

English Version  
**PACA  
News**

Participatory Appraisal of  
Competitive Advantage

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### What is new around PACA?

In the last PACA News, we announced the First PACA Impact Story Contest.

And the winner is: Jorge Proaño from Ecuador. Have a look below, at his report on PACA in the El Oro province.

What else is new?

- The new PACA Website is almost finished. Have a peek at <http://www.paca-online.de/index.php>  
There is not only a new visual appearance. It is also organised differently, directly addressing different types of potential PACA customers. The page has been designed by Duncan Austin from South Africa, who is also an experienced PACA organiser (see page 7).
- We have officially launched the **PACA Community of Practice**. See the article on page 11.
- A new version of the **PACA Manual** is available for Community of Practice members. It describes the PACA process in more detail, in particular the build-up and the way-forward / follow-up phases. And it introduces new Mini-workshop formats, and much more detailed instructions on Mini-workshops.

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### Nice surprises: PACA in the Small Fisheries Sector in El Oro, Ecuador

It was 1:30 p.m. on November 13, 2003, and together with Tomás Cruz and my colleagues from GTZ and the Consortium of Provincial Councils in Ecuador, CONCOPE, I had lunch at the Hotel Quito in Ecuador's capital. At this point, eight colleagues of the Andean Promotion Corporation (CAF) and Ecuador's National Competitiveness Council (CNC) approached Tomás, embracing and congratulating him, using phrases like "Mr Cruz, congratulations for your intervention", "Tomás, you showed us that it is possible to put the National Competitiveness Agenda onto the ground", "that was definitely the best presentation", "Sir, you've taught all of us a lesson". I

must admit that I was so moved that I shed a tear, and something similar happened to my colleagues. A few moments before, Tomás Cruz had proudly presented the progress and impact of the PACA process with the small-scale fishing community in El Oro which had started two and a half months before.

Tomás is the leader of the small-scale fishermen and a member of the PACA Team. We asked him to give the presentation at the event “Associativism initiatives: actors, processes and experiences”, organised by the Ministry for Industry and Trade and the CNC, sponsored by CAF. After this event, Tomás has been invited to participate in another competitiveness conference – not only as a presenter but actually as a motivational speaker. This report will give an idea of where our excitement comes from and why Tomás’ success is well-deserved.

At 9 o’clock of the same day, the participants received their folder, the master of ceremonies announced the first presenter, the data show projector was switched on, the curtains closed, and the cycle of presentations started. It was the kind of setting typical for international seminars, with lots of academic presentations, all sorts of planning and few practical things. The terms competitiveness, clusters and value chains dominated the discussion. Towards the end of the morning, it was Tomás’ turn. He started by saying something like “the people who presented so far have stated that they would like to do very interesting and beautiful things. I, on the other hand, will talk to you about things that we have

already done and we are currently doing. But before that, I would like to share with you how we, the fishermen, understand competitiveness: ‘If you eat a fish at the beach, they charge you five or six dollars; if you also order a beer, it’s seven. We, on the other hand, have calculated that if we create, with the help of our wives, a nice restaurant, we can sell this same fish, and a good beer, for three dollars. And in this way, we are confident that we will sell more than the other guys.’ This is what our friends at GTZ call adding value. And they are, of course, right since so far we sell all our catch to intermediaries.” At this point, he received the first round of applause, and more was to come.

Having thus caught the attention of the audience, and displaying a confidence that probably reflects his daily confrontation with the sea, Tomás started to describe the achievements of the fishermen, including the support they had mobilised from the provincial prefect, the harbour captain, from the foundations Arco Iris and Pro-Nature that run the Binational Project Ecuador – Peru, and by other

public and private institutions:

- “The fishermen in El Oro now are united. It hasn’t been like that before. One of the PACA activities was to unite their organisations; before, there were two strong associations and more than 45 cooperatives. It took only one week after the PACA Exercise to merge the associations, and within a month the new association was registered in the Social Ministry’s Register of

*Harald Landauer, one of the PACA pioneers in Ecuador, hands the reward to Jorge Proaño: a digital camera*

*Tomás as a Mini-workshop facilitator*

Cooperatives. But let me tell you one thing: Even though there is only one association with one governing council now, the fishermen will only meet if they are invited by the PACA Team or the prefect, since both of them deliver. Of course, we keep telling them that the PACA project will not go on forever and that in the future the governing council will have to take responsibility for the projects that are identified in the PACA process.

