

Annual Report 2007

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, regional innovation systems).

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

In the successful year 2007, mesopartner has been expanding in several respects.

- ✓ The number of partners has expanded, with Shawn Cunningham joining us at the end of the year. mesopartner is now represented at the partner level in Africa, Europe, Latin America and South East Asia.
- ✓ Our network of associates has been expanding as well. There are a number of LED specialists who are now closely collaborating with us and to whom we are offering our backstopping services. These associates can be contracted by clients who are assured of receiving mesopartner quality services.
- ✓ We have expanded and strengthened our relationships with strategic partners. This includes other consultancy firms who are managing projects, something we don't aspire to. It

also includes universities, where we have increasingly been involved in teaching on topics like LED, but also innovation and value chains.

- ✓ The reach of our tools has expanded as well. Not only PACA but also the Compass of Competitiveness is very widely used now. RALIS, our method to analyse and energise local innovation systems, is also increasingly being used. And new methods are emerging, such as CALIDENA, a value chain development approach with a special focus on quality infrastructure. Also, we increasingly re-combine and re-sequence our methodologies to meet very specific customer demand.
- ✓ We are increasingly recognized for working on multiple levels within developing countries, thus not only looking at LED practice, but also working on institutional

development and policy advice. This includes advanced topics like territorial development, technology transfer and innovation.

Our understanding of our position in the market is evolving. Our profile is defined by our ability to develop and refine methods on LRED, cluster and value chain development. These products are often developed on behalf of, or in close cooperation with, our customers. We are also a recognised provider of training and learning events. In order to sustain this position, we obviously need to assure that our own knowledge is at the leading edge – not only through innovative practice but also through own research and close interaction with research organisations. And we are determined to share ideas and knowledge. This is evident in the success of the LEDCast, an Internet audio show. Sharing our knowledge via such a public medium was a risk we took that has already paid off in new contracts and partnerships.



1

Linking Regional
Integration with
Local Realities

For some time now, mesopartner has conducted consultancies in the context of regional integration processes in Central America and in the Caribbean. It's a "regional" setting that we had not considered before.

In the mesopartner work environment the term regional is usually understood as a synonym for sub national units in a country. In Local and Regional Economic Development (LRED) a region is usually a cluster of a number of towns with their respective hinterlands. From a national viewpoint, LRED approaches are "bottom up", meaning that people and institutions from the grassroots take responsibility for their own development and cooperate closely to foster competitiveness in their territorial entities.

What is the focus of our supranational advisory work? In several Central American countries we advise the Physikalische Bundesanstalt, PTB (German Metrology Institute) on how to develop and strengthen the quality infrastructure. The aim is to support private and public actors to establish

a legal basis and strengthen their services in metrology, standards, tests and quality systems (MSTQ) on a national and regional level. Most of these small nations lack sufficient demand and resources to develop all the quality services by themselves. However, an effort to create a centralized supranational body for quality infrastructure, the ICAITI, didn't work out because of the different viewpoints of the nations involved. Nowadays the partners are working with a more flexible approach to integration, which is mainly based on mutual recognition and bi-lateral cooperation projects. Donors like PTB hope that these experiences will create trust and the

motivation to achieve deeper integration.

Another activity, with a different regional and topical focus, started in 2007 when we began to advise the Interamerican Development Bank (IDB) and the Economic Commission for Latin America and the Caribbean (ECLAC) on how to support the Single Market and Economy in the Caribbean Community (CARICOM). Caribbean countries are relatively small, open and vulnerable. Traditionally their production is oriented by domestic (individual country) consumption and exporting to the "metropolises", i.e. the rich industrialised countries. Due to



changes in global trade, the Caribbean is losing its traditionally protected status in terms of exporting to the European Union and, to make the region as a whole more competitive, it needs to foster collaboration and trade within the community. The project we are working on tries to identify and strengthen intra-country trade or intra-regional trade.

In both regions mesopartner uses the value chain approach as a way of fostering economic integration and global competitiveness. In the Caribbean the agrifood, tourism and construction value chains are addressed. In six countries the project identified national hubs of certain chains. Throughout the assessment we visualized the linkages within the country and outside, with other Caribbean nations. The mapping of the chain is used as an analytical tool to understand the economic reality, in terms of both actors and structures, and to identify potentials for future support.

In the case of quality infrastructure in Central America, we facilitate direct

interaction between private sector representatives and those responsible for national MSTQ systems, in order to work on a particular value chain (coffee, cacao, honey, shrimps etc.). Often, the value chain assessment is conducted at the first meeting of all the relevant stakeholders and helps us to understand the critical points of the chain linkages. This tool is suited to identifying the actual demand for quality services and helps to adapt the supply side.

Working with value chains can be useful to ground and connect regional integration activities with

local realities. Many local producers will require explicit information on how to benefit from free trade agreements. On the other hand, promoters of regional integration usually act on a highly aggregated level, ignoring the local impact of their decisions. Here we apprehend a significant need for communication and mutual understanding.

Against this background the systemic competitiveness concept proves its usefulness. It helps us to connect different territorial levels and to create a more integrated approach to fostering development initiatives. For many public decision makers and



Systemic competitiveness: not only at the national level

	supranational	national	Regional	Local
Meta	Competition between different models of market economy	National integration Strategic capacity of national actors	Regional identity Strategic capacity of regional actors	Local identity, trust Strategic capacity Creative milieu
Macro	International capital markets (opportunity + performance pressure) International trade	Stable macro policy Liberal trade policy Anti-trust policy Environmental policy	Solid budgetary policy Government's investment capacity	Solid budgetary policy Government's investment capacity Quality of life
Meso	EU industrial policy EU technology policy Montréal protocol	Technology policy Regional policy Export promotion Specific environmental policy	Regional economic promotion Technology extension Education + training	Local economic and employment promotion Competent chambers Real estate development
Micro	Transnationals, international alliances Global value chains	Medium + large firms Disperse networks Supplier relationships	SME Clusters Supplier relationships	Clusters Industrial districts Supplier relationships

business people it is an important step in the process of understanding that there are different levels of competitiveness, such as meta, macro, meso and micro, and that these levels are found in various territorial layers.

