

COLLABORATIVE GOVERNANCE IN PUBLIC POLICY STUDIES: A SYSTEMATIC LITERATURE REVIEW

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Abstract. Collaborative governance is an approach that involves various stakeholders in the process of making and implementing public policy, especially in addressing complex and dynamic problems such as public policy. This article aims to review the literature that discusses collaborative governance in the context of public policy. The method used is a systematic literature review, identifying, selecting, evaluating, and synthesizing relevant literature to the research question. This article uses the Scopus database as a source of literature search, using the keyword “collaborative governance.” The search results show

that 245 articles meet the inclusion criteria. The articles were then critically analyzed to determine the main concepts, methodologies, findings, and implications of collaborative governance in public policy. This article finds that collaborative governance can improve participation, coordination, communication, accountability, and adaptability in public policy but also faces challenges such as leadership style, organizational capacity, results-based policy development, and shared learning. This article also provides recommendations for future research on collaborative governance in public policy. The implications are broader than collaborative governance, which serves as a model for improving public policy in general and can be replicated across other areas by producing more results toward mapping the concept of collaborative governance.

Keywords: *collaborative governance, public policy, systematic literature review.*

Raktiniai žodžiai: *bendradarbiavimas valdymas, viešojo politika, sisteminė literatūros apžvalga.*

Introduction

A systematic literature review is a method of identifying, evaluating, and synthesizing relevant research on a specific topic, question, or problem (Kitchenham 2004; Petersen et al. 2008; Rizal et al. 2018). It aims to provide a comprehensive and unbiased overview of a given inquiry's current knowledge, gaps, and challenges. One of the fields that has attracted increasing attention from researchers and practitioners is collaborative governance, which involves multiple actors from different sectors and levels in the design, implementation, and evaluation of public policies or services (Eckerberg et al. 2015; Torfing and Ansell 2017). Collaborative governance is a promising way to address complex and wicked problems that transcend the boundaries and capacities of single organizations or sectors (Hammann 2014; Karinda et al. 2024).

One of the domains where collaborative governance is particularly relevant and challenging is public policy (Hossen et al. 2021; Mulyadi and Maulana 2021). However, despite the potential benefits of collaborative governance for public policy, there are also many difficulties and barriers to its effective implementation, such as power imbalances, conflicting goals, communication gaps, trust issues, institutional constraints, and contextual factors (Hermansson 2019). In addition, there needs to be more conceptual clarity between collaborative governance and other concepts often used interchangeably. Both approaches emphasize the importance of collaboration between multiple stakeholders. Ansell and Gash (2008) define collaborative governance as “an arrangement in which one or more public agencies directly engage non-governmental stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process.” Provan and Kenis (2007) further define network governance as “the use of institutions and structures of authority and

collaboration to allocate resources and coordinate and control collective action across the network as a whole.” Therefore, more systematic and rigorous research is needed on how collaborative governance can be fostered, facilitated, and evaluated in the context of public policy, as well as on the outcomes and impacts of collaborative governance for improving communities in society (Saputra et al. 2023).

According to (Kitchenham et al. 2009), the main purpose of a systematic literature review (SLR) is to better understand a particular topic systematically, find the state-of-the-art, and determine the gaps or shortcomings of existing studies. In addition, SLR can also help to identify the weaknesses of existing studies and find areas that require further research. The ultimate goal of SLR is to produce a strong conclusion supported by credible and reliable evidence on the research topic under study. In an SLR, choosing the right keywords is very important because it can affect the accuracy and completeness of search results (Kitchenham et al. 2009; Petersen et al. 2008). To select appropriate keywords, researchers must consider several factors, such as the specific research topic, the language used in the literature to be searched, and the information source to access.

Understanding the purpose of an SLR and the theoretical approach used in the research is essential before determining the search keywords (Yusuf et al. 2021; Rizal et al. 2018). In this research, the purpose of SLR is to find out the research map in the field of public policy with a case study on public policy using the collaborative governance theory approach. So it is necessary to understand the scope and factors that influence government policies in society. Researchers can determine more specific and relevant search keywords based on these objectives and theoretical approaches. As a first step, researchers need to understand key concepts related to collaborative governance and public policy.

The main objective of this SLR is to provide recommendations for future research on collaborative governance in public policy. The SLR should have clear research questions to answer and research objectives, and it should guide the discovery of the state-of-the-art in collaborative governance science. The research questions are as follows: What are the trends in collaborative governance research? What are the main theoretical frameworks that have been used to analyze collaborative governance? What are the main research areas and themes explored in the literature on collaborative governance related to public policy?

