



REPUBLIC SURINAME
MINISTRY OF NATURAL RESOURCES
SURINAME COMPETITIVENESS AND SECTOR DIVERSIFICATION PROJECT

REQUEST FOR EXPRESSIONS OF INTEREST
CONSULTING SERVICES – FIRMS SELECTION

Country:	Republic of Suriname
Name of Project:	Suriname Competitiveness and Sector Diversification Project
Project No.:	P166187
Loan No.:	IBRD Loan 8985 - SR
Assignment Title:	Consulting Firm for the Development and Implementation of a Revenue Registration System (RRS) in support of the implementation of the Extractive Industries Transparency System (EITI)
Reference No.:	SR-MNR-539728-CS-CQS

The Republic of Suriname has received financing from the World Bank toward the cost of the Suriname Competitiveness and Sector Diversification Project, and intends to apply part of the proceeds for consulting services.

Suriname is implementing the Extractive Industries Transparency Initiative (EITI) to strengthen transparency, accountability, and good governance in the extractive sector. A core requirement of EITI implementation is the systematic and reliable collection of revenue data from reporting entities, including state-owned enterprises, private extractive companies, and relevant government agencies.

Currently, revenue data is collected through manual submissions, spreadsheets, and ad hoc reporting formats, which limits data quality, timeliness, and auditability. To improve efficiency and compliance with EITI Standards, Suriname seeks to establish a centralized, secure, and standardized Revenue Registration System (RRS) to support annual EITI reporting and long-term institutionalization of systematic disclosures.

The objective of the consulting services is to design, develop, implement, and operationalize a cyber secure digital Revenue Registration System that enables EITI reporting entities in Suriname to submit, validate, and manage revenue data in a standardized, secure, and auditable manner. The system must support:

- Annual EITI reporting cycles
- Systematic disclosure of revenue data
- Data validation, reconciliation, and audit trails
- Secure user access and role-based permissions
- Integration with government systems where feasible

The Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest.

A Consulting firm will be selected in accordance with the Regulations for Consultant's qualifications based selection (CQS) described in the World Bank Procurement Regulations for IPF Borrowers, dated July 2016, revised November 2017 and August 2018.

The Project Implementation Unit (PIU) within MNR now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. **The qualification criteria are:**

- (1) proven and notable experience in the field of providing support to Governments on digital reporting systems related to revenue streams, ideally with focus on the extractive (mining) sector. Demonstrated expertise in data security, financial reporting, system integration. Experience with EITI or similar transparency initiative will be considered an asset. Experience with working in Suriname or the Caribbean Region is preferred.
- (2) having delivered in the last 10 years at least 3 similar projects of similar size, scope and nature
- (3) specific information and past project references in order to demonstrate the Consultant's meets each of the criteria and the requirements as per the TOR
- (4) key expert CV's confirming the consultant team profiles as listed in the expected experience and required qualifications section of the TOR
- (5) an overview of the technology (equipment, software ...) that will be used during the assignment
- (6) the Consultant's ability to deploy key experts within one month following contract signature

The attention of interested Consultants is drawn to paragraph 1.9 of the Procurement for IPF Borrowers, issued July 2016, as revised November 2017 and August 2018 setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment:

Bank policy requires that consultants provide professional, objective, and impartial advice and at all times hold the client's interests paramount, without any consideration for future work, and that in providing advice they avoid conflicts with other assignments and their own corporate interests. Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of being unable to carry out the assignment in the best interest of the Borrower. Without limitation on the generality of the foregoing, consultants shall not be hired under the circumstances set forth below:

- (a) Conflict between consulting activities and procurement of goods, works, or nonconsulting services (i.e., services other than consulting services covered by these Guidelines⁸): A firm that has been engaged by the Borrower to provide goods, works, or non-consulting services for a project, or any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation (before Loan effectiveness) or implementation of a project, or any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm, shall be disqualified from subsequently providing goods, works, or services (other than consulting services covered by these Guidelines) resulting from or directly related to the consulting services for such preparation or implementation. This provision does not apply to the various firms (consultants, contractors, or suppliers) which together are performing the Contractor's obligations under a turnkey or design and build contract.
- (b) Conflict among consulting assignments: Neither consultants (including their personnel and sub-consultants), nor any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm, shall be hired for any assignment that, by its nature, may be in conflict with another assignment of the consultants. As an example, consultants assisting a client in the privatization of public assets shall neither purchase, nor advise purchasers of, such assets. Similarly, consultants hired to prepare Terms of Reference (TOR) for an assignment shall not be hired for the assignment in question.

(c) Relationship with Borrower's staff: Consultants (including their experts and other personnel, and sub-consultants) that have a close business or family relationship with a professional staff of the Borrower (or of the project implementing agency, or of a recipient of a part of the loan) who are directly or indirectly involved in any part of: (i) the preparation of the TOR for the assignment, (ii) the selection process for the contract, or (iii) the supervision of such contract may not be awarded a contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the contract.

