



Government of Sri Lanka

# NATIONAL EXPORT STRATEGY OF SRI LANKA TRADE INFORMATION AND PROMOTION STRATEGY

2018-2022



## The National Export Strategy (NES) of Sri Lanka is an official document of the Government of Sri Lanka

For any queries about the NES, please contact:

### Ministry of Development Strategies and International Trade

**Address:** Level 30, West Tower, World Trade Centre, Colombo 01.

**Phone:** +94 (0) 112337629

**Phone:** +94 (0)112337627

**E-mail:** [info@modsit.gov.lk](mailto:info@modsit.gov.lk)

### Sri Lanka Export Development Board

**Address:** No. 42 Nawam Mawatha, Colombo-02, Sri Lanka.

**Phone:** +94-11-230-0705 / 11

**Phone:** +94-11-230-0715

**E-mail:** [nes@edb.gov.lk](mailto:nes@edb.gov.lk)

This Trade Information and Promotion Strategy was developed on the basis of the process, methodology and technical assistance of the International Trade Centre (ITC) within the framework of its Trade Development Strategy programme.

ITC is the joint agency of the World Trade Organization and the United Nations. As part of the ITC mandate of fostering sustainable development through increased trade opportunities, the Chief Economist and Export Strategy section offers a suite of trade-related strategy solutions to maximize the development payoffs from trade. ITC-facilitated trade development strategies and road maps are oriented to the trade objectives of a country or region and can be tailored to high-level economic goals, specific development targets or particular sectors.

Technical support was provided by Charles Roberge, Abhilash Puljal and Ayanthi Gurusinghe.

Financial support was provided by the European Union, as part of the 'European Union – Sri Lanka Trade Related Assistance: Increasing SMEs' trade competitiveness in regional and European Union markets' project. The contents of this document can in no way be taken to reflect the views of the European Union.

The views expressed herein do not reflect the official opinion of ITC. Mention of firms, products, and product brands does not imply the endorsement of ITC. This document has not been formally edited by ITC.

---

### The International Trade Centre

**Street address:** ITC 54-56, rue de Montbrillant 1202 Geneva, Switzerland

**Postal address:** ITC Palais des Nations 1211 Geneva 10, Switzerland

**Telephone:** +41-22 730 0111

**Fax:** +41-22 733 4439

**E-mail:** [itcreg@intracen.org](mailto:itcreg@intracen.org)

**Internet:** <http://www.intracen.org>

Layout: Jesús Alés ([www.sputnix.es](http://www.sputnix.es))



Government of Sri Lanka

# NATIONAL EXPORT STRATEGY OF **SRI LANKA** 2018-2022

## **TRADE INFORMATION AND PROMOTION STRATEGY**



Photo: (cc) pixabay



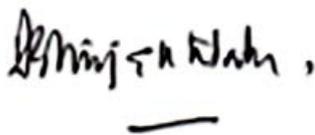
## FOREWORD FROM THE PRIVATE SECTOR

Strategic growth and development of the Sri Lanka export sector depends heavily on the availability and ease of access to trade intelligence and information. Small & Medium sized Enterprises (SMEs) and other sectors at large will benefit immensely from concerted, coordinated and well-designed promotional campaigns to propel Sri Lankan products to regional and international markets.

In the light of this gap in the availability of trade information & intelligence for Sri Lankan exporters, 'Trade Information & Promotion' (TIP) has been identified as a vital Trade Support Function in the National Export Strategy (NES).

Trade Support Functions act as enabling agents to create a more business & export friendly trading environment. As such, development of TIP will make available information on market analytics, regulatory details and procedural aspects of local and international trade.

Stakeholders in both the public & private sector welcome the inclusion of TIP as a Trade Support Function to be identified for enhanced growth & development as part of the overall NES. The advancement of this function will stimulate growth and spur further trade related activities among Sri Lankan exporters, both from priority sectors and other established mature sectors. This strategy is a collective endeavour of public and private stakeholders to define priorities, coordinate and monitor activities and implement Plans of Action over the course of the next five years.



Dhara Wijayatilake  
Chief Executive Officer  
Ceylon Chamber of Commerce  
On behalf of private sector

As a means to structure sector development, this strategy seeks to establish a reliable and affordable 'export intelligence & promotion' portal to act as a repository of information to all stakeholders to assist in exporting, strengthen coordination for information sharing between public & private stakeholders, strengthen capacities of sector officers in administrative cities in order to improve exports and to build 'Brand Sri Lanka' as a prominent promotional strategy.

As a step to bring forth quick dividends, the strategy proposes the organising of simultaneous global events in overseas missions to promote Brand Sri Lanka and its exports and investment opportunities.

In order to increase competitiveness of Sri Lankan SMEs in global markets and value chains, stakeholders across the spectrum have pledged to act to develop TIP. In order for Sri Lanka to reach parity with global standards for Trade Promotion Activities & dissemination of Trade Information, stakeholders identified the following as a vision statement that will guide sectoral growth: 'Enabling Exporters to Make Strategic Market Decisions to Promote Sri Lanka's Trade'.

Diligent and focused synergy across all activities in monitoring and implementing the strategy will be key to successful dissemination of trade information for local exporters and sound promotion of Sri Lanka trade.

## ACKNOWLEDGEMENTS

The Trade Information and Promotion Strategy was developed as part of the National Export Strategy of Sri Lanka, under the aegis of the Ministry of Development Strategies and International Trade and the Sri Lanka Export Development Board (EDB), with the financial support assistance of the European Union (EU), as part of the *'EU-Sri Lanka Trade Related Assistance.'*

The document benefited particularly from the inputs and guidance provided by the members of the trade information and promotion team that steered the formulation of the strategy, namely:

| Name                    | Designation                        | Institution                                   |
|-------------------------|------------------------------------|-----------------------------------------------|
| Mr. Suresh de Mel       | Managing Director                  | Hambantota Chamber                            |
| Ms. Lilakshi de Mel     | Senior Assistant Secretary General | Ceylon Chamber of Commerce (CCC)              |
| Ms. Shubhashini Silva   | Assistant Director                 | Ministry of Foreign Affairs (MoFA)            |
| Mr. Sudattha Silva      | Attorney-at-Law                    | Sri Lanka Customs                             |
| Mr. Ravi Dissanayake    | Senior Lecturer                    | University of Kelaniya                        |
| Mr. G.L. Gnanatheva     | Deputy Director                    | Department of Commerce (DoC)                  |
| Mr. M.C. Sampath Perera | Assistant Director                 | Sri Lanka Tea Board                           |
| Mrs. W.A. Dilrukshini   | Additional Director                | Central Bank of Sri Lanka (CBSL)              |
| Mr. Dhammika Gunasekara | President                          | Sri Lanka Food Processors Association (SLFPA) |
| Ms. Anoma Prematilaka   | Director – Market Developments     | Export Development Board (EDB)                |

The full list of public and private stakeholders that contributed their precious time to the design of this Strategy are detailed in Appendix 1.