In our consultancy missions we are dealing with quite different sets of people, from informal vendors in small rural localities to executives responsible for their country's international trade negotiations. This experience provides mesopartner with the ability to facilitate communication and understanding

in a broader way than the limitations of common development programs usually allow. Our counterparts see this as an added value of our work, enabling clients and their partners to connect actors and issues, which helps to establish more systemic learning experiences.



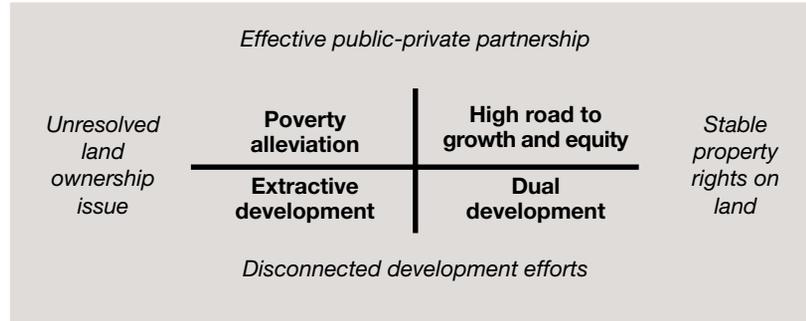
2

Thinking in Matrixes

One of the activities that we particularly enjoy is participatory scenario writing. It is a simple, practical and fun way to bring home the message that there is more than one possible future, and that local stakeholders can actually shape the future of their locality. A key element in scenario writing is the definition of critical uncertainties that will shape the future. We ultimately narrow this down to two uncertainties or influencing factors, find two alternative expressions for it, and, voilà, arrive at a four field matrix that is then filled out with four stories, each one describing a possible and plausible future (and relating to other uncertainties in order to put flesh to the bone). Figure 1 gives an example; this one came out of a GENESIS exercise a few years ago.



Figure 1: A scenario matrix that emerged from a GENESIS exercise



In our recent conceptual work, we have found that the elaboration of matrixes like this one is extremely useful, and not only in the context of scenario writing. It forces us to really focus on a given subject. Rather than

coming up with long lists of factors that may be relevant and need to be considered, a four field matrix forces us to clearly define priorities, namely the two factors that in a given context are most critical.



Figure 2: Four constellations of external interventions

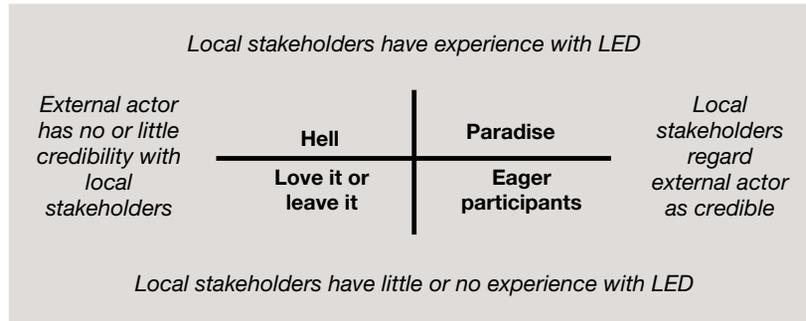


Figure 2 describes four different constellations regarding the

involvement of external actors in a location. We often find ourselves

involved in activities where a donor project or a higher level domestic organisation in some country decides that it wants to promote a certain location or region. This matrix is useful in analysing the constellation and shaping a targeted communication and intervention approach. In particular, it highlights the need to analyse, in a very sober manner, the credibility of the external actor – something donor projects and other external development actors do not necessarily do as a routine activity.

Figure 3: Four types of territories

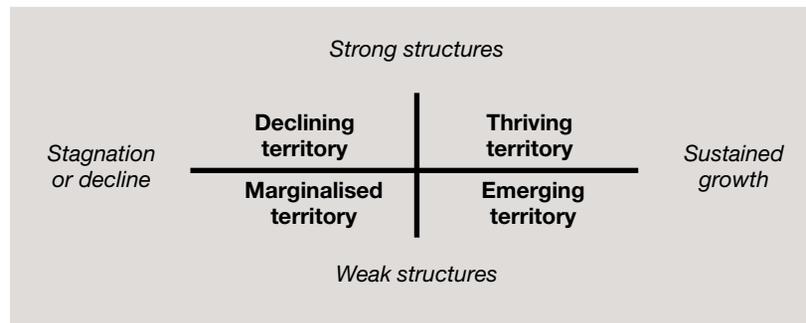


Figure 3 is also related to the challenge of defining intervention strategies in territorial development, though from a different angle. In the discussion on territorial development (LED, regional development, cluster promotion etc.), it is not easy to formulate a typology of territories that can guide intervention strategies in a meaningful way. This matrix takes an important step in that direction (and in doing so, it disregards one of the principles of scenario writing proper, namely to find catchy names for each quadrant). It introduces a

critical distinction between change and acceleration. The right-hand side describes territories that are going in the right direction and perhaps need to speed up. The territories described on the left-hand side require change approaches; they are going in the wrong direction, and going faster does not help. The other axis of the matrix, structures, highlights both built structures and organisational structures. In the territories described in the upper quadrants, fragmentation between organisations will usually be a major developmental issue. In the territories described in the lower quadrants, the organisational landscape is underdeveloped, and decision makers have to identify priorities in terms of organisation building. This matrix highlights how problematic it is to employ generic “best practices” in very different types of territorial development processes. Instead, it emphasises the need for local actors and external organisations to formulate a clear picture of the type of territory they are addressing, and to define their top priorities accordingly.

