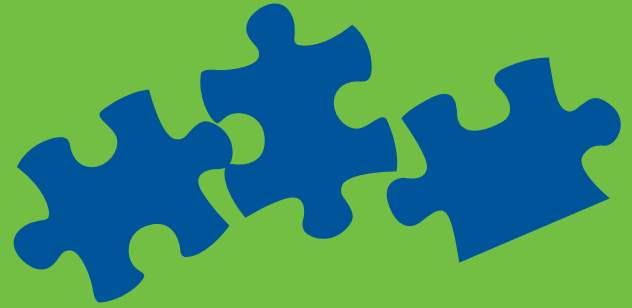


mesopartner  
local economic delivery

# Annual Report 2008



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# MESOPARTNER PROFILE



mesopartner is a knowledge firm that specialises in territorial development, competitiveness and innovation. Our strategic intent is to be globally acknowledged as an innovator in territorial development, partnering with strategic customers and associates through capacity building and coaching, as well as programme design, method and tool development and capture, knowledge management, and problem solving.

We operate as a service provider both to development organisations (development agencies, ODA donors, and others) and to consultants and consulting firms. Since 2003, the knowledge that we have shared, and the tools that we have developed, have helped development organisations and stakeholders in many developing and transformation countries to conduct territorial development in a more effective and efficient way.

mesopartner offers the knowledge that local actors need to address the challenge of innovation and change. We develop innovative tools based around territorial development, local economic development, cluster promotion, strengthening of local innovation systems, and related topics. We coach and equip practitioners. We conduct leading-edge learning events for practitioners.

# FOREWORD

2008 was a year of change and innovation for mesopartner in several respects:

- The number of partners has expanded again, with Colin Mitchell joining during the course of the year, thereby extending the partner base in Africa. However, we will continue to operate as a multinational micro-enterprise and we will not pursue a growth strategy, but rather continue to cooperate closely with selected associates.
- We have reformulated the strategic intent of mesopartner, thus becoming more focused and customer-oriented. The new strategic intent is to be globally acknowledged as an innovator in territorial development, partnering with strategic customers and associates through capacity building and coaching, as well as programme design, method and tool development and capture, knowledge management, and problem solving.
- More than in the past, we have opted to cooperate with a selected number of strategic customers. A strategic customer is characterized by a (potentially) long-lasting relationship, repeated contracting, development of mutual trust and cooperation that is in line with our strategic intent. Strategic customers do not only comprise donor organizations, but increasingly other consulting companies, multi-national corporations and universities.



# FOREWORD




- We offer and support alternative methodological solutions for our strategic clients. Clients who embark on or extend territorial competitiveness may prefer any of the proven methods like PACA, RALIS, Compass of Competitiveness or Genesis. For other clients who wish to focus on their specific mandate and competence we offer customized methodologies and own brands, e.g. the development of CALIDENA. In both cases, the chosen methodology is based on the conceptual background and the extensive practical experience of mesopartner.
- We have further 'regionalised' the LED Academies, by organizing events in Africa and Asia, in addition to our annual main event in Germany. This allows a greater number of interested practitioners to participate and update their knowledge and skills at lower costs and with less travel time involved.
- We have started to publish mesopartner books using a print-on-demand option. This includes a variety of mesopartner working papers, but also PACA manuals and a new series of mesopartner monographs.
- We have decided to completely re-design the mesopartner website by choosing a more professional, user-friendly and intuitive format.





# 1 INNOVATION AND TERRITORIAL DEVELOPMENT





There is little doubt that innovation is one of the important drivers of the economic success of a given location or region. The ability to innovate is closely linked to the competitiveness of companies, and economic development efforts thus try to promote and support innovation. But is this usually done in the most promising way? In our experience, the answer is: not necessarily.

The first thing that many people think of when the term “innovation” is mentioned is technology. The rhythm of innovation in consumer products has become increasingly breathtaking. Many people experience the same at their workplace. There is nothing wrong with the perception that innovation manifests itself in new products and new processes, i.e. new and improved ways in which products are manufactured. Therefore, in the context of territorial development, efforts to promote innovation typically focus on processes and products. They try to assist companies in their efforts to become more innovative and thus more competitive. However, we tend to find that localised innovation promotion is poorly conceptualised in four ways.

First, it assumes that every company must be innovative. While this is true for the majority, it does not apply to all companies. More importantly

though, the way in which a given company tries to innovate is not easily predictable, making it crucial to understand the incentives that are driving the innovation effort in any given set of companies. These incentives emanate from the macroeconomic environment, the pattern of integration into a given value chain, the type of sector, and other factors.

Second, it assumes that innovation is mostly about innovative products and processes. In the real world, innovation is not only about gadgets and widgets, though. Efforts to find innovative business models are just as important, and the implications of this for locations are poorly understood. Some places constantly generate new business models, most places hardly ever. But it is not quite clear what exactly the locational qualities that support innovative business models are.

Third, it assumes that more interaction and collaboration is the best way to make companies more innovative. While there often are opportunities to improve collective efficiency through collaboration and collective action, it is important not to forget that innovation is primarily a response to competitive pressure – also at the local level. Territorial development thus ought

to encourage localised competition. In the real world, though, it often fails to stimulate competition at the local level.

Fourth, it assumes that innovation promotion can rely on robust, proven instruments, or “best practices”. This assumption ignores the fact that each territorial system needs to find its own way to innovate, and that there must be a constant effort to find new and improved ways of innovating. The effort to innovate must not stop short of the innovation promotion efforts themselves.

