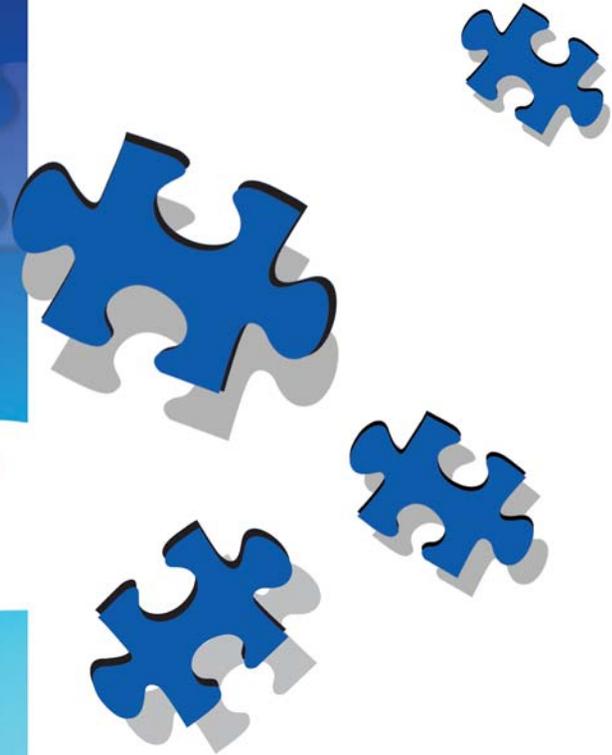


Annual
Report
2009

www.mesopartner.com

mesopartner
local economic delivery



CONTENTS

mesopartner profile	3
Foreword	4
1. Without innovative facilitation there is no innovation!	6
2. Knowledge: The Currency of Development!	10
3. Pro-Poor PACA	13
4. REDLens	16
5. Improving innovation and the use of technology	19
6. New WEB 2.0 Products	22
Client structure 2009	24
Strategic clients in 2009	25
Geographic footprint 2009	26
Countries where mesopartners were active in 2009	27
The mesopartners	29
The mesopartner administration	34
The mesopartner associates	35
Publications in 2009	38
Activities in 2009	39
Obituary for Dr Jörg Meyer-Stamer	43

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, 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 around 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.

2009 was a year of sorrow and sadness for mesopartner, as we had to come to terms with the unexpected and untimely death of our friend, partner and co-founder Jörg Meyer-Stamer (30 October 1958 - 1 May 2009). His passing is not only a great loss for mesopartner, but for the whole community in the field of private sector development and local economic development.

Inspired by Jörg, and in line with the great legacy he has left behind, our company mesopartner is determined to continue striving to make significant contributions to the area of economic development. Although it has been difficult to come to terms with his death, 2009 saw us delve deeper into those topics that we had started tackling together, topics such as innovation and technology management, to re-focus on our core competency, and on the development or further refinement of tools and methodologies.

- In 2009 we had the opportunity to develop customized methodologies for clients who prefer to focus on their specific mandate and competence.
 - For GTZ in Vietnam we developed a variation of the PACA method that is more inclusive and poverty-oriented, while at the same time retaining the typical advantages of PACA of being participatory, rapid and action-oriented. Since its development,

this methodology 'Participatory Appraisal of Pro-poor Income Potentials' (pro-poor PACA) has been piloted in Vietnam, and applied in India and Peru.

- For World Vision, a new client, we developed a methodology for economic recovery and disaster mitigation. The methodology 'REDLens' was designed and tested in Haiti (before the devastating earthquake struck the island).
- Developing and applying innovative and dynamic moderation and workshop formats has always been a strength of mesopartner. However, in 2009, we developed this competency even further and positioned the company at the creative edge of large workshop moderation. During the year various medium to large stakeholder and donor events in Finland, Germany, Namibia, South Africa and Uruguay offered us the opportunity to take this capacity to a higher level. This is certainly in line with one of the constant questions asked by Jörg: "How can we knock our participants', colleagues', peers' and partners' socks off in our next workshop or event?"
- Communication and sharing of knowledge has always been at the core of the mesopartner

business model. The past two years have seen the publishing of more than seventy Podcasts and ongoing experimentation with new forms of communication technology and innovation such as SMS, Wikis, open source software, twitter or blogging. Creative application of these tools facilitates and enhances the collaboration and communication among the 'mesopartners' and between the partners, our clients and various communities of practice. This can be in the form of online reports, online manuals, twitter feeds, daily blogs at large events or organising smaller events via SMS communication even in rural areas where communication has previously been difficult if not impossible.

- Another persistent question of Jörg's was: "How can we create a development practice around the field of innovation systems similar to the movement that now exists around value chain promotion?" Understanding innovation systems, the means of how, why and under which conditions businesses innovate is an increasingly important element in private sector development and deserves similar attention to the hype that has grown around value chains over recent years. In 2009, mesopartner was engaged in discussions and analytical exercises focused around innovation, innovations systems and technology management at both an academic and practical level, especially in South Africa and Germany.
- Close cooperation with associates of mesopartner was intensified during 2009. This was due to a number of reasons, primarily increased demand in established markets but also demand from new localities. Some of our associate consultants are able to work in French and thus took over mesopartner related work in the French speaking parts of Africa. In addition, customers started to offer us longer-term framework contracts that can accommodate various consultants on different continents with different tasks. In this Annual Report we introduce five associated consultants for whom we have very high regard and recommend for their commitment and high quality of work.





