



WAT-E2080 Synthesis Session

Lauri & Mia – 23.2.2020



AIMS FOR TODAY

1. **SYNTHESISE**: Bring together & discuss the different governance contexts and scales we've gone through
→ **BROADEN**: Linking these to politics and power
2. **REFLECT**: Looking back for the course contents & arrangements + giving feedback on those
3. **FEEDBACK**: Group discussion where you discuss how your group worked (light version of 'I like, I Wish')

ANY QUESTIONS?

BROADEN

POLITICS + POWER

New kind of Reading Circle!

→ Get into mixed groups according to the politics-related article you browsed through:

1. Pahl-Wostl 2009: polity, politics & policy (SDG subchannel)
2. Moss and Newig 2010: politics and scale (MEKONG subchannel)
3. Molle 2009: political process and discursive power (EU subchannel)
4. Wilson et al. 2019: power and politics (Kokemäenjoki subchannel)

BROADEN

POLITICS + POWER

- 1) Share your personal Key Points with group
- 2) Then discuss who was the most powerful actor in your own Case Studies and why?
- 3) Then answer together:
 - What is the role of politics and power in water governance?
 - How politics can be addressed and understood as part of a governance process?

BROADEN

POLITICS + POWER

Some remarks:

- Politics link to differing values and interests we as groups of people hold
 - Politics can be seen as a filter for current public opinion ...in democratic societies
- Power related to many things, such as decision power, money and knowledge
 - Different forms of power: e.g. hard power and soft power
(More e.g. in Lukes 2005)

BROADEN

POLITICS + POWER

MIA'S PRESENTATION!

BREAK!



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ANY QUESTIONS?

REFLECT

THE COURSE

Group Discussion in your sub-channels

Agree on three Take-Home Messages from the entire course for your group: what were the key points you learned/realised?

→ Write to Miro

→ After, I will ask one key point group by group

YOUR DEFINITIONS FROM FIRST LECTURE

ANY COMMENTS?
HAS SOMETHING CHANGED?

Water governance?

What is water governance?

Write your one sentence definition into this frame by using text tool (T) from the left.

Policies, regulations, infrastructure, legislations and stakeholders that go into distributing water.

Water governance contains the relevant actors/stakeholders and institutions (legislation, policies etc.) and their interaction in the context of water resources management.

Legitimate decision-makers manage water resources

Decision-makers manage water resources in a sustainable way

Who does 'governance'

The interaction of different stakeholders to form methods and strategies to solve water related issues.

Political, economical and social decision-making on how water resources are distributed, managed and surveilled.

Water governance is analysis of the management and distribution of water throughout a specific area and its regulation and legislation

What is Water Governance ?!

All we do to maintain water resources and prevent water pollution and over use.

transboundary water issues

Regulates water resources through and to different actors to reach accepted outcomes.

Group of rules that take into consideration social, economical and environmental aspects of water and leads to its proper management

Group of rules that take into consideration social, economical, and environmental aspects of water

Forming rules and legislations to manage water resources efficiently and sustainably in the current situation and for the future.

KEY POINTS from Cases

- SYSTEM

- Define your system's scale & boundaries clearly for analysis, and use your methods at the same level of detail (also remember that in reality the boundaries are fuzzy...)

- TIME

- All contexts have history (and future) which often help to explain the situation existing today (e.g. HSY, WFD)

- TECHNICAL & POLITICAL GOVERNANCE

- Just focusing on 'technical/formal governance such as organisational diagrams and legislation gets you only to the beginning. Actual implementation often through informal institutions and interactions – and is very political!

Governance setting: formal vs. informal?

