



GREEN HERITAGE FUND SURINAME

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

## Stakeholder Analysis for Suriname



Financed by the European Union



GREEN HERITAGE FUND SURINAME

## Preface

Stakeholder analyses originated in the business world as a tool to guide relationships with stakeholders. As the field developed, stakeholder theory developed, and other disciplines started to incorporate stakeholder analyses in their practice. For this reason, it is important to have an understanding of what is meant by stakeholder (and the different criteria of power, importance, influence, and position that are used in such analyses). In addition, it is important to have an understanding of what the purpose is of identifying these stakeholders in the process of Marine Spatial Planning. This preface will attempt to clarify these concepts so that it is clear what we are talking about in this document when we are using these words.

Freeman writing in the context of strategic management of business organizations defined stakeholders as: "A stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization's objectives". This is a broad definition and as such was applied for this analysis. However, in the context of marine spatial planning it is important to clarify that stakeholders for our purposes also include rights holders, hereby referring in particular to indigenous peoples, even though such rights may not yet be recognized under our current legislation. Thus, the definition of stakeholders for our purposes reads: a stakeholder or rights holder in marine spatial planning is any group or individual who can affect or is affected by the achievement of the marine spatial planning process. Wherever the term stakeholder(s) is used in this document, it also refers to rights holders.

Many different methodologies for doing stakeholder analyses exist. As stakeholder analyses are not a core expertise of Green Heritage Fund Suriname, the approach was mostly pragmatic. This means that a methodology was chosen in which the typical criteria of power, importance, influence and position were used to look at the different stakeholders. But other approaches could have been used in which relationships, conflicts, and categorization would have been the main outcome. It is important to note, that any stakeholder assessment is based on perceptions and for that reason may contain significant flaws.

Categorization was a methodology used to make the initial list of stakeholders. The stakeholders were categorized as belonging to one of five target groups defined in the project document. These target groups were selected on the basis of 1) Influence over use of marine resources (legal responsibilities/ investment); 2) Impact on marine environment; 3) Reliance on marine resources for livelihood/ socio-economic needs. The five target groups mentioned in the proposal are 1) National regulatory agencies; 2) Coastal communities; 3) Industrial fishers; 4) Civil Society; 5) Hydrocarbon industry. Additionally, the GHFS proposes that two other target groups be added to the column, more in particular 6) 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); and, 7) Private Sector.

As a result of the long list of stakeholders, diagrams in which they are subsequently categorized into a power and influence matrix became so cluttered that we had to separate the diagrams according to sectors. The three power and influence matrices that were produced categorize National Regulatory Agencies and Government in one diagram; Coastal Communities, Civil Society in one diagram under the heading of Civil Society; and Industrial Fishers, Hydrocarbon industry and Private Sector under the heading Commercial Organizations.

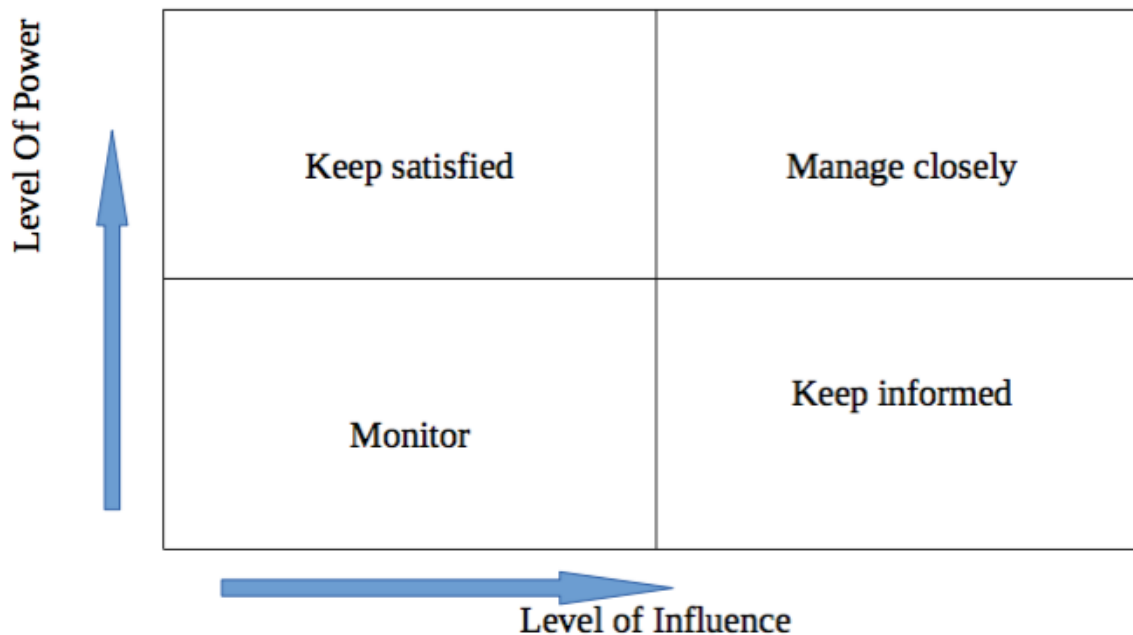


Financed by the European Union



GREEN HERITAGE FUND SURINAME

The power and influence matrices are mostly used to be able to put a good communications strategy in place. The four quadrants guide how the different stakeholders should be engaged ideally. The below explanation provides an idea about the meaning of a stakeholder occurring in one of the four quadrants.



