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Faculty of Health Sciences  
University of Ottawa

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Developing a strategy for Suriname Football Association to establish and promote football for girls/women.

“Author”: B. Kali

Tutored by Professor: Ian Henry

Professor Emeritus



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## **Abstract.**

With a fan base of approximately 3.5 billion, nearly half of the world's population, soccer is the most popular sport in the world. As women's soccer has grown in recent years, the number of soccer fans will only increase. But women's soccer in Suriname has not yet managed to operate a stable league. What are the real reasons why women's soccer in Suriname is still not developing? Is it because of the organization or is a change of mentality needed?

Looking at the annual reports and documents of the Suriname Football Association, we can conclude that women's soccer in Suriname has been at a standstill for the period 2013 to 2019. There is one senior women's national team, and one U-17, and U-20 team, while there are more age groups (junior teams) for men. It is also noted that the girls' teams that signed up in a given year tend not to continue and not to return in subsequent years. While there are enough talented girls in the city as well as in the districts. These girls must be offered the opportunity to participate in football in a sustainable, structured manner and in a safe environment.

The aim of this project is thus to assist the Suriname Football Association in developing strategies to promote the growth of girls and women's participation in soccer at the recreational level and also to develop the performance of women's soccer at the higher level in Suriname in terms of organization and structure.

## **Résumé.**

Avec un nombre de supporters d'environ 3,5 milliards, soit près de la moitié de la population mondiale, le football est le sport le plus populaire au monde. Comme le football féminin s'est développé ces dernières années, le nombre d'amateurs de football ne fera qu'augmenter. Mais le football féminin au Suriname n'a pas encore réussi à faire fonctionner une ligue stable. Quelles sont les véritables raisons pour lesquelles le football féminin au Suriname ne se développe toujours pas? Est-ce à cause de l'organisation ou un changement de mentalité est-il nécessaire ?

En examinant les rapports annuels et les documents de la fédération de football du Suriname, nous pouvons conclure que le football féminin au Suriname est au point mort

pour la période 2013 à 2019. Il y a une équipe nationale féminine senior, et une équipe U-17, et U-20, alors qu'il y a plus de groupes d'âge (équipes juniors) pour les hommes. On constate également que les équipes de filles qui se sont engagées une année donnée ont tendance à ne pas continuer et à ne pas revenir les années suivantes. Alors qu'il y a assez de filles talentueuses en ville comme dans les quartiers. Il faut offrir à ces filles la possibilité de participer au football de manière durable, structurée et dans un environnement sûr. L'objectif de ce projet est donc d'aider l'Association de football du Suriname à développer des stratégies pour promouvoir la croissance de la participation des filles et des femmes au football au niveau récréatif et aussi pour développer les performances du football féminin au niveau supérieur au Suriname en termes d'organisation et de structure.

## Chapter 1.0.: Introduction

### 1.1 Background of the study

*"We need to be game-changers... Empower, influence, and change the lives of girls and young women through football." Karina LeBlanc. Head of Women's Football off CONCACAF.*

"Football is not for girls", A battle that still needs to be fought. In the Sustainable Development Goals (SDGs), the need for equal rights for men and women is stressed, not only in education, health care, work, etc. but also in the development of the practice of sports like football. Nowadays, the development of women's football plays a very important role in the world. That's why the International Organization for Football (FIFA) had included in one of its goals, to double women's participation in football by 2026. Women's football is gaining more and more recognition in the world. Press coverage also indicates that it is becoming one of the fastest-growing sports in the world and becoming increasingly important.

See; Irvine, E. (2019, June 18). *Perspective - Why women's football is more popular than ever. France 24.* <https://www.france24.com/en/20190618-perspective-rebecca-smith-football-women-world-cup-popularity-sport-pay-equality>.

More and more countries are joining to actively participate in women's football. In countries such as the United States of America (U.S.A.), Brazil, Jamaica, and Trinidad and Tobago, women's football is very developed. The 2019 FIFA Women's World Cup in France was a great success and an important milestone in the development of women's football in the world. The tournament was watched by approximately more than a billion viewers worldwide, many of whom watched this momentous moment of women's football for the first time. (See <https://www.sportspromedia.com/news/2019-fifa-womens-world-cup-france-gdp-economic-impact/>).

This study will focus on developing and promoting girls' and women's football at the recreational and elite levels in Suriname. The research question is divided into two (2) questions so that the purpose of the research and the steps that will be taken become clearer.

## 1.2. Research questions

RQ1. How can the Suriname Football Association develop strategies to promote the growth of girls' / women's participation in football at a recreational level?

RQ2: How can the Suriname Football Association also develop women's / girls' football performance at the elite level within Suriname.

### **Keywords in the study.**

The keywords in this study will be strategic planning, girls' and women's football, elite sport, and recreational sport.

## 1.3. Girls and Women's Football in Suriname.

Organized women's football in Suriname started in 1977. Oema Soso was founded on January 18, 1977, and became the first women's football club in Suriname.

It emerged at the end of 1976 when the idea of women's football started to grow among young women. The female students of the Hendrik School, a secondary school, where girls football started, asked their fellow students to think about this and soon 84 girls agreed to join the club, all from this school. Thus, Oema Soso was born. The first match was played on Independence Square, in Paramaribo. Women's football within Suriname had experienced different stages in its development. In 1980, the NGVB (New Generation Football Association), a local member association of the Suriname Football Association, started the first organized women's football competition in Suriname. The participating clubs were Oema soso, Elda, Tuna, and Diva. Unfortunately, this competition did not last long. In 1999 a project proposal with guidelines on how to restart women's football was approved by FIFA.

*(See: <https://digitalhub.fifa.com/m/3337fe5231c26c72/original/mzliwvh0tj7maojqnyim-pdf.pdf>).*

In January 2000, the Suriname Football Association made a second start to set up a women's football league. Eight clubs participated in this competition, organized by the Surinamese Football Association (S.V.B). Responsibility for organizing and monitoring women's football in Suriname is exercised by a committee, which is chaired by a (male) board member of the Surinamese Football Association. At the national level, the girl's and women's teams have a senior team, an Olympic team, a U-20, a U-17, and a U-15 team. In the age groups between 12 and 20 years, little has been done in the field of football among the girls. Some girls played football in youth clubs, but there is no continuity there either. It appears that little has been done to promote girls' and women's football in Suriname. There are incidental activities such as school competitions, but these have no continuity either. There are talented players, but no sustainable developments or activities. Finally, experience has shown that more publicity should be given to women's football in Suriname. It has been concluded that the organization of women's football needs to be approached in a planned way with clear objectives and tasks for all those stakeholders responsible for young people who want to play and participate in competitions.

### *1.3.1. Team Rankings.*

The women's team of Suriname is currently in place number 119 in the FIFA ranking released on November 28, 2019, which is 14 places higher than the ranking they started in 2016. The women's team reached its highest ranking in 2003, namely 85, and the worst was in 2015 when Suriname finished in 141st place. In addition to the international matches and events in which Suriname has participated, there is a domestic competition between women's teams. (See FIFA. (2021, April 2). FIFA. Retrieved February 2, 2021, from <https://www.fifa.com/fifa-world-ranking/sur>).

