Participants in the State Strategic Planning Process: Problems and Mechanisms of Stakeholder Involvement

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Abstract

The paper refers to the importance of involving all stakeholders in the government strategic planning process under the conditions of implementing the concept of Open Government in Russia. The authors of the paper designed six models that assess the maturity of regional strategic plans. According to the evidence of examples there are specific Russian regions that use the most common approach to strategy development. Based on the analysis of strategic regional plans the authors identified the main types of the mechanisms of involving the public in the government strategic planning process in Russia. Seeking to improve involvement mechanisms the authors of the paper systematized the efficiency criteria of the strategic planning process from the point of view of various stakeholders and provided recommendations for the development of the mechanisms of involving different groups in the strategic planning process in Russia.

Keywords: strategic planning, stakeholder involvement, communication mechanism, Russian regions.

Introduction

One of a possible ways of raising the efficiency of public administration in Russia is more active involvement of different groups of stakeholders in the decision-making process. Although the problem is understood both theoretically and practically but that its solution has not been found.

A sufficiently illustrative example of a typical practice of involving in decision-making in Russia is the process of developing the concept of long-term socio-economic development of the Russian Federation until 2020 (the so-called Strategy 2020).

More than 1 000 professionals, foreign experts among them, took part in developing the Strategy 2020. 21 expert groups were formed and each dealt with a separate block of issues. It is important to note that during the course of their work the public was continuously informed about the work of the expert groups, i.e. citizens had the opportunity to review the interim results. However, the impact on the work of expert groups was not possible, the public was eliminated from the strategy development process and that caused a negative attitude to the document.

An important step towards citizen involvement in the decision making process at the federal level was the initiative of the Open Government conception. Implementation of this conception is related to designing and establishing of the crowd sourcing technology that allows to take into account citizens’ opinion during the decision making process in various fields. According to the experts, this technology enables citizens not only to comment on the bills but also to participate in the development of standard acts even while working directly with their text.

The mechanism of citizen involvement in the development and decision-making processes at the regional level were sought for. Each of 83 subjects of the Russian Federation worked out the social and economic development strategy. While developing and implementing regional strategies, effective mechanisms of citizen, business and other stakeholder involvement in the process of developing strategic initiatives and decisions were sought for. All participants of the strategic planning process fully realized the need for further work in this direction and the first steps were made but current level of citizen involvement is still particularly insufficient.

The subject of the research: mechanisms of citizen, business and other stakeholder involvement in the regional strategic planning process in Russia.

The aim of the research: to evaluate current regional practices in Russia, to design different models of stakeholder involvement in the development (and implementation) of strategic plans, to provide recommendations for mechanism improvement.

Theoretical framework of the research

Government administrators, officials and community leaders recognize the value of public participation for a variety of purposes, processes and decisions (Yang, Pandey, 2011). Much research on the evaluation of public involvement in the strategic planning process has been conducted during the last few years. For example, some authors analyzed the conceptual aspects of citizen involvement in the development and decision-making process by highlighting the difference between the terms “civic engagement” and “collaborative public management” (Cooper, Bryer, Meek, 2006). A new approach to
collaborative public management was proposed while analyzing the emerging collaboration practices in planning and public policy (Innes, Booher, 2010). It was also argued that the study of the dynamics of participation may provide the framework for exploring the range of likely outcomes in different places (Brownhill, 2009).

American researchers emphasized the importance of public involvement in designing and implementing development programs (Portney, 2005). Specific successful experiments of citizen involvement in the strategic planning process were described in many studies. In 2010 the Australian Journal of Public Administration published an article about the experience of South Australia in 2006 - its citizens were involved in the assessment of South Australia's Strategic Plan (SASP) (Manwaring, 2010). Another experience was described in Sustainable Development Planning: regional governments used online questionnaires, forums, discussion and opinion sharing sites to interview 196 respondents about the major issues of Sustainable Development Planning, city development up to 2030 (Martin, Rice, Lodhia, 2012).

Researchers considered various involvement mechanisms in the national context. Therefore it is of interest to draw attention to the study about the experience of Hong Kong, where the author came to the conclusion that a real opportunity to participate in the development and public decision-making process in quasi-democratic states belongs to pro-government groups and the business elite only meanwhile the public is denied this opportunity (Cheung, 2011). Another interesting research analyzed the opportunities of citizen participation in the local governance institutions of Lithuania (Rybnikova, 2012).