Figure 4: Four types of value chain interventions

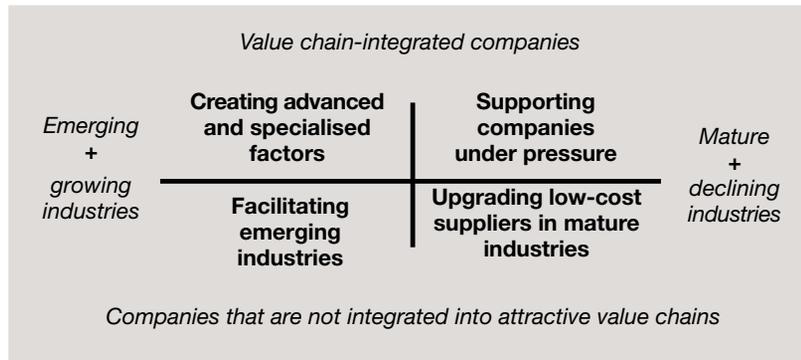


Figure 4 looks at the issue of business promotion in the context of value chains, be it national or global value chains. In this case, from the angle of a promotion agency one important difference is whether a given target group of companies is already, or not yet, connected to national or global value chains. Intervention strategies in each case will be fundamentally different. Another important distinction refers to the stage of a given industry in the life cycle. Established industries that are connected to value chains pose challenges that are fundamentally different from, say, the opportunities created by an emerging cluster in a growing industry.



Figure 5: Four dimensions of territorial development initiatives

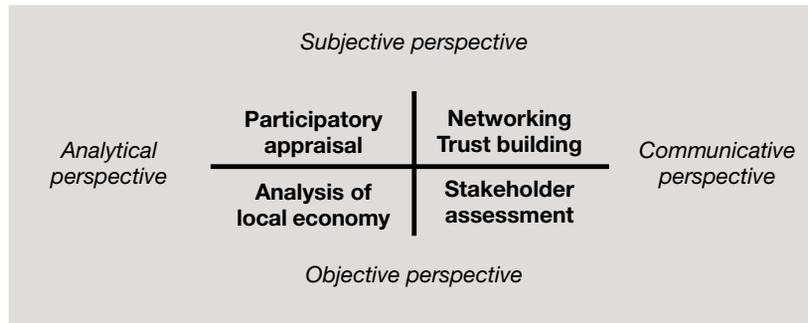


Figure 5 helps to explain how the mesopartner approach differs from other approaches to territorial development. It is not rare to find that donor organisations and other external actors send consultants into a locality to conduct an analysis of

the local economy and a stakeholder assessment, all in a very objective way. The result of this may or may not match up with the subjective perspective, i.e. the perceptions of stakeholders, their prejudices and preconceptions, and the way they



see each other. In particular, there is a manifest risk that consultants may miss the underlying currents of distrust and tension in the local economy. The vendetta, the bloody feud between families that some localities in Southern Italy are famous for, is only the most extreme variety of localised adversarial relationships. It is quite common that important groups in a locality are rather unwilling to talk to each other. In a territorial development process, this is a critical variable, and if it is not addressed early and properly there is a good chance that the process will not go anywhere. Moreover, the perceptions of local stakeholders of the advantages and bottlenecks of their locality are more important than the objective analysis of the external consultant. This is why we try our best to address perceptions as much as possible. Ultimately, our approach is designed to cover all four quadrants of the matrix. It accepts that perceptions, prejudices and distrust exist, and it tries to transform them into robust information and relationships. A sustained territorial development process will only emerge if stakeholders can agree on the diagnosis of their local economy, and if they trust each other.

3

Regional Strategy Development in Indonesia



In 2007, we had an opportunity to combine and sequence some of our approaches and tools in an innovative way. The challenge was to develop a regional, inter-district strategy for economic development in the Solo Raya region in Indonesia. The region consists of the city of Surakarta (Solo) and six districts. Traditionally, the most important economic sectors in the region are agriculture and agro-processing, textile and garment manufacturing as well as furniture production. The densely populated region has a population of about 6 million.

With the aim of improving regional economic competitiveness, the GTZ regional economic development programme (RED) has introduced different development approaches in Solo Raya since 2000, such as PACA, value chain promotion or regional marketing. In order to further strengthen inter-district cooperation, to enhance the regional identity and to give orientation to the districts' policies and to the task portfolio of a regional promotion agency RED contracted mesopartner to facilitate the development of a joint strategy for economic promotion in the Solo Raya region.

When it comes to identifying economic potentials, current and future competitiveness plays a crucial role for the region as a whole and for each single district. Given their ambition to jointly market and promote the region of Solo Raya and its main products, the regional bodies as well as the district governments need to know what sectors and products to focus on in the future. The key questions are: What are the most promising products to promote nationally and internationally? What sub-sectors to choose for attracting private investment? What producers to link up with national and international intermediaries and buyers downstream the value chain? What are the opportunities and threats for the region's competitiveness that might play out in the future?

In order to find answers to these questions mesopartner designed a strategy formulation process that is highly interactive, participatory, primarily bottom-up and pursues a three step approach:

- ✓ Based on the district profiles, the results of a Business Climate Survey carried out in 2005 as well

as data and development plans of the districts, we compiled draft district strategy papers for each district and sent them around for feedback and corrections by the districts.



✓ The second step consisted of a regional economic potential analysis, which takes into account primary and secondary data, quantitative and qualitative analyses as well as local and external expert opinions, including those of international buyers. The result is a study on the competitiveness of the Solo Raya region and its promising economic sectors in the national and international context. The method of the regional economic potential analysis was created in 2006 by mesopartner in Vietnam and is strongly informed by value chain research.