Methodology

The research methods for this SLR followed the guidelines of the Cochrane Handbook for Systematic Reviews (Carrera-Rivera et al. 2022). The initial stage was carried out by determining the research question. The second stage involves searching for studies. The third stage involves selecting studies. The last step involves extracting and synthesizing data (Petersen et al. 2015; Carrera-Rivera et al. 2022; Saputra et al. 2023). The first step was to formulate a research question: How does collaborative governance affect public policy

outcomes and impacts? This question was framed using the PICO framework, which specifies the population, intervention, comparison, and outcome of interest. The population is defined as any community affected by a problem in society. Interventions are defined as collaborative governance involving multiple actors. Comparison is defined as the alternative or absence of collaborative governance. Then, outcomes are defined as measures of effectiveness, efficiency, or sustainability of public policies. From the research questions, the string to use in this SLR is “collaborative governance.”

Next, researchers can start searching relevant databases and screening to select the most relevant and quality literature. Keywords are searched in the article title area and abstract, and the search is carried out on publishers with Scopus indexing. The results of the literature findings on collaborative governance are 2,023 documents (search date: April 20, 2023). The initial literature was found in 1990 and continued to increase in 2008. The result of the document findings after the limitation was 245 documents. Final articles are articles that focus on the inclusion criteria. Articles with inclusion criteria refer to articles that meet certain standards to be included in an encyclopedia or database of SLR resources. The SLR process can be seen in Figure 1.



Figure 1. SLR process (compilation of relevant articles)

In certain contexts, there are more specific inclusion criteria, namely scientific articles that have passed peer review or meet established scientific research standards—this category is selected based on “final research” articles. Furthermore, the SLR analysis method is used to compile a literature review systematically from 245 articles that have been found to produce more objective and valid results. In this SLR, we used software in conducting SLR analysis and synthesis, including Microsoft Excel, JabRef (open source reference management software), Mendeley, and VOSviewer (which visualizes the network of links between articles, keywords, or authors). The software helps users in producing more accurate and valid SLR results. However, using the software must still be done carefully and not replace the role of humans in systematically selecting and assessing articles.

Results and discussion

This section focuses on data synthesis, which involves summarizing, analyzing, and integrating data from the included studies to answer the research questions. Data synthesis uses both narrative and quantitative methods. Narrative synthesis describes key findings and themes across studies using tables, graphs, and text. In Table 1, the mapping results based on the research focus obtained 15 categories, namely poverty (2.9%), Poorness (5.7%), natural disasters (0.8%), social crime (1.2%), public health (3.3%), health problems (18%), water problems (5.7%), air pollution (1.6%), land problem (4.9%), sustainability (11.4%), environmental conflict (9.4%), migrant, urban & humanitarian (6.1%), malnutrition & stunting (0.8%), flooding problem (0.8%), and other issues, which can be addressed by collaborative governance (27.3%).

Table 1. Results of systematic mapping based on research focus

No.	Research focus	Authors	Articles
1	Poverty	Fitriana et al. (2019); Zhang et al. (2020); Meads (2017); Florini & Pauli (2018); Xiang & Tan (2019); Tian & Ge (2022); Galli et al. (2018)	7
2	Poorness	Yang et al. (2022); Feberina et al. (2021); Xu & Wei (2020); Vij (2011); Liu (2021); Tremblay et al. (2021); Liu et al. (2021); Ming’ate et al. (2014); Elias et al. (2020); Lyver et al. (2014); Marks & Miller (2022); Yuan et al. (2022); Angelstam et al. (2017); Rong & Shen (2022)	14
3	Natural disasters	Bodin & Nohrstedt (2016); Jacobi et al. (2013)	2
4	Social crime	Waardenburg et al. (2020); Waardenburg et al. (2020); van Erp (2017)	3

