



PUBLIC PRIVATE PARTNERSHIP REQUEST FOR EXPRESSION OF INTEREST 2026

Government of the Democratic Socialist Republic of Sri Lanka

Ministry of Industry and Entrepreneurship Development



Request for Expression of Interest (EOI)

Design Build Finance Operate Maintain Transfer (DBFOMT)

**For the Rehabilitation, Development and Recommencement the Operations
of the Kurunchathivu Saltern on a Public Private Partnership (“PPP”)
basis**

EOI NO: MI/FIN/30/60/01

Issued by

Ministry of Industry and Entrepreneurship Development

P.O. Box 570, No: 73/1, Galle Road, Colombo -03, Sri Lanka

Assisted by:

The National Agency for Public Private Partnership
Ministry of Finance, Planning and Economic Development

25.01.2026

Letter of Invitation

Ministry of Industry and Entrepreneurship Development is pleased to invite your organization to participate in the Expression of Interest (EOI) for the rehabilitation, development, and recommencement of operations of the Kurunchathivu Saltern under a Public Private Partnership (PPP) model (“the Project”), initiated by the Ministry of Industry and Entrepreneurship Development, Government of Sri Lanka.

This Project aims to revitalize salt production in the Northern Province by rehabilitating the Kurunchathivu Saltern, developing modern salt processing facilities, and recommencing operations through a PPP arrangement. The Investor will be responsible for financing, development, and operation under a **Design, Build, Finance, Operate, Maintain and Transfer (DBFOMT)** model. The project period will be **20 years**, with possible extension subject to Cabinet approval.

The implementation of the Kurunchathivu Saltern Project represents a significant opportunity for both the Government of Sri Lanka and the Investor to collaborate on strengthening domestic salt production, supporting industrial and household demand, and creating economic benefits. We believe your expertise in industrial development, natural resource management, and value addition positions of your organization as a potential key partner in this endeavor.

Project Overview:

Under this Project, the Investor will be responsible for:

- Designing, Building, Financing, Operating, Maintaining, Transferring (DBFOMT) modern salt production facilities along with advanced technology.
- Recommencing operations to achieve annual production capacity of minimum 30,000 MT common salt under favorable weather conditions.
- Establishing value addition processes for salt, including iodization, crushing, Table Salt, PDV (Pure Dried Vacuum) packaging, and industrial salt production.
- Developing marketing strategies for domestic and value-added export markets.
- Ensuring compliance with environmental, safety, and quality standards.
- Supply of 20,000 MT of salt annually to the Paranthan Caustic Soda/ Chlorine Factory after its commencement.

The Investor must also propose the following at the RFP Stage:

- The extent of land utilization (750 acres of saltern land and 423 acres of lagoon reservoir).
- The expected production capacity and product mix (common salt, iodized salt, industrial salt, PDV).
- Transport and logistics solutions for distribution.
- Revenue-sharing arrangements with National Salt Limited (NSL), with a minimum of 10% of monthly sales revenue and Cost of the Land lease

EOI Submission Details:

- **Submission Deadline:** 10.03.2026, 2.00 p.m. (Sri Lanka Standard Time (GMT + 5.30)), (EOI will be opened soon after closing date and time at the main Auditorium, Ministry of Industry and Entrepreneurship Development. Two representatives from each company can be participated for EOI opening)
- **Submission Address:** Procurement division,
Ministry of Industry and Entrepreneurship Development
PO Box 570, 73/1, Galle Road, Colombo -03
- **Contact Information:** Mr. Thuwan Manzil, General Manager, National Salt Ltd
Tel :+94 71 685 3685
Email: moied.nsl@gmail.com
- **Submission Method:** By post, courier or hand delivery to the tender box available at the Procurement Division of the Ministry.

Field visit and pre-proposal-meeting:

- Date: 13.02.2026
- Time: 10.30 a.m. (Sri Lanka Standard Time (GMT + 5.30))
- Venue: National Salt Ltd, Elephant Pass

We invite capable and financially stable organizations (National and International) with a proven track record to participate in this EOI as the first step in selecting a qualified partner for the Project.

Enclosed are details on the project scope, eligibility criteria, and submission guidelines. Please review these materials to assess alignment with the strategic objectives of the Government of Sri Lanka.

We look forward to receiving your Expression of Interest and exploring this potential collaboration.

