



## The Sri Lanka – Norway Business Matchmaking Programme

### 2011 World Chamber Competition Best International Project

Submitted by: The Ceylon Chamber of Commerce

No.50, Nawam Mawatha

Colombo 02

Sri Lanka

Tel: 0094112 424745/ 5588000

Fax: 0094112 449352/ 5588666

Email: [info@chamber.lk](mailto:info@chamber.lk)

Web: [www.chamber.lk](http://www.chamber.lk) or [www.srilankanorwaybiz.com](http://www.srilankanorwaybiz.com)

## 1. Executive Summary

Sri Lanka is a country, in which its economy is predominated by tourism, tea export, rice and other agricultural production sectors. Except of Industrial sectors such as Garments and IT, where Sri Lanka has demonstrated its capabilities as a global competitor; there is a great potential and need for development of other industrial sectors in Sri Lanka, such as marine products, machinery and engineering products etc. At present, the Small and Medium Enterprises sector (SMEs) is a significant contributor to the Gross domestic production, but lacks sufficient skill resources, research & development and technological skills expertise to meet the challenges of globalization of business.

The Ceylon Chamber of Commerce (CCC) together with Advance Business Partner AS, (ABP) Norway, with financial assistance by the Norwegian Agency for Development Cooperation (NORAD) implemented the Sri Lanka- Norway Industrial Matchmaking currently known as the Business Matchmaking (BMMP) Programme. The objective of the programme is to establish sustainable and profitable joint ventures between Norwegian and Sri Lankan companies. This is achieved through development of business partnerships which foster transfer of technology, the exchange of management and business skills between Norwegian and Sri Lankan companies.

The BMMP programme which was initiated in 1994 is currently, in its 4<sup>th</sup> phase of operations. It has gained recognition as the longest serving foreign investment and trade promotion programme with Norway in Sri Lanka. Through the BMMP programme, CCC has been able to serve a wide spectrum of industries in Sri Lanka, supporting transfer of technology, and technical know how from Norway, especially to small and medium entrepreneurs, who gained much required technical competencies and skills to effectively compete in the international market. (I.e. Boat manufacturing sector).

The success of the BMMP programme can be attributed to the fact, unlike short term/one off business matching exercise, BMMP is a long term and a systematic approach for business facilitation, as it provides cost sharing grants for Norwegian companies to travel to Sri Lanka to meet with potential partners, support to conduct feasibility studies, training, pilot production, marketing and environmental investments in Sri Lanka. BMMP has significantly succeeded in achieving following, in spite of Sri Lanka being a small economy ravaged by war and political risk, which usually discourages investors;

1. 389 Norwegian companies have sought cooperation in Sri Lanka; of which 236 visited the country to meet potential partners.
2. 60 industrial collaborations have taken place in form of joint venture, licensing agreements, foreign direct investments in various sectors spanning from Boat building, Fisheries related industries, IT/BPO to Furniture production.
3. 34 trade collaborations have taken place in form of outsourcing of production in sectors such as garments, ceramics and tea.
4. Resulted in creation of approximately 1300 direct employment, of which 75% recipients consist of women employees and are from both urban & rural areas; Generated indirect employment for close to 3500 persons.
5. Majority of BMMP projects are export oriented and has contributed to increase in exports from Sri Lanka to Norway from a level of US \$ 6.2 million in 2004 to US \$ 16 million in 2010.
6. The BMMP programme to a considerable extent can be attributed to the inflow of Norwegian investments in Sri Lanka during the last 10 -15 years, which have maintained a level of about US \$ 4- 5 million per annum

## 2. Describe how your project originated

The Norwegian funded Sri Lanka - Norway Industrial Cooperation (Matchmaking) programme, (presently known at the Business Matchmaking Programme – BMMP) was initiated by the then President of the Sri Lanka-Nordic Business Council (SLNBC), the late Mr. Gilbert Jayasuriya. In early 1992 the late Mr. Gilbert Jayasuriya requested assistance from the Embassy of Norway in Sri Lanka to promote investment/technology from Norway to Sri Lanka. In response to the request, NORAD funded the preparation of a project Proposal on “Promotion of Norwegian Investment into Sri Lanka”. In August 1992, NORAD again funded and appointed a Consultant, Mr. Michael Fergus to conduct a feasibility study to identify the potential for investment and transfer of technology from Norway to Sri Lanka.

