



Expression of Interest (EOI)

FOR

Procurement, Selection and Employment of Qualified Consultants/Consulting Firms

For

Conducting a Human Resource Audit for Sri Lanka Foundation Institute

Sri Lanka Foundation Institute - 2025

Tel: 011-2695249 / 011-2691814

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Introduction

The Sri Lanka Foundation (SLF), established in 1974, is a premier national institute functioning under the purview of the Ministry of Health and Mass media of Sri Lanka, as the country's leading centre for leadership, democracy, governance and adult training. SLF is dedicated to fostering social transformation, civic engagement, and professional development through its wide range of academic, vocational, and policy-oriented programmes.

With a legacy of over five decades, SLF serves as a hub for lifelong learning and national dialogue, offering higher diplomas, diplomas and certificate courses in diverse fields such as psychology, management, international relations, journalism, and language studies. The Foundation also plays a significant role in policy research, youth empowerment, and civic education.

As a part of its institutional strengthening process, the SLF is committed to enhancing its human capital through robust systems and processes. In this regard, the Foundation invites Expressions of Interest from qualified firms or individuals to conduct a comprehensive Human Resource Audit, with the aim of identifying strengths, gaps, and opportunities for strategic HR development aligned with its evolving mandate.

Scope of the Consultancy:

The Human Resource Audit will be a comprehensive, evidence-based review of the Sri Lanka Foundation's HR systems, practices, policies, procedures and its organizational culture. The purpose of the audit is to assess the effectiveness, efficiency, compliance, and strategic alignment of HR functions with the institution's goals & objectives and provide actionable /workable recommendations for improvement and further development.

1. HR Strategy and Planning
2. Recruitment and Selection
3. Compensation and Benefits
4. Performance Management
5. Training and Development
6. Employee Relations and Engagement
7. Compliance & Legal Aspects
8. HR Policies & Procedures
9. Employee Records & HRIS
10. Off-boarding
11. Organizational Culture & Employee Engagement
12. Gender, Equity, and Diversity
13. Any Other HR Related Functions

1. HR Strategy & Planning

- Alignment of HR strategy with organizational objectives
- Workforce planning and manpower forecasting
- HR metrics and analytics usage

2. Recruitment & Selection

- Recruitment policies and procedures
- Job descriptions and specifications
- Interview and selection methods
- Onboarding and induction processes

3. Compensation & Benefits

- Salary structures and pay equity
- Incentive schemes and bonus policies
- Allowances, benefits, and perks
- Compliance with wage laws and tax regulations

4. Performance Management

- Goal-setting and appraisal systems
- Feedback mechanisms
- Promotion and career development policies

5. Training & Development

- Training needs assessment (TNA)
- Training programs and evaluation methods
- Leadership development and succession planning

6. Employee Relations

- Grievance handling procedures
- Disciplinary policies
- Employee engagement and communication
- Industrial relations (if applicable)

7. Compliance & Legal Aspects

- Adherence to labor laws and statutory requirements
- Health and safety compliance
- Equal employment opportunity (EEO), diversity, and inclusion
- Employment contracts and documentation

8. HR Policies & Procedures

- Existence, relevance, and updating of HR manuals

- Leave, attendance, and time-off policies
- Remote work/flexible work guidelines
- Code of conduct and ethics policies

9. Employee Records & HRIS

- Accuracy and confidentiality of employee records
- Use of HRIS / HR technology
- Data privacy and protection compliance

10. Off-boarding

- Resignation, retirement, and termination processes
- Exit interviews and feedback systems
- Final settlements and compliance checks

11. Organizational Culture & Employee Engagement

- Work environment and employee satisfaction
- Diversity, equity, and inclusion initiatives
- Communication and collaboration practices

12. Gender, Equity, and Diversity (GED or DE&I)

- actively recognizing, valuing, and including individuals from all backgrounds (diversity),
- ensuring they have fair and just access to opportunities and resources (equity), and working to dismantle barriers to achieve equal treatment for all, particularly women and other marginalized groups (gender equality).
- fosters a more inclusive, innovative, and productive environment, leading to tangible benefits for businesses and society, including better financial performance,
- Enhanced talent attraction and retention, and improved risk management.

