors, as an enterprise/job creating opportunity for the Arab countries. Based on an estimation of DAC market, DAC was seen as a promising target for future cluster/enterprise support schemes. The value added chain for DAC was explained to show the different kinds of companies that may participate in the development of DAC. Enabling factors, such as capacity building in DAC

development, IT business regulations and incentives, and research and development programmes on the subject may help develop DAC market.

48. The World Summit for the Information Society (WSIS), held in two phases by the International Telecommunication Union (ITU) with participation of Governments, civil society and the private sector, aimed at reaching a global vision on the information society and an agreement on coordination of efforts to close the digital divide. The first phase, held in Geneva in 2003, gave birth to the Declaration of Principles and the Plan of Action. While the second phase, held in Tunis in 2005, resulted in a number of commitments, including the full and timely implementation of the WSIS agenda. Attention was especially awarded to financial mechanisms, including the strengthening of the Digital Solidarity Fund, and Internet governance through the establishment of an Internet Governance Forum to handle multi-stakeholder policy dialogue.

49. During this presentation, an account of ESCWA activities targeting the WSIS process was provided, including the First and Second Western Asia Preparatory Conferences, held in February 2003 and November 2004 respectively. The first conference culminated in a Declaration of Principles Towards an Information Society in Western Asia (Beirut Declaration), while the second conference resulted in the development of a Regional Plan of Action, which includes 10 programmes and 38 specific projects, as well a Call for Partnership.

F. SMART COMMUNITY PROJECT

50. Five presentations were made within this session. In an introductory presentation, an overview of the Smart Community Project (SCP) was provided, including information on objectives, components, beneficiaries and partnerships.

51. The opportunity was given to representatives from the SCP local partners in Syria and Yemen to present progress made in implementing the SCP in their countries, highlighting technical, operational and financial difficulties they may have encountered, in order to allow other partners to learn from their experience.

52. A basic financial plan for running an agro-food processing unit (AFPU), one of the core components of the SCP, was presented and discussed. Issues including assumptions, setup cost, forecasted revenues, income statement, cash flow and breakeven analysis were explained to assist future managers of these units.

53. One of the objectives of the SCP being the promotion of clean production techniques, possible environmental impacts resulting from the operation of a cheese-producing AFPU were presented. Options for input water treatment, whey reutilization and wastewater treatment were explained, including advantages and disadvantages of each.

III. PARTICIPANTS AND ORGANIZATION OF THE WORKSHOP

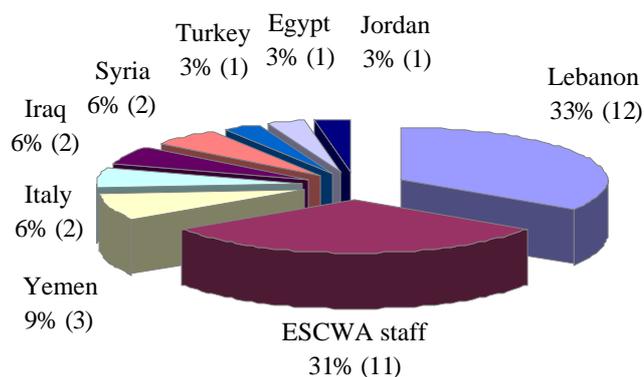
A. VENUE AND DATE OF THE WORKSHOP

54. The Workshop on Clusters and Enterprise Support Schemes; Modern Technology Inputs was held at the United Nations House in Beirut during 5 to 9 December 2005.

B. PARTICIPANTS

55. The Workshop drew 24 participants and experts in addition to 11 ESCWA staff members (See Annex III for a list of participants). The chart below shows participant distribution.

Chart 1. Distribution of participants in the Workshop



Source: ESCWA.

Note: The number of participants is given between brackets.

C. AGENDA

56. The Workshop consisted of eight sessions which discussed the following six topics: (See full agenda in Annex I)

- Introduction to Clusters and Enterprise Support Networks;
- Country Experiences;
- Clusters and Enterprise Support Schemes; Planning and Fund Raising;
- Clusters and Enterprise Support Schemes; Management;
- Clusters and Enterprise Support Schemes; Opportunities and Priorities for an Information Society;
- Smart Community Project.

