



# Frontiers of Regional Planning for Sustainable Development: from Theory to Application

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*Advanced techniques for the planning and management of regional development to the aim of sustainability: successful experiments in the European Union*

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To plan and manage regional development, different dimensions of time (the present and the future), of space (local, inter-local, global) and of interests (economy, the environment, socio-culture) must be taken into consideration simultaneously looking at the complexity and continuous change within and between different systems.

Only two points will be considered in this presentation:

- ***endogenous*** approach, which calls for decentralisation of decision-making (regional and local planning and managements) and integration between policies and actions
- ***stakeholders orientation***, which calls for integration of different interests within and between decision-making processes;

Finally, a systemic approach will be briefly introduced (SQM – Sustainable Quality Management®)



# **Endogenous approach & integration between different policy fields**

examples are taken from the European strategies along a trajectory that combines employment, social inclusion, corporate social responsibility and sustainable development



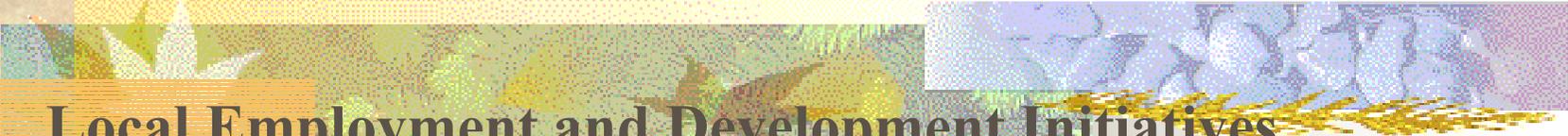
## Local Employment and Development Initiatives

Beginning in the 1980s

EU Commission and OECD

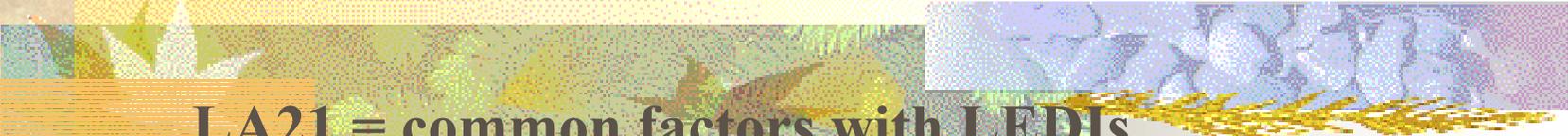
*“initatives which have occurred at the local level - often involving co-operation between individuals, action groups, the social partners, and local and regional authorities - with the specific aim of providing additional, permanent employment opportunities through the creation of new small scale enterprises“*

LEIs are socially complex processes through which *local actors* conceive and implement *innovative courses of action* based on a synergetic utilisation of endogenous resources, to foster employment by means of the diffusion of entrepreneurial culture



## Local Employment and Development Initiatives

- diversified structures
- a spontaneous origin at the grassroots level
- objectives, products and services that are of both an economic and social nature (self-help, social economy, social entrepreneurship, not-for-profit or third sector).
- private, public and social sectors involved to become proactive participants in local development by combining sectoral initiatives into integrated policies and plans (e.g. through local development agencies and employment services)
- from quantitative growth to the development quality
- from standardisation to the value of diversity
- from generic attempts to the identification of local problems and targets
- from short to long term focus by developing dynamics and capacities of the local actors to anticipate and manage change



## LA21 = common factors with LEDIs

Rio Declaration and Agenda 21 (1992) = to create strategies for sustainable development at local and regional levels

- endogenous development as a concept where human capital is continuously improved through bottom-up approaches
- global – local linkages
- the best use of social, economic and environmental resources in the local area
- good governance and subsidiarity to empower local communities, groups, non-governmental organizations and individuals, allocating autonomy, responsibility, accountability and resources to the most appropriate level (de-centralisation, de-concentration)
- participation through appropriate approaches, tools and techniques
- partnership and co-operation to integrate different actors, policy fields and instruments, funding streams (micro-credits and grants)
- exchange and dissemination of good practices in order to avoid single model which does not correspond to the variety of local diversities and identities



## European Strategies: Employment + Social inclusion

*Acting Locally for Employment*, New European Employment Strategy (“full employment and better jobs for all”), the Strategy against poverty and social exclusion have in common the following ingredients:

- Employability, Entrepreneurship, Adaptability and Equal Opportunities
- multidimensional actions to cope with poverty and social exclusion within and between the present and future generations (access by all to resources, rights, goods and services
- integration between bottom-up and top-down approaches
- a closer connection between economic development, employment and social inclusion policies
- a better governance, based on a strong mobilisation and involvement of all relevant actors, partnership and networking, effective and efficient delivery services, integrated administrative practises, adequate financial allocations
- intermediate support structures, appropriate vocational training systems, mutually supportive economic, structural and social policies



## European Strategies: Employment + Social inclusion + CSR

*Corporate Social Responsibility (CSR) constitutes a business contribution to Sustainable Development:*

“a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”; “not an optional "add-on" to business core activities - but about the way in which businesses are managed” ... “over and above legal requirements”

- employment and social policy integrates the principles of CSR, in particular, through the European Employment Strategy, the European Social Inclusion Strategy, initiatives to promote equality and diversity in the workplace, the EU Disability Strategy and the Health and Safety Strategy and so on
- CSR is really manifested when there is a development in the quality of employment and specific measures are taken to promote lifelong learning, social dialogue, information, consultation and participation of workers, equal opportunities, integration of people with disabilities, anticipation of industrial change and restructuring.