Subsequently in 1993, **NORAD agreed to fund BMMP in Sri Lanka with the objective to contribute to reducing poverty by promoting long term sustainable economic growth and social development in Sri Lanka.** The purpose and intended outcome of the Business Matchmaking programme (BMMP) are to contribute to increase business activity and sustainable growth in Sri Lanka. The Programme aims to fulfill this through the following activities.

1. Increase business activities and sustainable growth and employment in Sri Lanka by utilizing Norwegian technology, transfer of know- how and products and services
2. Utilize resources and know how in Sri Lanka to facilitate Norwegian companies in their productions and marketing of products and services

The project initially concentrated on the promotion of technology transfer and joint ventures, based on the assumptions that many local enterprises have potential for increased productivity and expansion if access to technology, financing and markets is facilitated. Similarly, many Norwegian enterprises may be interested to provide identified requirements on a commercial basis, through different forms of co-operation. Technical collaborations take form of Joint Ventures, Outsourcing, Licensing, and long term project cooperation's.

In 2003, as proposed by CCC, the scope of the programme was extended to cover trading and services providing more opportunities to local companies to boost their marketing of goods and services to Norway and Europe through BMMP network as well as enabling Norwegian companies access to cheaper resources/ goods & services.

CCC further innovated BMMP programme to support Sri Lankan companies provide trade & services to regional neighbors, with technology/transfer of skills obtained by Norway. (I.e. Sri Lankan furniture manufacture Alpha Industries Pvt Ltd partnered with AS Sterlingn Norway to manufacture and market Scandinavian ergonomically designed office furniture in India)

### ***Project implementation strategy***

NORAD appointed AB partners AS or ABP (former NB Partners) to implement the BMMP Programme in Sri Lanka. The AB Partners would act as the National Contact Point in Norway and their role was to identify relevant Norwegian parties and administer the programme. ABP works closely with a network of nine (9) independent regional consulting organizations, known as Regional Contact points (RKP) to market business opportunities in Sri Lanka and to identify potential companies in their respective regions to participate in the BMMP.

Similarly, NORAD entered into an agreement with the Department of External Resources, of the Board of Investment of Sri Lanka as the initial implementing agency, subsequently changed to the Ministry of Industrial Development, and the CCC was appointed as the National Contact Point for Sri Lanka.

CCC role is to administer, promote and match suitable companies in Sri Lanka with Norwegian companies for business collaboration. Although the programme was initially funded by NORAD for a period of 3 years, 1993 to 1996 due to its success NORAD extend the programme thrice (3) and is currently in its 4th phase of operation after nearly 17 years. The ongoing phase of BMMP activities are now implemented, administered and monitored solely by the CCC Solutions Pvt Ltd, the project implementing arm of the Ceylon Chamber of Commerce together with AB Partners AS.

### 3. Describe your project on the category selected?

The BMMP program is an exceptional project of international scope, which is focused on transfer of Norwegian technology and know how to Sri Lankan companies and on increasing bilateral trade between the two countries through industrial/trading collaborations. For CCC the BMMP programme is a unique instrument to serve not only the member companies but the industrial and business sector in Sri Lanka. As the implementing agency, the CCC has diligently engaged in following activities:

