

TERMS OF REFERENCE

STRENGTHENING THE PRESENCE OF EU TECHNOLOGY COMPANIES IN SRI LANKA

I. General information

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| Title of the assignment | STRENGTHENING THE PRESENCE OF EU TECHNOLOGY COMPANIES IN SRI LANKA |
| Name of the project | Green Policy Dialogue Facility (GPDF) |
| Country | Sri Lanka |
| Deadline for submission | 21/11/2025 at 11:59am (PARIS TIME) |

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

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 Facility¹. 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

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

Europe Initiative (TEI) “Green Recovery”, which will mainly focus on green economic recovery and on valuing and protecting Sri Lanka’s rich biodiversity.

For more information, please visit the website:
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 1st 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.

Digitalisation is a key national priority for the Government of Sri Lanka, as reflected in several policy frameworks², including the National Digital Economy policy (draft stage). These policies emphasise the country's commitment to harnessing digital technologies to drive inclusive growth, strengthen governance, and enhance competitiveness across sectors.

Digital transformation aligns closely with the European Union's Global Gateway strategy, which identifies the digital transition as one of its core partnership pillars. The Global Gateway seeks to foster secure, inclusive, and sustainable digital connectivity, bridging digital divides and promoting shared prosperity through strategic investments and cooperation.

Digital transformation also serves as a critical enabler of the green transition. By improving resource efficiency — including energy efficiency, electricity grid optimisation, and water management — digital technologies contribute to more sustainable production and consumption patterns. They underpin the circular economy, enhance sustainable urban and transport systems, and facilitate green innovation and investment. Through smart solutions and data-driven governance, digitalisation accelerates the shift toward a low-carbon, climate-resilient economy, reinforcing Sri Lanka's and the EU's shared commitment to sustainable development and environmental stewardship.

This consultancy will support Expertise France in identifying European Union companies that are active in providing digital solutions contributing to the green transformation. The objective is to map and analyse companies offering digital technologies and services that can enhance resource efficiency, promote circular economy models, and support sustainable energy, transport, water, and waste management systems, and which would be interested in starting operations in Sri Lanka.

Based on this mapping, the consultancy will propose an approach to promote these EU companies and their digital solutions in Sri Lanka, identifying suitable visibility actions to foster collaboration between European companies and potential Sri Lankan clients. In a second phase, out of the scope of the present assignment, Expertise

² The following policies have explicit references to green technology adoption and digital solutions: Sustainable Consumption and Production (SCP) Policy, National Environment Policy, National Environment Action Plan (NEAP), NDC 2.0 and NDC 3.0, Climate Prosperity Plan, National Waste Management Policy, National Policy on Industrial Development (NAPID).

France will implement the strategy defined through this consultancy, facilitating concrete partnerships, business linkages, and pilot initiatives.

III. Objectives and desired results

1) General Objective

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

2) Specific objectives

EU Technology companies active in digital solutions for green transformation expand their presence in Sri Lanka.

3) Anticipated results

Given below are the results expected of this assignment:

- EU companies offering digital solutions and services in green-related sectors which would be interested in expanding their operations to Sri Lanka are identified.
- The method and approach to facilitate their engagement with potential customers is specified and detailed.

IV. Description of the assignment

1) Planned activities

The Service Provider will achieve the objective of this assignment through the following tentative³ activities of 3 phases:

Steps of the consultancy

Phase 1 – Inception (including validating data collection methodology)

Develop the Inception Report

The Service Provider will familiarise themselves with the objectives of the EU Green Recovery Facility and the specific purpose of this assignment, which aims to promote EU companies offering digital solutions for the green transformation in Sri Lanka. Based on this understanding, the service provider will refine and update their proposed methodology and work plan accordingly.

In close coordination with the Facility team, the service provider will, during the initial phase of the assignment:

³ The service provider is expected to review these tentative activities critically and suggest amendments with the proposed methodology of the offer they make.

- Define the green sectors to be considered for analysis. The following sectors have been preliminarily identified:
 - Waste management and circular economy
 - Load-based pollution monitoring systems
 - Eco-industrial parks and resource-efficient manufacturing
 - Energy efficiency
 - Renewable energy and electricity grid management
 - Green port operations
 - Access to sustainable finance

This list serves as an initial reference. Bidders are expected to present their own preliminary selection of sectors and/or describe the process through which they will finalise this selection in their technical offer.

