

Annual Report

2006

mesopartner
local economic delivery

www.mesopartner.com

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mesopartner profile

mesopartner is a consultancy and training partnership that specialises in territorial development (local economic development, regional economic development, value chain and cluster promotion).

mesopartner develops and disseminates innovative tools to address the challenge of territorial development in a participatory way.

mesopartner trains local practitioners in developing and transformation countries in generic concepts and participatory tools of territorial development.

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



Foreword

2006 was an exciting and positive year for mesopartner. One of the reasons was the positive experience with our own events. Not only was the Second International Summer Academy on Local Economic Development a success, so was the first Academia de Verano, a similar format that targeted Spanish-speaking LED practitioners from Latin America. Related to this is the fact that we are no longer seen as just "the PACA guys". It is increasingly recognised that mesopartner offers a comprehensive set of tools designed to address challenges along the entire life cycle of territorial development initiatives. Customers have also noted that our approach is not to keep our methods top secret, on the contrary, we document and disseminate them as much as possible.

Through the articles in this Annual Report, we wish to shed more light on some of the following points:

- ✓ the fact that we are strongly involved in designing, supporting and coaching territorial development processes and the facilitators involved in them,
- ✓ the fact that we explore innovative approaches to territorial development, for instance transborder collaboration, and issues that appear to be technicalities but are actually strategically important, such as standards and certification,
- ✓ the fact that we explore the link between territorial development and other approaches, such as value chain development,
- ✓ the fact that behind all this is a consistent knowledge management effort.

Another important development that took place in 2006 was the consolidation of our relationship with LED specialists elsewhere, in particular in Central America, Peru, South Africa and Vietnam. We have decided that mesopartner will continue as a multinational micro enterprise rather than pursue a growth strategy. In our view, forming a dense network with specialists who share our methodological approach and our work principles, and who live and work in different parts of the world, is the most adequate way to respond to increasing demand. This includes close interaction with our network associates on development of methods, their documentation, and their dissemination, through highly practical and interactive training formats.



1

Process Management

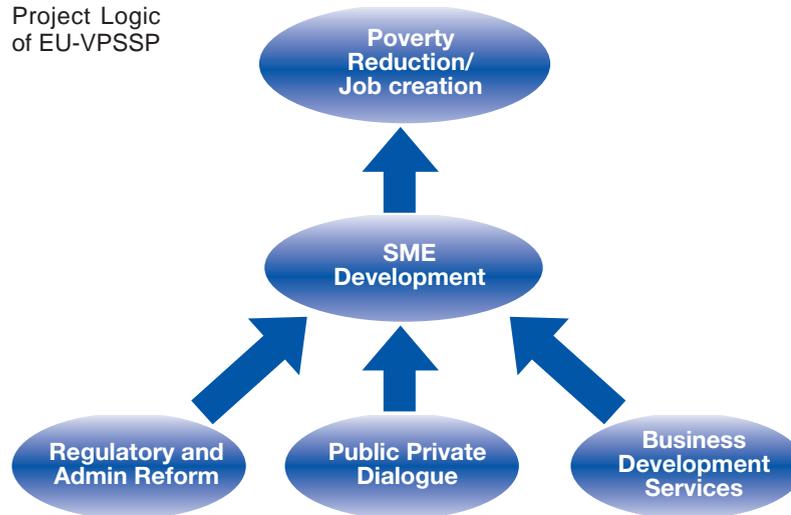
Mesopartner is often perceived as a tiny consulting company only capable of and interested in taking on short-term assignments. SME support projects or private sector development programmes around the globe usually hire us for short training sessions, some brief consultancy work or a swift analysis of a sector or value chain. Our business model is indeed based on developing rapid, participatory tools in the field of territorial development and disseminating them through short-term assignments.

Nonetheless, in the past a number of programmes in Africa, Asia and Latin America have contracted us on an intermittent basis and brought us in on a regular basis so as to benefit from our continuous advice on how to take LED processes further and how to combine and sequence mesopartner and other tools in an ideal way. This has also generated opportunities to create or adjust new tools. These experiences have built up our competence in accompanying LED processes and helped us to gain a solid grasp of process management.

In 2006, mesopartner entered a new level of involvement in directing the processes of donor programmes. The EU-Vietnam Private Sector Support Programme (VPSSP) contracted one 'mesopartner' as a non-permanent EU Adviser in the programme location Da Nang, Central Vietnam. The position is limited to 4.5 months per year until 2008.

