



Who should be in the room?

Stakeholder analysis

Garden Route Biosphere Reserve

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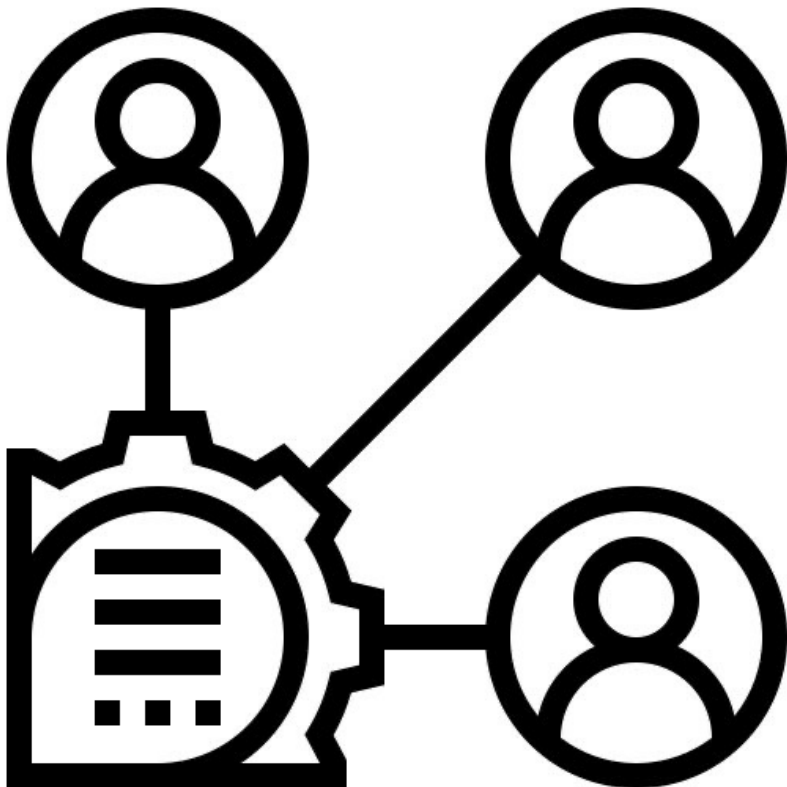
Value of a nuanced understanding of stakeholders

Definitions

STAKEHOLDER

A stakeholder is as any individual, organisation or group that either has a positive or negative affect on, or is affected by, or has an interest in or responsibility towards a project, policy or programme.

(Freeman & McVea (2001); Reed et al. 2009 and Schreiner et al. (2011))



STAKEHOLDER ANALYSIS

A process used to identify, assess, and understand individuals, groups, or organisations that can affect or be affected by a project, policy, or programme.

Why Conduct a Stakeholder Analysis?

- **Informs Decision-Making** - helps identify stakeholders and therefore ensure that decisions are well-informed, inclusive, and contextually relevant.
- **Enhances Legitimacy and Buy-In** - By involving stakeholders early, the process builds trust, transparency, and a sense of shared ownership—crucial for the long-term success of landscape-scale initiatives.
- **Identifies Risks and Opportunities** - Understanding stakeholder interests and power dynamics enables early detection of potential conflicts, identification of champions, collaborators, and strategic alliances.
- **Supports Equity and Inclusivity** - Ensures marginalised or underrepresented voices are found, heard and integrated into planning and implementation processes.
- **Strengthens Adaptive Management** - Stakeholder perspectives provide critical feedback that allows the project to adapt to changing social-ecological conditions and maintain relevance over time.



When Should Stakeholder Analysis Be Done?



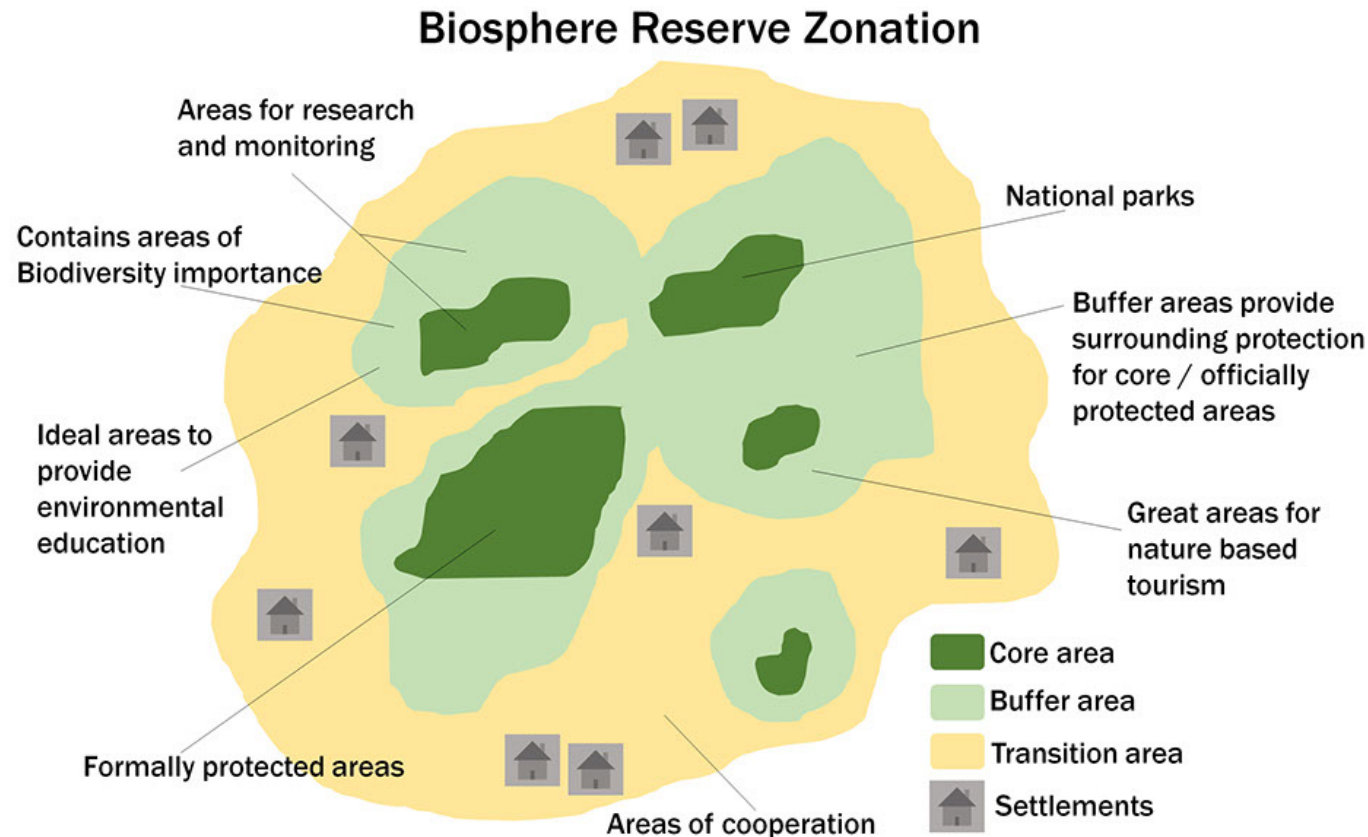
WHEN?

- Ideally at the **outset** of project planning
- **Revisited periodically**, especially at key decision points or during changes in context (e.g., policy shifts, climate events, social tensions)
- Ongoing - useful in **monitoring & evaluation**, to assess whether engagement remains relevant

Brief Intro to UNESCO Biosphere Reserves



Areas of terrestrial, marine and coastal ecosystems that are internationally recognized by UNESCO's Man the Biosphere (MAB) Programme



