

Terms of Reference
Consultancy to Design, Pilot and Coordinate SITA’s Skills-Appraisal, Training & Performance-Management Program

Individual Consultant

1 Background

The Suriname Investment & Trade Agency (SITA) is the country’s national arm for both investment attraction and export promotion. It was established by **State Decree 153 of 11 November 2021** and operates under the Ministry of Foreign Affairs, International Business and International Cooperation (BIBIS).

A summary of SITA’s department structures and focus is listed below:

- **Office of the CEO** sets the strategic compass and provides overarching coordination for all functions. The CEO formulates a rolling three-year Strategic Plan, allocates resources, and represents SITA to government, investors, exporters and development partners.
- **Investment Promotion:** is tasked with attracting and shepherding foreign direct investment. The Investment Promotion team identifies high-potential investors, crafts sector-specific value propositions, and nurtures C-suite relationships in Suriname and abroad. Once prospects show interest, the department provides a “red-carpet” facilitation service—organizing site visits, coordinating permits and licenses, and troubleshooting every step until operations commence—while ensuring each project is logged and monitored in SITA’s CRM.
- **Export Promotion:** is focused on diversifying Suriname’s non-extractive exports. The department helps local companies reach and grow in external markets. It designs export-readiness training, delivers one-to-one coaching on market entry strategy, and orchestrates trade missions, B2B matchmaking and participation in regional and international fairs. advocacy initiatives.
- **Market Intelligence:** is SITA’s analytical and image-building engine. Its primary objective is to gather, analyze and package strategic information on Suriname and competing locations so the agency—and its public- and private-sector partners—can make data-driven decisions. dialogue, while tracking KPIs such as web traffic, social-media reach and the number of policy recommendations delivered
- **Finance and Administration:** This department safeguards SITA’s financial health and organizational backbone. It leads multi-year strategic budgeting, secures and manages government funding, and delivers timely, audited financial reports to both executive and supervisory boards. On the human-capital front, it oversees recruitment, remuneration frameworks, performance appraisals and annual training plans.

The five-year strategy adopted in 2024 commits the young agency to landing four-to-six non-extractive FDI projects and supporting some 250–300 exporters in its first full year, while gradually expanding its head-count from its current 14 staff members to a medium-term complement of roughly thirty-one specialists across investment, trade, intelligence and corporate services.

To reach those ambitious targets SITA must build in-house expertise at the same pace that it scales operations. The strategy therefore stresses “ongoing capacity building” and the introduction of a formal staff-appraisal system that links individual development plans to agency-wide key-performance indicators (KPIs) such as landed investment projects, new-export value and client-satisfaction scores.

This Terms of Reference (TOR) sets out the services required from an external Individual Consultant to help SITA design and pilot an integrated cycle that (i) assesses staff skills and performance, (ii) delivers

tailored training linked to KPIs, and (iii) embeds a practical appraisal methodology that allows the agency to measure performance uplift in each subsequent cycle.

2 Purpose and Specific Objectives

The assignment has one overarching purpose: **to equip SITA with a repeatable, internally managed system that connects skills appraisal, targeted training and evidence-based performance management.** Eight concrete objectives flow from that purpose:

1. Conduct a face-to-face skills appraisal exercise with every member of staff, producing a clear baseline of competencies.
2. Analyze gaps against international best practice in investment and export promotion and against SITA's own KPI framework.
3. Design a modular training and development program that is explicitly mapped to organizational, departmental and individual KPIs and identify appropriate training vendors
4. Support in drafting Terms of References for tailored training
5. Coordinate delivery of the first-year program, drawing on a mix of Suriname-based workshops, virtual sessions and up to two overseas study visits
6. Develop and pilot a performance-appraisal methodology—rating scales, forms, guidance—that yields before-and-after metrics for each participant.
7. Transfer knowledge by mentoring SITA's HR team and producing an easy-to-use toolkit (templates, database, M&E guidance).
8. Leave SITA able to run the entire cycle without external help from year two onwards.

All methodologies, tools, templates and reporting outputs developed under this assignment shall be designed to integrate with SITA's existing KPI framework, organisational structure and operational systems, and shall be delivered in formats that allow measurable tracking of staff development, training outcomes and performance improvements over time.

3 Scope of Work

The assignment is expected to last **nine calendar months** and will unfold in six overlapping but sequential work streams:

Inception. The Consultant will begin with a document review, a kick-off workshop with senior management and the preparation of a short inception report that confirms methodology, detailed timetable and data-collection tools.

