

# TERMS OF REFERENCE

## STRENGTHENING THE ENABLING ENVIRONMENT FOR EU INVESTMENTS IN SRI LANKA

### I. General information

<b>Title of the assignment</b>	Strengthening the Enabling Environment for EU Investments in Sri Lanka
<b>Name of the project</b>	Green Policy Dialogue Facility (GPDF)
<b>Country</b>	Sri Lanka
<b>Deadline for submission</b>	25 September 2025 (11:59am - Paris time - UTC/GMT +01:00)

### II. Context and justification of the need

#### 1) Expertise France

Expertise France is France's public agency and interministerial actor in charge of international technical cooperation, the second-largest agency of its kind in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs).

For more information, please visit the website: [www.expertisefrance.fr](http://www.expertisefrance.fr)

#### 2) European Union Delegation to Sri Lanka and the Maldives

The European Union (EU) Delegation to Sri Lanka and the Maldives is the funding partner of the EU Green Recovery Facility<sup>1</sup>. Cooperation between the EU and Sri Lanka is based on the partners' mutual respect for democratic principles and human rights and covers a number of key areas of cooperation, including; diversification of trade and investment; networking between EU and Sri Lankan business communities; strengthening technical, economic and cultural linkages and providing technical assistance to Sri Lanka to interact more effectively with the EU; supporting Sri Lanka's efforts to improve the living conditions of the poorer sections of the population; green recovery, environmental protection and sustainable management of natural resources.

As part of the Global Gateway Initiative, the EU Green Recovery Facility is part of a series of EU funded initiatives to be rolled out between 2021 and 2027 under the Team Europe Initiative (TEI) "Green Recovery", which will mainly focus on green economic recovery and on valuing and protecting Sri Lanka's rich biodiversity.

<sup>1</sup> "EU Green Recovery Facility" is the "brand name" of the Green Policy Dialogue Facility (GPDF) initiative.

For more information, please visit the website: [https://www.eeas.europa.eu/delegations/sri-lanka\\_en?s=238](https://www.eeas.europa.eu/delegations/sri-lanka_en?s=238)

### 3) EU Green Recovery Facility

The EU Green Recovery Facility (The Facility) is a four-year intervention funded by the European Union (EU). It uses the current economic crisis as an opportunity to support Sri Lanka towards a more sustainable growth trajectory. The ultimate goal entails achieving a green (and blue) economy that is circular, carbon neutral, and socially inclusive; which, not only, is more respectful of biodiversity resources and socio-economic/demographic context, but would also provide much needed macroeconomic stability.

In this context, the Facility harnesses policy experiences and knowledge from the EU, along with national and regional ones, to contribute to the green recovery (medium term) and transition (long term) of the Sri Lankan economy and society.

The Facility more specifically supports the mainstreaming of green economy (GE) challenges and objectives in the Sri Lankan policy landscape, as well as the facilitation of bringing GE policy to action by contributing to the following specific objectives:

- **SO1:** Support the development and implementation of inclusive national green, blue and sustainable public policies, with participation of women and men in all their diversity.
- **SO2:** Improve the business and investment climate in view of promoting an inclusive circular economy (both green and blue).
- **SO3:** Increase accessibility and availability to green and sustainable finance.

The primary direct beneficiaries of the Facility are public institutions, particularly the Ministry of Environment and the Ministry of Finance, as well as government institutions focused on SMEs. Other direct beneficiaries include the private sector, financial institutions, and civil society.

### 4) Background and justification

In 2024, the European Union (EU) became Sri Lanka's largest export destination, accounting for 24% of total exports, narrowly overtaking the United States at 23%. Exports to the EU recorded a year-on-year increase of 7.3% in December 2024, contributing to an overall annual rise of 5.49% ([CBSL, 2025](#)).

This growth is largely supported by preferential market access under the EU's [Generalised Scheme of Preferences Plus \(GSP+\)](#), which provides duty-free entry on 66% of tariff lines. GSP+ facilitates approximately USD 1.23 billion in exports, particularly in sectors such as apparel and fisheries. In contrast, the imposition of an initial 44% reciprocal tariff on Sri Lankan exports to the United States in April 2025, that has been revised to 30% (effective 1<sup>st</sup> August 2025) with further negotiations ongoing, has introduced volatility in one of the country's key markets. This evolving scenario presents a strategic moment for Sri Lanka to reinforce trade and investment ties with the EU. European investors, increasingly influenced by the [EU Green Deal](#) and regulations such as the [Corporate Sustainability Due Diligence Directive \(CSDDD\)](#), are actively seeking stable, policy-aligned markets for expansion. This creates an opportunity for Sri Lanka to strengthen its position as a destination for sustainable, resilient investment.

At this juncture, articulating a coherent and data-driven investment narrative is vital. Trade and investment platforms such as the [Board of Investment \(BOI\)](#) Investment Summit and [Ceylon Chamber of Commerce](#) forums offer important avenues to communicate Sri Lanka's value proposition. However, these must be backed by a clear understanding of the current investment landscape, especially the profile and impact of EU-owned enterprises.