## The EU Strategy on Sustainable Development (2001)

All the above-mentioned strategies are integrated, in their turn, within the European Strategy for Sustainable Development (*A Sustainable Europe for a Better World*), which declares that:

fundamental labour rights, gender equality, public health, the fight against poverty and social exclusion, the economic and social implications of an ageing society are main issues to be dealt with through a comprehensive, cross-sectoral strategy for sustainable development.

In fact the EU strategy must fully integrate the economic, environmental and social pillars of sustainable development. Therefore all policies should be judged by how they contribute to sustainable development because sustainable development is

- a global perspective and a broader long-term vision where decoupling environmental degradation and resource consumption from economic and social development requires a major reorientation of public and private investment



## The EU Constitution

The EU strategies are embedded into an overarching trajectory, which milestones are represented by the Charter of Fundamental Rights of the European Union, proclaimed in Nice in December 2000 and the Article 3 of the Draft Treaty establishing a Constitution for Europe, which states that the Union's objectives are inter alia to:

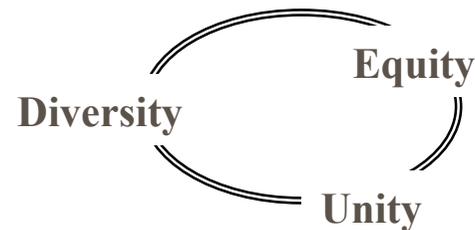
- work for the sustainable development of Europe based on balanced economic growth, a social market economy, highly competitive and aiming at full employment and social progress, and with a high level of protection and improvement of the quality of the environment
- combat social exclusion and discrimination, and promote social justice and protection, equality between women and men, solidarity between generations and protection of children's rights
- contribute to peace, security, the sustainable development of the earth, solidarity and mutual respect among peoples, free and fair trade, eradication of poverty and protection of human rights and in particular children's rights, as well as to strict observance and development of international law, including respect for the principles of the United Nations Charter

## The EU enlargement: “more unity and more diversity”

“*More unity and more diversity*”: this is the motto of the European Union enlargement.

European policies are aimed at meeting this challenge by mobilising and recombining different local resources and making them accessible as part of a collective learning process to create a “Sustainable Europe for a Better World”

**Diversity and Unity** stay together by means of **Equity**



Equity requires that diversities and different interests are fully recognised, put in value, mixed and combined in a “win-win” perspective. Equity is the reason why relationships between different components allow them to share a common life, to co-evolve and self-organise themselves. Equity is a concept formulated by the human components of the wide range of a (eco)system’s **stakeholders**.

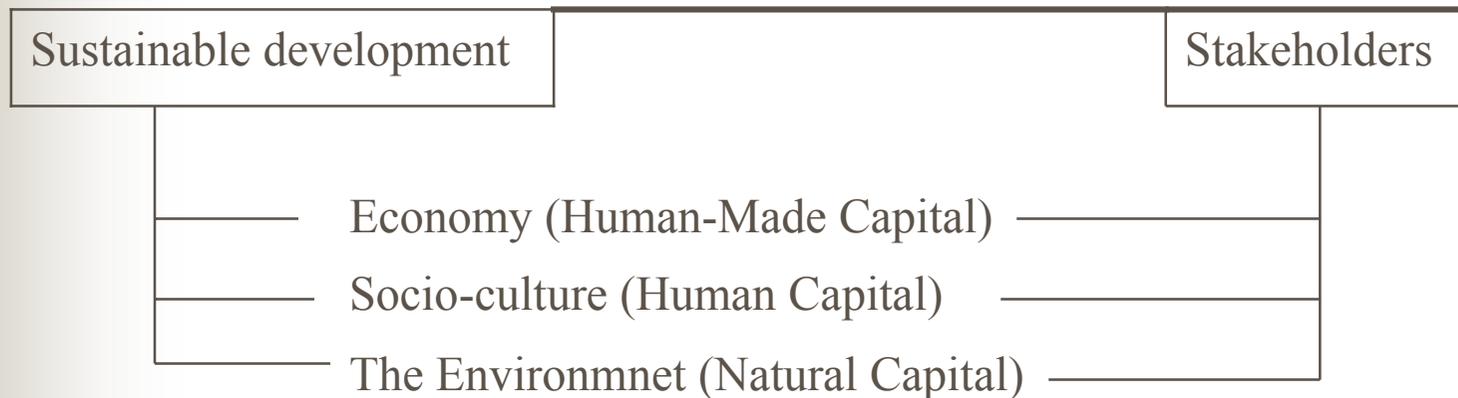


# **Stakeholders orientation & integration between different interests**

examples are taken from the European Governance strategy in employment, social inclusion and CSR programmes

