

# Annual Report 2004

**mesopartner**  
local economic delivery

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Please  
direct any enquiries to:  
Ute D. Mayer,  
udm@mesopartner.com



**mesopartner** is a consultancy partnership that specialises in local and regional economic development.

**mesopartner** develops innovative methodologies and tools to address the challenge of local and regional economic development.



**mesopartner** trains local practitioners in developing and transformation countries in methodologies and tools for local and regional economic development.



**mesopartner** conducts advisory and consultancy work for national, regional and local governments on territorial development policy and initiatives.



2004 was the first full year of operation for mesopartner, a company that was registered as a "Partnerschaftsgesellschaft" (partnership) under German law on 18 July 2003. The main features of 2004 were

- strong demand for PACA, our leading product
- the successful RALIS exercise with the textile and clothing industry in the Western Cape, South Africa
- the development of complementary products - the Compass of Local Competitiveness for performance management in LED, and GENESIS, a rapid strategic planning approach
- the strong demand for mesopartner training products around local and regional economic development

The theme of this annual report is complementarity. mesopartner's product spectrum includes more than PACA. We offer a set of complementary products that cover the complete cycle of territorial development - diagnosis for rapid action, management of implementation, training of LED practitioners, and strategy for territorial development.

mesopartner's profile is evolving towards a pattern of product / method development and training. Conventional consultancy assignments consume much less than 50% of our time. mesopartner is emerging as a multinational microenterprise - and we intend to keep it like that. Frank Wältring joined us as a fourth partner in 2004. We do not intend to grow much more. We are rather building networks of close, intense collaboration with LED practitioners and small companies in other parts of the world, and we perceive this network pattern as the most appropriate way of organising ourselves.

## Local Economic Development in South Africa



South Africa is one of the countries where local economic development (LED) is a mandatory task for local government, i.e. district and local municipalities. For a number of years central government maintained a programme called the "Local Economic Development Fund" which was aimed at poverty alleviation rather than business development and the upgrading of locational conditions. In 2003/2004 central government discontinued this fund, after an evaluation had highlighted its disappointing results, and reformulated its approach to LED, emphasising the importance of creating favourable conditions for business development at the local level.



**Mesopartner** has been contracted by a number of agencies to advise and support them on their technical assistance in LED to South Africa, and mesopartner staff had a few further opportunities to interact with South African decision makers.



GTZ's BDS/LED programme in South Africa has chosen PACA as its preferred approach to LED. The programme focuses at the training and coaching of South African LED practitioners, in particular consultants. The idea is to create a pool of specialists who are skilled in PACA and can provide their services to district and local municipalities. Due to the changes in the LED policy, and due to the uncertainty this creates at the local level, the demand from municipalities materialises only slowly. Yet other donor agencies, most notably the EU, are keen to apply PACA in their LED activities and are creating a strong demand for PACA practitioners. In the early phase of the EU LED programme in the province of KwaZulu-Natal, four PACA Exercises at district level were successfully conducted by local PACA facilitators.



One of the specific features of this EU programme is the envisaged creation of a Monitoring, Learning and Research Facility. Jörg Meyer-Stamer was contracted through the Belgian consultancy firm ADE to design this facility. The job fit nicely with the activities mesopartner is involved in anyway:

- With GTZ's BDS/LED programme, mesopartner has successfully tested the Compass of Local Competitiveness, a performance management tool for territorial development.
- Contracted by InWEnt and in collaboration with the South African consultancy firm MXA, mesopartner has been involved in the LOCATI LED training and learning programme.
- And then, of course, there is PACA, which can be described as an action research approach.



Looking at learning, it has proven useful not only to organise learning events in the local setting but also to take local policy makers and practitioners abroad to expose them to rather different approaches to LED. mesopartner has interacted with South African LED practitioners, among others, on two occasions:

- During InWEnt's LED Study Tour in Germany, which is co-organised by Regionomica, IFOK and mesopartner. The 2004 tour involved participants from Peru, South Africa, Sri Lanka, Thailand and Vietnam.
- During ILO's LED training course in Italy, with participants from various African, East European and Asian countries.

