

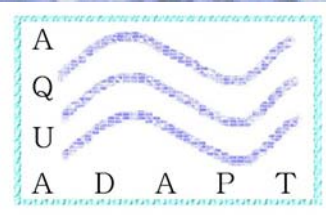
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Knowledge Integration

Why the whole is sometimes less than
the sum of its parts

Nick Winder

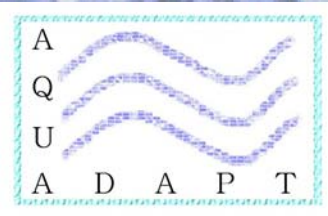


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Can we say anything that

- helps us organise our research projects?
- helps us understand the dynamics of stakeholder engagement?
- helps set intelligent priorities for continuing research?

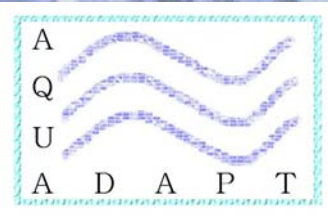


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Knowledge is...

- the set of beliefs that enable people to (co-) operate

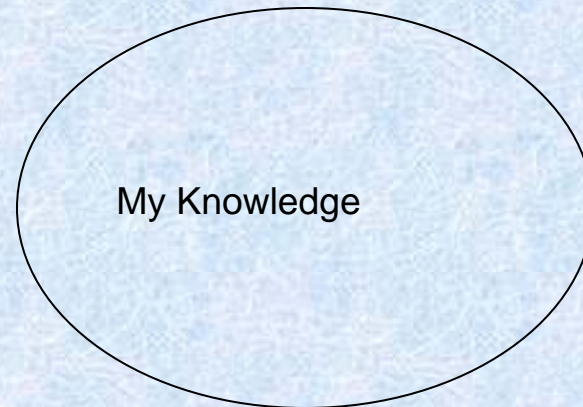


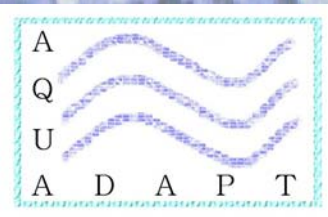
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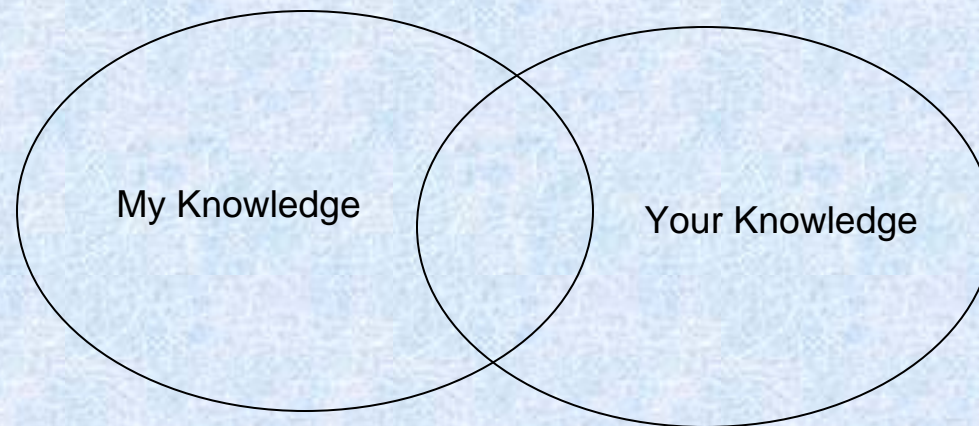