## Stakeholders orientation & integration between different interests

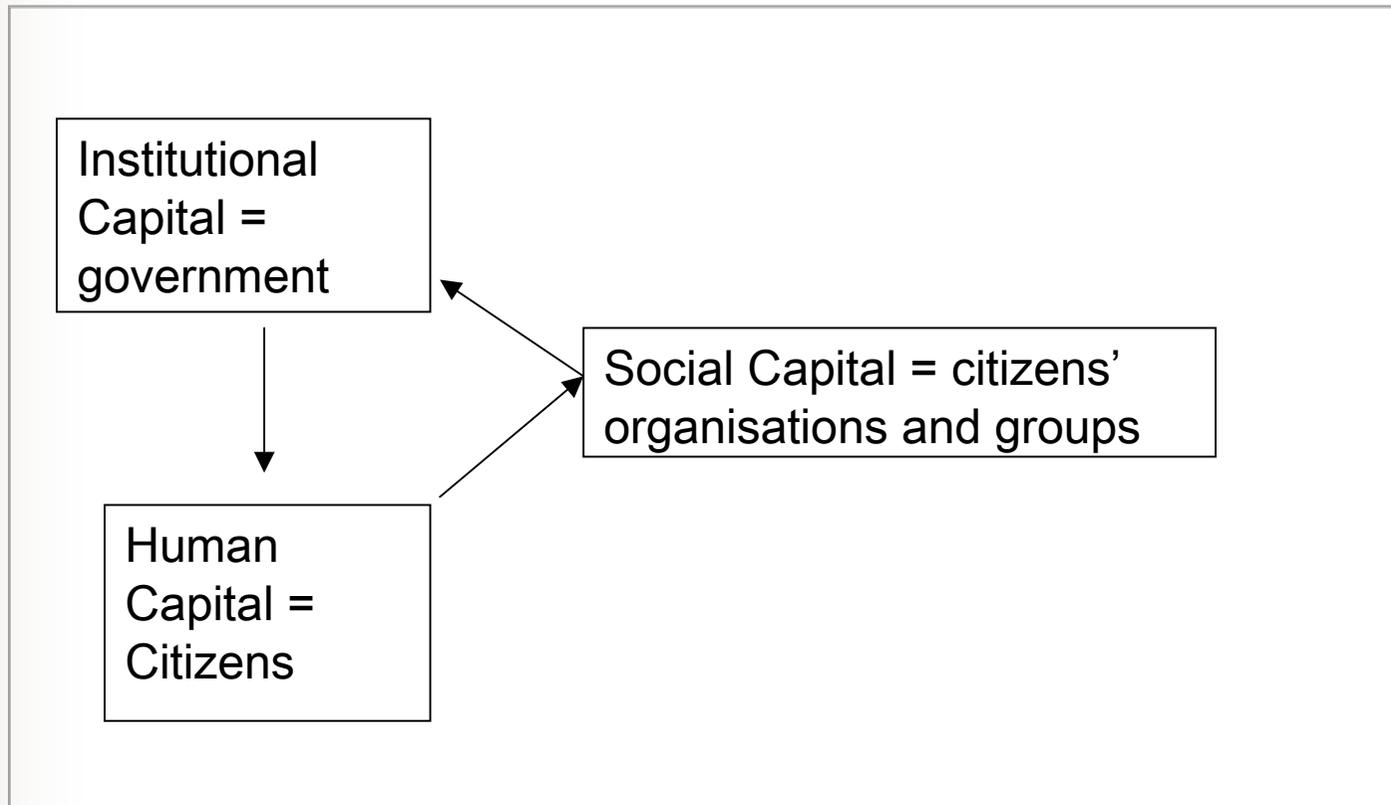
For planning and managing both regional and company development according to the sustainable development concepts, it is necessary to open our views to a broader range of stakeholders, including the civil society and of the so-called *stakeholders without voice*, namely the *natural environment*, the *non-human species* and the *future generations*, unable to speak for themselves.



The stakeholders orientation is at the basis of Governance

# Stakeholders orientation & integration between different interests

**Governance** is a broader concept than government and it refers to the process that involves Institutional, Human and Social Capital



## The European Governance

The five principles of the European Governance:

- *Openness*; institutions should be nearer to the citizens

- *Participation*; throughout the policy chain – from conception to implementation, following an inclusive approach

- *Accountability*; roles and responsibilities need to be clearer at whatever level decisions are taken and implemented

*Effectiveness*; policies must be effective and timely, delivering what is needed on the basis of clear objectives, an evaluation of future impact and, where available, of past experience

- *Coherence*; policies and actions must be coherent and easily understood to ensure a consistent approach (economic, environmental and socio-cultural) within a complex system

These principles are nourished by Subsidiarity, affirmed in the previous EU Treaties



## Stakeholders orientation & integration between different interests

**Subsidiarity** is an institutional and social process based on the following principles:

- the capacity of individuals and/or smaller social groups to take care of themselves should not be hampered
- higher or bigger organisations can intervene only when and where the lower or smaller scales do not have this capability
- the subsidiary role of higher or bigger organisations must be temporary in nature; their basic commitment must be to allow individuals and/or minority groups to develop self-management, self-administration and self-governance, by means of empowerment and capacity building
- all levels of society should improve the relationships between the private and public sides, giving to individuals and their communities the responsibility to organise and manage public functions by themselves
- organisational systems should provide and assure cohesion for a “multi-level governance”, where vertical relationships and roles between higher and lower levels, larger and smaller dimensions are managed in a horizontal way according to a value added scale

## Examples of the European Governance

In the **Employment and social inclusion strategies** the '**open method of co-ordination**' was initiated and based on five key principles:

- *Subsidiarity*: The method establishes an equilibrium between European Union level co-ordination in the definition of common objectives and outcomes, and Member States' responsibilities in deciding the detailed content of action.
- *Convergence*: The strategy strives to achieve commonly agreed employment outcomes through concerted action, where each Member State contributes towards raising the European average performance.
- *Management by objectives*: the use of quantified measurements, targets and benchmarks, to allow for a proper monitoring and evaluation of progress. These objectives are based on shared values among the Member States and cover issues which are of common concern.
- *Country surveillance*: The annual reporting leads to the evaluation and comparison of progress made and to the identification of possible best practice among Member States.
- *Integrated approach*: The Employment Guidelines are extended to social, educational, tax, enterprise and regional policies. Structural reforms require consistent and concerted action over a wide range of policies and measures. The 'Luxembourg process' calls for comprehensive employment policies committing Governments as a whole, as well as a wide range of stakeholders.

