2010

mesopartner
connect the dots

Annual Reflection 2010

www.mesopartner.com

Contents

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 and 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 (Official Development Assistance) donors, NGOs 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 on territorial development, local economic development, cluster and value chain promotion, strengthening of local innovation systems, and related topics. We coach and equip practitioners. We conduct leading-edge learning events for practitioners.

Foreword

Mesopartner used the year 2010 as a year of reflection and for reorientation after the passing away of the company's co-founder, Dr Jörg Meyer-Stamer in 2009. It has also been a time for consolidation of the main business activities. We concentrated on growing our strengths in certain topical areas and strengthening linkages with selected key clients and our associates.

An important element of our reorientation is the choice of a new strapline, the secondary sentence attached to our company name. For years our intention had been to change the strapline and introduce a new logo, and we discussed various options with our late partner, Dr Meyer-Stamer. We all considered that local economic delivery was no longer suitable as it simply does not accurately express our current predominant activities. At the end of 2010, we proposed Connect the dots as our strapline. An explanation of the background and meaning of this strapline is provided below in our Annual Reflections 2010. We deliberately did not choose the formulation Connecting the dots, as this implies that we deliver this service on behalf of our customers. Rather, we focus on developing methodologies, tools and concepts that help our customers to connect the dots themselves.

We renamed our annual review Annual Reflection instead of Annual Report. The preparation of this

document has helped us to reflect on what we were doing in the previous year in terms of topics, insights, learning and geographical outreach. Obviously, our annual publication has less of a resemblance to the customary annual reports of many companies which they often produce as a legal obligation, and in which they summarise their financial results and main activities.

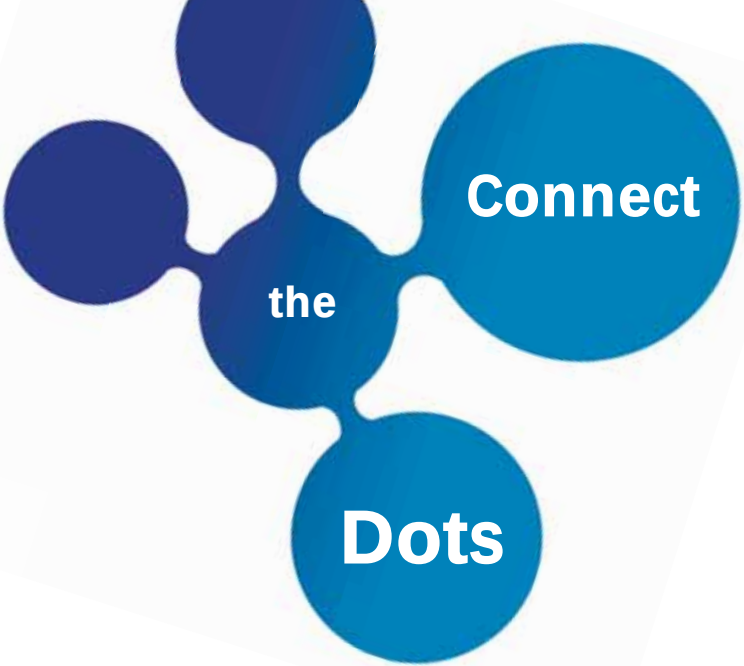
In terms of product development, in 2010 we further codified the CALIDENA methodology commissioned by the PTB (Physikalisch-Technische Bundesanstalt: the Technical Cooperation of Germany's National Metrology Institute) by producing the Calidena Methodology Handbook and supporting the PTB to develop a CALIDENA website. CALIDENA is a rapid participatory assessment methodology to identify and promote practical activities to strengthen quality services around value chains. Moreover, World Vision contracted Mesopartner, in cooperation with the South African consulting company REAL Consult, to develop the RAIGO methodology (Rapid Appraisal of Income Generating Opportunities). Five pilot tests took place in Asia and Africa, and a Resource Pack and Draft Manual are now available.

In 2010, Mesopartner's 6th International Summer Academy on Economic Development was held in

Duisburg, Germany. The Summer Academy is an annual, one-week learning and experience-sharing event for practitioners in economic development, organised and facilitated by Mesopartner. To give a better idea of what to expect from Mesopartner's Summer Academies we produced and uploaded a film of the 2010 event to http://youtu.be/bJOCZDDSbeI .

Moreover, the Mesopartners and some associated consultants were trained and certified in Capacity WORKS in 2010. Capacity WORKS is the GIZ's (Deutsche Gesellschaft für Internationale Zusammenarbeit) new management model for sustainable development. The application of the model aims at making development efforts more effective and sustainable. As the GIZ remains one of our most important clients (see the section on Client Structure in this document), we organised an internal Capacity WORKS training, and invited an authorised trainer to a training session in Duisburg. We used the subsequent coaching phase for reflecting on some of our more challenging projects against the five success factors of Capacity WORKS, which was useful and valuable even to our non-GIZ customers.

In 2010 we developed jointly with our associates a stronger focus on thematic competences and allocated key topics to individual partners and associates. Selected articles on some of these topics are presented in this document, including Green LED, Pro-Poor LED, Systemic Thinking, Quality Infrastructure and Creative Facilitation. The names of the authors and theme leaders are given for each article. The selection of theme leaders ensures that the current status of topical discussions is captured, that updated overviews of the relevant literature and research efforts are readily available within the company, and that, in the medium term, Mesopartner will position itself on these topics through our own publications (working papers, PowerPoint presentations, podcasts). Naturally we are interested in continuously exploring these topics jointly with our clients and networks.

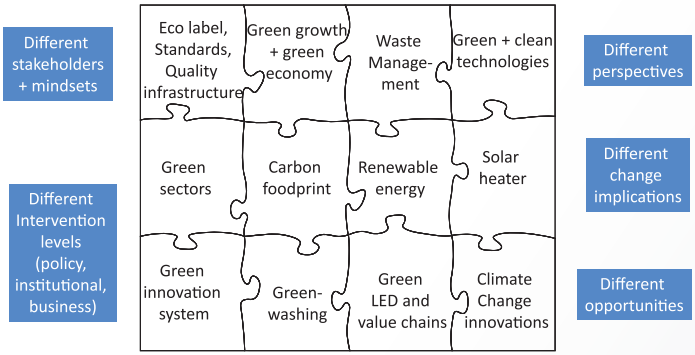


Mesopartner develops instruments and equips development practitioners to design intervention processes that are aimed at achieving change within complex socio-economic systems. Connect the dots illustrates the ability to associate or relate one idea with another, to find the 'big picture', salient feature or hidden pictures within a mass of data and market signals. It is not possible to connect different dots without seeing both the big picture (the whole) as well as the patterns that emerge between the dots. It is a cognitive or thinking ability that is supported by tools, but is mainly about looking at things from a new or different perspective, searching for meaning in the patterns that emerge. It is about finding a rhythm in noise, or recognising organic designs. It is also about recognising that traditional one-dimensional interventions that do not consider the broader system will not result in meaningful and positive change in societies.