Activities	Progress/Achievements to date
1. Preparing strategic plans for promotion of Identified sectors under the Programme	Industrial and trade sectors for cooperation between Sri Lanka and Norway has been identified based on; <ul style="list-style-type: none"> <li>• Potential &amp; Need for development of sectors in SL</li> <li>• Expertise/competencies of sectors in Norway. (i.e. Fisheries &amp; Energy)</li> </ul> <b>Sectors promoted in SL:</b> Fisheries & related industries, Aquaculture, IT/BPO, Energy , Garments & apparel, Furniture, Tea, Fruits, Rubber, Jewelry Porcelain, and Giftware.
2. Identification, promotion and facilitating of Meetings between Sri Lankan & Norwegian Companies  3. Provision of advisory and consultancy services to Sri Lankan and Norwegian companies from initial to Collaboration stage.	Since 1994, 389 Norwegian companies have participated and 236 companies visited SL as at 25.Feb 2011; Each visiting Norwegian company has been introduced to minimum of 3 to 10 Sri Lankan companies during the one week long visit. <ul style="list-style-type: none"> <li>• 60 Industrial Collaborations has been established</li> <li>• 34 Trade collaborations has been established</li> <li>• 138 Norwegian companies (35%) entered into one Or more business cooperation with SL Partners</li> <li>• Out of which 110 (80%) are still in operation</li> </ul>
4. Organizing of Business Delegations to Norway from Sri Lanka  Each year different sectors have been identified as per Norwegian market interest and Sri Lanka's need requirement for particular industry sector development	<ul style="list-style-type: none"> <li>• 6 delegations comprising of 57 companies has Visited Norway from 1995 – 2010</li> </ul> These delegations has been represented by companies in Energy, Fisheries, Furniture, Ceramics, Garment, Tea, ICT, IT, etc.
5. Organizing individual visits to Norway (Providing opportunity for SL companies to familiarize with the Norwegian companies, once an understanding is reached on entering in to partnership of any form)  6. Organizing of Business delegations from Norway to Sri Lanka (inward missions)	<ul style="list-style-type: none"> <li>• Ten (10) individual company visits have been arranged to Norway from 2007-2010</li> <li>• Three (3) delegations in sectors, where Norway possess expertise, Energy, Aquaculture and fisheries have visited Sri Lanka to date.</li> </ul>
7. Conducting of Sector studies	<ul style="list-style-type: none"> <li>• In 1996, three Sector studies on Fisheries, Building products, infrastructure technology, Environmental technology products &amp; services</li> <li>• A sector study on fishery Industry has been Conducted in 2010; subsequently a fisheries delegation was organized to Sri Lanka in February 2011.</li> </ul>

Similarly in Norway, ABP and regional network of consultants (RCPs) plays a significant role in marketing business opportunities in Sri Lanka, and attracting and qualifying suitable Norwegian companies to participate in the BMMP programme. The support facilities provided by NORAD for Norwegian Companies participating in BMMP has been catalyst for drawing out number of Norwegian SMEs venture out for international cooperation with Sri Lanka, a country which has not been an attractive destination for international cooperation till recent, due to long drawn civil war. The financial support instruments of NORAD are as follows:

- Partner search support
  - Apart from a nominal participation fee of NO 8,000, the assistance given by RCPs for development, qualification and marketing of the profile and sourcing of matching files for Sri Lanka is covered by NORAD
- Travel support to meet potential partners – pre-feasibility study support
  - NORAD covers 80% of the traveling costs and consultants fees related to the pre-feasibility study or visit.
- Feasibility study support
  - Feasibility Studies, the company will be provided with funding to conduct studies with a selected joint venture partner to assess the viability of the project and further steps up to the signing of an agreement
- Workforce training support
  - NORAD provides 50 % grant on a Training Programme for the venture.

The BMMP programme to a considerable extent can be attributed to the inflow of Norwegian investments in Sri Lanka during the last 10 -15 years, which have maintained a level of about US \$ 4 -5 Mn per annum. And all of organizations and players involved and the supporting activities that has occurred, have contributed to the achievement of overall objectives of BMMP.

**The achievement of objective one is evident in industries such as construction, electronics, engineering, and FRP Boat development, where a considerable transfer of Norwegian technology and expertise to Sri Lankan companies has taken place. For example;**

- Lanka Transformers project with ABB AS to design and manufacture transformers and the hot dip galvanizing process, which have resulted in considerable savings in foreign exchange for the country.
- TOS Lanka project with Pro partner Defense AS to assemble electronic circuits. Through this partnership, TOS Lanka has gained technology and skills in areas of RFID technology, surface mounting, ROHS compliance and soldering.

