

5. REPORTING ON THE REGIONAL PLANNING STUDIES

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5.1 The reporting procedure

A reporter, usually the team leader, will be assigned the tasks of drafting and editing the successive reports. If need be a team member can be appointed as assistant-reporter. In other cases, reporting will be assigned to the key members of the team.

Figure 5 presents a survey of the various reports, their components, and their sequence. A distinction is made between interdisciplinary reports and the Annexes, which are compiled by each discipline separately.

The first interdisciplinary reports can be regarded as interim approximations of the Regional Development Plan-approximations that gradually improve through newly collected data and deeper insights, until the Final Report is completed. The Inception Report provides the first tentative outline obtained as a result of the reconnaissance stage; the Skeleton Report contains a revised text, based on extensive field work; the Draft Report, resulting from advanced planning studies, is a close approximation to the final Main Report, which is prepared after a thorough discussion of the Draft Report. Each successively completed Report thus replaces its predecessor.

The Main Report is supplemented by Annexes containing detailed professional information.

Drafting the reports and the annexes involves an iterative process, although their preparation is not necessarily at the same pace. With the exception of adjustments found necessary after the collection of additional data, much of the texts of the reports will remain unchanged throughout the planning process because they contain basic information in their first concept. Simultaneously with the Skeleton Report, a tentative list of contents is drawn up for the Final Report and its Annexes.

On the basis of the information from the Annexes, the reporter draws up the

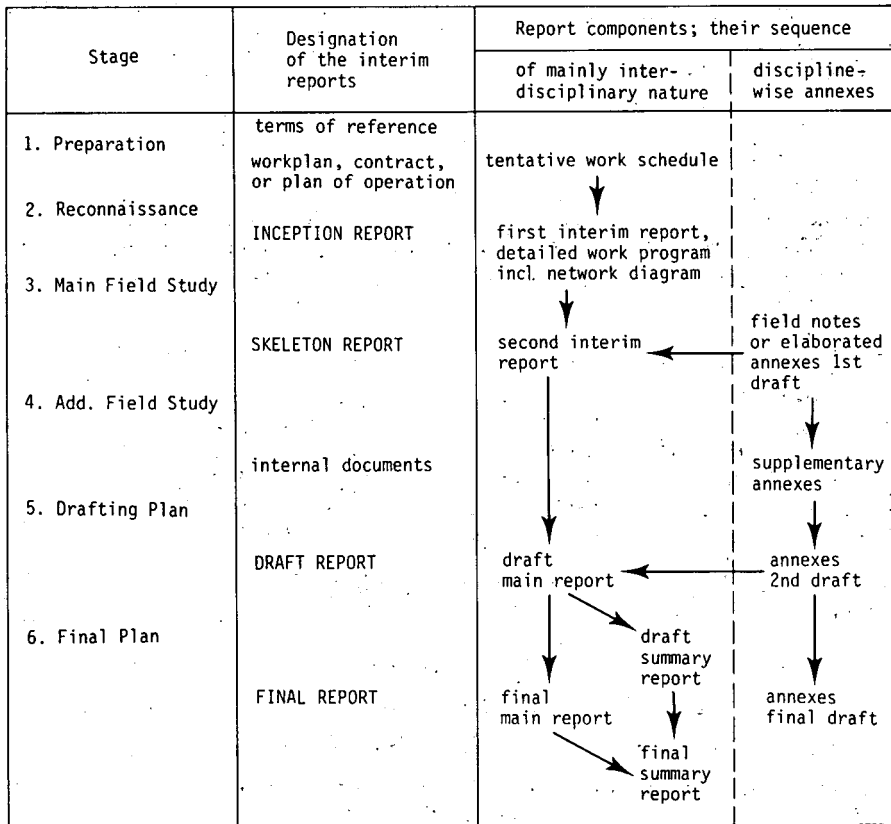


Fig.5. Report schedule for a Regional Development Plan.

Main Report. For this purpose, excerpts from the Annexes must be prepared by their respective authors. The reporter will provide instructions concerning their contents and desired length. These excerpts, or at least the main topics and important conclusions, should not be left until the Annexes as a whole are completed but must be made available to allow the reporter to begin drafting the Main Report as soon as possible.

The (draft) Main Report, finally, provides the basis for the (draft) Summary Report.

5.2 The Final report

The Final Report will usually consist of the following three parts:

Summary Report:

This part is intended for policy makers. It should not exceed 20 pages, and should include the main topics of the planning studies and the most important proposals for the policy makers' decisions. No professional jargon should be used.

Main Report:

This part is intended for heads of departments. It should not exceed 100 pages, and should include the programs and their mutual relationships in detail sufficient for executives at the regional level.* Professional jargon should be kept to a minimum.

Annexes:

The Annexes are intended for fellow professionals in the ministries and their divisions, who will be charged with executing the plan. The number of pages depends on the importance of the discipline(s) concerned. All details necessary for the possible reconstruction of the plan should be included. Jargon is permitted if used within reason. The Annexes should be complete in themselves. One may, of course, refer to other Annexes for details and interrelationships.