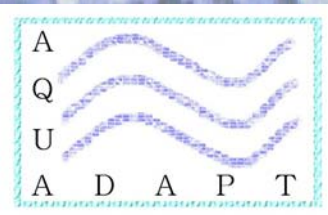
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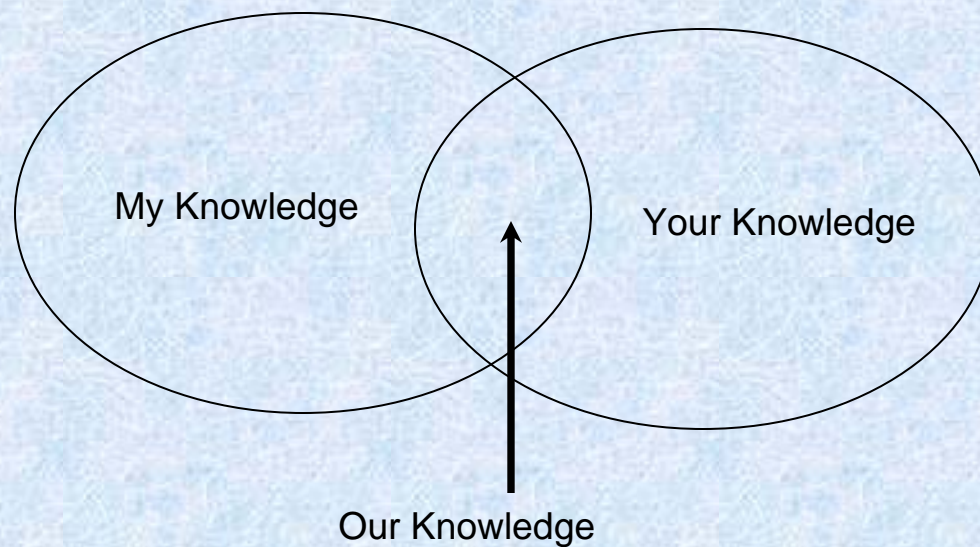


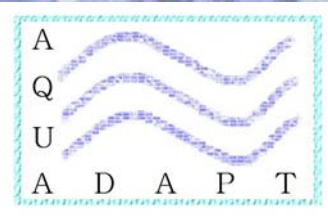
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Knowledge is...

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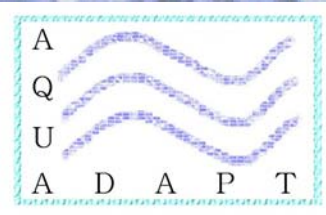


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So the more people in your
team...

The less your *team* (as a whole) is
likely to know
unless (by chance or design) you are
all specialists in the same subject
with similar interests and beliefs
i.e. are members of the same **epistemic
community**

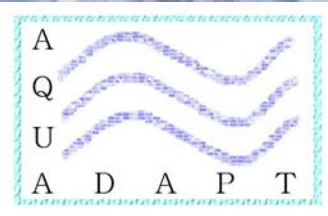


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The way you define a problem

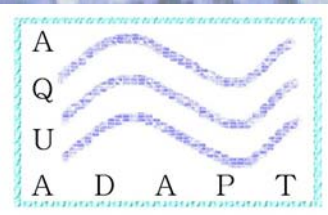
- coincidentally determines who is (is not) a stakeholder
- If your ‘problem’ is *salt water intrusion on the plain*, the farmers on the plain are stakeholders (old CAP).
- If it is *sustaining rural lifeways and conservation*, perhaps the poor farmers on marginal land in the foothills are your stakeholders. Suddenly externalities matter more than bottom line. (new CAP)
- Problems are not objectively ‘real’, but artefacts of the fragile consensus that determines the policy environment
- There are always ‘unacknowledged stakeholders’ who can only be included if you re-specify the ‘**problem**’.



3 types of judgment

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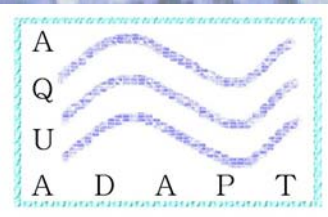