In the **CSR programme**, the **EU Multi-Stakeholders Forum on CSR**

CONNECTING ALL ASPECTS OF SUSTAINABLE  
DEVELOPMENT

# **SQM – Sustainable Quality Management** ®



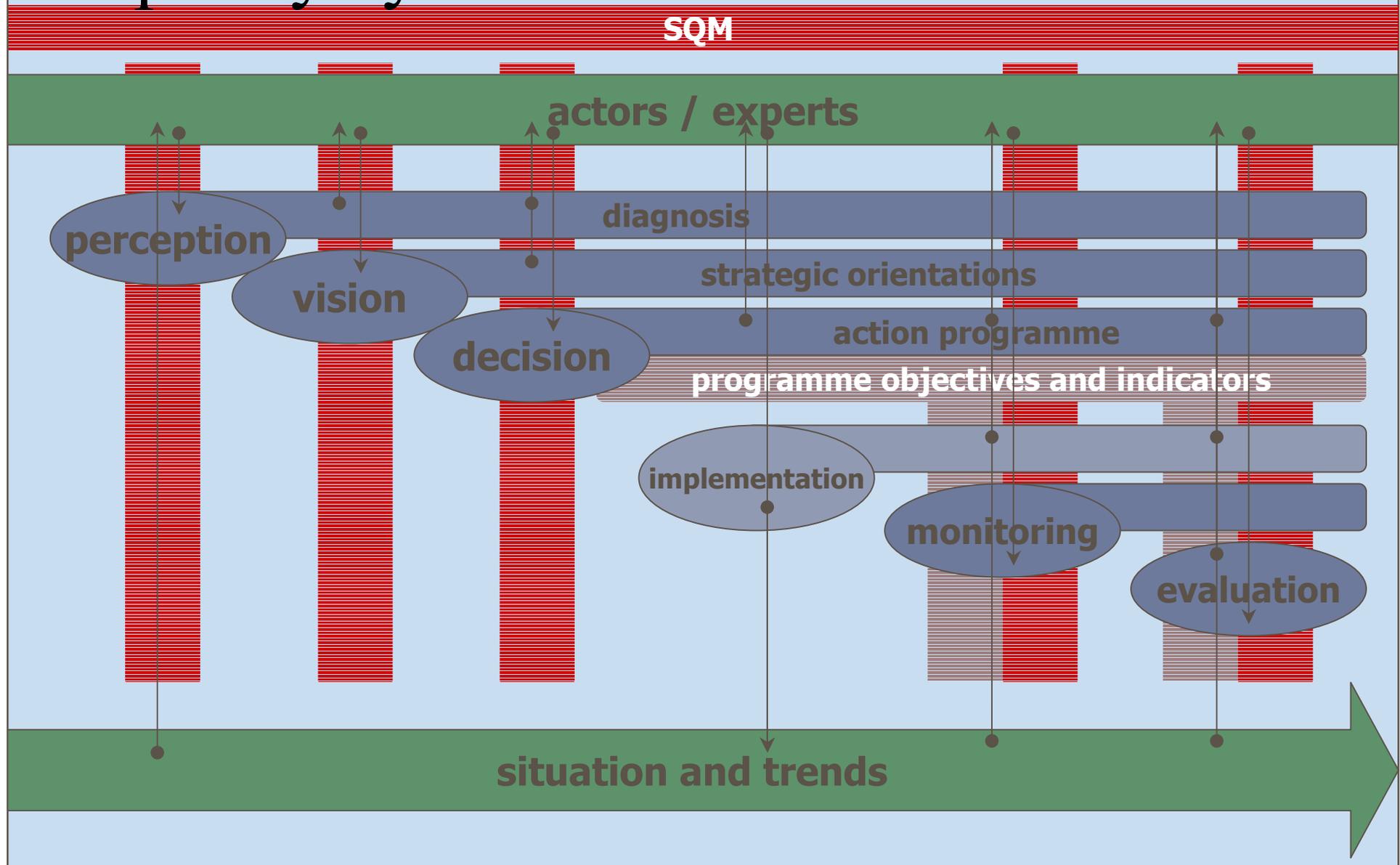
**A flexible & holistic system for managing sustainability processes**



## **SQM – six basic tasks**

- 1 to assess situations and trends**
- 2 to develop strategies**
- 3 to assess programmes, measures and actions ex ante**
- 4 to monitor and to support programmes and actions**
- 5 to evaluate programmes and actions ex post**
- 6 to transfer experiences from one context to another**

# SQM methods: support for every step of the policy cycle

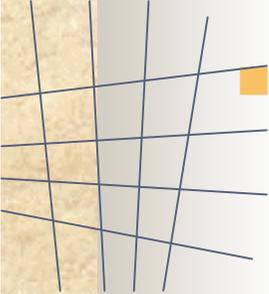


# SQM – Stakeholders involvement

- In order to develop a local or regional programme, it is advisable to systematically involve local actors using SQM. Particularly useful is the establishment of an ad hoc working group of local actors (WGLA).
- The WGLA consists of persons reflecting the local driving forces and interests – it is not a group of official representatives; “*who is excluded?*”
- The members of the WGLA should be willing to go through a process of open collective learning.
- The WGLA develops a common perception of the locality and a shared vision for further development.
- Co-operation within the WGLA requires time.
- The WGLA is a creative group – there is no hierarchy.
- Official decisions should be taken at a later stage by formally authorised institutions.