Through these various types of interaction, mesopartner is building a profound understanding of the LED reality in South Africa, which it uses to adjust methodologies and to develop new tools that respond to local needs.

# 19.2 times around the world

The mesopartners flew a total of 407,569 miles in 2004





## "Swiss quality" made in Central America?

The small country Costa Rica enjoys the reputation to be Central America's Switzerland. However, what does it actually mean to be a reflection of Switzerland? In the first place: democracy, neutrality, prosperity and political stability.

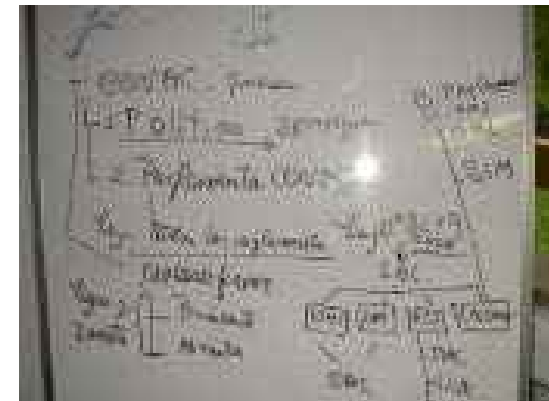
Today, Costa Rica also emulates the proverbial "Swiss Quality." However, one cannot refer to Wilhelm Tell's quite precise crossbow-shot, neither to famous clocks nor to red pocketknives with white crosses. In times of free trade agreements, Costa Rican business is rather challenged to produce products in accordance with international standards, so that export to the United States or Europe will be possible at all. At the same time, economy, consumers and administration try to protect themselves from cheap Asian imports to Costa Rica by defining rigid quality standards.



**S**tarting point of these activities regarding quality culture in Costa Rica had been 21st of May, 2002, passing a law that established a so called "National Quality System". With this law and with independent bodies in charge of metrology, standardisation, testing and quality (MSTQ), the Costa Rican quality system now has important institutions at its disposal which are unique in the entire region. However, the institutional basis does not seem to be sufficient to establish a culture of quality. To achieve this, a close cooperation and a network-like collaboration of all relevant protagonists appear to be necessary.

The German Metrology Institute (PTB) aims to support the Costa Rican quality system through a project that strives to improve cooperation among all participants and, of course, to produce visible results. Due to its profound experience in participatory and result-oriented processes, mesopartner was contracted to carry out the program. The project was laid out for one year and has been delivered by Dr. Ulrich Harmes-Liedtke.

**I**n order to better grasp the stakeholder constellation, the consultant asked chairpersons of responsible institutions as well as business representatives in separate conversations to portray their respective view of the stakeholder constellation by positioning wooden figures. It was the first time that mesopartner employed this method of systemic-dynamic organisation consulting. Although constellations were quite different in each case, they still allowed some basic insights which facilitated the understanding of the quality system. It was interesting to see that change had been initiated from the outside: by free trade agreements as well as activities of international MSTQ-Institutions. The organisms of the National Quality System were isolated from other institutions in the country, which explains the difficulties in spreading quality consciousness throughout the population. For the consumers in Costa Rica, quality (still) was not an issue; they rather perceived the risk of increasing product prices.



## Key Sectors' Value Chains

To spread the idea of quality beyond the circle of insiders, internationally competitive key sectors were selected. For each branch of industry, branch representatives and experts of the quality facilities created a value chain graphic and explored concrete possibilities of quality improvement. Apart from numerous substantial proposals for action, the participants agreed to continue working regularly on these questions in the future.