The consultancy will support this by mapping EU-owned or affiliated businesses operating in Sri Lanka. Currently, there is no comprehensive dataset detailing their presence, including registration type, ownership structure, workforce composition, or value addition to the economy. Establishing this baseline will be critical for understanding their contributions to foreign direct investment, export earnings, employment, and technology transfer. It will also enable more targeted investment facilitation efforts and improve the relevance of government-to-business engagement.

In addition, the consultancy will identify priority sectors for enhanced EU investment, focusing first on areas that represent shared policy interests between Sri Lanka and the EU, such as resource-efficient manufacturing, eco-industrial zones, and sustainable agriculture. It will also assess high potential but underdeveloped sectors where European interest exists but has not yet been translated into formal investment. This includes renewable energy, circular economy solutions, and other climate-smart industries where European companies hold a comparative advantage.

By providing a data-backed overview of existing EU business activity and identifying strategic investment opportunities, the consultancy will inform a more focused, investor-responsive approach by the Government of Sri Lanka. This will contribute to wider economic diversification goals and ensure Sri Lanka is well-positioned to attract responsible and future-facing European investments in a highly competitive global environment.

### III. Objectives and desired results

#### 1) General Objective

The Sri Lanka private sector has adopted and embraced sustainable production practices.

#### 2) Specific objectives

EU green private sector increases its engagement and investments in Sri Lanka.

#### 3) Anticipated results

Given below are the results expected of this assignment:

- Improved understanding among public and private stakeholders of the regulatory and institutional conditions impacting EU investment in Sri Lanka.
- Strengthened policy dialogue between Sri Lankan institutions and the EU to enhance the overall enabling environment for sustainable EU investments.

### IV. Description of the assignment

#### 1) Planned activities

The service provider will achieve the objective of this assignment through the following tentative<sup>2</sup> activities of 4 phases:

## Steps of the consultancy

### A) FIXED-PRICE ELEMENT

#### Phase 1 – Inception (including validating data collection methodology)

##### 1.1 Develop the Inception Report

The service provider will familiarise themselves with the objectives of the EU Green Recovery Facility and the purpose of this assignment in supporting the mapping of EU business activity and investment potential in Sri Lanka to update their methodology and work plan accordingly.

In the initial steps of the assignment, the service provider will:

- Engage the assignment's institutional beneficiaries, i.e. the European Union Delegation to Sri Lanka (EU Delegation) and the Board of Investment (BOI), on the proposed approach and confirm all the parameters to be used for each of the outputs for the consultancy assignment.
- Take stock of existing research, consultations, and data already compiled through Facility activities and BOI, EU Delegation studies to inform the methodology and avoid duplication.
- Identify any additional information requirements related to EU business activity and investor sentiment, particularly in emerging or under-reported sectors of interest.
- Conduct a stakeholder consultation with the beneficiaries on the preliminary work plan and methodology.

##### 1.2. Refine the objectives of the baseline survey

To inform a targeted and evidence-based approach to EU investment facilitation, the service provider is expected to design (**Phase 2**) and carry out (**Phase 3**) a baseline survey that captures the scope, characteristics, and trends of EU-owned and affiliated businesses operating in Sri Lanka. The objective is to generate actionable data to support government engagement with European investors and shape relevant policy and regulatory responses.

- In their offer, bidders are expected to include a robust, multi-method data collection methodology for the baseline survey, building on the following preliminary aims:
  - Identify and categorise the types of EU-owned and affiliated businesses operating in Sri Lanka (e.g. subsidiaries, joint ventures, representative offices).
  - Classify these businesses under the relevant Sri Lankan registration and investment facilitation regimes (e.g. BOI, Registrar of Companies, sector-specific licenses).
  - Map sectors with established EU business presence, recent market entry, or demonstrated interest to invest in Sri Lanka.
  - Identify the key sectors relating to green and sustainable businesses – which will become the focus of **Phase 4**.

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<sup>2</sup> The service provider is expected to review these tentative activities critically and suggest amendments with the proposed methodology of the offer they make.

- Based on consultation with key stakeholders, the service provider will update the methodology for the baseline survey. This update should also be based on examples of similar exercises carried out by the European Union in other countries.
- The proposed objective framework should be validated in consultation with the EU Green Recovery Facility and the Delegation of the European Union to Sri Lanka.

### 1.3. Propose additional data collection (survey) fields to enhance analysis

- In addition to the mandatory data collection (survey) fields outlined in **Table 1**, the service provider shall propose and justify additional data collection fields (in the submission of their offer) that will enhance the relevance and utility of the baseline survey.
  - The bidder is expected to include the data collection (survey) fields that they have preliminary identified into their offers.
- These may include, but are not limited to:
  - Mapping current and future sectoral interest (short- to medium-term investment potential).
  - Information on business expansion plans or greenfield projects under consideration.
  - Details of past and ongoing investments in local supply chains and value chains.
  - Interest in operating within BOI Zones, Export Processing Zones (EPZs), Industrial Parks, Special Economic Zones (SEZs), or standalone entities.
  - Willingness and institutional capacity to engage in structured investment facilitation dialogues or public-private exchanges.
- The service provider is expected to present these proposed additions in the Inception Phase (**Phase 1**) and integrate them into the final survey instrument, subject to approval by the Facility and EU Delegation.

