



Stakeholder and institutional mapping

Societies can be mapped or modelled in terms of the relationships between institutions, and the 'social capital' of a society lies in its institutions and its local networks of trust.

Overarching institutions, in an ordered society, is '**Government**', made up of deliberative, executive, legal, and police, systems.

These ruling institutions are collectively called **governance**, defined as the act or manner of, or the system for: ruling or controlling the subjects or citizens of a State; or, conducting the affairs of an organization. The word derives from the Latin 'gubernator' and that from a classical Greek word for the person who steers a ship - who is helmsman, navigator and captain.

In modern states, and other large institutions, governance takes place on several scales.

We distinguish three of these. The **operational level** is, in our context, the level at which the direct interaction between human activity and the biophysical resources takes place, and at which stakeholders or public officials implement rules dealing, for example with public access to the water [...]. Rules on the **collective level** govern the management of resources; they tell how the decisions leading up to rules on the operational level are to be made: for instance, who is in position to make decisions, who can block decisions, how decisions are made (unanimous or simple



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majority), the amount of information required, etc. At the **constitutional level**, rules specify how changes in the management of resources can be made - e.g., how lower level rules or governing bodies can be changed.

We define **environmental management** as 'governance' extended to ecosystems, with the aim of sustaining an ecosystem's ability to provide goods and services; it includes the prevention of pollution, the conservation of species and habitats, and the remediation of damaged ecosystems.

An 'environment manager' is a public official who carries out environmental management; on the operational level, managers plan or consent individual Human Activities (HAs) taking account of their likely environmental impact; at the collective level, they make environmental plans or oversee the implementation of environmental policy, at the constitutional level they decide policy or support legislators who make environmental law. It is likely that some of these managers will play an important part in a SAF application.

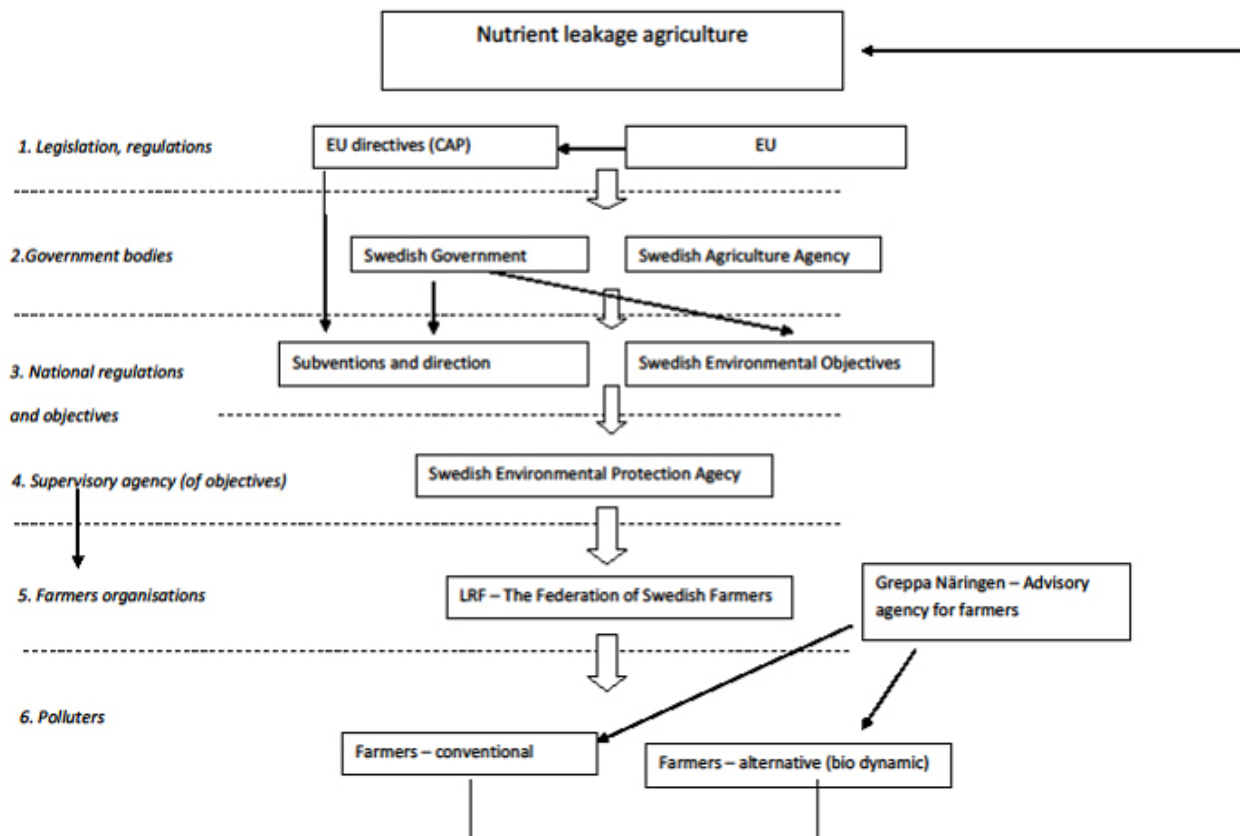
In a democracy, of course, all citizens have a stake in their Governments, but there is a difference between 'citizen-voter' and 'stakeholder' as we will use the words here. Governments are elected to deal with many aspects of society. We will here focus on just one 'Issue', meaning a set of matters related to a territory problem (or group of related problems) arising from a Human Activity. A **Stakeholder** is an organisation, community or individual who has a 'stake' in that 'Issue' because they are concerned about it, potentially or actually affected by it, or have or want a voice in the making of decisions about it. The words 'stake', 'interest' and 'concern' are interlinked, and carry with them, in our usage, some sense of a moral right to be consulted about any proposal or plan that might have an effect – for better or for worse – on the stakeholder. Some stakeholders carry out the impacting Human Activities and others are affected by consequent impacts. A third group might presently be unaffected but might be affected by remedial measures - for example, they might have to pay the cost of these, or suffer a new sewage treatment works to be build close to their houses.

In implementing [BGIN strategies] you will need to know something about the institutions, and the categories of stakeholders, in your [territory], relevant to the problem you address. There are tools for getting this information:

- **Institutional mapping** : a process of analysis for identifying the rules governing the relations between organisations, groups and individuals, optionally resulting in a diagram; in a hierarchical system this analysis may focus on the relationships between institutions, including governance; all of which are themselves sub-systems;
- **Stakeholder mapping**: a subset of institutional mapping that involves the identification of stakeholder groups relevant to a particular matter, such as a Human Activities, impact, public environmental policy, or 'Issue'.



Preliminary institutional mapping - Agriculture



Example from the SPICOSA project: The Himmerfjärden agriculture institutional map.