- Identify any additional information requirements related to EU business activity and investor sentiment, with particular attention to emerging or under-reported sectors of potential relevance.
- Conduct a stakeholder consultation with the beneficiaries to discuss and validate the preliminary work plan and methodology.
- Identify the countries where potentially relevant companies are based, taking into account their potential interest and capacity to expand operations or establish partnerships in Sri Lanka⁴. Bidders are expected to present their own preliminary selection of countries in their technical offer.

Bidders are encouraged to outline their proposed scoping and approach in their technical offer, demonstrating how they will ensure a comprehensive and targeted analysis.

Refine the methodology

Bidders are expected to present, in their technical offer, the methodology they will apply to identify the relevant companies and assess their suitability in relation to the objectives of the assignment. This methodology should outline the information sources to be used, the proposed selection criteria, and the analytical approach and parameters/criteria for categorizing companies and ranking them based on their relevance, for both the long and short-list (cf. phase 2).

⁴ The idea here is to build on the presence of EU companies in relevant non-European markets, in the expectation that this will make them more willing and able to enter the Sri Lankan market.

This is not a requirement. Bidders are free to decide on the best approach to take when developing their methodology.

Based on the above elements and in consultation with the project team, the service provider will be required to update and refine this methodology during the inception phase to ensure its alignment with the Facility's needs and the identified priorities.

Develop the Inception Report

At the end of Phase 1, 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:
 - o Delayed delivery due to constrained timelines and limited resources
 - o Challenges in coordinating timely feedback from partners on deliverables
 - o Limited interest and availability of local stakeholders to participate in the study
 - o Constraints related to the current capacity of the consultancy team
 - o 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.
 - o An illustrative template is provided below to guide the structure of the risk matrix.

| Risk | Likelihood | Impact | Mitigation |
|------|------------|--------|------------|
| | | | |

Phase 2 – Identification of companies

In Phase 2, the service provider will implement the methodology initially presented in their technical offer and subsequently updated and agreed upon during the inception phase. The objective is to identify EU companies that are both relevant to the objectives of the Facility and the Sri Lankan context, and that may be interested in expanding their operations to Sri Lanka.

This phase will be carried out in two steps. First, the service provider will identify and assess potential target companies using publicly available information, databases, and online sources, without initiating any direct contact at this stage. Based on the categorisation and ranking approach validated during the inception phase, the service provider will provide Expertise France with a preliminary long list of companies to be considered for further engagement in the second stage. Following discussions with Expertise France, this long list may be refined—either expanded or reduced—before moving to the next step. At this stage, the service provider will also be required to share an updated methodology detailing how they will engage with the identified companies to refine the identification, validation, and ranking process leading to the development of a short list.

In the second step, through interviews, surveys, and other means defined in the validated updated methodology, the service provider will produce a short list of companies, categorised and ranked according to the agreed criteria and parameters. This short list will then be discussed with Expertise France and, where appropriate, presented to key stakeholders before its finalisation.

Phase 3 – Design of the promotion strategy

The service provider will be responsible for drafting a Promotion Strategy to support the visibility and positioning of the EU companies identified in the previous phase. This strategy will aim to promote the expertise of these companies and the quality of their services and products and foster partnerships in line with Sri Lanka's green and digital transformation priorities.

The Promotion Strategy should explore and outline concrete actions to:

- Showcase the selected EU companies' expertise and solutions in green and sustainable technologies relevant to Sri Lanka's development priorities.
- Facilitate matchmaking and networking between the selected EU companies, Sri Lankan industries, and government institutions to stimulate partnerships and investments.
- Position Sri Lanka as a credible, sustainability-aligned investment destination for European businesses.

Based on this initial framework, the service provider will:

- Confirm the interest and availability of the identified companies to participate in the proposed promotional activities (e.g. events, roadshows, forums).
- Determine the companies' priorities regarding preferred activities (B2B meetings, conferences, on-site demonstrations, etc.) and target audiences (industry representatives, government institutions, financial actors, etc.).
- Identify the type and level of financial support required (such as travel or logistics costs).

Based on this information, as well the estimated budget which will be communicated by Expertise France to the Service Provider and the acceptable implementation duration, the service provider will prepare a draft of the Promotion Strategy accordingly, integrating:

- The detailed description of proposed activities and calendar;
- The identification of target audiences and partners; and
- A costed implementation plan⁵.