VPSSP is a co-operation between the Republic of Vietnam and the European Union. The programme started in March 2005 and will last until December 2008. The main counterpart is the Ministry of Planning and Investment at the national level and the Department of Planning and Investment at the provincial level. The VPSSP programme component in which mesopartner is involved focuses on

Project Logic of EU-VPSSP



the "Simplification and Strengthening of the SME Enabling Environment at the Provincial Level" in the cities of Da Nang, Hai Phong and Can Tho, the three secondary centres in Vietnam. The overall objective of the VPSSP is poverty reduction and job creation via promotion of the private sector, in particular of Vietnamese SME, and its integration into global markets. The project logic is depicted in the figure above. The sub-component 'business services' consists of much more than just BDS. It also includes sector and value chain promotion and support provided to business associations.

The tasks of the EU Adviser comprise professional advice and consulting in the field of private sector development, including support for the development of instruments and formulation of best practices, networking and cooperation, knowledge management as well as financial management and coordination.

But why did mesopartner become interested in this kind of medium-term commitment? From our perspective this assignment has a variety of advantages:

- ✓ It widens the network of mesopartner by giving us the chance to bring in and interact with international experts from a variety of disciplines and working areas, such as the Overseas Development Institute in London, for developing the tourism sector in Da Nang, the Springfield Center in Durham, for strengthening BDS providers, or the Registry Advisers in Cardiff, for developing one-stop shops etc.

- ✓ It helps in disseminating and further developing mesopartner tools, such as PACA, the LED café and other tools and their combination. As the VPSSP receives a high level of attention in Vietnam from donors, but also from government bodies, the successful application of tools and instruments will increase the chance of replication in other donor programmes and initiatives across the country.

- ✓ It equips mesopartner with better experience in process management and its obstacles, which again will have a positive impact on the quality of individual instruments that we may readjust

or develop in the future and on the sequencing of those methods.

- ✓ It provides a platform for developing new tools, such as the Economic Potential Study Approach created in 2006 by mesopartner (see below).

- ✓ It further extends the focus of the mesopartner work from LED towards areas like regulatory reform or enabling environment in general and procedures like one-stop shops or regulatory impact assessment in particular.

In the VPSSP context, mesopartner developed an Economic Potential Study Approach, which takes into account primary and secondary data, quantitative and qualitative analyses as well as local and external expert opinions. The result is a study on the competitiveness of a region or province and its main economic sectors in the national and international context. Local stakeholders have the chance to assess the results in a feedback workshop and prioritize the pre-selected sectors on the basis of

their assumed economic significance for the future. This method was successfully applied in all three VPSSP provinces in 2006.

Based on the identified economic potentials, we applied PACA in 2006 to analyse the tourism value chain in Da Nang. According to the participating tourism expert from ODI, "this was probably the first truly participatory tourism value chain exercise ever conducted and the study team was trained in one of the leading-edge European local economic development techniques available". In 2007, PACA will be the methodology of choice to study the freight transport sectors in Da Nang and in Hai Phong.

The planning for 2007 envisages using the LED Café format for structuring public-private dialogue fora, as in Vietnam this kind of event is urgently in need of more interactive and spontaneous structures than the frontal and one-sided communication forms deployed so far.

The application of further mesopartner methods, such as participatory Scenario Writing or

the Compass of Competitiveness, are still options for the next two years.

Certainly, as mesopartner will remain a small consulting company we will only become engaged in process management activities in a non-permanent way, and primarily in a supportive and coaching role. However, this can be done in a smart way, working closely with associated consultants, interacting intensely with dedicated clients and finding with them the right sequencing and systematizing of methods.

Not only have we developed a whole set of methods and formats that can be used at different stages of the life cycle of an LED process (LED Café, Scenario Workshops, Basic LED sensitisation and training, PACA, RALIS, Compass, Regional Economic Potential Analysis, GENESIS, ...), we can also support local practitioners with guidance and tools on issues like stakeholder mobilisation, management of expectations, and communication. In this way, an entire LED process can be conducted in a structured and efficient manner.





2

Value-Chain Analysis the PACA Way

We published regional working paper No. 6 entitled "Value Chain Initiatives: An Opportunity for the Application of the PACA-Approach" in 2004. At that time, PACA had played some role in value chain work, such as in Brazil or Vietnam for example. But to a much greater extent in 2006, we had the chance to apply PACA repeatedly in a variety of value chain analysis and promotion projects, particularly in South Asia and Southeast Asia.