No.	Research focus	Authors	Articles
5	Public health	Lelieveldt (2023); Emerson (2018); Lee et al. (2019); Plochg et al. (2013); Zhangyanhui, & Genglei (2021); Haapasaari et al. (2019); Kim (2015); Cui et al. (2022)	8
6	Health problems	Grootjans et al. (2022); Hersey & Gordon (2021); Gordon et al. (2020); Sijing (2022); Choi (2020); Woldesenbet (2018); Ulibarri et al. (2020); Sitienei et al. (2021); Tremblay et al. (2019); Fu et al. (2021); Crompton et al. (2018); Vainieri et al. (2021); Cyr et al. (2021); Schneider et al. (2019); Robert et al. (2022); Tute et al. (2021); Buddharaksa et al. (2021); Chang et al. (2015); Ovseiko et al. (2014); Vabø et al. (2022); Chamberland-et al. (2022); Vidal et al. (2021); Woldesenbet (2021); Wu et al. (2020); Assmuth et al. (2020); Bartelings et al. (2017); Jeong & Kim (2021); Casprini & Palumbo (2022); Gonçalves et al. (2021); Jeanes et al. (2019); Kaushal et al. (2014); Yang et al. (2020); Sabbagh & Hickey (2020); Bretas et al. (2017); Kurtstal & Viaggi (2020); Prevo et al. (2020); Bárrios et al. (2018); Onitsuka et al. (2018); Metz & Ingold (2017); Adu-et al. (2021); Wijesinghe & Thorn J (2021); Looman et al. (2021); Mcet al. (2021); Shin et al. (2021)	44
7	Water problems	Lu et al. (2022); Huang et al. (2022); Yoder et al. (2021); Jones & White (2022); Woldesenbet (2020); Bitterman & Koliba (2020); Vodden (2015); Fish et al. (2010); Sánchez et al. (2022); Söderberg et al. (2021); Widmer et al. (2019); Agramont et al. (2022); Ferreira et al. (2018); Person et al. (2017)	14
8	Air pollution	Guo et al. (2022); Wang et al. (2021); Zheng et al. (2021); Zheng (2023)	4
9	Land problem	Roengtam & Agustiyara (2022); De et al. (2019); Bruno (2020); Molenveld et al. (2021); Guerrero et al. (2015); Westerink et al. (2017); Chapman et al. (2010); Avoyan & Meijerink (2021); Midgley et al. (2021); Lee & Baggio (2021); Dressel et al. (2020); Angelstam et al. (2021)	12

No.	Research focus	Authors	Articles
10	Sustainability	Ding et al. (2022); Guo & Li (2022); Gollagher & Hartz-Karp (2013); Wang & Ran (2018); Ahdiyana et al. (2021); Zhao & Wang (2019); Prehoda et al. (2019); Sundqvist-Andberg & Åkerman (2022); Al et al. (2022); Baudoin & Gittins (2021); Hou & Yungang (2017); Eckerberg et al. (2015); De et al. (2017); Choi & Robertson (2019); Ain et al. (2021); Unceta et al. (2019); Kusumawardhani et al. (2022); Zhao et al. (2022); Brink & Wamsler (2018); Yang et al. (2021); Cusack et al. (2022); Sun et al. (2022); Rahmayanti (2021); Af et al. (2020); Kwiatkowski et al. (2020); Pereira et al. (2017); Vangen et al. (2015); Swann (2019)	28
11	Environmental conflict	Duan et al. (2020); Wang & Gong (2022); Fan et al. (2022); He et al. (2021); Cheng et al. (2015); Titik (2018); Cheung & T (2015); Fajrina et al. (2023); Arantes et al. (2020); Brisbois et al. (2019); Ulibarri (2019); Vihma & Toikka (2021); Merritt & Kelley (2022); Woolaston (2018); Zhang & Zhu (2022); Inguaggiato et al. (2021); Rapp (2020); Sant'et al. (2019); Newig et al. (2018); Scott (2015); Fliervoet et al. (2016); Howlett (2014); Vuori et al. (2019)	23
12	Migrant, urban & humanitarian	Dupuy & Defacqz (2022); Erikson & Larsson (2022); Bahri et al. (2020); Liu & Xu (2018); Dapilah et al. (2021); Bradley et al. (2022); Griggs et al. (2020); Newman et al. (2004); Sutter (2020); Temmerman et al. (2021); Bradley (2012); Ansell & Torfing (2021); Zhang & Tian (2022); Huang & Y (2020); Hong & Ryu (2019)	15
13	Malnutrition & stunting	Carboni et al. (2017); Candarmaweni, et al. (2020)	2
14	Flooding problem	Aung & Lim (2021); Lindbergh et al. (2022)	2