- Believe it or not: at the third day of the PACA Exercise, we achieved that the fee for registering our boats and getting our license was reduced from US\$ 80 to US\$ 28. Within two weeks, about 30% of the fishermen had obtained registration and license, and at this point this number has grown to 80%. And do you know why? Because the harbour captain is a good man, and because during the PACA Exercise we had a Mini-workshop with supporting institutions where he participated, just like other public and private sector organisations. On this occasion, the harbour captain explained us very succinctly that if we registered our boats and obtained our licenses, there were lots of areas where we might collaborate, such as fighting the pirates that are stealing our catch. And let me tell you, it was a very useful collaboration for both parts. The harbour captain has financial resources now, and we are collaborating in a way I'll explain now.

#### *Any questions about the maintenance issue?*

- One of the PACA proposals was the creation of maritime brigades to protect ourselves against pirates who attack us, stealing all our catch. We have already created a number of brigades. The

harbour captain lends us a few major boats, and we have made another two boats available. The prefect and the fishermen donate the gasoline, and the foundation Pro-Nature sponsored the acquisition of four two-way radio sets. We are currently trying to persuade the German gringos from GTZ to donate more radios, and also to donate some of those nice panels they use to put up cards; in the end, it was them who introduced this whole competitiveness thing.

#### *A typical Mini-workshop setting*

- We decided to raise funds for a visit to Paita, a place in Peru, so that a group of fishermen can see how the Peruvians do their fishing (our GTZ friends call this kind of visit “benchmarking”). After 20 days of work on this proposal, the foundation Arco Iris donated US\$ 3,000 to cover the cost, and the prefect offered transport. This project had unexpected repercussions: The foundation Pro-Nature, of the Binational Project Ecuador-Peru, informed us a week ago that the foundation “Centre for Fisheries Training, CEP Paita” in Peru is sponsoring transport so that ten of my colleagues can go there to get training and also to conduct the benchmarking. They even know us at the Foreign Office now, where the bureaucratic procedures for the trip are handled. Let me also tell you that the National Fisheries Institute has arranged that some more of my colleagues are going to do the same in Manta, Ecuador. The two groups will travel to Paita and to Manta in the first week of January.

- We depend a lot on the mechanics who fix the engines of our boats, and these guys are not really reliable, so that we lose a lot of time and potential catch. For this reason, another impor-

tant PACA action was a course in engine maintenance. Thanks to the support of Italo Encalada and the prefect, we could contract a mechanics trainer of the Fisheries School in Manta. This little project raised the attention of the gentlemen at PRODEIN (the Social Ministry's Support Programme for Small Projects), who decided to sponsor another eight training courses. We have already conducted the first training course at Puerto Bolivar. And now a real piece of news: The friends at PRODEIN will sponsor more seminars and technical assistance to set up credit cooperatives. We had discussed that during the PACA Exercise, as a response to the need to increase savings since we spend too much on interest. But it didn't make it into the proposals since this kind of thing takes a bit more than three months to be set up. But now we are working on this project.

- Another PACA activity that has already materialised is, across the province, the supervision of the system of weights and measures in the commercialisation of fish products. What happened was this: The traders and intermediaries not only paid low prices. They also cheated us when weighing and measuring our supplies. We have conducted a recalibration of balances in the entire province. This idea came out of the workshop with supporting institutions. It was there that the mayors and the governing body found a way to solve the problem with the help of the governor, municipal officials and national political leaders.

- There is a lot of talk about protected zones for fishing and capture of shells and crabs, but little has been done in practice. We have carried out visits to fishermen's communities according to our planning schedule. The communities accepted to enlarge the protected zones. They also work more systematically now with the School of Aquacultures of El Oro and the Government's Environmental Technical Committee.

- With help of the bi-national project Ecuador - Peru and a network of NGO's we have located new growing areas for shells (breeding basins). Right now we are receiving the baby shells. In some places the sawing has begun.

- The first training workshop to develop the handicraft skills of fishermen's wives started in November 2003. The idea is to produce handicraft products using local and maritime raw materials. The training is sponsored by PRODEIN and the provincial government. This project raised the interest of two NGOs who made instructors available.