D. DOCUMENTS

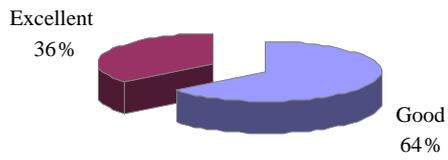
57. Twenty-three documents were distributed to participants in the Workshop, a list of which may be found in Annex II. Background documents were also circulated.

E. EVALUATION OF THE WORKSHOP

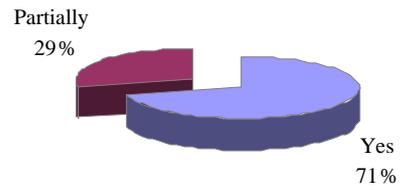
58. At the end of the Workshop, participants were asked to fill an evaluation questionnaire, and 14 forms were collected. Chart 2 below summarizes some of the results of this exercise.

Chart 2. Evaluation of the Workshop

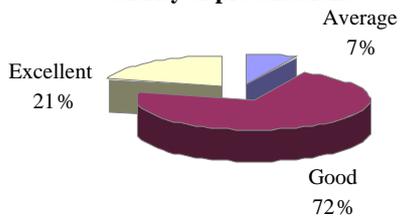
Overall quality of the workshop



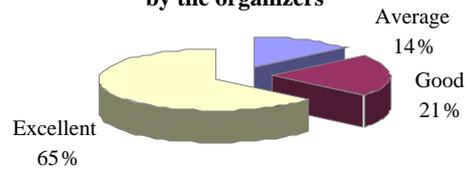
Expectation(s) met



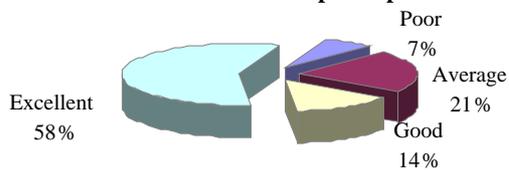
Clarity of presentations



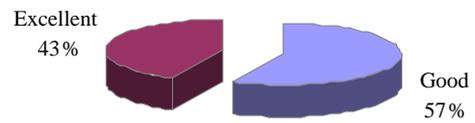
Quality of written material circulated by the organizers



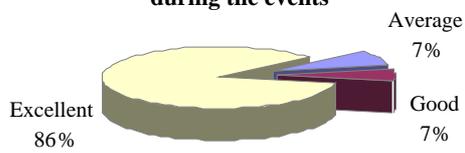
Providing a forum for exchange of information with other participants



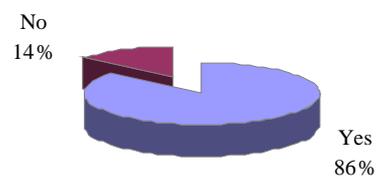
Knowledge and skills obtained for your future work



Organizational arrangements for and during the events



Follow-up action on the Workshop



Annex I

AGENDA

Day 1 Monday 05/12/2005

Time	Speaker	Topic
9:00 - 9:15	Mr. C. DeClerq Mr. O. Bizri	Opening Statements
<i>Session 1: Introduction to Clusters and Enterprise Support Networks</i> <i>Moderators: Mr. M. Farah, Mr. M. Rincon</i>		
9:15 - 10:00	Mr. M. Mrayati	Clusters/Enterprise Support Networks and Economic Development; Concepts and Trends
10:00 - 11:00	Mr. R. Galli	Industrial Clusters: Evolution and Opportunities
11:00 - 11:30	<i>Coffee Break</i>	
11:30 - 12:30	Mr. M. Natoli	Blueprint of Technology Clustering in Italy (by Video Conference in Room F-805, 8 th floor)
12:30 - 14:00	<i>Lunch Break</i>	
14:00 - 15:00	Mr. R. Galli	Enterprise Support Networks and Partnerships
15:00 - 15:30	General discussion session	