1

**WITHOUT INNOVATIVE FACILITATION
THERE IS NO INNOVATION!**



Everybody knows the phrase “The best part of a conference is the coffee break”. It refers to the mostly informal opportunity for participants to make contacts during seminars or conferences in between frontal input presentations. The use of creative and dynamic moderation and workshop formats is often neglected. Over recent years mesopartner has been able to develop a competitive advantage in the design of dynamic large-scale events, conferences and seminars. In 2009, mesopartner moderated events such as the following:

- An Industrial Development Corporation (IDC) conference on LRED in South Africa
- An international LED Pathfinder conference in Namibia

- The Co-Moderation of the World Café at the international TCI Cluster Conference in Finland
- A week of facilitation events of the PACPYMES programme in Uruguay to help cluster initiatives to apply storytelling and visual facilitation
- An Innovation System Seminar of the German Development Corporation in Dortmund, Germany

Moderating these events mostly included selecting locations and venues, preparing the speakers for their inputs, designing the golden thread of the entire event including choosing interactive workshop methods, as well as facilitating and documenting the conferences themselves.

Organizing seminars and workshops without professional moderation is like organizing a party without good music: the ‘catalysts’ for encouraging communication, motivation, movement and dynamism are left out. The “missing music” at such events could be provided through the following dynamic elements.

CLARIFYING THE OBJECTIVE OF THE EVENT WITH THE CLIENT

The title of a conference or a seminar does not determine a clear definition of its objective and golden thread. This requires reflections with the clients on goals and expectations, sometimes even a deeper brainstorming, especially if the client has not thought through his real intentions.

BRIEFING OF THE SPEAKERS

The speakers at conferences or seminars are experts in their field. Nonetheless, they need guidance for designing their inputs to be in line with the golden thread and the objective of the whole event.

FACILITATION AND DOCUMENTATION OF DISCUSSIONS, QUESTIONS AND ANSWERS

A facilitator has to document the discussions and has to take care of keeping questions and answers short and concise. Doing this in a dynamic way means creating a productive

tension that involves an atmosphere for open but also challenging discussion. Documentation formats can be mind maps, cards, flipcharts or other means.

USE OF GRAPHIC VISUALIZATION FOR MODERATION

Graphic visualization often encourages imagination and provides more information than just text or power-point slides. Sessions can include storytelling, drawings, metaphors, photos, or symbols. The use of these elements at events and working groups supports the discovery of aspects and insights that would otherwise have not found an expression through just verbal communication.



USING WORKSHOP FORMATS THAT ENCOURAGE COMMUNICATION BETWEEN THE PARTICIPANTS

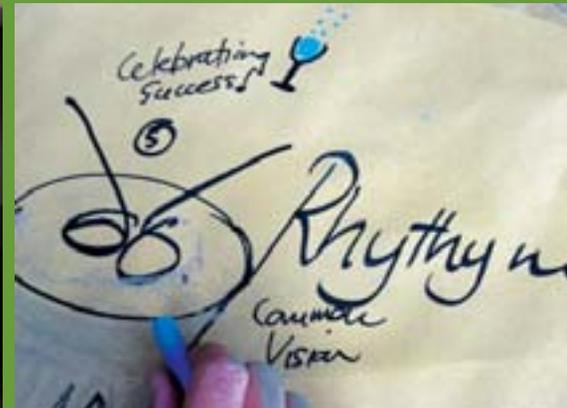
One of the key success factors for an event involves tapping into the expertise of the different stakeholders. There is a huge range of workshop formats, such as the World Café (or “LED-Cafe”), Open Space Technology and others from which to choose to achieve this.

USING “SYSTEM GAMES” AS ENERGIZERS TO EXPERIENCE THE INTERDEPENDENCY OF MARKET AND NETWORK RELATIONS

mesopartner uses system games as energizers during events. These short interactive games among participants

first of all create fun. But even more important are the insights gained by individual participants into interdependences of stakeholders and the dynamics of systems.

In the coming years, mesopartner will extend the consultancy on dynamic moderation and facilitation of large-scale events. It is becoming a substantial part of the change facilitation expertise mesopartner has developed during the last 6 years of consultancy work.





2

KNOWLEDGE: THE CURRENCY OF DEVELOPMENT!

At the heart of mesopartner's strategic intent is the desire to build and share knowledge in a way that contributes to continuous improvement in the effectiveness of local economic development and the competitiveness of local and regional economies. It is in trying to find more effective ways of doing this that the concept of communities of practice as a knowledge management tool has begun to take centre stage.

Community of Practice (CoP) is a relatively new name for a concept that has been around ever since people and organisations have realised that they benefited from communication and sharing information and knowledge. A Community of Practice is essentially a group of people who share a common interest or goal. They see value in engaging creatively to share good practice, engage in collaborative learning and to create new knowledge regarding how to go about achieving a better outcome for a shared objective.

In general there are two types of CoP, these are:

THE INFORMAL COP: spontaneous self-organising ones such as study groups or people fighting a specific cause. These groups inevitably have a defined lifecycle linked to the particular issue or purpose e.g. getting a business to stop dumping waste.

The informal component is and always will be an integral component of knowledge management and social networking and, to be realistic, it will often be difficult to convince people to change long-standing habits. For example it is quicker, more sociable and interactive to pick up the telephone and call someone whose input you respect. This may begin to change with the proliferation of internet-based social networking, but arguably much of the art of robust debate may be lost.

