

PACA

Participatory Appraisal of Competitive Advantage

You wanted to download the PACA Manual, and now you're getting this. Sorry for disappointing you. What happened is this: I've observed that there have been lots of downloads of the PACA manual for quite a while (853 in 2001 alone), but I hardly ever got any feedback. I don't really have a clue who downloaded it, with what purpose, and with what results. So I have decided to take the PACA Manual off my website – not to sell it instead, but rather to create an incentive for potential readers to get in touch with me.

What I can offer you is this. Have a look at the table of contents at the following pages and decide whether you would really like to have the manual. If the answer is Yes, send me an e-mail. My address is <mailto:jorg@meyer-stamer.de>. Please include some explanation as to why and for what purpose you would like to get the manual. Please also indicate whether you want the entire manual (1.8 megabytes) or just some chapters. In all likelihood, I will then decide to e-mail the manual to you – on the condition that you promise to give me some feedback after you've read or even used it.

Jörg Meyer-Stamer

Contents

1	Why "Participatory Appraisal of Competitive Advantage"?	1
1.1	Why did the concept come about?	1
1.2	Key ideas in PACA	2
1.3	Where and who?	3
1.4	What is a local competitive advantage anyway?	5
1.5	PACA and development thinking	6
2	What is Participatory Appraisal of Competitive Advantage?	9
2.1	Background	9
2.2	Sequence of activities to start a local effort	11
2.2.1	Preparatory activities	11
2.2.2	Kick-off workshop at the beginning of a PACA project	14
2.2.3	Field research	16
2.2.4	Preparation of findings	24
2.2.5	Presentation of results	30
2.2.6	Implementation and follow-up	31
2.2.7	Resources necessary for a PACA project	34
2.2.8	Limits and problems of PACA	34
2.3	Methodological issues regarding participation	34
2.4	Annex: More about Metaplan	36
3	Tools	40
3.1	Michael Porter's Diamond	41
3.2	Cluster economic mapping	43
3.3	Local political mapping	44
3.4	Mapping of the value system (commodity chain)	45
3.5	Life line	46
3.6	Concluding remarks	47
4	Conceptual Background: The Concept of Systemic Competitiveness	49
4.1	Definition and scope of the concept	51

4.2	The roots of the concept of systemic competitiveness	53
4.3	The four levels of systemic competitiveness	57
4.4	The four levels of systemic competitiveness and different levels of aggregation	66
5	Conceptual background: Clusters, Networks, and Commodity Chains	68
5.1	Michael Porter and competitive advantage	68
5.2	Clusters and industrial districts	71
5.3	Obstacles for cooperation and cluster promotion	73
5.3.1	Possible areas of co-operation	74
5.3.2	Typical obstacles for co-operation	75
5.3.3	Conclusions	80
6	Conceptual background: Local economic development	82
6.1	Introduction	82
6.1.1	What is Local Economic Development?	83
6.1.2	Why Local Economic Development	85
6.1.3	Local and regional economic development in urban and rural settings	90
6.1.4	Structure of this section	91
6.2	First triangle: The target group of local economic development: companies	91
6.2.1	Strengthening Local Companies: Localized SME Support	93
6.2.2	Investment Promotion	94
6.3	Second Triangle: Strengthening Locational Factors	102
6.3.1	Tangible Locational Factors	103
6.3.2	Intangible Locational Factors, relevant for Companies	105
6.3.3	Intangible Locational Factors, relevant for Individuals	116
6.4	The Triangle of Synergies: Economic Promotion, Employment Promotion, Urban/Regional Development	117
6.5	The Triangle of Sustainable Development	119
6.6	The Triangle of Governance	120
6.7	The Triangle of Diagnostic, Planning, Monitoring + Evaluation	121
7	A case study of a successful Projeto Marketing Municipal: Mafra	124

7.1	Linkages between local agriculture and local trade	125
7.2	Tourism and paleontology	127
8	Bibliography	128