Warm regards,

Chairman

Cabinet Appointed Negotiation Committee (CANC)

Project for Recommencement of Kurunchathivu Saltern Operation

Ministry of Industry and Entrepreneurship Development

P.O. Box 570, 73/1, Galle Road, Colombo 03, Sri Lanka.

DISCLAIMER

The Request for Expression of Interest (EOI) document serves as a preliminary step in the Public Private Partnership (PPP) project procurement process, aiming to inform and gather information from potential bidders. This document is not a contract or formal offer but a means for the implementing institution to communicate project details, requirements, and expectations to interested parties. It highlights that the EOI is intended to collect data on qualified and interested firms and address any concerns, without pre-qualifying or excluding them from future stages.

The document includes necessary disclaimers regarding the accuracy, completeness, and reliability of the information provided, emphasizing that it is based on current assumptions and assessments that may not cover all specifics or legal interpretations an applicant requires. Applicants are encouraged to conduct their own due diligence, seek independent advice, and bear all associated costs of participation without expecting compensation from the implementing institution.

Furthermore, the implementing institution reserves the right to modify, update, or cancel the EOI process at any time, without liability for any costs incurred by applicants or for the outcome of the process. This setup underscores the importance of independent verification by applicants and their responsibility for any expenses related to their EOI submission.

DEFINITIONS AND INTERPRETATION

Addendum or Addenda means addendum or addenda to the EOI.

Applicant means an interested single entity or combination of entities (bidders) which submits an Expression of Interest (EOI) to the Implementing Institution in accordance with provisions of this notification.

Bidder means a single entity or Consortium qualified to submit a Bid to the Implementing Institution.

Bidding Documents means the EOI, RFP, the draft PPP Agreement, any Addenda or clarification issued by the Implementing Institution in accordance with the RFP and the PPP Agreement, and any other documents to be provided by the Implementing Institution.

Consortium means any combination of entities that have formed a consortium or association by fulfilling the requirements set out in the RFP, for the purpose of submitting a bid.

Expression of Interest Due Date means the date specified in clause 2.12 as the last date for submission of Applications.

Implementing Institution means any Line Ministry, an administrative department reporting to it, or a public entity established or owned by or reporting to a Line Ministry.

GOSL means Government of Sri Lanka

Lead Member in the context of a Consortium, means the Consortium Member nominated by the Consortium Members as the lead member.

Line Ministry means a Government Ministry responsible for a sector or sectors.

PPP means Public Private Partnership

PPP Agreement means the agreement to be executed between the Implementing Institution and the Selected Bidder to implement the PPP project.

PDV: Pure Dried Vacuum Salt

EOI means the Request for Expressions of Interest.

RFP means Request for Proposals.

1.0 Title and Introduction

1.1 Title

Rehabilitation, Development and Recommencement the operations of the Kurunchathivu Saltern on a Public Private Partnership (“PPP”) basis (“**the Project**”).

1.2 Introduction

This EOI is issued by the Ministry of Industry and Entrepreneurship Development, Government of Sri Lanka, for the rehabilitation and recommencement of the Kurunchathivu Saltern. The Project aims to enhance salt production capacity, introduce modern production and processing technologies, and establish value-added salt products including Pure Dried Vacuum Salt (PDV) through a PPP model.

The Investor shall design, build, finance, operate, maintain, and transfer the saltern, including all associated infrastructure and installations developed or rehabilitated for the purposes of the Project (**the “Facility”**), for a period of twenty (20) years, excluding an initial two (2)-year construction period, with a possible extension subject to cabinet approval. The Project will contribute to national self-sufficiency in salt production, reduce reliance on imports, and support both industrial and household demand.

1.2.1 Preamble

National Salt Ltd has long history in salt production in Sri Lanka. It manufactures common salt, iodine mixed table and crystal salt, crush salt and Industrial salt. The major production areas are located in Mannar and Elephant Pass (Kilinochchi District) and its administrative office located in Colombo.

The salt department was established in 1938 and went through different administrative control and finally the salterns in Northern province were come under the administration of the company name of Mantai Salt Ltd from 2001 and in June 2021 it is renamed as National Salt Limited and now functioning under the purview of Ministry of Industry and Entrepreneurship Development. The salt is being recognized as best in quality (96% is NaCl). Currently Mannar Saltern has capacity to produce 5,500MT of raw salt and the Elephant Pass Saltern has capacity to produce 20,000MT per annum and subject to develop further to reach 25,000MT/annum in future.

