TERMS OF REFERENCE:
IMPLEMENTATION OF THE EU-SRI LANKA STRATEGIC INVESTMENT PROMOTION CAMPAIGN

I. General information

Assignment name	Implementation of the EU-Sri Lanka Strategic Investment Promotion Campaign
Beneficiary	EU Green Recovery Facility in Sri Lanka (GPDF)
Country	Sri Lanka, with targeted regional engagement activities
Total estimated number of days	To be proposed by the bidder, proportionate to the proposed methodology, activities and available budget.

Expertise France is seeking a qualified and competent service provider to implement the EU–Sri Lanka Strategic Investment Promotion Campaign, including targeted EU company outreach, investor engagement, business matchmaking and facilitation of investment and partnership opportunities in Sri Lanka.

II. Context and justification of the need

1) Expertise France

Expertise France (EF) is France's public agency and inter-ministerial 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 Facility[1]. 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.

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

For more information, please visit the website: https://www.eeas.europa.eu/delegations/sri-lanka_en

3) EU Green Recovery Facility in Sri Lanka

The EU Green Recovery Facility (the Facility) is a four-year intervention funded by the European Union (EU). It seeks to use the recent 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, would be 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

The Facility seeks to promote the use of digital and technology-enabled solutions that can support Sri Lanka's transition towards a greener, more resource-efficient and competitive economy.

Digital solutions can contribute to this transition by supporting more efficient use of energy and natural resources, strengthening monitoring and management of environmental performance, improving transparency and traceability across value chains, and enabling innovative approaches in areas such as renewable energy and electricity grid management, sustainable transport and mobility, circular economy and waste management, sustainable agriculture, industrial production and urban services.

The adoption of appropriate digital and technology-enabled solutions can therefore contribute to improved productivity and competitiveness while supporting Sri Lanka's transition towards a low-carbon, resource-efficient and circular economy.

European companies possess significant technological capabilities and experience across many of these areas. Strengthening engagement between EU technology providers and investors and Sri Lankan public and private sector stakeholders can facilitate access to relevant technologies, expertise, investment and business partnerships, while creating opportunities for European companies to participate in Sri Lanka's green and digital transformation.

Against this background, in 2025, Expertise France commissioned the assignment "Strengthening the Presence of EU Technology Companies in Sri Lanka" to identify relevant EU companies offering technology and digital solutions for the green transformation and to develop an approach for facilitating their engagement with Sri Lankan partners.

The preceding assignment was structured to identify and assess relevant EU companies, develop a long-list and short-list, and design a Promotion Strategy. Its Terms of Reference expressly envisaged that, in a subsequent phase outside the scope of that assignment, Expertise France would implement the strategy to facilitate concrete partnerships, business linkages and pilot initiatives. It also anticipated the preparation of separate Terms of Reference for implementation of the Promotion Strategy. The present assignment constitutes that implementation phase and shall therefore build directly on, rather than duplicate, the analytical and strategic work already completed.

The principal technical reference for this assignment is the validated EU-Sri Lanka Strategic Investment Promotion Campaign developed under the preceding assignment (See Annex). The campaign was informed by identification of priority segments, development of a long-list of more than 400 EU companies, company shortlisting and project matching, consultations with corporate executives and multiplier organisations, and engagement with relevant Sri Lankan stakeholders. It proposes a five-month investor outreach and engagement campaign structured around three mutually reinforcing programmes: (i) webinars; (ii) regional stakeholder engagement; and (iii) inbound investor visits and facilitation.

The campaign focuses on opportunities linked to 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; sustainable agriculture and agri-tech; green mobility and transport systems; and technoparks. Implementation will require close coordination with Board of Investment (BOI), relevant line ministries, Export Development Board (EDB), the EU Delegation (EUD), EU Member State embassies and trade promotion organisations, European business associations and chambers, project promoters, existing EU investors and other relevant partners.

Implementation of the Campaign shall follow a Team Europe approach, seeking, where relevant and feasible, balanced engagement with EU Member States, their trade and investment promotion organisations, business chambers and councils, and EU companies from across Member States. Campaign activities should promote an inclusive Team Europe approach, ensuring balanced visibility of EU Member States while leveraging relevant Team Europe networks and initiatives.

III. Objectives and desired results

1) General objective

To strengthen the engagement and potential presence of EU technology-enabled companies in Sri Lanka by promoting and facilitating investment, business partnership and market-entry opportunities in priority sectors for Sri Lanka's green and digital transformation.