Financed by the European Union



GREEN HERITAGE FUND SURINAME

## 1. Executive Summary

A stakeholder analysis was conducted to inform and guide the structured engagement of key stakeholders in a systematic and coordinated way, so that they are able to participate fairly and fully in the EU-financed project, *Promoting Integrated Ocean and Participatory Governance in Guyana and Suriname: The Eastern Gate to the Caribbean*.

Quantitative data on the perceived power, importance, influence, and position of each stakeholder was gathered by compiling the scores given to all stakeholders per individual measurement. An influence/power matrix was used in addition to a key/important scale to inform the ranking and eventual selection of key stakeholders. Seventy-three stakeholders were identified as being key/important, and 38 stakeholders were not identified as key/important. Four stakeholders were scored as having high (i.e., above average) power and influence, six other stakeholders were scored as having high power, but were scored as having average influence. Conversely, 20 other stakeholders were scored as having high influence, but were scored as having average power.

Stakeholders identified as key/important, and their abbreviations:

#	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



Financed by the European Union



GREEN HERITAGE FUND SURINAME

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



Financed by the European Union



GREEN HERITAGE FUND SURINAME

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	Tulloy 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

## 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 stakeholder analysis methodology was implemented to identify key stakeholders, to guide effective communication and collaboration with stakeholders to increase national support for the action, and to ensure that key stakeholders are equally/fairly involved in the development and implementation of action plans. However, as stated in the preface the identification of key stakeholders is important, but for the sake of empowering marginal groups, an equivalence gap analysis for indigenous people and gender is also conducted to ensure that all stakeholders can participate equally in the process.



Financed by the European Union





GREEN HERITAGE FUND SURINAME

### 3. Stakeholder Analysis

#### 3.1 Methodology

A 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. This initial list was subdivided in several target groups that were selected on the basis of 1) Influence over use of marine resources (legal responsibilities/ investment); 2) Impact on marine environment; 3) Reliance on marine resources for livelihood/ socio-economic needs. Prior to the launch workshop the stakeholder list was again updated. 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.

This list was adapted into a stakeholder table to collect quantitative data on the perceived power, importance, influence, and position of each stakeholder. Power is a combined measure of the amount of resources a stakeholder possesses and the stakeholder's ability to mobilize their resources (Schmeer, 2000). Influence is a measurement of the stakeholder's capacity or ability to affect the outcome of the project (WHO Regional Office for the Western Pacific, 2005, p. 26), and position is a measurement of the stakeholder's status as supporter or opponent of the project (Schmeer, 2000). Each project partner in Suriname was asked to provide two sets of scores for all measurements for each stakeholder. All scores were compiled per measurement to identify key stakeholders and estimate each stakeholder's perceived power, influence, and position with regards to the action.

#### 3.2 Findings

Seventy-three stakeholders were identified as key/important, that is, 3 or more of the 5 separate sets of scores produced by the project partners identified the stakeholder as being key/important. Of the 73 key/important stakeholders, 23 are national regulatory agencies (NRAs) and governmental organizations (GOs), another 23 stakeholders are civil society organizations (CSOs) including the 5 fisher cooperatives, 7 are from the hydrocarbon industry, 9 belong to the industrial fisheries, and 6 are from the private sector (see Table 1). Furthermore, 28 of the 73 key/important stakeholders were identified as very important, 27 were identified as important, and 18 were identified as somewhat important. Lastly, 38 stakeholders were identified as not key/important, that is, less than 3 of the 5 partners identified these stakeholders as key/important.

Of the 28 stakeholders identified as very important, the majority (68%) were NRAs and one was a GO, 18% were CSOs and 14% were commercial organizations from the hydrocarbon industry and industrial fisheries. In contrast, of the 27 stakeholders identified as important and the 18 stakeholders identified as moderately important, respectively, only 7% and 11% were NRAs and GOs. Conversely, 63% of stakeholders identified as important were CSOs, including the 5 fisher cooperatives, and 56% of stakeholders identified as moderately important were commercial organizations from the hydrocarbon industry, industrial fisheries, and the private sector. Therefore, the majority (68%) of stakeholders identified as very important are NRAs and one GO, CSOs were predominantly identified as being important (63%), and the majority (56%) of stakeholders identified as moderately important were commercial organizations from the hydrocarbon industry, industrial fisheries, and the private sector.



Financed by the European Union



GREEN HERITAGE FUND SURINAME

Table 1

*Stakeholders identified as key/important, i.e., 3 or more of the 5 separate sets of scores produced by the project partners identified the stakeholder as being key/important to the project.*

Very Important	Important	Moderately Important
1. Apache	1. ADEK	1. ADEK-Arch
2. DBGal	2. DSA	2. AF
3. DC-Com	3. FCBos	3. BF
4. DC-Cor	4. FCCom-Par	4. Chevron
5. DC-Mar	5. FCCor	5. CSF
6. DC-Nic	6. FGal	6. D.Noordam
7. DC-Par	7. FONic	7. DC-Wan
8. DC-Sar	8. FTS	8. DPW-Par
9. GHFS	9. Gen-Com	9. FWS
10. Kab.Pres.	10. Gen-Cor	10. Integra
11. KAS	11. Gen-Mar	11. MF
12. KE	12. Gen-Nic	12. MFS
13. MAS	13. Gen-Par	13. MTS
14. Min.BIZA	14. Gen-Sar	14. NHS
15. Min.HI	15. HS	15. SSC
16. Min.LVV	16. Min.BUZA	16. STINASU
17. Min.NH	17. MMOs	17. VBGSS
18. Min.OW	18. N. DelPrado	18. WK
19. Min.ROGB	19. NVHav-Sur	
20. NB	20. Petronas	
21. NCD	21. SAIL	
22. NIMOS	22. SHATA	
23. REBYC-II LAC	23. SPS	
24. SMS	24. Statoil	
25. SSA	25. STIDUNAL	
26. VIDS	26. TS	
27. WBMZ	27. UTGS	
28. WWF		

