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Results and Lessons Learned from PACA in South Africa

**A Summary of the PACA Learning Cases of
Ilembe District Municipality and Mbombela Local Municipality**

by

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1 Introduction

In South Africa, Local Economic Development (LED) has become the focus of attention to overcome the multiple obstacles of low skills level, low entrepreneurial culture, inappropriate or weak support mechanisms, lack of access to financial and business development services, spatial marginalisation, local inertia and despondency and numerous other barriers and market failures that lead to high unemployment, low income and thus widespread poverty. As many conventional LED approaches have not proven to show the desired effects, an increasing number of local communities in South Africa are looking for innovative approaches in order to face their local economic challenges.

The GTZ BDS/LED Programme aims at providing support to South African local communities by testing, adapting and marketing appropriate LED concepts and tools and transferring them to South African LED support institutions and facilitators. One of these tools, named "Participatory Appraisal of Competitive Advantages" or PACA, has been introduced to South Africa roughly two years ago. It has been tested and assessed in several settings since then. The following article summarizes and evaluates the main results that PACA was able to produce in two of these learning cases, namely Ilembe District Municipality (IDM) in KwaZulu Natal and Mbombela Local Municipality (MLM) in Mpumalanga. The evaluation is based on field visits that were undertaken by an evaluation team from the GTZ BDS/LED Programme roughly a year after the first PACAs in Ilembe, and 18 months after the Hazyview PACA. The team used semi-structured interviews to capture the views of local stakeholders with regard to the PACA process and results and interviewed a total number of 18 stakeholders. The assessment of the two PACA learning cases is based on the GTZ Programme's Impact Model for PACA, which will be briefly explained in the next chapter. The subsequent chapter will give an overview of the main findings and proposals that were identified during the PACA exercises, before the results of the two PACA learning cases will be analysed and interpreted. The last chapter summarizes the most important lessons learned that were identified in Ilembe and Mbombela in order to facilitate the further adaptation of the PACA methodology to the South African context. Given that this article refrains from a detailed explanation of the PACA methodology, please contact the GTZ BDS/LED Programme for further information on the tool.

2 GTZ LED/BDS Impact Model for PACA

The BDS/LED Programme and its partners understand LED as a territorial concept and part of local development or regional management, aiming at the stimulation of the local economy to grow, compete and create more jobs, in particular by making better use of locally available resources. Thus, LED is about

The **PACA®** (Participatory Appraisal of Competitive Advantage) approach has been developed by Mesopartner, a German consultancy group, in the context of German and other mostly donor-sponsored development projects in the course of the last six years in 16 countries including Brazil, South Africa and Sri Lanka. The approach is continuously adjusted and expanded in each of these countries according to local circumstances. PACA is in the narrow sense a set of tools to come up with a diagnostic of the competitive advantages and disadvantages of a locality (e.g. a district, town or township) or a sector (such as tourism, agriculture or the formal business community) combined with concrete, practical proposals to stimulate the local or regional economy. In the wider sense it is a participatory, bottom-up and pragmatic approach to LED that aims at building momentum by identifying and implementing quick wins, which in the medium term build up to effective and sustainable LED dynamics in the communities.