2) Specific objectives

- Increase awareness among relevant EU companies and multiplier organisations of investment and partnership opportunities, priority projects and Sri Lanka's value proposition in the selected priority sectors.
- Strengthen engagement between EU companies and relevant Sri Lankan public and private sector stakeholders, as well as the EU Delegation, EU Member States, Team Europe partners and other relevant multiplier organisations, ensuring an inclusive Team Europe approach to Campaign implementation.
- Facilitate the progression of potential investment and business partnership opportunities by providing interested EU companies with tailored information, B2B and B2G matchmaking, investor meetings and appropriate investment facilitation and follow-up support.

3) Anticipated results

By the end of the assignment, the following results are expected:

- The validated EU-Sri Lanka Strategic Investment Promotion Campaign has been operationalised and implemented through an agreed mix of targeted investor outreach, engagement and facilitation activities.
- Awareness among relevant EU companies and multiplier organisations has increased regarding Sri Lanka's value proposition, priority projects and potential investment and business partnership opportunities in selected priority sectors.
- Engagement between EU companies and relevant Sri Lankan public and private sector stakeholders has been strengthened, supported by engagement with the EU Delegation, EU Member States, Team Europe partners and other relevant multiplier organisations.
- Potential EU investment and business partnership opportunities in selected priority sectors have been identified and advanced through targeted investor outreach and engagement.
- Interested EU companies have been supported in progressing potential opportunities through tailored information, B2B and B2G matchmaking, investor meetings and appropriate investment facilitation and follow-up, with concrete next steps identified where applicable.

- Investor interests, potential opportunities, engagement status and follow-up requirements have been systematically documented and consolidated into an investor pipeline, providing a basis for continued follow-up by Expertise France and relevant partners.
- Campaign implementation, results, lessons learned and recommendations for continued investor engagement have been documented and handed over to Expertise France.

IV. Description of the assignment

1) Planned activities

The service provider shall implement the Strategic Investment Promotion Campaign, using the campaign as the principal framework for the assignment. The assignment is implementation-focused and is not intended to repeat the longlisting, shortlisting, project-matching or strategy-development exercises already undertaken.

The service provider may update and refine the proposed activities, target companies, engagement opportunities and implementation arrangements, where necessary, to reflect changes in company interest, project readiness, relevant events and other implementation considerations. Any significant changes to the overall strategic direction or scope of the campaign shall be agreed with Expertise France.

The Campaign provides three complementary engagement channels: (i) webinar/virtual engagement; (ii) regional stakeholder engagement; and (iii) inbound investor engagement and facilitation. Bidders shall consider all three channels in developing their proposed methodology but may propose the most appropriate mix, scale, format, location and sequencing of activities within the available budget and implementation period. Where a bidder proposes to place greater emphasis on particular channels, substantially adapt an activity, or not pursue a specific activity, this should be clearly justified in terms of expected Campaign results, investor interest and available engagement opportunities. The final implementation approach shall be agreed with Expertise France during the inception phase.

<u>Phase I - Inception and operationalisation of the Campaign</u>

- Participate in an initial kick-off meeting with Expertise France to confirm the assignment scope, implementation approach, key priorities, coordination arrangements and immediate next steps.
- Review and operationalise the Strategic Investment Promotion Campaign, drawing on the relevant materials developed under the preceding assignment and made available by Expertise France, including the EU company long- and short-lists, project and opportunity lists, company-project matching outputs, consultation findings and investor-facing materials. These materials should serve as the basis for implementation and may be updated or refined, where necessary, to support effective delivery of the Campaign.
- Review and, where necessary, update the priority investor and multiplier contact list, building primarily on companies identified through the preceding assignment while allowing additional high-potential companies and organisations to be included based on sector relevance and emerging opportunities. The stakeholder mapping shall seek appropriate representation across EU Member States and relevant Team Europe networks, including EU Member State trade promotion organisations, chambers and business councils.
- Establish practical campaign management and results-tracking tools, including an engagement and follow-up tracker, a framework for identifying and assessing potential investment and partnership leads, and a KPI monitoring framework aligned with Expertise France monitoring requirements.

- Work with Expertise France, EUD, BOI, EDB and relevant line ministries and project promoters to ensure that project information, policy messages, value propositions and investor-facing materials used during implementation are current, accurate and appropriate for external promotion.
- Submit a concise inception report translating the validated Campaign into an operational workplan, including staffing and responsibilities, activity sequencing, stakeholder coordination, investor outreach and communications, reporting arrangements, and key risks and mitigation measures.