In most locations, innovation is not “first in the world” innovation. We distinguish three patterns of innovation:

- “The big leap into modernity”, where producers move from traditional production methods, some of which have been in use for centuries, to more recent tools and techniques.
- “Running to stand still”, where companies are constantly innovating without changing their position in the hierarchy of the value chain they are a part of.
- “Leading edge innovation”, where companies compete on the basis of first in the world innovation.

Each of these patterns has quite distinct consequences for the type of innovation system, and in particular the type and structure of organisations that aim at promoting innovation. Each pattern also has important consequences regarding the approaches and priorities in a territorial innovation effort.

We address these issues with methods like RALIS and Genesis. They involve a sober analysis of the incentives that are driving innovation. They include a systematic analysis of the locational factors that sustain or undermine companies’ innovation efforts. They provide an insight into local markets, market failure, and practical ways of making markets work better and thus stimulate competition. And they help local stakeholders to think out of the box when it comes to formulating practical activities to promote innovation.







## 2 A TERRITORIAL PERSPECTIVE ON ENTREPRENEURSHIP DEVELOPMENT

In many activities aimed at developing local and regional economies, entrepreneurship or its close family member, small enterprise promotion receives prominent attention. Territorial development strategies must consider ways to try to strengthen the ability of locations to compete for and retain talent. This is talent for potential and existing firm owners or entrepreneurs, managers or skilled employees. As development practitioners, we have an important role to play not only in challenging conventional thinking on entrepreneurship and small enterprise promotion, but to also in promoting ways that new technology can be used by entrepreneurs to stimulate the development of local economies.

Why is it necessary to separate the concepts of small enterprise promotion and entrepreneurship promotion when so many people seem to use them interchangeably?

While it can be rightly argued that there are huge overlaps in the two topics, the differences are important to consider.

Let us start with entrepreneurship promotion. Firstly, an entrepreneurial culture is shaped by the culture and the enterprising environment that exists in a locality. Instruments like Systemic Competitiveness and RALIS can be used to better understand opportunities or factors that can influence entrepreneurship. Entrepreneurship promotion is important because entrepreneurs are really good at exploring new business ideas through risk taking, pursuing opportunities and technologies and resources. Very often the new ventures created by entrepreneurs also solve other social problems, or open completely new markets. For example, internet cafes now allow small business owners and households even in small villages to connect to international markets through the development of new firms by entrepreneurs that have exploited software, hardware and business technology. It is important to recognize that entrepreneurship takes place in all sizes of firms, and not only in small firms. Even large firms need good





entrepreneurs to take risks, start new business units, or explore new market opportunities. Small business promotion sees small firms as important creators of local wealth and local jobs, and as providers of goods and services to consumers and other firms. While we want entrepreneurs to experiment and take huge risks, we want our small business owners to be stable, yet competitive and innovative. A benefit of small enterprise promotion is that small enterprises can often pursue local opportunities where the economies of scale are too small for larger firms to be interested in. Small business owners also tend to grow in competence and capacity over time, making them valuable local investors into social infrastructure, thus justifying support for them. A challenge with small enterprise promotion is that it is often confused with a direct means to alleviate poverty, and in these cases people that do not have the experience or aptitude for business are drawn into

a variety of businesses which often fail. It is important to recognize that only some small business owners are truly entrepreneurial.

Many people believe that small enterprise development leads to economic growth; however there is little data to substantiate these claims. The data seems rather to indicate that small enterprises' growth is a result of economic growth. This does not detract from the fact that small enterprises have an important role to play in local economies, as providers of goods and services within local markets.

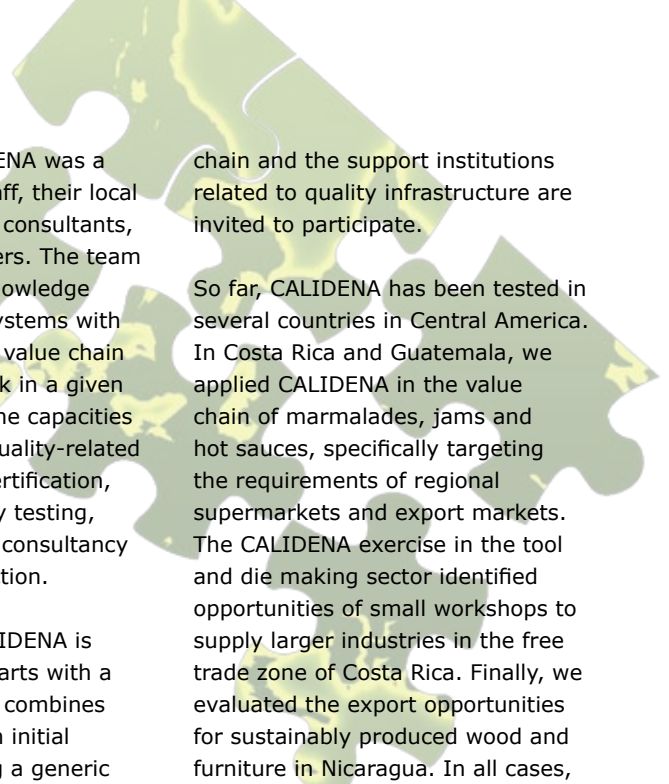
However, there is strong evidence that entrepreneurship is one cause of economic development, especially when it is related to the exploitation of new technology. It is important to recognize that entrepreneurship promotion need not only take the form of small enterprise promotion, but that it should also look at larger organizations, the exploitation of new technology, and experimentation with new business opportunities.





# 3

## CALIDENA



mesopartner is well known for its intelligent packaging of tools and design of methodologies for practitioners in the field of territorial competitiveness. Methods like Genesis, PACA or RALIS are highly appreciated by many clients in the development community. All these methods are adaptable to the specific needs of a particular client.

