

The European Council of Town Planners

Regional spatial development strategy - Innovation in decision-making

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Contents

- **Definition of decision areas and discussion panels**
- **Methodological steps towards the formulation of a Development Strategy**

Decision Areas and Subjects in Algarve Regional Plan

Panel A – Environmental Conservation and Biodiversity, Environment, Energy, Water Resources, Agriculture and Fisheries

Environmental Conservation and Environment

Mining and quarrying

Energy

Water resources

Agriculture and rural development

Fisheries

Decision Areas and subjects

Panel B – Spatial System

Regional Infra-structures

Regional Social Facilities

Transportation and accessibilities

Logistics

Spatial Model and land use

Panel C – Economic base, Tourism and Heritage

National and European setting

Economic Base

Tourism

Heritage

Decision Areas and subjects

Panel D – Research, Development and Innovation

Technologic Innovation and its diffusion

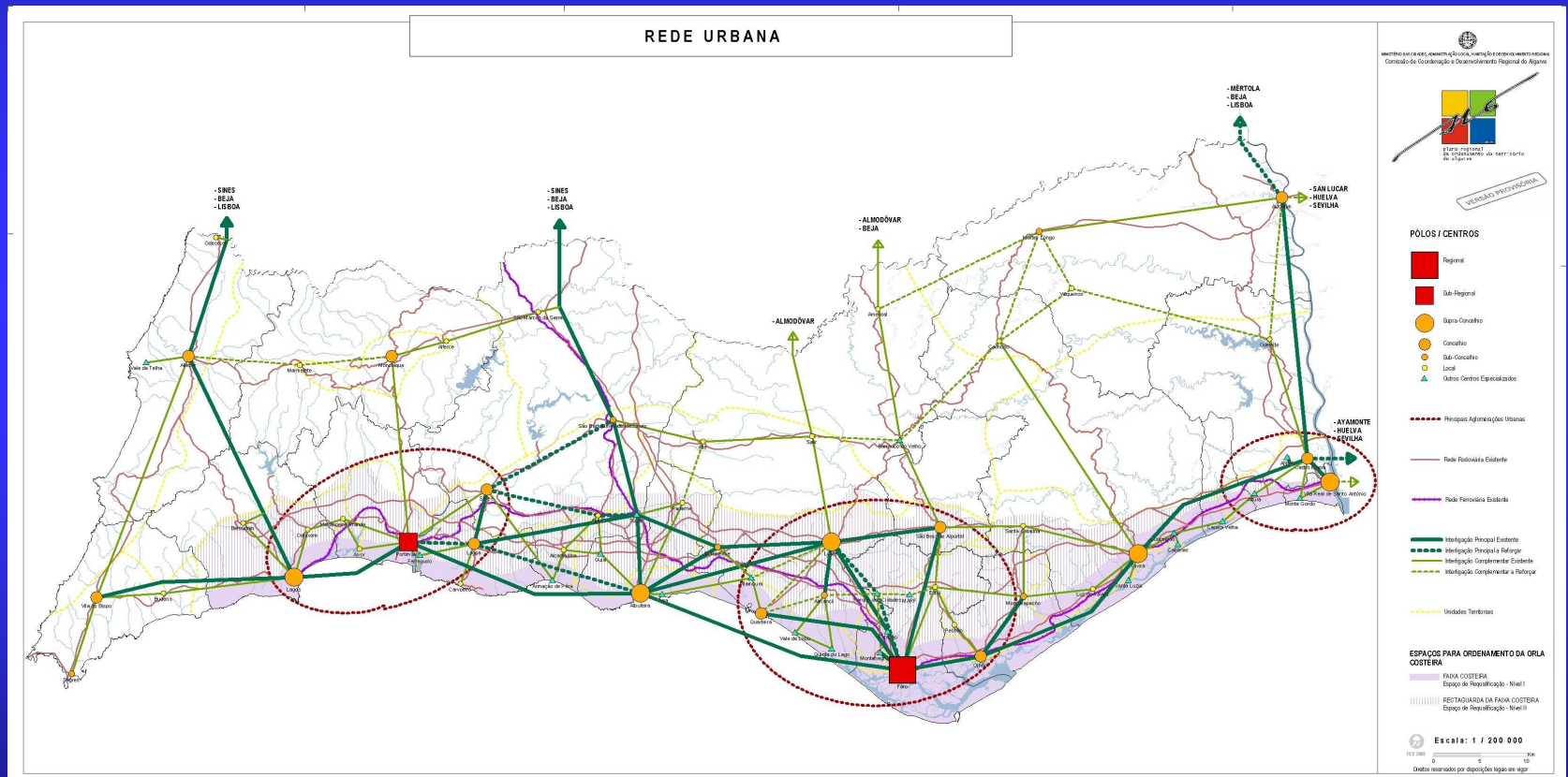
Productivity, Competitiveness e Connectivity