Fibre Glass Boats / Components Industry have been identified as one of the most successful sectors in the MM Programme since its inception in 1994. Few of the company, who has benefited tremendously through Norwegian partnerships and have today become market leaders in this sector, are:

- Neil Fernando & Co. joint venture partnership with E Viksund Batybyerri AS (Viksund Asia), to design and build fiber glass leisure boats for exporting to Norway.
- Dhanusha Marine Lanka joint venture partnership with Kvilvang AS, Beaver Kano and Bison Telt AS to manufacture Fiberglass board and canoes.
- AJ Fishing Industries (Pvt) Ltd, partnerships with E Viksund Batybyerri AS, J.L Bruvik AS, Kvilvang AS to develop fiber glass fishing boards, luxury sailing and motor yachts and snowmobile trailers etc.

In addition to boat manufacturing, the latter two companies has ventured in to new product development such as manufacturing of snowmobile trailer, trailer tops; this shows improved extensive skills and competencies gather by local workers through Norwegian partnerships. This trailer originally designed by AJ Fishing with Norwegian expertise and has been handed over to Dhanusha Marine for

commercial production. *It can be considered as a significant symbol of support and co-operation that exists among the firms participating in the BMMP.*

In the Services Sector, IT/BPO sector takes a forefront having succeeded in creating a number of collaborations and one fully owned Norwegian company is operating successfully at present. Sri Lanka has been identified as a very attractive destination due to the business friendly atmosphere, tax benefits and most significantly high literate work force (with over 13,000 being in direct employment in IT/BPO sectors). Notable partnerships in the ICT Sector are as follows:

- Markus Data AS, Norway & Eurocenter DDC Sri Lanka – Software development
- Moota Telecome AS, Norway & Eurocenter DDC, Sri Lanka
- Move Group AS, Norway & Asiasoft, Sri Lanka
- Itum & Mareva AS, Norway & Lanka on Line
- Establishment of Norwegian Subsidiary – Exilesoft & partnerships with Proplan AS, Norway
- Establishment of fully owned Norwegian Company – Embla in Sri Lanka

Research & development collaboration between Nofima Ingredients (formerly Fiskeriforskning) and Industrial Technology Institute to develop methods for fish by products, silage technology and feed technology has led to establishment of following business activities:

- Canned fish products including Fish Balls in Curry, Traditional Fish Curry (Ambulthiyal) to a Tuna processing company Apollo Foods (Pvt) Ltd
- Fish silage production unit to Ceylon Fishery Harbours
- Production of Fish Feed and Animal Feed Ingredients to Aqua Hatcheries (Pvt) Ltd. and Apollo Marine (Pvt) Ltd

In addition to above mentioned technical collaborations have taken place in areas such as furniture and wood industry, Bio Energy Sector, Industrial GRP, Fisheries Industry, Aquaculture, Tree plantation and Tea and health products.

**The second objective of the BMMP is achieved through the successful cooperation in the field of trading programme in BMMP.** The purpose of trading programme was to increase exports and services from Sri Lanka to Norway and Europe by using BMMP organizations and network as facilitators to match Sri Lanka exporters with Norwegian importers and their international counterparts. The areas of trading between the countries have been predominantly in the garments sector (which can be attributed to Sri Lanka vast experience and superior expertise in this domain), Rubber, plastic products, Ceramics, Toys- wooden & soft, and tourism sector.

**The key innovativeness** of the BMMP Project is that comparative to other donor aid projects, it stands out as an effective aid intervention, as the programme has succeeded in mobilizing interest of the Norwegian (SME) businesses to seek commercial cooperation and investments in Sri Lanka. *Fundamentally, BMMP is not dole out donor policy, but a support system to drive Norwegian private sector to establish sustainable and profitable joint ventures between Sri Lanka and Norway, which in turn would contribute to economic growth and reduction of poverty in the country.* The active and efficient marketing of the BMMP by the implementing organization – ABP & CCC, contribute to the success of the project. The two implementing organizations have far exceeded the expectations in achieving performance targets set annually, considering the adverse impact on business environment due to civil war in the country. Results of all phase, except for current ongoing 4<sup>th</sup> phase is captured below; since the start of phase 4 in August 2010, 16 Norwegian companies has visited Sri Lanka and a partnership in the area of IT/BPO services has been formed by VEGA Partner AS, and INFOMATE, Sri Lanka. However it generally takes 1-2 years for a potential match to reach the stage of collaboration negotiation. We however expect to see more results of phase 4 initial matches during the later part of 2011.

