

Annual Report 2005

mesopartner
local economic delivery

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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.



This Annual Report answers the question: "What does mesopartner do apart from PACA?" PACA (Participatory Appraisal of Competitive Advantage, a method to launch or re-focus territorial development initiatives) and RALIS (Rapid Appraisal of Local Innovation Systems) are our flagship products. But over the past two years we have developed a number of complementary methodologies that cover different phases and issues in territorial development processes. Moreover, we have observed that our methodologies lend themselves not only to application in local economic development but also to value chain initiatives at a regional level. You will find our experiences presented in this annual report.

In 2005, we did not only broaden our product portfolio. We also saw a tendency towards customer diversification. During the initial phase of the company, we benefited from strong demand by German technical assistance agencies. In 2005, we increasingly provided services to customers like the International Labour Organisation (ILO) and a number of programmes that are executed on behalf of the European Union and USAID.

When we look at the relative importance of the different types of services we provide, we are consistently surprised by the high share of training courses in our total work portfolio. PACA training courses only partially account for this. We also benefit from a strong demand for introductory training courses on local economic development, and Training of Trainer courses. Given our competence and experience in organising training events, we decided to launch a learning event for experienced practitioners in territorial development. The "First Summer Academy on Local Economic Development", held in Germany in July 2005, showed that there is a strong demand for this type of event. Feedback from participants was very positive, so we decided to turn this into a regular event organised in Germany and in the future also on other continents.

1

"The LED Café" Learning and Action Planning in Large Groups



We are accustomed to working with groups of approximately twenty people, using the mesocard tool in a participatory workshop format. However, what should we do if we want to interact with a group of a hundred or more people for Local Economic Development? We were faced with this question when we were asked by InWEnt to execute Sensitization Workshops on local economic development in the North of Peru.

After searching the Web and reading specialized publications on facilitation techniques for large groups, we found The World Café to be the best method for this purpose. The method was invented by Juanita Brown and David Isaac in the United States, and you can find a lot of information on their Website. Although the method has often been applied by large companies and organizations, it is hardly known inside the development cooperation community.

The key idea behind The World Café is to establish the hospitable

atmosphere of a sidewalk café where people can feel at ease and get engaged in informal conversations. Participants are seated in groups of four or five at tables which have been arranged and decorated emotively. Experience indicates that a small group ambience encourages participants to develop an interest

in others, listen to what they have to say, keep open minds regarding their opinions, and sustain the exchange of ideas and points of view.

Participants are asked a single question or a cascade sequence of questions. Questions should be kept simple, clear and open, as well as



thought provoking, to encourage vivid debates. Good questions do not directly address action steps and problem solving, but rather incite the exploration of new solutions and possibilities.

Participants change tables, after working on one question for a time-period that may last between 20 and 45 minutes. Each participant carries his or her understanding of the issue to the next table, as an "ambassador of opinion". One person remains at the table as the "host" and briefs newcomers on the discussion held during the previous round. The participants then continue to work on old or new issues until it's time to change tables again, and so on. Ideas, topics and questions begin to interrelate and progress into deeper levels of exploration.

Ideas are linked and connected as a result of the continuous rotation of groups between various tables and their exchange of views and perceptions. Additionally, participants write down their ideas on paper "tablecloths" which remain

on the tables throughout the process. In this way, ideas can be studied, open topics can be completed in the course of the next round(s). Key ideas are shared by the whole group and may be registered on facilitation cards that may subsequently be attached to pin boards for further debates.

The "LED Café" method is appropriate for sensitization of local stakeholders to encourage their commitment in local development initiatives. mesopartner combines the World-Café-setting with an introductory "role play" of local actors, and additional explanatory inputs using the LED-hexagon.

After the pilot application in Peru, mesopartner realized numerous LED-Cafés throughout 2005 in Chile, Guatemala and Romania. In Costa Rica we supported the implementation of a "Quality Café", where institutions and businesses of the National Quality System actively participated. At the same time mesopartner also used the method on a smaller scale, applying

it to the exchange of experiences in July 2005, during our Summer Academy on LED in Germany. On our website you will find further and detailed instructions for preparation and implementation of your "LED-Café" application.