The issue of citizen involvement in the decision-making process was revised in developed countries; new models of citizen participation in the government planning process were considered in the example of Nova Scotia in Canada (MacMillan, 2010). Detailed evidence-based guidelines were developed so as to help practitioners better design participation processes (Bryson, Quick, Slotterback, Crosby, 2012). Another type of theoretical research highlighted difference between participation and inclusion as independent dimensions of public engagement (Quick, Feldman, 2011) and developed a new approach to the strategic process in public agencies (Boyne, Walker, 2010). Public participation was understood as a multi-way set of interactions among citizens and other players who produce outcomes together (Innes, Booher, 2004).

More practical issues were also discussed. For example, some research focused on evaluation as an important step to institutionalizing citizen participation quality programs (Nabatchi, 2012). European researchers emphasized the necessity of cross-sectoral government strategies as the way of increasing the efficiency of planning (Steurer, 2007). One of the most complex studies of the problem revealed that the public plays not one but three roles in the government: as citizens, customers and partners (Thomas, 2012).

Russian research stressed the relevance of the development of citizen involvement mechanisms in the strategic planning process in Russia. Some authors considered various ways of developing collaboration among the government, businesses and local communities for effective social and economic development of the area (Petrova, 2010). Other papers examined collaboration among the state, public administration bodies and civil society towards building a social state (Kluchnikova, 2010). Problems related to the interaction between the government and the public were also analyzed (Rusanov, Filimonova, 2011). However, an innovative approach to the strategic planning process when strategies are developed by local communities is still argued (Halii, 2007).

Special attention was paid to the implementation of the Open Government concept. The authors analyzed the first steps of building Open Government in terms of its purpose as the platform for public discussions about important development issues of the country and the ways of getting feedback from civil society (Zuev, 2012).

**Research methodology**

The method of exploratory case study was used as the main research tool. Each of 83 subjects of the Russian Federation worked out the social and economic development strategy, all of them were analyzed.

The research methodology was based on the following key conceptions and approaches:

- The approach that the paradigm of the strategic planning process requires new approaches to this process and also to strategy development. Use of traditional strategic planning methods makes strategies inefficient for goal achievement.
- The conception that the stakeholder complies with strategic planning, strategic decisions are implemented by those who make these decisions. That is one of the main business principles of the strategic planning process that should be implemented in government strategic management.

The paper was prepared having analyzed 83 regional development strategies and systematic analysis of scientific literature on the strategic planning process was performed. The major
drawbacks of the Russian approach to the strategic development process were identified and studied. Two main variables were chosen to perform the analysis of regional strategies: the spectrum of the participants involved in the strategic planning process and the result of the strategies. The results of the analysis were systemized and the considered strategies were classified according to the principle of public involvement in the strategic planning process. Six typical models of stakeholder involvement were developed to generalize the results of the analysis. A few examples from the Russian regions related to the models were represented on the Strategic Map.

For a lack of considerable examples of mature models that include active citizen involvement in the strategic planning process in Russia, some of the mechanisms of citizen involvement in the strategic planning process were analyzed and presented in the paper. Particular recommendations for the improvement of public involvement mechanisms in the strategic planning process in Russia were provided for different groups of stakeholders.

Research results

One of the most important principles of the modern strategic planning process is the coincidence of the subjects that participate in the development and implementation of this process. At the corporate level, the strategy development process may involve external consultants (experts) who understand the methodological approach to the planning process, managers of all levels in plan development, and bodies that approve the plan. For all of that the responsibility for strategic decision implementation rests on the developers themselves. Is this principle observed in the government strategic management or not?

As for the complexity of strategic planning in regions, the developers of strategies should be professional and competent in the area of the strategic planning process, knowledgeable in public administration as well as in the specificity of this particular region. Consequently, the consultants and experts as well as the government should be involved in the strategy development process. On the other hand, the meaning of the strategy has to be a guide for all stakeholders in the region, and therefore society should be involved in the document development process. However, the Russian practice shows that the issue of effective mechanisms of involving the major stakeholder groups has not been solved.

