Local Economic Development Advantages (LEDA)

A Local Economic Development Planning Methodology
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Developed and Designed by Counterpart International

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Author’s Note
The “Local Economic Development Advantages” (LEDA) methodology has been developed on the basis of Counterpart’s experience in designing and implementing Local Economic Development (LED) from 2005-2011. The methodology adapts and draws upon publicly-available resources of the World Bank (www.worldbank.org), PACA©, and USAID (www.usaid.gov) in assembling this customized LED planning methodology.

For more detail on specific activities cited in this methodology, please reference:
- Mesopartner Germany, How to Conduct a PACA Exercise, 2005, Version 5.1 (www.mesopartner.com)
- Mesopartner Germany, The PACA Book of Checklists, 2006, Version 5.4
- World Bank, LED Quick Reference (English, Russian)
- USAID MicroLinks, Value Chain Training (www.microlinks.org/vctraining)

Background
The Local Economic Development Advantages (LEDA) methodology is a facilitator’s guide for Counterpart staff and partners engaged in the process of local economic development planning. The methodology is flexible in its application yet sets out to address the need to quickly mobilize stakeholders around common issues, to develop a strategy around key market opportunities, and to identify quick-win projects around this strategy that will help gain the broader support and stakeholder buy-in needed to implement sustainable change across value chains, to generate new employment opportunities and to increase local competitiveness.
The LEDA Process

The LEDA planning process consists of a series of activities and events, usually taking approximately 1.5 to 3 months of time from the initial Kick-off Event to the final Presentation Event. The initial activity, “Organizing the Effort”, can take as little as 6-8 weeks or, as long as several months or longer. It is during the “Organizing the Effort” stage that it is determined whether or not there is justification for going further; LEDA is a planning process that requires active local leadership and participation. This stage is discussed further in the following chapter.

Steps in the LEDA planning process include (Table 1: LEDA Sequence of Events):

1. Organizing the Effort (6-8 weeks)
2. Kick-off Event (1 day)
3. Field Work (2-3 weeks)
4. Results Workshop (1 day)
5. Local Economic Development Plan (2-3 weeks)
6. Presentation Event (1 day)

At its heart, LEDA is a participatory process designed to catalyze relevant stakeholders into action to promote local economic development. Participants are not only expected to be active in the planning process, but also contribute to implementation of the plan over the long-term. This means that participants should be carefully targeted to include prominent business, community, and government representatives that can mobilize/motivate others and have access to resources. When these individuals feel that they have taken a role in the strategic process, they will be much more willing to contribute their resources to support the plan in the medium- to long-term.

The LEDA process is unique in many ways, including:
• Utilization of proven Value Chain analytical methods to prioritize sectors, and identify opportunities and constraints for LED;
• Roll-out of a series of participatory workshops, allowing numerous players to participate in the value chain analysis and feel ownership over its product;

• Local sector / industry experts play a key role in the analytical process, increasing the relevance and respect for the plan among all players, especially business and government;

• Emphasis is on implementation of the plan, not just the plan itself. Initially, the focus will be on delivering tangible, quick win projects, largely depending on local contributions and buy-in secured during and immediately after the all-important Presentation Event. Resulting motivation will lead into the development of more formal written strategic plan with medium to longer-term projects targeted; and

• Identification of a local “LED Agency” as a strategic partner early in the process, which will jointly lead the LED planning process, including forward planning workshops, and responsibility for the implementation of the plan long into the future.

The “LED Agency” is not necessarily an existing LED Agency, although, it very well can be. What is meant by “LED Agency” in this context is simply a local champion or, someone or some organization that can serve as a catalyst for LEDA and effectively mobilize others to participate. This can be a business association, producer group, chamber of commerce, government office, or even a well-respected and connected community leader. However, support of the local government is absolutely necessary.

Through every stage of the process, it is important that the LEDA Facilitator work to engage representatives of the LED Agency as meaningfully as possible, taking special efforts to mentor their appointed LED Coordinator and empower them during group sessions. As the LED Agency will be responsible for implementation of the plan long into the future, a key factor for success will be building their capacity and credibility in the local area.
Step 1
Organizing The Event
1.0 Organizing the Effort

The World Bank LED methodology refers to the preparation phase of an LED activity as “Organizing the Effort1”. Mesopartner often refers to this critical phase as the “Build-Up” phase. For LEDA, this activity will be referred to as “Organizing the Effort”, although it borrows liberally from both methodologies. Regardless of what it is called, this important phase will determine to what extent LEDA will succeed. This start-up phase consists of three main activities; 1) the identification and training of a local champion or “LED Agency” and a core team of local experts that are engaged to drive the initiative, take ownership of the activities and motivate others to participate; 2) the pre-assessment of the local economy, which includes the collection of secondary economic data and statistics, as well as primary data collected through select interviews and focus groups and; 3) the preparation of the kick-off event and the subsequent activities.

1.1 Identifying a “LED Agency” and Creating the LEDA Core Planning Team

As already mentioned, to successfully design, develop and implement a local economic development strategy, institutional arrangements and stakeholder involvement need to be organized early. However, before any of this happens, there needs to exist a local “champion”, an individual or organization, that can take the lead in managing the strategic planning process and assist in putting together the LEDA Core Planning Team comprised of motivated, influential and skilled representatives from government, business and community. This “champion” or “LED Agency” should be identified within local government (or a partner organization) or, at least have the support of local government, as this Agency will be tasked with the critical role of generating political ‘buy-in’ from local elected officials, as well as their staff.