Biosphere reserves are composed of three zones each fulfils different functions

Key Functions of a Biosphere Reserve



**Conserve genetic
resources,
ecosystems, and
biodiversity**



**Promote
sustainable
development by
integrating
environmental
protection with
economic activities**



**Serve as a global
network for
research,
monitoring,
education, and
training related to
the environment**

World Network of Biosphere Reserves

136
countries



759
sites



22 Transboundary
Biosphere Reserves

3 in Africa, 12 in Europe & North
America, 3 in Latin America & the
Caribbean



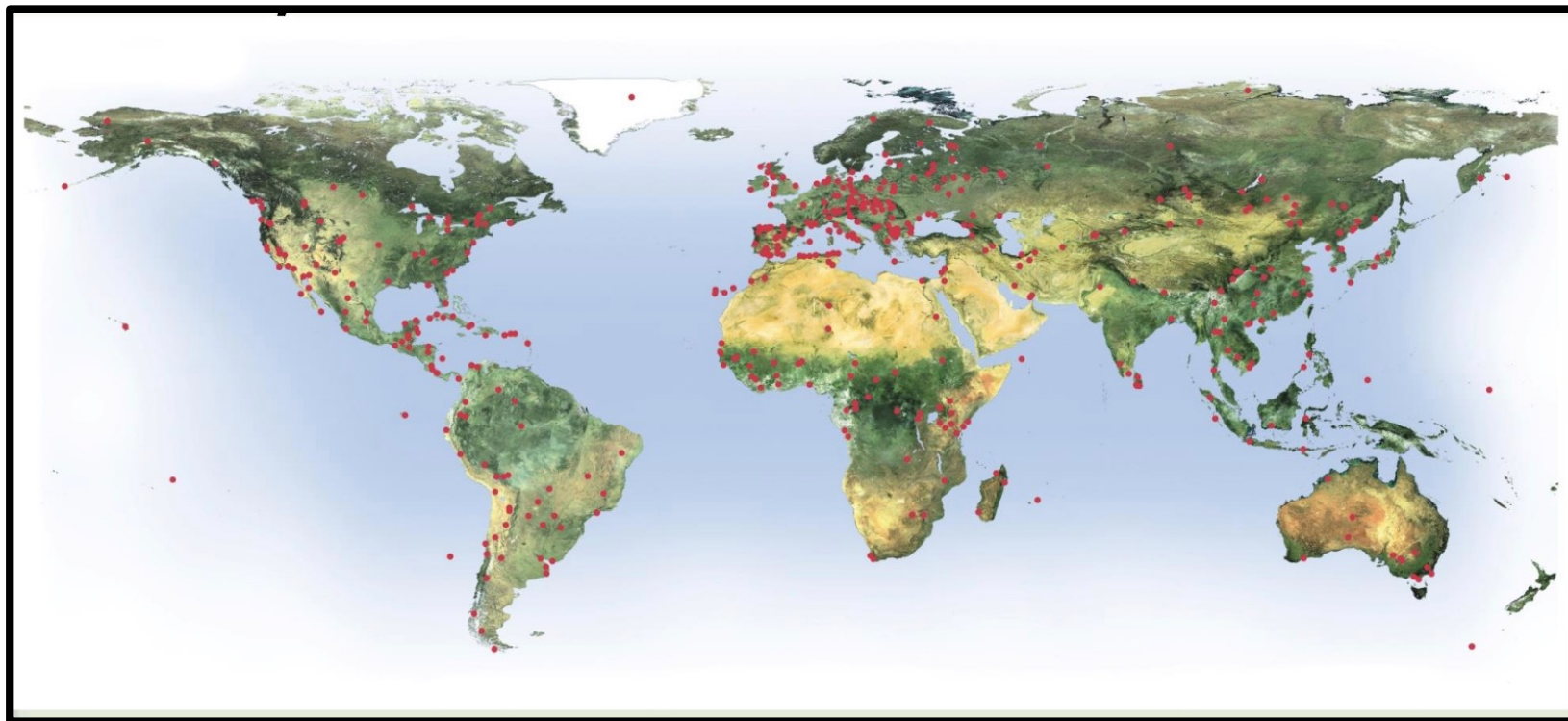
2 Transcontinental
Biosphere Reserves

Intercontinental del Mediterraneo (Europe/Arab
States) and Great Altay (Europe/Asia & Pacific)