Phase II: Design and delivery of Webinars/virtual engagement programme

- Design, organise and host a series of sector/segment-specific webinars or other appropriate virtual engagement activities targeting EU companies and relevant multiplier organisations. The validated Campaign envisages up to three webinars of approximately 60–90 minutes each, with indicative themes covering:
  - (i) Sri Lanka's emerging digital and future cities ecosystems, including digital infrastructure and services, smart and sustainable urban solutions, technoparks, digital platforms and technology-enabled solutions for urban and industrial development;
  - (ii) Sri Lanka's energy transition, including renewable energy, energy efficiency, electricity grid management, energy storage and related technologies and services; and
  - (iii) environmental services, including waste management and circular economy solutions, pollution monitoring and control, resource-efficient production and other environmental technologies and services.

  The number, format and themes may be refined in consultation with Expertise France based on investor interest, emerging opportunities and linkages with other Campaign activities.
- Develop the webinar concept notes, agendas, speaker briefs, and presentations, in consultation with Expertise France, BOI and relevant technical stakeholders.
- Identify and engage appropriate speakers and contributors, which may include relevant Government of Sri Lanka institutions, the EU Delegation/Team Europe, existing EU companies in Sri Lanka and other relevant partners.
- Conduct targeted outreach to EU companies identified through the preceding assignment, as well as other relevant companies and multiplier organisations, including EU trade promotion organisations, chambers, bilateral business associations, sector associations and clusters.
- Manage webinar registration, hosting and technical arrangements, participant communications, recording and post-event analytics.
- Coordinate with key stakeholders and undertake targeted follow-up with participating companies and organisations to identify and advance potential interest in one-to-one meetings, regional engagements, inbound visits, specific investment opportunities or partnerships.
- Outreach should seek participation from companies and multiplier organisations across relevant EU Member States and avoid disproportionate reliance on the networks or business organisations of any single Member State.

Phase III: Development and implementation of the Regional stakeholder engagement programme

- Plan and implement targeted regional stakeholder engagement activities and/or missions in markets offering strong opportunities to engage EU companies and relevant multiplier organisations. Indicative opportunities identified in the validated Campaign include Bengaluru and New Delhi, India, taking advantage, where feasible, of relevant business events, European business delegations and Team Europe networks. Final locations, timing and engagement opportunities shall be agreed with Expertise France based on investor potential, relevant events and

opportunities to engage a sufficiently broad range of EU companies and Member State stakeholders.

- Explore opportunities to engage with relevant European business missions and events taking place in the region and, where appropriate, organise Sri Lanka-focused side events such as business briefings, roundtables or working lunches. Where an engagement is linked to an event or initiative associated primarily with one EU Member State, the Service Provider shall actively seek complementary engagement with companies, chambers, trade and investment promotion organisations and other relevant stakeholders from other EU Member States in the same market or during the same mission
- Engage relevant EU companies, EU trade promotion organisations, chambers and business associations, Team Europe stakeholders and other multiplier organisations, with a focus on generating and advancing potential investment and partnership opportunities for Sri Lanka. Regional engagements shall be designed and implemented in line with the Team Europe approach, promoting broad and balanced engagement and visibility across relevant EU Member States.
- For each regional engagement, as appropriate, identify and engage priority companies and organisations; arrange and prepare targeted one-to-one meetings; develop appropriate briefing and project-specific materials; and coordinate, where relevant, the participation of BOI, relevant line ministries and other Sri Lankan stakeholders.
- Document substantive investor feedback, areas of interest, potential investment and partnership opportunities, and agreed next steps arising from the missions.
- Undertake timely post-mission follow-up with interested companies and partners, including facilitating further discussions, information exchange and, where appropriate, follow-on visits to Sri Lanka.

<u>Phase IV: Inbound visits and investor facilitation programme</u>

- Leverage Sri Lanka EXPO 2027 (14-17 January 2027), particularly the Investment Forum and relevant “Sustainability and Green Solutions” and “Innovation and Technology” activities, to engage EU companies and potential investors.
- Organise targeted side events, investor meetings and/or group or individual site visits in Sri Lanka, as appropriate to investor interest and available opportunities, including activities linked to Sri Lanka EXPO 2027 and other relevant inbound European business missions.
- Tailor each visit around investor needs and the relevant project opportunity, including matchmaking with project promoters, site owners, BOI, line ministries and other public/private stakeholders.
- Prepare investor briefing packs and visit schedules, manage local logistics, and ensure that all substantive investor questions and follow-up actions are captured and assigned.
- Support the progression of promising leads through additional information provision, introductions and coordination with BOI and relevant partners.
- Where relevant, the Service Provider shall seek to leverage the facilitation arrangements available to eligible foreign buyers and investors participating in Sri Lanka EXPO 2027, including preferential airfares, accommodation facilitation and local transport support, subject to applicable eligibility criteria and availability.