## Participatory Method

A highlight of consulting in Costa Rica has been the Workshop with representatives of the National Quality Council. The impact of a working quality system was illustrated by the case of technical supervision of motor vehicles. Participants were asked to write down on cards what they believed to be factors for success (or failure) of the national quality system. Later, the cards were draped on pin boards. Though the moderators initially had doubts whether high-ranking politicians and business representatives could actually be won for a participatory method, using mesocard, they soon were convinced and overwhelmed by the enthusiasm of the executives. In their final conclusions, the involved Ministers declared that they wanted to bring up the topic in the next government's meeting, scheduled for early 2005.



## The Quality Compass

The Brainstorming of critical success factors created the basis for a so called Quality Compass for Costa Rica. This adaptation of the Balanced Scorecard allows an evaluation of progress made in National Quality Systems. Simultaneously it permits to promote accurately the development of the quality system through concrete actions. Through this and step-by-step, the vision of a culture of quality in Costa Rica can become reality.





The advances of the National Quality System usually do show up through tangible gains in efficiency. A typical example was the common habit that employees of Ministries in charge of technical regulations regularly visited the library of the standardisation institution in order to make hand-written copies of norms. This time-consuming activity was justified by claiming that the respective Ministries had no funds available for the acquisition of these standardisation documents.

During the workshop ministry employees mobilised their courage to talk about this practice. In the end the chief of the private sector-led standardisation institute was willing to provide free photocopies as a signal of cooperation between authorities. This concession improved the situation of scarce human resources and - even more important - the trust between protagonists involved increased notably.

An essential idea of consulting projects is that each country has to develop its own understanding of quality. The attempt to simply imitate successful systems is doomed to fail instantly - after all even the most successful systems have to adjust to new realities. Also Switzerland had to say goodbye to their "absolute perfection" trademark symbolised by Tell's Crossbow. Today, Swiss businesses strive for "Total Quality Management" under the motto "only as good as necessary, but as cheap as possible".

In the future, Costa Rica will be able to measure the progress of its own Culture of Quality by the help of the newly designed Quality Compass.



## Countries where mesopartners were active in 2004:

Albania	Cuba	Macedonia	South Africa
Argentina	Ecuador	Montenegro	Sri Lanka
Armenia	Egypt	Namibia	Switzerland
Chile	Germany	Nepal	Venezuela
Colombia	Ghana	Peru	Viet Nam
Costa Rica	Italy	Serbia	



# New Ways of Learning in South Eastern Europe?

## LED and SME support in Macedonia



Local Economic Development (LED) may seem as a new buzzword in South Eastern Europe. It has gained importance in the last years due to increasing democratisation, decentralisation efforts and the interest towards European Union Integration. So far, participatory LED experiences have been focused at local strategic planning, often still dominated by public authorities. In 2004 mesopartner has been contracted to work in Macedonia to encourage new and business oriented concepts of SME support and LED.

Is Macedonia taking a profound step towards new ways of LED promotion? First attempts of donors and local NGOs demonstrate the interest in applying new concepts. mesopartner has been contracted by the European Agency for Reconstruction (EAR) through the Italian consulting firm Gruppo Soges which has been giving policy advice to the Ministry of Economy and in particular support to its SME Department in order to encourage successful decentralised SME and LED policies. Implementing these policies requires a business-oriented institutional support structure, the use of innovative LED and SME support concepts as well as platforms of communication and cooperation among existing LED stakeholders. mesopartner was asked to provide two specific sets of inputs. First, an assessment of the performance of existing regional business support facilities, an SME needs assessment and the design of a scenario-based strategy and action plan for the SME Department on how to cooperate with a multitude of existing support institutions in the future (July / September 2004). Second, an analysis

of existing LED activities to increase the awareness about new concepts, and to initiate a coordination process between the relevant stakeholders (November / December 2004).