No.	Research focus	Authors	Articles
15	Other issues, which can be addressed by collaborative governance	de Koning et al. (2016); Hajnal & Jeziorska (2021); Ran & Qi (2018); Noh & Yashaiya (2019); Mukhlis & Perdana (2022); Hysing (2022); Hafer et al. (2022); Douglas et al. (2020); Bianchi et al. (2021); Lou et al. (2022); Lopes (2021); Berardo et al. (2020); Jayasinghe et al. (2020); Lehtonen & Uusikylä (2021); Moreno & Gonçalves (2021); Ansell et al. (2020); Lee et al. (2020); Bronstein (2022); Sørensen et al. (2020); Plotnikof (2016); Bartenberger & Grubmüller-Régent (2014); Rahمانingtyas & Rahayu (2019); Unceta et al. (2021); Johansson et al. (2022); Sørensen & Torfing (2021); Jing & Hu (2017); Mc et al. (2015); Liu et al. (2020); Flye et al. (2021); Bichler & Lösch (2019); Tando et al. (2020); Ansell & Gash (2008); Mountford & Geiger (2018); Freitag (2019); Lee & Ospina (2022); Shilbury & Ferkins (2015); Shan et al. (2021); Emerson et al. (2012); Mcet al. (2020); Ross & Woodfield (2017); Criado & Guevara-Gómez (2021); Beran et al. (2016); Tonelli et al. (2018); Andres & Chapain (2013); Merritt & Kelley (2018); Warsono et al. (2023); Millner & Meyer (2022); Kinder et al. (2021); Batory & Svensson (2020); Sørensen et al. (2015); Fisher et al. (2020); Chen & Liu (2022); Torfing & Ansell (2017); Hermansson (2019); Aaltonen & Turkulainen (2022); Yu & Gao (2022); Chang et al. (2021); Waeterloos (2021); Morales & Meek (2019); Ulibarri & Scott (2017); Challies et al. (2016); Nyirenda & Nkhata (2013); Cayli (2011); Ansell & Gash (2018); Douglas & Ansell (2021); Quayle et al. (2019); Dewulf & Elbers (2018)	67
Total			245

Research in collaborative governance has extensively explored topics such as poverty, public health, urbanization, poor sanitation, and inadequate public facilities. However, there is a notable gap in explicitly addressing public policy studies within SLR in the context of collaborative governance. The absence of a dedicated focus on public policy is a critical limitation, as it is imperative to comprehend how societal and health problems faced by communities are influenced by policy decisions. Public policy plays a pivotal role in shaping the response to challenges associated with poverty, public health, and urbanization. Investigating the interplay between collaborative governance structures and the implementation of public policies is essential for understanding the efficacy of such collaborative approaches (Nurhaeni et al. 2024). Analyzing the impact and effectiveness of

policies geared towards poverty alleviation, public health improvement, and addressing urbanization challenges can provide valuable insights.

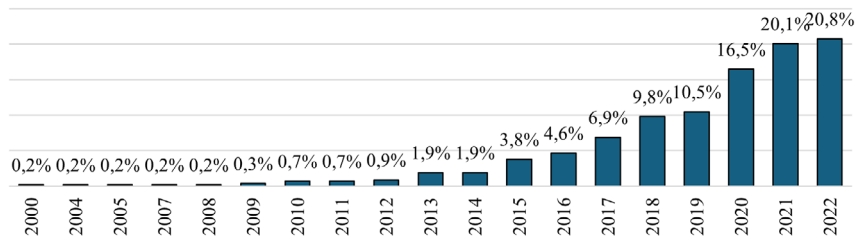


Figure 2. Collaborative governance research trends 2000–2022

Figure 2 illustrates the trend of studies on collaborative governance from 2000 to 2022. The results of collaborative governance publications began to increase significantly in 2015 and continued to increase until 2022. Based on the search, researchers found that this research was conducted 22 years ago. Research on collaborative governance began in the late 19th and early 20th centuries when organizations and social movements actively demanded participation in the policy-making process (McKelvey et al. 2021; Aaltonen and Turkulainen 2022). The collaborative governance debate began and evolved in the 1990s to the present day. In the 1960s, the US government began promoting the public participation model to improve policy quality and strengthen the legitimacy of government decisions

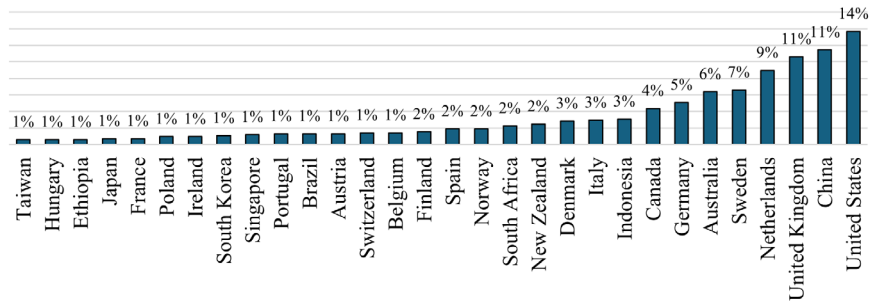


Figure 3. Countries of origin of publications

In globalization, collaborative governance is crucial in strengthening fair and inclusive policies in responding to global challenges such as climate change, inequality, and drought. Therefore, collaborative governance theory continues to develop and be applied in various government practices (Dwirahmadi et al. 2019; Hedlund et al. 2023), natural resource management (Rapp 2020; Hickey et al. 2023), and the management of inclusive community social systems (Ahdiyana et al. 2021). Based on the origin of the researcher's country, it is