STRUCTURED OR MANAGED COP: these are established, managed and usually sponsored. They

"That's what learning is, after all; not whether we lose the game, but how we lose and how we've changed because of it and what we take away from it that we never had before, to apply to other games. Losing, in a curious way, is winning." Richard David Bach

would require specific inputs from members and more importantly there would be measurable outcomes designed to benefit the sponsoring organisation and the individuals or groups that make up the CoP membership, who are targeted for future participation or could become strategic partners

The more structured and managed CoP will need to be configured around more formal activities and ways of gathering, organising and sharing knowledge and then applying it in a systematic way. The champion of the CoP would inevitably be someone who values the overall effectiveness of the organisation as a priority.

Often within the structured and managed CoP, secondary, or less formal, groups will emerge spontaneously to take



up specific issues within the larger CoP. This is to be encouraged but the trick is to ensure there are feedback loops in place to reintegrate the learning back into the larger system.

Examples of CoPs are more prevalent in the private sector, for example Integral Consulting Inc (a USA based international consultancy) measured their consultants' performance on their overall contribution to the firm's knowledge and their ability to function as part of a collaborative team.

In the context of LED there seem to be very few examples of communities of practice that go any further than making "members" aware of what activities are taking place, publishing reports of projects undertaken and resources that are available. The closest LED comes to a CoP seems to be when organisations publish case studies, which are usually of successes rather than more painful experiences.

From a mesopartner perspective, expanding and deepening the exchange of knowledge that exists among associates, participants in Summer Academies and key customers is something that is becoming more pressing as LED complexity, experience and learning grow.



3

PARTICIPATORY APPRAISAL OF PRO-POOR INCOME POTENTIALS (PRO-POOR PACA)

The PACA methodology is participatory, pragmatic and market-oriented, but it is not poverty-oriented per se. Nowadays, however, any kind of development cooperation is measured against the attempt to work towards the Millennium Development Goals. Hence, we frequently face the request: “Can you advise us on LED, but more pro-poor please?” Apparently, pro-poor Private Sector Development (PSD) and Making markets work for the poor (M4P) still have huge growth potential. The number and scope of instruments in LED and PSD with a specific poverty reduction focus is still limited, though.

As one response to this situation, mesopartner was commissioned by the “Support for Poverty Reduction Program” of GTZ Vietnam to design a methodology that



poor districts can use to assess their economic potentials and implement interventions that have the potential to kick-start LED initiatives, helping to reduce poverty. The 'Participatory Appraisal of Pro-poor Income Potentials' methodology, or 'pro-poor PACA' for short, was developed and pilot-tested three times in Vietnam between December 2006 and February 2009. In the meantime, a comprehensive user manual and a movie became available. Subsequently, in 2009 the first applications of the method outside Vietnam took place in Northern India in the course of a World Vision assignment and again in Andean Peru within a German Development Service project conducted by one of our associated consultants.

This pro-poor appraisal tool is significantly informed by the PACA approach. The quite robust structure of PACA helped to sequence the various traditional and new tools and formats along the process of a rapid appraisal exercise, and allowed for various modifications and adjustments to the specific purpose and target groups of a poverty-oriented exercise. The newly integrated tools and formats had previously been tested in other contexts, but were modified and freshly recombined for this specific pro-poor economic development instrument. This, for instance, includes a modification of Porter's 5 Forces model, a pro-poor and gender-sensitive value chain selection process at the Kick-off workshop, a systematic mini-survey with traders and intermediaries to better integrate the market view into the analysis or the deployment of a fourth, pro-poor criterion at the final assessment round of proposal for LED actions.

Pro-poor PACA is based on the same set of principles as the traditional PACA method: bottom-up, opportunity-driven, market-oriented, considering development work being process management and facilitation. But in addition, it tries to be inclusive by integrating poverty concepts and

structuring the target groups more carefully into those who are above and those who are below the poverty line in a given location. The latter group of people is divided again into different levels, according to the depth of poverty. Activities generated from a pro-poor PACA exercise try to reach as far as possible below the poverty line by incorporating poor individuals, survivalist enterprises and farmers into markets and employment.

There are a couple of important insights generated by pro-poor LED that need to be understood by the those organisations running economic development programmes in poor areas, which are now showing interest in applying the pro-poor PACA methodology in their programme context.

One such insight is the importance of the distinction between the target groups and the ultimate beneficiaries. Even if people who are poor are supposed to benefit predominantly from an intervention, the non-poor will necessarily also gain from it in a sustainable LED project. To only work with and target people who have very limited resources and assets will not be a very promising approach to lifting those people out of poverty in a sustainable way.

Another important insight is the distinction between growth-oriented entrepreneurs, survivalist entrepreneurs and the huge field of employment located between the two groups. Targeting survivalist entrepreneurs requires a different set of instruments than addressing growth-oriented entrepreneurs. It is important to note that individuals who, due to lack of skills, are not employable are unlikely to turn into successful entrepreneurs, even with the best intended efforts by micro-enterprise development organisations. On the other hand, most necessity entrepreneurs would grasp the next best opportunity to abandon their business to enter into stable, waged employment.