The National Salt Limited not only functions as a natural resource extracting center also giving focus on employment opportunities to the vulnerable people in the Mannar and Kilinochchi districts. As at today there are 70 permanent /Contract staff and roughly 200 - 300 seasonal staff are employed by the institution.

National Salt Ltd is governing by the board which comprised by the members represent from Treasury and other government /private institutions and it comes under the purview of Ministry of Industry and Entrepreneurship Development. The Policy Development division of the Ministry is monitoring and facilitating the development, legal and accountable matters of the company. As it is a government enterprise it is registered under the Companies Act. No. 7 of 2007 as a Limited Company to abide for the company rules. Meanwhile the institution is certified by the Sri Lanka Standards Institution to ensure the quality of the product. And also, the company is being audited by the Auditor General Department.

1.2.1.1 Present Situation of Kurunchathivu Saltern

The saltern located at the Northern part of Elephant Pass Saltern adjoining the A9 road in Pachchilaipalli Divisional Secretariat Division, Kilinochchi District. Due to the conflict situation in the country that prevailed in the past, the Kurunchathivu Saltern had not been in operation for the last 34 years, yet remnants of the basic structure of the Saltern still remain with necessary marks such as salt pans and deep tanks. A total land extent of 750 acres is available for the renovation and development of the Kurunchathivu Saltern and in addition 423 acres of natural lagoon is attached to the land area which is to be used as primary reservoir.

1.2.1.2 Rationale of the Project:

Currently, Sri Lanka requires approximately 200,000MT common salt per annum for both household consumption and industrial purposes. Existing Salterns in the country are able to meet local demand under favorable climate conditions; however, the local production is insufficient to cater to the local market under adverse weather situations with the conventional salt production techniques. Meanwhile, the domestic demand could surge by another 20,000MT in future in the event if Paranthan Chemical Company Ltd resumes its operations in the chemical factory in Paranthan, Kilinochchi. Further, the domestic salt industry also has the potential to reach export markets if the local production exceeds beyond self-sufficiency level. Therefore, a separate project namely Kurunchathivu Saltern Project (KSP) was recognized for the rehabilitation, development, recommencement and operation of Saltern located at Kurunchathivu.

Considering the above facts, the Cabinet of Ministers has granted its approval by the Cabinet Decision on 18.08.2025 and referred by the CP No. 25/1439/810/018-1 to commence the operation of the Kurunchathivu Saltern Project (KSP) as a Public Private Partnership (PPP) with a potential investor. Hence, the Cabinet Appointed Negotiation Committee (CANC) was appointed to procure a suitable investor for the Kurunchathivu Saltern Project has decided to apply two stage, two-envelope procurement method. Hence, the CANC calls for Expression of Interest (EOI) as stage one to shortlist potential investors and as the stage two Request for Proposal (RFP). The RFP document will be issued to the shortlisted investors who have expressed their interest in this project.

1.3 Purpose of Issuing this EOI

The EOI is prepared in terms of the GOSL's Public Private Partnership Guidelines as amended. Where a conflict exists, the PPP guidelines and Regulations shall prevail.

The purpose of this EOI is to:

- a. Inform potential partners about the project opportunity.
- b. Collect information on interested parties' capabilities and experience.
- c. Address any preliminary concerns or queries from potential applicants.

1.4 Objective and Scope of Work / Services

1.4.1 Objective of the Proposal

Under the Public-Private Partnership (PPP) arrangement, the selected Investor shall be responsible for the rehabilitation, development, financing, operation, maintenance, and transfer of the Kurunchathivu Saltern Project, through the design, construction, operation, and management of the associated Facility, in accordance with the DBFOMT model.

1.4.2 Scope of Work/Services:

Design and Planning	Prepare appropriate designs, layouts, and implementation plans for the Facility, including salt production, processing, storage, internal logistics, and supporting infrastructure.
Rehabilitation and Development	Rehabilitate existing saltern infrastructure and develop new infrastructure as required to recommence and sustain operations. Implement modern salt production and handling technologies and develop internal logistics infrastructure. Complete all rehabilitation and development activities within a maximum period of two (2) years from the commencement of the Project Agreement.
Operation and Maintenance	Operate and maintain the Facility for a period of twenty (20) years, ensuring efficient, safe, and continuous production in accordance with good industry practices and applicable regulations.
Project Financing	Mobilize and secure 100% private sector financing required for the Project, including capital expenditure and working capital, without recourse to Government funding. Ensure financial sustainability of the Project throughout the concession period.
Compliance and Regulatory Requirements	Comply with all applicable laws, regulations, and standards relating to environmental protection, health and safety, labor, and product quality. Obtain and maintain all required approvals, licenses, and permits necessary for the development and operation of the Facility.
Technology and Innovation	Introduce appropriate and proven technologies for salt production and processing to enhance productivity, efficiency, and product quality. Enable value-addition activities such as iodized salt, crushed salt, PDV, packaging, and industrial salt, based on market demand and technical feasibility.