We chose this as our strapline to encourage our customers to connect the dots and move beyond narrow diagnosis to understanding the systems they are working in. We also use this to promote sensitivity to the systemic relationships that exist between various seemingly disconnected economic and social factors. We urge our customers to search for the patterns and to approach their interventions through a process that supports learning and reflection. With this strapline Mesopartner is broadening its focus beyond territorial development. This is not a new development: we now simply often work as process facilitators who connect different pools of knowledge and practice into change processes that connect different, seemingly unconnected, systems.

1 The Green Buzzword Puzzle: How to structure Climate Change Opportunities for Private Sector Development

The puzzle of green buzzwords



What do we mean by ‘green growth’, ‘green LED’, ‘clean technologies’ and ‘climate change innovations’? For a private sector development practitioner, these are often buzzwords from the puzzle of approaches that try to capture the economic challenges as well as opportunities for more sustainable competitiveness. In 2010 Mesopartner started to reflect more on this topic with our clients at several events and seminars. This included training events at the ILO Training Centre (ITC) in Turin, the Goethe University in Frankfurt and during our Summer Academy. The topic also came up frequently during our fieldwork on innovation systems and territorial development. Some of the questions we tackled were the following: “How can we turn climate challenges into business opportunities?” “What are the respective systemic change requirements at local and national policy as well as institutional level?” “What can we learn from good and down-to-earth practices in this respect?” From a practical perspective, we also had to ask: “What is green economic development?” and more specifically “What is a green job?”

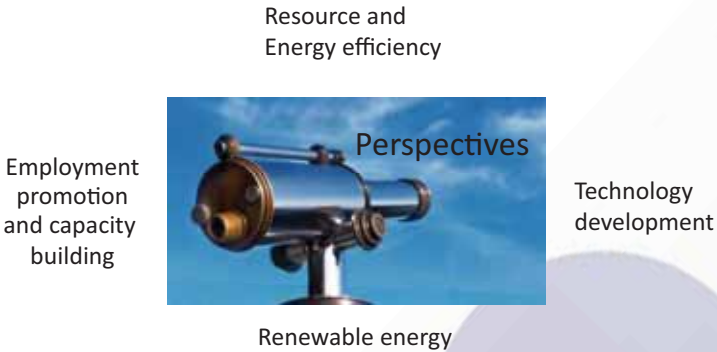
Initially elaborated answers to these questions encouraged Mesopartner to look for a more systemic structuring of ‘green economic development’. Firstly, it is useful to separate the different approaches that are concealed in the buzzword puzzle and to differentiate the different perspectives on green economic development, namely:

- A **technological perspective** that puts special emphasis on new technologies to reduce emissions and energy consumption (often referred to as ‘clean’ or ‘green’ technologies).

They are sometimes based on high-tech products in many industrialised countries to reduce costs and consumption as well as to make better use of renewable energies. But not all green technologies have to be high-tech. They can also include more basic technological products that are very much adjusted to local conditions (e.g. a solar cooker). Technology transfer projects in developing countries are often related to the transfer of this type of knowledge.

- A **renewable sector perspective** that is very much oriented towards introducing new energy-production formats. It includes the strategic promotion of biomass, solar, wind, water and ocean power strategies. These strategies often include innovation networks, cluster discussions and value chain promotion efforts at the local and regional level. Often they go hand-in-hand with the integration of new technologies such as biogas production, solar water heaters, wind power grids into existing products and processes.
- A **resource and energy efficiency perspective** which is very much related to the improvement of resource efficiency in companies, along value chains and large business supply chains (see 'environmental footprint' discussion). This refers to cost and waste reduction as well as revisiting the internal value chain within the firm to reconsider all the basic steps, including improved design, production, packaging and distribution.
- An **employment and capacity-building perspective** on 'green jobs' or job opportunities that emerge and are required in areas such as resource efficiency, renewable energy and clean technologies.

All these perspectives have synergies but at the same time they often emerge from different groups of mindsets (engineers, environmentalists, employment



experts, etc.). They include different actors, and have different requirements, different intervention strategies and different system thinking approaches.

In many industrialised countries such as Germany, there are experimental laboratories devoted to this topic. Instruments and promotion programmes are very much differentiated along the lines of the different perspectives mentioned above. At the same time, there is little expectation that all these different promotion activities can be coordinated in the 'right way'. Rather, different groups with different priorities take on different problems or opportunities. However, there are also coordination efforts in the search for complementing knowledge during the implementation of suitable solutions. In many developing countries such laboratories do not exist. Nonetheless, support instruments developed in the industrialised world and their experiences could also be used for promotion strategies in developing countries. This includes SME resource efficiency, the design of biomass or material flow analysis and related local strategies, respective value chain approaches and promotion programmes. Mesopartner intends to explore this topic further in 2011 to provide support in structuring the different approaches and help to identify intervention strategies for practitioners and policy representatives in the field. This will provide us with a deeper and clearer understanding of how innovation promotion and systemic interventions can contribute to a more sustainable and inclusive competitiveness approach.

Frank Wältring (fw@mesopartner.com)

2 Pro-Poor Local Economic Development (LED)

In recent years, Mesopartner has become increasingly involved in poverty-oriented LED. Some clients such as World Vision or GIZ specifically asked for LED-oriented efforts and instruments for poverty reduction. Commissioned by these clients, Mesopartner designed and pilot tested specialised methodologies, such as Participatory Appraisal of Pro-poor Income Potentials – pro-poor PACA (2009) and Rapid Appraisal of Income Generating Opportunities – RAIGO (2010) to standardise and codify pro-poor LED analysis and promotion efforts.

