



# STAKEHOLDER ANALYSIS FOR ENGAGEMENT PLAN REDD+ SURINAME

PREPARED FOR: NIMOS REDD+ TEAM

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## Abbreviations

ABS	General Bureau of Statistic
ACT	Amazon Conservation Team
AMTO	Avond Technisch en Middelbaar Onderwijs
CI	Conservation International
DC	District Commissaris, District Commissioner
EBS	Energie Bedrijven Suriname, Energy Company
FPIC	Free Prior Informed Consent
GISSAT	Geographic Information Systems Software Applications
GIS	Geographical Information System
HI	Ministerie van Handel en Industrie, Ministry of Trade and Industry
IUCN	International Union for Conservation of Nature
KKF	Kamer van Koophandel en Fabrieken, Chamber of Commerce
LISP	Low Income Shelter Program
LVV	Ministerie van Landbouw, Veeteelt en Visserij, Ministry for Agriculture, Animal Husbandery and Fishery
MI-GLIS	Management Instituut voor Grondregistratie en Land Information System
NATIN	Natuur Technisch Instituut, Nature Technical Institute
NGO	Niet-Gouvernemental Organization
NH	Ministry of Natural Resources
REDD	Reduction of Emissions from Deforestation and forest Degradation
RGB	Ministry of Ministry of Physical Planning, Land and Forest Management
RO	Ministry of Regional Development
SBB	Stichting Bosbeheer en Bostoezicht, Foundation for Forest Management and Forest Control
SFOB	Fonds Ontwikkeling Binnenland, Fund for the Development of the Interior
SDI	Special Data Infrastructure
SoZaVo	Sociale Zaken & Volkshuisvesting, Social Affaires & Housing

STS	Stichting Toerisme Suriname, Foundation for Tourism
UN	United Nation
UNDP	United Nation Development Program
VSB	Association of Private Sector Businesses
WWF	World Wildlife Foundation

## **1. Introduction**

For stakeholder engagement to be effective, it should be inclusive and therefore it is necessary to determine who the stakeholders are, to understand their needs and expectations for engagement, and their priorities and objectives in relation to the REDD+ program development and activities. This information is then used to tailor engagement to each type of stakeholder.

For the purpose of the engagement plan stakeholders were approached through focus group discussions. The discussion in the focus group was based on answering seven main questions with regard to position, interest, mandate, and importance of issues, sources of power, interaction and level of knowledge.

Prior to the stakeholder analysis, stakeholders were identified and categorized by the REDD+ office. The identified stakeholders are grouped under the following categories:

1. Government/Semi-Government and Governing Bodies;
2. Private Sector;
3. International organizations and representatives;
4. Indigenous and maroon representatives and organizations.

All the stakeholders were classified as primary (P), secondary (S) or tertiary (T) stakeholder<sup>1</sup>.

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<sup>1</sup> Overview presented to the consultant by the REDD+ Team.

## 2. Methodology

The identification of the priority stakeholder was done previously by presenting a list with three group of stakeholders. The list was used to invite the stakeholders to participate in the focus group discussions.

Focus group discussions were executed during August and September, and continued in October with about 58 stakeholders from the list of 93 (53.9%). All stakeholders were invited by letter and through telephone calls to participate in focus groups. However, the attendance fell short of expectations. We attribute this shortfall to the vacation period that started on the last week of August until October 1st. Of the 58 invited stakeholder a number of 33 have really participated in the focus group discussions (30.7%). In case it wasn't possible to get the whole group together, the choice was made to discuss issues with a smaller number of stakeholders.

The analysis was done by using a stakeholder matrix as a tool. Therefore, information was collected during focus group discussions and then translated to make a description of the characteristics of the stakeholders. After the completion of the matrix with criteria, the information was used to analyze each stakeholder with regard to their position, interest and power in relation to the REDD+ activities.

Although the list of participants consists of 33 names, the overview of stakeholders in the analysis shows 26 names (see page. 29). That means 7 names with their descriptions are missing. There are a few explanations for this inconsistency. First, on the list of participant's one name appear twice. Second, due to the loss of digital records and by mistake the information about three participants (Wood Processing Companies) was put together and were not able to fetch them back. Third, in two cases the participants were represent more than one organization and it was not easy to keep a balance while they presented information of all the organizations. In those cases we decided to leave out the underexposed organizations.

### 3. Stakeholder analysis

#### 3.1. Mapping of the stakeholders

Here we first present an overview of characteristics of the interviewed stakeholders. It says something about the position each stakeholder and stakeholder group take, what interest they have, what are important issues, what power they have, how they interact with others and what level of knowledge they possess. Therefore a list of criteria was used that consists of the following elements:

- Position
- Interest
- Mandate
- Importance of issues
- Sources of power
- Interaction
- Level of knowledge

The overview below presents an image of the characteristics as the interviewees presented them.

Table 1: Overview of stakeholders' characteristics

Stakeholder	Position/Issues	Interest	Mandate	Importance of issues	Sources of power	Interaction	Level of Knowledge
<b>Primary stakeholder</b> <i>Government/Semi-Government and Governing Bodies</i>							
Ministry of Physical Planning, Land and Forest Management RGB	REDD+ holds a future for Suriname and must be correctly implemented.	Power of decision making	RGB is a legal body of the State/Government; duty is enacted by	Main issue is land rights of indigenous and tribal people (high importance). Legislation in	Direct, legal power legitimized by the State/Government.	Interact substantively, procedural and psychological with almost all other ministries and government	Has general and technical knowledge of Suriname's land and forest sector, national and regional;