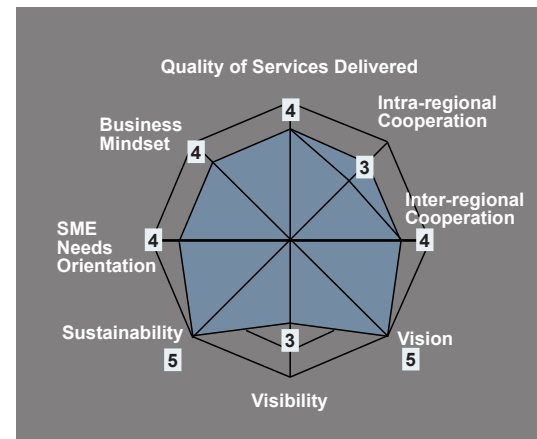


The assessment of the existing regional business facilities in Macedonia was based on desktop research of existing studies and reports, on structured interviews with regional and national stakeholders, on structured workshops with groups of entrepreneurs at the regional level and on benchmarking techniques. The assessment was based on fundamental principles like 'facilitation of BDS market development', 'avoidance of market distortion' and 'form-follows-function'.

In the last decade, in Macedonia SME development and more recently LED was mainly supported by multilateral and bilateral donor organisations. Like in all East and Southeast European countries, the PHARE programme of the EU supported the set-up of several business support institutions in the Republic of Macedonia. Other donors in the country, such as the British DFID and the Swiss Development Cooperation pursued similar approaches, setting up a variety of SME support centers and BDS providers. In addition, the World Bank established eight incubation centres in different parts of the country.

All those business support centres may have a potential to play an important role in SME support and LED initiatives. But at present most of their institutional capacities are weak. After being subsidised over years, these centres demonstrate a lack of financial sustainability. Donors have phased out their funding in recent years, leaving behind many centres in a struggle for survival. Some business support centres are pro-actively and successfully searching for projects and new customers, others are hesitant and show passive behaviour. Most of the centres are not strongly interlinked with local businesses, and their services do often not match the needs of enterprises. mesopartner provided a strategy as well as an action and monitoring plan on how these business facilities may develop towards market-based business providers and improve their financial and organisational development as well as their services. Benchmarking techniques based on a set of critical success factors provided a sound basis to compare the weaknesses and strengths of the different business support facilities. The development strategy for the regional business centers includes

considerations of introducing voucher systems for BDS as well as future project opportunities resulting from the decentralisation process and the entailing LED activities in the near future.



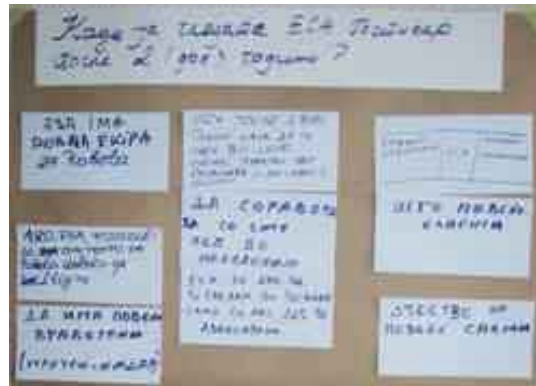
Many donors in Macedonia have shifted their activities towards supporting municipalities in the process of decentralisation. They mainly focus on the foundation of LED offices, training of LED office staff and the elaboration of strategic plans for the implementation of LED initiatives. The organisational status of these LED offices is still unclear in most municipalities, and the strategic planning procedure has often consumed a lot of time. First LED initiatives are mainly targeted at infrastructure or social projects with little involvement of the private sector.

At present, activities are often overlapping and isolated. LED is often understood as Local Development (LD), where social and urban development rationalities get mixed up with a business-focus. Coordination among the different local institutions is often weak as is the exchange of learning experiences. Whereas many national government representatives see LED as an exclusive responsibility of the municipalities, local government authorities are still showing



a planning oriented mindset, in which the cooperation and communication with the business sector is not the main priority. Yet donors are mainly focusing on the municipality as the target group of LED.