2

PACA



Some of our clients still equate mesopartner with PACA. PACA was the flagship product in the first years of the company's existence and is still its most widely used product. It also contains the foundation of mesopartner's philosophy of how to approach territorial economic development. Many of the other products mentioned in this report are based on the practical knowledge and experience we collected with PACA in more than 20 countries. In 2005



PACA on the one hand became one element of the overall portfolio of mesopartner, on the other hand it made its arrival into new regions and countries.

Since its first application in Brazil in 1998 the PACA methodology has been continuously improved and adjusted. Practical and didactical learning experiences as well as new tools have been integrated into the approach. During 2005 PACA was implemented in new and different local environments: in large cities (e.g. Lima), conflictive local environments (Nepal), poor and rural areas (e.g. Ghana, Guyana) and countries that aspire EU membership (Montenegro, Romania).

PACA is not a cure-all but an effective participatory, bottom-up and pragmatic approach to Local Economic Development. It is used to kick-off a local economic development initiative or to assess and refocus ongoing activities. It especially aims to motivate the local stakeholders in a local economy to take part and to assume

an active role within an LED process. One of its key elements is to encourage business- and opportunity driven learning processes. The latter are manifold, starting with the identification of existing local business opportunities, competitive advantages and disadvantages of a locality, and ways of better connecting local agencies, LED stakeholders and businesses. PACA helps to identify main reliable drivers of LED as well as involving them in concrete and action-oriented projects.

The learning and motivation aspect of PACA is possible thanks to a specific feature: the application



of a set of tools, innovative moderation methods and a successfully proven and standardized sequence. National consultants, local hosts and experts are trained in the application of the PACA sequence (PACA exercise). They then guide the way through a rapid appraisal of the local economy (around 1-2 weeks) and the development of concrete project proposals. The advantage of PACA is its action- and market-driven approach. It prevents getting lost in highly conflictive issues and getting stuck while trying to address main bottlenecks. PACA makes it possible to especially involve the private sector in LED activities because it provides quick wins due to its focus on results that are visible, realizable with local human and financial resources and implementable within a short period of time (around 3 months).

PACA has been supported by a variety of donor organisations (GTZ, DED, FES, EU, USAID, ILO, etc.). In 2005, mesopartner further diversified its customer

structure. As a result, PACA was applied in new regions. In 2005, PACA was implemented for the first time in Ghana, Montenegro, Romania, Uzbekistan, Nepal, Chile, and Uruguay. Activities have been continued in earlier PACA countries like Honduras, Nicaragua, Peru, Sri Lanka, South Africa, Ecuador and others. In Nepal, PACA demonstrated its specific advantage in applying the methodologies also in conflictive environments. The increasing outreach of PACA has also been supported through the increase of members in the PACA Community of Practice. It involves national consultants, certified local PACA specialists and PACA trainers. Increasingly, PACA training courses are delivered by Community of Practice members.

Several evaluations of PACA were undertaken in 2004 and 2005. They identified its strong impact in regard to communication between stakeholders, understanding of the local economy, alignment of stakeholders and planning procedures, identification of

driving actors, and the development of shared visions about how to build local competitive advantages. This has consistently led to visible improvements in local economies.





5.331

Number of emails which all partners exchanged among themselves in 2005

2003: 1686 emails. 2004: 2613 emails, 2005: 5331 emails (including those mails sent on cc:)





3

Enabling environment

The "Enabling Environment" is a topic that is currently high on the agenda of donor agencies in international development cooperation. Comparative research has shown that companies in most developing countries suffer from costly, lengthy and unpredictable administrative procedures. And there is little point in coming up with all sorts of business promotion activities when companies at the same time are entangled in red tape.

