

DIGITAL APPENDIX 6-1

Annex Report 1: Stakeholder Typology Report

Fisheries and Coastal Livelihoods Expert Group

Work Package 1

**Boegoebaai Port Development and Special Economic Zone
(SEZ) Strategic Environmental Assessment (SEA)**

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1 Abbreviations and Acronyms

ARMSCOR	Armaments Corporation of South Africa
BCLME	Benguela Current Large Marine Ecosystem
CEF	Central Energy Fund
CPA	Community Property Association
CRLS	Centre for Rural Legal Studies
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organisations
DALRRD	Department of Agriculture, Land Reform and Rural Development
EIA	Environmental Impact Analysis
EMG	Environmental Monitoring Group
FPIC	Free, Prior and Informed Consent
GH2	Green Hydrogen
HDA	Housing Development Agency
LRC	Legal Resources Centre
Mintek	Council for Mineral Technology
NACI	National Advisory Council on Innovation
NCEDA	Northern Cape Economic Development, Trade and Investment Promotion Agency
NCHRA	Northern Cape Heritage Resources Authority
NDA	National Development Agency
NGO	Non-governmental Organisation
NPO	Non-profit Organization
RMC	Richtersveld Mining Company
TNPA	Transnet National Port Authority
NSRI	National Sea Rescue Institute
NYDA	National Youth Development Agency
OCM	Ocean and coastal mining
PSJV	Pooling and Sharing Joint Venture
SAASTA	South African Agency for Science and Technology Advancement
SAFCEI	Southern African Faith Communities Environment
SANDF	South African National Defence Forces
SANEDI	South African National Energy Development Institute
SDCEA	South Durban Community Environmental Alliance
SEZ	Special Economic Zone
SNA	Social Network Analysis
VEJA	Vaal Environmental Justice Alliance
WRC	Water Research Commission

CHAPTER 1: INTRODUCTION

Green hydrogen (GH₂) is produced through electrolysis of water using renewable energy, offering a sustainable alternative to traditional hydrogen production methods reliant on fossil fuels like natural gas and coal. 96% of the 120 million tonnes of hydrogen produced annually is generated through carbon-intensive processes such as steam methane reforming and coal gasification (Bhagwat and Olczak, 2020; Vidas and Castro, 2021). Transitioning to carbon-neutral GH₂ represents a significant step toward decarbonizing hydrogen-intensive industries like refining and ammonia production. Replacing "grey" hydrogen with GH₂ could substantially reduce global CO₂ emissions (Reda *et al.*, 2024). Beyond its existing applications, GH₂ could serve as a versatile fuel for various transport sectors, including aviation, shipping, and heavy-duty vehicles. Its potential to supply heat to hard-to-abate industries positions GH₂ as a key player in the transition to a sustainable energy future.

Globally, the European Union (EU) actively seeks collaborations with renewable-energy-rich regions, such as Africa, to meet its decarbonization targets. An estimated 24% of its total energy demand is projected to come from hydrogen by 2050 (Bhagwat and Olczak, 2020). Africa's vast renewable energy resources position it as a major player in the green hydrogen market. Joint projects between Germany and Morocco exemplify the potential for a hydrogen economy that supports local development, creates jobs, enhances energy security, and addresses sustainable development challenges (AbouSeada and Hatem, 2022). However, water availability remains a critical factor for GH₂ production in Africa, given its significant water consumption.

While green hydrogen presents an opportunity to boost African economies, civil society organisations in South Africa have expressed concerns regarding potential negative impacts (H₂ Watch SA, 2023). Key issues include implications for climate change, ecosystem sustainability, traditional livelihoods, and marine resources strain. The need for inclusive and participatory approaches that ensure fair and equitable outcomes for all stakeholders, particularly marginalised communities, is paramount. The proposed Boegoebaai Port and Special Economic Zone (SEZ) development has ignited significant concerns among local communities and civil society organisations. These groups have expressed deep reservations about the rapid expansion of GH₂ projects in South Africa and their potential adverse effects on the marine environment, local fisheries, and coastal livelihoods.

In South Africa, the National Environmental Management Act No. 107 of 1998 mandates stakeholder inclusion in environmental governance, through engagement with Interested and Affected parties who will be impacted by a development. It is essential that interested and affected parties actively engage in evaluating project impacts on both communities and ecosystems (Maphanga *et al.*, 2023). This legislative framework is not merely a procedural requirement but a potential catalyst for positive change, strengthening democratic processes and addressing the disproportionate ecological burdens often borne by marginalised populations (Maphanga *et al.*, 2023). However, despite these legal provisions, significant concerns persist regarding the depth and effectiveness of stakeholder participation. Marginalised groups, particularly those within coastal and inland communities, frequently argue that public consultation processes in Social and Environmental Impact Assessments are inadequately conducted, leading to the continued marginalisation of their perspectives (Maphanga *et al.*, 2023).

1.1 Methodological approach

The development of stakeholder typologies and associated high-level stakeholder analysis underpins the situational analysis. This analysis was undertaken through a desktop approach using publicly available data and literature, which will be further supplemented with semi-structured key-expert interviews and ground-truthed through fieldwork where required.

1.1.1 Stakeholder analysis

For the stakeholder analysis, a systems-based approach (see Figure 1) was used as the project is embedded within a complex and interconnected system encompassing multiple factors:

- **Social factors:** encompassing local communities, Indigenous groups, labour unions, and social equity considerations.
- **Economic factors:** involving investors, financial institutions, supply chain partners, and regional economic development.
- **Environmental factors:** comprising regulatory bodies, environmental groups, and natural resource management agencies.
- **Technological factors:** encompassing equipment suppliers, research institutions, and technology developers.
- **Political factors:** including government agencies, policymakers, and regulatory bodies.

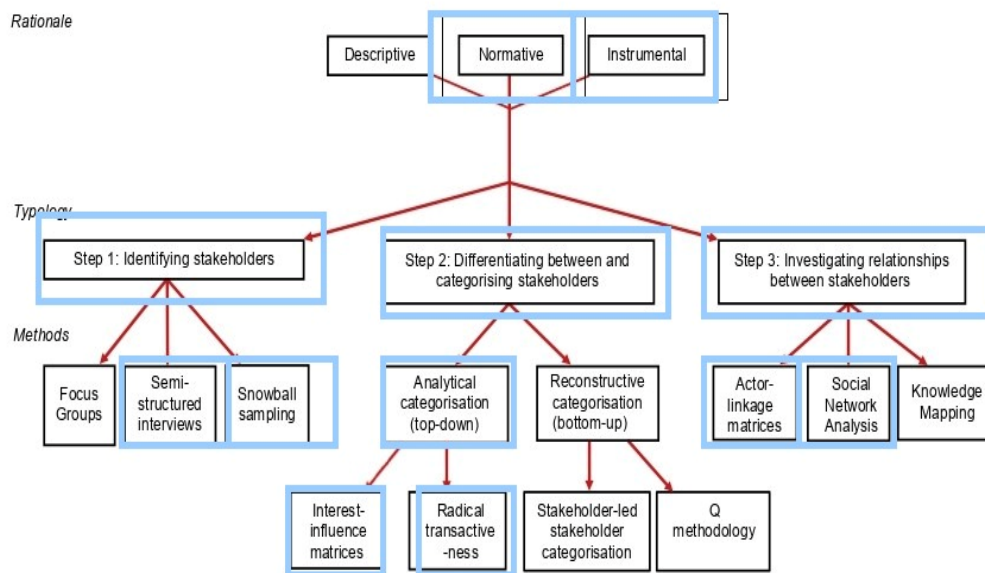


Figure 1. General methodological approach for the stakeholder analysis process (adopted from Reed et al. (2009))

Adopting a systems-based perspective enables a comprehensive approach to stakeholder identification, facilitating the recognition of interconnected groups that may not be immediately apparent (Gammage and Strand, 2021). This holistic view allows for a detailed analysis of stakeholder interactions, influences, and the project's broader potential impacts. By understanding these complex dynamics, tailored engagement strategies can be developed to address various stakeholder groups' diverse needs and interests. Ultimately, a systems-based approach enhances the capacity to effectively manage stakeholder relationships and navigate the challenges inherent in green hydrogen project development (see Figure 2 and Figure 3 below).

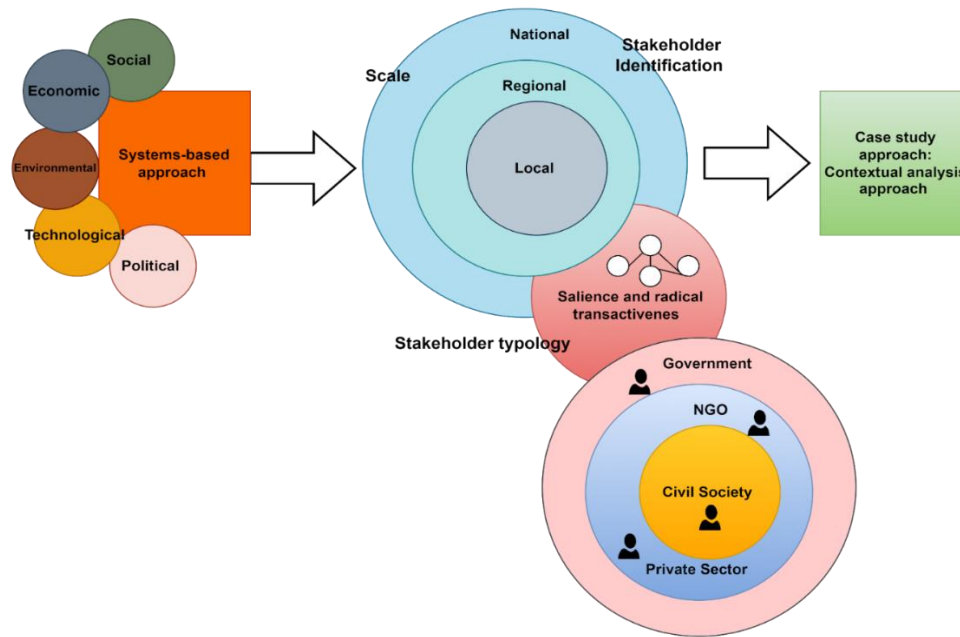


Figure 2. A systems-based approach to stakeholder identification and mapping

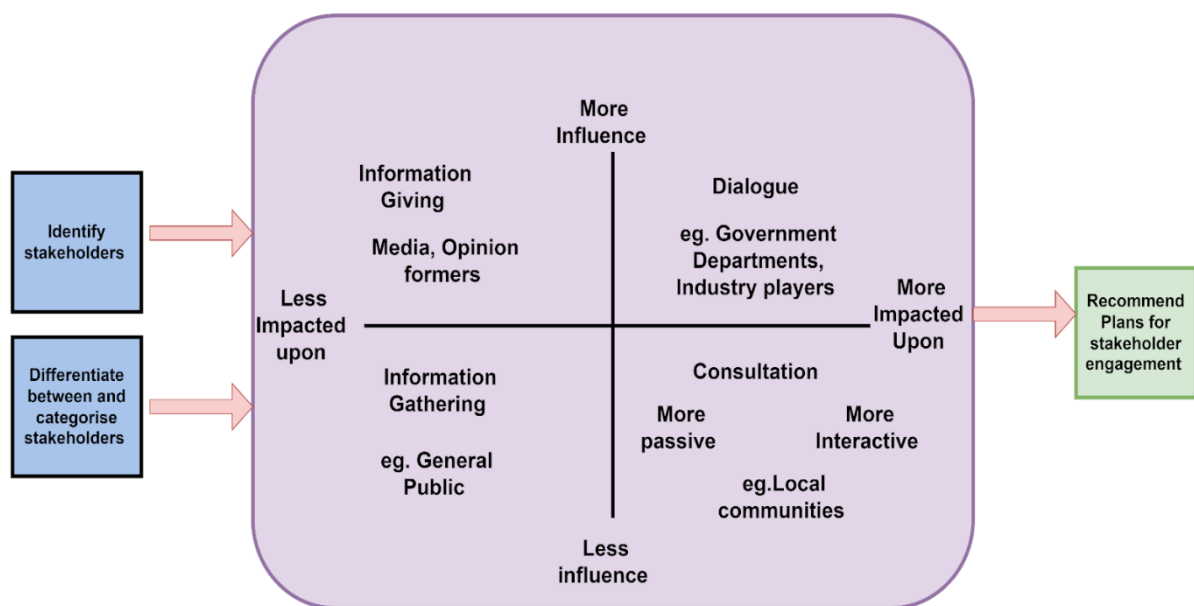


Figure 3. Identification of stakeholders and stakeholder analysis grid. Adapted from Golder and Gawler (2005) and Reed et al. (2009)

This research was conducted with a conscious and critical examination of our role, biases, and assumptions throughout the research process. It was a continuous reflection and critical analysis process to ensure the research was as objective and rigorous as possible. Data collection was mainly constrained by the limitations inherent in a desktop study. Here, we provide an overview of the key methodological steps, focusing on stakeholder identification and categorisation.

1.1.2 Stakeholder identification

The first step was to identify relevant governmental entities (national, provincial, and local levels), corporate and industrial actors, community groups, indigenous populations, environmental organisations, economic development bodies, educational and social service providers, labour unions, and civil society organisations within communities of interest (Alexander Bay, Port Nolloth, Kleinsee, and Hondeklipbaai).

Data sources: A preliminary data collection phase was conducted to develop a comprehensive stakeholder landscape, drawing on third-party sources. These sources included published research, government directories, national and provincial socio-economic and environmental reports, a master stakeholder typology designed by Gammage and Strand (2021), district-level municipal environmental and community plans, industry reports from business chambers, online industrial workshops, news articles addressing the towns' fishing challenges (SABC), insights from coastal establishments, social media platforms featuring tourism or community profiles, and key expert opinions.

To identify potential stakeholders overlooked in initial desktop research, Environmental Impact Assessments (EIAs), and databases, we engaged with green hydrogen project partners, including the Council for Scientific and Industrial Research (CSIR) and Transnet, to source expert input. This network also included experts from higher education and research institutions, the Department of Forestry, Fisheries, and the Environment (DFFE), and South African National Parks (SANParks). Snowball sampling and telephonic interviews were conducted with these experts, inviting them to contribute or suggest additional groups based on their specific knowledge. This collaborative approach facilitated the identification of previously unconsidered stakeholders, including marginalised communities.

By combining these methods, we were able to create a more comprehensive and inclusive stakeholder map, ensuring that a diverse range of individuals and organizations were considered in the project's development.

Draft stakeholder list: A preliminary stakeholder list was compiled following a comprehensive desktop review and consultation with relevant colleagues. This preliminary list, provided in Appendix 1, offers an initial overview of the different stakeholder groups. While serving as a foundational step in any stakeholder engagement process, a significant challenge arises from the persistent omission of local-level and other concealed stakeholders. Although the list demonstrates greater comprehensiveness at national and regional levels, substantial data deficiencies are evident at the local level. It is crucial to emphasise the need for a more comprehensive approach in identifying and engaging relevant stakeholders, as this list illustrates the stakeholder spectrum within the west coast of the Namaqualand region and highlights the inherent complexities associated with stakeholder categorisation. By recognising the limitations of this preliminary list, we aim to ensure that all relevant stakeholders are identified and engaged in the project's development.

1.1.3 Stakeholder categorisation

Using broad and narrow classifications, we developed a stakeholder categorisation model that differentiates stakeholder groups according to scale (see Table 1). We recognise and thoroughly address the inherent complexity in identifying and categorising stakeholders within the social-ecological systems framework. The categorisation of stakeholders presents limitations, as stakeholders may have multiple roles, and their significance can vary across different contexts and projects. As previously noted, it is imperative that we remain aware of and critically reflect on our roles, biases, and assumptions throughout the research process. In identifying and analysing these stakeholders, many intersect across categories and can be classified under several headings depending on the specific context or project.

Table 1. Stakeholder Categorisation (adopted from Gammage and Strand (2021))

Government	NGO/NPOs	Civil Society	Private Sector
Department/ Agency	Legal Aid and Advocacy	Small-Scale fishers Co-operatives	Commercial Fishing Aquaculture
Military	Conservation Groups	Indigenous Rights Groups	Energy Sector
Administration	Social Justice	Ecclesiastical	Mining and Construction
Conservation Authority	Disabled and Gender Rights	Agricultural Production and Development /Agricultural Co-operative	Tourism and Hospitality

Scale: Stakeholders were identified at national, provincial, and local levels where applicable. A primary focus was on stakeholders within the west coast of South Africa in the Namaqualand region.

Broad Categorisations: Broad stakeholder categories were adapted from existing South African stakeholder mapping studies, including work done by Gammage and Strand (2021) and the DFFE (2023) status of the South African marine fisheries resources. Drawing on their categorisation framework, the following broad groups were established: government, NGOs, civil society and the private sector.

Narrow Categorisations: To facilitate targeted engagement strategies, stakeholders were grouped into distinct categories. These classifications evolved throughout the identification process, introducing new categories to accommodate diverse stakeholder profiles. The complex and multifaceted roles of stakeholders often defied strict categorisation, necessitating the inclusion of an 'uncertain' category within both broad and narrow classifications. Recognising that these categories are context-specific and may vary across different green hydrogen projects is crucial.

CHAPTER 2: STAKEHOLDER ANALYSIS

Stakeholder identification and categorisation are crucial for addressing inequities in project management, particularly those arising from power asymmetries and the exclusion of certain groups. These disparities can manifest across various dimensions, including stakeholder interests, resource characteristics, governance challenges, property rights, externalities, social equity, and representation. Large-scale projects involve a multitude of stakeholders at local, regional, national, and international levels. The scope of the proposed green hydrogen port in Boegoebaai will likely impact or interest various stakeholders in the Northern Cape, encompassing governmental bodies, industry players, civil society organisations, and local residents. The proposed port development project encompasses a comprehensive range of infrastructure components. These include:

- New deepwater port in Boegoebaai that includes dry, liquid, and break-bulk terminals.
- Mixed-use SEZ located in the region adjacent to the proposed Boegoebaai port.
- Expansive regional renewable energy (wind and solar PV) generation and transmission infrastructure.

A comprehensive stakeholder analysis is indispensable for understanding the power dynamics and vested interests within the project environment. Engaging marginalised groups, particularly local fisheries and coastal communities in Namaqualand, South Africa, is essential for advancing social justice and equity. Stakeholder analysis is a cornerstone for any developmental initiative, offering a structured framework to understand the intricate dynamics between project proponents and key stakeholders across various scales. By assessing stakeholder power, legitimacy, and urgency, environmental managers can prioritize those with the most substantial influence while mitigating potential ethical issues. This holistic approach facilitates informed decision-making, incorporating a broad spectrum of perspectives that enhance project legitimacy and sustainability.

2.1 Stakeholder analysis and mapping review

Stakeholder analysis involves examining complex systems, their constituent parts, and the interrelationships between them (Yang *et al.*, 2011). It directly impacts the development of strategies for engaging stakeholders in decision-making processes (Yang *et al.*, 2011). In the context of green hydrogen development, stakeholder analysis aims to identify key stakeholders, understand their interests and perspectives, assess their influence, and examine their relationships with the project.

The rise of stakeholder analysis coincides with the growing emphasis on participatory methodologies in data collection, analysis, and project design. Both approaches share a commitment to amplifying the voices of marginalised groups (Grimble and Chan, 1995). However, it is crucial to recognise that simply including diverse voices does not guarantee project success. Effective outcomes necessitate considering the interests of all stakeholders, including those who may not be directly involved but can significantly influence the project. Balancing public and private interests require a collaborative approach that goes beyond purely formal participatory methods.

The lack of standardised methodologies for stakeholder analysis remains a significant challenge (Balane *et al.*, 2020). Numerous tools and techniques are available for stakeholder analysis, each with its strengths and suitability for different project types. These include snowball sampling (Brugha and Varvasovszky, 2000); power/interest matrices (Olander, 2007); three-dimensional stakeholder matrix cube (Murray-Webster and Simon, 2006); actor-linkage matrices, radical transactiveness, Q-methodology, salience analysis, and stakeholder-led categorisation (Reed *et al.*, 2009).

Grimble (1998) outlines distinct phases within the stakeholder analysis process: objective clarification, establishing the system context, identifying stakeholders and decision-makers, exploring stakeholder interests and agendas, and analysing interaction patterns, including conflicts, synergies, trade-offs, and compatibilities. Reed *et al.* (2009) proposes a structured three-step identification, differentiation, and relationship investigation approach. While these frameworks offer valuable guidance, a standardised

methodology for conducting stakeholder analysis taking a social-ecological systems lens remains elusive. Nonetheless, the importance of stakeholder identification, categorisation, and engagement within environmental management is universally acknowledged (Talley *et al.*, 2016).

This review highlights the multifaceted nature of stakeholder analysis. It emphasises the need for comprehensive stakeholder identification, consideration of diverse interests, and the selection of appropriate tools depending on the specific project context. Future research efforts could focus on developing a standardised methodology for desk-based stakeholder analysis within SES, particularly in relation to green hydrogen development.

2.1.1 Social network analysis

a) Ties and nodes with network actors

According to (Lin *et al.*, 2022), Social network analysis (SNA) conceptualises individuals or groups as nodes within a network, with relationships between them represented as ties. By examining the patterns formed by these connections, SNA seeks to understand the structure and dynamics of social interactions. Through mathematical and visual analysis, researchers can assess the influence of network structure on individuals and organisations. Essentially, SNA transforms the abstract concept of social relationships into a quantifiable model for analysis.

According to Scott (2012), three key concepts and measures are fundamental to understanding social networks: nodes, ties, centrality, and density. The three key concepts are:

1. Diffusion of Ideas and Practices- It examines how the structure of a network influences the flow of information and resources.
2. Scholarly Networks: This is about mapping the intellectual spaces.
3. Corporate power: The analysis of interlocking directorships and the relationship between centrality and corporate power explored.