*Table 1 Mandatory data collection (survey) fields*

1. Company's name
2. Company's location (province, city)
3. Operating in Sri Lanka since
4. Contact person's name
5. Email
6. Contact person's title/job position
7. My firm has EU shareholders (Y/N)
8. My firm is registered in the EU (Y/N)
9. My firm's headquarters are in the EU (Y/N)
10. My firm's CEO/top manager in Sri Lanka is European (Y/N)
11. If yes, indicate nationality
12. Main sector of activity (energy, tourism, manufacturing, ICT, agriculture) - can be more than 1
13. How many direct employees are Sri Lankan?
14. How direct employees are women?

### 1.4. Develop the Inception Report

At the end of **Phase 1**, the Consultancy Team will deliver an inception report based on the following:



- Ensure the methodology and proposed outputs are aligned with the Facility's Monitoring & Evaluation (M&E) framework, including suggesting indicators or baseline data points relevant to EU investor engagement in Sri Lanka.
- Update the work plan and methodology based on stakeholder feedback and work done through **Activities 1.1, 1.2 and 1.3** and incorporate context-specific implementation arrangements and delivery milestones.
- Provide a presentation based on the Inception Report for validation on the assignment's methodology and work plan by the EU Delegation.

The service provider will be required to revise and refine both the methodology and work plan in the Inception Report. This updated version must reflect the practical realities of the operational context, drawing on insights gathered during consultations with stakeholders and the Facility team, during the Inception Phase.

The revised methodology and work plan must present a realistic, detailed, and actionable roadmap for implementation, including a breakdown of specific activities, timelines, responsibilities, and deliverables. In particular, the proposed timeline must take into account the practical requirements of implementation, to ensure that deliverables are feasible and appropriately scheduled. The service provider is expected to ensure that the final approach is both operationally sound, theoretically appropriate, and aligned with the expectations and capacity of the Facility and key stakeholders.

To ensure alignment with the expected scope of each deliverable:

- As part of the Inception Report, the service provider will be required to clearly outline the objectives and expected results of each deliverable. This will include a summary of the key issues to be addressed under each deliverable to ensure consistency with the intended scope.

Risk analysis:

- The service provider is required to submit a risk analysis table as part of the Inception Report. The table must identify potential risks to timely and effective delivery based on the following criteria:
  - Delayed delivery due to constrained timelines and limited resources
  - Challenges in coordinating timely feedback from partners on deliverables
  - Limited interest and availability of local stakeholders to participate in the study
  - Constraints related to the current capacity of the consultancy team
  - For each risk, the service provider must assess the likelihood and potential impact (using a scale of low, medium, high) and propose appropriate mitigation strategies.
  - An illustrative template is provided below to guide the structure of the risk matrix.

Risk	Likelihood	Impact	Mitigation

## Phase 2 – Update Baseline Survey on EU business footprint in Sri Lanka

### 2.1. Update the design and validate the data collection methodology

- The service provider shall update the methodology ensuring accuracy, inclusivity, and data integrity. This methodology must be submitted to the EU Green Recovery Facility and the EU Delegation for validation prior to commencement of fieldwork. The methodology shall:
  - Use stakeholder interviews and/or focus group discussions as the primary data collection methods; online or self-administered surveys should be avoided.
  - Ensure a cross-section of stakeholders, such as:
    - Relevant government institutions (e.g. BOI, Ministry of Finance, Planning and Economic Development, Ministry of Industry and Entrepreneurship Development)
    - EU Member State embassies and trade promotion offices
    - Chambers of commerce and sectoral trade associations
    - Private sector business networks
    - EU-owned or affiliated enterprises operating in Sri Lanka
  - Submit a complete list of entities to be surveyed, with justifications for their inclusion, if needed.
- The updated methodology should ensure that data is collected in accordance with the General Data Protection Regulation (GDPR) requirements and the Monitoring, Evaluation and Learning (MEL) framework of the EU Green Recovery Facility.

## **Phase 3 – Baseline Survey on EU business footprint in Sri Lanka**

Based on the validated data collection methodology, the service provider shall carry out the Baseline Survey and submit a Baseline Survey Report summarising the key findings from the Baseline Survey. The purpose of this is to present a factual, structured, and visually clear depiction of EU-owned or affiliated businesses in Sri Lanka to inform targeted follow-up analysis.

### 3.1. Ensure comprehensive data collection through stakeholder engagement

- To ensure a representative and high-quality dataset, the service provider shall:
  - Secure participation of relevant stakeholders through direct outreach and coordination, with facilitation support from the Facility or the EU Delegation, as required.
  - Ensure implementation of the updated data collection methodology from **Phase 2**.
  - Document all stakeholder engagements (using the Facility's meeting minutes' template) to support reporting.

### 3.2. Compile a structured descriptive report of survey results

- Present aggregated quantitative data and qualitative inputs collected through the survey using charts, tables, and figures for ease of interpretation.
- Structure the report around the validated objective framework (from **Activity 1.2**), ensuring that each objective is addressed in the report's layout.
- Include a breakdown of business types, sectoral representation, geographic distribution, and registration status under relevant Sri Lankan regimes (e.g. BOI, Registrar of Companies).
- Provide summary tables cross-tabulating key indicators, such as ownership structure vs. business type or EU presence vs. sector.