Following the earlier assessment of business support facilities, mesopartner has held several workshops and interviews with LED stakeholders in order to analyse ongoing LED activities, encourage exchange of experiences as well as to enrich the discussion with inputs of innovative concepts and methodologies of LED. Participants in those workshops were representatives of donor organisations, municipalities, the business support facilities, and the Ministry of Economy.



These workshops clearly demonstrated the necessity for each of the stakeholders to assume responsibility in the LED process instead of asking for government support. At the same time the workshops highlighted the necessity of cooperation and communication between local, regional and national actors involved in this process. mesopartner encouraged the debate and outcome of the workshops by giving inputs about basic requirements of successful LED initiatives, combined with "good practice" experiences of LED in the European Union and in transformation countries.

The assessment as well as the different workshops got very positive feedback from the stakeholders. It was the first time that these actors took notice of each other's concerns, combined with new conceptual inputs and evocations. It demonstrated well the lack of communication, but also the hidden potential and necessity of communication to make LED successful.

Following initial project activities in 2003 (Bulgaria, Serbia) and the consulting activities in the Republic of Macedonia described above, in 2004 mesopartner has started to work also in other South East European countries, such as in Albania or Montenegro. And demand is growing. Whereas some of these countries are more or less advanced in their processes of democratisation and decentralisation, they have something in common: the search for LED solutions which promise new perspectives and successful experiences. For them LED is not only a buzzword at all. Much more they are in the process of realising that a new step of economic development will need the implementation of more concrete action- and business-oriented LED initiatives.



Note: A short version of the 'Assessment Report on Regional Business Facilities' can be downloaded from Internet (- Section '3. Reports'). The several deliverables of the first mesopartner assignment on SME support are available under (- Section

'2.5 SME Support Agencies'). We expect that the LED mission report as well as the deliverables on LED are to be found on the same website in late February or March 2005.



# 1016

**Number of individuals who participated in training courses  
delivered by mesopartner in 2004**





Why and how working as a mesopartner.  
First impressions and challenges of a newcomer.

## The work pattern: synergetic instead of paradoxical

Since October 2004 I have been a new mesopartner. Everybody working in development assistance knows how difficult it is to explain your job to people who never had contact with this environment. But when even former colleagues look at you with raised eyebrows, asking "How come mesopartner has no office?" often followed by "So, then what else is different in your new job?", you start to realise that it is really exceptional. And challenging! And very attractive, because it offers a work environment with diverse learning experiences: internally in a small team and an expert network and externally with local and international counterparts. Below you find some first impressions by a newcomer, giving some answers.

"Learning by doing" is the motto that I was following during the first months as a mesopartner. It is not by chance that this phrase is also the "password" for our approach and driving products like PACA, GENESIS, RALIS or the LED-Café. It is also the logic of mesopartner as a team.

Mesopartner offers the chance to work in a small team of experienced experts with a professional background not only in LED and developing countries but also in other fields of Private Sector Development and industrialised countries. But how to explain to someone that you only see your colleagues every three to six months, nonetheless having the impression that communication and exchange of information has never been so intensive and result oriented in any other job before?

mesopartner is, on the one hand, a kind of virtual firm, on the other hand quite the opposite. This sounds paradoxical only from an outside perspective. Actually there is a very straightforward logic behind it. Our communication mainly runs through e-mails and chats. Everybody used to e-mail exchange knows how time consuming it can be to respond to all of it. But if nearly all your correspondence within a company runs via this channel, it has to be focused and result oriented. Otherwise you get lost in a flood of data, something that probably everybody of

us has experienced at some stage. At the same time this form of communication gives us the chance and geographical flexibility we need for our daily work.

Each one of us is involved in different networks and projects on the ground. Thus, what sounds like a paradox is in fact an important synergy. It enables us to work closely together with our local and international counterparts, gives us the chance to compare realities in different countries and localities and at the same time provides us with a very efficient, quick and result-oriented support-, exchange- and development platform.