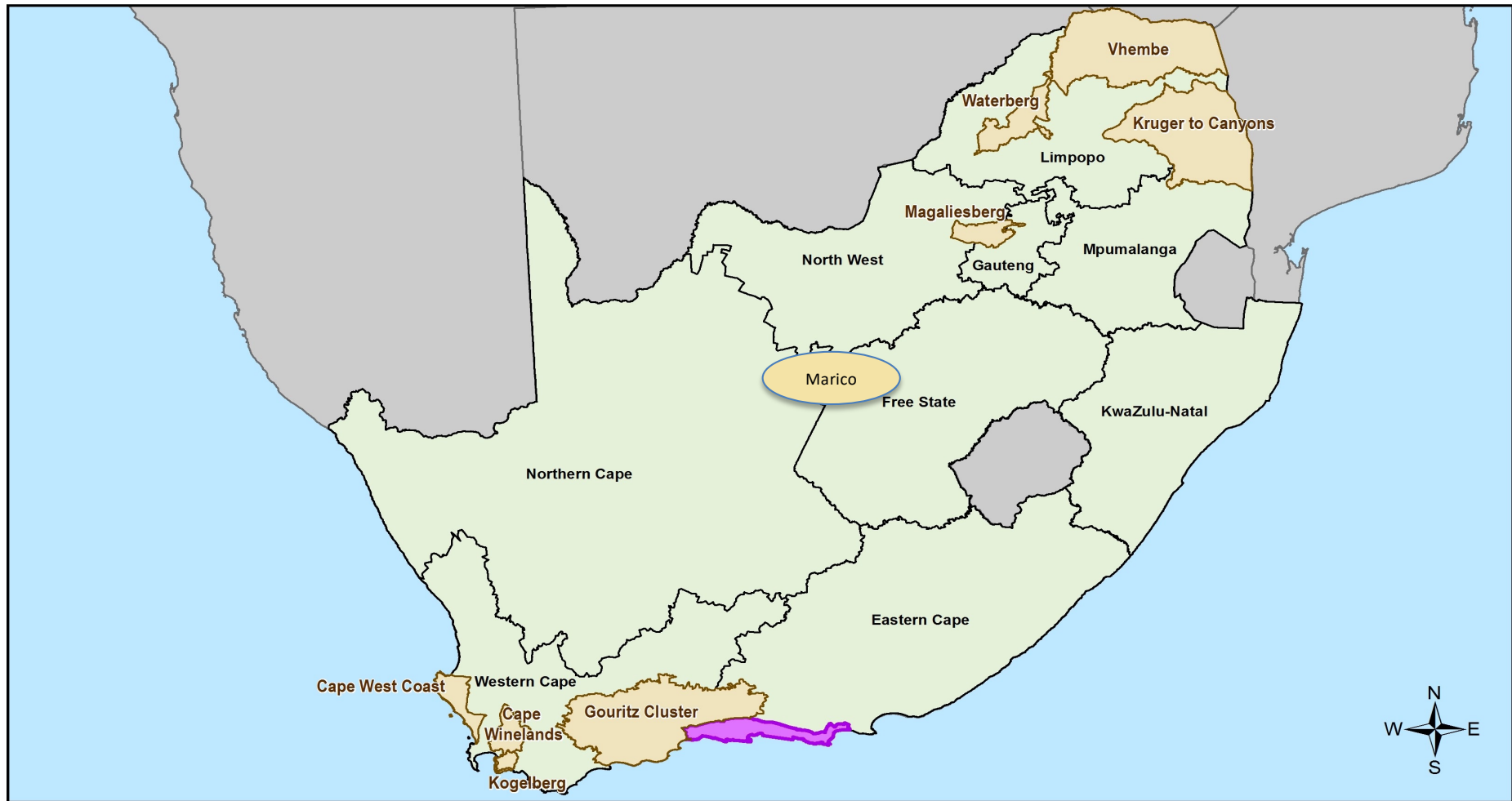
275 million
people call

Biosphere Reserves their home

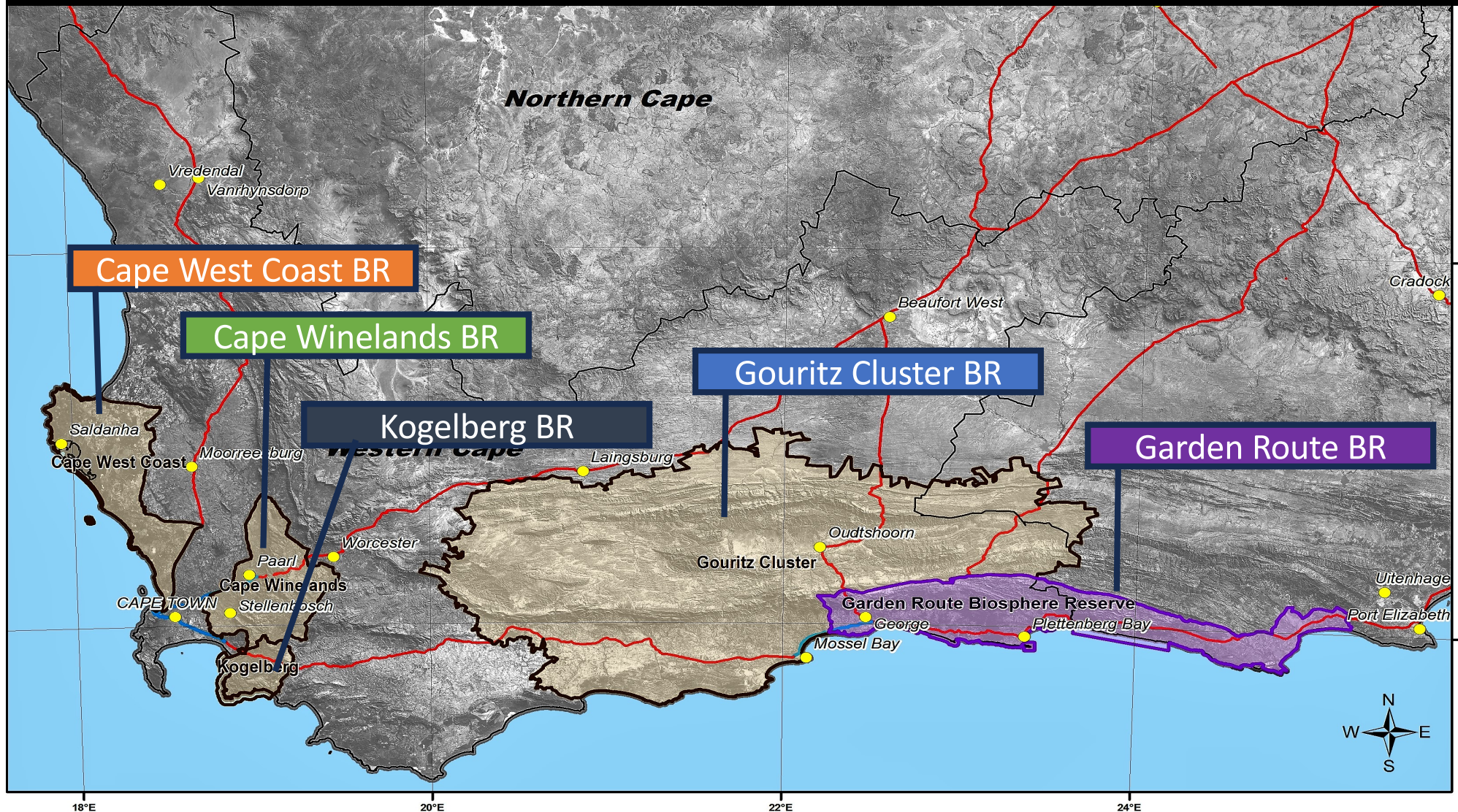


10 Biosphere Reserves in SA

UNESCO Biosphere Reserve in South Africa



5 in the Western Cape

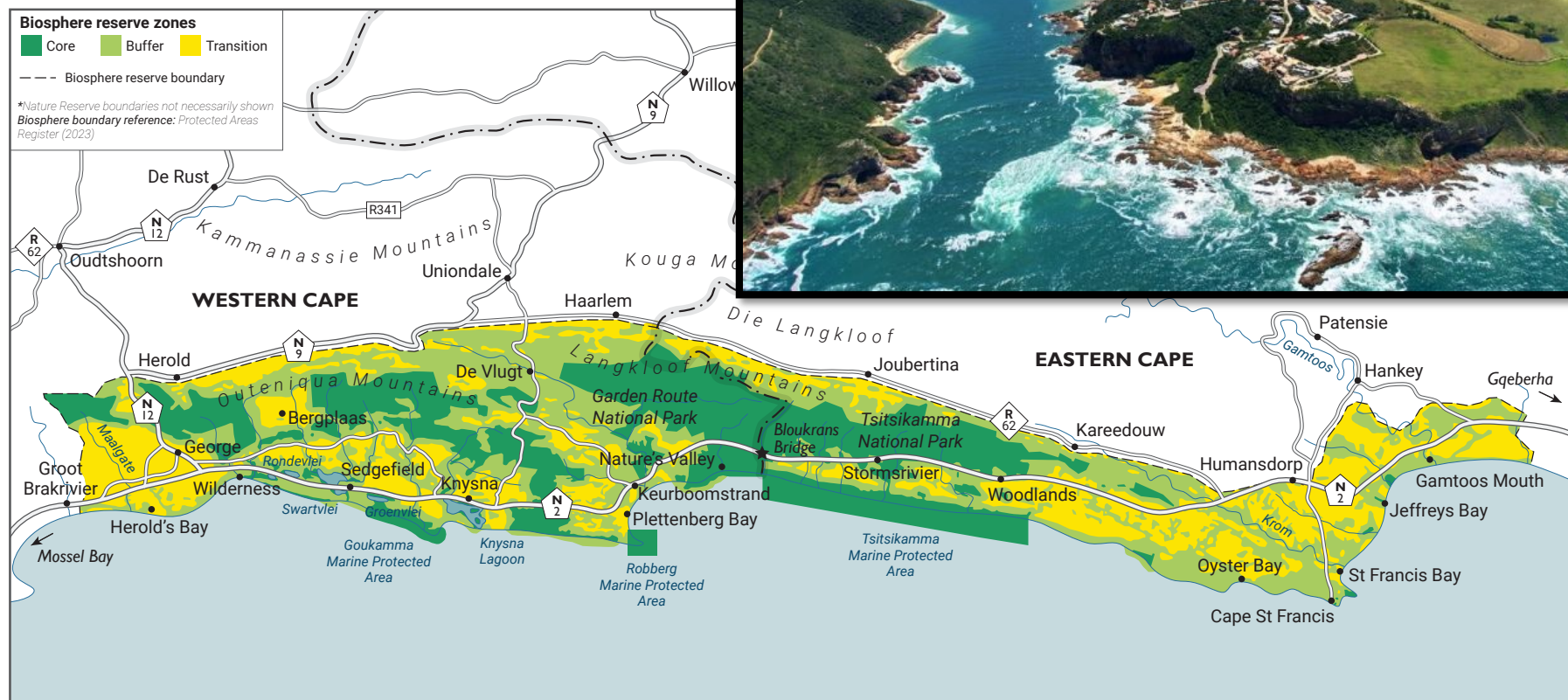


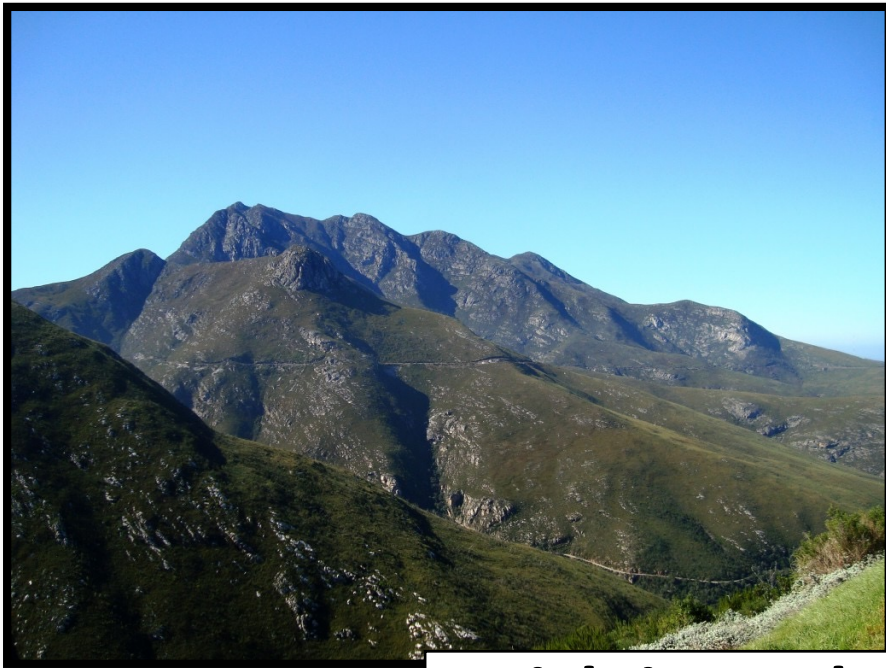
Compiled by:
CapeNature - Scientific Services
Private Bag X5014, Stellenbosch, 7599
South Africa
Tel: +27 21 866 8000

Case Study – Garden Route Biosphere Reserve

“... the most **integrated urban conservation area** in South Africa”

(Russell 2010).





Rich in ecological infrastructure



Ecological infrastructure is nature's equivalent to built infrastructure & describes naturally functioning ecosystems that deliver important services to people.

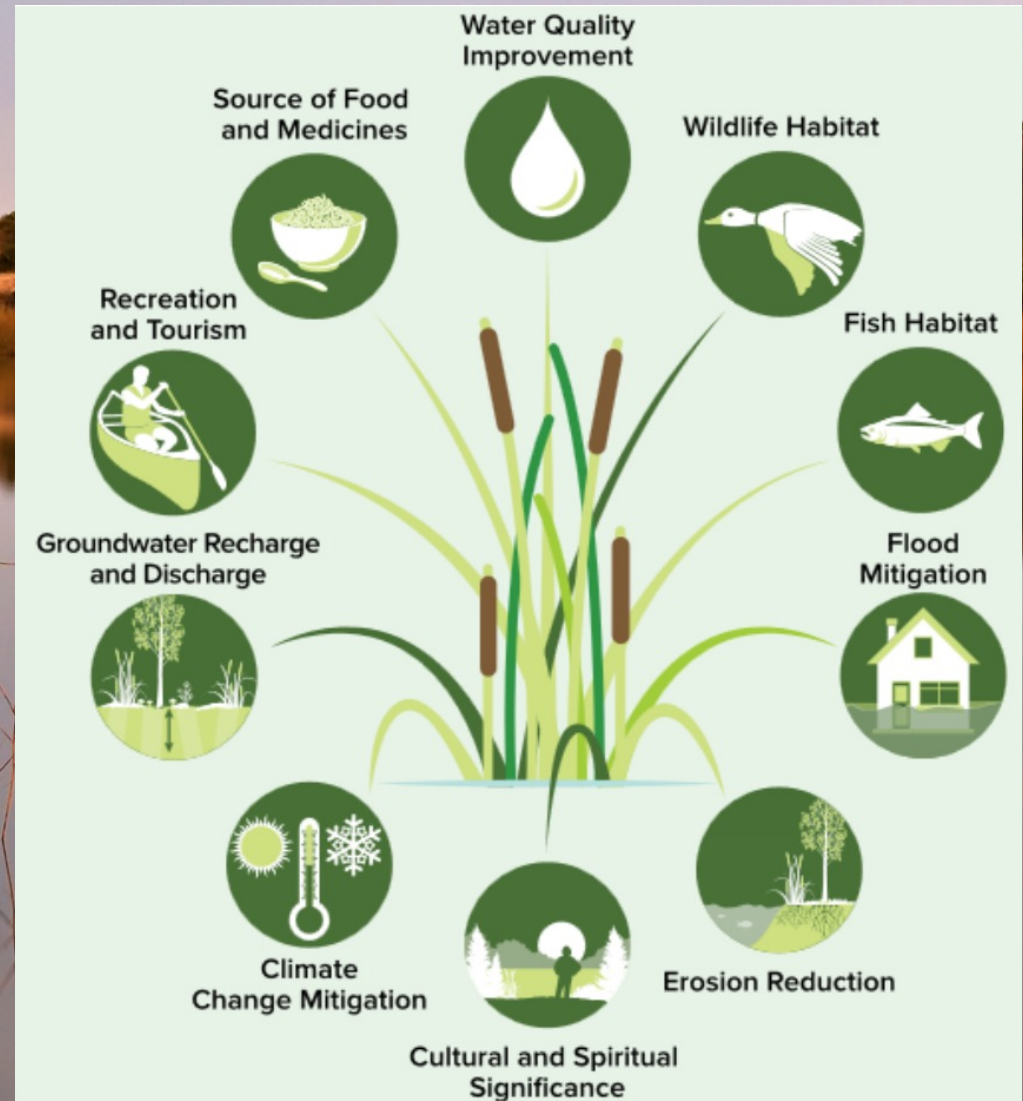


Photo: Touws River (B. Currie)

Strategic Water Source Areas (SWSAs)

Strategic Water Source Areas (SWSAs) contain a suite of ecological infrastructure that support the provision of a disproportionate amount of freshwater to downstream users.