The LED Agency will work together with the LEDA Facilitator to identify individuals that will form the LEDA Core Planning Team. The Team will be comprised of influential and motivated individuals from government, business and community. Once assembled, Team members will be trained in the LEDA methodology, including the use of specific tools, interview techniques, and focus group formats designed to solicit valuable input from key stakeholders in the local economy and to identify the best opportunities for development.

1.2 Conducting the Economic Pre-Assessment

Before publically launching a LEDA project, it is important to gather advance information on the local economy3. Secondary data can be found from a number of different sources, and it will often require some digging. Economic and/or Labor Ministries are a starting point for macro-level statistical data. Local governments, LED agencies, business associations, chambers of commerce and individual businesses are also excellent sources of information. Additionally, other international and/or donor organizations may have previously prepared reports, strategy plans and economic assessments collecting dust somewhere that could provide valuable insight. In addition, a few strategically arranged interviews and focus groups could be held at this point to collect primary data on the current status of the local economy that could be used to support the position taken by the LEDA Core Planning Team. Keep in mind that the main purpose of this exercise is for the LEDA Core Planning Team to learn as much as they can about the local economy and to then develop a vision that best describes the local reality and the future potential for development; this vision will often be revisited throughout the planning process.

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At its heart, LEDA is a participatory process designed to catalyze relevant stakeholders into action to promote local economic development. Participants are not only expected to be active in the planning process, but also contribute to implementation of the plan over the long-term.

This assessment would naturally take place after the creation of the LEDA Core Planning Team, but before the public launch of the LEDA project. Both the World Bank and mesopartner LED methodologies provide detailed descriptions of this pre-assessment phase, including “checklists” or “guides” that highlight activities, potential sources of information, as well as stakeholders that should be engaged.

1.3 Preparing for the Kick-Off Event and Formal Economic Assessment Activities

Completing the steps mentioned above, the focus then turns to preparations for the Kick-Off Event and the activities that follow. Specifically, a list of key stakeholders from government, business and community needs to be developed and invitations formally extended for the Kick-Off Event. In addition, a schedule for the interviews and focus groups that will take place after the Kick-Off Event needs to be created, along with the list of individuals that will be invited to participate. Both these activities should be done well in advance of the Kick-Off Event, at least several weeks in advance.

Keep in mind that successful local economic development depends on the collaborative efforts of public (governmental), business (private) and non-governmental (NGOs, community-based organizations, trade unions, social, civic, religious) sectors. Individuals targeted by the LEDA Core Planning Team should be motivated and willing to participate actively in the LEDA process. Time should be spent in explaining to each one the purpose of the LEDA project and the benefits that might be realized through their involvement. These individuals should also have access to resources and be able to influence others to participate.

The skills and resources that each member of the LEDA Core Planning Team and each additional stakeholder/stakeholder group bring to the process make up the critical foundation of the strategy process. Establishing working relationships and structures that fully engage stakeholders in the process should also lead to beneficial long-term, formal public/private/non-governmental partnerships and trust building.
Step 2
The Kick-Off Event
2.0 Kick-Off Event Overview

The Kick-Off Event is the first meeting of all local economic stakeholders in the cluster. The Kick-Off Event has three main objectives: 1) Introducing LED and the LEDA process; 2) presenting findings of initial assessment and soliciting additional information for further clarification and; 3) inviting and encouraging stakeholders to participate in LEDA activities and provide their support. The Kick-Off Event should be well publicized in advance of the event. Key participants (including important business, community, government, and experts) should be informed well in advance and their participation secured. The Facilitator and LED Agency should come prepared with information that has already been collected on the local economy, including competitive (sub)sectors and supporting analysis.