With CALIDENA mesopartner initiated a new form of tailor-made product development. CALIDENA was designed for the Technical Cooperation of Germany's National Metrology Institute (Physikalisch-Technische Bundesanstalt, PTB), with the aim of supporting the quality infrastructure in developing and transformation countries. It is based on a participatory value chain approach and helps to adjust the supply of quality services to the real demand of companies, particularly SMEs. Our client PTB is the owner of CALIDENA.

The design of CALIDENA was a joint effort of PTB staff, their local partners and various consultants, including mesopartners. The team combined existing knowledge on national quality systems with participatory tools of value chain analysis. For each link in a given chain, we analyzed the capacities and weaknesses of quality-related services, including certification, inspection, laboratory testing, calibration, auditing, consultancy and consumer protection.

The sequence of CALIDENA is straightforward. It starts with a 3-day workshop that combines training input with an initial diagnosis, generating a generic picture of the chain and an action plan for improving the status-quo. The follow-up of the workshop includes expert consultancy supported by the PTB. All companies involved in the value

chain and the support institutions related to quality infrastructure are invited to participate.

So far, CALIDENA has been tested in several countries in Central America. In Costa Rica and Guatemala, we applied CALIDENA in the value chain of marmalades, jams and hot sauces, specifically targeting the requirements of regional supermarkets and export markets. The CALIDENA exercise in the tool and die making sector identified opportunities of small workshops to supply larger industries in the free trade zone of Costa Rica. Finally, we evaluated the export opportunities for sustainably produced wood and furniture in Nicaragua. In all cases, the participatory assessment of the value chain helped to start a sustainable process of interaction between the stakeholder in a given value chain and the representatives of the national quality infrastructure.

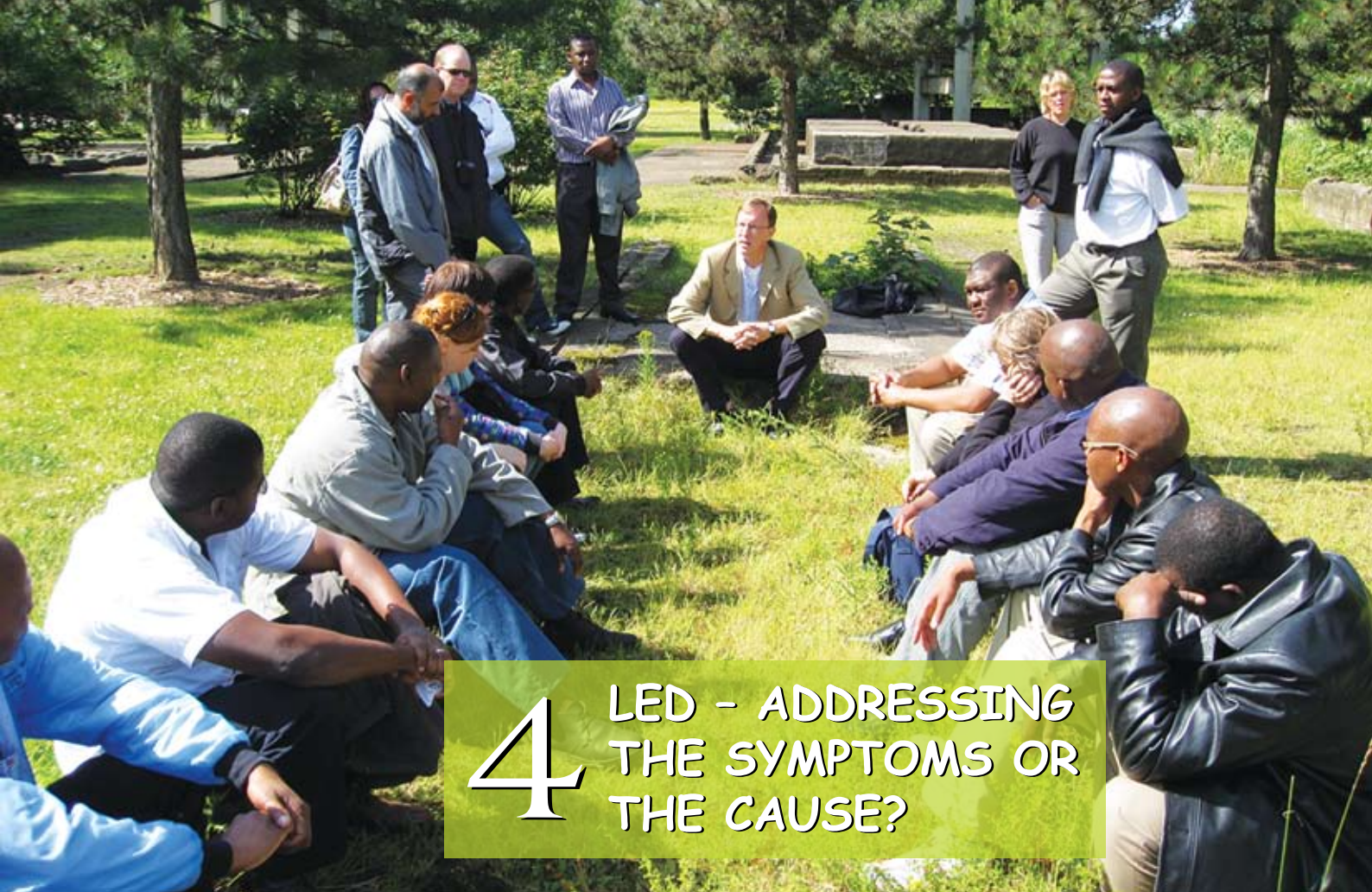
The distinctive feature of this method is its focus on quality-related matters in value chains. The basic principles of CALIDENA are speed, participation and results. CALIDENA complements other participative methods for promoting value chains.