SWSAs are critical for providing freshwater to South Africa's major rivers, which are the lifelines of the country's economy and people.



Photo: Outeniqua Mountains (B. Currie)

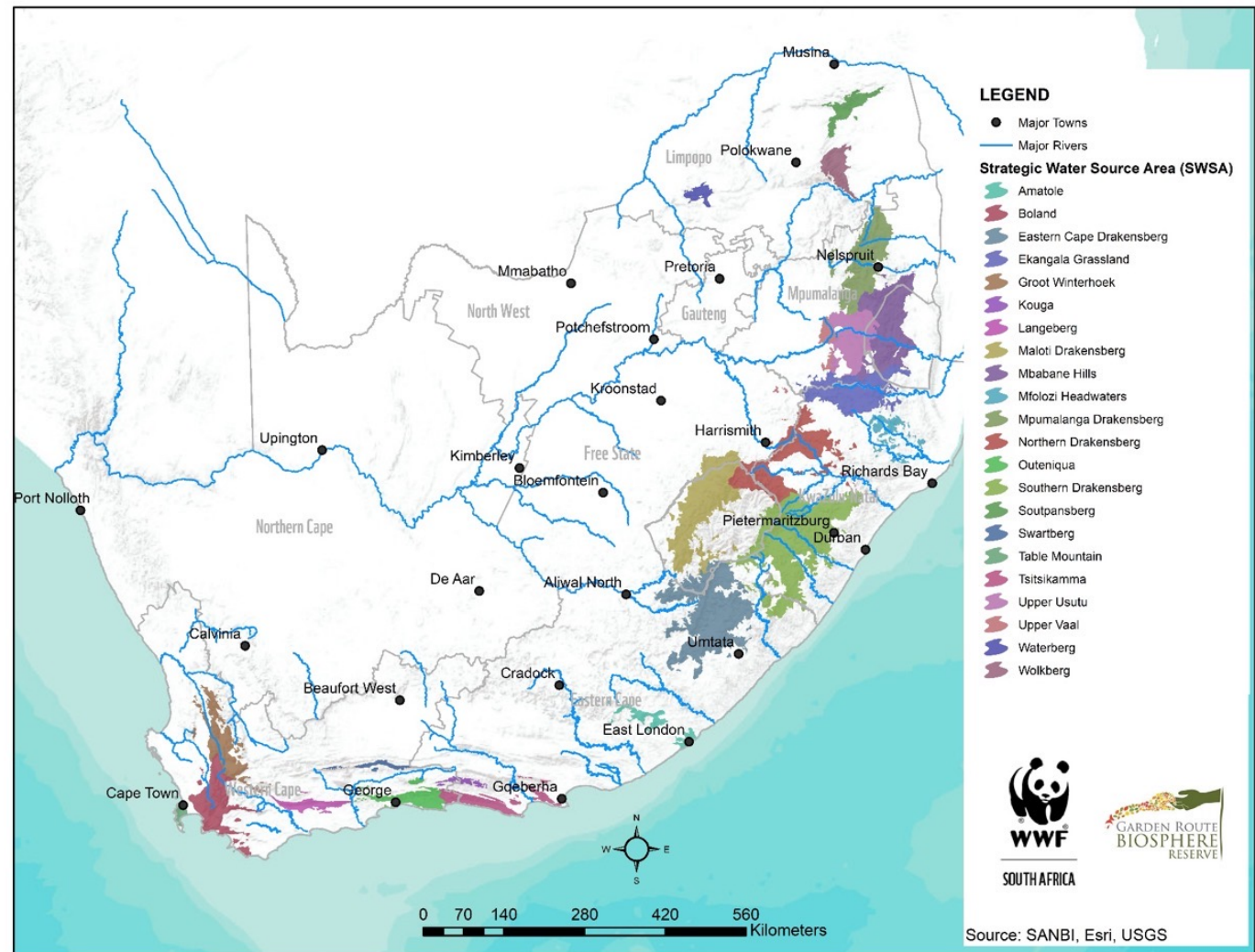
Strategic Water Source Areas (SWSAs)

National Focus on 22
SWSAs in SA

8% of the land area of
South Africa, Eswatini
and Lesotho provides
50% of our surface
runoff (WWF 2013)

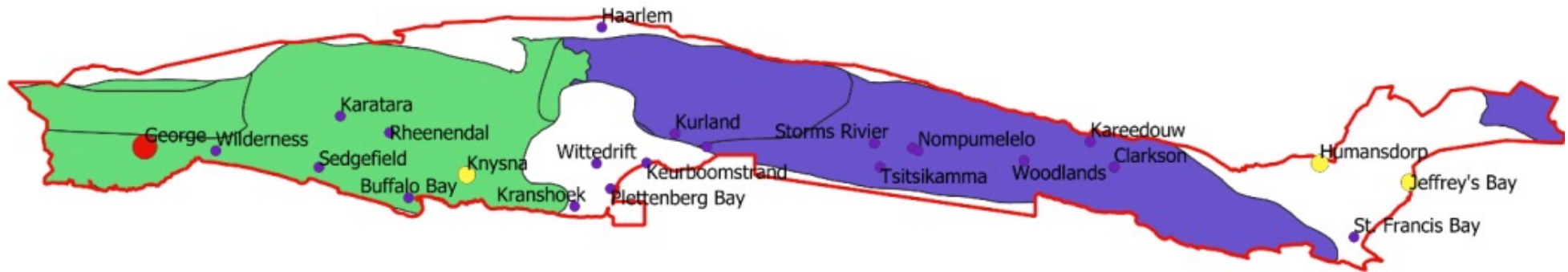
They support:

- 50% of our population
- 64% of our economy
- 70% of our irrigated agriculture



These areas are vital for food, water, economic and energy security.

Outeniqua and Tsitsikamma (SWSAs)



The Outeniqua SWSA

(326 372.53 ha)

Situated in the south-eastern region of the Western Cape Province and supplies water to the greater part of the Garden Route, including towns such as George and Mossel Bay.



Tsitsikamma SWSA

(351 410.84 ha)

Situated in the south-western part of the Eastern Cape Province, and supplies water to Uitenhage and the Langkloof valley, as well as providing more than 70% of the Nelson Mandela Bay Metropolitan area with water.

Sustaining a good quantity and quality of water within these SWSAs is important as deterioration of the water source can have a disproportionately large negative impact on the people in the region (Nel et al. 2017).

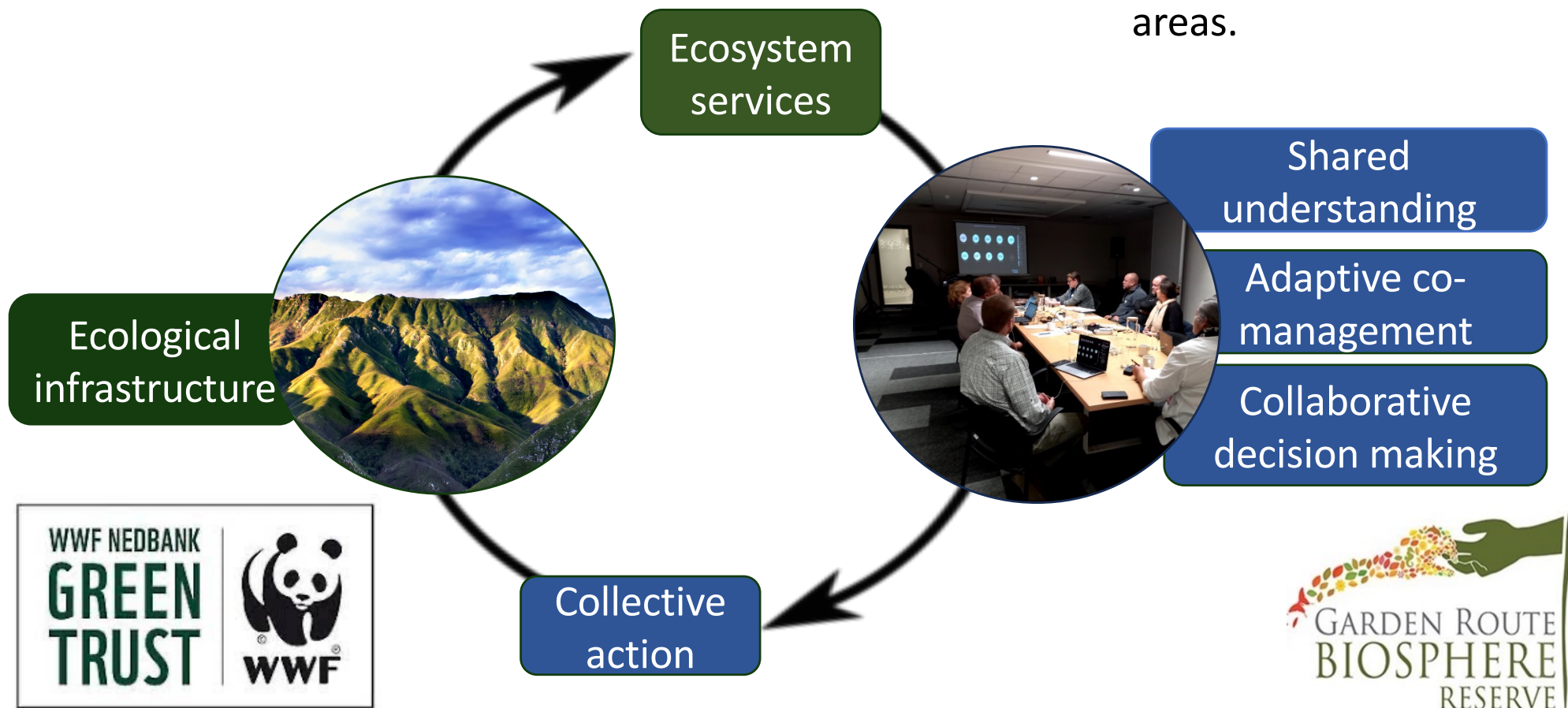
Case study – Garden Route Biosphere Reserve SWSA Partnership Project


Primary objective

Improved security of the Outeniqua and Tsitsikamma SWSAs, while at the same time establishing the basis for a future Water Source Partnership.