In simple terms, SNA can be applied to assess stakeholder relationships within the green hydrogen project by conceptualising project participants as nodes and their interactions as ties (see Figure 4). This approach allows for identifying key stakeholders (central nodes) and mapping influence networks. By examining the structure of these networks, insights can be gained into the flow of information, decision-making processes, and potential collaboration opportunities. Moreover, SNA can help identify marginalised stakeholders who may be disconnected from the core network, facilitating targeted engagement strategies.

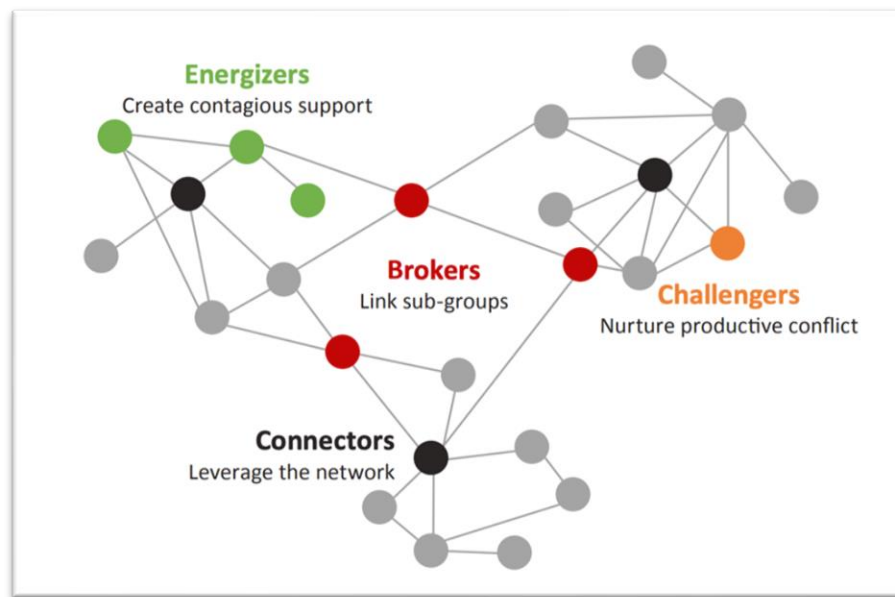


Figure 4. A social network analysis highlighting the structure-based roles of network actors (Cross et al., 2001)

Scott (2012) highlights six factors that can affect social relations and network dynamics, and these include:

1. Strength of ties—The intensity and strength of relationships, which can vary from strong to weak, influence how information and resources flow within the network.
2. Centrality- The position of an individual or organisation within the network, which can determine their influence and access to resources.
3. Multiplexity- The complexity of relationships where individuals may have multiple roles affecting how they interact within the network.
4. Network structure- The overall configuration of the network, including factors like density and connectivity, can shape interactions and relationships.
5. Boundary Decisions- This criterion defines who is included in the network and the relationships considered insignificant, which can influence analysis and outcomes.
6. Contextual factors—External influences such as cultural, social, and economic contexts can impact how relationships are formed and maintained.

Brokers are considered one of the most essential variables in social network studies. In Figure 5, the broker is the black circle. They are defined as connecting two separate areas of the network. An actor will connect with unconnected actors or fill the gaps or network holes in the social structure (Gould and Fernandez, 1989; Burt, 1995). A broker acts as a bridge, connecting disparate network segments across social, economic, or political domains. This unique position provides them exclusive access to valuable information and resources from diverse network areas (Stovel et al., 2011). Brokerage is the sole mechanism facilitating information and resource exchange, enabling previously isolated actors to engage in economic, political, and social interactions (Halevy et al., 2019).



Figure 5. Example of the brokers (adopted from Chaudhary and Warner (2015))

Lin *et al.* (2022) posit that social ties can be classified as strong or weak, determined by factors such as frequency of interaction, emotional closeness, time invested, and mutual support (see Figure 6). Strong ties tend to exist within tightly knit social circles, while weak ties bridge disparate social groups. Granovetta (1973) work highlights the significance of weak ties in facilitating information flow, as they often connect individuals from distinct social contexts. The concept of structural holes, representing gaps in social networks, further elucidates the role of weak ties as bridges between disconnected groups. While traditionally associated with weak ties, strong ties can also occupy bridge positions, underscoring the importance of network structure rather than tie strength in generating information benefits.

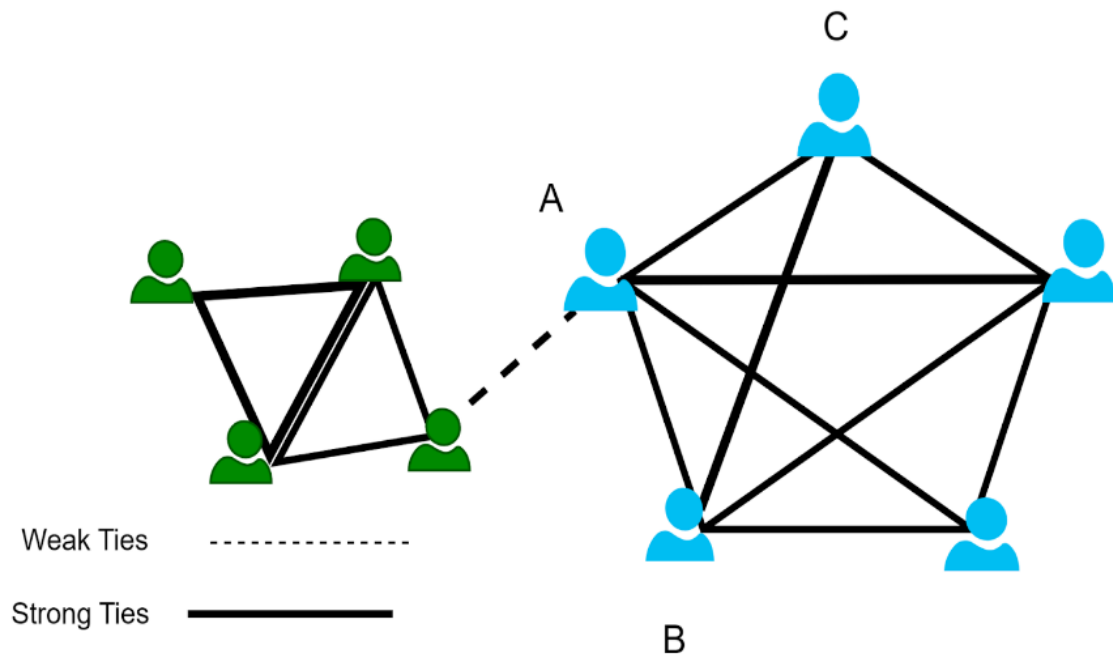


Figure 6. Weak Ties and Strong Ties in Social Networks (adapted from Lin *et al.* (2022))

Social network analysis integrates qualitative and quantitative methods to examine the structure and dynamics of social relationships. This approach will help identify influential actors, resource distribution patterns, and critical intermediaries by mapping interactions between individuals or organisations involved in the green hydrogen development project. This analysis reveals collaboration barriers and opportunities, providing insights into the factors that facilitate or hinder partnerships within a network. Such interactions in Figure 6 are crucial to understanding why collaborative relationships emerge between certain players and not others, how individuals operate within the network affect how they engage with others, and how power dynamics emerge within coalitions of groups in the network.

Kumar *et al.* (2023) demonstrated the utility of SNA in enhancing EIAs. By examining online interactions, collaborations, and information sharing among stakeholders, they employed network analysis, machine learning, and statistical modelling to extract valuable insights. These insights enabled the development of predictive models to anticipate potential environmental impacts, facilitating proactive mitigation strategies. This approach highlights the significance of understanding underlying social dynamics in effectively addressing environmental challenges.

b) Stakeholder network analysis attributes

Prell *et al.* (2009) outlined six attributes influencing stakeholder relationships that need to be considered in natural resource management stakeholder analysis:

1. **Strong Ties:** Stakeholders with strong ties are likely to influence each other, share similar views, trust each other, and communicate effectively. While beneficial for information sharing, strong ties can limit diversity of perspectives.
2. **Weak Ties:** Stakeholders with weak ties interact less frequently but can provide access to diverse information and ideas. These ties are crucial for network resilience but can be fragile.
3. **Homophily:** Stakeholders with similar opinions, ideas, or interests tend to form networks. While these networks can facilitate communication and trust, they can also exclude minority views.
4. **Centralization:** In centralized networks, a few stakeholders hold most of the connections. While this can help identify key representatives, it can also lead to a lack of representation for certain groups.
5. **Degree Centrality:** Measures the number of connections a stakeholder has within a network.
6. **Betweenness Centrality:** Measures a stakeholder's ability to connect different groups within a network.

2.1.2 Stakeholder typology: Power-Interest-Attitude Matrix

According to Murray-Webster and Simon (2006) the initial assessment of stakeholders is typically conducted using a technique based on some variation of a stakeholder grid or map, of which numerous iterations exist. Some grids or maps are one-dimensional, for instance, illustrating stakeholders' (whether individuals or groups) about their areas of interest within the project or program. However, Murray-Webster and Simon's (2006) experience suggest that most are two-dimensional, with axes labelled according to aspects of stakeholder status or behaviour and the intervening grid populated with the names of relevant individuals or groups. It is becoming increasingly clear that a more comprehensive stakeholder assessment technique is needed.

1. **Power vs. Interest:** While conceptually straightforward, the utility of identifying whether a stakeholder is both powerful and interested (and hence likely to be active) is limited if their stance towards the project—whether supportive or oppositional—is not considered.
2. **Interest vs. Attitude:** Again, while simple in theory, understanding that a stakeholder is either an active supporter or blocker is less meaningful without evaluating their level of influence, which is determined by their power.

This analysis strongly advocates for incorporating a third dimension into the stakeholder grid. This enhancement will significantly improve the technique's ability to stimulate meaningful reflection and provide more comprehensive insights for project or program managers, addressing the limitations of the current two-dimensional approach.

According to Murray-Webster and Simon (2006), three primary and essential dimensions that are vital when considering stakeholders are:

1. **Power:** An individual or group's capacity to influence organizational outcomes. This may stem from formal position, resource control, or personal credibility.
2. **Interest:** The level of engagement or concern exhibited towards a project or programme.
3. **Attitude:** The stance adopted towards a project or programme, ranging from support to opposition.
4. **Impact:** involves assessing the potential or actual influence of stakeholders on a project's outcomes.

A two-dimensional analysis provides an incomplete and less informative representation of stakeholder dynamics. While a three-dimensional grid is more complex to visualise, it offers a comprehensive

1 framework for considering all relevant stakeholder attributes (see Figure 7). It facilitates a more nuanced
2 understanding during stakeholder analysis and management.

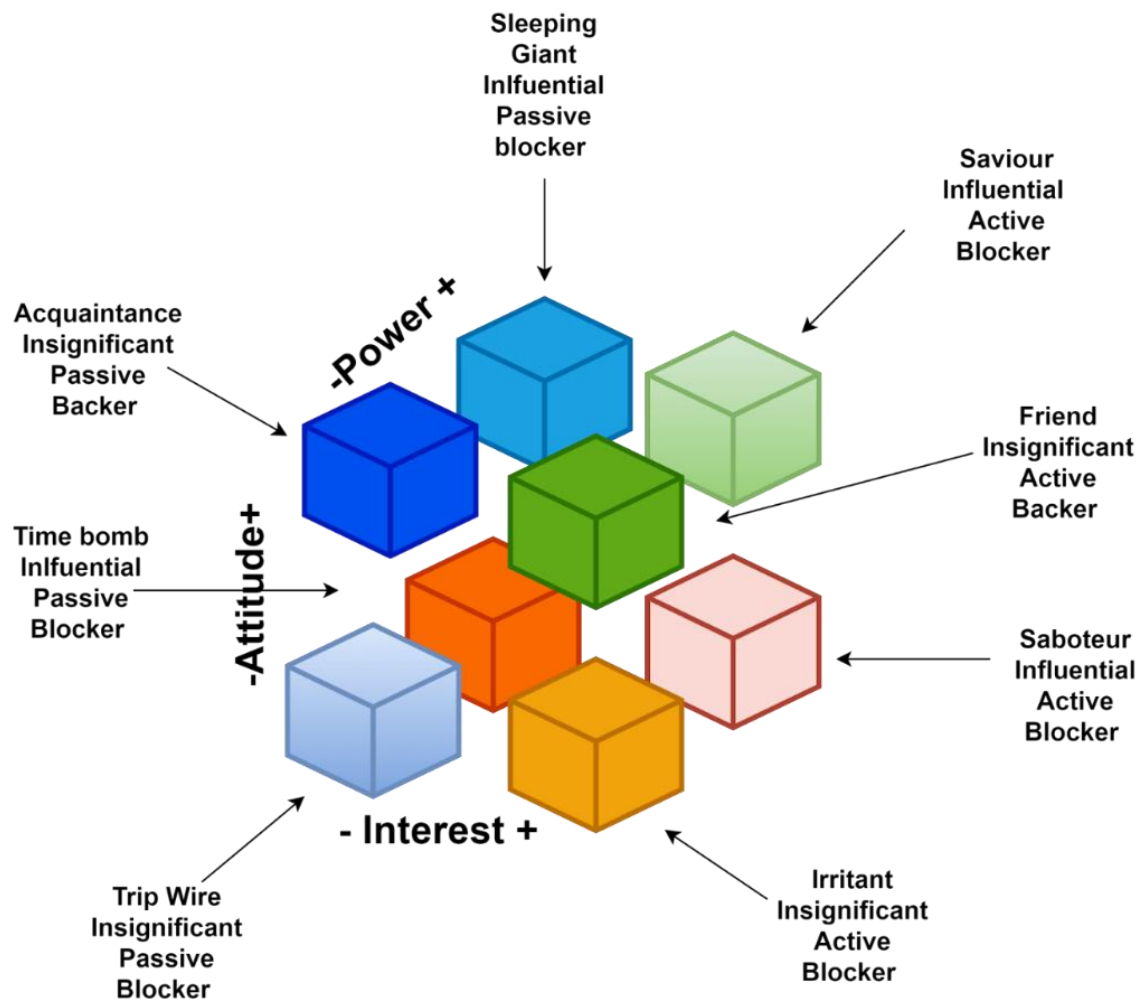


Figure 7. Power, Interest, and Attitude Matrix in analysing stakeholders (adapted from Murray-Webster and Simon (2006))

Based on our analysis, we categorized stakeholders into the following groups:

1. **Key Stakeholders:** High influence, high impact, high power, and supportive attitude.
2. **Major Stakeholders:** High influence, high impact, high power, but neutral or opposed attitude.
3. **Minor Stakeholders:** Low influence, low impact, low power, and neutral or opposed attitude.

Employing this framework, eight stakeholder archetypes (Murray-Webster and Simon, 2006; Bernstein *et al.*, 2020) emerge:

1. **Saviour:** High-influence supporters requiring proactive engagement to maintain alignment.
2. **Friend:** Enthusiastic supporters with limited influence, valuable as confidants.
3. **Saboteur:** High-influence opponents demanding strategic engagement to mitigate potential damage.

4. **Irritant:** Low-influence opponents requiring minimal engagement to neutralise their impact.
5. **Sleeping Giant:** High-influence, passive supporters necessitating activation.
6. **Acquaintance:** Low-influence, passive supporters requiring fundamental information dissemination.
7. **Time Bomb:** High-influence, passive opponents requiring proactive monitoring and management.
8. **Trip Wire:** Low-influence, passive opponents demanding circumspection to avoid unforeseen challenges.

The utility of any stakeholder grid, including three-dimensional models, is contingent upon practical application. While the initial placement of individuals or groups on the grid provides a foundational understanding, subsequent engagement is crucial. Mis-categorisation poses risks to both the project and stakeholder relationships. To mitigate these risks, direct dialogue with key stakeholders is imperative to validate assumptions and uncover underlying motivations and concerns.

2.2 Stakeholder analysis results

2.2.1 Categorisation findings

Appendices 3A-F provide a comprehensive overview of stakeholders primarily engaged in fisheries, agriculture, and community development within the west coast of the Namaqualand region. Appendix 2A presents a tabular summary of all potential stakeholders on the west coast. Appendix 2B categorises the stakeholders within the region, while Appendices 2C-F focus on specific localities: Alexander Bay, Port Nolloth, Kleinsee, and Hondeklipbaai. It's essential to note that the stakeholders identified either have a physical presence in these areas or are linked to them through regional projects or societal affiliations.

a) Government stakeholders (Majority Stakeholders)

Approximately 87 government stakeholders were identified within the Namaqualand region. Among these, Transnet, South African National Energy Development Institute (SANEDI), Alexkor, the Community Property Association, and Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA) were particularly prominent in Port Nolloth and Alexander Bay, the closest sites to Boegoebaai. Some stakeholders are not directly involved in the project but are operating within the region. Several key stakeholder government categories emerge and are detailed in the box below.

Central Government Departments

1. **Economic Development and Infrastructure:** Department of Mineral Resources and Energy, Department of Trade, Industry, and Competition, Department of Public Works and Infrastructure, National Ports Authority (NPA)
2. **Environmental Management:** Department of Forestry, Fisheries, and Environment, Department of Water and Sanitation, National Parks (SANParks)
3. **Social and Economic Development:** Department of Social Development, Department of Small Business Development, National Development Agency (NDA)
4. **Regulatory Bodies:** Department of Cooperative Governance, National House of Traditional Leaders

Provincial Government Departments

1. **Economic Development:** Northern Cape Economic Development, Trade, and Investment Promotion Agency (NCEDA)
2. **Infrastructure:** Roads and Public Works
3. **Environmental Management:** Northern Cape Heritage Resources Authority (NCHRA)
4. **Social Development:** Northern Cape Arts and Culture Council, Northern Cape Gambling Board, Northern Cape Tourism Authority

Parastatals and State-Owned Enterprises

1. **Energy:** Eskom, Central Energy Fund (CEF)
2. **Infrastructure:** Transnet, National Ports Authority (NPA)
3. **Mining:** Alexkor Limited, Kalahari Kid Corporation
4. **Defence:** Armaments Corporation of South Africa (ARMSCOR), South African National Defence Forces (SANDF)

Other Government Entities

1. **Regulatory Bodies:** National Advisory Council on Innovation (NACI), National Agricultural Marketing Council, National Sea Rescue Institute (NSRI), National Youth Development Agency (NYDA) and Community Property Association.
2. **Research and Development:** Council for Mineral Technology (Mintek), South African Agency for Science and Technology Advancement (SAASTA), Water Research Commission (WRC).

Given that the project is mainly backed up by government and private funding, the prominence of government stakeholders in the Boegoebaai port development project suggests a number of positive and negative implications for the project and surrounding stakeholders:

Positive Implications:

1. **Enhanced Project Support:** Government stakeholders will provide legitimacy and credibility to the project to attract additional investment and interest of other stakeholders, especially those of the private sector that provide engineering infrastructure support, which is already highlighted in Appendix 2B by the two different engineering groups (Boegoebaai Development Consortium, Boegoebaai Port and Rail Consortium and Project Elephant Consortium).
2. **Policy alignment and Regulation:** Government stakeholders will shape the regulatory framework for the project, potentially fast-tracking processes like permits, approvals, and compliance with legal standards in the Boegoebaai port development. This can facilitate smoother project operations, especially with acquiring approval to construct jetty structures, breakwaters, admin craft basins, buildings, external roads for mining, etc. Government agencies listed in Appendix 2B with their involvement will ensure that their project aligns with national policies and priorities, reducing regulatory hurdles and facilitating project implementation.
3. **Responsible for equitable resource allocation of resources:** Government agencies will allocate resources, especially with how they will handle water access and allocation in Boegoebaai along with fishing rights, funding, land, or transport and housing infrastructure, to support the community and the project's development.

Negative Implications:

1. **Government Accountability and Oversight:** With significant government involvement, there is likely to be heightened scrutiny in terms of financial accountability, adherence to public policy, and transparency. The project is expected to align with governmental objectives, such as public welfare, economic development, or sustainability goals.
2. **Policy and Regulation:** Government stakeholders will shape the regulatory framework for the project, potentially fast-tracking processes like permits, approvals, and compliance with legal

standards. This can facilitate smoother project operations but may also mean more stringent oversight to ensure public funds are used responsibly.

3. **Political Influence and Bureaucracy:** Increased government involvement can lead to bureaucratic delays and decision-making processes. A government-funded project may be subject to shifts in political agendas and may overlook or disregard the needs of marginalised groups that are largely affected. Furthermore, stakeholders with high government influence might shift priorities, especially during political transitions, which could affect the direction or continuation of the project.

4. **Public Perception:** Since public resources are being used, civil society and the general public will expect a higher level of engagement, transparency, and social benefit. More government involvement could heighten public expectations and increase pressure for the project to succeed.

5. **Dependency on Public Funding:** Since the project is government-backed, funding is likely secured, but this also means dependency on government budgets. Any changes in national or regional fiscal policy could impact project continuity, expansion, or delays.

6. **Power Imbalances:** Government dominance could create power imbalances and limit the influence of other stakeholders, particularly the Fisheries, agricultural and mining community groups categorised under civil society that advocate their rights and interests.

b) Private business and private sector stakeholders (Major Stakeholders)

A total of 65 private business and sector stakeholders were identified in Appendix 2B. They are the second largest group of stakeholders in this project with the members of the Boegoebaai Development Consortium, Boegoebaai Port and Rail Consortium and Project Elephant Consortium in the front line of spearheading the process Boegoebaai Development. Several key sectors and categories emerge:

1. **Tourism and Hospitality:** This sector is heavily represented, indicating a significant reliance on tourism and related industries in the region. The majority of them are local businesses. This means that any development within the areas will directly have an impact on them.