Skills Appraisal and Gap Analysis: Using a competency framework agreed at inception, the team will interview staff, administer self-assessment questionnaires and consolidate the findings into a Skills-Gap Report.

Performance-Appraisal Design and Pilot. In parallel, the Consultant will study SITA's KPI architecture and job descriptions, draft an appraisal methodology with rating criteria and digital forms, validate it in a management workshop and pilot the process in two departments. Lessons from the pilot will be folded back into the final toolkit.

Program Design. Drawing directly on the gap analysis and KPI map, the Consultant will craft a year-one curriculum that combines foundational modules for everyone (e.g. MS 365 proficiency, customer-service excellence, presentation and facilitation skills) with specialist tracks for investment officers, export advisers, market-intelligence analysts and corporate-services staff. Each module will specify delivery mode, learning hours, provider and the precise KPI(s) it is meant to influence. A costed implementation plan will accompany the curriculum.

Program Delivery. Between months three and seven the Consultant will coordinate logistics, contract or deliver training providers, monitor attendance and satisfaction, and organize up to two short study visits to peer investment/export-promotion agencies *or* private-sector organizations that exemplify best practice in the competencies SITA is targeting.

Knowledge Transfer, Evaluation and Close-out. During the final quarter the Consultant will repeat the new appraisal process to capture post-training performance data, compare it with the baseline, and distill lessons for the next cycle. A comprehensive toolkit—forms, database structure, user manual and slide-deck—will be handed over, and SITA’s HR team will receive hands-on mentoring so they can run the system independently.

4 Deliverables and Timing

Month	Key Activities	Deliverables	Approval / Milestone
Month 1	<ul style="list-style-type: none"> • Kick-off workshop • Rapid document review • Staff interview schedule and baseline competency ratings 	Inception Report (methodology, detailed work plan, data-collection tools)	Milestone 1 – Approval of Inception Report
Month 2	<ul style="list-style-type: none"> • Complete Skills-Gap Analysis • Pilot performance-appraisal tools in two departments and refine • Training needs analysis and Year-1 curriculum design; costed implementation plan 	(a) Skills-Gap Report (b) Pilot Performance-Appraisal Toolkit (rating scale, digital forms, guidance) (c) Training Curriculum and Costed Implementation Plan	Milestone 2 – Approval of consolidated early outputs
Months 3–4	<ul style="list-style-type: none"> • Roll-out of initial training modules (in-person and virtual) • Ongoing monitoring of participation, satisfaction and early KPI signals • Planning and preparation for study visit(s) (if applicable) 	Progress Note 1 (uptake and budget status)	
Months 5–6	<ul style="list-style-type: none"> • Continued training delivery • Organisation of up to two study visits (if applicable) • Monitoring of attendance and budget execution 	Progress Note 2	Milestone 3 – Mid-point progress review
Months 7–8	<ul style="list-style-type: none"> • Knowledge-transfer to HR focal points • Refine and user-test appraisal toolkit and training-log database • Mentor HR through a live appraisal cycle 	Final Skills/Performance-Management Toolkit (user-tested and handed over)	Milestone 4 – Toolkit acceptance
Month 9	<ul style="list-style-type: none"> • Repeat performance appraisals (“after” scores) • Compare results with baseline; analyse KPI movement 	Completion Report (post-training appraisal results, KPI uplift analysis, lessons learned, Year-2 roadmap) Final Toolkit and digital assets handed over	Milestone 5 – Project close-out

	• Lessons-learned workshop and Year-2 roadmap		
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All reports, tools, templates, databases and other outputs developed under this assignment shall become the property of SITA upon acceptance of the final deliverables.

5 Reporting

The Consultant will report formally to the Director of Finance and Administration of SITA, who will act as Contract Manager and primary operational focal point for the assignment.

The Director will coordinate internal inputs from relevant departments, provide access to required documentation and staff, and confirm acceptance of deliverables.

All written outputs shall be submitted in English (with Dutch executive summaries where requested) in editable MS Office format and PDF versions. The consultant shall treat all information obtained during the assignment as confidential and shall not disclose such information without the prior written authorization of SITA.

6 Consultant Profile

SITA plans to contract a Suriname-based HR and performance-management specialist who combines local insight with international-standard expertise.

This assignment is structured as an Individual Consultant contract. The selected consultant shall personally lead and carry out the core professional services of the assignment, including methodology development, skills assessment, analysis, programme design, coordination, monitoring and delivery of all principal outputs.