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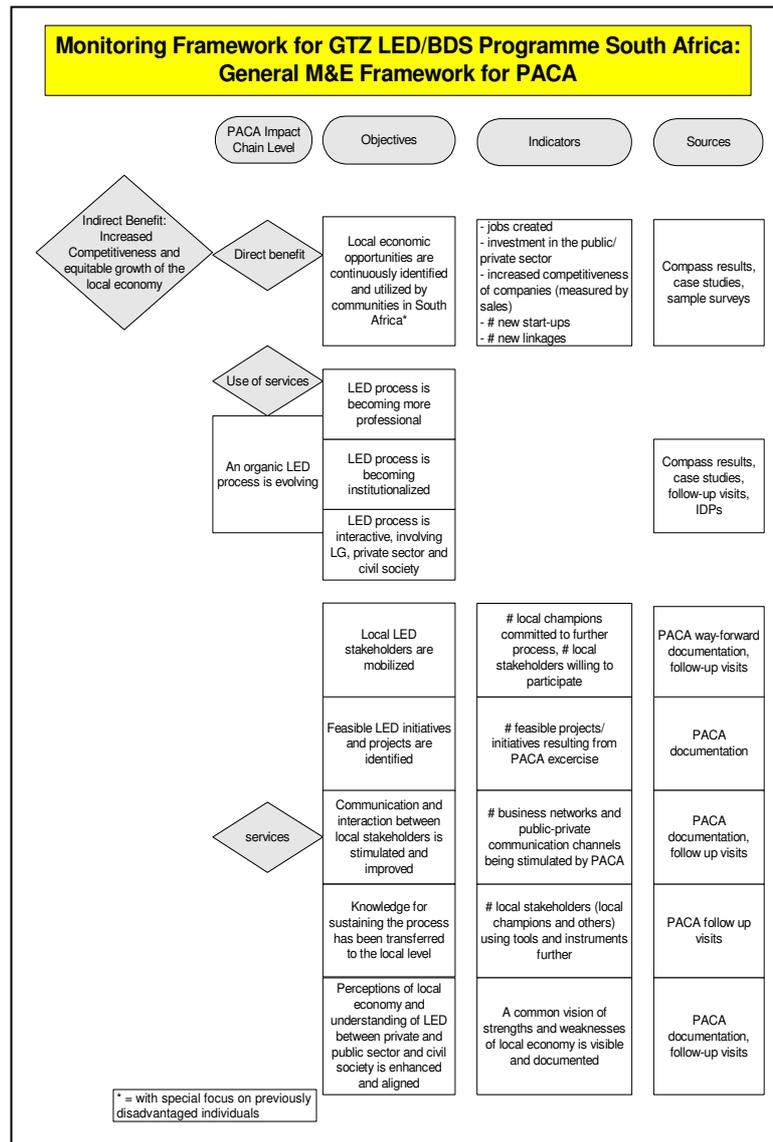
local activities to make markets work better.

Most importantly, however, LED is a concept for putting the “people’s contract” into action and mobilizing the local population as the single biggest resource for economic growth and development. It is an approach by which local people continuously work together and with other external stakeholders to achieve sustainable and equitable economic growth.

In order to translate this concept into action, feasible tools are needed that assist local stakeholders in facilitating and implementing successful LED processes. In order to do so, the PACA methodology offers the following services to its customers:

- The mobilization of local LED stakeholders
- The identification of feasible LED-initiatives
- The improvement of communication and interaction between local stakeholders
- The transfer of knowledge on LED process management to the local level
- The alignment of the perception and understanding of LED between different stakeholders

These services are expected to enable local stakeholders to start organic LED processes, which are characterized by more professional process management, a clear and continuous interaction between public sector, private sector and civil society as well as by an effective institutionalization (use of services).



The benefits of such an organic LED process are expected to be the following: Local stakeholders, by using the services of PACA, create an LED environment where local economic opportunities are continuously identified and utilized by the community (direct benefit), which contributes to the local economy's competitiveness and equitable growth (indirect benefit).

The textbox above depicts the PACA monitoring framework, including the PACA impact chain and the respective indicators, which will serve as a reference model for identifying and assessing the results of PACA in Ilembe and Mbombela in the later chapters.

3 The PACA Learning Cases in South Africa

Ilembe District Municipality (IDM) is a coastal district municipality in KwaZulu Natal Province, South Africa (please see neighbouring box for statistical information on IDM). IDM, although incorporating major tourism attractions along its coast, faces many of the typical economic problems of South African district municipalities, specifically a declining agricultural and manufacturing sector, an ongoing segregation of black and white businesses and a complete disconnection between the booming tourism sector along the coast and the agricultural hinterland. In order to tackle these challenges at local level, two parallel PACA exercises in agriculture and tourism were implemented in IDM from 20-28 October 2003,

Key Statistics about Ilembe (IDP 2004)	
Geographical Extension: Ilembe District Municipality extends about 75 km north of the Durban metropolitan boundaries. The western extent of the District Municipal area runs roughly parallel to the coastline at an average distance of 45 km from the coast.	
Population: approx. 532 100	
Local Municipalities encompassed by IDM: 4 (2 very rural, 2 semi-urban to urban)	
Economically active population: approx. 55%	
Unemployment: 39 % (in the two inland municipalities 68 % and 58 % respectively)	
Households with an income below minimum living levels: approx. 70 %	

followed by a PACA in the manufacturing sector from 16-20 February 2004.¹ The PACAs were implemented by a team of South African practitioners with backstopping support from the GTZ BDS/LED Programme and its German subcontractor, Mesopartner.

