Promoting Integrated Ocean and Participatory Governance in Guyana and Suriname: The Eastern Gate to the Caribbean
EuropeAid/150699/DH/ACT/Multi

Capacity Needs Assessment for Suriname

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Preface

The Green Heritage Fund Suriname (GHFS) conducted a capacity needs assessment to support the planning and programming of the EU financed marine spatial planning project, *Promoting Integrated Ocean and Participatory Governance in Guyana and Suriname: The Eastern Gate to the Caribbean*, which is being carried out by WWF Guianas, the GHFS, and the Nature Conservation Division (NCD) of Suriname's Forest Service. The goal of this project is to bring about fair and sustainable use of Suriname's marine resources, the conservation of marine biodiversity, and the empowerment of Surinamese marine resource users. This requires a participatory process by which all key stakeholders, specifically, marine resource users, national regulatory agencies, and civil society actively participate in the execution of the project.

According to the UNDP, which has developed a whole methodology and tools, a capacity needs assessment is done "to support the capacity development process effectively by identifying what key capacities already exist and what additional capacities may be needed to reach objectives. A capacity assessment is an analysis of desired capacities against existing capacities which generates an understanding of capacity assets and needs that can serve as input for formulating a capacity development response that addresses those capacities that could be strengthened and optimizes existing capacities that are already strong and well founded. It can also set the baseline for continuous monitoring and evaluation of progress against relevant indicators and help create a solid foundation for long-term planning, implementation and sustainable results." UNDP developed this to do especially very large scale, government-wide capacity assessments.

A participatory process such as the one currently being undertaken, requires an evaluation of key existing project relevant capacities possessed by key stakeholders, and additionally the desired capacities that are needed to achieve the project's objectives. The purpose of this capacity assessment is to analyse the capacity assets and capacity needs of all key stakeholders and formulate a plan to enhance the key capacities of the stakeholders. This assessment requires input, data and information, from the key stakeholders.

The data and information received from the stakeholders throughout this process was used to complete the capacity needs assessment and formulate a capacity development plan. The assessment itself is not an individual or organizational performance assessment. It is a straightforward evaluation of key capacities possessed by key stakeholder organizations and stakeholder groups.

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1. Executive Summary

Informed spatial management requires a participatory process that will facilitate open dialogue with and the active participation of key stakeholders. Additionally, a participatory process is also necessary to facilitate the acquirement and use of multidisciplinary data to inform the spatial management. Thus, a capacity needs assessment was performed using a mixed methodology to try to identify gaps in capacity (both from a technical, and engagement standpoint), and also highlight existing and latent capacity. The purpose of this assessment was to inform and guide the full engagement of stakeholders, and to empower key stakeholders in this action.

Presumed gaps described in the project document were confirmed from the inputs gathered from various stakeholders during meetings and from surveys. A number of capacity-building activities were identified to ensure that all key stakeholders, specifically, marine resource users, national regulatory agencies, and civil society actively participate in the execution of the project. However, some needs that were not identified previously, and that may not necessarily be solved simply through capacity-building were also identified. These needs will require a different approach, such as simplifying the language of the documents and the meetings held and adjusting where and how a meeting is conducted.

2. Introduction

2.1 Background

In 2017 the Green Heritage Fund Suriname, WWF Guianas and the Nature Conservation Division of the Suriname Forest Service began implementation of an EU-financed project, *Promoting Integrated Ocean and Participatory Governance in Guyana and Suriname: The Eastern Gate to the Caribbean* in Suriname. The goal of this action is to enhance protection of Suriname's marine and coastal resources and to foster socio-economic development compatible with ocean health through informed marine spatial management and the designation of marine protected areas. This action has three critical outcomes: 1) promoting and facilitating enhanced marine spatial planning, and marine spatial planning processes that provide an ecosystem-based framework for managing activities in the marine environment; 2) 10% of the Suriname EEZ designated as MPAs; 3) Improved management of the marine area outside of the MPAs.

Through increased marine protection and strengthened governance this action aims to safeguard biodiversity, enhance food security, protect livelihoods, and increase resilience and support socio-economic development. The action's approach to achieving its objectives and outcomes are: (i) full engagement and empowerment of key coastal and ocean users through collaborative processes, (ii) and informed spatial management, through structured dialogue between ocean users and multidisciplinary data.

2.2 Objectives

Informed spatial management of the marine environment through open dialogue and multidisciplinary data requires a participatory process by which stakeholders are enabled to participate in the development and implementation of marine spatial plans. Thus, the capacity needs assessment (CNA) is implemented to identify gaps in capacity (both from a technical, and engagement standpoint), and also highlight existing and latent capacity.

The results of the CNA will be communicated to stakeholders (via engagement platform) and propose a capacity building plan with activities, such as workshops, training courses, and certificate program activities, including the Blue Solutions online training by the CBD that enables planners and decision makers to develop and engage in marine and coastal planning and implementation processes. The stakeholders were asked to fill out a short survey regarding knowledge about marine governance, the ocean and marine spatial planning to establish a baseline at the launch workshop. A survey will again be taken at the end of the MSP process from the stakeholders to assess their knowledge, and to assess the achievement of the program in terms of capacity-building.

3. Capacity Needs Assessment

3.1 Methodology

As an essential precondition for doing a capacity needs assessment a list of stakeholders was necessary. As described in the stakeholder analysis the list of stakeholders created by the project partners with the submission of the full proposal, was updated during the inception workshop in Paramaribo in May 2017, and then again prior to the launch workshop. During the launch workshop stakeholders present at the workshop also suggested the addition of new stakeholders to the list and thus the list was again updated. During engagement with different stakeholders over the course of 2017 and 2018 updates were again made to the stakeholder list. As a result of the broad definition used for stakeholder the number of stakeholders is significant (See Annex 3).

As capacity needs assessments are not a core expertise of Green Heritage Fund Suriname, the approach was mostly pragmatic. The GHFS looked for a survey-based methodology that relied on respondents filling out a standardized form. However, after struggling through a number of crucial issues that came up within this process, the GHFS team understood that the methodology chosen was only appropriate for one small part of the stakeholder group. The respondents that have access to internet and the discipline to work through a survey on their own. Most likely this part of the stakeholders was also the group that would not necessarily have gaps in capacity to enable them to participate in the marine spatial planning process equally and fairly.

Capacity needs assessments are in most cases also built around a specific issue or problem. In this case the capacity needs assessment was focused in first instance on a future status. This as well had to be adjusted to focusing on the process currently undertaken which is the marine spatial planning process, instead of on the future (co-)management and implementation of a marine spatial plan. However, some of the gaps identified do relate to the

future implementation phase.

In first instance, GHFS tried to adapt their tools to conduct a capacity assessment. The NOAA needs assessment guide was also used to seek guidance. However, the NOAA guide, although very flexible, is very targeted to specific target populations, that each would have to be assessed in detail. This would not be workable, as the stakeholder group is very diverse and would cause us to run an iteration of their process for each separate group. Guidance was in the end obtained from a practitioner from the field of public health, who advised GHFS to use a mixed methodology. And continue doing what GHFS had started doing since the launch workshop which was to try by asking questions, to highlight issues and capacity needs.

The CNA survey was presented to the stakeholders at the end of the 2nd day of the workshop in Suriname. Twenty-two surveys have been completed by the stakeholders. Forty-one (41) percent of the stakeholders who completed the survey came from the private sector, 32 percent came from the public sector, 18 percent were NGOs and 9 percent belonged to civil society (see Figure 1). Ten of the stakeholders who completed the survey are members of other organizations (see Figure 2), such as the Association of Indigenous Village Heads of Suriname (VIDS), the Mangrove Forum Suriname (MAFOSUR), Global Shapers and the Association for the Biodiversity of the Guiana Shield. in Suriname (VBGSS). The subject of the workshop, Marine Spatial Planning (MSP) and Ecosystem-Based Management (EBM), was already known to more than half of the stakeholders (59%) who completed the survey before the workshop (see Figure 3). The majority of stakeholders indicated that the best way to share information with them is via e-mail (see Figure 4).