Environmental and Social Management	Adopt environmentally responsible practices and implement measures to minimize adverse environmental impacts associated with the Project. Create employment opportunities and engage local communities, with priority given to local labor and skill development where feasible.
Marketing and Distribution	Develop and implement strategies for domestic and export markets for salt and value-added salt products. Establish efficient storage, transportation, and distribution arrangements for Project outputs.
Risk Management	Identify key technical, operational, financial, environmental, and market risks associated with the Project and implement appropriate mitigation measures consistent with PPP best practices.
Monitoring, Reporting, and Performance Review	Submit semi-annual progress reports and other reports as required by the Ministry of Industry and Entrepreneurship Development, covering production, compliance, risks, and overall Project performance.
Asset Transfer and Handover	Upon completion of the concession period, transfer the Facility and all associated assets, records, and operational documentation to National Salt Limited (NSL) or its designated entity, in accordance with the Project Agreement.

1.4.3 Expected Outcomes:

The successful implementation of this project is expected to:

- Achieve a minimum annual common salt production capacity of 30,000 metric tons, subject to favorable climatic conditions.
- Support domestic demand through value-addition processes, including table salt (TS) and Pure Dried Vacuum (PDV) salt, while creating potential for export-oriented production.

- Generate approximately 200 - 300 direct employment opportunities, with priority for local communities.
- Improve the operational efficiency, productivity, and environmental sustainability of salt production at the Facility.
- Contribute to the strengthening of Sri Lanka's salt industry, enhancing national self-sufficiency and industrial supply resilience.

1.5 Proposed Role and Responsibilities of Different Parties

a. Public Sector's Role:

1. Providing the necessary infrastructure (Saltern Land, existing infrastructure and lagoon-Reservoir) at Kurinchattivu.
2. Facilitating to obtain necessary permits and approvals including utility, ensuring smooth regulatory processing for the Investor.
3. Ensuring regulatory compliance and oversight, monitoring adherence to environmental, safety, and operational standards.
4. Assisting in stakeholder management and community relations to maintain public confidence and transparency.
5. Providing historical data on Salt Production and quality, aiding in feasibility studies, planning, and operational strategies.

b. Private Partner's Role:

1. Investing in introducing appropriate and proven technologies to enhance salt production efficiency and value-addition processes, including Pure Dried Vacuum (PDV) salt.
2. Design, Build, Finance, Operate, Maintain, and Transfer the raw salt production and storage facilities and associated value-addition plants, including table salt and PDV facilities, together with the required internal transport and logistics infrastructure, in accordance with the DBFOMT model.
3. Developing and implementing marketing and sales strategies for salt and value-added salt products, including the exploration of domestic and export market opportunities.
4. Managing the day-to-day operations of the facility, including raw salt production and value-addition processes, to ensure efficient, safe, and sustainable operations throughout the concession period.

5. Ensuring compliance with all applicable environmental, health and safety, labor, and quality standards, and obtaining and maintaining all required approvals, licenses, and certifications in accordance with Government policies and regulations.
6. Providing semi-annual project progress reports to the Ministry of Industry and Entrepreneurship Development, covering production performance, compliance status, and overall Project progress.
7. Training and employing a significant proportion of the local workforce, providing skills development in salt production, value addition, quality control, and industrial operations, with priority given to local communities where feasible.
8. Conducting appropriate research, innovation, and continuous improvement initiatives to enhance operational efficiency, sustainability, and long-term economic viability of the Project.
9. Adhering to the Project Agreement, including the timely payment of applicable fees and charges, throughout the concession period of twenty (20) years, excluding the initial construction period.
10. Ensuring, where applicable, adequate connectivity of the Facility to public infrastructure, including roads, utilities, and logistics networks, necessary for effective Project implementation and operations.