There are no doubts that the regional government is responsible for strategy development. Since it is costly and requires much time, the regional government, according to the Russian law, should hold a tender for related works. In this case the government prescribes in the requirement specifications what consultants should do. These regulations should be followed by the winners but they are not obliged to carry out some other activities over the plan. For example, if the government does not mention any mechanism of stakeholder involvement in the requirement specifications, the consultants do not have to pay attention to this. Thus, the government shifts the responsibility to the consultants who may (but must not) develop these mechanisms. However, the consultants use different models of the development process, and so the Russian regions face the fact that not all consultants are willing to pay attention to this issue. That is why the first drawback of strategic planning in Russia is the shift of responsibility for the development of the mechanisms of public involvement.

Another drawback of the development strategy in Russia is a lack of link between the experts and the government. However, it should be remembered that the government is responsible for the implementation of this strategy. Drawing on the parallel of fishermen, the consultants give a fishing rod to the government but do not teach how to catch fish. Strategies are worthless if the government does not understand how to implement them. Therefore, it is very important to understand that the role of the consultants is not just to develop a strategy but to foster knowledge of the government about the strategic planning process. In other words, the consultants have to teach the government “how to use this fishing rod.”

The third major drawback of the Russian approach to the strategic development process is its static character. When the consultants develop a strategy, they hand it over to the executive authority. As a rule, there are no prescribed mechanisms how to change the strategy. Even if there is a legal possibility to adjust the content of the document, the following procedures are as complicated as the previous including invitation bids. Moreover, the winners will be those who have produced the main text. The government is “tied up” by those particular consultants and society has no opportunity to make influence on the process of developing and adjusting the strategy.

The aim of the analysis of regional strategies in Russia was to develop a number of models of stakeholder involvement in strategy development. There are six models that differ from each other by two main variables: the spectrum of the participants involved in the strategic planning process, and the result of the strategies. The participants may include

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consultants (experts), the members of the government and the public. The result of the strategic planning process may be static (if the planning process ends in writing a strategic document) or dynamic (if the strategic planning process is considered as a continuous process where strategy development is one of the stages).

### Table 1

**Stakeholder involvement models**

<table>
<thead>
<tr>
<th>Participants</th>
<th>Role of the strategy</th>
<th>Maturity of the model</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ + +</td>
<td>Model 5</td>
<td>Model 6</td>
</tr>
<tr>
<td>+ + -</td>
<td>Model 3</td>
<td>Model 4</td>
</tr>
<tr>
<td>+ - -</td>
<td>Model 1</td>
<td>Model 2</td>
</tr>
</tbody>
</table>

**Participants**
- Consultants
- The government
- The public

**Role of the strategy**
- Strategy as the aim
- Strategy as the instrument

It is reasonable to visualize these models as a two-dimensional space with two axes indicating the variables of “participants” and “results”. The variable “participants” is cumulative, i.e., for example, Model 6, that shows best practice, all three groups of stakeholders are involved in the strategic planning process. Two-dimensional representation of the results allows us to introduce the vector characteristic “maturity of the model”, which is based on the location of a particular model:

![Fig. 1. Stakeholder involvement models](image)

The odd models of the strategy development process (1, 3 and 5) may be compared to the black box: the developers get input data, work them out (the black box), and then yield results as the strategy. Thus, the planning process seems to be an expert work, which remains “the thing in itself” for society.

Revealing the contents of Models 1-6 the main features of these models are the following:

- **Model 1** (the strategy is written by the consultants only; the result of the planning process is static): strategy development is by outsourcing (or benchmarking);
- **Model 2** (the strategy is written by the consultants only; the result of the planning process is dynamic): strategy development and adjustment is by outsourcing (or benchmarking);
- **Model 3** (the strategy is written by the consultants and the members of the executive authority only; the result of the planning process is static): the government supports strategy development as experts;
- **Model 4** (the consultants and the members of the government are the participants only; the strategy is seen as a strategic planning tool): the government supports strategy development and adjustment as experts;
- **Model 5** (the consultants, the members of the government and the public are the participants, the result of the planning process is dynamic): all stakeholders are involved in the strategy development process;
- **Model 6** (the consultants, the members of the government and the public are the participants, the result of the planning process is dynamic): all stakeholders continuously participate in the strategy development, implementation and adjustment processes.

A rather high position of the Perm Territory in Model 3 and its proximity to Model 5 may be explained by the fact that during project development the public has an opportunity to comment on the web-page and e-mail to the head of the analytical department of the Perm Government or even to make calls and get necessary information. However, such forms of participation cannot be considered as sustainable and exceed the bounds of the strategy development process.

