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## Knowledge Sharing and Stakeholder Collaboration Practice in Solo City Planning and Development: Notes on Urban Community Nurturing Processes

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### Abstract

This paper shares the experience of an ongoing research on stakeholder-based planning and development in Solo City. The goal of the research is to find the connectivity among actors and the aspect that makes collaboration in Solo City happened. What makes the collaboration happened is hypothetically a growing trust and a good leadership with sense of entrepreneurship. The objective of the paper is to externalize and share the documentation of collaborative practices in city planning and development process, as lessons learned for other Indonesian cities. The observation indicates that trust from the community to the city hall is acquired as the city hall is consistent to the collaboration process in carrying the plan into implementation. The willingness of local community to participate and to deliver innovation in the process indicates a supportive foundation for the growing collaboration.

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### 1. Background

Since 2012, the planning and implementation of city development in Solo has become an example for Indonesian cities. Starting from 2005, Solo has made persistent progress towards its vision of being an Eco-Cultural City. The progress covers socio-cultural, economic, and physical aspects and collaboration of stakeholders in planning and development process. As a result, the collaboration and action-based development in Solo City has enabled

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knowledge sharing among academician, government, consultant, and local community. It has also enabled the growing trust and networking among stakeholders. Nevertheless, to which extent Solo City has been progressing, and who the actors that have enabled the collaboration. The achievement and its impacts have never been measured yet. For this reason, it is necessary to study the actual process in Solo City, as it is relevant to other Indonesian cities, for its lesson on integrative and collaborative development.

This paper states hypothetically that the enabler of collaboration process in Solo City is trust and charisma of its leaders, which is entangled with the sense of entrepreneur of the society. It is also supported by the innovative action that has been part of the nurtured manner of Solo society. Having good leadership, willingness, and innovative culture, the good governance in Solo city has been built based on ethics to serve people and commitment to carry plan into actions. To testify this hypothesis, more detailed research is conducted by externalizing researcher experiences in several Solo City's events and actions from 2008 until today in 2014. The research is focused on the collaboration for housing and urban development and the experiences are analyzed using collaboration theory by Himmelman (2002) and trajectory method.

## **2. Collaboration theory**

A research for Sustainable Development and Collaborative Planning in Guatemala City mentions that research on collaborative planning that facilitate participation of multidisciplinary teams and stakeholders are important in improving the practice of planning to favor sustainable development (Morales, 2013). To identify whether the practice is running in a collaborative manner, following theory can be applied.

### *2.1. Definition, attributes, and process of collaboration*

Hanneman et al. (1995) in Carnwell and Carson addresses that planning and decision-making are events where collaboration takes place. Within which, collaborators are willing to participate, considering themselves to be the member of team working towards a common goal while sharing expertise and responsibility for the outcome. The fundamental of collaboration relationship are non-hierarchical and power sharing based on knowledge and expertise rather than role or title (Hanneman et al., 1995 in Carnwell and Carson). D'Amour et al. (2005) in Carnwell and Carson mentions repeatedly collaboration as includes sharing, partnership, and interdependency. Carnwell and Carson summarized the defining attributes of collaboration as intellectual and cooperative endeavor, knowledge and expertise rather than role or title, joint venture, team working, participation in planning and decision-making, non-hierarchical relationship, sharing of expertise, willingness to work together towards an agreed purpose, trust and respect in collaborators, partnership, inter-dependency, highly connected network, and low expectation of reciprocation. Himmelman (2002) put collaboration in general term of working together. He described collaboration as having relation to other, working together relation, networking, coordinating, and cooperating. He mentioned that strategies are built upon each other along a developmental continuum, which means when moving to the next strategy the previous strategy is included.

### *2.2. Roles in the collaborative process*

Himmelman mentioned ten roles that commonly played by organization (actors) in collaborative process. These roles, he said, not mutually exclusive. Instead, one often leads to or is integrated into another. To some extent, all roles can be played by any stakeholder engaging in collaborative efforts. Several of the roles are mostly played by larger governmental, philanthropic, or non-profit institutions. Type and description of each role are: convener, catalyst, conduit, funder, advocate, community organizer, technical assistance provider, capacity builder, partner, and facilitator.

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