(d) A consultant shall submit only one proposal, either individually or as a joint venture partner in another proposal. If a consultant, including a joint venture partner, submits or participates in more than one proposal, all such proposals shall be disqualified. This does not, however, preclude a consulting firm to participate as a sub-consultant, or an individual to participate as a team member, in more than one proposal when circumstances justify and if permitted by the RFP.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Further information can be obtained at the address below during office hours 09:00 to 14:00 Suriname time (UTC – 3 hours)

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax, or by e-mail) by close of business on Wednesday 15 April 2026.

Ministry of Natural Resources

Attn: Mr. Clyde Griffith, Component Coordinator SCSD C1

Mr. Dr. J.C. de Mirandastraat 11 -15, Paramaribo, Republic of Suriname

Tel: (+597) 474666 (PIU Office) or (+597)8532104 (Component Coordinator)

Fax: (+597) 475752

E-mail: clydegriffith1977@gmail.com

REPUBLIC SURINAME
MINISTRY OF NATURAL RESOURCES
SURINAME COMPETITIVENESS AND SECTOR DIVERSIFICATION PROJECT

REFERENCE: SR-MNR-539728-CS-CQS

TERMS OF REFERENCE

**CONSULTING FIRM FOR THE DEVELOPMENT AND IMPLEMENTATION OF A
REVENUE REGISTRATION SYSTEM (RRS) IN SUPPORT OF THE IMPLEMENTATION OF THE
EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE (EITI)**

Introduction

The Republic of Suriname has received a loan from the World Bank for a Suriname Competitiveness and Sector Diversification (SCSD) project, which seeks to facilitate sector governance, competitiveness, and diversification in Suriname by addressing enabling environment constraints in the targeted industries of mining, agribusiness, and tourism. This will be achieved by financing technical assistance for policy, legal and regulatory reforms; capacity building of key institutions; and business development services and matching grants for SMEs and value chain development.

The project comprises two components which will be implemented by Project Implementation Units (PIUs) at the Ministry of Natural Resources (MNR) (component 1) and the Ministry of Economic Affairs, Entrepreneurship and Technological Innovation (MEZ) (component 2) under the guidance of a Project Coordination Committee (PCC). Each PIU will be led by a Component Coordinator responsible for the implementation of project activities under the relevant implementing ministry. A Project Coordinator will provide strategic and problem-solving guidance to both PIUs and chair the PCC.

The focus of Component 1 implemented by the PIU at the MNR is strengthening the mining sector governance, transparency, accountability, and administration. This component focuses on supporting improvements to the legal, regulatory, and institutional framework governing mining in Suriname. The purpose is to align Suriname's framework to international best practice, and to provide its institutions with knowledge and tools to carry out their mandated functions.

Background

Suriname is implementing the Extractive Industries Transparency Initiative (EITI) to strengthen transparency, accountability, and good governance in the extractive sector. A core requirement of EITI implementation is the systematic and reliable collection of revenue data from reporting entities, including state-owned enterprises, private extractive companies, and relevant government agencies.

Currently, revenue data is collected through manual submissions, spreadsheets, and ad hoc reporting formats, which limits data quality, timeliness, and auditability. To improve efficiency and compliance with EITI Standards, Suriname seeks to establish a centralized, secure, and standardized Revenue Registration System (RRS) to support annual EITI reporting and long-term institutionalization of systematic disclosures.

Objective of the Assignment

The objective is to design, develop, implement, and operationalize a cyber secure digital Revenue Registration System that enables EITI reporting entities in Suriname to submit, validate, and manage revenue data in a standardized, secure, and auditable manner. The system must support:

- Annual EITI reporting cycles
- Systematic disclosure of revenue data
- Data validation, reconciliation, and audit trails
- Secure user access and role-based permissions
- Integration with government systems where feasible

Scope of Work

1. System Design and Requirements Analysis

- Conduct consultations with the Suriname EITI Secretariat, MSG, past and potential reporting entities, and other government agencies.
- Map current revenue flows, reporting processes, and data structures.
- Define functional and technical requirements, including:
 - Revenue categories (taxes, royalties, fees, dividends, production shares, etc.)
 - Reporting templates aligned with EITI Standards and other reporting requirements
 - User roles (reporting entities, other government agencies, SEITI Secretariat, auditors)
 - Data validation rules and reconciliation logic
 - Security, privacy, and audit trail requirements
- Produce a System Requirements Specification (SRS).

2. System Development

- Develop a web-based, multilingual (EN/NL) platform with:
 - Secure login and authentication
 - Online data entry forms and bulk upload options
 - Automated validation checks
 - Document upload and metadata tagging
 - Dashboards for monitoring submissions
 - Export functions (CSV, XLSX, PDF)
- Ensure compliance with Suriname's ICT standards and cyber security protocols.