But why would you use PACA in regional value chain initiatives? There are a number of advantages PACA has over conventional value chain approaches:

- ✓ A PACA exercise can make the contracting of expensive external consultants or researchers employed to conduct mappings and analyses of regional value chains unnecessary, which not only saves money but also builds local capacity and process ownership.
- ✓ PACA principles like swift action for quick wins are crucial when it comes to convincing the players in a value chain that the initiative makes sense. They help

to overcome the lack of trust between companies and the time constraints business people usually face.

- ✓ PACA has the proven quality to connect companies, supporting institutions and government in specific locations, but also along value chains.

In 2006, a number of clients (the GTZ, the ILO, the EU) found this line of argument convincing and

decided to enter, with our support, into process-oriented approaches to value chain development, which involves strong elements of action research, rather than to embark on complex, lengthy, resource-intensive research projects.

A PACA exercise conducted in early 2006 in Northwest Laos focused on sub-sectors like paddy, maize, garlic, weaving, tourism and non-timber forest products. The GTZ made use of this exercise to test



the linking-up of PACA with its Value Links approach. From the beginning, the PACA team learned thinking and discussing in the framework of the value chain maps of the selected products. Though we did not conduct a proper value chain analysis, in which value chain mapping is a mandatory tool, discussions based on value chain maps provided more inter-connected insights and deeper information than in a typical 'territorial' PACA exercise. We observed that both methodologies - PACA and Value Links -are grounded in the same basic

"development philosophies" and that there are different options for combining the two approaches. You can either start a PACA exercise as a preparatory activity prior to a Value Links promotion project, or you can include a PACA exercise as tool within the Value Links's toolbox.

Subsequently, we have used the simple and quickly-teachable Value Links value chain mapping technique in further value chain PACAs, such as on Nias island in Indonesia in June 2006. Here, the ILO contracted us to analyze the

fishery sector using a value chain perspective. As we had to deal with a large variety of sea products, we could not map the value chain of each single product. Instead we decided to group the sea products according to the two dominating techniques applied to catch them, plus a third single product value chain, which was lobster. Here again, the use of the value chain view and the deployment of value chain maps helped to organise the discussions in our team, helped us to find a final customer focus in formulating proposals and strengthened the networking between the players along the value chains.

Yet another way in which PACA and value chain work can be connected evolved in Sri Lanka. In the course of a number of PACA Exercises in certain locations in Central Province it became obvious that there was a strong growth potential in the cut foliage and cut flower sectors. Some of the issues that stood in the way of growth were of the typical value chain variety - problems with access to good inputs, difficulties in interacting with traders and exporters. Thus,



the interventions of the German-Sri Lankan Economic Strategy Support Programme (ESSP) moved quite organically from primarily local interventions to a value chain focus at the regional and, to some extent, the national level.

In the examples described above, PACA has been used to inform the analysis of product value chains. However, until 2006 the PACA approach had not been applied to a service value chain. This changed in November 2006, when we conducted a tourism value chain analysis in Da Nang City, Central Vietnam, in the course of a private sector support programme of the European Union and in cooperation with the Overseas Development Institute in London. Our colleague from the ODI suggested that this may have been the first time that a truly participatory approach has been applied to the development of a tourism value chain anywhere in the world. The collection and analysis of qualitative perceptions and views of local stakeholders were complemented with more quantitative primary and secondary empirical data sources that also included carrying out small hotel

and tourist surveys. We were not only looking at and mapping the tourism value chain, but also important supply chains feeding into the tourism sector in Da Nang, with a view to better understanding and targeting the economic, employment and pro-poor impact of tourism.

When designing a pro-poor value chain analysis for the GTZ in the central highlands of Vietnam in late 2006, we sequenced and combined tools and formats taken from various tool boxes, most notably from PLA, PACA and again the GTZ's Value Links approach. For the value chain selection, transect walks, various mapping exercises and an assessment technique using ten pro-poor selection criteria helped us to understand how poor people link to specific value chains or have the potential to link up. The subsequent participatory action research on the selected maize value chain followed the lines of the PACA methodology. During fieldwork a constantly upgraded maize value chain map served as a visualised tool for grasping the structure of the value chain, brainstorming on the strengths and

weaknesses of the important sub-sectors, discussing potential interventions and their implications for upgrading the efficiency along the maize value chain, and for helping to improve the situation of the poor.

The above-mentioned examples demonstrate that bringing together two well-established approaches to local and regional development - PACA and value chain analysis - yields a lot of opportunities for innovation. For the future, there is still plenty of room for creative methodological development for marrying these two approaches.