DESIGNED/FORMAL

Hierarchical, defined roles

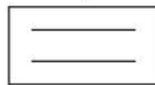
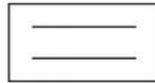
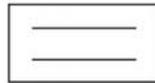
Formal, official, intentional

Specified roles and rules

Designed and intentionally managed

Separate body for governance

Rational (incentives, rules, sanctions)



INFORMAL/BRICOLAGE

Fuzzy, no specified roles

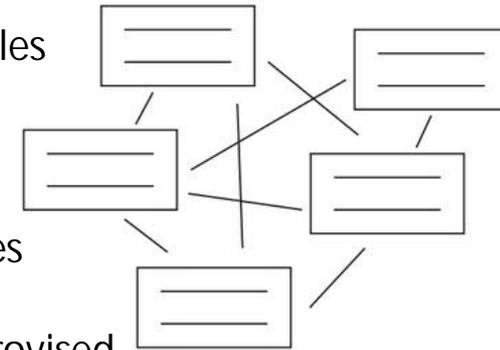
Informal, unofficial

Blurred roles and rules

Pieced together, improvised

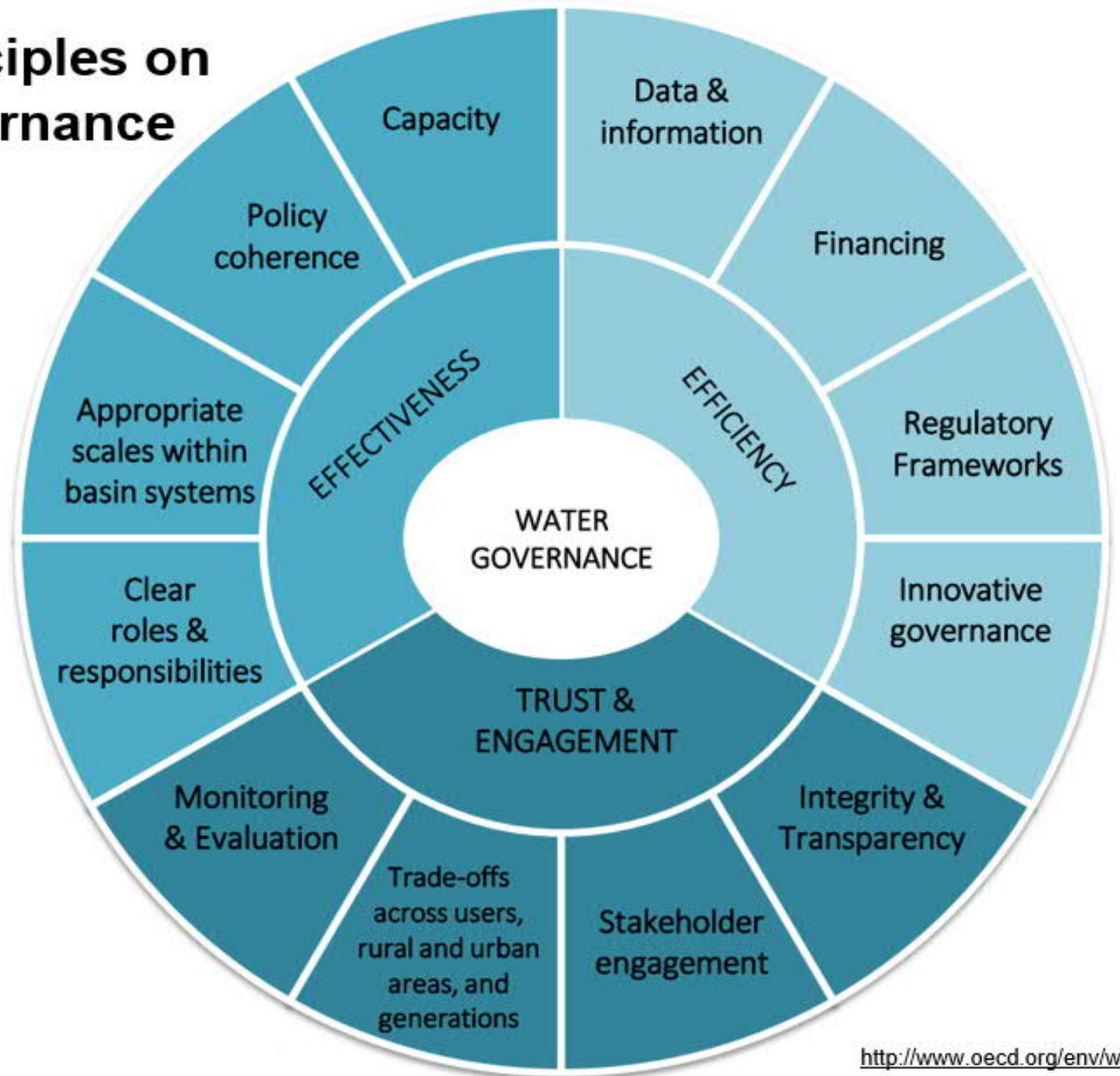
Decision making through every-day life

Relational (relationships, creativity)



→ Both types (and hybrid) organisations and institutions exist, and both types can potentially manage natural resources well: yet, their actual way of working is very different

OECD Principles on Water Governance



QUESTIONS,
COMMENTS?

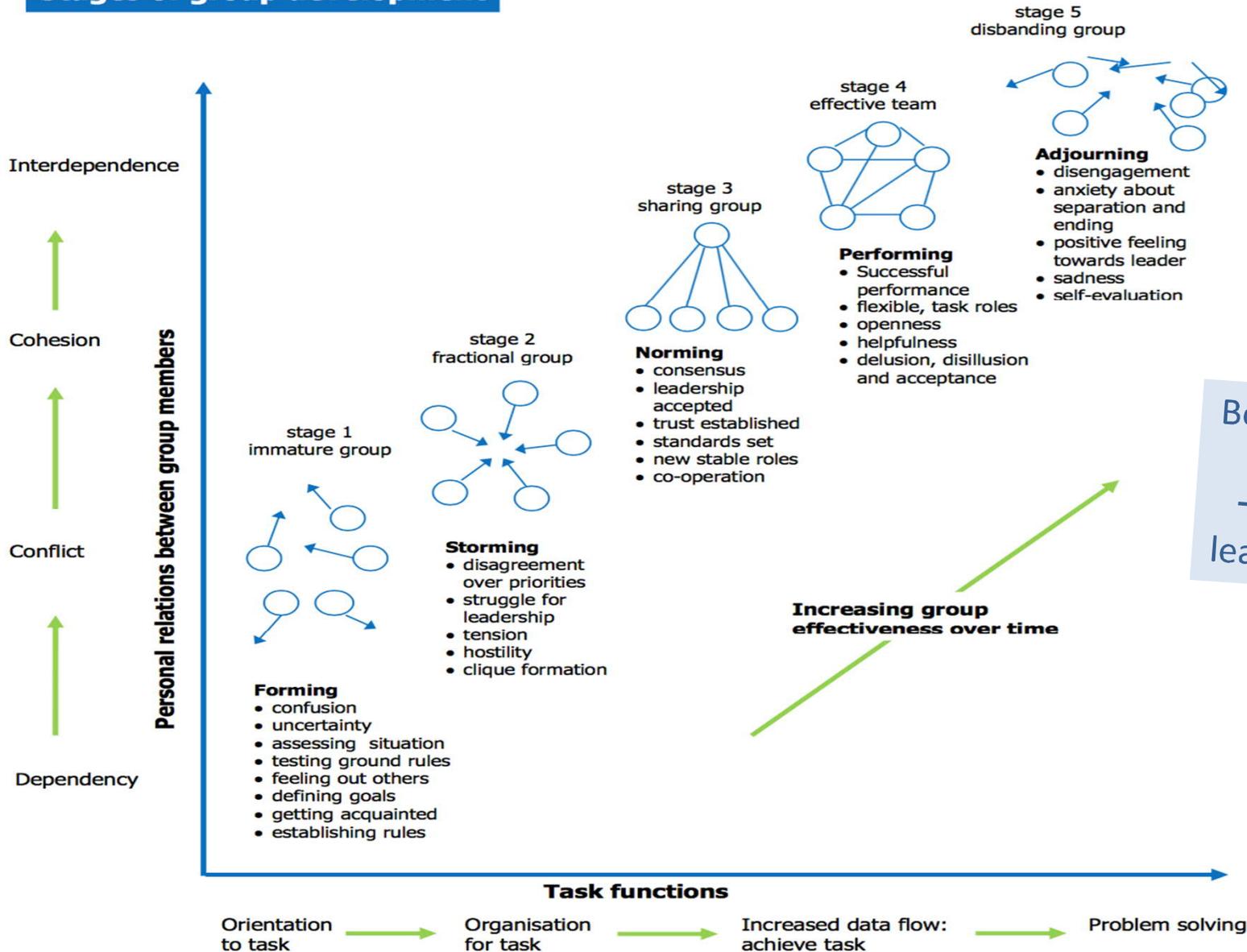
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ANY QUESTIONS?