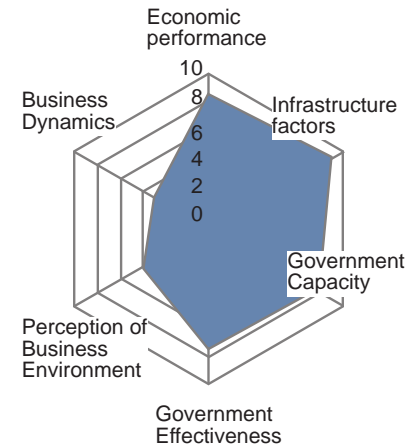


The conventional approach to creating a more enabling environment starts at the national level. Organisations like the World Bank have conducted "Regulatory Impact Assessments" in numerous countries. The results tend to be discouraging: so many regulations that need changing, but where to start? Even for a committed government it is an uphill task. An effort to create a more enabling environment is easier if the top-down approach is combined with a bottom-up approach.

We are involved in approaches that try to stimulate a bottom-up process in different ways. One possible approach tries to stimulate constructive rivalry between regions through benchmarking exercises. Under contract by GTZ-red (Regional Economic Development) in Indonesia, mesopartner conducted a Business Climate Survey (BCS) in 2005 in cooperation with Swisscontact and GOPA. The BCS comprised the seven districts in the Subosukawonosraten region that lies in the South of Central Java province. The BCS addressed the

whole range of government-created factors that shape the enabling environment for business, from generic and sector-specific laws and regulations to service delivery including development activities, as well as companies' internal efforts to innovate and strengthen their competitiveness. The BCS does not only include information gained from the survey, which builds on the perception of enterprises, but also on information gained from hard statistical data.

Surakarta

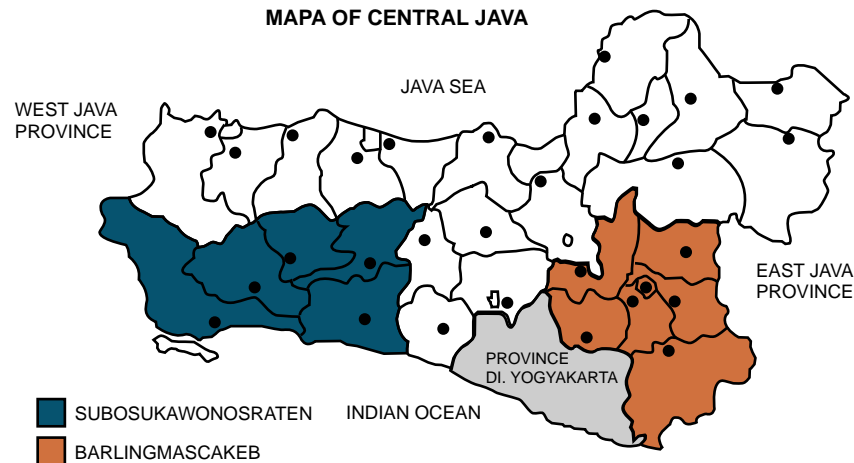


These aggregated figures are the basis for calculating indices to assess and rank the Subosukawonosraten region as a whole, each of its districts, and each sector. This methodology allows us to provide a solid picture on local/regional as well as sector-specific competitiveness and facilitates benchmarking efforts. Quantitative data from the GTZ-red region are compared with another region in the west of Central Java, Barlingmascakep. The BCS identified a number of shortcomings regarding the business environment and economic dynamics of the region, which need to be addressed jointly by all stakeholders, i.e. the businesses themselves, the Government and the supporting environment.

The local enabling environment is also something that often comes up in PACA Exercises. When compliance with regulations is costly and clumsy, or when registration or permits are costly and involve lengthy processes, business people are usually happy

to point this out during PACA miniworkshops. We have found, though, that targeted activities are also useful, without PACA or complementary to it. A simple approach involves the following steps. We organise focus group workshops at the local level with business people from across the private sector or from specific subsectors. The first question in the workshop: Why do you interact with government? Findings are

prioritised, and the main bottlenecks in terms of clumsy regulations, inefficient service delivery, or intransparent processes are highlighted. These findings are then communicated to the public sector, and an effort starts to address those bottlenecks that are easy to fix. This creates credibility for the public sector and lays the groundwork for interaction between public and private sector to improve the local enabling environment.