4

REDLENS - A LOCAL ECONOMIC VIEWPOINT ON DISASTER MITIGATION



During the second half of 2009, mesopartner was assigned to design and test a new methodology for Economic Recovery. The client was World Vision (WV), a leading Non-Governmental Organization (NGO) in the field of Humanitarian Emergency Aid (HEA). The assignment was part of a more general collaboration with their Australian branch to introduce a local economic perspective into their interventions.

Humanitarian aid professionals are very well trained in saving lives and making communities more resilient to disasters, but they are usually not so well prepared to work on economic issues. The consequence is that emergency aid frequently lacks efficiency and in some cases even has negative impacts on the existing business in the locality. Our task was to strengthen the economic dimension of HEA and help to make it more efficient through stronger collaboration with local entrepreneurs.

The NGO chose Haiti to start a pilot, because of its extreme poverty and the continuous threat from man-made and natural disasters. Within Haiti our counterpart selected the Gonâve Island for a pilot exercise. Even in the Haitian context, Gonâve Island is an extremely poor area which has suffered from extreme devastation of natural resources due to excessive charcoal production.

The output of our assignment in Haiti was the design of the RED Lens methodology. The letters RED may be read as Resilient Economic Development and the Lens stands for an economic perspective on emergency aid. A particularity of this new approach to economic recovery was that it was worked out and tested in Haiti itself by a joint team of WV professionals, local stakeholders and mesopartner. REDLens is in line with our participatory approach to competitiveness.



The REDLens Continuum distinguishes between three phases of intervention:

First comes the preparedness phase where typical Local Economic Development (LED) activities should be carried out with a specific focus on disaster mitigation. On Gonève Island we tested this approach in a three-day disaster drill. The team and the stakeholders simulated several hurricane scenarios and appropriate responses.

Second, the direct response phase takes place after a disaster has hit a locality and devastated its economy. Here, our guiding question was how aid organizations could strengthen rather than undermine this local resilience. During this phase, we proposed the following elements of disaster response: (a) Make sure that aid does no harm to the local economy and businesses (b) Create awareness of how the local economic system works and (c) Involve

local businesses while using the local resources in your response.

The third phase is about renewal and growth of the local economy. The other side of a disaster is the opportunity to rebuild even better. REDLens suggests not only re-establishing the economy as it was, but rather looking for new competitive advantages. This phase connects economic recovery with generic LED promotion. We identified a lot of new business opportunities, i.e. substituting expensive imports from the mainland or attracting short-time tourists for sports activities or entertainment.

The pilot made clear that REDLens is no substitute for a proper LED initiative. REDLens shares the pragmatic, rapid and participatory approach of the PACA methodology and can bring awareness about a resilient local economy to PACA. At the same time, running a PACA application and using better local economic resources before a disaster occurs could help make the relief work more effective when a disaster actually hits the area. After the immediate response, PACA can also be useful to guide the reconstruction efforts and strengthen the competitive advantage of the local economy.

In the years to come, mesopartner will continue supporting WV in economic recovery and developing the REDLens approach even further.



IMPROVING INNOVATION AND THE USE OF TECHNOLOGY IN INDUSTRY

5

Understanding how, why and under which conditions businesses innovate is an increasingly important factor for private sector development practitioners to grasp. The rules of how we can upgrade or establish industries in developing countries, and the limits on the resources at the disposal of development practitioners raise more questions about how to establish manufacturing or knowledge industries in the developing world.

Innovation, and the resulting technological upgrading of industries, can be considered at



various analytical levels. Firstly, the topic of innovation and technology management is a business management subject that deals with innovation and technology management within firms or other kinds of organizations. The management of innovation and technology addresses questions such as “who carries out technological exploration?”, “how is it carried out?” and “how will it affect the organization and its direct environment?”

Most development practitioners will immediately recognize that while larger firms typically concern themselves with the topic of innovation and technology management, smaller firms hardly bother with this topic. Furthermore, technology management is often narrowly interpreted as the management of information or communication technology or the management of physical technological hardware, while other areas of technology (such as process or management technology) and research and development are ignored. There is also a risk of understanding

innovation as research and development, missing the point that innovation can occur at product, process, and business management levels throughout an organization.

Secondly, innovation and technological upgrading can be thought of at a more systemic level, which is known as the innovation systems perspective. From this perspective, the analysis is on the broader systems that result in innovative behavior. At the most abstract level, a National Innovation System can be identified that emphasizes the way the public sector configures its contribution to science, technology and innovation. It is often focused mainly on the aggregate factors and trends of innovation.

Another perspective is the sectoral innovation system existing around a particular technological paradigm or economic sector, which influences and shapes the innovative behavior of a specific group of industries. This technological paradigm is formed by a knowledge base, specific technologies and inputs, the different actors and networks that are systemically interacting, and the institutions supporting a specific industry. Examples of technological paradigms are plastic injection moulding, hydrogen powered cars, or wooden office furniture manufacturing. Although other forms of plastic moulding exist, people that understand this approach hardly consider alternative approaches,

materials and knowledge basis. Thus they would form part of a unique innovation system.

A third perspective is a regional or local innovation system perspective where the focus is on regional networks, organisations and institutions and their knowledge spillovers into a region. It should be borne in mind that a firm could belong to several innovation systems simultaneously without even being aware of their existence. Thus a manufacturing firm could form part of one regional, and several sectoral, national and international innovation systems.