# CONTENTS

|                                                                          |           |
|--------------------------------------------------------------------------|-----------|
| Foreword from the Private Sector                                         | ii        |
| Acknowledgements                                                         | iv        |
| Acronyms                                                                 | vii       |
| <b>EXECUTIVE SUMMARY</b>                                                 | <b>1</b>  |
| THE VISION                                                               | 2         |
| THE STRATEGIC OBJECTIVES                                                 | 3         |
| <b>OVERVIEW OF TRADE INFORMATION AND PROMOTION FUNCTION</b>              | <b>5</b>  |
| TRADE INFORMATION                                                        | 5         |
| THE TIP PROCESS IN SRI LANKA                                             | 6         |
| <b>EXPORT PROFILE OF SRI LANKA</b>                                       | <b>9</b>  |
| TRADE INFORMATION AND PROMOTION PROCESS MAP                              | 15        |
| FOCUSING ON THE MOST PRESSING ISSUES                                     | 17        |
| <b>IMPROVING TRADE INFORMATION AND PROMOTION FOR SRI LANKA'S EXPORTS</b> | <b>19</b> |
| THE VISION                                                               | 19        |
| THE STRATEGIC OBJECTIVES                                                 | 19        |
| <b>MOVING TO ACTION – IMPLEMENTATION FRAMEWORK</b>                       | <b>22</b> |
| <b>PLAN OF ACTION 2018–2022</b>                                          | <b>25</b> |
| Appendix: List of participants in the public-private consultations       | 30        |
| References                                                               | 32        |

## LIST OF FIGURES

|                                                                                                                        |    |
|------------------------------------------------------------------------------------------------------------------------|----|
| <b>Figure 1:</b> Trade information activities                                                                          | 6  |
| <b>Figure 2:</b> Trade promotion approach                                                                              | 6  |
| <b>Figure 3:</b> Sri Lankan trade in goods and services, 2000–2016 (US\$ billions)                                     | 9  |
| <b>Figure 4:</b> Trade to gross domestic product regional comparison, 2001–2016 (percentage of gross domestic product) | 9  |
| <b>Figure 5:</b> Composition of Sri Lanka’s exports of goods and services, 2016                                        | 10 |
| <b>Figure 6:</b> Sri Lankan services exports, 2005–2016                                                                | 10 |
| <b>Figure 7:</b> Export destinations, 2016                                                                             | 11 |
| <b>Table 1:</b> Sri Lanka’s TIP policy support network                                                                 | 12 |
| <b>Table 2:</b> Sri Lanka’s TIP trade services network                                                                 | 12 |
| <b>Table 3:</b> Sri Lanka’s TIP business services network                                                              | 13 |
| <b>Box 2:</b> Institutional adjustments for TIP                                                                        | 14 |
| <b>Figure 8:</b> Strategic objectives for TIP                                                                          | 20 |
| <b>Figure 9:</b> Strategic and operational objectives                                                                  | 22 |
| <b>Figure 10:</b> Institutional framework for TIP TSF development                                                      | 23 |

## LIST OF TABLES

|                                                                               |    |
|-------------------------------------------------------------------------------|----|
| <b>Table 4:</b> Perception of Sri Lankan TIP TISIs – influence versus ability | 14 |
|-------------------------------------------------------------------------------|----|

# ACRONYMS

The following abbreviations are used:

|               |                                                            |             |                                            |
|---------------|------------------------------------------------------------|-------------|--------------------------------------------|
| <b>B2B</b>    | Business-to-business                                       | <b>MIC</b>  | Ministry of Industry and Commerce          |
| <b>BOI</b>    | Board of Investment                                        | <b>NCE</b>  | National Chamber of Exporters of Sri Lanka |
| <b>CBSL</b>   | Central Bank of Sri Lanka                                  | <b>NES</b>  | National Export Strategy                   |
| <b>CCC</b>    | Ceylon Chamber of Commerce                                 | <b>PoA</b>  | Plan of Action                             |
| <b>DoC</b>    | Department of Commerce                                     | <b>SLC</b>  | Sri Lanka Customs                          |
| <b>EDB</b>    | Sri Lanka Export Development Board                         | <b>SMEs</b> | Small and medium-sized enterprises         |
| <b>FCCISL</b> | Federation of Chambers of Commerce and Industry Sri Lanka  | <b>TIP</b>  | Trade information and promotion            |
| <b>ITC</b>    | International Trade Centre                                 | <b>TISI</b> | Trade and investment support institution   |
| <b>MoDSIT</b> | Ministry of Development Strategies and International Trade | <b>ToT</b>  | Training of trainers                       |
|               |                                                            | <b>TSF</b>  | Trade support function                     |



# EXECUTIVE SUMMARY

The trade information and promotion (TIP) strategy (the Strategy) presented in this document is an integral part of the National Export Strategy (NES) of Sri Lanka. The efficiency of the TIP network in Sri Lanka contributes to the export performance of all sectors of the economy. This document presents the expectations and strategic objectives of the private and public sectors for improved TIP functions in Sri Lanka.

The strategic enhancement of Sri Lanka's exports depends on the availability of proper trade intelligence and information, and effective promotion campaigns. Achieving this ambitious objective will depend on the ability of the requisite stakeholders to implement the activities defined in this TIP Strategy. As a primary intervention to structure sector development, it is recommended that the following steps be taken with priority:

- Establish a centralized, reliable, accessible and affordable 'export intelligence and promotion portal' that would be a repository of information related to trade and promotion, and that is easily accessible to all stakeholders to assist them in exporting.
- Strengthen coordination for information-sharing between public and private stakeholders, and between industry and sectoral chambers based in Colombo (national level) and regional chapters.
- Strengthen the TIP-related technical, managerial and administrative capacities and abilities of relevant sector officers, especially in regional centres, as well as trade attachés posted overseas in Sri Lankan missions, in order to improve exports.
- Build Brand Sri Lanka strategically, not just overseas but also creating awareness within the country.

An immediate quick win would be to organize a standard periodic globally synchronized event in all trade missions overseas to promote Brand Sri Lanka, its exports and investment opportunities, targeting specific sectoral goals.

## TRADE INFORMATION AND PROMOTION

The lead organization for dissemination of trade information and promoting international trade is the Sri Lanka Export Development Board (EDB), with support from institutions such as the Central Bank of Sri Lanka (CBSL) and Sri Lanka Customs (SLC), which provide raw and analysed data and information. From a private sector perspective, industry bodies such as the Ceylon Chamber of Commerce (CCC), National Chamber of Exporters of Sri Lanka (NCE) and Federation of Chambers of Commerce and Industry of Sri Lanka (FCCISL), among others, provide TIP services.

Trade information may be statistical data, market intelligence, regulatory procedures, standards and norms, or processes that are required to provide important analysis to take strategic decisions for international trade. This information refers to a set of activities that can broadly be classified in three categories – collection or gathering of information, analysis of such gathered information and efficient dissemination of the information. The process involves private and public players and requires networking among stakeholders for a seamless flow of information. Effective use of contemporary technologies from capturing to transmitting the information is the key to successful trade information management. Trade promotion, also referred to as export promotion, is a set of economic policies, interventions and initiatives aimed at improving the trade performance in a target location or industry. Improvement is mainly sought by increasing exports both in absolute terms and relative to imports. When specific industries are targeted, trade promotion policies tend to focus on industries that have a comparative advantage over their foreign competitors. Ironically, trade promotion can also include expanding the supply of key inputs in a country's strongest industries, via import expansion.