2.1 Guidelines and Agenda for Kick-Off Event

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<thead>
<tr>
<th>Duration</th>
<th>Activity</th>
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<tbody>
<tr>
<td>10 min.</td>
<td>Topic: Opening Comments and Welcoming of Participants. Conducted by: LEDA Facilitator</td>
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| 20 min.  | Topic: The Purpose of the Kick-Off Event and an Introduction to LED and the LEDA Methodology. Conducted by: LEDA Facilitator / LED Agency  
Talking points:  
The purpose of the Kick-Off Event is to inform participants about LED and the participatory approach behind the LEDA methodology, as well as its objectives. In addition, the event will solicit the participation of stakeholders, gather relevant information on the economic reality of the location, and strive to obtain initial consensus on the potential direction of the LEDA planning process. This event will undertake the following:  
• Introduce participants to LED  
• Introduce participants to the LEDA methodology |
| 15 min.  | Topic: The role of the LEDA Core Planning Team and the expected role of the “Process” Participants. Introduce the LEDA Core Planning Team. Conducted by: LEDA Facilitator  
Talking points:  
The basic purpose of this exercise is two-fold. One, to clearly establish up front what the expected roles are of the LEDA Core Planning Team and the “process” participants, including the expected time commitment over the next several months. Second, to introduce the members of the LEDA Core Planning Team to the participants. The roles of both groups can be defined as follows:  
• “Process Participants”: Individuals that will attend the Kick-Off and Presentation Events and actively support the LEDA Core Planning Team throughout the LEDA planning process. Participants are usually the higher-level decision-makers that are already quite busy, but interested in being a part of the process and who can help unlock doors and provide access to difficult to obtain information.  
• “LEDA Core Planning Team”: Individuals that will be engaged in all phases of the process, including those mentioned above, and also data collection, plan development, and the details of implementation. Naturally, the LED Agency will lead forward the LEDA Core Planning Team, and others should be encouraged to participate. The LEDA planning process relies largely on the participation of volunteers, who should be drawn-out and encouraged at this stage.  
It is generally most effective to make a flipchart list of the above two groups with names associated with them. Putting this in writing is an effective way of firming-up commitments in a public way. |
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<tr>
<th>Duration</th>
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| 15 min. | **Topic: Presentation of initial assessment and recommendations**  
**Conducted by: Industry/Sector Experts (LEDA Core Planning Team Members)**  
**Talking points:** During this presentation, participants obtain information on the results of the initial data collected on the local economy and the resulting sectors targeted that best represent opportunities for future growth. This presentation can be expected to stimulate a lot of discussion, as different participants may have different visions for the development of their local area, no matter how knowledgeable they may or may not be; this leads into the next activity.  
- Introduce participants to the main sectors targeted and the research and analysis that has been conducted so far providing the justification for the selection |
| 1 hour | **Topic: Consensus-Building**  
**Conducted by: LEDA Facilitator / LED Agency**  
**Talking Points:** As indicated above, this part of the Kick-Off Event can sometimes be controversial, so it is essential that the LEDA Facilitator engage the group in a meaningful discussion, incorporating and discussing any meaningful issues and leaving the process open to modification. Numerous participatory methods/tools can be utilized to guide this conversation and prioritize input, including mesocards, but the following information should be extracted from the participants regardless of how the exercise is conducted.  
1. Who are the main firms/industries successfully operating in the region?;  
2. What are the strengths/weaknesses/opportunities/threats of firms/industries operating in your city/region?;  
3. Who are the largest employers (firms or industries)?;  
4. What is the competitive advantage of your city/region (what do you do better than others)?;  
5. What is going to be the backbone of the local economy in ten years’ time?  
- Establish an initial consensus on the LED priorities of the city and/or region  
**Ways to build consensus include:**  
- Initially selecting sectors based on easily-verified, credible standards and information;  
- Engaging respected industry/sector experts in both the sector selection and the presentation itself;  
- Making the initial sector selection as transparent and participatory as possible  
**Resources:**  
| 10 min. | **Topic: Closure of the Event**  
**Conducted by: LEDA Facilitator**  
**Talking Points:** Explain to the participants that during the coming two weeks a series of interviews and focus groups will be conducted by the LEDA Core Planning Team and that they are invited to participate in these events. Explain further that the results of the data collection field work will be analyzed during the Results Workshop, and form the basis for an eventual plan that will be presented at the Presentation Event that they will be invited to attend.  
Set date and time for the Presentation Event.  
Ask if anyone has any announcements they would like to make.  
Close the Event. |
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| 1 hour   | **Topic: After the Event**  
**Conducted by:** LEDA Facilitator and LED Core Planning Team  
**Things to do:**  
• Meet some of the participants to arrange individual interviews and get support for the organization of interviews and focus groups;  
• Finalize a schedule the interviews that was initially developed under the “Organizing the Effort” activity;  
• Complete Action Plan for the fieldwork; include names of people for conducting interviews;  
• Introduce interview and focus group methods to volunteers.  
**Resources:**  
• Questionnaire for Sub-sector Analysis, Business, Farmer, Entrepreneur (Attachment 5)  
• Questionnaire for Sub-sector Analysis, Consumer Demand (Attachment 6)  
• Guidelines for Focus Groups (Attachment 7)  
• Interview and Focus Group Schedule (Attachment 10) |

**Forms/Templates**
- Attendee Sign-in Sheet  
- Process Participants Sign-up Sheet  
- LEDA Core Planning Team Participants Sign-up Sheet  
- Questionnaire for Sub-sector Analysis, Business, Farmer, Entrepreneur  
- Questionnaire for Sector Analysis, Consumer Demand  
- Guidelines for Focus Groups  
- Interview and Focus Group Schedule

**Resources**
- Mesopartner Germany. How to Conduct a PACA, Annex 1: About mesocard, pp. 103-108. (on file)  
- Learning Material: Characteristics of Original Visioning

**Stationary**
- Flipchart papers - 40 sheets  
- Markers - 58 (50 black, 3 red and 5 blue)  
- Mesocards - 450 pieces  
- Sticky tape - 3 roll
Step 3
Field Work
(Surveys & Focus Groups)
Value Chain analysis plays a fundamental role in the LEDA planning process. To truly understand the drivers of the local economy, it is necessary to look outside of the region, and in many cases, across borders and even overseas.