But what exactly is pro-poor LED? The variety of development measures at the local level can be grouped into development areas such as economic development, social development and infrastructure planning. Each area follows a different logic and pursues different principles. The challenge is first to distinguish between the three development areas to avoid confusion and clearly understand what set of principles to draw on to accomplish a given task, and then to find synergies and bring together the areas in a systemic way. Pro-poor LED is located somewhere between economic development and social development. It clearly follows economic rules and is certainly market oriented, but it also pursues a socially oriented mission, namely to

enable those who are considered poor in a given society to generate income in a commercial and sustainable way. However, in order to generate income, a certain combination of personal assets is required for a person to be competitive. Here assets are considered everything a person possesses, from education, experience and attitudes, to transport means, land or financial capital.

But how can people who are poor, which means that they lack assets, become engaged in employment or self-employment for which certain assets are required? This obvious contradiction needs clarification. First, we need to examine the concept of poverty. In general, somebody is considered poor if he or she cannot afford certain pre-determined consumer needs. This is usually reflected by the poverty line in a given societal context. However, not only the degree of poverty indicated by the poverty scale matters, but also the depth of poverty which indicates how far below the poverty line poor people are located.

Various categories of poverty are used, which mostly indicate the vulnerable poor situated around the poverty line. Below this there are the destitute at the bottom who have no assets at all.

Pro-poor LED is aimed at people who live below or around the poverty line by connecting them to factor and product markets to enable them to successfully compete in these markets. Pro-poor LED typically targets the supply side, such as upgrading the labour skills of a poor person or enhancing product design and product quality of a poor artisan. It also targets the demand side by understanding the requirements of a potential employer or assessing the real market demand for handicraft or agricultural products. This, of course, also implies that pro-poor LED not only works with people who are poor, but also with well-established enterprises that are far above the poverty line and supporting institutions that need to get involved.

Poverty-oriented LED stresses the need to make the poor participate directly in economic development at the local level, and does not rely on trickle-down processes or on social transfers. The lower we move down the poverty ladder, the more social development measures are needed to supplement LED activities. At the bottom of the ladder, it is very difficult to address the destitute with LED instruments alone. If possible, the poorest of the poor should first be lifted onto the next higher grade by working on their employability. This is done by providing them with a minimum set of skills required for a simple job and at the same time by improving the basic services and infrastructure in their surroundings. Only then do further grading efforts through LED measures become relevant for them and can take effect.

It would, however, be wrong to assume that the same type of activities that apply to LED in a non-poor context also work for LED in a poverty context. For instance, risk-averse survival entrepreneurs do not necessarily want to specialise further or grow, but rather prefer to maintain the current small size of their operations, be protected from officialdom, or better still, be offered stable employment. Employers offering low-paid jobs are not looking for productivity gains, but rather for cheap labour, filling positions that cannot be further rationalised.

In conclusion, we have learned in recent years that below the poverty line LED often needs to be supplemented by social activities. A smart combination of both areas plus basic infrastructure upgrade is the key to success. The closer poor people move up towards the poverty line, the less social transfers and direct support are needed, and the more effective can LED measures become. Any development measures operating on the line between economic and social development need to take into account that micro-entrepreneurs and labourers who are still poor have different motivations, objectives and often a different mindset than the better-off. The design of development activities needs to reflect that. Mesopartner intends to conduct more field research on finding more systemic ways to conduct pro-poor LED.

Christian Schoen (cs@mesopartner.com)

3 A Systemic Perspective of Economic Development from the Bottom up

In academic literature and high-level policy debates it is often taken for granted that economic growth is driven by improvements in productivity. However, in our practical work, especially in local economic development, this aspect hardly features. In our fieldwork we are confronted by the fact that many government officials and development practitioners who use the term s ‘economic growth’, for example, do not understand it conceptually or practically.

Firstly, it is necessary to clarify what economic growth is. I take a broad perspective on this, which includes increasing household wealth, the inclusion of more people into the formal market system, and expanding the production and economic base of a region or a whole country.

Secondly, productivity could be described in simple terms: you get more out with the same inputs. There are a few factors that drive productivity, such as better use of technology, higher skills levels, flexible manufacturing systems and clever use of working capital. Productivity should also be seen in the context of markets, the main form of economic allocation in most of the trade in the world. When markets do not perform optimally, firms spend (or rather waste) large amounts of money trying to find suppliers, inputs, customers, service providers and employees. When markets underperform, prices are higher, value is lower, and signals of what to produce of what quality and in what quantity do not function. People also spend a lot of time searching for inputs (supply) or customers (demand), or because of the high cost and effort involved, they do not even try. In these circumstances only people with a lot of money can

grow their wealth, and people with less money will lose or waste money.

When we look at local economic development, the idea is to stimulate economic growth at a local or regional level that somehow responds to the unique opportunities, challenges and patterns in the region. If we only focus on the poor, we are dealing with a symptom. Whereas it is commendable to focus interventions on alleviating poverty, it must be understood that most effective interventions will be of a social nature aimed at addressing symptoms.

What is often missing in many developing countries is an explicit focus on stimulating growth through improving productivity, increasing local investment and addressing persistent market failures from the bottom up. Of course, stimulating growth and addressing poverty are not entirely unrelated, but it is important to recognise that they address different levers in a complicated economic system. For instance, skills development programmes aimed at the poor are important social interventions that enable more people to enter the labour market, but they do not guarantee increased productivity or growth if they are not connected somehow with the needs or challenges that enterprises face. Another relationship between stimulating growth and social interventions is that sometimes the growth of productivity could lead to job losses for people with the wrong skills or inadequate skills levels. Therefore economic development interventions typically favour skills development as it can sometimes be used to address both productivity improvement and workers who become redundant because they have the wrong or no longer needed skills and skills levels. However, it is important to consider the differences in these two skills development approaches as the one mitigates the effects of the other.

The reality is that we often get interventions that look attractive but that are irrelevant to economic growth.

To conclude, for bottom-up economic development to work, we must first understand the performance of the

economic system. We have to understand the constraints to enterprise growth and increased performance, especially if they are caused by persistent market failures or low productivity. To get enterprises to be more productive, we have to address issues of productivity and competitiveness specifically in the context of the local or regional economic realities. At the same time we have to consider those social issues that can be directly connected to increased enterprise performance, such as skills development programmes, local investment and savings. The most important consideration is to think in a systemic way, and to try and understand the cause-and-effect relations within a complex system that leads to growth and development.