2.0 Eligibility and Evaluation Criteria

2.1 Origin of Firm: The applicant must be a legally registered entity, either operating independently or as part of a joint venture (JV). The firm must comply with all applicable laws and regulations governing business operations in Sri Lanka/ its country of the origin.

2.2 Years in Operation: The applicant must have been in continuous operation for a minimum of five (5) years from 2019 to 2024 at the time of EOI submission (proof must be submitted).

2.3 Project Experience: Applicants shall demonstrate relevant experience in value addition and large-scale manufacturing by providing evidence of at least two (2) successfully completed or ongoing projects undertaken within the last eight (8) years (2016–2024). Such projects should be of comparable scale and complexity, particularly in saltern operations, salt processing, or food processing, demonstrating capability in managing large-scale processing facilities.

2.4 Financial Stability: Applicants must provide audited financial statements for the past three (3) years (2021/22, 2022/23, 2023/24) as proof of financial stability. The applicant must not be under bankruptcy protection, insolvency proceedings, or any financial distress that may impact its ability to execute the Project.

2.5 Regulatory Compliance: The applicant must be fully compliant with all Government of Sri Lanka (GOSL) regulations and international trade laws. The applicant must not be blacklisted, under sanction, or restricted by any government or international regulatory body.

2.6 Labor Compliance: Confirmation that the applicant adheres to labor laws, including not employing labor below the age of 18 and ensuring fair wages and working conditions as per local laws and regulations.

2.7 Legal and Ethical Standing: The applicant should not have been convicted of any criminal activities related to professional conduct and should have a record of ethical business practices.

2.8 Technical and Managerial Capability: Applicants shall demonstrate adequate technical and managerial capability, either through in-house resources or outsourced arrangements, to undertake the Project, including the availability of personnel across key functional areas such as engineering, operations, quality control, maintenance, administration, and finance relevant to production and value-addition activities.

2.9 Joint Venture: applicant must provide comprehensive details about its ownership and control structure. In cases where the applicant is part of a partnership, joint venture (JV), detailed information about the ownership and control of each participating member must be disclosed.

2.10 Submission of Documents: Applicants shall submit all required documents strictly in accordance with the instructions provided under Section 4.1(c) of this EOI document. All submissions shall be duly completed, signed, and authorized, and shall include only the forms and supporting documents specified therein.

2.11 Minimum Net Assets requirement: The minimum net assets of the investor should be above Rs. 1200mn/Equivalent USD for the last three consecutive years. If it is a consortium, the minimum net assets of all parties in the consortium should be Rs. 1200mn/Equivalent USD.

2.12 Instructions for Submission:

- Submissions must be made by 10.03.2026 2.00 p.m. (*Sri Lanka Standard Time (GMT + 5.30)*), (*EOI will be opened soon after closing date and time at the main Auditorium, Ministry of Industry and Entrepreneurship Development. Two representatives from each company can be participated for EOI opening*)

Chairman

Cabinet Appointed Negotiation Committee (CANC)

Project for Recommencement of Kurunchathivu Saltern Operation

Ministry of Industry and Entrepreneurship Development

P.O. Box 570, 73/1, Galle Road, Colombo 03, Sri Lanka.

- All documents must be provided in English.
- The application must include a cover letter stating the applicant's interest, highlighting qualifications relative to the eligibility criteria, and signed by an authorized representative.

3.0 Joint Ventures (JVs), Partnerships: Ownership, Control, and Submission Clauses

3.1 Ownership and Control Disclosure: The applicant must provide comprehensive details about its ownership and control structure. In cases where the applicant is part of a partnership, joint venture (JV), detailed information about the ownership and control of each participating member must be disclosed.

3.2 Single EOI Submission Rule: Each applicant is allowed to submit only one Expression of Interest (EOI), either individually or as a participant in a joint venture.

3.3 Restriction on Multiple Bids by JVs: If an applicant, or any partner in a joint venture, or any member of a Joint Venture participates in more than one bid, such bids will be disqualified.

