Process of
Collaborative Planning

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BACKGROUND

❑'shared-power worlds' (Bryson and Crosby, dalam healey, 1997)

❑The systems of *governance* of a society or community refer to the processes and collective affairs through *Political community* as a collective entity

❑a common interest, a community of acknowledged stakeholders.

❑ Government shift the role from provider to a 'strategic enabler', (Stoker and Young, 1993)

❑People are being asked, to invent their own governance institutions

❑Enhancing the ability stakeholders with concerns about local environmental change

❑*value formulation, means identification* and *effectuation*

Classic Planning to Strategic Planning

1. **The complex interconnections among the activities policy** sought to influence. This recognition continues in contemporary institutional concern with the interconnections between webs of relations.

2. Conscious specification of the form of the process of arriving at strategic proposals

3. **The effectiveness of policy making activity**, rather than the efficiency of the process (Webber, 1978).

4. **Explicit recognition of problem definition** and **choice of strategies**, rather than leaving values hidden within professional or political assumptions.

5. The deployment of **available knowledge about situations** in a systematic way, rather than relying on unreflective anecdote, implicit intuitions and unstructured judgement.

6. An explicit **and systematic approach to testing out**, and evaluating policy ideas.

Planning as generating strategic conviction (STRATEGIC PLANNING)

PLANNING APPROACH

☐ **Consensus-building** thrives on openness and trust.

☐ **Expanding networks of collaboration and trust** provide a resource of *social and intellectual capital* (Innes *et al.,* 1994; Ostrom, 1990),

☐ **collaborative governance**

☐ **Strategy-making** as politics and technique

Photo author : Astuti, W, et all, 2015

Strategy-making as politics and technique

A. The rational process approach to strategy-making

Classic Planning Approach
(Davidoff and Reiner .1962)

1. The achievement of ends.

2. The exercise of choice (as between means to achieve the ends).

3. Orientation to the future.

4. Orientation to action, to bringing about the desired results.

5. Comprehensiveness, relating to coverage of the components of a system

Why Strategic Planning
(Friedmann, 1987; Sager, 1994)

The complex interconnections among the activities policy

The effectiveness of policy making activity, rather than theefficiency of the process (Webber, 1978).

Explicit recognition of the value dimension of problemdefinition

and choice of strategies rather than polititian assumtion

Conscious specification of the form of the process of arriving at strategic proposal

Knowledge about situation

Systematic approcch to evaluate

B. Interactive approaches to strategy-making

❑Interactive approaches are building up momentum in the discussion of strategy-making,

❑reflecting the increasing acknowledgment of a pluralist governance reality (see

Chapter 7).

❑a shift from a preoccupation with the mechanics of co-ordination towards an

the social construction of the appreciation of problems and the articulation of strategies