	Want engagement with decision making since they are responsible for forest management.		order of the State.	this respect is of medium importance. Funding from the REDD+ budget is of low importance.	Has also the capacity to reward or punish, to provide or withhold information.	institutions, international organizations, NGO's, community based organization, traditional authorities with regard to policy and legislation issues, community forest and several forest related issues and REDD+	has knowledge of REDD+; knowledge of traditional communities and management of community forest.
Ministry of Agriculture LVV	Want REDD+ to be implemented in Suriname	Regulation and environmental planning; Engagement with REDD+; Research about agricultural land.	LVV is a legal body of the State/Government; duty is enacted by order of the State.	Lack of clarity about land title in Wanica and misunderstanding between Ministry of Public Works (Infrastructure) and LVV about territories; Poor communication, report and sharing of information; Go about one's work in a random.	Has direct power legitimized by the State/Government; Its power also derives from the means it owns, his decisions, its capacity to punish, to provide information and the available skills and expertise.	Communicate daily through website, newspapers, emails, telephone about the ministry.	General and specific knowledge about agriculture, husbandry and fisheries; Knowledge and data about crops; Database on farmers in collaboration with GLIS.
Ministry of Regional Development RO	Implementation of REDD+ by Suriname; Engagement of	To be inclusive; Commissioner's office to function as regional REDD+ focal.	The ministry is a legal body of the State/Government	Representation of groups; who represent who and how the	Has direct power legitimized by the	Interact substantively, procedural and psychological with	Has general and technical knowledge of the Suriname



	all divisions and subdivisions of the ministry and regional administration; Check on candidates for representation e.g. REDD+ assistant, with support of the ministry.	Want to be defender of the interests of the local communities	ment; duty is enacted by order of the State.	representatives are chosen. People are chosen with a negative or bad reputation within their traditional communities; Land rights and FPIC for indigenous and tribal peoples; Poor communication between the REDD+ organization and RO with regard to activities that are or will be taking place in the interior.	State/Government; Its power also derives from the mains it owns, his decisions, its capacity to punish, to provide information and the available skills and expertise.	almost all other ministries and government institutions, district administration, international organizations, NGO's, community based organization, traditional authorities with regard to policy and legislation issues, community forest and several administration related issues or themes. Collaborate with SBB regarding REDD+	administration, national and regional; has knowledge about REDD+ and would be able to extend this; knowledge of traditional communities, their history and culture; knowledge of management of community forest; citizen participation, decentralization and tradition of meeting.
District Commissioners DCs							
Ministry of Education, Science and Culture	Implementation of REDD+ Engagement at policy and executive level	Support of national development; Strengthening the role of education in achieving the REDD+ goals and in the forest sector	The ministry is a legal body of the State/Government; duty is enacted by order of the State.	Participation of educational institution in REDD+; Defining the exact role education wants to and has to play in a	Has direct legal power legitimized by the State/Government; has also expertise and extortion because	Interact substantively, procedural and psychological with educational agencies, other government institutions, trade unions, international	Has general and technical knowledge about education and related issues; Is the expert of the education sector, with staff

Ministry of Natural Resources NH	Formulation of law regarding the mining sector by effective engagement; Formulation of conditions with regard to the environment and his protection when granting concessions; Prevention of deforestation by using the conditions of the concession.	Development of a new mining law including environmental standards to prevent deforestation; inventory and well-considered management of minerals aimed at sustainable development	NH is a legal body of the State/Government; duty is enacted by order of the State	Rehabilitation of abandoned mining areas; Use and risks of mercury and awareness of small scale miners; Promotion of alternative ways to earn an income; Training and best practices for the small scale miners; Reliable forest management through sound planning via REDD+ project; Updating of geological deposits and maps; Modifying national policy	knowledge and capacity to reward and punish, to provide or withhold information	organizations, students and parents with regard to education policy and legislation, curricula and several education related issues or themes.	on different levels of the organization?
		Has relative power legitimized by the State/Government; Its power also derives from the mains it owns, his decisions, its capacity to punish, to provide information and the available skills and expertise. Make use of media to reach and affect the general public	External communication with partners through formal meetings, consultation and information rounds via website.	Has general and specific knowledge of the mining sector; many years of experience and expertise in the sector; Has data and can provide advice.			

	for a significant role in the forest sector							
<i>Indigenous and maroon representatives and organizations</i> VSG	More engagement with REDD+	Securing and protection of the rights of tribal people	An association of traditional leaders without legal basis; the Bureau has legal basis as a foundation under Suriname law; Operates in close relation with the communities	Preservation of culture and tradition; Sustainable community development; Incorporation of the land rights issue in the REDD+ program and supporting of VSG	Traditional authorities, communities and Board of VSG; Achievement of VGSG e.g. Saamaka Case against the State of Suriname; international network and support.	Interact with most traditional authorities who are member of VSG; Partnership with international organizations (NGO) for support.	General and technical knowledge of traditional communities, their history, culture and traditions.	
Esav	Securing the rights and protection of the interests of Indigenous people; Sustainable development of the Indigenous communities;	Benefit sharing for Indigenous peoples. Respect traditional way of life of Indigenous peoples.	Self-identification with own group and their interests; Track record not yet developed.	Land rights for Indigenous peoples; Granting of concession to companies without consultation of local communities	Relative power when organize and collaborate with other indigenous groups; Direct power when land rights recognized;	Consultation with VIDS and other indigenous organizations for policy, strategy development, join actions and participation in national activities of indigenous peoples	General and specific knowledge of the Indigenous communities and culture; technical and practical knowledge of the forest and its inhabitants	

	Engagement and Representation; Sustainable management of forest; Sharing of knowledge				Relative power when participate in REDD+ activities.		
<b>Secondary stakeholder</b> <i>Government/Semi-Government and Governing Bodies</i> General Bureau of Statistic ABS	Collaboration	Safe the forest and humanity because we need oxygen for our live; Support the SDG's; to report internationally; Support government policy by data collection	Mandate derives from statistic act;	Logistic for operations in the interior; Budget for DC to be able to collaborate with stakeholders; Land rights issue, the land rights of the local peoples are not recorded; right and fair use of means from REDD+ and after for Suriname and people depend on the forest; Lack of personnel.	Has direct power legitimized by the Government; power also based on providing of data and facts, and Producing and providing of inflation data.	Has good relations with 3 UN organizations, the government e.g. Ministry of LVV and ROGB, and SBB; Has a good working but slow relationship with the Government	General and specific knowledge of statistics; There are managers at academic level (economic, sociology); Specialized in data collection, processing and dissemination