STAGES OF GROUP WORK

Stages of group development



Be ready for the storms, too!
→ Part of the learning process

Source: Aurora / Tuckman
<http://bit.ly/2cPGiFa>

Based on Tuckman (1965)

RECEIVE &
GIVE FEEDBACK

GROUP FEEDBACK

You all will fill in Peer & Self Assessment, giving grade & short written feedback to all group members (incl. yourself)

Now possibility to give feedback face-to-face through light 'I like, I wish' (<https://ilikeiwish.org>)

→ Write down three "I wishes" for your group

→ Write down three "I likes" for your group

Then discuss these in your group, one person at a time: first 'wishes' round i.e. everyone saying their wishes, then finish with 'likes' round

No harm if you repeat what others said
= shows that point is important for many

RECEIVE &
GIVE FEEDBACK

GROUP FEEDBACK

Think alone:

What was my role for our groups' 'likes'?

What about the 'wishes'?

1. Is there something I could have differently?
2. What kind of role I took? (see next slide)
3. What did I learn for future group work?

TEAM ROLES by Belbin

	Team role	Strengths	Allowable weaknesses
Action oriented roles	 Shaper	<ul style="list-style-type: none"> • Challenging, dynamic, thrives on pressure • The drive and courage to overcome obstacles 	<ul style="list-style-type: none"> • Prone to provocation • Offends people's feelings
	 Implementer (company worker)	<ul style="list-style-type: none"> • Disciplined, reliable, conservative and efficient • Turns ideas into practical actions 	<ul style="list-style-type: none"> • Somewhat inflexible • Slow to respond to new possibilities
	 Completer finisher	<ul style="list-style-type: none"> • Painstaking, conscientious, anxious • Searches out errors and omissions • Delivers on time 	<ul style="list-style-type: none"> • Inclined to worry unduly • Reluctant to delegate
People oriented roles	 Co-ordinator (Chairman)	<ul style="list-style-type: none"> • Mature, confident, a good chairperson • Clarifies goals, promotes decision-making, delegates well 	<ul style="list-style-type: none"> • Can often be seen as manipulative • Offloads personal work
	 Teamworker	<ul style="list-style-type: none"> • Co-operative, mild, perceptive and diplomatic • Listens, builds, averts friction 	<ul style="list-style-type: none"> • Indecisive in crunch situations
	 Resource investigator	<ul style="list-style-type: none"> • Extrovert, enthusiastic, communicative • Explores opportunities • Develops contacts 	<ul style="list-style-type: none"> • Over-optimistic • Loses interest once initial enthusiasm has passed
Cerebral roles	 Plant	<ul style="list-style-type: none"> • Creative, imaginative, unorthodox • Solves difficult problems 	<ul style="list-style-type: none"> • Ignores incidentals • Too pre-occupied to communicate effectively
	 Monitor evaluator	<ul style="list-style-type: none"> • Sober, strategic and discerning • Sees all options • Judges accurately 	<ul style="list-style-type: none"> • Lacks drive and ability to inspire others
	 Specialist	<ul style="list-style-type: none"> • Single-minded, self-starting, dedicated • Provides knowledge and skills in rare supply 	<ul style="list-style-type: none"> • Contributes only on a narrow front • Dwells on technicalities

FINAL REMARKS!