Outcomes

A **network of partners and working group** that contributes towards the management and governance of the Outeniqua and Tsitsikamma water source areas.





Water resource governance & management within the Outeniqua and Tsitsikamma SWSAs is complex requiring a collaborative landscape approach

Requires facilitation, collaboration and learning with multiple stakeholders from a diversity of sectors.

Multiple sectors (e.g., conservation, agriculture, forestry, government & non-governmental organizations)

Multiple levels (e.g., local, district, provincial, national)

Photo: N2 Bridge over the Touws River (B. Currie)

Stakeholder Identification & Data Gathering

Stakeholder identification

- Used existing stakeholder lists for Initial identification of water related stakeholders (N=600)
- Internet searches Berry picking method (Bates, 1989; Hearst, 2009)

Online survey

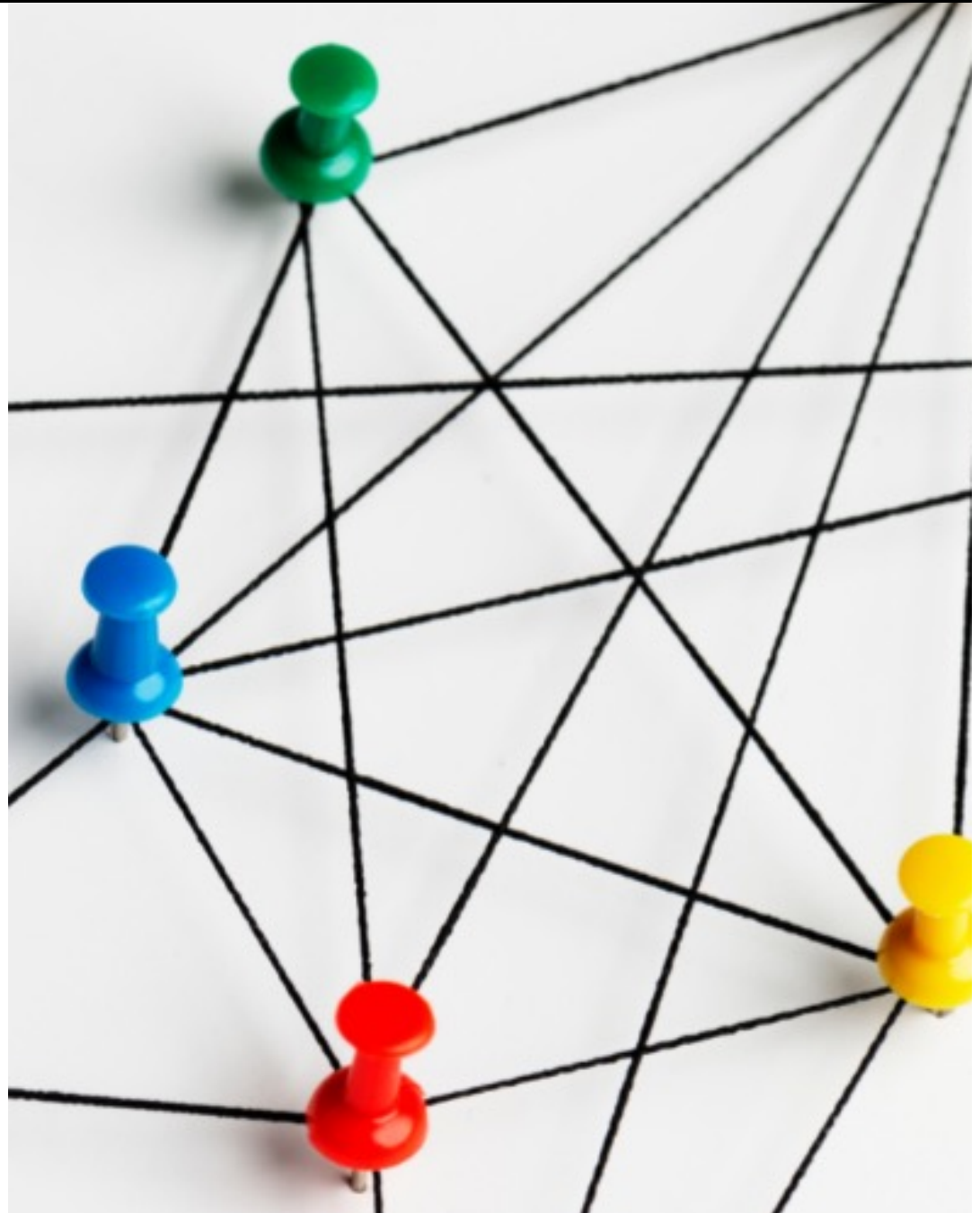
- Invited (N=305) – Replies (N=56)
- Ongoing process of identifying stakeholders through Snowball sampling

Questionnaire

Set out to categorising the stakeholders, identify their jurisdiction of interest and operation, their involvement as well as their importance and influence on water resource decision making among other things.

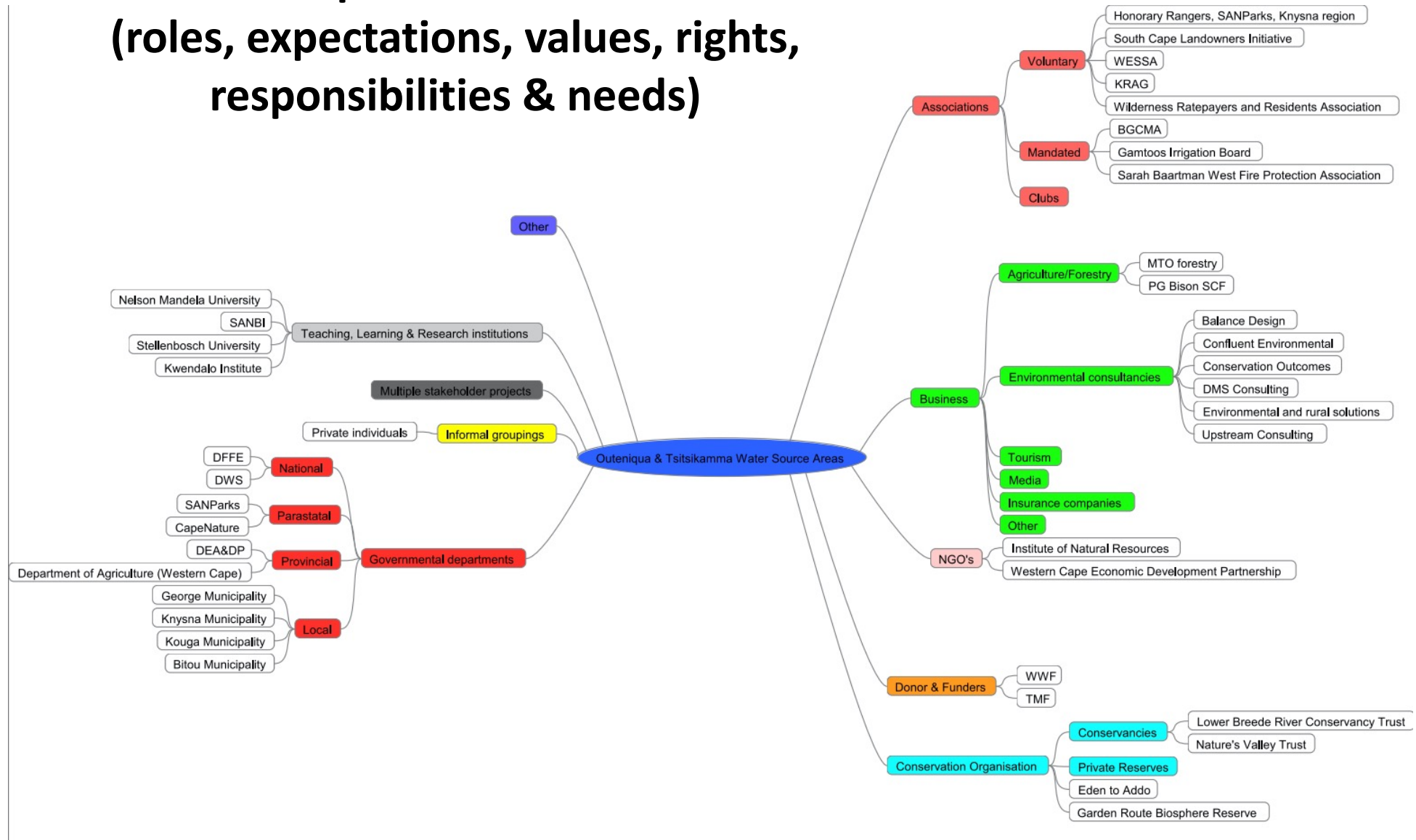
Analysis Techniques

- Meta identities analysis
- Social network analysis
- Knowledge flow mapping
- Relational analysis
- Power and influence matrix
- Interest / needs table