Dr Shawn Cunningham (sc@mesopartner.com)

4 Quality Infrastructure supports Local Competitiveness

During the last few years Mesopartner has been increasingly active in the field of Quality Infrastructure (QI). The term relates to metrology (the science of measurement), standardisation, testing and quality management (in the past, the acronym MSTQ was used), including certification and accreditation.

Similar to other technical structures that support an economy, such as roads, water supply, sewerage systems, electrical grids and telecommunications, QI is usually not provided by the market itself, because of its public good character. Nevertheless, services directly used by enterprises such as certification, calibration and laboratories are offered mainly by private firms.

In the developing world the creation and extension of QI bodies and services is strongly supported by industrialised countries as part of their development efforts. These efforts are also guided by self-interest to build up trade partners. In developing countries, QI is usually promoted and used by exporting firms. For them the supply of nearby quality services is crucial to fulfil the requirements of standards and testing of their remote buyers. Without local procurement, exporters would need to buy quality services abroad at high prices. This would increase transaction costs and reduce competitive advantages. Large multinational companies may solve this problem by using their internal capabilities, But local exporting SMEs usually do not have such an alternative and are therefore more dependent on the national QI.

The export sector is only a small part of a developing economy. The majority of firms operate in domestic markets, many of them in the informal sector. International trade, and especially imports of insufficient quality raise the relevance of QI to protect local industry and consumers. Also the national government needs such infrastructure to verify the conformity of imports with their technical regulations and to guarantee a clean environment and the health and security of the population. In distinction to voluntary private standards, technical regulations are mandatory.

The aim of QI is to respond to the needs of the whole economy. This cannot be done by representatives of the QI alone, but requires the interaction of several local players, including local firms and trade partners abroad.

The existence of a well-structured QI offers important opportunities to integrate local companies into regional, national and Global Value Chains (GVCs) and to foster innovation and technology systems within the countries. Indeed, the better the standards and metrology services in a country are, the easier it is to comply with the requirements of codified transactions within international trade networks. A local firm producing for a large buyer often gains access to leading technologies and knowledge.

Integration into GVCs can happen individually, but it is more likely when firms cluster locally. The agglomeration of local firms around a certain product or capability is especially effective and attractive for global buyers when cooperation and competition fall together, also called co-opetition. To make the interaction of local and global

partners workable, QI and services need to provide appropriate standards and conformity assessment procedures. In other words, QI is the communication connector between local clusters and global trade.

Cooperation between local producers or industries, large buyers and QI bodies often takes place spontaneously, and is mainly driven by the interest of the buyer, thus ensuring its procurement. In the reality of the developing world, the gap between the needs of the multinational player and the capabilities of local smallholders or informal industry are usually too large to make the cooperation feasible by itself. Here it is the role of support institutions and donors to sensitise and lead local SMEs to compliance with international standards.

The representatives of QI play an important role in this kind of upgrading of local industries by informing about the technical facts around standards. Their independence from specific buyers helps local firms to obtain impartial information about the opportunities and risks of participating in standard-driven value chains. At the same time, the QI bodies benefit when local firms become integrated in value chains demanding QI services. The integration of local SMEs helps to grow competing national QI and also to better adapt their offer to the distinctive needs of a developing country.

Mesopartner is increasingly involved in projects to facilitate the dialogue between QI bodies and (potential) users of quality services in different value chains. In 2010, our company was advising a regional project in the Andean Countries (Bolivia, Colombia, Ecuador and Peru) of the German Development Cooperation executed by the National Metrology Institute (PTB). One aim of the project was to support the customer orientation of the QI bodies by facilitating cooperation with selected value chains. More information is available at www.calidena.org, a website created and maintained by Mesopartner and commissioned by the Technical Cooperation of the PTB.

Dr Ulrich Harmes Liedtke (uhl@mesopartner.com)

5 Creative Facilitation

The term ‘facilitation’ is frequently used in development-speak, but often with different meanings attached in different settings and contexts. In some cases it is used synonymously with training and moderation, but what is evident is that there are different kinds of facilitation. Often these distinct facilitation forms require slightly different skills, methods and tools, although some tools are useful in a variety of settings. Briefly, the two most distinct facilitation types are:

1. Event or workshop facilitation – short-term facilitation focused on a particular topic or issue where the facilitator steers the group towards the attainment of a better understanding of the issue and/or meeting the outlined objective.

2. Process facilitation – this is less linear than workshop facilitation as it involves several events, progressions and possible readjustments where the facilitator steers the connection, management, communication, priority setting and commitment, among other things to enable several stakeholders to reach a particular goal or objective

The facilitation role

The facilitation role is often compared to the role of a midwife in assisting the process of birth – she steers a complex process and ensures the safe delivery of the baby, but without involvement in the production of the baby, and neither is she responsible for the baby after the birth. However, the steering of the process should empower the mother in the birth process and give her confidence of a successful birth.

There are a few factors which are important in the facilitation process if optimum results are to be obtained, and these are related to both the facilitator and well as the group and issue being facilitated. The facilitator provides a stimulating setting and uses tools and methods that encourage and allow active engagement and participation by the group. This includes the use of creative means to visualise the thread of the group’s discussions. The group consists of the right participants who are able, competent and willing to share perspectives and ideas. The group owns the process and is responsible for the

outcomes and implementation. The issue is important for the group and it is complex, but there are opportunities for resolution, consensus and greater clarity. The issue is recorded visually, and the discussion is directed at the visualisation and not the person speaking, so the thread of the discussion must be visible and tracked.

Creative facilitation

Creative facilitation takes elements of facilitation a step further, using tools and methods of visualisation, documentation and moderation that stretch the imagination and creativity of the participants. In order to indicate this, it is critical that the facilitator approach visualisation with courage so as to motivate the participants to be creative.

The importance of dialogue and deliberation as opposed to debate is emphasised and theories about how adults select, filter and interpret and then act on information can be highlighted using the Ladder of Inference, which assists facilitators in watching their thought processes and compelling them to suspend judgement, and by doing so, being open and able to facilitate with greater integrity. The Ladder of Inference describes the thinking

process that we go through, usually without realizing it, to get from a fact to a decision or action.

The use of matrixes and polarities assists in explorative discussions where values, assumptions, paradigms and data are tested and assessed. In addition, outlining the systemic nature of events, patterns, meanings and systems is a creative facilitation method used to analyse how systems operate, using feedback loops, time delays as well as the notion of unintended consequence. As facilitators often intervene in a system, it is a useful technique to be able to make the system aware of its own behaviour in order to be more aware and able to solve problems and create change.