3

Competitiveness through Quality



Throughout the year 2006, mesopartner expanded its consultancy activities in the area of MSTQ (Metrology, Standardization, Testing and Quality). For various missions in Latin-American - in Brazil, Guatemala and Nicaragua - we were contracted by the PTB (Physikalisch-Technische Bundesanstalt), the German metrology institute, providing scientific and technical services in the development cooperation.

For a long time, the PTB concentrated on the establishment of a working quality infrastructure in developing countries. These efforts included institutes for metrology, institutions for standardization and certification, test laboratories as well as accreditation bodies. The PTB supported the creation of the respective institutions, provided equipment, and trained MSTQ specialists. In recent years, though, it became evident that promotion of quality infrastructure - focusing on the supply side - was not sufficient. The attention was then directed towards the demand side, aiming at enterprises seeking quality services.

A useful instrument in the determination of demand for quality services is Value Chain Analysis. As a first step, stakeholders in the national quality system are asked to identify products which are significant for their Nation's foreign trade. Another selection criteria in Value Chain Analysis is the motivational level of stakeholders. Especially in areas where pressure to act is strong, the entrepreneurs' willingness to get engaged in quality issues rises significantly. A case

in point is the dairy sector in Central America, particularly in 2006, a year when one out of three containers was rejected at the United States' frontier. Reasons for these incidents were diverse and ranged from missing English-language labels to phytosanitary deficiencies.

Limited financial resources compel an organisation like the PTB to pursue pilot projects. After selecting a commercially relevant range of products, a participative



analysis of the Value Chain can be initiated. To begin with, the producers and service providers in the Value Chain are interviewed about the requirements of export markets. In this respect, it is equally important to identify the relevant rules of the export market and the clients, and it is essential to verify the specific standards applied by foreign buyers. Once the requirements of export markets have been clarified, stakeholders begin with the visual mapping of the product's Value Chain. At this stage, we go far beyond the simple presentation of product and supply chains. Regulatory and supporting institutions on the macro and meso level, in the terminology of the systemic competitiveness approach, are included in the analysis. In this type of Value Chain Analysis, special attention will be given to the relationship with institutions of the national quality infrastructure and to the relevant need for action. For that reason, it is both wise and necessary to have representatives of the national quality system participating in the analysis. For them, the needs and demands of

the business sector become much clearer. All this is achieved with a one-day workshop that closes with the elaboration of an action plan defining concrete measures with respect to meeting quality standards.

Beyond the consultancy in Value Chains, mesopartner also advises the stakeholders of quality systems at the national level. One example is the coaching of members of the National Quality Committee in Ecuador on the strategic

orientation of their work. This consultancy was part of the EU-funded Expo-Ecuador project, which was technically supported by the PTB. The challenge consisted in finding a way to combine strategy consultancy with concrete activities, and this in a context of political and judicial change. To achieve this goal, we modified the Balanced Scorecard into a national quality compass. This instrument proved to be very useful as it focused the lobbying activities,



aiming at the formulation of a national quality law. As a consequence, by the end of 2006 Ecuador had created a legal base for its quality infrastructure. In the immediate future we will support the stakeholders in Ecuador in their efforts to inform the interested public about the quality law, to generate demand for quality services within selected value chains, and to consolidate international recognition of the Ecuadorian quality infrastructure.

In the context of territorial competitiveness, the quality infrastructure at the local and regional level is an issue that is rarely discussed. In developing countries, we find quality services in the capital and in main trading centres. Elsewhere, we encounter manifold market and state failures: Either the standards and certification systems are unknown in rural areas, or, due to lacking demand, quality services (e.g. metrology or certification services) are non-existent. Overcoming this situation requires the cooperation of national and local institutions. An interesting example of such a

process is the Competitiveness Agenda of Rivas province in southern Nicaragua. In a GTZ-sponsored workshop, employees of the National Ministry for Industry and local stakeholders from Rivas held a debate about the commercialization of cooking plantains and argued that the national norm for bananas is inadequate for their commercialization. This gave the impulse to consider a new norm

which defines quality standards for plantains and, as a consequence, allows exportation of this local product. Armed with this experience, it became apparent just how important quality issues really are in the framework of local competitiveness initiatives. All of which opens up new perspectives for an integrated consultancy in Local Economic Development and Quality Infrastructure.





4

Overcoming cross-border scepticism with LED

"If you are born at the border you had better leave your home as soon as you grow up", said a businessman in Macedonia during an interview. And he is probably right. Living at the border means in general also living in a less vibrant location because "border" is often a synonym for "market barrier", and "border region" equals "periphery".