Wegenautoriteit	Engagement to be able to do research, e.g. about emissions because of traffic; Contribute to the reduction or prohibition of the import of cars from specific dates of construction	Reduction of erosion alongside the roads; Protection and management of the roadsides; safety and health for road users	Semi-state controlled-agency; is a legal body of the State/Government.	Harmonization and coordination for safety and management reasons; poor sharing of information with the police; No spray of the roadside	Has legitimized power from the Government	Has good relationship and interaction with Ministry of Public Works regarding road construction, Ministry of Justice and Police about legislation, Ministry of Regional Development, the DC, TCT with regard to transport and parking problems, and LVV. Collaborates with schools (university and technical education (NATIN, AMTO). Communication is by means of telephone, folders, newspapers, radio, television and soon via social media	Can produce data about roads; measuring of traffic; management and inventory of computer program; has technical knowledge about road maintenance and management, and categorizing of vehicles.
Low Income Shelter Program LISP	Engagement with REDD+	Collaboration with REDD+; Expects support from REDD+ for projects.	Mandate is derived from the Ministry of Social Affairs and Housing (SoZaVo) and the President; part of their	Limited access to data is an issue of main importance	LISP derives his relative or legitimized power from the Government who recognizes it as an	Interact substantively and procedurally with clients, the government, the Ministry of SoZaVo and others about policy, housing projects and funding;	Has general and technical knowledge about low income shelter; knowledge about social economic situation low

			finance is government subsidy;		important agency. Besides, LJSP own expert and information power since the community accept that they have skills and expertise regarding low income shelter.		income households;
Fund for the Development of the Interior SFOB	Engagement; want to be involved	Supporting the social economic development of the Interior	SFOB is a foundation established by the government; the Foundation operates by order of the Government (RO)	Sustainable management of the environment by appropriate agricultural practices and reforestation; Community Development by empowerment of groups and individual.	Mandate receive from the Government; Funding of community projects and network and relationship with traditional authorities and communities	Regular with the Ministry of Regional Development, other ministries, traditional authorities, local communities and organizations about policy, projects and funding	General and technical knowledge of the government system, local communities and their traditions; Financing of project at the community level
Energy Company EBS	Engagement	Make the most of the forest and our environment; Improvement of production processes	Mandate derives from the shareholders, represented by Ministry	Information and data are highly important; Environmental law is also of	Has the monopoly of energy, supporting by the State.	Collaborate with financial institutions, Cabinet of the President regarding environmental issues, DC, UNDP,	Knowledge at different level of education, technical knowledge about generation

				of Natural Resources. Also by law and legislation regarding international standards.	high importance; Awareness about environmental systems at schools (medium); research as intervention (medium); bear one's responsibility (medium).		Meteorologische Dienst, Standaarden Bureau and ABS.	and transmission of energy; supervision of safety environmental quality and environmental technology.
<i>Private sector</i>								
Chamber of Commerce KKF	Engagement	Good communication; sharing of information and advice.	KKF is an association with members and bylaws; The General Meeting is highest body; decisions are made by voting after consensus is reached	Legislation for control of oil tankers with leakage who contaminate the river water; fishing boats are converted to smuggle oil; the way permits are giving need more attention.	Represents the business sector and has relative power; use power of persuasion	Collaboration is not at best in the association. As a representative you have to behalf as the members expect.	Has general and technical knowledge about service station and environment; sharing of information.	
Association of Private Sector Businesses VSB	Engagement	Preservation of our forest through wise logging	An association with statute	Supporter of a green interior	Has relative power because of economic power of the members; representative	Own a broad network and contacts with the President, Vice-President and a few ministries.	Own knowledge at different level: judicial, economical, ICT and technical.	

Foundation for Tourism STS	Partnership with and awareness of the local communities for wise use of the forest; Sustainable nature tourism	REDD+ is an important partner; Awareness about small business to generate income to support education and health care	STS was established as a foundation under Surinamese law by the government; It has a Board and management	Connection between tourism act and environmental law to support tourism development; Need for more cohesion in what different stakeholders are doing.	of Social Economic Board, SER STS derives his relative or legitimized power from the Government who establish it as a foundation. Besides, STS own expert and information power since the community accept that they have skills and expertise regarding tourism.	Interact with the Ministry of Transport, Communication and Tourism about policy and program issues; Maintains relationship with local communities by website, Social Media, email and telephone; owns a national and international network.	Has general knowledge about tourism; technical knowledge about quality control, tourism marketing, statistics, research and product development
State Oil Company	Continuity of business in energy production; Increasing prosperity and well-being for the community;	Return of investment; Profit for the shareholders; Sustainable development; Corporate Social Responsibility.	Staatsolie is a limited company under Suriname's law and the State is the only shareholder; the Board and	How to stop deforestation; How long it will take before we have the carbon credits?	Authority from the shareholder, the Board and the Commissionere; National and international network and partnerships;	Interact with the Government, the Board and Commissioners about the company; operates in a worldwide network with other companies for business and social purposes. Has good	General and technical knowledge of their business sector and related sectors



Wood Processing Companies (Soekhoe & Zonen; Green Heart, Dennenbos Suriname N.V.	Uniformization for better structures; Programs must be made available for other companies; Using of concrete elements; so we will contribute to REDD+	Reaching of sustainability and use of what the forest can provide; Mutual learning and for better planning; demonstrate the origin of trees that are moved.	Mandate derives from their establishment as an enterprise, backed by the law and their yearly long operations	No consistency between RGB and NH. No legislation for transport of trees; No control on how transport of trees is taking place; there is a need for adapted policy.	35 years of experience; Expertise and reputation.	relationship with local communities via Corporate relation and by regular visits and a system of complaints	
<i>NGO and advocacy groups</i> World Wildlife Foundation WWF	Engagement of local communities; Appropriated business using the forest potential to guarantee new way of income generation for local communities	Social profit; Conservation of nature, sustainable use of natural resources; Funds to finance what they are doing	A global network of organizations; Work with different partners, including government and private sector	Insufficient utilization of existing knowledge and structures in indigenous and tribal communities; Close consultation with local communities	Expertise; Worldwide network that can be mobilized	Interact with IUCN (Netherlands), WWF (Netherlands), WWF Belgium, ACT and Tropenbos for developing program focused on new economic potential	Know how to approach and engage with local communities worldwide. Sustainable Natural resources management practices.
Conservation International CI	Engagement of all stakeholders;	Protecting nature and let people get benefit out of it;	Established as a foundation	Cooperation between	Expertise; International network	Collaboration with different partners, including the	General, technical and local knowledge