4.0 Instructions to Bidders

4.1 EOI Document

The EOI document encompasses the complete set of requirements and instructions necessary for applicants. This document contains:

- a) **Notice Inviting EOI:** “For the Rehabilitation, Development and Recommencement the operations of the Kurunchathivu Saltern on a Public Private Partnership (“PPP”) basis”
- b) **Detailed Terms and Conditions:** Comprehensive guidelines governing the submission, evaluation, and selection process for Expressions of Interest (EOIs). These terms ensure transparency, compliance, and fairness in bidder selection.
- c) **Technical Forms for Submission:** Bidders shall use only the forms provided in Schedules I and must submit only the supporting documents specified under each respective form.
- d) **Sealing of Documents:** All pages of the EOI submission, including forms and supporting documents, shall be duly sealed with the official company seal. In the case of a consortium, the company seal of the Lead Bidder shall be affixed on each page of the common submission. Where separate forms or documents are required from individual consortium members, each such form or document shall be sealed by the respective consortium member.
- e) **Examination of EOI Documents and Compliance with Instructions:** The bidder is expected to examine all instructions, Forms, Terms and Conditions in this EOI document. Failure to furnish all information required by the EOI document or submission of EOI not substantially responsive to the EOI document in every respect will be at the bidder’s risk and may result in rejection of his bid. The bidder shall not make or cause to be made any alteration, erasure or obliteration to the text of the EOI document.

4.2 Clarification on EOI Document and Pre- proposal Meeting

A pre-proposal meeting will be held on 13.02.2026 at the National Salt Ltd – Elephant Pass to provide bidders with a comprehensive understanding of the project and submission requirements. Further details, including the agenda and registration instructions, will be provided upon EOI submission or announced on the Ministry's official website.

Bidders seeking clarifications after the meeting must submit their requests within three (3) days following the meeting. No clarification requests will be accepted beyond this period, and the Ministry will respond promptly to all eligible requests. Clarification requests can be sent via email to moied.nsl@gmail.com

4.3 Preparation of Bids: Bids must be prepared following these guidelines:

- a. **Language:** All documents should be submitted in English.
- b. **Documents Required:** Include company profile, project proposals, financial statements, and other relevant documentation as specified in the eligibility criteria.
- c. **Bid Format:** Bids should adhere to the format outlined in Schedule II.

4.4 Submission of Bid:

The applicant must submit the EOI in two copies, together with documents as specified and seal them in separate, envelop marked as “**original**” and “**copy**” the envelop shall then be sealed in and outer envelope which shall be marked as follows, “Rehabilitation, Development and Recommencement the operations of the Kurunchathivu Saltern on a Public Private Partnership (“PPP”) basis”

- All required documents and forms are included and correctly filled. Each envelop shall be address to the,

**Chairman
Cabinet Appointed Negotiation Committee (CANC)
Project for Recommencement of Kurunchathivu Saltern Operation
Ministry of Industry and Entrepreneurship Development
P.O. Box570, 73/1, Galle Road, Colombo 03, Sri Lanka.**

4.5 Application closing date

Application should be submitted on or before 14.00 hours in (*Sri Lanka Standard Time (GMT + 5.30)*) on **10.03.2026** at the address provided above in the manner and form as detailed in the EOI, please submit the soft copy version in the pen drive along with the application in sealed envelope. Ministry may at its sole discretion, extend the application closing date.

4.6 Late and Delayed EOI

Submissions received after the specified deadline will be considered late and shall not be accepted, it is crucial to adhere to the timeline to avoid disqualification.

4.7 EOI Opening

The opening of Expressions of Interest (EOIs) will take place on 10.03.2026 at 2.00 p.m. (Sri Lanka Time) at the Auditorium of the Ministry of Industry and Entrepreneurship Development. Two (2) authorized representatives from each Applicant may attend the EOI opening.

4.8 Evaluation and Shortlisting

As provided under Section 2.0 (Eligibility and Evaluation Criteria) of this EOI document, all EOIs received on or before the submission deadline shall first be examined for compliance with the eligibility requirements.

Only Applicants who satisfy the eligibility criteria shall be subjected to further evaluation in accordance with the evaluation criteria and scoring methodology set out in Schedule II. Applicants who obtain a minimum score of fifty percent (50%) or more under Schedule II shall be shortlisted and invited to participate in the Request for Proposal (RFP) stage.

The Ministry of Industry and Entrepreneurship Development reserves the right to shortlist any number of Applicants who meet the above requirements.