Overcoming these business and development barriers was the objective of the East-West Institute, a US-based NGO normally focusing on conflict mediation, when it contracted mesopartner in October 2006 to analyse potentials for cross-border LED and value chain initiatives in the Ohrid-Prespa-Region. The Region spans the countries Greece, Albania and Macedonia.

In our LED practice we usually focus on one location: a city, a suburb, a cluster of towns in a rural area or a region within a country. mesopartner in general emphasizes the importance of cooperation between different localities so as to overcome fragmentation and duplication of activities. This kind of cooperation proves to be even

more important when it comes to LED through cross-border activities.

mesopartner managed the EWI project and analysis and brought in three national experts, from Greece, Macedonia and Albania. 80 interviews were conducted with businesses and local stakeholders. Apart from the identification of common challenges (like the need for transparency of existing activities and cross-border market information, the need for learning in regard to EU standards, value added-production and the sector organisation of businesses) the analysis provides opportunities for



concrete activities with identified motivated actors. It outlines a business- and implementation-oriented LED process in the Ohrid-Prespa region and suggests ways to initiate a sensitization and future scenario process in this regard.

For mesopartner, this new field of experience was especially interesting for three reasons:

- ✓ the approach of the analysis was not the usual large data-intensive study, but a rapid appraisal with the objective of simultaneously identifying sectoral potentials, motivated stakeholders



and concrete cross-border initiatives,

- ✓ the investigation was based on a participatory and business approach through the involvement of local experts and conversations and mini-workshops with businesses and relevant institutional representatives,
- ✓ it identified potential upgrading activities between an EU country (Greece) and transformation and developing countries (Macedonia and Albania).

The analysis identified several concrete economic potentials through the promotion of sectors like tourism and agriprocessing, as well as concrete investment and business opportunities. Moreover, the study highlighted that an LED approach provides a good entrance point to promote cross-border business relations. More specifically, LED and value chain initiatives have several encouraging aspects:

- ✓ EU funds are increasingly being used to promote cross-border relations between EU countries and

potential accession countries in South-Eastern Europe to encourage the integration process (see e.g. IPA, Interreg). Whereas there have been several economic promotion experiences in Euro regions between EU member states (see http://en.wikipedia.org/wiki/List_of_euroregion), this is not the case in Euro regions where EU countries border poor countries.

- ✓ The problem pressure in marginalised border regions creates a high awareness among local stakeholders about the possible advantages of cooperation with neighbouring areas. This awareness is much higher than at the national level.
- ✓ The LED and Value Chain approaches provide concrete opportunities for developing markets and specific products. Each region on its own would not be able to develop the common comparative advantages (e.g. in tourism).
- ✓ Due to the border situation, many promotion activities implemented by donors and regional governments are fragmented. A

cross-border approach with targeted LED initiatives avoids the duplication of activities and allows the exploitation of market and business potentials.

There is a clear tendency on the part of international and regional donors towards stronger promotion of cross-border economic relations in the future. To get access to existing funds, the approaches and proposals that are needed are impact-, business- and implementation-oriented ones. The LED and value chain approaches provide good opportunities to generate such proposals.





5

mesopartner's Knowledge Management

The conceptual understanding of "knowledge" has evolved significantly in recent years, stimulated by research in different disciplines. One of the main insights that has been gained is the fact that there is no such thing as "the truth", and that any type of knowledge is highly dependent on context.

What do we mean when we talk about "knowledge"? One useful categorical distinction looks at the relationship between data, information and knowledge:

✓ Data are something like the raw material. There are no data per se. Data collection is driven and shaped by the interest to gain an insight. Data collection is limited by technical instruments, but also by theoretical concepts.

✓ Information is processed data. Data are turned into information by applying a filter which distinguishes between relevant and irrelevant data. Any observing system has its own set of criteria for defining relevance. If one system, the sender, presents information, another system, the receiver, will filter and reinterpret this information according to its own relevance criteria.



✓ Knowledge is information that has been matched with experience. Knowledge is intrinsically linked to the purpose of any given system. A concept of knowledge without a subject and an object does not make sense. In this perspective, the content of the Encyclopaedia Britannica is information, not knowledge.