2. **Commercial Fishing, Farming, and Aquaculture:** Given the coastal location of Boegoebaai, fishing and aquaculture are important economic sectors in Port Nolloth, Kleinsee, Alexander Bay and Hondeklopbaai that need to be considered.

3. **Energy Sector:** The presence of upstream oil and gas companies suggests potential synergies or competition with the green hydrogen project.

4. **Construction and Engineering:** The project will require significant infrastructure development, making construction and engineering firms key stakeholders.

5. **Minerals Exploration and Production:** Mining companies might have interests in the region and could potentially be involved in the project.

6. **Logistics and Transportation:** Companies involved in transportation and logistics will be essential for the project's success.

7. **Finance and Investments:** Funding and investment firms could play a role in financing the project or providing financial support. The box below lists the stakeholders we found in the area.

Local Businesses: Tourism, Farming and Commercial Fishing (Previous and Current)

- John Livestock PTY (Livestock Farming)
- Josmel Construction (Construction Company)
- Kleinzee Angling Club (Angling and Sport Fishing)
- Kleinzee Airfield FAKZ (Airstrip)
- Kleinzee Beach Cottage (Tourism and Hospitality)
- Kleinzee Caravan Park (Tourism and Hospitality)
- Kleinzee Golf Club (Tourism and Hospitality)
- Lewensdroom Gastehuis (Tourism and Hospitality)
- Mcdougallsbaai Akkomodasie (Tourism and Hospitality)
- Namaqua Coastal Expeditions (Tourism and Hospitality)
- Peaceful Place (Tourism and Hospitality)
- Port Nolloth Beach Shack (Tourism and Hospitality)
- Richtersveld Experience (Tourism and Hospitality)
- Richtersveld Tours (Tourism and Hospitality)
- Rooi Spinnepkop (Tourism and Hospitality)
- Sea View Holiday House (Tourism and Hospitality)
- Seaway backpackers and Function Avenue (Tourism and Hospitality)
- Spoelklippie Gastehuis (Tourism and Hospitality)
- Visbeen Lodge (Tourism and Hospitality)
- Voetbaai Gastehuis (Tourism and Hospitality)
- Vori Klip (Tourism and Hospitality)
- WCRL commercial fishing rightsholder (Commercial Fishing and Aquaculture)
- Three local companies (hake longline rights)
- One hake handline rightsholder (revoked)
- Two local companies (hake deep-sea trawl rights)
- VM Young Visserie BK (small pelagic rights)
- Thirteen West Coast Rock Lobster (WCRL) nearshore rights holders
- Six companies (WCRL commercial long-term rights)
- Yield House and Cottages (Tourism and Hospitality)

International and National Businesses:

- Afcon Infrastructure Limited (Construction and Engineering)
- Afrimat Limited (Mid-tier mining and materials company)
- AP. Moller and Capital (Funding and Investments)
- Bouygues TP (Construction Group)
- Coega Development Co-operation (Construction Group)
- CPRDW- Consulting Port and Coastal Engineers (Design of Marine Infrastructure)
- DB Schenker (Logistics)
- Diamond Coast Aquaculture (Pty) Ltd (Fish Farming)
- Gibb Consulting Engineers (Engineering Consulting)
- Green Hydrogen South Africa (H2.SA) (Energy Sector)
- Meridium SAS (Asset Management Firm)
- Mota-Engil (Engineering and Construction)
- Naka Iliso (Consulting and Engineering)
- Nako Systra (Transportation and Engineering)
- Newlyn Group's Briardale Trading (Property Developer)
- Pembani Remgro Infrastructure Managers (Infrastructure Fund)
- Port of Rotterdam (Port Development)
- Raubex Group (Infrastructure Development)
- Thelo (Transport and Logistics)
- Traxtion Sheltam (Rail Infrastructure)
- Vinci Construction (Construction)
- WBHO (Construction)
- WSP Consulting Engineers (Engineering Consulting)
- Yapi Merkezi Insaat ve Sanayi Anonim Sirketi (Construction Holding)

1

2

3 Below we look at potential implications of having Private Sector Dominance in the Boegoebaai Green
4 Hydrogen Project.

Positive Implications:

1. **Investment and Economic Growth:** Private sector involvement can bring significant investment to the project, driving economic growth and job creation in the region.
2. **Innovation and Efficiency:** Private sector companies often have expertise and resources that can contribute to the project's efficiency and innovation.
3. **Risk Management:** Private sector entities are generally more risk-averse and have experience in managing complex projects, which can benefit the green hydrogen initiative in South Africa and in the Northern Cape.
4. **Market-Driven Approach:** Private sector involvement can ensure that the project is aligned with market demand and commercial viability.

Negative Implications:

1. **Profit-Driven Focus:** Private sector companies may prioritise profit over other objectives, potentially leading to trade-offs in terms of environmental sustainability, social equity, or community benefits.
2. **Power Imbalances:** The dominance of private sector stakeholders could create power imbalances and limit the influence of other stakeholders, especially the civil society organisations that work with marginalised local communities in the surrounding areas.
3. **Short-Term Focus:** Private sector entities might have a shorter-term focus, which could lead to neglecting long-term sustainability or environmental impacts.
4. **Potential for Exploitation:** Without proper safeguards, private sector involvement could lead to exploitation of natural marine resources or unfair labour practices.

c) Civil Society stakeholders (Major and Minor Stakeholders)

We identified 27 civil society stakeholders (Appendix 2), with Aukotowa, Longtime, Masifundise, and members of H2 Watch SA being the active groups. Civil society in the Boegoebaai port region appears to be primarily comprised of organisations focused on environmental advocacy, community development, social justice, and economic empowerment. The box below identifies specific important civil society stakeholder categories.

1

Environmental Advocacy and Conservation (Major)

- Earthlife Africa – H2 Watch SA
- GroundWork
- Kuthala Environmental Care Movement
- Mining Affected Communities in Action (MACUA-WAMUA) – H2 Watch SA
- The Green Connection
- Environmental Monitoring Group (EMG)- H2 Watch SA
- Natural Justice
- Southern African Faith Communities Environment (SAFCEI)- (H2 Watch SA)
- Vaal Environmental Justice Alliance (VEJA) (H2 Watch SA)

Small-Scale fisheries, Community Development Societies and Social Justice (Major)

- Coastal Livelihoods Foundation
- EkSteenSkuil
- Migratory Nama People
- Aukotowa Small-scale Fisheries Cooperative (103 members, supporting 75 households)
- Premier Fishing and Brands Limited (Pty) Ltd (contracted for WCRL and hake offshore rights)
- Two fish processing facilities (Noordkaap Visserman Onderneming BK, Port Lobster (Pty) Ltd)
- Diamond Coast Aquaculture (Pty) Ltd (seaweed harvesting and abalone farm)
- Port Nolloth Sea Farms (abalone ranch)
- Kleinzee Angling Club (recreational)
- Small-scale fishermen (involved in WCRL harvesting)
- Longtime Hondeklipbaai Fishing Primary Cooperative (supports 14 active fishermen and 70 households)
- Skipper's Training Program (community development initiative)
- Individual fishermen (Traditional linefish, WCRL nearshore rights)
- House of Bread Outreach Ministries
- Integrated Serviced Land Project
- Kaikai Richtersveld Residential Coastal Reserve
- Masifundise Development Trust
- Port Nolloth Primary School
- Pulls Full Gospel Church
- Richtersveld Community Conservancy
- The Economic Justice Network- H2 Watch SA
- WoMIN- H2 Watch SA

Economic Development and Sustainability (Minor)

- Richtersveld Growers
- Co-operative Sustainable Network of Enterprising Communities NPC
- Agricultural Cooperative

Religious and Cultural Organisations (Minor)

- AGS AFM Nollothville Church
- Ecclesiastical
- Pulls Full Gospel Church
- Southern African Faith Communities Environment (SAFCEI) – H2 watch SA

2

3 These organisations often have a strong presence in local communities and are actively involved in
 4 addressing various social and environmental issues. They represent diverse interests, including agriculture,
 5 education, conservation, fisheries, tourism, and gender equity.

6 Having that many civil society stakeholders as the second key stakeholder group in the proposed
 7 development project creates a balance between development goals and social, environmental, and ethical
 8 concerns. While this may lead to more comprehensive and inclusive decision-making, it could also
 9 introduce complexities, delays, and increased costs. The project's success will depend on how well
 10 developers and government entities can collaborate with civil society to align the project's goals with the
 11 broader public interest. The most important groups that are directly affected are highlighted in bold as they
 12 represent the fisheries, farming and other coastal livelihoods operating there.

13 Below are a number of preliminary positive and negative implications of having civil society as the third key
 14 stakeholder group:

15

Positive Implications:

1. **Public Accountability and Transparency:** Civil society organisations (CSOs) play a crucial role in promoting transparency and holding decision-makers accountable. Their active involvement can ensure that the development process follows ethical guidelines, legal compliance, and sustainability principles, mitigating corruption or misuse of public funds. We have seen this with H2 Watch SA, Ground Up and Masifundise Development Trust.
2. **Advocacy for Social Justice:** CSOs often advocate for marginalised and vulnerable groups, ensuring that the interests of local communities, indigenous populations, and disadvantaged groups are represented in the project. Some of the groups listed, especially with Aukotowa and Longtime SCF, will voice out for a more inclusive and socially equitable development process by integrating Free, Prior, and Informed Consent (FPIC) in stakeholder negotiations, especially where their traditional livelihoods are at stake.
3. **Community Engagement and Participation:** Civil society groups often facilitate direct engagement with local communities. Their involvement can improve communication between developers and affected communities, leading to a more participatory process where local concerns are integrated into the project planning. This could enhance community buy-in, reducing resistance to the project and increasing local support.
4. **Promotion of Long-Term Benefits:** Civil society can ensure that development does not only benefit short-term economic interests but also promotes long-term social, environmental, and economic sustainability. Their influence could lead to the implementation of sustainable business models that focus on local employment, social services, and sustainable livelihoods.

Negative Implications

1. **Delays Due to Protests and Legal Challenges:** CSOs often act as watchdogs or, as (Murray-Webster and Simon, 2006) may call them, Trip wires or Time bombs as they are heavily demanded for community rights and environmental protections. In cases where the Boegoebaai project may negatively affect the environment or local populations in Alexander Bay, Port Nolloth and Hondeklipbaai. CSOs might organise protests, file legal challenges, or lobby against the development. This could delay the project timeline and lead to cost overruns if disputes are not resolved quickly.
2. **Conflicting Interests:** Civil society stakeholders can have diverse and sometimes conflicting agendas. While some CSOs might focus on environmental concerns, others may prioritise local economic development. Balancing these diverse priorities can complicate decision-making and lead to conflicts or delays in the implementation of the project.
3. **Increased Scrutiny and Bureaucratic Hurdles:** The presence of a strong civil society presence can lead to increased scrutiny from the media, public opinion, and regulatory bodies (we have seen this from Ground Up and H2 Watch SA articles). This, by nature, has already forced more extensive environmental impact assessments, additional consultations, and meeting challenging legal requirements. While these safeguards are positive, they can also increase project costs and delay approvals.
4. **Potential for Misinformation:** Civil society organisations can sometimes create friction or resistance based on misinformation or misconceptions about the project. If the CSOs have incomplete or incorrect data about the project's impacts, this could lead to unnecessary resistance or pushback from communities, creating a hostile environment for project proponents.
5. **Pressure for Higher Community Compensation:** With a significant presence of civil society, there may be increased pressure on the Boegoebaai port developers to offer higher compensation to local communities, not just in financial terms but also in terms of socio-economic benefits, particularly with housing and education, environmental remediation for the damage to marine ecosystems, and social development. While this can lead to positive outcomes for communities, it could place additional financial burdens on the project and affect its profitability.

d) *NGO stakeholders*

A total of 19 NGO stakeholders were identified, making them the fourth key stakeholder on the west coast of the Namaqualand region in the Northern Cape.

We identified the main interest categories that the stakeholders mainly signify (listed below), followed by actual stakeholders identified in the box below.

1. Environmental Advocacy and Conservation
2. Social Justice and Human Rights
3. Gender rights NGO
4. Disabled rights NGO
5. Legal Aid and Advocacy
6. Social justice NGO
7. Indigenous Rights and Community Representation
8. Indigenous rights group
9. Small-scale Fishers Rights

Environmental Advocacy and Conservation

- Benguela Current Commission
- Benguela Current Large Marine Ecosystem (BCLME)
- Birdlife
- Centre for environmental rights
- Greenpeace
- Oceans not Oil
- SDCEA
- Environmental Monitoring Group (EMG)- H2 Watch SA
- Natural Justice – H2 Watch SA

Social Justice and Human Rights

- Kgatelopele Association for the Blind
- Legal Resources Centre (LRC)
- Northern Cape Society for the Blind
- Re Tlameleng Special School
- South African Fisheries Development Fund
- Indigenous Rights and Community Representation
- Indigenous Peoples of Africa Co-ordinating Committee
- African Gender Institute
- Centre for Rural Legal Studies (CRLS)
- Gender Education and Training Network
- Institute for Justice and Reconciliation
- Ikamva Labantu

Below are a number of possible positive and negative implications of having NGOs as the fourth key stakeholder group:

Positive Implications:

1. Community Representation: NGOs often represent the interests of local communities, ensuring that their voices are heard and their concerns are addressed.
2. Environmental Advocacy: NGOs can play a crucial role in advocating for environmental sustainability and ensuring that the project minimizes negative impacts on ecosystems.
3. Social Justice: NGOs can promote social justice and equity, ensuring that the project benefits marginalised communities and addresses social inequalities.
4. Transparency and Accountability: NGOs can help to hold project developers accountable and ensure that the project is implemented transparently and ethically.

5. Innovation and Alternative Perspectives: NGOs can bring innovative ideas and alternative perspectives to the project, contributing to its overall success.

Negative Implications:

1. Conflicts of Interest: Some NGOs may have conflicting interests or agendas that could hinder project progress.
2. Delay Tactics: NGOs might employ tactics that delay project implementation, such as legal challenges or public protests.
3. Lack of Expertise: Some NGOs may lack the technical expertise or resources to effectively participate in the project development process.
4. Power Imbalances: NGOs might face power imbalances with government or corporate stakeholders, limiting their influence and decision-making power.
5. Divisions Within Civil Society: There might be divisions or disagreements within the civil society sector, leading to conflicting perspectives and hindering collaboration.

e) Scientific groups

Only four stakeholders were identified operating in the area, and below are the preliminary positive and negative implications.

Positive Implications:

1. Focused Expertise: A smaller number of scientific research stakeholders can allow for more concentrated expertise and in-depth analysis of specific project areas related to Boegoebaai.

Negative Implications:

2. **Limited Perspectives:** A small number of research stakeholders may lead to a limited range of perspectives and potential biases in research findings.
3. **Knowledge Gaps:** Fewer researchers might result in gaps in knowledge or understanding of certain project-related issues.
4. **Limited Public Trust:** If the scientific research is not perceived as diverse or representative, it may erode public trust in the project.

f) Fisheries stakeholders

While several fisheries stakeholders were initially identified within the study sites, some are no longer operational (see Table 2 below).

1 Table 2. Fisheries stakeholders (past and present) in Alexander Bay, Port Nolloth, Kleinzee and Hondeklipbaai

Fisheries stakeholders (past and present) in communities of interest			
<i>Alexander Bay</i>	<i>Port Nolloth</i>	<i>Kleinzee</i>	<i>Hondeklipbaai</i>
Oyster farm: Previously functioned as a hatchery for the Pacific oyster (<i>Crassostrea gigas</i>) but it has since closed down	Fish processing factory: Opened in 1960, but closed down in 1993, leading to widespread unemployment.	No stakeholders explicitly mentioned as defunct apart from infrastructural issues like the slipway, which is unfit for use.	Hondeklipbaai West Coast Rock Lobster (WCRL) processing factory: Closed in 1996 due to declining WCRL numbers.
	Two traditional linefish rights: Both were revoked after being valid from 2014 to 2020		
	Noordkaap Visserman Onderneming BK: One of the two fish processing facilities, which is no longer in operation.		
	One hake handline rightsholder: The fishing right was allocated but later revoked.		

- 2
- 3 g) *Deeper Analysis: Government and Private Sector Dominance in Boegoebaai Port Development*
- 4 When government and private sector stakeholders hold the majority representation in the Boegoebaai port
- 5 development, with civil society and NGOs holding less influence, it suggests a development model driven
- 6 primarily by economic and political interests rather than social or environmental considerations. This
- 7 scenario reveals several critical dynamics that influence the outcome of the project and have far-reaching
- 8 implications for civil society, particularly small-scale fishing cooperatives whose livelihoods are directly
- 9 impacted by the development (see Figure 8).

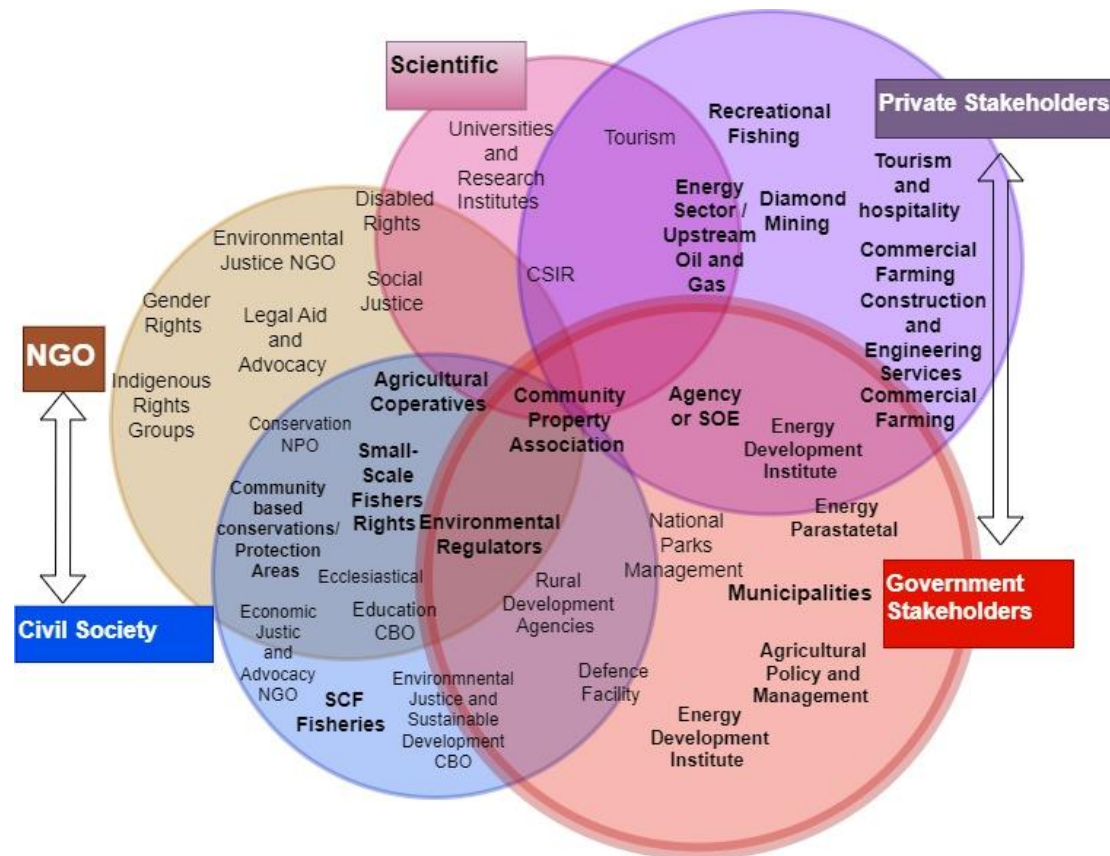


Figure 8. Venn Diagram illustrating overlap and interplay of operating in the proposed Boegoebaai Port and SEZ Development

The dominance of government and private sector stakeholders indicates that the project is likely being framed as a national strategic priority focused on economic growth, infrastructure expansion, and foreign investment attraction. Governments typically seek to boost the economy through such projects, driven by the need for job creation, increased trade capacity, and enhanced international competitiveness.

The private sector, particularly large corporations, tends to prioritise profitability, focusing on the economic benefits the port will bring through increased exports, improved logistics, and potential resource exploitation, such as mining or energy infrastructure. This suggests that economic imperatives, rather than socio-environmental concerns, are steering the project.

Civil society, NGOs, and local communities are significantly underrepresented in this configuration. This often signals that the voices of those directly affected by the development – such as small-scale fishers and local cooperatives – may not be adequately considered in the decision-making process. The lack of representation means civil society may struggle to influence key decisions around environmental sustainability, community compensation, and long-term social impacts. This imbalance raises concerns about a lack of meaningful community consultation, as the development may proceed without adequately addressing local concerns or integrating traditional livelihoods into the development model. There are potentially perceived social and environmental risks. When civil society has limited influence, environmental risks associated with large-scale developments, such as the destruction of marine habitats, water pollution, or displacement of local fishing zones, may not be sufficiently mitigated. Small-scale fishing cooperatives, already vulnerable due to resource depletion and climate change, could be disproportionately impacted. Civil society organisations often act as watchdogs to ensure that environmental impact assessments are conducted thoroughly and that sustainability measures are put in place. Without strong representation, the environmental safeguards may be weak, leading to long-term ecological degradation that threatens local livelihoods.

The dominance of government and private sector stakeholders in the Boegoebaai port development suggests a project driven primarily by economic growth and political considerations, with possible limited emphasis on social and environmental impacts.

2.2.2 Murray-Webster Stakeholder Matrix findings

We adopted the Murray-Webster Stakeholder Matrix to analyse stakeholder engagement by categorising stakeholders based on their power, interest, impact and attitude towards a project. This approach helped in identifying the level of attention and strategies needed for different stakeholder groups.