13. Any Other HR Related Functions

Eligibility Criteria

EOI can be forwarded by a qualified consultants or consultancy firms established in Sri Lanka. (Hereafter referred as “consultants”) The consultants should have minimum of Five (5) years’ experience in Conducting Human Resource Management Audits in Sri Lanka or abroad within last 10 years of period and should have conducted at least two (2) similar nature consultancies during the last 10 years.

Procedure for submitting expression of interest.

A complete set of EOI documents in English can be downloaded by interested consultant’s www.slf.lk website from 27th October 2025. Completed EOI must be delivered to the following address by 3.00 p.m. on or before 21st November 2025 further information on the assignment could be obtained from the procurement Assistant or IT Division during office hours.

The Chairperson
Sri Lanka Foundation
Colombo 07



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Objectives of Inviting EOI

1. The primary objective of the Human Resource (HR) Audit is to assess & evaluate the effectiveness, efficiency, and strategic alignment of the human resource management functions to strategic objectives of the Sri Lanka Foundation (SLF), and to recommend improvements to ensure the institution is well-positioned to meet its evolving mandates.

02. Brief description of the bidding process

Sri Lanka Foundation Institute has adopted bidding process for award of the contract, comprised of a Expression of Interest (EOI) “collectively the bidding process”. The bidding process will begin with the calling of EOI on 27th October 2025.

2.1 Priorities of Selection

- i. Details of the range of relevant consultancy services that are provided.
- ii. Qualifications and experience of relevant professionals and technical personnel who are currently employed.
- iii. The firm's experience and track record in implementing similar assignments, which should include a list of major clients served, with a particular focus on the domains of human resources management.
- iv. Any relevant details regarding Professional Memberships of staff, and other industry-standard certification

03. Eligibility of Applicants

3.1 Technical Capacity Requirements:

The applicant should ensure the following technical requirements:

- i. Brief description of the Operational Model: (Complete Form ‘C’)
- ii. Technical expertise to be employed (Complete Form ‘B’)

3.2 Experience

- a. At least two similar nature contracts should have been completed within the last 10 years for business organizations of the similar nature. Handling government level projects will be an advantage. (Complete Form D)
- b. At least 5 years 'experience in a similar nature Business field.

04. Contents of EOI

4.1 Interested applicants should submit the following documents with letter of submission of EOI.

- a. Letter of submission of EOI and other forms included in this EOI calling document.
 - i. Letter of submission of EOI (EOI Application –Appendix 1)
 - ii. Details of applicant – form 'A'
 - iii. The List of Expertise to be employed – form 'B.'
 - iv. Brief description of the HR Audit Model – form 'C'
 - v. Schedule of Experiences – form 'D'
- b. Additional documents
 - i. Certificates of Business Registration/ Company article (If Available)
 - ii. Letter of acceptance or contract agreements of similar nature contracts completed in the last 10 years.

4.2 Request for Clarification

Applicants may ask for any clarification regarding this EOI or make any suggestion for consideration to SLFI via email / letter to the following email / address. No later than the last day for receiving query stage of 07th November 2025.

Name & contact details for a representative of the Consultants/Consulting Firms

4.3 Amendments to the EOI

- i. Prior to the application closing date, the SLFI may, either on their own motion, or in response to any clarification or for any other reason whatsoever, provide interpretation, amendments, correction and/or clarification to this EOI issued as an addendum.
- ii. EOI applicants will be notified of any addenda to the EOI document by email. To allow the applicants a reasonable time taking an addendum into account or for any other reason. SLFI may, at its sole discretion extend the application closing date. Verbal clarification given by SLFI, or its employees or representatives shall not in any way or manner be binding upon SLFI.

05. Submission of Application

5.1 Language

The application and all correspondence and documents in relation to EOI Shall be in English language. Supporting document and printed literature furnished with the application may be in other language provided that are accompanied by translation of all they pertinent pages in English language, duly authenticated by the authorized notary.