The participants in a CALIDENA exercise interact with other public and private actors who are relevant for the functioning of the value chain. They understand the importance of quality for success in demanding markets and receive first-hand information on the quality requirements of clients, the country of origin and the country of destination of the products. CALIDENA helps identify quality bottlenecks in the chain and generates proposals for concrete activities to improve the interaction between value chain actors and the country's quality infrastructure.

CALIDENA helped the PTB to leverage their expertise in metrology and other quality infrastructure-related issues. Other donors like GTZ, The Worldbank and European Union programmes collaborated in the implementation of CALIDENA and integrated this method into ongoing value chain promotion. Thereby, the branding of the methodology emphasized the competence of PTB and enhanced donor cooperation.







# 4

LED - ADDRESSING  
THE SYMPTOMS OR  
THE CAUSE?



It is not often that one has the opportunity to experience and be involved in economic development from the beginning of a new era and to be active in trying new things and new approaches and be able to reflect on how the approaches have worked out.

After the transition to democracy in 1994, South Africa's critical challenge was how to promote broad based economic development in the shortest possible time. At the national level this was not a problem as the top leadership, many of whom had been in exile, had invested heavily in education and had built up international linkages with the very best international thought

leaders on what it would take to transform South Africa. These relationships saw world class policies and legislation streaming out of

parliament. The problem however was converting policy into action at the regional and local level where education had been conspicuous by its absence and where political appointments were more common than competency.

The local response to this challenge was predictable and essentially passed through three phases. Phase one was to bring in the consultants, phase two was to invest heavily in the training of local officials and, finally, phase three moved on to relationship building and coaching.

The South African partners of mesopartner have had the opportunity to work in all three capacities in various municipalities in South Africa over the past fourteen years and, now with the benefit of hindsight, it is possible to consider the merits of each of these approaches and provide some food for thought for





people who have the responsibility of delivering local economic development in their localities.

In the case of the consultants approach, there is seldom any real capacity transfer. Often, the projects are thought up by the consultants and are aimed at generating more work for the consultant rather than providing a sustainable solution to the underlying problem of capacity and the ability of local salaried people being able to do their jobs better.

The training approach was a significant step forward in that it did build capacity at the local level. Yet this capacity was sometimes less about being able to do the work and more about an ability to better conceptualise projects and brief and manage the consultants. The training approach also meant that capacitated people were very quickly promoted or moved out of the arena where they were most effective, a clear manifestation of the Peter Principle which argues that in a hierarchy every employee tends to rise to his level of incompetence.

The coaching approach is a more recent innovation and has been adopted by a few localities with surprising results. Firstly, it is clear that capacity is being developed across the organisation rather than isolated in silos. Secondly, there has been a marked increase in the self confidence of people working in LED,

who are increasingly able to engage with a range of stakeholders. Thirdly, and probably more significantly, there is the emergence of a team culture that has led to dynamic interaction and problem solving. Fourthly, the organisation as a whole is more adaptable, quicker to learn and therefore more able to respond to unforeseen challenges

The fundamental difference in the three approaches is that the first two are relatively quick fixes, they build individual skills and competency that often work against the long-term interests of the organisation. Coaching, on the other hand, concentrates on the organisation as a whole, builds broader capabilities and ensures that the accumulated knowledge vests in the organisation and not only in individuals, an altogether more sustainable and preferred long-term outcome.

# 5

## CLUSTER FACILITATION BEYOND COOPERATION



"Cluster initiatives have the objective of increasing competitiveness, not just cooperation!" This is a statement by an entrepreneur in one of the German cluster initiative workshops facilitated by mesopartner in 2008. In cooperation with the Innovation Agency in the region of Baden Württemberg (mfg) in Germany, mesopartner facilitated different high-tech cluster initiatives in the design of contest proposals, strategy development and identification of concrete actions. The initiatives focused e.g. on visual computing, media, biotechnology, or on radio frequency identification technology (RFID). One important lesson learned for many stakeholders participating in these workshops was: "Do not mix up means with ends in cluster initiatives!"

During the last decade, cluster promotion has become the dominant approach for LED and location marketing in Germany and the European Union (EU). The EU clusters are primarily focusing on knowledge-intensive branches. Clusters are defined as innovation-oriented networks between companies, municipal and regional public entities as well as application-orientated research and

economic support institutions. The approach is “en vogue”, because it seems to promise a more interactive and systemic framework emphasizing the beneficial self-interest of the different stakeholders.

So much for the theory. The question is why do some networks come up with the development of innovative products, whereas others do not? Why are some cluster initiatives really business-driven, whereas others get stuck in research? It seems that many initiatives mainly focus on cooperation activities (means) without a clear objective such as developing concrete competitive advantages for businesses and increasing the competitiveness of the locality (ends).

The process of guided facilitation of networks towards increasing competitiveness is one of mesopartner’s strengths. For this reason mesopartner is increasingly contracted by German Development

Agencies like mfg, e.g. as board members of innovation network contests, in capacity building activities for cluster managers or for strategy workshops with cluster initiatives. Specifically, our partners ask us to promote innovative facilitation approaches, introduce participatory and analytic tools, and align the stakeholders towards business- and action orientation.

Cluster promotion in Germany is increasingly demanding greater and more concrete impact from initiatives in order to move beyond primary cooperation activities. This shift in emphasis requires a stronger focus on learning and change by all the stakeholders involved in cluster initiatives. The trend and demand for more competitiveness-driven approaches to cluster development is increasing and mesopartner will remain at the cutting edge of cluster innovation and change facilitation, both in Germany and internationally.





