

**mesopartner's  
"Academia de  
Verano sobre  
Desarrollo  
Territorial" 2006  
Summary Report**

**mesopartner**  
**local economic delivery**

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mesopartner's Summer Academy on Local Economic Development addressed practitioners. It was designed as an event

- to stimulate exchange between LED practitioners,
- to share insights from mesopartner's practice and practitioners from other institutions.

19 LED specialists from 12 countries participated in the Summer Academy.

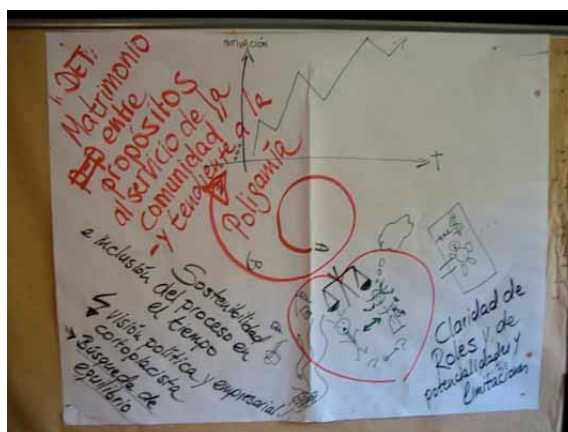


## Monday, 06 March

### Workshop 1: Conceptualising Territorial Development

After a round of presentations, participants created working groups to address three questions:

1. Draw a picture of a successful LED project
2. What are the main challenges in LED?
3. Define a slogan to promote LED



The format used in this session was the LED Café. This is a useful format for use in LED processes, especially when a major number of participants needs to be involved. You organise a setting that looks like a café. Participants create small groups around a table and discuss a specific issue for 30 to 45 minutes. After that time, one of the participants stays back, becoming a “host”, while all the others move to different tables.



## Workshop 2: An Introduction to PACA

PACA is a widely used tool in local economic development in Latin America. Nevertheless, some participants were not quite aware of what it is and what it does. In order to inform them, we took them through one of the standard formats, the Interaction Matrix.



## Workshop 3: How to address the issue of market development in PACA?

PACA has occasionally been criticised for not adhering to the BDS principles. In this session, we analysed a number of proposals from PACA exercise in this light, and we found practical means to address market failure and market development in PACA in a more effective way. Two results stand out. First, PACA is very effective in analysing local BDS markets. Second, by adding simple filters to the Results Workshop format, PACA proposals can gain a stronger market development focus.



## Workshop 4: How to keep the ball rolling in an LED process?

What happens after a PACA Exercise? Often a lot, sometimes not much. What actually happens is determined by a variety of factors. It actually starts with the PACA build-up. If local stakeholders don't take ownership of the PACA early on, follow-up will be weak. Making sure that the PACA exercise opens opportunities to actors from various sectors to get involved is another factor. A certain level of organisational support at the local level is important. A difficult issue is the role of external organisations, including donors. If they are too hands-off, the process may wither. If they get too involved, local stakeholders expect them to take charge of everything.



**Excursion:  
The El Ceibo recycling project**

The El Ceibo project, an award-winning community-based recycling project, involves poor families in collecting and recycling packaging waste. Garbage is collected in rich neighbourhoods and delivered by waste companies, sorted, and sold to intermediaries. 40 families make their living from this project. Experience of the project is currently being transferred to other communities in Argentina.



**Tuesday, 07 March**

**Workshop 5:  
Pro-poor territorial development in rural regions**

The second day started with a session that looked at territorial development in rural regions. Why is it so challenging to promote pro-poor growth in rural areas? Agricultural markets have characteristics that distinguish them from markets for manufactured products, especially in terms of seasonality. Market failure in agricultural markets is pervasive, including information problems, barriers to entry, indivisibilities, and others. Development approaches need to balance market development activities with meso-level interventions and collective action.