# SQM - a system based on simple questions:

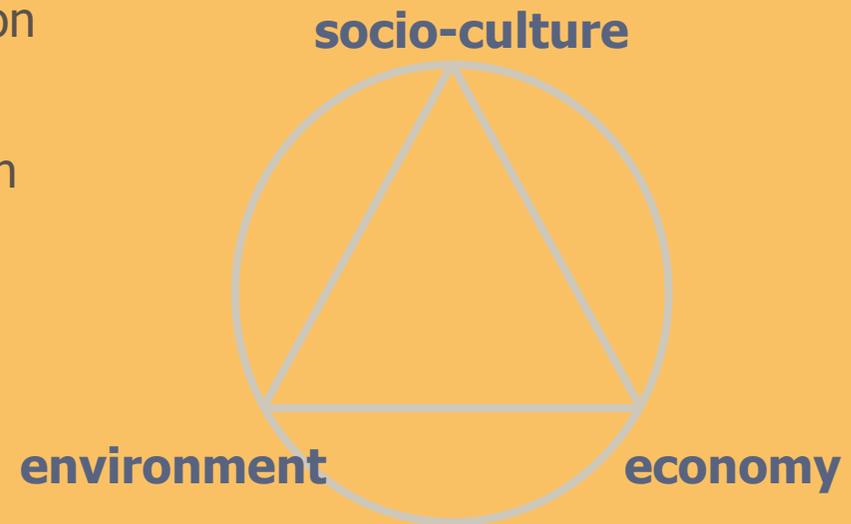
- 
- Which direction do we choose for our future?  
**ORIENTATION** – The principles of sustainable development
  - Which are the societal forces and the capacities for co-operation?  
**SOCIAL POTENTIAL** – The local key factors for sustainable development
  - Which levers could be used for reorienting development?  
**ACTION DYNAMICS** – The transformation levers

# ORIENTATION: 10 aspects of Sustainability: WHAT?

What do we want to sustain?

## Development dimensions

1. Environmental dimension
2. Economic dimension
3. Socio-cultural dimension

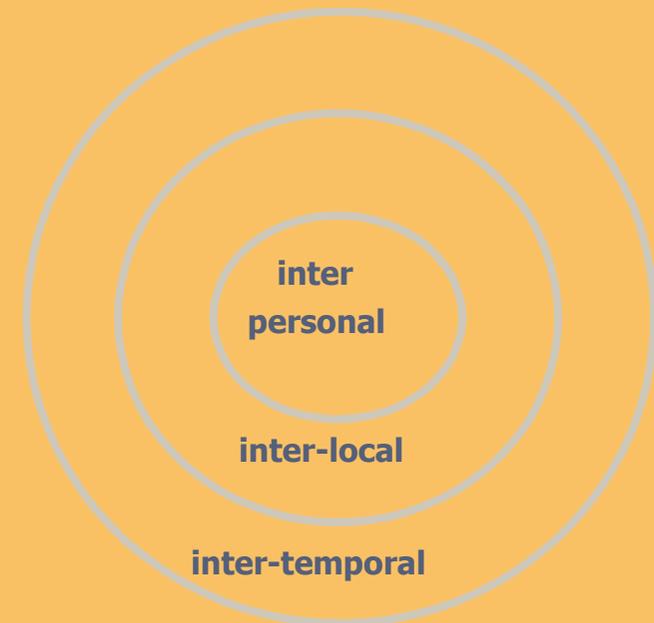


# ORIENTATION: 10 aspects of Sustainability: WHY?

Which conflicts of interest are  
the motives?

Dimensions of equity

4. Equity between individuals  
(social and gender equity)
5. Equity between territories  
(inter-local)
6. Equity between generations  
(inter-temporal)

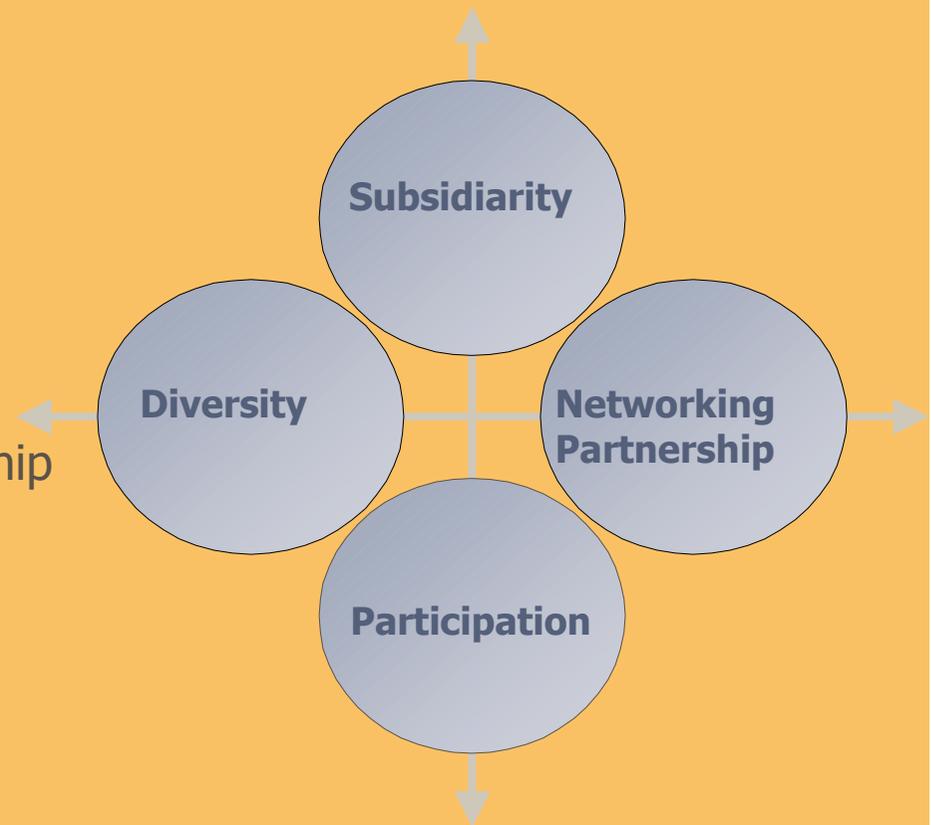


# ORIENTATION: 10 aspects of Sustainability: HOW?

Which basic approaches can help us?