Mbombela District Municipality, the second learning case to be analysed here, is situated in the Lowveld in Mpumalanga and has a land surface of 3331 km². The area incorporates a growing timber industry and Africa's biggest pulp and paper mill, and is crossed by the Maputo Corridor, the major

Key statistics about Mbombela (IDP 2002-2006, census 2001)	
Total population	474,806
African	441,866
White	27,591
Coloured	3,810
Indian	1,539
Unemployment eastern settlements Mbombela	between 22% and 87 %
Unemployment Hazyview	5.2%

transport axis between Gauteng Province and the harbour of Maputo. The north includes the town of Hazyview and is an important fruit growing area. Agricultural production in Mbombela includes vegetables, tobacco, nuts, sugarcane, oranges and other subtropical fruits. Numerous game lodges, hotels, conference centres, guesthouses and game reserves cater for the increasing tourist demand in the region. The PACA that took place in Mbombela in spring 2003 focussed specifically on the tourism industry around Hazyview.

¹ Additionally, a fourth PACA that focuses on agri-processing was undertaken while this evaluation was written, but will not be included in this study.

4 Main PACA Findings and Recommendations

The three PACAs in Ilembe and the Tourism PACA in Mbombela produced an overall number of 68 proposals for quick wins - that is, LED initiatives that are expected to show visible results within a period of 3 months and can be implemented with local resources - , which are expected to build momentum in the local LED community and trigger a catalytic LED process in the long run.

Due to the different sectoral and geographical settings of the four PACAs, these proposals covered very diverse options for intervention, ranging from database development on customer needs to HIV/AIDS interventions at the workplace. However, despite of this diversity, some clear tendencies can be identified across the different PACA proposals:

- Fostering links between different stakeholders for mutual benefit is the single most emphasized recommendation across all sectors that were covered by the four PACAs. The building and enhancing of linkages between established and emerging farmers, white and black tourism actors, first and second economy, public and private sector as well as the local and the regional/provincial development players figures as the highest priority in order to create quick wins and a more organic LED process in general. Depending on the circumstances, this identified need for more cooperation manifests itself in proposals such as the creation of mentorship schemes between different farmer groups, the inclusion of black tourism operators in mainstream tourism activities and tourism bodies or the creation of round tables or "mayor's breakfasts" to bring together municipality and business. Most of these networking initiatives were driven by concrete proposals for very specific initiatives, thus going clearly beyond the idea of "networking for the sake of networking".
- Improving information management also figures quite prominently in the PACA recommendations. The creation of databases on workplace skills in order to improve the skills development schemes, the capturing of customers' data in order to better adapt local tourism offerings to customers' profiles, or the development of "Yellow Pages" to better market local businesses all aim at contributing to a better information flow within the locality and to a better knowledge and understanding of local production on the one side and the target market on the other side.
- Product diversification and joint offerings is a third important field targeted by the PACA recommendations. These recommendations are based on the finding that the analysed sectors are predominantly characterized by a strong concentration on one product or comparative advantage. Examples for this observation are the concentration on sugar cane in the IDM agricultural production, which leads to a negligence of other agricultural products with more value adding potential, or the

- strong focus on the "Panorama Route" label by the Hazyview tourism marketing strategy, thus under exploiting the potentials of adventure tourism in the area.
- Proposals that aim at better differentiating the localities from competing localities point in a similar direction. Examples for strategies that try to create a "uniqueness" of the locality are the PACA proposal of trying to create the leading agri-processing hub in the region and thus attracting more elements of the value chain to the area (IDM) or the suggestion to differentiate Hazyview from other tourism towns along the Panorama Route via the offering of more innovative and diverse tourism activities.

5 Main Monitoring Observations and Results

The stakeholder interviews that were undertaken by the evaluation team revealed that, although the implementation rates of the proposals differ when comparing the four PACAs, a significant number of LED activities have been implemented, started or at least planned and budgeted for since the four PACA exercises took place.

However, this observation many times could only be made at second sight. In Ilembe, extended negotiation and planning processes around the different PACA proposals led to the effect that in all three PACAs, visible results in terms of direct project implementation are limited, while tendencies towards an institutionalization of the LED process are clearly observable in the ongoing communication process between public and private sector as well as in the inclusion of many PACA proposals into the Integrated Development Plan.

