



Beyond Consensus: Improving Collaborative Planning and Management

Richard D. Margerum

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Collaborative approaches are increasingly common across a range of governance and policy areas. Single-issue, single-organization solutions often prove ineffective for complex, contentious, and diffuse problems. Collaborative efforts allow cross-jurisdictional governance and policy, involving groups that may operate on different decision-making levels. In *Beyond Consensus*, Richard Margerum examines the full range of collaborative enterprises in natural resource management, urban planning, and environmental policy. He explains the pros and cons of collaborative approaches, develops methods to test their effectiveness, and identifies ways to improve their implementation and results. Drawing on extensive case studies of collaborations in the United States and Australia, Margerum shows that collaboration is not just about developing a strategy but also about creating and sustaining arrangements that can support collaborative implementation.

Margerum outlines a typology of collaborative efforts and a typology of networks to support implementation. He uses these typologies to explain the factors that are likely to make collaborations successful and examines the implications for participants. The rich case studies in *Beyond Consensus* -- which range from watershed management to transportation planning, and include both successes and failures -- offer lessons in collaboration that make the book ideal for classroom use. It is also designed to help practitioners evaluate and improve collaborative efforts at any phase. The book's theoretical framework provides scholars with a means to assess the effectiveness of collaborations and explain their ability to achieve results.

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