1. Final Case Study Session on Thursday: Mia and Lauri present if you still have some questions
2. Remember to submit Final Report, Take-Home Messages & other possible tasks by the end of the course (Sun Feb 28th)
3. Fill in Peer & Self Assessment (comes through email)
4. Respond to Course Feedback (sent to you by email)



5% = 50%

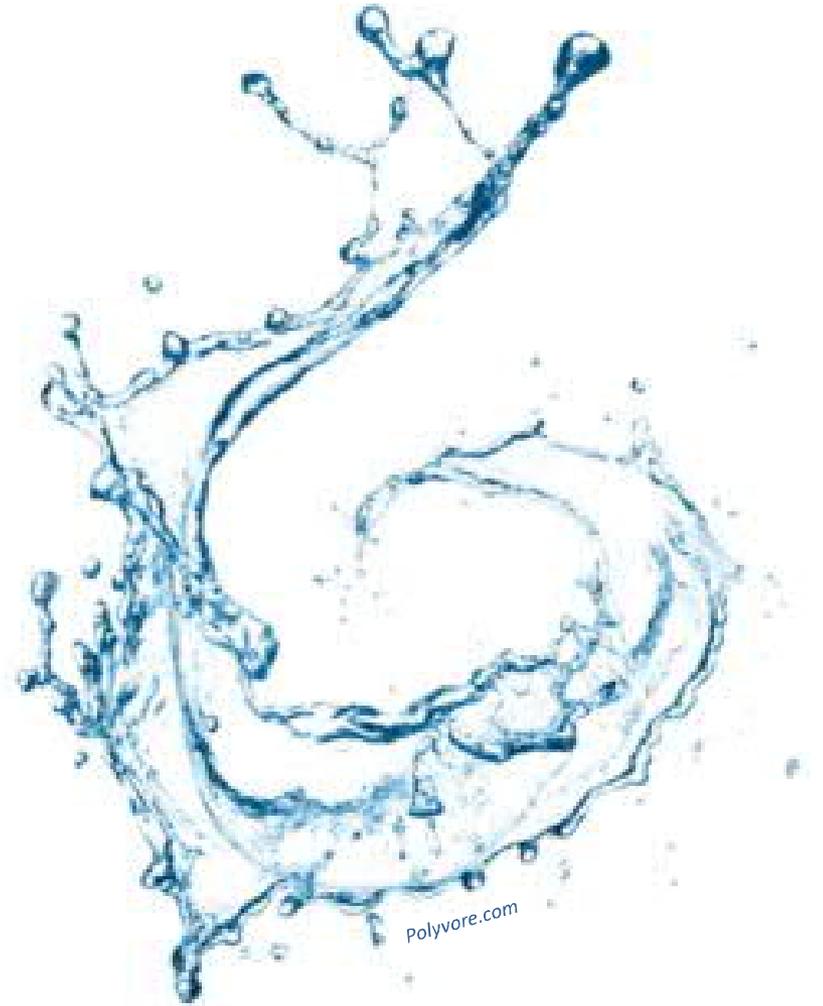
*WHAT
IS THIS?*

As water and environmental engineer, you are not supposed to become governance guru.

Yet, putting bit of your time and effort (max. 5%, even 1%) occasionally (e.g. when starting a new job or project, re-thinking your work profile) into understanding the governance setting of your work, helps a lot – can even make your output 50% better!

(Note: This claim is not based on scientific analysis, but purely entertaining and thought-provoking equation for you to remember)

That's all
folks,
thank you!





ADDITIONAL SLIDES

GOVERNANCE ≠ MANAGEMENT

WHY?