4

Hexagon + training

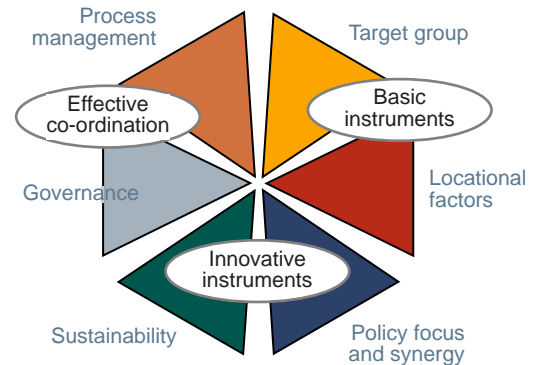
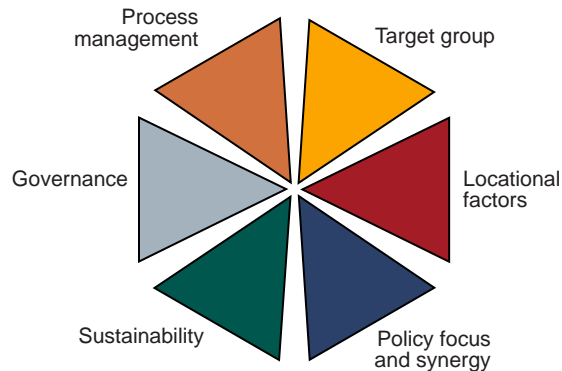
In 2000, Jörg Meyer-Stamer formulated the framework of the "Hexagon of Local Economic Development". Based on experience with LED both in industrialised and emerging countries, the Hexagon organises the key issues in territorial development in a didactical way. The Hexagon consists of six triangles, each of which addresses a specific issue that is relevant for territorial development.

The Hexagon is, first and foremost, a didactical tool. It helps practitioners, including newcomers to the field, to memorise and organise the main concepts involved in local and regional economic development. It has been adopted by organisations such as GTZ and InWEnt to organise documentation and transfer of experience on LED. It is a framework that can easily be adjusted to the needs of different target groups. So far, it has mostly been used to organise

basic LED training, for instance for newly appointed LED officers in South Africa or for local decision makers in Vietnam.

Running training courses is one of the main activities of mesopartner. On the one hand, we run training courses, organised around the Hexagon, to introduce key concepts of territorial development to stakeholders. On the other hand, we run training courses on specific methodologies that we have

Sustaining a local economic development effort



developed, in particular PACA. A common feature of these courses is the interactive format. We do not believe that lectures are an effective means of transferring knowledge. Our experience confirms one of the insights of research on adult education. Training courses are only effective if they draw on the existing knowledge and experience of

participants, stimulating direct exchange between them as a critical complement to the inputs given by trainers. Participants absorb new concepts and tools most effectively if they are immediately given an opportunity to apply them - preferably in the context of a real case. Since we cannot always draw on real cases, we have created fictitious cases that we regularly

use in training courses. The towns of Itoupava, Destrastown and Yen Phuoc combine features of different places in Brazil, South Africa and Vietnam to create a realistic setting with economic potentials, but also with fragmented actors and political tensions that make local collective action difficult.



5

The Compass of Local Competitiveness



Imagine you come into your office in the morning, and you only need to glance briefly at a compass to see whether your project is on course. Wouldn't that be great? Well, the Compass of Local Competitiveness is not quite so simple, but it is a straightforward tool that informs local stakeholders and project managers in an efficient way whether they are on track, and what progress they are making.



This Compass is an evolution of the "Balanced Scorecard" (BSC). The BSC seems to have got out of control; software packages that cost hundreds of thousands of dollars are not exactly in line with Norton and Kaplan's statement that "a critical test of a scorecard's success is its transparency: from the 15 to 20 scorecard measures, an observer should be able to see through to the business unit's competitive strategy" (Harvard Business Review, September 1993). And while the BSC is explicitly a top-down instrument, the Compass combines top-down and bottom-up elements. The elaboration of a Compass involves the definition of a vision (What do we want to achieve with our initiative?), of critical success factors (CSFs: What absolutely needs to be there or to happen to achieve our goal?), and of key performance indicators (KPIs: How can we measure that we are making progress with respect to our CSFs?). Doing all this is not left to a specialised consultant. Instead we have developed a workshop format where a group of stakeholders can

do this work in the course of one day. It helps them to align their perspective of LED at large or of specific initiatives, to analyse the factors that will be crucial in achieving their goal, and to identify progress indicators that can easily be tracked.