Important questions that are asked when attempting to upgrade the innovative and technological performance of an industry are:

- What are the impulses or incentives for firms and other organizations to innovate?
- How can the flow of knowledge regarding technologies that work and innovations in processes be communicated more clearly?
- Which trends and factors are influencing the innovative behaviour of firms, and how can these trends and responses be better articulated?
- What are the patterns of interaction in industries,



and between the industries and other supporting and servicing sectors? How can these patterns be strengthened?

- Are there important customers in the region that can be used as an entry point to better understanding unmet current and future needs and demands so that we can get a head start?
- Who are the innovators and problem solvers, and what have they learnt? Is it possible that this is the start of a trend?

It is important that development practitioners understand that while improving the use of technology and the practice of innovation at a firm level is important, the more systemic understanding of the broader innovation system(s) that the firm or organization belongs to is equally if not more important.



6

NEW WEB 2.0 PRODUCTS TO CONNECT MESOPARTNER AND ITS CLIENTS WITH THE EXPERT WORLD

mesopartner has always developed products that encourage interaction and collaboration. After the publication of a podcast series in recent years (see the English LEDcast at www.mesopartner.com/nc/ledcast/, the Spanish RadioDEL at <http://www.mesopartner.com/nc/es/podcast/>), in 2009 mesopartner started to develop further Web 2.0 products at the request of clients or to extend communication with international colleagues.

In the era of Wikipedia and open source software, the internet provides new opportunities to learn in virtual networks and to develop new interactive products. In 2009, mesopartner used Web 2.0 to deliver content and services in new ways, for instance:

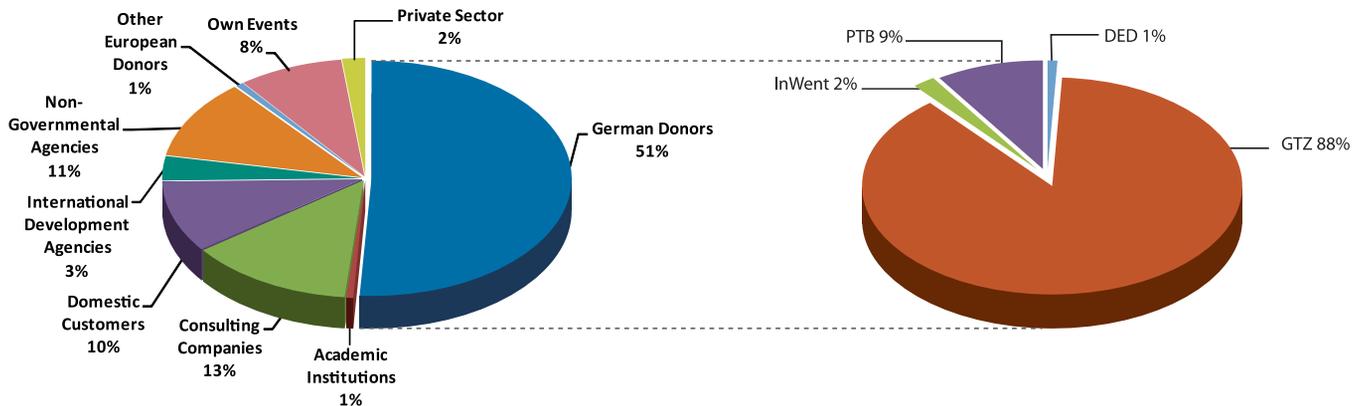
- We were contracted by the Innovation Agency MFG Baden-Württemberg in Germany to develop a German Wiki-Clustermanagement Handbook which is freely accessible at www.kreatek.de (a simple subscription is all that is needed). It contains 15 podcasts with German cluster managers and more than 50 sub-sites with information on main important insights for the management of cluster initiatives, tools, literature and further links. According to the Wiki logic, the handbook offers the opportunity to leave comments, contribute own articles, experiences, pictures, and case studies. The Kreatek.de site also provides a contact platform for economic development practitioners
- We used a blog site to create a group report on the LED-Study tour in Germany attended by international economic experts. It includes comments and articles by the

participants who contributed their insights and learning, see e.g. <http://ledtour.wordpress.com/>

- News and Discussion Blog for the TCI International Cluster Conference in Finland in 2009 including speech recordings and podcasts with experts, see <http://tci2009.wordpress.com/>
- Use of SMS technology in at least two events to receive questions from audiences during large-scale events we moderated
- Publishing of blogs by partners containing articles on topics like LRED, innovation, change facilitation, climate change and economic development. Blogs can be found e.g. under <http://shawncunningham.wordpress.com/>, <http://frankwaeltring.wordpress.com/> or <http://cheulrico.wordpress.com/>
- Opening of twitter feeds by partners to share news on several topics (see <http://twitter.com/cheulrico>, <http://twitter.com/regionaleconomy>, <http://twitter.com/shawncunning>)

Cooperation and communication among the 'mesopartners' was only possible because ICT products like Skype for voice over Internet and especially email communication have been standard technical options for many years. Otherwise, a multinational micro-enterprise like mesopartner could not be operational. Our Web 2.0-based products are continuously extending our professional network and enabling our information exchange with partners, associates and other colleagues.