## INSTITUTIONAL SUPPORT FOR TIP

Trade and investment support institutions (TISIs) are institutions that have an interest in, and bearing on, export development. Broadly, the TISIs providing important services to the Sri Lankan TIP trade support function (TSF) can be categorized in the following areas:

- Policy support network
- Trade services network
- Business services network.

Coordination among public and private stakeholders in obtaining TIP details, and the human capital, financial capacity and quality of service of individual institutions was analysed in this section. It was inferred from Strategy consultations that besides the limited availability of relevant trade information, analysis of that information that is available for public consumption is often not disseminated efficiently. This is largely due to limited managerial and administrative capacities. The perception of the influence and ability of Sri Lankan TISIs in the TIP arena was also analysed, with institutional adjustments and implementation procedures detailed.

## THE MOST PRESSING ISSUES

To remain realistic and resource-efficient, the Strategy cannot focus on all the issues affecting the value chain. It thus necessary to make an informed selection of the most important issues to be addressed. To make this assessment, the criteria used were the level of disturbance (perceived

by national stakeholders) and the ease of resolution (both in terms of cost and time involved).

The top issues to be addressed across the TIP system include:

- Absence of a centralized reliable, accessible and affordable trade information platform;
- Weak coordination between agencies with regard to gathering and sharing information;
- Limited resources of overseas missions to effectively collect and analyse market, product and regulatory information;
- Trade information and opportunities are not easily accessible to exporters in regional areas;
- Links between national chambers and their chapters in regions are weak;
- Promotional activities conducted by Sri Lankan missions overseas, including overseas trade fairs and business-to-business (B2B) meetings and connections, are inadequate;
- Branding of Sri Lanka and its products is limited in target markets;
- Small and medium-sized enterprise (SME) participation in international trade missions is low.

## THE VISION

TIP is vital to develop export competitiveness across Sri Lanka. Both the availability and quality of TIP details are weak. Coordination among institutions related to TIP is weak and has led to redundancies in some places and gaps in service delivery in other areas. With that in mind, public and multisectoral private stakeholders crafted the following industry vision to bring Sri Lanka on a par with global standards for trade promotion activities and dissemination of trade information:

“ Enabling exporters to make strategic market decisions to promote Sri Lanka’s trade ”



Photo: (cc) pixabay

## THE STRATEGIC OBJECTIVES

The Plan of Action (PoA) will respond to this vision by addressing the sector's constraints and leveraging opportunities in a comprehensive manner. To this end, particular efforts will be made along the following strategic orientations:

**Strategic objective 1:** Improve the quality, reliability, accessibility and affordability of trade information and trade promotion services.

- Strengthen coordination between public and private institutions for efficient exchange of reliable trade information and trade promotion services.
- Strengthen TISIs' ability to provide relevant and up-to-date information in a coordinated manner, and provide trade promotion services (including online and offline support).
- Enhance regional chambers' and institutions' ability to support SMEs to integrate into the export value chain through increased access to trade information and export promotion services.

**Strategic objective 2:** Build the capacity of SMEs and emerging exporters to collect and analyse trade information and conduct export promotion.

- Increase awareness of online information and resources available under promotional services.
- Implement a targeted capacity-building programme for SMEs and exporters to enable them to use information and promotion services efficiently.

**Strategic objective 3:** Strategically augment trade promotion programmes with focused interventions.

- Build Brand Sri Lanka and sector brands.
- Strengthen and expand the scope of promoting Sri Lanka and its products through trade attachés in overseas missions.

## ESSENTIAL INTERVENTIONS AND ADJUSTMENTS

The following are the key essential interventions and adjustments necessary to create the future state of the Sri Lankan TIP TSF. This is exemplified through the above vision and these elements are all addressed through the strategic PoA. Based on the challenges mentioned earlier, it is suggested that Sri Lanka make the following priorities, with short, medium and long-term goals. Short-term means immediate to one year, medium-term is one to three years and long-term is beyond three years.

### Short-term goals:

- Establish a collaborative export intelligence and promotion portal (unified repository of export-related information).
- Strengthen TISIs' ability to provide relevant and up-to-date information in a coordinated manner, as well as to provide trade promotion services, especially targeted support to public sector organizations.

### Medium-term goals:

- Provide targeted support to regional Chambers of Commerce (Jaffna, Kandy, Galle, Hambantota).
- Develop the national branding and marketing position (tag lines, logos, materials and dissemination channels) and nominate a champion to lead these branding efforts across TISIs to ensure consistency.

### Long-term goals:

- Implement the Sri Lanka exports/investment branding campaign with standardized materials distributed in aeroplanes and at trade fairs, investment promotion, etc.
- Organize a standard periodic global synchronized event in all Sri Lanka missions overseas to promote Brand Sri Lanka, its exporters and investment opportunities.

Coordinating activities, monitoring progress and mobilizing resources for implementation will be critical to successful achievement of these targets. To that end, a public-private 'advisory committee' for the TIP function has been established, operationalized and empowered by the EDB. The TIP advisory committee is responsible for overall coordination, provision of policy guidance and the monitoring of TIP

trade function development along the strategic orientation. An effectively organized and supported committee can plan the TIP development strategically.

High-level support from the Government, in collaboration with strong championship by the private sector, will be the real drivers to transform Sri Lanka's exports.



Photo: (cc) pixabay

# OVERVIEW OF TRADE INFORMATION AND PROMOTION FUNCTION

Successful trade in global markets depends on gathering and analysing relevant market information, alongside plausible initiatives for promotion. Pertinent information allows firms to understand the commercial landscape of existing and potential markets, and analysed data facilitates the continued competitiveness of products and may permit enterprises to capitalize on emerging opportunities. Reliable information can be used to stay ahead of new trends and demands, thereby allowing enterprises to design, develop and modify products based on the requirements of target markets. Moreover, reliable information on international standards and regulations allows exporters to design products in accordance with the compliance requirements of target markets. Trade promotion aims to improve trade performance in a specific economic area, and can be location- or industry-based. TIP is a prerequisite for market penetration and a well-functioning trading platform contributing to diversification by facilitating the expansion of both geographic and

product markets. Ultimately, this will lead to an increase in both domestic and foreign trade, leading to enhanced national economic development.

This TIP Strategy is an integral part of the NES of Sri Lanka. The efficiency of the TIP network in Sri Lanka will contribute to the export performance of all sectors of the economy. This document presents the expectations and strategic objectives of the private and public sectors for improved TIP functions in Sri Lanka.

The analysis and recommendations of this document focus on key organizational, technical and skills development challenges that can be resolved through a structured partnership of institutions. There is significant scope to empower exporters' market entry and development through strengthened and more dynamic trade information.