✓ In a third step, we initiated a regional foresight process. This approach explored in particular the future of the region beyond the next 5 years. By using our preferred foresight method, namely scenario writing, local public and private actors elaborated scenarios for Solo Raya in a creative and participatory way, decided on the most desirable development scenario for the region and discussed the implications for today's decisions. Here we applied a highly efficient and rapid

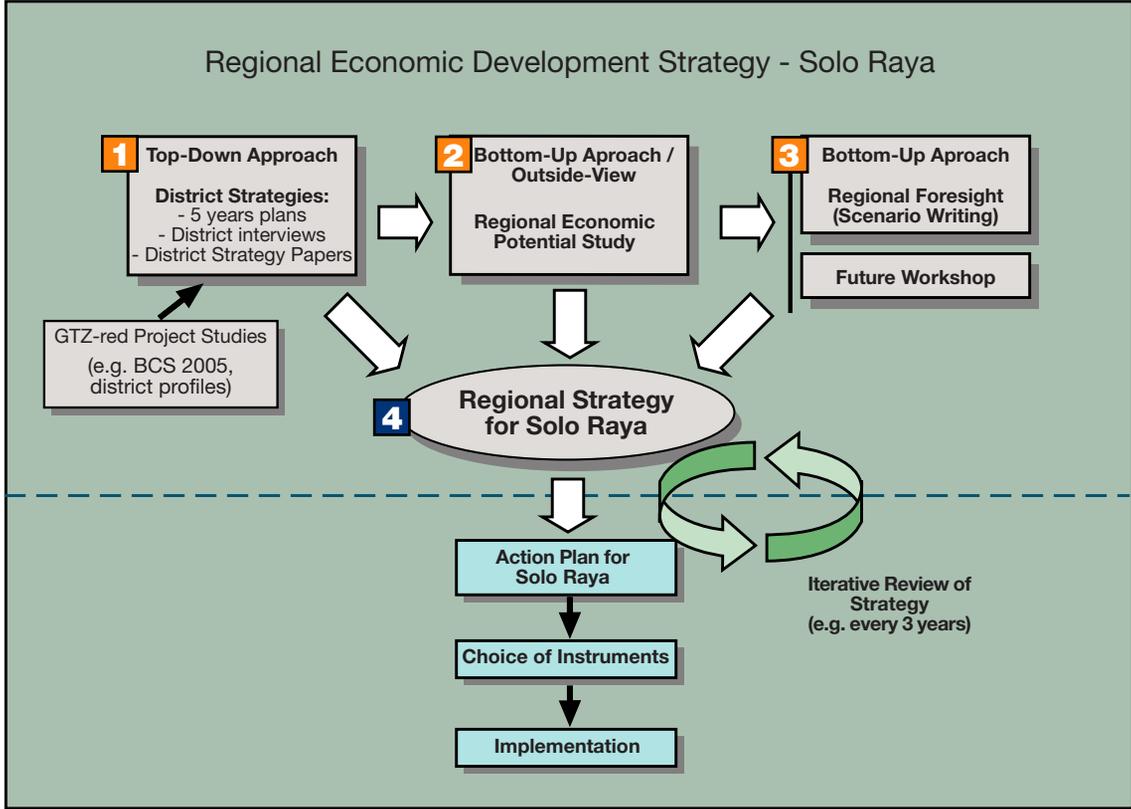
workshop format for scenario writing that was developed in recent years and is also a core element of the GENESIS approach.

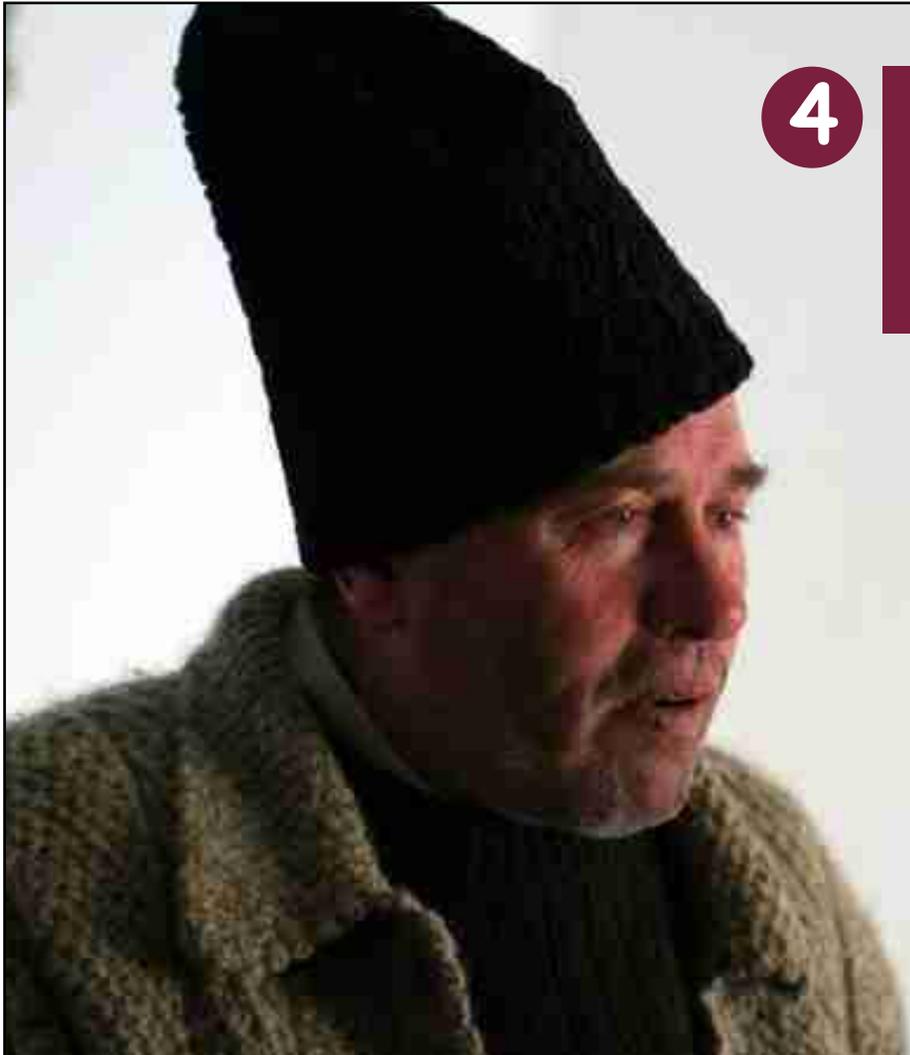
The district strategy papers, the regional economic potential study and the results of the foresight-process served as input for the development of a regional strategy paper for Solo Raya, which was translated and submitted to the Bupatis (head of districts) at the end of 2007 for approval.