Step 3: Field Work (Surveys & Focus Groups)

3.0 Overview of Field Work Activities

The Field Work is the longest and one of the most essential parts of the LEDA process. During a 2 week period, LEDA Core Planning Team members conduct individual surveys and focus groups with local private business owners, farmers, financial institutions, associations, consumers and possibly local government agencies. The purpose of this data collection is to: 1) Obtain more specific information about the various actors in each value chain, specifically identifying opportunities and constraints they face; 2) Develop relationships with players that have a stake in LED; and 3) Generate ideas for projects and initiatives that will inform the final plan.

Value Chain analysis plays a fundamental role in the LEDA planning process. While much of this manual discusses the local economic environment in terms of “sectors”, LEDA acknowledges that to approach LED with such a limited focus would fail to recognize the dynamics of a local economy, including acting market forces, and inevitably end up misinforming the process. It’s fine to describe a local economy in terms of the prevalent sectors or sub-sectors, but to truly understand the drivers of the local economy, it is necessary to take a broader look, which will often take you outside of the region, and in many cases, across borders and even overseas. Sectors belong to larger regional, national, and global value chains, with many of the value chain actors operating outside the local economy. Conducting a value chain analysis provides insight into market forces required to guide local industry, facilitate communication across value chains, stimulate collaboration between actors, and identify potential constraints and opportunities that make economic sense. LEDA relies on this deeper analysis of a local economy to effectively design interventions that provide quick, tangible results in terms of new employment, access to new markets, increased market share and improved competitiveness.

After collecting the information, the LEDA Core Planning Team members, including the active participation of sector experts, spend another 2 weeks compiling and interpreting findings, drawing-up final Value Chain Maps, and identifying constraints and opportunities. This is a sensitive process, requiring the participation of sector experts and LEDA facilitators that have been trained in value chain analysis methodology. Final Value Chain Maps and Constraints/Opportunities Charts are prepared and ready for discussion among the LEDA Core Planning Team members at the Results Workshop.

3.1 Guidelines for Field Work Activities

Individual Interview Surveys
For each value chain, a minimum of 25 face-to-face interviews should take place with various actors along the value chain. Survey respondents should be carefully chosen to equally represent different actors along the value chain (e.g. producer, processor, retailer, end user, etc.). Both small and large businesses should be surveyed, particularly targeting those that may benefit from improved collaboration and be interested in participating in the LED planning process. Special attention should be paid to the demand and preferences of consumers. Enumerators should not be external to the LED process. Rather, they should be from the LEDA Core Planning Team itself. In addition to surveying relevant businesses, entrepreneurs, and consumers along the value chain, other “supporting stakeholders” should be surveyed, including government, business consulting organizations, universities, financial institutions, business and farmer associations, etc. At the end of the interview, respondent should be invited to the Presentation Event and provided with an invitation.

Focus Groups
Focus group discussions are directed by the facilitator through a series of guidelines included here within. The most effective focus group discussions usually include a single group of actors along the value chain of a specific sub-sector, or multiple levels of the value chain. If it is multiple levels, try to balance participation so no one group dominates and keep them to a particular local area so the discussion is relevant. At the end of the focus group, participants should be invited to the Presentation Event and provided with an invitation.
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<th>Duration</th>
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| 10 min. | **Topic: Opening Comments and Welcoming of Participants**  
Conducted by: LEDA Facilitator |
| 30 min. | **Topic: Explanation of Value Chains and Value Chain Mapping**  
Conducted by: LEDA Facilitator / Experts  
**Talking Points:**  
The whole group will be introduced to basic value chain principles and value chain mapping. A presentation will be given introducing participants to various actors along the map, and how they relate to one-another. The methodology will be based on the USAID MicroLinks Value Chain approach, as outlined in the resource materials. The presentation, at this stage, should avoid complicated details, focusing instead on the map, basic principles behind it, and the value chain methodology as a cognitive framework used to analyze relationships in a visual manner.  
**Resources:**  
- USAID MicroLinks. Value Chain Training, Modules 1, 3. (on file)  
- Mesopartner Germany. How to Conduct a PACA, Annex 4: PACA Exercises in Sectors, Clusters and Value Chains pp. 120-122. (on file)  
| 1 hour | **Topic: Value Chain Mapping of Sectors (1-3 groups)**  
Conducted by: Sector Groups  
**How to Facilitate:**  
Armed with an understanding of basic value chain and mapping principles, participants should be ready to generate preliminary value chain maps of their own, relevant to the focus group and their sub-sector. The group will contain at least one facilitator (from Counterpart or LED Agency) that has been trained in value chain analysis and is familiar with the process. The group should also include the participation of a relevant sector expert, who provides the in-depth understanding of the value chain necessary to add depth and substance to the map. Keep in-mind that this exercise will not only allow the group to gain a bigger picture of the value chain in the local area, but it will also enable participants to see directly their particular role in the value chain, and forge relationships with others in the sub-sector.  
**Resources:**  
- USAID MicroLinks. Value Chain Training, Modules 1, 3. (on file)  
- Mesopartner Germany. How to Conduct a PACA, Annex 4: PACA Exercises in Sectors, Clusters and Value Chains. p. 120-122. (on file) |
| 30 min. | **Topic: Presentation and Discussion of Maps**  
Conducted by: Sector Groups  
**Talking Points:**  
A member of the group displays and presents their initial Sub-sector map to the group. They should be able to identify the main actors, their relationships, and general trends along the map. The facilitator should push the group to identify bottlenecks, or places where efficiency can be improved.  
**Resources:**  
- USAID MicroLinks. Value Chain Training, Modules 1, 3. (on file)  
- Mesopartner Germany. How to Conduct a PACA, Annex 4: PACA Exercises in Sectors, Clusters and Value Chains. p. 120-122. (on file) |
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| 10 min. | **Topic: Closure of the Workshop**  
*Conducted by: LEDA Facilitator*  
**Talking Points:**  
Explain to the participants that during the coming two weeks a series of surveys and focus groups will be conducted by the LEDA Core Planning Team and that they are invited to participate in these events. Explain further that the results of the data collection field work will be analyzed during the Results Workshop, and form the basis for an eventual plan that will be presented at the Presentation Event that they will be invited to attend.  
Set date and time for the Presentation Event.  
Ask if anyone has any announcements they would like to make.  
Close the workshop. |
| 30 min. | **Topic: After the Focus Group - Vision Statement Review and Re-Formulation**  
*Conducted by: LEDA Facilitator / LED Agency*  
**Talking Points:**  
The objective for this activity is to get participants to formulate an initial common vision for the cluster. This vision will help in guiding overall activities of the LEDA Core Planning Team in the coming weeks, and be reviewed again at the end of the planning process.  
**How to facilitate:**  
1. Distribute mesocards to the participants; ask them to write one word/phrase on each card that best describes the future of their cluster. Emphasize that they as leaders should have the vision. Give them five minutes.  
2. Put cards on the wall.  
3. Ask participants to look at the cards and based on words/phrases written, formulate the vision. Remind them of the vision formulations criteria (included as Learning Material) and emphasize that it should be a common cluster vision. Give them 10 minutes for this.  
4. Write vision statement on a flipchart and ask participants if they agree with it.  
**Resources:**  
- Mesopartner Germany. How to Conduct a PACA, Annex 1: About mesocard, p. 103-108. (on file)  
- Learning Material: Characteristics of Original Visioning. (Attachment 4 on file) |