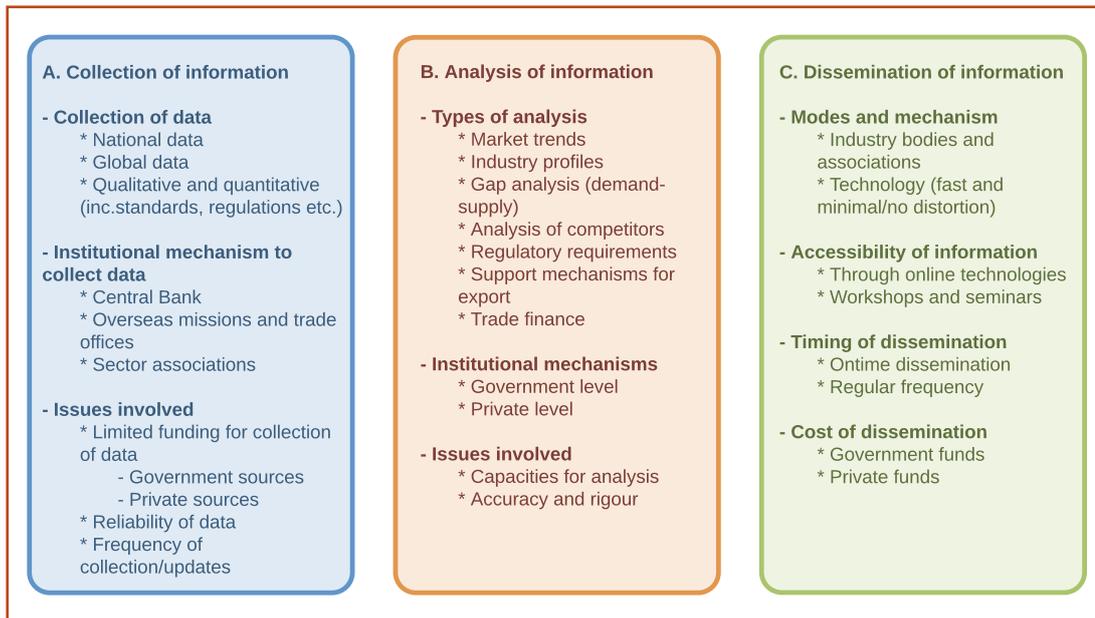
## TRADE INFORMATION

Trade information can be statistical data, market intelligence, regulatory procedures, standards and norms, or processes that are required to provide important analysis to take strategic decisions for international trade. This information refers to a set of activities that can broadly be classified in three categories – collection or gathering of information, analysis of such gathered information and efficient dissemination of the information. The process involves private and public players and requires networking among stakeholders for a seamless flow of information. Effective use of contemporary technologies for capturing to transmitting information is the key to successful trade information management.

## TRADE PROMOTION

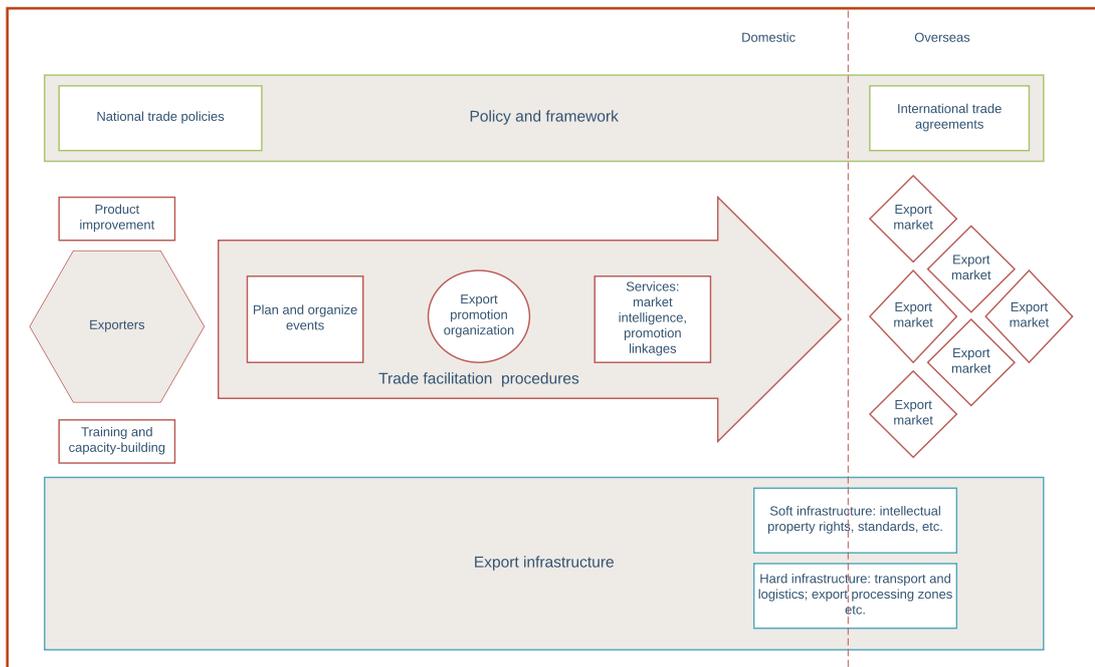
Trade promotion, also referred as export promotion, is a set of economic policies, interventions and initiatives aimed at improving trade performance in a target location or industry. Improvement is mainly sought by increasing exports both in absolute terms and relative to imports. When specific industries are targeted, trade promotion policies tend to focus on industries that have a comparative advantage over their foreign competitors. Ironically, trade promotion can also include expanding the supply of key inputs in a country's strongest industries, via import expansion.

**Figure 1: Trade information activities**



Source: ITC.

**Figure 2: Trade promotion approach**



Source: ITC.

## THE TIP PROCESS IN SRI LANKA

The lead organization for dissemination of trade information and promoting international trade is EDB, with support from institutions such as CBSL and SLC, which provide raw and

analysed data and information. From a private sector perspective, industry bodies such as CCC, NCE and FCCISL, among others, provide TIP services.

Of the national-level chambers, CCC, NCE and FCCISL provide TIP services for exporters. CCC has networks with over 70 overseas business chambers and trade associations, providing access not just to trade data and information but also to potential business opportunities. It also enjoys a close working relationship with international organizations – such as the Netherlands' Centre for the Promotion of Imports from Developing Countries, and ITC (Geneva); and donors such as the International Monetary Fund, the World Bank Group, the Asian Development Bank, the German Agency for International Cooperation and the United States Agency for International Development – to enhance global links. The Sri Lankan national chambers also provide policy advocacy assistance, representing the exporter community in asking for the support required from the Government for global trade.

NCE is the major chamber specifically representing the exporter community of Sri Lanka. It assists in trade inquiries and provides trade leads received from Sri Lankan missions overseas, foreign trade chambers, and other trade organizations, which are disseminated to members. NCE participates in overseas and local trade fairs and trade exhibitions,

and organizes promotion programmes and trade delegations. Importantly, NCE is the designated Chamber to issue Certificates of Origin and related documents to Sri Lankan exporters, besides issuing specialized certificates such as International Organization for Standardization 22000, 9001 and 14000; Hazard Analysis and Critical Control Points; Occupational Health and Safety Assessment Series 18001; Social Accountability 8000; Good Manufacturing Practices, etc. to exporters. Furthermore, the annual NCE Export Awards recognize and reward the export performance of Sri Lankan exporters and those who provide services to exporters.