Day 2 Tuesday 06/12/2005

Time	Speaker	Topic
<i>Session 2: Country Experiences</i> <i>Moderator: Mr. A. El-Sherbini</i>		
9:00 - 9:45	Mr. Y. Kazem	ICT for Clusters and Enterprise Support Networks in Egypt
9:45 - 10:15	Mr. R. Ollaik/ Ms. R. Arja	Clusters for Fostering Agro-Industrial Development in the Formally Occupied Area of South Lebanon
10:15 - 10:45	Ms. K. Kana'an	Bani Hamida Projects in Jordan
10:45 - 11:00	Discussion	
11:00 - 11:30	<i>Coffee Break</i>	
<i>Session 3: Clusters and Enterprise Support Schemes; Planning and Fund Raising</i> <i>Moderator: Mr. A. El-Sherbini</i>		
11:30 - 12:30	Mr. T. Kettaneh	Raising Capital for Incubator Projects
12:30 - 13:00	Discussion	
13:00 - 14:00	<i>Lunch Break</i>	
14:00 - 15:15	Mr. W. Mattar	Creating a Business Plan
15:15 - 15:45	<i>Coffee Break</i>	
15:45 - 17:00	Exercise I: Examining a Sample Business Plan Mr. W. Mattar	

Day 3 Wednesday 07/12/2005

Time	Speaker	Topic
<i>Session 4: Country Experiences (continued)</i> <i>Moderator: Mr. M. Perkins</i>		
9:00 - 10:00	Mr. O. Oz	Effective Management of Business Incubator; Experience of Turkey and Bahrain
10:00 - 10:30	Mr. N. Rouhana	Experience of Berytech
10:30 - 11:00	Discussion	

11:00 - 11:30	<i>Coffee Break</i>	
<i>Session 5: Clusters and Enterprise Support Schemes; Management</i> <i>Moderator: Mr. M. Perkins</i>		
11:30 - 12:15	Mr. M. Rincon	Knowledge Management in Clusters
12:15 - 13:00	Ms. R. Nemer	Project Proposal and Fund Raising
13:00 - 14:00	<i>Lunch Break</i>	
14:00 - 15:15	Exercise II: Project Proposal and Fund Raising Ms. R. Nemer	
15:15 - 15:45	<i>Coffee Break</i>	
15:45 - 17:00	Exercise III: Designing a Cluster from a Knowledge Perspective Mr. M. Rincon	

Day 4 Thursday 08/12/2005

Time	Speaker	Topic
<i>Session 6: Clusters and Enterprise Support Schemes; Management (continued)</i> <i>Moderator: Mr. W. Mattar</i>		
9:00 - 10:00	Mr. M. Perkins	Project Management Concepts
10:00 - 11:00	Mr. A. Najjar/Mr. R. Lteif/ Mr. M. Perkins	Project Management Software Demonstrations
11:00 - 11:30	<i>Coffee Break</i>	
11:30 - 12:30	Mr. M. Rincon	Knowledge Management in Enterprise Support Networks
12:30 - 13:00	Discussion	
13:00 - 14:00	<i>Lunch Break</i>	
<i>Session 7: Clusters and Enterprise Support Schemes; Opportunities and Priorities for an Information Society</i> <i>Moderator: Mr. W. Mattar</i>		
14:00 - 14:35	Ms. N. Idlebi	Digital Arabic Content: Opportunities, Priorities, Strategies
14:35 - 15:15	Mr. M. Farah	World Summit on the Information Society
15:15 - 15:45	<i>Coffee Break</i>	
15:45 - 18:00	Tour visit to Berytech (in Mar Roukoz)	

Day 5 Friday 09/12/2005 (Devoted to the Smart Community Project)

Time	Speaker	Topic
<i>Session 8: Smart Community Project</i> <i>Moderator: Mr. H. Kouyoumjian</i>		
9:00 - 9:30	Ms. H. Dimassi	Smart Community Project
9:30 - 10:15	Mr. S. Suleiman	Smart Community Project in Syria
10:15 - 11:00	Mr. A. Mulaiki	Smart Community Project in Yemen
11:00 - 11:30	<i>Coffee Break</i>	
11:30 - 12:00	Mr. W. Mattar	Basic Financial Plan for the SCP-AFPU facility
12:00 - 12:30	Mr. I. Sleiman	Water and Wastewater Treatment
12:30 - 13:30	General discussion session	
13:30 - 13:45	Closing remarks	
13:45 -	<i>Lunch Break</i>	