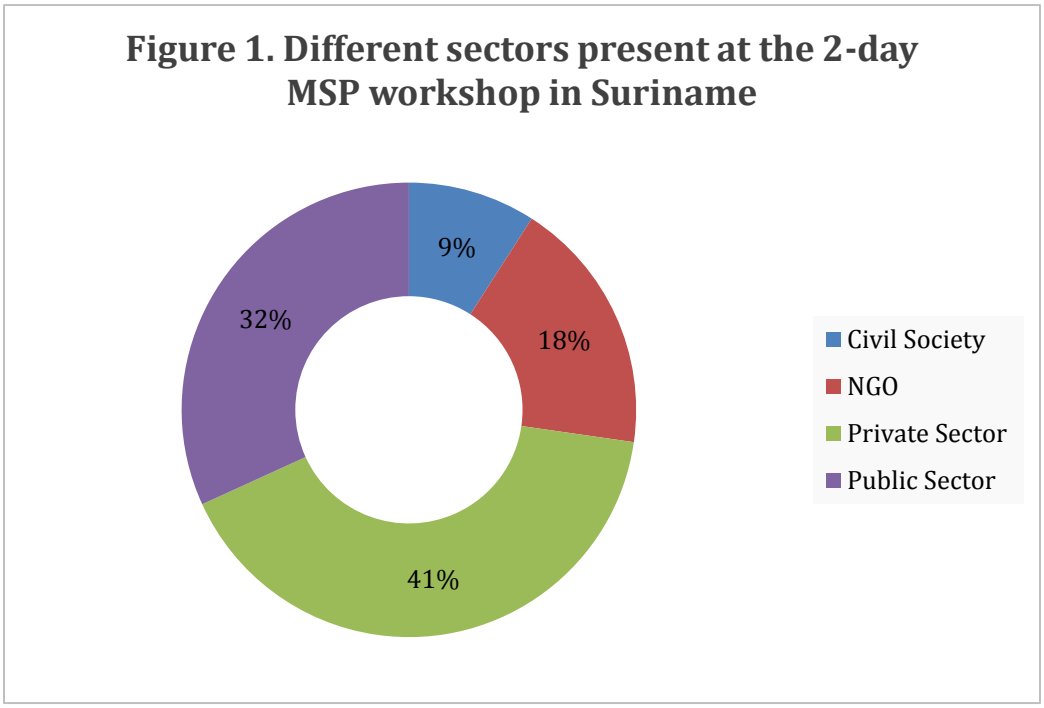

Figure 1. The sectors to which the stakeholders who completed the survey belong to.

- **Figure 2. Additional organizations that stakeholders are members of**

Figure 2. Additional organizations to which the stakeholders who filled in the survey belong to. Ten of the 22 stakeholders who filled in the survey answered this question, 6 stakeholders answered the question with "no", and 6 stakeholders did not respond to the question.

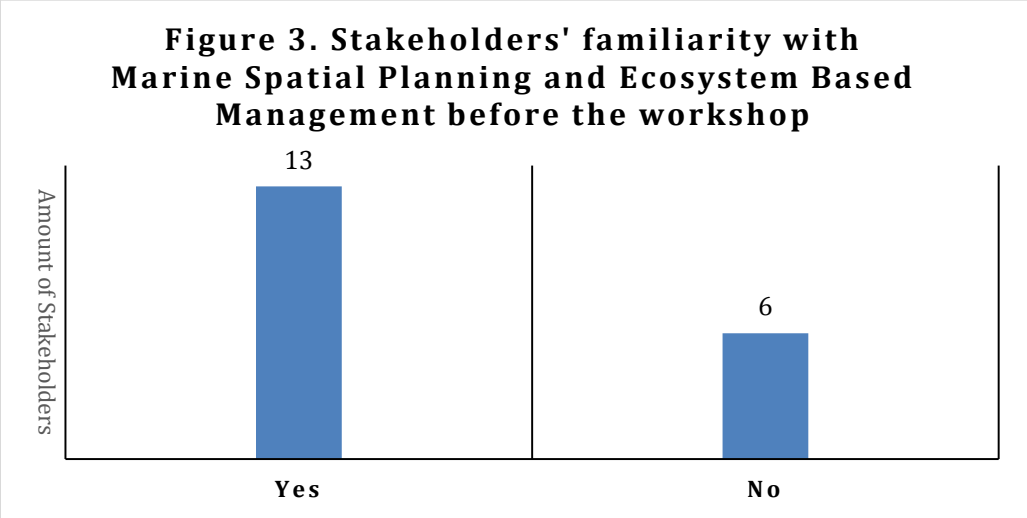

Figure 3. The familiarity of stakeholders who attended the 2-day workshop in Suriname with the concepts of marine spatial planning and ecosystem-based management before attending the workshop. All 22 stakeholders who filled in the survey answered this question. Three of the 22 stakeholders who answered this question did not provide an appropriate answer, i.e., a yes or no answer, thus their responses were excluded from the final analysis.

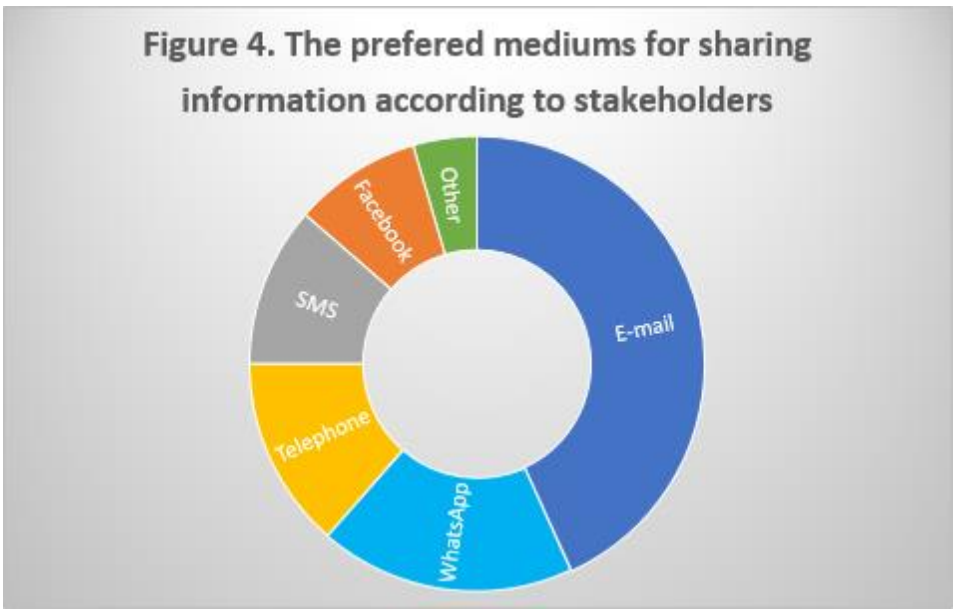

Figure 4. The preferred mediums for sharing information indicated by the stakeholders who attended the 2-day workshop in Suriname. All stakeholders who filled in the survey answered this question. Two stakeholders provided alternative mediums for communication, i) "Website" and ii) "USB-memory stick".

Additional information was obtained through follow-up meetings in six communities (see Figure 5) in which by means of interactive sessions opinions and issues were elicited as well as during which feedback was obtained on capacity-building activities to be provided through a parallel project “See Marine Interactions”. In addition to these interactive sessions, sessions were organized at secondary educational institutions. Although not a key target group, youth were to be involved in the participatory three-dimensional spatial mapping component of this project and for that reason some surveys were conducted to assess the general knowledge of different general public stakeholders in all districts, from local community members to students of secondary educational institutions.