C. A technology for strategic choice

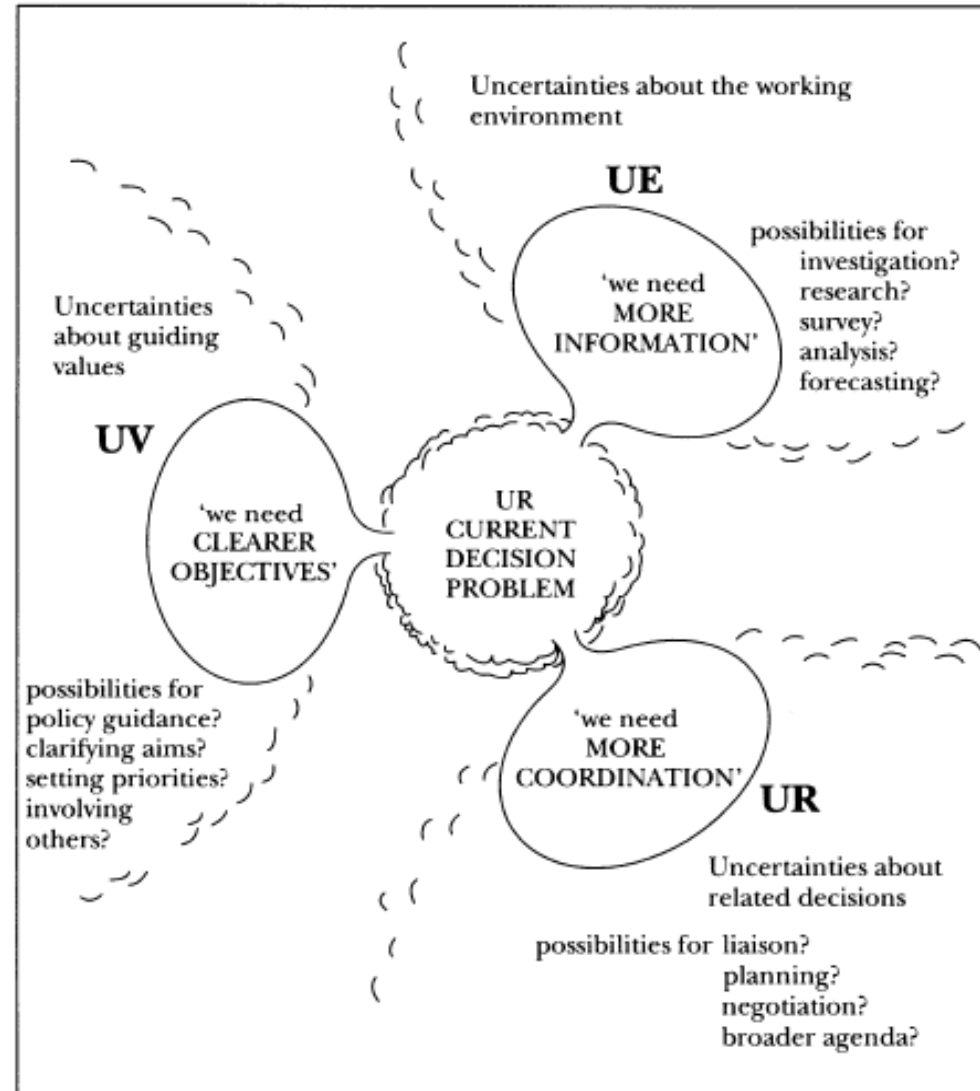❏ the exploration and mapping of interconnections in the problem-definition process

Figure 8.1   Three types of uncertainty in decision-making
Source: Friend and Hickling (1987) p. 11

d . Social learning

❑People learn through doing, l earning-in-action, and. 'reflexive'.

❑ There are two dimensions to such learning; the first, or single-loop learning; and doble loop learning the second involves Schon's model of the *reflective practitioner* emphasises double-loop learning.

❑3. Such double-loop learning through dialogue, which people can collectively explore and learn about issues and can be assisted by facilitator