In the Mbombela case, a relatively high number of proposals have already reached the stage of implementation, although sometimes in different form than initially formulated by the PACA team. This phenomenon of "modified proposals" is mainly due to the fact that many of the presently active actors around new LED activities in Mbombela were not present at the initial PACA exercise, and only took up the initiatives - which had been neglected by the initial PACA champions - at a later stage and sometimes in a different form. However, many of these "newcomers" directly benefited from the PACA exercise via the Hazyview Tourism Association, which communicated the findings of the PACA to interested new actors and thus many times contributed to the inspiration for embarking on a new initiative.

In terms of general observations that might indicate the emerging of an organic LED process beyond the mere implementation of proposals, the following changes can be highlighted here:

As mentioned above, IDM used the outcomes and revelations of the PACA for the modification of their IDP. A total of 32 projects that were identified as feasible through the PACA process have been introduced into the IDP so far. According to IDM's LED Director, this modification of the IDP also improved the possibilities for an effective monitoring and evaluation of IDM's LED activities and increased the capacity to effectively implement IDP processes.

Second, the follow-up identified a clear improvement of communication and networking of the stakeholders regardless of the sometimes earlier breakdown of formal networking meetings. The interviewed stakeholders of all sectors both in Ilembe and Mbombela mentioned the improved, more efficient networking and the important new relationships for LED initiatives that were created through PACA interventions.

Connected to the improved communication structures are the results that were achieved in terms of facilitated learning. Especially the Mbombela stakeholders emphasized their better individual understanding of their own situation and the local economy as such (players, markets, competitors etc.), which not only increased their knowledge of “who does what”, but also produced a better overview of service standards and shortcomings in the business environment. In Ilembe, the exchange of ideas between the District Municipality and the local businesses, which significantly improved the understanding of each other’s expectations and roles, was specifically underlined by local stakeholders during the evaluation interviews.

Additionally, the agri-processing PACA that was being undertaken in Ilembe parallel to the evaluation process revealed that in the agricultural sector, local stakeholders still show remarkable motivation to participate in the PACA process nearly a year after the agricultural PACA took place. This was proven by the strong and repeated participation and positive attitude of many local actors in the new round of mini-workshops and interviews in September 2004, and by the ongoing willingness to cooperate with each other on both private sector and public sector side. This positive attitude towards a constructive participation in LED initiatives could also be observed in Mbombela, where local stakeholders themselves observed an increase in creativity after the PACA took place, and a more productive attitude (“what can we do next?”).

One of the most important observations that is connected to the above-described changes in attitude is the increased interaction between white and black businesses. Especially in Mbombela, where racial tensions were sensed quite strongly at the beginning of the PACA process, the different role players made use of the opportunities to get to know each other better in a way that helped them discover common challenges and opportunities. As a result, both black and white business people impressed each other with their openness and approachability.

Finally, the PACA process fed directly into the establishment of new business relationships. Even though the community of tourism stakeholders is relatively small, new relationships with suppliers, customers as well as with local police and local government could be established. Especially the improved trust between blacks and whites led to new business relationships and new joint ventures. For example, one of the hotels in Hazyview started using the local black taxi drivers for shuttle and transport service. These new business relationships facilitated the creation of 24 jobs and 6 start-ups in Mbombela over the past 18 months.

The following tables depict the results achieved with the different PACAs in more detail and attribute them to the respective impact chain levels as described in Chapter 2.

Results according to Impact Chain Objectives, Ilembe

Impact Chain Level	Objectives	Result
Direct benefit	Local economic opportunities are continuously identified and utilized by the community	Not yet measurable
Use of service	An organic LED process is evolving <ul style="list-style-type: none"> - LED process is becoming more professional - LED process is institutionalized - LED process is interactive, involving local government, private sector and civil society 	<ul style="list-style-type: none"> • IDM merged PACA recommendations with IDP • A second agri-processing PACA has been undertaken with broad participation from the private sector • A Strategy and M&E Workshop on LED in IDM (“Compass”) has been conducted by IDM
Services	<ul style="list-style-type: none"> • Mobilize local LED stakeholders • Identify feasible LED-initiatives • Get stakeholder to communicate and work together • Knowledge for sustaining the process has been transferred to the local level • Perceptions of local economy and understanding of LED between private and public sector and civil society is enhanced and aligned 	<ul style="list-style-type: none"> • Local champions have been identified, the majority still shows interest and motivation • 48 recommendations for LED activities have resulted from the PACA, out of which several have led to the planning and/or implementation of projects • A number of communication processes between public and private sector have been started/networks between private sector actors have been built • PACA methodology is used in several workshops by public and parastatal actors (Tourism Board, Enterprise Ilembe), • Important Provincial Player (Department of Economic Development and Tourism) in KZN have been trained in PACA methodology • IDM has gained insight into existing economic activities in the region (e.g. the existence of several agri-processing plants) • Outcomes of PACA have influenced IDP