One of the places where we have used this approach was Costa Rica, where our task was to stimulate



change and upgrading in the national quality system. Since top-level support is crucial in the application of this tool, we opted for initiating the process of identifying CSFs in the National Quality Council. In this body which is chaired by the Science Minister, representatives of government, the private sector and academia jointly try to promote a culture of quality in the country. To clarify what Total Quality Management at the level of a national network of institutions means practically, we looked at the topic of technical inspection of cars, which was a widely discussed issue at the time. Using a card-based interactive workshop format, the relevant ministers, deputy ministers, presidents of business chambers and rectors of universities swiftly defined the factors that make or break the quality culture in Costa Rica.

The Technical Committee of the National Quality Council then took the CSFs identified in the first workshop and organised them around the quadrants of the

Compass. We conducted additional workshops with private sector specialists, technical staff from ministries and quality experts to further refine the CSFs, formulate KPIs and define baseline indicators. This led the local actors to define practical activities, thus creating the working plan of the National Quality Council. With the compass, the players in the national quality system can now measure their

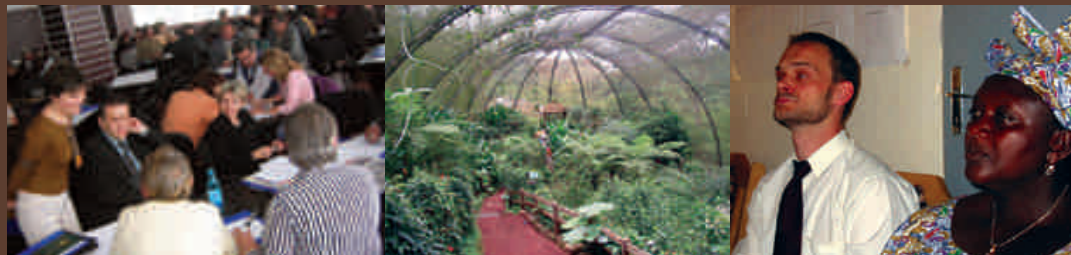
progress and easily explain the improvements to outsiders.

The Compass is an instrument for performance management in local, regional or national initiatives to promote competitiveness. The Compass is a pragmatic answer to the otherwise open question of how to measure the effectiveness and efficiency of initiatives to stimulate competitiveness.



Countries where mesopartners were active in 2005:

Albania	Ecuador	Italy	South Africa
Argentina	El Salvador	Lebanon	Spain
Brazil	Germany	Montenegro	Sri Lanka
Chile	Ghana	Nepal	Thailand
China	Guatemala	Paraguay	Uruguay
Costa Rica	Guyana	Peru	Uzbekistan
Cuba	Indonesia	Romania	Viet Nam



6

Foresight and GENESIS



Future foresight approaches are a means of strengthening the visioning element in territorial development efforts, thus going beyond the quick wins of a PACA exercise. Foresight is a systematic, participatory, future-oriented intelligence gathering and medium- to long-term vision building process aimed at present-day decisions and mobilising joint actions. Foresight is not a forecast. Rather, it reflects different assumptions about how critical uncertainties will play out. It describes possible alternative futures. Foresight in LED / RED can be used to inform policymakers about possible longer-term developments and their implications for present-day decisions, to build local networks working jointly on their visions and to enable local actors to tackle long-term issues.

Out of the variety of quantitative and qualitative foresight methods, we have found that scenario writing is most appropriate for exploring possible futures of a locality. This method is able to make use of local

and specialised knowledge, to create buy-in among local actors and to reach those whose minds we want to reframe most urgently. Scenario writing in LED/RED means that small groups of experts and stakeholders identify and structure likely developments of a

regional or local economy for a period beyond the next 5 years. The participants in scenario workshops identify critical uncertainties for future development, develop scenarios and assess their implications.