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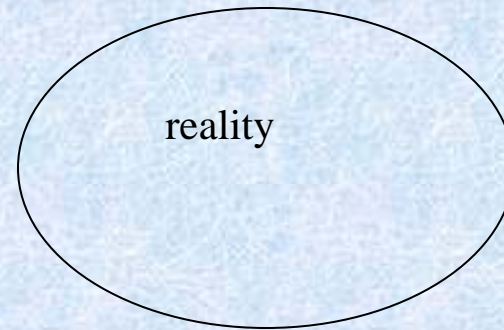
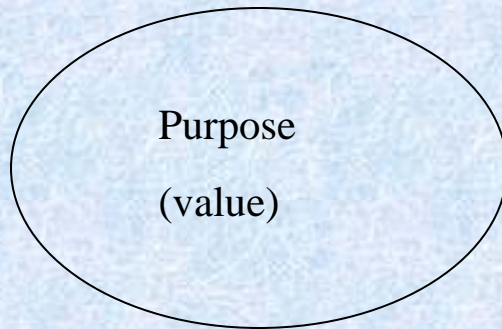
Purpose
(value)

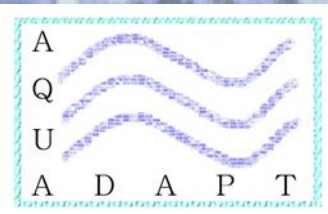


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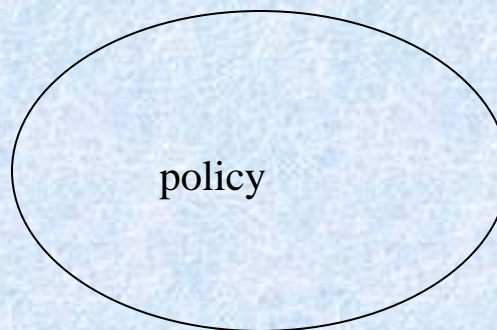
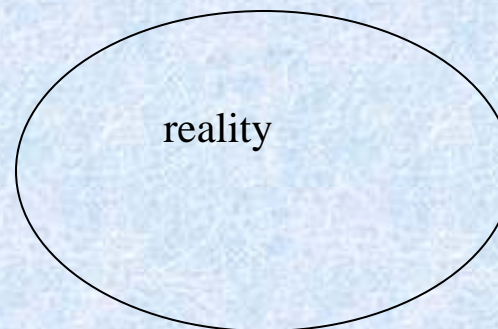
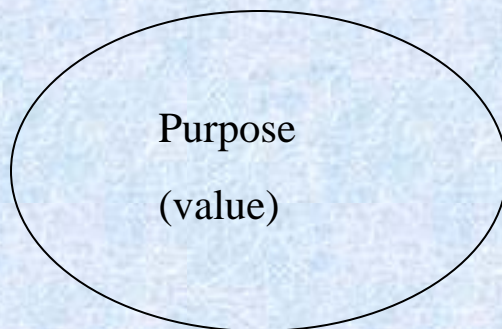