The consultant may engage short-term specialised trainers or service providers only for clearly defined technical training modules or logistical support. Such inputs shall be ancillary in nature and shall not replace the consultant's core responsibilities.

The consultant shall remain fully responsible and contractually accountable for the technical quality, integration and timely delivery of all outputs produced under the assignment.

Category	Requirements
Residency & context	Resident in Suriname (or able to relocate for 9 months) and active in Suriname's HR community. Preferred exposure to international best practice through at least two assignments with a multinational or international company overseas.
Education	Master's degree (or recognized equivalent) in HRM, Organization Development, Business Administration, Education, or a closely related field.
Professional certification	The consultant is encouraged to hold at least one recognised senior-level HR certification such as: <ul style="list-style-type: none"> • Nederlandse Vereniging voor Personeelsmanagement & Organisatieontwikkeling (NVP Register HRM (RHM) or • Chartered Institute of Personnel and Development (CIPD) Chartered Member/Fellow

Category	Requirements
	<ul style="list-style-type: none"> • Or an equivalent internationally recognised certification. <p>Such certifications will be considered an asset during evaluation but are not mandatory.</p>
Sector-relevant experience	<ul style="list-style-type: none"> • Minimum of 8 years designing and implementing competency-based HR systems linked to KPIs for management. • Desirable experience working in or for investment-promotion, export-promotion, special-economic-zone development, or inward-investment projects—inside or outside Suriname
Methodological toolkit	<ul style="list-style-type: none"> • Proven ability to run skills appraisals, convert data into gap maps, perform training-needs analyses, design modular curricula, build KPI-aligned performance-appraisal forms, and conduct ROI / Kirkpatrick-level evaluations.
Project-management capability	<ul style="list-style-type: none"> • Documented success delivering multi-month programs on time and budget and engaging C-suite/board-level stakeholders. • Ability to manage and quality-control short-term trainers (fees ≤ 25 % of contract value).
Language & facilitation	<ul style="list-style-type: none"> • Full professional fluency in Dutch and English (written, spoken, presentation). • Comfortable facilitating workshops and coaching line-managers in both languages.
Technology fluency	<ul style="list-style-type: none"> • Hands-on mastery of MS 365, SharePoint, Teams/Zoom, survey tools and at least one of LMS or HRIS. • Preferred competence to build dashboards in Excel or Power BI to track training uptake vs KPI movement.
Soft skills & ethics	<ul style="list-style-type: none"> • Analytical yet pragmatic; diplomatic stakeholder style; strict confidentiality; demonstrable commitment to gender equity and inclusive learning.

Desirable (adds weighting in evaluation but not mandatory) Specialist assessment/competency tools – certification in any of:

- **Korn Ferry Hay Job Evaluation** (job-grading)
- **Korn Ferry Leadership Architect™** (competency library)
- **MBTI Practitioner, DISC**, or equivalent psychometric frameworks.

7 Payment Schedule

	Deliverable(s)	Payment released on SITA approval	% of contract value
Month 1	<ul style="list-style-type: none"> • Inception Report – methodology, detailed work-plan, data-collection tools 	Milestone 1 – Approval of Inception Report	15%
Month 2	<ul style="list-style-type: none"> • Skills-Gap Report • Pilot Performance-Appraisal Toolkit (rating scale, digital forms, guidance) • Training Curriculum & Costed Implementation Plan 	Milestone 2 – Approval of Consolidated Early Outputs	25%
End Month 6	<ul style="list-style-type: none"> • Progress Note 1 (end Month 4) summarising uptake and implementation status • Progress Note 2 (end Month 6) including delivery progress, attendance, and updated implementation schedule 	Milestone 3 – Mid-Point Progress Review	25%

End Month 8	<ul style="list-style-type: none"> • Final Skills/Performance-Management Toolkit — refined, user-tested, and handed over (including templates, database structure, guidance/manual, and M&E tracking tools) • Evidence that $\geq 60\%$ of training events have been delivered (attendance lists + satisfaction summaries) 	Milestone 4 – Toolkit Acceptance & Delivery Progress	15%
Month 9	<ul style="list-style-type: none"> • Completion Report — post-training appraisal results, KPI-uplift analysis, lessons learned, Year-2 roadmap • Final toolkit and all digital assets confirmed complete and accepted 	Milestone 5 – Project Close-Out	20%