Schedule I: Expression of Interest Template

01	Applicants legal name	FORM-A FORM-B FORM-C
02	In case of Joint Ventures legal name of each member	
03	Applicant legal address	
04	Applicant's authorized representative information (Name, Designation, Address, Telephone, FAX, E-mail)	
05	Any relevant information on the applicant or Joint Ventures members related to the competence and ability to undertake the PPP Project	
06	Financial Stability: As provided under Clause 2.4 of this EOI document	FORM-D
07	Experience: As provided under Clause 2.3 of this EOI document	FORM-E
08	Project Understanding: As described in the relevant form.	FORM-F
09	Technical and Managerial Capability: As provided under Clause 2.8 of this EOI document	FORM-G

Schedule II: Criteria of Evaluation for Bidders

Criteria	Description	Weight (%)	Evaluation Methodology
(a) Institutional Credibility and Governance	Legal standing, ownership structure, governance arrangements, ethical conduct, reputation, and overall credibility of the Investor/Consortium	10	Review of Forms A, B, and C; company profile; ownership and control disclosures; statutory declarations; regulatory compliance and reputation over the last 5–10 years
(b) Financial Capacity and Net Assets	Demonstrated financial strength, solvency, and balance-sheet robustness to support a DBFOMT PPP	15	Assessment of audited financial statements for the last three (3) financial years (2021/22–2023/24) and net assets/net worth information submitted under Form D, certified by a recognized auditor
(c) Turnover, Financial Performance and Growth	Revenue-generating capacity, consistency of operations, and growth trajectory	10	Analysis of audited turnover and profitability trends for the last three (3) financial years using Form D and supporting audited accounts
(d) Investment Readiness and Indicative Funding Approach	Overall readiness and financial capacity to mobilize investment based on internal financial strength	20	Qualitative assessment of financial position, retained earnings, capital structure, and indicative investment approach described in Form F, supported by audited financial data in Form D
(e) Relevant Project Experience and Value-Addition Capability	Experience in large-scale production, processing, value addition, or comparable industrial operations relevant to saltern development	20	Evaluation of Form E project references, scale and complexity of projects, Applicant's role, and relevance to salt, food, or similar processing industries
(f) Technical and Managerial Capability	Adequacy of technical expertise, operational capacity, managerial structure, and availability of key personnel	25	Assessment of Form G including in-house human resources, outsourced/specialist expertise, operational, maintenance, quality, environmental and safety, and management arrangements
Total		100	

Submission Formats
Application Submission Form (Form A)
Letter of Submission of EOI

Date: [Insert Date]

EOI No. and Title: MI/FIN/30/60/01

Rehabilitation, development and recommencement the operations of the Kurunchathivu Saltern on Public Private Partnership (PPP) Method

To:

Chairman

Cabinet Appointed Negotiation Committee (CANC)

Project for Recommencement of Kurunchathivu Saltern Operation

Ministry of Industry and Entrepreneurship Development

P.O. Box570, 73/1, Galle Road, Colombo 03, Sri Lanka.

We, the undersigned, hereby submit our Expression of Interest (EOI) for consideration in the *Rehabilitation, development and recommencing the operations of the Kurunchathivu Saltern on Public Private and Partnership (PPP) Method*, and declare that:

1. We have **examined the EOI document** and fully understand the **Instructions to Bidders**. We confirm that we have **no reservations** regarding the contents of the EOI.
2. We confirm that we meet the **eligibility and qualification criteria** specified in the EOI document, including **technical capability, financial stability, and relevant experience** in production, value addition and large-scale manufacturing industries.
3. We acknowledge that the **Ministry of Industry and Entrepreneurship Development** reserves the right to **accept or reject any EOI submission, cancel the prequalification process, or modify the selection process** at any time, without incurring any liability to applicants.
4. All **information, statements, and representations** made in this EOI submission are, to the best of our knowledge and belief, **true, correct, and complete**.

We look forward to your consideration of our application.

Signed: _____

Name: _____

In the Capacity of: _____

Duly authorized to sign the EOI on behalf of:

[Applicant's Name or Consortium Name]

Address: _____

Date: _____

[For a Consortium, either all partners shall sign, or only the authorized representative of the Lead Partner shall sign]

Applicant Declaration (Form B)

Date: [Insert Date]

EOI No. and Title: MI/FIN/30/60/01

Rehabilitation, development and recommencement the operations of the Kurunchathivu Saltern on Public Private Partnership (PPP) Method

To:

Chairman

Cabinet Appointed Negotiation Committee (CANC)

Project for Recommencement of Kurunchathivu Saltern Operation

Ministry of Industry and Entrepreneurship Development

P.O. Box570, 73/1, Galle Road, Colombo 03, Sri Lanka.

