

EPA 1121 Advanced Policy Analysis

Exam - retake 28 August 2009, 09.00-12.00 hrs.

Read carefully and please only answer the question. Be concise and to the point; it is not quantity that matters; it is quality that counts!

Don't forget to put your name and student number on each answering sheet.

Success!!

Question 1 (25 points)

As a policy analyst you can serve different roles in policy processes. In this advanced policy analysis course you were positioned as a strategic advisor to a problem owner. Mayer et al. (2004) would say that you would be working in a style that is a mix between 'client advise' and 'process'.

- a) Currently the intended construction of a huge Wind park with over 200 160 meters high windmills along the IJsselmeer dike in Central Netherlands is heavily disputed by local authorities and action groups of local residents. The energy company (initiator) and the national government support the plan. Suppose you are hired as a policy analyst by the project initiator. Explain what being a strategic advisor might mean in this situation. Give two examples of (research) activities and/or methods that you might be using? (3 + 2 + 2 points)
- b) Explain what would be different in your approach to this issue if you were working in a 'democratize' style and/or a research and analysis style respectively? (4 points)
- c) Which style would you prefer? Why? (1+4 points)
- d) The opponents argue that wind generation is not fulfilling its promise; new technologies like concentrated solar power and nuclear fusion are considered more promising. Mention three methods to predict the expected development of sustainable energy generation technologies and describe for each of them how they could be used in the current case. (3+ 3*2 points)

Question 2 (20 points)

Solving complex problems requires a good process design. In order to design a process you need to know who are the stakeholders/actors and how they are involved.

- a) One of the first steps in stakeholder/actor analysis is finding out who the actors are. Mention three techniques for identifying actors and explain how they work (3 + 3 points)
- b) What do we mean when we classify a specific actor as being a dedicated non-critical actor and/or classified as being a non-dedicated critical actor? (2 points) and explain what this difference in qualification might mean for their role in your process? (2 points) Give an example of such actors in a case you know about. (2 points)
- c) Bryson (2004) presents a method for deciding on what strategy to employ for involving or not involving specific categories of actors in policy preparation. Explain his method and give an example of such a categorization in the case of question 2b. (4+4 points)

Assignment 3 Uncertainty (25 points: 10, 10, 5)

Dubai Port Authority has planned strategic investments in harbour extension but circumstances seem to have changed dramatically. Due to the worldwide financial crises Dubai's unprecedented economic growth of the last 20 years has suddenly come to a halt; real estate prices have collapsed; large areas of office space are standing idle; and large parts of the Indian workforce was sent home. Moreover less traffic is handled both at Dubai International Airport and especially in Dubai harbour. Suppose you are hired as a consultant to advise the emir of Dubai on this issue.

- a) Mention three methods that you would have available to assess the future development of Dubai harbor's growth. Which of the three would you prefer in this case and why? (3*2 + 4 pnts)
- b) Dubai's Port Authority wants to assess the risks of eventual financial investments in harbour extension. They want you to design 'Shell' or contextual scenarios. Please design a scenariologic for some contextual scenarios on the development of the Dubai harbor. Show how you determined the axes for your scenariologic. (10 pnts)
- c) Considering the scenarios that would follow from your scenariologic, what would your advise to the CEO be? (5 pnts)

Assignment 4 (30 points)

Chennai Airport in Tamil Nadu, India is a fast growing international airport. The airport is operated by the regional authorities: the Chennai Airport Authority (CAA). As part of the Indian State Airports Act, the airport regularly has to develop a master plan called: five years plan. A master plan is a blue print that shows how an airport operator wants to develop the airport in the future. Currently, the CAA is developing such a five years (master) plan. The starting point for the new five years plan development is CAA's vision that Chennai Airport is perfectly positioned to fulfil its role as a premier gateway airport to Southern India and as a hub for connections to South-East Asia, Australia and the Middle East. Currently the commodities and infrastructures and service level are not up to the level required for fulfilling that ambition. In order to do so new runways and additional road connections should be build and the service level drastically improved.

- a) Formulate CAA's problem definition (4 points).
- b) Make an objectives tree for CAA (6 points), and explain the impact of the choice of your level of aggregation on the problem definition and problem delineation (2*2 points),
- c) Make a means-end diagram for CAA (6 points)
- d) Make a (simple) systems diagram for Chennai Airport (10 points)