MESOPARTNER CLIENT STRUCTURE 2009 (GENERATED REVENUES)



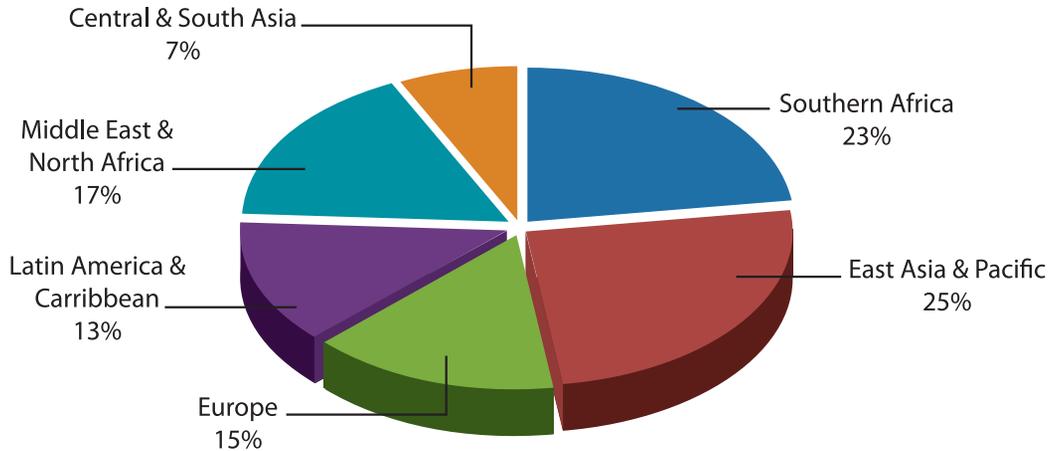


OUR STRATEGIC CLIENTS

BHP Billiton Manganese & Energy Divisions, South Africa
GTZ Employment and Skills Development programme, South Africa
GTZ ICON SLGP Programme, South Africa
GTZ Private Sector Promotion (PSP SMEDSEP) Program, Philippines
GTZ Private Sector Promotion (Sector-project Innovative Approaches, Eschborn)
GTZ Programme for Economic Growth, Namibia
GTZ Regional Economic Development (RED) Program, Indonesia
GTZ Strengthening Local Governance Project, LED component, South Africa
GTZ Support for Poverty Reduction Project, Vietnam
Industrial Development Corporation – Agency Division South Africa
Inter-American Development Bank
International Labour Organisation (ILO), International Training Centre, Turin
International Labour Organisation (ILO), Lebanon
International Technical Cooperation of the German Metrology Institute (PTB, Physikalisch-Technische Bundesanstalt), Germany
InWEnt Locati Programme, South Africa
MFG Innovation Agency Baden-Württemberg, Germany
NIRO Cluster Network Unna, Germany
PACPYMES Programme of Bilateral Cooperation European Union, Uruguay
Regional Development Agency of Antioquia, ADRA, Medellín, Colombia
World Vision Australia and South Africa

THE MESOPARTNER GEOGRAPHIC FOOTPRINT 2009

MESOPARTNER GEOGRAPHIC FOOTPRINT



COUNTRIES WHERE MESOPARTNERS WERE ACTIVE IN 2009

ARGENTINA

EL SALVADOR

INDONESIA

THE PHILIPPINES

BOSNIA AND
HERZEGOVINA

FINLAND

ITALY

RWANDA

GERMANY

NAMIBIA

SOUTH AFRICA

BOTSWANA

HAITI

PALESTINE

VIETNAM

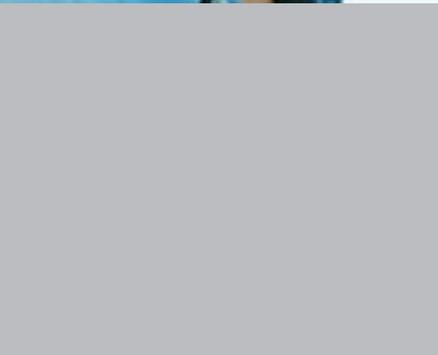
COSTA RICA

INDIA

PERU

URUGUAY





THE MESOPARTNERS

SHAWN CUNNINGHAM

sc@mesopartner.com

Born in 1973, PhD. in Business Administration (Northwest University, 2010), MBA (Northwest University, 2001). Based in South Africa.

Main fields of expertise:

- * Private sector development
- * Innovation systems and technology transfer
- * Local and regional economic development
- * Business service market development
- * Process design and process facilitation
- * Expert development and capacity building

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

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 major 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.

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

zini@inwent.co.za

Born 1966, Masters in Public and Development Management, University of 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, a.o. Programme management- InWent's LED Program (Locati), 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, DPhil (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, 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 Province



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, World Vision etc.

2007 – 2009: DED advisor of 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, BSc in Agriculture, Sri Lanka, 1986; MPhil 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 Program Coordinator, ESSP, GTZ
2001- 2005 Regional and Local Economic Development Coordinator, ESSP, GTZ
2000-2001 Program Coordinator, DZPDP, GTZ
1995 – 2000 Training & Agri Business Specialist, DZPDP
1990-1995 Community Development Specialist, APVP, European Commission



MESOPARTNER PUBLICATIONS IN 2009

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.