Annex II

LIST OF DOCUMENTS¹

Title	Author
Bani Hamida Projects in Jordan	K. Kana'an
Basic Financial Plan for the SCP-AFPU facility	W. Mattar
Blueprint of Technology Clustering in Italy	M. Natoli
Clusters for Fostering Agro-Industrial Development in the Formally Occupied Area of South Lebanon	ESCWA/R. Ollaik
Clusters/Enterprise Support Schemes and Economic Development; Concepts and Trends	M. Mrayati
Creating a Business Plan	ESCWA
Digital Arabic Content: Opportunities, Priorities, Strategies	ESCWA
Effective Management of Business Incubator; Experience of Turkey and Bahrain	O. Oz
Enterprise Support Networks and Partnerships	R. Galli
ICT for Clusters and Enterprises Support in Egypt	Y. Kazem
Industrial Clusters: Evolution and Opportunities	R. Galli
Knowledge Management in Clusters	ESCWA
Knowledge Management in Enterprise Support Networks	ESCWA
Project Management Concepts	ESCWA
Project Proposal and Fund Raising	ESCWA
Raising Capital for Incubator Projects	T. Kettaneh
Smart Community Project	ESCWA
Smart Community Project in Syria	S. Suleiman
The Experience of Berytech	N. Rouhana
The Higher Council for Science and Technology ²	I. Mustafa/O. Hamarneh
Water and Wastewater Treatment	I. Sleiman
World Summit on the Information Society	ESCWA A. Mulaiki

¹ In alphabetical order of document title.

² Presentation was distributed to participants in hard copy only due to the inability of authors to attend the Workshop.

Annex III

LIST OF PARTICIPANTS

A- International Experts

Italy

- **Mr. Riccardo Galli**
Board Member and Program Director, Assotec
Milan, Italy
Tel: 39-02-6332314
39 335 6323375 (Mobile)
Fax: 39 02 633.2321
E-mail: riccardo.galli@sorin.com

- **Mr. Marco Natoli**
Senior Program Manager
Finance and Business Development
Fondazione TORINO WIRELESS
C.so G.Ferraris 64
10129 Torino, Italy
Tel: 39-011-564 59 08
39-011-19501401
39-335 6588242 (Mobile)
Fax: 39-011-5097323
E-mail: marco.natoli@torino.wireless.it

Turkey

- **Mr. Omer Oz**
Manager
Bahrain Business Incubator Center
Manama, Bahrain
Tel: 973-17-358888
973-39-312283 (Mobile)
Fax: 973-17-466646
E-mail: bbic@batelco.com.bh
omeroz1@gmail.com

B- ESCWA Member Countries

Egypt

- **Mr. Yasser Kazem**
Director
E-Learning Competence Center (ELCC)
Ministry of Communications and Information
Technology (MCIT)
Cairo, Egypt
Tel: 202-5367073/5367026
202-5345106 (Direct)
202-5341300 (Switchboard)
Fax: 202-5367081/5378800
E-mail: ykazem@mcit.gov.eg

Iraq

- **Mr. Yoisf Noori**
Consultant
Consultancy for Food Technology
Baghdad, Iraq
Tel: 964-7901-308482 (Mobile)
964-7701280738
964-1-7755033
E-mail: yousifno@yahoo.com

- **Mr. Basil Ashawi Abdllrasul**
Manager
Orient Consulting Center
Baghdad, Iraq
Tel: 964-7901-751621
964-1-5521528
E-mail: basil_rassul@hotmail.com
basilrassul@yahoo.com

Jordan

- **Ms. Khulood Kanaan**
Project coordinator
Bani Hamida Project
Jordan River Foundation
Amman, Jordan
Tel: 962-6-5932730, 962-6-5933211
E-mail: khulood_kanaan@jrf.org.jo

Lebanon

- **Mr. Hasan Charif**
Former Chief of Division, Sustainable
Development and Productivity Division