## The approach: proximity to needs and results

Local Economic Development (LED) is about networking. Everybody working in this field has to deal with the question of how to encourage cooperation between different actors with diverse interests, and even more diverse cultural and personal backgrounds. In contrast to others, the approach of mesopartner is action- and business oriented. Whereas participatory and rapid appraisal approaches are not new, the feature of mesopartner is the combination of existing and new elements in a very innovative manner. The team has developed new training manuals, tools, workshop formats and products that are applied successfully in practice. Seeing the motivation, learning and reflection processes of participants in trainings and workshops as well as the results local counterparts create in applying the methodology gives us the confidence that they appreciate the value of these products.



## The methodology: reflection and learning as basic principles

LED follows a bottom-up logic. Many development co-operation agencies nowadays are mainly focusing their support at the meso and macro level, often experiencing a loose contact to the target group. The ongoing international trend towards impact monitoring tries to counterbalance this experience. Our LED methodology gives us close contact and intense interaction with a diverse group of people working at different political, economic and institutional levels. Our objective is to understand their problems, support them to identify economic opportunities and accompany them in transforming these opportunities into concrete results. These steps are combined with a constant reflection procedure with the counterparts to understand the challenges of LED in a more direct and systemic way.

At the beginning, PACA as one of our driving products has been criticised of being an oversimplified LED methodology, because it supposedly dealt mainly with short-term activities, leaving open the question of what comes after rapid

## The challenge: successful communication

appraisals, first LED initiatives, and raising the motivation of local stakeholders. mesopartner has no perfect answers on these questions. But it adds and addresses some additional crucial questions to the previously mentioned ones: How is it possible to manage expectations? How is it possible to keep the momentum? How can the follow-up process be improved? Every donor and consultancy firm must ask and answer similar questions. Instead of hiding or evading these questions, mesopartner puts these questions on the agenda and discusses them not only with the recently founded "Community of Practice", but also with colleagues from donor and international organisations. At the same time mesopartner constantly improves its own products combined with the development and combination of new ones.



Every new job entails new challenges. It is especially the combination of conceptual, analytical, impact and action-oriented elements, as well as moderation and mediation, which ask for special capabilities. Development assistance can only be conducted successfully by close interaction with different people and by the ability to reflect own points of views. The difference within the mesopartner concept is that it puts a strong emphasis on direct communication between individuals: not as an end in itself, but rather as a means to reach tangible economic development results. Moreover, this concept does not only see LED itself, but also the iterative learning process which gives room for new ways of doing things differently, handling them in a more flexible way.



After 5 months of work it is not a challenge not to have a joint office, although it would be nice to see my new colleagues more often. Nonetheless, sometimes I am still being overwhelmed by the flood of e-mails in my in-box. In order to calm down in these moments, I remember our slogan "Learning by doing" and try to follow it: Learning and answering!

Any more questions? Send me an Email!

Frank Wältring, fw@mesopartner.com



## Ulrich Harmes-Liedtke

uhl@mesopartner.com

Born 1965, PhD in political science and economics (Bremen 1999), MA in economics (Hamburg 1991).

Main fields of expertise:

- local and regional economic development
- cluster and value chain promotion
- employment promotion
- mediation

Working experience:

- founding partner of mesopartner
- 1997-2002 ISA Consult GmbH, Bochum (Germany), senior consultant
- 1996-1997 Foundation CIEM, Barcelona (Spain), junior consultant
- 1991-1994 University of Bremen, research project on regional development in Europe, researcher



## Jörg Meyer-Stamer

jms@mesopartner.com

Born 1958, PhD in political science (Hamburg 1995), MA in political science and economics (Hamburg 1986).