## Systemic Principles

7. Diversity
8. Subsidiarity
9. Networking / Partnership
10. Participation



# The importance of the context:

## The SOCIAL POTENTIAL / WHO?

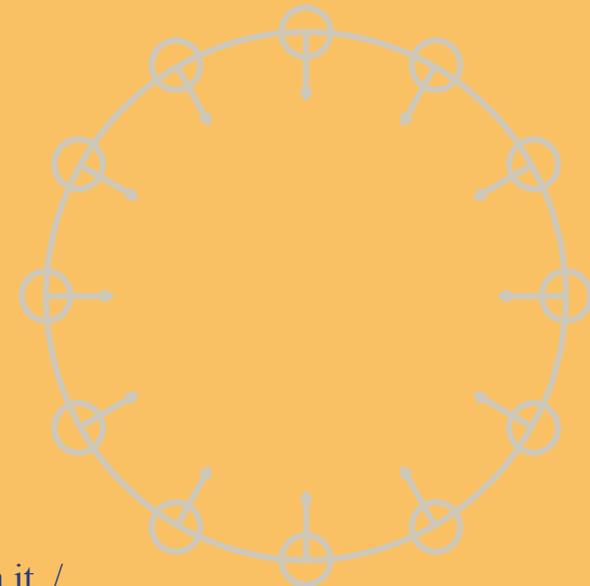
- Sustainability can only be assessed in the local / regional / national context
- The social dynamics at the local level are decisive for success or failure
- Strategies must be adapted to individual conditions

### ➤ 16 key factors

4 aspects on Institutional Capital

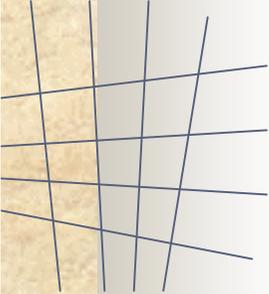
6 aspects on Human Capital

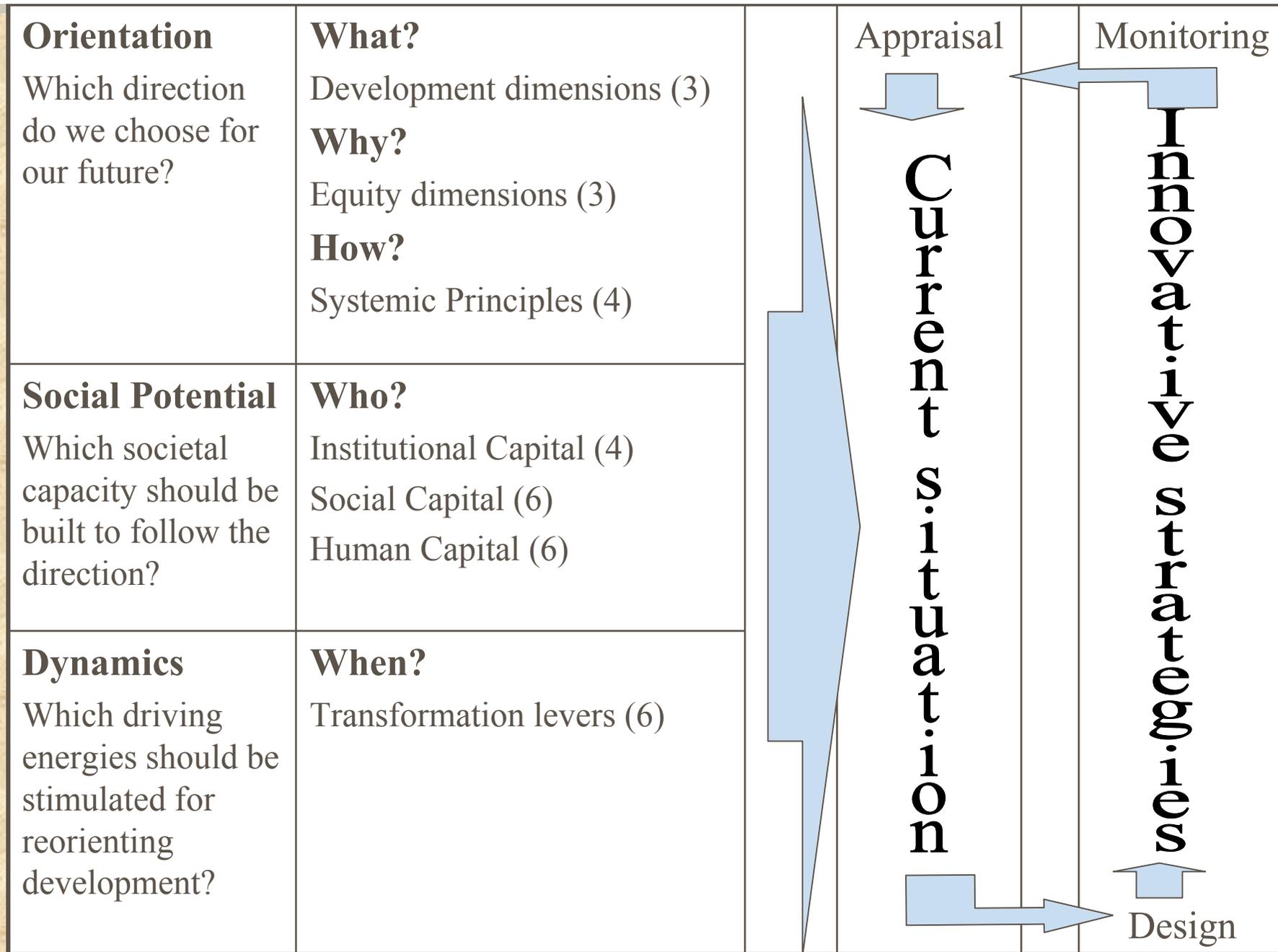
6 aspects on Social Capital





# ACTION DYNAMICS: 6 transformation Levers / When?

- 
- D1 Enhancing problem understanding
  - D2 Open collective learning
  - D3 Negotiation and co-decision
  - D4 Creation of a shared vision
  - D5 Client orientation
  - D6 Result orientation



# SQM – Sustainable Quality Management <sup>®</sup>: a modular system for a variety of users

- Concepts**
- Sustainable Development as regulative idea and dynamic process ...
  - Quality Management of development processes, evaluation ...
  - Subsidiarity as a central concept of governance ...
- .....