Entrepreneurship

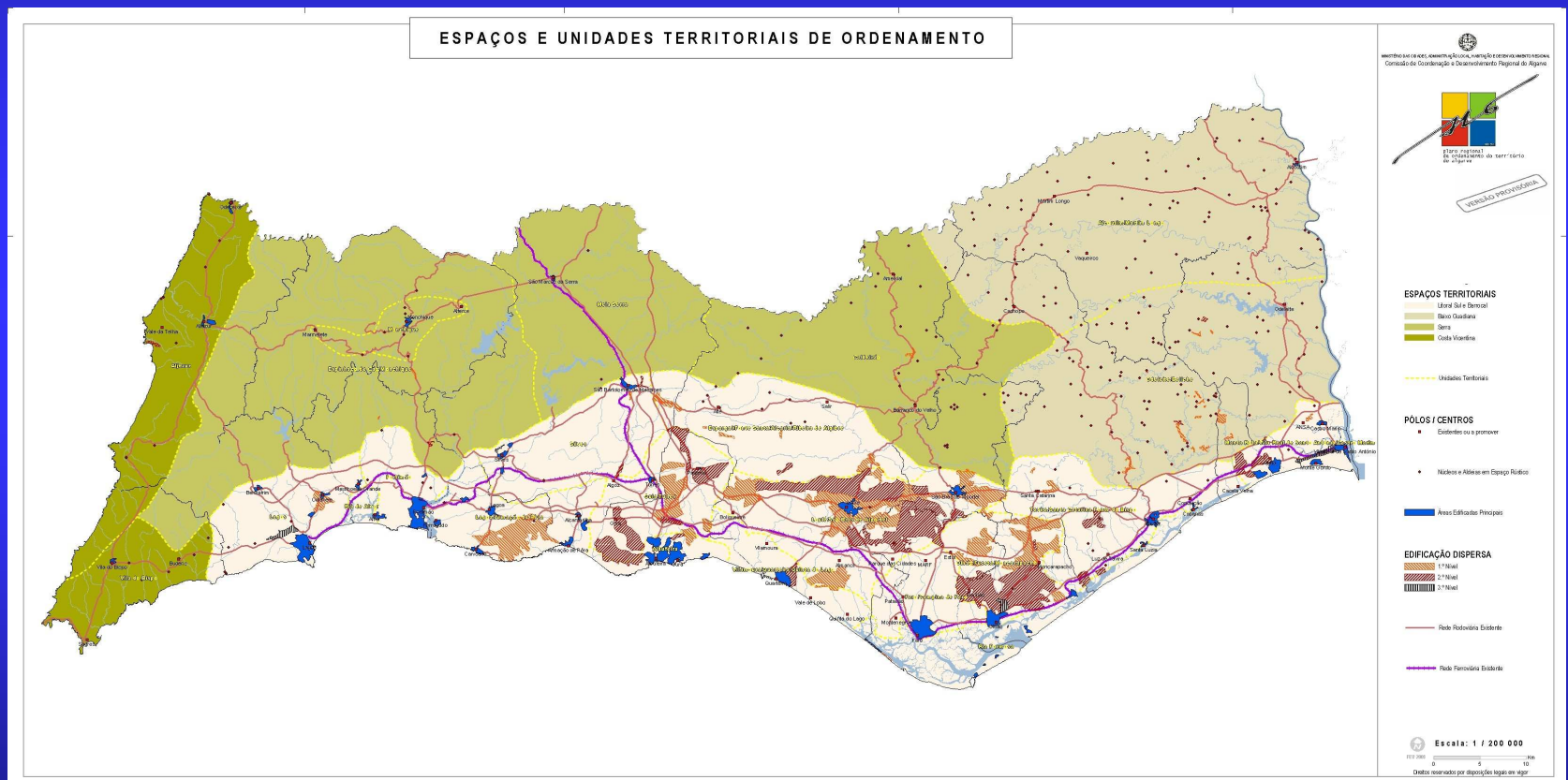
Panel E –Economic, Social and Territorial Cohesion

