WAT-E2080
Synthesis Session

Marko, Amy & Lauri – 19.2.2019

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?

CONTEXTS

Last time we already discussed about methodological key points: now focus on different governance contexts i.e. Case Studies

Discussion in **mixed pairs**:

What were the key **differences and key similarities** between the governance arrangements in our five Case Studies? Why?

How does scale affect governance?

CIVIL SOCIETY?

SOME EXISTING
GOVERNANCE
FRAMES

{ PROCESSES
BALANCING
POWER

| HEGEMON

SCALE

= SMALL
HIERARCHICAL   LARGE
                    = MESSY
LINKS TO   + NETWORKED
POWER!

FINLAND
& EU
VS.
MEKONG
&
GLOBAL

} TENSIONS
+ POLITICS!

POLITICS + POWER

New kind of Reading Circle!

→ *Get into mixed **groups of 3 people** according to the politics-related article you browsed through:*

1. *Meadowcroft 2002: politics & scale*

2. *Molle 2008: nirvana concepts & narratives*

3. *Mollinga 2001: water politics in three levels*

4. *Zeitoun & Warner 2006: hydro-hegemony in transboundary water conflicts*

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 under- stood as part of a governance process?**

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 a 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)

METAPHOR FROM AINO: THANKS!

AIM? — POLITICS =
ACTIONS WITHIN
GOVERNANCE FRAMEWORK
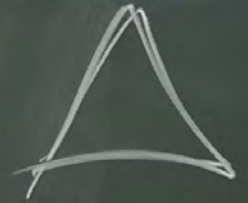OR ALL ACTIONS ARE POLITICAL?

"RULES OF THE GAME"
→ AIMS TO DEPERSONIZE
POWER!

+ VOTING POWER
+ KNOWLEDGE
= POWER

POLITICS IS A FILTER
OF A CURRENT PUBLIC
OPINION

SOCIAL
ECONOMIC
CULTURAL

... IN DEMOCRATIC
SOCIETIES

INSTITUTIONS
ARE GROUPS
OF PERSONS!

→ EVEN AN INDIVIDUAL
CAN MATTER A LOT!

SMALL
GROUP
VS.
SYSTEM

POLITICIANS
= EASY TARGETS

TIME

EVERY INSTITUTION
SUSTAINS THE
PROBLEM THEY
SHOULD SOLVE

BROADEN

POLITICS + POWER

AMY'S PRESENTATION!

BREAK!

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ANY QUESTIONS?

THE COURSE

Group Discussion

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

→ *Write to MyCourses Take-Home Messages*
  forum: start new thread with your group name

GROUP's TAKE HOME MESSAGES

YOUR DEFINITIONS FROM FIRST LECTURE

WAT-E2080: what is water governance?

Write below your one sentence definition for 'water governance'.

ANY COMMENTS?
HAS SOMETHING CHANGED?

Lähetä

09:33 » Water governance is ... an overall concept or framework that defines and guides all processes between different actors.

09:33 » Making decisions and solving conflicts within context of water use and management (collective problem)

09:32 » Social political system that influence water use and management.

09:32 » Water governance is a decision-making process involving different actors and institutions in different contexts (e.g. political, social, economical) ultimately aiming for sustainable water use and control.

09:31 » The way in which different actors cooperate through institutions such as legislation to manage water in a sustainable way including different scales and sectors.

09:29 » Water governance means preparing, implementing and supervising decision making processes in the water related issues.

09:29 » Management of water related questions and problems using legislation and guiding processes.

09:27 » Actors and institutions interacting to solve a collective, water-related problem.

09:26 » Solving a collective problem related to water

KEY POINTS from Cases

- **SYSTEM**

  → Define your **system's scale & boundaries** clearly for analysis, and use your indicators 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 tension 1: formal vs. informal?