- UN-ESCWA
Consultant
National Council for Scientific Research
(LNCSR)
Presidency of the Council of Ministers
P.O.Box: 11-8281, Beirut, Lebanon
Tel: 961 1 840260/822665
Fax: 961-1-822639
E-Mail: charif@cnrs.edu.lb
charif@un.org
- **Mr. Tarek Kettaneh**
Lecturer
Olayan School of Business
American University of Beirut (AUB)
P. O Box 0-11-236
Beirut, Lebanon
Tel: 961-3-300251 (Mobile)
961-1-753296
961-1-340460/350000, Ext. 3742
Fax: 961-1-753296
E-mail: tk08@aub.edu.lb
 - **Mr. Nicolas Rouhana**
Directeur réseaux
Berytech (Technology pole)
Mar Roukos, Mkallès, Beirut, Lebanon
P.O.Box: 11-7503 Riad el Solh Beirut
1107 2240 Lebanon
Tel: 961 4 533040
961 3 652166 (Mobile)
Fax: 961-4-533070
E-mail: nrouhana@berytch.org
 - **Ms. Tania Saba Mazraani**
Business Development and Communication
Manager
Berytech (Technology pole)
Mar Roukos, Mkallès, Beirut, Lebanon
P.O.Box: 11-7503 Riad el Solh Beirut
1107 2240 Lebanon
Tel: 961 4 533040
Fax: 961-4-533070
E-mail: tania.saba@berytch.org
 - **Mr. Zahi Ramadan**
Chairman
School of Business
Hariri Canadian Academy
Lebanon
Tel: 05-601386, 05-601389
03-269923 (Mobile)
Fax: 05-601379
E-mail: zahi_ramadan@yahoo.com
ramadanzh@hariricanadian.edu.lb
 - **Mr. Rami Ollaik**
Instructor
Faculty of Agriculture and Food Sciences
American University of Beirut (AUB)
P.O. Box: 11-0236/FAFS
Beirut, Lebanon
Tel: 961-3-546723 (Mobile)
Fax: 961-1-744 460
E-mail: ro03@aub.edu.lb
 - **Mr. Makram Malaeb**
Policy Cluster Manager
Integrated Cluster Programme
EU Project: Support to the SME Division of
the Ministry of Economy and Trade,
Ministry of Economy and Trade,
Artois Street, Assaf Building,
Hamra, Beirut, Lebanon.
Tel: +961 (0)1 340503 Ext. (Office)
Fax: +961 (0)1 340503 Ext. (Office)
E-Mail: mmalaeb@economy.gov.lb
 - **Mr. Chafic Mokbel**
Secretary General
Research Council
University of Balamand
Lebanon
Tel: 961-6-930250, Ext 325
E-mail: chafic.mokbel@balamand.edu.lb
 - **Mr. Akram Najjar**
Director
InfoConsult
P.O. Box: 113-5623 Beirut, Lebanon
Tel: 961-3-206805 (Mobile)
E-mail: anajjar@infoconsult.com.lb
 - **Mr. Elie Bou Jaoudé**
Economist
Start-ups Unit
Kafalat S.A.L.
Guarantees for Loans to Small and Medium
Enterprises
Hamra Street, Picadilly Center, 5th floor
Beirut, Lebanon
P.O.Box: 11-641
Tel: 961 1 (Direct)
961-1-341300/1/2
961-3-483290 (Mobile)
Fax: 961-1-350111
E-mail: elie@kafalat.com.lb
 - **Mr. Raymond Lteif**
Account Manager – Government
Microsoft Corporation
P.O. Box: 11-1850
Beirut, Lebanon
Tel: 961-1-983344, Ext. 349

961-3-948985 (Mobile)
Fax: 961-1-983349
E-mail: raymond.lteif@microsoft.com

- **Mr. Rami Rajab**
Director Middle East & Africa
SORIN GROUP
AT THE HEART OF MEDICAL TECHNOLOGY
Tel: 961-1-748228, Ext. 138
961-3-280463 (Mobile)
Fax: 961-1-743751
E-mail: rami.rajab@sorin.com

Syrian Arab Republic

- **Mr. Amir Al-Turkmani**
General Director
Information and Communications Technology
Incubator
Damascus, Syria
Tel: 963-11-6626010/1
Fax: 963-11-6626012
E-mail: amir1@scs-net.org
info@ti-scs.org
- **Mr. Sinan Suleiman**
Micro Finance Administrator
Fund for Integrated Rural Development of
Syria (FIRDOS)
Damascus, Syria
Tel: 963-11-6125026
963-93-966267 (Mobile)
Fax: 963-11-6125030
E-mail: sinan.suleiman@firdos.org.sy