- Identify priority green and sustainable business sectors to be used for **Phase 4**.

### 3.3. Highlight contextual aspects of the EU business footprint in Sri Lanka

- Describe the overall landscape of EU businesses and/or investments, noting areas of significant or emerging presence.
- Identify distinct patterns or concentration of EU businesses and/or investments across provinces, sectors, or economic clusters and zones.
- Include observations on stakeholder engagement, participation levels, and emerging themes from qualitative interviews.
- Highlight relevant information for green and sustainable business sectors to be used for **Phase 4**.

### 3.4. Design a Strategic Communication and Engagement Plan to support EU investment promotion

Include within the Baseline Survey Report on the EU business footprint in Sri Lanka a Strategic Communication and Engagement Plan to support the promotion of EU investment, addressing the following:

- Identify gaps and highlight entry points in institutional coordination and communication between the EU and the Government of Sri Lanka in relation to EU investment promotion, which in turn supports EU–Sri Lanka bilateral engagement.
- Propose recommendations and identify actionable entry points for EU communication and engagement:
  - Outline a strategic narrative and key messages to position EU investments as value-adding, sustainable, and aligned with Sri Lanka's development priorities.
  - Propose a sequencing approach for communication and outreach activities, ensuring a logical flow of engagement (e.g. awareness-raising through business forums, followed by targeted investor dialogues and high-level government engagement, aligned with relevant reform or policy dialogue windows).
  - Identify key EU-led or supported events, including recommendations on format (e.g. investment roundtables, EU–Sri Lanka business forums, trade facilitation desks, CEO forums, sector-specific symposiums), frequency, and thematic focus.
  - Recommend the format and content of communication materials (e.g. investment briefs, talking points, sector snapshots) tailored to target audiences.
  - Identify key government counterparts and senior stakeholders whose roles are pivotal in shaping or facilitating investment-related dialogue, and propose mechanisms for sustained engagement (e.g. designated focal points, high-level bilateral dialogues).
  - Identify suitable partnerships with chambers of commerce, trade associations, and other relevant platforms to raise awareness, enhance credibility, and facilitate the promotion of EU business and investment interests in Sri Lanka.

### 3.5. Ensure visual clarity and usability of the report

- Format the report for non-technical audiences and executive summaries where applicable.
- Include a metadata annex describing the survey sample and methodology used.
- Provide a stakeholder list, highlighting surveyed institutions and enterprises (anonymised if needed per GDPR).

### 3.6. Select the priority, green and sustainable business sectors

- Propose and confirm the priority, green and sustainable business sectors to be used under **Phase 4** with the EU Green Recovery Facility team.



## Phase 4 – Strategic Assessment and Policy Recommendations for EU Green and Sustainable Investment

In line with the mandate of the EU Green Recovery Facility, this Analytical Report will maintain a focused scope on green and sustainable business sectors and related opportunities, as selected during **Activity 3.6**, building on the Baseline Survey Report from **Phase 3**, the service provider shall develop this Analytical Report to offer a deeper assessment of the enabling environment for EU investment in Sri Lanka, specific to green and sustainable business related sectors. Furthermore, delivering strategic insights to support EU-Sri Lanka economic engagement and identify actionable entry points for reform and investment facilitation for these green and sustainable business sectors.

### 4.1. Analyse key structural and regulatory enablers/barriers

- Examine the investment climate for EU green and sustainable businesses, identifying legal, procedural, and institutional barriers encountered (e.g. regulatory complexity, licensing, land access, customs procedures, repatriation of profits, etc.).
- Review how specific laws and policies (e.g. BOI Law, Companies Act, sectoral regulations, etc.) are experienced in practice by EU businesses and investors.
- Highlight reforms or practices that have facilitated EU investment for green and sustainable business sectors, and how it can be scaled up.

### 4.2. Identify strategic sectors for EU engagement and future growth

- Assess sectors with demonstrated EU business interest or growth potential (e.g. renewable energy, green technology, green ports, etc.).
- Indicate any linkages with EU priorities (e.g. in trade, sustainability, private sector development, etc.) in Sri Lanka and the wider APAC region.

### 4.4. Recommend targeted reforms and institutional measures

- Propose short- and medium-term measures to improve the investment climate (in alignment with the confirmed data collection methodology objectives in **Phase 1**) referencing global best practices and alignment with EU investment screening regulations.
- Include recommendations tailored to Sri Lanka's current economic and regulatory context, while leveraging international frameworks (e.g. OECD FDI Qualities, UNCTAD Investment Policy Framework, etc.).
- Validate recommendations with key stakeholders.
- Update and finalise Analytical Report.

### 4.5. Customise the Strategic Communication and Engagement Plan for Green and Sustainable Investment Promotion

Tailor the Strategic Communication and Engagement Plan developed in **Activity 3.4** to specifically support the promotion of EU investment in green and sustainable business sectors.

#### 4.6. Ensure visual clarity and usability of the report

- Format the report for non-technical audiences and executive summaries where applicable.
- Include a metadata annex describing the survey sample and methodology used.
- Provide a stakeholder list, highlighting surveyed institutions and enterprises (anonymised if needed per GDPR).

#### **ORDER-BASED ELEMENT**

Additional to the activities described in the fixed-price element, Expertise France could request the service provider to provide the following additional service, on a needs basis.