Education and professional training, Health, Security, Culture, Social Exclusion

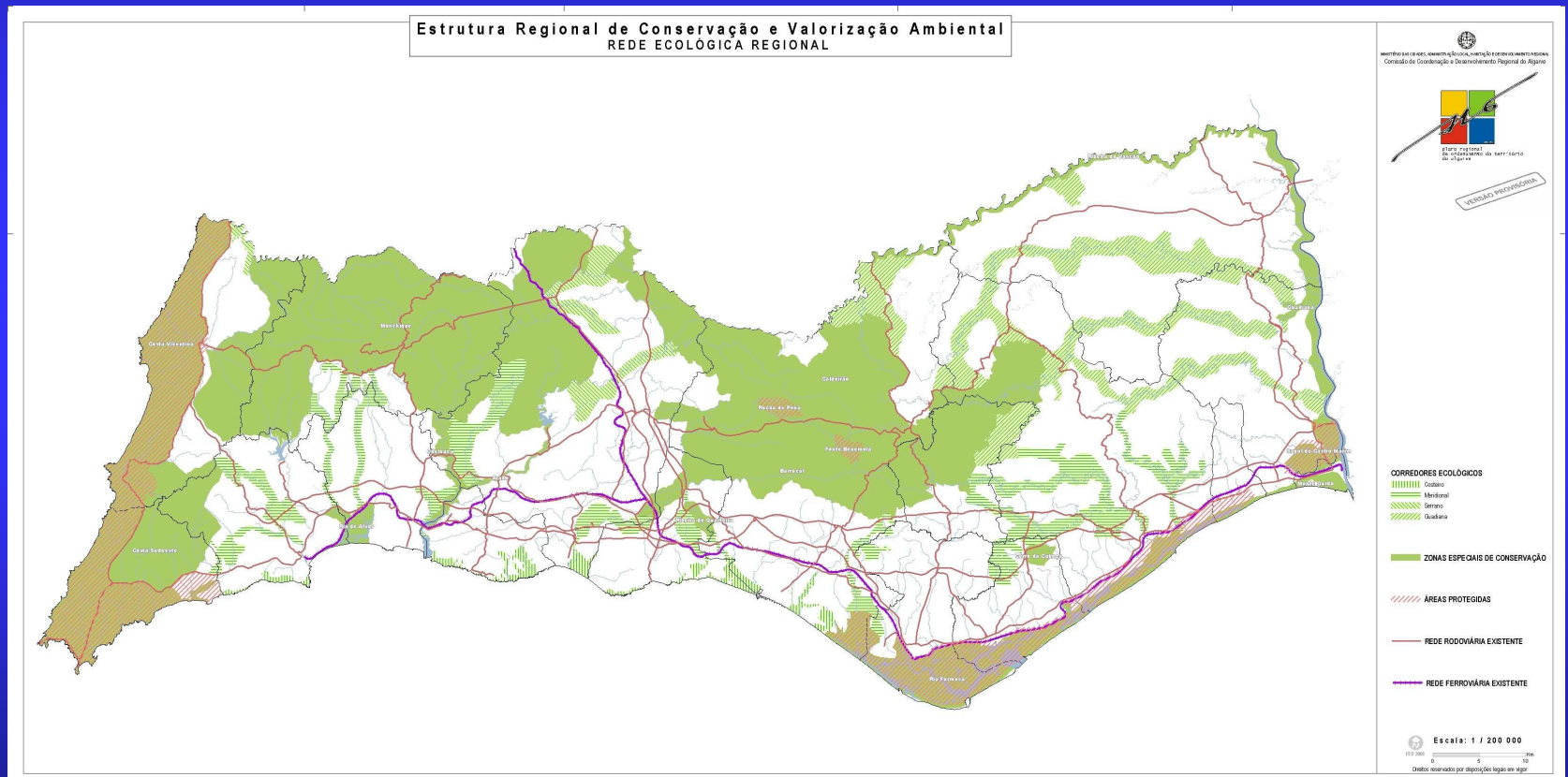
Spatial Model



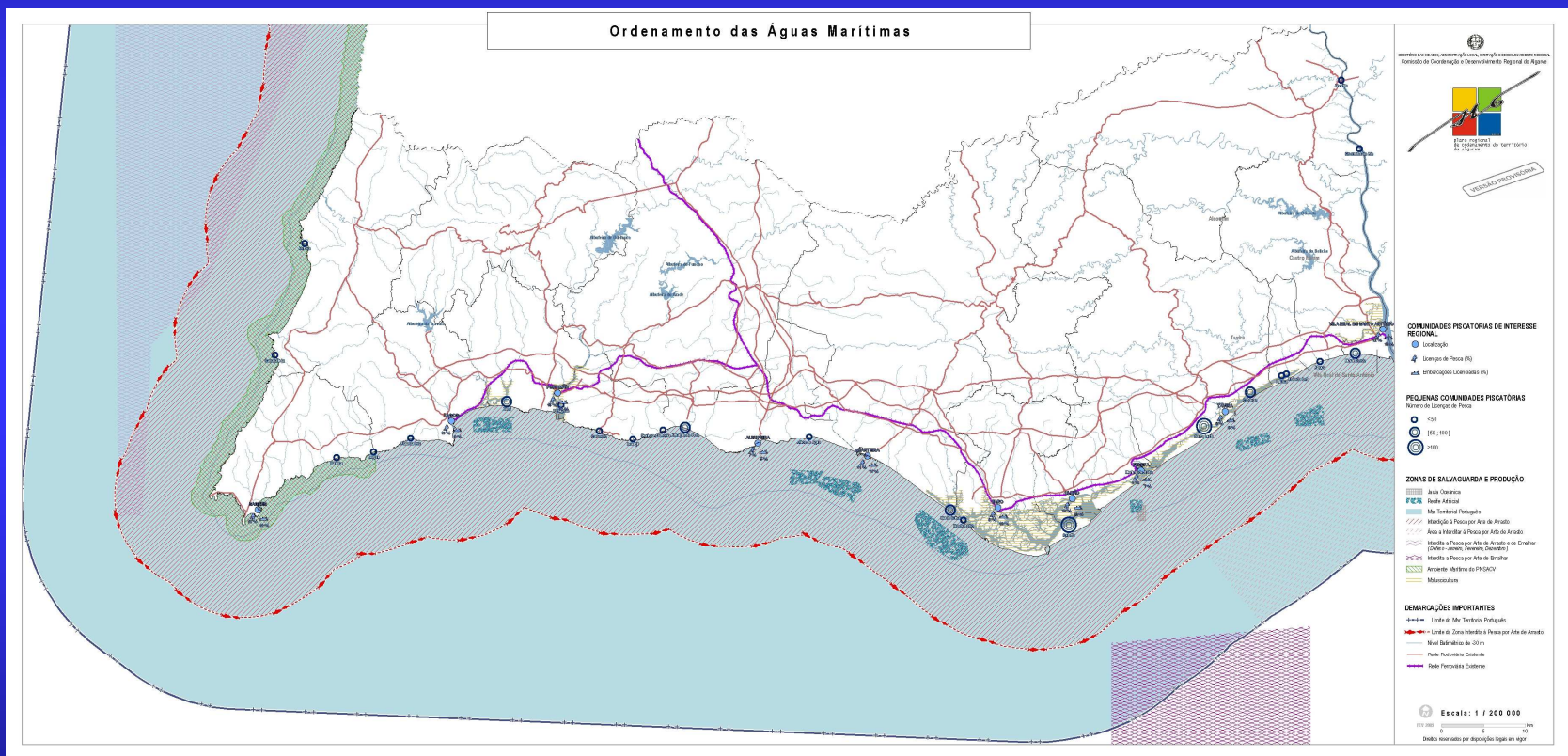
Spatial Model



Spatial Model



Spatial Model



Identifying and ordering the policy measures adequate to achieve the proposed Vision

■ Definition of the political measures – **Key issues**

Which policy measures are more adequate to achieve the Vision, in territorial, social and economical, and in environmental terms ?

Which are the differences between the different policy measures in what concerns their expected contribution towards the achievement of the fundamental objectives ?

Which are the differences between the different policy measures in what concerns implementation / doability risks ? Which options should be priorities ?