The analysis of stakeholder data using Murray-Webster's cube matrix reveals a complex and multifaceted landscape for the Boegoebaai Green Hydrogen project, with a wide range of stakeholders representing different interests, power levels, and attitudes. This is highly illustrated in Appendix 2G, H and I). Here's a detailed analysis based on the categories and their potential implications for agricultural, fishing, tourism, and mining livelihoods in Port Nolloth, Kleinsee, Hondeklipbaai and Alexander Bay:

a) Largest Stakeholder Groups

Observers (23.7%): As the largest group, observers are stakeholders who will typically watch the project's progress without actively participating. In Appendix 2G and H, they are categorised as private business and civil society stakeholders, mainly comprised of tourism and hospitality in Port Nolloth, Kleinsee, Alexander Bay and Hondeklipbaai. These stakeholders typically are normally hidden or bypassed and have medium to low power and influence, but their interests can vary. Their impact is often minimal unless they choose to become more active, particularly if the project significantly affects their business or livelihood interests. This indicates that many of these stakeholders may be cautiously monitoring the Boegoebaai project without fully committing to a stance. For stakeholders involved in agricultural, fishing, tourism, and mining livelihoods, this could mean they are uncertain about the project's impacts and are waiting to see how it unfolds before acting.

Possible implications include:

- **Limited Power and Influence:** These stakeholders are unlikely to directly influence decision-making or outcomes, which means they won't be major drivers of change or resistance.
- **Potential Shifts in Engagement:** Observers may become more active if they perceive threats or opportunities arising from the project, leading to shifts in their categorisation, especially if project developments begin to impact them more directly.
- **Opportunity for Awareness and Engagement:** As private business and civil society observers, there's a chance to convert them into more supportive roles through effective engagement strategies, as they might be swayed by the project's benefits if properly informed.
- **Risk of Underestimation:** While currently passive, a large observer group means Transnet must keep them informed, as neglecting their concerns could lead them to align with more active opposition groups if the project negatively impacts their interests.

Saviours (21.9%): This group is highly supportive of the project and see it as beneficial, possibly viewing it as a way to improve economic opportunities, create jobs, or introduce sustainable practices in the nearby sites. The Saviours, comprised mainly of government and private sector stakeholders, typically have high power, influence, impact, and interest in the project. Their strong presence suggests there's optimism about the project's potential benefits, which might include housing and transport infrastructure, social and town development or new investment in these sectors. Government stakeholders possess regulatory authority, making them pivotal in decision-making, project approvals, and policy setting. Their influence can shape the project's trajectory, ensuring it aligns with broader economic or political goals. Private sector stakeholders, as financiers and implementers, have significant sway over project execution, resource allocation, and operational strategies.

Possible implications include:

- This concentration of power might streamline decision-making, potentially accelerating project progress. However, it could also lead to top-down decision-making, sidelining smaller stakeholder groups, such as local communities, small-scale fishers, or agricultural cooperatives.
- As direct investors and implementers, these stakeholders have a vested interest in the project's success. Their focus will likely be on ensuring financial returns, meeting strategic objectives, and showcasing the project as a developmental milestone.
- These stakeholders are committed to overcoming obstacles, but it might lead to prioritising financial gains or infrastructure goals over social, environmental, or community concerns. Their actions and decisions will have profound effects on the project's direction, outcomes, and how benefits and risks are distributed among other stakeholders.
- The project's success or failure largely rests in their hands. There's a risk that if these stakeholders do not fully engage with or understand local dynamics, communities dependent on fishing, agriculture, and tourism could be adversely affected.
- The prominence of government and private sector stakeholders (Saviours) means the project has strong institutional and financial backing, increasing its likelihood of reaching completion. However, this dynamic can lead to power imbalances, where smaller, less influential stakeholders' voices may be drowned out.
- There's a potential risk of the project focusing more on macro-level objectives (e.g., economic growth, energy production) at the expense of micro-level concerns (e.g., local livelihoods, environmental sustainability). Therefore, ensuring an inclusive approach that actively incorporates feedback and concerns from smaller stakeholder groups is crucial to mitigate negative socio-economic and environmental impacts.

b) Potential Risks and Opposition

Saboteurs (10.1%): This group could actively work against the project, viewing it as a threat to existing traditional livelihoods or ecosystems. Their presence indicates possible resistance from stakeholders who are concerned about how the project might disrupt fishing, agriculture, tourism, or mining activities. In Appendix 2G and H, the stakeholders are mainly comprised of advocacy groups, small-scale fishers, commercial fishers, and environmental NGOs who feel threatened by the project. These stakeholders have a high interest and are highly impacted but have low to moderate power. They normally lack formal authority but may wield considerable influence through collective action, advocacy, or strategic alliances. Their influence can be heightened if they gain public or media attention, form alliances with other stakeholders, or leverage legal or regulatory mechanisms to challenge project activities, and this has already been seen with H2Watch SA and Ground Up.

Possible implications include:

- If their power is underestimated, they could disrupt the project, either through legal challenges, protests, or campaigns that draw public and media attention. This could lead to delays, increased costs, or reputational damage for the project.
- They are highly interested in the project due to perceived threats to community livelihoods, environmental concerns, or potential displacement. For example, small-scale fishers may view the project as a direct threat to their fishing grounds, while environmental groups may fear ecosystem destruction.
- Such stakeholders will actively seek opportunities to oppose or derail the project unless their concerns are addressed. This can lead to sustained resistance, requiring proactive engagement and mitigation strategies to prevent escalation.

- The Saboteurs' actions can have a significant impact, especially if they succeed in mobilising public support, leveraging legal channels, or creating negative publicity. Their impact is often disruptive, aiming to halt or delay the project to protect their interests.
- Their potential impact means they cannot be ignored. If the project proceeds without considering their concerns, it could face operational disruptions, regulatory challenges, or reputational harm, which could slow down or jeopardise progress.
- The presence of 10.1% Saboteurs indicates there is notable resistance or concern about the project's impact on local communities, the environment, or existing livelihoods. This could reflect legitimate fears about displacement, loss of access to resources, or environmental degradation.
- The project's success will hinge on how effectively it addresses these stakeholders' concerns. Engaging in transparent communication, offering compensation or alternative livelihood opportunities, and involving Saboteurs in decision-making processes can help reduce their opposition.
- Ignoring or dismissing this group could lead to escalated conflicts, legal challenges, or community unrest, undermining the project's long-term sustainability. Therefore, adopting a more inclusive, participatory approach is essential to balance the needs of Saboteurs with project objectives, reducing the potential for conflict and fostering a more equitable development process.

Unknowns (6.5%): The significant proportion of unknown stakeholders means there's uncertainty about their stance, which can lead to unpredictable outcomes. Unknown stakeholders are those whose positions, intentions, or interests regarding the Boegoebaai project remain unclear. They might not have expressed their views, or there might be insufficient data about them. These stakeholders could either oppose, support, or remain neutral, depending on how the project progresses and addresses their concerns. Depending on their eventual alignment, they could become influential allies, neutral observers, or even active opponents. Their potential to form alliances with other stakeholder groups can also shift their level of influence. The types of stakeholders highlighted in Appendix 2H and G are categorised as a few government entities, particularly tourism agencies, a few environmental groups and local businesses within Port Nolloth, Kleinsee, Hondeklipbaai, and Alexander Bay.

Possible implications include:

- The representation of 6.5% as Unknowns indicates a lack of clarity in the stakeholder landscape, which could either be an opportunity or a risk. Their uncertainty could be due to limited communication, incomplete stakeholder mapping, or stakeholders themselves being undecided about the project.
- If left unaddressed, these Unknowns could unexpectedly sway the project's trajectory, especially if they align with more influential groups like Saboteurs or Saviours. Conversely, engaging with them could reveal new partnerships, resources, or insights that support the project's success.
- To manage this ambiguity, the project team should prioritize outreach, engagement, and information-gathering strategies. This could include conducting further research, building relationships, and creating forums for dialogue to better understand and incorporate the Unknowns' perspectives.

c) Ambiguity and Multiple Roles

Saboteur or Saviour (5.3%): These stakeholders are complex and dualistic in nature, as they could either hinder or help the project. Their power and influence range from moderate to high. This duality might reflect communities or groups who have mixed feelings, seeing both risks and opportunities in the project. Their power comes from the fact that they can pivot between opposing and supporting positions, which can

sway other stakeholders or alter project dynamics. They have been categorised as potential government and civil society stakeholders. These stakeholders might have resources, networks, or expertise that can be critical to the project's success, making their position highly influential, especially if they decide to act collectively or align with other groups. For example, a local cooperative might fear losing fishing grounds but also recognise the potential job opportunities that come with the Boegoebaai Project.

Acquaintances (4.7%): Acquaintances represent those who maintain a distant but respectful awareness of the Boegoebaai Green Hydrogen Project. They may have some level of interest or potential influence but are not actively engaged in the project's development. They often operate in an observational capacity, staying informed but not deeply involved.

Observer or Saboteur (4.1%): This group is likely to oppose the project if they feel their interests are threatened. Their position can change from passive to active opposition if the project's impacts are deemed negative for their livelihood.

Possible implications include:

- The presence of 5.3% Saboteur or Saviour stakeholders suggests a significant level of uncertainty in stakeholder alignment, reflecting broader ambivalence towards the Boegoebaai Green Hydrogen Project. These stakeholders represent those who see both potential opportunities and threats in the development, possibly stemming from how the project could alter existing power dynamics, resources, or environmental conditions.
- For example, a local business in Alexander Bay and Port Nolloth might be attracted to new economic opportunities presented by the project while simultaneously fearing the loss of traditional livelihoods or environmental degradation.
- The critical challenge lies in converting this group into advocates by addressing their concerns, demonstrating the project's benefits, and ensuring transparent, inclusive decision-making processes. Their dual potential means that early engagement is essential, with efforts to understand and mitigate any perceived risks or threats they might face.
- Failure to manage this group could lead to powerful opposition, as their shift toward the "saboteur" side could bring significant resources and influence against the project. However, if nurtured and aligned, they could transform into some of the project's most effective champions, using their resources and networks to advance project goals.

d) Marginalised Voices and Decision-Making (Important Groups)

Trip Wires (3.6%): This group, primarily representing fisheries, mining and community stakeholders, is crucial despite their relatively small representation. Although their representation is small (3.6%), they could exert a considerable impact if their interests are threatened or overlooked, especially in the context of the fisheries sector. Being "Trip Wires" suggests they are highly sensitive to changes or disruptions caused by the project, meaning they could trigger significant backlash if their concerns are not addressed. The low percentage indicates they have minimal influence in decision-making processes, highlighting their marginalisation. However, their importance cannot be underestimated, as any negative impact on their livelihoods (such as restricted access to fishing grounds or reduced marine resources) could lead to substantial resistance and community unrest.

Possible implications include:

- Marginalisation of Fisheries Stakeholders: The fact that Trip Wires, especially those representing fisheries, form only 3.6%, suggests that this group is significantly underrepresented in the decision-making process. This could lead to heightened tensions, as their concerns about the sustainability of their livelihoods may not be adequately addressed.

- Potential for Escalation: If their concerns are not acknowledged or addressed, they might become more vocal or align with other groups, such as NGOs or environmental organisations, to amplify their stance. This could evolve into active resistance, potentially disrupting the project.
- Risk of Project Delays: Overlooking or underestimating Trip Wires could result in unexpected challenges that might delay the project, especially if they begin to mobilise opposition based on the project's perceived threats to their livelihoods or the environment.

e) *Latent Power and Potential Surprises (See Appendix 2G and H)*

Sleeping Giants (1.2%): Though small in number, this group holds the potential to exert significant influence if awakened or provoked. These stakeholders might not currently be engaged in active discussions but could have substantial power, resources, or connections. For the Boegoebaai Green Hydrogen Project, this means there's an underlying risk of sudden and potent opposition, especially if their interests (e.g., land rights, water resources, or access to fishing areas) are threatened. Ignoring this group could lead to unanticipated challenges.

Time Bombs (1.2%): These stakeholders have a latent potential to become highly disruptive if certain conditions are triggered. For example, if the project adversely affects their livelihoods, they could mobilise quickly and create significant obstacles. Their low percentage doesn't diminish their potential impact, as they could incite widespread resistance or legal challenges, especially if they represent broader community concerns or grievances.

2.3 Social network analysis results

The aim of the SNA was to conceptualise the project participants as nodes and their interactions as ties. This approach allowed us to identify key stakeholders as central nodes and map out their influence networks. By examining the structure of these networks, insights can be gained into the flow of information, decision-making processes, and potential collaboration opportunities. Moreover, we used SNA to highlight the marginalised stakeholders who may be disconnected from the core network so that targeted engagement strategies can be facilitated.

2.3.1 Relationship A: H2 Watch SA, Ground Up, Aukotowa small-scale fishing cooperative and Longtime Hondeklipbaai SCF

Degree Centrality Analysis:

- **Here, the aim was to** measure the number of direct connections a stakeholder has within the network.
- **We identified that the Members of the H2Watch SA group** appear to have a relatively high degree centrality since they maintain active connections with multiple small-scale fishing cooperatives (Aukotowa and Longtime Hondeklipbaai) and have engaged with Ground Up to amplify their concerns. <https://groundwork.org.za/south-africas-hydrogen-economy-benefits-for-who/>
- **Implication:** This suggests that H2Watch SA is a well-connected stakeholder in this issue, indicating its potential to play a significant role in voicing concerns and rallying support regarding the negative impacts of the Green Hydrogen project in Boegoebaai.

Betweenness Centrality Analysis:

- **Here, we found that members of the H2Watch SA group seem to function as bridging stakeholders between small-scale fishing cooperatives and the external media** (Ground Up NGO media agency). This means they can act as a conduit of information and influence between these groups.

- **Implication:** As a bridging stakeholder, H2Watch SA has the potential to facilitate communication between isolated or less influential stakeholders (e.g., the fishing cooperatives and mining groups) and broader audiences or decision-making bodies, thus giving the fishing communities a voice.

Closeness Centrality Analysis:

- **Closeness Centrality** assesses how quickly a stakeholder can reach all other stakeholders within the network.
- Given H2Watch SA's established connections with both the fishing cooperatives and Ground Up, their closeness centrality is relatively high, meaning they can disseminate information efficiently across the network.
- **Implication:** This indicates that H2Watch SA is well-positioned to swiftly gather and disseminate information, making them a crucial player in raising awareness or mobilising efforts.

Influencers Analysis:

- **Influencers:** H2Watch SA emerges as an influential stakeholder, given its role in bridging and amplifying the concerns of marginalised groups.
- The **small-scale fishing cooperatives** (Aukotowa and Longtime Hondeklipbaai) are gaining influence through their association with H2Watch SA and media platforms like Ground Up.

Isolated Stakeholders Analysis:

- The small-scale fishing cooperatives, in isolation, might have limited direct influence or access to broader platforms. However, their engagement with H2Watch SA and Ground Up helps connect them to larger networks.
- **Implication:** Without these bridging stakeholders, these cooperatives might struggle to have their voices heard.

Strength of Relationships Analysis:

- **Strong Relationships:** The established communication between H2Watch SA, the fishing cooperatives, and Ground Up reflects strong ties, enabling more cohesive efforts in raising concerns or advocating for change.
- **Weak Relationships:** If H2Watch SA or Ground Up were to weaken their engagement, the fishing cooperatives might lose this vital platform, reducing their ability to influence the project.

Overall Analysis: The involvement of H2Watch SA as a bridging and influential stakeholder is crucial for amplifying the concerns of marginalised groups like small-scale fishing cooperatives. This dynamic highlights the importance of advocacy and media platforms in ensuring that less influential stakeholders have their voices heard in decision-making processes. The strong connections also suggest potential opportunities for forming alliances or coalitions that could pressure project developers to consider the implications for fishing livelihoods. This analysis underlines the significance of maintaining and strengthening these connections to ensure that marginalised groups remain part of the discourse surrounding the proposed Boegoebaai Green Hydrogen Project.

2.3.2 Relationship B: Transnet, SANEDI, NCEDA, SASOL, SCFs, Boegoebaai Port and Rail Consortium, Boegoebaai Development Consortium and Project Elephant group

Degree Centrality Analysis: Transnet, as a government player, has high degree centrality, as it maintains numerous direct relationships with multiple stakeholders, such as government (Northern Cape Economic Development Agency, private sector (SASOL), and major engineering consortiums (Boegoebaai Port and

Rail Consortium, Boegoebaai Development Consortium, and Project Elephant group). This suggests that Transnet is a central player with considerable connectivity in the network. Transnet's high degree centrality makes it a key influencer in decision-making processes, particularly concerning port development and rail infrastructure.

Betweenness Centrality Analysis: Transnet, for the Hydrogen project, acts as a crucial bridging stakeholder between government entities, private sector businesses, and small-scale fishing cooperatives, even if the ties with the latter are weak. It connects different clusters of stakeholders, such as linking engineering firms with different government agencies. This gives Transnet significant control over information flow and decision-making, enabling it to act as a gatekeeper. However, the weak ties with small-scale fishing cooperatives suggest that their concerns might be underrepresented or filtered when engaging with influential stakeholders.

Closeness Centrality Analysis: Transnet has relatively low closeness centrality with small-scale fishing cooperatives due to weak ties but high closeness with government and private sector stakeholders. The proximity to government and engineering groups implies faster access to information and influence over project outcomes. Transnet's strategic positioning allows it to efficiently reach key stakeholders for collaboration, but the distance from small-scale fishing cooperatives indicates a potential gap in understanding or addressing their needs.

Influencers Analysis: Transnet emerges as a primary influencer due to its strong connections with major consortiums and governmental bodies. This influence is amplified by its ability to access and coordinate resources across sectors. Transnet's influential role means its stance on project development could significantly shape project directions, with a bias toward infrastructure development over livelihood concerns.

Isolated Stakeholders Analysis: Small-scale fishing cooperatives (Aukotowa and Longtime Hondeklipbaai) appear to be relatively isolated from the core decision-making network due to weak ties with Transnet and other powerful stakeholders. This isolation suggests that their interests may be marginalised unless intermediaries like NGOs (e.g., Ground Up, Masifundise and H2Watch SA) advocate on their behalf, highlighting the potential risks to their livelihoods.

Bridging Stakeholders Analysis: Transnet serves as a critical bridge between different sectors, such as the government and private engineering companies, playing a vital role in integrating these diverse groups into the Boegoebaai project. Transnet's bridging role reinforces its power but also indicates that if it fails to adequately represent all stakeholders, such as the small-scale fishing cooperatives, their interests may be overlooked in project planning and execution.

Strength of Ties Analysis: The strong ties reinforce Transnet's alignment with large-scale infrastructure goals, while the weak ties suggest insufficient consideration of the socio-economic impact on vulnerable fishing communities.

- **Strong Ties:** Transnet has strong ties with government entities like the Northern Cape Economic Development Agency and private sector stakeholders (Boegoebaai Port and Rail Consortium, Boegoebaai Development Consortium, Project Elephant Group).
- **Weak Ties:** Transnet's relationship with small-scale fishing cooperatives is weak, reflecting a lack of engagement or prioritisation of these stakeholders.

Overall Analysis:

- **Power Imbalance:** The strong ties with major engineering and private sector stakeholders suggest that the project is likely driven by economic and infrastructural imperatives, potentially overshadowing social or environmental concerns.
- **Marginalisation of Small-Scale Fishing Cooperatives:** The weak relationship between Transnet and small-scale fishing cooperatives highlights a high risk of marginalisation. If this continues, the project could exacerbate existing inequalities and negatively impact local livelihoods.

- **Opportunity for Advocacy:** Bridging stakeholders or NGOs need to step in to strengthen the ties between Transnet and marginalised groups, ensuring that their voices are integrated into decision-making.

2.3.3 Relationship C: NCEDA, PJSV, SASOL, CPA, RMC and Alexkor

NCEDA and CPA: NCEDA engages with the Richtersveld's Community Property Association (CPA) in discussions that concern the community's land despite concerns about NCEDA's lack of a properly constituted board and legitimate authority. NCEDA has also been engaging with the CPA to negotiate an access agreement for the SEZ at Boegoebaai. However, the community feels that NCEDA lacks transparency and legitimacy in handling the project and the access agreement. This relationship is highly contentious and characterized by mistrust and lack of transparency, indicating a power imbalance where NCEDA holds significant authority but fails to engage the community inclusively.

CPA and Internal Factions of the Richtersveld Community: The CPA appears to be dysfunctional, with internal divisions over the access agreement, legitimacy of elections, and handling of the community's land rights. Some community members have called for the removal of government representatives from the CPA committee and are questioning the CPA's decisions. The CPA's internal divisions weaken its position, diminishing its ability to represent the community effectively. This fragmentation could lead to further marginalization of community voices in project negotiations.

CPA, NCEDA, and Government Departments (DALRRD): The Department of Agriculture, Land Reform and Rural Development (DALRRD) has previously placed the CPA under administration due to maladministration and conflict. The CPA's current operations and decisions regarding land and SEZ development remain under scrutiny, particularly in light of ongoing government plans for the SEZ and the Green Hydrogen Project. The CPA's relationship with these government agencies is characterised by oversight and distrust, further complicated by concerns about whether NCEDA's negotiations genuinely consider the community's best interests.

Alexkor, the PSJV, and the Richtersveld Community: Alexkor, a state-owned entity, holds a 51% interest in the Pooling and Sharing Joint Venture (PSJV), while the Richtersveld Mining Company (RMC), representing the community, holds 49%. However, due to dysfunctionality within the CPA and RMC, the community has not significantly benefited from the joint venture. The unequal distribution of power and ineffective management has left the Richtersveld community feeling exploited, perpetuating a sense of disenfranchisement despite their legal ownership stake in the PSJV.

SASOL, NCEDA, CPA and Richtersveld Community: The project has the support of national government and private entities like SASOL, who stand to benefit from the Green Hydrogen Project. However, their involvement appears top-down, with limited grassroots consultation. This dynamic could potentially reinforce the perception that government and private sector interests are driving the project, potentially at the expense of genuine community engagement and benefit-sharing.