We, the undersigned, hereby declare that:

- (a) We have **no conflict of interest** in accordance with the **Instructions to Bidders**.
- (b) We have **not been debarred or blacklisted** within the last **five (5) years** by any **government, regulatory body, or international organization**.
- (c) We have **not had an event of default declared against us** under any material operations.
- (d) We have **no history of court or arbitral award decisions** against us that would affect our ability to perform under this Project.

We confirm that the statements made in this declaration are **true, complete, and correct** to the best of our knowledge.

Signed: _____

Applicant's Name: [Applicant or Each Partner in the Consortium]

Address: _____

Date: _____

[For a Consortium, all partners shall sign individually]

[All bidders must sign and affix the company seal. For a Consortium or JV, all partners shall sign individually with their company seals, or the authorized representative of the Lead Partner may sign with the company seal.]

Applicant Information Form (Form C)

Applicant Name and Acronym	Legal address	Country of Incorporation	Investment Firm		EOI Submission Authorized By	Position
			Joint Venture	Consortium		

[The table must be filled for the Applicant and each Consortium partner, and the Business Registration Certificate of each company must be submitted.]

Financial Data Submission Form (Form D)

Type of Financial information in (currency)	Historic information for previous years (amount in LKR or USD equivalent)		
	Year 2021/22	Year 2022/23	Year 2023/24
Statement of Financial Position (Information from Balance Sheet)			
Total Assets (TA)			
Total Liabilities (TL)			
Total Equity/Net Worth (NW)			
Current Assets (CA)			
Current Liabilities (CL)			
Working Capital (WC)			
Information from Income Statement			
Total Revenue (TR)			
Profits Before Taxes (PBT)			
Profits After Taxes (PAT)			
Cash Flow Information			
Cash Flow from Operating Activities			

[The Applicant shall submit audited financial statements for the relevant financial years. In the case of a Joint Venture or Consortium, each member shall separately submit its audited financial statements together with a duly completed Form D (Financial Data Submission Form) for each participating entity, and Form D shall be certified by a recognized auditor]

Project Experience and References (Form E)

Applicant's Experience in Production, Value Addition and Large-Scale Manufacturing Industry.

Please provide **relevant project references** that demonstrate the firm's **experience in large-scale production / processing, value addition, and industrial manufacturing**. Select the **most relevant projects** that showcase expertise in **salt/food industry related manufacturing & value addition**.

SN	Type of Project	Period	Client	Country	Firm
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Concept Proposal (Form F)

The Concept Proposal should simply outline the applicant's approach to implementing the project, including the objectives, scope, investment strategy, it should highlight the Investor's role in financing the renovation, development and re operating the Kurinchattivu Saltern,

In addition, which explain the reasons or why the company is interested in involving in this project

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Maximum 1,500 words

Technical and Managerial Capability (FORM-G)

1. Applicant Details

Applicant Name:

(1) Existing Human Resources (Current Workforce)

Indicate the number of personnel currently employed by the Applicant.

Category	Number of Personnel
Senior Engineers / Technical Specialists	
Engineers / Technical Officers	
Production / Operations Staff	
Quality Control / Laboratory Staff	
Maintenance & Mechanical Staff	
Environmental / Safety Officers	
Management & Administrative Staff	
Finance / Accounts Staff	
Marketing / Sales Staff	
Other (specify)	

(2) Outsourced / Contracted Expertise

Area	In-house / Outsourced
Engineering & Design	☐ In-house ☐ Outsourced
Operations & Maintenance	☐ In-house ☐ Outsourced
Quality Assurance	☐ In-house ☐ Outsourced
Environmental & Safety	☐ In-house ☐ Outsourced

***Please attached the existing organization's structure chart**

Declaration

We confirm that the above information represents the Applicant's current and proposed technical and managerial human resource capacity to undertake the Project.

Authorized Signatory:

Name:

Designation:

Signature:

Date:

Company Seal:

Attachments

The Checklist for Submission of EOI Document

- ☐ **Application Submission, Form - A**
- ☐ **Applicant Declaration, Form - B**
- ☐ **Applicant Information, Form - C**
- ☐ **Applicant's Financial Data, Form - D**
- ☐ **Project Experience and References, Form - E**
- ☐ **Concept Proposal, Form - F**
- ☐ **Technical and Managerial Capability, Form - G**