**Analysis**  
In an effort to professionalize the process of Value Chain analysis and best utilize time available during the Results Workshop, the Value Chain analysis will take place at the end of the survey process, undertaken by the LEDA Core Planning Team. The analysis will be led by individuals directly trained by Counterpart in Value Chain Analysis and include the active participation of industry experts. The analysis conducted will be based on the results of the data collection, utilizing USAID’s Microlinks methodology, and result in: 1) Finalized Value Chain Map; and 2) Identification of constraints and opportunities. Both will be discussed at the beginning of the Results Workshop and provide a foundation for the LEDA
Core Planning Team in developing appropriate projects designed to address constraints and capitalize on opportunities.

Forms/Templates

- Invitation to Presentation Event
- Questionnaire for Sector Analysis, Business, Farmer, Entrepreneur
- Questionnaire for Sector Analysis, Consumer Demand
- Guidelines for Focus Groups
- Constraints / Opportunities Chart for each Sector
- Interview and Focus Group Schedule

Resources

- USAID MicroLinks. Value Chain Training, Modules 1-3. (on file)
- Learning Material: Identifying Constraints and Solutions
- Learning Material: Collecting Qualitative Information, Interview Guidelines

Stationary

- A4 paper - 200 survey / focus group sheets
- Pen - Depends on number of interviewers
- Flipchart paper - 100 sheets

For each value chain, a minimum of 25 face-to-face interviews should take place with various market actors.
Step 4
The Results Workshop
Step 4: The Results Workshop

4.0 The Results Workshop Overview

The Results Workshop is the primary strategic planning workshop in which a vision and direction are defined and agreed upon. First, the results of the previous Field Work stage are presented to the larger group, including finalized Value Chain Maps and the identification of pressing constraints and opportunities within each applicable sub-sector(s). Constraints are divided among the categories surveyed, including: Market access, technology/product development, Organization and Management, Regulatory (policy), Finance, Input Supply and Infrastructure. Workshop participants are given the opportunity to discuss findings, suggest any alternatives, and come to a final agreement on the main constraints and opportunities for each sector(s).

Moving into the next stage of the Results Workshop, potential solutions are brainstormed and prioritized through a series of participatory exercises. Participants then identify resources for solutions, and how much control they have over them. It is usually the case that participants themselves (especially government and business) have a large degree of control over the resources. The participants then review the initial vision statement, and refine it based upon any new understandings that have come out of this workshop.

Finally, the participants are introduced to the LED Plan, which will be generated by the Core Planning Team after the Results Workshop and then introduced at the Presentation Event. The Results Workshop generates numerous important ideas and agreements which will be analyzed by the LEDA Core Planning Team, and form the basis for the plan.