## Targets achieved from 1994 - Dec 2009

Industrial Collaborations	Phase 1	Phase 2	Phase 3
Distribution of 20 qualified profiles	201/224 (90%)		29/31 (93%)
15 (75%) should lead to pre-feasibility study/visits	149/201 (67%)		18/29 (64%)
5 (25%) should lead to collaboration agreement	47/224 (21%)		13/31 (41%)
Trade Collaborations			
Distribution of 15 qualified trading profiles	n/a	31/32 (97%)	34/41 (83%)
10 (67%) should lead to pre-feasibility studies/visits	n/a	21/32 (66%)	16/34 (48%)
3 (20%) should lead to collaboration agreement	n/a	18/32 (57%)	15/41 (37%)

Nevertheless there have been few challenges in materializing cooperation between Norwegian and Sri Lankan companies were as follows;

1. Profiles of Sri Lankan companies (identified as partners) did not merit a visit
2. Production quality of some Sri Lankan companies was found to be lower than expected.
3. Trial orders did not meet with expectations
4. Prices were not favorable as assumed
5. Health, Safety & Environmental standards (HSE) were too poor in production facilities
6. Political risk greater than anticipated.
7. Constraints in obtaining approval from government authorities to engage in national scale projects. (i.e. Hydro power and forestry )
8. Shortage risk of capital

In some cases Sri Lankan companies found difficulties to continue cooperation with the Norwegian counter parts due to following reasons;

1. Financial crisis in the home market, that made Norwegian companies abandoned expansion plans in Sri Lanka
2. Given that the Norway is country with a small population, Sri Lankan companies find it difficult to meet lower quantity demands, specifically in terms of garment trade, house hold, and decorative goods.

To address those needs, the CCC has formulated a following plan of actions;

1. Screening profiles during the matching stage more diligently.
2. To visit companies and assist them to develop company profiles, which is instrumental in attracting interest of Norwegian companies.
3. Evaluate local profiles more objectively to fulfill needs to Norwegian parties
4. Putting in place an effective monitoring and evaluation system to track performances of companies participating in the project.
5. Encourage companies provide improve working conditions, fair trade practices and sustainable environmental practices.
6. development of a new communication platform, registered as (<http://doc.mmp.as>) for the BMMP consultants team in Norway and Sri Lanka to arrange and coordinate on visit plans of Norwegian Companies to Sri Lanka, to determine available manpower in any given time, and to update progress and share information on all visits between the team members.

The CCC invested its resources such as dedicated competent staff to manage the project and the basic infrastructure to establish the BMMP department, taking into consideration the implementation of project objectives, project activities. The programme has an aid cost of about US \$ 7 million per annum. The Norwegian Embassy in Colombo has provided additional support to CCC with US \$ 6 million for the period 2001-2009. However the main recipients of aid are Norwegian companies, the Sri Lankan companies benefit in terms;

1. Opportunity to meet to Norwegian companies with advance technology, know – how at no cost, who are also potential investors
2. Opportunity to visit explore Norwegian market by joining the trade delegations
3. Opportunity and assistance to travel to Norway on individual company visit once understanding on cooperation is met
4. Opportunity to meet potential buyers in Sri Lanka, or agents to market their products In Norway through the BMMP network.

#### 4. What have been the results and influences of this project?

##### Short term and long term impact

1. Gain competence in understanding and serving Sri Lanka industries. CCC has a well developed data base for the BMMP since its start and undertakes regular update on the results.
2. The continuation of BMMP from its inception to date, spanning over 17 years of operations, marks the Ceylon chamber of Commerce as foremost chamber serving its members and the Industrial and Business sector in Sri Lanka in an international domain and supporting establishment of Industrial/Business collaborations and increase trade from Sri Lanka to Norway.
3. The BMMP Programme has contributed to a noticeable upward trend in Sri Lankan exports since mid 2000 to Norway
4. CCC has benefited in establishing long term solid relationships with Norwegian enterprises.
5. MMP has contributed to Norwegian SMES internationalization in general and cooperation with Sri Lanka Specifically.
6. Transfer of Norwegian Technology and know how in sectors, which are prioritize need areas in Sri Lanka (i.e. fisheries, boat building bio energy, waste management).