<u>Phase V: Campaign follow-up, handover and reporting:</u>

- Maintain continuous coordination with Expertise France and provide concise regular progress updates, including emerging opportunities, risks, resource issues and decisions required.

- Maintain an up-to-date pipeline of EU companies engaged through the Campaign, capturing relevant information such as the company/organisation, sector and areas of interest, engagement undertaken, level of interest, potential opportunities identified, follow-up actions and responsible follow-up party, and indicative investment or partnership value where available. The Service Provider shall propose, as part of the inception report, an appropriate approach for identifying and assessing potential investment and partnership leads, for agreement with Expertise France.
- Administer a short follow-up survey to EU companies engaged during the campaign to capture planned next steps and additional information or assistance required to advance consideration of Sri Lanka.
- Prepare a structured handover to Expertise France, BOI and other designated partners for leads requiring follow-up beyond the campaign period.
- Provide information required for post-campaign monitoring of partnerships and other longer-term outcomes.

2) Anticipated deliverables

Deliverables D2–D4 shall reflect the final mix of Campaign activities agreed during the inception phase. Where a particular engagement channel is adapted, combined with another channel or not pursued based on the agreed implementation approach, the corresponding deliverable and reporting requirements may be adjusted or consolidated with the prior agreement of Expertise France.

Phase	Deliverables	End date
I	**D1. Inception report** Detailed operational workplan translating the validated campaign into implementation; staffing and responsibilities; confirmed activity calendar; stakeholder/outreach plan; risk and contingency matrix; criteria for identifying and assessing potential investment and partnership leads; KPI framework; and campaign tracking tools.	T0 + 10 working days
II	**D2. Webinar/virtual engagement package and implementation report** Prior to implementation: submission for EF review and validation of the proposed webinar/virtual engagement package, including concept(s), objectives, themes, format, target participants, outreach approach, proposed speakers, agenda(s), communication materials and follow-up approach. Following implementation: documentation of activities delivered, including participant/attendance records, materials, analytics, feedback, opportunities identified and follow-up actions.	The relevant implementation package shall be submitted to Expertise France at least 10 working days before the proposed activity, allowing sufficient time for review, revision and validation prior to implementation. Implementation report within 5 working days following completion of the agreed activities.
III	**D3. Regional engagement package and implementation report** Prior to implementation: submission for EF review and validation of the proposed regional engagement	The relevant implementation package shall be submitted to Expertise France at least 20 working days before the proposed

	package, including location(s), objectives, programme, target companies and multipliers, Team Europe engagement, proposed meetings/events, briefing materials, logistics and follow-up approach. Following implementation: record of activities and meetings conducted, companies and multipliers engaged, investor feedback, potential opportunities identified or advanced, and agreed next steps.	activity, allowing sufficient time for review, revision and validation prior to implementation. Implementation report within 5 working days following completion of the agreed activities.
IV	**D4. Inbound investor engagement and facilitation package and implementation report** Prior to implementation: submission for EF review and validation of the proposed inbound engagement package, including target investors, objectives, proposed meetings, matchmaking, site visits/events, stakeholder participation, investor briefing materials, logistics and facilitation arrangements. Following implementation: documentation of activities conducted, participants, meetings/site visits, investor feedback and immediate follow-up actions. Sri Lanka EXPO 2027 shall be leveraged where relevant.	The relevant implementation package shall be submitted to Expertise France at least 20 working days before the proposed activity, allowing sufficient time for review, revision and validation prior to implementation. Implementation report within 5 working days following completion of the agreed activities, and no later than end-February 2027
V	**D5. Investor pipeline and handover report** Consolidated pipeline of potential investment and partnership leads generated or advanced through the Campaign, including company-specific areas of interest, level of engagement, potential opportunities, next steps, outstanding information or facilitation needs, and recommended follow-up responsibilities for Expertise France, BOI and other relevant partners. Investor follow-up survey findings and indicative investment or partnership values should be included where available.	No later than the first week of March 2027
VI	**D6. Final campaign implementation report and KPI dashboard** Concise synthesis of implementation against the validated campaign; activities and outputs delivered; KPI performance; results and lessons; deviations and justification; outstanding leads/actions; and recommendations for post-campaign follow-up.	No later than 15 March 2027.