#### **Policy briefs**

- Based on the requirements shared by Expertise France, develop a concise policy brief to communicate emerging insights and potential policy directions.
- Ensure alignment with the requirements and messaging, incorporating feedback from relevant key stakeholders.
- The policy brief should be tailored to enhance clarity, accessibility, and relevance for decision-makers. The service provider is expected to propose an approach that balances technical accuracy with policy utility.
- Prepare a draft that includes:
  - A summary of key themes or areas of focus.
  - An outline of possible implications or considerations for ongoing reform, policy dialogue, etc. (based on the initial requirements shared).
  - A presentation style suitable for non-technical audiences, while preserving the credibility of the underlying analysis.
- Consult with the Facility and the EU Delegation on key messages, tone, and format to ensure the brief supports broader engagement, awareness, and uptake of the findings.

#### **Concept note for high-level events**

- Based on the requirements shared by Expertise France, design a high-level stakeholder event to present and consult on key findings and policy recommendations
  - Ensuring coordination with the institutional oversight organisation responsible for convening the event (e.g. BOI, EU Delegation, or another relevant entity), ensuring the design aligns with programme-level objectives, protocols, and visibility requirements.
  - The format and structure of the event should be proposed by the service provider and tailored to ensure meaningful engagement, visibility, policy relevance, and opportunities for stakeholder consultation and feedback.
- Prepare a detailed concept note outlining the proposed approach, including:
  - Objectives and intended outcomes of the session.
  - Methodology and session format (e.g., roundtable, technical dialogue, workshop, panel discussion, etc.).
  - Facilitation approach and audience engagement strategy.
  - Define the target audience and propose a balanced participant list, ensuring inclusion of relevant government counterparts, EU stakeholders, private sector actors, and institutions contributing to investment climate reforms.

- Consult the Facility and EU Delegation on agenda items, session structure, and panel composition to ensure a coherent flow, evidence-based discussion, and alignment with EU priorities.

### Dissemination material for high-level events

- Based on the requirements shared by Expertise France, prepare dissemination material to accompany the event
  - Assist in the preparation of tailored talking points and briefing notes for EU and Facility representatives
  - Develop a summary slide deck and one-page event brief that visually distil key messages, findings, and recommendations.
  - Ensure that these materials are accessible to both technical and non-technical audiences, using clear, concise language and visual elements that enhance understanding.
  - Align all technical dissemination materials with the EU Green Recovery Facility's design and branding guidelines and EU Global Gateway communication's requirements.

### Technical facilitation for high-level events

- Based on the requirements shared by Expertise France, prepare dissemination material to accompany the event, technically facilitate a high-level stakeholder event:
  - Coordinate with the institutional oversight organisation (e.g., BOI, EU Delegation, or other) on content-related event aspects to ensure alignment with the host programme's protocols, institutional visibility requirements, and stakeholder expectations.
  - Provide expert-level technical facilitation during the high-level event to ensure smooth delivery, inclusive participation, and meaningful engagement. This must include:
    - Facilitating structured dialogue and discussion segments (such as Q&A sessions, roundtables, panels, plenary sessions, or breakout groups) depending on the chosen format.
    - Enabling systematic feedback collection from participants to validate the analytical findings and inform refinement of policy recommendations.
    - Ensuring robust documentation of the event, to capture key messages, stakeholder contributions, and technical feedback in real time.
  - Prepare a brief post-event report summarising the session proceedings and findings. The report should:
    - Clearly reflect the feedback received and how it informs the refinement of recommendations.
    - Be structured to meet the Facility's Monitoring, Evaluation, and Learning (MEL) requirements, including attendance list in excel format.
- This does **not** include (handled separately by Expertise France):
  - Venue and catering hiring;
  - Communication materials for media coverage or stakeholder outreach where relevant, such as press kits, quotes, or visual summaries for social media and newsletters.

## 2) Anticipated deliverables

### FIXED-PRICE ELEMENTS

Phases	Deliverables	Objectives and expected results of the deliverable	Submission date
<b><u>Phase 1</u></b>	Deliverable 1 - Inception Report including: – Updated (data collection) methodology and work plan based on stakeholder consultation and preliminary findings. – Understanding of the EU Green Recovery Facility's objectives. – Alignment with the Facility's M&E framework. – Risk analysis table with mitigation strategies. – Objectives and expected results of each deliverable. – Clear baseline survey objectives and framework. – Proposed additional data collection (survey) fields for enhanced analysis for the baseline survey.	Objective: Define the approach, timeline, and scope of work based on stakeholder consultations and alignment with the Facility's M&E framework.  Expected Result: Approved inception report outlining a validated methodology and work plan aligned with project objectives, with risk mitigation and stakeholder-informed priorities clearly defined.	T0 + 3 weeks
<b><u>Phase 2</u></b>	Deliverable 2 - Baseline Survey Methodology and Survey Instrument including: – Detailed data collection methodology. – Complete stakeholder entity list for survey with justifications if needed.	Objective: Ensure a robust, validated data collection plan tailored to the Facility and EU Delegation's needs.  Expected Result: Methodology and survey instrument approved to guide accurate and inclusive data collection.	T0 + 9 weeks
<b><u>Phase 3</u></b>	Deliverable 3 - Baseline Survey Report summarising: – Survey results with visual aids. – Analysis by business type, sector, geography. – Stakeholder engagement observations. – Strategic Communication and Engagement Plan to support EU investment promotion. – Identification of green/sustainable business sectors (to inform Phase 4). – Metadata annex and anonymised stakeholder list.	Objective: Present factual, visually clear insights on EU business presence and investment trends in Sri Lanka.  Expected Result: Comprehensive baseline report accepted by the Facility and EU Delegation to inform follow-up analysis and targeted green investment promotion in Phase 4.	T0 + 19 weeks
<b><u>Phase 4</u></b>	Deliverable 4 – Validation Workshop Report including:	Objective:	T0 + 25 weeks