FCCISL is an umbrella organization of the private sector, playing a key role in promoting business and industry in the country by providing member bodies with a wide spectrum of services ranging from advisory to consultative, promotional, information-sharing and representative services. It is also the most widespread business organization, with member bodies from all districts and provinces of Sri Lanka and a nationwide membership of over 50 chambers of commerce and business associations. It is a key organization for dissemination of TIP to rural areas of Sri Lanka and SMEs.

## Box 1: Case study: TIP organizations – Canada

**Export Development Canada:** This body is the Canadian export credit agency that supports and develops Canada's export trade by helping Canadian companies respond to international business opportunities. It is a self-financing, Crown corporation that operates at arm's length from the Government. It provides insurance and financial services, bonding products and small business solutions to Canadian exporters and investors and their international buyers. Much of its business is done in partnership with other financial institutions and through collaboration with the Government of Canada. Unlike most export credit agencies worldwide, it is financially self-sufficient and operates much like a commercial institution. The ability of Canadian companies, particularly SMEs, to connect with international buyers is critical to Canada's trade success, but many of these companies do not have the size or visibility to make that happen, particularly in emerging markets. One of Export Development Canada's strategies is to help make these connections through match-making sessions with the Canadian Trade Commissioner Service, through equity investments and by leveraging financial relationships with foreign buyers to encourage them to procure from Canadian suppliers. This strategy is particularly geared towards helping Canadian SMEs grow internationally.

**Canadian Trade Commissioner Service:** This Service provides on-the-ground intelligence and practical advice in foreign markets to help exports in a timely and cost-effective manner in order to achieve trade goals abroad. It is present in about 161 cities abroad and in Canada, and helps exporters navigate the complexities of international markets. It has privileged access to foreign governments, key business leaders and decision makers because it is a part of Canadian embassies and consulates. Its business contacts include potential customers, distributors,

sources of finance or investment, technology partners and intermediaries. It organizes trade missions led by the Minister of International Trade or other senior government officials, which include business briefings, market and sector presentations/discussions, networking events, B2B meetings, site visits (when possible) and face-time with the Minister or senior government officials. They also publish 'CanadExport' a magazine dedicated to exports from Canada.

**CanExport:** This Canadian Government programme provides direct financial assistance to SMEs registered in Canada that wish to develop new export opportunities and markets, especially high-growth emerging markets. Delivered by the Canadian Trade Commissioner Service in partnership with the National Research Council Industrial Research Assistance Programme, CanExport provides financial support for a wide range of export marketing activities.

**Canadian exports promotion tool:** This is a private sector export promotion tool that basically acts as a matchmaker between Canadian exporters and global importers. Supported by an interactive website in 32 languages, it reaches more than 100,000 importers and buyers in over 120 countries. It offers a wide range of export-related services that cover most of the import/export process. It also recommends specific products, services or Canadian business partners, establishes initial contact, facilitates negotiations, arranges business meetings and provides information about upcoming trade fairs and business delegations, among others. To facilitate smooth business, it has agreements with many service providers that cover important operations such as shipping, forwarding, clearing, translation and travel, among others.



| Stock  | Price     | Change |
|--------|-----------|--------|
| AAPL   | 106,82    | 626,5B |
| GOOG   | 501,79    | 340,4B |
| FB     | 74,05     | 206,4B |
| DOW J  | 17 320,71 | -      |
| DAX    | 9 990,09  | -      |
| YAHOO! | 79,58     | 59,55B |
| TIME   | 92,81     | 79,96B |

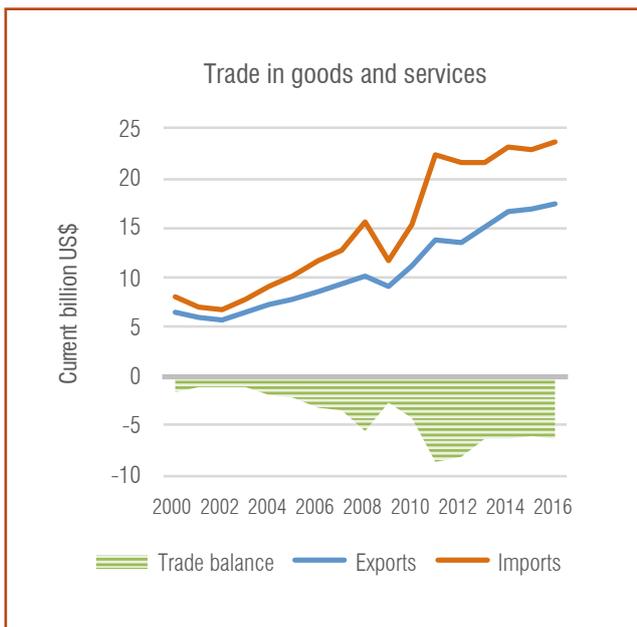
  

| Time Period | Price  |
|-------------|--------|
| 1W          | 13 511 |
| 1M          | 18 054 |
| 3M          | 18 054 |
| 6M          | 18 054 |
| 1Y          | 18 054 |
| 2Y          | 18 054 |

# EXPORT PROFILE OF SRI LANKA

Although Sri Lanka has traditionally been an import-dependent insular economy, exports have started showing positive trends over the past five years. Over the last decade, exports of goods and services grew by an annual average of 7.4%, reaching US\$ 17.4 billion in 2016. Imports growth over the same period was slightly lower at 7.3%, which is a hint towards a change in trade balance trends.

**Figure 3:** Sri Lankan trade in goods and services, 2000–2016 (US\$ billions)

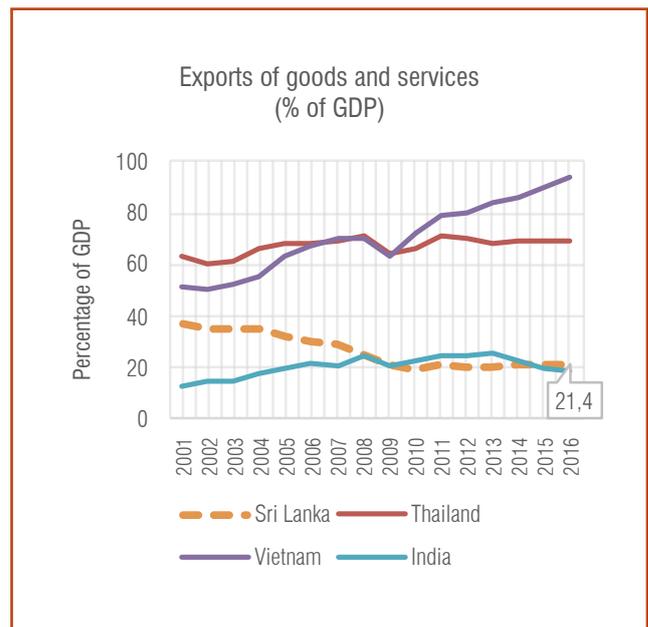


Source: ITC calculations based on Comtrade and World Bank World Development Indicators data, 2017.

However, these positive signs are counterbalanced by the fact that export growth starts from a very low base. Sri Lanka remains a marginal exporter in the region, with a world export share that stagnated between 0.08% in 2001 and 0.07% in 2016. Other economies, such as India, Thailand, Indonesia and Viet Nam, have successfully increased their export share during the same period, while already starting with a much higher share of world exports.