### 1.4. Problem Statement.

When we look at the annual reports and documents of the Suriname Football Association we can conclude that women's football in Suriname has remained stationary in the period 2013 – 2019. There is a women's national senior team, and a U-17, and U-20 team, while



there are more age-group teams (junior teams) for the men. It can also be seen that the girls' or women's teams that have registered in a certain year have tended not to continue and do not return in the following years.

#### *1.4.1 Purpose of the Study*

This study, therefore, has the aim to help the Suriname Football Association develop strategies to promote the growth of girls and women's participation in football at a recreational level and also develop girls' and women's football performance at the elite level within Suriname in organization and structure.

More specifically, the objectives of the study are:

1. To help the Suriname Football Association to develop strategies to promote the growth of girls' / women's 12 – 20 years 'with 100% participation in football at a recreational and elite level by 2026;
2. To develop marketing and promoting activities for girls and women's football in all 10 regions by 2023;
3. To facilitate the implementation of football school programs at the elementary, secondary, and senior school levels within the school in 2022 - 2023.

## Chapter 2.0: Literature Review.

### 2.1. Strategic management.

Strategic management means the establishment and implementation of a strategy by managers. This definition, of course, requires the added precision of what exactly a strategy constitutes within a managerial framework.

#### Strategy

“Strategy can be defined as the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals.” (*Chandler, 1962: p.13*).

A strategy is a Plan – some sort of consciously intended course of action, a guideline (or set of guidelines) to deal with a situation. Following these definitions, strategies have two essential characteristics: they are made in advance of the actions to which they apply, and they are developed consciously and purposefully. (*See: Chappelet, J., & Bayle, E. (2004). Strategic and Performance Management of Olympic Sport Organizations (1st ed.). Human Kinetics p7 MMvolume1-EB&JLCv4*

#### Promoting

Promoting is helping or encouraging something to happen, to increase, or to spread awareness of a product, an event, or in this case to increase girls' and women's participation in football (*see: <https://www.merriam-webster.com/dictionary/promotion>*).

##### 2.1.1. FIFA Strategic Plans for woman's football.

In 2018, FIFA launched its first-ever special *Woman's Football Strategy Plan*, a strategic plan that set the course for how FIFA would work with its various confederations, member associations, clubs, players, media, fans, and other key stakeholders to advance women's football.

The FIFA *Women's Football Strategy* plan includes:

1) Develop and Grow on and off the pitch.

By 2026, FIFA's strategy is to double the number of Member Associations with organized youth women leagues. Expand football in-school programs, create elite academies and increase the number of qualified coaches and referees, vastly improving access to the game for girls.

2) Showcase the Game Improve women's competitions.

Optimize regional qualifying for FIFA competitions and develop those events to build top-level players at a young age. Advance and launch new international competitions and improve the professional club framework.

3) Communicate & Commercialize Broaden Exposure & Value.

Advance awareness of top female athletes and raise the profile of women's football by enhancing engagement, harnessing technology, implementing a distinct brand strategy, and using role models and ambassadors as well as a dedicated Women's Legends Programme.

4) Govern & Lead ... Strive for Gender Balance.

Every Member Association will have one spot on its Executive Committee dedicated to the interests of women and by 2026 strengthen and expand the Female Leadership Development Programme and improve professionalization and regulatory oversight.

5) Educate & Empower... Build Capacity & Knowledge.

Address and bring focus to specific social and health issues and reach out to NGOs and government stakeholders to develop sustainable projects that improve the lives of women.

(See: FIFA. (2018). *WOMEN'S FOOTBALL STRATEGY (1)*. Fédération Internationale de Football Association FIFA 8044 Zurich, Switzerland.

### *2.1.2. CONCACAF Strategic Plan to Develop Women's Football.*

CONCACAF Strategic Plan is to Develop Women's Football with three objectives. A subdivision has been made based on on-field and off-field activities.

CONCACAF's three main objectives.

- The first goal included in the strategic plan is communication. It is important to make girls and women aware of the importance of women's football in the region. This is about girls and women who develop their talents.
- The second objective is to bring development in women's football within the CONCACAF. Creating opportunities to develop and strengthen. These capabilities are to create programs that are accessible to everyone. And setting out a clear CONCACAF W - calendar for the long term.
- The third is about increasing the participation of girls and women in football. The aim is to create as many opportunities as possible to make women's football self-sufficient and to increase the commercial value of the game. Women's football is an integral part of CONCACAF 2030, a strategic initiative that will consist of a consultation process with members, to develop a collective vision to grow the game.

*(See CONCACAF. (2019). CONCACAF Women's Football Strategic Plan).*

### *2.1.3. Football in schools.*

Sports and games are placed in the schools under physical education. In the context of the renewal of primary education in Suriname, physical education as a part of sports could deliver an important contribution to the growth and development of the child on its way to adulthood. Children have a natural urge for movement and imagination. The provision of physical education has several general objectives. Those objectives are: to prepare the student for opportunities to participate in movement situations, where movement skills and knowledge are developed.

In addition, educating the sport of football is mainly about playfully learning the skills and are addressed depending on the age of the group.

The football sport was introduced to children in schools from grade one. The goals of the game of football were included in the domain of play under the subfields of play and sport. In elementary school, the subject matter of sport and play was divided into three levels. These levels were the lower grades (grades 1 - 3), middle grades (grades 4- 6), and upper school (year 7 - 8). The focus of primary education is mainly on playing, forms of field soccer, two-party teamwork, and variations thereof. The goals that were ultimately tested were whether the pupils could apply the basic techniques, could follow the game according to the agreed rules, could get the game started, and keep it keep it going. In addition to the above, the game of soccer involved the application of technical and tactical principles.

Physical education at Secondary school.

In secondary school, football is a small part of the physical education curriculum. Although physical education was included in the curriculum overview of secondary education, it was not implemented in all schools. At the secondary level football is also played. Playing football was introduced in the first year by the football acts of dribbling and driving, passing, stopping, and shooting. In the second year, they learned other actions of football including heading the ball, throwing in, defending (stopping high balls), passing, and defending. And in the third and fourth years, the students could already play organized games (6 v 6, 10 v 10), depending on the number of pupils. Furthermore, the tactical and game rules were also taught

*(See: source curriculum overview of the secondary education).*

#### *2.1.4 Case studies.*

Girls and women's football in Jamaica, Costa Rica, and Bermuda.

Based on developments in girls' and women's football within the CONCACAF, Jamaica, Bermuda, and Costa Rica were examined.

#### *2.1.4.1. Women football in Jamaica.*

- Jamaica has a foundation that promotes promote girls' football. This foundation uses the following pillars: INSPIRE } EDUCATE } DEVELOP } MOBILIZE.

The foundation is governed by a board of directors and managed on a day-to-day basis by an executive director under the supervision of a foundation committee.