	<ul style="list-style-type: none"> <li>– Summary of validation workshop and feedback.</li> <li>– Discussion outcomes on reform priorities.</li> <li>– Revised reform measures.</li> <li>– Annexes with agenda, participant list, and presentations (excel format, based on EF template).</li> </ul>	<p>Ensure stakeholder validation of the proposed investment climate reforms, align recommendations with practical realities and institutional capacity, and strengthen ownership of policy directions among public and private sector actors.</p> <p>Expected Result: Consolidated workshop report capturing stakeholder perspectives and consensus, with final set of actionable, locally contextualised policy recommendations aligned with international frameworks (e.g. OECD FDI Qualities, UNCTAD IPFSD) and EU standards.</p>	
<b><u>Phase 4</u></b>	<p>Deliverable 5 - Strategic Communication and Engagement Plan for Green and Sustainable Investment Promotion</p> <ul style="list-style-type: none"> <li>- Tailored to green and sustainable business sectors, building on Activity 3.4</li> </ul>	<p>Objective: Enhance EU investment visibility and engagement in green/sustainable sectors through customised communications.</p> <p>Expected Result: Approved strategic plan supporting targeted outreach and policy dialogue for green EU investments.</p>	T0 + 30 weeks
<b><u>Phase 4</u></b>	<p>Deliverable 6 - Analytical Report including:</p> <ul style="list-style-type: none"> <li>– Deep assessment of the green/sustainable investment climate.</li> <li>– Strategic sector analysis.</li> <li>– Entry points for public-private dialogue.</li> <li>– Targeted reform recommendations.</li> </ul>	<p>Objective: Deliver strategic insights and actionable recommendations to enhance EU-Sri Lanka investment engagement.</p> <p>Expected Result: Final analytical report and policy brief ready for dissemination to high-level stakeholders.</p>	T0 + 30 weeks

- T0 = Date of the notification of the contract



## ORDER-BASED ELEMENTS

The deliverables that could be requested through purchase orders are as following:

Item	Requirement	Description	Timeline
Concept note for high-level events	To provide all information needed for stakeholders to be aligned on the high-level event, including validation by key beneficiaries.	<p>The concept should cover information such as:</p> <ul style="list-style-type: none"> <li>– Proposed title of the event</li> <li>– Event format and facilitation approach</li> <li>– Objectives and intended outcomes</li> <li>– Agenda, session format, and panel composition</li> <li>– Target audience and proposed participants</li> <li>– MEL requirements</li> <li>– Visibility and communication requirements aligned with EU branding</li> <li>– Coordination with institutional oversight bodies (e.g. BOI, EU Delegation)</li> <li>– Tailored facilitation and audience engagement strategy</li> </ul>	2 weeks after issuance of the purchase order.
Dissemination material for high-level events	To develop clear and accessible dissemination materials that support communication and stakeholder engagement objectives.	<p>Based on the requirements shared by Expertise France, prepare dissemination material to accompany the event, including:</p> <ul style="list-style-type: none"> <li>– Tailored talking points and briefing notes for EU and</li> </ul>	2 weeks after issuance of the purchase order.

		<p>Facility representatives</p> <ul style="list-style-type: none"> <li>– Summary slide deck and one-page event brief that visually distils key messages</li> <li>– Materials accessible to both technical and non-technical audiences, using visual elements</li> <li>– Alignment with the EU Green Recovery Facility's design and branding guidelines</li> </ul>	
Technical facilitation for high-level events	To provide all resources required for the technical facilitation of the event.	<p>The event package should include:</p> <ul style="list-style-type: none"> <li>– Event facilitation: expert moderation, structured dialogue/Q&amp;A, breakout sessions (if applicable)</li> <li>– Post-event report aligned with MEL requirements, including key takeaways and refinements to recommendations based on feedback</li> <li>– Feedback collection and documentation of stakeholder contributions in real time</li> <li>– Full attendance list (disaggregated if needed), session photos (if permitted), and summary of stakeholder contributions</li> </ul>	4 weeks after issuance of the purchase order.