On the other hand, the Primorye Territory’s shift to the right side of Model 4 is caused by the prescribed mechanism to review and adjust the content every 3 years with the aim to attract the public (through the web-page, focus groups, etc.)
In the Republic of Tatarstan there is a new approach to document development; the point is analysis of institutional factors that have influence on the development of the economy and social environment. Also attention is paid to adjustment mechanisms but at the same time there are no particular prescribed mechanisms of public involvement.

A low position of the Chechen Republic in Model 1 is conditioned by the strategy project which is designed but not adopted. In the Tyva Republic there is the methodology of the continuous strategic planning process but no follow-through. The key point applies to the economy issues and the public is not considered as a likely participant of the strategic planning process.

In the Udmurt Republic a special working group and council are set up but it is not clearly worked out how they must interact. Moreover, neither people nor businesses are able to make influence on the strategic planning process because of the lack of representativeness. However, a set of training seminars provided by the consultants allows us to refer the region to Model 4. The Republic of Khakassia is an example of the strategy without prescribed specific features and its content is typical for many regions, what means benchmarking of the designing process.

For all of that stated above the quality of the result of the strategic planning process in these regions depends on the professionalism of the external consultants who participate in the development process. In particular, it is significant that orientation to “sliding” planning belongs to the leading expert centers, e.g. CSR “North-West” (the strategies of Primorsky Krai, the Udmurt Republic).

The absence of Model 5 and Model 6 examples in the Russian practice, which focuses on public involvement in the strategic planning process, underlines the necessity to reconsider and improve the mechanisms of stakeholder involvement in the strategic planning process in Russia. Firstly, it is necessary to overview the basic types of the mechanisms of citizen involvement in the regional strategic process, taking into account the direction of interactions between the stakeholders:

1. Passive citizen involvement in regional strategy development and implementation.
   Developers → Citizens
   In the case of this type of interaction citizens are informed about developed and adopted strategic decisions, they are merely informed about these processes tacitly supposing that citizens may agree or disagree with these decisions.
   However, no feedback mechanisms that allow respond to the public opinion exist. In other words, actually these mechanisms are information alone, thus the citizens may be considered as passive participants of the strategic planning process.

2. Involvement mechanisms of citizens as “outside experts”.
   Citizens → Developers
   The residents of the region are considered as holders of useful information and valuable knowledge to be used for strategy development and implementation. The developers gather this information, identify the residents’ opinions but the citizens remain outside the real strategic decision-making process; they act as some external experts.

3. Active citizen involvement in regional strategy development and implementation.
   Citizens ←→ Developers
   These mechanisms allow not only identify the citizens’ opinions about approaches to regional strategy development and specific strategy implementation actions but also involve the representatives of the public in strategic processes as full-fledged participants who have an opportunity to make influence on the strategic decision-making process.

The following examples consider the case studies described above as the types of the mechanisms of citizen involvement in the strategic planning process:

### Examples of the types of mechanisms of citizen involvement

<table>
<thead>
<tr>
<th>Passive citizen involvement</th>
<th>Citizens as “outside experts”</th>
<th>Active citizen involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information and analytical materials published in the media.</td>
<td>Surveys and opinion polls.</td>
<td>Continuous discussion forums, public hearings, round tables in all phases of strategy development and implementation.</td>
</tr>
<tr>
<td>Distribution of handouts (brochures, newsletters, flyers, etc.).</td>
<td>Public reaction, phone “hot lines”.</td>
<td>Setting up of special institutions to involve citizens in the strategic process (non-profit organizations that specialize in developing citizen participation mechanisms, community councils, etc.)</td>
</tr>
<tr>
<td>Public speeches and announcements of the developers (including briefings, press conferences, etc.).</td>
<td>Online forums, blogs, etc.</td>
<td>“Open House” for the public.</td>
</tr>
</tbody>
</table>
The first column (Passive citizen involvement) includes examples of informing citizens about the strategy development process, i.e. the citizens are considered to be the recipients of information from the developers. The second column (Citizens as “outside experts”) provides examples how the developers gather information from the public, thus the citizens act as the source of information. However, neither in the first nor in the second columns the citizens participate in the strategic development process or make influence on strategic decision-making; in other words, the citizens are only concerned with the strategic planning process. And only the third column (Active citizen involvement) provides examples of citizen participation in the strategic planning process, i.e. only implementation of these mechanisms allows us to ascribe the region to Model 5 or Model 6.