- Activities that still are work-in-progress are the creation of cooperatives for joint purchasing of inputs and the direct commercialisation of fish products; here, we need specialised advice. We had a workshop in November, supported by the foundation Arco Iris, where we invited the provincial government, the PACA Team and the Fishers' Union to listen to their proposals and to identify support institutions.

- Our projects for eco-tourism routes in the mangrove zones of the Jambelí archipelago are being analysed by the Technological University in Quito, and we are waiting for their technical and economic recommendations."

#### *At the new restaurant*

This was the way Tomás Cruz described the progress of the PACA process. Neither the mid-day tiredness nor the overwhelming theoretical information presented before diminished the attention of the audience. When the curtains were opened, to the sound of massive applause, the sun illuminated the proud face of Hugo Añazco, a colleague in the same PACA Team, who participated at the event in the name of the provincial prefect. When we left the auditorium, I thought: While entrepreneurs, and even small business owners, suffer so much from high interest rates, high government fees and the absence of macro-level support measures, so much can

be compensated for through coordinated action of public and private institutions at the meso-level! How many good things can be achieved! PACA teaches me the human face of competitiveness.

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## Experiences with PACA in Sri Lanka

PACA was dubbed LOCA in Sri Lanka, as the term PACA has a negative connotation in the Sinhalese language. LOCA stands for “Creating a **L**Ocal **C**ompetitive **A**dvantage”, which is what the Sri Lankan - German Economic Strategy Support Programme (ESSP) Central Region had in mind when the pilot LOCA exercise was conducted November 2002 in Kundasale, an administrative Division close to Kandy in the Central Region of Sri Lanka. The ESSP is a joint development project of the Governments of Sri Lanka and the Federal Republic of Germany, implemented by GTZ and the Ministry of Central Region Development.

The objective of this first exercise was to experience how the methodology would suit the Sri Lankan environment. With strong participation at the kick-off, during fieldwork and final presentation, LOCA seemed to have been the thing people have been waiting for. Soon after the final presentation, the first way-forward workshops were conducted and the implementation proposals were dis-

cussed. It was agreed that the stakeholders take the first step in initializing proposals and demand ESSP facilitation in case needed. Unfortunately this approach did not take off as expected, and ESSP started following up only the proposals with highest potential. We wondered: Was there a real need by the target group for these proposals?

In June 2003 the first group of LOCA facilitators was trained by Jorg Meyer-Stamer in a five day training. The facilitators were chosen according to the criteria from the PACA checklists, including candidates from public and private stakeholders in the region who could champion future exercises. Consequently there was a group that included government officers from the ESSP Partner, the Ministry of Central Region Development (MCRD), the Provincial Planning Unit, the Division the training was conducted in, members from an NGO which is working countrywide, a few freelance consultants and the ESSP team members assigned to LOCA. The training included practical mini workshops and interviews, and resulting proposals were followed up selectively.

Then came the first “own” LOCA exercise. During the build up phase the major problem in introducing LOCA to Sri Lanka became apparent: There is a shortage of LOCA champions in the Central Region. Local chambers are in an early stage of development, not equipped with capacity, outreach or resources to champion an exercise, the MCRD sees itself more as LOCA organizer than as champion, and other possible stakeholders are not in sight. What to do? The

*Typical Mini-workshops in a rural setting*

ESSP decided to build a team of LOCA champions, consisting of the MCRD, the above mentioned NGO, the local administrative authority (Divisional Secretariat) and the local political authority (Pradeshiya Sabah).

This team, supplemented with the trained LOCA facilitators, and coordinated by ESSP in close cooperation with a Project Officer from the local Divisional Secretariat set off for the exercise beginning of November 2003 in the Minipe Divisional Secretariat Division. After one week of scanning the local economy intensively with interviews and mini workshops, the final presentation revealed opportunities for activities in 5 sectors of the location. The implementation processes started off slowly but is currently picking up speed as the stakeholders' motivation to implement proposals has increased. Nevertheless, skilled facilitation of way forward workshops and an active follow up seem necessary to initiate proposals.

*Mini-workshop with clove producers*

*At the PACA Follow-up training*

Where did this experience leave us? In January 2004 Jorg Meyer-Stamer came for his third mission with the objectives to conduct a follow up training, some fieldwork, and most importantly, discuss proposals on how to implement LOCA in future and achieve outreach.