The Promotion Strategy will be discussed with Expertise France and once agreed upon discussed in consultation/validation meetings with key stakeholders. Based on the feedback received, the service provider will then prepare the final version of the Promotion Strategy.

(OPTIONAL) Phase 4 – Design of terms of reference

If deemed relevant by Expertise France, the service provider may also be requested to prepare Terms of Reference (ToRs) for the implementation of the Promotion Strategy.

⁵ At this stage, the list of companies to be promoted could be reduced again in order to align with budget consideration.

2) Anticipated deliverables ⁶

| Phases | Deliverables | Objectives and expected results of the deliverable | Submission date |
|--|--|--|-----------------|
| <u>Inception phase</u> | D1- Inception report | Refined work plan and methodology, including the: <ul style="list-style-type: none"> green sectors which will be part of the scope; countries and territories which will be part of the scope, where potential relevant EU companies could be based; criteria to be used for the long and short lists; objectives and expected results of each deliverable; risk analysis table | T0+3 weeks |
| <u>Identification of companies</u> | D2 - Long-list of relevant companies | Long list of identified companies, ranked based on their relevance Updated methodology for the production of the short-list. | T0+7 weeks |
| | D3 - Short-list of relevant companies | Identified list of relevant companies which would be supported by the EU Green Recovery Facility through the implementation of the promotion strategy, justifying their relevance | T0+ 13 weeks |
| <u>Design of the promotion strategy</u> | D4 - Draft of promotion strategy | Detailed description of proposed activities and calendar, including the target audiences and implementation partners. Action plan Detailed budget | T0+18 weeks |
| | D5 - Consultation meetings report, with key stakeholders, including the attendance list in Excel format (based on EF template) | Summary of the feedback received and how this will be integrated to update the promotion strategy Lists of people having attended the meeting, in Excel format (using EF template) | T0 + 22 weeks |

⁶ It is expected of the bidders to present, as part of their technical offer, a detailed Gantt chart presenting the step-by-step process to be followed in accordance to the methodology (including the submission of drafts, the deliverable review period, the workshops, etc.).

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|---|--|--|---------------|
| | D6 - Final version of the promotion strategy | Updated and final version of D4 | T0 + 24 weeks |
| <u>(OPTIONAL) Design of terms of reference</u> | <u>Optional</u> : D7 - Terms of reference for the implementation of the promotion strategy | Detailed presentation of the activities to be carried out. Deliverable table. Presentation of the profiles of the members or the requested team. Based on Expertise France template | T0 + 26 weeks |

- T0 = Date of the notification of the contract

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. Ms. Cynthia Anno of the Sustainable Development Department (e-mail: cynthia.anno@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.

V. Place, duration and indicative schedule

1. **Estimated start date:** 12 December 2025
2. **End date:** 30 June 2026
3. **Effective duration:** 6,5 months

VI. 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.

1) Profile of the Team Leader

The team leader is in charge of the overall coordination of the assignment and team from the service provider's end, including liaison with the EU Green Recovery Facility

Education and training

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

Professional experience:

- A minimum of 5 years of experience in managing multi-disciplinary consultancy teams, including oversight of deliverables, coordination of experts, and client engagement. The CV of the team leader should mention the composition and size of the teams managed.
- Experience working in the Technology/Digital sector and/or on the green transition.
- Experience engaging with EU Delegations, Member State institutions, or EU-financed programmes, would be a strong 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) EU Business Development expert

The *EU investment promotion* expert is a key senior expert, in charge of designing the overall methodology and approach of the assignment.

Education and Training

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

Professional experience:

- At least 8 years of experience supporting EU companies in accessing and setting up in foreign markets.
- Proven experience in developing EU businesses promotion strategy.
- Experience working in the Technology/Digital sector would be a strong asset
- Experience working on green transition topics and issues 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:

- Understanding of EU market standards and B2B matchmaking
- Strong understanding of the constraints and opportunities facing EU 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.

3) Investment promotion in Sri Lanka expert

The main role of the *Investment promotion in Sri Lanka expert* is to identify the best business development pathways and activities to support market-entry and establishment of EU firms in Sri Lanka (including the costing for the promotion strategy).

Education and Training

- Bachelor's degree in Business Administration, Economics, Development Studies, Enterprise Development, or related fields.