Results according to Impact Chain Objectives, Mbombela

Impact Chain Level	Objectives	Result
Direct benefit	Local economic opportunities are continuously identified and utilized by community stakeholders	Changes are observable in the economic structure of Hazyview (black&white joint ventures, new black businesses) and also improved market access. There are also visible results in business growth (new businesses, expansion of existing businesses), job growth (at least 18 new created jobs so far, more are definitely planned), income creation (cultural and craft groups)
Use of service	LED process is becoming more professional	The process relies mainly on the communication between individuals; mainly spontaneous.
An organic LED process is evolving	LED process is becoming institutionalized	The main tourism institution – HTA – is not active. The process is mainly driven by strong individuals.
	LED process is interactive, involving Local Government, private sector and civil society	The private sector is mainly driving the LED process; civil society is interacting. The role of the local government is still weak.
Services	Local LED stakeholders are mobilized	The local champions are still committed and generally interested in carrying on the process. Local stakeholders are extremely motivated and willing to participate.

	Feasible LED initiatives and projects are identified	Out of 19 initiatives that have been identified, at least 11 have been implemented, in some cases by the initial local champion, in some cases by third persons.
	Communication and interaction between local stakeholders is stimulated and improved	A notable number of new communication processes between different stakeholders have started, especially between established "white" companies and emerging "black" businesses, but communication with the local government is still weak. Some of the best results came from really simple things such as people meeting new customers or suppliers and thus getting more business.
	Knowledge for sustaining the process has been transferred to the local level	Some of the PACA tools have been used for further workshops. Locals gained new knowledge about tools and instruments. New knowledge has been created about the strengths and weaknesses of the sector.
	Perceptions of local economy and understanding of LED between private and public sector and civil society is aligned	The local private sector is more aware of the strengths and weaknesses of the local economy. There have been some efforts from the local municipality to achieve participation in the LED process.

6 A first interpretation of the PACA results

The four PACAs show an overall implementation rate of roughly 40% of the initial proposals, although in some cases implementation took place in an only rudimentary or modified form, and in nearly all cases within a time span that clearly exceeded the expected 3 months. Therefore, the expectation of producing fast and visible results and short-term outcomes in many instances could not be fulfilled. However, it is important to look beyond the level of mere implementation of PACA quick wins and recognize the more intangible effects of the process to be able to assess the influence of PACA on Ilembe's and Mbombela's LED processes.

First, one must be aware of the specific local timeframes a PACA has to "compete" with. In the South African context, public sector activities are strongly bound to the IDP process, which serves as the core management framework for District and Local Municipalities and is linked to budget years. The fact that IDM has integrated 32 PACA recommendations into their IDP to be reviewed and adopted by the end of the year 2004 may have slowed down implementation in the short run, but is expected to push implementation in the medium run once the revised IDP is approved and the budget is allocated. This can be interpreted as a clear "use" of PACA services, and can be expected to enhance organic LED processes in IDM in the medium run. In other words, although PACA failed in several cases to produce tangible quick wins, it is very likely to foster many medium term wins that are rooted in more catalytic interventions.

Second, it has to be taken into account that all four PACAs have been "learning cases" in a multiple sense, as they served as practicals for recently trained South African PACA facilitators with a limited level of expertise and local know-how. This fact, amongst other factors, partially hampered an effective follow-up process of the PACAs, as some of the PACA teams lacked a sufficient number of committed local team members to take the process further.

Third and foremost, the PACA processes show clear changes in behaviour amongst local stakeholders, which either result from the PACA exercises (mini-workshops etc.) directly or were produced through the follow-up process and the implementation of concrete initiatives. These

changes in behaviour manifest themselves in the ongoing mobilization and motivation of local stakeholders, the building of private/public and private/private networks and the ongoing use of PACA methodology for local workshops, and have clearly contributed to a much more informed understanding of the LED processes amongst different stakeholders and to a better knowledge of the respective potentials and needs between private and public sector.