The discussion on how to proceed was conducted with all stakeholders involved in LOCA so far is based on the following facts:

- Limited number of private sector LOCA champions in the Central Region who are also not aware of the benefits of conducting LOCA nor have the capacity and resources to champion exercises.
- Interest of the MCRD to continue working with LOCA (LOCA was presented and approved in a parliamentary consultative committee meeting December 2003), since the bottom up planning process of the MCRD lacks a tool for planning on Division level.
- The LOCA facilitators trained so far only have limited time available aside from their full time jobs.
- The ESSP area (Central Region), consisting of 6 Districts and long travel times, poses a challenge to achieve maximum outreach efficiently.
- There are several development budgets available that are not disposed of efficiently due to lack of fieldwork leading to convincing proposals.

The group proposed to work towards introducing public/private District LOCA exercises, organized by the MCRD/ESSP, and championed by public and private stakeholders on the District level. This group of champions should coordinate the exercise, deciding on the sub-area and sectors to be explored, as well as champion the implementation and follow up. The exercises will be conducted by the facilitators available

plus further facilitators which will probably be trained in June 2004 from the District and Division levels, as well as high caliber freelance consultants. This proposal was presented to the Secretary and Senior Personnel of the MCRD, who appreciated the approach and suggested to start with an awareness program for the 6 Districts of the Central Region soon.

For the first half of 2004, the ESSP is working towards identifying motivated public and private sector partners, developing a roadshow, creating awareness, identifying facilitators and various other activities in preparation for District LOCA exercises. Further, in order to initiate new impulses for local economies, as well as to gather experience, two LOCA exercises on the Division level as well as a regional LOCA value chain analysis in the tourism sector will be conducted. For the second half of 2004 the first District LOCA exercises are planned with a role out to all Districts early 2005, launching la vida LOCA in Sri Lanka!

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### **The trials and tribulations of a PACA Coordinator**

Coordinating a PACA can be boiled down to three primary tasks: contacting stakeholders, getting them to the workshops and interviews, and briefing the PACA team.

I have been involved in coordinating two PACAs, one more *Duncan at work* successful than the other (I refer to the success of the coordination not of the PACA) and valuable lessons can be learned from the comparison of the two.

The first was a double PACA around the tourism and agriculture sectors in the Ilembe District, South Africa. Both the farmers and those in tourism readily gave out their mobile phone num-

bers and email addresses. This made bulk communication a breeze. I found that the single most successful method of getting people to workshops was via SMS reminders. Being able to connect my mobile to my computer and send out mass SMS's was, in my opinion, one of the major reasons for the success of this coordination. Also, both farmers and those in the tourism industry have some flexibility with their time making it easier for them to attend the workshops.

The second was a PACA focused on the manufacturing industry at an industrial park, also in the Ilembe District. The MyDoom virus was causing havoc among the firms to the extent that most were either not using email for fear of the virus, or their email systems were down (IT levels were fairly out of date). Very few were willing to give out their mobile numbers. This meant that communication was limited to faxing and calling the office, which was very time consuming. If I were to do it over I would probably drive around the industrial park and speak to stakeholders face to face.

In both PACAs I had a far more enthusiastic response when I emphasised the practical aspect of PACA, ie the practical projects and the focus on quick wins.

The next time I would first spend some time deciding the best strategy for communication and not assume that what worked in one place will work in another. In both PACA's it was essential to communicate under the authority of the

District Municipality.

In both PACA's it was vital to source key people who could give direction on who the main stakeholders were, who is active, who the trouble makers were etc. While this input is hugely useful, something to watch out for is that often the people who you are pointed to first are the "usual

suspects”: those people who are on every committee, who love the sound of their own voices, and who are experts on why nothing can ever be done. Too many of them can make a workshop very difficult. Having said that, however, one or two usual suspects can be a useful catalyst in a workshop and I have found that they can be useful allies to the coordinator if they are made to feel important.

If the coordinator is not involved in deciding what workshops to hold, then it is vital that he/she make a point to fully understand who each workshop is aimed at and what the focus is. Then the coordinator needs to brief the team on exactly who is coming to each workshop. In my first PACA there were one or two workshops where the facilitator used Michael Porters Diamond when, in my opinion, the Diamond was completely inappropriate for the make-up of that workshop simply because there wasn't clarity on who would be in the workshop. In the second PACA I made a point of discussing each workshop with the facilitators beforehand and I think we had some very dynamic and useful workshops. In this sense the coordinator becomes the point of reference between the PACA team and the stakeholders.