3. Integration and Interoperability

- Assess integration options with:
 - Tax authority systems
 - Ministry of Natural Resources databases
 - State-owned enterprise reporting systems
- Develop data exchange mechanisms where feasible.

4. Testing and Quality Assurance

- Conduct unit, integration, and user acceptance testing (UAT).
- Pilot the system with a selected group of reporting entities.
- Incorporate feedback and finalize the system

5. Capacity Building and Training

- Develop user manuals, quick guides, and training materials.
- Deliver training sessions for:
 - Reporting entities
 - Government agencies
 - SEITI Secretariat staff
- Provide coaching during the first reporting cycle.

Deployment and Support

- Deploy the system on a secure hosting environment (cloud or government servers).
- Provide technical support during the first year of operation.
- Establish a maintenance and sustainability plan.

Deliverables, Payment Schedule and Timing

The deliverables triggering payments schedule and timing are presented in the table below:

	Deliverables	Payment Schedule	Timing
1	Inception Report (Workplan, methodology, stakeholder map) System Requirements Specification (Functional & technical requirements)	10%	0 – 4 weeks
2	Prototype / Wireframes (User interface and workflow design)	25%	4 – 8 weeks
3	Fully Developed System Report(Complete RRS platform) Testing & UAT (Results of pilot and adjustments)	25%	8 – 10 weeks
4	Training Package (Manuals, guides, training sessions) Final System Deployment (Live system with support)	20%	10 – 12 weeks
5	Sustainability & Handover (Report (Maintenance plan, documentation)	20%	12 – 14 weeks

Duration of Assignment

The assignment is expected to be completed within 3–4 months, including testing, training, and deployment. Strict time lines will apply as the project closes 31.12.2026.

Required Qualifications of the Consultant/Team

Firm Qualifications

- Proven experience developing government or extractive-sector digital reporting systems.
- Demonstrated expertise in data security, financial reporting, and system integration.
- Experience working with EITI or similar transparency initiatives is an asset.
- Experience in Suriname or the Caribbean region is preferred.

Key Experts at minimum

- Team Leader / Project Manager – 10+ years in ICT governance or public sector systems. University degree in Financial Economics or ICT completed with ICT or Financial Economics post university degree or any other relevant university degree completed with relevant trainings and to the point professional experience.
The TL/PM will lead the Revenue Registration System from the architectural designs up to and including the final installation and commissioning. The TL/PM will follow-up the functional goals of the project and the strategic goals of DAS. A key capability will be able to understand business needs, challenge them and translate those into a system that fulfills those needs and to be used by the design & development specialist(s) as starting point for the actual design elaboration and implementation. The

TL/PM needs to enable the delivery of the projects within the agreed constraints (with regards to scope/quality, time and budget). Potential deviations need to be tackled proactively.

- **Software Architect / Lead Developer – 7+ years in system design and development. University degree in ICT or any other relevant university degree completed with relevant trainings and to the point professional experience.**
The SA/LD is responsible for defining architectural designs following the strategic goals set by DAS and its IT Management for this project. This includes assisting on working out a vision in line with new architectural trends in the market. The SA/LD must be able to find effective options to solve architectural challenges, making correct, objective trade-offs, keeping the holistic application landscape and end goal in mind. Essential is to understand business needs and translate those into an architecture that fulfills those needs and from there on will be used for the development towards the revenue registration system. The SA/LD is responsible for development of the software and therefore either takes care about the development thereof or oversees the work of a/the developer(s). The SA/LD also heads the technical direction for the Technology Roadmap and expertise in relevant technologies.
- **Data or cyber security Specialist – 5+ years experience with financial data structures, validation logic and secure system design. Degree in ICT or any other relevant degree completed with relevant trainings and to the point professional experience**
Access cyber security risk and provide mitigation measures. Support DAS as IT Asset owners with implementation of mitigation measures. The Cyber security Risk Analyst will secure the revenue collection system by identifying, assessing, and mitigating risks generated by missing or ineffective security controls within critical applications and infrastructure components. This role requires deep technical knowledge of application and system architecture, strong risk management acumen, and the ability to collaborate effectively with IT system owners, architects, and developers to design and implement appropriate mitigation strategies.

Reporting and Coordination

The Consultant will report to the Component Coordinator of the SCSD Project Component 1 and have access to the Suriname EITI Secretariat, with oversight from the Multi-Stakeholder Group (MSG). Regular progress meetings will be held bi-weekly or as agreed.

Confidentiality and Data Protection

All data accessed or generated during the assignment shall remain the property of the Government of Suriname. The consultant must comply with national data protection laws and international cyber security standards.