Thus analysis shows the mechanisms of stakeholder involvement in the strategic planning process by the example of citizens. However, if we focus on another group of the stakeholders, i.e. businesses, we should develop other mechanisms of involvement in the strategic planning process. This difference is based on the fact that different groups of stakeholders have different criteria for acting in the strategy development process. They develop these criteria following the strategic goals of that group, its social role and functions as well as the maturity of the institutions through which the group implements its goals and fulfills its role. Consequently, the main trends of improvement of involvement mechanisms should meet the criteria of acting of all stakeholder groups. These criteria in the strategy development process may be the following:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Performance criteria from the point of view of the stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizens</td>
<td>Access to information about strategies, clarity of ideas, inconvenience of participation mechanisms (messages about opinions), transparency of the mechanisms of accounting proposals and views on strategy improvement and development.</td>
</tr>
<tr>
<td>Businesses</td>
<td>Understanding of the vision of regional development, compliance with the strategic priorities of the region, planned direction of business cluster development and mechanisms of state infrastructure support for business interests in the region.</td>
</tr>
<tr>
<td>Non-profit organizations</td>
<td>Compliance with the strategic priorities, direction of the state support in the region for public objectives and interests of different social groups.</td>
</tr>
</tbody>
</table>

According to these criteria, recommendations for the improvement of the mechanisms of strategic planning may be considered: preparation of the regional strategic plan in two versions - full version for the government (including all calculations and justification) and short version (20-30 pages, like a business plan for other stakeholders); holding of a competition among small and medium sized businesses with the aim to identify interesting ideas and proposals for the development of the region and provision of benefits for winners by, for example, advertising them in the regional media; development of the e-government system in the region to simplify participation of different groups of stakeholders, etc.

Conclusions

The study pays much attention to the issues of developing the strategic planning process in Russian regions. It is still very important for Russia to achieve strategic goals. Both federal and regional levels develop long-term strategies of social and economic development but the entire strategic development process is still unstable. Therefore this study reveals the main drawbacks of the Russian approach to designing development strategies, it particularly describes the mechanisms of executive authority-expert cooperation while designing regional strategies.

One of the main problems of Russian society is its passive involvement in the decision making process. On this basis of regional development, strategies were analyzed in terms of legal mechanisms of stakeholder involvement in the policy development process. Six models, different from each other in two parameters, were developed; the first is the range of the participants involved in the planning process, the second is the result of the planning process. According to the authors, the participants are experts, the representatives of the executive power and the public. The result of the strategic planning process is its static and dynamic orientations.

For the lack of examples of such models of active involvement of the public in the strategic planning process in Russia, the authors indicated a need to re-examine and improve the mechanisms that allow drawing the stakeholders into the government strategic planning process in Russia. On the example of a particular group of stakeholders, i.e. citizens,
the authors analyzed the mechanisms of public involvement in the strategic planning process and provided particular examples of such mechanisms.

While designing and improving the strategic planning process it is necessary to take into account the strategic interests and goals of different groups. The authors of the paper identified likely performance criteria for designing the strategic process from the point of view of different stakeholders. On the grounds of these criteria the authors provided particular recommendations for the improvement of the mechanisms of public involvement in the strategic planning process in Russia.

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Молчанова, О., Андреева, К., Первушина, Н.

Участники процесса государственного стратегического планирования: проблемы и механизмы вовлечения заинтересованных сторон

Резюме

Одним из перспективных направлений повышения эффективности государственного управления в России является более активное вовлечение разных групп заинтересованных сторон в процесс разработки и принятия решений. Эта проблема уже осмыслена как на теоретическом, так и на практическом уровне, однако, не позволяет говорить о ее решении. Отдельные попытки вовлечения различных заинтересованных сторон в процесс принятия государственных решений в России на федеральном уровне предпринимались в ходе разработки Концепции долгосрочного социально-экономического развития Российской Федерации до 2020 года (так называемой Стратегии 2020). Важным шагом на пути вовлечения граждан России в
процесс разработки и принятия государственных решений стала инициатива создания Открытого Правительства. Реализация концепции Открытого Правительства во многом связывается с развитием и широким применением технологии краудсорсинга, позволяющей реально учитывать мнения граждан при выработке государственных решений в различных сферах. Использование этой технологии позволяет гражданам не просто комментировать законопроекты, но и активно участвовать в разработке проектов нормативных документов в форме прямой работы над их текстом. Однако наиболее активно осуществляются поиски механизмов вовлечения граждан в процесс разработки и принятия государственных решений на региональном уровне.