Closeness Centrality Analysis:

- **NCEDA** exhibits high closeness centrality, directly engaging with key stakeholders (e.g., the Richtersveld CPA, government departments, and private sector entities). Despite this centrality, its actions are perceived as opaque and exclusionary by the community.
- **Implication:** NCEDA's position enables it to influence project decisions, but its lack of transparency may undermine trust and cooperation with the Richtersveld community.

Degree Centrality Analysis:

- **CPA** has a relatively high degree of centrality, interacting with multiple actors (NCEDA, DALRRD, community members, Alexkor, etc.). However, its dysfunctional state and internal divisions weaken its efficacy as a representative entity.

- **Implication:** The CPA's inability to consolidate community interests undermines its power and reduces its influence over critical decisions concerning land use and project implementation.

Betweenness Centrality Analysis:

- **Richtersveld** community members who advocate for more transparent and inclusive decision-making possess high betweenness centrality. They bridge the gap between community concerns and broader issues surrounding governance, transparency, and equitable benefit-sharing.
- **Implication:** These actors are crucial connectors who can amplify community voices, but their effectiveness hinges on the willingness of entities like NCEDA and the CPA to engage with them constructively.

Influencers, Connectors, and Isolated Stakeholders Analysis (see Table 3):

- **Influencers:** National Government, NCEDA, and SASOL wield significant influence due to their political and economic clout. Their support for the project shapes its trajectory, even if community concerns are not fully addressed.
- **Connectors:** The CPA, if functional, would serve as a key connector between the community and other stakeholders. However, due to its current dysfunction, actors like Willem Cloete and certain community groups serve as alternative connectors, attempting to bring attention to community grievances.
- **Isolated Stakeholders:** The Richtersveld community itself remains relatively isolated, as their direct influence over negotiations is limited. This isolation is exacerbated by internal divisions and the CPA's weakened legitimacy.
- **Bridging Stakeholders:** Entities like the Special Investigating Unit (SIU) and advocacy groups can act as bridges by scrutinizing potential corruption and maladministration, thereby holding entities like NCEDA accountable.

Table 3. Stakeholder categories analysis (ties and nodes)

Energisers	Challengers	Connectors	Brokers
<i>Energisers are driving the project from the top-down, with the government's agenda and private sector interest providing momentum.</i>	<i>Challengers represent grassroots concerns and act as checks on power, ensuring that community interests are not sidelined.</i>	<i>Connectors play a critical role in potentially bridging the gap between these energisers and challengers, although their effectiveness is currently compromised by internal dysfunction.</i>	<i>Brokers have the potential to mediate disputes and facilitate more equitable negotiations, but their effectiveness depends on their willingness to engage genuinely with community concerns.</i>
Transnet	Aukotowa SCF	CPA (despite dysfunction)	RMC
SANEDI	Longtime Hondeklipbaai	DALLRRD	Alexkor
SASOL	H2Watch SA	SPI	Department of Public Enterprises
NCEDA	Richtersveld Community	South African National Parks (SANParks)	Indigenous Peoples of Africa Co-ordinating Committee
Boegoebaai Port and Rail Consortium Boegoebaai Development Consortium and Project Elephant group	Masifundise	Oceans not Oil	Housing Development Agency (HDA)
	South African Fisheries Development Fund	Ground Up	Council for Scientific and Industrial Research (CSIR)

Strength and Weakness of Relationships Analysis:

- **Strong Relationships:** The government's relationship with NCEDA and the private sector (SASOL) is robust, suggesting a unified agenda to advance the Green Hydrogen Project. This strength comes from shared goals of economic development and investment attraction.
- **Weak Relationships:** The relationship between the Richtersveld community and the CPA is weak and contentious, characterized by mistrust, allegations of illegitimacy, and internal conflict. The community's distrust of NCEDA and government stakeholders further exacerbates this weakness.

Potential implications for the Boegoebaai Green Hydrogen Project:

- **Risk of Exclusion and Marginalisation:** The current dynamics suggest a high risk of the Richtersveld community being excluded from meaningful participation in decision-making. Their experiences with previous projects, coupled with internal CPA dysfunction, mean that unless proactive measures are taken, their voices may remain marginalized.
- **Transparency and Governance Issues:** The involvement of the SIU in investigating NCEDA's operations indicates potential governance and corruption issues. This adds to the community's scepticism and reinforces the need for transparent processes to avoid repeating past mistakes.
- **Potential for Conflict:** Given the community's historical struggles and dissatisfaction with previous agreements (e.g., the PSJV), there's a risk of resistance or legal challenges if the project proceeds

without adequately addressing their concerns. The contested legitimacy of the CPA, in particular, could escalate into more significant disputes.

- **Need for Independent Assessment and Consultation:** The demand for an independent environmental assessment by community members like Willem Cloete highlights a crucial need for impartial evaluation and consultation. Ensuring such assessments could help build trust and foster informed decision-making among all stakeholders.

Overall Analysis: This finding reinforces the complex web of relationships, power struggles, and historical grievances surrounding the Boegoebaai Green Hydrogen Project. NCEDA, government agencies, and private stakeholders hold significant power and influence, while the Richtersveld community remains vulnerable to exclusion.

CHAPTER 3: KEY MESSAGES

The Boegoebaai Green Hydrogen Project would benefit from a more inclusive and participatory approach that prioritizes the involvement of marginalized stakeholders, such as small-scale fishing, agricultural, and mining communities. Below are key messages based on the stakeholder categorisation database analysis and Cube Matrix Analysis.

3.1 Stakeholder categorisation

Inclusive Engagement Framework:

Establish a multi-stakeholder engagement platform that involves government, private sector, civil society, and NGOs to foster transparent and participatory decision-making. This platform should specifically include representatives from marginalised communities, ensuring their concerns and aspirations are voiced and integrated.

Strengthening Accountability Mechanisms:

Introduce clear accountability structures to monitor the actions of government and private sector stakeholders. This would include regular public reporting, audits, and community-led monitoring, particularly focusing on how public funds are utilised and whether the project aligns with sustainable development goals.

Addressing Power Imbalances:

Implement measures such as a grievance redressal mechanism where marginalised stakeholders, like small-scale fishers and local community groups, can raise concerns about project impacts. This mechanism should be accessible, transparent, and responsive.

Capacity Building and Empowerment:

Invest in capacity-building programmes for local communities and civil society organisations, enabling them to effectively participate in negotiations, advocacy, and decision-making. This empowerment will help counterbalance the influence of more powerful stakeholders.

Integrating Traditional Knowledge and Practices:

Recognise and integrate the traditional knowledge of local and indigenous communities into project planning, especially in areas related to environmental management, fisheries, and sustainable resource use. This would enhance the project's cultural and ecological relevance.

Promoting Benefit Sharing:

Develop a benefit-sharing model that ensures the fair distribution of economic gains from the project. This includes revenue-sharing, employment opportunities, infrastructure development, and social services for the local communities, especially those dependent on fisheries and agriculture.

Sustainable Environmental Management:

Prioritise environmental impact assessments with active participation from civil society and NGOs to identify and mitigate potential risks to marine and terrestrial ecosystems. Establish monitoring programmes to ensure ongoing compliance with environmental standards.

Long-term Sustainability Focus:

Encourage the involvement of private sector stakeholders in long-term sustainability goals, such as renewable energy investments, marine conservation, and community development projects, ensuring that profit-driven objectives do not override environmental and social considerations.

Overall implications for stakeholder engagement, especially with marginalised communities:

- **Enhanced Representation:** The recommendations aim to create avenues for marginalised communities to have a more significant voice and influence in the Boegoebaai project, ensuring that their concerns are acknowledged and addressed.
- **Balancing Power Dynamics:** By implementing accountability mechanisms and ensuring transparent engagement processes, power imbalances between dominant government/private stakeholders and marginalised groups can be mitigated.
- **Fostering Trust and Collaboration:** Transparent and inclusive engagement will help build trust between stakeholders, reducing the potential for conflict and fostering collaboration toward shared project goals.
- **Mitigating Potential Conflicts:** Engaging civil society and marginalised communities from the outset will minimise misunderstandings, delays, and resistance, promoting a smoother project implementation.
- **Empowering Marginalised Groups:** By investing in capacity-building and recognising traditional knowledge, the project can empower marginalised stakeholders to actively participate in decision-making, enhancing the overall socio-economic benefits for these communities.

3.2 Cube Matrix Analysis

Engage Observers Early and Transparently

- **Rationale:** Observers (23.7%) represent a significant portion of stakeholders who are currently passive but could potentially become active if they perceive threats or opportunities.
- **Recommendation:** Establish regular, transparent communication channels to keep Observers informed about project developments, potential benefits, and mitigation strategies for any negative impacts. This could **include** public forums, newsletters, or community meetings focusing on how the project might benefit tourism, agriculture, or fishing livelihoods.
- **Implication for Marginalised Stakeholders:** Engaging Observers, particularly those from marginalised communities, can convert passive monitoring into active participation, enabling them to advocate for their interests early in the project.

Empower Civil Society and NGO Involvement (Strengthening the Voice of Marginalised Stakeholders)

- **Rationale:** Civil society and NGOs currently have limited influence despite their potential role in representing **marginalised** communities.
- **Recommendation:** Encourage the formation of partnerships with NGOs, advocacy groups, and local cooperatives to ensure their concerns are integrated into the decision-making process. This can be achieved by including these groups in advisory committees, environmental monitoring, and socio-economic impact assessments.
- **Implication for Marginalised Stakeholders:** This approach would ensure that the voices of small-scale fishers, farmers, and mining **communities** are heard, increasing their influence and

advocating for their interests, particularly around issues like access to resources, compensation, and livelihood sustainability.

Address the Concerns of Saboteurs through Proactive Engagement and Collaboration

- **Rationale: Saboteurs** (10.1%) pose a potential risk to the project due to their active opposition, especially if they feel their livelihoods are threatened.
- **Recommendation:** Develop targeted engagement strategies to address the concerns of Saboteurs, such as **offering** alternative livelihood programs, compensation schemes, or co-management opportunities. Collaborating with these stakeholders in environmental monitoring and fisheries management could help reduce conflict.
- **Implication for Marginalised Stakeholders:** Small-scale fishing communities, agricultural cooperatives, and miners are more likely to shift from opposition to support if they see tangible benefits and assurances that their livelihoods are protected.

Leverage the Influence of Saviours to Advocate for Inclusive Development

- **Rationale:** Saviours (21.9%) possess significant power and influence, but their focus is often on economic gains rather than social or environmental concerns.
- **Recommendation:** Engage with government and private sector Saviours to advocate for a more inclusive **development** model that considers the needs of marginalised stakeholders. This could involve promoting Corporate Social Responsibility (CSR) initiatives that benefit local communities or incentivizing investment in local infrastructure, education, and health services.
- **Implication for Marginalised Stakeholders:** If Saviours can be encouraged to invest in community-based projects, fishing, agricultural, and mining communities could benefit from improved infrastructure, job opportunities, and social services, enhancing their long-term resilience.

Monitor and Engage Unknowns to Reduce Uncertainty and Potential Risks

- **Rationale: Unknowns** (6.5%) present an element of unpredictability in the stakeholder landscape.
- **Recommendation:** Proactively reach out to Unknowns through stakeholder mapping and engagement **strategies** to better understand their positions and interests. This may involve targeted surveys, interviews, or focus group discussions.
- **Implication for Marginalised Stakeholders:** Gaining clarity on the Unknowns' perspectives can help identify **additional** allies or potential opponents, allowing marginalised communities to form strategic partnerships that enhance their influence in the project.

Incorporate Trip Wires in Decision-Making Processes to Minimize Conflict

- **Rationale:** Trip Wires (3.6%) are critical despite their small representation and could cause significant **disruption** if their interests are ignored.
- **Recommendation:** Include representatives from Trip Wires (particularly fisheries, agricultural, and mining communities) in decision-making bodies and advisory groups. Ensure that their concerns about **resource** access, environmental impacts, and economic displacement are addressed in project planning and implementation.
- **Implication for Marginalised Stakeholders:** This inclusion would ensure that marginalised voices are **represented**, enabling these communities to advocate for policies that safeguard their livelihoods and mitigate potential disruptions.

Activate and Engage with Sleeping Giants to Pre-empt Disruptions

- **Rationale:** Sleeping Giants (1.2%) have latent power that could be activated if their interests are threatened.
- **Recommendation:** Conduct regular assessments to identify Sleeping Giants and engage them in dialogue to understand their **concerns**. Establish mechanisms to incorporate their feedback into the project's design and execution.
- **Implication for Marginalised Stakeholders:** By engaging Sleeping Giants early, the project can avoid sudden resistance or legal challenges that **could** arise if their interests align with those of marginalised communities, creating an opportunity for collaborative problem-solving.

Prepare Mitigation Strategies for Time Bombs and Potential Saboteurs

- **Rationale:** Time Bombs (1.2%) and potential Saboteurs have the capacity to cause significant disruption if certain **conditions** are met.
- **Recommendation:** Develop contingency plans to address potential conflicts, such as dispute resolution mechanisms, **compensation** frameworks, or rapid response teams that can engage with stakeholders experiencing adverse impacts.
- **Implication for Marginalised Stakeholders:** This proactive approach would help to address grievances promptly, preventing escalations that **could** disproportionately affect marginalised communities dependent on fisheries, agriculture, or mining.

Establish Multi-Stakeholder Platforms for Inclusive Dialogue and Decision-Making

- **Rationale:** The dominance of government and private sector stakeholders risks sidelining smaller stakeholder groups, **such** as marginalised communities.
- **Recommendation:** Create multi-stakeholder platforms that facilitate ongoing dialogue between all stakeholders, ensuring that marginalised communities can participate in discussions around project impacts, benefit-sharing, and long-term planning.
- **Implication for Marginalised Stakeholders:** This platform would provide an opportunity for marginalised voices to be heard and for their concerns to be integrated into decision-making, promoting equitable outcomes and fostering social cohesion.

Implement Social and Environmental Monitoring Mechanisms Involving Marginalised Stakeholders

- **Rationale:** Marginalised communities often suffer from environmental degradation and socio-economic disruptions caused by **large**-scale projects.
- **Recommendation:** Establish independent monitoring mechanisms that include representatives from fishing, **agricultural**, and mining communities to oversee the project's environmental and social impacts. This could involve community-based monitoring programs or partnerships with local NGOs.
- **Implication for Marginalised Stakeholders:** Involving marginalised communities in monitoring activities ensures that their concerns about environmental sustainability and livelihood protection are addressed, leading to more inclusive and equitable project outcomes.

These key messages emphasise the importance of engaging marginalised stakeholders, such as fishing, agricultural, and mining communities, in all stages of the proposed Boegoebaai Green Hydrogen Project. By fostering inclusivity, transparency, and collaboration, the project can balance economic, social, and environmental goals, thereby ensuring that the development benefits are equitably distributed and that marginalised voices are actively represented in decision-making processes.

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Appendix 1

Appendix 1A. Preliminary stakeholder list

Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
Boegoebaai and Namakwa Region					
Government Agencies					
Pieter van Wyk	SANparks	Pieter.vanWyk@sanparks.org	Botanist at Richtersveld Transfrontier Park.	Key Expert	<p>Ecological conditions: Information on the biodiversity, habitat conditions, and ecosystem health of the area.</p> <p>Land use patterns: Understanding of current and historical land use practices in the region.</p> <p>Protected area management: Insights into the management strategies and challenges of the Richtersveld Transfrontier Park.</p> <p>Community interactions: Information on the relationship between the park and local communities.</p> <p>Possibly knows about the Trans HEX mining operations within Richtersveld National Park</p> <p>Based in Alexander Bay.</p> <p>Requires in-person meeting to gain a situational view of the economic landscape and stakeholders within the area.</p>
Ntombovuyo Madlokazi	Department of Forestry, Fisheries and Environment	nmadlokazi@dfre.gov.za	Part of the organisation that is an environmental regulator and policymaker	Key Stakeholder	<p>They could provide spatial data on environmental coastal resources, land use, and demographics.</p> <p>Overview of marine protected areas, species conservation programs.</p> <p>Status and health of marine resources</p> <p>Identification of relevant datasets, reports, and studies, i.e. registered fishers' profiles, biodiversity hotspots.</p> <p>Information on the impact of sectors like tourism, agriculture, and mining in Boegoebaai.</p> <p>Data on fishing quotas, species management plans, and</p>

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
					challenges faced by the sector.
DMRE	Department of Mineral Resources and Energy DMRE	+27124068000	Regulatory Authority for the mining and energy sectors in Port Nolloth	Key Stakeholder	<p>They have information on the:</p> <p>Current Mining and energy activities: Information on existing and planned mining or energy projects in the area.</p> <p>Environmental impact assessments: Access to EIAs for relevant projects.</p> <p>Community engagement: Details about the department's interactions with local communities.</p>
NCEDA	Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA)	087 086 0350	<p>The agency acts as a bridge between investors and potential opportunities in the Northern Cape Region.</p> <p>Part of the SEA project Steering Committee</p>	Secondary Stakeholder	<p>While NCEDA is involved in economic development, their direct influence on environmental management might be limited compared to government departments like the DFFE.</p> <p>However, they have knowledge of the local economic landscape, including potential investors and businesses operating in the region.</p> <p>We could ask about the:</p> <p>Economic development initiatives: Information on economic development projects and programs in the region.</p> <p>Investment climate: Assessment of the investment potential of the area.</p> <p>Infrastructure development: Plans for improving transportation, energy, and communication infrastructure in Boegoebaai.</p>
SANEDI	South African National Energy Institute	011 038 4300	Energy and Research Development	Key Stakeholder	<p>The organisations know about the development of the Green Hydrogen Project.</p> <p>We can ask them about:</p> <p>Energy access and consumption patterns: Understanding how local communities access and utilize energy, including reliance on traditional fuels.</p> <p>Renewable energy potential: Assessment of the region's suitability for green hydrogen?</p> <p>Energy efficiency initiatives: Information on existing energy efficiency programs or projects in the area.</p> <p>Challenges and opportunities: Identifying their perspectives on the main barriers to and opportunities for energy development in the region.</p>
TNPA	Transnet National Port Authority	Head Office +27 31 361 1150	<p>TNPA is responsible for the development and maintenance of port infrastructure, which is vital for the functioning of the fishing industry and other economic activities.</p> <p>Regulatory Role: TNPA has authority over port operations and can</p>	Key Stakeholder	<p>Port infrastructure and capacity: Information on port facilities, equipment, and capacity constraints.</p> <p>Port charges and tariffs: Understanding the cost structure for using port facilities.</p> <p>Trade facilitation initiatives: Information on programs and projects to improve port efficiency and competitiveness.</p> <p>Understanding TNPA's environmental management policies and practices.</p>

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
			influence access to port facilities.		
ALEXKOR	Department Public Enterprises	Tel: +27 11 ALEXKOR (253 9567) Fax: +27 11 788 8869 Website: www.alexkor.co.za	The core business of Alexkor is the mining of diamonds on land, along rivers, on beaches and in the sea along the north-west coast of South Africa.	Key Stakeholder	They are engaged in diamond mining 10km north of Port Nolloth and the mining has affected the fishers access to rock lobster, cray fish and firewood. They are building cofferdams in Alexander Bay which is affecting fishers access to several marine resources and has led to degradation of fishing grounds.
Atlantic Margin-focused oil & gas exploration company.					
Eco Atlantic (Gas and Oil)	Gas and Oil Company operating near Port Nolloth	Alice Carroll Tel: +44 (0) 7817295070 Email: alice@ecooilandgas.com	Atlantic Margin-focused oil & gas exploration company.	Secondary Stakeholder	Eco Atlantic has a strategic portfolio of offshore projects in Guyana (South America) and Namibia and South Africa (Africa) in partnership with major energy companies and large independents. However, according to this article https://www.dailymaverick.co.za/article/2022-10-06-fishers-and-environmental-activists-express-concern-over-proposed-drilling-off-sas-west-coast/ The Azinam/Eco Atlantic oil rig – which left the North Sea on 12 August 2022— arrived on South African shores to begin its exploratory drilling in Block 2B off the west coast. Drilling at Azinam's proposed offshore exploration well (the Gazania-1) will be conducted in relatively shallow depths of 50m to 200m. Walter Steenkamp, said he and his fellow fishers are against the exploration.
Fisheries					
Fishers					
Walter Steenkamp John De Wet	Aukotowa SCF Fisheries Cooperative in North Nolloth	aukotowafisheries@gmail.com	Works with West Coast Rock Lobster (WCRL) small-scale fishers in Port Nolloth.	Fisher Community Stakeholder	Walter is second-generation fisherman from Port Nolloth. He has been fishing for more than 38 years. Could provide us with details on economic and social needs of coastal community small-scale fishers in Port Nolloth. Provide insights to the fishers concerns regarding the green hydrogen project. https://www.youtube.com/watch?v=-QnErCaCaQc Walter appears on SBAC 3 and speaks about the abundance of snoek and lack of