In summary, the coordinator is the “mother hen” of the PACA, always in the background making sure that everything runs as smoothly as is possible with PACA.

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## **The First Indonesian PACA Exercise in Boyolali (Central Java), Bima and Dompu (Eastern Indonesia)**

### *The Setting*

The first PACA exercise was realized simultaneously in three different districts in Indonesia.

**Boyolali**, a rural district in Central Java, has about 930.000 inhabitants and is dominated by the agricultural sector. Other relevant sectors are handicrafts (specially metal), tourism and furniture sector. Associations and a Forum for Economic Development and Employment Promotion (FEDEP – a round table) are already installed.

The districts **Bima and Dompu** in Eastern Indonesia are situated far from the center of the national economy. Located in the province of West Nusa Tenggara (NTB), these two districts belong to the poorer regions of the country. Their remote economies, which are characterized by a strong agricultural sector, depend on labor intensive non-industrial production of farming and fishery goods, handicrafts, as well as the availability of natural resources. The awareness towards a border-transcending regional economic development is growing, but still in an infant stage.

### *The Preparation*

Due to a facilitator training by Mesopartner in central Java, the PACA teams consisting of three to four full-time local facilitators and one experienced national consultant were well prepared. Additional support and supervision was given by a Mesopartner Consultant (in Boyolali), an experienced international PACA consultant from Thailand (Mrs. Sansana Siritarm in Bima/Dompu) and a GTZ consultant for local economic development. Since local administrative procedures were known to be time-consuming, the **focus areas** for the PACA exercises were chosen prior to the kick-off workshop. Using a scoring system method with criteria such as official deve-

velopment. Since local administrative procedures were known to be time-consuming, the **focus areas** for the PACA exercises were chosen prior to the kick-off workshop. Using a scoring system method with criteria such as official deve-

<b>Production clusters selected in the three districts</b>		
<i>Boyolali</i>	<i>Bima</i>	<i>Dompu</i>
Milk Production	Seaweed Production	Wood Home Industry
Metal	Salt Production	Sea Fishery
Tourism	Textile Home Industry	Cashew Production
Furniture	Peanut Production	Cattle Breeding
	Charlotte Production	

lopment priorities, market potential, amount and scope of business units, quality of existing work force, and synergetic spillover effects, local economic stakeholders identified a number of main production clusters for each of the districts (see table).

### *The Process*

The **kick-off** of the PACA exercise was well attended by a wide range of public and private sector representatives and accompanied e.g. by an official commitment of the Bima and Dompu district governments to allocate supporting funds of 10 million rupiah for workshop and transportation expenses. In Boyolali key partners from the district planning board were involved in the PACA team, so they arranged broad support from all district level, too.

The **qualitative fieldwork** itself turned out to be an enormous challenge for the PACA team. Given the ambitious scope of production centers, the extensive amount of more than 300 participating stakeholders, and the limited infrastructure conditions, the PACA facilitators occasionally reached their physical limits. However, these efforts were more than compensated by the most encouraging spirit and enthusiasm which the team received from producers in the field.

The mini-workshops, and especially Porter's Five Forces Model, showed that the selected production clusters are strongly dependent on external suppliers and buyers. Given the lack of market access and information, local producers often find themselves in a typical Prisoners' Dilemma. For instance, they offer their goods to powerful middlemen without knowing the sales offers of fellow producers and thus underbidding each other. Put differently, prices are easily determined by middlemen, as local producers act as single

entrepreneurs without common agreements. Besides **oligopoly structures**, local product markets in Bima and Dompu are in danger to be distorted by the socio-political patron-client relationships among economic actors that became evident during the fieldwork in both districts.

Fortunately, the systematic overview of the discussion and the illustration of external forces and dependencies stimulated the intention of rural producers to enhance their collaboration and strategic partnerships. Opportunities for **private**

**sector cooperation** that were identified in the various production clusters included the establishment of procurement associations, the collection of market information, and joint promotion efforts regarding brochures and product fairs.