### **Workshop 6: Value chain development**

Value chains are a promising target for productive development activities since they address supply and demand issues at the same time. Experience with value chain initiatives has shown that there are various critical success factors:

- working with promising, high-potential products,
- clearly established market access for producers,
- clear and consistent rules,
- an organic process of building trust among stakeholders,
- innovation among producers,
- an improved bargaining and decision-making skill among producers.



### **Workshop 7: Public-private partnership – lessons from productive integration projects**

Donor organisations like the Interamerican Development Bank are facing various challenges when implementing projects that address various types of private businesses and the public sector. One of these challenges is to select a partner for implementation. In this workshop, we used a real case to address this issue and define some criteria.



### **Excursion: Gutenberg Foundation**

Gutenberg Foundation is a training and support institution for the print industry. It started a business network project some years ago that has created a solid group of nine companies who are regularly exchanging experience and address joint problems.



## Wednesday, 08 March

### Open Space

Open Space is a method that permits to address various issues in parallel working groups at the same time. It is an exercise that is driven primarily by the interests of the participants.



In subsequent spaces for discussions, we addressed various issues: Public-private cooperation, local innovation systems, benchmarking locations, minimum requirements for successful LED in poor areas, using the 5 Forces and the Diamond concepts in LED, the role of microfinance in LED, monitoring and evaluation of LED, and management of expectations.



### Excursion: The Abasto Neighbourhood, Puerto Madero

Abasto neighbourhood is a central part of the city of Buenos Aires that was rather run down. It was rejuvenated in recent years. A major factor in this process was the conversion of an old market hall into a shopping mall.

Puerto Madero is Buenos Aires' waterfront, which was redeveloped into a restaurant and business district over the past ten years.



## Thursday, 09 March

### Workshop 8: How are Local Economic Development, Value Chain Development and Territorial Change Management related?

The impact of DEL will be limited if local producers are not connected to external markets. Achieving this is the main proposition of value chain development. At the same time, the prospect of success of value chain development is limited if the local enabling environment is not particularly friendly to business. Connecting these issues, and suggesting to connect subsectors and organisations in innovative ways, is the key proposition of territorial change management.



### Workshop 9: Conflict Management

Conflicts are a common occurrence in all development processes. However, it is important to address them in a constructive way, since otherwise they may block or slow down development efforts. A useful tool in analysing conflicts is the ABC triangle, consisting of attitudes, behaviour and context. There are different styles of conflict management, and it is useful to distinguish conflict settlement and conflict resolution as main approaches. The concept of nonviolent communication suggests four elements in a mediation process, namely observations, feelings, needs and requests. Mediation is a process of resolving disputes with the support of an impartial person who helps the opposing parties to understand each other and who assists to identify issues and proposals concerning a voluntary acceptable agreement.



### **Workshop 10: Foresight in Local Economic Development**

Foresight techniques are a highly useful tool not only to guide decision making about strategic issues but also to open the minds of local actors. The key tool is the scenario matrix, where two key uncertainties are identified in a participatory workshop, thus creating two axes for a four-field-matrix which is then filled with four “stories”, i.e. scenarios of possible futures of the development of a location or sub-sector.



### **Workshop 11: Monitoring LED: The Compass of Local Competitiveness**

The Compass of Local Competitiveness is a performance measurement tool for territorial development / Local Economic Development (LED) initiatives. It is based on the Balanced Scorecard (BSC) method. Whereas BSC has been designed for the use in companies and other organisations, the Compass is specifically designed to cater for the needs of territorial development initiatives.

The Compass of Local Competitiveness is a tool that gives you

- a clarified perception of the vision and objectives of territorial development,
- the identification of the critical success factors of a territorial development programme and specific initiatives within this programme,
- the definition of key performance indicators and specific targets you want to match,
- the definition of specific activities to achieve these targets.



## The Cultural Programme: Tango!

The Tango tradition is one of the assets of tourism development in Buenos Aires, as visitors from all over the world come to experience it first hand. But we did not only look at the relevance of Tango for local economic development. We also gave an opportunity to learn and practise the first eight steps.