Figure 5. An illustration showing the six different coastal communities in which the Green Heritage Fund Suriname engaged with local stakeholders.

3.2 Findings CNA Survey

Project and activities of the Stakeholders

A series of questions in the survey were focused on mapping the activities and projects of the stakeholders. The first of these questions asked the stakeholders what the most important activities are that their organization concentrates on. Fourteen of the 22 stakeholders who completed the survey stated that nature conservation is one of the most important activities of their organization (see Figure 6). Other primary activities of the stakeholders' organizations are capacity building, compliance with environmental legislation, research, policy making, monitoring, management, and fisheries (artisanal or industrial). Activities and projects of stakeholders that they think may be useful for the MSP process are listed in Figure 7, and include data collection, monitoring and protection, community-based initiatives, and legislation and decision making. These projects are equal to / reflect the primary activities indicated in Figure 6, mainly nature conservation, capacity building, compliance with environmental legislation, research, policy making and monitoring.

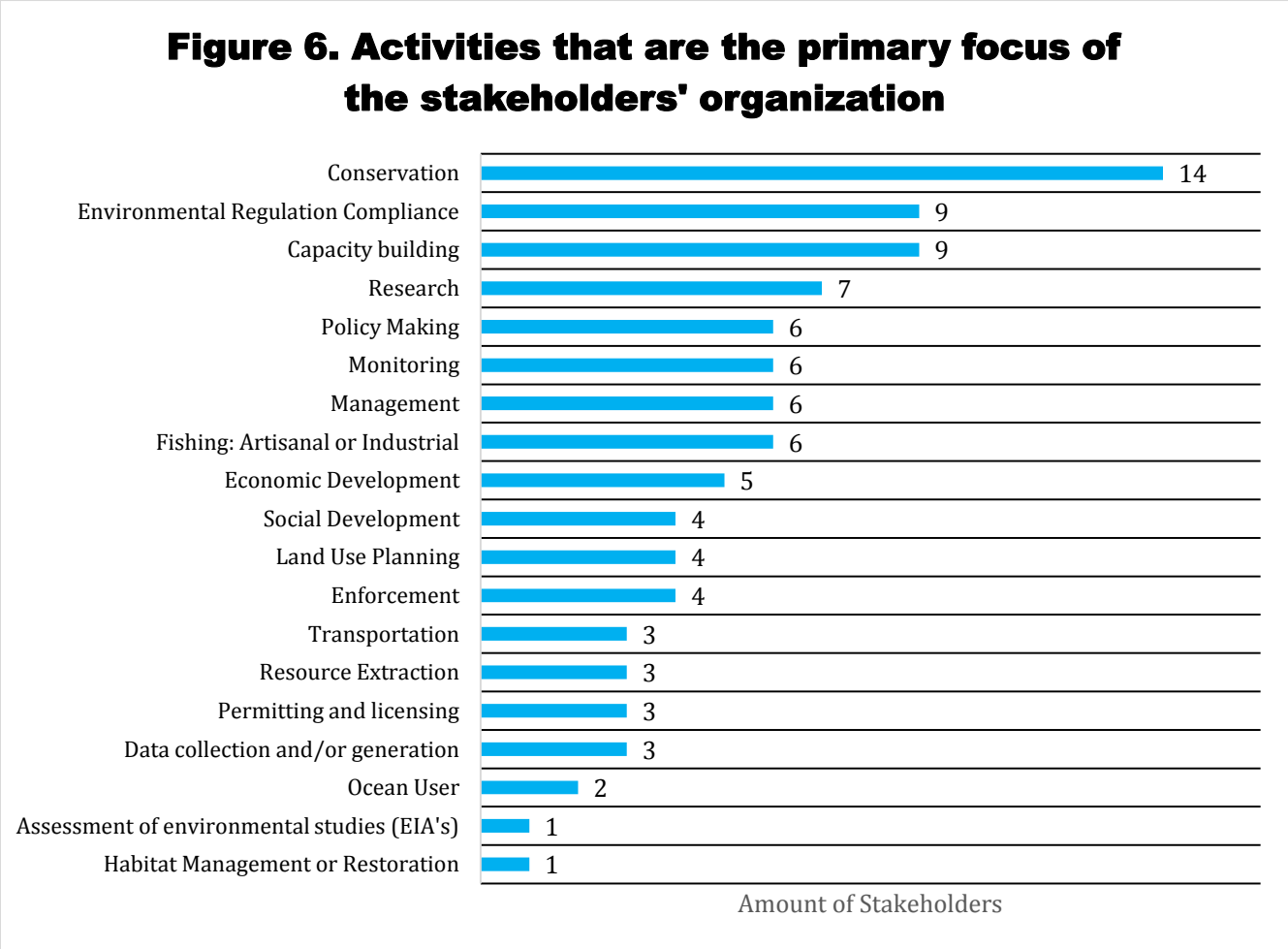

Figure 6. Activities that are the primary focus of the stakeholders' organizations. All 22 stakeholders who responded to the survey answered this question. *EIA is an abbreviation for environmental impact assessment.

Figure 7. Stakeholder activities useful for MSP

Data collecting:	Monitoring and Protection:	Community-oriented Initiatives:	Legislation and decision-making:
- Data of the marine environment of Suriname - Nautical surveys and data collecting - Assessing environmental studies and requesting MMO (Marine Mammal Observer) reports from offshore projects	- Monitoring environment related issues, such as oil spills and mangrove destruction - Energy-efficient techniques and sustainable energy in the EIA (energy investment allowance) process - Protecting the river mouth of the Marowijne river and the coastal area, mainly against illegal fishing - Cleanup of plastic waste and recycling	- A citizen's initiative for participation in good governance (includes environmental and spatial planning) - The SRJS (Shared Resources Joint Solutions) program - Activities with communities in the Commewijne district, focused on young people	- Keeping track of, recording, and changing legislation related to the environment - Keeping track of international conventions on the environment - Adoption and implementation of the ESIA (Environmental & Social Impact Assessment) guidelines of NIMOS - Formulating policies for the protection of the environment, and sustainable use of the environment

Figure 7. Activities / projects that are being carried out by the stakeholders' organisations and that can be useful to the marine spatial planning process. Nineteen of the 22 stakeholders who filled in the survey answered this question. Four of the 19 stakeholders responded "no" to this question.

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The last question in this series of questions was aimed at determining what the stakeholder, as an individual, had to offer for the MSP process (see Figure 8). The majority of the stakeholders indicated that they have data and information such as nautical data and environmental studies to offer to the MSP process. Other stakeholders indicated that they have their expertise and knowledge, for example legal advice and experience and knowledge in capacity building, to offer to the MSP process. There is support for and a willingness to cooperate in the MSP process among the stakeholders. The stakeholders carry out activities and projects that are relevant to the MSP process and they have indicated that they are willing to share their data and information and knowledge and expertise with the MSP process.