On the other side, the impression of the current performance of **local supporting in-**

**stitutions** in Bima and Dompu was not encouraging. Due to communication and coordination problems, diverse support measures are not really reaching the economic target groups. Technical departments of the local government, for instance, rarely coordinate their support activities among each other. In this early stage of decentralization, where the enforcement of public accountability is still weak, bureaucratic discretion and 'ego-sectoral' budget allocation lead to overlapping or unfulfilled service provisions.

In Boyolali the strategic involvement and the partnership creation process shows more positive results. The most important planning board is involved in the FEDEP network. They already set some budget for the PACA-follow up in 2004 aside, and they feel responsible for the follow-up in the process initiated with the PACA Exercise. The sense of ownership is strong.

*Christian von Luebke and the PACA circle.*

### *First Results*

At this point of time, approximately two working months after the PACA exercise has been completed, the following first implementation steps have been reported:

**In Boyolali:** The local PACA actors took the lead to continue the realization of the findings in the PACA process. Some further and suitable programs from the district government are planned in 2004.

In all sectors some first changes have already realized (marketing improvement in the Selo tourism, as well in the furniture and metal sector), stronger involvement in the FEDEP, strengthening of the local and regional networks, improving the planning and analytical capacities of local decision makers and inspiring for a new partnership for the Boyolali economy.

**In Bima and Dompu:** One of the most promising developments so far is the establishment of a “**Distibution and Marketing Center**” (DMC) for the economic region of Bima and Dompu. Although the idea of this support institution was born long before the appraisal was carried out, the dynamics of the PACA process and its findings strongly accelerated the realization of the DMC. The main objective of this new service provider, which is the result of a private initiative supported by the Indonesian-German technical cooperation, is to directly link rural producers to markets and provide technical training in order to secure a sufficient quality, quantity and continuity of local products.

At the same time, the **production clusters** have also been reporting first achievements in the context of their respective action plans. The activities so far have been focusing mainly on the strengthening of organizational structures within the rural producer groups. For example, a ‘Salt Division’ has been established in order to coordinate support measures for the salt production more effectively, linking the local salt industry (PD Wawo) with rural salt producers, the regional economic development board (KAPET), the department of trade and industry (Disperindag), and the district’s development planning board (Bappeda). First tangible results of this collabo-

ration include a joint organizational training session for salt producers as well as ongoing infrastructural improvements such as water channels and a new iodine machine. Another good example is given by the Bimanese textile manufacturers, who have been able to join the national handicraft association (DEKRANASDA) and jointly produce a promotion booklet on their unique designs. The local craftswomen have been visiting provincial and national product fairs and established a stronger retail network.

Overall, it can be observed that the PACA application has been very successful in strengthening **local capacities**. Especially the economic forums in the Bima and Dompu districts (Tim Prospek) strongly benefited from the exercises. Members of the forum, who were trained as PACA facilitators, were able to gain conceptual knowledge of systemic competitiveness and improve their technical facilitation skills during the various workshops and interviews. Besides, the strong field-work component and the large scope of production areas of the PACA exercise raised the legitimacy of the economic forums to give recommendations to the district governments and parliaments. The PACA process will be continued in 2004 in Indonesia, possibly even with a focus on the competitiveness of a whole district.

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### **Making a short PACA Movie in Indonesia**

The making of a short PACA movie (about 15 minutes) was an exciting experience. Basically, it started with the spontaneous idea to capture our experiences of the first Indonesian PACA exercises in October 2003 not only in our minds and written reports, but also in a more creative and visual way. We identified two university students and one GTZ colleague who appeared to be interested and talented in filming (but some parts were even taken by participants, who used this camera the first time just to capture the pictures), provided them with sufficient technical e-

quipment, and gave them a brief overview of our intended film project. At that time, given our tight time frame and limited capacities, we were not able to provide them with a clear screenplay but rather general ideas of important scenes and atmospheres that needed to be recorded within the three districts.

The film script was finally written on various nights during the third week of the PACA process. On the basis of this screenplay, we realized that the illustration of the PACA methodology within the Indonesian context required additional shootings of the district-specific cultural and socio-economic atmosphere. Consequently, we challenged the film-teams to use the remaining days to bring additional local color into the story line.