Identifying and ordering the policy measures adequate to achieve the proposed Vision

- Definition of policy measures – **key-definitions**

Formulation of a complete set of policy measures

Strategic analysis of policy measures *versus* fundamental objectives

Benefit analysis – doability of policy measures

Definition of strategic alternatives

Metodological Steps

STEP 1

Identification of objectives and of the initial version of the policy measures

OBJECTIVES

- Identification of objectives for each area consistent with the Vision
- First formulation of the packages of policy measures based on:
 - Diagnostic
 - Vision
 - Benchmarking

Formulation of policy measures

■ For each Decision Area:

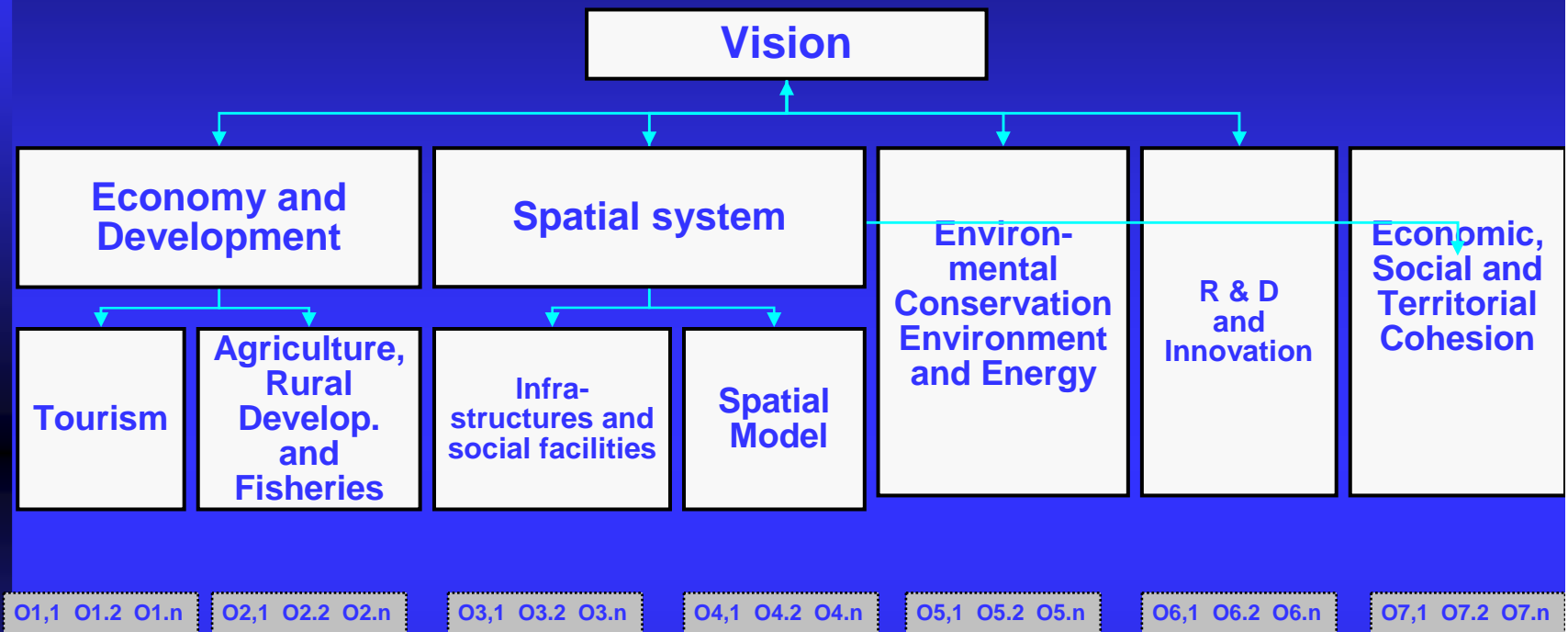
1. – Definition of the fundamental objectives (based on the Vision and the Diagnostic)
2. – Definition of the operational objectives (through the development of the fundamental objectives)
3. – Identification of ‘levers’ (people, material and immaterial resources, institutions and implementation models) considering the objectives
4. – Iterative formulation of policy measures and their packages, including illustration of concrete actions (coupling to ‘levers’)

Formulation of policy measures

Fundamental Objective	Description

Formulation of policy measures

Expected result from Step 1



Fundamental
or Policy
Objectives

Policy
Measures

– P1.1
– P1.2
– ...
– P1.n

– P2.1
– P2.2
– ...
– P2.n

Evaluation matrix of all the policy measures according to the expected achievement of all the operational objectives

Metodological Steps

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STEP 2

Pre-validation of objectives and measures within the planning team

OBJECTIVES

- To ensure that no objective, measure or lever has been forgotten
- Which policies to implement immediately
- Which are the constraints applicable to some measures (legal and institutional framework,...)