- **Figure 8. Information and knowledge of stakeholders relevant to the marine spatial planning process**

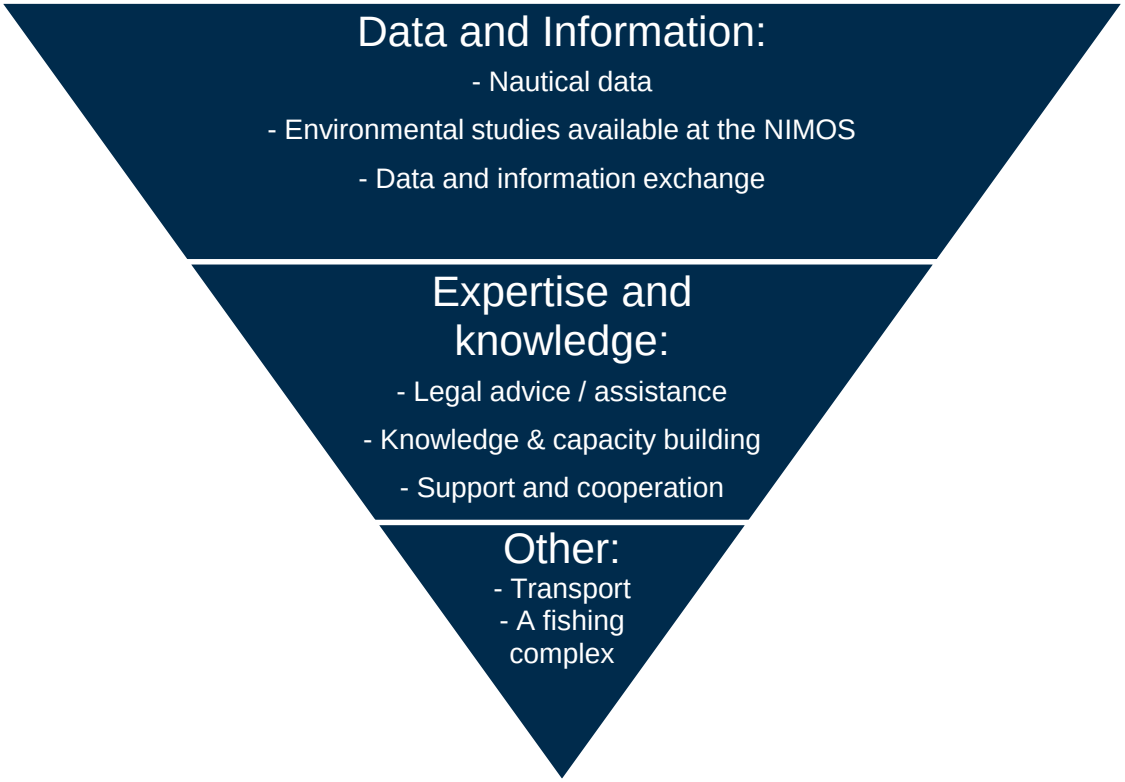

Figure 8. Information, expertise, knowledge and resources that the stakeholders say they can offer to the marine spatial planning process. Eighteen of the 22 stakeholders who filled in the survey answered this question.

Training and current knowledge relevant to the MSP process

Given that the previous set of questions were focused on mapping the current capacity of the stakeholders, the subsequent questions were formulated to get more information from the stakeholders about their current capacity needs. Two questions were designed to gauge the interest of stakeholders in receiving training or technical assistance in MSP relevant subjects. A third question was designed to gauge the knowledge of the stakeholders in MSP topics.

Figure 9 shows that stakeholders are most interested in training or technical assistance related to nature conservation, sustainable management of marine resources, ecosystem-based management and mangrove health. The stakeholders were least interested in training or technical assistance related to GIS software and data collection (see Figure 10). Other topics in which the stakeholders would like to receive training or technical assistance are shown in Figure 11 and include GPS systems, sensitivity index mapping and monitoring of policy.

■ Figure 9. Topics for which the stakeholders were most interested in receiving training or technical assisstance in

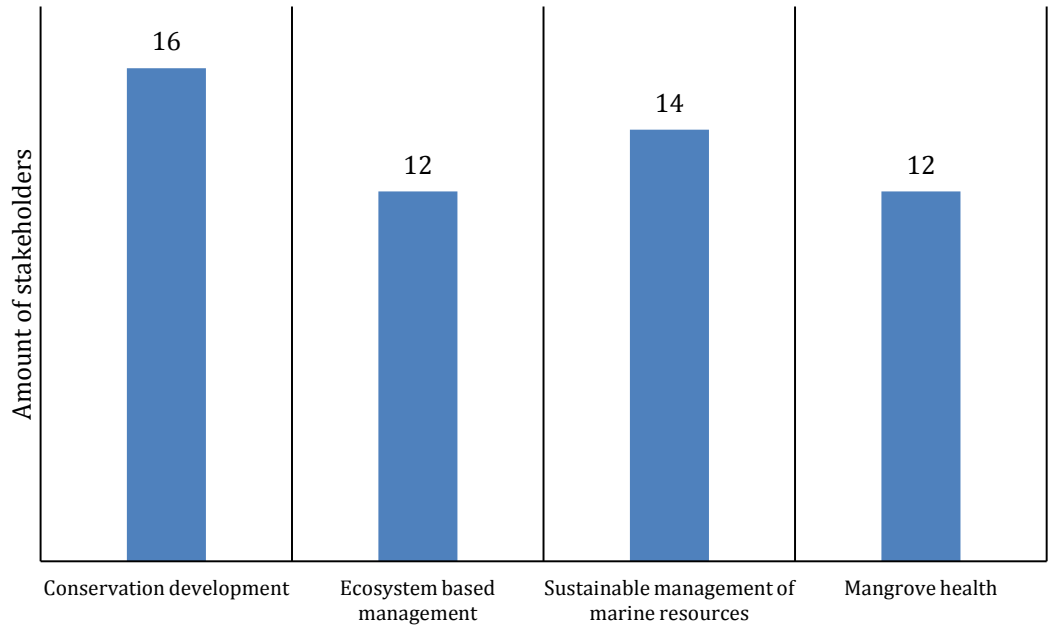

Figure 9. Marine spatial planning (MSP) and ecosystem-based management (EBM) related topics in which the stakeholders are the most interested in receiving technical assistance or training for.

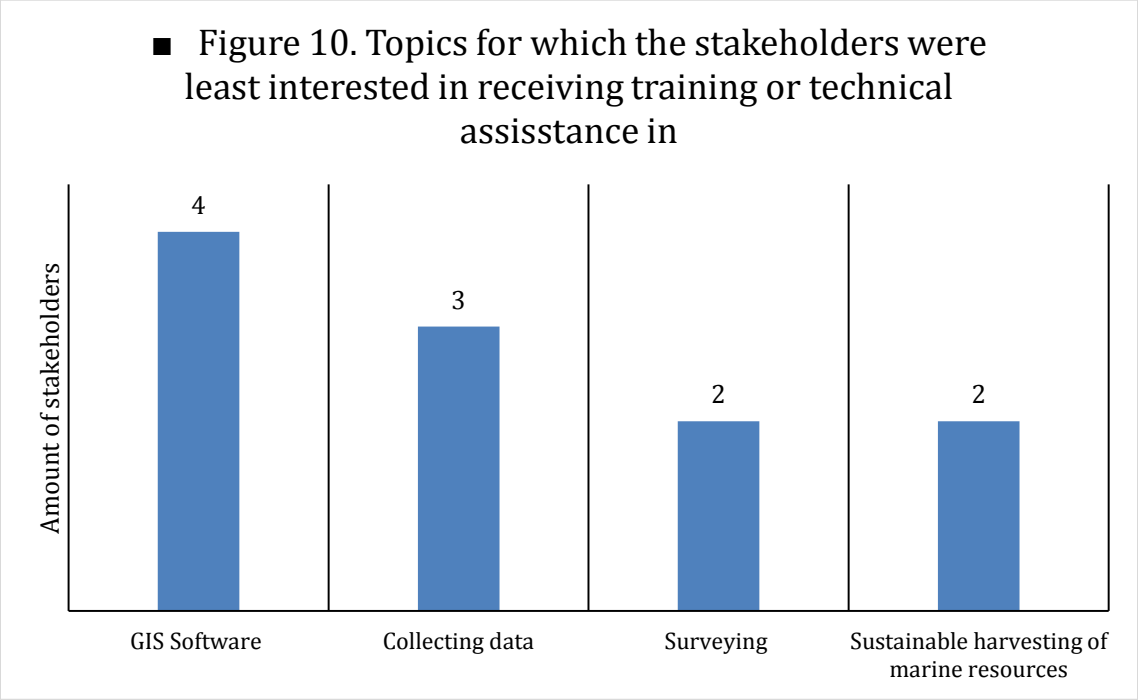

Figure 10. Marine spatial planning (MSP) and ecosystem-based management (EBM) related topics in which the stakeholders are the least interested in receiving technical assistance or training for.