Note: T0 = Date of the notification of the contract

All deliverables shall be submitted electronically in English. The specific format(s) for each deliverable, including the use of Word, Excel, PowerPoint and/or PDF as appropriate, shall be agreed with Expertise France during the inception phase. Company, participant, contact, investor pipeline and other tracking information shall be provided in editable formats suitable for continued use by Expertise France. Draft deliverables shall be revised in response to consolidated comments from Expertise France.

3) Coordination

The service provider shall designate a single contact person for contract implementation. Ms. Cynthia Anno of the Sustainable Development Department will serve as the designated focal point for Expertise France. E-mail: cynthia.anno@expertisefrance.fr

A launch meeting shall be held within two working days of notification of contract award, unless otherwise agreed with Expertise France.

The Service Provider 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 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.

V. Place, duration and terms of performance

1) **Implementation period:** Approximately five months, subject to the actual date of contract award, with all campaign implementation, handover and final reporting completed no later than 15 March 2027.

2) **Start date:** Immediately following contract award / as confirmed by Expertise France.

3) **End date:** No later than March 2027. The bidder shall propose a realistic detailed calendar that preserves, where feasible, the time-sensitive regional and Sri Lanka engagement opportunities identified in the campaign.

4) **Level of effort:** The bidder shall propose the level of effort required to implement the assignment based on the proposed methodology, team composition, activities and deliverables, taking into account the implementation period and available budget.

5) **Schedule/programme:**

The provisional programme for assignment implementation is as follows:

EU–Sri Lanka Strategic Investment Promotion Campaign
Indicative Gantt Chart (Approx. 5 Months)

ACTIVITY	Month 1 (Contract Start)				Month 2				Month 3				Month 4				Month 5 (Completion)			
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
A. Inception and Planning																				
Inception meeting and workplan (D1)																				
B. Virtual Engagement (Webinars / Online Outreach)																				
Webinar/virtual engagement preparation & outreach																				
Delivery of webinars / virtual engagements (up to 3)																				
Documentation & reporting (D2)																				
C. Regional Engagement (EU)																				
Preparation: mission planning, outreach, appointments																				
Regional engagement missions (up to 2)																				
Mission reporting (D3)																				
D. Inbound Investor Engagement in Sri Lanka																				
Preparation: outreach, agendas, logistics																				
Side events (up to 4)																				
Mini-group investor site visits (up to 2)																				
Individual investor site visits (up to 5)																				
Inbound engagement report (D4)																				
E. Campaign Management, Follow-up and Handover (ongoing)																				
Ongoing coordination with EF, BOI and stakeholders																				
Lead pipeline maintenance and investor follow-up																				
Investor follow-up survey																				
Investor pipeline & handover report (D5)																				
F. Overall Reporting and Closure																				
Overall campaign implementation report (D6)																				
KEY MILESTONES (Deliverables)	D1 Inception Report (End of Month 1)					D2 Webinar Delivery Package (End of Month 3)				D3 Regional Engagement Report (5 days after each mission)				D4 Inbound Investor Engagement Report (End of Month 4)				D5 Investor Pipeline & Handover Report (Early Month 5)			D6 Overall Campaign Report (Mid-March 2027)

Note: The timeline is indicative. The Service Provider shall propose a detailed work plan and implementation schedule during inception.

Inception · Virtual Engagement · Regional Engagement · Inbound Engagement · Management & Follow-up · Reporting & Closure

VI. Required expertise and profile

1) Service Provider's Relevant Experience and Organisational Capacity

The service provider should be a communications, public relations, business outreach, investment promotion or similar firm/consortium with demonstrated capacity to combine promotional communications with targeted company outreach, business engagement and investment facilitation.

The service provider should demonstrate relevant experience in:

- Communications, public relations, business outreach, investment promotion and/or international business development;
- Designing and implementing targeted promotional and business engagement campaigns;
- Engaging companies, chambers of commerce, business associations, trade and investment promotion organisations and other private-sector stakeholders;
- Organising and facilitating business events, webinars, investor meetings, missions and other engagement activities;
- Supporting company outreach, lead generation and follow-up;
- Developing high-quality communications and promotional content for business audiences; and
- Working in an international and multi-stakeholder environment.