Meta Identities Analysis

Group the likeminded
(roles, expectations, values, rights,
responsibilities & needs)

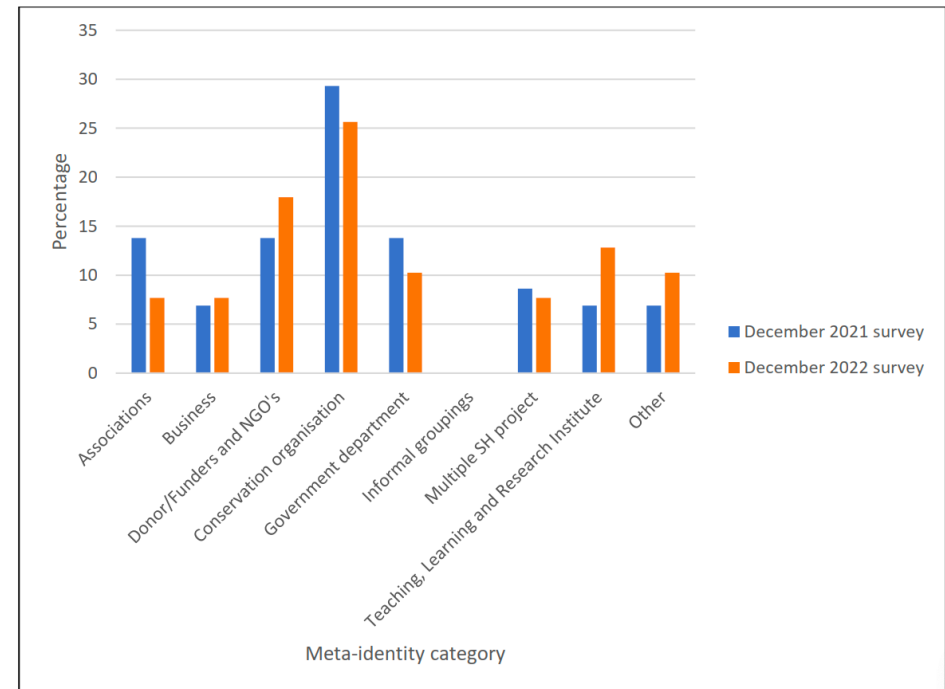
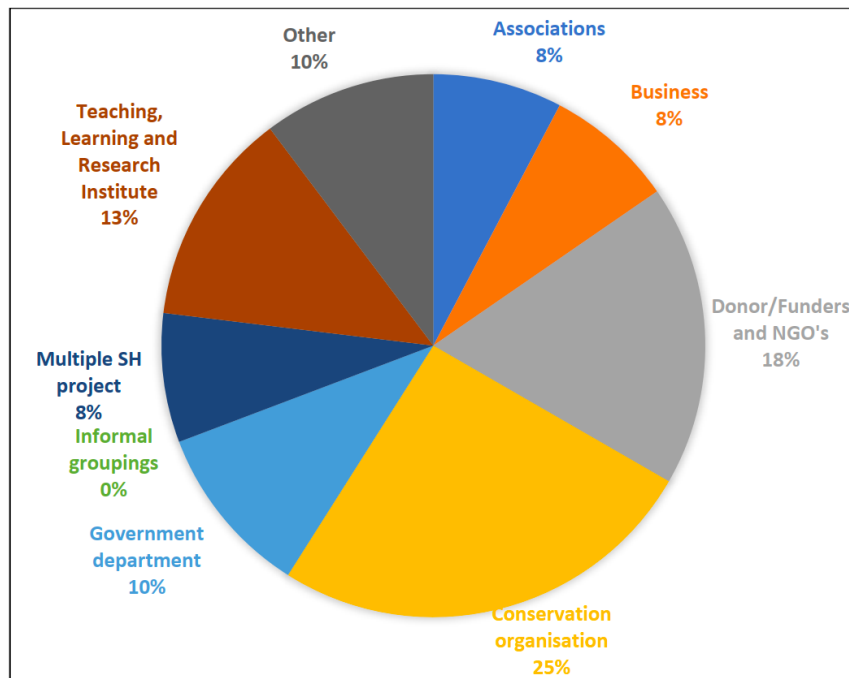


Freemind mapping

Meta Identities Analysis

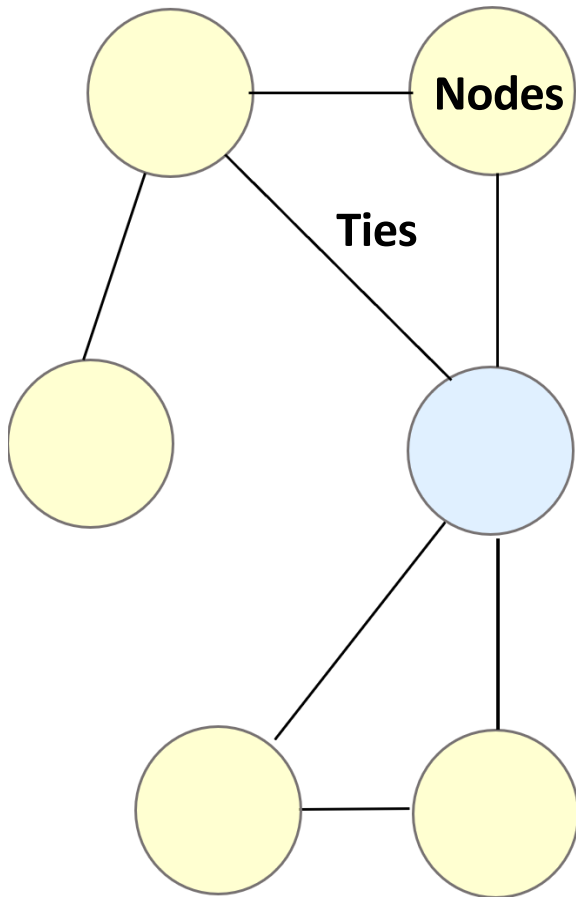
Used the meta identities analysis to:

- Assess the representivity of the group
- Identify gaps in representivity
- Monitor diversity of representivity over time



Social Network Analysis

Method for studying relationships and interactions between social entities



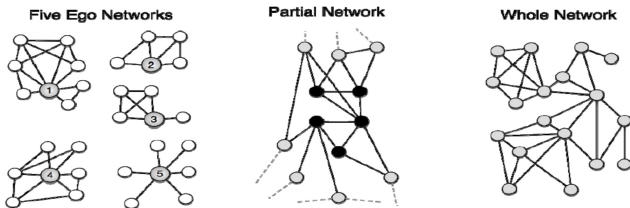
Nodes: Individual entities within the network, such as people, organizations, or even concepts

Ties: Represent the relationships or connections between the nodes.

- Directionality (directed vs. undirected)
- Strength (strong vs. weak)
- Type (e.g., relationship)

SNA

- To **identify key individuals or groups** within a network (nodes)
- To understand how **information or resources flow** through the network (ties)
- To analyse the overall **structure and dynamics** of the network.

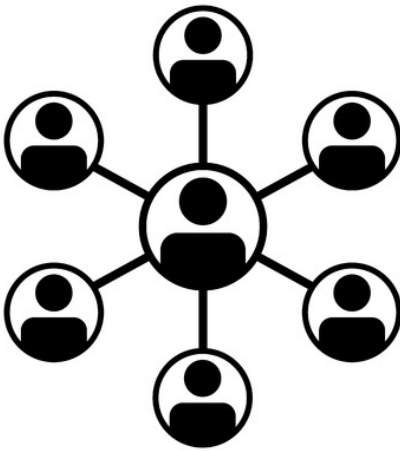


Social Network Analysis

Identify key & isolated stakeholders who should be encouraged to participate

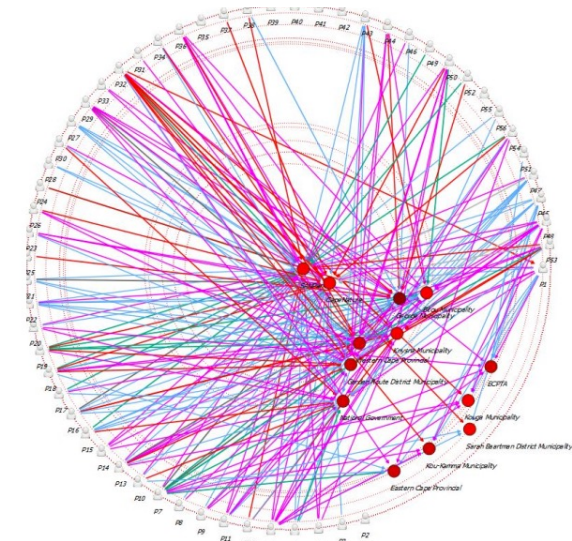
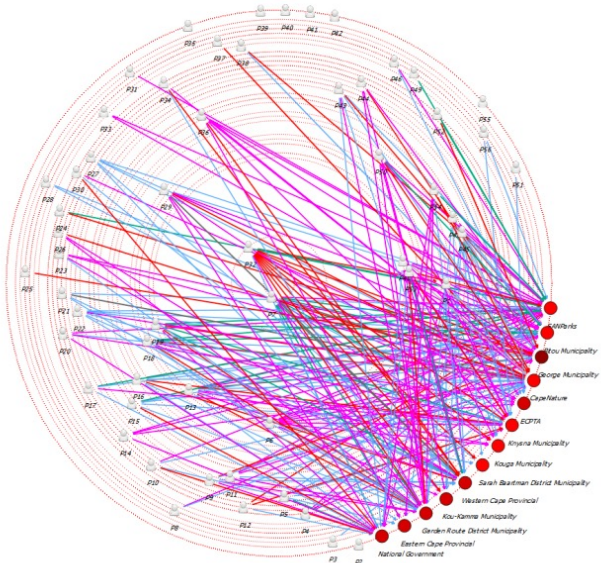
Outdegree centrality indicates the number of ties that an individual had with mandated organisations - measure of **gregariousness**.