Metodological Steps

STEP 1

Identification of objectives and of the initial version of the policy measures

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- First formulation of the packages of policy measures

STEP 2

Pre-validation of objectives and measures within the planning team

OBJECTIVES

- To ensure that no key issue has been forgotten
- Which policies to implement
- Which are the constraints applicable to some measures

STEP 3

Validation of objectives and measures with key-representatives (1st Panels)

OBJECTIVES

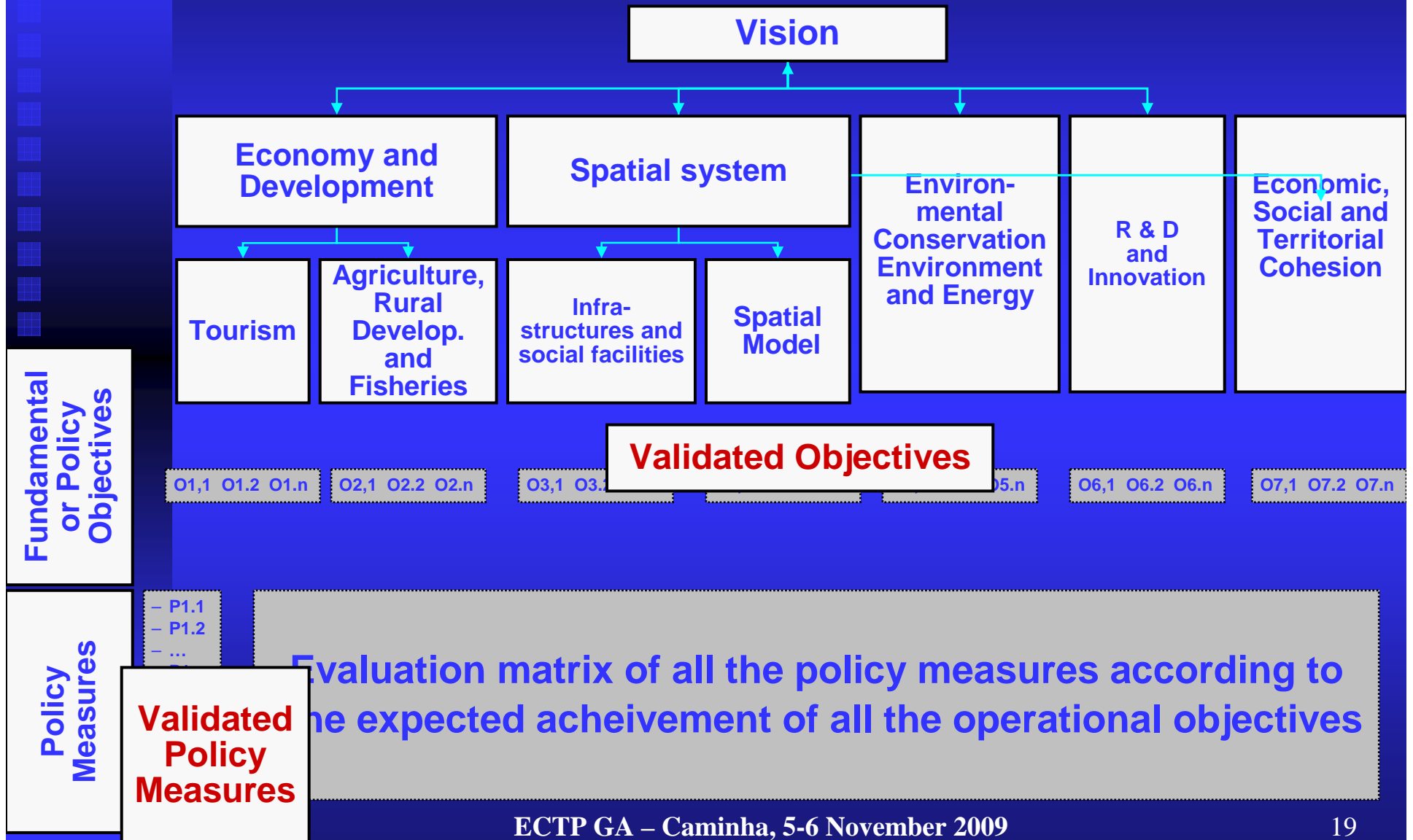
- Validation of objectives and measures to achieve them
- To ensure a shared understanding of the objectives and measures to be evaluated