VS.

HOW?

THREE MANAGEMENT DIMENSIONS

Operational management = most practical management dimension; focus on predefined technical day-to-day routines, commonly at the project level.

Tactical management = broad, longer-term view to the existing management context; focus on external pressures and trends affecting management routines, commonly at the program and policy level.

Strategic management = most strategic management dimension; often with little technical focus and strong political nature; focus on long-term planning and decisions including radical changes -externally and internally induced- in the management context, commonly at the policy level.

GOVERNANCE is broad & critical

- Maintains a critical view = tries to understand why things are as they are, and how they could be improved
- Don't take e.g. laws as granted, but critically view them and their actual implementation (and lack of).
- Includes a broader set of actors than those included in actual management

MGT is about operationalisation

- Takes a certain governance contexts and its actors and institutions as given: starting point for operationalising the governance.
- Management is thus often quite technical task and the realm for engineers: 'making things happen' (and not asking questions).
- Yet, successful management should be based on understanding and reflection of the governance context.

Differing settings to governance

- There are differing governance settings/approach
 - Differing settings and approaches available from literature, ranging e.g. from centralised/hierarchical to networked, and from strongly (publicly) regulated to market-driven
 - Most contexts are mixed, but thinking of their dominant 'setting/approach' may help to understand how it is structured and how it works (or not)

Table 2
Integrated regime and governance analytical framework.

Regime element	Governance approach		
	Hierarchical	Market	Network
Actors	<p>Little autonomy, follow predefined orders</p> <p>Dependent relationships</p> <p>Rational</p> <p>Considered as 'subjects'</p> <p>Subordinate actors motivated by fear of punishment</p> <p>Superordinate actors motivated by career advancement, bureaucratic stability</p> <p>Common motivation is to minimise risk</p>	<p>Exercise self choice</p> <p>Independent relationships</p> <p>Rational</p> <p>Considered as 'customers' or 'consumers'</p> <p>Subordinate actors motivated by material benefit</p> <p>Superordinate actors motivated by profit</p> <p>Common motivation is to maximise advantage</p>	<p>Depend on others; trust others, empathetic</p> <p>Interdependent relationships</p> <p>Considered as 'partners'</p> <p>Subordinate actors motivated by belonging to a group</p> <p>Superordinate actors motivated by the esteem of followers</p> <p>Common motivation is to satisfy identity</p>
Processes	<p>Clearly defined and applied across locations</p> <p>Decisions based on authoritative, formal adjudication</p> <p>Accountability exercised through political system</p>	<p>Emphasis on private sector management practices – efficiency, competition</p> <p>Decisions based on consumer preference</p> <p>Accountability exercised through consumer choice</p>	<p>Context dependent</p> <p>Emphasis on cooperation and negotiation</p> <p>Decisions based on general consent, unanimous agreement</p> <p>Accountability and transparency difficult to identify</p>
Structures	<p>Strong vertically, formalised, static</p> <p>Low flexibility</p> <p>Establishes clear actor roles and responsibilities</p>	<p>Provide guidance to actors</p> <p>Establish explicit standards for performance</p> <p>High flexibility</p> <p>Establishes principal with local actors</p>	<p>Strong horizontally, informal</p> <p>Moderate flexibility</p> <p>Context dependent</p>
Influences	<p>Centralised power</p> <p>Power exercised through coercion, administrative and legal expertise, procedural correctness</p> <p>Collective goods are produced and distributed</p>	<p>Centralised power with autonomous actors</p> <p>Resource allocation linked to performance</p> <p>Power exercised through entrepreneurship</p> <p>Private goods are produced and distributed</p>	<p>Distributed power and resources</p> <p>Power exercised through respect and trust</p> <p>Solidaristic goods are produced and distributed</p>

Source: Adapted from: Elzen and Wiczorek (2005), Hood (1991), Meuleman (2008), Pierre and Peters (2000), Powell (1990), and Streek and Schmitter (1985).