Framework	Application	Tools
<p>the SQM analysis framework: 32 aspects</p> <ul style="list-style-type: none"> <li>- <b>ORIENTATION:</b> 10 aspects of Sustainability</li> <li>- <b>SOCIAL POTENTIAL:</b> 16 Regional Key Factors</li> <li>- <b>ACTION DYNAMICS:</b> 6 Basic Transformation Levers</li> </ul>	<ul style="list-style-type: none"> <li>■ Descriptors for each SQM aspect</li> <li>■ Qualitative analysis: SQM / SWOT resulting in hypotheses of innovative actions</li> <li>■ Quantitative analysis: Indicators related to the hypotheses of innovative actions</li> <li>■ Participative facilitation</li> <li>■ synthesis and visualisation</li> <li>■ training</li> </ul>	<p>Internet-based online-tools</p> <ul style="list-style-type: none"> <li>- <i>SQM.guide</i>: public guide to funding programmes</li> <li>- <i>SQM.progman</i>: tool for managing funding programmes</li> <li>- <i>SQM.project</i>: versatile expert tool for SQM-related projects</li> <li>- <i>SQM.experience</i>: exchange of experiences</li> <li>- .....</li> <li>- .....</li> </ul>



# The “SDL.development” system: SQM applied to Sustainable District Logistics (www.districtlogistics.net): different local context, common aspects, specific indicators

The screenshot shows the website's header with the logo "SDL.development" and the tagline "The support instrument for Sustainable District Logistics". Navigation links for "/ Home" and a language dropdown menu set to "English" are visible. The main content area is divided into two columns. The left column features a "Select a project" section with a list of five pilot projects: Il Casentino/AR, Trier, Viborg, Brabant, and La Vega. The right column contains two green boxes: "Benchmarking" with a link to start the benchmark, and "Aspects / Indicators" listing Orientation, Social Potential, and Dynamics. At the bottom left, there is a European Union flag logo and text stating it is a result of the EU INNESTO research project based on SQM - Sustainable Quality Management®.

**SDL.development**  
The support instrument for Sustainable District Logistics

/ Home English

**Select a project**

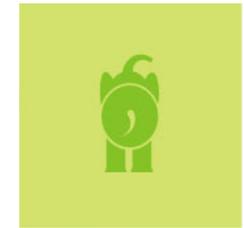
- INNESTO Pilot Project: Il Casentino/AR
- INNESTO Pilot Project: Trier
- INNESTO Pilot Project: Viborg
- INNESTO Pilot Project: Brabant
- INNESTO Pilot Project: La Vega

**Benchmarking**  
Click here to start the Benchmark

**Aspects / Indicators**  
Orientation  
Social Potential  
Dynamics

 A result of the EU INNESTO research project based on SQM - Sustainable Quality Management®

# The “SDL.development” system: SQM applied to Sustainable District Logistics (www.districtlogistics.net): Local Context Analysis, District Logistics Analysis, Local Scenario Workshops



[/ Home](#) [/ Log out](#)

English

**SDL.development**

The support instrument for Sustainable District Logistics

User: innesto

## INNESTO Pilot Project: Il Casentino/AR

### Browse task

- ▼ 1 Local Context Analysis (LCA)
  - ▼ 1.1 Overall analysis of the district
    - ▶ 1.1.1 Main indicators
    - ▶ 1.1.2 SQM Analysis
    - ▶ 1.1.2.OR Orientation
    - ▶ 1.1.2.SP Social Potential
    - ▶ 1.1.2.3 Dynamics
  - ▶ 1.2 Summary
- ▶ 2 District Logistics Analysis (DLA)
- ▶ 3 Strategy Development (STD)

### 1.1.2 SQM Analysis

# The “SQM.guide” to a Regional Operational Programme (Ob. 2) (www.sqm-praxis.net) / self-evaluation facility for project proposals

The screenshot shows the website's header with navigation links: /Accueil, /Login, /Aide, Français (dropdown), and /Impressum. The main title is "SQM.guide". Below this, a green banner reads "Midi-Pyrénées: Programme de développement européen 'Objectif 2'". The main content area is orange and contains the following text:

Ce site est destiné

- à vous renseigner sur d'éventuelles possibilités d'obtenir une aide européenne pour votre projet
- à vous orienter vers les services concernés
- à vous permettre de faire une évaluation préalable de votre projet par rapport aux objectifs du programme et aux différentes dimensions du développement durable

"Le programme" vous présente l'entier programme "objectif 2" de Midi-Pyrénées dans sa structure hiérarchique. "J'ai un projet" vous permet de faire une recherche rapide des éléments de ce programme qui pourraient vous concerner à partir des caractéristiques de votre projet.

En haut de la fiche d'une sous-mesure le bouton "apprécier un projet" vous invite à faire une appréciation préalable de votre proposition. Vos données seront traitées de manière strictement confidentielle. À travers des mots de passe, c'est seulement vous-même ou les personnes de votre choix qui auront accès à vos appréciations. Une fois enregistrés vous pourrez toujours retourner rapidement à vos données en passant par "Login" dans l'entête de cette page. Vous pourrez imprimer un "Rapport" de votre appréciation pour l'inclure dans votre demande de financement.

