

Governance challenges in the world of infrastructure

Part 2



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From content to process



From content to process: why?

- *Parties are interdependent.*
Parties have different opinions on problems and solution but no one is in charge.
- *Uncertainties*
Experts will have to admit that they cannot solve the problem, or that they can solve it only partially

Interaction is required

Parties will have to:

- Negotiate
- Interact



Negotiated knowledge

- *Can we design such a process?*
- *Yes: but we have to set the 'rules of the game' to reach decisions*

Rules of the game

- Entry-rules: who participates?
- Exit-rules: parties leave when?
- Agenda: who decides?
- Decisions: majority? Consensus?
- Institutional rules: process?



Essence of Governance

- *Complex world, no one understands or oversees all the complexity.*
- **Muddling through is inevitable: many relations**



Interaction is required

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- Negotiate
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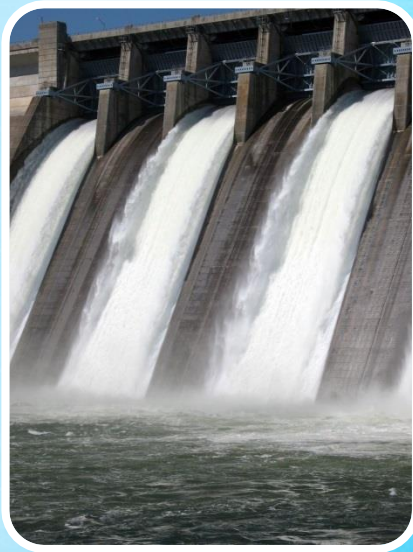
How to cooperate?

- interaction and negotiation
- Incentives to reach consensus

Is such a process just a process?

No, content matters

Mechanisms have to be in place



'checklist' for collective decisions

1. Multiple scaling: impact on other systems
2. Complex infra-systems are socio-technical systems
3. Redundancies (allow alternatives and competition)
4. Accept variety
5. Give room to actors and entrepreneurship.

Decision-making is an incremental process



Thank you for your attention!

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