Metodological Steps

- **To improve the understanding about the specific scope of each policy measure:**
 1. – Fundamental (or policy) objective
 2. – Operational objective(s) which detail the above
 3. – Description of the policy measures
 4. – List and description of the concrete potential actions
 5. – Expected impacts

Formulation of policy measures

Expected result from Step 1



Metodological Steps

STEP 1

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Validation of objectives and measures with key-representatives (1st Panels)

OBJECTIVES

- Validation of objectives and measures to achieve them
- To ensure a shared understanding of the objectives and measures to be evaluated

STEP 4

Decision Conferences by panels (2nd round)

OBJECTIVES

- Value judgements:
 - Expected **Achievement** of the objectives
 - **Doability** of each measure
 - **Cross effects**
 - **Relative weights** of objectives

Evaluation of policy measures

- **Direct Impacts and cross impacts:**

The expected achievement of an objective by a measure of the same scope and subject panel corresponds to a direct impact, and is placed in a diagonal cell in the evaluation matrix. The expected achievement of an objective by a measure of a different scope and subject panel corresponds to a cross impact or effect, and is placed in a non diagonal cell in the evaluation matrix.

Evaluation of policy measures

- Evaluation scale for value judgements:



Evaluation of policy measures

■ Decision conferences:

Evaluation, by the panel, of the expected contribution of each policy measure to the achievement of each objective of each Decision Area. The policy measures to evaluate are:

- the ones specific to the subject of each panel
- those within the scopes of all the other panels

As measures which cross effects according to all key experts are contained between *negative moderate* and *positive moderate* are excluded from further evaluation

Evaluation of policy measures

- **Decision conferences:**

A large dispersion of value judgements of a policy measure implies the need of further discussion among the experts about the reasons for such differences, in order to reduce the divergence of opinions through new value judgements

Evaluation by the panel of the relative weights of the fundamental objectives in order to establish their relative importance within each Decision Area

Evaluation of policy measures

- **Decision conferences:**

Evaluation by the panel of the doability of each policy measure. The level of doability of each policy measure is evaluated in qualitative terms, considering its technical, financial, institutional, and political feasibility.

Debate and formulation of recommendations about the more attractive policy measures, considering their joint benefits and their doability

Evaluation of policy measures

- **MACBETH methodology:**

The policy measures are evaluated in pairs.

Based upon the qualitative judgements by the experts of the planning team, for each sub-set of policies, the method automatically generates ratings for the policy measures.

Each rating measures the attractiveness of each measure in terms of its contribution to the achievement of each objective. If necessary, the ratings may be adjusted.

Evaluation of policy measures

- **MACBETH methodology:**

The different fundamental objectives of each Decision Area are weighted, in order to reflect their relative importance for the achievement of the corresponding Area in the Vision.

The criterion of doability is not weighted in the panels, but by the expert group of the Planning team, in the last step of this process.