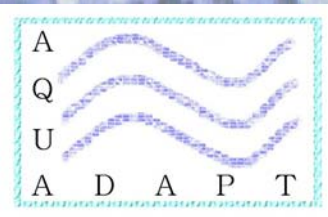


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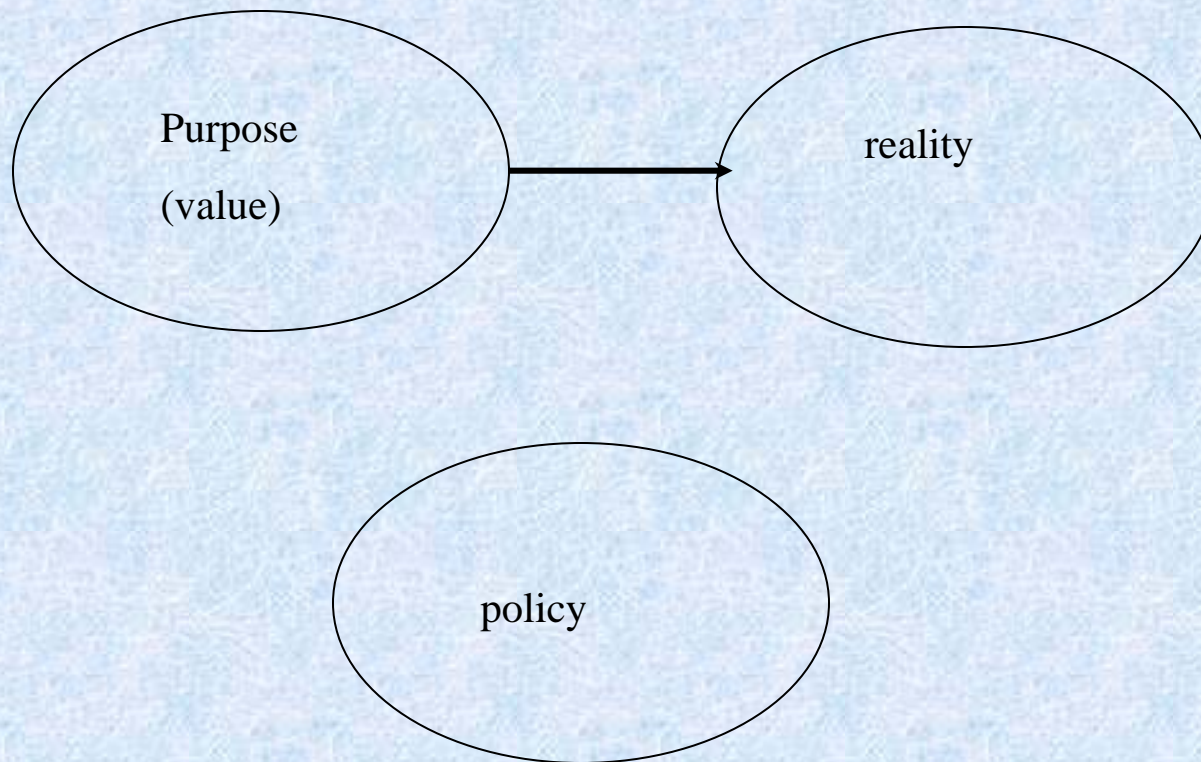


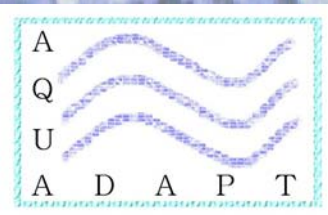


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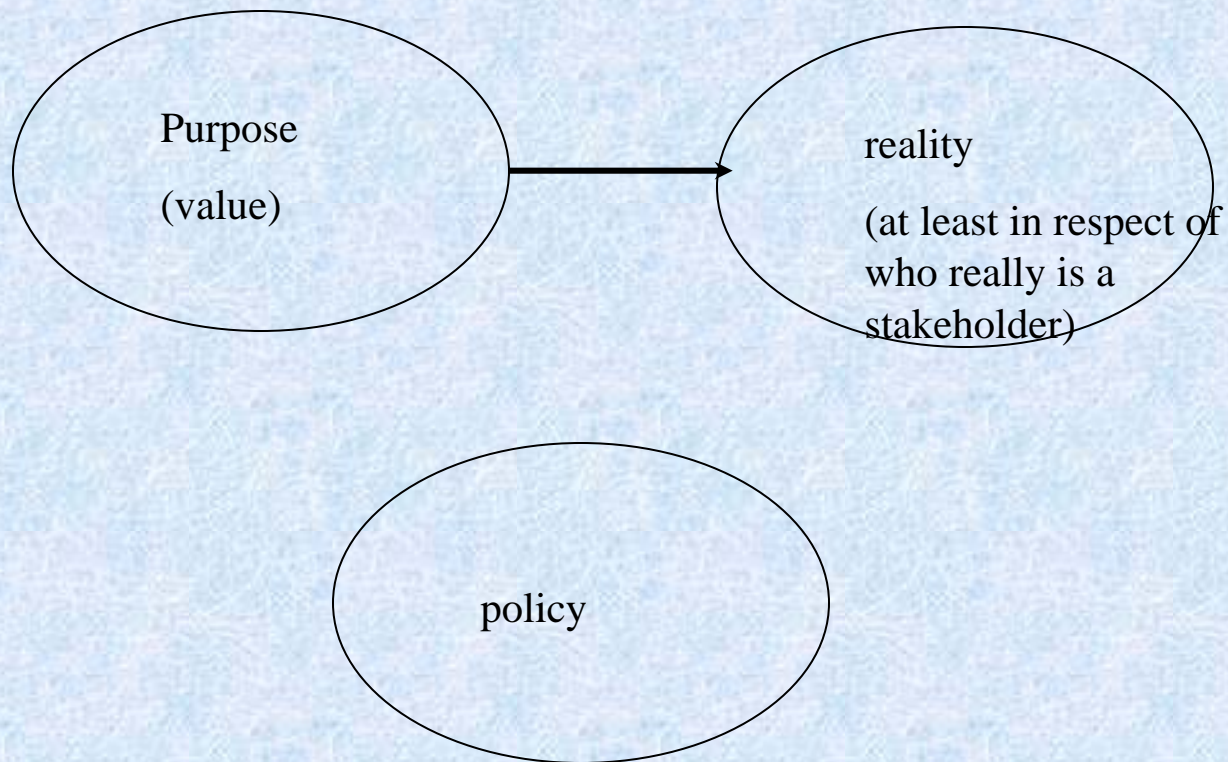