Main fields of expertise:

- Local and regional economic development
- Cluster and value chain promotion
- Systemic competitiveness
- SME promotion

Working experience:

- founding partner of mesopartner
- Free-lance consultant for GTZ, InWEnt, FES, ILO, Fraunhofer Society, CEPAL, ADB, UNCTAD etc.
- 1998-2001 in charge of at INEF, University of Duisburg
- 1988-1998 Fellow at German Development Institute





## Christian Schoen

cs@mesopartner.com

Born 1965, MA in economics (Munich 1991).

Main fields of expertise:

- Local economic development
- Cluster analysis and promotion
- SME promotion
- Technology transfer, innovation systems
- Technology foresight
- Feasibility studies

Working experience:

- founding partner of mesopartner
- 2001-2002 Fraunhofer Gesellschaft e.V., Jakarta (Indonesia), PERISKOP project coordinator and senior consultant
- 1999-2000 Fraunhofer Management GmbH, Munich (Germany), senior consultant
- 1992-1999 Dorsch Consult Ingenieurgesellschaft mbH, Munich (Germany), consultant



## Frank Wältring

fw@mesopartner.com

Born 1968, MA in social science with a specialisation in economics (Duisburg 1999).

Main fields of expertise:

- Local economic development
- SME promotion
- Business development services

Working experience:

- 2003-2004 Private sector development specialist at GTZ headquarters, special focus South-East Europe
- 2001-2003 Junior professional in GTZ private sector development programme in Honduras
- 1999-2001 Researcher in joint INEF/IDS local cluster and global value chain project, Institute for Development and Peace, University of Duisburg



Region	Projects
<b>Armenia</b>	Participatory Appraisal of Competitive Advantage (PACA) training and follow-up <ul style="list-style-type: none"> <li>• 2004, 1 staff month</li> <li>• Financier: PEM/GTZ</li> </ul>
<b>Argentina</b>	Lectures in master course on LED <ul style="list-style-type: none"> <li>• 2004, 1/4 staff-month</li> <li>• Universidad Nacional de San Martín, Buenos Aires Province</li> </ul>
<b>Chile</b>	Consultancy to the Network "Desarrollo Económico Local en Latinoamérica" (DELLA) <ul style="list-style-type: none"> <li>• 2004, 0,25 staff-months</li> <li>• Financier: SNV</li> </ul>
<b>Chile</b>	Participatory Appraisal of Competitive Advantage (PACA) training <ul style="list-style-type: none"> <li>• 2004, 1/2 staff-month</li> <li>• Financier: GTZ/GFA</li> </ul>
<b>Colombia</b>	Programme for Support of Decentralisation and Municipality Development for Freedom <ul style="list-style-type: none"> <li>• 2004, 2 staff-months</li> <li>• Financier: GTZ</li> </ul>
<b>Costa Rica</b>	Consultancy to the National Quality System <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: PTB</li> </ul>
<b>Cuba</b>	LED Workshops <ul style="list-style-type: none"> <li>• 2004, 0,5 staff-months</li> <li>• Financier: Friedrich-Ebert-Foundation</li> </ul>
<b>Ecuador</b>	Decentralisation and State Modernisation <ul style="list-style-type: none"> <li>• 2004, 1,5 staff-months</li> <li>• Financier: GTZ</li> </ul>