Representatives of the “Reggae Girlz” National Team are committed to the mission of the foundation and are willing to work together to bring global awareness of the organization and its programs in the Jamaican diaspora. Provide opportunities to educate, train and mentor, the girls.

*(See: Reggaegirlzfoundation. (n.d.). Reggaegirlzfoundation. Retrieved December 2021, from <https://reggaegirlzfoundation.com/>*

#### *2.1.4.2. Women's football in Costa Rica.*

- The people of Costa Rica live and breathe football, and women's football is no exception! Football is huge in Costa Rica. According to a FIFA Survey 2017 (<https://www.fifpro.org/en/industry/women-s-global-employment-report>), Costa Rica ranked #1 in soccer density: the percentage of the population that plays soccer. Costa Rica has big milestones for women's football. Today, Costa Ricans fill stadiums to watch the women play. These achievements have been made possible in part by an organized effort by the governing body of women's football, Unión Femenina de Fútbol (UNIFFUT). This organization oversees the planning and development of the First, Second, and Third Divisions, as well as the youth programs of Costa Rica's 82 provinces. The Division I National Women's Soccer League (founded in 2001) has 8 teams. The league hosts two tournaments per year. Women's teams have attracted more fans and gained international experience

*See: COSTA RICA TOURS BLOG. (n.d.). Costa Rica Soccer. Retrieved December 2021, from <https://www.costaricasoccer.com/2020/06/womens-soccer-in-costa-rica-staying-strong-despite-the-challenges/>*

#### 2.1.4.3. Women football in Bermuda.

- The Bermuda Football Association Women's Committee has partnered with Footy Promotions to organize the "Keeping Girls in Sport Online Course" as it is called in Bermuda. The course, which is made possible by the Respect Group, aims to further educate and empower all leaders, coaches, parents, teachers, and athletes who work with girls from all sports organizations on the island by training programs to keep girls in the sport, especially football sport.

(See Murley, S. (2021, September 14). *The course launched aimed at helping to keep girls in sport.*

This course helps create a safe, inclusive, respectful, and welcoming environment for girls to fulfill their potential. The "Keeping Girls in Sport" online course provides valuable information about the difference between coaching girls compared to boys, the equality challenges female athletes face, injuries related to girls, and how the sports environment we create, affects the willingness of girls to participate. "With this online course you get out of it what you put in, so we encourage you to give your full attention to the program, we are confident that you will learn something new and apply this training in your sports environment." In Bermuda, the football association is working with various stakeholders to promote girls and women's football as much as possible with the help of this course. •

(See Murley, S. (2021, September 14). *The course launched aimed at helping to keep girls in sport. The Royal Gazette / Bermuda News, Business, Sports, Events, & Community -*

*Retrieved June 2021, from*

*<https://www.royalgazette.com/soccer/sport/article/20210914/course-launched-aimed-at-helping-to-keep-girls-in-sport/>*

## 2.2. SWOT Analysis

After an introduction to the topic and the research, stakeholders were approached by email, zoom meeting, and in-person to make a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the topic based on their experience using several questions.

## Chapter 3.0. Methodology.

### 3.1 The Theoretical Framework.

This chapter discusses the method of research, data collection, processing, and analysis of the collected data. Qualitative research concerns the research question, research design, data collection methods, analysis, and the output that the research ultimately delivers (*Mortelmans 2009*). The theoretical framework employed relates to strategic management and the secondary data sources employed consist of annual reports, reports of meetings and debates, newspaper articles, literature, especially football books, video material, photos, and films. As we seek to promote the growth of girls' / women's participation in football at a recreational and elite level.

### 3.2. The Research Approach.

The methodology for this project consists of collecting primary and secondary data through a qualitative approach. This research aims to identify strategies to make women's football in Suriname more sustainable. The subject is aimed at women's football; a selection has been made from the information on the subject. There is little information on the subject in Suriname, and for this reason, it was necessary to undertake field research by taking interviews and self-observation. For the research in Suriname, information was obtained from data collected by the Suriname Football Association and from surveys in the form of semi-structured interviews.

### 3.3. The Surveys.

The data for this research were also collected through interviews. In this research, the semi-structured interview was used. A semi-structured interview is a qualitative interview, that offers a more personalized approach that allows respondents to be a lot more open during the interview. (<https://www.formpl.us/blog/data-collection-method>).



The questions of the interview were focused on:

1. To make a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis from your position as a respondent/stakeholder.
2. Proposing solution models to promote girls' and women's football in a sustainable way and make it accessible.

#### 3.4. Selection of the stakeholders and respondents.

Fifteen (15) people were interviewed for this study, and relevant stakeholders in groups of three (3) and three (3) respondents were interviewed individually. During the group interview, respondents were given a blank SWOT template, in which they made a SWOT analysis and then discussed it with each other as a stakeholder. After submitting additional questions, the information has been collected.

Groups of stakeholders were categorized by:

1. Their function is as coaches, players, sports coordinators, teachers, representatives of the Suriname Football Association and other local members, and parents.
2. The long experience, involvement, and insight into the profession as well as the nature and needs of girls and women's football.
3. Parents who have motivated their girls from the grassroots, supported and experienced their growth.

The geographical distribution was taken into account when selecting the respondents. The respondents were approached by e-mail or phone with a brief explanation of the research and an interview appointment was made with the date and time. The respondents were invited to the meetings. The group meeting lasted 45 minutes to an hour and the individual interview lasted 45 minutes. The second appointment, where appropriate lasted 30 minutes, usually if additional information was needed.

*Table I: Number and Nature of Interviews Conducted*

Interviewee ID	Stakeholder Group	Districts	Type of interview	Location & Date of Interview
Football players:	Senior national team Youth national team Club player  (Total: a group of 3)	Paramaribo Nickerie Marowijne	Group interview semi-structured	Zoom meeting 9 Nov 21
Coaches	Senior national team Youth national team Club trainer  (Total: a group of 3)	Para Commewijne Coronie	Group interview semi-structured	Zoom meeting 13 Nov 21
Sports leaders And Physical Teachers	Ministry of Regional Development and Sports and Ministry of Education, Science, and Culture:3  (Total: a group of 3)	Brokopondo Sipaliwini Wanica	Group interview semi-structured	Zoom meeting 17 Nov 21
Parents	Parents: 3 Senior team: Youth Club  (Total: a group of 3)	Paramaribo Sipaliwini Nickerie	Group interview semi-structured	Clubhouse and Zoom meeting 19 – 23 Nov 21
Representatives of the women of Suriname	Suriname Football Association: 1	Paramaribo Saramacca Para	Individual semi-structured	Head office Suriname

Football Association and Local member football associations	Local member: Sports Organization Leidingen:1 Local member: Sports Organization Para: 1  (Total 3 individuals)			Football Association 26 Nov 21
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The data of the interviews have been:

1. The group zoom meetings and individual interviews with the groups have been recorded
2. The SWOT analysis has been emailed.
3. During the individual interviews, the SWOT analysis was made individually and as a group on flip charts and submitted.
4. Finally, conclusions are drawn from the collected data

### 3.5. Participant Observation.

This is a data collection method by which information is gathered through observation, participants the role of a mentor during training, and matches of the girls' football teams. Observations were made at the various locations where the players are received when they start their training and on the pitch.