# 6

## COOPERATION WITH UNIVERSITIES AND MBA COURSES





Since 2007, and even more in 2008, mesopartner has been increasingly involved in teaching LED-related topics at universities and MBA courses in Germany, Vietnam and Japan. By interacting with post-graduate students, mesopartner contributes innovative practical formats, field experiences and conceptual insights to their curricula. These teaching activities also extend our expert and learning network and create 'ambassadors' of successful economic development approaches.

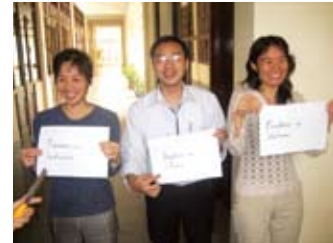
In June 2008, mesopartner delivered a 1-week training on regional change management at the Asia Pacific University (APU) in Beppu, Japan. In cooperation with the University for Applied Sciences in Trier, APU is offering a Masters

Course on International Material Flow Management (IMAT / [www.imat-master.de](http://www.imat-master.de)). Change Management is one of the modules in the IMAT programme. It was mesopartner's task to introduce systems thinking and change management and to connect it to regional economic development and material flow management. Thus, it was expected to lift the change management discussion from the individual and organizational perspective to the regional level.

For the last two years mesopartner has been providing lectures for International Masters Courses on Regional Development at German universities. In the MBA course on Small and Medium-Sized Enterprise (SME) Development at the

University of Leipzig ([www.sept.uni-leipzig.de](http://www.sept.uni-leipzig.de)), mesopartner provides practical and theoretical insights into value chain analysis, cluster development, business-driven LED approaches and facilitation techniques to students from mainly developing countries.

In 2008, mesopartner intensified its cooperation with the University of Leipzig and the University of Technology Hanoi through value chain courses in the internationally acknowledged MBA course on SME Development in Hanoi, Vietnam. In the Masters Course on Spatial Planning ([www.raumplanung.uni-dortmund.de/geo/typo3/](http://www.raumplanung.uni-dortmund.de/geo/typo3/)) at the University of Dortmund, mesopartner covers topics like economic governance and network-, action- and implementation-oriented regional development approaches that differ from traditional planning-oriented formats.





# 7 EXPANDING ON THE SUMMER ACADEMY

Since 2005, mesopartner's flagship event has been the annual LED Summer Academy, which we always run in July in Germany. The LED Summer Academy is a highly interactive training event drawing on the experiences of participants and - at the same time - gives an overview of practical tools that have successfully been applied to LED in various countries. We use this platform to introduce new methods, tools and concepts that we have developed in the field, and try to use these events to stretch the thinking of LED practitioners.

The LED Summer Academy targets experienced practitioners in local and regional economic development. Many participants are typically working with donor organisations or with their counterparts in developing countries. However, travel costs to Germany are high and, for that reason, not all interested candidates are able to attend the event in Germany. For that reason, mesopartner has started to 'regionalize' and roll out the LED Academy to those regions where we usually work. This also allows for customising the LED Academy to the priorities and the issues within the regional context. The first mesopartner Academy outside Germany took place in South America in 2006, the Academia

de Verano in Buenos Aires in March 2006. In 2008 however, we identified an even stronger demand for this kind of regional LED event. This encouraged us to organise LED Academies in Africa and Asia, both themed around 'developing or stimulating competitive local economies'.

The Africa Academy took place in September 2008 in Pretoria, South Africa, and the Asia Academy in December 2008 in Hanoi, Vietnam. Both regional Academies were modeled on our successful Summer Academy on Local Economic Development, but the format and content were slightly different. The demand for both events was high and for both we easily reached the targeted number of participants. At the end of both Academies, we were confident that we had strengthened and expanded the skills of our participants. The participants seemed to be quite satisfied with their learning experience as well, with some commenting:

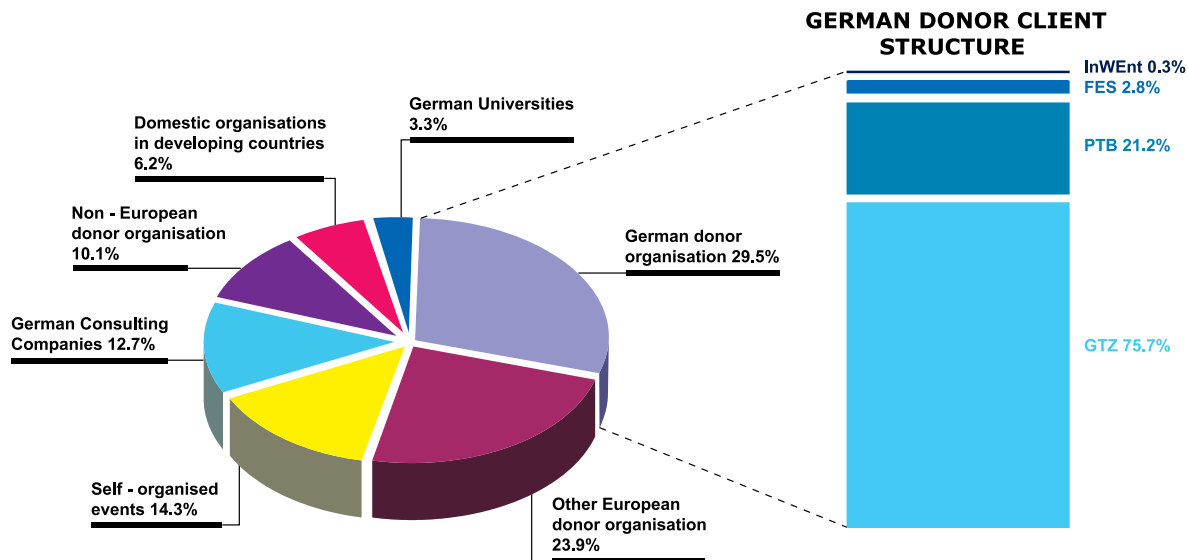
"Enlightening and hugely participatory"

"The academy uses a simple framework in presenting complicated ideas"

"Your method of training is worth modelling on"

"Very innovative!"