Why is this distinction important? It is important because it sheds light on the challenges involved in

information transfer, to say nothing of knowledge transfer. Since the relevance filter and the experience filter applied by any subject who is supposed to digest "information" and "knowledge" cannot precisely be known beforehand, the results of information transfer and knowledge transfer are unpredictable. The assumption that a good, well-documented practice can easily be disseminated is false. The hurdles that stand in the way of exchange of good practice are high.

A second concept that is relevant in this context is the distinction between tacit and explicit knowledge. Tacit knowledge refers to a person's intuitive, often unreflected knowledge. Explicit knowledge refers to knowledge that has been documented and codified. Innovation research has shown that knowledge can never be entirely codified, which creates a further hurdle for knowledge transfer. The possible modes of transition between tacit and explicit knowledge have been summarised by the Japanese management researcher Ikujiro Nonaka in the following way.

In our internal practice, we try to make sure that we address all four types of knowledge transformation in a consistent way, and that we keep a good balance between them.

Externalisation: We produce a significant number of published and unpublished reports and studies. Apart from the usual mission reports, we are frequently asked by our customers to produce manuals that document tried and tested methodologies. Recently, this has included manuals for the Compass of Local Competitiveness

Figure 1
Nonaka's knowledge transformation model



and for GENESIS. Apart from these paid activities, we produce a variety of papers to digest our experiences and support practitioners in the field. A typical example is the PACA Flash, a regular brief that we send out to PACA practitioners.

Combination: We are frequently contracted to produce conceptual studies; for instance, in 2006 the GTZ contracted us to produce a report in which we investigated the possible connection between the "making markets work for the poor" and the "value chain" approaches. We also spend a significant amount of unpaid time producing research papers to influence the conceptual discussion on territorial development. This includes the mesopartner working paper series.

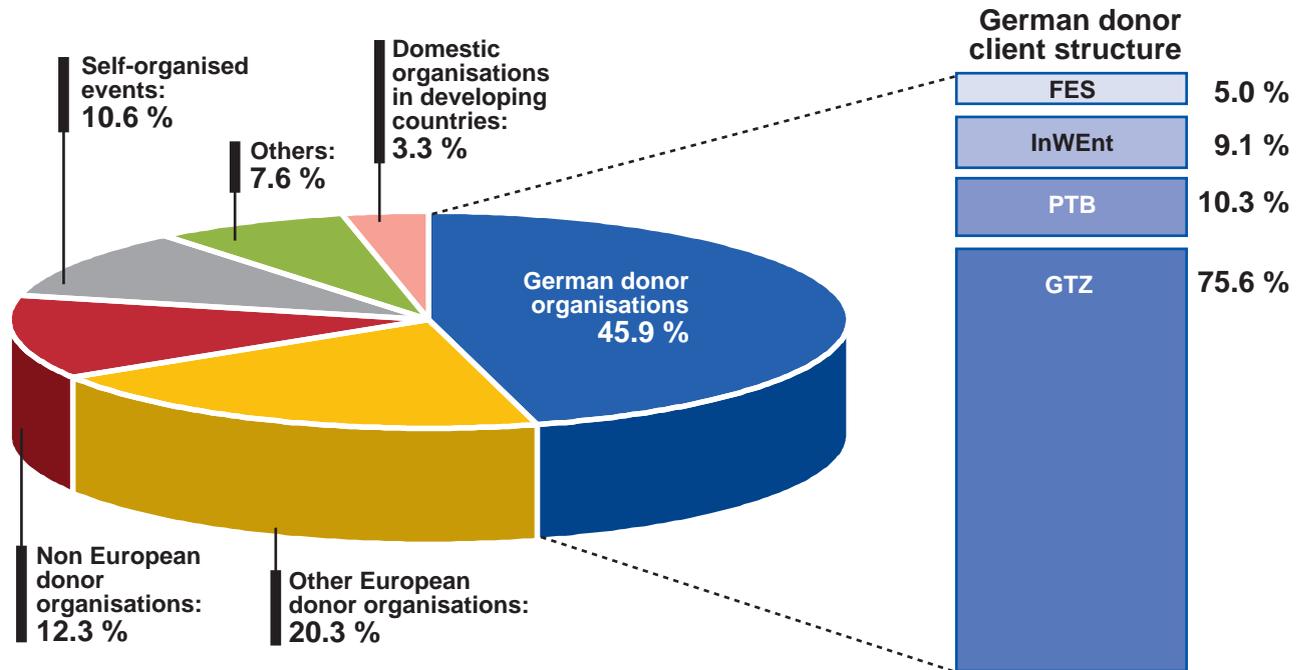
Internalisation: Being trainers ourselves, we are often slightly impatient when it comes to listening to other trainers. Nevertheless, we make sure that we update ourselves on issues that become relevant for our work, both through training and by systematically scanning the relevant literature.