Bridging agents who connect multiple stakeholders and or stakeholder groups.



Indegree centrality, indicates the number of ties the mandated organisations had with individuals - interpreted as **popularity**.

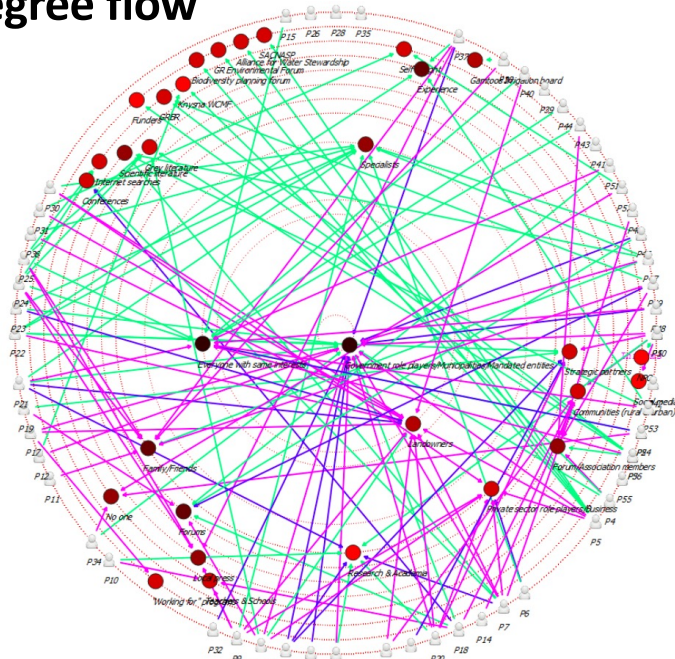
Trusted stakeholders & potential partners



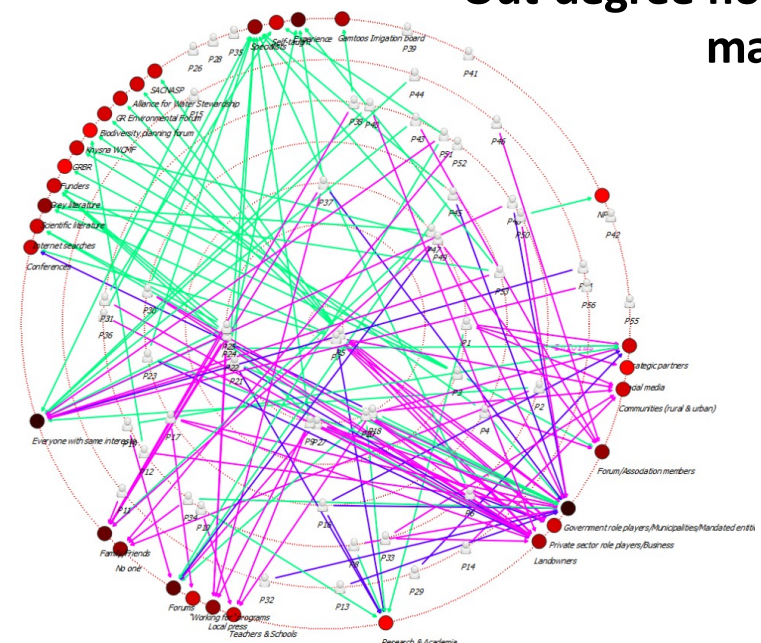
Knowledge Flow Mapping Using SNA

- Links & nodes portray **sources, flows, constraints and sinks** of knowledge within an organization.
- Navigational aid to **explicit and tacit knowledge**, showing the importance and the relationships between knowledge stores.
- Identify stakeholders who might be **isolated** from the knowledge flows & which stakeholders are **brokers and keepers** of knowledge & information

