

REPUBLIEK SURINAME



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 of Delfstoffen Autoriteit Suriname (DAS) Human Resources Staff Onboarding Program
Reference No.: SR-MNR-538863-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.

The Delfstoffen Autoriteit Suriname (DAS) is designed to become a new public legal entity set up to regulate, coordinate, and monitor mining activities in Suriname, with strong emphasis on environment, health, safety, and transparent resource governance. To operationalize DAS effectively, a structured onboarding process is needed for staff transferring from GMD, BIS, and other entities, as well as newly recruited personnel, so that they quickly understand DAS' mandate, governance, processes, and culture.

The objective of this assignment is to recruit a onboarding specialist consulting firm who will design, pilot, and institutionalize a complete onboarding process (policies, tools, materials, and workflows) tailored to DAS' legal mandate, organizational structure, and operational priorities.

The onboarding specialist will design, coordinate, and implement a structured onboarding program for DAS that aligns with the Wet Delfstoffen Autoriteit Suriname and supports rapid, compliant operationalization of the new authority

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 in terms of people driven change management, including design of a restructuring program taking on board all institutional, legal, regulatory and organizational requirements. Proven track record in terms of recruitment of high profiles such as top managers and heads of highly specialized technical departments requiring master profiles or higher. 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-538863-CS-CQS

TERMS OF REFERENCE

**CONSULTING FIRM FOR DEVELOPMENT OF THE
DELSTOFFEN AUTORITEIT SURINAME (DAS) HUMAN RESOURCES STAFF
ONBOARDING PROGRAM**

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.

The onboarding specialist will design, coordinate, and implement a structured onboarding program for DAS that aligns with the Wet Delfstoffen Autoriteit Suriname and supports rapid, compliant operationalization of the new authority.

Background and Objective

The Delfstoffen Autoriteit Suriname (DAS) is designed to become a new public legal entity set up to regulate, coordinate, and monitor mining activities in Suriname, with strong emphasis on environment, health, safety, and transparent resource governance. To operationalize DAS effectively, a structured onboarding process is needed for staff transferring from GMD, BIS, and other entities, as well as newly recruited personnel, so that they quickly understand DAS' mandate, governance, processes, and culture.

The objective of this assignment is to recruit an onboarding specialist consulting firm who will design, pilot, and institutionalize a complete onboarding process (policies, tools, materials, and workflows) tailored to DAS' legal mandate, organizational structure, and operational priorities.

Scope of Work

The onboarding specialist consulting firm will, at minimum, perform the following tasks:

- Conduct a rapid needs assessment (interviews, document review) to understand DAS’ mandate, governance (Supervisory Board, management), key functions (mine inspection, monitoring, data, Permits, etc.)and staffing profile, including personnel transitioning from GMD and BIS.
- Map onboarding requirements by staff category (management, staff, technicalstaff, support staff) and by critical processes (supervision, data management, licensing, financial management, HR, compliance and confidentiality).
- Design a standardized onboarding framework, including onboarding policy, process flows, roles, and responsibilities (HR, management, coaches), timelines (pre-boarding, first week, first 90 days), and required records (checklists, forms, evaluations).
- Develop core onboarding content and tools:
 - Orientation modules on DAS’ purpose, tasks and responsibilities, governance, financial rules, integrity and confidentiality obligations, and relevant articles from the Mining Law.
 - Function-specific modules for inspectors, data and GIS staff, legal/policy staff, finance and administration, and management.
 - Standardized templates (welcome package, handboek, checklists, e-learning outlines, presentations, evaluation forms).
- Explicitly integrate Legal and regulatory requirements in the onboarding content, including: compliance obligation, duty to provide information, confidentiality, sanctions, and the delegated powers under the new Mining Act.
- Design and implement a pilot onboarding program for at least one intake cohort (e.g., first group of transferred staff plus new hires), including facilitation or co-facilitation of key sessions.
- Train DAS HR and appointed focal points/mentors to independently execute and continuously improve the onboarding process (“train-the-trainer”).
- Develop a simple monitoring and evaluation approach (KPIs and tools) for onboarding, such as completion rates, time-to-productivity, participant feedback, and compliance awareness.
- Produce final documentation (onboarding manual, tools, and recommendations for further digitalization/automation of the process, e.g., future HRIS or LMS integration).