Professional experience:

- At least 5 years of experience supporting foreign companies' foreign direct investment into Sri Lanka
- Experience in investment facilitation, partnership support and other related business development activities.
- Experience in developing and budgeting investment promotion strategies.
- Experience working on the digital transformation would be an asset.

Qualifications and skills:

- Strong knowledge of the Sri Lankan business development environment.
- Ability to facilitate B2B matchmaking.
- Fluency in English is mandatory.

4) Sri Lanka Green transition expert

The main role of the Sri Lanka Green Transition Expert is to support the identification of green sectors where digital transformation would be most relevant and ready for investment in Sri Lanka and to participate in the assessment of the relevancy of the identified companies.

Education and Training

N/A

Professional experience:

- At least 7 years of experience in total in Sri Lanka in at least 3 of the green sectors listed either in the inception phase section above (waste management and circular economy; load-based pollution monitoring systems; eco-industrial parks and resource-efficient manufacturing ; sustainable energy ; green port operations ; access to sustainable finance) or in the bidder's technical offer.
- At least 3 years of successful experience working with the public and/or private sectors to mobilise Sri Lankan investment in foreign companies' solutions and products.
- Experience in assessing the quality and relevance of solutions and products offered by foreign companies to address specific issues.

Qualifications and skills:

- Strong knowledge knowledge of the trends and tendencies in green economy in Sri Lanka.
- Fluency in English is mandatory.

5) 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.

Required Cross-cutting expertise

The team should demonstrate the following cross-cutting areas of expertise. These may be covered either by the core team members described in the previous section or by additional experts. If these requirements are fulfilled by the core team, bidders are expected to clearly indicate it and detail the relevant experience of the specific core team members — for instance, in a dedicated table or another clearly identifiable format.

Digital transformation for business competitiveness

The team should demonstrate strong experience in supporting the digital transformation (integration of data analytics and artificial intelligence; cloud computing and digital platforms; automation; cybersecurity; and/or digital governance; etc.) of the private and/or public sector to enhance their efficiency and competitiveness (improving productivity and efficiency; enhancing customer experience; reducing costs and waste; opening access to new markets; fostering innovation; and/or fostering data-driven decision-making; etc.).

Expertise in identified countries

The team should demonstrate relevant experience in the countries listed by the service providers in their technical offer (cf. inception phase).

Gender

The consultancy team is encouraged to incorporate gender⁷ considerations into both the technical and methodological approaches. The Consultancy team should demonstrate experience and knowledge on gender. It would be an additional benefit if it is in relation to AFOLU-related initiatives.

In addition, the consultancy team should ensure that gender is systematically integrated across all phases of the assignment. This includes assessing differentiated impacts of EUDR traceability requirements on gender, identifying barriers to compliance (e.g., digital literacy, access to information), and proposing corrective actions to ensure inclusive participation. The team should also actively engage with women-led organisations and support increased representation of women in the activities.

⁷ In alignment with the OECD-DAC gender equality policy marker, the EU Green Recovery Facility is classified as DAC 1. It adheres to the minimum recommended criteria, which entail conducting a thorough gender analysis as an integral part of the interventions. Gender equality is established as a significant objective within the initiative. Moreover, data and indicators are systematically disaggregated by sex where applicable, underscoring a commitment to monitor and report on the attained gender equality results during the Facility's evaluation phase. Following these requirements, it is expected that all members of the Consultancy Team demonstrate proven gender expertise through prior involvement in gender-sensitive projects, and that gender considerations are meaningfully integrated throughout the design, implementation, and monitoring of this consultancy.

Business promotion activities

The team should demonstrate strong experience in the design and implementation of relevant national-level business promotion activities such as tradeshow, expos, campaigns.

Additional expertise⁸

In addition to the required cross-cutting expertise listed above, bidders are encouraged to highlight any other relevant expertise offered by their team that they consider important for the effective implementation of the assignment and consistent with their proposed methodology.

The consultancy team may also propose additional experts deemed necessary for the successful completion of the assignment, with appropriate justification aligned with the methodology presented in their technical offer. The justification for the inclusion of these experts, along with their expected level of effort and corresponding resumes, should be submitted together with the resumes of the team leader and the other proposed experts.

VII. 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.

VIII. Application modalities

Form of contract: Service contract

Submission deadline: cf. tender rules

Bid composition: cf. tender rules

Incomplete bids will not be considered.

⁸ The service provider may decide to deploy experts as relevant and needed for the assignment