Using scenarios is another creative facilitation method that enables participants to create vivid pictures of the future and to stretch thinking about uncertainties and by doing so plan for different probabilities.

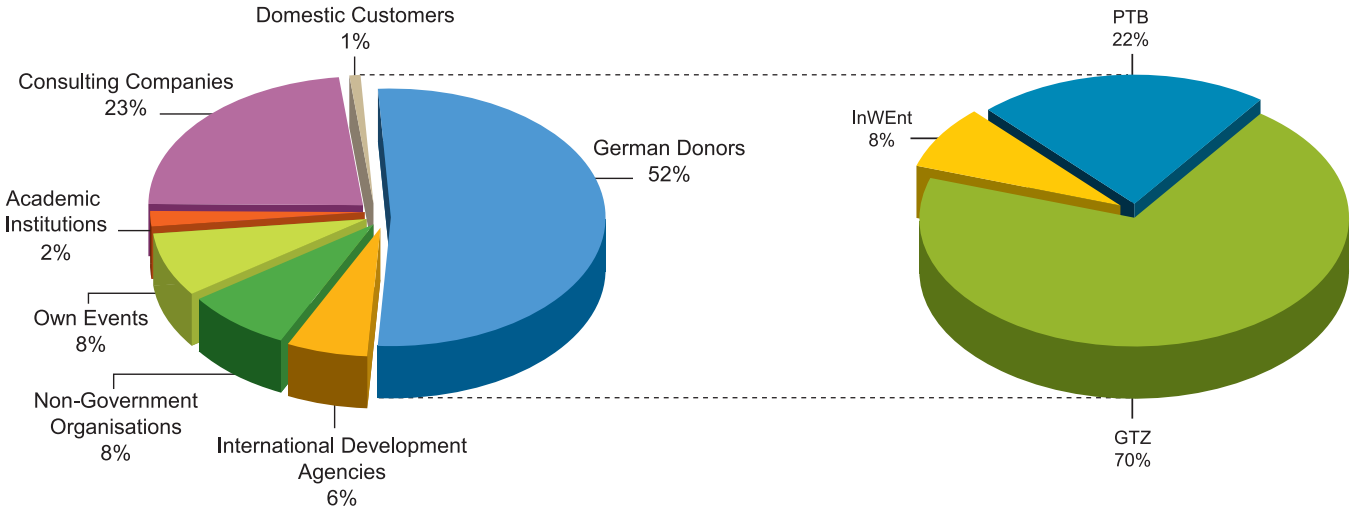
Mesopartner, in partnership with InWEnt, developed and tested a creative facilitation training that was geared at demystifying creativity and eliminating the myths associated with adult creativity. The creative process was explained and strategies to enhance creativity were discussed.

Conclusion

Good facilitation skills are critical in the current complex societal, economic and political change and development processes, particularly those that involve diverse groups and stakeholders. Facilitators are constantly being challenged to build on competencies that enable them to facilitate dialogue and cooperation as well as create conducive environments for trust building, networking, joint analysis and cooperation between the various stakeholders. This requires the use of creative methods and tools that allow deeper understanding to emerge which will contribute to the generation of possible new solutions to questions and challenges.

Zini Godden (zinigod@hotmail.com)

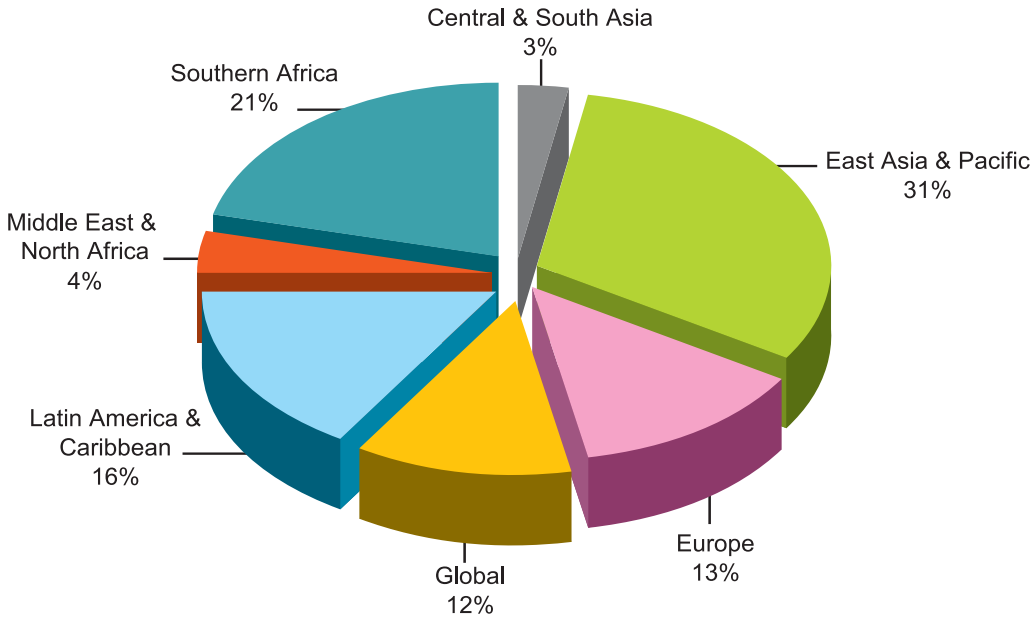
Mesopartner's client structure, 2010 (generated revenues)



Mesopartner's strategic clients

GTZ Employment and Skills Development programme (ESDS), South Africa
GTZ Private Sector Promotion (PSP SMEDSEP) programme, the Philippines
GTZ Private Sector Promotion (Sector-project Innovative Approaches, Eschborn)
GTZ Programme for Economic Growth, Namibia
GTZ Regional Economic Development (RED) programme, Indonesia
GTZ Support for Poverty Reduction Project, Vietnam
GTZ Progamme for Sustainable Economic Development in Central America (DESCA), El Salvador
GTZ Programme for Sustainable Economic Development, Ghana
Industrial Development Corporation – Agency Division, South Africa
Inter-American Development Bank, Peru Office
Institute for Economic Research on Innovation, Tshwane University of Technology, South Africa
International Labour Organisation (ILO), International Training Centre, Turin
International Labour Organisation (ILO), Geneva
International Labour Organisation (ILO), Lebanon, the Philippines and Vietnam
International Technical Cooperation of the German Metrology Institute (PTB, Physikalisch-Technische Bundesanstalt), Germany
InWEnt Locati Programme, South Africa
South African Electrotechnical Export Council
Technology Innovation Agency (TIA), South Africa
Technology Station in Electronics, Tshwane University of Technology, South Africa
PACPYMES Programme of Bilateral Cooperation, European Union, Uruguay
Regional Development Agency of Antioquia, ADRA, Medellín, Colombia
World Vision, Australia, Canada and South Africa