The Service Provider should demonstrate successful completion of at least three comparable assignments during the past five years involving one or more of the following: international communications or promotional campaigns, business outreach, investment promotion, investor engagement, business missions or international private-sector engagement.

Experience working with European companies and business networks and knowledge of Sri Lanka and/or the South Asian region would be considered an advantage.

2) Key Personnel

The service provider should propose a suitably qualified team with the mix of skills and experience necessary to deliver the assignment. At minimum, the following key personnel shall be identified.

Campaign/Account Lead

The Campaign/Account Lead will have overall responsibility for the management and delivery of the assignment, including coordination with Expertise France, the EU Delegation and other relevant public- and private-sector stakeholders.

Education and training

- University degree or equivalent professional qualification in communications, public relations, marketing, business, economics, international relations or another relevant field.
- Relevant professional training or certifications in communications, marketing, project/campaign management or related areas would be an advantage.

Professional experience

- At least 7 years of relevant professional experience, including experience managing communications, PR, business engagement, investment promotion or comparable campaigns.
- Experience managing complex assignments involving multiple public- and private-sector stakeholders.

- Experience with international or cross-border campaigns and/or business engagement would be an advantage.
- Experience working with EU institutions, EU Member State organisations or European business networks would be an advantage.

Qualifications and skills

- Strong campaign and project management skills.
- Strong stakeholder management and coordination skills.
- Ability to manage multidisciplinary teams and multiple activities simultaneously.
- Excellent written and verbal communication skills in English.
- Strong organisational, presentation and reporting skills.

Business Outreach & Investment Promotion Lead

The Business Outreach & Investment Promotion Lead will be responsible for targeted outreach to EU companies and business networks, lead generation, business engagement activities, investor meetings and follow-up with prospective investors.

Education and training

- University degree or equivalent professional qualification in business, economics, marketing, international trade, investment, communications or another relevant field.
- Relevant professional training in business development, investment promotion, marketing or related areas would be an advantage.

Professional experience

- At least 5 years of relevant professional experience in business development, investor outreach, investment promotion, international business and/or private-sector engagement.
- Experience engaging companies, chambers of commerce, business associations, trade and investment promotion organisations or similar business networks.
- Experience supporting business missions, investor meetings, B2B engagement, lead generation and/or business development activities.
- Experience engaging European companies and business organisations would be an advantage.
- Knowledge or experience of Sri Lanka and/or the South Asian business environment would be an advantage.

Qualifications and skills

- Strong business outreach, networking and relationship-management skills.
- Ability to identify and engage prospective companies and relevant business networks.
- Good understanding of business development and investor engagement processes.
- Strong facilitation, presentation and interpersonal skills.
- Excellent written and verbal communication skills in English.

3) Additional Expertise

The service provider may determine the most appropriate composition of the wider team and shall mobilise additional expertise as required for successful implementation of the assignment. This may include communications and PR, digital communications and content development, event management, graphic design, sector-specific business outreach and local stakeholder coordination.
The team should collectively demonstrate sufficient knowledge and capacity to engage stakeholders in Sri Lanka and European business networks and to implement the campaign in accordance with a Team Europe approach.

One individual may perform more than one function where the service provider demonstrates that the proposed individual has the appropriate qualifications, experience and availability.

If all key experts are international, the team shall include adequate Sri Lankan expertise and capacity for local investment facilitation, stakeholder coordination and delivery.

The technical proposal should clearly identify the proposed key personnel, their roles and responsibilities, and the wider resources that will be mobilised for implementation of the assignment.

VII. Assignment reports

The service provider shall report on the implementation and results of the Campaign through the deliverables specified above. Reporting should capture the activities undertaken, companies and stakeholders engaged, key feedback and expressions of interest, potential investment and partnership leads, follow-up actions, implementation challenges, and progress against the agreed performance indicators. Relevant company-level information and follow-up actions shall be maintained in an editable format and handed over to Expertise France at the end of the assignment.

VIII. Monitoring-evaluation

Performance will be assessed against agreed Campaign indicators, focusing primarily on activities and results within the reasonable influence of the Service Provider. Indicative performance targets identified in the validated Campaign include, as applicable to the agreed implementation approach, reaching EU companies and relevant multiplier organisations through webinar/virtual engagement activities; undertaking targeted regional investor engagement; facilitating inbound business visits to Sri Lanka by interested EU companies; generating and advancing potential investment and partnership leads; and undertaking systematic investor follow-up. The cumulative value of potential investment opportunities shall also be tracked where such information is available.

