

# Governance challenges in the world of infrastructure

## *Part 1*



Prof. dr. J.A. de Bruijn

Professor, Faculty of TPM, TU Delft

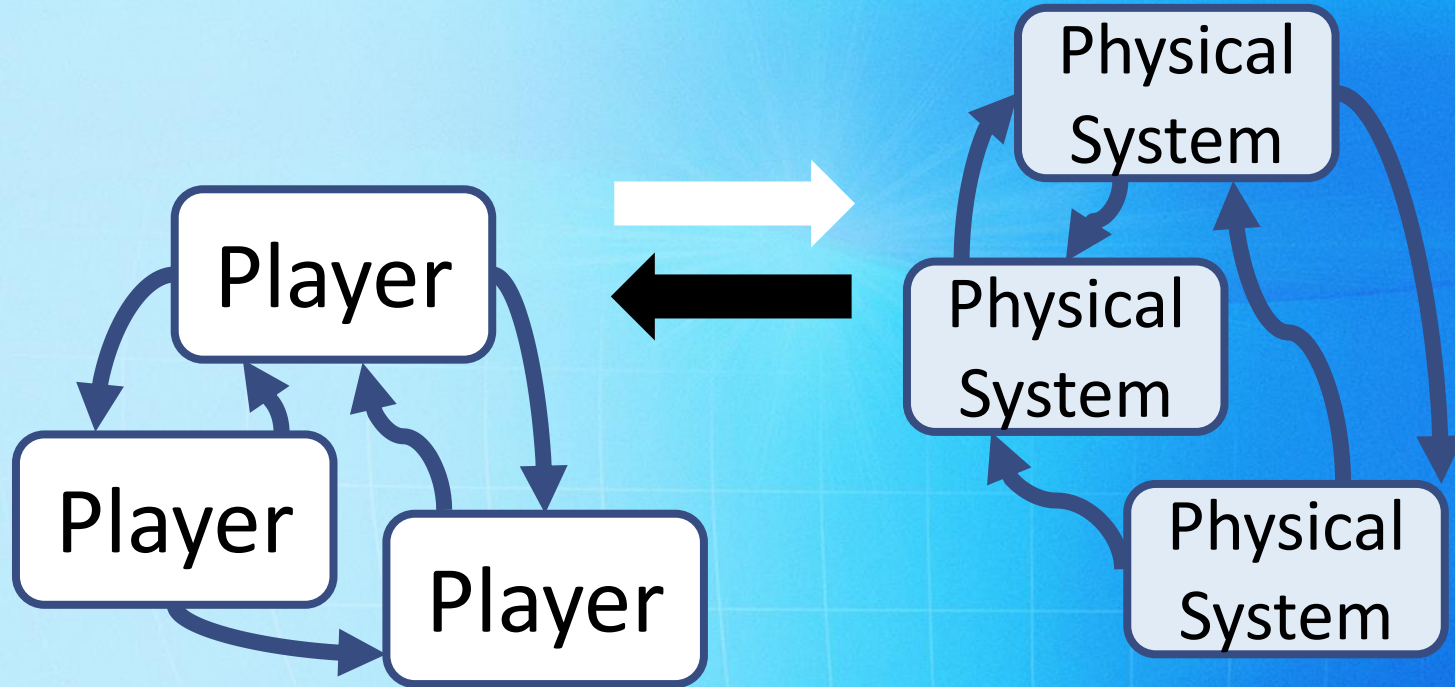
# Infrastructures

- Convergence
- Internationalization
- Decentralization
- Etc.