When comparing Sri Lanka's export growth to the region, the country's performance has improved. The only neighbouring countries reaching higher export growth rates were Viet Nam and India, with 15.5% and 8% respectively. Indonesia and Malaysia's exports of goods and services only grew at 4.6% and 1% respectively.

**Figure 4:** Trade to gross domestic product regional comparison, 2001–2016 (percentage of gross domestic product)



The trade deficit has also remained unchanged and has even been aggravated, leading to accumulation of the debt required to finance the balance-of-payments shortfalls. Sri Lanka's trade balance deficit remains substantial, and increased from US\$0.7 billion in 2001 to US\$8.9 billion in 2016.<sup>1</sup> This led to a rise in the ratio of debt to exports

1.– ITC calculations based on Comtrade data.

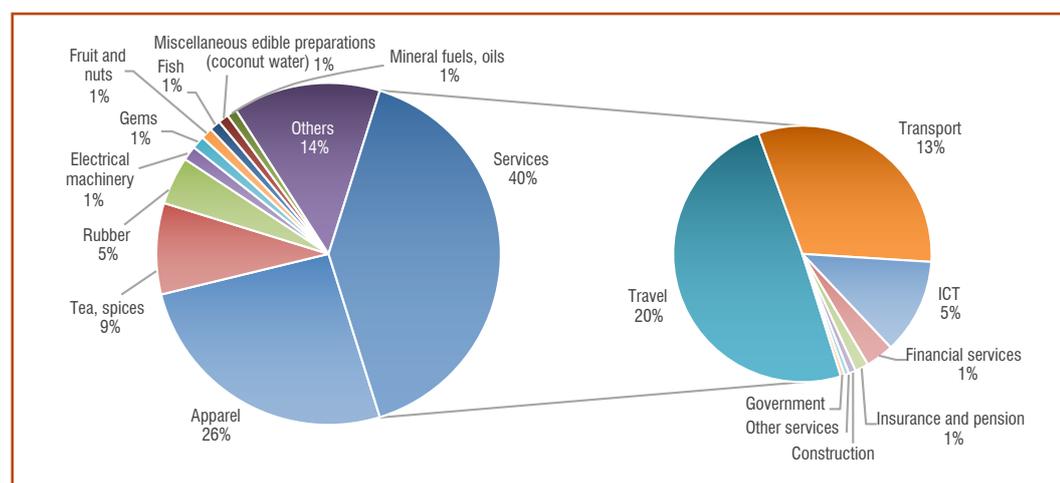
from 141% in 2000 to 265% in 2016.<sup>2</sup> While neighbouring countries such as Viet Nam, Thailand and Indonesia have succeeded in reducing their external debt ratio since 2000, Sri Lanka has become the country with the greatest debt to export ratio in South Asia.

**Even though exports of goods show limited diversification, the services sector has been evolving more dynamically, becoming one of the drivers of recent export performance.** In absolute terms and compared with 2005,

Sri Lankan exports of services quadrupled to US\$7.1 billion in 2016. In relative terms, service exports increased from 4.7% of GDP in 2011 to nearly 8% in 2015. The services sector also enjoyed a trade surplus, which stood at US\$2.3 million in 2015. Within services exports, the greatest growth came from the travel, and information and communications technology industries, with 24% and 18% annual growth between 2006 and 2016 respectively. The transportation sector enjoyed 12% annual growth over the same period. The travel industry overtook transportation services in 2014 and became the largest service export, culminating at US\$3.5 billion today. Recently, financial, insurance and pension – as well as construction – services have gained, but still play a less significant role in overall Sri Lankan exports of services.

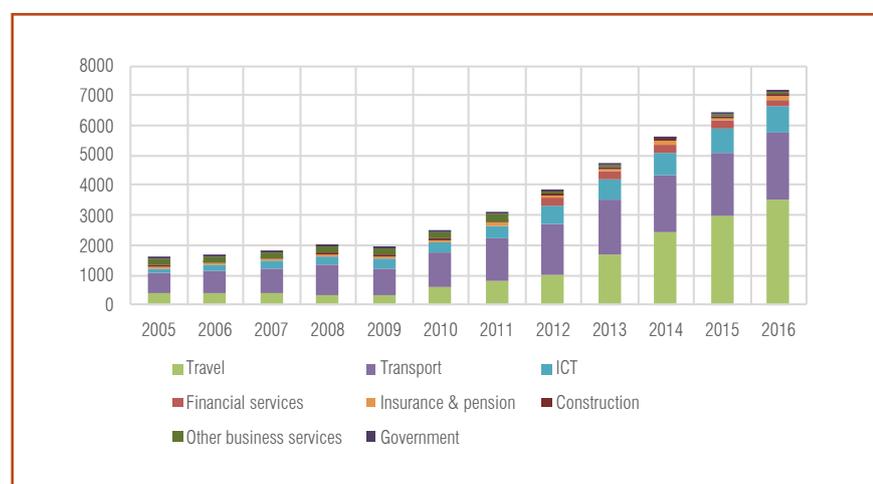
2.– International Monetary Fund (2016). Sri Lanka – Staff Report for the 2016 Article IV Consultation and Request for a Three-Year Extended Arrangement Under the Extended Fund Facility, p. 54. IMF Country Report No. 16/150. Washington, D.C.

**Figure 5: Composition of Sri Lanka’s exports of goods and services, 2016**



Source: ITC calculations based on Comtrade data, 2017.

**Figure 6: Sri Lankan services exports, 2005–2016**

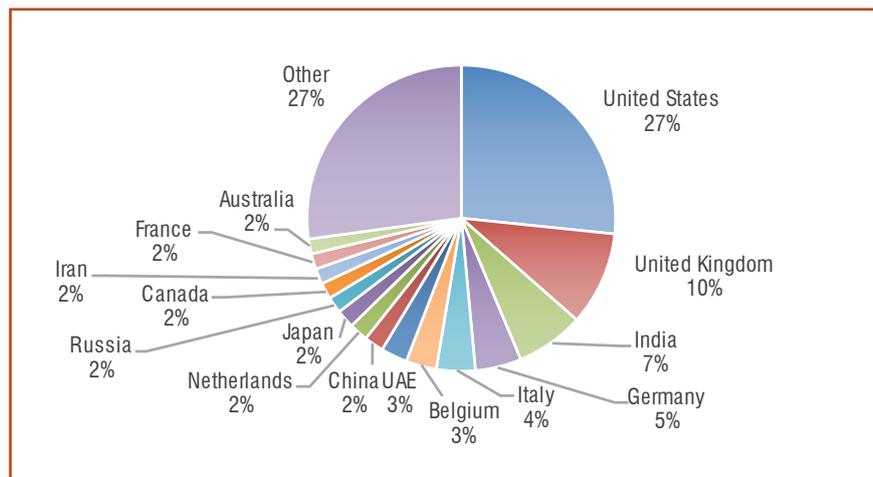


Source: ITC calculations based on Comtrade data, 2017.

The main goods' export destinations remained relatively unchanged over the past decade, showing limited overall market diversification. In 2016, Sri Lanka's top export destinations were the United States of America (27% of total exports in goods), the United Kingdom of Great Britain and Northern Ireland (10%), India (7%) and Germany (5%). Compared to 2005, the ranking of the top four export

destinations did not change, while their total share decreased by 9%. Current global trends in market development will be relevant for future Sri Lankan exports. The foreseen granting of the EU Generalized System of Preferences+, Brexit, the Trans-Pacific Partnership and prospering Asian markets are all changing Sri Lanka's positioning in the international trade environment.