Scenario thinking as a strategy tool is rooted in military (U.S. military in the 1940s) and corporate planning (Shell in the 1960s/70s). In the 1990s first attempts were made to use scenario planning in a territorial context, first for civic dialogue at the national level (South Africa, Guatemala, Colombia) and later on as an economic development tool at the regional and local level, e.g. by Scottish Enterprise.

mesopartner has gathered experience using scenario writing in different territorial and non-territorial contexts. We have successfully tested a number of efficient workshop formats, lasting between two hours and two days. They can be employed at different stages and with different purposes.

In Romania, we ran a scenario writing workshop as part of an effort to mobilise local actors for LED. During the workshop, we explored possible futures of the main sectors in the regional economy, thus raising the awareness among local stakeholders

that they are not necessarily spectators and victims of bigger processes (such as EU accession) but can actually take initiatives to shape the future of their sector. This led to a PACA exercise, which in turn catalysed local actors to implement a variety of practical LED activities.

Scenario writing is also the methodology of choice in the futures workshop of GENESIS, a methodology that was originally developed by Colin Mitchell, a close collaborator of mesopartner in South Africa. The purpose of GENESIS is to identify and prioritise catalytic projects for territorial development. The main proposition is to identify possible projects and possible futures, and then to prioritise those projects that are robust against various possible futures. In a GENESIS exercise in the KwaZulu-Natal Midlands in South Africa in April 2005, we experienced again that scenario writing is a powerful tool to change the mindset of local actors, highlighting the fact that there are various possible and

plausible futures and not only the awful future that seems to lurk around the corner.



7

Value chains



Mesopartner has several years of experience in value chain research and value chain initiatives. mesopartner's approach to value chain development is informed by experience in both developed and developing countries. Contrary to other approaches, we suggest that the most effective and efficient

way of launching a value chain initiative is by blending stakeholder mobilisation, research, and action planning into each other. Conducting the mapping of a value chain



through workshops with value chain actors delivers relevant information, speeds up the process and leads naturally to practical action. This approach is much more

cost-efficient than the standard approach of spending significant amounts of money on upfront research, followed by stakeholder mobilisation which is complicated by the fact that the researchers have already created all sorts of expectations. In our experience, a participatory, practical, quick-win



oriented approach to value chain promotion is the most promising way of getting tangible results, and getting them in a short period of time.

Value chain initiatives, be they regional or global, connect very well with PACA. Any value chain initiative needs to address different types of producers, and it needs to leverage an often fragmented structure of support institutions and BDS providers. That is where PACA excels. At the same time, PACA initiatives can evolve organically and naturally towards value chain initiatives. This happened, for instance, in Sri Lanka. Spice producers consistently came up as important subsectors in local economies. However, their connection to buyers and their ability to meet customer needs is precarious. Involving the different regional value chain actors, as well as national-level stakeholders such as exporters, paved the way for upgrading in the spice value chain.

One of the topics that usually come up in value chain initiatives is quality

assurance, product testing, and certification. Development assistance has addressed this issue for decades, yet often with only limited success. In the context of value chain initiatives, it becomes visible how weak quality, testing and certification structures in many developing countries actually are - fragmented, inefficient, distant from customer needs. We have found that upgrading of quality, testing and certification structures is not only a technical challenge but also, and in particular, a matter of organisational development within the institutions and of the national system at large.

Experience in Central America within a Project of the German Metrology Institute (PTB) on Trade Policy has shown that an approach that starts from specific needs of producers who are facing increasing pressures regarding certification in global value chains can lead to tangible results in a relatively brief period of time. Running workshops with company representatives who were involved in exports, we asked for burning issues where quality

issues were creating problems for exports. We also inquired about the services that quality institutions have to offer. We frequently found that available quality-related services were insufficient and that a joint effort to upgrade quality was needed.

Investigating such questions in workshops with representatives of companies and of quality and metrology institutions proved to be very efficient. They served to identify a very specific need for action, define action, and define responsibilities for implementation.