Of the total 111 stakeholders scored in this analysis, 14 stakeholders were scored as having above medium power, 64 stakeholders were scored as having medium power, and 33 stakeholders were scored as having below medium power. Ten of the 14 above medium power stakeholders were also identified as key/important stakeholders. Forty nine of the 64 medium power stakeholders were also identified as key/important, and 14 of the 33 below medium power stakeholders were identified as key/important.



Financed by the European Union





GREEN HERITAGE FUND SURINAME

Stakeholders from the commercial organizations, specifically the hydrocarbon industry and industrial fisheries, were predominately scored as having above medium power, that is, of the 10 key/important stakeholders identified as having above medium power, 7 were from the commercial sector. The majority (91%) of NRAs and GOs identified as important were further identified as having medium power, whilst an equal amount of the CSOs identified as important were identified as having medium power and low power, 46% respectively.

All stakeholders scored as having significant influence were also identified as key/important to the action/project (see Figure 1). Fifty-five stakeholders were scored as having moderate influence, 41 of these stakeholders were also identified as key/important (see Figure 2). Eight of the thirty-four stakeholders scored as having low (i.e., below average) influence were also identified as key/important (see Figure 3).

Of the 73 stakeholders identified as key/important NRAs and GOs were predominantly identified as having significant influence. Eighty eight percent of all key/important stakeholders identified as having significant influence were NRAs and GOs. The majority of key/important stakeholders identified as having moderate influence were CSOs including the 5 fisher cooperatives (49%) and stakeholders from the commercial organizations (46%), specifically the hydrocarbon industry, industrial fishers, and the private sector. To assess how to best engage with the different stakeholders, power influence matrices were created in which the different stakeholders are mapped in four quadrants. The 7 groups were split up as explained in the preface into three groups of stakeholders, more in particular Civil Society (Figure 4), NRAs and GOs (Figure 5) and Commercial Organizations (Figure 6).

Six stakeholders were scored as supporters of the marine spatial planning actions and were also identified as key/important. A total of 55 stakeholders were scored/identified as moderate supporters, with 42 of these stakeholders also identified as key/important. Twenty-five stakeholders identified as key/important were also identified/scored as being neutral to the marine spatial action.



Financed by the European Union



GREEN HERITAGE FUND SURINAME

**Figure 1. Stakeholders identified as key/important per sector**



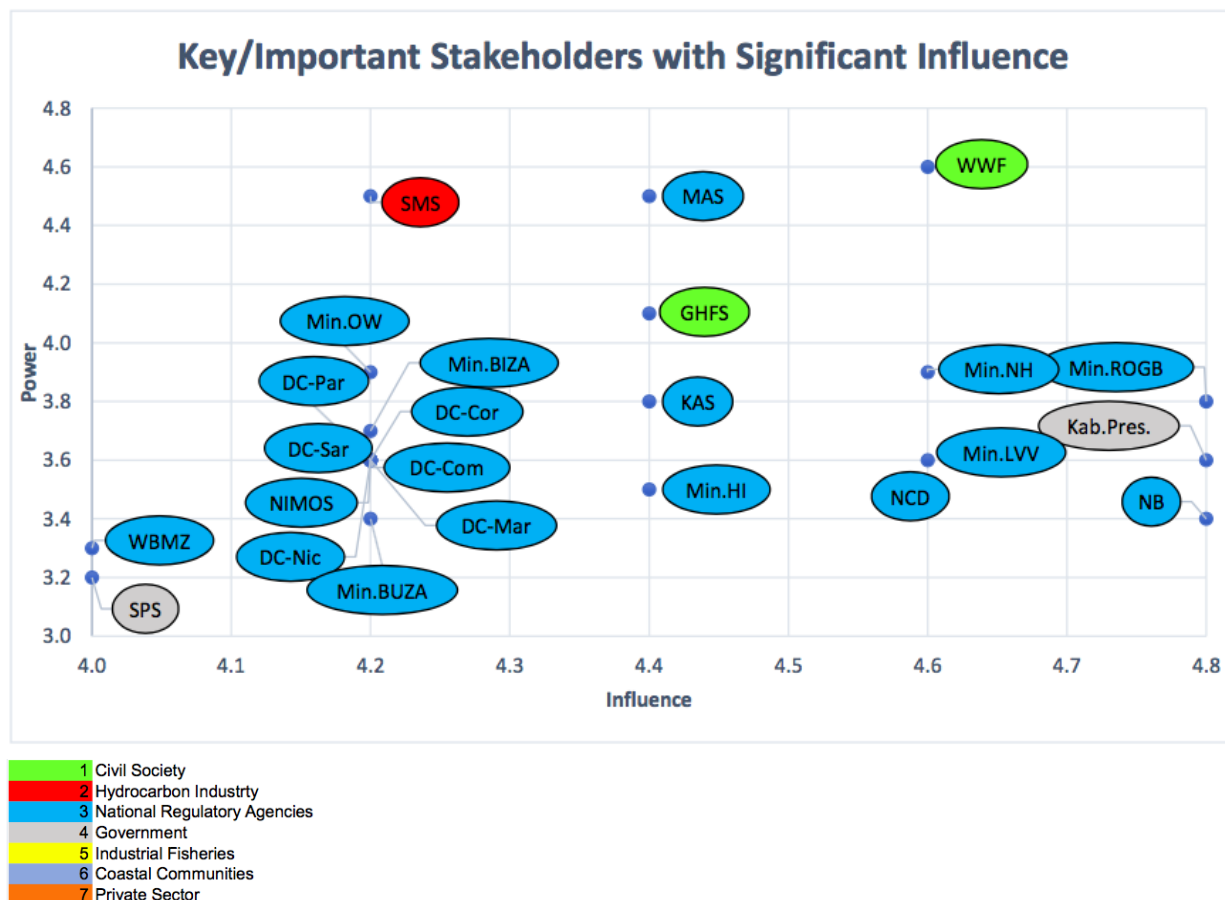
*Figure 1.* The number of stakeholders identified as key/important and stakeholders not identified as key/important per sector. A total of seventy-three stakeholders were identified as key/important, and a total of 38 stakeholders were not identified as key/important.