5.2 Format and signing

The Applicant shall provide all the information sought under this EOI in the formats/forms given with this invitation along with relevant additional supporting documents. SLFI will evaluate only those Applications that are received in the required formats and complete in all respect. SLFI may reject incomplete or conditional Applications.

- i. The Applicant shall prepare one (01) set of original Application (together with originals/ copies of documents required to be submitted along therewith pursuant to the EOI and clearly marked “EOI for HR Audit”. In addition, the Applicant shall submit a copy of the Application, along with Documents required to be submitted along therewith pursuant to this EOI, marked “Copy EOI for HR Audit”. The Applicant shall also provide one (01) soft copy in electronic format. In the event of any discrepancy between the original and the copy, the original shall prevail.
- ii. The Application and its copy shall be typed or written in indelible ink and signed by the authorized signatory of the Applicant who shall also initial each page. In case of printed and published Documents, only the cover shall be initialed. All the alterations, omissions, additions, or any other amendments made to the Application shall be initialed by the person (s) signing the Application. The Application shall contain page numbers and shall be properly bound together.

06. Sealing and Marking of Applications

6.1 The Applicant shall submit the Application in the format specified in Appendix-I, together with the documents specified in Section 5.1 and seal it in an envelope and marked the envelope as “EOI for HR Audit” as Appropriately.

6.2 The envelope shall clearly bear the following identification:

Application for Short listing

Procurement of Selection and Employment of Qualified consultants/Consulting Firms For Conduct a Human Resource Audit for Sri Lanka Foundation Institute

“Do not open before.”

Should be indicated on the right-hand corner of the envelope.

6.3 The envelopes shall be addressed to:

The Chairman
Department Procurement Committee
Sri Lanka Foundation Institute
Colombo 7.

6.4. If the envelopes are not sealed and marked as instructed above, SLFI Assumes no responsibility for the misplacement or premature opening of the contents of the application and consequent losses, if any suffered by the Applicant. Applications submitted by fax, telex, telegram, or e-mail shall not be entertained and shall be rejected.

6.5. Application Closing Date

Applications should be submitted on or before 3.00 p.m. Sri Lanka Time on 21st November 2025, at the address provided in Section 6.3 in the manner and form as detailed in this EOI. SLFI may, at its sole discretion, extend the Application Closing Date in accordance with Section 6 (ii).

6.6. Late Applications

Applications received by SLFI after the specified date and time shall be rejected.

07. Evaluation Process

7.1 Opening and Evaluation of applications

- i. SLFI shall open the Applications on the Application Closing Date stated in Section 6.5 at the address specified in Section 6.3 and in the presence of the Applicants or their authorized representatives who choose to attend. But their absence will not impede the opening of Applications.

- ii. Applications will be subsequently examined and evaluated in accordance with this EOI.
- iii. Applicants are advised that SLFI's selection of Shortlisted Bidders will be entirely at the discretion of SLFI.
- iv. Applicants will be deemed to have understood and agreed that no explanation or justification on any aspect of the evaluation or selection process will be given.
- v. Any information contained in the Application shall not in any way be construed as binding upon SLFI, its agents, successors, or assignees, but shall be binding against the Applicant if the Procurement is subsequently awarded based on the Application and this EOI.
- vi. SLFI reserves the right not to proceed with the EOI Stage at any time without notice or liability and to reject any or all Application(s) without assigning any reasons.
- vii. If any information furnished by an Applicant is found to be incomplete, or contained in formats other than those specified herein, SLFI may at its sole discretion, exclude the relevant project from evaluation of the Application.

7.2 Confidentiality

Information relating to the examination, clarification, evaluation, and recommendation of the Shortlisted Applicants shall not be disclosed to any person who is not officially concerned with the Bidding Process. SLFI will treat all information, submitted as part of Application, in confidentiality.

SLFI will not divulge any such information unless it is directed to do so by any legal entity that has the power under law to request its disclosure or is to enforce or assert any right or privilege of the legal entity and/ or SLFI or as may be required by law or in connection with any legal process.