Harmes-Liedtke, U. & Kaulard, A. (2009): La Brújula de la Competitividad, Duisburg/Buenos Aires. ISBN 978-1-4452-6397-7

Hindson, D.; Meyer-Stamer, J.; Schoen, C.; Wegmann, M. (2009), Addressing Red Tape at the Local Level: Options and Tools, mesopartner Working Paper 13 /2009, ISSN 1613-298X

mesopartner (2009): Cómo Realizar un Ejercicio PACA, Buenos Aires/Duisburg

mesopartner (2009): El Libro de Conceptos PACA, Buenos Aires/Duisburg

mesopartner (2009): Manual Listas de Chequeo PACA, Buenos Aires/Duisburg

Meyer-Stamer, Jörg (2009), Moderne Industriepolitik oder postmoderne Industriepolitiken?, Friedrich-Ebert-Stiftung, Schriftenreihe Moderne Industriepolitik, 1 / 2009, Herausgegeben vom Arbeitskreis „Moderne Industriepolitik“.

Meyer-Stamer, J.; Mitchell, C.; (2009), Genesis Programme of Strategy Development, Operation Manual., GTZ SLGP, South Africa

Schoen, Christian (2009), Participatory Appraisal of Pro-Poor Income Potentials (Pro-poor PACA), Manual Version 1.0, GTZ Support for Poverty Project, Vietnam

Waeltring, Frank (2009): 5 articles in the "TCI Learning Cluster Magazine 2009", pages 15, 23, 26-27, 32, 38 (<http://fsi.entecore.fi/clusters/index.htm>)

For details 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 2009

ARGENTINA

Facilitation of a group of accreditation institutions of the IAAC, focusing on certification and accreditation in the food industry, Buenos Aires PTB, 0.25 staff months

ARGENTINA

Teaching in the Master Course on Local Development of the Universidad National General San Martin, Economic Territorial Development UNSAM, 0.1 staff months

BOSNIA AND HERZEGOVINA

Planning mission for a organising the LED Balkan Academy GTZ, 0.5 staff months

BOTSWANA

Support to the South African Development Community (SADC) Secretariat through a research paper on how the interaction between the private sector and the science and technology centres can be improved. GFA, 1 staff month

COSTA RICA

Didactic concept and moderation at 5th International Seminal on Quality Infrastructure in Central America PTB, 0.5 staff months

COSTA RICA

Facilitation of a Program Planning Workshop for the Support of Quality Infrastructure in Central America PTB, 0.25 staff months

EL SALVADOR

PACA Basic Training [Participatory Appraisal of Competitive Advantage] in the department La Paz GTZ, 0.25 staff months

FINLAND

Moderation in the International Cluster Conference TCI TCI, 0.25 staff months

GERMANY

Co-Facilitation of the LED Summer Academy in Duisburg mesopartner event, 1.25 staff months

GERMANY

Training in Facilitation methods and techniques PTB, 0.1 staff months

GERMANY

Writing of the CALIDENA Manual PTB, 0.5 staff months

GERMANY

Development of Wiki-Manual and podcasts for German cluster managers Innovation Agency Baden-Württemberg MFG, 1 month staff

GERMANY

LED Lectures at University of Leipzig,
SME Master studies
SEPT, 0.2 staff months

GERMANY

Facilitation and Moderation of an
Innovation System Conference
GTZ, 0.5 staff months

GERMANY

Organise and co-facilitate an LED tour
to Germany for South African and
Nigerian public officials and private
sector experts
mesopartner event, 1 staff month

HAITI

Consultancy in the 'Haiti Economic
Recovery Pilot' project, aiming at
the elaboration of an economic
perspective within disaster and
emergency management
World Vision, 0.75 staff months

INDIA

Training and lead facilitation for
introducing LED and Pro-Poor PACA in
three districts in Northern India
World Vision, 2 staff months

INDONESIA

Providing specific expertise in the
field of Business Climate Surveys in
Central Java and West Kalimantan
GTZ / Swisscontact, 1 staff month

ITALY

Training on Local Economic
Development for the Training Centre of
the ILO in Turin, focus on Participatory
Development in the rural sector
ILO, 0.5 staff months

ITALY

Tutor in the international online training
course "Enterprise Development
through value chains and business
service markets" responsible to
guide and support learners. Included
facilitating a face-to-face event for
learners in South Africa
ILO, 0.5 staff months

NAMIBIA

Facilitation of training to Namibian
public officials on "Concepts in Local
economic development"
GTZ Namibia, 0.25 staff months

PALESTINE

Training on PACA in Ramallah
World Vision, 0.3 staff months

PALESTINE

PACA exercise in Jenin
World Vision, 0.5 staff months

PERU

Participatory diagnose of the value
chains Coffee and Marble, and the
identification of other value chains, to
be promoted in the Region of Junin
IADB, 1 staff month

PERU

Advice and Coaching in the implementation of the Compass of Local Competitiveness in rural municipalities
DED-REMURPE, 0.1 staff months

THE PHILIPPINES

Consultancy/Facilitation regarding a Strategy Workshop on Service Market Development
GTZ, 0.5 staff months

THE PHILIPPINES

Training on the Compass of Local Competitiveness and facilitating an LRED master course
GTZ, 0.75 staff months

RWANDA

Program Fact-Finding-Mission for a Private Sector Promotion
GTZ, 0.75 staff months

SOUTH AFRICA

Co-facilitating of the event 'Stimulating the competitiveness and private sector performance within territories'
mesopartner event, 0.75 staff months

SOUTH AFRICA

Providing specific expertise in the field of pro-poor LED at a strategy workshop in Durban
World Vision, 0.5 staff month

SOUTH AFRICA

Conduct a PACA process for World Vision in Soweto
World Vision, 0.75 staff months