Financed by the European Union



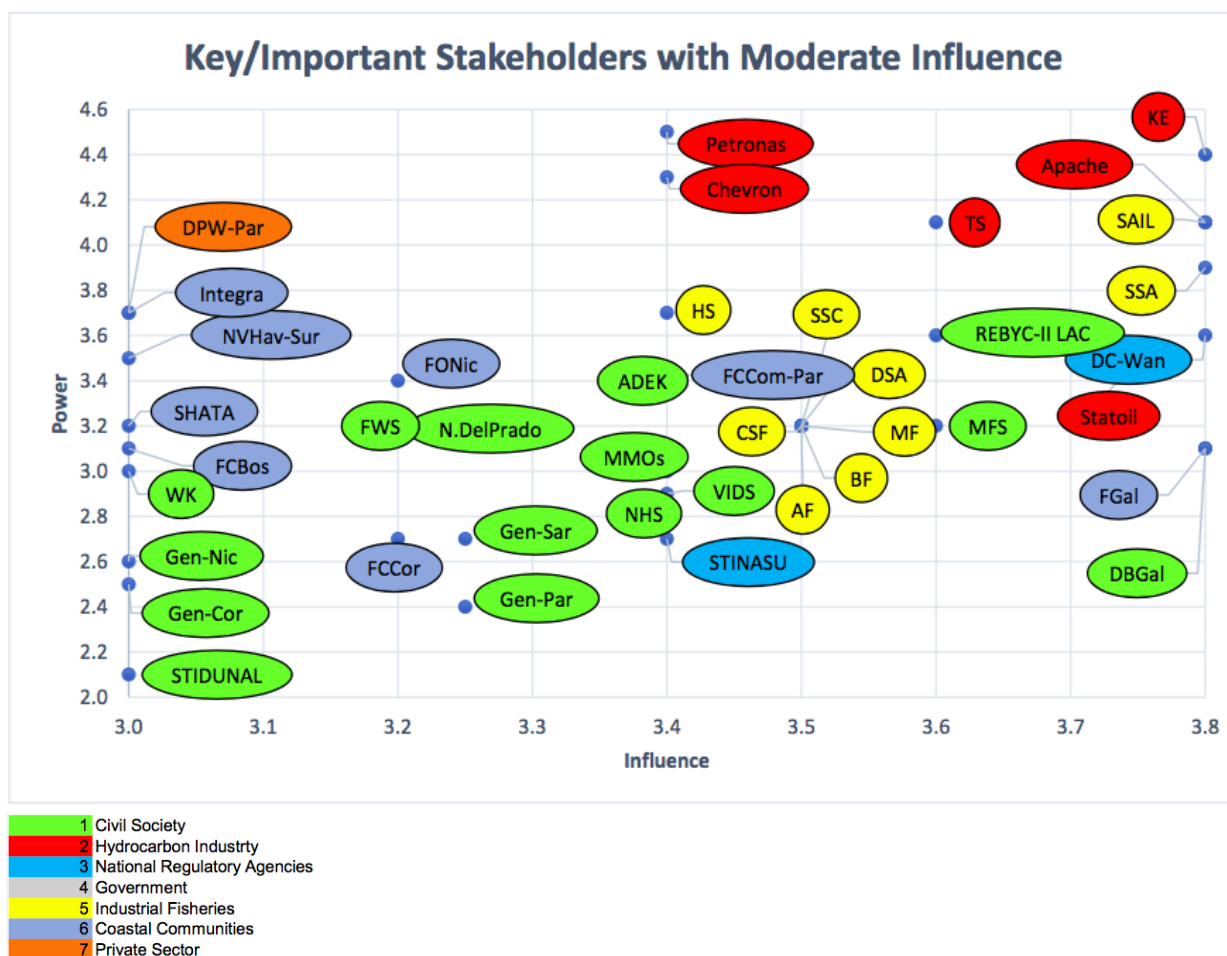
GREEN HERITAGE FUND SURINAME



*Figure 2.* Key/important stakeholders with significant influence on the outcome of the project, i.e., an influence score equal to or greater than 4 and less than 5 (1 = low influence, 2 = some influence, 3 = moderate influence, 4 = significant influence, & 5 = very influential). The power, i.e., the perceived amount of resources possessed by a stakeholder and their ability to mobilise said resources is also represented (5 = high power, 3 = medium power, and 1 = little power).