These performance targets may be reviewed and refined during the inception phase, taking into account the final implementation period, available budget, agreed mix of activities, investor interest and relevant engagement opportunities. The agreed performance targets shall be reflected, as appropriate, in the implementation and assessment of the relevant Campaign activities and deliverables. Achievement against the agreed performance targets shall form part of Expertise France's assessment of the satisfactory implementation of the relevant Campaign activities and associated deliverables, while recognising that final investment decisions remain outside the direct control of the Service Provider. Longer-term outcomes, including investment decisions and partnerships resulting from the Campaign, may be monitored beyond the implementation period.

Performance indicators	Target / expected result	Verification sources
EU companies and multiplier organisations engaged through webinars/virtual engagement activities	EU companies and relevant multiplier organisations reached and engaged, with an indicative Campaign target of 60 participants across the webinar/virtual engagement programme	Registration and attendance records; webinar analytics

Regional investor engagement	Targeted regional engagement activities implemented and substantive engagement with relevant EU companies and multiplier organisations documented.	Mission programmes; meeting records; participant records, including relevant EU Member State/Team Europe representation; and follow-up tracker.
Inbound business visits by EU companies in GRF priority segments	Interested EU companies with identified investment or business partnership interests facilitated to undertake targeted investor visits and engagement in Sri Lanka, with an indicative target of at least 5 companies during the Campaign.	Visit programmes; participant records; meeting/site-visit notes
Investor engagement and follow-up	Evidence of substantive engagement with interested companies and clearly documented next steps for promising opportunities	Meeting records; company feedback; follow-up records
Indicative value of potential investment and partnership opportunities	Tracked and reported where information is available	Investor pipeline; company feedback; available project/investment information
Potential investment and partnership opportunities identified or advanced	Relevant opportunities arising from Campaign engagement documented, including company interest, status and appropriate next steps	Investor pipeline; company engagement records; meeting records; documented follow-up actions

Activity-specific indicators and targets shall apply according to the final mix of Campaign activities agreed during the inception phase.

In addition to the Campaign-specific performance indicators set out above, the assignment is expected to contribute, where relevant, to monitoring and reporting under the EU Green Recovery Facility results framework. Based on the activities undertaken and results achieved, the Service Provider shall collect and provide the information required by Expertise France to assess the contribution of the assignment to relevant Facility indicators, which shall be confirmed during the inception phase. The Service Provider shall provide relevant supporting information and means of verification, including company engagement records, participant/contact information, Campaign materials and other evidence required for Facility-level monitoring and reporting.

IX. Practical information

1) The bidder shall submit the following documents as a single combined file in the “Motivation Letter” field:
   - A technical offer in English (maximum 10 pages) describing the proposed approach to implementation of the assignment. The technical offer should include, at minimum:
     - the bidder's understanding of the assignment and proposed methodology for operationalising the validated EU–Sri Lanka Strategic Investment Promotion Campaign;
     - the proposed mix, scale, sequencing and format of Campaign activities, including how the bidder proposes to use, adapt or combine webinar/virtual engagement, regional

stakeholder engagement and inbound investor engagement to maximise Campaign results within the available budget and implementation period, with justification for the proposed approach;
- the proposed approach to investor and stakeholder outreach, including engagement with EU companies, multiplier organisations and relevant Team Europe stakeholders;
- the approach to identifying, engaging and following up potential investment and partnership opportunities, including management of the investor pipeline;
- the proposed workplan and implementation arrangements, including allocation of responsibilities and coordination with relevant stakeholders;
- the proposed risk management and contingency approach;
- the proposed monitoring, reporting and results-tracking arrangements, including relevant KPIs;
- the proposed team composition, allocation of responsibilities and level of effort; and
- brief details of relevant assignments undertaken by the bidder during the past five years, demonstrating the Service Provider's relevant organisational experience. These should indicate the client, assignment title and brief description, period of implementation, scope of services and relevance to the present assignment. Relevant assignments should preferably be presented in a concise table.

- A financial offer providing a clear breakdown of professional fees and other costs required for implementation of the proposed approach. The financial offer shall be all-inclusive and consistent with the requirements set out in Section IX.3. The financial offer is not included within the 10-page limit applicable to the technical offer.

2) The bidder shall submit the following in the "CV" field:
- CVs of the proposed key personnel, demonstrating their qualifications and relevant experience in accordance with the requirements set out in Section VI. Each CV shall be a maximum of 5 pages and shall include the contact details of three professional references.
- Where additional experts are proposed, their role, relevant expertise and proposed level of effort shall be clearly identified in the technical offer, and their CVs shall also be provided.