In all activities, we were conceiving strategy as a long term perspective

that is based on visions, missions, local cultures and previous achievements. This perspective must be shared and must carefully consider the different visions that we captured in the districts/region. Following the line of argumentation of the strategy guru Henry Mintzberg, the regional strategy is expected to provide a perspective and an orientation framework for a pattern of collective behaviour and for competitive positioning of the districts. On that basis, concrete action plans need to be worked out later at the district level and by the regional promotion agency at the regional level.

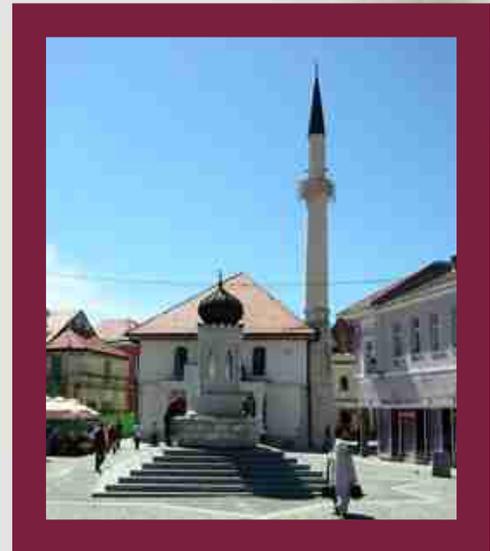






4

"Learn to fail better":
mesopartner as mediator
of experiences between
Europe and the world



“Without room for trial and error you can never develop something new” says Zdravko Miovcic, a consultant in Bosnia and Herzegovina and participant of an LED-Exposure Tour in Germany organized by mesopartner in November 2007. “In Germany they have been trying, failing and learning for 40 years. The result is a laboratory of creative chaos from which to learn a lot.”

What Zdravko Miovcic states involves a hidden competitive advantage of mesopartner: using the laboratory of experience in Germany to encourage creative and innovative thinking among our clients in developing and transformation countries. We don’t suggest identifying good practices and simply copying them. According to Joseph Schumpeter’s concept of recombination, innovation means finding a novel way of doing things by pulling together existing elements. In line with this argument, we are actively combining our experience gathered in Germany with our experience acquired in developing and transformation countries, with the aim of facilitating a process of constant learning and recombination. This process encourages the

development of creative solutions that are adapted to the economic and cultural reality of our partners.

All ‘mesopartners’ had the chance to gain working experience in Germany, in one way or another. We worked in applied research on economic development, in practical project implementation in the field of Local Economic Development (called “Local Economic Promotion”

in Germany), in technology- and innovation-management or in facilitating economic restructuring processes in Germany. The laboratory of our German experiences in combination with grass root insights into economic realities in developing countries generates new ideas and products. The outcome has been the creation of participatory, systemic, action-driven and business-oriented



approaches to territorial development, which are raising increasing interest and attention among German and other European partners and colleagues.

To enhance this competitive advantage mesopartner extended its networking activities in Germany in the year 2007. We particularly intensified our contacts with universities, economic promotion agencies and platforms of experts working on LED and related subjects:

- ✓ mesopartner has started working with German universities that are offering master's courses for students from developing and transformation countries. This includes lectures at the Spatial Planning (SPRING) master's course offered by the University of Dortmund and at the international master's course on SME development (SEPT) offered by the University of Leipzig.
- ✓ In 2007, we supported economic promotion agencies, e.g. in the Region Baden-Wurttemberg, in identifying innovative cluster promotion networks in the IT and media sector. Additionally,

mesopartner facilitated workshops to exchange experiences and trigger mutual learning processes among innovation promotion practitioners from various European countries in an EU-funded project that was executed by GTZ and ZENIT.

- ✓ In 2007, we organised a study tour on regional and spatial planning in Germany for Chilean regional government officials. Experts from South-Eastern Europe attended InWent's fourth LED exposure tour of North-Rhine Westphalia, which was this time entirely planned and conducted by mesopartner. Topics were the design of implementation-oriented LED strategies, brown field development, setting up incubators, technology centres or investment zones.
- ✓ We extended networking and exchange with other German and international experts e.g. in the 'Society of Structural Policy' in Germany, TCI Cluster Conferences and through training sessions in the annual ILO courses on LED in Turin.

- ✓ In 2007, we conducted our third annual International Summer Academy on LED in the Ruhr area in Germany, a region that has dealt with the challenge of structural change for decades.

The mesopartners' specific expertise is based on the facilitation of territorial economic change processes that go beyond conventional LED or cluster promotion by introducing participatory tools, emphasising



Testimony of an LED exposure tour visitor to Germany: "You find a spirit of innovation everywhere, even in distant rural areas!"

action orientation and including the systemic competitiveness concept and new scientific insights. It involves market-oriented territorial development approaches, functional upgrading activities along value chains or innovation promotion and management that is related not only to economic aspects but also to topics in associated areas like regional planning, brown field



development, research and education.

When asked during the LED Exposure Tour about the future local economic challenges in his country, Zdravko Miovcic from Bosnia and Herzegovina responded with an optimistic quote by Samuel Beckett: "Ever tried. Ever failed. No matter. Try again. Fail again. Fail better!" His answer corresponds with mesopartner's philosophy of recombination and learning.