## Chapter 4.0 Research results

### 4.1. Women's football in Suriname.

Women's football only has an active competition in Suriname, in the city of Paramaribo. Paramaribo has five senior teams and four youth teams. District Nickerie and Para have two and district Brokopondo and Marowijne one each. Research has shown that no competitions can be played in the districts due to the limited number of teams. The clubs from the districts cannot travel to Paramaribo either. The biggest problem facing the district clubs is finance. This makes it difficult for them to pay the transport and maintenance costs of the team. Food and accommodation are provided by the Suriname Football Association.

The challenges the districts face in developing women's football in their districts regarding the research are different. In district Nickerie, local culture provides a major barrier such that girls are generally not allowed to participate in football there. Parents assume that their girls can be negatively influenced, e.g., that they are encouraged to adopt 'lesbian' or 'masculine' forms of behavior. District Nickerie has a community in which parents are more focused on their girls gaining education and activity that offers more security than sports. Furthermore, parents are afraid of peer pressure and want to protect their girls against the negative influence of others. Parents are afraid of the idea that their girls may become stigmatized as 'lesbian' through participating in a traditionally male form of physical activity. Thus, it is very difficult to find volunteers in Nickerie who are willing to help set up a girls' or women's football team. In districts, Brokopondo and Marowijne, the low density of population and the distances separating villages make it difficult to form a team.



*Figure 1: The districts where girls' and women's football is practiced*

The numbers of registered women's football clubs in recent years are indicated in Table II. In the senior women's competition, five clubs registered for the senior competition in 2020. A three-round competition was played. Five clubs participated in the youth competition. A round-robin, a two-round competition was played. Two of the clubs, Evita and Merodia withdrew.

(See Suriname Football Association extension:// efaidnbmnnnibpcajpcglclefindmkaj/https://svb.sr/wp-content/uploads/2019/04/SVB-Annual-Report-25-April-2018.pdf).

*Table II: Registered girls' and women's football clubs.*

Year	Senior clubs	Junior clubs
2011	7	0
2012	6	8
2013	5	5
2014	6	6
2015	7	5
2016	6	2
2017	8	6
2018	5	5
2019	5	4
2020	5	4

Table II illustrates that women's football in Suriname has not been growing. There were no youth teams in 2011 and only four teams in 2019. The number of senior teams stayed between 8 and 5 and has not increased over the years, and women's football at both the youth and senior levels has remained stagnant. Clubs come and go very quickly. From the registration register of the Suriname Football Association between 2011 and 2017 only 8 clubs registered to take part in the competition.

#### 4.2. SWOT Analyses by Stakeholder Group

The challenges of girls and women football in Suriname.

The questions of the interview required subjects:

To make a SWOT analysis from their position as a respondent/stakeholder. It is clear from the interviews that women's football in Suriname faces numerous problems, from organizational to behavioral problems. Almost all respondents indicate that there is no promotion of girls and women's football in Suriname. The respondents all agree that women's football should be promoted more. Women's football should be promoted more in Suriname. Open days must be held by Suriname Football Association well-known women's clubs should make school visits with their players so that they can share their experience with the girls who are also interested in football. (Stakeholder; trainer 1.0).

Furthermore, interviewees also agree that there are limited financial resources, the players are demotivated and people do not want to invest in a women's team, so women's and girls' football are short of sponsors.

The following tables show us the analysis of the different main stakeholders.

#### 4.2.1 Stakeholder Group 1: Female Footballers

**Table III: Group 1: Female Football players**

Interviewee / Focus Group	Age	Gender	Geographical Location	Type of Stakeholder / Formal Roles
<b>Focus Group 1</b>				
Interviewee 1.1	20	Female	District Paramaribo	Player Senior national team
Interviewee 1.2	17	Female	District Nickerie	Player Youth national team
Interviewee 1.3	19	Female	District Marowijne	Club player

**Table IV: SWOT Analysis by Group of Female Football players**

<b>Strengths</b>	<b>Weakness</b>
Talents Motivation We love to play football Know-how of football Volunteers Certified trainers at the clubs	Demotivated players. No sustainable developments and activities within football. Limited resources
<b>Opportunity</b>	<b>Threats</b>
Be able to play for a recognized women's team at the local, regional and national levels. Lots of young girls Open days for schools Getting Scholarships	A lot of girls give up Parents do not cooperate. Sexual harassment. No role models Social and cultural obstacles.

Table IV is a summary of answers by the subjects who are football players who actively play football in the seniors, juniors, and local clubs. The SWOT suggests that players think that there are enough talented and motivated players, there is a love for football among many

young women, there is enough knowledge about how to proceed, and sufficient numbers of volunteers who want to support, and trainers who are qualified. In terms of weaknesses, it is indicated that the players are demotivated, because payment is quite low at certain clubs and there is no structure in terms of activities, more incidental activities, and a scarcity of good football materials such as:

- Football training materials: free kick puppets, hurdle sets, running ladders, pawns, speedometers, chug, foot volley, rebounder.
- Match ball, training ball, light football, superlight football, ball net, ball bag, ball cart, ball cart, ball compressor, ball pump, ball pressure gauge, ball pump, the pupil of the week ball, shuttle ball header training.
- Field Materials: Training goals, match goals, goal nets, line marking paint, shoe brushes, artificial turf training materials, and corner flag poles. Ball catchers, Dugouts.
- Team clothing: full club uniforms, tracksuits, rain jackets.
- Care: First Aid, Care, and Physio materials: Food supplements, Tape, Cure tape, massage oil, muscle balm, Care case, First aid case, artificial grass gel, Compress, Ball holder, Massage table

Of course, there are also opportunities to improve the girls and women playing, e.g., girls can play for well-known football teams, there are plenty of young people in Suriname society, and football could be promoted in schools through open days that could be organized by well-known teams and by the Suriname Football Association also participated in competitive sport is still compatible with attendance at school.

Most players indicated that they become demotivated due to other obligations such as having to go to school or look for a job, parents no longer wanting to support them at some point, and there is a fear of sexual assault. The players also have no role models and, in many instances, there is a bigger problem in terms of social and cultural obstacles such that girls are not allowed to play football.



#### 4.2.2 Stakeholder Group 2: Coaches Group

**Table V Group 2: Coaches**

Interviewee / Focus Group	Age	Gender	Geographical Location	Type of Stakeholder / Formal Roles
<b>Focus Group 2</b>				
Interviewee 2.1	34	Male	District Para	Trainer Senior national team
Interviewee 2.2	26	Female	District Commewijne	Trainer Youth national team
Interviewee 2.3	40	Male	District Coronie	Club trainer

**Table VI SWOT Analysis by Coaches Group**

<b>Strengths</b>	<b>Weakness</b>
Talents Motivation No 1. sport in Suriname. Know-how of football Good sports education/ certified, with A, B, and C diplomas.	Demotivated trainers. No sustainable developments and activities within football. Limited financial resources Little or no sponsorship Minimal government support
<b>Opportunity</b>	<b>Threats</b>
Lots of young girls Collaborate with local sports associations Set up local pay football competition for girls at all levels	Discipline issues. A lot of girls give up Parents do not cooperate. Sexual harassment. No role models Social and cultural obstacles. Financial problems Small population

Table VI was completed by coaches who actively train at senior, junior, and local clubs. The SWOT indicates that there are enough talented and motivated players, who love football, knowledge, and trainers who are qualified.