8

Events and Excursions in Germany

Mesopartner operates primarily in developing and transformation countries. At the same time, all partners have work experience in European regional policy from previous jobs. We regularly leverage that experience, and the networks that emerged from it, for training courses and excursions in Germany. We typically organise



three types of activities in Germany:

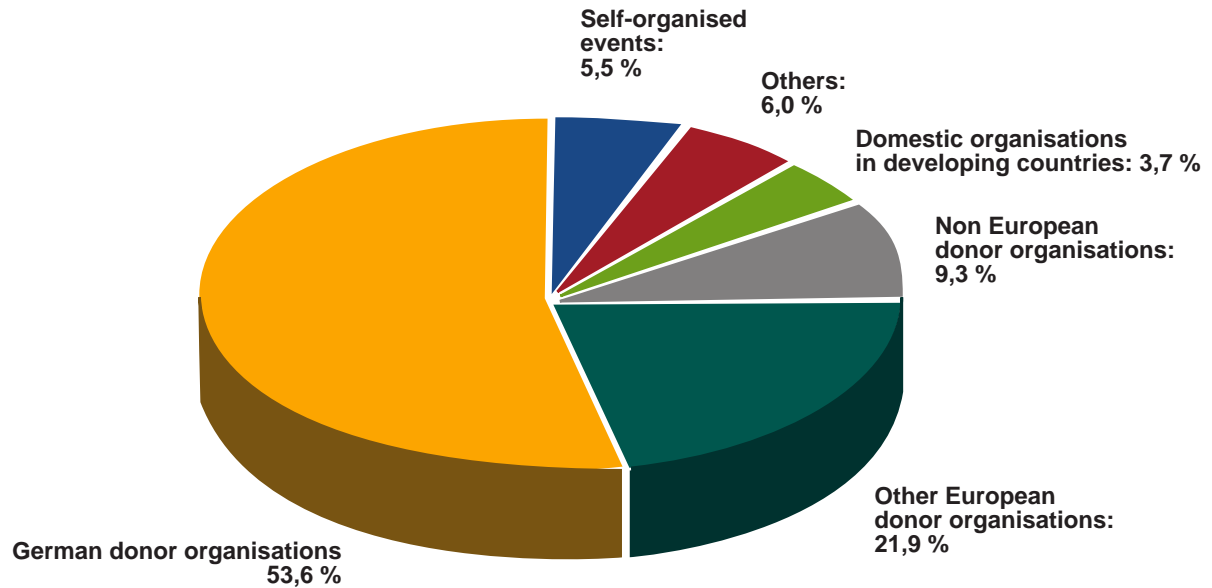
- The Summer Academy on Local Economic Development, mesopartner's flagship event, was for the first time organised in July 2005. It addresses experienced LED practitioners, offering insights into new concepts and opportunity for exchange of experience. With the number of participants being limited to 25, already the first event was overbooked. Ultimately, we had participants from 14 countries on four continents.
- Customised study tours. For instance, in December 2005 we organised a one week tour for specialists from the Cape Peninsula University of Technology in South Africa to food technology centres in various parts of Brandenburg.
- Generic excursions. For instance, for several years now we have organised the North Rhine Westphalia part of InWEnt's LED study tour.

One of the main lessons we have learnt is that the key success factor to study tours is translation

- not between German and other languages, but rather between the terminology and the concepts and experiences behind that terminology of German practitioners on the one side and foreign practitioners on the other. Simply putting them into one room and hoping that they will understand each other is unlikely to work. Complementing visits to German organisations with briefing sessions and seminars to process the impressions, on the other hand, creates a very effective learning experience for foreign visitors.



mesopartner Client Structure 2005 (paid working time)



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 CIREM, 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, 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 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

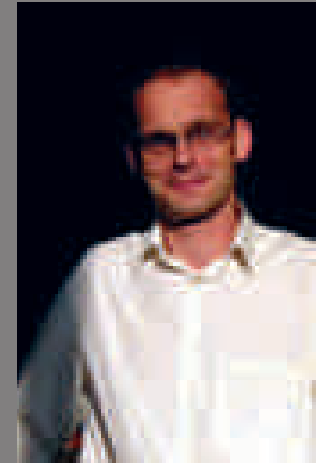
Born 1968, MA in social science with a specialisation in economics (Duisburg 1999).

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



The mesopartner administration

Ute D. Mayer

udm@mesopartner.com

Since November 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.