known that collaborative governance research is generally dominated by scientific publications originating from the United States (as much as 14%), China, and the United Kingdom (each as much as 11%) with a comparison of the distribution of articles throughout the world. This condition shows that research on collaborative governance is a research theme that gets much attention from academics and practitioners in the United States, China, and the United Kingdom.

After reviewing previous research based on the country of origin of the publication, the SLR synthesis results are grouped based on publishers who have published scientific publications in the field of collaborative governance. Figure 4 shows the top 26 publishers who have published scientific publications in the field of collaborative governance. The list includes Multidisciplinary Digital Publishing Institute (MDPI), which has a publication rate of 22.6%. MDPI is an open-access publisher that publishes scientific journals in various fields of science, including environmental science, health, technology, and social science. Other publications include Elsevier (15.6%), Routledge (8.3%), Taylor & Francis (8.1%), Springer (5.3%), SAGE Publications (4.8%), Resilience Alliance (4.6%), John Wiley and Sons (4.2%), Frontiers Media S.A. (3.2%), Hindawi Limited (2.6%), IOP Publishing (2.2%), Oxford University Press (2.2%), Emerald Group Holdings (2.0%), Blackwell Publishing (1.8%), BioMed Central (1.6%), Institute of Physics Publishing (1.6%), Cogitatio Press (1.2%), EDP Sciences (1.2%), Policy Press (1.2%), Academic Press (1.0%), Cogent OA (1.0%), BMJ Publishing Group (0.8%), Midwest Public Affairs Conference (0.8%), Associacao Brasileira de Pos (0.6%), Association for Computing Machinery (0.6%), and Cambridge University Press (0.6%).

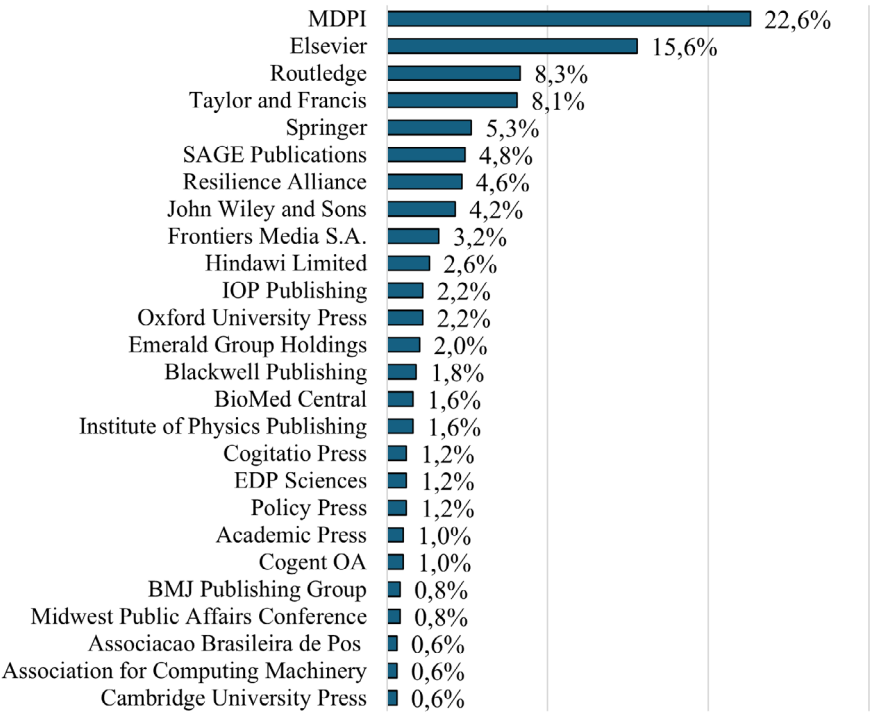


Figure 4. Collaborative governance research publisher

The research focus on health problems in relation to the topic of collaborative governance shows a percentage of 24.7%. Discussions on collaborative governance in managing infectious diseases and sustainability often appear in the literature, which can focus on how collaborative governance can help overcome infectious diseases, such as skin diseases, malaria, malnutrition, acute respiratory infections, avian flu, Ebola, and other diseases that arise after a disaster in society. Research shows these issues are caused by poverty.