- **Figure 11. Topics not previously mentioned, and for which stakeholders would like to receive training or technical assistance**

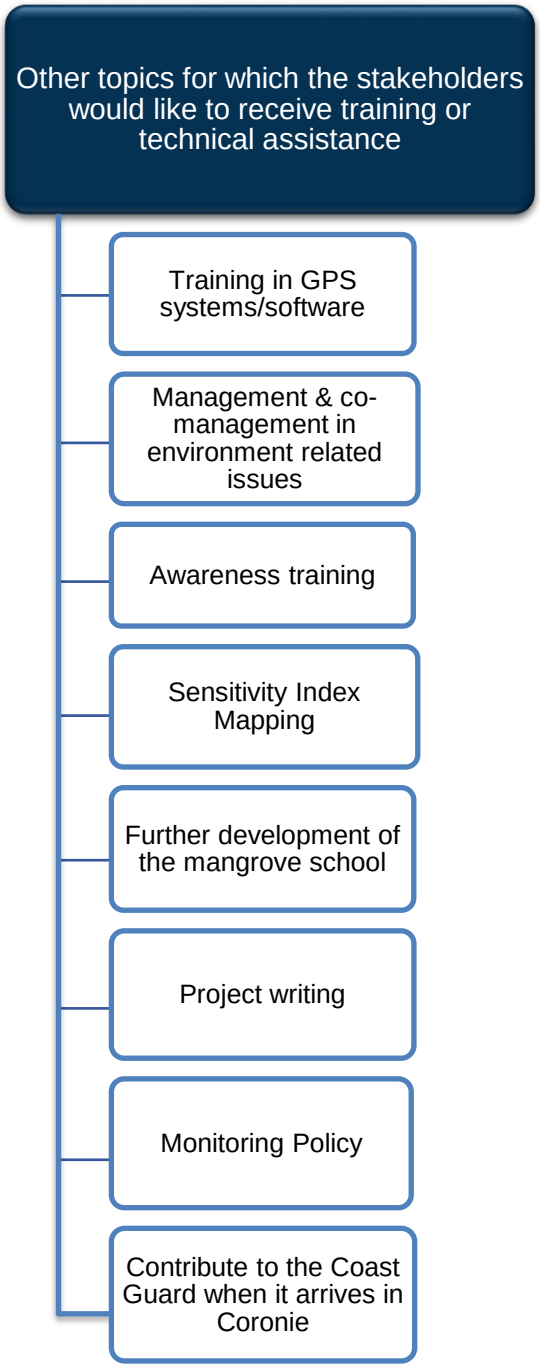

Figure 11. Topics not previously mentioned, and for which stakeholders would like to receive training or technical assistance. Twelve of the 22 stakeholders who filled in the survey answered this question. One of the twelve stakeholders who answered this question responded with "no".

Subjects in which the stakeholders have the most knowledge are sustainable development and working with communities (see Figure 12). These topics, sustainable development and working with communities, are in line with the top activities carried out by the stakeholders' organizations, nature conservation and capacity building. Most stakeholders are least familiar with computer systems for map making (e.g. GIS) and sensitive habitats and species (see Figure 13).

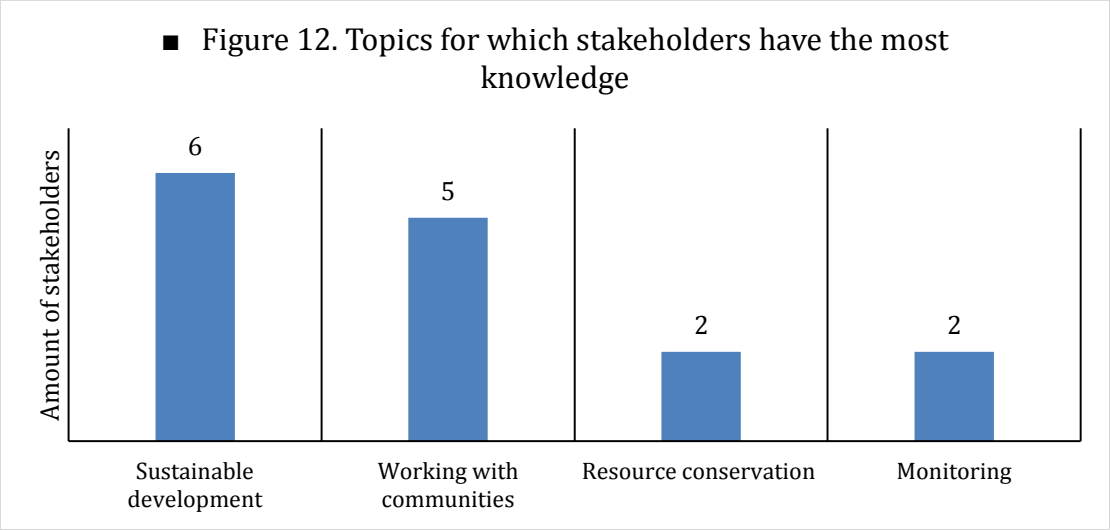

Figure 12. Marine spatial planning and ecosystem-based management related topics in which stakeholders indicate they have a lot knowledge of.

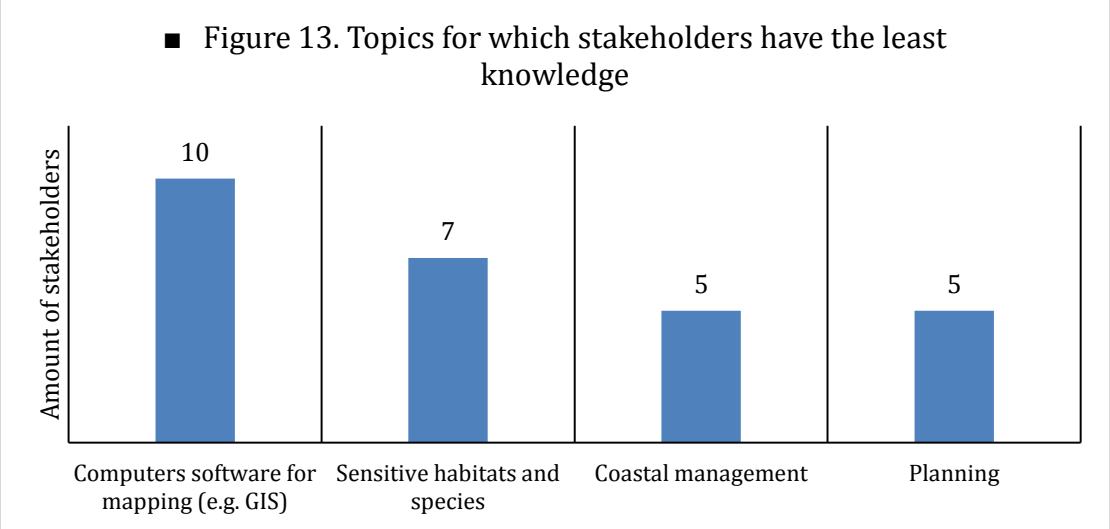

Figure 13. Marine spatial planning and ecosystem-based management related topics in which stakeholders indicate they have little knowledge of.

Biggest challenge for the MSP process

The main challenges for the MSP process indicated by the stakeholders are shown in Figure 14. Most stakeholders believe that consistent government involvement in the process and government favoring the process are the biggest challenge for the MSP process. Other challenges identified by the stakeholders are data collection and achieving the expected results and stimulating the involvement and cooperation of all stakeholders in the process.