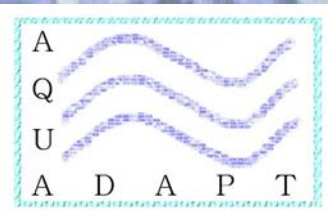


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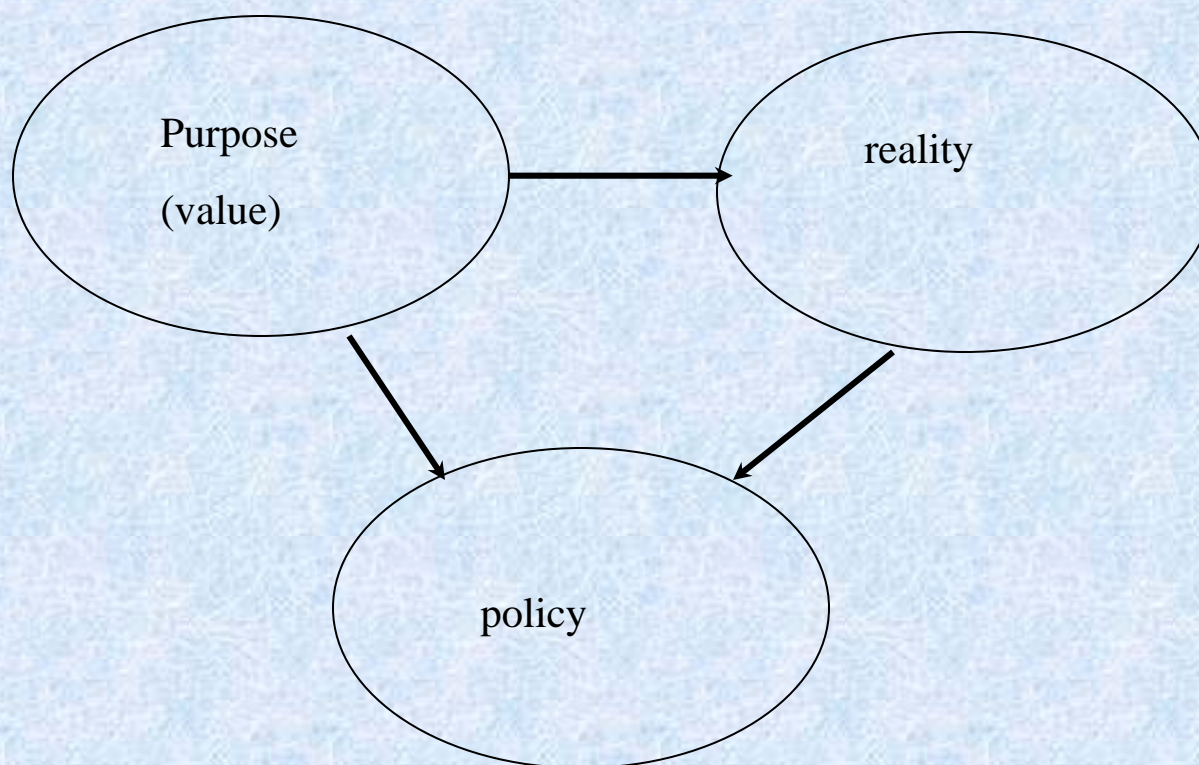