As for weaknesses, members of the group indicated that even the coaches are demotivated, because working as a football coach is not a full-time job, the compensation at the clubs is quite low and there is no continuity in matches because the clubs have to wait for the availability of stadiums. There are no financial resources, no sponsors, and no government support, and most football locations are not "female-friendly". Issues raised by this group included whether there were sufficient opportunities for girls and women to improve their skills, whether there were opportunities for girls to play for well-known football teams; whether there are sufficient numbers of young people to make the growth of the sport viable; whether cooperation between the various local associations and clubs could be enhanced; and whether well-structured competitions could be organized. The coaches see the following threats within girls' and women's football: problems with discipline, many girls stopping playing football or attending training and they also have behavioral problems (aggression). There are no role models, and in most instances, parents do not support them for fear of sexual assault, social and cultural obstacles: girls are not allowed to play football and a population that is too small.

#### 4.2.3 Stakeholder Group 3: Government Departments: Ministry of Regional

**Table VII: Group 3: Sports leaders and physical teachers**

<b>Interviewee / Focus Group</b>	<b>Age</b>	<b>Gender</b>	<b>Geographical Location</b>	<b>Type of Stakeholder / Formal Roles</b>
<b>Focus Group 3</b>				
Interviewee 3.1	30	Female	District Brokopondo	Sports leaders
Interviewee 3.2	34	Male	District Sipaliwini	Physical Teachers
Interviewee 3.3	45	Female	District Wanica	Physical Teachers

**Table VIII: SWOT Analysis Ministry of Regional Development and Sports and Ministry of Education, Science and Culture**

<b>Strengths</b>	<b>Weakness</b>
Talents Motivation for football Know-how of football Sport education	No sustainable developments and activities within a football on schools Limited financial resources for schools No or limited sports facilities at the schools. To old resources and sports facilities at the schools No collaboration between the ministries.
<b>Opportunity</b>	<b>Threats</b>
Be able to play for a recognized women's team at the local, regional and national levels. Funds to support women's football leagues from the grassroots level to the national level. Monitoring Open days for schools in collaboration with de ministries.	Many girls choose to go for a different type of sport Parents do not cooperate, especially for playing a football Fear of sexual harassment. No role models Social and cultural obstacles.

Table VIII has been completed by the Ministry of Regional Development and Sports and the Ministry of Education, Science, and Culture. These government organizations are charged with facilitating the sport of football. The SWOT suggests that there is no shortage of talent, or motivation, and a sufficient level of certified trainers.

The weaknesses are indicated as a lack of sustainable developments and activities within football in school, limited financial resources for schools, and limited, or no, sports facilities at the schools. Physical education teachers have indicated that children who learn the basic skills at an early stage are physically active for the rest of their lives. According to them, this is extremely important because sport ensures that regular exercise is good for the brain and memory. This also improves school performance.

They also indicated that exercise helps to prevent obesity in children.

According to the physical education teachers, it has been found that only 1 day per week is reserved for physical education in the curriculum. In their view this is insufficient.

They also indicated that according to Article 31 of the Convention on the Rights of the Child, every child has the right to rest and leisure, to play and recreation, and to participate in art and culture. The government must ensure that every child has equal opportunities to realize this right and to promote recreational, artistic, and cultural facilities for children.

There is also no collaboration between the ministries.

To see the development of opportunities to support women's football leagues from the grassroots level to the national level, there is a need to promote monitoring, and open days for schools in collaboration with the appropriate ministries.

The members of the Ministry of Regional Development and Sports and the Ministry of Education, Science, and Culture emphasized the following factors. Many girls choose to participate in another type of sport, rather than football. Parents do not cooperate, especially for playing football, and there is a fear of sexual harassment. There is also a lack of role models and social and cultural opposition.

#### 4.2.4 Stakeholder Group 4: Parents

**Table IX: Group 4 Parents**

Interviewee / Focus Group	Age	Gender	Geographical Location	Type of Stakeholder / Formal Roles
<b>Focus Group 4</b>				
Interviewee 4.1	35	Female	District Paramaribo	Parents Senior team
Interviewee 4.2	45	Female	District Sipaliwini	Parents Youth team
Interviewee 4.3	28	Female	District Nickerie	Parents Club team

*Table X SWOT Analysis Parents*

<b>Strengths</b>	<b>Weakness</b>
Talents Motivation Love for football Certified trainers	Demotivated players. Girls and Woman football is unknown to many Surinamese Little or no sponsorship Low stadium attendance No volunteers
<b>Opportunity</b>	<b>Threats</b>
Motivated girls More promotion for girls' and woman's football Set up local pay football competition for girls at all levels	Some clubs stop due to financial problems Too few girls and women's football Parents do not cooperate due to a lack of time Fear Sexual Harassment. Social and cultural obstacles.

In Table X, the SWOT template completed by the parents, there is a reported recognition that girls and women have a football talent, and are motivated because they love football. In addition, they note that there exists a knowledge about the game with qualified trainers diplomas certified at levels A, B, or a C.

The weaknesses are indicated as demotivated players because they continue to play at the same level, receive a small compensation and eventually stay away. After all, football in Suriname is not paid but is more of a hobby. Many are not familiar with the fact that girls' and women's football is played in Suriname. People don't want to invest or sponsor in girls' or women's football clubs; the chances are slim that you will get your invested money back. There is almost no audience, no interest, and few volunteers willing to help in a club. The girls are motivated. By promoting more, you can get more people interested in joining a club. Set up a local professional football league for girls at all levels so that they can identify talented girls and play for senior clubs or even go abroad to study and play football

alongside. The parents have also pointed out that some clubs are closing due to financial difficulties, inflation, and lack of sponsors.

Too few girls and women playing soccer. Parents can no longer contribute due to a lack of time or other activities. Many parents have indicated that they are afraid of sexual harassment. And the most common social and cultural obstacle is the attitude that football is not for girls.