*Implications for **Governance***

# Governance is Complex



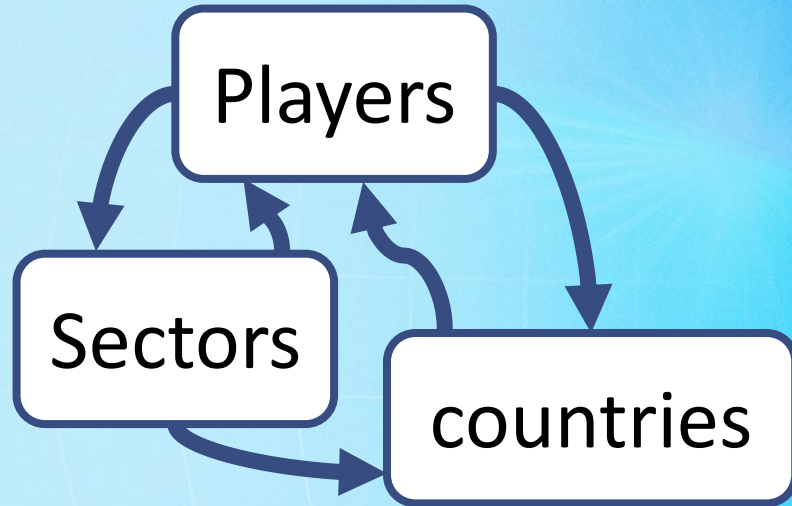
# What complexity means for governance

- Central Planning is impossible
- Small steps are necessary

# Central planning impossible



# No central planning



# Incremental change



SY 38

SY 64

# Muddling through

Nobel prize winner Charles Lindblom:

*“in a world of convergence, internationalization and decentralization – we will be faced with patchwork like structures and muddling-through like decision making.”*