7.3 Responsiveness

Prior to evaluation of Applications, SLFI shall determine whether each Application is substantially responsive to the requirements of the EOI document. An Application shall be considered responsive only if:

- i. it is received as per format given in Appendix I.
- ii. it is received by the Application Closing Date including any extension thereof pursuant to Section 6
- iii. it is signed.
- iv. it is accompanied with Power of Attorney
- v. it contains all the information and documents as requested in this EOI.
- vi. it contains information in formats same as those specified in this EOI.
- vii. it does not contain any condition or qualification or reservation; and
- viii. it is not non-responsive or non-compliant in terms hereof. 9.3. SLFI reserves the right to reject any Application which is non-responsive/non-compliant and no request for alteration, modification, substitution, or withdrawal shall be entertained by SLFI in respect of such Application.

7.4 Clarifications

- i. To facilitate the evaluation of Applications, SLFI may, at its sole discretion, seek clarifications from any Applicant regarding its Application. Such clarification(s) shall be provided within the time specified by SLFI for this purpose. Any request for clarification(s) and all clarification(s) in response thereto shall be in writing.
- ii. If an Applicant does not provide clarifications sought under Section 6.5 above within the prescribed time, its Application may be rejected. In case the Application is not rejected, SLFI may proceed to evaluate the Application by construing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from subsequently questioning such interpretation of SLFI.

- iii. An Applicant shall not be permitted to make amendments to its original Application in the form of a clarification.
- iv. The SLFI reserves the right to verify all statements, information, references, and documents submitted by the Applicant in response to this EOI, including by way of reference checks. The SLFI may rely on and consider any information obtained from any reference or source in connection with any Application and it may further apply any such information in evaluating the applicable Application. Failure of the SLFI to undertake any such verification shall not relieve the Applicant of its obligations or liabilities hereunder nor will it affect any rights of the SLFI.

7.5 Short listing of Bidders

- i. Short listing and notification after the evaluation of EOI Applications, SLFI will prepare a list of Shortlisted Bidders who will be eligible for participation in the EOI Stage. At the same time, SLFI will notify the other Applicants that they have not been short listed. SLFI will not entertain any query or clarification from Applicants who failed to be shortlisted. Submission of EOI Document Only Shortlisted Bidders shall be invited by SLFI to submit bids in the form and manner set out in the EOI documents for the Project.
- ii. Proprietary data all documents and other information supplied by SLFI or submitted by an Applicant to SLFI, shall remain or become the property of SLFI. Applicants are to treat all information as strictly confidential and shall not use it for any purpose other than for preparation and submission of their Application. SLFI will not return any application, or any information provided with the application or in response to the EOI.

- iii. Correspondence with the Applicant except as provided in this EOI, SLFI shall not entertain any correspondence from any Applicant in relation to the acceptance or rejection of any Application.

7.6 Evaluation parameters

- i. Following its initial review of completeness and compliance as set out in Section, the SLFI will proceed to conduct its evaluation of those Applications that are not rejected.
- ii. The SLFI shall first evaluate each Application in accordance with Sections 3 to determine if the Application requirements have been satisfied. An application will be given an overall rating of "Satisfactory", if each of Legal Requirements, Technical Capacity Requirements, Experiences and Financial Capacity Requirements are rated "Satisfactory". An Applicant will be disqualified if any Application Requirement is marked "Not Satisfactory".
- iii. Those Applications that are Satisfactory, in accordance with Section 3, will then be evaluated, further, experiences, technical capacity and financial capacity of applications to determine the short list.

08. Fraud and Corrupt practices

- i. Anticorruption related laws require that government officials (including beneficiaries of funds), as well as bidders, suppliers, and contractors and their sub-contractors under SLFI contracts (including any prospective Applicant), observe the highest standard of ethics during the procurement and execution of such contracts. For the purposes of this EOI, the terms set forth below as follows:

- ii. “Corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- iii. “Fraudulent practice” means any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- iv. “Coercive practice” means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
- v. “Collusive practice” means an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party; and
- vi. “obstructive practice” means: deliberately destroying, falsifying, altering or concealing of evidence material on the investigation or making false statements to investigators in order to materially impede Department Procurement Committee (DPC) investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or acts intended to materially impede the exercise of SLFI’s inspection and audit rights provided for under Section 7.
- vii. SLFI will reject an application if it determines that the Applicant has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the Project or any contract in question.
- viii. SLFI will sanction a firm or individual (including any prospective Applicant), including declaring ineligible for a stated period, to award a GOSL contract if it at any time determines that the firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for, or in executing, a contract.