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
					fishing quotas in North Polloth. John De Wet is another small-scale fisher in Port Nolloth.
Johny Fritz	Longtime Hondekliipbaai Fishing Primary Cooperative Ltd in the Northern Cape	longtimehkb@gmail.com 0715611879	Representative of the Hondekliipbaai fishing community	Key Stakeholder	Possible Long-standing member of the community with deep knowledge of local fishing practices and challenges. He could provide us details about: Fishing practices: Details about traditional and modern fishing methods used by the community. Catch statistics: Historical and current data on fish species, catch volumes, and landing sites. Market conditions: Information about prices, demand, and distribution channels for fish products. Community livelihoods: Understanding the role of fishing in the community's economy and social well-being. Challenges and opportunities: Insights into the challenges faced by the fishing community and potential opportunities for development.
Morgan Johnson from Alexander Bay	Fisher	Aukotowa SCF Fisheries	Small-scale fisher specialised in Rock lobster in Port Nolloth.	Key Stakeholder	Fisherman for more than 32 years. Speaks about challenges with access, especially with rock lobster and is part of the Aukotowa SCF Fisheries Cooperative in North Polloth. https://www.barrychristianson.com/the-slow-squeeze-on-port-nolloths-fishers
Rosie Malan	Fisher	Fisher in Port Nolloth	Small-scale fisher specialised in crayfish	Key stakeholder	She has been working in the fishing industry for about 43 years. Worked as a fish gutter and then supervisor for Ovenstone crayfish processing factory before it closed down. She owns a fish shop by the Harbour and provides storage for the fishers. She does the administrative work for the fishers. https://groundup.org.za/article/meet-the-woman-at-the-centre-of-port-nolloths-crayfish-trade/
Diamond Divers					
George Nicolaai	Diamond Diver	Worked for Alexkor	Diamond Diving Contractor in Port Nolloth	Key Stakeholder	Mines for nearshore marine diamonds using pumps on boats or the shore. According to Nicolaai, the initial construction plan for the cofferdams involved the use of beach sand. However, due to

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
					<p>concerns about the structure's vulnerability to erosion, the builders opted for a more resilient approach using quarried rocks.</p> <p>Nicolaai expressed concerns about the environmental impact of this decision, citing the corrosion of the rocks and the subsequent release of silt into the marine environment. This process, he claims, has led to the destruction of crayfish habitats, resulting in a permanent loss of valuable fishing grounds. https://www.dailymaverick.co.za/article/2021-10-13-the-slow-squeeze-on-port-nolloths-fishermen-walled-in-and-fenced-out-by-mining/</p>
Environmental NGO and NPAs					
Liziwe McDaid Maia Nangle (SAFCEI)- Francesca de Gasparis (SAFCEI)	Green Connection	liziwe@mweb.co.za maia@safcei.org.za francesca@safcei.org.za	Environmental advocacy and education	Key Stakeholder	<p>https://safcei.org/</p> <p>They could provide information on environmental challenges and issues, i.e. Local environmental concerns: Specific issues affecting the region, such as pollution, habitat loss, or resource depletion.</p> <p>Community awareness:</p> <p>Success stories and failures: Examples of effective or ineffective environmental initiatives in the area.</p> <p>Socio-economic Factors such as Community livelihoods: Dependence on natural resources, alternative income sources, and social impacts of environmental changes.</p> <p>Social dynamics: Understanding of community structures, power relations, and potential conflicts related to resource management.</p> <p>Stakeholder relationships: Insights into collaborations and partnerships between different stakeholders, including government, businesses, and communities.</p> <p>They have had environmental campaigns in Saldanha Bay, Port Nolloth and Alexander Bay.</p>
IPACC	The Indigenous Peoples of Africa Co-ordinating Committee	27 021 674 3262 ipacc@iafrica.com 21 Palmer Rd, Muizenberg, Cape Town, South Africa 7945	NGO advocating for Indigenous peoples rights	Secondary Stakeholder	<p>They work with a community organisation called Richtersveld Vereeniging.</p> <p>IPACC can provide insights into the specific challenges faced by indigenous communities in the region, including issues related to land rights, resource access, and cultural preservation.</p>

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
					Traditional Knowledge: The organisation can share valuable traditional ecological knowledge (TEK) related to the environment and natural resource management.
Groundwork Dinga Sikwebu (H2Watch) - sikwebudinga@gmail.com	NPO involved in North Nolloth	avena@groundwork.org.za +27 (0)33 342 5662	GW is a NPO environmental justice service and developmental organisation working primarily in Southern Africa in the areas of Climate & Energy Justice, Coal, Environmental Health, Global Green and Healthy Hospitals, and Waste.	Secondary Stakeholder	<p>What they do: They aim to improve the quality of life of vulnerable people in South Africa, and increasingly in Southern Africa, through assisting civil society to have a greater impact on environmental governance.</p> <p>Community Engagement: They have experience in working with local communities can provide valuable information about their needs, priorities, and challenges.</p> <p>Environmental Justice Issues: Groundwork can shed light on specific environmental injustices affecting the region, such as pollution, access to resources, or displacement.</p> <p>Policy and Advocacy: Their work in advocating for environmental policies can provide context for understanding the regulatory environment and potential opportunities for change.</p> <p>This is the article they wrote: https://groundwork.org.za/south-africas-hydrogen-economy-benefits-for-who/</p>
Local Community Organisations					
Richtersveld Community Conservancy	Richtersveld	Khuboes: 027 8312013 Eksteenfontein: 027 8517108 info@richtersveldwhs.org	Local community	Key Stakeholder	<p>Give us insights about the mining communities from Richtersveld, Concordia, Hondeklipbaai, Nababeep, Port Nolloth and Alexander Bay</p> <p>Areas of conservation that are of main importance to them.</p>
Richtersveld Community Kuboes, Sanddrif, Lekkersing, Eksteenfontein.	Richtersveld	richtersveld2022@gmail.com	Local Community	Key Influencer	<p>Found them on Facebook.</p> <p>Richtersveld local News Profile.</p> <p>Post information about social and environmental issues happening within these community regions.</p>
Richtersveld Growers	Beauvallon Farm, Alexander Bay, South Africa	+27 27 831 1014 beauvallonfarm@gmail.com	Farmers Group	Key Stakeholder	<p>Found them on Facebook.</p> <p>Provide us information on the farming communities.</p> <p>Note: Operates as a joint venture between the Richtersveld community and private investors. The primary focus of this entity is to promote agricultural development and social upliftment in the</p>

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
					Richtersveld region. Provide Information on the registered farmers that are also registered fishers or miners in the same region.
Carmen Mannarino Jonathan Julius	Masifundise Development Trust	carmen@masifundise.org.za jonathan@masifundise.org.za	Advocacy organisation working to support small-scale fishing communities.	Key Expert and key influencer	Possess information on the rights and interests of fishing communities. Knowledge about the challenges (Access concerns and inequities faced by small-scale fishers in North Polloth).
Namakwa District Municipalities					
Khai-Ma Local Municipality	Namakwa District	21 New Street, Pofadder Tel. 054 933 1000/ 054 933 0040/ 054 9330 044	Government Entity	Secondary Stakeholder	Provide Community profiles on: Aggeneys, Pella, Pofadder. These communities are far from the coast, but they could feel some potential impacts.
Kamiesberg Local Municipality	Namakwa District	22 Main Street, Garies, 8220 Tel 027 652 8000	Government Entity	Key Stakeholder	Provide Community Profiles on: Garies, Hondeklipbaai, Kamieskroon, Koingnaas, Leliefontein/Kamiesberg.
Hantam Local Municipality	Namakwa District	12 Hope Street, Calvinia, 8190 Tel 027 341 8500	Government Entity	Secondary Stakeholder	Provide community profiles on: Brandvlei, Calvinia, Loeriesfontein, Middelpoos, Nieuwoudtville, Onderste Doorns Main Economic Sectors: Agriculture
Karoo Hoogland Local Municipality	Namakwa District	2 Mulder Street, Williston Tel 053 285 0998	Government Entity	Secondary Stakeholder	Provide community profiles for Frasersburg, Sutherland, Williston. Main Economic Sectors: Community, social and personal services (42.5%), transport, storage and communication (15%), wholesale and retail trade, catering and accommodation (13.7%), agriculture, forestry and fishing (13%), finance, insurance, real estate and business services (8.8%), manufacturing (5.9%). Source: https://municipalities.co.za/
Nama Khoi Local Municipality	Namakwa District	4 Namakwa Street, Springbok Tel 027 718 8100	Government Entity	Key Stakeholder	Community Profiles on: Bulletrap, Carolusberg, Concordia, Kleinzee (is on the coastline with North Polloth), Komaggas, Nababeep, O'Kiep, Springbok, Steinkopf Main economic activities: Mining, fishing, tourism, government departments, private sector in those areas.
Richtersveld Local Municipality NC061	Namakwa District	169 Main Road, Port Nolloth. 027 851 1111	Government Entity	Key Stakeholder and Influencer	Provide community profiles on Alexander Bay, Eksteensfontein, Kuboes, Port Nolloth, Richtersveld, Sanddrift. Local Counsellors of the Areas:

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Stakeholder/ Expert Name	Organisation/ Affiliation	Contact Information (email, phone number)	Role or Expertise	Involvement Level (primary, secondary, tertiary)	Notes/ Comments / Information to look for
					<ul style="list-style-type: none"> • A Bock (Ward Councillor) • F Mabala (Ward Councillor) • M Obies (Ward Councillor) • C Stuurman (Proportional) • R Thomas (Ward Councillor)
Academic Institutions					
Faculty of Law University of Cape Town	Mineral Law in Africa	mlia@uct.ac.za	Experts about the Adoption of the Green Hydrogen in South Africa	Key Expert	They have articles published by UCT faculty regarding green hydrogen and its potential role in South Africa's energy transition. This demonstrates their expertise in relevant legal and regulatory aspects of this technology. Valuable source of information on legal, regulatory, and policy issues surrounding green hydrogen development and implementation.
SA Media					
Liezl Human Journalist	Ground UP	info@groundup.org.za +270217889163	News Agency	Key expert	Wrote an article about the Hydrogen project splits Richtersveld community. https://www.moneyweb.co.za/news/south-africa/hydrogen-project-splits-richtersveld-community/ Provide us information on the community dynamics in Boegoebaai. Environmental issues investigated pertaining to the Hydrogen project. Stakeholder perspectives and point us to Industry officials and community members.

Appendix 2

Appendix 2A. Stakeholder Categorisation of
all potential stakeholders

Broad Classification	Narrow classification
Civil Society	Conservation NPO
	Agricultural Cooperative
	Agricultural production and Development /Agricultural Co-operative
	Community-based conservation /Protection Areas
	Cultural and Natural Heritage
	Ecclesiastical
	Economic Justice and Advocacy NGO
	Education CBO
	Environmental Advocacy and Activism NPO
	Environmental and Human Rights Advocacy
	Environmental Education and Community Empowerment CPO
	Environmental Justice and Sustainable Development Advocacy NGO
	Primary Education
	SCF Co-operative
	Small-scale Fishers Rights
	Social justice CBO
	Sustainable network of Enterprising Communities NPC
	Tourism
Civil Society / Environmental Justice Organization	Environmental Advocacy and Community Action
Civil Society / Faith-Based Organization (FBO)	Community Advocacy and Environmental Justice
Civil Society / Social Movement	Environmental Justice and Sustainable Development Advocacy
Civil Society / Social Movement / Advocacy Network	Gender Equity and Mining Advocacy
Government	Defence Facility
	Agency or SOE
	Conservation authority
	Department
	Military Defence Operations
	Social Service
NGO	Indigenous rights group
	Conservation NGO
	Disabled rights NGO
	Environmental justice NGO
	Gender rights NGO
	Legal Aid and Advocacy
	Social justice NGO

Broad Classification	Narrow classification
Private Sector	Commercial Fishing and Aquaculture
	Energy Sector/ Upstream Oil and Gas
	Minerals Exploration and Production
	Diamond Mining
	Livestock Farming
	Recreational Fishing
	Construction Company
	Tourism and Hospitality
	Angling and Sport Fishing
	Airstrip
	Energy Sector
Scientific community	Research Institute

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Appendix 2B. Stakeholder Categorisation of all stakeholders on the west coast of the Namaqualand region in the Northern Cape

Broad Classification	Name	Scale	Narrow classification
Civil society	AGS AFM Nollothville Church	Local	Ecclesiastical
	Aukotowa Small-scale fisheries co-operative	Local	SCF Co-operative
	Coastal Livelihoods Foundation	National	Sustainable network of Enterprising Communities NPC
	Earthlife Africa	National	Environmental Advocacy and Activism NPO
	EkSteenSkuil	Local	Agricultural Cooperative
	Equal education	National	Education CBO
	groundWork	National	Conservation NPO
	House of Bread Outreach Ministries	Local	Ecclesiastical
	Integrated serviced land project	National	Social justice CBO
	Kaikai Richtersveld Residential Coastal Reserve	Local	Tourism
	Kuthala Environmental Care Movement	Local	Environmental Education and Community Empowerment CPO
	Longtime Small-Scale Fisheries Co-operative Hondeklipbaai	Local	SCF Co-operative
	Masifundise Development Trust	National	Social justice CBO
	Mining Affected Communities in Action (MACUA-WAMUA)	National	Environmental Justice and Sustainable Development Advocacy NGO
	Port Nolloth Primary School	Local	Primary Education
	Pulls Full Gospel Church	Local	Ecclesiastical
	Richtersveld Community Conservancy	Local	Community based conservation /Protection Areas
	Richtersveld Growers	Local	Agricultural production and Development /Agricultural Co-operative
	Ritchtersveld Heritage Site	Local	Cultural and Natural Heritage
	South African Fisheries Development Fund	Local	Small-scale Fishers Rights
	The Economic Justice Network	Regional	Economic Justice and Advocacy NGO
	The Green Connection	National	Conservation NPO
	WoMIN	International	Environmental and Human Rights Advocacy
Civil Society / Environmental Justice Organization	Environmental Monitoring Group (EMG)	Local/ Regional	Environmental Advocacy and Community Action
Civil Society / Faith-Based Organization (FBO)	Natural Justice	Regional	Environmental Justice and Sustainable Development Advocacy

Civil Society / Social Movement	Southern African Faith Communities Environment (SAFCEI)	National	Community Advocacy and Environmental Justice
Civil Society / Social Movement / Advocacy Network	Vaal Environmental Justice Alliance (VEJA)	Regional	Gender Equity and Mining Advocacy
Government	Eskom	National	SOE
	Alexander Bay Centre Military Base	Local	Defence Facility
	Alexkor Limited	National	Agency or SOE
	Armaments Corporation of South Africa (ARMSCOR)	National	Agency or SOE
	Borderpost Swartkops Alexander Bay	National	Agency or SOE
	Breede-Gouritz CMA	National	Agency or SOE
	Central Energy Fund (CEF)	National	Agency or SOE
	Civilian Secretariat for Police services	National	Department
	Community Property Association	National	Department
	Co-operative Governance, Human Settlements and Traditional Affairs	Provincial	Department
	Council for Geoscience	National	Agency or SOE
	DEA	National	Department
	Department of Agriculture, Land reform and Rural development	National	Department
	Department of Basic Education	National	Department
	Department of Communications and Digital Technologies	National	Department
	Department of Cooperative Governance	National	Department
	Department of Defence	National	Department
	Department of Employment and Labour	National	Department
	Department of Forestry, Fisheries and Environment	National	Department
	Department of Health	National	Department
	Department of Higher Education and Training	National	Department
	Department of Human Settlements	National	Department
	Department of International Relations and Cooperations	National	Department
	Department of Mineral Resources and Energy	National	Department
	Department of Public Enterprises	National	Department
	Department of Public Works	National	Department
	Department of Public works and infrastructure	National	Department
	Department of Rural Development and Land Reform	National	Department
	Department of Science and Innovation	National	Department
	Department of Small Business	National	Department

	Development		
	Department of Social Development	National	Department
	Department of Tourism	National	Department
	Department of Trade, Industry and Competition	National	Department
	Department of Traditional Affairs	National	Department
	Department of Transport	National	Department
	Department of Water and Sanitation	National	Department
	Department of Women, Youth and Persons with disabilities	National	Department
	ESKOM	National	State-owned Agency
	Economic Development and Tourism	Provincial	Department
	Education	Provincial	Department
	Health	Provincial	Department
	Housing Development Agency (HDA)	National	Agency or SOE
	Independent Development Trust	National	Agency or SOE
	Industrial Development Corporation [Ltd] (IDC)	National	Agency or SOE
	Ingonyama Trust Board	National	Agency or SOE
	Kalahari Kid Corporation	Provincial	Agency or SOE
	Mintek (Council for Mineral Technology)	National	Agency or SOE
	National Advisory Council on Innovation (NACI)	National	Agency or SOE
	National Agricultural Marketing Council	National	Agency or SOE
	National Development Agency (NDA)	National	Agency or SOE
	National Empowerment Fund	National	Agency or SOE
	National House of Traditional Leaders	National	Agency or SOE
	National Ports Authority (NPA)	National	Agency or SOE
	National Sea Rescue Institute (NSRI)	National	Social Service
	National Youth Development Agency (NYDA)	National	Agency or SOE
	Northern Cape Arts and Culture Council	Provincial	Agency or SOE
	Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA)	Provincial	Agency or SOE
	Northern Cape Gambling Board	Provincial	Agency or SOE
	Northern Cape Heritage Resources Authority (NCHRA)	Provincial	Agency or SOE
	Northern Cape Liquor Board	Provincial	Agency or SOE
	Northern Cape Tourism Authority	Provincial	Agency or SOE
	Roads and Public Works	Provincial	Department

	SAEON	National	Conservation authority
	SALGA	National	Conservation authority
	SAMSA	National	Conservation authority
	SANBI	National	Conservation authority
	SANCCOB	National	Conservation authority
	SANEDI	National	Energy Sector
	SANParks	National	Conservation authority
	Small Enterprise Development Agency (SEDA)	National	Agency or SOE
	Small Enterprise Finance Agency (SEFA)	National	Agency or SOE
	Social Development	Provincial	Department
	South Africa National Defence Forces (SANDF)	National	Military Defence Operations
	South African Agency For Science and Technology Advancement (SAASTA)	National	Agency or SOE
	South African Forestry Company (Ltd) (SAFCOL)	National	Agency or SOE
	South African Heritage Resources Agency	National	Agency or SOE
	South African Local Government Association (SALGA)	National	Agency or SOE
	South African National Parks (SANParks)	National	Agency or SOE
	South African National Road Agency	National	Agency or SOE
	South African Special Risk Insurance Association (SASRIA)	National	Agency or SOE
	SASOL	National	Fuel and Energy
	South African Tourism	National	Agency or SOE
	South African Weather Service (SAWS)	National	Agency or SOE
	Sport, Arts and Culture	Provincial	Department
	Trade and Investment South Africa (TISA)	National	Agency or SOE
	Transnet (Ltd)	National	Agency or SOE
	Transport, Safety and Liaison	Provincial	Department
	Water Research Commission (WRC)	National	Agency or SOE
	Transnet	National	SOE
NGO	African gender institute	National	Gender rights NGO
	Benguela Current Commission	National	Conservation NGO
	Benguela Current Large Marine Ecosystem (BCLME)	National	Conservation NGO
	Birdlife	National	Conservation NGO
	Centre for environmental rights	National	Environmental justice NGO
	Centre for Rural Legal Studies (CRLS)	National	Social justice NGO

	Coastal Justice Network	National	Social justice NGO
	Gender education and training network	National	Gender rights NGO
	Greenpeace	International	Conservation NGO
	Ikamva Labantu	National	Social justice NGO
	Indigenous Peoples of Africa Co-ordinating Committee	National	Indigenous rights group
	Institute for justice and reconciliation	National	Social justice NGO
	Kgatelopele Association for the blind	Provincial	Disabled rights NGO
	Legal Resources Centre (LRC)	National	Legal Aid and Advocacy
	Northern Cape Society for the Blind	Provincial	Disabled rights NGO
	Oceans not Oil	National	Conservation NGO
	Re Tlameleng Special School	Provincial	Disabled rights NGO
	SDCEA (South Durban Community Environmental Alliance)	National	Environmental justice NGO
	South African Fisheries Development Fund	Local	Small-scale Fishers Rights
	Wild Oceans	National	Conservation NGO
Private Sector	Alexander Bay Diamond Company	Local/ Regional	Diamond Mining
	Aukotowa Tours	Local	Tourism
	Bedrock Lodge	Local	Tourism and Hospitality
	Bietjies Selfsorg	Local	Tourism and Hospitality
	Country Club Lodge	Local	Tourism and Hospitality
	De Swarte Mossel	Local	Tourism and Hospitality
	Die Baai Se Bek	Local	Tourism and Hospitality
	Die Honne Hokke Resort	Local	Tourism and Hospitality
	Dogstone Cottage	Local	Tourism and Hospitality
	DopENKreef	Local	Tourism and Hospitality
	Dougalls Rest	Local	Tourism and Hospitality
	Eco-Atlantic Oil and Gas	International	Energy Sector/ Upstream Oil and Gas
	Hake longline and small pelagics fishing rightsholder	Local	Commercial Fishing and Aquaculture
	Hake longline/Hake deepsea trawl/fish processing facility fishing rightholder	Local	Commercial Fishing and Aquaculture
	Hake longline/Hake deepsea trawl/WCRL commercial fishing rightholder	Local	Commercial Fishing and Aquaculture
	Port Lobster (Pty) Ltd Noordkaap Visserman Onderneming BK	Local	Commercial Fishing and Aquaculture
	John Livestock PTY	Local	Livestock Farming
	Josmel Construction	Local	Construction Company