Metodological Steps



Evaluation of policy measures

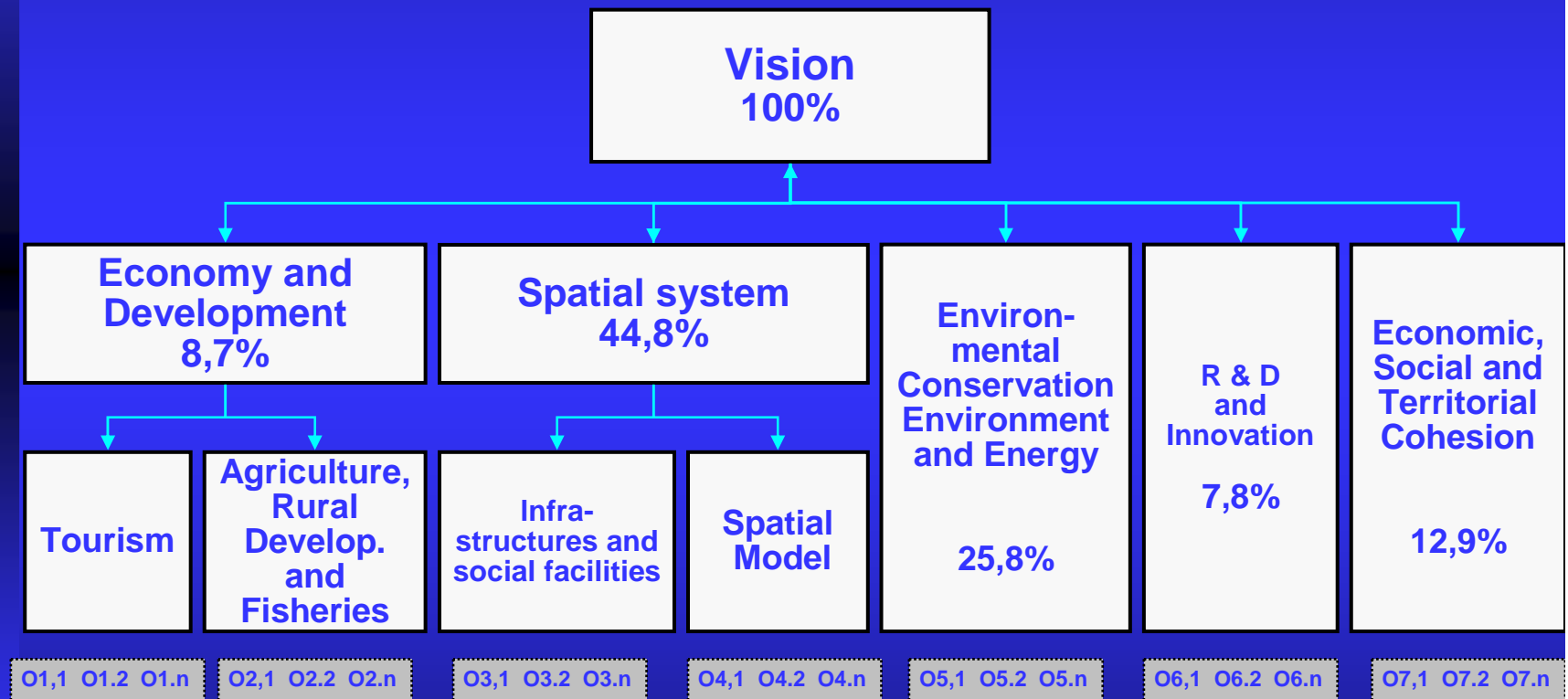
- The computing of the strategic weights between Decision Areas is based upon the weighting of the fundamental selected objectives (one by Area)
 1. – To scale the relative weights within each Decision Area decided by the panels so that the maximum 'swing' is 100.
 2. – To determine how the 100 weights of each Area compare to each other (in pairs) – determination of the cross weights

Evaluation of policy measures

- The computing of the strategic weights between Decision Areas is based upon the weighting of the fundamental selected objectives (one by Area)
3. – To scale the weights of the objectives within each Decision Area, multiplying each one by the cross weight of the corresponding selected objective
 4. – The final strategic weights are thus obtained, based upon normalized weights

Evaluation of political measures

Resulting strategic weights for the components of the Vision
e Decision Areas of the Strategy



Evaluation of policy measures

■ Ratings of policy measures

After the definition of the strategic weights, the ratings of the policy measures become available as criteria to support the final decision process

Evaluation of policy measures

■ Descriptor of the political cost

The mitigation of DOABILITY issues may be suggested during the conference and its results may be incorporated in the Plan and its implementation programme

Implementation framework of the Plan

■ Implementation of policy measures

Establishing priorities – considering the *ratio impact/effort of each policy, together with policy options*

Determining resource allocation: budget(s) and agents

Programming actions (very short, short, medium and long terms)

Implementation framework of the Plan

■ Implementation programme – establishing priorities

First priority - High achievement level and highly doable

Second priority - Average achievement level and highly doable

Third priority - High achievement but difficult to implement (high effort and/or cost)

Fourth priority - Average achievement and difficult to implement

Implementation framework of the Plan

■ Implementation programme – Examples from Algarve

First priority – Integrated management of water resources

Second priority - Management plans for Natura 2000 sites

Third priority - Reduction of catchment in fisheries

Fourth priority – Spaces for inter-municipal co-operation

Implementation framework of the Plan

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