

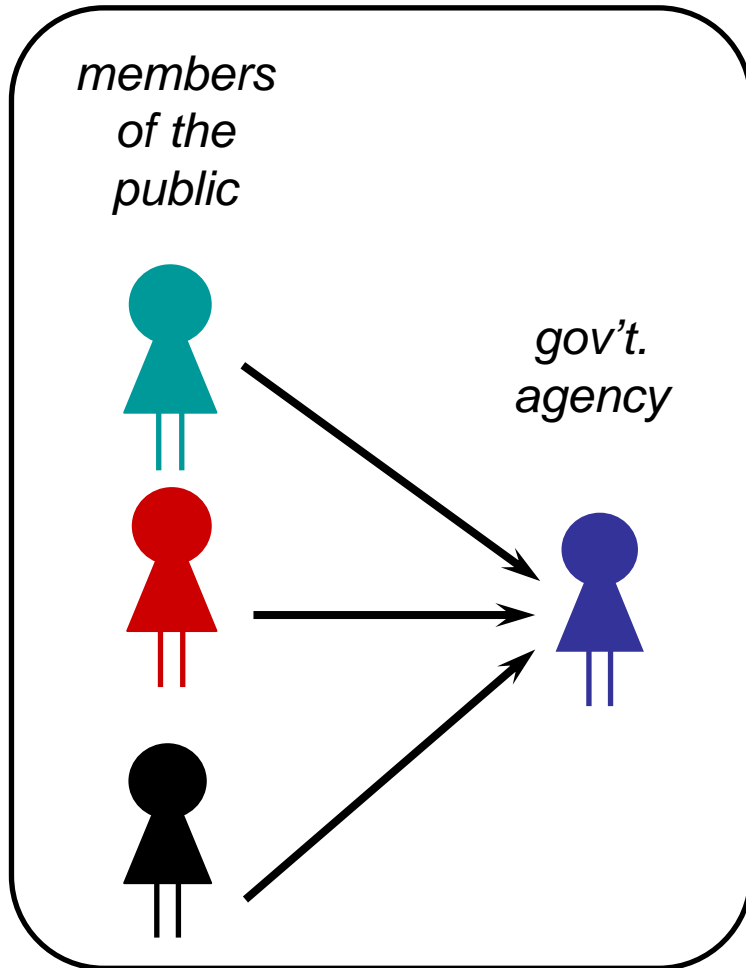
Planning controversies and an outline of “consensus building” processes

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Conventional “public participation” model



“We will listen to your concerns.”

= “They will do whatever I ask for.”

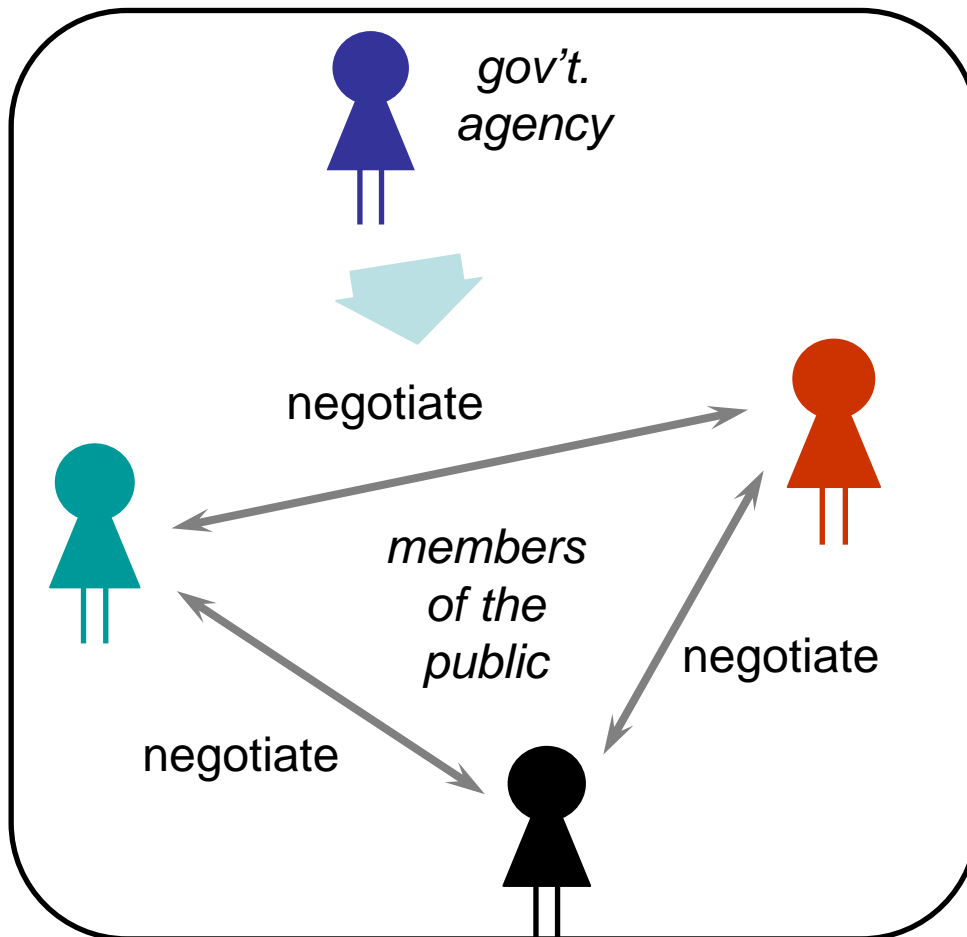


Contending groups will continue pressuring the government, with frustration.

“The Solomon Trap”

Carpenter & Kennedy (1988) *Managing Public Disputes*

An alternative model: consensus building thru negotiation



Government agency do not have to listen to what each individual want.



Let THEM negotiate and find a mutually agreeable solution.

The agency assist them through a good process management.

"Planner as Mediator"

Susskind & Ozawa (1984). *JPER*, 4(1).

Three-steps

Phase I: Pre-negotiation

Giai đoạn I: Trước đàm phán

- Assessing the situation and identifying stakeholders
Đánh giá tình hình và xác định các bên liên quan
- Designing negotiation process
Thiết kế quá trình đàm phán

Phase II: Negotiation

Giai đoạn II: Đàm phán

- Communicating effectively
Giao tiếp hiệu quả
- Building trust
Xây dựng niềm tin
- Crafting an agreement
Dự thảo thỏa thuận

Phase III: Post-negotiation

Giai đoạn III: Sau đàm phán

- Designing implementation mechanisms
Thiết kế cơ chế thực hiện

From CBAAsia “Best Practices for Consensus Building and Other Participatory Processes in Asia”

Phase I: Pre-negotiation

- Assessing the situation and identifying stakeholders
 - Desktop analysis
 - Interviews and initial sounding
 - Understanding the local context
 - Unpacking interests from positions
 - Selecting representatives
- Designing negotiation process
 - Clarify outcomes
 - Sequence of stakeholder meetings and outreach opportunities

Phase II: negotiation

- **Communicating effectively**
 - Ground rules
 - Roles: convenor/meeting facilitator/panel of experts
 - Keep everyone involved
 - Ensure mutual understanding and learning
 - Sustain the motivation of stakeholders
- **Building trust**
 - Transparency
 - Building a working relationship
 - Facilitator's role
- **Crafting an agreement**
 - Trade between interests
 - Authority of participants/representatives at the table
 - Ethical concerns in value distribution
 - Framing an “agreement” in different terms

Phase III: post-negotiation

- Designing implementation mechanisms
 - Adaptive governance and joint monitoring process
 - Build in compliance target
 - Integrating the agreement into formal policy