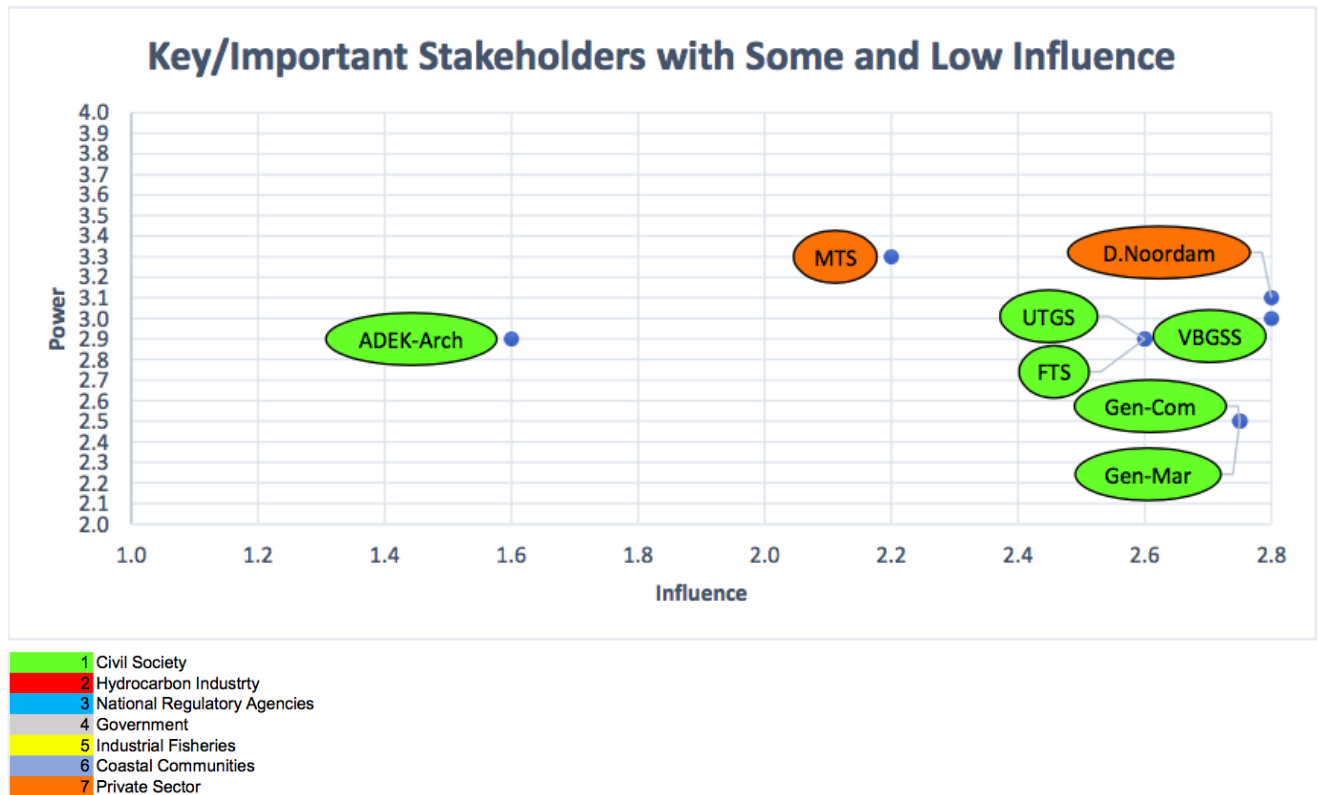
Financed by the European Union



*Figure 3.* Key/important stakeholders with moderate influence on the outcome of the project, i.e., an influence score equal to or greater than 3, and less than 4 (1 = low influence, 2 = some influence, 3 = moderate influence, 4 = significant influence, & 5 = very influential). The power, i.e., the perceived amount of resources possessed by a stakeholder and their ability to mobilise said resources is also represented (5 = high power, 3 = medium power, and 1 = little power).



GREEN HERITAGE FUND SURINAME



*Figure 4.* Key/important stakeholders with moderate influence on the outcome of the project, i.e., an influence score less than 3 (1 = low influence, 2 = some influence, 3 = moderate influence, 4 = significant influence, & 5 = very influential). The power, i.e., the perceived amount of resources possessed by a stakeholder and their ability to mobilise said resources is also represented (5 = high power, 3 = medium power, and 1 = little power).



Financed by the European Union



GREEN HERITAGE FUND SURINAME

**Figure 5. Power/Influence matrix for key/important civil society stakeholders**



Figure 5. Power/Influence matrix for key/important civil society stakeholders. Influence scores are plotted on the x-axis (1 = low influence, 2 = some influence, 3 = moderate influence, 4 = significant influence, & 5 = very influential), and power scores are plotted on the y-axis (5 = high power, 3 = medium power, and 1 = little power).