❑Problems and objectives, facts and values, emerge through

such group processes

❑Group discussion processes can be set for framing the action

E, Social technologies for a shared-power world
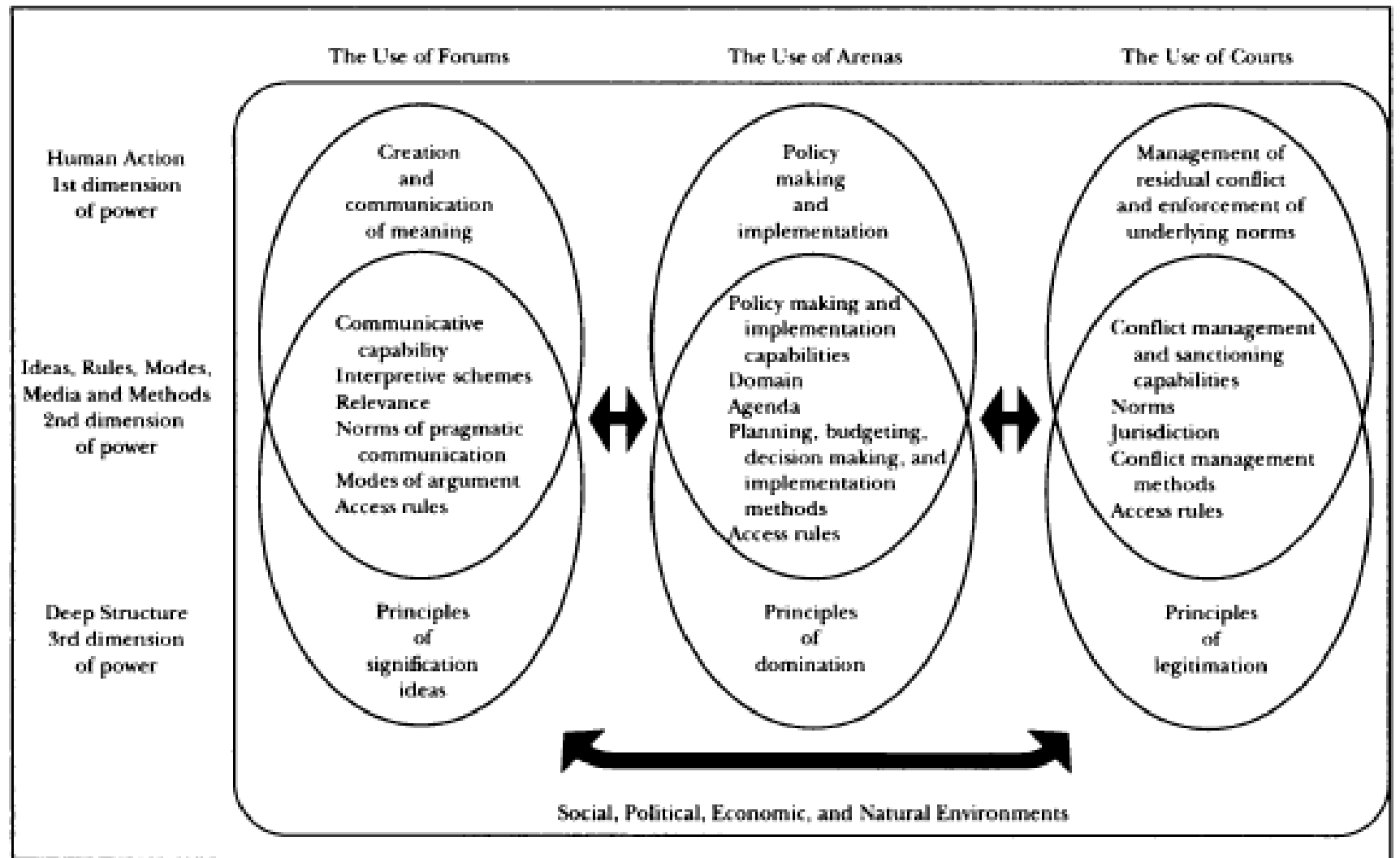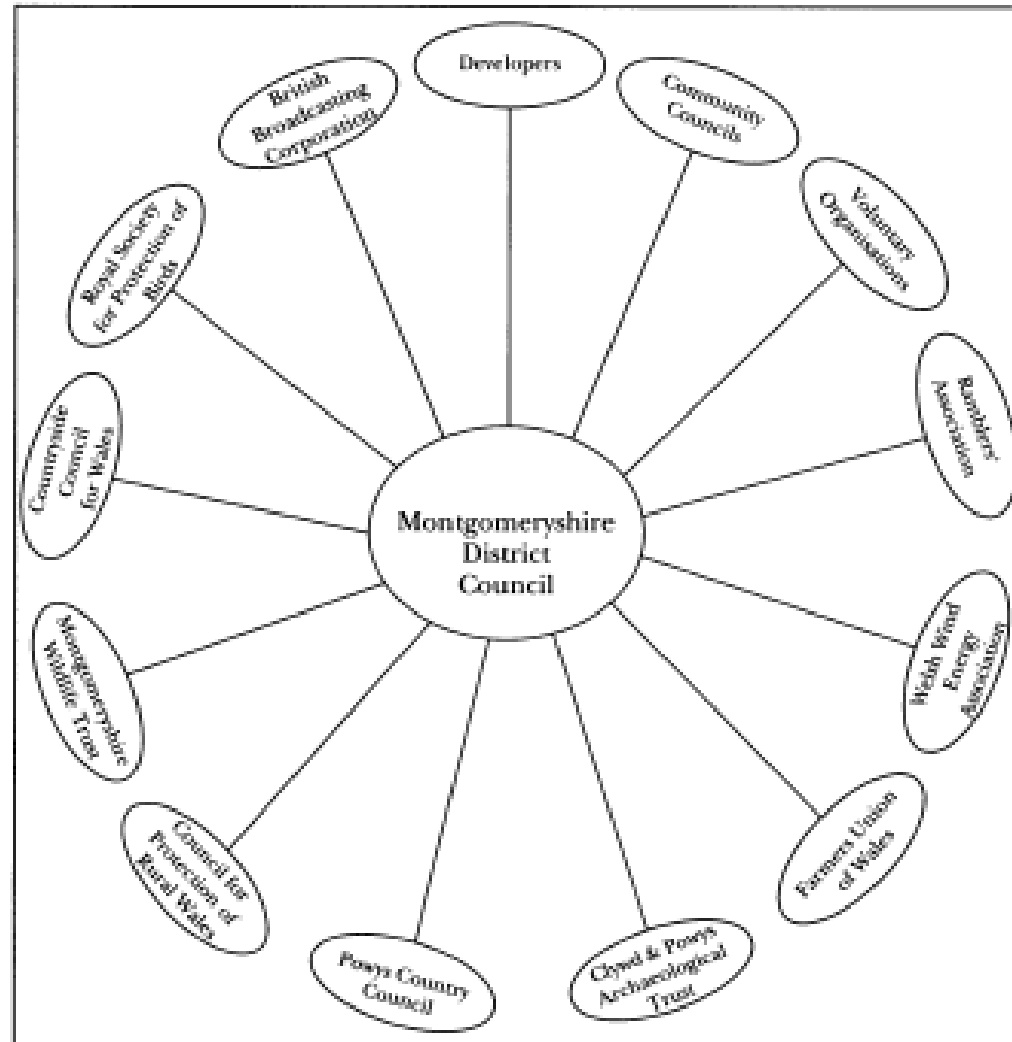❑three types of setting, *forums, arenas* and *courts*

Figure 8.2   The triple three-dimensional view of power
Source: Bryson and Crosby (1992) p. 91

Figure 8.3 A stakeholder map: active stakeholders in renewable energy policy design in a Welsh District

Source: Hull (1995) p. 291

Stakeholder mapping

Strategy-making through inclusionary argumentation

Approach

☐ Firstly, **collaboration, that is power-sharing**,
  ☐ Social learning processes which engage in consensus-building

☐ Secondly, paying attention to **practical consciousness** and **local knowledge**,

☐ Thirdly, consensus on problems, policies

☐ Fourthly, such **work builds institutional capacity**

☐ Finally, this transformative effort is a field of struggle, in which **those who have power may easily control access**, routines and style.

Photo authors: Astuti, W, at all, 2015

PROCCESS for the institutional design of strategy-making activity

Getting started: Initiators, stakeholders and arenas

the decision on the arenas within which thenext round of discussion can take place

Routines and styles of discussion (style, language, representation)

Making policy discourses

Maintaining the consensus

REFERENCES

Healey , P. 1997. Collaborative Planning- Shaping Places in Fragmented Societies

Others