	CI can provide his expertise, experience and capacities.	The REDD+ goals are what they also stands for	under Surinamese law; Many years of experience with biodiversity protection	different stakeholders; Way of consulting local communities	government for biodiversity protection	about biodiversity protection and livelihood of local communities, e.g. traditional knowledge, medicinal plants.	
Amazon Conservation Team ACT	Engagement of local communities; Advocacy; Tools and Manuals for local communities; Knowledge and skills development by local communities.	Improvement of rights and living standards of local communities; Continuation of business; Budget for their current efforts and the expansion thereof.	Mandate derives from international support; established as judicial entity	Awareness about REDD+ at all levels and community wide; Access to funds for REDD+ activities; Use of local institutions and structures.	Expertise, track record and network (national and international); good relationship with local communities and can mobilize partners (relative power)	Collaboration with several partners such as University of Utrecht, SBB, Celos, Herbarium, Anton de Kom University and Natin; ACT provide information, training, tools and services to local communities and different other partners.	Knowledge of conservation and local communities. Traditional knowledge
Tropenbos International Suriname	Wants to be always engage; Wants to offer training within the framework of REDD+ program	Institutionalization and transferring of knowledge; Mobilization of people living in the forest to participate actively.	Tropenbos Suriname is part of an international operating organization; in Suriname the organization operates within a network of	Bringing people from the interior to Paramaribo to participate in REDD+ activities instead of having the activities in their communities;	Has expertise and is able to mobilize because of a perfect network; relative power	Interact on a regular basis with organizations they collaborate with such as traditional authorities, Celos, Nimos, CI and WWF. Our intension is to see what we together can do in the framework of	Has general and technical knowledge of the tropical forest; also available is knowledge of traditional communities and their forest. This knowledge can be share

Federation of Para Plantations	Engagement with REDD+; Securing of land rights and ownership; Forest protection	Safeguarding of their livelihood; Sharing of benefit	Collaboration of heirs of plantations in the District of Para; A document of mandate was produced and the federation once more proclaimed	People from local communities complain of lack of involvement	Inheritance; Organization of the communities; National and international network by members living all over the globe	Using regular meetings to inform and discuss important issues with regard to the rights of the descendants and the development of the communities	Has knowledge of the communities, their history and culture, and the forest; There is knowledge at different levels that can be mobilized;	with other stakeholders.
<b>Tertiary stakeholders</b>								
<i>Government/Semi-Government and Governing Bodies</i>								
Management Instituut voor Grondregistratie en Land Information System MI-GLIS	Implementation of REDD+ and engagement of stakeholders	Public interest; by providing data and information for decision making Self-interest; by doing the right things GLIS	Mandate based on GLIS-law; promotes legal certainty	Lack of access to information for the public in general (highly importance)	To own data and information; MI-GLIS has direct power	Interact substantive and procedural with RGB and Ministry of Public Work with regard to land registration and infrastructure	Have knowledge about measuring of parcel; cartographical knowledge;	

		can continued the operations							Providing of maps about deforestation, gold concessions; Monitoring of forest
<i>Private sector</i>									
Suriname Environmental and Mining Fund SEMF	Engagement with regard to REDD+	SEMF expects openness, transparency and good partnership with Redd+; Transparency in activities that will be implemented; collecting and sharing of data	Mandate based on legislation, Mineral Agreement between the State Suriname and IAMGOLD	Transparency and accountability; Zoning of the portion of the land, e.g. 70-80 % protected land and 20-30% reserve for sustainable development of the community; Take in consideration a zoning plan for the country, especially with regard to the forest.	Direct power derives from legislation, Mineral Agreement between Suriname and IAMGOLD However, the power is relative because it is limited by people of influence at different position	Has a network and workable contacts with the Government and sister organizations; has funded many projects.	Has technical knowledge about project management, work procedure for the project cycle that can documented; there is funding for the development of the mineral sector; SEMIF is the only one of its kind with specific goal		
GISSAT	Engagement	Spatial analysis; Ambassador of the geographical system; Communication in a useful and geographical way.	Has as private sector company no specific rights; operates as	Spatial analysis for decision making; Spatial planning, zoning plan; the country	Almost no influence	Has good relationship with the government; collaborates with Ministry of Public Work, Plan Bureau, Ministry of LVV,	Provide training; distribution of geographical systems and satellite picture; provide technology for		

Suriname Business Development Center	Collaboration	Supporting of enterprises to operate wisely and safe the forest and the environment as a whole	per contract; From their perspective they are the founder of GIS in Suriname	need urgently a topographical map (1960) and a Special Data Infrastructure	Indirect power as a department of a ministry. Own expert and information power.	the Vice-President, EBS, KKF, Staatsolie, Telesur, Parbo Bier, University and Nimos	spatial analysis; technology to produce maps; aerial photo; presentations
			Has a legal basis, established by the Government; a department of HI	Within the scope of REDD+ there are too much meetings; people get bored of all the meetings	Own expert and information power.	Organizes monthly Board meetings about environmental issues, legislation and other issues	Has knowledge of international affairs; Managers for project development; Provides business support for enterprises

### 3.2. Analyzing the stakeholder's characteristics

Here we use information gathered from the interviews to get an idea about stakeholder perceptions (self-reporting). The analysis focus on comparing information and developing conclusions about the stakeholders' power/influence and interests regarding the REDD+ activities. For that purpose we use the Stakeholder power/interest matrix as a tool.

The degree in which a stakeholder will utilize his or her power to change decisions depends not only from his or her interest, but also of his or her position and resources. Since the stakeholder's position and resources was taking also in consideration when doing the analysis these two concept are need clarification too.

*Interest:* Interest refers to the interest the stakeholder has in REDD+ - or the advantages and disadvantages that the implementation of REDD+ may bring to him or her or his or her organization.

*Power:* Here, power refers to the ability of the stakeholder to affect the implementation of the REDD+ activities due to the strength or force he or she has.

Since "power" is defined here as the combined measure of the amount of resources a stakeholder has and his or her capacity to mobilize them. Here we try to answer the following question: What power do the individual stakeholder has to impact the success of the REDD+ activities? The result of this can be a level of power which is high power, medium power, and little power. Power is derived from authority, knowledge, financial resources and making coalitions with others. Power can also base on fear (coercion; failure to comply results in punishment), reward (the ability to provide rewards through incentives to comply), legitimacy (organizational or hierarchical position given by legislation) and information (access to information perceived as valuable)