4.1 Guidelines and Agenda for the Results Workshop

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<tr>
<td>10 min.</td>
<td>Greeting and welcoming of participants. Conducted by: LEDA Facilitator</td>
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<tr>
<td>1.5 hours</td>
<td>Topic: Value Chain Maps and Discussion of Opportunities and Constraints Conducted by: LEDA Core Planning Team Presentations: One LEDA Corp Planning Team member (preferably the Sectoral Expert) representing each sector gives a brief presentation to the whole team, explaining the findings from Field Work, including the final Value Chain Map. Presenter then introduces the Constraints Chart, explaining the pressing constraints in each sector that were identified on the basis of the Value Chain Analysis How to Facilitate Discussions: It is important that participants in the Results Workshop agree in principle with the findings of the Value Chain Analysis, including the final maps and identified opportunities and constraints. With the goal of promoting consensus, the LEDA Facilitator leads discussions after each of the presentations. Participants should specifically support the findings of the Presentations or they should be modified before moving forward. Please note that if the Facilitator is detecting a lack of agreement over the identified constraints or there are simply too many constraints identified, it may be appropriate to run a “mesocard” exercise in-order-to prioritize constraints and take the Workshop into the next phase. Resources: • Constraints / Opportunities Chart for each Sector / Sub-sector (completed by sector groups) • Revised Value Chain Maps for each Sector/Sub-sector (completed by sector groups) • USAID MicroLinks. Value Chain Training, Modules 1-3. (on file) • Learning Material: Identifying Constraints and Solutions • Mesopartner Germany. How to Conduct a PACA, Annex 1: About mesocard, pp. 103-108. (on file)</td>
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| Topic: Identification of Solutions  
Conducted by: Sector Groups  
How to Facilitate:  
Participants will break into small groups, based upon their particular sector focus. Now that the whole group agrees on the main constraints facing the sector, it is time to identify possible solutions. Each group needs to have a trained individual facilitating the process of solution identification, usually the LEDA Facilitator or Process Coordinator from the LED Agency. Solutions should be stated in specific terms, and specifically formulated to address constraints in the sub-sector.  
Mesocards should be used to facilitate both brainstorming and prioritization of solutions in a participatory fashion. Be careful that solutions listed are real and achievable. Utilization of the “Appreciate, Influence and Control” model may further assist the process of focusing solutions.  
Resources:  
- Learning Material: Identifying Constraints and Solutions  
- Learning Material: Appreciate Influence Control (AIC) Diagram  
| 1.5 hours | |
| Topic: Identification of Resources  
Conducted by: Sector Groups  
How to Facilitate:  
Based on the possible solutions that are prioritized in the previous exercise, resources for undertaking these solutions will be identified during this exercise. Participants will go through each solution, one-by-one, listing resources that are required to address the solutions. Resources already existing within the sector will be listed separately.  
This exercise gives participants the possibility to brainstorm about the concrete means of undertaking a solution. An important objective of this exercise is to draw-out the resources/potential contributions that participants themselves may make, whether they are business owners, government or community members.  
Resources:  
- Table of Constraints, Solutions and Resources |
| 1 hour | |
| Topic: Small Group Presentations and Brainstorming Initiatives  
Conducted by: Sector Groups  
How to Facilitate:  
Coming back to the larger group, each Sector Group will be asked to present on behalf of their group the resources that they have identified to address constraints and achieve desired solutions. The main role of the facilitator during these presentations should be to draw-out the resources that exist within the room, among the planning groups. The facilitator might consider utilizing the AIC diagram to assist in this.  
At the end of each presentation, the facilitator should carry-out an "Initiatives and Projects Brainstorm" utilizing mesocards. The purpose of this will be to take the presentations one-step further, identifying possible concrete projects and initiatives. This will be carried-out through the following steps: | 2 hours |
<table>
<thead>
<tr>
<th>Duration</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 30 min.  | 1. Facilitator distributes 20 mesocards to each participant. On the basis of the presentation that has just been given, facilitator requests that each participant write as many potential projects or initiatives they can.  
2. Participants post their cards to the appropriate place on the wall.  
3. Using the “Pareto Rule” participants rank the potential projects from among all of the cards that have been posted to the wall. |
|          | Resources:  
- Table of Constraints, Solutions and Resources for each group  
- AIC Diagram, optional  
- Mesopartner Germany. *How to Conduct a PACA, Chapter 7: The Results Workshop*. P. 97 (on file) |

**Topic: Vision Review and Re-Formulation**  
**Conducted by:** LEDA Facilitator / LED Agency  
**Talking Points:**  
Now that we are coming to the end of the Results Workshop, constituting the heart of the strategic planning, it is time to once-again review (and potentially re-formulate) the vision statement that was initially drafted during the Kick-Off Workshop. The facilitator should go through the same steps as she/he did in the Kick-Off Workshop to come-up with a final Vision Statement for the sector.  
**Resources:**  
- Refer back to Step 1 Visioning Exercise

| 15 min.  | **Topic: The LED Plan**  
**Conducted by:** LEDA Facilitator / LED Agency  
**Talking Points:**  
A brief presentation will be given, outlining the next step that will be taken, generation of the LED Plan. This step will be accomplished by the LEDA Core Planning Team, on the basis of all of discussions, activities, and agreements that have been conducted today. The plan will be simple and straight-forward, expressing a vision for the sector and concrete activities to be undertaken. Anybody willing, in addition to the LEDA Core Planning Team, is welcome to participate in the final drafting of the plan.  
A template of the plan may also be shared with the team.  
**Resources:**  
- Blank LED Plan |
Topic: Discussion of Presentation Event

Conducted by: LEDA Facilitator / LED Agency

Talking Points:
The next step involving the whole group of stakeholders, and a larger external audience, the Presentation Event, should be explained to participants. All participants should be requested to invite interested individuals, specifically including business people, government officials, and others with access to resources that may be interested in contributing to the support of the LED plan. If possible, a date and time should be agreed and invitations distributed to all attendees.