#### 4.2.5 Suriname Football Association and Local Member Associations.

**Table XI: Group 5: Suriname Football Association and Local Football Associations**

Interviewee / Focus Group	Age	Gender	Geographical Location	Type of Stakeholder / Formal Roles
<b>Focus Group 5</b>				
Interviewee 5.1	50	Male	District Paramaribo	Representatives of the women of the Suriname Football Association and Local member football associations
Interviewee 5.2	48	Male	District Saramacca	Representatives of the women of the Suriname Football Association and Local football associations: Sports Organization Leidingen
Interviewee 5.3	50	Male	District Para	Representatives of the women of the Suriname Football Association and Local football associations: Para

**Table XII SWOT of Suriname Football Association and Local Member Associations**

Strengths	Weakness
Know-how of football	Limited financial resources
Ownership of facilities.	Girls and Woman football is unknown
Volunteers	Little or no sponsorship
Support FIFA	Minimal government support

Support CONCACAF Customized training for all trainers' staff Social and community involvement.	Weak marketing Low stadium attendance Weak data collection Aging: no flow of youth players
<b>Opportunity</b>	<b>Threats</b>
Lots of young girls Open days for schools Internet and social media for marketing Collaborate with CARICOM Setup a local football league for girls at all levels Getting fame and scholarships	No role models Social and cultural obstacles. Financial problems Small population Aging of the teams

Table XII has been completed by the members of the Surinamese Football Association and members of the local football teams, who are responsible for organizing and monitoring the senior and junior clubs and the organization of local football competitions and football clubs. The SWOT suggests that there is knowledge of football within the community.

Furthermore, the Suriname Football Association owns facilities, and there are some individuals acting as volunteers who support the organization.

As for weaknesses indicated, financial resources for developing girls and women's football are unknown; there is little or no sponsorship, and minimal government support. Marketing is weak, stadium attendances are low, and there is little data collection. Players in the clubs are aging and there is no flow of youth players to replace them.

In terms of opportunities to improve girls and women's football, many young girls want to play football. However, there is a need for more promotion of football in schools, for example through open days for schools, the internet, and social media for marketing.

Members of this group also proposed that the potential for collaboration with other CARICOM member countries on football should be explored, to set up a local soccer league for girls at all levels, get recognition and scholarships

The threats identified by the members of the Surinamese Football Association and members of the Local Football Associations within girls and women's football included a lack of role models, the existence of social and cultural obstacles, financial problems, a lack of investors and sponsors, a small population, and the aging of players within the teams.

#### 4.3 Differences and Similarities in the SWOT Provided by Different Stakeholders.

##### *4.3.1. The Differences in the SWOT by the different stakeholders.*

The SWOT analysis was completed by representatives of various stakeholders who are directly involved in girls' and women's football in Suriname. The analysis of each set of stakeholders has similarities, but also differences. One difference that stands out strongly is that the Suriname Football Association and the local member associations claim that the existence of and access to, facilities is not a problem, while the other stakeholders are unaware of them. It is also not the case that all stakeholders believe that the selection of players is only able to draw on an aging population within the teams.

#### 4.4. Participant observations of the author

There appears to be no shortage of motivation among the girls who are playing football, and in many instances, parents are also motivated to take their girls to training sessions and competitions. There is also plenty of talent among the girls. The under15 players are more committed and motivated than the older girls of 16 – 20 who lack discipline in that they do not regularly attend training sessions.

The fact that the number of participants in women's football in Suriname remains small is influenced by the organization of the Suriname Football Association itself. Firstly, it is conservative. Little has changed in girls' and women's football. The state of affairs is the same as it was during the inception of women's participation. Teams come and go because they are not placed on a sound footing. During interviews, the respondents indicated that there should be many possibilities for better organizing and making girls and women's football in Suriname more attractive and thus sustainable.



The potential strengths on which women's football can draw to become more sustainable in Suriname include:

1. Talent: there are several talented female players already participating in the sport.
2. Motivation: motivation is high among certain groups
3. Love for football, football is the no 1. sport in Suriname
4. Know-how of football – the availability of qualified coaches
5. Ownership of facilities.
6. Support of FIFA and CONCACAF
7. Volunteers- the potential to recruit volunteers.
8. Sports education in schools
9. Social and community involvement, through community organizations.

## **Chapter 5.0: Key Themes Identified in the SWOT Analyses and Priorities for Action.**

### 5.1 Key Themes and their Importance

It is clear from the foregoing analysis outlined in the previous chapters, that progress in the development of football for women and girls has been minimal since the resumption of attempts to launch the women's game in 2000. In this chapter, we will seek to outline the themes which have emerged concerning.

- (a) The problems and opportunities which have been identified;
- (b) The solutions and actions proposed to address these problems;
- (c) Where responsibility for action might be allocated; and
- (d) How the effectiveness of actions undertaken might be monitored?

#### *5.1.1 The Governance of Football in Suriname and the Governance of the Women's Game*

Perhaps the first issue to consider is the governance of the game. Women's football is a poor relation in Suriname in that women footballers and women's football clubs are not full members of the Suriname Football Association. Responsibility for the Women's game lies with the Commission for Women's Football, a body that has limited powers and subordinate status to the men's game. The Commission is made up of three (3) men and one (1) woman and indeed is chaired by a male member of the Suriname Football Association. This is a state of affairs that is likely to undermine the importance of the women's game when compared with that of the game for men. For example, decisions about the distribution of resources between the two genders will be directly affected by the fact that the women's game is of lower status, and women and women and girls' clubs have no voting rights.

The action required is likely to involve changing the constitution of the Suriname Football Association, and a working party or some such similar body would be required to study and make recommendations to an extraordinary session of the Suriname Football Association. The study would involve the identification of different approaches to governance, and the establishment of good practice in the governance of women's (and men's) football, and

would involve taking into account the advocacy by CONCACAF and FIFA of appropriate governance systems.

### *5.1.2 Promotion of the Women's and Girls' Game*

The women's game is unlikely to grow without promotion at all levels. There is a need to promote, in particular, the game at age-group levels through the education system. Without a steady stream of new players coming into the game through physical education and school sport, the game at the senior level cannot flourish. Lessons may be learned from the approaches adopted by comparator countries (i.e., Bermuda, Jamaica, and Costa Rica) in terms of the promotional measures adopted.

The club system for women's football is lacking in numbers, and suffers from instability, with clubs coming on to the scene but ceasing to maintain a presence. There is therefore a requirement to establish how exemplar national systems manage to achieve sustainability.

It has also emerged that little promotion is made for women's football. The clubs run into financial difficulties and are then forced to shut down. Culture also plays a major role in this, with the commonly held attitude of 'soccer is not for girls.

If a club starts with a team, they run into problems with the players who are not motivated and disciplined enough to attend training sessions. The parents do not always support their daughters, since dropping off and picking up children takes a lot of energy and time, and so some efforts will need to be directed at convincing parents of the benefits of their daughters participating, the importance of regular attendance, and commitment to training and playing.

The senior female players of the women's clubs are not members of the Suriname Football Association, so they have no say or rights in organizational decisions. There are only a few clubs that participate in women's football competitions. As a country, Suriname has a senior female team and two female youth teams at the national level, while the men have many more, including the senior team, U-20, U-17, U-15, U-13, U-11, and U-9, and U-7 levels.

Some clubs cannot maintain activity at all levels and their activities are curtailed. Due to financial problems or a shortage of female players, some teams withdraw from the competition. The senior clubs also have to make do with matches that are tailored to the availability of the stadiums, which means that fixtures are not organized at a regular time. The female match schedule is spread out because there are too few clubs and the competition is over in a limited period.