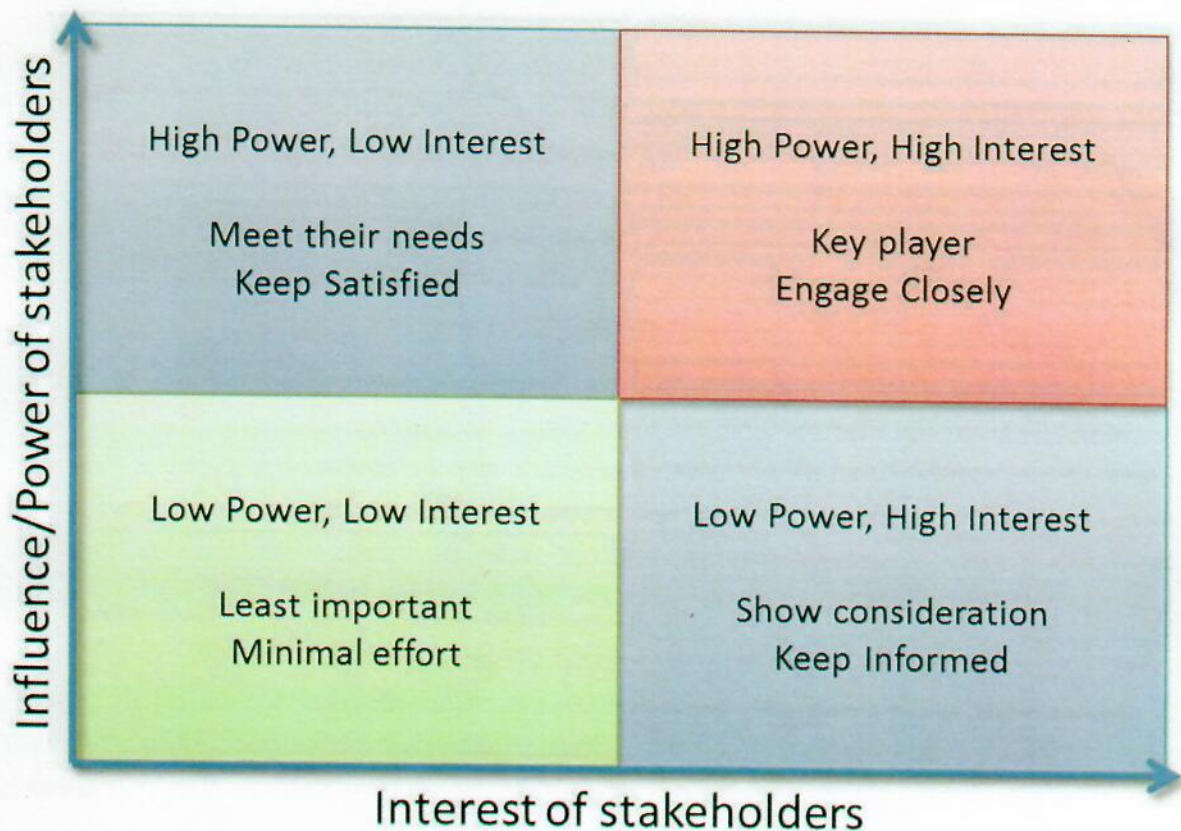
*Resources:* Resources can be of many types—human, financial, technological, political, and other. The stakeholder's access to all of these resources was taking into account. Also important are the quantity of resources that a stakeholder has within his or her organization or area, and the ability to mobilize those resources. For example, if the stakeholder has personnel that work for him or her, it can be concluded that the stakeholder has the ability to mobilize these resources because he or she has direct influence over them.

Two aspect of the resource category were considered: the quantity of resources that a stakeholder has within his or her organization or area, and the ability to mobilize those resources. The quantity of resources should was classified as: many (M), some (S) and few (F). Many means that the stakeholder have a full range of resources like finance, technical knowledge, etc.; few means the stakeholder has may by one or two-to three resources. The ability of the stakeholder to mobilize resources was qualified in terms of: the stakeholder can make decisions regarding the use of the resources in his or her organization or area (H); the

stakeholder is one of several persons that makes decisions regarding the use of resources (M); the stakeholder cannot make decisions regarding the use of the resources (L). The combination of these two aspects give us a conclusion about the status of resources of the stakeholder. For example, if the stakeholder has personnel that work for him or her, it can be concluded that the stakeholder has the ability to mobilize these resources because he or she has direct influence over them.

*Position:* Position refers to the stakeholder’s status as a supporter or opponent of the REDD+ activities. A stakeholder’s position were classified as Supports, Opposes and Neutral. Stakeholders who agree with the implementation REDD+ are considered supporters (S); those who disagree with REDD+ are considered opponents (O); and those who do not have a clear opinion, or whose opinion could not be discerned, are considered neutral (N). Those who express some agreement, but not total agreement with REDD+ classified as moderate supporters (MS). Finally those who express some, but not total, opposition to the policy classified as moderate opponents (MO).

Fig.1: Stakeholder power/interest matrix



Adapted from: [www.oxcomlearning.com/pluginfile.php/.../Mendelow Matrix.pdf](http://www.oxcomlearning.com/pluginfile.php/.../Mendelow Matrix.pdf)

The stakeholder group can take one of four positions in the matrix, based on their level of interest and power or influence:

LOW POWER, LOW INTEREST – A stakeholder or stakeholder group in the lower left box is considered ‘minimal effort’ and of little focus to the REDD+ as they are both low level of interest and low power/influence. This means they are more likely to go along with change with no resistance.

LOW POWER, HIGH INTEREST – The REDD+ team should ‘keep informed’ the stakeholder or stakeholder groups who have high level of interest but do not have any power of note. However, due to their interest in REDD+, they must be kept informed in order to prevent them from joining forces with other stakeholder groups and perhaps increasing their power to become opponent.

HIGH POWER, LOW INTEREST – ‘Keep satisfied’ those with low interest in REDD+, but high power. By keeping these stakeholders satisfied, it will prevent them from gaining more interest and shifting into the ‘key player’ box.

HIGH POWER, HIGH INTEREST – These are the ‘key players’ with both high power and high interest, and are a very strong group that can oppose new strategy effectively and drive change if they so wish.



### 3.3. Results of analysis

Here we use the information from the different columns of table 1 to present some overviews so we can see where the stakeholders are in term of position, interest and power, importance of issues, interaction and level of knowledge.

#### Stakeholder position

The stakeholder's position is key to establishing whether or not he or she will block the implementation of the REDD+ activities. A stakeholder's positions are classified, using the established definitions for positions.