# Is that a problem?

- Lindblom:  
*‘Muddling through decision making is inevitable & preferable’*

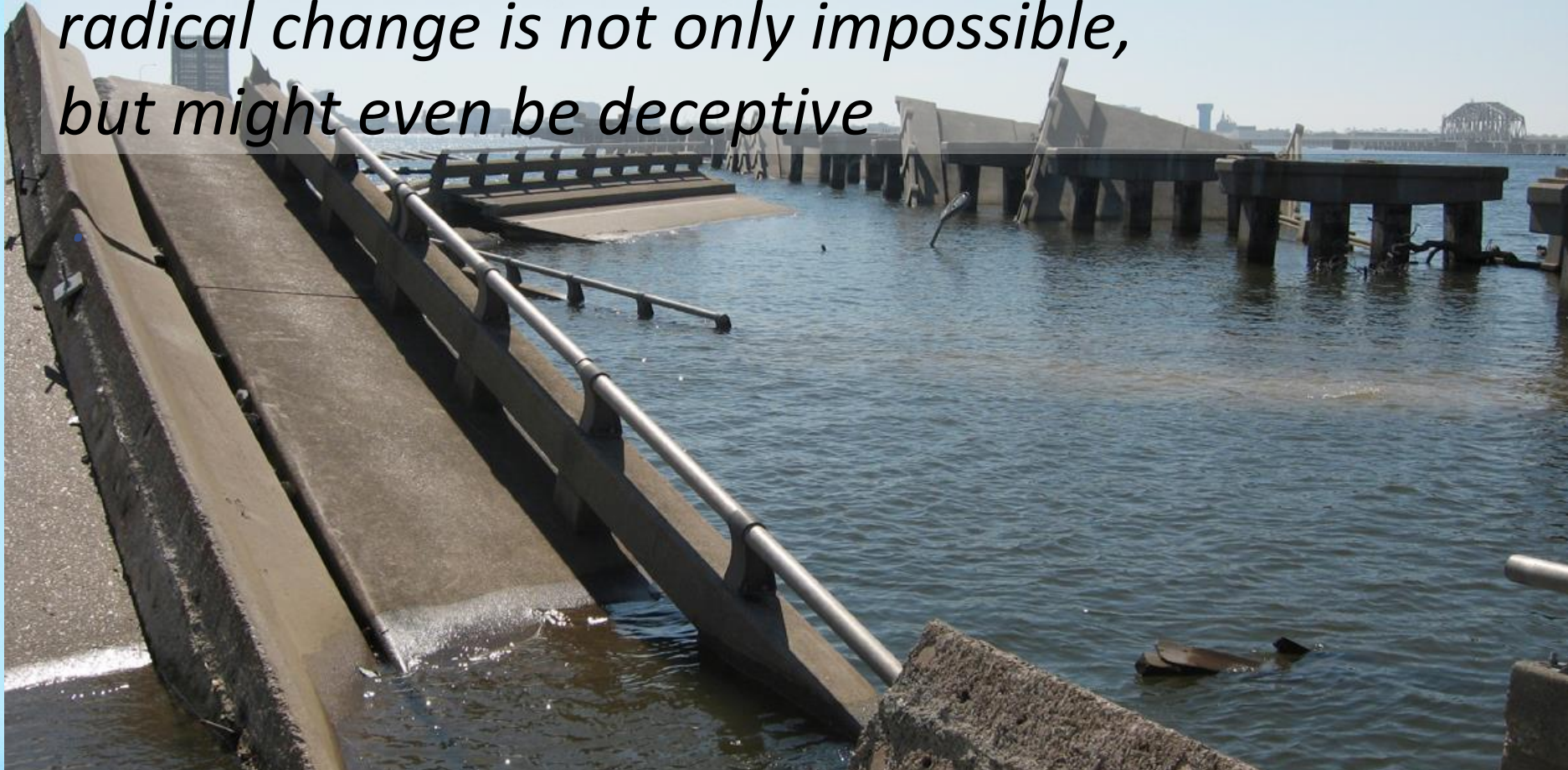


# Decision making is learning process

## *Complex systems:*

- Big steps = high risk
- Small steps = easier to adapt to unforeseen developments. Enables learning processes

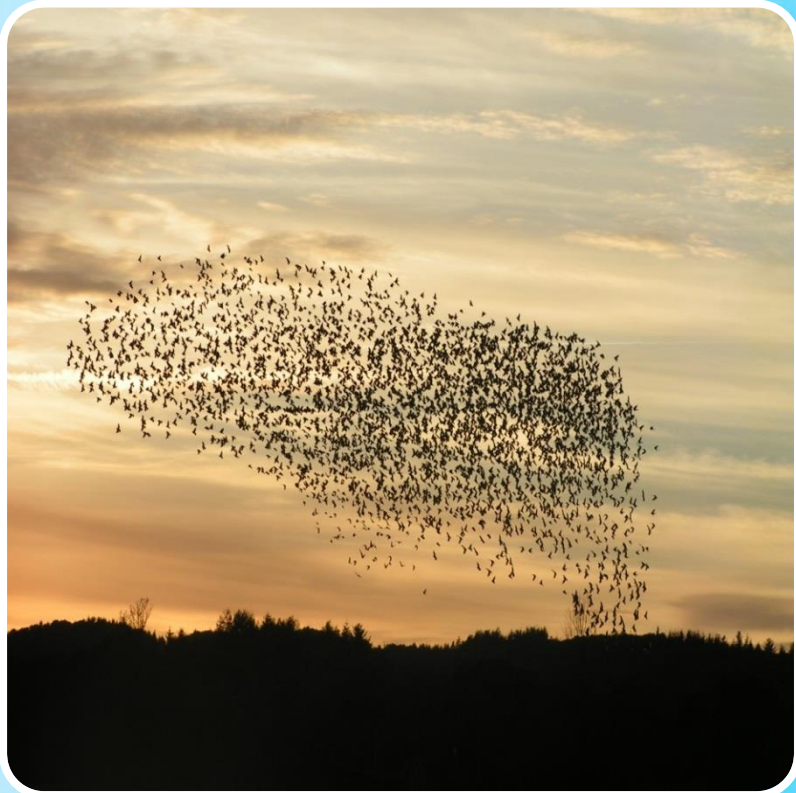
*Given the complexity of systems,  
radical change is not only impossible,  
but might even be deceptive*



# Complexity

- Muddling is inevitable:  
learning and being  
adaptive
- Relations and  
interactions are crucial

# Complex world



# Thank you for your attention!

Please post any questions you may have  
on our discussion forum