#### *Peter Reger and his favourite gadget*

Loaded with far too much footage, a small group of three consultants met in a small but professionally-equipped film studio in Bali. The arrangement of the vast amount of captured scenes around the script was the most interesting but also most challenging stage. The Indonesian voice of a professional TV moderator and a selection of traditional music gave the PACA movie its final appearance. We also produced a version for the international community with the English voice of one consultant. Thanks to a very supportive and competent film editor, one consultant's prior editing experiences, and a great team atmosphere, we managed to produce the film within six days. But considering the various nightshifts we scheduled in order to meet the deadline of a national workshop, it is probable sensible to calculate 10 -14 days for the production process in other PACA locations.

The technical requirements are the following: a simple mini DV-camera, lots of empty DV-cassettes (in Boyolali we had 23 cassettes/hours for a 3 weeks PACA process), fire wire connection to transfer the data to a computer, a good Video program, like e.g. Adobe Premiere, for a fast computer.

Things to mention: use a tripod and an external microphone, have a second and big enough battery, create emotions through suitable music, select a professional speaker, cut not too long scenes, and never forget the story/message you want to tell.

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### **We invite PACA practitioners to the PACA Community of Practice!**

mesopartner has formally launched the PACA Community of Practice (COP). The underlying idea is this: We are constantly training LED and development specialists all over the world in the PACA methodology, and many of them subsequently practice PACA. So far, this often happens in the context of donor activities – agencies like GTZ, InWent or USAID contract mesopartner to conduct the training and to provide coaching and follow-up training. But what happens if and when the donor agency terminates its project? We believe that at that stage, but also beforehand, it would be useful for PACA practitioners to be able to plug into a network of colleagues and have access to constantly updated PACA materials.

At the same time, we do not believe that this kind of network will emerge spontaneously. PACA is part of LED, and LED has by definition a local focus. It is a general observation that LED practitioners don't network easily across national borders, unless networking is driven by a coordinating organisation (like the OECD in the industrialised countries and the ILO in Latin America). mesopartner is committed to take up this role in terms of supporting and connecting PACA practitioners. And we have a clear busi-

ness proposal. The PACA COP is not a loose network, but a coherently structured community. It includes a service package. COP members pay a membership fee and receive value for money.

The focal point of the COP is the PACA website, [www.paca-online.de](http://www.paca-online.de). It includes a password-protected section where a lot of documentation and background information is available:

- updated manuals (How to do a PACA, Book of Checklists, Book of Concepts) and new manuals and support material (e.g. A6 cards)
- information on new Mini-workshop formats and other methodological innovation
- PACA presentations on all sorts of LED-related issues – some of which you have seen in the PACA Training Course, many of which you haven't seen so far, and we keep updating and expanding them all the time
- original presentations from PACA exercises, so that you can see what kind of ideas your colleagues elsewhere come up with
- case studies on PACA projects
- the PACA Flash, a brief update on topics related to PACA that comes out once per month
- the documentation of Internet chats which we conduct occasionally to address a specific issue
- an LED library

Now, can anybody and everybody become a member of the COP? The answer is a clear *No*. Membership in the PACA COP is limited to persons who have participated in formal PACA Training Courses. We are keen to maintain high quality standards, and for that reason we want to avoid a situation where people just read the How to do a PACA Manual and think, mistakenly,

that this is sufficient to conduct a PACA Exercise in the proper way.

There are two types of membership.

- **Individual membership** gives you access to the password-protected section of the website, with all the resources mentioned above. The annual fee for this type of individual membership is €90. Organisations that work intensively with PACA and want access to the password-protection section are invited to negotiate a fee with mesopartner.
- **Advertised membership** gives you more. As an advertised member, we will put your name and coordinates onto the website, which has a strong advertising effect – not the least as it implies our endorsement, i.e. we signal to potential customers that we trust that you can deliver PACA at a good quality. It also entitles you to use the PACA brand and logo in your work. Moreover, you are entitled to response to e-mails you send to mesopartner to clarify and discuss PACA matters within no more 36 hours. Finally, we will invite you to participate in PACA-related Internet chats. This type of membership is normally limited to persons who have gone through the entire training cycle (basic training, two follow-up training courses) and have conducted at least five PACA Exercises. The annual fee for this type of membership is €180.

If you want to become a member of the PACA Community of Practice, please get in touch with the mesopartner who trained you:

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**mesopartner** offers training and advice on local economic development in general and PACA in particular.

