

### **Appendix 3. In-depth interview script.**

#### Questions:

1. Could you please tell me the history of this biosphere reserve and your own engagement with it? Here, we will probe the perceived vision for the biosphere reserve, the sources of personal commitment, how the governance network was formed and how it has changed over the years, as well as key moments of learning related to biosphere reserve management

2. If you think back at a project that was particularly successful, what would you say were the key factors of success?

a. Focusing on the network of people involved in making the project successful, and what you did as a manager to build and support this network, who were involved and why them? How did they become involved?

b. Focusing on the learning that happened during the project - how would you describe it (who learned, about what, and how)? What did you do to enhance learning opportunities?

3. If you think back at a project that was particularly challenging, can you tell me how you acted to overcome these challenges?

a. Focusing on the network of people involved in the project and what you did as a manager to build and support this network, who were involved and why them? How did they become involved?

b. Focusing on the learning that happened during the project, how would you describe it (probing who learned, about what, and how)? What did you do to enhance learning opportunities?

4. What would you say are your most important skills as a biosphere reserve manager?

5. How have you developed these skills?