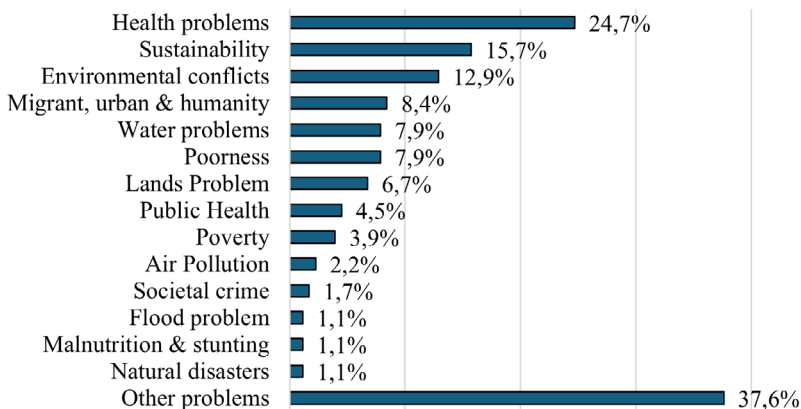


Figure 5. Research focus: collaborative governance

In general, based on SLR, collaborative governance research can focus on how collaborative governance can help overcome health crises such as the COVID-19 pandemic, non-communicable diseases, nuclear accidents, and natural disasters. In the public health area (4.5%), collaborative governance research is used in improving access and quality of public health services. Then, in the research focus area of sustainability (15.7%), collaborative governance is an important approach in achieving environmental, social, and economic sustainability. The sustainability in collaborative governance research topic covers the scope of sustainable natural resource management (Boyle et al. 2021; Zhang et al. 2021; Bergsten et al. 2019).

The results of the SLR using VOSviewer revealed correlations between the Governance Approach and a variety of other research topics, including (1) sustainability, (2) humanities, (3) stakeholders, (4) decision-making, (5) public health, (6) cooperation, (7) leadership, (8) urban planning, (9) resource management, (10) policy-making, (11) forest management, (12) participatory approaches, (13) healthcare systems, (14) conservation, (15) civil society, (16) natural resources, (17) ecosystems, (18) resilience, (19) smart cities, and (20) infrastructure.

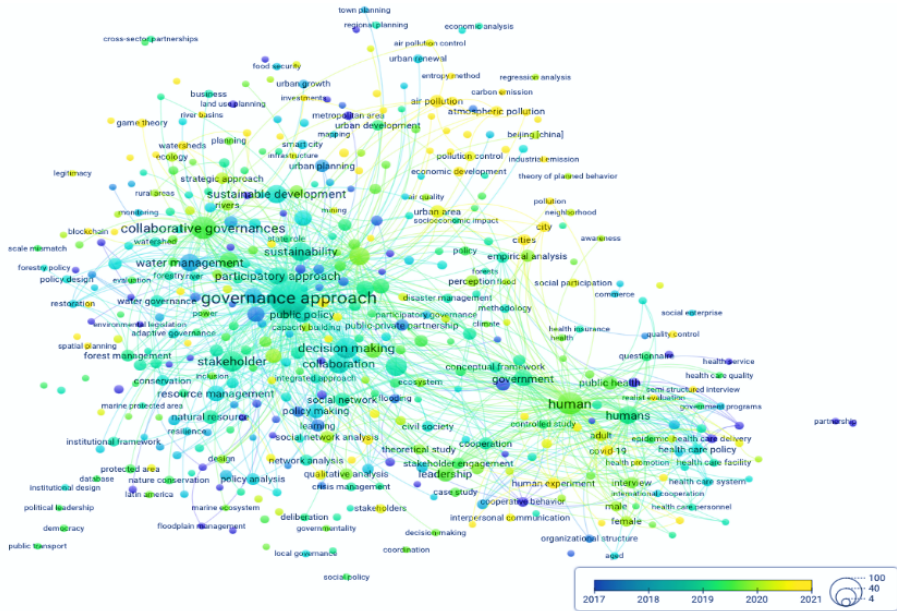


Figure 6. VOSviewer (research focus)

The subsequent analysis is to evaluate the overlay of co-occurrences based on collaborative governance research trends that are currently being researched, including (1) urban areas, (2) rural/coastal areas, (3) societal linking, (4) bridging organizations, (5) citizen engagement, (6) biodiversity conservation, (7) ecology, (8) restoration, (9) air pollution, (10) economic development, (11) cities, (12) industrial emissions, (13) social participation, (14) watersheds, (15) social network analysis, (16) human experiment, (17) interpersonal communication, (18) cooperative behavior, (19) spatial planning, and (20) cross-sector partnerships. In this research, it is an empirical fact that in the process of collaborative governance, there is a connection with the new research topics of citizen engagement, bridging organizations, and societal linking. In collaborative governance research, other topics often appearing with agricultural land reserves are land use planning, land conservation, food security, local food systems, sustainable agriculture, coastal management, climate change adaptation, community resilience, ocean governance, and marine spatial planning.