Policy brief	To provide a concise, illustrated summary of key policy insights	The policy brief should cover the following: <ul style="list-style-type: none"> <li>– Develop based on requirements shared by Expertise France</li> <li>– Synthesise findings</li> <li>– Use non-technical language, infographics, and visual elements</li> <li>– Be targeted at policy and decision-makers, private sector, and international partners</li> <li>– Be approximately 8–10 pages in length</li> <li>– Include citations or links to full report if needed</li> </ul>	2 weeks after issuance of the purchase order.
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#### 4) Monitoring and Evaluation (M&E) of the Consultancy Assignment

The Consultancy Team should report the assignment progress in a timely manner by aligning the planned activities with the M&E standards outlined in the M&E plan of the Facility, which will be shared with the Consultancy Team at the beginning of the consultancy. As part of the analysis phase, adjustments to the methodology or subsequent activities will have to be made as needed, with documentation of changes for M&E purposes. The methodology should therefore specify data sources, data collection and analysis along with methods and tools used, reporting, quality control and assurance procedures, etc.

#### 5) Coordination

The Consultancy Team (service provider) shall designate a single contact person for project administrative purposes. Mr Etienne Baudon of the Sustainable Development Department (e-mail: [etienne.baudon@expertisefrance.fr](mailto:etienne.baudon@expertisefrance.fr)) will be the service provider's sole contact person for Expertise France.

The Consultancy Team will work under the supervision of the Project Manager of the Facility, based in Colombo, and in close collaboration with Expertise France headquarters from preparation for the consultancy and missions right up to its completion. Furthermore, regular exchanges must take place with the Project Manager on assignment progress and any difficulties that may be encountered.

A launch meeting shall be held 2 working days after the contract award has been notified.

## 1) PLACE, DURATION AND INDICATIVE SCHEDULE

1. **Estimated start date:** Upon official notification of the contract (20 October 2025).
2. **End date:** 19 July 2026
3. **Effective duration:** 9 months
4. **Location:** The consultancy will take place remotely as well as through missions in Sri Lanka.

## 2) REQUIRED EXPERTISE AND PROFILES

These terms of reference define the **minimum required profiles**. If deemed necessary, a list of additional experts, comparable to the profiles presented below with justification for their expected contributions can be proposed. The Service Provider must also provide a declaration of the availability of such specialists and/or suitable subject matter expert/s for the required roles.

Three reference contacts must be communicated for each profile submitted and Expertise France reserves the right to organise an interview with the Team Leader and/or the designated team member, prior to the award of the contract as part of the evaluation process.

The Service Provider may decide on the number of team members to be deployed to fulfil the required profiles. In the technical offer, it must be clearly stated which profile(s) the individual team member satisfies out of the required profiles. In the event all positions are filled by (an) international expert/s, it is essential to have a national expert in the team to act as the national counterpart.

**Suggested organisational structure:**



### 1) Profile of the Team Leader

The Team Leader will be the main contact person for Expertise France for the execution of this task. In particular, the Team Leader will have to plan and direct the activities and work of the team according to the identified needs. The Team Leader will be responsible for the submission of deliverables on time with required quality.

The Team Leader should have the following set of qualifications, competencies, skills and experience:

*Education and training*

- Bachelor's degree or equivalent in the field of Development Studies, Economics, Public Policy, Environmental Management, Business Administration, or related fields.

*Professional experience:*

- A minimum of 5 years of experience in managing multi-disciplinary consultancy teams<sup>3</sup>, including oversight of deliverables, coordination of experts, and client engagement.
- Experience working on EU or international donor-funded projects related to trade or investment, would be an asset.
- Experience in working with bilateral or multilateral development partners, would be an asset.
- Professional experience in Sri Lanka or in the region in a similar assignment will be considered as an asset.

*Qualifications and skills:*

- Demonstrated capacity to lead diverse teams and ensure high-quality and timely delivery of outputs.
- Strong ability to engage and communicate effectively with stakeholders, including government entities, private sector, and civil society.
- Excellent listening, synthesis and communication skills.
- Rigour and ability to write in a clear, precise and concise manner, suitable for both technical and non-technical audiences.
- Full professional proficiency in English, with excellent oral and written command.

## **2) Profile of the Senior Expert – Investment Climate**

*Education and training*

- A Master's degree in Economics, Public Policy, Law, Business Administration, International Development, or related fields.

*Professional experience:*

- At least 7 years of experience in conducting assessments or implementing reforms related to investment climate, regulatory frameworks, or ease of doing business.
- At least 5 years of experience engaging with government institutions on business enabling environment reforms (e.g. investment facilitation, business registration/licensing, land access, trade facilitation).
- Experience working on EU or international donor-funded projects related to trade or investment, would be an asset.

*Qualifications and skills:*

- Strong analytical skills for assessing regulatory frameworks, institutional capacity, and private sector constraints.

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<sup>3</sup> The CV of the team leader should mention the composition and size of the teams managed.



- Excellent written and verbal communication skills, including the ability to produce concise policy-relevant reports.
- Proven ability to engage high-level government stakeholders and facilitate institutional dialogue.
- Fluency in English is mandatory.

### **3) Profile of the Expert – Private Sector Development**

#### *Education and training*

- Bachelor's degree in Business Administration, Economics, Development Studies, Enterprise Development, or related fields.
- A Master's degree would be an asset.

#### *Professional experience:*

- At least 7 years of experience in private sector development.
- At least 5 years of experience working with business networks (e.g. chambers of commerce, trade associations, or industry clusters).
- Experience working with EU- or internationally funded projects supporting sustainable or inclusive business models, would be an asset.
- Experience in facilitating firm-level diagnostics or business climate assessments, would be an asset.