The improved communication and cooperation patterns that go along with these behavioural changes are most important where they help to bridge dividing lines that are characteristic for the South African LED environment. In Ilembe, the most important bridges have been built between the public and the private sector, and stakeholders from both groups still show a clear willingness to cooperate in a participatory LED process (regardless of individual disappointments with regard to single PACA recommendations). This effect can clearly be interpreted in terms of an effective use of PACA's services, as it shows the emerging of an organic LED process over a longer time period, with local government and private sector being clearly motivated to continuously work together towards growing their local economy.

In Mbombela, the crossing of dividing lines became especially visible in terms of overcoming racial divisions. For example, at the beginning of the PACA exercise, during the first workshop, stakeholders seated themselves according to racial lines. During the process, people got to know each other and discovered that there is a benefit in working together and that they could complement one another in their different businesses. Some of the participants were extremely suspicious at the beginning of the process but are now, roughly 18 months after the first workshop took place, cooperating with business partners that they never considered before. Tour operators are now interested in Cultural Tours with local tour guides who can explain Shangaan culture, cuisine and history. The new "black"-owned Lodge is cooperating with established white businesses. The core "tourism community" in Hazyview, which used to be relatively small with mostly white stakeholders who know each other and interact, has expanded and has become more diverse. This evolution is not only appreciable in terms of enhancing the local economy, but also and especially in terms of overcoming behavioural patterns that put a threat to the South African development as such. After ten years of transformation, it is one of the most interesting results of PACA that people from different backgrounds feel clearly motivated to start working together.

7 Lessons learned

The above report shows that although PACA was able to deliver important results when tested in South Africa, there is still a lot of room for improvement and adaptation of the methodology. The lessons learned that were extracted from the two learning cases aim at supporting the constant efforts by South African PACA practitioners, the GTZ BDS/LED Programme in Pretoria and Mesopartner to develop PACA further. They were extracted from the reports of stakeholders, PACA team members and other PACA experts, and focus specifically on the overall management of a

PACA process. Given the great number of lessons learned that were retrieved from our PACA experiences, the following list does not intend to give a complete overview, but highlights only the most relevant and generic lessons learned. Many additional lessons, especially with regard to the technical implementation of a PACA, have automatically found their way into the current PACA practice and will not be specifically mentioned here.²

- Involve, as early as possible, local players in the PACA team that can provide local knowledge, relationships and access to local networks and have the necessary standing. In socially or racially strongly segregated societies such as South Africa, you might have to assure that you have a number of local players on board which represent the different segments of society. One of the adaptations the GTZ BDS/LED Programme has made to its initial approach in this regard is to train local key stakeholders to be part of the PACA team during the PACA preparation phase. In future, this adaptation will also reduce the places in a PACA team that used to be occupied by recently trained external³ South African PACA trainees, whose dominance in the evaluated PACAs might have in some cases reduced their effectiveness due to their lack of experience and familiarity with the locality.
- With regard to both preparation and implementation of a PACA, the ability of PACA to change attitudes can and should be used very consciously to break down dividing perceptions especially around race. Therefore, PACA facilitators must during the whole process be aware of race dimensions and strengthen developments that facilitate increased interaction between black and white at all time, e.g. by specifically organising mixed workshops.
- Choose the right focus for a PACA exercise. The range of invitees to a PACA should not be too narrow in order not to exclude role players that are crucial for the analysis of the situation and the success of recommendations. On the other hand, if the focus is chosen too wide, the exercise runs danger to lose focus, and possible synergies might be difficult to exploit. This was the impression shared by several stakeholders and local champions in the Ilembe Tourism PACA, where coordination and follow-up was additionally complicated by the low degree of organisational structures within the tourism business community. A solution to the dilemma of choosing the right PACA focus might be the organisation of the PACA around a value chain in order to increase relevance and interdependence of the different parties invited.
- In connection with the above, make sure that the final report does not come up with too many proposals. Concentrating the energy on 4-5 proposals in the beginning provides a much higher chance for successful implementation.