Table 2: Overview stakeholder position

Stakeholder	Interest Advantages/ and disadvantages	Position				
		S	MS	N	O	MO
Ministry of Physical Planning, Land and Forest Management RGB	To have decision making	S				
Ministry of Agriculture LVV	Want: regulation of environmental planning; engagement with REDD+; Investigation of agricultural land.	S				
Ministry of Regional Development RO	Want: inclusive policy and planning; Commissioner's office to function as regional REDD+ focal; to be defender of local communities' interests.	S				
District Commissioners DCs						
Ministry of Education, Science and Culture	Support of national development; Strengthening the role of education in achieving the REDD+ goals and in the forest sector	S				
Ministry of Natural Resources NH	Development of a new mining law including environmental standards to prevent deforestation;	S				

	inventory and well-considered management of minerals aimed at sustainable development					
VSG	Securing and protection of the rights of tribal people		MS			
Esav	Benefit sharing for Indigenous people. Respect traditional way of life of Indigenous people		MS			
General Bureau of Statistic ABS	Safe the forest and humanity because we need oxygen for our live; Support the SDG's; to report internationally; Support government policy by data collection	S				
Wegenautoriteit	Reduction of erosion alongside the roads; Protection and management of the roadsides; safety and health for road users	S				
Low Income Shelter Program LISP	Collaboration with REDD+; Expects support from REDD+ for projects.	S				
Fund for the Development of the Interior SFOB	Supporting the social economic development of the Interior	S				
Energy Company EBS	Make the most of the forest and our environment; Improvement of production processes	S				
Chamber of Commerce KKF	Good communication; sharing of information and advice	S				
Association of Private Sector Businesses VSB	Preservation of our forest through wise logging	S				
Foundation for Tourism STS	Partnership with REDD+;	S				

	Awareness about small business to generate income to support education and health care					
State Oil Company	Return of investment; Profit for the shareholders Sustainable development; Corporate Social Responsibility	S				
Wood Processing Companies (Soekhoe & Zonen; Green Heart, Dennenbos Suriname N.V.	Reaching of sustainability and use of what the forest can provide; Mutual learning and for better planning; demonstrate the origin of trees that are moved.		MS			
World Wildlife Foundation WWF	Social profit; Conservation of nature, sustainable use of natural resources; Funds to finance what they are doing	S				
Conservation International CI	Protecting nature and let people get benefit out of it; The REDD+ goal is what we also stands for	S				
Amazon Conservation Team ACT	Improvement of rights and living standards of local communities; Continuation of business; Budget for their current efforts and the expansion thereof.	S				
Tropenbos International Suriname	Institutionalization and transferring of knowledge; Mobilization of people living in the forest to participate actively	S				
Federation of Para Plantations	Safeguarding of their livelihood Sharing of benefit		MS			
Management Instituut voor Grondregistratie en Land	Public interest; by providing data and	S				

Information System MI-GLIS	information for decision making Self-interest; by doing the right thinks MIGLIS can continued the operations					
Suriname Environmental and Mining Fund SEMF	SEMIF expects openness, transparency and good partnership with Redd+; Transparency in activities that will be implemented; collecting and sharing of data On a mutual basis.	S				
GISSAT	Budget for their current efforts and the expansion thereof. Spatial analysis; Ambassador of the geographical system; Communicate in a useful and geographical way	S				
Suriname Business Development Center	Supporting of enterprises to operate wisely and safe the forest and the environment as a whole	S				

S = Support; MS = Moderate support; N = Neutral; O = Opponent; MO = Moderate opponent

From table 2 it is clear that all interviewee are supporters of REDD+. They do so, because they agree with its goal. They belief that REDD+ can help Suriname to use her natural resources on a well-considered manner and reach sustainable economic development. Four stakeholders are moderate supports because they are representatives of forest-dependent communities and don't want to commit oneself without any guarantee to solve the land right issue.

### Stakeholder interest

Determining the stakeholder's vested interests with regard to REDD+ will help us better understand the stakeholder's position and possible ways to address his or her concerns. In this case, we tried to identify the concerns of the majority of the stakeholders regarding REDD+. We made a list of the potential advantages and disadvantages that the stakeholders mentioned during the focus group discussions (see interest column of table 1). Additional information comes from minutes of the focus

group discussions and notes. Since it is a long list with mutual comparable topics these were clustered in 8 categories that we present below.

Table 3: Stakeholder interests

No.	Advantages	Disadvantages
1	Gaining of decision making power	Loss of access to the forest by forest-dependent communities
2	Regulation	Ignorance of land rights issues
3	Planning at different levels for better management and use of the forest (environment)	Ignorance of Indigenous and tribal people's culture and tradition
4	Research for decision making	Lack of transparency and accountability
5	Respect for culture and tradition of Indigenous and Tribal people	Inefficient spending of fund
6	Social and economic profits for all	
7	Nature conservation	
8	Collaboration and coordination at different levels	

Fig 2. Stakeholder power-interest matrix

High power, Low interest	High power, High interest
LISP KKF VSB GISSAT World Wildlife Foundation WWF Conservation International CI Amazon Conservation Team ACT Tropenbos International Suriname MI-GLIS Suriname Business Development Center SFOB	RGB, LVV, RO Ministry of Education, Science and Culture NH General Bureau of Statistic ABS Wegenautoriteit EBS STS State Oil Company Wood Processing Companies SEMF
LOW POWER, LOW INTEREST	LOW POWER, HIGH INTEREST
	VSG, Esav, Para Plantations

As one can observe from the stakeholder interest-power matrix, the government and the private sector are in the category of HIGH POWER, HIGH INTEREST. They are the key player because they own many resources (three and more) and can make decisions about that. So they can influence the REDD+ activities most, compared with the group of stakeholders. This match with their position as Supporter of REDD+. The NGOs and some service providers of the private sector belong to the category of HIGH POWER, LOW INTEREST. They own many resources and can make decisions about using them, but the implementation of REDD+ will not have a direct impact on their existence. Perhaps they can utilize their power to support those with low power such as the Indigenous and Tribal communities.

We can also observe from the stakeholder interest-power matrix that the category LOW POWER, HIGH INTEREST consists of the Indigenous, Tribal and plantation representatives. This is due to their quality as forest-dependent communities. They have low power because they have lack of resources.

### Importance of issues

During the interview the stakeholders were asked question about issues in relation to REDD+ and their importance. The interviewee have mentioned several issues or topics which are on the issue-column of table 1. The issues are clustered and linked to stakeholders to get a better understanding of obstacles for the REDD+ activities and the participation of the stakeholders. The cluster of issues are: 1) Central and 2) Secondary.