**Figure 7: Export destinations, 2016**



Source: ITC calculations based on Comtrade data, 2017.

Even though market diversification remained modest, Sri Lanka's new markets mostly emerged in Asia rather than Europe over the last five years. The greatest growth of exports between 2012 and 2016 was in the Chinese (23%), Indian (8%), American (7%), Canadian (7%) and Emirati (7%) markets. European destinations have generally been shrinking since 2011 as a share of Sri Lanka's total exports. This confirms the ability of mature export sectors to expand their market reach. For example, tea is exported to 111 countries, while apparel is exported to around 90 countries.

evaluation of TISIs from the perspective of how well they serve TIP stakeholders.<sup>3</sup>

## POLICY SUPPORT NETWORK

These institutions represent ministries and competent authorities responsible for influencing or implementing policies affecting the sector.

## INSTITUTIONAL ASSESSMENT OF TRADE INFORMATION AND PROMOTION SERVICES

TISIs are institutions that have an interest in, and bearing on, export development. Tables 1 to 3 identify the main TISIs whose service delivery affects the TIP framework in Sri Lanka. An assessment of TISIs along three key dimensions – coordination and influence, human capital and financial capacity, and quality of service – is provided. The assessment was conducted based on stakeholders'

3.– 'Coordination and influence' measures an institution's links with other institutions as well as the beneficiaries of their services (in particular, the private sector) in terms of collaboration and information sharing. 'Human capital and financial capacity' assessed the general level of ability of this institution's staff in terms of their training and responsiveness to sector stakeholders and the financial resources/capacity available to the institution to provide efficient service delivery. 'Quality of service' assessed the institution's ability to disseminate important information appropriately and efficiently.

**Table 1: Sri Lanka's TIP policy support network**

| Name of institution                                                 | Function/role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Coordination and influence | Human and financial capacity | Quality of service |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|--------------------|
| Ministry of Development Strategies and International Trade (MoDSIT) | MoDSIT formulates policies and strategies for regional and bilateral economic cooperation along with the Department of Commerce (DoC).<br>MoDSIT also encourages exports and represents Sri Lanka at trade shows locally and globally.                                                                                                                                                                                                                                                                            | M                          | M                            | L                  |
| DoC                                                                 | DoC develops and promotes Sri Lanka's foreign trade relations through effective implementation of government trade policy. It evaluates, negotiates and implements bilateral, regional, multilateral and overseas trade relations. DoC also acts as a focal point for intergovernmental and intra-ministerial communication.<br>Furthermore, it deposes officers as trade attachés from among its staff, to promote trade and investments in Sri Lanka's 66 diplomatic missions in 51 countries around the world. | H                          | L                            | L                  |
| CBSL                                                                | CBSL is the monetary authority of Sri Lanka and the apex institution in the country's financial sector. It is responsible for the conduct of monetary policy in Sri Lanka and also has wide supervisory powers over the financial system.<br>It also collates trade-related data and analyses the same for further publication in the public domain.                                                                                                                                                              | H                          | L                            | M                  |

## TRADE SERVICES NETWORK

These institutions or agencies provide a wide range of trade-related services to both the Government and enterprises. They support and promote sectors and are concerned with the delivery of trade and export solutions within a developing country.

**Table 2: Sri Lanka's TIP trade services network**

| Name of institution | Function/role                                                                                                                                                                                                                                                                                                                                                                                                           | Coordination and influence | Human and financial capacity | Quality of service |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|--------------------|
| EDB                 | EDB is Sri Lanka's apex organization for the promotion and development of exports. It advises the Government on export policies in order to create a conducive environment for exports; monitors the performance of the export sector; and promotes Sri Lankan products and services globally by acting as a facilitator of export development and co-coordinating export development activities with all stakeholders. | H                          | L                            | M                  |
| SLC                 | SLC facilitates legitimate trade, collects revenue, evaluates import and export data to provide statistics, and cooperates and coordinates with other government departments and stakeholders with respect to imports and exports.                                                                                                                                                                                      | H                          | H                            | M                  |

## BUSINESS SERVICES NETWORK

These are associations or major representatives of commercial services providers used by exporters to effect international trade transactions.

**Table 3: Sri Lanka's TIP business services network**

| Name of institution                       | Function/role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Coordination and influence | Human and financial capacity | Quality of service |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|--------------------|
| Ceylon Chamber of Commerce                | Established on March 25, 1839, The Ceylon Chamber of Commerce is amongst the few legendary institutions in the Asia Pacific region to hold such an unbroken record. The Ceylon Chamber has the unique feature of a Confederation of Chambers of Commerce and Industry, Trade Associations, Regional Chambers, Employer organizations and Bilateral Business Councils in Sri Lanka having formed alliances with 23 Regional and other Chambers of Commerce, 40 Trade, Product and Service Associations and 19 Bilateral Business Councils with an outreach of over 8,500 covering the entire spectrum of the business community ranging from sole proprietors to multinationals. In addition, it has established strong links with 125 overseas trade promotion organisations by way of signing Memorandum of Understanding as at end March 2018. | H                          | H                            | H                  |
| National Chamber of Commerce of Sri Lanka | The National Chamber of Commerce of Sri Lanka is a leading business chamber with a network of offices nationwide promoting domestic and foreign trade, with a special emphasis on the development of SMEs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | M                          | M                            | M                  |
| NCE                                       | NCE is the only private sector chamber exclusively servicing Sri Lankan exporters. The key services provided include disseminating trade inquiries and trade leads; conducting training programmes and workshops; participating in trade fairs, exhibitions and trade delegations; providing access to services of overseas trade representatives; organizing sectoral meetings; and dissemination of market information, trade statistics and buyer information, among others.                                                                                                                                                                                                                                                                                                                                                                  | M                          | M                            | M                  |
| FCCISL                                    | FCCISL is one of the largest apex business support organizations in Sri Lanka, with membership in all districts and provinces. It works towards arranging inward and outward trade delegations from numerous countries in order to provide wider interaction with the Sri Lankan business community, issues Non-Preferential Certificates of Origin to Sri Lankan exporters, and conducts a wide variety of education and training activities. For the promotion and development of SMEs, it provides them with industrial engineering and technology transfer services, energy and environmental services, enterprise development services, etc., as well as services promoting public-private partnerships for SMEs.                                                                                                                           | L                          | M                            | M                  |
| Sector associations                       | <ul style="list-style-type: none"> <li>• The Spice Council of Sri Lanka</li> <li>• Sri Lanka Tea Board – Statistics division</li> <li>• Lanka Fruits and Vegetable Producers, Processors and Exporters Association</li> <li>• Sri Lanka Electronic Manufacturers and Exporters Association</li> <li>• Joint Apparel Association Forum</li> <li>• Association of Small and Medium Enterprises in Tourism</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                               | H                          | M                            | M                  |
| Regional and district chambers            | Regional and district chambers facilitate trade and issue Certificates of Origin while helping with training and building capacities of SME businesses in regional and rural areas of Sri Lanka.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | L                          | L                            | L                  |

## ASSESSMENT OF TIP INSTITUTIONS

Coordination among public and private stakeholders in obtaining TIP details is limited. There is no common platform where they can share or find relevant information. Coordination among public sector organizations is better but there are overlapping work profiles between departments and ministries. For example, some of the work profiles of CBSL overlap with work profiles of people working in SLC when it comes to analysis of trade-related data. This overlapping of work may lead to duplication of effort, which may also be a waste of expenditure.