C- ESCWA Staff Members

- **Mr. Omar F. Bizri**
Chief
Information and Communication Technology
Division (ICTD)
Team Leader
Team on Technology for Sustainable
Development
Sustainable Development and Productivity
Division (SDPD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-978506 (Direct)
961-3-297543
961-1-981301/981311/981401, Ext. 1506
Fax: 961-1-981510/1/2
E-mail: bizri@un.org

Yemen

- **Mr. Mohamed Ahmed El-Hajj**
General Secretary
Taiz Governorate Local Board
Ministry of Local Administration
Sana'a, Yemen
Tel: 967-4-223167
967-73720927 (mobile)
967-77488912
Fax: 967-4-216594 (Attakaful)
967-4-212318
- **Ms. Ramila Shaher Al-Ansi**
Deputy General Manager
Al-Saleh Social Foundation for Development
Sana'a, Yemen
Tel: 967-1-421236/426622
967-77-3706760 (Mobile)
Fax: 967-1-426621
E-mail: smmc@yemen.net.ye
alsaleh_foundation@yemen.net.ye
- **Mr. Abdul Salaam Hayel Al-Mulaiki**
Forestry and Desertification Director
Ministry of Agriculture
Sana'a, Yemen
Tel: 967-1-408858 (Home)
967-77408858 (Mobile)
Fax: 967-1-250977
E-mail: mulaik5@hotmail.com
mulaik5@yahoo.com

- **Mr. Mohammad Mrayati**
Regional Advisor for Science and Technology
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-978538 (Direct)
981301/981311/981401, Ext. 1538
Fax: 961-1-981510/1/2
E-mail: mrayati@un.org
- **Ms. Randa Nemer**
Programme Officer
Programme Planning and Technical
Cooperation Division (PPTCD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-981301/981311/981401, Ext. 1829
Fax: 961-1-981510/1/2
E-mail: nemer@un.org

- **Mr. Hratch Kouyoumjian**
Former Director
Division of Environmental Sciences and
Natural Resources
National Council for Scientific Research
(LNCSR)
Consultant
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961 1 981310
Fax: 961-1-981510/1/2
E-Mail: kouyoumjian@un.org

- **Mr. Manuel Rincon**
Industrial Development Officer
Information and Communication Technology
Division (ICTD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-981310, Ext. 1542
Fax: 961-1-981510/1/2
E-mail: rincon@un.org

- **Mr. Matthew Perkins**
Information Technology Officer
Information and Communication Technology
Division (ICTD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-981310, Ext. 1552
Fax: 961-1-981510/1/2
E-mail: perkins@un.org

- **Mr. Wajdi Mattar**
Information Technology Officer
Information and Communication Technology
Division (ICTD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-981310, Ext. 1556
Fax: 961-1-981510/1/2
E-mail: mattar@un.org

- **Mr. Ayman El-Sherbiny**
Information Technology Officer
Information and Communication Technology
Division (ICTD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 00-961-1-981310, Ext. 1555
03-451763 (Mobile)
Fax: 961-1-981510/1/2
E-mail: el-sherbiny@un.org

- **Ms. Ruba Arja**
Research Assistant
Private and Enterprise Management Team
Sustainable Development and Productivity
Division (SDPD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel:961-1-981301/981311/981401,Ext. 1560
Fax: 961-1-981510/1/2
E-mail: arja@un.org

- **Ms. Jana El-Baba**
Research Assistant
Team on Technology for Sustainable
Development
Sustainable Development and Productivity
Division (SDPD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-978505 (Direct)
961-1-981301/981311/981401,Ext. 1505
Fax: 961-1-981510/1/2
E-mail: baba@un.org

- **Ms. Hania Dimassi**
Research Assistant
Information and Communication Technology
Division (ICTD)
ESCWA-UN House,
Riad El-Solh Square, Beirut-Lebanon
P.O.Box: 11-8575 Riad El-Solh, Beirut
Tel: 961-1-978547 (Direct)
961-1-981301/981311/981401,Ext. 1547
Fax: 961-1-981510/1/2
E-mail: dimassi@un.org