Table 4: Summary of Issues

	Issues	Description
1.	Law/Legislation	Land rights Indigenous and Tribal people FPIC Land title overlap in the districts Legislation regarding environmental related issues e.g. ocean dumping, transport of timber on the road Representation e.g. of Indigenous and Tribal people in
2.	Information and Communication	Poor communication between stakeholders about different issues Lack of information sharing Low level of awareness with regard to REDD+ Low level of awareness with regard to the use of mercury by small scale miners Limited access to environmental data No environmental education at school level

		Poor utilization of traditional knowledge
2.	Collaboration and Coordination	Lack of collaboration between government and local communities concerning policy issues Lack of collaboration and coordination between different government institutions
2.	Planning	Defining stakeholder's role regarding REDD+
		Best practices for small scale miners
		Proper consultation of Indigenous and Tribal people
		Transparency and Accountability
		Spatial planning
		Zoning of the country's land
		Topographical map
2.	Fund	Budget for the District Commissioners to be able to participate in joint efforts with others
		Funds for financing of REDD+ activities
		Fair use of REDD+ means.

Law/legislation is considered as a central or primary issue, while Information and Communication, Collaboration and Coordination, Planning, and Fund are secondary issues.

The stakeholders are grouped as government (1), private sector (2), NGO (3) and Local community (4). If we relate these clusters to the stakeholders then it tell us something about their focus.

*Table 5: Stakeholder's issues*

	<b>Issues</b>	<b>Stakeholder groups</b>
1	Law/legislation	Government (1); NGO (2) Local community (3)
2	Information and Communication	Government (1); NGO (2) Local community (3) Private sector (4)
3	Collaboration and Coordination	Government (1); NGO (2) Local community (3) Private sector (4)
4	Planning	Government (1); NGO (2) Local community (3) Private sector (4)
5	Fund	NGO (2) Local community (3)

From table 5 we see that for government, NGO and local community law/legislation is one of the issues with high importance. One reason for this is perhaps the repeatedly discussions about recognition of the land rights of Indigenous and Tribal people and FPIC , and the several discords with regard to land titles in the districts.

Information and Communication are a secondary issue that all interviewee consider as high importance. During the interviews access to and sharing of information and communication were emphasized as important prerequisites for success of REDD+.

Collaboration and Coordination between stakeholders are also mentioned as secondary issue with a high importance. Like information and communication these issues are considered as prerequisites for success of REDD+. Interviewee complained frequently about the lack of collaboration and coordination between government institutions, which they envisage as an obstacle for a result-oriented approach.

Planning is another secondary issue with high importance. All interviewee have stressed the need of planning in the environmental sector, especially the forest sector. Zoning was therefore mentioned as an important first step for spatial planning. Due to the lack of planning in the forest sector the country face a lot of disputes about land and concessions.

Funding of projects and activities is also a secondary topic that was mentioned by different interviewee. Lack of funding is considered as an obstacle for some stakeholders. Without funding and other support it will be very difficult for at least the NGO and local communities to take actions with regard to REDD+.

### **Interaction**

Identifying possible stakeholder interaction or alliances is important because alliances can make a weak stakeholder or stakeholder group stronger, or provide a way to influence several stakeholders by dealing with one key stakeholder.

Possible stakeholder alliances were identified from table 1, minutes of focus group discussions and personal notes of the facilitator to see if stakeholders mentioned organizations that they (would) work with, for or against REDD+. We take also in consideration the position “clusters” (the stakeholders with similar positions and within the same organization or subsector).

*Table 6: Stakeholder alliances*

<b>Alliances</b>	<b>Stakeholders</b>	<b>Purpose</b>
I: Government	Ministry of RGB; Ministry of NH; Ministry of RO; GISSAT, ABS; SEMF; State Oil; Wegenautoriteit	Policy; research, law/legislation; coordination; data



II: NGO	Tropenbos International Suriname; WWF; ACT, CI	Research, training, awareness, funding
III: NGO-Forest Dependent Communities	Tropenbos International Suriname; WWF; ACT, CI; VSG Esav; Federation of Para Plantations	Research, training, awareness, funding
IV: Forest Dependent Communities	VSG Esav; Federation of Para Plantations	Exchange; strategy development

Table 6 shows that probably alliance can arise among (semi-)government's agencies like ministries with support from private sector companies. The purpose of such an alliance is policy development, regulation by means of law/legislation, coordination between partners and collecting of data.

It's also likely that alliance can arise among the NGO's with an environmental oriented mission. And since the NGO's have local or traditional communities as one of their target groups, it is quite conceivable that alliance can come into being between both of them. Reasons for such an alliance may be technical support, research, providing training, awareness, and funding and join action.

The forest-dependent communities can also start an alliance. Indigenous and Tribal people together with plantation communities can have join action. The exchange of data, information and experience and strategy development are possible reasons for such an alliance to come in to being.

### **Level of knowledge**

Stakeholder knowledge level is for two reasons important: 1) in identifying stakeholders who oppose REDD+ due to misunderstandings or lack of communication; and 2) identifying what knowledge stakeholders have to add for the success of REDD+. Stakeholders without or with poor knowledge of REDD+ and little general, technical or local/traditional knowledge are considered as Low level knowledge stakeholder (1). The stakeholders with knowledge of REDD+, combined with general or technical or local/traditional knowledge are Medium knowledge stakeholder (2). Those stakeholders with knowledge of REDD+ in combination with general, technical and local/traditional knowledge are High level knowledge stakeholder (3).

General, technical and local/traditional knowledge is with regard to the forest sector and/or related (sub) sectors.

Table 7: Knowledge level of stakeholders

Knowledge Levels		
Group 1: Low	Group 2: Medium	Group 3: High
Forest-dependent communities: VSG, Esav, Federation of Para Plantations	Government/governing bodies: Ministry of Education, LISP, SFOB, STS	Government/governing bodies: RO, HN, RGB, LVV, ABS, EBS, Staatsolie, Wegenautoriteit
	Private sector: Wood Processing Companies, KKF, VSB, Suriname Business Development Centre	NGO's: WWF, ACT, CI, Tropenbos Service providers from the private sector: GISSAT

Table 7 shows that the forest-dependent communities have a low level of knowledge regarding REDD+. That mean they have poor knowledge of REDD+ and little knowledge to add to the success of REDD+ activities. Actually, forest-dependent communities have a wide arrangements of local/traditional knowledge. Adding this to the success of REDD+ depends on their position and interaction or alliance with other organizations. Since these stakeholders have low level of power, it's not plausible that their knowledge will easily added to make REDD+ successful. So they are priority for communication strategy.

Table 7 shows also that government agencies and private sector organizations have medium level of knowledge with regard to REDD+. Some of them was for the first time informed about REDD+ during the focus group discussions. At the same time the stakeholders of group 2 own a wide arrangement of general and technical knowledge that can be added to the success of REDD+. These stakeholders are also priority for communication strategy.