SOUTH AFRICA

Conducting several Rapid Appraisals of Local Innovation System (RALIS) exercises in the machine tooling, chemistry, cosmetics and product design sectors in South Africa. Includes other technical support and publications.
GTZ, 3.75 staff months

SOUTH AFRICA

Technical support, process design and co-facilitation of participatory regional LED strategy
Chris Hani District Municipality, 1.5 staff months

SOUTH AFRICA

Develop terms of reference for the appointment of service providers for a regional development agency
Enterprise Ilembe, 0.1 staff months

SOUTH AFRICA

Design and apply a participatory process to transform and diversify the regional economy of a mining town in its run-out phase
BHP Billiton, 1.5 staff months

**SOUTH
AFRICA**

Develop a knowledge management community of practice for a national corporation and conduct a pilot case study to test its robustness
SA LED Network,, 1 staff month

**SOUTH
AFRICA**

Conduct a feasibility assessment and participate in the evaluation of large scale locational development proposals
Koega Regional Development Agency, 0.25 staff months

VIETNAM

Providing value chain expertise at the formulation mission for the project “Sustainable Economic Empowerment of Ethnic Minorities” in Dak Nong Province
IFAD, 1 staff month

VIETNAM

Facilitating a ‘Participatory Appraisal of Pro-poor Income Potentials’ Exercise (pro-poor PACA) in Dak Nong Province
GFA / GTZ, 0.75 staff months

VIETNAM

Preparation of a facilitation manual on the method ‘Participatory Appraisal of Pro-poor Income Potentials’
GTZ, 0.75 staff months

VIETNAM

Value chain Lectures in Hanoi
SEPT, University of Technology Hanoi, 0.25 staff months



OBITUARY FOR DR JÖRG MEYER-STAMER

Our friend, mentor and business partner Dr Jörg Meyer-Stamer passed away on 1 May 2009. During the previous two decades, Jörg had defined participatory approaches to local economic development in a new and innovative way and he had substantially influenced the learning, thinking and professional growth of all the 'mesopartners' and many other LED practitioners around the globe. The rich collection of condolences left on the mesopartner website stands testimony to his widespread influence and great reputation (<http://www.mesopartner.com/nc/dr-joerg-meyer-stamer/>).

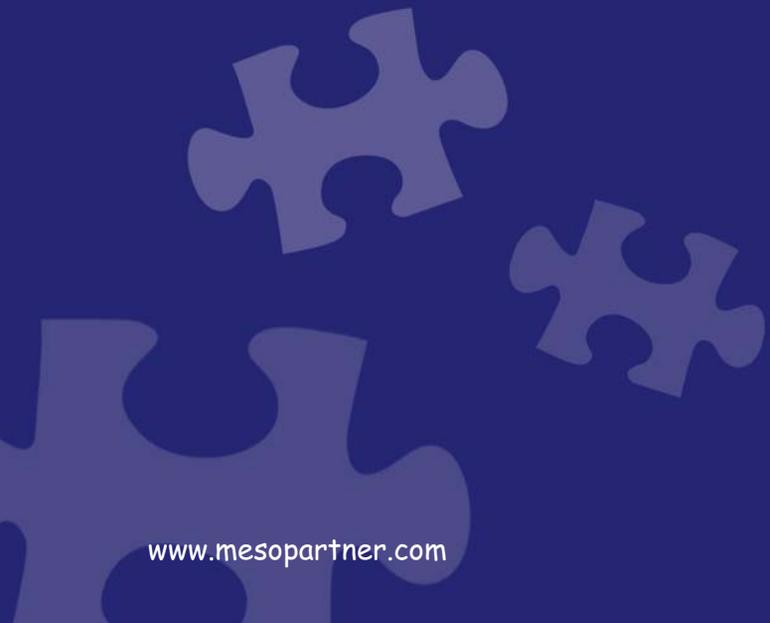
Jörg's professional career can be separated into three phases :

- From 1998 to 1998, he worked at the German Development Institute in Berlin providing research and consultancy to German donor organisations and ministries. During this decade he was co-authoring the concept of systemic competitiveness and developed the PACA methodology.
- In 1998, Jörg moved to the Institute of Development and Peace (INEF) in Duisburg where he mainly worked on the 'Meso-Project' analysing structural policies in the German region of North-Rhine Westphalia. Another output during his Duisburg years was the framework of the 'Hexagon of LED'
- In 2003, Jörg initiated the founding of our company mesopartner and moved away from research

to focus on consultancy in LED, training in participatory methods, such as PACA and RALIS, and the co-development of new methodologies, such as GENESIS and the Compass of Local Competitiveness.

Jörg was well known as a provocative thinker, disruptive innovator and territorial change agent. One of Jörg's great talents was making complicated concepts easy to understand and teachable to people from very different educational and cultural backgrounds, something he did with great enthusiasm and success all around the world. On the other hand, he was driven by the ambition to influence and shape development policies at all administrative levels in government and among decision makers in donor organisations. And he was successful in doing that.

His passing deprived mesopartner and the development community of many opportunities and chances to make economic development more practical and tangible. Although challenging, mesopartner is committed to building on Jörg's legacy and work by pursuing the company's strategic intent that we had jointly defined in 2008, while Jörg Meyer-Stamer was still a forceful and inspirational presence.



www.mesopartner.com

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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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