The following web sites offer further information on some of the German and European partners mentioned: International Master's in Spatial Planning in Dortmund (SPRING) www.raumplanung.uni-dortmund.de/geo/spring, International Master's in SME promotion at the University of Leipzig www.uni-leipzig.de/sept, Innovation Agency on IT and Media Baden-Württemberg www.mfg-innovation.com, Society of Structural Policy www.strukturpolitik.org, ILO Turin www.itcilo.org/led, The Competitiveness Institute and TCI Conference www.competitiveness.org,

ZENIT: www.zenit.de,
www.europeer-sme-rp6.org



5

De-mystifying economic development with the help of technology



Over the last few years mesopartner has built a reputation as a thought leader on topics relating to local economic development.

mesopartner has become known for its practice-orientated training and its thought-provoking publications that can be used by donors and fieldworkers alike. Hundreds of practitioners have benefited directly from our training events held all over the world every year. However, we were battling with two questions: How can we share our ongoing learning with other practitioners? And how can we reach people who have little time or inclination to read?

The answer: In March 2007 we launched the LEDCAST, an internet-based radio show with Jorg Meyer-Stamer and Shawn Cunningham as hosts. The format of the show was simple: take an important or interesting topic in LED and discuss it in a conversation aimed at demystifying the specific topic. The show was an immediate hit, with downloads on the first couple of shows reaching into the 100s within the first few months of launching the show. Initially there were some steep learning curves, both for the hosts and for the pioneering listeners who

had to learn how to use the technology.

The technology behind the LEDCAST is simple. A show is recorded between the hosts over the internet, with the hosts often on different continents at the time of the recording. Thereafter the show is engineered and silly mistakes, 'uhms' and 'oopses' are cut out before the soundfile is published on the internet. Listeners can either download the soundfiles (in MP3 format) directly from the website, or subscribe to automatic feeds via podcast software like iTunes or a feedreader software. Listeners can listen to the shows on either their computer or a portable MP3 player. Some people even burn the shows onto audio CDs, which can then be played in a normal CD player. The best part is that all the previous shows remain available so new listeners have access to all the previous shows that have been published.

As the hosts of the show mastered the technology involved we started to experiment with some new ideas, like interviewing other international experts, or publishing live

presentations. Some of the experts interviewed as guests include Jonathan Mitchell (Overseas Development Institute), Mark Lundy (CIAT), Jim Tanburn, Lizbeth Navas-Aleman (IDS Sussex), John Lawson, Gerry Delany, and Martin Gasser (ILO).

In some cases the shows are hosted by some of the other mesopartners. A resource page was launched where listeners can purchase many of the resources that we highlight during our shows. All of these experiments have led to the shows being recorded at a higher quality and with a diversity of interesting content.

By the end of 2007, we had published the following series:

- ✓ The first series that introduced the basics of LED (12 episodes)
- ✓ Case studies in LED (3 episodes)
- ✓ The value chain series (4 episodes)
- ✓ The tools series (4 episodes)
- ✓ Concepts in LED (3 episodes)

We were surprised to hear that some of our listeners found the shows interesting enough to share them with their customers. We know of at least two cases where a practitioner played our shows to local stakeholders in order to shape their thinking on issues like trust or the basics of LED. We also received e-mails from students at training events and even a university where the shows were used as inputs during a training programme.

By the end of 2007, we had published a total of 26 shows, with some of the shows being downloaded more than 1,500 times during the year. This means that mesopartner material is now reaching practitioners in new countries and places where we have never worked before. Furthermore, the topic of LED is no longer the domain of experts, as more and more local people gain access to high quality material all over the world.

Delivering mesopartner material at almost no cost to potential customers was a high risk decision that has paid off with the demand for our services increasing. While

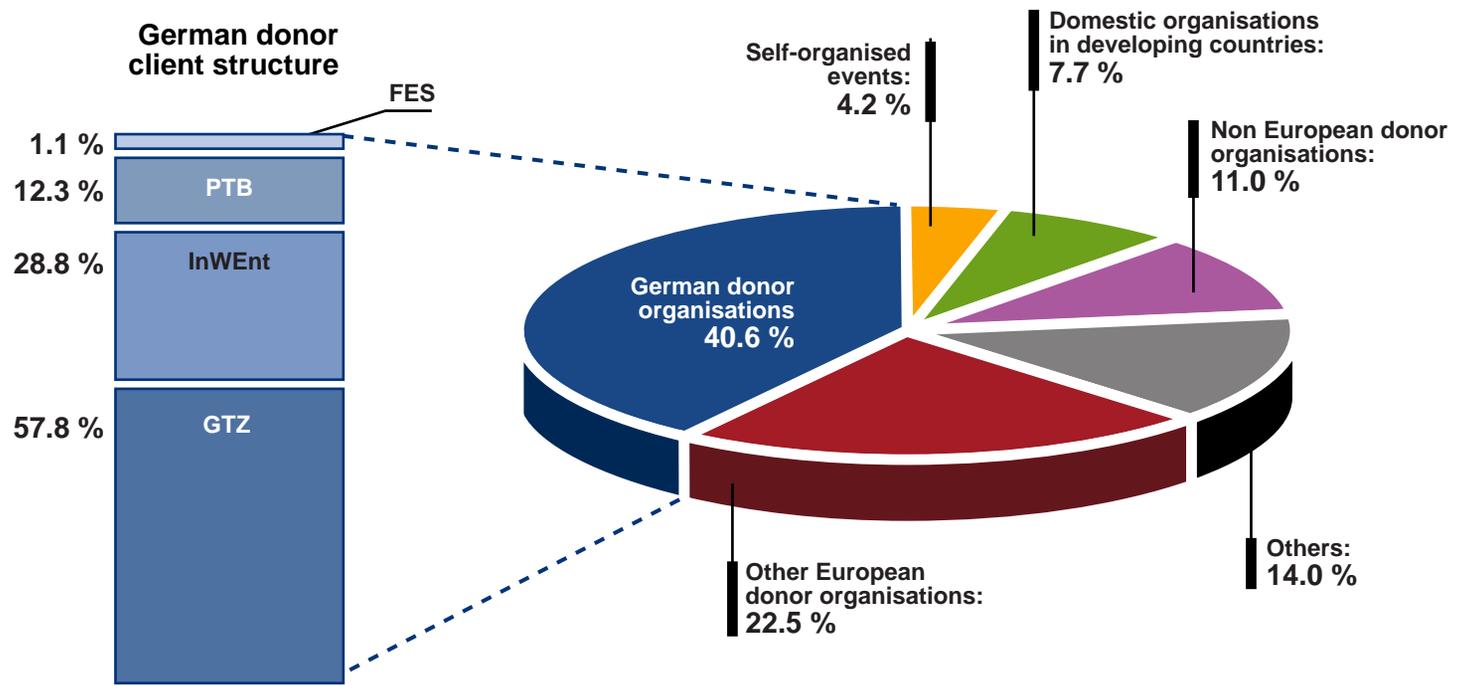
some established customers are requesting that we assist them with delivering their material to new audiences, some new customers from a variety of locations are demanding that we increase our presence in their region. This development is beneficial for many

