



TERMS OF REFERENCE (ToR)

Leadership, Governance and Executive Communication Programme for the Executive Management of the National Environmental Authority (NMA)

1. BACKGROUND AND CONTEXT

The **National Environmental Authority (NMA)** is the national environmental regulator mandated under the **Environmental Framework Act (as amended in 2024)**. The Authority is responsible for regulating environmental compliance through permitting, monitoring, supervision, and enforcement, while ensuring transparency, integrity, and accountability in decision-making.

The executive management of the NMA operates in a complex public-sector environment characterized by competing policy objectives, high-stakes stakeholder interests, public scrutiny, and institutional development challenges. Effective leadership within this context requires not only regulatory expertise, but also strong capabilities in **public-sector leadership, strategic and adaptive leadership, governance and integrity, organizational change management, executive decision-making, and personal resilience**, complemented by advanced **negotiation and executive communication skills**.

To strengthen these capabilities, the NMA seeks a comprehensive **Leadership, Governance and Executive Communication Programme** for its executive management.

2. OVERALL OBJECTIVE

To strengthen the capacity of the NMA's executive management to lead the Authority effectively as a **credible, consistent and authoritative environmental regulator**, through enhanced leadership, governance, negotiation, decision-making, and executive communication skills.

3. SPECIFIC OBJECTIVES

The programme aims to enable participants to:

1. Exercise effective **leadership in the public sector**, with a clear understanding of mandates, accountability, and political-administrative dynamics;
2. Apply **strategic and adaptive leadership** in navigating uncertainty, institutional growth, and regulatory complexity;



3. Uphold and promote **governance, integrity, and ethical leadership** in regulatory decision-making;
4. Lead **organizational change and institutional development** within the NMA;
5. Strengthen **executive decision-making and team effectiveness** across directorates;
6. Develop **personal leadership and resilience** to operate under sustained pressure;
7. Conduct structured and effective **stakeholder negotiations** without compromising regulatory standards;
8. Communicate regulatory positions clearly and authoritatively through strong **executive speaking and presentation skills**.

4. TARGET GROUP

- Director, National Environmental Authority
- Deputy Directors / Heads of Directorates
- Selected senior advisors (subject to approval)

Expected number of participants: **5–10**.

5. SCOPE OF WORK AND CORE TRAINING MODULES

The consultant/training provider shall design and deliver a programme that includes, at a minimum, the following **six leadership modules**, fully integrated with the regulatory context of the NMA:

Module 1 — leadership in the public sector

- Leadership roles and responsibilities within a public regulatory authority
- Political–administrative interface and accountability
- Exercising authority, legitimacy, and discretion as a regulator

Module 2 — Strategic and Adaptive Leadership

- Strategic positioning of the NMA as a regulator



- Adaptive leadership in complex and uncertain environments
- Managing competing mandates, risks, and stakeholder expectations

Module 3 — Governance, Integrity, and Ethical Leadership

- Governance principles applicable to regulatory authorities
- Integrity, transparency, and ethical decision-making
- Managing conflicts of interest and safeguarding institutional credibility

Module 4 — Leading Change and Organizational Development

- Leading organizational growth and institutional consolidation
- Change management, culture, and internal alignment
- Strengthening cross-directorate collaboration

Module 5 — Executive Decision-Making and Team Effectiveness

- Executive-level decision-making under pressure
- Collective leadership, trust, and accountability
- Effective functioning of the executive management team

Module 6 — Personal Leadership and Resilience

- Self-awareness, leadership styles, and emotional intelligence
- Managing stress, workload, and leadership fatigue
- Sustaining performance and resilience in high-pressure regulatory roles

6. INTEGRATED REGULATORY, NEGOTIATION AND COMMUNICATION COMPONENTS

Across all modules, the programme shall explicitly integrate:

- **Regulatory leadership:** consistent enforcement posture, risk-based decision-making, defensibility of regulatory actions;



- **Stakeholder negotiation tactics:** structured negotiation frameworks, managing resistance, maintaining standards;
- **Executive speaking and presentation skills:** message discipline, presence, clarity, and persuasion in ministerial, Cabinet, and public settings.

7. METHODOLOGY AND TRAINING APPROACH

The programme shall be interactive and practice-oriented, making use of:

- facilitated workshops and group discussions;
- scenario-based simulations drawn from realistic regulatory cases;
- role plays (stakeholder negotiations, enforcement meetings, executive briefings);
- executive presentation rehearsals with structured feedback;
- reflection exercises and peer learning.

At least **two high-level simulations** shall be included:

1. a complex stakeholder negotiation scenario;
2. an executive-level briefing or presentation simulation.

8. DURATION AND DELIVERY FORMAT

Preferred delivery options (to be agreed with NMA):

- 4 full training days (two blocks of two days); or
- 3 full training days plus targeted executive coaching sessions; or
- modular delivery over a 4–6 week period.

9. DELIVERABLES

The consultant/training provider shall provide:

1. Inception note with programme design and agenda;
2. Training materials and practical tools;
3. Delivery of the agreed training programme;



4. Summary outputs from simulations and exercises;
5. Final report with non-confidential observations and recommendations.

10. PAYMENT SCHEDULE (INDICATIVE)

Deliverable	Payment (%)
1. Inception note with programme design and agenda.	20%
2. Delivery of the agreed training programme (Modules 1-6) and Training materials.	50%
3. Summary outputs from simulations and Final report with recommendations.	30%

11. REQUIRED QUALIFICATIONS OF THE CONSULTANT / TRAINING PROVIDER

The consultant or firm shall demonstrate:

- extensive experience in **public-sector leadership development**;
- proven expertise in **strategic leadership, governance, and change management**;
- strong background in **negotiation and executive communication training**;
- experience working with senior leadership teams;
- excellent facilitation and coaching skills.

12. SELECTION CRITERIA

- **Relevant Experience (30%)**: Track record in executive leadership development and public-sector governance.
- **Technical Methodology and Approach (20%)**: Quality of the training design, simulations, and fit with the regulatory context.
- **Academic & Professional Qualifications (20%)**: Advanced degrees in leadership, management, or organizational psychology.
- **Financial Proposal (30%)**: Cost-effectiveness of the all-inclusive fee.



13. APPLICATION PROCESS

The Consultant must submit:

1. Technical Proposal

- Indicating the consultant's understanding of the TOR and a description of how he/ she proposes to carry out the task;
- Statement of why the consultant considers her/him suitable for this consultancy;
- CV's of the consultant indicating all past experience, as well as the contact details and at least three (3) professional references.

2. Financial Proposal

- Applicants are instructed to submit their financial proposals in Suriname Dollars (SRD). Selected candidate who submitted a US Dollar quotation will be paid in SRD at the prevailing UNORE rate at time of payment (Ref: <https://treasury.un.org/operationalrates/OperationalRates.php#S>).
- Financial proposals must indicate an all-inclusive daily fee. The fee must consider all expenses: professional fee, communications, consumables, insurance, and any other relevant expenses related to the performance of services.

14. SUBMISSION AND OPENING OF PROPOSALS

All proposals must be submitted to: info-EMSAGS@nimos.org, with the subject reading as follows: **“Application for Leadership, Governance and Executive Communication Programme for the Executive Management of the National Environmental Authority (NMA)”**.

- Submission Deadline: Friday, April 17, 2026, 15:00h Suriname Time.
- Please ensure that the Application letter, CV's, Technical Proposal and Financial Proposal are submitted as SEPARATE FILES in one email.
- Any proposal that arrives after the deadline for submission shall not be considered.