A chaque étape vous trouverez les explications nécessaires. Pour toute question ou suggestion qui concerne ce système contactez [guide\\_mp1@sqm-praxis.net](mailto:guide_mp1@sqm-praxis.net). Pour les questions qui concernent le programme de financement, contactez les services indiqués dans les fiches des sous-mesures.

*Avertissement: Ce système permet un premier examen de votre projet. Cela n'anticipe pas sur l'analyse faite par le service qui aura en charge l'instruction au vu de votre dossier complet.*

On the right side of the page, there are three logos: the European Union flag, the French Republic logo with the motto "Liberté - Égalité - Fraternité" and "RÉPUBLIQUE FRANÇAISE INFRASTRUCTURE MIDI-PYRÉNÉES", and the logo of the "CONSEIL REGIONAL MIDI-PYRÉNÉES".

At the bottom of the orange area, there are two buttons: "Le programme" and "J'ai un projet".

# The “SQM.guide” to a Regional Operational Programme (Ob. 2) (www.sqm-praxis.net) / the ROP structure according to the SQM aspects

The screenshot shows the SQM.guide website interface. At the top, there is a dark blue header with the logo 'SQM.guide' on the left and navigation links: '/Accueil /Login /Aide Français (dropdown) /Impressum'. Below the header is a green banner with the text 'Midi-Pyrénées: Programme de développement européen "Objectif 2"'. The main content area has a yellow background and features the sub-measure 'SOUS-MESURE I.1.1' with two buttons: 'Imprimer' and 'Apprécier un projet'. A table below lists the hierarchy: programme MP1, axe I, mesure I.1, and sous-mesure I.1.1. The 'Objectifs' section contains four numbered points, and the 'Bénéficiaires' section contains a bulleted list of stakeholders.

**SQM.guide** /Accueil /Login /Aide Français /Impressum

Midi-Pyrénées: Programme de développement européen "Objectif 2"

**SOUS-MESURE I.1.1** Imprimer Apprécier un projet

programme	MP1	Midi-Pyrénées: Programme de développement européen "Objectif 2"
axe	I	Structurer l'espace régional pour la création d'activités.
mesure	I.1	Diversifier les modes de communication pour améliorer leur interopérabilité, leur insertion environnementale et l'accessibilité des zones mal desservies
sous-mesure	I.1.1	Promotion et développement de l'intermodalité pour les transports collectifs et du transport combiné de marchandises

**Objectifs**

1. Attractivité des transports publics : Améliorer la qualité de l'offre de transports publics, selon les orientations du Schéma Régional des Transports Collectifs et les dispositions du Plan Régional des Transports.
2. Intrmodalité voyageurs: Promouvoir le développement de l'intermodalité dans le transport de voyageurs
3. Environnement et sécurité: réduire la pollution liée au transport routier et améliorer la sécurité routière
4. Intermodalité marchandises: Encourager le développement du transport intermodal de marchandises. Développer le transport combiné.

**Bénéficiaires**

- Etat, Collectivités territoriales et leurs groupements
- Etablissements publics
- Organismes consulaires
- Associations (notamment de type Observatoire Régional des Transports)
- Entreprises de transport

# SQM: The analytical

## framework

### ORIENTATION:

#### Components of sustainable development

- O1 Environment
- O2 Economy
- O3 Socio-culture
- O4 Inter-personal equity
- O5 Spatial equity
- O6 Inter-temporal equity
- O7 Diversity
- O8 Subsidiarity
- O9 Networking and partnership
- O10 Participation

### ACTION DYNAMICS:

#### Transformation levers

- D1 Enhancing problem understanding
- D2 Open collective learning
- D3 Negotiation and co-decision
- D4 Creation of a shared vision
- D5 Client orientation
- D6 Result orientation

### SOCIAL POTENTIAL:

#### Key factors

- P1 Perception of a variety of development approaches
- P2 Creativity and innovation in an entrepreneurial culture which emphasises responsibility towards the community
- P3 Capacity to cope with complexity and ambiguity and to anticipate change
- P4 Openness to enrich the own culture and enhance multicultural cohesion
- P5 Discovery and re-encoding of territorial specificities and local knowledge
- P6 Ability of each to reach their optimum level of attainment and fulfilment
- P7 Fractal distribution of competence using the counter-flow principle
- P8 Autonomy of strategic decision making within a facilitating infrastructure
- P9 Primary reliance on own resources without compromising the ones of the others
- P10 Shared value system taking into account environmental, socio-cultural and economic interdependencies
- P11 Social cohesion
- P12 Opportunities and room for equitable interaction
- P13 Capacity of creating a shared vision
- P14 Integration of social and technical skills into the innovation process
- P15 Access to information and to the arena of dialogue and debate
- P16 Multiplicity of interactions, enhanced by local animators



In conclusion, using the words of Amartya Sen

“We have to combine the basic notion of sustainability ... with a broader view of human beings”

“What role, then, should citizenship play in environmental policy?”

First, it must involve the ability to think, value and act, and this requires that we think of human beings as agents, rather than merely as patients (...)

Second, among the opportunities that we have reason to value is the freedom to participate (...)

Third, if environmental objectives are pursued by means of procedures that intrude into people’s private lives, the consequent loss of freedom must count as an immediate loss (...)

Fourth, the conventional focus on overall living standards is too aggregative to pay adequate attention to the importance of specific freedoms (...)

The relevance of citizenship and of social participation is not just instrumental. They are integral parts of what we have reason to preserve”.