In the age groups between 12 and 20 years, little has been done in the field of football among the girls. Some girls play football in youth clubs, but there is no continuity there either. It appears that little has been done to promote girls' and women's football in Suriname. There are incidental activities such as school competitions, but there is no continuity here either. There are enough talented players, but no sustainable developments and activities. Finally, the feedback from the focus groups highlights a need for more publicity from Suriname Football Association for women's football in Suriname. The Women's Commission should be monitoring activity and should establish a planned approach with clear objectives and tasks for every stakeholder involved with young people who want to play football. Clear guidelines have been given from FIFA and CONCACAF with which to work. The wheel does not need to be rediscovered. S.F.A is responsible for promoting the game among girls in Suriname, but due to a shortage of personnel, it is not clear who, within the Suriname Football Association has responsibility for monitoring the situation.

Without the following:

- (a) clear lines of responsibility between the various stakeholders/institutions;
- (b) sufficient resources including (named) personnel to take on these responsibilities;
- (c) a well-defined system for identifying goals, monitoring and recording achievement of those goals, and analyzing/explaining the extent to which, and why, goals have or have not been met.

It is unlikely that significant progress will be achieved.

This research project has been structured around the questions that represent the core concerns of strategic planning, namely “where are we now?”; “where do we want to get to?”, “how do we get there?”; and “how do evaluate performance?”. The emphasis has been on the first three of these questions and in particular the first of these which takes stock of where we stand at present with where we want to be.

In effect, the SWOT analysis of the key stakeholders has provided an account of their various perceptions of the strengths, weaknesses, opportunities, and threats which face women’s and girls’ football in Suriname, that is the analysis of ‘where we are now. This has been the primary thrust of the research.

The analysis of 'where we want to get to' involves the setting of broad aims and some detailed objectives. The broad aims are to develop and establish a system/program for women’s and girls’ football in Suriname which is stable, financially viable, and seeks to promote increases in the volume and quality of player participation, coaching and administration from grassroots to elite level, throughout Suriname.

These broad aims can be expressed in terms of specific measurable attainable objectives in terms of numbers of players, numbers of teams, number of qualified coaches, numbers, and types of competitions. The objectives should be SMART objectives, i.e., they should be Specific, Measurable, Achievable, Relevant, and Time-Bound. The setting of detailed objectives is beyond the remit of this piece of work. However, this research does seek to identify the structural changes necessary to develop a system for generating and measuring the achievement of objectives.

*Table XIII Key Themes and Importance*

Key Themes	Importance
<p><b>Surinamese Football Association</b></p>	<p>The Surinamese Football Association must ensure that the girl's and women's football clubs become members of the associations and that the governance of women's football is integrated within the overall governance of the body.</p> <p>The Surinamese Football Association should provide a department that deals solely with women's football.</p> <p>The Surinamese Football Association must also facilitate access to playing fields/stadia, and good quality, appropriate equipment.</p> <p>Funding for equipment needs to be sourced by the department responsible for the women's game</p> <p>The facilities should be made more female-friendly, with appropriate changing rooms, showers, and toilet areas.</p> <p>There is a need to ensure that laws, regulations, and practices that protect girls on and off the field are made explicit and overseen. In particular strategies for protecting women and children (and also young male players) from sexual harassment, and physical and psychological bullying need to be identified and actively enforced.</p>
<p><b>Government</b></p>	<p>The government is an important body in women's football, especially at the local, national and international levels.</p> <p>The government should work together with the Suriname Football Association to promote healthy lifestyles through sports, and gender equity.</p>
<p><b>Finance</b></p>	<p>Without finance, it is difficult to maintain a club. Sources of potential funding need to be identified and actively pursued.</p>
<p><b>Girls and women Football clubs and players</b></p>	<p>The football players should be motivated and have love for the sport, and also adhere to the rules of the club concerning</p>

	<p>commitment and discipline. The clubs themselves need to actively pursue this.</p> <p>Self-confidence and resilience:</p> <p>In addition to discipline, concentration, and dealing with adversity, top football players also score high on motivation and self-confidence. In addition, they are more resilient and more committed to the sport.</p> <p>The footballers must also feel safe within their club, and there should be persons identified with responsibility in each club for player safety.</p> <p>It is important to start playing football early (from the age of six to twelve) and to achieve a good balance between deliberate training (deliberate practice) and unstructured play (deliberate play) until the age of fifteen.</p>
<p><b>Parents</b></p>	<p>Parents influence the development of young athletes and can encourage commitment and discipline. Thus, parents should be encouraged to take a role within clubs to engender commitment, enjoyment, and safety. Positive parental support is critical to success.</p> <p>Parents should also be given a voice in the management of the clubs in which their children participate.</p> <p>Parental involvement is a key factor in children's sports participation.</p> <p>We can distinguish three fundamental roles of parents:</p> <ul style="list-style-type: none"> <li>➤ the 'supplier': bringing and collecting the athlete, paying expenses, and making time for the child's sports practice.</li> <li>➤ the 'translator' of their children's sports experience: reacting emotionally in an adapted way to competition, and the compulsion to achieve;</li> </ul>

- the 'role model': showing exemplary behavior, both at home and off the sports pitch.

The following items listed in Table XIII are among those listed as key in the stakeholder interviews and represent the tasks that need to be addressed in terms of moving women's and girls' football from its current parlous position to a sustainable future.

Based on the above key stakeholders, priorities must be set.

Table XIV indicates some main priorities of the key stakeholders with recommendations, actions, lead, resources, time scale, and critical success factors.

Priority	Recommendation	Action	Lead	Resources	Time-scales	Critical success factors
Reorganization of the women's soccer committee of the Suriname Football Association	Recruit mostly women, especially ex-football players who can act as role models	Identify, interest, and attract these women.	Suriname Football Association and Clubs and government	Clubs en ex-internationals	By end 2022	Better cooperation and communication.
Implementing football school programs	Developing school football competitions between girls from different schools.	Introduce football-based school programs	Suriname Football Association Ministry of Education, Science and Culture and the Ministry of Regional	Schools Clubs Neighborhood organizations	By the school year 2023.	Origin of school competitions and several clubs in the different regions



			Development and Sport And the schools			
Raising awareness and promotion of girls and women's football	Develop a Sustainable Marketing plan	Promote through schools, neighborhood organizations, media, and social media through Facebook, Instagram, Twitter, etc.	Suriname Football Association and clubs and schools	Suriname Football Association and government and external expert	By 2023	Making football accessible to all girls and stakeholders in all regions
Setting up better accommodations for girls	Placing containers with toilets at the existing accommodations	Applying for donations and searching for resources through projects	Suriname Football Association and government and Clubs	FIFA and CONCACAF and government	By 2023	Better hygiene and safe accommodations for girls.

The girls' and women's football in Suriname must be made more sustainable and strategies must be implemented in collaboration with various stakeholders. The girls' and women's football must become an identity on its own, not always as shadows of the men's football. A good step would be to recognize their own identity and brand.