As one can see from table 7, most government institutions have high level of knowledge. They have knowledge about REDD+ in combination with general, technical and local/traditional knowledge. By taking their high interest and high power in to account, they are the group of stakeholders to collaborate with for better engagement of other groups of stakeholder.

## 4. Conclusions and Recommendations

### Conclusions

What can we conclude from the analysis?

First. When we talk about position, the conclusion is that there is support for REDD+ among the stakeholders that participated in the focus group discussions and as we can assume, their constituency. All interviewees, more or less, expressed their support for REDD+. They do so, because they agree with its goal. They believe that REDD+ can help Suriname to use her natural resources on a well-considered manner and reach sustainable economic development. Four stakeholders (VSG, Esav, Federation of Para Plantations and the Wood Processing Companies) are moderate supporters because they are representatives of forest-dependent communities and don't want to commit oneself without any guarantee to solve the land right issue.

It was not possible to make conclusion about the support for REDD+ from the perspective of the District Commissioners because the information presented by the representative of the Dean was restricted. For that reason, no information was added in the matrix regarding the District Commissioners. The same is true for the Cabinet of the President.

Second. The government and the private sector are in the category of HIGH POWER, HIGH INTEREST. They are the key player because they own many resources (three and more) and can make decisions about that. So they can influence the REDD+ activities most, compared with the other groups of stakeholder. This matches with their position as Supporter of REDD+. The NGOs and some service providers of the private sector belong to the category of HIGH POWER, LOW INTEREST. They own many resources and can make decisions about using them, but the implementation of REDD+ will not have a direct impact on their existence. Perhaps they can utilize their power to support those with low power such as the Indigenous and Tribal communities. A communication strategy may focus on that.

The category LOW POWER, HIGH INTEREST stakeholders consists of the Indigenous, Tribal and plantation representatives. This is due to their quality as forest-dependent communities. They have low power because they have lack of resources. So they are priority group for communication strategy.

Third. The stakeholders have mentioned several important issues. For the government, the NGOs and the local communities law/legislation is one of the issues with high importance. One reason for this is perhaps the repeatedly discussions about recognition of the land rights of Indigenous and Tribal people and FPIC, and the several discords with regard to land titles in the districts.

Information and Communication are a secondary issue that all interviewees consider as high importance. During the interviews access to and sharing of information and communication were emphasized as important prerequisites for success of REDD+.

Collaboration and Coordination between stakeholders are also mentioned as secondary issue with a high importance. Like information and communication these issues are considered as prerequisites for success of REDD+. Planning is another secondary issue with high importance. All interviewee have stressed the need of planning in the environmental sector, especially the forest sector. Funding of projects and activities is also a secondary topic that was mentioned by different interviewee. Lack of funding is considered as an obstacle for some stakeholders, especially the NGOs.

When taking interaction in consideration the analysis shows that probably alliance can arise among (semi-)government's agencies like ministries with support from private sector companies. The purpose of such an alliance is policy development, regulation by means of law/legislation, coordination between partners and collecting of data. It's also likely that alliance can arise among the NGO's with an environmental oriented mission. And since the NGO's have local or traditional communities as one of their target groups, it is quite conceivable that alliance can come into being between both of them. Reasons for such an alliance may be technical support, research, providing training, awareness, and funding and join action. The forest-dependent communities can also start an alliance. Indigenous and Tribal people together with plantation communities can have join action. The exchange of data, information and experience and strategy development are possible reasons for such an alliance to come in to being.

From the analysis one can also conclude that the forest-dependent communities have a low level of knowledge regarding REDD+. That mean they have poor knowledge of REDD+ and little knowledge to add to the success of REDD+ activities. Actually, forest-dependent communities have a wide arrangements of local/traditional knowledge. Adding this to the success of REDD+ depends on their position and interaction or alliance with other organizations. Since these stakeholders have low level of power, it's not plausible that their knowledge will easily added to make REDD+ successful. So they are priority for communication strategy. The government agencies and the private sector organizations have medium level of knowledge with regard to REDD+. Some of them was for the first time informed about REDD+ during the focus group discussions. At the same time the stakeholders of group 2 own a wide arrangement of general and technical knowledge that can be added to the success of REDD+. These stakeholders are also priority for communication strategy.

With regard to level of knowledge the conclusion is that most government institutions have high level of knowledge. They have knowledge about REDD+ in combination with general, technical and local/traditional knowledge. They are the group of stakeholders to collaborate with for better engagement of other groups of stakeholder.

## **Recommendations**

- Focus communication strategy on the all groups of stakeholder.
- Use culture appropriated tailor made form of interaction and communication to accommodate the different stakeholders.
- Provide information about REDD+ as broad as possible. Not every segment or sector of the society know what is going on.
- Although the government is responsible for the REDD+ process don't let the bureaucracy take over but go for a decentralized participative approach, with more responsibility at district and community level.
- Participation of representatives from government and indigenous and tribal people should be careful prepared. Who will participate is important. You need someone with knowledge of the issues and without representing many different positions (conflict of interest). There is a tendency not to send someone higher in the hierarchy because the importance of the issue is not correctly calculated.

## *Annex 1: References*

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*Annex 2: List of organizations interviewed*

1	ACT / Amazon Conservation Team
2	CI / Conservation International
	TI / Tropenbos International
4	Esav
5	WWF
6	Bureau VSG
7	Bureau
8	FOB
9	Staatsolie NV
10	Greenheart Suriname
11	Dennebos Suriname
12	Soekhoe en Zonen
13	Suriname Environmental and Mining Fund / SIMIF
14	Kabinet President
15	Plantage La Prosperite
16	Federatie Para Plantages
17	LISP
18	GLIS
19	Wegenautoriteit
20	Min. LVV / Landbouw Veeteelt en Visserij
21	Min. TCT / Suriname Tourism Foundation
22	DC Samdoedien / Dean / vertegenwoordigd
23	ABS / Algemeen Bureau voor de statistiek
24	Suriname Business Development Centre
25	Min. NH / Natuurlijke Hulpbronnen
26	VSB / Vereniging Surinaams Bedrijfsleven
27	Min. JusPol / Justitie en Politie
28	Min. RO
29	GISsat / International Distributor for ESRI software
30	EBS /Energie Bedrijven Suriname
31	KKF / Kamer van Koophandel en Fabrieken
32	SSEB / Service Station Exploitanten Bond
33	Fonds Ontwikkeling Binnenland