College of
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20 JANUARY 2023

**International Invention, Innovation & Design Exposition
for Built Environment and Engineering 2023**

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*Unleashing Potentials
Shaping the Future*

CONTENTS

PAO DECISION-MAKING: COLLABORATIVE PLANNING APPROACH FRAMEWORK

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UNIVERSITI TEKNOLOGI MARA — College of Built Environment (CBE)

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ABSTRACT

Urban planning and its operation involve many processes where participation and collaboration between various key stakeholders are fundamental to ensure the best possible planning and operational decisions are made. Collaboration can be defined as two or more groups of people and higher integration among key stakeholders toward achieving common goals. A collaborative approach can better obtain stakeholders' commitment, stronger stakeholder relationships, balance power and control, and consensus building. The aim of this study is to enhance the capability of participation and collaboration among the key stakeholders in planning and operational (PAO) decision-making. The study was conducted using qualitative methods which involved a series of in-depth interviews and focus group discussions with key informants, namely the local public planners, residents' committees, local councilors, and private developers' representatives. A total of 43 in-depth interviews and nine focus group discussions involving 67 participants were conducted. The outcome of this study indicated that accessibility to planning information and process, intergovernmental relationship, stakeholders' awareness, and knowledge, representation, and behavioral skills are vital in enhancing the capability of key stakeholders in participating and collaborating in the planning and operational decision-making.

INTRODUCTION

Public participation in urban planning provides a clear picture to decision-makers about the public's preferences, thus contributing to better decision-making by incorporating community's experiential knowledge into the process (Innes and Booher, 2010; OECD, 2017). The capability for the community to participate effectively in urban planning should be empowered to ensure that the participatory process is not merely tokenism (Arnstein, 1969; Monno and Khakee, 2012).

Participation in urban planning has been historically ambivalence in the public process particularly during decision-making where government tends to employ caution approach as a result of interests' discrepancy between the government and interested stakeholders (Maginn, 2007). Participatory process only benefit specific actors or community segments and retained the status quo. It has resulted in the less-influenced segment of society being marginalised from the process.

Collaborative Approach in Urban Planning

Collaborative planning has been promoted as an approach in addressing the need to empower the stakeholders' capability to participate and influence the process. This paradigm of participatory method is based on continuous discussion and collaboration has promote greater trust and consensus; as well as improves the public knowledge and producing collective decision (Ghomashchi, 2012).

Collaborative planning offers the opportunity to urban stakeholders to inclusively interact and participate in the planning process, thus addressing the complexity of interest of modern society (Brand and Gaffikin, 2007). This planning approach is built from the Habermas' communicative rationality which saw interested stakeholders participate in extensive dialogue and discuss to deliberate alternative. Collaboration could be initiated by involving extensive stakeholders through numerous participatory means including forums and meetings (Cooke et al., 2012).

Planning and operational decision-making in urban planning

With the impact of urbanisation, the process is becoming more complex. In this research, both development plan-making and planning permission as the planning and operational decision-making in urban planning are focused. It is corresponding to the argument about the relationship between both planning processes which see development plan to guide the local government in granting planning permission (Faludi, 1987; Gallent et al., 2013). In preparing a plan, the planner needs to collaborate with other stakeholders, particularly those who are affected and addressed by the plan. The participation and opinion from these stakeholders will help the planner to deliberate in finding the best alternative

OBJECTIVE

To enhance the capability of participation and collaboration among the key-stakeholders in planning and operational (PAO) decision-making.

PROBLEM STATEMENT

Lack of key-stakeholders capability to participate and collaborate effectively in urban planning process, hence exerting their interest in decision-making

METHODOLOGY

Qualitative methods namely the in-depth interviews and focus group discussion were employed to obtain the primary data, whilst document gathering for secondary data.
Purposive sampling is employed due to the selection of various key-stakeholders (government and non-government actors) as the respondents and participants for both methods, to ensure qualitative data are gathered from the key-informants that can provide valid and comprehensive information concerning the research subject (Neuman, 2014).
Thematic analysis and document analysis are then used to analyse both primary and secondary data.

FINDINGS
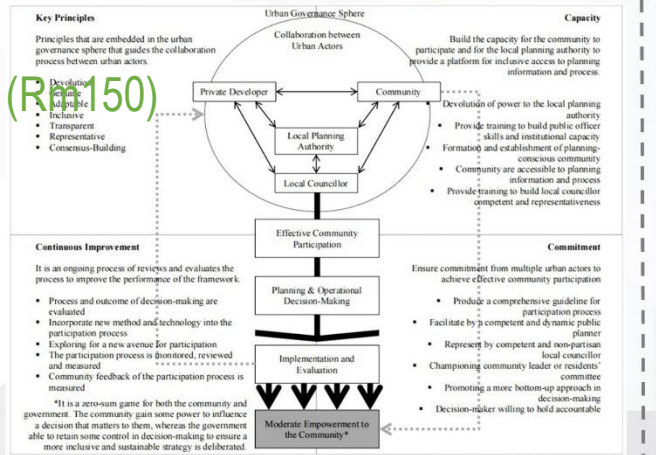
Collaborative approach framework explained on the key principles for collaboration, the capacity of the community to participate in decision making, the commitment of key-stakeholders to achieve effective community participation and the continuous improvement to review and evaluates the process of decision-making. From the collaboration among the key-stakeholders, it will drive towards effective participation, and this will make the planning and operational decision-making more efficient.

NOVELTY

The novelty of the research is the development of a framework that focuses on the process-oriented flow of participation and collaboration of the stakeholders for urban planning. The framework emphasizes the integration of four components that become the essential part of the success of decision-making for urban planning consisting of:
- The key principles that will guide the collaboration process between urban actors.
- The capacity of the community to be part of the decision-making for urban planning
- The commitment of the urban actors to achieving effective community participation
- Continuous improvement to enhance the performance of participation, collaboration, and dependability of the framework

CONCLUSION

A framework is proposed to improve the urban stakeholders, predominantly the community's participation in both development planning and planning permission processes. The development of the framework is based on the idea that effective participation is about giving more power to the local (government and non-government actors) together with genuine participatory that shape the attitude and willingness of various stakeholders, especially the community towards participation process. This should be a catalyst to enhance their capability to participate and influence in both the planning and operational decision-making.

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