- **Figure 14. The main challenges for the MSP process according to stakeholders**

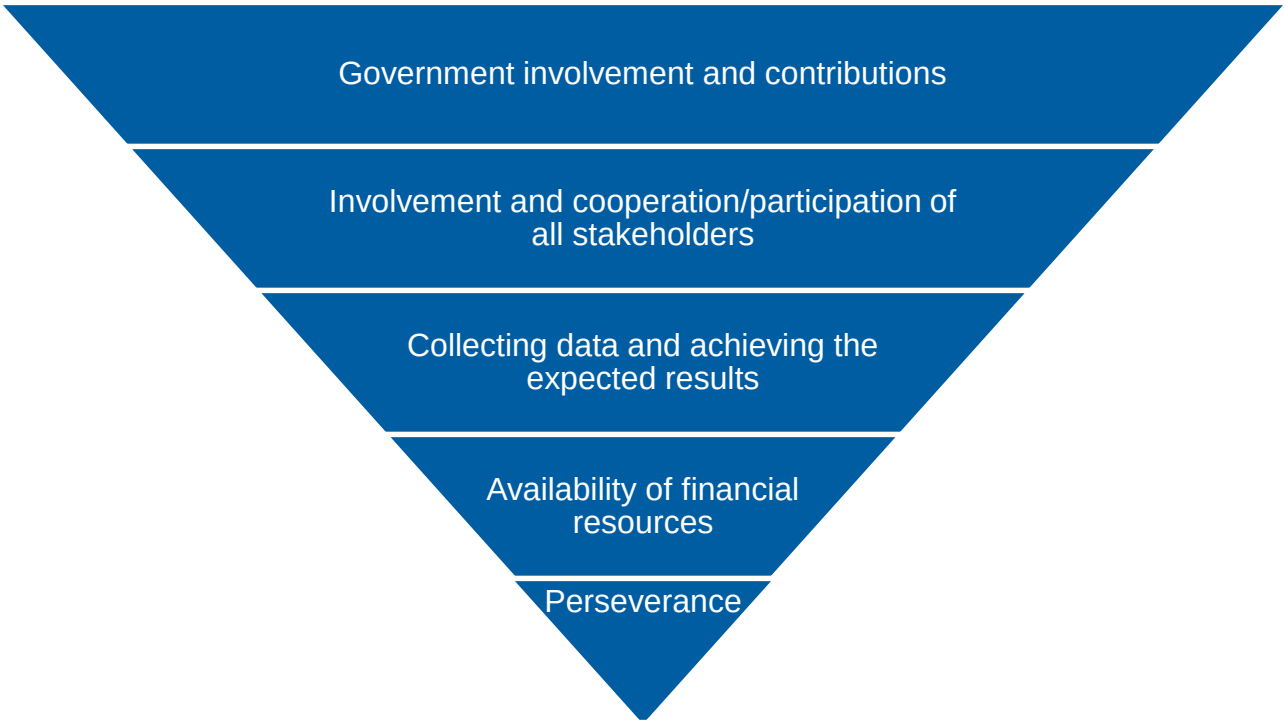

Figure 14. The greatest challenges for the MSP process identified by stakeholders. Eighteen of the 22 stakeholders who answered the survey answered this question.

3.3 Findings Community Engagement Meetings

The meetings in the communities provided insights into perceived threats/issues. For each community threats/issues were different, but some were shared with other communities.

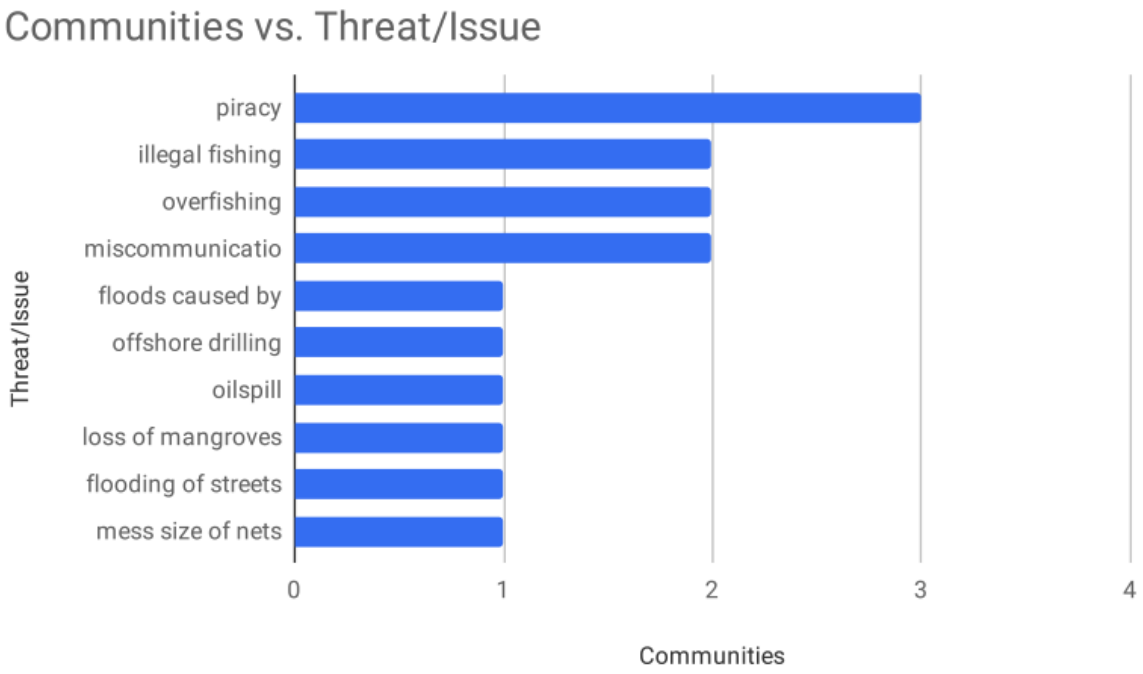

Figure 15. The issues that were mentioned are listed on the y-axis, while the threats/issues mentioned in more than one community by multiple people are listed on top.

3.4 Addressing the Gaps

Prior to the CNA, the project document had already broadly defined a number of gaps based on the experience gained with the different stakeholders with regard to ocean-related issues in the past and proposed a number of ways to address these. With regard to the regulatory agencies it is stated that the in-house capacity was to be upgraded for Marine Protected Areas, with specific knowledge on MPA management based on data collection. And more knowledge on marine biodiversity hotspots, fish stocks, breeding areas as well as more knowledge on migratory species would be gained, ultimately leading to new legislation developed based on facts. With regard to Civil Society, it is stated that the positions will be strengthened amongst other through capacity building, initiation of regional learning /research and establishment of marine monitoring systems.

Based on the many meetings we had with different stakeholders, including regular meetings with the Nature Conservation Division within the scope of this project, some gaps in knowledge were identified that relate to the end product of the MSP process, which would be a Marine Spatial Plan, Marine Zoning Plan, and Marine Protected Areas. Most of the gaps identified, however, relate to the participation in the MSP process. From our analysis a number

of areas where knowledge gaps need to be filled were defined, which are partially covered in the "See Marine Interactions" project and through the Blue Planning in Practice training.

The Equivalence Gap Analysis for Gender and Indigenous People identified also a number of gaps that will hamper the full participation of these specific groups of marginalized stakeholders. However, a simple capacity building solution will not solve the problem of their full participation (see also the Equivalence Gap Analysis).

Table 1 lists the training needs currently and previously identified that need to be undertaken to ensure a fair and equal participation, as well as ensure preparedness for the outcomes of the MSP process. During the community meetings the offerings specifically aimed at the communities were proposed to them and favourably received. Under the "See Marine Interactions" project a number of these (marked with an *) will be piloted with the local communities and civil society in the coming period. Training in mapping skills within the scope of the participatory three-dimensional mapping component is also already underway.