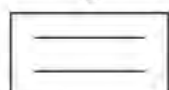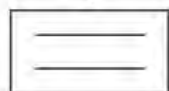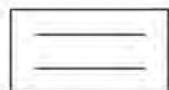## DESIGNED/FORMAL

Hierarchical, defined roles

Formal, official, intentional

Specified roles and rules

Designed and intentionally managed

Separate body for governance

Rational (incentives, rules, sanctions)
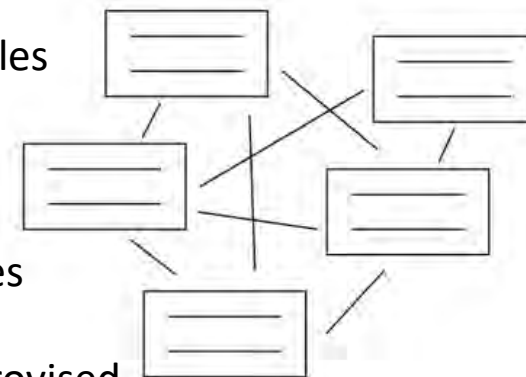
INFORMAL/BRICOLAGE

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**

For more, see e.g. Elinor Ostrom's works and
Frances Cleaver's works on *institutional bricolage*

Governance tension 2: agency vs. structure?

"Proactive actors are totally free and shape their own operational environment, even reality"

→ **neoliberal individualism**

Agent is an actor that has authority to act on an issue according to one's will (=agency).

Structure is the patterned arrangements which influence the actors' choices and opportunities available

"Passive actors with well-defined roles within a given, larger structure. Structure matters, not actors"

→ **caste system, structuralism**

There is a fruitful middle way between the two extremes

*Based on slides by Juho Haapala*

QUESTIONS, COMMENTS?

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ANY QUESTIONS?

STAGES OF GROUP WORK

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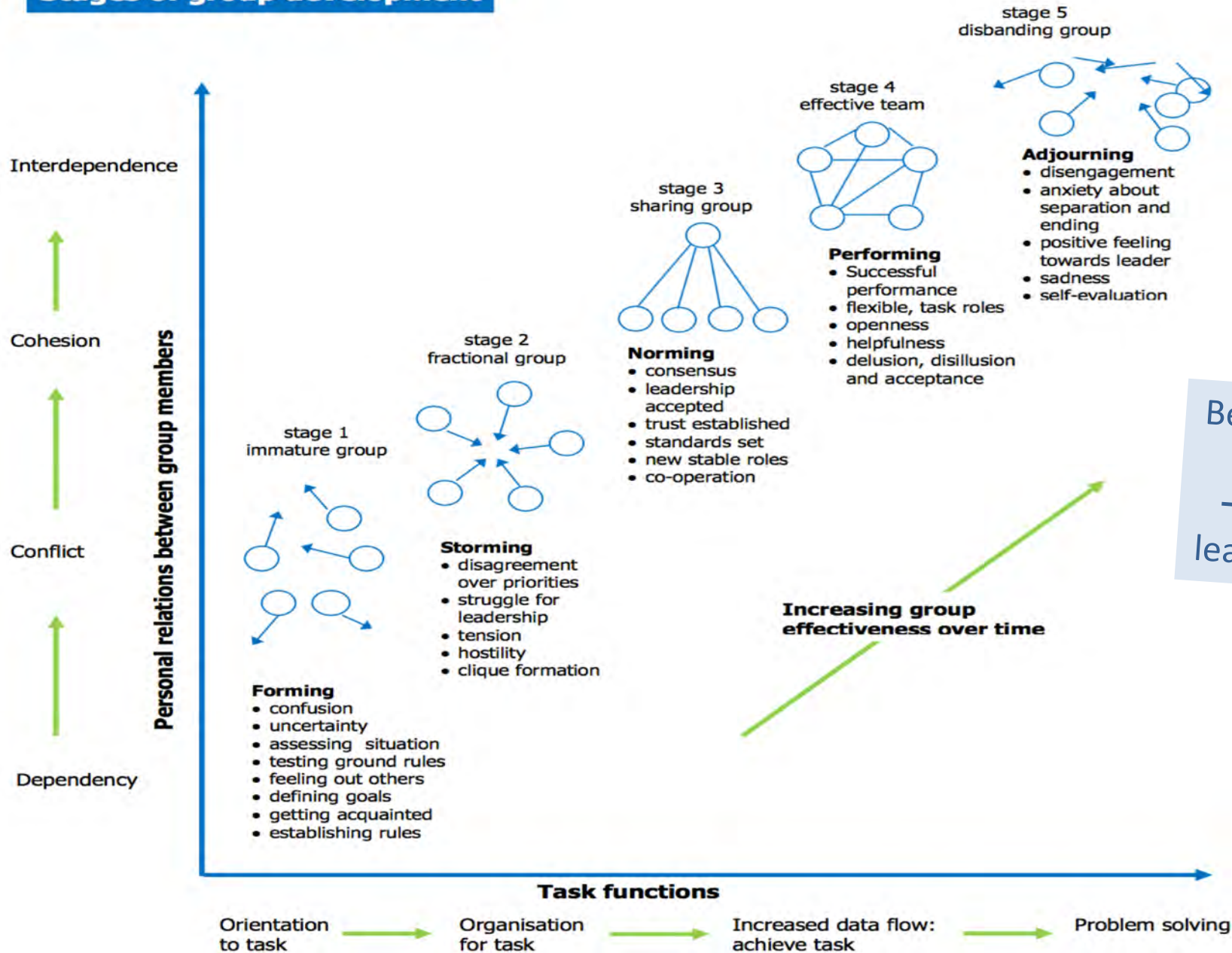
Be ready for the storms, too!
→ Part of the learning process