- ix. A prospective Applicant or any other entity shall not carry out or cause to carry out the following acts with an intention to influence the implementation of the procurement process or the procurement agreement:
 - x. - give or propose improper inducement directly or indirectly,
 - xi. - distortion or misrepresentation of facts,
 - xii. - engaging in corrupt or fraudulent practice or involving in such act,
 - xiii. - interference in participation of other competing bidders,
 - xiv. - coercion or threatening directly or indirectly to cause harm to the person or the property of any person to be involved in the procurement proceedings,
 - xv. - collusive practice among bidders before or after submission of bids for distribution of works among bidders or fixing artificial/uncompetitive bid price with an intention to deprive DPC or any other relevant governmental authority of GOSL the benefit of open competitive bid price, contacting DPC or any other relevant governmental authority of GOSL with regards to the bids or interference of any kind in examination and evaluation of the bids during the period from the time of opening of the bids until the notification of award of contract.
- xvi. Without prejudice to any other rights of DPC may blacklist an Applicant for a period of one (1) to three (3) years for its conduct on the following grounds and seriousness of the act committed by any Applicant:
 - xvii. - if convicted by a court of law in a criminal offence which disqualifies any such Applicant from participating in the contract for this Project or any other contract (as determined by such court),
 - xviii. - if it is established that the contract agreement signed by the Applicant was based on false or misrepresentation of Applicant's qualification information.

APPENDIX I

Letter of Submission of EOI

(Alternation on this submission and substitutions shall not be allowed)

.....Date:

Chairman,
Sri Lanka Foundation,
No.100,

Application for EOI for Procurement, Selection and Employment of Qualified Consultants/Consulting Firms for Conducting a Human Resource Audit for Sri Lanka Foundation Institute

Dear Sir,

With reference to your EOI document dated ____2025 I /we, having examined the EOI document and understood its contents, hereby submit my/our Application for Short listing for **procurement of Selection and Employment of Qualified Consultants/ Consulting Firms for Conducting a Human Resource Audit for Sri Lanka Foundation Institute**. I/ We acknowledge that SLFI will be relying on the information provided in the Application and the documents accompanying such Application for short listing of the Applicants for the aforesaid procurement, and we certify that all information provided in the Application and in forms 'A' to 'D' is true and correct; nothing has been omitted which renders such information misleading; and all documents accompanying such Application are true copies of their respective originals.

2. This statement is made for the express purpose of short listing as a bidder for Procurement of Selection and Employment of Qualified Consultants/ consulting Firms for Conducting a Human Resource Audit for Sri Lanka Foundation Institute.

3. I/ We shall make available to SLFI any additional information it may find necessary or require supplementing or authenticating this Application.

4. I/ We acknowledge the right of SLFI to reject our Application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.

5. I/ We certify that in the last ten (10) years, we/ any of Joint Venture Members have neither failed to perform on any contract, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award, nor

been expelled from any project or contract by any public authority nor have had any contract terminated by any public authority for breach on our part.

6. I/ We declare that:

(a) I/ We have examined and have no significant reservations to the EOI document, including any Addendum issued by SLFI.

(b) I/ We do not have any violation of conflict of interest.

(c) I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, collusive practice, or obstructive practices in respect in respect of any tender or request for proposal issued by or any agreement entered with SLFI or any other public sector enterprise or any Government.

(d) I/ We hereby certify that we have taken steps to ensure that in conformity with the provisions of the EOI document, no person acting for us or on our behalf has engaged or will engage in any corrupt practice, fraudulent practice, coercive practice, collusive practice, or obstructive practice.