Resources:
- Counterpart International. Training Module 5: Identifying LED Participants (on file)
- Invitation to Presentation Event

Closure of Results Workshop

Forms/Templates
- Sign-Up Sheet
- Invitation to Presentation Event
- Blank Local Economic Development Plan
- Constraints / Opportunities Chart for each Sub-sector
- Table of Constraints, Solutions and Resources

Reference Resources
- USAID MicroLinks. Value Chain Training, Modules 1-3. (on file)
- Learning Material: Identifying Constraints and Solutions
- Mesopartner Germany. How to Conduct a PACA, Annex 1: About mesocard, pp. 103-108. (on file)
- Mesopartner Germany. How to Conduct a PACA, Chapter 7: The Results Workshop. (on file)
- Mesopartner Germany. How to Conduct a PACA, Chapter 10: The Presentation Event - Presenting and Discussing Diagnostic and Proposals (on file)
- Learning Material: Appreciate Influence Control (AIC) Diagram

Stationary
- Flipchart papers - 50 sheets
- Mesocards - 600 pieces
- Sticky tape - 2 rolls
- Markers - 40 (30 black, 5 red and 5 blue)
Step 5
Local Economic Development Plan
5.0 Overview of LED Plan Activities

Based on the outcomes of the Results Workshop, the LEDA Core Planning Team assembles to draft a formal Local Economic Development Plan for the targeted sector(s). The Local Economic Development Plan contains:

- **Economic Development Vision** — Developed and agreed to by all stakeholders. The vision should be a description of the stakeholders’ view of economic development for the targeted sector. While the vision may not be fully achievable, it does provide the sector with a clear sense of direction within the larger context of local economic development.

- **Economic Sectors and Sub-sectors Targeted** — LEDA identifies economic sectors that leverage strengths, overcome weaknesses, exploit opportunities and deal with threats identified during the LEDA exercise. These are the sectors and sub-sectors that have the most potential for development. Depending on the data and additional input received during the course of the LEDA activity, as well as the support received, it may be 1-3 sectors/sub-sectors that are identified and prioritized in the plan.

- **Sector-Specific Solutions** — On the basis of a solid value chain analysis and the work of vetting constraints/opportunities among all stakeholders in the process, a set of priority solutions are identified for inclusion in the plan. Special attention is paid to the availability of resources and local ownership needed for undertaking and achieving solutions.

- **Initiatives and Projects** — On the basis of solutions, potential projects and initiatives are identified. Responsible parties are determined at the Presentation Event, and commitments are made for both the short and long-term.

5.1 Guidelines for LED Plan Formulation

It is simple and straight-forward to put together the plan at this stage of the process. A template plan is provided with which sector group may work. The plan is the product of the three steps in the LEDA process that have taken-place before this. LEDA Core Planning Team participants work together to extract information from previous steps, adding it to the plan, discussing and making any necessary changes, and harmonizing.

**Forms / Templates**
- Blank LED Plan for completion
- Constraints / Opportunities Chart for each Sub-sector
- Table of Constraints, Solutions and Resources
- Results of Initiatives and Projects Brainstorm mesocard Exercise by Sector (from Results Workshop)
- Final Vision Statement for Sector (from Results Workshop)

**Reference Resources**
- Example of more detailed LED plan from Bulgaria
- World Bank. *Local Economic Development: A Primer*, pp. 31-54. (on file)
Step 6
The Presentation Event
Step 6: The Presentation Event

6.0 The Presentation Event Overview

The Presentation Event is a critical event in the LEDA planning process. Include the participation of as many stakeholders in the sectors targeted as possible; this is a high-profile event that has the multi-pronged objectives of:
1. Informing the general population in an exciting, high-profile way about the LED Plan and Agency;
2. Collecting comments and feedback; and
3. Gaining commitments for financial support of specific initiatives.

At least 50 people should participate in this event. It is very important to include all influential decision-makers in the sectors, especially those that have been active in previous phases of the process. Media should be strongly encouraged to attend, as positive coverage usually results in greater excitement for the plan on the part of government. A strong measure of the success of a presentation event is the amount of contributions that are attracted to various initiatives from business, government, and donors. Counterpart’s pledged support to the plan should be utilized to catalyze other contributions, especially those of the government, effectively “sweetening the pot” for larger investments.

The Presentation Event should end with clear and definite expectations going forward, and initial actions for their achievement.

Presentation events are usually highly indicative of how successful the LED plan will be in the medium-to-long term.