## Friday, 10 March

### Workshop 12: Market failure and Local Economic Development

LED activities should be guided by the market development principles: Analysing market failure, designing interventions in a way that makes markets work (rather than substituting for them). A useful question in this respect is: Can the proposal we are discussing right now only be implemented by collective action or some organisation, or does it give rise to a business opportunity?



### Workshop 13: Using the Compass – Experience with the Costa Rican metrology system

The Compass of Local Competitiveness can be employed at different levels of aggregation. It is a useful tool to manage LED initiatives, and projects within LED initiatives. But it can also be used at a sectoral level, for instance to monitor an organisation development project in a national metrology system.



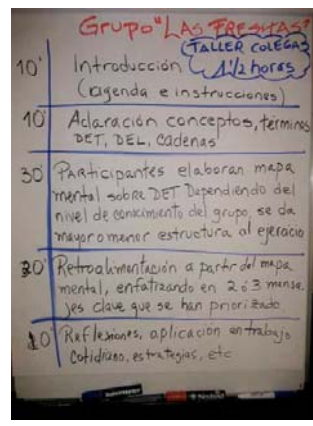
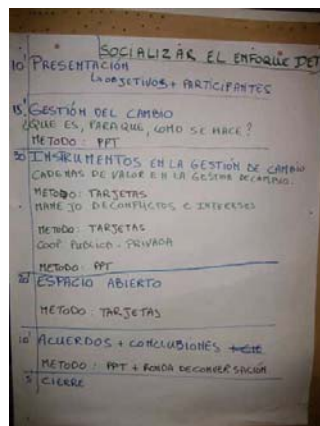
**Workshop 14:  
Mapping key issues and concepts in LED**

In order to pull the different elements of the Academia de Verano together, we had two groups preparing a mapping of the relevant issues in LED.



**Workshop 15:  
Capturing the main learning**

The final exercise was dedicated to the question: How can I explain it at home? Participants prepared four different formats (short and one day workshops) for different target groups.



## Testimonials by participants

The biggest surprise was...

“the dedication and harmony in both academic and informal settings”

“the Tango class”

“experience such a coloured group. This permitted very useful exchange.”

“the Tango and the diversity of participants – very positive!”

## Comments

“I appreciated the opportunity, and your time and tolerance. You are a very cohesive and productive team.”

“I liked it very much, and I am considering to participate again”!

“It got better every day. mesopartners showed a good ability to respond to questions and requests of the group. Thanks for the experience that you offered everybody.”

“I liked the Academia, it was worthwhile to come, and I’ll participate in other mesopartner events when the opportunity arises. The participants displayed a high level of professionalism, and they were very pleasant persons, and that also contributed to the success of the week.”

“Apart from the issues around the topic of territorial development, I learned a lot about the dynamics of working in teams, my own role in team work, and about instruments and techniques in facilitation. Thank you!”

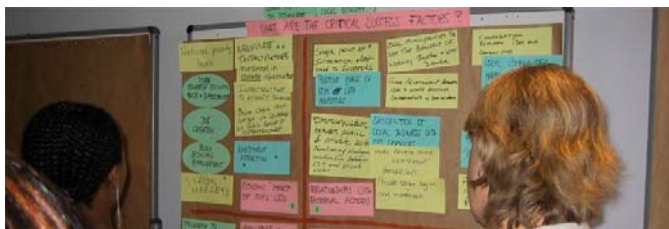
“I would like to congratulate you for the organisation, the timeliness, and the flexibility in adding topics and adjusting the programme.”

“Congratulations to all the organisers and facilitators.”

**mesopartner** is a consultancy partnership that specialises in local and regional economic development.



**mesopartner** develops innovative methodologies and tools to address the challenge of local and regional economic development.



**mesopartner** trains local practitioners in developing and transformation countries in methodologies and tools for local and regional economic development.



**mesopartner** conducts advisory and consultancy work for national, regional and local governments on territorial development policy and initiatives.