7. I/ We understand that you may cancel the EOI Stage at any time and that you are neither bound to accept any Application that you may receive nor to invite the Applicants to EOI Stage for this procurement, without incurring any liability to the Applicants.

8. I/ We declare that we/ any Member of Joint Venture are not a member of a/ any other Joint Venture applying for short listing.

9. I/ We certify that in regard to matters other than security and integrity of the country, we/ any member of Joint Venture have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory authority which could cast a doubt on our ability to undertake the Project or which relates to a grave offence that outrages the moral sense of the community.

10. I/ We further certify that regarding matters relating to security and integrity of Sri Lanka, we/ any Member of Joint Venture have not been charge-sheeted by any agency of a government or convicted by a Court of Law.

11. I/ We further certify that no investigation by a regulatory authority is pending either against us/ any Member of Joint Venture.

12. I/ We undertake that in case due to any change in facts or circumstances during the Bidding Process, we are attracted by the provisions of disqualification in terms of

the provisions of this EOI document; we shall intimate SLFI of the same immediately.

13. The Statement of Legal Capacity as per format 'A' of the EOI document, and duly signed, is enclosed. The power of attorney for signing of application and the power of attorney for Lead Member of Joint Venture, respectively of the EOI document, are also enclosed.

14. I/ We understand that the selected Shortlisted Bidder shall incorporate in Sri Lanka prior to execution of this contract.

15. I/ We hereby confirm that we follow the execution of contract of procurement of the EOI and ensure execute of the contract for a period at least 10 years from the commencement from date of issuing letter of acceptance

16. I/ We hereby irrevocably waive any right or remedy which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by the SLFI in connection with the selection of Applicants, selection of the Bidder, or in connection with the selection/ Bidding Process itself, in respect of the above-mentioned procurement and the terms and implementation thereof.

17. I/ We agree and undertake to abide by all the terms and conditions of the EOI document.

18. I/ We agree that matters not covered in this EOI document shall be in accordance with the governing law of the Democratic Socialist Republic of Sri Lanka.

In witness thereof, I/ we submit this application under and in accordance with the terms of the EOI document.

Yours faithfully,

.....

Date: (Signature, name, and designation of the Authorized Signatory)

Place: Name and seal of the Applicant/ Lead Joint Venture Member

Form 'A' – Details of Applicant

Name of the company :

Country :

Registration and No. :

Place of Registration :

Address of the corporate Head Quarters:

Date of incorporation and commencement of business:

Phone No.: Fax No.

e-mail address :

Web detail :

Address of other offices, if any:

VAT registration No. :

Copies of the relevant industry – standard certification :

Detail of contact person:

Name :

Position / Designation :

E-mail address :

TP No. :

Particulars of authorized signatory

Name :

Designation: :

Address: :

TP No. :

Email: :

Fax:

(The Power of Attorney shall be submitted)

Detail of joint Venture

Name of the company :
Country :
Registration and No. :
Place of Registration :
Address of the corporate Head Quarters:
Date of incorporation and commencement of business:
Phone No.: Fax No.
e-mail address :
Web detail :
Address of other offices, if any:
VAT registration No. :
Copies of the relevant industry – standard certification :

Detail of contact person:

Name :
Position / Designation :
E-mail address:
TP No.

.....
Bidders Signature Date
Official Seal

From 'B': The List of Expertise to be employed.

SN	Name	Highest Academic and Professional Qualifications	Roles and Responsibilities to be assigned (in Brief)

.....

(Authorized Signature)

Name

Position

Date

Company Seal

The applicant should explain in brief the following areas related to this consultancy (annex document as Form ‘C’). It is compulsory if any applicant fails to respond it may cause to reject the EOI.

Studying

Designing

Developing

Implementing

Training
Maintaining

Form 'D' Schedule of experience of similar nature contract.

S.No.	Organization	Contract name	Contract Period	Contract Value LKR	Contact Detail of Customer

Attachment

(Contract Awarding Letter and letter of Confirmation of organization)

Authorized person

Signature

Copies of letters of acceptance should be attached.