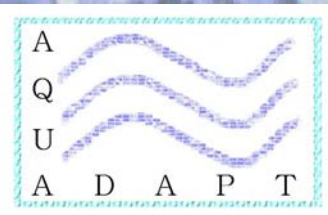


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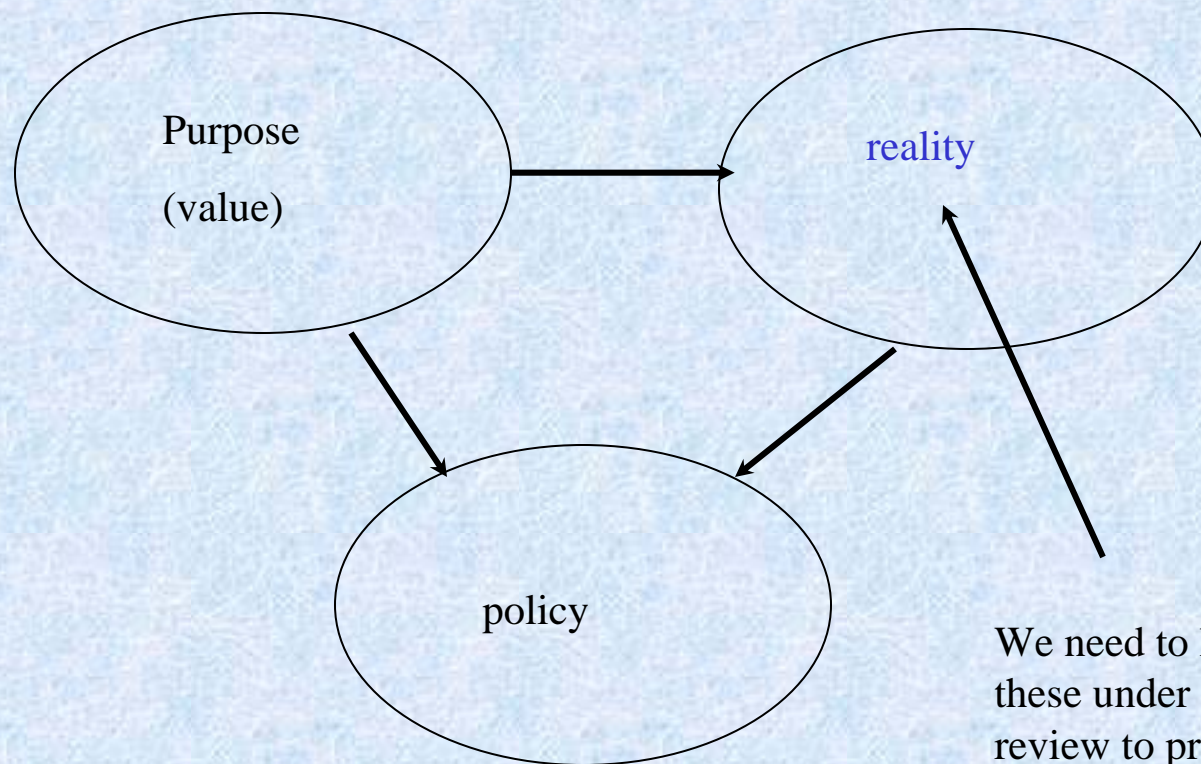




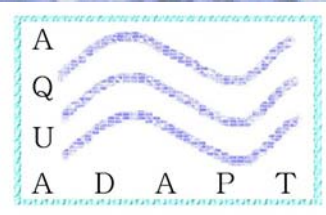
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3 types of judgment