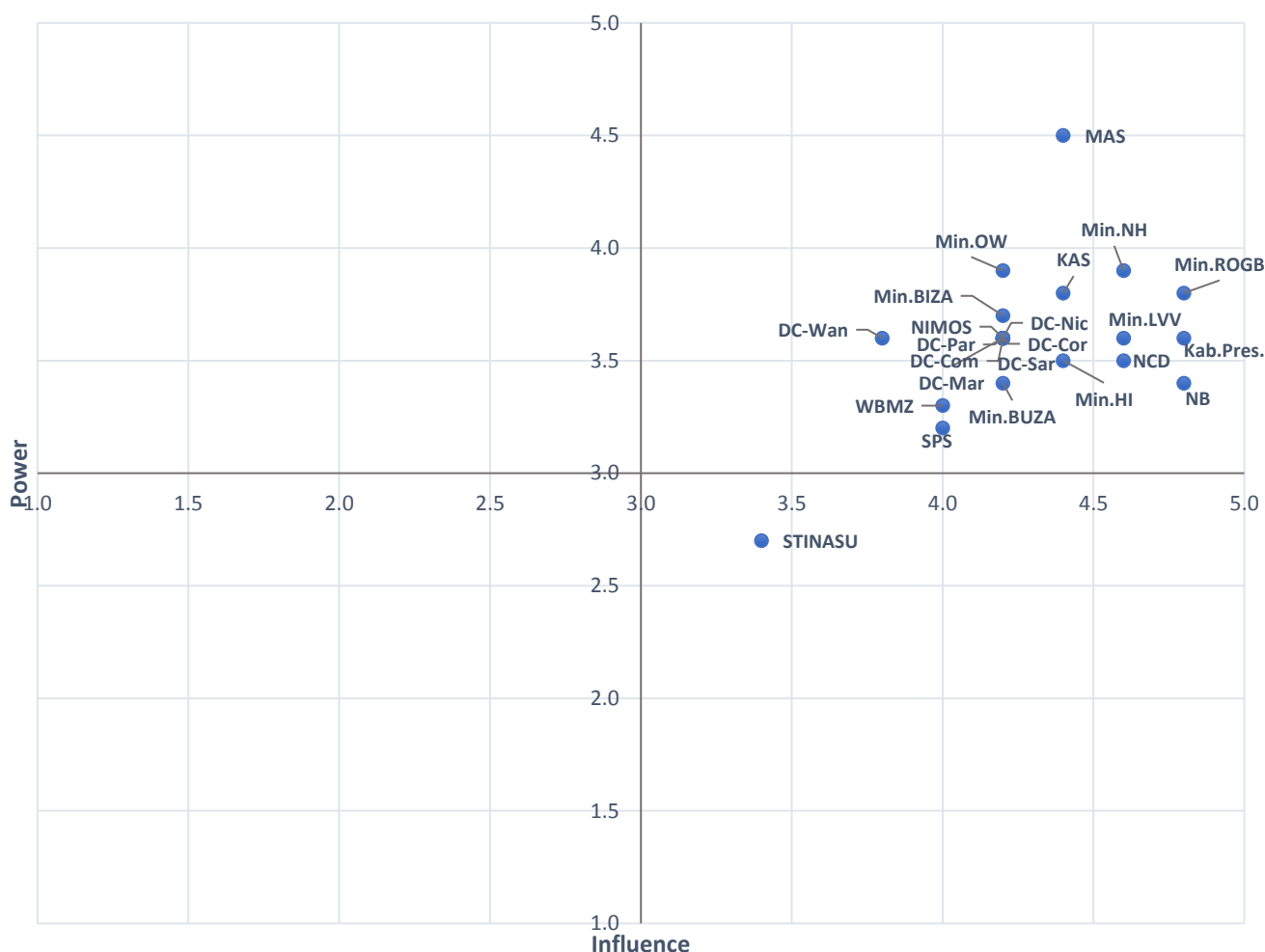
Financed by the European Union





GREEN HERITAGE FUND SURINAME

**Figure 6. Power/Influence matrix for key/important national regulatory agency and governmental organizations**

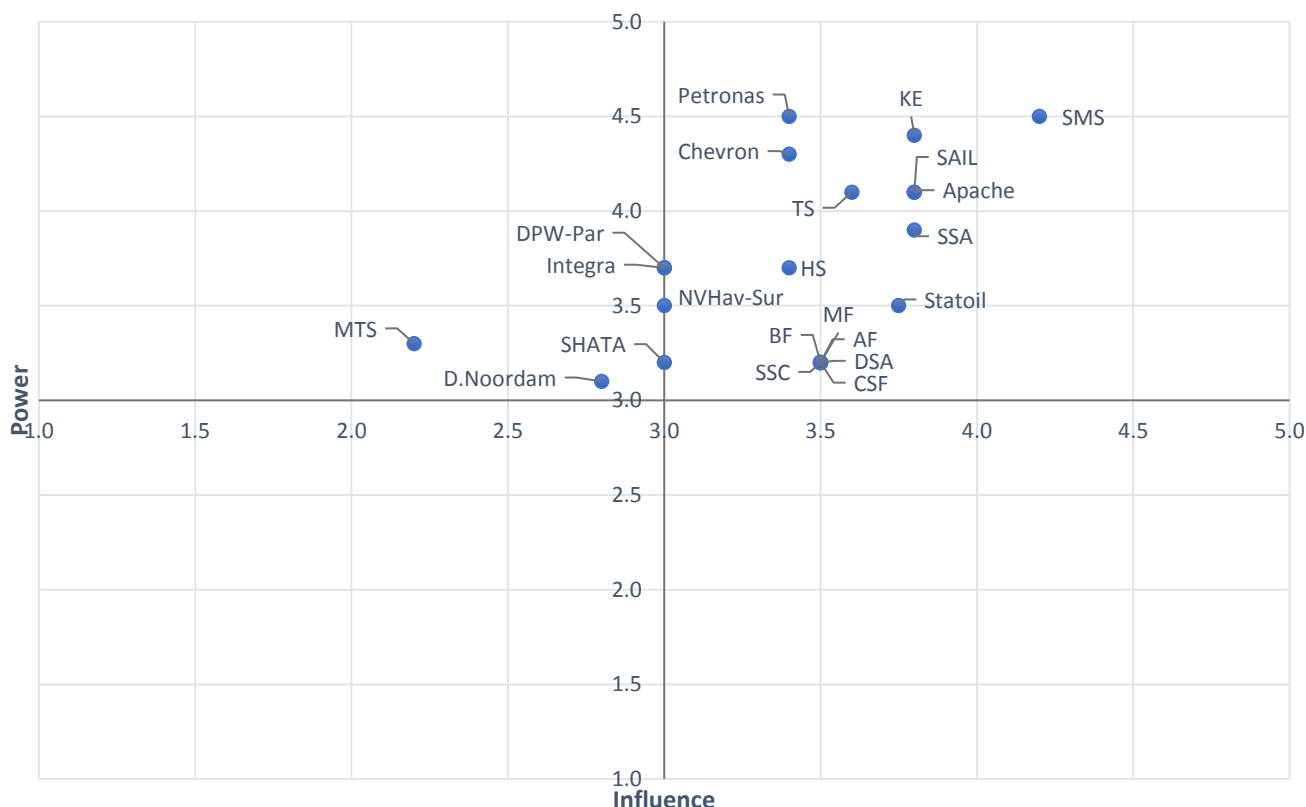


*Figure 6. Power/Influence matrix for key/important national regulatory agency and governmental organizations. Influence scores are plotted on the x-axis (1 = low influence, 2 = some influence, 3 = moderate influence, 4 = significant influence, & 5 = very influential), and power scores are plotted on the y-axis (5 = high power, 3 = medium power, and 1 = little power).*



Financed by the European Union

**Figure 7. Power/Influence matrix for key/important commercial organizations**



*Figure 7. Power/Influence matrix for key/important commercial organizations. Influence scores are plotted on the x-axis (1 = low influence, 2 = some influence, 3 = moderate influence, 4 = significant influence, & 5 = very influential), and power scores are plotted on the y-axis (5 = high power, 3 = medium power, and 1 = little power).*

## 4. Conclusion & Recommendations

### 4.1 Conclusion

From the compiled quantitative data 73 of the total 111 stakeholders were identified as key/important. The majority of NRAs and GOs that were identified as key/important were consistently scored as being very important (see Table 1) and as having significant influence (see Figure 1). These NRAs include agencies responsible for the management of the natural resources, infrastructure, planning and/or the monitoring of activities in the marine environment. The majority of CSOs, including the 5 fisher cooperatives, and stakeholders from commercial organizations (i.e., stakeholders from the hydrocarbon industry, industrial fisheries, and the commercial sector) that were identified as key/important were also identified as having moderate influence. These findings suggest that the partners recognized the legislative authority of NRAs