Incomplete applications will not be considered.

3) Budget and implementation costs

A maximum budget of EUR 60,000 is available for the implementation of the assignment.

The financial offer shall be all-inclusive and shall cover all costs necessary for the implementation of the activities proposed by the bidder. These may include, as applicable, professional fees; international and domestic travel; accommodation and subsistence; visas and insurance; local transport; event organisation, venue hire and catering; webinar and technical services; outreach, communication and visibility materials; investor meetings and site visits; participation or registration fees for relevant external events; interpretation and translation; and other operational or logistical costs necessary for implementation.

Where the proposed implementation approach requires the participation of representatives of the BOI, EDB, other relevant Government institutions or Expertise France in regional engagement activities outside Sri Lanka, the associated travel, accommodation, subsistence, local transport and other participation-related costs shall be included in the financial offer. The financial offer may also include

reasonable participation-related costs for prospective investors where these are necessary for implementation and are not covered through other facilitation arrangements.

The Service Provider shall, however, seek to leverage available facilitation packages, partner support and in-kind contributions in order to maximise the cost-effectiveness and reach of the Campaign. For example, eligible foreign investors participating in Sri Lanka EXPO 2027 may benefit from facilitation arrangements including discounted airfares, accommodation support or preferential hotel arrangements, and local transportation, subject to applicable eligibility criteria, confirmation and availability. Where such costs are covered through these or other partner arrangements, they shall not be duplicated in the financial offer. Any additional costs necessary to facilitate participation that are not covered through such arrangements may be included in the financial offer.

Bidders shall propose a realistic and cost-effective allocation of the available budget across the Campaign activities, taking into account the assignment objectives, anticipated results, implementation period and opportunities to leverage existing events, partner activities, co-hosting arrangements and other available support.

The proposed methodology, team composition, level of effort and mix of activities shall be fully implementable within the financial offer and the maximum available budget. No additional costs beyond the agreed contract value shall be payable by Expertise France for implementation of the agreed activities, except where expressly provided for under the contract.

All travel, missions, events and other implementation arrangements shall comply with applicable Expertise France procurement, financial, travel, security, communication and visibility requirements.

4) Communication and visibility

All external communications and materials produced for the Campaign, including invitations, agendas, presentations, briefing materials and visibility products, shall be submitted to Expertise France for validation prior to external dissemination.

The Service Provider shall ensure that all communication, visibility and technical dissemination materials are aligned with the EU Green Recovery Facility's applicable design and branding guidelines and relevant EU Global Gateway communication and visibility requirements.

Where appropriate, communication and visibility activities and materials shall be coordinated with the EU Delegation's Communication Coordinator through Expertise France.

5) Data protection and confidentiality

The Service Provider shall ensure the appropriate handling of personal data and commercially sensitive information obtained through company and stakeholder engagement.

Company-specific or commercially sensitive information shall not be shared externally without appropriate authorisation.

The collection, storage, use, transfer and handover of individual contact details and other personal data shall comply with applicable Expertise France data-protection requirements.

6) Campaign reference materials and implementation flexibility

The validated EU-Sri Lanka Strategic Investment Promotion Campaign and relevant outputs from the preceding assignment will be made available by Expertise France and shall serve as the principal reference and starting point for implementation.

Existing materials from the preceding assignment shall be used as the basis for implementation and may be updated or refined where necessary.

The Service Provider shall remain flexible to reasonable adjustments in the timing, location, format and sequencing of activities in response to investor interest, emerging opportunities, external events and partner availability. Any significant changes affecting the overall scope, objectives or budget of the Campaign shall be agreed in advance with Expertise France.

7) Ownership and handover of Campaign outputs

All Campaign materials, databases, contact lists, briefing materials, presentations, tracking tools and other outputs produced under the assignment shall be provided to Expertise France in editable format for continued use in Campaign follow-up, subject to applicable contractual provisions on intellectual property, confidentiality and data protection.

The Service Provider shall ensure that relevant company engagement information, follow-up actions and supporting documentation are maintained in an organised manner and transferred to Expertise France as part of the final handover.

8) Annex: Validated EU-Sri Lanka Strategic Investment Promotion Campaign

9) Application deadline

Deadline to apply: 06 October 2026 at 11.59 pm (Paris time). Expertise France reserves the right to choose a candidate before this date.