

## Terms of Reference (TOR)

### **Individual Expert Consultant to Identify Three (3) Investment Projects Ready to Offer (IPROs) in the Agro-Industrial Sector of Suriname**

**Location:** Suriname (with field travel to priority districts; remote desk research permitted)

**Contract Type:** Individual consultancy

**Estimated Level of Effort (LoE):** 75-80 person/days over 12–16 weeks

**Start Date:** To be agreed

#### 1. Background and Rationale

The Suriname Investment and Trade Agency (SITA) was established by the Government by State Decree of November 11, 2021, as the only national competent authority, to act as an agent or promoter to attract, facilitate, and improve trade, export, and investment in Suriname. The specific objectives of SITA are: i) attracting FDI greenfield and expansion projects to Suriname, ii) strengthening the capacity of both current exporters - to expand their export volumes, particularly those operating in non-extractive industries and services - and potential exporters who will export for the first time, and iii) promoting linkages between local and foreign companies.

Suriname possesses substantial untapped potential for the development of ecologically responsible and regenerative agro-industrial systems. Outside of rice, there is currently very limited large-scale commercial primary production and agri-processing, despite the availability of land, favorable climatic conditions, and suitable soils. At the same time, **structural labour shortages** constrain the scale-up of labour-intensive models.

SITA therefore seeks opportunities that either: (i) are highly mechanized/automated with low labour intensity, or (ii) are smaller-scale but deliver high value-addition and margins per worker. In addition, intensifying climate variability—flooding, prolonged droughts, sea-level rise, and salinity intrusion—requires that new agro-industrial investments be intrinsically climate-resilient, biodiversity-enhancing, and aligned with Indigenous and local knowledge systems, incorporating adaptive technologies, robust water management, and resilient and native crop/livestock choices.

In line with SITA's mandate to catalyze private investment, SITA seeks to originate a pipeline of **Investment Projects Ready to Offer (IPROs)** that can be marketed to strategic investors and progressed to full feasibility and bankable business plans. This assignment will identify and shape **three (3) priority agro-industrial IPROs with** compelling market logic, technically sound concepts, scalable operating models, robust Environmental, Social, and Governance (ESG) safeguards, and investible financials.

#### 2. Objective of the Assignment

To research, screen, structure, and present three agro-industrial IPROs that are regenerative in design, commercially viable, culturally acceptable, climate-resilient, socially inclusive, and environmentally restorative. They should be ready for investor engagement and subsequent detailed feasibility studies, while reflecting Suriname's broader investment constraints and opportunities, including labor, land tenure, and infrastructure.

### 3. Scope of Work

The Consultant will carry out, at a minimum, the following tasks:

#### **Task 1. Inception and Workplan**

- Hold a kick-off meeting with SITA to confirm expectations, available information, and decision criteria.
- Prepare an **Inception Report** including methodology, workplan, and timeline; proposed longlist of up to 8 subsectors/commodities; data needs; stakeholder map; and a detailed outline of the IPRO template to be used.

#### **Task 2. Market, Labour & Value Chain Diagnostics**

- Undertake rapid market assessments of up to 8 shortlisted commodities/subsectors (domestic, CARICOM, LATAM, EU, niche/organic, import substitution, and export opportunities as relevant). Map value chains: input supply, soil health practices, production systems, aggregation/logistics, processing, packaging, cold chain, quality standards, certifications, and routes to market.
- Identify demand trends, price dynamics, competitor locations, seasonality, and trade/access constraints. Use these insights to inform investor segmentation and targeting strategies, including preferred investment models, risk appetite, and ESG alignment.
- Summarize policy, regulatory, and incentive frameworks relevant to agro-industrial investments.
- **Assess labour availability and costs** to identify bottlenecks and opportunities.

#### **Task 3. Resource, Site, and Infrastructure Appraisal**

- Assess land availability options (public/private), indicative soil suitability, water resources/irrigation, climate risks, and proximity to ports, roads, power, and telecommunications.
- Identify potential cluster locations or co-location synergies (e.g., shared utilities, by-product valorization, waste-to-energy/composting). Use readily available maps for location.
- Flag any permitting, environmental, or resettlement considerations that could affect timelines/costs.
- Identify where data exists, the ecological integrity of proposed sites, including water availability, pollution risks, and opportunities for habitat restoration.
- Ensure land use models are culturally appropriate and inclusive of community perspectives where appropriate.

#### **Task 4. Screening and Selection of Three Priority Opportunities**

- Develop **screening criteria** agreed with SITA, including market attractiveness, comparative advantage, regenerative indicators, scalability, job quality, inclusion of women/youth, climate resilience, value addition, FX earnings/import substitution, investment size, IRR/NPV, potential to start implementation within 24–36 months).
- Score a **longlist-up to 8-** opportunities; narrow to three **(3)** final IPROs through a validation workshop with SITA and key stakeholders.