## mesopartner Client Structure 2008 (paid working time)



## OUR STRATEGIC CLIENTS

- Business Middelburg (Busmid), South Africa
- Competitiveness Support Programme for SME, Cooperation of European Union with Uruguay (PACPYMES)
- EU-Vietnam Private Sector Support Programme (VPSSP)
- GTZ Headquarters, Private Sector Development Department in Eschborn/Germany
- GTZ Mpumalanga Rural Development Programme (MRDP), South Africa
- GTZ Partnership for Economic Growth (PEG), Namibia
- GTZ Poverty Reduction Project, Vietnam
- GTZ Private Sector Promotion (SMEDSEP) Programme, Philippines
- GTZ Regional Economic Development (RED) Programme, Indonesia
- GTZ Strengthening Local Governance Programme (SLGP), South Africa
- GTZ Technology Stations Programme (Employment & Skills Development Service, ESDS), South Africa
- ILO, International Labour Organisation, International Training Centre, Turin
- Industrial Development Corporation (IDC), South Africa
- Innovation Agency Mfg Baden-Württemberg, Germany
- InWEnt, International Capacity Building and Development, Germany
- Physikalisch-Technische Bundesanstalt (PTB), Technical Cooperation, Germany
- SEPT University of Leipzig, Germany
- Southern African Development Community Secretariat (SADC)
- World Vision Australia, Canada & South Africa



## COUNTRIES WHERE MESOPARTNERS WERE ACTIVE IN 2008

**Argentina**  
**Armenia**  
**Australia**  
**Botswana**  
**Cambodia**  
**Colombia**  
**Costa Rica**

**El Salvador**  
**Germany**  
**Guatemala**  
**Indonesia**  
**Italy**  
**Japan**

**Jordan**  
**Macedonia**  
**Namibia**  
**Nicaragua**  
**Palestine**  
**Philippines**

**Saint Lucia**  
**South Africa**  
**Trinidad and Tobago**  
**Ukraine**  
**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***

- ☐ 2008 - current – Partner in mesopartner
- ☐ 2003 - 2007 – Senior expert in the GTZ South Africa Local Economic Development and Business Development Services Programme
- ☐ 2001 - 2002 – Worked in South African development agency called 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
- \* mediation and conflict resolution
- \* quality infrastructure

### **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
- \* Industrial policy
- \* Innovation systems
- \* 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





**COLIN MITCHELL**

cm@mesopartner.com

Born 1953; Studied accounting and auditing  
and completed articles in 1979

**Main fields of expertise**

- \* Local and regional economic development and strategy
- \* Establishment of Regional Development Agencies
- \* Scenario based organisational transformation
- \* Project conceptualisation and business plans
- \* Value chain evaluation and development

**Working Experience:**

- ☐ Since 1998 - Independent development consultant working with, and for, organisations such as GTZ, EU, USAID, DFID, IDC, Provincial Governments and District Municipalities in South Africa.
- ☐ Prior to 1998 in the private sector developing
- ☐ Financial instruments such as pension and employee benefit funds.
- ☐ Conducting feasibility studies and preparing business cases for developments.
- ☐ Manufacturing resource planning in the motor industry.



## 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

### **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 and regional economic development
- \* Cluster and network management
- \* Value chain promotion
- \* SME promotion
- \* Business development services

### ***Working experience***

- since 2004 partner of mesopartner
- 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



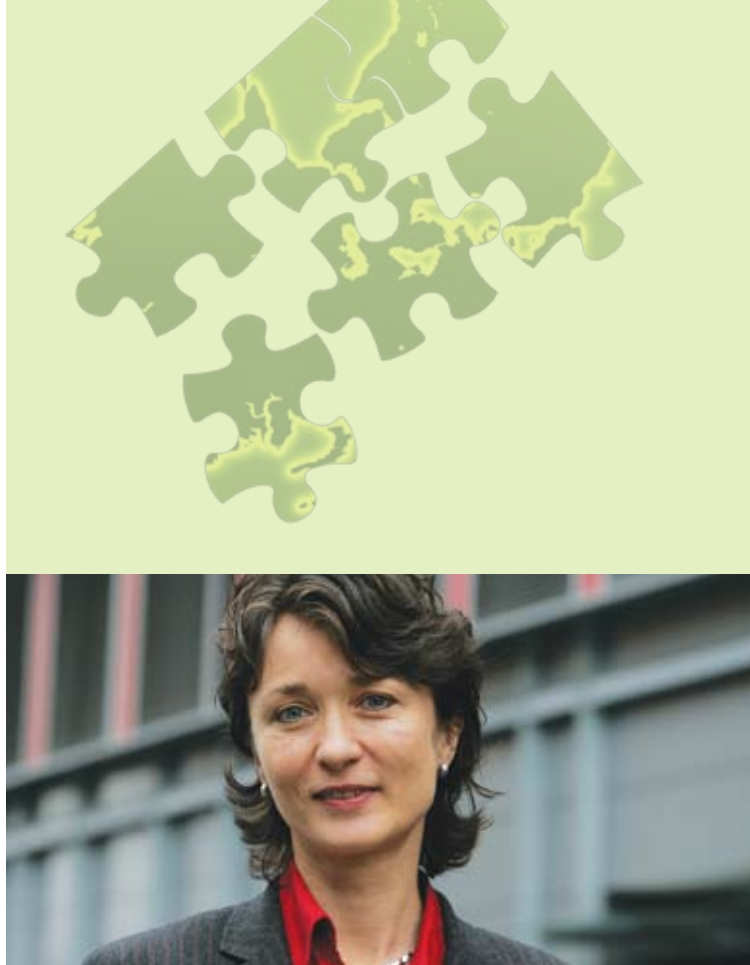
# THE MESOPARTNER ADMINISTRATION

## **UTE D. MAYER**

udm@mesopartner.com

Since 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.