of the experts and practitioners that have been trained and qualified in many of the mesopartner methods.

You can download the podcast from <http://www.ledcast.net>
Search for LEDCast in iTunes or subscribe directly from the website!



mesopartner Client Structure 2007 (paid working time)



mesopartner's Environmental Responsibility



In order to build a more sustainable business mesopartner has decided to contribute to climate protection. Since January 2007, we have been purchasing emission-offsetting certificates for all our business-related flights.

A consulting company like mesopartner contributes to carbon emissions mainly in three areas: consumption of paper, consumption of electricity and transport, and air travel, which is by far the most significant impact. We haven't calculated the full size of our carbon footprint, but we strongly assume

that most of our carbon emissions come from flights associated with project activities and various types of meetings.

Today, air travel is estimated to release a bit less than 5%, but is forecast to represent up to 15% of global carbon dioxide emissions in 2050. However, replacing journeys to the countries of our assignment around the world by remote communication, such as Skype or video-conferencing, is possible only to a very limited extent, and we exploit this as much as possible. In most projects, though, we need to

be onsite to train, facilitate and consult. Thus, there is hardly a way to cut down on emissions by flying less.

In 2007, the 'mesopartners' on mission generated about **128 tonnes** of carbon dioxide through travelling a distance of **389,102 km** by air. These CO₂ emissions have been neutralised through the German organisation atmosfair. The cost was **€ 2,761**. This amount will help to fund solar, waterpower and biomass projects as well as energy saving activities in a number of developing and emerging countries (see www.atmosfair.com).

We want to express our gratitude to those clients who covered the tax-deductible cost of the certification in 2007 and we wish to encourage more clients to accept the cost of neutralisation of carbon emissions as part of our travel expenses.

Our corporate environmental responsibility has made us move into a direction in which we think the regulator will push us anyway in the near future, and for very good reasons.



One of the objectives of LED: Substituting traditional, very polluting production techniques

Countries where mesopartners were active in 2007:

Albania
Argentina
Azerbaijan
Bosnia and
Herzegovina
Chile
El Salvador

Germany
Greece
Guatemala
Honduras
India
Indonesia

Italy
Macedonia
Nicaragua
Serbia
Slovakia
South Africa

Sri Lanka
Trinidad
and Tobago
Uganda
Uruguay
Vietnam



The mesopartners

Shawn Cunningham

sc@mesopartner.com

Born in 1973, MBA (Northwest University, South Africa, 2001). Currently busy with final year PhD on the topic of market failures in business services.

Main fields of expertise:

- Local Economic Development
- Clusters and Value Chain promotion
- Business service market development
- Innovation and technology transfer
- Process design and consulting
- Small enterprise promotion

Working experience:

- 2007-present Joined Mesopartner as a partner at the end of 2007
- 2003-2007 Senior expert in the GTZ South Africa LED & BDS Programme
- 2001-2002 NAMAC (National Manufacturing Advisory Centre Programme)
- 1996-2001 Own business in the IT sector



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 CIREM, Barcelona (Spain), junior consultant
- 1991-1994 University of Bremen, research project on regional development in Europe, researcher



The mesopartners

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
- Industrial policy
- 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



Christian Schoen

cs@mesopartner.com

Born 1965, MA in economics (Munich 1991).

Main fields of expertise:

- Local and regional economic development
- Cluster and value chain promotion
- SME promotion
- Territorial & technology foresight
- Business climate surveys and competitiveness rankings
- Technology transfer, innovation systems

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



The mesopartners

Frank Wältring

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

Main fields of expertise:

- Local and regional economic development
- Cluster and network management
- Value chain promotion
- 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 has been supported by a project assistant, Ute Dorothea Mayer. She is a 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.

In addition to administrative tasks for mesopartner, one of her mayor assignments is to organise the mesopartner 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 publications in 2007

Harmes-Liedtke, Ulrich (2007):

Benchmarking Territorial Competitiveness. mesopartner Working Paper, 09.

Harmes-Liedtke, Ulrich; Kaulard, Anke; Vargas, Karim; Bittar, Mariella (2007):

La Energía de Grupos Grandes para el Desarrollo Económico Local. Espacio Abierto y Café DEL. (Energy of Large Groups en LED. Open Space and LED-Café'8e). InWEnt Lima & mesopartner Buenos Aires.

Hindson, Doug (2007):

Donor Approaches to Local Economic Development in Africa. mesopartner Working Paper, 12.

Hindson, Doug & Meyer-Stamer, Jörg (2007):

The Local Business Environment and Local Economic Development: Comparing Approaches. mesopartner Working Paper, 11.