	Kazera Global Plc (Deep Blue Minerals Mining)	International	Minerals Exploration and Production
	Kleinzee Angling Club	Local	Angling and Sport Fishing
	Kleinzee Airfield FAKZ	Local	Airstrip
	Kleinzee Beach Cottage	Local	Tourism and Hospitality
	Kleinzee Caravan Park	Local	Tourism and Hospitality
	Kleinzee Gold Club	Local	Tourism and Hospitality
	Lewensdroom Gastehuis	Local	Tourism and Hospitality
	Mcdougallsbaai Akkomodasie	Local	Tourism and Hospitality
	Namaqua Coastal Expeditions	Local	Tourism
	Peaceful Place	Local	Tourism and Hospitality
	Port Nolloth Beach Shack	Local	Tourism and Hospitality
	Recreational Fishers	Local	Recreational Fishing
	Richtersveld Experience	Local	Tourism and Hospitality
	Richtersveld Tours	Local	Tourism and Hospitality
	Rooi Spinnepkop	Local	Tourism and Hospitality
	Sea View Holiday House	Local	Tourism and Hospitality
	Sea Mining	Local	Commercial Fishing and Aquaculture
	Seaway backpackers and Funtion Avenue	Local	Tourism and Hospitality
	Spoelklippie Gastehuis	Local	Tourism and Hospitality
	Visbeen Lodge	Local	Tourism and Hospitality
	Voetbaai Gastehuis	Local	Tourism and Hospitality
	Vori Klip	Local	Tourism and Hospitality
	WCRL commercial fishing rightsholder	Local	Commercial Fishing and Aquaculture
	Yield House and Cottages	Local	Tourism and Hospitality
	Afcon Infrastructure Limited,	International	Construction and Engineering
	Afrimat Limited	National	Mid-tier mining and materials company.
	AP. Moller and Capital	International	Funding and Investments
	Bouygues TP	International	Construction Group
	Coega Development Co-operation	International	Construction Group
	CPRDW- Consulting Port and Coastal Engineers	International	Design of Marine Infrastructure (Consulting and Construction)
	DB Schenker	International	Logistics
	Diamond Coast Aquaculture (Pty) Ltd	Local	Fish Farming
	Gibb Consulting Engineers	National	Engineering Consulting
	Green Hydrogen South Africa (H2.SA)	International	Energy Sector

	Meridium SAS	International	Asset Management Firm Community and Infrastructure
	Mota-Engil,	International	Engineering and Construction
	Naka Iliso	International	Consulting and Engineering
	Nako Systra	International	Transportation and Engineering
	Newlyn Group's Briardale Trading	National	Property Developer
	Pembani Remgro Infrastructure Managers	National	Infrastructure Fund
	Port of Rotterdam	National	Port Development
	Raubex Group	National	Infrastructure Development (Road and Civil)
	Thelo	International	Transport and Logistics
	Traxtion Sheltam	National	Rail Infrastructure
	Vinci Construction	International	Construction
	WBHO	International	Construction
	WSP Consulting Engineers	International	Engineering Consulting
	Yapi Merkezi Insaat ve Sanayi Anonim Sirketi	International	Construction Holding
Scientific community	WildOceans	National	Research institute
	CSIR	National	Research institute
	Institute for security studies	National	Research Institute
	International Ocean Institute South Africa	National	Research Institute

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Appendix 2C. Stakeholder Categorisation for Alexander Bay

Broad Classification	Name	Scale	Narrow Classification
Private Business	Angling Fishing	Local	Recreational Fishing
	Tuna Pole Fishing	Local	Commercial Fisheries
	Mine Wize - Mining supplies and solutions	National	Minerals Exploration and Production
	John Livestock PTY	Local	Commercial Farming
	Intertown Transport		Transport logistics
	Oppiestoepe		Tourism
	Impressions		Tourism
	FGC Mans		Commercial Business
	Seed Oysters		Commercial Fishing Business (Closed Down)
	Engen		Commercial Business
Private Sector	Eco-Atlantic Oil and Gas	International	Energy Sector/ Upstream Oil and Gas
	Kazera Global Plc (Deep Blue Minerals Mining)		Minerals Exploration and Production
	Alexander Bay Diamond Company		Diamond Mining
	Globalnet Mining	National	Minerals Exploration and Production
Government	SAPS	National	Agency or SOE
	Alexkor Limited		Agency or SOE
	Department of Water and Sanitation		Water Resources Management/Sanitation Services
	SANparks		National Parks Management Agency
	Department of Agriculture		Agricultural Policy and Management
	Department of Rural Development and Land Reform		Rural Development and Land Reform
	Breede-Gouritz CMA	Regional	Agency or SOE
	Alexander Bay Centre Military Base	Local	Defence Facility
	Department of Forestry, Fisheries and Environment	National	Agency or SOE
Civil Society	Alexander Bay Highschool	Local	Education

Appendix 2D. Stakeholder Categorisation for Port Nolloth

Broad Classification	Name	Scale	Narrow Classification
Government	Alexkor Limited		Agency or SOE
	Transnet (Ltd)		Agency or SOE
	SASOL		Energy and Chemical Company
	Eskom		SOE
	Department of Forestry, Fisheries and Environment		Department
	South African National Parks (SANParks)	National	Agency or SOE
	Northern Cape Economic Development Trade	Provincial	Agency or SOE
	South African National Energy Development Institute (SANEDI)		Agency or SOE
	National Sea Rescue Institute (NSRI)		Social Service
	Department of Mineral Resources and Energy (DMRE)		Agency or SOE
	Civilian Secretariat for Police services		SAPS Department
	Borderpost Swartkops Alexander Bay		Agency or SOE
	Department of Trade, Industry and Competition (DTIC)	National	Department
	Richtersveld local municipality	Provincial	Department
	Community Property Association (CPA)		Department
	Department of Economic Development and Tourism		Department
	National Sea Rescue Institute (NSRI)		Department
	Department of Rural Development and Land Reform (DADLR)	National	Land Reform and Rural Development
	Richtersveld Local Municipality	Local	Municipal Administration and Services
	National Development Agency (NDA)	National	Eradication of Poverty in South Africa
	Independent Development Trust	National	Agency or SOE
Civil Society	Groundwork	National	Conservation NPO
	Masifundise Development Trust	National	Social justice CBO
	Aukotowa Small-scale fisheries co-operative and they possess WCRL commercial and hake offshore rights.	Local	Small-scale fisheries co-operative
	South African Fisheries Development Fund		Small-scale Fishers Rights
	Port Nolloth Primary School		Primary Education
	Pulls Full Gospel Church		Ecclesiastical

	AGS AFM Nollothville Church		Ecclesiastical
	Kaikai Richtersveld Residential Coastal Reserve		Tourism
	House of Bread Outreach Ministries		Ecclesiastical
	The Southern African Faith Communities' Environment Institute	National	Social justice CBO
	Earthlife Africa	National	Environmental Advocacy and Activism NPO
	The Economic Justices Network	Regional	Economic Justice and Advocacy NGO
	Kuthala Environmental Care Movement	Local	Environmental Education and Community Empowerment CPO
	Green Connection	National	Environmental Justice and Sustainable Development Advocacy NGO
	Mining Affected Communities in Action (MACUA-WAMUA) and Women Affected by Mining United in Action	National	Community Advocacy and Environmental Justice
	Southern African Faith Communities Environment (SAFCEI)	Regional	Environmental Justice and Sustainable Development Advocacy
	Natural Justice	International	Environmental and Human Rights Advocacy
	Women In Mining Network (WoMIN)	Regional	Gender Equity and Mining Advocacy
	Vaal Environmental Justice Alliance (VEJA)	Local/ Regional	Environmental Advocacy and Community Action
	Coastal Livelihoods Foundation	National	Sustainable network of Enterprising Communities NPC
Private Business	Small-scale Diamond Diving Contractors	Local	Mining Company
	Seaside Villas	Local	Tourism and Hospitality
	Country Club Lodge		
	Peaceful Place		
	Richtersveld Experience		
	Bedrock Lodge		
	Port Nolloth Beach Shack		
	Yield House and Cottages		
	Richtersveld Tours		
	Voetbaai Gastehuis		
	Bietjies Selfsorg		
	Mcdougallsbaai Akkomodasie		
	Dougalls Rest		
	Sea View Holiday House		
	Lewensdroom Gastehuis		

	VM Young Visserye BK Hake longline and small pelagic fishing rightsholder (2006-20200)		
	Hake longline/Hake Deepsea trawl/WCRL commercial fishing rightsholder from 2006 to 2020		
	Hake longline/Hake Deepsea trawl/fish processing facility fishing rightsholder		
	Traditional Line Fishing Operated from 2014 to 2020,		
	Noordkaap Visserman Onderneming BK and Port Lobster (Pty)Ltd. However, the former is no longer in operation		
	Spring Forest Trading		
	Lavender Moon Trading		
	Small-scale Diamond Diving Contractors		Commercial Mining
	Premiere Fishing and Brands Limited (Hout Bay) working with Aukotowa SCF		Commercial Fishing
	Copper Mining		Commercial Mining
	Rock Lobster Valid from 2013-2033		Commercial Fishing and Aquaculture
Scientific Group	CSIR	National	Scientific Research
NGO	Indigenous Peoples of Africa Co-ordinating Committee	National	Indigenous Rights Group
NGO	Oceans not Oil	National	Conservation

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Appendix 2E. Stakeholder Categorisation for Kleinzee

Broad Classification	Name	Scale	Narrow Classification
Government	Northern Cape Economic Development Agency (NCEDA)	Provincial	Economic Development Agency
	Department of Economic Development and Tourism	Provincial	Economic Development and Tourism
	National Sea Rescue Institute (NSRI)	National	Maritime Rescue and Safety
	Department of Forestry, Fisheries and Environment	National	Department
Private Business	Diamond Coast Aquaculture (Pty) Ltd	Local	Seaweed Harvesting
	Kleinzee Angling Club		Angling and Sport Fishing
	Viking Aquaculture		Commercial Aquaculture
	Port Nolloth Sea Farms		Marine Mollusk Harvesting (Abalone Farming)
	Kleinzee Gold Club		Tourism and Hospitality
	Kleinzee Caravan Park		Tourism and Hospitality
	Kleinzee Beach Cottage		Tourism and Hospitality
	Seaway backpackers and Function Avenue		Tourism and Hospitality
	Spoelklippie Gastehuis		Tourism and Hospitality
	Namaqua Coastal Expeditions		Tourism
	Kleinzee Airfield FAKZ		Airstrip
Civil Society	Masifundise Development Trust	National	Social justice CBO
	Earthlife Africa	National	Environmental Advocacy and Activism NPO
	Mining Affected Communities in Action (MACUA-WAMUA)	National	Community Advocacy and Environmental Justice
	Kuthala Environmental Care Movement	local	Environmental Education and Community Empowerment CPO
	The Economic Justice Network	Regional	Economic Justice and Advocacy NGO
	Southern African Faith Communities Environment (SAFCEI)	Regional	Environmental Justice and Sustainable Development Advocacy
	Natural Justice	National	Environmental and Human Rights Advocacy
	WoMIN	National	Gender Equity and Mining Advocacy
	Vaal Environmental Justice Alliance (VEJA)	Local/Regional	Environmental Advocacy and Community Action
	Green Connection	National	Environmental Justice and Sustainable Development Advocacy NGO
	South African Fisheries Development Fund	National	Small-scale Fishers Rights
NGO	Ground Up	National	Advocacy and Journalism

Appendix 2F. Stakeholder Categorisation for Hondeklipbaai

Broad Classification	Name	Scale	Narrow Classification
Government	Department of Mineral Resources and Energy	National	Agency/ Department
	Department of Rural Development and Land Reform	National	Agency/ Department
	Department of Forestry, Fisheries and Environment	National	Agency/ Department
	Kamiesberg Municipality	Local	Municipality
	Department of Economic Development and Tourism	National	Agency/ Department
	National Sea Rescue Institute (NSRI)	National	Agency/ Department
	Community Property Association	National	Agency/ Department
	Northern Cape Economic Development Agency (NCEDA)	Provincial	Agency/ Department
Private Business	Traditional Line Fishing	Local	Small-scale fisheries
	West coast rock lobster Fishery		Small-scale fisheries
	Die Baai Se Bek		Tourism and Hospitality
	Visbeen Lodge		Tourism and Hospitality
	Vori Klip		Tourism and Hospitality
	Die Honne Hokke Resort		Tourism and Hospitality
	De Swarte Mossel		Tourism and Hospitality
	Dogstone Cottage		Tourism and Hospitality
	DopENKreef		Tourism and Hospitality
	Rooi Spinnekop		Tourism and Hospitality
Civil Society	Masifundise Development Trust	National	Social Justice
	Longtime Hondeklipbaai Fishing Primary Cooperative	Local	Small-scale fishing Cooperative
	Coastal Links	National	Social Justice CBO
	Permanent Rights Tribunal	National	Social Justice CBO
	Earthlife Africa	National	Environmental Advocacy and Activism NPO
	The Economic Justices Network	Regional	Economic Justice and Advocacy NGO
	Green Connection	National	Environmental Education and Community Empowerment CPO
	Mining Affected Communities in Action (MACUA-WAMUA)	Regional	Environmental Justice and Sustainable Development Advocacy NGO
	Southern African Faith Communities Environment (SAFCEI)	Regional	Community Advocacy and Environmental Justice
	Natural Justice	National	Environmental Justice and Sustainable

			Development Advocacy
	WoMIN	National	Environmental and Human Rights Advocacy
	Vaal Environmental Justice Alliance (VEJA)	Local/ Regional	Gender Equity and Mining Advocacy
NGO	Groundup	National	Advocacy and Journalism

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Appendix 2G. Detailed Stakeholder Murray Matrix Analysis Results

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
South African Fisheries Development Fund		M			M			M				NO	MP: MI:MI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Longtime Small-Scale Fisheries Co-operative Hondeklipbaai *			L	H			H					NO	LP: HI: HI: NO	Time Bombs	Influential Active Blockers	Time bomb: High-influence, passive opponents requiring proactive monitoring and management.
Aukotowa Small-scale fisheries co-operative Port Nolloth *			L	H			H					NO	LP: HI: HI: NO	Time Bombs	Influential Active Blockers	Time bomb: High-influence, passive opponents requiring proactive monitoring and management.
Indigenous Peoples of Africa Co-ordinating Committee *		M			M			M			N		MP: MI:MI: N	Sleeping Giant	Influential Passive Backers	Sleeping Giants: High-influence, passive supporters necessitating activation.
Agricultural Research Council (ARC)		M		H					L		N		HP: HI: LI: N	Saviour / Saboteur	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Alexkor Limited *	H			H			H				N		HP: HI: HI: N	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Breede-Gouritz CMA		M		H				M			N		HP: HI: MI: N	Saviour / Saboteur	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Central Energy Fund (CEF)		M		H			H			P			HP: HI: LI: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Council for Geoscience		M		H					L		N		HP: HI: LI: N	Observers	Influential passive Backers	Passive supporters are who are neither support nor oppose the port strongly
Housing Development Agency (HDA)																
Independent Development Trust		M		H					L		N		HP: HI: MI: N	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Industrial Development Corporation [Ltd] (IDC)	H			H					L	P			HP: HI: LI: N	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Mintek (Council for Mineral Technology)		M		H				M			N		MP: HI: MI: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
National Agricultural Marketing Council		M		H				M			N		MP: HI: MI: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
National Development Agency (NDA)	H			H				M			N		HP: HI: HI: N	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
National House of Traditional Leaders and Khoi- San Leaders		M		H				M			N		MP: HI: MI: N	Saviour/ Friend	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. / Enthusiastic supporters with limited influence, valuable as confidants.
Ports Regulator of South Africa	H			H				M		P			HP: HI: HI: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
National Youth Development Agency (NYDA)		M		H				M		P			MP: HI: MI: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Small Enterprise Finance Agency (SEFA)		M		H				M			N		MP: HI: MI: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
South African Heritage Resources Agency		M		H			H				N		MP: HI: HI: N	Saboteur/ Friend	Influential Active Backers or Influential passive blockers	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage. Friends: Enthusiastic supporters with limited influence, valuable as confidants.
South African Local Government Association (SALGA)		M		H			H				N		MI: HI: HI: N	Saviour / Friend	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
South African National Parks (SANParks)	H			H			H				N		HP: HI: HI: N	Saviour or Saboteur	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
South African National Road Agency	H			H			H				N		HP: HI: HI: N	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
South African Special Risk Insurance Association (SASRIA)																

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
South African Tourism		M		H				M			N		MI: HI: MI: N	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
South African Weather Service (SAWS)		M		H			H				N		MP: HI: HI: N	Friend	Insignificant active backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Trade and Investment South Africa (TISA)	H			H			H			P			HP : HI: HI: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Water Research Commission (WRC)	H			H					L		N		HP: HI: LI: N	Sleeping Giant	Influential passive backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Kalahari Kid Corporation		M		H				M		P			MP: HI: MI: P	Friend	Insignificant active backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Northern Cape Arts and Culture Council																
Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA) *	H			H			H			P			HP: HI: HI: P	Saviour	Influential active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Northern Cape Heritage Resources Authority (NCHRA)		M		H			H				N		MP: HI: HI: N	Friend	Insignificant active backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Northern Cape Tourism Authority		M		H			M			P			MP: HI: HI: P	Friend	Insignificant active backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
SAEON		M		H			H				N		MP: HI: HI: N	Saviour	Influential active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
SAMSA	H			H			H				N		HP: HI: HI: N	Saviour / Saboteur	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment./ Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
SANBI		M		H			H				N		MP: HI: HI: N	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
SAIIA																
SANCCOB		M		H				M			N		MP: HI: MI: N	Friend or Saboteur	Insignificant active backer/ Influential Active Blocker	Friends: Enthusiastic supporters with limited influence, valuable as confidants. / Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Benguela Current Commission		M		H				M			N		MP: HI: MI: N	Friend or acquaintance	Insignificant active backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Benguela Current Large Marine Ecosystem (BCLME)	H			H				M			N		HP: HI: MI: N	Friend or Acquaintance	Insignificant active backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Birdlife																
Greenpeace	H			H			H				N		HP: HI: HI: N	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Oceans not Oil		M		H			H				N		MP: HI: HI: N	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
groundWork		M		H			H					NO	MP: HI: HI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
The Green Connection		M		H				M				NO	MP: HI: MI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
DEA																
Department of Agriculture, Land reform and Rural development	H			H			H				N		HI: HI: HI: N	"Friend" or "Acquaintance"	Insignificant active backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Department of Basic Education	H			H				M			N		HI: HI: MI: N	"Friend" or "Saviour"	Insignificant active backer/ Influential Active Backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Department of Communications and Digital Technologies	H			H			H				N		HI: HI: HI: N	"Friend" or "Saviour"	Insignificant active backer/ Influential Active Backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Department of Cooperative Governance	H			H			H				N		HI: HI: HI: N	"Friend" or "Saviour"	Insignificant active backer/ Influential Active Backer	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saviour: High-influence supporters requiring proactive engagement to maintain alignment.
Department of Defence	H			H			H				N		HI: HI: HI: N	"Saviour" or "Saboteur"	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. / Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Department of Employment and Labour	H			H			H				N		HI: HI: HI: N		Influential Active Backers / Influential Active Blocker	
Department of Forestry, Fisheries and Environment	H				M			M			N		HI: MI: MI: N	"Saviour" or "Saboteur"	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. / Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Department of Health	H			H				M			N		HI: HI: MI: N	"Saviour" or "Saboteur"	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. / Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Department of Higher Education and Training	H			H			H				N		HI: HI: HI: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.