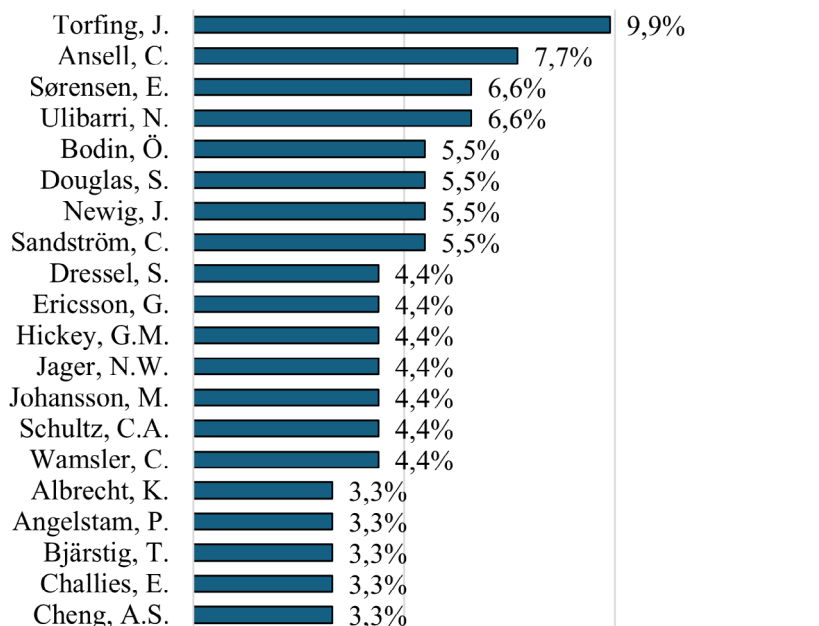


Figure 7. Authors who have the highest publications (top 20)

The subsequent SLR synthesis is a review of the author or authors who most often conduct research and publish it. Researchers use mixed methods, namely a combination of coding methods and bibliometric methods. Manual coding is a technique that requires reading each article manually and recording the author's name in Microsoft Excel. The bibliometric method involves using software to analyze bibliographic data from published articles in the field of collaborative governance. Thus, the mixed method combines manual coding and bibliometric methods. The step is to use bibliometric methods to identify the most prolific authors. Based on the SLR results on authors, the authors found that Torfin, J., Ansell, C., Sørensen, E., Ulibarri, N., and Bodin, Ö. are the authors who have done the most research on collaborative governance in Scopus. Jacob Torfin is a professor of political science at Roskilde University in Denmark. One of his best-known works is the book *Collaborative Governance: New Ideas for Democratic Governance in the 21st Century* (Torfin et al. 2021; Torfin and Ansell 2017).

Then the second highest on this list is author Christopher Ansell (Ansell 2019) (Ansell and Gash 2008). One of his best-known works is the book *Collaborative Governance in Theory and Practice* (2008), co-authored with Alison Gash. Next is Eva Sørensen (Sørensen and Torfin 2021a) (Sørensen et al. 2020) (Sørensen and Torfin 2021b). One

of her best-known works is *Radical and Disruptive Answers to Downstream Problems in Collaborative Governance?* (2021), co-authored with Jacob Torfing. Then the fourth highest on the list is Nicola Ulibarri (Ulibarri et al. 2017; Ulibarri et al. 2020; Ulibarri 2015; Ulibarri 2018; Ulibarri 2019). Ulibarri has published several scholarly articles on collaborative governance and community participation in leading journals. After that is Örjan Bodin (Bodin et al. 2016), who researches collaboration between communities and decision-makers in natural resource management, including agriculture, fisheries, and national parks. Bodin has published numerous scientific articles on collaborative governance and analytical frameworks to study the dynamics of collaboration between communities and decision-makers in natural resource management.