Mesopartner's geographic footprint, 2010



COUNTRIES IN WHICH MESOPARTNERS

WERE ACTIVE IN 2010

ALBANIA
ARMENIA
BOLIVIA
BOSNIA AND HERZEGOVINA
BOTSWANA
CAMBODIA
COLOMBIA
DEMOCRATIC REPUBLIC OF CONGO
EAST TIMOR
EL SALVADOR
ETHIOPIA
FRANCE
GERMANY
GHANA
INDONESIA
ITALY
KYRGYZSTAN
LEBANON
MEXICO
NAMIBIA
PERU
THE PHILIPPINES
RWANDA
SENEGAL
SOUTH AFRICA
SRI LANKA
SYRIA
SWAZILAND
SWITZERLAND
TANZANIA
THAILAND
VIETNAM

The Mesopartners

SHAWN CUNNINGHAM

sc@mesopartner.com

Born in 1973, PhD. in 2009 in Business Administration (Northwest University, South Africa, 2009), Masters in Business Administration (Northwest University, South Africa, 2001). PhD. Dissertation was about market failures in knowledge intensive business services that affects the manufacturing sector.

Main areas of expertise:

* Private sector development
* Innovation Systems and technology transfer
* Local and regional economic development
* Cluster and value chain promotion
* Small enterprise promotion
* Knowledge Intensive Business Services
* Process design and process facilitation
* Expert development and coaching

Working experience:

- 2008-current: Partner in Mesopartner
- 2010 – current: Research Associate at Institute for Economic, Research on Innovation, Tshwane University of Technology
- 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
- Shawn also maintains a blogsite (http://www.cunningham.org.za) where he shares some ideas and insights from his fieldwork.

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

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: Working 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 development
* Pro-poor LED approaches
* Territorial and 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 GmbH, Munich (Germany), consultant

FRANK WÄLTRING

fw@mesopartner.com

Born 1968. MA in social sciences with 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. She is fluent in English and Spanish and is delighted to provide services and assistance to anybody who has dealings with Mesopartner.

In addition to administrative tasks for Mesopartner, one of her major assignments is to organise Mesopartner conventions, the Summer Academy in Germany and the Academia de Verano for Latin-American Countries. Ute is the point of contact for all questions regarding PACA news, international events and the Mesopartner administration.

ANNELIEN CUNNINGHAM
ac@mesopartner.com

Annelien Cunningham (MBA) provides regional administrative and content support to mesopartner in Africa on a part time basis. Her main tasks involve organising regional events such as the Africa Academies, LED study tours to Germany, and various other capacity building events hosted in South Africa. Her background in business enables her to provide content and fieldwork related support to mesopartner in Southern Africa.

Unless instructed otherwise, please direct all queries to Ute. Annelien should only be contacted in instances where she is listed as contact person.

THE MESOPARTNER ASSOCIATES

ZINI GODDEN

zinigod@hotmail.com

Born 1966. Masters in Public and Development Management, University of the Witwatersrand,2006.
Based in South Africa

Main fields of expertise:

* Training and capacity building
* Monitoring and evaluation
* Programme and project management process facilitation
* Research and organisational development

Working experience:

- 2000 to date: Independent consultant, trainer, facilitator
- 2011: Training Coordinator GIZ's Chamber and Advisory Network and Cooperation for Women Enterprises (CHANCE) programme
- 2006 – 2010: Programme management – InWent's LED programme (Locati)
- 2004 – 2005: National Training Programme for Soul City's Soul Buddyz Club programme
- 1996 – 2000: Management of the Netherlands-supported Youth
- Development Programme, Gender Programme and Local Government Programme
- 1995: The Independent Business Enrichment Centre, training in business development, growth and business support for the SMME sector

DOUGLAS HINDSON

doug.hindson@gmail.com

Born 1946. D.Phil (Development Studies)
University of Sussex, 1983
Based in France

Main fields of expertise:

* Local and regional development
* Local economic development
* Violence, peace and reconstruction

Working experience:

- 2007 – 2010: Mesopartner Associate
- 2002 – 2010: Associate, McIntosh, Xaba and Associates
- 2001 – 2010: Partner, Hindson Consulting
- 1980 – 2000: Various universities, culminating in position of research professor

VALÉRIE HINDSON

valhindson@gmail.com

Born 1969. Diploma of the Institute of Political Studies (Sciences Po), Aix-en-Provence, France, 1992
Based in France

Main fields of expertise:

* Project management within public administration
* LED training and facilitation
* Evaluation of local development programmes
* Private sector development

Working experience:

- Since 2009: Mesopartner Associate
- Since 2002: Hindson Consulting, Consultant
- 1996 – 1999: Ministry of Infrastructure, Transportation and Tourism, Division of Economic and International Affairs, 'Chargée de mission' for African and Middle Eastern countries, Paris, La Défense
- 1994 – 1996: Ministry of Infrastructure, Transportation and Tourism, Head of Planning Unit, Lozère, France

ANKE KAULARD

ak@kauco.de

Born 1975. University Degree in Latin-American Regional Sciences with specialisation in economics and political sciences (University of Cologne, Germany, 2003).
Based in Peru and Germany.

Main fields of expertise:

* Local and Regional Economic Development
* Value chain analysis and promotion
* Design of participatory methods and training manuals
* Change management

Working experience:

- 2009 – current: Mesopartner associate and freelance consultant for IFC, DED, InWEnt, University Sedes Sapientiae, Lima, Peru, World Vision, etc.
- 2007 – 2009: DED advisor for a network for rural local governments in Peru
- 2003 – 2007: Project coordinator for Local Economic Development in the Andean regional office of InWEnt in Peru.