Knorringa, Peter, & Meyer-Stamer, Jörg (2007):

Local Development, Global Value Chains and Latecomer Development. In: Jerry Haar & Jörg Meyer-Stamer (eds.): Small Firms, Global Markets. Competitive Challenges in the New Economy. Houndmills: Palgrave Macmillan, pp. 18-37.

Meyer-Stamer, Jörg, & Haar, Jerry (2007):

Introduction: The Environment of Small-enterprise Competitiveness. In: Small Firms, Global Markets. Competitive Challenges in the New Economy. Houndmills: Palgrave Macmillan, pp. 3-17.

Meyer-Stamer, Jörg (2007):

Designing a Regional Development Agency: Options and Choices. mesopartner Working Paper, 10.

Meyer-Stamer, Jörg (2007):

Promotion of Technology and Innovation in the Context of "Sustainable Economic Development". Eschborn: gtz.

Meyer-Stamer, Jörg, & Wältring, Frank (2007):

Assessing the Applicability of Private Sector Development Instruments in Agricultural Economic Development. Eschborn: gtz.

mesopartner activities in 2007

Region	Projects
Albania	Training in 'Participatory Appraisal of Competitive Advantage' (PACA) in Durres AAM, 0.25 staff months
Argentina	Consultancy on the Competitiveness Program of the Northern Provinces (Norte Grande). Development of a participatory methodology for cluster and value chain promotion IADB, 0.8 staff months
Argentina	Research trip to study good practices of Local Economic Development in the provinces of Santa Fé and Entre Ríos mesopartner activity, 0.1 staff months
Azerbaijan	Project design mission for Regional Economic Development in Lenkaran PEM, 0.3 staff months
Bosnia and Herzegovina	Project design mission for Regional Economic Development GTZ, 0.75 staff months

Region	Projects
Chile	Workshop on Territorial Planning and Regional Economic Promotion, Santiago de Chile GTZ, 0.1 staff months
El Salvador	Presentations on Value Chain Promotion, Pre-Forum of FUNDES and Microenterprise Forum of the IADB, San Salvador FUNDES, 0.1 staff months
Germany	International Summer Academy on Local Economic Development mesopartner event, 1.3 staff months
Germany	Conceptual work on private sector development GTZ, 0.5 staff months
Germany	Lectures at the University of Dortmund (SPRING) and of Leipzig (SEPT) University Dortmund and Leipzig, 0.25 staff months
Germany	PACA training for LED experts from the Balkan region in Zschortau InWEnt, 0.3 staff months
Germany	SME training for SME political decision makers from Mongolia in Berlin InWEnt, 0.2 staff months

mesopartner activities in 2007

Region	Projects
Germany	Member of selection committee of innovation clusters of the IT and media sector in the state Baden-Wurtemberg mfg, 0.1 staff month
Germany	Organisation and facilitation of a LED study tour with experts from South Eastern Europe InWEnt, 0.75 staff months
Germany	Organisation and facilitation of a study tour on Regional Planning in Germany for Chilean planning experts GTZ, 0.5 staff months
Germany / Slovakia / Greece / Italy	Facilitation of innovation policy peer review workshops European Union, 1 staff months
Guatemala / Nicaragua	Consultancy of private sector institutions on quality infrastructure issues PTB, 0.4 staff months
Honduras / Nicaragua	Workshop series on issues of quality infrastructure and sanitary and phyto-sanitary measures to support Central American exports to the European Union PTB, 1.5 staff months

Region	Projects
India	PACA training and exercise DAI / GTZ, 1 staff month
Indonesia	Development of a regional strategy for Solo Raya GOPA / GTZ, 3 staff months
Indonesia	Territorial PACA Exercise in East Sumba, East Nusa Tenggara province GTZ, 0.6 staff months
Indonesia	Business Climate Survey in Central Java Swisscontact / GTZ, 0.8 staff months
Italy	LED-Conference in Turin: Training on Participatory Promotion of Local Economic Development ILO, 0.25 staff months
Macedonia	LED Follow-Up workshop in Ohrid with LED experts from the Balkan region InWEnt, 0.75 staff months
Nicaragua	Central American Academy on Local Economic Development "Academia Centroamericana sobre Desarrollo Económico Local" DED/Swisscontact, 0.25 staff months

mesopartner activities in 2007

Region	Projects
Nicaragua	Program “Local Development and Tax-Transparency”, Consultancy within the program FET “Territorial Promotion of the Economy”, in Rivas and San Juan del Sur, in the context of the program PRODELFI GTZ, 0.13 staff months
Nicaragua	Strategy workshop with the National Ministry of Industry and Trade (MIFIC) GTZ, 0.3 staff months
Serbia	LED Follow-Up workshop in Novi Sad with LED experts from the Balkan InWEnt, 0.75 staff months
Sri Lanka	Coaching and advisory work on LED GTZ, 1 staff month
South Africa	Coaching and advisory work on LED Icon / GTZ, 1 staff month
South Africa	RALIS training and exercise GTZ, 1 staff month

Region	Projects
Trinidad and Tobago	Methodological development for Project on Value Chains, Regional Integration and Competitiveness in the CARICOM Single Market and Economy, Port-of-Spain ECLAC, 0.3 staff months
Uganda	PACA training and exercise in Kalisizo Mentor Consult, 0.75 staff months
Uruguay	Consultancy of the initiative “Competitiveness Fray Bentos”, in the context of the program PACPYMES European Union, 1.6 staff months
Vietnam	Training course on ‘Compass of Competitiveness’ and supervision of two practical applications GTZ, 0.5 staff months
Vietnam	Backstopping of Economic Potential Study in Tra Vinh province GTZ, 0.2 staff months
Vietnam	Provincial Senior Advisor to EU-Vietnam Private Sector Support Programme at the programme location Da Nang European Union, 3.9 staff months

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Please direct any enquiries to:
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All photos in this report are original
material taken by the mesopartners or
by participants in various mesopartner
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