GREEN HERITAGE FUND SURINAME

and GOs over specific aspects relating to the marine environment and considered this when scoring these stakeholders. Additionally, the majority of NRAs and GOs being scored as very important and as having significant influence can also reflect the predominance of the top-down approach to national projects/initiatives in Suriname. This assumption is strengthened by the finding that only three non-NRA and non-GO stakeholders were identified as having significant influence, WWF Guianas, the Green Heritage Fund Suriname, and Staatsolie Maatschappij Suriname N.V.

Stakeholders identified as having above average power were predominantly from the commercial sector, of the ten key/important stakeholders identified as having above average power, 7 were from the commercial sector. All but one of the NRAs and GOs identified as key/important were also identified as having medium power, the Maritime Authority of Suriname (MAS) was the only NRA identified as having above average power. Of the CSOs that were identified as key/important an equal amount was identified as having medium power and below average power respectively. Only two CSOs, WWF Guianas and the Green Heritage Fund Suriname were identified as having above average power. Thus, although NRAs and GOs were predominantly identified as very important and as having significant influence, they're not perceived to have above average power, the MAS being the only exception. Additionally, CSOs, excluding WWF Guianas and the Green Heritage Fund Suriname, were not considered to have above average power, only medium and low power. The stakeholder group identified as having the most power is the commercial sector. Of the 7 commercial sector stakeholders identified as having above average power 6 were hydrocarbon industry stakeholders (Apache Chevron, Kosmos, Petronas, Staatsolie, & Tullow) and one industrial fisheries stakeholder, Suriname American Industries Limited.