Socialisation: We have observed that it is crucial to constantly share our learning processes amongst ourselves. In fact, this is one of the factors that motivated us to introduce the "Summer Academy on Local Economic Development", which is the only opportunity for all partners to work together at the same time, and which also creates an opportunity to conduct a series of internal workshops to share learning.

For a small business like mesopartner that operates in the middle of the knowledge sector, it is crucial to pursue knowledge management in a consistent way - despite all the pressures that distract us from this task. Over time, this takes us from a situation where we depend on personal knowledge to a situation where a significant body of organisational knowledge evolves.



mesopartner Client Structure 2006 (paid working time)



Countries where mesopartners were active in 2006:

Albania
Argentina
Canada
Central
America
Chile
Colombia
Cuba

Dominican
Republic
Ecuador
El Salvador
France
Germany
Greece
Guatemala

Guyana
Honduras
Indonesia
Italy
Laos
Macedonia
Moldova
Mozambique

Nicaragua
Peru
Romania
South Africa
Sri Lanka
Switzerland
Uruguay
Viet Nam



The mesopartners

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 and conflict resolution
- quality infrastructure



Working experience:

- founding partner of mesopartner ParG
- 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
- Innovation and technology
- SME promotion

Working experience:

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



The mesopartners

Christian Schoen

cs@mesopartner.com

Born 1965, MA in economics (Munich 1991).

Main fields of expertise:

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



Working experience:

- founding partner of mesopartner ParG
- 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 and regional economic development
- SME promotion
- Business development services

Working experience:

- since 2004 partner of mesopartner ParG
- 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



The mesopartner administration

Ute D. Mayer

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Since 2004 mesopartner is supported by a project assistant, Ute Dorothea Mayer. She is German citizen, living in Argentina since 2002, is fluent in English and Spanish and is delighted to provide everybody who interacts with mesopartner with her services and assistance.

Next to administrative tasks for mesopartner, one of her mayor assignments is to organise the mesopartner's conventions, the 'Summer Academy' in Germany as well as the 'Academia de Verano' for Latin American Countries. Ute is your point of contact regarding all your questions with respect to PACA News, international events and the mesopartner administration.



mesopartner activities in 2006

Region	Projects
Argentina	Academia de Verano Regional sobre Desarrollo Económico Local (Latin American LED Summer Academy) mesopartner event, 1 staff month
Argentina	Conference and Training of a Workshop "Promotion of Clusters" in the Province of Santa Cruz Customer: Consejo Federal de Inversiones (CFI), 0.25 staff months
Argentina	Master Class on Local Economic Development, UNSAM (Universidad San Martín) in Buenos Aires Customer: UNSAM (Universidad San Martín), 0.25 staff months
Argentina	Study on Development Consultancy Market for GTZ Argentina Customer: GTZ, 0.5 staff months
Argentina	Training of responsible officials in the program "Mendoza productive" in the context of Enhancing Clusters Customer: IADB (BID), 0.25 staff months
Canada	Seminar: "Enhancing Effectiveness in Local Economic Development" (Pre-WUFIII event in the context of the World Urban Forum III) Customer: UN-HABITAT, 0.25 staff months

mesopartner activities in 2006

Region	Projects
Chile	Presentation on "European Best Practices" of Regional Development Agencies and Workshop on the Design of a RDA (Regional Development Agency) in the Region Bío Bío Customer: GFA, 0.5 staff months
Colombia	PACA Basic Training [Participatory Appraisal of Competitive Advantage] for local consultants and agents in the Region of Cundinamarca Customer: Government of Cundinamarca, 0.5 staff months
Cuba	"Findings Mission" to Local Economic Development in Cuba Customer: Friedrich-Ebert Foundation (FES), 0.25 staff months
Dominican Republic	Evaluation and Intermediation in the project MiPyME in Santiago de los Caballeros - Cluster Furniture and Garments Customer: IADB (BID), 0.5 staff months
Ecuador	Consultancy on Strategic Development of the National Quality System in Ecuador, Program ExpoEcuador Customer: PTB, 0.5 staff months
France	Speaker, Organiser and Moderator of break-out sessions in the annual International Cluster-Conference TCI, in Lyon Customer: Competitiveness Institute (TCI), 0.25 staff months