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

Based on Tuckman (1965)

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**	• Challenging, dynamic, thrives on pressure • The drive and courage to overcome obstacles	• Prone to provocation • Offends people's feelings
	Implementer (company worker)	• Disciplined, reliable, conservative and efficient • Turns ideas into practical actions	• Somewhat inflexible • Slow to respond to new possibilities
	Completer finisher	• Painstaking, conscientious, anxious • Searches out errors and omissions • Delivers on time	• Inclined to worry unduly • Reluctant to delegate
People oriented roles	**Co-ordinator** (Chairman)	• Mature, confident, a good chairperson • Clarifies goals, promotes decision-making, delegates well	• Can often be seen as manipulative • Offloads personal work
	Teamworker	• Co-operative, mild, perceptive and diplomatic • Listens, builds, averts friction	• Indecisive in crunch situations
	Resource investigator	• Extrovert, enthusiastic, communicative • Explores opportunities • Develops contacts	• Over - optimistic • Loses interest once initial enthusiasm has passed
Cerebral roles	**Plant**	• Creative, imaginative, unorthodox • Solves difficult problems	• Ignores incidentals • Too pre-occupied to communicate effectively
	Monitor evaluator	• Sober, strategic and discerning • Sees all options • Judges accurately	• Lacks drive and ability to inspire others
	Specialist	• Single-minded, self-starting, dedicated • Provides knowledge and skills in rare supply	• Contributes only on a narrow front • Dwells on technicalities

GROUP ROLE CARICATURES

- SHAPER brainstorms & comes up with new ideas

- IMPLEMENTER implements & organises

- 'VASTARANNAN KIISKI' (MOANER) opposes everything

- CLOWN makes fun of everything (also in good sense)

- COORDINATOR focuses on the job + keeps up good spirit

- WITHDREWER stands back, does only what is asked to

- FREE-RIDER let's others do the work, but takes credit

- SPECIALIST brings in-depth (but selective) knowledge

- OVERACHIEVER aims high, even at the cost of team spirit

THANK YOU!

1) **Remember to submit Final Report, Take-Home Messages & other possible tasks by the end of the course (Sun Feb 24th)**

2) **Fill in Peer & Self Assessment (comes through email)**

3) **Respond to Course Feedback (sent to you by email today morning)**

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That's all
folks,
thank you!

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ADDITIONAL SLIDES

GOVERNANCE ≠ MANAGEMENT

WHY?   VS.   **HOW?**

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.

For more, see e.g. Hufty 2011; Keskinen 2010; Sojamo 2016.

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

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

Meene et al. (2011). Towards understanding governance for sustainable urban water management