#### *Qualifications and skills:*

- Strong understanding of the constraints and opportunities facing the private sector in emerging markets.
- Excellent stakeholder engagement skills, particularly in working with SMEs and intermediary organisations.
- Ability to synthesise enterprise-level data and translate findings into actionable policy or programme recommendations.
- Fluency in English is mandatory.

### **4) Profile of the Expert – EU Trade and Investment**

#### *Education and training*

- A Bachelor's degree in International Trade, International Relations, EU Studies, Economics or related field.
- A Master's degree would be an asset.

#### *Professional experiences:*

- At least 7 years of experience in EU trade and investment cooperation, particularly related to the EU's trade policies, instruments, or regulatory standards.
- At least 5 years of experience working on projects involving EU market access, export readiness, or investment promotion strategies.
- Experience engaging with EU Delegations, Member State institutions, or EU-financed programmes, would be an asset.
- Experience with EU-South Asia economic relations or EU-APAC economies, would be an asset.

#### *Qualifications and skills:*

- Strong knowledge of EU trade and investment frameworks, including key regulations and instruments.
- Excellent written and verbal communication skills, including experience producing high-level briefing notes and reports.
- Ability to engage EU and national stakeholders and facilitate dialogue around market access and investment opportunities.
- Fluency in English is mandatory.

### **5) Profile of the expert - Policy Research and Stakeholder Engagement**

#### *Education and training:*

- A Bachelor's degree in Political Science, Public Policy, Economics, Sociology, Development Studies, or related fields.
- A Master's degree, would be an asset.

#### *Professional experience:*

- At least 7 years of experience in qualitative research, policy analysis, or stakeholder engagement for reform-oriented initiatives.
- Demonstrated experience conducting in-depth interviews, focus group discussions, or institutional mapping exercises.
- Experience contributing to policy or investment-related diagnostics in South Asia or APAC economies.
- Experience synthesising complex stakeholder input and policy evidence into actionable recommendations.

#### *Qualifications and skills:*

- Strong qualitative research and writing skills, including developing data collection tools and stakeholder engagement plans.
- Excellent facilitation and presentation skills.
- Strong interpersonal skills for engaging with diverse public and private stakeholders.
- Ability to deliver clear and concise policy analysis under tight timelines.
- Fluency in English is mandatory.

### **6) Profile of the expert – Strategic Communications**

#### *Education and training:*

- A Bachelor's degree in Communications, Journalism, Public Relations, Marketing, International Relations, or related fields.
- A Master's degree would be an asset.

#### *Professional experience:*

- At least 7 years of experience in communications, visibility, or high-level stakeholder engagement in the context of donor-funded programmes.
- Proven experience preparing outreach or dissemination material based on technical or policy reports.
- Familiarity with EU communication and visibility guidelines.
- Experience working with multidisciplinary teams and aligning messaging across partners.

#### *Qualifications and skills:*

- Excellent written and verbal communication skills, with the ability to tailor messaging to technical and non-technical audiences.
- Strong event coordination and stakeholder engagement skills.
- Ability to manage visibility outputs that align with donor branding and strategic objectives.
- Strong organisational and time management skills.
- Fluency in English is mandatory.

### **7) Profile of the Expert – Quality Assurance (QA)**

#### *Education and Training*

- A Bachelor's degree in Quality Management, Education, Communications, Public Policy, Organisational Development, or related fields.
- A Master's degree would be considered an asset.

#### *Professional Experience*

- At least 5 years of professional experience in project management and/or writing of reports in the field of investment climate, regulatory frameworks, and/or ease of doing business
- Experience applying quality assurance processes including reviewing technical deliverables to ensure clarity, coherence, and alignment with project objectives and quality standards.
- Familiarity with EU-funded project reporting and compliance standards, would be an asset.

#### *Qualifications and Skills*

- Strong capability to relay client feedback clearly and constructively to technical teams.
- Strong capability to assess structure, logic, and clarity of technical content.
- Proven skills in formatting, consistency, and quality control across diverse outputs.
- Excellent coordination and collaboration skills.
- Fluency in English is mandatory.

### **Cross-cutting expertise**

#### Facilitation of policy dialogue

The consultancy team should have proven experience in organizing, facilitating, and supporting multi-stakeholder policy dialogues, effectively engaging both public and private sector stakeholders, including high-level decision-makers, on issues related to trade and on Government-to-Government policy dialogue.

#### Technical facilitation of event

The consultancy team must demonstrate proven experience in technical facilitation of events involving high-level decision-makers, including in Sri Lanka.

### **Additional experts<sup>4</sup>**

The consultancy team may also propose any additional experts required for the successful completion of the assignment with justification. The justification for deploying other experts

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<sup>4</sup> The service provider may decide to deploy experts as relevant and needed for the assignment

and their expected level of efforts backed by their resumes should be submitted along with the resume of the team leader and the listed experts.

### **3) Visibility**

During the implementation of all activities, the Consultancy Team will have to ensure that the visibility of the European Union, Expertise France, and the EU Green Recovery Facility is maximised. All deliverables, as well as events organised, must be in line with the Facility's visibility guidelines and based on the Facility's templates.