² Please contact the GTZ LED/BDS Programme for a complete list of lessons learned

³ In the sense of "not local to the respective area"

- However, a PACA process is not limited to the established proposals. Side effects of a PACA such as the general learning process around the local economy many times contribute as much to an improved LED process as do implemented proposals. Therefore, the view on the PACA actors and activities during the PACA exercise and especially the follow-up should not be too focussed on the initial perception and should include the more structural findings and catalytic proposals that came out of the PACA exercise, although they might not have qualified for quick wins.
- Networks seem to work best (in terms of vibrancy and sustainability) when they are linked to a concrete initiative and are established with a clear problem-solving focus. Networks that are established on a general basis, e.g. via monthly meetings between private and public sector representatives, tend to lose momentum once the first excitement has vanished (as has been the case with Ilembe's "mayor's breakfast"). Networks that organically evolve around concrete LED initiatives, e.g. joint business ideas, prove to be more dynamic and stable.
- Focussing on a district municipality bears the risk of losing access to local municipalities, especially if there is political antagonism between district and local levels. Even without political tensions, targeting territorial entities that go beyond a clear local level (e.g. regional development initiatives) bears the risk of losing focus and impeding efficient information management during and after the PACA. A possible solution to this limitation is the concentration on a certain value chain, which allows a PACA to cross local boundaries in a more structured and manageable way.
- The timing and outputs of the PACA should feed into government planning in a calculated way. In the Mbombela case, local government was unsure about its role, given that it couldn't see the direct links to its own LED processes, and thus didn't act with the same supportiveness as IDM, who perceived PACA as a clear support instrument for their IDP process.
- In order to sustain the PACA process and to facilitate interaction between the public and the private sector, it is important to ensure that both sectors understand their changing roles that a PACA process requires. Therefore, the PACA team, especially the local team members, should frequently reiterate that private sector has to make its contribution to a successful process, while public sector is expected to play the constructive host in the role of a partner and facilitator, not of an owner of the process. If this understanding is not assured on both sides, the process is in danger to be hijacked by the public sector with a marginalized private sector contribution, eventually leading back to a pre-PACA situation. A way to avoid this is to ensure a multiple host structure that includes both private and public sector institutions. Sharing the host role not only gives the private sector an equal position to the public sector in the PACA process, but also helps driving the process further once external factors (e.g. elections) hamper one of the parties in fulfilling their host role.

- Pay special attention to the organisation of the follow-up. If the follow-up is not planned and assigned properly, quick wins are not likely to take place, and a PACA might even produce adverse effects in terms of stakeholder frustration. From the Ilembe case, the following can be learned with regard to the follow-up process:
 - Responsibility for the follow up has to be clearly assigned and budgeted for during the preparation phase.
 - Responsibility for the local follow-up must be assigned to a person with the necessary local standing and time resources. In the ideal case, a contract is established with one of the local PACA team members with clear terms of reference and a sufficient budget.
 - A light touch intervention from the external South African LED facilitator is not enough. Experience shows that not only the local champions that have signed for specific projects have to be constantly motivated, but so does the overall local champion or local person responsible for the follow-up. Ideally, the external facilitator plays a strong role (at least during the first months after the fieldwork) in assisting the local champions in keeping the momentum going, in developing and sequencing the implementation of quick-wins, in further clarifying roles and responsibilities in the local LED process, in linking the local initiatives to regional or national LED initiatives and in assisting in the development of adequate organisational structures to sustain the LED process. The agreement on which a PACA is based should therefore provide for the involvement of external facilitators over several months following the PACA fieldwork. However, an exit strategy for the external facilitator must be in place.
 - The follow-up process should include periodic stakeholder meetings to which all local stakeholders are invited. Such gatherings do not necessarily need to have a formal character, but can be based on less formal occasions, like a breakfast or a barbecue party. If they are not motivated by local drivers, external facilitation by the LED facilitator might be necessary (including follow-up meetings in the original budget might help). The meetings serve as a platform for an update on progress, the identification and discussion of obstacles and the celebration of successes and increase the general visibility of the PACA process. In case of a high implementation rate, they can also be used as a forum to develop new proposals or pick up more catalytic interventions.
 - In addition to these meetings, it is crucial to keep the local stakeholders constantly informed about the process from the very beginning, both with regard to progress and obstacles. Frustration by participants is mostly not so much born by the fact that things take longer than expected, but by the fact that the reason for delays is not communicated. Involving the local press is a very useful option to ensure that the information keeps

flowing and has a wide outreach. Regular email updates as well as an email directly after the PACA exercise to thank the participants can complement the use of local media.