Region	Projects
<b>Egypt</b>	Presentation of general concepts of Local Economic Development <ul style="list-style-type: none"> <li>• 2004, 0,25 staff months</li> <li>• Financier: Institute for Housing and Urban Development Studies</li> </ul>
<b>Germany</b>	PACA Training Workshop with participants from Balkan countries <ul style="list-style-type: none"> <li>• 2004, 0,5 staff months</li> <li>• Financier: InWEnt</li> </ul>
<b>Ghana</b>	LED training for national and regional government officials to prepare for introduction of PACA <ul style="list-style-type: none"> <li>• 2004, 0,5 staff months</li> <li>• Financier: GTZ</li> </ul>
<b>Honduras</b>	LED-Training for Regional Employment and Economic Promotion Working Group of GTZ <ul style="list-style-type: none"> <li>• 2004, 0,5 staff-months</li> <li>• Financier: GTZ</li> </ul>
<b>Montenegro</b>	Cluster concept training and consultancy <ul style="list-style-type: none"> <li>• 2004, 0,25 staff months</li> <li>• Financier: GTZ</li> </ul>
<b>Montenegro</b>	PACA training for community facilitators <ul style="list-style-type: none"> <li>• 2004, 0,5 staff months</li> <li>• Financier: IRD / USAID</li> </ul>
<b>Macedonia</b>	Assessment of regional business facilities, incubators and LED offices; development of SME policy strategies; SME needs assessment <ul style="list-style-type: none"> <li>• 2004, 1,5 staff-months</li> <li>• Financier: European Agency for Reconstruction</li> </ul>
<b>Nepal</b>	Leading of an LED mission to develop a future strategic LED approach <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: GTZ</li> </ul>

Region	Projects
<b>Nicaragua</b>	Integrated Promotion of SMEs <ul style="list-style-type: none"> <li>• 2004, 1 staff-months</li> <li>• Financier: GTZ</li> </ul>
<b>Nicaragua</b>	Consultancy on the program design of PRODELFI <ul style="list-style-type: none"> <li>• 2004, 0,5 staff-months</li> <li>• Financier: GTZ</li> </ul>
<b>Peru</b>	CONCADEL. Sensibilization and Motivation of Local Actors on LED - "Café DEL" <ul style="list-style-type: none"> <li>• 2004, 0,5 staff-months</li> <li>• Financier: InWEnt</li> </ul>
<b>Peru</b>	PACA Training of Local Actors of Local Government in ten Districts of Lima <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: EU-PROPOLI</li> </ul>
<b>Serbia</b>	PACA Training Workshops / Support of PACA Exercises <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: GTZ</li> </ul>
<b>Serbia</b>	PACA Training Workshop / Support of PACA Exercises <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: ACDI/VOCA / USAID</li> </ul>
<b>South Africa</b>	Rapid Appraisal of Local Innovation Systems (RALIS) Training Workshop / Support of RALIS Exercises <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: GTZ</li> </ul>

Region	Projects
<b>South Africa</b>	PACA Training Workshops, support of PACA Exercises, coaching of PACA facilitators, support on LED policy making <ul style="list-style-type: none"> <li>• 2004, 3 staff-months</li> <li>• Financier: GTZ</li> </ul>
<b>South Africa</b>	LOCATI LED training programme <ul style="list-style-type: none"> <li>• 2004, 3 staff months</li> <li>• Financier: InWEnt</li> </ul>
<b>South Africa</b>	Design of Monitoring, Learning and Research Facility of KwaZulu-Natal LED programme <ul style="list-style-type: none"> <li>• 2004, 1 staff month</li> <li>• Financier: ADE / EU</li> </ul>
<b>Sri Lanka</b>	PACA Training and follow-up <ul style="list-style-type: none"> <li>• 2004, 1 staff month</li> <li>• Financier: GTZ</li> </ul>
<b>Switzerland</b>	Training in Foresight and Scenario Writing <ul style="list-style-type: none"> <li>• 2004, 0.25 staff months</li> <li>• Financier: University of St. Gallen</li> </ul>
<b>Viet Nam</b>	Introduction of LED concepts to Viet Nam / LED training courses at national and provincial level <ul style="list-style-type: none"> <li>• 2004, 1.5 staff-months</li> <li>• Financier: GTZ</li> </ul>
<b>Viet Nam</b>	PACA Training Workshop, support of PACA Exercises <ul style="list-style-type: none"> <li>• 2004, 1 staff-month</li> <li>• Financier: GTZ</li> </ul>

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Please direct any enquiries to:

Ute D. Mayer, [udm@mesopartner.com](mailto:udm@mesopartner.com)