Next to administrative tasks for mesopartner, one of her mayor assignments is to organize the mesopartner flagship events, the 'Summer Academy' in Germany as well as the 'Academia de Verano' for Latin American practitioners. She also is dedicated to support the PACA Community of Practice. Ute is your point of contact regarding all your questions with respect to PACA News, international events and the mesopartner administration.

Please feel free to communicate directly with Ute through mail: udm@mesopartner.com



mesopartner working experience in 2005

Region	Projects
Albania	Consultancy for the Design of an Urban LED Strategy Customer: Coplan 0.25 staff months
Argentina	Teaching Master Courses of Local Economic Development Customer: Universidad General San Martin and Universidad Tecnológica 0.25 staff months
Brazil	PACA Training Course Customer: Banco da Amazônia 0.25 staff months
Brazil	Assessment of PTB-CERTI technical assistance project Customer: PTB 0.5 staff months
Central America	Facilitation of joint activities between national Quality Systems and Business Associations around International Trade Agreements Customer: PTB 1 staff month
Chile	Follow up Training for PACA Practitioners Customer: GFA-GTZ, Region Activa 0.25 staff months
Chile	PACA Training Course Customer: CMC Soluciones 0.25 staff months

mesopartner working experience in 2005

Region	Projects
Costa Rica	Advice, Training and Event-Facilitation for National Quality System Customer: PTB 1 staff month
Cuba	LED Training Course Customer: Friedrich-Ebert-Foundation 0.25 staff months
Ecuador	Speech on Local economic Development and Business sector Customer: UN-Habitat 0.25 staff months
Germany	LED Study Tour Customer: InWEnt 0.25 staff months
Germany	PACA Training Course Customer: InWEnt 0.3 staff months
Germany	Summer Academy on LED Own activity 1 staff month
Germany	Design of a BDS-Strategy Paper Customer: GTZ 0.75 staff months
Germany	Concept study: Linking the Making Market Systems Work for the Poor concept and the value chain approach Customer: GTZ 0.5 staff months

Region	Projects
Ghana	PACA Training Course and Exercise Coaching Customer: GTZ 0.75 staff months
Guatemala	Facilitation of LED Café Customer: GTZ 0.25 staff months
Guyana	PACA Training Course and Exercise Coaching Customer: EU, Transtec 1 staff month
Indonesia	Business Climate Survey Customer: Swisscontact 1.5 staff months
Indonesia	PACA Exercise Coaching Customer: ILO 0.7 staff months
Italy	LED Training Course Customer: ILO 0.25 staff months
Lebanon	LED Concept Workshop Customer: CHF 0.25 staff months
Montenegro	PACA Training Course and Follow-up Training Customers: IRD, CHF 0.75 staff months

mesopartner working experience in 2005

Region	Projects
Nepal	PACA Training Course and Coaching Customer: GTZ 0.75 staff months
Paraguay	Value Chain Training on Beef Export Customer: PTB 0.25 staff months
Peru	PACA Training Courses Customer: PROPOLI Program, European Union 1 staff month
Romania	PACA Training Course, LED Workshops, PACA Exercise Customer: FES 0.75 staff months
South Africa	GENESIS Exercise in the KZN Midlands Customer: GTZ 1 staff month
Spain	Conflict Mediation and Facilitation Training Customer: Instituto de Desarrollo Regional (IDR) 0.25 staff months
Sri Lanka	PACA Training, Follow-up Training, LED Coaching Customer: GTZ 1 staff month

Region	Projects
Sri Lanka	PACA Training and Coaching Customer: ILO 0.75 staff months
Sri Lanka	LED Coaching Customer: Swisscontact 0.25 staff months
Thailand	BDS Coaching Customer: GTZ 0.25 staff months
Uruguay	PACA Training Course Customer: ILO, REDEL-Program 0.25 staff months
Uzbekistan	PACA Training Course Customer: Counterpart International 0.25 staff months
Various countries	Research on demand for consultancy and training on Global Value Chains Customer: IDS Sussex / Rockefeller Foundation 1.5 staff months
Vietnam	PACA Training Courses and Coaching, LED Training Courses, LED concept workshops Customer: GTZ 2.75 staff months

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Please direct any enquiries to:

Ute D. Mayer,

udm@mesopartner.com

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