Table 1. Activities, i.e., training needs, that need to be undertaken to ensure a fair and equal participation, as well as ensure preparedness for the outcomes of the MSP process amongst stakeholders.

Activity	**Skill or Competency gained**	**Use**
Interactive meetings based on Book the Sea of Suriname*	Knowledge about the Sea of Suriname	increased participation in MSP process
Mangrove health monitoring*	Collect data according to scientific protocols, upload data, analyse data	Legitimize local knowledge, ownership of information produced, increased participation through regional learning/ research and marine monitoring system
Communication training	Learn to use technology to communicate	Have a voice through the engagement platform
Contemporary Issues in Ocean Governance training*	General knowledge about ocean affairs, MPAs for livelihood benefits & marine conservation, marine biodiversity hotspots, fish stocks, breeding areas, migratory species, ocean regulatory systems	increased participation in MSP process

Advocacy training	Advocacy plan, implementation of advocacy plan	advocate for action on illegal fishing;
Exchange visits	Management of Marine Protected Areas	Planning and management of coastal and marine areas
Blue Planning in Practice	Negotiation, evidence-based decision-making, consultation and coordination, engagement	Planning and management of coastal and marine areas
Training Extraordinary Policeman	Enforcement, knowledge about protected area legislation	Co-management of protected areas
GIS training	Mapping skills	Updating marine atlas
Participatory three-dimensional mapping	Mapping skills	Legitimize local knowledge, ownership of information produced, co-management of protected areas, have a voice through mapping exercise
Conference participation	Presentation skills, writing skills, learning from examples	increased participation through regional learning/ research
Tourism management training	Tourism needs and requirements, permitting requirements, financial management, story-telling	Alternative economic livelihoods
Small business training	Financial management, legal requirements	Alternative economic livelihoods
Sea turtle nesting success*	Data collection, data entry, data analysis, data presentation	Legitimize local knowledge, ownership of information produced, increased participation through regional learning/ research and marine monitoring system, co-management of protected areas

4. Conclusion & Recommendations

4.1 Conclusion

From the different surveys, meetings and input gathered from different stakeholders, presumed gaps described in the project document were confirmed. In addition, some needs that were not identified previously were added, and the Equivalence Gap analysis also identified some gaps that may not necessarily be solved simply by capacity-building, but will require a different approach, such as simplifying the language of the documents and the meetings held and the use of different approaches to where and how a meeting is conducted. Capacity-building alone will not help to address this gap.

A number of capacity-building activities were identified to ensure that all key stakeholders, specifically, marine resource users, national regulatory agencies, and civil society actively participate in the execution of the project. Some of these activities are already underway and some of them are not yet programmed or funded. However, based on the above inventory of required capacity needs at this stage of the project solutions can be found to fill the capacity gaps.

4.2 Recommendations

A capacity needs assessment was performed using a mixed methodology to try to identify gaps in capacity. The purpose is to inform and guide the full engagement of stakeholders, and to empower key stakeholders in this action. Informed spatial management requires a participatory process that will facilitate open dialogue with and the active participation of key stakeholders. Furthermore, a participatory process is also necessary to facilitate the acquirement and use of multidisciplinary data to inform the spatial management.

As the capacity needs assessment is only a snapshot, the main recommendation would be to update the assessment by continuously engaging the stakeholders to inform the implementing partners of perceived capacity gaps. This means that capacity needs assessment can be seen as an ongoing process that will incorporate new information in order to maximise the inclusion of stakeholders. As part of this on-going process it would merit to follow for specific stakeholder groups and specific issues the NOAA approach of mapping the capacity needs for those specific issues.

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ANNEX 1

Survey Form Used

1. Name of your organization?

   a. Please indicate which sector your organization belong to.

   - ☐ NGO
   - ☐ Private Sector
   - ☐ Public Sector
   - ☐ Civil Society
   - ☐ Academic/Research Institution
   - ☐ Other:

   b. What is your position within your organization?

2. Were you familiar with Marine Spatial Planning (MSP) and Ecosystem Based Management (EBM) before this workshop?

3. What is the primary focus of your organization's activities?

   - ☐ Conservation
   - ☐ Capacity building
   - ☐ Data collection and/or generation
   - ☐ Economic Development
   - ☐ Enforcement
   - ☐ Environmental Regulation Compliance
   - ☐ Fishing: Artisanal or Industrial
   - ☐ Habitat Management or Restoration
   - ☐ Land Use Planning

- ☐ Management
- ☐ Monitoring
- ☐ Ocean User
- ☐ Permitting and licensing
- ☐ Policy Making
- ☐ Research
- ☐ Resource Extraction
- ☐ Social Development
- ☐ Transportation
- ☐ Other:

4. Does your organization have any activities or projects that can be useful to this process? If yes, can you tell us more about it?

5. What do you have to offer to this project?

6. How interested are you in receiving training or technical assistance related to the following topics?

	Not at All	Somewhat	Very
Community based coastal resource management	☐	☐	☐
Conflict resolution	☐	☐	☐
Conservation development	☐	☐	☐
Data collection	☐	☐	☐
Ecosystem based management	☐	☐	☐
GIS software	☐	☐	☐
Mangrove health	☐	☐	☐
Participatory mapping	☐	☐	☐
Surveying	☐	☐	☐
Sustainable management of marine resources	☐	☐	☐
Sustainable harvesting of marine resources	☐	☐	☐

7. Are there any other topics for which you need training or technical assistance?

8. What is the best way for us to communicate information to your organization?

- ☐ Facebook
- ☐ WhatsApp
- ☐ E-mail
- ☐ SMS
- ☐ By telephone
- ☐ Other:

9. Please rate your level of knowledge in the following areas:

	Low	Medium	High
Computer mapping systems (e.g. GIS)	☐	☐	☐
Conservation of resources	☐	☐	☐
Sensitive habitats and species	☐	☐	☐
Coastal management	☐	☐	☐
Planning	☐	☐	☐
Monitoring	☐	☐	☐
Working with communities	☐	☐	☐
Sustainable development	☐	☐	☐

10. Are you a member another organization? If yes, which one?

11. What do you think the biggest challenge is for this process?

ANNEX 2

List of meetings with stakeholders during which additional information was obtained

#	Location	District	Date(s)
1	Weg naar Zee	Paramaribo	19-06-2018
2	Boskamp	Saramacca	25-06-2018
3	Nieuw Nickerie	Nickerie	2-08-2018
4	Totness	Coronie	10-08-2018
5	Galibi	Marowijne	21-08-2018
6	Nieuw Amsterdam	Commewijne	10-12-2018

ANNEX 3

Stakeholders identified as key/important, and their abbreviations in Stakeholder Analysis:

#	Stakeholder	Abbreviation
1	Ansu Fisheries N.V.	AF
2	Anton de Kom Universiteit Suriname (AdeK)	ADEK
3	Apache Suriname Corporation LDC	Apache
4	Bera Fisheries N.V.	BF
5	Cabinet of the President of the Republic of Suriname (Kabinet van de President van de Republiek Suriname)	Kab.Pres.
6	Caribbean Sea Foods N.V.	CSF
7	Chevron	Chevron
8	Deep Sea Atlantic N.V.	DSA
9	Department of History (Archeology) / Studierichting Geschiedenis (Archeologie)	ADEK-Arch
10	Dirk Noordam - Consultant Environmental Sciences Limited	D. Noordam
11	District Commissioner of Commewijne	DC-Com
12	District Commissioner of Coronie	DC-Cor
13	District Commissioner of Marowijne	DC-Mar
14	District Commissioner of Nickerie	DC-Nic
15	District Commissioner of Saramacca	DC-Sar
16	District Commissioners of Paramaribo	DC-Par
17	District Commissioners of Wanica	DC-Wan
18	Dorpsbestuur van Galibi	DBGal
19	DP World Paramaribo	DPW-Par
20	Fisheries Department of the Ministry of Agriculture, Fisheries and Animal Husbandry (Ministerie van Landbouw, Veeteelt en Visserij)	Min.LVV
21	Fisher's Collective Boskamp	FCBos
22	Fisher's Collective Commewijne/Paramaribo	FCCom-Par
23	Fisher's Collective Coronie	FCCor