Can own identity, and branding change the way of thinking about girls and women's football?

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## Appendices I.

Perform a SWOT analysis using the table below. Fill in the table with the correct data, taking into account the following points: strategic planning, girls' and women's football, elite sport, and recreational sport.

1. Which of the club strengths can be used to take advantage of the identified
2. opportunities to develop strategies to promote the growth of girls' / women's participation in football at a recreational level?
3. Which of the club's strengths can be used to take advantage to also develop women's /girls' football performance at the elite level within Suriname?
4. How can the strengths be used to minimize the threats that you identified?
5. How can the identified opportunities be used to develop strategies to promote the growth of girls'/women's participation in football at a recreational level weakness?
6. How can the identified opportunities be used to develop to also develop women's / girls' football performance at the elite level within Suriname?
7. How can the weakness be minimized to avoid the impending threats identified?

### SWOT Analysis:

#### Football players

Strengths	Weakness
Talents	Demotivated players.
Motivation	No sustainable developments and activities within football.
Love for football, football is the no 1. sport in Suriname.	Limited financial resources
Know-how of football	Unknown
Volunteers	Little or no sponsorship
Sport educations	Minimal government support
	Low stadium attendance
	Weak data collection
Opportunity	Threats

<p>Be able to play for a recognized women's team at the local, regional and national levels.</p> <p>Lots of young girls</p> <p>Open days for schools</p> <p>Internet and social media for marketing</p> <p>Collaborate with Caricom</p> <p>Set up local pay football competition for girls at all levels</p> <p>Getting Scholarships</p>	<p>Some clubs stop.</p> <p>Discipline issues.</p> <p>A lot of girls give up</p> <p>Parents do not cooperate.</p> <p>Sexual harassment.</p> <p>No role models</p> <p>Social and cultural obstacles.</p> <p>Financial problems</p> <p>Small population</p>
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### Coaches

<b>Strengths</b>	<b>Weakness</b>
<p>Talents</p> <p>Motivation</p> <p>Love for football, football is the no 1. sport in Suriname.</p> <p>Know-how of football</p> <p>Volunteers</p> <p>Sport educations</p>	<p>Demotivated players.</p> <p>No sustainable developments and activities within football.</p> <p>Limited financial resources</p> <p>Unknown</p> <p>Little or no sponsorship</p> <p>Minimal government support</p> <p>Low stadium attendance</p> <p>Weak data collection</p>
<b>Opportunity</b>	<b>Threats</b>
<p>Be able to play for a recognized women's team at the local, regional and national levels.</p> <p>Lots of young girls</p> <p>Open days for schools</p> <p>Internet and social media for marketing</p> <p>Collaborate with CARICOM</p>	<p>Some clubs stop.</p> <p>Discipline issues.</p> <p>A lot of girls give up</p> <p>Parents do not cooperate.</p> <p>Sexual harassment.</p> <p>No role models</p> <p>Social and cultural obstacles.</p>

Set up local pay football competition for girls at all levels Getting Scholarships	Financial problems Small population
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### S.F.A and Local football associations.

<b>Strengths</b>	<b>Weakness</b>
Talents Motivation Love for football, football is the no 1. sport in Suriname. Know-how of football Volunteers Sport educations	Demotivated players. No sustainable developments and activities within football. Limited financial resources Unknown Little or no sponsorship Minimal government support Low stadium attendance Weak data collection
<b>Opportunity</b>	<b>Threats</b>
Be able to play for a recognized women's team at the local, regional and national levels. Lots of young girls Open days for schools Internet and social media for marketing Collaborate with CARICOM Set up local pay football competition for girls at all levels Getting Scholarships	Some clubs stop. Discipline issues. A lot of girls give up Parents do not cooperate. Sexual harassment. No role models Social and cultural obstacles. Financial problems Small population

## Ministries of Regional Development and Sports and Education, Science and Culture

<b>Strengths</b>	<b>Weakness</b>
<p>Talents</p> <p>Motivation</p> <p>Love for football, football is the no 1. sport in Suriname.</p> <p>Know-how of football</p> <p>Volunteers</p> <p>Sport educations</p>	<p>Demotivated players.</p> <p>No sustainable developments and activities within football.</p> <p>Limited financial resources</p> <p>Unknown</p> <p>Little or no sponsorship</p> <p>Minimal government support</p> <p>Low stadium attendance</p> <p>Weak data collection</p>
<b>Opportunity</b>	<b>Threats</b>
<p>Be able to play for a recognized women's team at the local, regional and national levels.</p> <p>Lots of young girls</p> <p>Open days for schools</p> <p>Internet and social media for marketing</p> <p>Collaborate with Caricom</p> <p>Set up local pay football competition for girls at all levels</p> <p>Getting Scholarships</p>	<p>Some clubs stop.</p> <p>Discipline issues.</p> <p>A lot of girls give up</p> <p>Parents do not cooperate.</p> <p>Sexual harassment.</p> <p>No role models</p> <p>Social and cultural obstacles.</p> <p>Financial problems</p> <p>Small population</p>

## Parents

<b>Strengths</b>	<b>Weakness</b>
<p>Talents</p> <p>Motivation</p> <p>Love for football, football is the no 1. sport in Suriname.</p> <p>Know-how of football</p>	<p>Demotivated players.</p> <p>No sustainable developments and activities within football.</p> <p>Limited financial resources</p> <p>Unknown</p>

Volunteers Sport educations	Little or no sponsorship Minimal government support Low stadium attendance Weak data collection
<b>Opportunity</b>	<b>Threats</b>
Be able to play for a recognized women's team at the local, regional and national levels. Lots of young girls Open days for schools Internet and social media for marketing Collaborate with CARICOM Set up local pay football competition for girls at all levels Getting Scholarships	Some clubs stop. Discipline issues. A lot of girls give up Parents do not cooperate. Sexual harassment. No role models Social and cultural obstacles. Financial problems Small population

### Stakeholders:

This SWOT analysis of Bench using the table below was filled by Football players, Coaches, Sports leaders, Physical Teachers, Parents, and Representatives of the women of the S. F.A. and Local football associations. Fill in the table with the correct data, taking into account the following points: **strategic planning, girls' and women's football, elite sport, and recreational sport.**

1. Which of the club strengths can be used to take advantage of the identified
2. opportunities to develop strategies to promote the growth of girls' / women's participation in football at a recreational level?
3. Which of the club's strengths can be used to take advantage to also develop women's / girls' football performance at the elite level within Suriname?
4. How can the strengths be used to minimize the threats that you identified?
5. How can the identified opportunities be used to develop strategies to promote the growth of girls' / women's participation in football at a recreational level weakness?
6. How can the identified opportunities be used to develop to also develop women's /



girls' football performance at the elite level within Suriname?

7. How can the weakness be minimized to avoid the impending threats identified?

**SWOT Analysis by the Suriname Football Association**

<b>Strengths</b>	<b>Weakness</b>
<b>Opportunity</b>	<b>Threats</b>