Of the 38 stakeholders not identified as key/important (see ANNEX 1), the majority were from the commercial sector and CSOs, and three were governmental organizations that are not directly involved in the marine environment. Noteworthy, is that three CSOs that are relevant to the success of this action were not identified as key/important stakeholders. These three CSOs were, i) Foundation Projekta for Women and Development Services (Projekta), ii) the National Zoological Collection of Suriname, and iii) the Women's Right Centre in Suriname. Projekta and the Women's Right Centre in Suriname are two CSO's that actively work towards the empowerment of women in Surinamese society, and gender equity in Suriname. The National Zoological Collection of Suriname collects data and carries out project that are pertinent to assessing the biodiversity of the marine environment of Suriname.

Implementation of the stakeholder analysis process amongst the project partners has identified NRAs and GOs as the stakeholder group with the most influence on the outcome of the project. However, only one stakeholder from this group was perceived as having an above average combined amount of resources and ability to mobilize said resources. Instead, the majority of NRAs and GOs were perceived as having medial amount of resources and ability to mobilize said resources. In contrast to the NRAs and GOs, stakeholders from the commercial organizations, i.e., hydrocarbon industry, industrial fisheries, and private sector stakeholders were predominantly identified as having a moderate amount of influence on the outcome of the project. Only one stakeholder from the commercial sector was identified as having a significant influence on the outcome of the project, and two were identified as having low influence.



Financed by the European Union



GREEN HERITAGE FUND SURINAME

However, of all 10 stakeholders identified as having an above medium amount of resources and ability to mobilize their resources seven were commercial sector stakeholders, and the remainder were two CSOs and one NRA. Lastly, with the exception of GHFS and WWF Guianas, CSOs including the 5 fisher cooperatives of Suriname were in equal amounts perceived as respectively having medial and low amounts of resources and ability to mobilize their resources. The majority of CSOs, 20 out of 28, were identified as having a moderate influence on the outcome of the project, two CSOs (GHFS & WWF Guianas) were identified as having significant influence, and 6 CSOs were identified as having low influence. Worth mentioning is that all 5 fisher cooperatives were identified as having moderate influence on the outcome of the project, however, the fisher cooperative of Coronie was the only cooperative perceived as having a low amount of resources and ability to mobilise their resources.

## 4.2 Recommendations

A stakeholder analysis was conducted 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.

Six expected results were developed for this action to guide the implementing partners in successfully realizing the objectives of the action. Expected result 2, “Stakeholder Engagement and Capacity Building” forms the foundation of the action. This expected result is designed to ensure that stakeholders are engaged throughout the action, and to ensure that key stakeholders have the adequate capacity to participate fairly and fully in the action. To facilitate this process an engagement platform will be developed to enable the structured engagement of key stakeholders in a systematic and coordinated way. Additionally, the platform will also function as a medium through which knowledge and attitudes can be shared and exchanged in order to initiate and enhance collaboration and increase awareness. Thus, the engagement platform will function as the coordinating hub for the engagement activity of this process.

Three main groups will be established within the engagement platform to enable the platform to function optimally as a coordinating hub for the engagement activities of the action. These three groups will be identified as i) *Key Target Groups*, ii) *Community Engagement Groups*, and the iii) *Multi-Stakeholder Group*. To ensure that the stakeholders are grouped correctly the current stakeholder analysis should be used to inform the incorporation of stakeholders into each group. Stakeholders identified as key/important should be placed in groups according to their perceived importance to, and influence and power in the action.

Furthermore, the stakeholder analysis should be an ongoing process that incorporate new information in order to maximise the inclusion of stakeholders. As part of this on-going process it would merit to map the relationships between the stakeholders in a Social Network Analysis. Thus, one on one consultations and group consultations should be conducted to enhance the findings of the current analysis using additional/new insights and data from key/important stakeholders.



Financed by the European Union



GREEN HERITAGE FUND SURINAME

## References

- Bryson, J. M. (2004). What to do when Stakeholders matter: Stakeholder Identification and Analysis Techniques. *Public Management Review*, 6(1), 21–53.  
<https://doi.org/10.1080/14719030410001675722>
- Freeman, R. E. (2004). The Stakeholder Approach Revisited, 27.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853. <https://doi.org/10.2307/259247>
- Reed, M. S., Graves, A., Dandy, N., Posthumus, H., Hubacek, K., Morris, J., ... Stringer, L. C. (2009). Who's in and why? A typology of stakeholder analysis methods for natural resource management. *Journal of Environmental Management*, 90(5), 1933–1949.  
<https://doi.org/10.1016/j.jenvman.2009.01.001>
- Schmeer, K. (2000, January). Stakeholder analysis guidelines, section 2. Washington, DC: Partners for Health Reform. Retrieved from ResearchGate  
[https://www.researchgate.net/publication/265021546\\_Stakeholder\\_Analysis\\_Guidelines](https://www.researchgate.net/publication/265021546_Stakeholder_Analysis_Guidelines)
- WHO Regional Office for the Western Pacific (2005). Identifying and analysing the stakeholders and establishing networks. In. WHO Regional Office for the Western Pacific, Health service planning and policy-making: a toolkit for nurses and midwives (Module 2). Manila, Philippines: WHO Regional Office for the Western Pacific. URI:  
<http://iris.wpro.who.int/handle/10665.1/5508>



Financed by the European Union



GREEN HERITAGE FUND SURINAME

## ANNEX 1

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



Financed by the European Union





GREEN HERITAGE FUND SURINAME

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.



Financed by the European Union