In writing the report, one should strive for brevity, and for a well-organized and logical arrangement. The persons for whom the report is intended usually have little time, and a long or disorderly report is either poorly read or not read at all. The complicated and iterative studies that provide the basis for the plan proposals should not be reflected in the texts of the reports; it is sufficient to present the results. Essential information should be condensed in maps and tables; this applies in particular to the Summary and the Main Report. Large-scale maps, detailed maps, work-drawings, and extensive tables belong in the Annexes. The 'present situation' should not receive attention that is out of proportion to the plan itself and the proposed strategies and programs of action. As an indication of what is meant, 20 per cent of the report devoted to the present situation and 80 per cent to the strategies and programs is a much better ratio than the often occurring 50 per cent for each.

* In some cases it may be advisable to write an abbreviated Main Report (25 to 40 pages), in which case the summary could be omitted.

Recommended arrangement of MAIN REPORT and ANNEXES

MAIN REPORT

Section 1. INTRODUCTION

The introduction must state the aims and purposes of the study, the essentials of the problems met in the region, the planning methods used, and the programming of the planning exercise.

Section 2. THE PRESENT SITUATION

A dynamic analysis must be made, not only of the present situation, but also of the past development trends that brought about the present situation. This analysis also comprises a summary description of the relative situation of the region in the country, its relative geographical position and other indicators such as its share of the population, the production, the employment, and the total and per caput income.

For a well-organized report, the present situation should be broken down into a number of 'structures' with an indication of their mutual relationships.

2.1. Natural resources and physical structure

Topography

Climate

Soil

Hydrology

Flora

Fauna

Land use (can alternatively be dealt with under 2.2)

Physical infrastructure: roads, airports, harbours, irrigation and water control systems, settlement patterns, telecommunications, etc.

2.2 Economic structure

Land use (optional)

Per sector: - Agriculture/Forestry/Fishery

- Mining

- Secondary sectors

- Tertiary sectors

2.3 Social structure

Demography

Social relations

Health

Education

2.4 Institutional structure

Public administration
Land tenure
Agricultural institutions

Section 3. POTENTIALS AND CONSTRAINTS

This section can be omitted if the potentials and constraints are apparent in the analysis of the present situation. In that case Section 2 could be entitled 'Present situation, potentials and constraints'. If, the potentials and constraints require detailed consideration however, a separate section is needed. In whatever section they are presented, the potentials and constraints must be clearly stated in the Final Report as they form the basis of explanations why objectives can or cannot be attained. If the objectives of planning are presented in vague terms only, it might be advisable to place this section after Section 4, the Future Situation.

Section 4. THE FUTURE SITUATION

With the tentative objectives in mind, a program is chosen which is potentially feasible (cf. Sect. 3) and could be executed with the means available. In accordance with this choice the tentative goals are adjusted to definitive goals. The next step is to delineate the desired organization of the structures with a view to achieving the definitive goals.

In this planning different time horizons are distinguished:

- a long-term perspective plan covering 15 to 25 years
- a short-term near-future plan covering 3 to 5 years and, if needed,
- a medium term plan for 10 to 15 years.

This section could be placed after Section 5: Strategies and Programs of Action. We consider this less desirable, however, because it seems more logical to outline the future situation first. As follows:

- 4.1 Objectives
- 4.2 Future economic structure
- 4.3 Future social structure
- 4.4 Future administrative and institutional Structure
- 4.5 Future physical infrastructure

Section 5. STRATEGIES AND PROGRAMS OF ACTION

This section describes the activities which, given the present situation, will have to be undertaken to attain the definitive objectives. It should be confined to stating the essential components of the programs and identifying

the projects. Of great importance, however, is to explain to what extent these programs and projects are interrelated. Project and program identification and defining the mutual relations between these activities are the specific goals of regional planning.

This section, together with Section 7, makes up the core of the regional plan.

More detailed descriptions of programs and projects should be given in the Annexes.

Section 6. ECONOMIC ASPECTS

Presented in this section are all economic aspects except those like cost/benefit analysis results, etc., which are treated in other sections.

Section 7. AN INTEGRATED DEVELOPMENT PROGRAM AND ITS EXECUTION

This section must clearly indicate what has to be done, and when, where, and by whom it has to be done. It should include the complete programming, financial aspects, budget programming, (divided into development and recurrent expenditures), manpower, organization, etc. It is recommended that this section concludes with a survey of the interrelation of the development activities, possibly with a schematic network diagram. In addition, the institutional structure needed for the execution of the regional plan can be emphasized here once more.

The geographical location of the major programs and projects should be indicated on a map (scale 1:100,000 to 1:250,000).

ANNEXES

As stated earlier, the Annexes are written for the benefit of fellow professionals who will be charged with executing the plan. The Annexes must provide them with all the information they need for the execution, and for any review or adjustment of the plan, without them having to call upon the original planners for assistance.

The Annexes should be complete in themselves. Their contents will follow the same lines as the Main Report, with deviations where necessary. Their main structure will be:

- Dynamic analysis of the present situation
- Potentials and constraints
- Future situation
- Programs of action

The Annexes should present all data, assumptions, calculation methods, and so on, which were used in drafting the plan, and are considered necessary for any review and/or adjustment of the plan in the future.

The Annexes should be organized in such a way that they correspond with the area of duties for each of the agencies responsible for the implementation of the programs and projects.