DEEPABANDHU RATNAYAKE
2000.dr@gmail.com

Born 1963. B.Sc in Agriculture, Sri Lanka, 1986; M.Phil in Economics, Sri Lanka, 1992; PG Dip. in Regional
Development and Policy, Sri Lanka, 1999
Based in Sri Lanka

Main fields of expertise:

* Local and Regional Economic Development
* Value chain analysis and promotion
* Tourism management

Working experience:

- 2008 onwards: Mesopartner Associate
- 2007 – 2008: Freelance LED specialist
- 2006 – 2007: Programme Coordinator, ESSP, GTZ
- 2001 – 2005: Regional and Local Economic Development Coordinator, ESSP, GTZ
- 2000 – 2001: Programme Coordinator, DZPDP, GTZ
- 1995 – 2000: Training and Agribusiness specialist, DZPDP
- 1990 – 1995: Community Development Specialist, APVP, European Commission

MESOPARTNER PUBLICATIONS IN 2010

CUNNINGHAM, S., SCHOEN, C. & GODDEN, Z. 2010. Revisiting the Hexagon of LED as a framework to strengthen LED initiatives. Pretoria: Mesopartner.

CUNNINGHAM, S. & EL MOHAMADI, A. 2010. Improving the performance of sectoral innovation systems in South Africa through Technology Stations located at Universities. Reflections on the role and potential of the Tshumisano Technology Stations Programme. Pretoria: GTZ ESDS.

CUNNINGHAM, S. & WÄLTRING, F. 2010. Improving the innovation systems surrounding value chains. Eschborn: GTZ Sector Project Innovative Approaches for Private Sector Development and the Working Group on Innovation System Promotion

CUNNINGHAM, S. & WEGMANN, M. 2010. Reducing Red Tape. A facilitation and management manual. Pretoria: GTZ and Mesopartner.

CUNNINGHAM, S., JACOBS, S.J. & VORSTER, K. 2010. An appraisal of the role and potential of the Technology Station in Electronics at TUT in the electronics innovation system. Pretoria: Technology Station in Electronics.

HARMES-LIEDTKE, U. 2010: The Relevance of Quality Infrastructure to Promote Innovation Systems in Developing Countries, Discussion Paper 3/2010, Technical Cooperation of PTB, Braunschweig.

HARMES-LIEDTKE, U., BUBLATZKY, H., PANIAGUA, B. 2010: The Calidena Methodology Handbook, Guide 5. Technical Cooperation of PTB, Braunschweig.

For details of publications see
http://www.mesopartner.com/nc/publications/

Mesopartner has produced and uploaded a video on the 2010 International Summer Academy on LED! It can be found at http://youtu.be/bJOCZDDSbeI.

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 2010

ALBANIA	Programme evaluation and programme design mission GTZ, 1 staff month
ALBANIA	Facilitation of a Winter School on LED in the Middle East World Vision, 0.5 staff months
ALBANIA	LED follow-up training and facilitation of regional workshops GTZ, 0.25 staff months
BOLIVIA	Participatory appraisal of the Palm Heart Value Chain using the CALIDENA approach, Cochabamba PTB, 0.25 staff months
BOSNIA AND HERZEGOVINA	Moderation of a GTZ Balkan Network Meeting on Private Sector Development GTZ, 0.2 staff months
CAMBODIA	Co-facilitating of a LED summer school in Asia World Vision, 0.5 staff months
CAMBODIA	Co-designing the methodology of Rapid Appraisal of Income Generating Opportunities (RAIGO), piloting a RAIGO exercise in an urban area development programme World Vision, 0.45 staff months
COLOMBIA	Training of trainers and participatory appraisal of quality issues in the cacao and chocolate value chain using the CALIDENA approach, Bogotá PTB, 0.75 staff months
COLOMBIA	Presentation and workshop on mega-projects and LED in a conference by the Chamber of Commerce, Medellín, and training of LED practitioners, Antioquia Agencia de Desarrollo Regional de Antioquia (ADRA), 0.25 staff months
COSTA RICA, PERU	Analysing the Quality Infrastructure in Central America and the Caribbean PTB, 0.7 staff months
DEMOCRATIC REPUBLIC OF CONGO	Promotion of Local and Regional Economic Development within the Bas Congo Spatial Development Initiative Department of Trade and Industry, South Africa, 1.25 staff months
ECUADOR	Organic Coffee Value Chain Analysis using the CALIDENA approach PTB, 0.3 staff months
ECUADOR, COLOMBIA	Analysing the Quality Infrastructure in Ecuador and Colombia PTB, 0.3 staff months
FRANCE	Curriculum design: World Vision Capacity Building Initiative in LED WV, 0.18 staff months
FRANCE	Discussion Paper for United Nations Capital Development Fund: Lessons from Five Final Evaluations of Local Development Programmes in Lao PDR UNCDF, 0.45 staff months

MESOPARTNER ACTIVITIES IN 2010

GERMANY	Co-facilitation of the LED Summer Academy in Duisburg Mesopartner event, 1.25 staff months
GERMANY	Running course EP 06, Sustainable economy and social/ecological responsibility InWEnt/V-EZ, 0.125 staff months
GERMANY	Discussion paper on ways to improve the innovation systems surrounding value chains GTZ, 1 staff month
GERMANY	Lectures at the University of Leipzig at the International Master Course SEPT University of Leipzig, 0.25 staff months
GERMANY	Publication of an Innovation System Reader from a conference on innovation systems by the German Donor Working Group. GTZ, 0,5 staff months
GERMANY	Lecture at the Goethe University in Frankfurt Goethe University, 0.2 staff months
GERMANY	Cluster exposure tour in Germany GTZ, 0.1 staff months
GHANA	Training on LED for employees of the Institute for Local Government Studies Ghana, 0.5 staff months
HONDURAS	Assessing the Quality Infrastructure in Central America PTB, 0.5 staff months
INDONESIA	Providing specific expertise in the field of Business Climate Surveys in Central Java and West Kalimantan GTZ / Swisscontact, 2 staff months
INDONESIA	Facilitation/moderation and design of an InWEnt Conference on Business Incubation InWEnt, 0.25 staff months
ITALY	Offering one session at the 2010 Summer Academy on Private Sector Development – Integrated and Inclusive Approaches ILO, 0.25 staff months
ITALY AND SWITZERLAND	Tutoring in the Enterprise Development through Value Chains and BDS course. Co-facilitating a face-to-face event, and conducting five days of training for UN agencies. Assisting ILO to develop an international value chain capacity development scheme. ILO, 1.25 staff months
ITALY	Special Projects Implementation Review for UN Capital Development Programme: Design of Evaluation Approach for United Nations Capital Development Fund Local Development Programmes UNCDF, 0.45 staff months
LEBANON	Training on Local Economic Development in Tyre ILO, 0.25 staff months