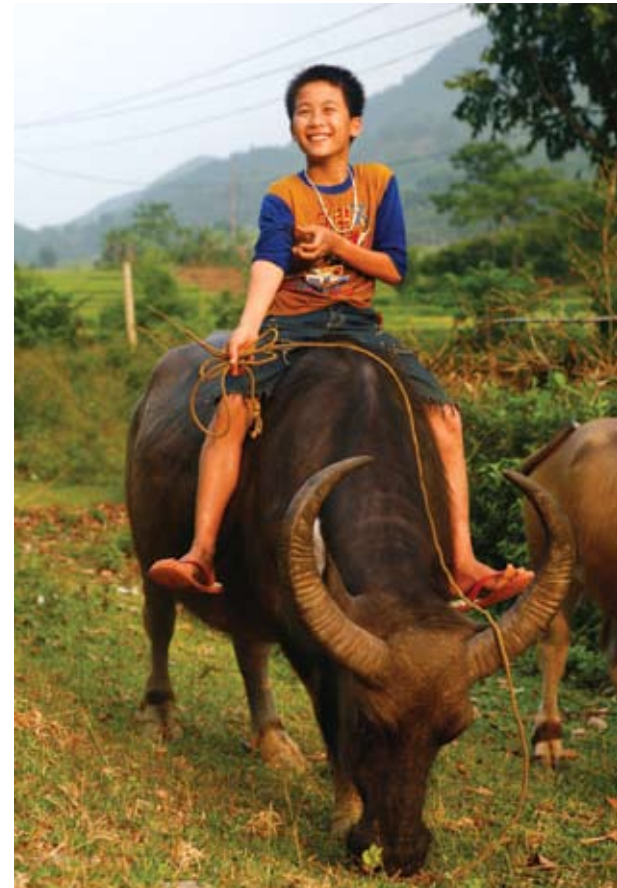
In addition to administrative tasks for mesopartner, one of her mayor assignments is to organise the mesopartner conventions, the 'Summer Academy' in Germany as well as the 'Academia de Verano' for Latin American Countries. Ute is your point of contact regarding all your questions with respect to PACA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





## MESOPARTNER PUBLICATIONS IN 2008

- \* mesopartner (editors / 2008), Milestones in a process of innovation, change and development, A birthday anthology, mesopartner monographs - Special Edition October 2008
- \* Meyer-Stamer, Jörg (2008), Value Chain Promotion, Principles and Practice at National and Territorial Level. mesopartner monograph #3
- \* Meyer-Stamer, Jörg (2008), The Compass of Local Competitiveness, Manual Version 0.9
- \* Meyer-Stamer, Jörg (2008), Building Competitive Rural Locations, Local economic development around agriculture and agriprocessing: Cases and concepts. mesopartner monograph #2
- \* Meyer-Stamer, Jörg (2008), Creating Prosperous Towns, How to launch and sustain local economic development in developing and transformation countries. mesopartner monograph #1
- \* Meyer-Stamer, Jörg, & Haar, Jerry (editors / 2008), Small Firms, Global Markets. Challenges in the New Economy. Palgrave, 2008.
- \* For details on 2008 publications see <http://www.mesopartner.com/nc/publications/>
- \* mesopartner books can be ordered at <http://stores.lulu.com/mesopartner>
- \* Books that we recommend are listed in the mesopartner Amazon store at <http://astore.amazon.com/mesopartner-20>



## MESOPARTNER ACTIVITIES IN 2008

ARGENTINA	Support of Project preparation on Conformity Assessment of the Energy Efficiency of Electronic Artefacts for Households for the MERCOSUR member countries PTB, 0.03 staff months	GERMANY	International Summer Academy on Local Economic Development mesopartner event, 1.5 staff months
ARGENTINA	Teaching in the Masters Course on Local Development of the Universidad Nacional General San Martin UNSAM, 0.1 staff months	GERMANY	LED exposure tour with South African practitioners gtz / Icon, 1 staff month
ARMENIA	Training activities with LED Academy Armenia PEM, 0.25 staff months	GERMANY	LED lectures for students of International Masters Course SEPT, 0.1 staff months
AUSTRALIA	Training activities with World Vision Australia staff World Vision Australia, 0.5 staff months	GERMANY	Cluster initiative workshops in Baden Württemberg mfg, 0.25 staff months
CAMBODIA	Internal LED Strategy Workshop for World Vision Cambodia World Vision Australia, 0.25 staff months	GERMANY	LED lectures for students of International Masters Course SPRING Dortmund, 0.1 staff months
CENTRAL AMERICA	Development and pilot application of a method to support national quality infrastructure and value chains. Various activities in Costa Rica, El Salvador, Guatemala and Nicaragua PTB, 1 staff month	INDONESIA	Development of a dissemination & replication strategy for the GTZ Programme 'Regional Economic Development' / Training of Compass of Competitiveness GTZ, 0.9 staff months
COLOMBIA	Training of LED stakeholders in Antioquia on the PACA methodology ADRA, 0.25 staff months	ITALY	Training on Local Economic Development for the Training Centre in Turin ILO, 0.1 staff months
EL SALVADOR	Training on Local Economic Development in La Palma GTZ, 0.3 staff months	JAPAN	MBA Course on Regional Change Management IFAS, 0.25 staff months
		JORDAN	Moderation of an ILO LED Conference ILO, 0.25 staff months
		MACEDONIA	Development of an LED strategy in Pelagonia PREDA/ 1 staff month