Region	Projects
Germany	Conceptual analysis of tools, approaches and best practices to promote the agribusiness sector and the economic development of rural areas Customer: GTZ, 1 staff month
Germany	International Summer Academy on Local Economic Development mesopartner-event, 1 staff month
Germany	PACA basic training for experts from the Balkan Region in Leipzig Customer: InWEnt GmbH, 0.25 staff months
Germany / Vietnam	Concept development on "Making markets work for the poor" and "Value chain development" Customer: GTZ, 0.5 staff months
Greece	Moderation of a Cross-border Conference and presentation of a cross-border economic analysis of the Ohrid-Prespa-Region Customer: East West-Institute, 0.25 staff months
Greece/ Macedonia/ Albania	Coordination of an economic cross-border analysis in the Euro-Region Ohrid-Prespa connecting Greece, Macedonia and Albania Customer: East-West-Institute, 0.75 staff months

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Region	Projects	Region	Projects
Guatemala	Consultancy and Participation in the National Quality Congress Guatemala, Conduction of the Regional Seminar on "Quality Systems for Integration of Central America" Customer: PTB, 0.5 staff months	Laos	Group Facilitation of 'National & International context of LRED' at the LRED conference in Laos Customer: Mekong Economics, 0.25 staff months
Guatemala	Consultancy of the Committee for Elaboration of Quality Standards Coffee in Guatemala Customer: PTB, 0.25 staff	Moldova	Training and coaching of PACA facilitators Customer: Friedrich Ebert Foundation, 0.5 staff months
Guyana	PACA-Follow-up and LED training and participatory design of a regional economic development strategy Customer: Transtec, 0.75 staff months	Mozambique	Assessment of demand for LED training Customer: InWEnt, 0.5 staff months
Honduras/ El Salvador	Design of a new regional Private Sector-Promotion program in Central America Customer: GTZ, 0.75 staff months	Nicaragua	Training of officials of the Industry Ministry in Decentralization and Territorial Promotion of Competitiveness, in the context of the program PRODELFI Customer: GTZ, 0.25 staff months
Indonesia	PACA Basic Training for local consultants and donor staff Customer: GTZ, 0.25 staff months	Peru	Conference "Open Space" on Local Economic Development in the Macro region Chiclayo, North of Peru, in the context of des Project CONCADEL Customer: InWEnt, 0.25 staff months
Indonesia	PACA Exercise on the fishery sector in South Nias, Sumatra Province Customer: ILO, 0.6 staff months	Peru	Trade Fair ExpoFeria, University of San Martin de Porres; Presentation "A territorial answer to the challenge of global and international competition. Experiences with the methodology PACA" Customer: USMP/ IPPEU, 0.25 staff months
Laos	PACA Basic Training for local officials and consultants and supervision of subsequent PACA exercise in Sayabouri province Customer: GTZ, 1 staff month		

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Region	Projects
South Africa	Development of LED training courses Customer: InWEnt, 0.5 staff months
South Africa	Training of LED practitioners, strategic advisory work for the Department of Trade and Industry Customer: GTZ, 1.5 staff months
Sri Lanka	Training and coaching for Enterprise for Pro-Poor Growth Project Customer: ILO, 0.5 staff months
Sri Lanka	Training, coaching and advisory work for Local Economic Development Project Customer: Swisscontact, 1 staff month
Sri Lanka	Training, coaching, advisory work and reporting for Economic Strategy Support Project Customer: GTZ, 2 staff months
Switzerland	Advisory work and workshop facilitation on business linkage promotion Customer: UNCTAD, 0.25 staff months
Uruguay	Consultancy and Training within the program REDEL, Treinta y Tres Orientales Department Customer: ILO, 0.75 staff months

Region	Projects
Uruguay	Consultancy within the initiative "Competitiveness Fray Bentos", in the context of the program PACPYMES Customer: EU, 0.5 staff months
Vietnam	LED Training courses and organization of LED Cafes in Dak Lak and Hoa Binh provinces; supervision of pro-poor value chain analysis in Dak Lak province Customer: GTZ, 0.7 staff months
Vietnam	Methodological supervision of Economic Potential Study in Da Nang, Hai Phong and Can Tho provinces Customer: European Union, 0.3 staff months
Vietnam	PACA Basic Training for local officials and consultants in Dak Lak province; supervision of PACA exercises in Dak Lak and Quang Nam province Customer: GTZ, 1.25 staff months
Vietnam	Provincial Senior Advisor to EU-Vietnam Private Sector Support Programme at the programme location Da Nang Customer: European Union, 3.2 staff months

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