CHAPTER 6: FISHERIES AND COASTAL LIVELIHOODS - DIGITAL APPENDIX 6-1

Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Department of Human Settlements	H			H				M			N		Hi: Hi: Mi: N	"Saviour" or "Saboteur"	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. / Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Department of International Relations and Cooperations																
Department of Mineral Resources and Energy	H			H			H			P			Hi: Hi: Hi: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Department of Public Enterprises	H			H			H				N		Hi: Hi: Hi: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Department of Public Works	H			H			H				N		Hi: Hi: Hi: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Department of Science and Innovation	H			H			H			P			Hi: Hi: Hi: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Department of Social Development	H				M			M			N		Hi: Mi: Mi: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Department of Trade, Industry and Competition	H			H			H			P			Hi: Hi: Hi: P	Saviour	Influential Active Backers	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Department of Traditional Affairs	H			H			H				N		Hi: Hi: Hi: N	Acquaintance	Insignificant Active Backers	Supporters that could assist the project depending on where they are needed.
Department of Transport	H			H			H				N		Hi: Hi: Hi: N	Acquaintance	Insignificant Active Backers	Supporters that could assist the project depending on where they are needed.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Department of Water and Sanitation	H			H			H				N		Hi: Hi: Hi: N	"Saviour" or "Saboteur"	Influential Active Backers / Influential Active Blocker	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. / Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Department of Women, Youth and Persons with disabilities		M			M			M			N		MI: MI: MI: N	Acquaintance	Insignificant Active Backers	Supporters that could assist the project depending on where they are needed.
Economic Development and Tourism	H			H			H				N		Hi: Hi: Hi: N	Friend	Insignificant Active Backers	Friends: Enthusiastic supporters with limited influence, valuable as confidants.
Equal education		M			M				L		N					
Centre for environmental rights		M		H				M			N		MI: Hi: MI: N	Friend or Saboteur	Insignificant Active Backers/ Influential Active Blocker	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
International Ocean Institute South Africa		M		H				M			N		MI: Hi: MI: N	Acquaintance or friend	Insignificant Active Backers	Supporters that could assist the project depending on where they are needed.
Wild Oceans		M		H				M			N		MI: Hi: MI: N	Friend or Saboteur	Insignificant Active Backers/ Influential Active Blocker	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Centre for Rural Legal Studies (CRLS)		M		H				M			N		MI: HI: MI: N	Friend or Saboteur	Insignificant Active Backers/ Influential Active Blocker	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Coastal Justice Network/ Masifundise Development Trust		M		h				M			N		MI: HI: MI: N	Saboteur	Insignificant Active Backers/ Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
National Sea Rescue Institute (NSRI)		M		H				M			N		MI: HI: MI: N	Acquaintance	Insignificant Active Backers	Supporters that could assist the project depending on where they are needed.
Eskom	H			H			H			P			HI: HI: HI: P	Saviour	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Transnet	H			H			H			P			Hi: Hi: HI: P	Saviour	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Community Property Association	H			H			H			P			Hi: Hi: HI: P	Saviour	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Earth life Africa	H			H			H					NO	HI: HI; HI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
The Economic Justice Network		M		H				M			N		MI: HI; MI: N	Friend or Saboteur	Insignificant Active Backers/ Influential Active Blocker	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Mining Affected Communities in Action (MACUA-WAMUA)		M		H			H					NO	MI: HI; HI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Southern African Faith Communities Environment (SAFCEI)		M		H				M				NO	MI: HI; MI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Natural Justice		M		H				M				NO	MI: HI; HI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
WoMIN		M		H				M				NO	MI: HI; MI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Vaal Environmental Justice Alliance (VEJA)		M		H				M				NO	MI: HI; MI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement		
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)			Cube Code	Code Description
Environmental Monitoring Group (EMG)	H			H			H					NO	HI: HI; HI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Legal Resources Centre (LRC)		M		H		M	H					NO	HI: HI; HI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Richtersveld Heritage Site		M			M			M			N		MI: MI: MI: N	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Richtersveld Community Conservancy		M			M			M				NO	MI: MI: MI: NO	Saboteur	Influential Active Blocker	Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Richtersveld Growers		M			M			M			N		MI: MI: MI: N	Acquaintance	Insignificant passive backer	Supporters that could assist the project depending on where they are needed.
South Africa National Defence Forces (SANDF)	H			H				M			N		MI: MI: MI: N	Acquaintance	Insignificant passive backer	Supporters that could assist the project depending on where they are needed.
Traditional Line Fish		M		H			H				N		MI: HI: HI: N	Trip Wires	Influential Passive Blockers	Trip wires: High-influence, passive opponents requiring proactive monitoring and management.
West Coast Rock Lobster		M			M		H				N		MI: MI: HI: N	Trip Wires	Influential Passive Blockers	Trip wires: High-influence, passive opponents requiring proactive monitoring and management.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement		
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)			Cube Code	Code Description
Beach Seine		M			M		H				N		MI: MI: HI: N	Trip Wires	Influential Passive Blockers	Trip wires: High-influence, passive opponents requiring proactive monitoring and management.
Gillnet Fisheries		M			M		H				N		MI: MI: HI: N	Trip Wires	Influential Passive Blockers	Trip wires: High-influence, passive opponents requiring proactive monitoring and management.
Shipping			L			L	H				N		LI: LI: HI: N	Acquaintances	Insignificant passive backer	Supporters that could assist the project depending on where they are needed.
Seaweed Harvesting		M			M		H				N		MI: MI: HI: N	Trip Wires	Influential Passive Blockers	Trip wires: High-influence, passive opponents requiring proactive monitoring and management.
Coastal Livelihoods Foundation		M		H				M			N		MI: HI: MI: N	Friend or Saboteur	Insignificant Active Backers/ Influential Active Blocker	Friends: Enthusiastic supporters with limited influence, valuable as confidants. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
EkSteenSkuil		M			M			M			N		MI: MI: MI: N	Acquaintances	Insignificant passive backer	Supporters that could assist the project depending on how it benefits them and where they are needed.
Eco-Atlantic Oil and Gas	H			H			H				N		HI: HI: HI: N	Acquaintances/ Saboteur	Insignificant passive backer/ Influential Active Blocker	Supporters that could assist the project depending on how it benefits them and where they are needed. OR. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Kazera Global Plc (Deep Blue Minerals Mining)	H			H			H				N		HI: HI: HI: N	Observer or Saboteur	Insignificant passive backer	They neither support nor oppose it but are within the area. However, they might compete for resources such as water, and the port could indirectly impact their operations.
Alexander Bay Centre Military Base	H			H					L		N		HI: HI: LI: N	Observer	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Alexander Bay Diamond Company	H			H				M			N		HI: HI: MI: N	Acquaintances/ Observer	Insignificant passive backers	Supporters that could assist the project depending on how it benefits them and where they are needed.
John Livestock PTY			L			L			L		N		LI: LI: HI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Recreational Fishers			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Josmel Construction			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Port Nolloth Primary School			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Pulls Full Gospel Church			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
AGS AFM Nollothville Church			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Aukotowa Tours			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Kaikai Richtersveld Residential Coastal Reserve			L			L	H				N		LI: LI: HI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
House of Bread Outreach Ministries			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Seaside Villas			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Country Club Lodge			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Peaceful Place			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Richtersveld Experience			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Bedrock Lodge			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Port Nolloth Beach Shack			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Yield House and Cottages			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Richtersveld Tours			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Border post Swartkops Alexander Bay		M		H					L		N		MI: HI: LI: N	Observers or acquaintance	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Voetbaai Gastehuis			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Bietjies Selfsorg			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Mcdougallsbaai Akkomodasie			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Dougalls Rest			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Sea View Holiday House			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
																within the area.
Lewensdroom Gastehuis			L			L		M			N		LI: LI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Diamond Coast Aquaculture (Pty) Ltd		M		H			H				N		MI: HI: HI: N	Trip Wires	Influential passive blockers	Trip wires: High-influence, passive opponents requiring proactive monitoring and management.
Kleinsee Angling Club			L		M			M			N		LI: MI: MI: N	Acquaintance or Saboteur	Insignificant passive backer/ Influential Active Blocker	Supporters that could assist the project depending on how it benefits them and where they are needed. OR. Saboteur: High-influence opponents demanding strategic engagement to mitigate potential damage.
Kleinsee Golf Club			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Kleinsee Caravan Park			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Kleinsee Beach Cottage			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Seaway backpackers and Function Avenue			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Spoelklippie Gastehuis			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Kleinsee Airfield FAKZ	H				M				L		N		HI: MI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Namaqua Coastal Expeditions	H				M			M			N		HI: MI: MI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Die Baai Se Bek			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Visbeen Lodge			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Vori Klip			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating

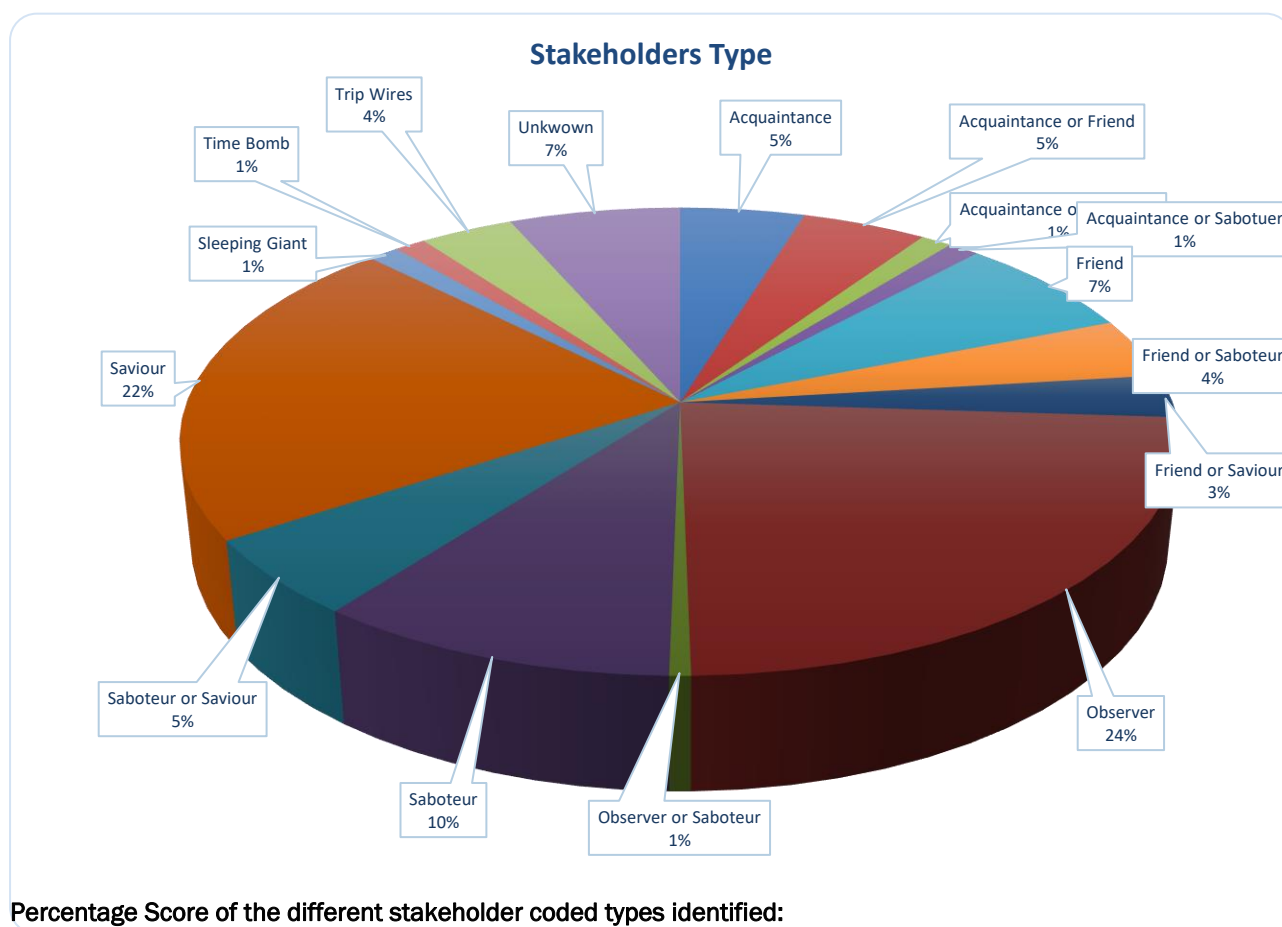
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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
																within the area.
Die Honne Hokke Resort			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
De Swarte Mossel			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Dogstone Cottage			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
DopENKreef			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Rooi Spinnekop			L			L			L		N		LI: LI: LI: N	Observers	Insignificant passive backer	Not directly involved in the project. However, they are a stakeholder operating within the area.
Boegoebaai Port and Rail Consortium																
Port of Rotterdam	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
AP. Moller and Capital	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Nako Systra	H			H			H			P			HI: HI: HI: P	Friend or Acquaintance	Insignificant Active Backer	Supporters that could assist the project depending on how it benefits them and where they are needed.
Nako Iliso		M		H			H			P			MI: HI: HI: P	Friend or Acquaintance	Influential Active Backer	Supporters that could assist the project depending on how it benefits them and where they are needed.
CPRDW- Consulting Port and Coastal Engineers	H			H			H			P			HI: HI: HI: P	Friend or Acquaintance	Influential Active Backer	Supporters that could assist the project depending on how it benefits them and where they are needed.
WBHO	H			H			H			P			HI: HI: HI: P	Friend or Acquaintance	Influential Active Backer	Supporters that could assist the project depending on how it benefits them and where they are needed.

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Stakeholders in Alexander Bay, Port Nolloth, Kleinsee, Hondeklipbaai	Power			Influence			Impact			Attitude			Analysis	Murrays Cube Matrix Placement	Cube Code	Code Description
Name	High	Medium	Low	High	Medium	Low	High	Medium	Low	Positive (S)	Neutral	Negative (O)				
Thelo	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment./
DB Schenker	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	Saviour: High-influence supporters requiring proactive engagement to maintain alignment. /
Boegoebaai Development Consortium																
Meridium SAS	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Pembani Remgro Infrastructure Managers	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Bouygues TP	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Vinci Construction	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Raubex Group	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Coega Development Co-operation	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Afrimat Limited	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
WSP Consulting Engineers	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Gibb Consulting Engineers	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Project Elephant Consortium	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Newlyn Group's Briardale Trading	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Afcon Infrastructure Limited,	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Yapi Merkezi Insaat ve Sanayi Anonim Sirketi	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Mota-Engil,	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	
Traxtion Sheltam	H			H			H			P			HI: HI: HI: P	Saviours	Influential Active Backer	

Appendix 2H. Distribution of Stakeholder Types



Different Actors - Stakeholder	Number	Percentage
Acquaintance	8	4.7
Acquaintance or Friend	8	4.7
Acquaintance or Observer	2	1.2
Acquaintance or Saboteur	2	1.2
Friend	12	7.1
Friend or Saboteur	7	4.1
Friend or Saviour	5	3.0
Observer	40	23.7
Observer or Saboteur	1	0.6
Saboteur	17	10.1
Saboteur or Saviour	9	5.3
Saviour	37	21.9
Sleeping Giant	2	1.2
Time Bomb	2	1.2
Trip Wires	6	3.6
Unknown	11	6.5
Total	169	100.0

Appendix 2I. Stakeholders highlighted within the Murrays Coded Groups

Acquaintance	Department of Traditional Affairs	Observer	AGS AFM Nollothville Church	Saboteur	Coastal Justice Network/ Masifundise Development Trust	Saviour	Afcon Infrastructure Limited	Sleeping Giant	Indigenous Peoples of Africa Co-ordinating Committee *
	Department of Transport		Alexander Bay Centre Military Base		Earth life Africa		Afrimat Limited		Water Research Commission (WRC)
	Department of Women, Youth and Persons with disabilities		Aukotowa Tours		Environmental Monitoring Group (EMG)		Alexkor Limited *	Time Bomb	Aukotowa Small-scale fisheries co-operative Port Nolloth *
	EkSteenSkuil		Bedrock Lodge		Greenpeace		AP. Moller and Capital		Longtime Small-Scale Fisheries Co-operative Hondeklipbaai *
	National Sea Rescue Institute (NSRI)		Bietjies Selfsorg		groundWork		Bouygues TP	Trip Wires	Beach Seine
	Richtersveld Growers		Council for Geoscience		Legal Resources Centre (LRC)		Central Energy Fund (CEF)		Diamond Coast Aquaculture (Pty) Ltd
	Shipping		Country Club Lodge		Mining Affected Communities in Action (MACUA-WAMUA)		Coega Development Co-operation		Gilnet Fisheries
	South Africa National Defence Forces (SANDF)		De Swarte Mossel		Natural Justice		Community Property Association		Seaweed Harvesting
	Benguela Current Commission		Die Baai Se Bek		Oceans not Oil		DB Schenker	Unknown	Traditional Line Fish
	Benguela Current Large Marine Ecosystem (BCLME)		Die Honne Hokke Resort		Richtersveld Community Conservancy		Department of Mineral Resources and Energy		West Coast Rock Lobster
Acquaintance or Friend	CPRDW- Consulting Port and Coastal Engineers		Dogstone Cottage		Richtersveld Heritage Site		Department of Science and Innovation		Birdlife
	Department of Agriculture, Land reform and Rural development		DopENKreef		SANBI		Department of Trade, Industry and Competition		Boegoebaai Development Consortium
	International Ocean Institute South Africa		Dougalls Rest		South African Fisheries Development Fund		Eskom		Boegoebaai Port and Rail Consortium
	Nako Iliso		House of Bread Outreach Ministries		Southern African Faith Communities Environment (SAFCEI)		Gibb Consulting Engineers		DEA

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	Nako Systra		John Livestock PTY		The Green Connection		Independent Development Trust		Department of Employment and Labour
	WBHO		Josmel Construction		Vaal Environmental Justice Alliance (VEJA)		Industrial Development Corporation [Ltd] (IDC)		Department of International Relations and Cooperations
Acquaintance or Observer	Alexander Bay Diamond Company		Kaikai Richtersveld Residential Coastal Reserve		WoMIN		Meridium SAS		Equal education
	Border post Swartkops Alexander Bay		Kleinzee Airfield FAKZ		Agricultural Research Council (ARC)		Mota-Engil,		Housing Development Agency (HDA)
Acquaintance or Saboteur	Eco-Atlantic Oil and Gas		Kleinzee Beach Cottage		Breede-Gouritz CMA		National Development Agency (NDA)		Northern Cape Arts and Culture Council
	Kleinzee Angling Club		Kleinzee Caravan Park		Department of Defence		National Youth Development Agency (NYDA)		SAIIA
Friend	Department of Higher Education and Training		Kleinzee Golf Club	Saboteur or Saviour	Department of Forestry, Fisheries and Environment		Newlyn Group's Briardale Trading		South African Special Risk Insurance Association (SASRIA)
	Department of Public Enterprises		Lewensdroom Gastehuis		Department of Health		Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA) *		
	Department of Public Works		Mcdougallsbaai Akkomodasie		Department of Human Settlements		Pembani Remgro Infrastructure Managers		
	Department of Social Development		Namaqua Coastal Expeditions		Department of Water and Sanitation		Port of Rotterdam		
	Economic Development and Tourism		Peaceful Place		SAMSA		Ports Regulator of South Africa		
	Kalahari Kid Corporation		Port Nolloth Beach Shack		South African National Parks (SANParks)		Project Elephant Consortium		
	Mintek (Council for Mineral Technology)		Port Nolloth Primary School				Raubex Group		
	National Agricultural Marketing Council		Pulls Full Gospel Church				SAEON		
	Northern Cape Heritage Resources Authority (NCHRA)		Recreational Fishers				South African National Road Agency		
	Northern Cape Tourism Authority		Richtersveld Experience				South African Tourism		
	Small Enterprise Finance Agency (SEFA)		Richtersveld Tours				Thelo		

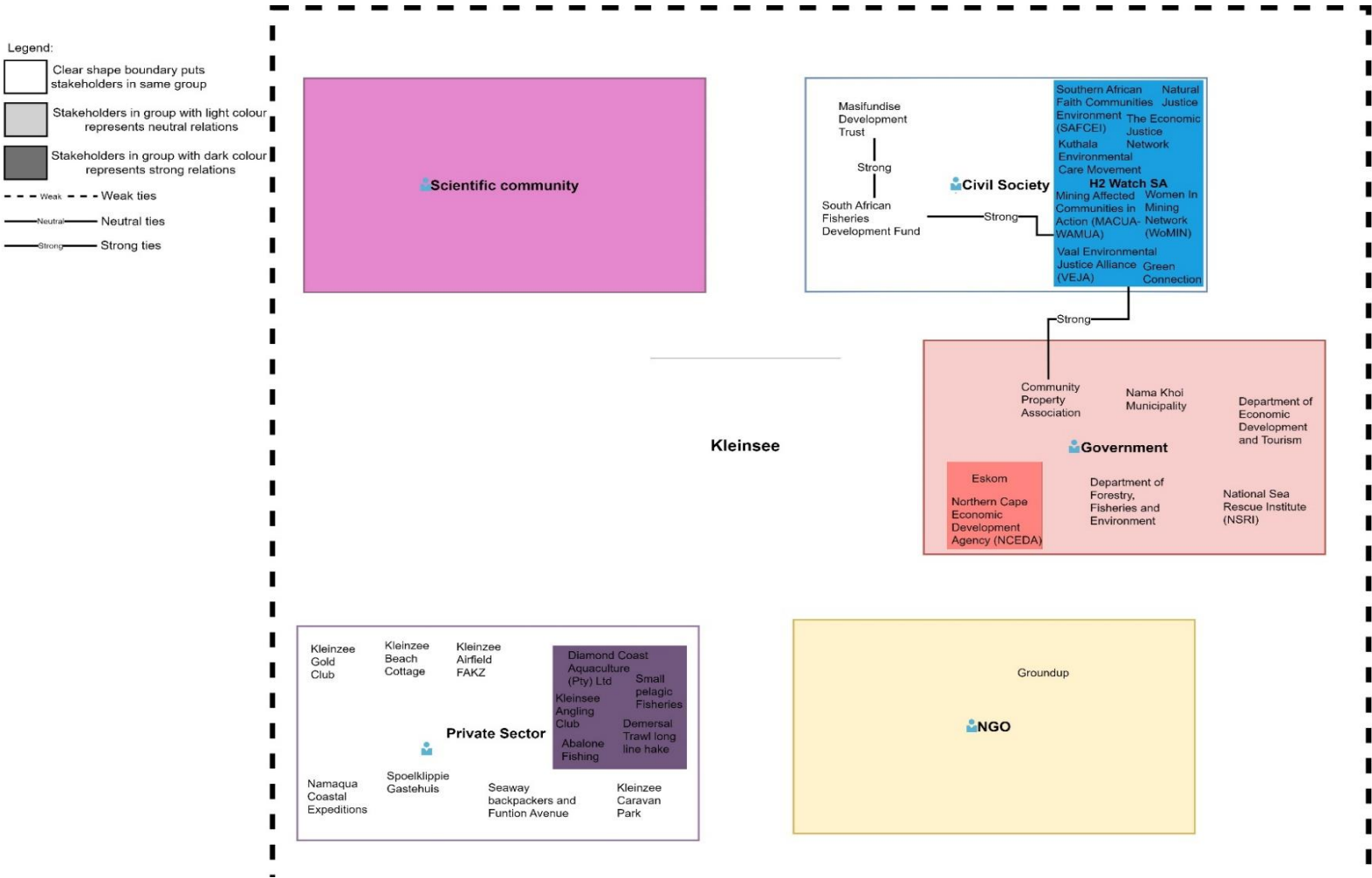
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	South African Weather Service (SAWS)		Rooi Spinnekop				Trade and Investment South Africa (TISA)		
Friend or Saboteur	Centre for environmental rights		Sea View Holiday House				Transnet		
	Centre for Rural Legal Studies (CRLS)		Seaside Villas				Traxtion Sheltam		
	Coastal Livelihoods Foundation		Seaway backpackers and Function Avenue				Vinci Construction		
	SANCCOB		Spoelklippie Gastehuis				WSP Consulting Engineers		
	South African Heritage Resources Agency		Visbeen Lodge				Yapi Merkezi Insaat ve Sanayi Anonim Sirketi		
	The Economic Justice Network		Voetbaai Gastehuis						
	Wild Oceans		Vori Klip						
	Department of Basic Education		Yield House and Cottages						
Friend or Saviour	Department of Communications and Digital Technologies	Observer or Saboteur	Kazera Global Plc (Deep Blue Minerals Mining)						
	Department of Cooperative Governance								
	National House of Traditional Leaders and Khoi- San Leaders								
	South African Local Government Association (SALGA)								

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Appendix 2L. Stakeholder Relationships SNA for Kleinsee



Appendix 2M. Stakeholder Relationships SNA for Hondeklipbaai