24	Fisher's Collective Galibi	F Gal
25	Fisher's Collective Nickerie	FONic
26	Food and Agriculture Organization of the United Nations (FAO): The Sustainable Management of Bycatch in Latin America and Caribbean Trawl Fisheries (REBYC-II LAC)	REBYC-II LAC
27	Foundation of Tourism in Suriname	FTS
28	Foundation Sustainable Nature Management Alusiaka (Stichting Duurzaam Natuurbeheer Alusiaka - STIDUNAL)	STIDUNAL
29	Foundation Warappa Conservation (Stichting Warappa Conservation)	FWS
30	Foundation/Stichting United Tour Guides of Suriname (UTGS)	UTGS
31	General public - Commewijne (population = 31,420)	Gen-Com
32	General public - Coronie (population = 3,391)	Gen-Cor
33	General public - Marowijne (population = 18,294)	Gen-Mar
34	General public - Nickerie (population = 34,233)	Gen-Nic
35	General public - Paramaribo (population = 240,924)	Gen-Par
36	General public - Saramacca (population 17,480)	Gen-Sar
37	Green Heritage Fund Suriname	GHFS
38	Heiploeg Suriname	HS
39	Integra Marine & Freight Services N.V.	Integra
40	Kosmos Exploration	KE
41	Mangrove Forum Suriname	MFS
42	Marine Mammal Observers consultants (subset of hydrocarbon industry)	MMOs
43	Marisa Fisheries	MF
44	Maritime Authority Suriname (MAS)	MAS
45	Ministry of Foreign Affairs, Suriname (Ministerie van Buitenlandse Zaken)	Min.BUZA
46	Ministry of Home Affairs (Ministerie van Binnenlandse Zaken)	Min.BIZA
47	Ministry of Natural Resources (Ministerie van Natuurlijke Hulpbronnen)	Min.NH
48	Ministry of Physical Planning, Land and Forest Management (Ministerie van Ruimtelijke Ordening, Grond- en Bosbeheer)	Min.ROGB

49	Ministry of Physical Planning, Land and Forest Management (Ministerie van Ruimtelijke Ordening, Grond- en Bosbeheer) Afdeling Educatie en Voorlichting	NB
50	Ministry of Public Works (Ministerie van Openbare Werken)	Min.OW
51	Ministry of Trade Industry and Tourism (het Ministerie van Handel, Industrie en Toerisme)	Min.HI
52	Myrysji Tours Suriname	MTS
53	N.V. Havenbeheer Suriname	NVHav-Sur
54	Nancy Del Prado	N. DelPrado
55	Nationaal Herbarium Suriname	NHS
56	National Institute for Environment and Development in Suriname (NIMOS)	NIMOS
57	Nature Conservation Division (NCD) of the Suriname Forest Service (De Dienst 's Lands Bosbeheer - LBB)	NCD
58	Petronas	Petronas
59	Planning Office Suriname (Stichting Planbureau Suriname)	SPS
60	Staatsolie Maatschappij Suriname N.V.	SMS
61	Statoil	Statoil
62	Stichting Natuurbehoud Suriname (STINASU)	STINASU
63	Suriname American Industries Limited (SAIL)	SAIL
64	Suriname Coast Guard (Kustwacht Autoriteit Suriname)	KAS
65	Suriname Hospitality and Tourism Association (SHATA)	SHATA
66	Suriname Sea Catch N.V	SSC
67	Suriname Seafood Association	SSA
68	Tullow Suriname B.V.	TS
69	Vereniging Inheemse Dorpshoofden Suriname (VIDS)	VIDS
70	Vereniging voor de Biodiversiteit van het Guiana Schild in Suriname (VBGSS)	VBGSS
71	Warappa Kreek	WK
72	Werkgroep Beheer Maritieme Zones	WBMZ
73	World Wildlife Fund (WWF) Guianas	WWF

ANNEX 4

Stakeholders not identified as key/important to the action, i.e., less than 3 of the 5 action partners identified these stakeholders as key/important.

#	Sector	Stakeholders	Abbreviation
1	CS	Center for Agricultural Research in Suriname (CELOS)	CELOS
2	CS	Conservation International	CI
3	CS	De Organisatie van Inheemse in Suriname (OIS) / Organisation of Indigenous Peoples in Suriname	OIS
4	CS	Foundation Projekta (Stichting Projekta) for Women and Development Services	Projekta
5	CS	Global Climate Change Alliance Suriname Adaptation Project (GCCA+)	GCCA+
6	CS	Loes Trustfull (from Stichting SORTS)	LT
7	CS	National Zoological Collection of Suriname	NZCS
8	CS	Women's Rights Centre in Suriname	WRCS
9	CS	Attune Development	AD
10	CS	Kite Surfers	KS
11	CS	Pieter Teunissen (retired consultant)	Pie-Teu
12	CS	Probios	ProB
13	CS	General public - Brokopondo (population = 15,909)	Gen-Bro
14	CS	General public - Para (population = 24,700)	Gen-Par
15	CS	General public - Sipaliwini (population = 37,065)	Gen-Sip
16	CS	General public - Wanica (population = 118,222)	Gen-Wan
17	GOV	Ministry of Education (Ministerie van Onderwijs, Wetenschap en Cultuur)	Min.OWC
18	GOV	Ministry of Health (Ministerie van Volksgezondheid)	Min.VH
19	GOV	Suriname Archaeology Section of the National Institute for History and Culture (De Archeologische Dienst bij het Directoraat Cultuur)	Min.OWC-DAD
20	HI	Cepsa	Cepsa
21	HI	DEA (Deutsche Erdoel AG)	DEA
22	HI	Inpex	Inpex
23	HI	Noble Energy	NE
24	IF	N.V. Omicron Seafood	OS

25	IF	SUVVEB N.V.	SUVVEB
26	IF	African Caribbean Food Industry (ACFI FOOD)	ACFI
27	IF	N.V. HOLSU	NHOLSU
28	IF	Polder Seafood N.V.	PS
29	PS	MAERSK	MAERSK
30	PS	N.V. Grassalco	NG
31	PS	N.V. VSH Shipping	VSH
32	PS	Rudisa Shipping Company N.V.	RSC
33	PS	Zim Integrated Shipping Services Ltd.	ZISS
34	PS	Laparkan Trading Limited	LTL
35	PS	The Kuldipsingh Groep	TKG
36	PS	Machinale Houtbewerkingsbedrijf R Durga & Sons N.V.	MHDS
37	PS	N.V. Van Alen's Betonindustrie (VABI)	VABI
38	PS	Suriname Wood Company (SWC)	SWC

Note. In the column, "Sectors", stakeholders are assigned to one of the five target groups identified in our project description (EuropeAid/150699/HH/ACT/Multi-7). The five target groups defined in the project description are: CC = coastal communities, CS = civil society, HI = hydrocarbon industry, IF = industrial fisheries, & NRA = national regulatory agencies (EuropeAid/150699/HH/ACT/Multi-7, p. 5-7). Additionally, the GHFS proposes that two other target groups be added to the column "Sectors": GOV = government (stakeholders that are part of the national government, but do not hold legal and/or administrative responsibility for marine governance, spatial planning, resource extraction, regulations, guidelines and enforcement measures), & PS = private sector.