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 with refined work plan, methodology, and detailed stakeholder list.	10%	0 – 4 weeks
2	Onboarding needs assessment report, including mapping of functions, staff categories, and onboarding gaps.	15%	4 – 7 weeks
3	DAS Onboarding Policy and Process Document (including workflows, RACI, Complete onboarding toolkit (orientation modules, presentations, handbooks, checklists, evaluation forms, mentor guides, etc.).	35%	7 – 10 weeks
4	Pilot onboarding program delivered for at least one intake, with	20%	10 – 12 weeks

	short evaluation note summarizing results, lessons, and proposed adjustments. Training session(s) and materials for HR and internal trainers/mentors.		
5	Final report summarizing the assignment, sustainability recommendations, and a proposed plan for periodic review and update of onboarding materials.	20%	12 – 14 weeks

All deliverables will be provided in English and Dutch in editable formats (Word, PowerPoint, Excel/PDF).

Duration and Level of Effort

The expected duration of the assignment is three to four (3–4) months from contract signature, with an estimated level of effort of sixty to eighty (60–80) working days, spread over two to three (2-3) experts and depending on the agreed depth of content development and number of pilot sessions. A detailed schedule with milestones (inception, draft products, pilot, training, finalization) will be agreed during the inception phase. A well structured time line will be strictly observed since the project closes 31.12.2026.

Required Profile and Qualifications

The specialized onboarding consulting firm shall make available two to three (2-3) experts. Each of the specialists should meet the following general requirements:

- University degree in Human Resources Management, Organizational Development, Education, Business or Public Administration, or related field.
- Candidates should have a minimum of 7 years' professional experience in Human Resources, Learning & Development, or organizational development, including at least 3 years specifically focused on creating and executing onboarding or induction programs.
- Experience with public sector or regulatory bodies; experience in the extractives sector, environment, or infrastructure is a strong asset.
- Proven ability to translate legal and regulatory frameworks into practical training and onboarding tools and procedures.
- Experience with change management and integrating staff from multiple legacy organizations into a single new institution is highly desirable.
- Strong facilitation and training skills, including adult learning methodologies and blended learning approaches.
- Excellent writing skills and the ability to produce clear, structured documentation and training materials in Dutch; working proficiency in English is an asset.
- High standards of integrity and proven understanding of confidentiality requirements in regulatory or oversight institutions

For the Expert Team proposed, the following specific professional experience applies:

Project Manager/Team Leader:

Proven track record in terms of people driven change management, including design of a restructuring program taking on board all institutional, legal, regulatory and organizational requirements to create DAS from an organizational point of view

Proven track record in terms of recruitment of high profiles such as top managers and heads of highly specialized technical departments requiring master profiles or higher

Proven track record in terms of starting up from scratch or restructuring of a HR Department or larger organization including setting up basic structures like a basic organogram to be expanded over time

Proven track record to translate budget lines in a policy translated in a salary grill which takes into account all the new organization's functions and still fits the budget

HR Specialists/Recruiters: (may be more than one to meet the timing requirements)

Proven track record in terms of recruitment of middle management profiles and upperclass employees requiring bachelor degrees or equivalent and especially selected to man the top management's assistant positions.

Proven track record in accompanying emerging organizations to fit in recruited profiles at the right time, in the right position and with the necessary accompanying initiatives

Proven track record in providing adequate training starting from welcome package to installment into the position including follow-up assessments and corrective initiatives where necessary

Reporting and Coordination

The onboarding specialist will report to the Component Coordinator of the SCSD project Component 1 or a designated DAS project manager for the operationalization process.

A steering or guidance group with representatives of the Ministry of Natural Resources and key technical departments may be set up to validate key products and ensure alignment with DAS' broader institutional development and change management agenda.