In the subsequent SLR synthesis, researchers also reviewed the most citations of collaborative governance research. Authors with the most citations are authors whose works have been cited or referred to by other authors in their articles or scientific works. Most citations indicate that the author's work is considered essential or influential in their field. In the SLR results, the most cited source is Ansell and Gash (2008), entitled *Collaborative Governance in Theory and Practice* (Ansell and Gash 2008), published by the *Journal of Public Administration Research and Theory* with 2,954 citations (Scopus data). In the second position is Emerson et al. (2012), entitled *An Integrative Framework for Collaborative Governance*, published by the *Journal of Public Administration Research and Theory* (Emerson et al. 2012) with a citation count of 1,325.

Ansell and Gash, in their journal *Collaborative Governance in Theory and Practice*, formulate a collaborative governance model based on a literature review. The conclusions of the study are described in four main variables, namely: (1) initial conditions, (2) institutional design, (3) leadership, and (4) collaborative processes (Ansell and Gash 2008). Meanwhile, Kirk Emerson, Tina Nabatchi, and Stephen Balogh, in their journal, entitled *An Integrative Framework for Collaborative Governance*, explain that the collaboration process consists of (1) collaboration dynamics, (2) collaboration actions, and (3) impact and adaptation on the collaboration process (Emerson et al. 2012). The views and frameworks initiated and proposed by Ansell and Gash (2008) and Emerson et al. (2012) will be the applied theory in this dissertation research. However, in theory, the definition of collaborative governance by Emerson et al. (2012) is slightly expanded from the scope of the Ansell and Gash (2008) definition to a higher level by developing a theory of collaboration called the Collaborative Governance Regime.

Conclusion

1. Trends in collaborative governance research found a number of 245 articles, which is increasing every year, where the community focuses on research areas such as Poverty, Poorness, natural disasters, social crime, public health, health problems,

- water problems, air pollution, land problem, sustainability, environmental conflict, migrant, urban & humanitarian, malnutrition & stunting, flooding problem, and other issues problem. These trends continue to develop and are interrelated with each other.
2. The main theoretical framework often used to analyze collaborative governance is the Collaborative Governance Framework (Ansell and Gash 2008), which emphasizes the importance of face-to-face dialogue and trust-building and the Integrative Framework for Collaborative Governance. Emerson et al. (2012) emphasize the dynamic and iterative cycle in collaboration.
 3. The main themes in collaborative governance literature related to public policy are participation, coordination, communication, accountability, and adaptability. As well as leadership style, organizational capacity, results-based development policies, and shared learning. Collaborative governance research in public policy can continue to develop as technology advances, public expectations change, and learning and practices evolve.

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BENDRADARBIAVIMAS VIEŠOSIOS POLITIKOS STUDIJOSE: SISTEMINĖ LITERATŪROS APŽVALGA

Anotacija. Bendradarbiaujantis valdymas – tai požiūris, į kurį į viešosios politikos formavimo ir įgyvendinimo procesą įtraukiamos įvairios suinteresuotosios šalys, ypač sprendžiant sudėtingas ir dinamiškas problemas, tokias kaip viešojo politika. Šiuo straipsniu siekiama apžvelgti literatūrą, kurioje aptariamas bendradarbiavimas valdymas viešosios politikos kontekste. Naudojamas sisteminis literatūros apžvalgos metodas, identifikuojant, atrenkant, įvertinant ir sintezuojant tiriamam klausimui aktualią literatūrą. Šiame straipsnyje kaip literatūros paieškos šaltinis naudojama duomenų bazė Scopus, naudojant raktinį žodį „bendradarbiaujantis valdymas“. Paieškos rezultatai rodo, kad įtraukimo kriterijus atitinka 245 straipsniai. Tada straipsniai buvo kritiškai išanalizuoti, siekiant nustatyti pagrindines sąvokas, metodikas, išvadas ir bendro valdymo pasekmes viešajai politikai. Šiame straipsnyje nustatyta, kad bendradarbiavimas valdymas gali pagerinti dalyvavimą, koordinavimą, bendravimą, atskaitomybę ir gebėjimą prisitaikyti viešojoje politikoje, tačiau taip pat susiduriama su tokiais iššūkiais kaip vadovavimo stilius, organizaciniai gebėjimai, rezultatais pagrįstos politikos kūrimas ir bendras mokymasis. Šiame straipsnyje taip pat pateikiamos rekomendacijos būsimiems bendradarbiavimo viešosios politikos valdymo tyrimams. Poveikis yra platesnis nei bendradarbiaujantis valdymas, kuris yra pavyzdys gerinant viešąją politiką apskritai ir gali būti atkartojamas kitose srityse, duodant daugiau rezultatų nustatant bendradarbiaujančio valdymo koncepciją.

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