<b>NAMIBIA</b>	Provide expert support and training services to the GTZ Programme for Economic Growth in Namibia. Capacity building of Namibian LED Practitioners GTZ Namibia, .5 staff months
<b>PALESTINE</b>	Value chain and PACA application GTZ, 1 staff month
<b>PHILIPPINES</b>	Training and coaching on Compass of Local Competitiveness GTZ, 0.5 staff months
<b>SAINT LUCIA TRINIDAD Y TOBAGO</b>	Metrological advice on the preparation of report on Value Chains and Regional Integration in the CARICOM BID/ I2biz, 0.5 staff months
<b>SOUTH AFRICA</b>	Support to the Middelburg Chamber of Commerce on implementing interventions based on a local business climate survey. Facilitation of various workshops and the development of a regional skills development strategy. Middelburg chamber of Commerce, 1.5 staff months
<b>SOUTH AFRICA</b>	Support and training activities with the GTZ Strengthening Local Governance Programmes LED Component, including several training events, coaching and support of LED practitioners, conceptual support and method development to project staff. GTZ SLGP LED, 1.5 staff months
<b>SOUTH AFRICA</b>	Expert advice and training services to the GTZ Tshumisano programme. RALIS exercise in the Metal Casting and Foundry Industry with the University of Johannesburg Metalcasting Technology Station. Coaching and support to technology transfer project managers. GTZ Tshumisano, 1.5 staff months

<b>SOUTH AFRICA</b>	Compass and LED training GTZ / Icon, 0.5 staff months
<b>SOUTH AFRICA</b>	Genesis-training and method development GTZ / Icon, 1 staff month
<b>SOUTH AFRICA</b>	1st Africa Academy on Building Competitive Local Economies mesopartner event, 1.5 staff months
<b>SOUTHERN AFRICA</b>	Advisory work on technology transfer with SADC Secretariat GTZ / GFA, 1.5 staff months
<b>SOUTHERN AFRICA</b>	Technical support to the economic development of the N2 Amathole Region Aspire Regional Development Agency, 1.5 staff months
<b>SOUTHERN AFRICA</b>	Private sector-orientated study tour for international LED officials InWent, 0.5 staff months
<b>SOUTHERN AFRICA</b>	Develop the conceptual framework for the establishment of a Regional Development Agency Midlands Investment Initiative, 1.5 staff months
<b>SOUTHERN AFRICA</b>	Agri-processing market assessment EU Gijima LED Programme, 1.0 staff months
<b>SOUTHERN AFRICA</b>	Conceptual framework for a national conference on regional LED collaboration GTZ and IDC 1.5 staff months
<b>UKRAINE</b>	LED programme design mission GTZ, 0.75 staff months

<b>URUGUAY</b>	<b>Advice and Coaching for the Regional Development Agency of Rio Negro within the PACPYMES program European Union/ Inypsa, 1,25 staff months</b>
<b>URUGUAY</b>	<b>Intermediate evaluation of the Competitiveness Programme on Clusters and Value Chains (PACC) UNDP/ IADB/ DIPRODE, 0.5 staff months</b>
<b>VIETNAM</b>	<b>Development and pilot application of the methodology 'Appraisal of Pro-poor Income Potentials' in Thanh Hoa province GTZ, 1 staff month</b>
<b>VIETNAM</b>	<b>Value chain lectures for students of International Masters Course SEPT Leipzig/University of Technology Hanoi, 0.2 staff months</b>
<b>VIETNAM</b>	<b>Provincial Senior Advisor to EU-Vietnam Private Sector Support Programme at the programme location Da Nang European Union, 2.6 staff months</b>
<b>VIETNAM</b>	<b>Compass and PACA training European Union, 1.5 staff months</b>
<b>VIETNAM</b>	<b>PACA exercises in Long An Province; follow up activities of the Non Nuoc Stone cluster PACA European Union, 1 staff month</b>
<b>VIETNAM</b>	<b>1st Asia Academy on Building Competitive Local Economies mesopartner event, 1.5 staff months</b>





# THE NEW MESOPARTNER WEBSITE



mesopartner decided to execute a complete re-design of its website in 2008 ([www.mesopartner.com](http://www.mesopartner.com)). This was driven by two motives.

First, the way in which we work had changed. The old site was organised around “products”. This predominantly addressed potential customers who wanted to use a given mesopartner product as part of their developmental intervention. It did not show, though, our ample

experience in designing and implementing territorial development processes in close interaction with a given customer, and it did not highlight our strong focus on capacity building.

Second, a statistical analysis of visits to the old website revealed that more than half of the visitors never moved beyond the initial page with its “mesocard layout”. While some users praised the unique design of the site, apparently many others were confused by it and not quite sure where to click.

The new website is designed in a more conventional, user-friendly and intuitive way. It provides a huge amount of substantial and regularly updated information, a lot of which actually was not available on the old site. Feedback on the new site has been overwhelmingly positive.

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All photos in this report are original  
material taken by the mesopartners or  
by participants in various mesopartner activities.

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