We need to keep these under review to protect those unacknowledged stakeholders

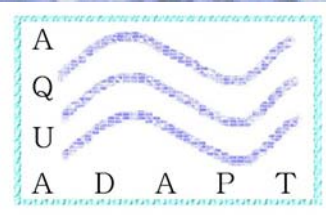


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Regulation and Management

- Regulation provides coherence, direction and *continuity* to executive action. Comes from outside (above). Specify a problem, initiate a project, sign the deliverables off
- Management is more responsive. Internal.
- Managers do not solve problems, they manage messes (Ackoff, 1979)
- Regulation and management are different types of activity !!



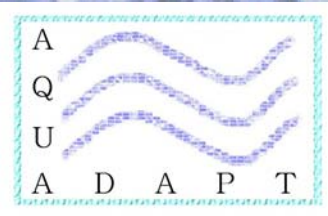
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The bigger the team -

- The less it knows (unless it specialises)
SECTORIALISATION
- The less able it is to respond to information flowing up from small stakeholders (including sub-teams)
- The less able it is to re-conceptualise or respond to trans-sectorial initiatives
- The less it cares about the interests of managers
- The bigger its budgets are
- The more likely it is to become a quasi-autonomous, sectorialised **Regulator**
- Under pressure to account for its actions, it may introduce draconian audit and regulatory procedures that eliminate managerial wriggle-room

This underpins the principle of **SUBSIDIARITY**

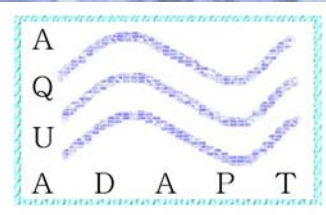


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The most complex integrative research

- is tackled by small teams working at local or regional levels on social / natural interface
- But, for a professional researcher (or politician) the really high-profile projects are big budget, ‘international’
- This puts them in a context where the scope for trans-sectorial action and rapid response is severely curtailed

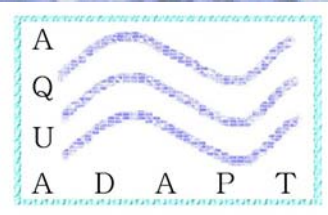


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National and supra-national agencies often ...

- ... like big, technical projects. They tend to favour technical solutions to complex, socio-natural problems.
- Unfortunately, stakeholder take-up may be poor. Stakeholders are small, more interested in management than regulation, local or regional in scope and trans-sectorial in operation.
- This is so both in theory and in fact.

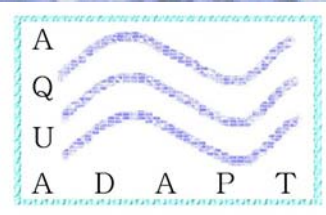


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So, we should abolish WFD?

- No! One cannot regulate global and trans-national commons at regional scale. We need regulators.
- Anyway, large supra-national agencies exist. They have constitutional and legal substance.
- Perhaps Integrated Projects are the key...?
- ☺



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The problems I work on have nothing to do with water; yet may be a key determinant of WFDs success:

Given our current socio-natural configuration, it is hard to see how policy in respect of Global Commons can be effected by tiny institutions. Moreover, supra-national agencies exist *de facto*. ***They are not going to disappear*** just because integrative practitioners have discovered that ‘small is beautiful’.

However, most of the key stakeholders are local and regional agencies - highly trans-sectorial in behaviour and sensitive to small accidents of history and geography. We ignore them at our peril.

Resources should be invested in the study of larger institutions. The principal focus should be on ways of regulating large, stable institutions that keep them open to innovation (new reality judgments leading to new behaviours) without undermining executive competence or reducing public accountability. ***Information flow across scales and levels is important.***

In this context, ***a formal distinction of regulation from management may be operationally significant.*** We may even need a new type of contract with an explicit division of labour that lets managers manage while regulators regulate.