##### Qualitative data:

✚ The BMMP programme has achieved its qualitative objectives in terms of promoting investment, trade, knowledge transfer, employment and income generations. It is estimated that that the BMMP programme has created approximately 1300 direct jobs and unspecified number of indirect jobs, which are mostly in export oriented businesses.

- Women employees hold about 75% of jobs created through BMMP and majority of them are from rural areas.

✚ The degree & the extent of transfer or know how to certain industries are highly specific. In sector where Sri Lanka has established export markets and high expertise, such as garments, transfer of technology has been limited. However the generation of new jobs as well increase of export orders for the Sri Lankan company is significant. In other sectors where Sri Lanka does posses strong expertise,

- Such as boat building, (as mentioned in page 04) transfer of knowledge From Norway can be considered as focal for growth and development in this sector.

✚ Majority of BMMP projects are oriented to exports, (mainly to Norwegian market as trade & sub-contracting) and it can be attributed that BMMP initiative has contributed to high increase in exports from Sri Lanka to Norway,

- This has doubled from a level of US \$ 6.2 Mn in 2004 to US \$ 16 Mn in 2010 million recently.

✚ BMMP has resulted of high rate mobilization of Norwegian business to Sri Lanka in spite of civil war and political risks which usually deters investors; From the 3 internal appraisals done by AB partners in 2002, 2005 and 2007 , it was note worthy that BMMP participants response has been almost similar in all appraisals;

- 91% of the respondents say that BMMP is “very useful” or “useful” as an instrument for sourcing and selecting potential partners
- 92% express that they are “very satisfied” or “satisfied” with the BMMP- organization
- 90% say that the partnership/collaboration would not have been established without NORAD’s BMMP

✚ An unintended positive effect of the programme is institutional strengthening of the CCC as a facilitator of foreign investment in Sri Lanka. CCC’s involvement in the BMMP has also allowed it to develop a substantial database of Sri Lankan enterprise profile and gather in-depth knowledge of diversified industries and international trade.

✚ The BMMP Programme has addressed has somewhat aided achievement of Millennium Development goals set for Sri Lanka;

- **Millennium development goal (1) of eradication of extreme poverty and hunger is also align with NORAD objective for BMMP support in Sri Lanka;** reducing poverty through employment, income and revenues to government. There has been a gradual reduction in poverty gap ratio in urban sector from 3.7% in 1990 to - 1.3% in 2007 and in rural sector from 6.3% in 1990 to 3.2% in 2007<sup>1</sup>.
- **Millennium development goal (3) of Women empowerment and gender equality has been addressed through the BMMP;** Many of export oriented factories are located in the Free trade processing zones in the western province. There is increase in share of women in wage employment in non agriculture sector in the western province, which has improved from 30.8% in 1993 to 31.9% in 2007.

The BMMP programme has created approximately 1300 direct employment and 3500 indirect employment; women from urban and rural areas are recipients of 75% of these jobs created. As such BMMP can be considered to have aided achievement of Millennium Development Goals in Sri Lanka.

✚ In retrospect, the role of Norway as mediator during the peace process of the war, put much constraint on Norway’s diplomatic relations with Sri Lanka; the support received through the BMMP programme contributed to building of a strong alliance with businesses organizations between Norway and Sri Lanka, and as a result bi-lateral trade continued in spite of all political sensitivities.