6.1 Guidelines and Agenda for the Presentation Event

<table>
<thead>
<tr>
<th>Duration</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 10 min.  | **Topic: Welcoming and Introduction**  
**Conducted by:** LEDA Facilitator / LED Agency |
| 15 min.  | **Topic: Presentation of LEDA**  
**Conducted by:** LEDA Facilitator / LED Agency  
**Talking Points:**  
This presentation will be similar to the introductory presentation given during the Kick-Off Workshop. It will briefly introduce fundamentals of LED and the LEDA planning process. It should be clearly indicated where we are now in the LEDA planning process so that observers are able to understand all of the work that has gone into it so far.  
**Resources:**  
• Counterpart International. Training Module 1: Introduction to LED (on file)  
• Counterpart International. Training Module 1.1: Introduction to LEDA (on file) |
| 10 min.  | **Topic: Introduction to LED Agency and Value Chains**  
**Conducted by:** LEDA Facilitator / LED Agency  
**Talking Points:**  
Like the presentation above, this presentation will be similar to the one given in the Kick-Off Workshop, with the objective of familiarizing new observers with the LED Agency and the main approach used in analyzing the local economy. The role of the LED Agency going-forward should be continually re-emphasized during the Presentation Event. |
### Duration: 40 min.

**Topic: Presentation of the Plan**

**Conducted by: LEDA Facilitator / LED Agency**

**Facilitation Instructions:**
The second page of the LED Plan should be copied onto the flipchart paper and pasted on the wall, the names of the shortlisted sectors and the vision for local economic development should be read out. The list of project ideas should be prepared on a flipchart paper according to the following format:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Sub-Sector</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade</td>
<td>Retail trade</td>
<td>- Opening modern equipped shops</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Providing commercial premises with new, modern equipment and goods</td>
</tr>
<tr>
<td>Services</td>
<td>Services through agricultural equipment</td>
<td>- Opening an agricultural equipment park</td>
</tr>
<tr>
<td></td>
<td>Transportation services</td>
<td>- Opening a taxi park that renders quick and comfortable services</td>
</tr>
<tr>
<td></td>
<td>Car services</td>
<td>- Opening a center that renders technical services to modern cars</td>
</tr>
</tbody>
</table>

**Resources:**
- Completed LED Plan (completed in previous step)

### Topic: Collection of Additional Project / Initiative Ideas

**Conducted by: LEDA Facilitator / LED Agency**

**Facilitation Instructions:**
The participants are asked to write additional project ideas on mesocards in addition to those presented. The collected mesocards will be pasted on the flipchart and project criteria will also be written on the separate flipchart and pasted on the wall and numbered. All the participants (including LEDA team) will be provided with square shaped cards 10x10cm and the cards, each numbered according to the criteria. Then everybody will be asked to evaluate each project idea using three criteria raising the numbered cards. The evaluations will be by project ideas, e.g. three voting for each project idea first, and then the next project idea will be evaluated in the same way. After each voting, the number of votes will be counted and written on the mesocard which states the project idea. At the end of the voting, the project ideas will be shortlisted. Sorted additional project ideas should be added to the original list of project ideas. LEDA Facilitator informs the participants that the additional project ideas will be included to the final version of the LED Plan.

**Resources:**
- Completed LED Plan (completed in previous step)
- Mesopartner Germany. How to Conduct a PACA, Annex 1: About mesocard, pp. 103-108. (on file)
## Duration | Activity
--- | ---
40 min. | **Securing Commitments to the Plan**
**Conducted by:** LED Facilitator / LED Agency

**Facilitation Instructions:**

1. The Facilitator starts by explaining again that the LED Agency will be responsible for organizing, monitoring and carrying-forward the plan in the coming days, months and years. In order to get off to a good start, we are seeking commitments to the plan, whether for specific projects or broader initiative areas.

2. The Facilitator emphasizes the presence of business, government, donors and other influential parties at the event. Referring to the final list of initiatives and projects, Facilitator indicates that Counterpart is ready to contribute $\_\_\_ amount to $\_\_\_ initiatives / projects in this cluster. Counterpart's commitment should not be specific to any one project or initiative, but it should firmly indicate the amount of money Counterpart intends to contribute to support this plan (in project funds, training, TA, etc.).

3. Facilitator requests that any willing contributors come up to the project list and write-in their anticipated commitment. No specific person, business, or government should be put on the spot. It should be explained that these are anticipated commitments, for which the group expects that effort will be made to obtain the goal. It should not, however, be understood as an on-the-spot promise.

4. At the conclusion of this process, the list of initiatives / projects with each party's anticipated level of commitment should be reviewed by the Facilitator in front of the group and verified for its correctness.

30 min. | **Topic: Explanation of Next Steps**
**Conducted by:** LEDA Facilitator and LED Agency

**Talking Points:**

It is now the job of the Facilitator to clearly explain to participants that the plan is now moving into the “Implementation Phase” and is the direct responsibility of the LED Agency. Concrete steps that will be taken under the leadership of the LED Agency within a fixed period of time include:

- Revision of the LED Plan to reflect any additions from the Presentation Event, and public posting / distribution of the Final Version.
- Follow-up “Action Planning Meetings” for all projects and initiatives identified in the plan, including participation of indicated contributors.
- A highly-public Request for Applications associated with Counterpart’s support to the LED plan.
- Bi-annual public meetings organized by the LED Agency to review progress of plan implementation, revise activities, and secure additional commitments.

All participants in the Presentation Event should be invited to be active in the Cluster, no matter how great or modest their contribution to the plan might be. Contact details of the LED Agency and Process Coordinator should be shared with everyone attending the meeting.

**Close the Event**
The presentation event is critical to the LEDA planning process. This is a high-profile event that serves to generate participation, support and investment in the LED process.