In-degree flow map

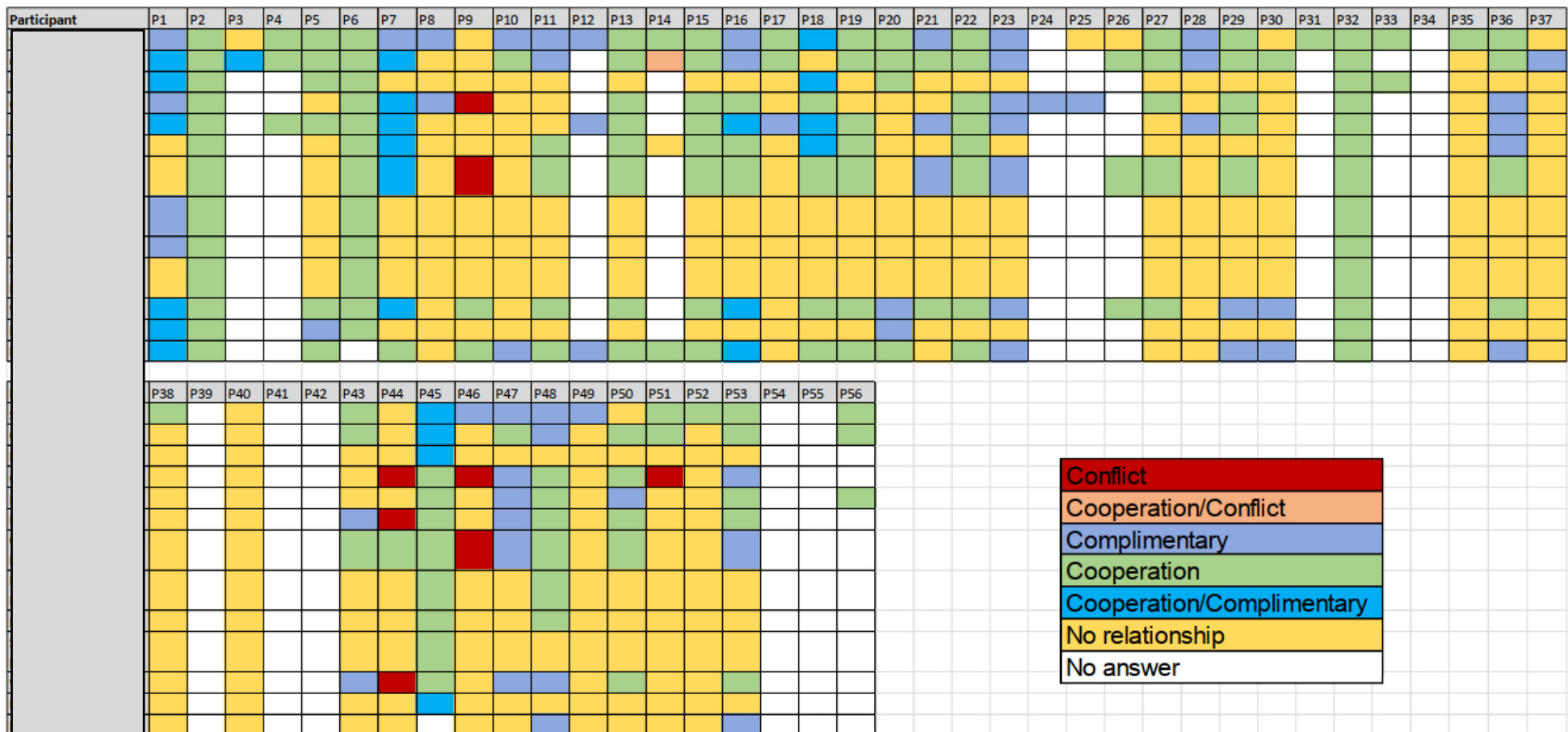


Out-degree flow map



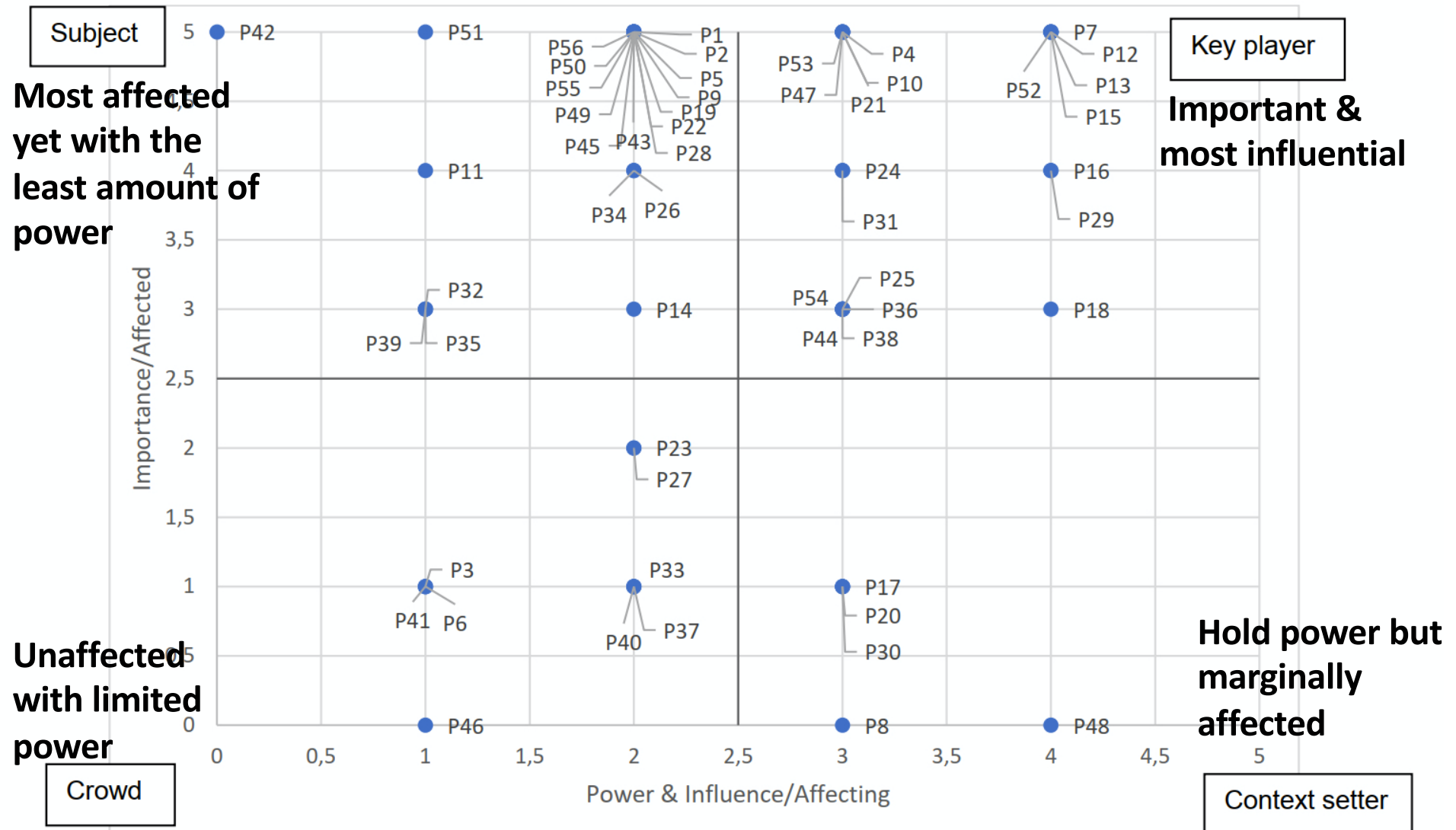
Relational Analysis - Actor Linkage Matrix

Be aware of important relationships that existed, relationships that could be facilitated or needed repair



Power & Influence Matrix

Understand importance, power & influence
Identify key players context setters, vulnerable



Interest / Needs Table

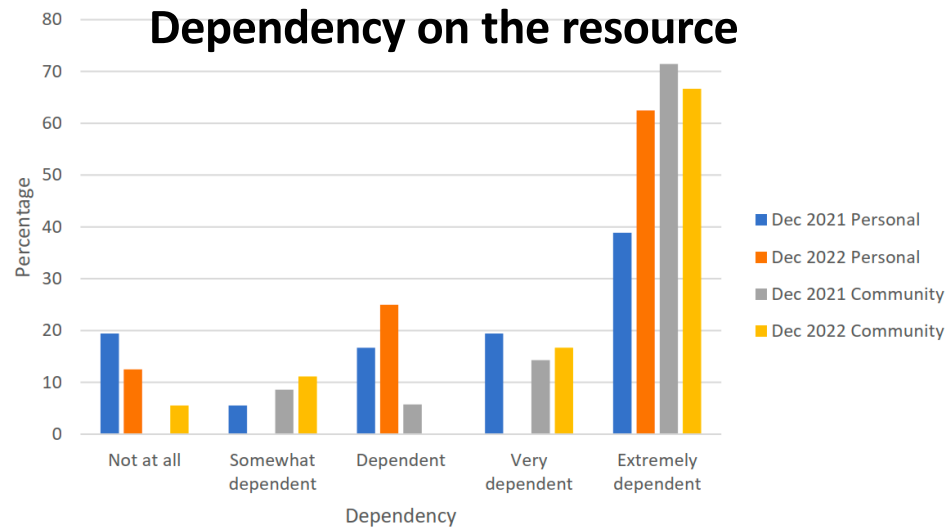
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	P20	P21	P22	P23	P24	P25	P26	P27	P28	P29	P30	P31	P32	P33	P34	P35	P36
Conservation																																				
Ecosystem services																																				
Water security																																				
Water stewardship & partnerships																																				
Education																																				
Social/economic development																																				
Climate change																																				
Research																																				
Ground water																																				
Peatland dominated wetlands																																				
Water quality																																				
Water governance & management																																				

The interests of stakeholders drive the actions of stakeholders, and it was therefore useful to understand what motivates the stakeholders to participate.

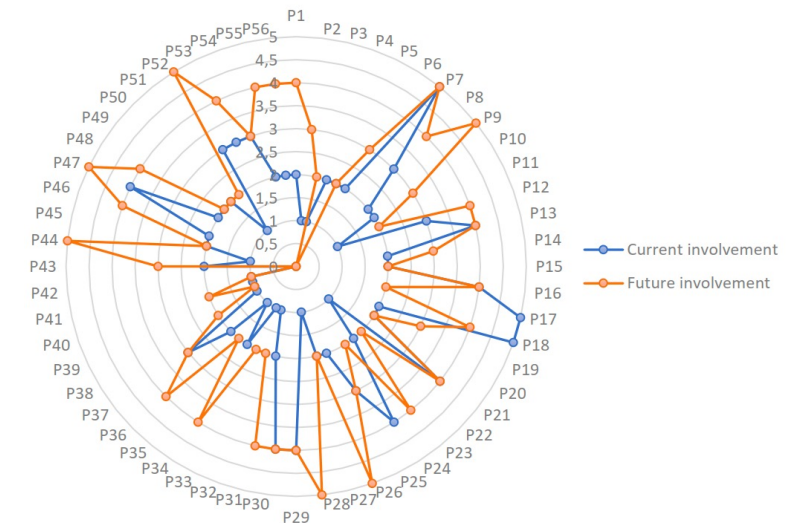
Informed programme of engagements

Additional Data

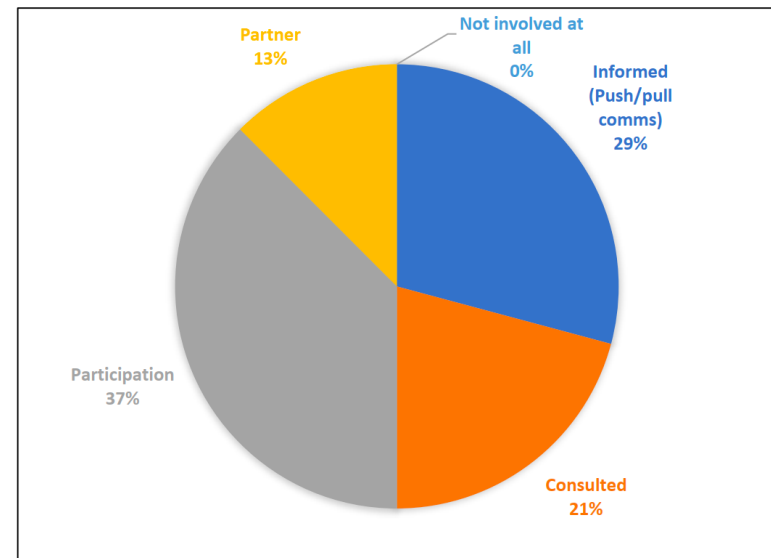
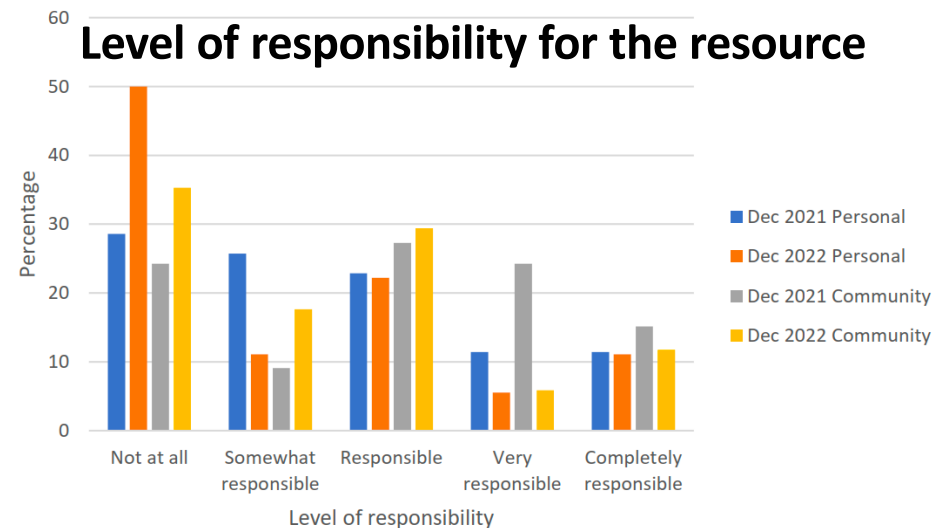
Dependency on the resource



Current and desired levels of involvement



Level of responsibility for the resource



Value of a nuanced understanding of your stakeholders

Value	Method
<ul style="list-style-type: none">• Monitor the extent & diversity of stakeholders• Identifying gaps in representivity	Meta identities analysis
<ul style="list-style-type: none">• Identify bridging agents & marginalised stakeholders• Identify knowledge brokers & gatekeepers	SNA
<ul style="list-style-type: none">• Identify key players and context setters• Identify the vulnerable	Power influence Matrix
<ul style="list-style-type: none">• Understand stakeholder interests & motivations	Interest table
<ul style="list-style-type: none">• Be aware of important relationships that exist & could be facilitated• Identify relationships that might need repair	Relational analysis

Ongoing monitoring of engagements

Flagging problems before they emerge

Responding to the needs of stakeholders

Knowing if you are achieving what you set out to achieve



Thank You...

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