---

<sup>1</sup> MDG Indicators of Sri Lanka, mid term review 2008 – Department of Consensus and statistics

Measurable data:

The performance achievement of the project from 1994 to 2009 is structured in quantitative results;

Objectives	Indicators	Results
To increase business activities and sustainable growth in Sri Lanka by utilizing Norwegian technology , transfer of know-how and products and services	Number of technical collaborations in operation	32
	Technical collaborations successfully completed	15
	Technical collaborations on trial	13
	<b>Total Number of Technical Collaborations</b>	<b>60</b>
	Technical collaboration by sector:	
	▪ Engineering/construction/Electronic assembly	11
	▪ Fisheries	7
	▪ Fiber Glass boats/components	7
	▪ Environmental	5
	▪ Furniture and wood components	4
	▪ Hydro Power	2
	▪ Bio Energy	1
Objectives	Indicators	Results
To utilize resources and know how in Sri Lanka to facilitate Norwegian companies in their products and marking of products and services.	Number of trade/ services collaborations in operation	22
	Trade/Service collaborations completed	9
	Trade/Service collaborations on trial	2
	<b>Total Number of Trade/Services Collaborations</b>	<b>33</b>
	Trade/Services collaboration by Sector;	
	▪ IT/BPO	21
	▪ Apparels	8
	▪ Rubber/Plastics/Leather	8
	▪ Toys- Soft & Wooden	3
	▪ Ceramics Ornaments & gifts	6
	▪ Tea and other Health Products	5
No. of Employment generated through BMMP	Plantation	2
	Tourism	2
	Female	486
	Male	319
	Gender not specified	511
Strengthening of existing links between Norwegian & Sri Lanka Business Partners	<b>Total direct employment</b>	<b>1316</b>
	<b>Total indirect employment</b>	<b>3500</b>
	Total no. of Norwegian company visits to SL	235
	Sri Lankan Company visits - NO * 5 Delegations arranged	58
	No of Individual Co. visits - NO	4

## **5. Can your idea be applied in any other parts of the world**

The BMMP programme has been successfully implemented in Sri Lanka and has been in operation for a period of over 17 years. The success of the BMMP programme can be attributed to the fact, unlike short term/one off business matching exercise conducted by the chambers, BMMP is a long term and a systematic approach for business facilitation, as it provides cost sharing grants for potential Norwegian companies to travel to meet with potential partners, conduct feasibility studies, training, pilot production, marketing and environmental investments in Sri Lanka; and further provide facility for Sri Lankan companies with potential for business with Norway to visit Norway to advance any business cooperation's, which they have initiated with Norwegian partners through the BMMP programme. For a Norwegian Small and Medium company, BMMP programme might have been a convenient way to finance such an endeavor, which otherwise the company itself had to bear.

The exiting BMMP programme has been implemented in South Africa, India and Vietnam; in spite of the Uncertain political and investment climate due to civil war, Sri Lanka has far exceeded the set targets of the BMMP programme. And as such has been recognized as the most successful BMMP programme currently in operation as per the independent evaluation conducted by NORAD<sup>2</sup>.

## **6. Why do you feel, your project should be selected?**

The BMMP programme is an exceptional project of international scope focused on transfer of Norwegian technology and know how to Sri Lankan companies and on increasing bilateral trade between the two countries through industrial/trading collaborations.

- BMMP model is a long term and a systematic approach for business facilitation, which has been successfully implemented by the CCC, and is replicated by several other countries in the world.
- BMMP Model facilitates transfer of advance/new technology, know how and skills transfer from developed country to developing country, which contribute to the development and growth of diverse industries, leading to employment and income generation and poverty reduction in the developing country.
- BMMP model mobilizes private sector of the developed country to seek mutually beneficial and sustainable business ventures in the developing country; which is a long – term source for income generation, economic growth in the developing country, unlike other donor funded projects. ( These commercial cooperation's sustain, long after donor aid has ceased)
- The BMMP Model allows Small and Medium enterprises in the Developed country to seek cooperation with developing countries with potential for business, with low cost of entrance and risk. Hence it is attractive programme for SMEs at the early stages of internationalization.
- BMMP is an attractive programme for companies in the developing country, as it allows opportunity to meet with potential investors, from developed countries at home front with no/or minimal cost.

Considering the facts stated above, we trust this project meets to criteria of a best international project and has potential to be selected as a finalist and be granted opportunity present at the World Chamber Congress 2011.

**The Ceylon Chamber of Commerce**  
**Submitted on 28.02.2011**

---

<sup>2</sup> Evaluation of Norwegian Business related Assistance - Sri Lanka Case Study, by Devfin Advisers AB October 2009.