Цель исследования: построение моделей вовлечения различных заинтересованных сторон в процесс разработки и реализации региональных стратегических планов в России на основе анализа существующих региональных практик, разработка рекомендаций по совершенствованию механизмов расширения участия граждан и других заинтересованных сторон.

В качестве ключевых методологических принципов при проведении исследования рассматривались следующие: принцип стратегического подхода к государственному управлению (в России происходит переосмысление парадигмы стратегического планирования, что требует поиска новых подходов к процессу разработки и реализации стратегий); принцип соответствия сторон, принимающих стратегические решения и реализующих их, принцип широкого вовлечения разных заинтересованных сторон в процесс стратегического управления.

В результате анализа содержания и процесса разработки 83 стратегических планов развития субъектов Российской Федерации были выявлены определённые особенности стратегического процесса. В процесс разработки стратегии на региональном уровне должны быть вовлечены как представители исполнительной власти, так и консультанты (эксперты) в области стратегического планирования. Кроме того, стратегия должна быть ориентиром для всех заинтересованных сторон региона, поэтому в процесс разработки документа должно быть вовлечено и общество. Как свидетельствует анализ практик, достаточно часто региональная власть, которая несет ответственность за разработку стратегии социально-экономического развития, перекладывает ответственность за качество документа на консультантов. При этом роль консультантов, как правило, сводится к написанию стратегии, а не к передаче соответствующих знаний и технологий исполнительной власти и другим участникам стратегического процесса в регионах.

Авторами статьи были разработаны шесть моделей вовлечения различных заинтересованных сторон в процесс разработки региональной стратегии. Модели различаются по двум основным параметрам: по спектру участников, вовлеченных в процесс стратегического планирования, и по результату планирования. В качестве участников были выделены консультанты (эксперты), представители исполнительной власти и общественность. Результат процесса стратегического планирования может быть либо статическим (планирование «заканчивается» написанием стратегического документа), либо динамическим (стратегическое планирование рассматривается как непрерывный процесс, одним из этапов которого является разработка стратегии).

Отсутствие в российской практике примеров реализации зрелых моделей, характеризующихся вовлечением общественности в процесс стратегического планирования, свидетельствует о необходимости переосмысления и совершенствования механизмов вовлечения всех заинтересованных сторон в процесс государственного стратегического планирования в России. Существуют следующие типы механизмов вовлечения граждан в региональный стратегический процесс:

1) механизмы пассивного вовлечения граждан в разработку и реализацию региональной стратегии. Граждане рассматриваются в лучшем случае, как пассивные участники стратегического процесса;
2) механизмы вовлечения граждан в качестве «внешних экспертов». При использовании подобных механизмов жители региона рассматриваются как носители полезной информации и ценных знаний, которые следует использовать при разработке и реализации стратегии;
3) механизмы активного вовлечения граждан в разработку и реализацию региональной стратегии. Данные механизмы позволяют не только выявить мнения граждан относительно подходов к стратегическому развитию региона и конкретных мер по реализации стратегии, но и интегрировать представителей населения в стратегический процесс в качестве полноценных участников, имеющих возможность реально влиять на принимаемые стратегические решения.

Механизмы вовлечения в процесс стратегического планирования других групп заинтересованных сторон (например, представителей бизнеса) отличаются от механизмов вовлечения граждан. Данное различие обусловлено тем, что разные группы заинтересованных сторон имеют разные критерии эффективности процесса разработки стратегии. Критерии эффективности определяются в зависимости от стратегических целей группы, ее социальной роли и функций, а также состояния институтов, посредством которых группа реализует свои цели и исполняет роли. Авторы делают вывод, что для разработки эффективных рекомендаций по совершенствованию механизмов вовлечения различных групп заинтересованных сторон в процесс стратегического планирования в России необходим всесторонний анализ данных критериев эффективности.

Ключевые слова: стратегическое региональное планирование, механизмы вовлечения заинтересованных сторон, механизмы взаимодействия, регионы Российской Федерации.

The article has been reviewed. Received in October, 2012, accepted in May, 2013.