## Task 5. Pre-Feasibility and IPRO Structuring (Three Opportunities)

For each selected opportunity, prepare a concise **IPRO Dossier** including:

- **Executive summary** and investment thesis.
- **Market analysis** with target segments, pricing, and offtake options/letters of interest where feasible.
- **Technical concept & scale** (production systems, varieties/breeds, yields, processing technology, capacity, utilities, layout concept, modular expansion path).
- **Location & site** options with pros/cons; outline of land tenure/lease model in the context of Suriname
- **Supply strategy** (own-farm nucleus vs. out growers/contract farming), input needs, mechanization, digital/precision ag options.
- **Logistics & infrastructure** requirements (storage, cold chain, transport, energy/water, effluent/waste management).
- **CAPEX/OPEX estimates** with assumptions; working capital needs.
- **Financial model** (10year cash flow; payback,) with sensitivity tests (prices, yields, scaleup pace, capex)
- **Risk register** with mitigation actions and critical path.
- **Implementation roadmap** (permits, partnerships, land access, infrastructure, financing, procurement, construction, commissioning).
- **Partnership and financing options** (equity/debt mix, PPP structures, concessional/blended finance eligibility, guarantees, grants for TA).
- **Next steps to bankability**: recommendations for advancing to full feasibility/E&S studies and an outline budget.

## Task 6. Stakeholder Engagement & Validation

- Conduct consultations with public agencies, private sector, producer organizations, financial institutions, logistics providers, and potential off takers.
- Organize a **Validation Workshop** to present findings and secure agreement on the three IPROs and next step actions.

## Task 7. Investor Facing- Collateral

- Prepare concise Investor Briefs (up to 8 pages each) and a Pitch Deck summarizing the three opportunities for outreach.
- Support SITA to develop a data room index and populate with key supporting analyses, maps, and model files.
- Provide brief training and support to SITA staff in the presentation of these materials to potential investors.

#### 4. Deliverables and Schedule

No.	Deliverable	Key Contents	Due (from start)	Payment %
1	Inception Report & Workplan	Method, screening criteria draft, IPRO template, longlist plan	Week 2	15%
2	Market, Labour & Value Chain Diagnostic Report	Demand/supply, trade, policy/incentives, resource & site scan, labour assessment and technology/automation scan, longlist ( $\geq 8$ ) with scoring framework	Week 5	20%
3	ShortList & Validation Pack	Scored matrix, 4-5 concepts prescreened, workshop presentation, minutes	Week 7	15%
4	Three IPRO Dossiers + Financial Models	Full content per Task 5; model files (.xlsx) and assumptions book	Week 11	35%
5	Investor Briefs & Pitch Deck + Data Room Index	Three 8page briefs; consolidated deck; data room index; final report	Week 12–16	15%

**Note:** Payments are contingent on acceptance by SITA. The Consultant shall submit editable files (Word, PowerPoint, Excel, GIS/shapefiles if used) and PDFs.

#### 5. Reporting

- The Consultant will report to a designated staff member of SITA for daily coordination
- A small Steering Group (SITA + relevant ministries/agencies) will provide guidance and fast-track access to data and stakeholders.
- Fortnightly virtual check-ins and brief progress notes are required.

#### 6. Consultant Qualifications

- Advanced degree in Business, Agricultural Economics, Agronomy, Food Engineering, Finance, or related field.
- Minimum of 10 years of experience in designing and evaluating commercial agro-industrial investments, preferably in tropical contexts.
- Proven track record in preparing pre-feasibility studies and financial models for investors and banks.
- Experience integrating smallholders and out growers into commercially viable supply models.
- Hands-on experience with mechanization and automation in agriculture and processing (e.g., machinery specification, throughput balancing, Overall Equipment Effectiveness (OEE), maintenance strategies, digital controls).
- Strong familiarity with Suriname conditions — agronomic zones/soils, climate and water resources, land tenure/lease options, regulatory and permitting requirements, incentives, logistics and port access, labor market, and financial sector. Prior work in Suriname is highly desirable; experience in the Guyana's and wider Caribbean is an advantage.
- Experience in regenerative agriculture, agroecology, or sustainable land use planning.

- Familiarity with ESG standards, climate adaptation strategies, biodiversity frameworks, and participatory governance models.
- Strong knowledge of value addition, cold chain, logistics, and quality/certification requirements for regional and export markets.
- Excellent analytical, facilitation, and communication skills in English; Dutch proficiency is preferred, and Sranan Tongo is an advantage.

## 7. Logistics and Resources

SITA will facilitate introductions to public agencies and provide available background information. The Consultant is responsible for arranging local travel, field visits, and any specialist inputs (e.g., soils/water, processing technology) needed to deliver quality outputs within the agreed Level of Effort (LoE).

Consultants will be selected in accordance with the procedures set out in the Inter-American Development Bank: [\*Policies for the Selection and Contracting of Consultants financed by the Inter-American Development Bank\*](#) GN-2350-15 and is open to all eligible bidders as defined in the policies.