MESOPARTNER ACTIVITIES IN 2010

LEBANON	Co-facilitation of a training of trainers on Participatory Value Chain Analysis (PVCA) in Beirut ILO, 0.5 staff months
LEBANON	Training on Local Economic Development in Tyre ILO, 0.25 staff months
MEXICO	Introducing LED concepts to the organisation and participatory appraisal of competitive advantages (PACA) World Vision, 1.8 staff months
NAMIBIA	Facilitation of basic LED training in Otjiwarongo, Namibia 0.25 staff months
PERU	Developing and coordinating postgraduate studies in Regional Economic Development ESAN University, 3 staff months
PERU	Providing facilitation and consultancy services for value chain upgrading in renewable energies Green Energy SAC (within a project of the Inter-American Development Bank), 0.75 staff months
PERU	Implementing a Training of Trainers course and preparing a manual on increasing awareness on bio-organic products SENASA (department of Ministry of Agriculture), 0.4 staff months
PERU	Providing counselling services for local governments in municipal services management and workshops in LED Catholic University Sedes Sapientiae, 0.5 staff months
PERU	Providing lectures to LED postgraduates Office of Chamber of Ministers, 0.25 staff months
PERU	Facilitation of Planning Workshop of PTB – Andean Community of Nations Project (CAN) on development of Quality Infrastructure, Lima PTB, 0.25 staff months
PERU	Designing and elaborating the regional economic development plan of the Local Government Association – Valle Santa Catalina NGO CEDEPAS, 0.75 staff months
PERU	Validation of Value Chain Promotion of Regional Government of Junín Inter-American Development Bank (IADB), 1.5 staff months
PERU	Analysing the cacao and chocolate value chain using the CALIDENA approach PTB, 0.5 staff months

MESOPARTNER ACTIVITIES IN 2010

PERU	Facilitation of Planning Workshop of PTB – Andean Community of Nations Project (CAN) on development of Quality Infrastructure, Lima PTB, 0.5 staff months
THE PHILIPPINES	Training courses on LRED and on the Compass of Local Competitiveness. Drafting a LRED institutionalisation strategy GTZ, 1.6 staff months
THE PHILIPPINES	Facilitating an LED Orientation Workshop for 5 ILO programmes in the Philippines ILO, 0.1 staff months
RWANDA	Final Evaluation of the United Nations Capital Development Fund Local Development Programme UNCDF, 1.36 staff months
SENEGAL	Facilitation of a workshop for World Vision staff on the Hexagon of LED World Vision, 0.1 staff months
SOUTH AFRICA	Assisting Technology Station in Chemistry to refine its business strategy in response to a value chain analysis GTZ, 0.25 staff months
SOUTH AFRICA AND INTERNATIONAL	Capacity building, including five days' training in the MEER region and summer school in South Africa. World Vision, 1.5 staff month
SOUTH AFRICA	Conducting a rapid appraisal of the innovation system of the electronics sector in South Africa with the Technology Station in Electronics as the host GTZ and Tshwane University of Technology, 1 staff month
SOUTH AFRICA	Taking the study of the electronics sector wider to the electrical, communications and information technology sectors, assisting industry associations with strategy, and making contributions to industrial policy to address sectoral market failures Mesopartner research, 2 months
SOUTH AFRICA	Conducting a review of the Metal Casting Technology Station at the University of Johannesburg on the implementation of a RALIS in 2008. University of Johannesburg, 0.5 staff months
SOUTH AFRICA	Developing and co-facilitating a 'Creative Facilitation' training event InWEnt, 0.5 staff months
SOUTH AFRICA	Hosting several one-day training events on Market Failure, Value Chain Promotion and Innovation Systems Mesopartner events, 0.5 staff months

MESOPARTNER ACTIVITIES IN 2010

SOUTH AFRICA	Facilitating several high-level events around technology, innovation, industry-academic relations and systemic competitiveness Mesopartner events, 0.25 staff months
SOUTH AFRICA, NAMIBIA AND SWAZILAND	Moderating several workshops for PTB around Quality Infrastructure in the SADC and African regions PTB, 0.5 staff months
SOUTH AFRICA	Supporting GTZ ESDS with technical advice, training and coaching in support of innovation systems and technology transfer GTZ ESDS, 1 staff month
SRI LANKA	Practical value chain development process with nationwide ADP managers World Vision, 0.5 staff months
SRI LANKA	Conducted a series of regional economic development programmes in North and Eastern Provinces I/NGO and GOSL organizations, 2 staff months
SRI LANKA	Strategy development for livelihood development CARE Sri Lanka, 0.5 staff months
SRI LANKA	Conducting lectures for postgraduate students on monitoring, evaluation and learning Postgraduate Institute of Agriculture, University of Peradeniya
SRI LANKA	Development of non-conventional tourism products in regional destinations Regional Economic Development Agency, 4 staff months
SYRIA	Co-facilitation of a Participatory Value Chain Analysis (PVCA) Exercise on the dairy sector in the Aleppo Governorate ILO/UNDP, 0.6 staff months
SYRIA	Facilitation/moderation and design of a Middle East Conference on Innovation Systems GTZ, 0.25 staff months
TIMOR LESTE	Final Evaluation: United Nations Capital Development Fund Local Development Programme UNCDF, 1.45 staff months
VIETNAM	Team leading for capacity development activities in participatory planning approaches (pro-poor PACA, PCDP) in Thanh Hoa Province GTZ, 4.6 staff months
VIETNAM	LED training workshops in Nghe An, Thanh Hoa and Phu Tho provinces ILO, 0.4 staff months
VIETNAM	Lecture at the Hanoi University of Technology in the German Master Course SEPT University of Leipzig, 0.25 staff months

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

All photos in this report are original material taken by the mesopartners or by the professional photographer Britta Radike
britta.radike@gmx.de

Edited by Christian Schoen
cs@mesopartner.com

Design: Golden Sky, Vietnam
www.goldenskyvn.com

printed in June 2011