The human capital and financial capacity of most organizations lies in the medium range as an average. This is also due to the fact that dissemination of information may not be comprehensive on request by email or by phone. According to discussions in the consultations, important links for TIP struggle with less than ideal human capital to provide the necessary support to exporters. Moreover, even in organizations that seem to have highly qualified employees, trade information dissemination is not perceived as a priority. Financial capacity is also a challenge. It was also noted that, even for those projects that have been funded through national budgets, line organizations – due to limited

capacities within the organizations – have delayed implementation long enough that the project funds spill over to the following year and the budgeted funds get reallocated due to ineffective use.

Quality of service is also considered average. According to inputs from consultations, it has been inferred that besides the limited availability of requisite trade information, responses to the information gathered that are available for public consumption are often not disseminated, even on request. This is largely due to limited managerial and administrative capacities.

## PERCEPTION OF SRI LANKAN TIP TISIS – INFLUENCE VERSUS ABILITY

As table 4 demonstrates, the capacities of organizations whose level of influence is high – such as EDB and DoC (mostly reflecting Sri Lankan missions overseas) – to respond to needs in terms of TIP are low. This demonstrates that improving the capacities of these institutions is critical, especially EDB, because it is the lead institution for TIP and ultimately for exports from the country.

**Table 4:** Perception of Sri Lankan TIP TISIs – influence versus ability

|                              |        | Capacity of institution to respond to sector needs      |                                                                                                                                |                                                                                        |
|------------------------------|--------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
|                              |        | High                                                    | Medium                                                                                                                         | Low                                                                                    |
| Level of influence on sector | High   | <ul style="list-style-type: none"> <li>• SLC</li> </ul> | <ul style="list-style-type: none"> <li>• Sector associations</li> </ul>                                                        | <ul style="list-style-type: none"> <li>• CBSL</li> <li>• EDB</li> <li>• DoC</li> </ul> |
|                              | Medium |                                                         | <ul style="list-style-type: none"> <li>• MoDSIT</li> <li>• National Chamber of Commerce of Sri Lanka</li> <li>• NCE</li> </ul> | <ul style="list-style-type: none"> <li>• CCC</li> </ul>                                |
|                              | Low    |                                                         | <ul style="list-style-type: none"> <li>• FCCISL</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>• Regional and district chambers</li> </ul>     |

Moreover, most of the industry chambers such as the National Chamber of Commerce of Sri Lanka and NCE, have medium capacities, and CCC has low capacity, while all have moderate influence; this shows that if the capacities of these industry-led institutions can be built, they can become more influential. Improvements should be specifically

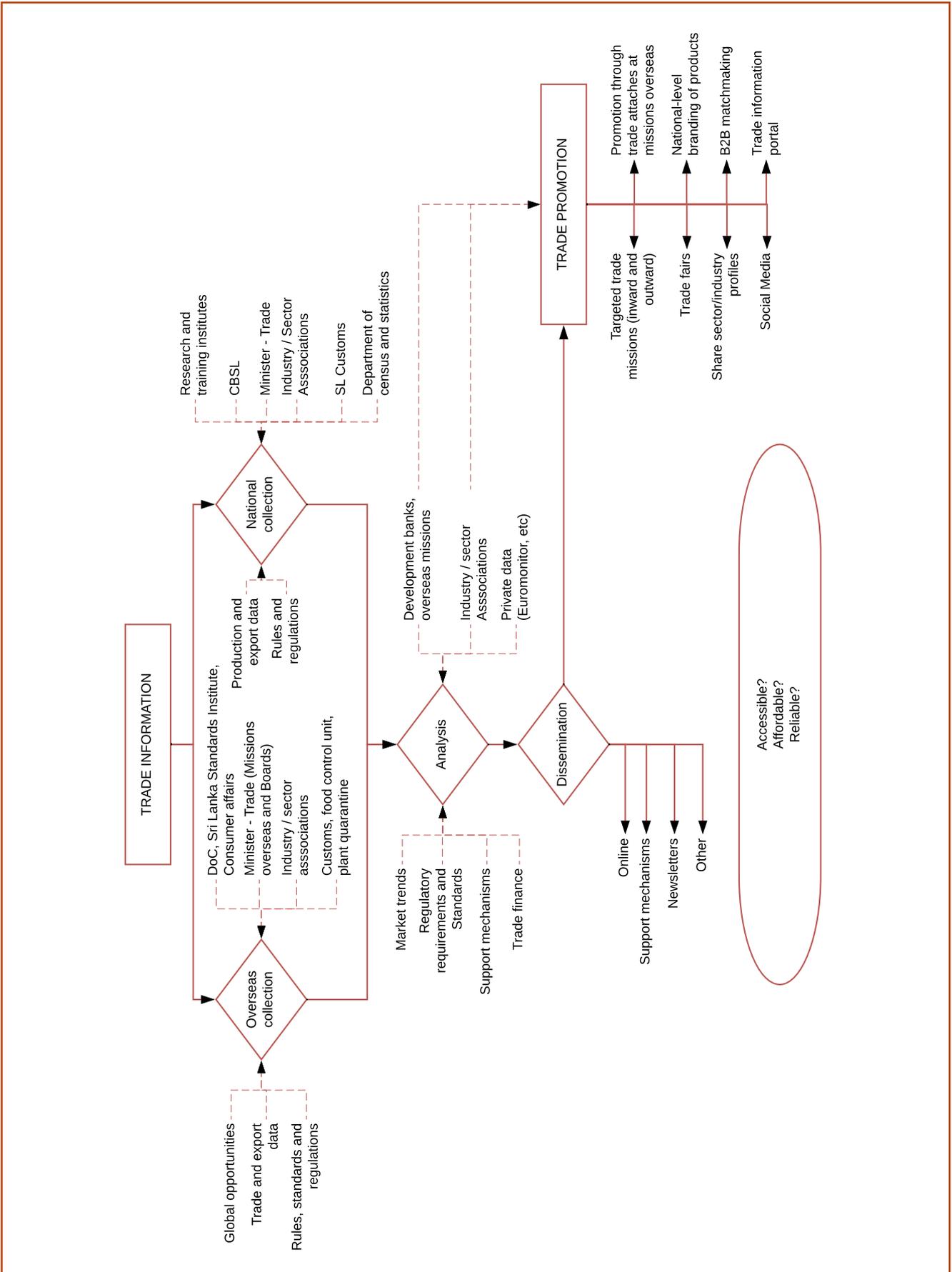
focused on strengthening capacities in technical and administrative skill sets, besides providing a platform such as an export intelligence and promotion portal that can guide coordination between the public and private sectors and bridge the knowledge gap between national and regional organizations.

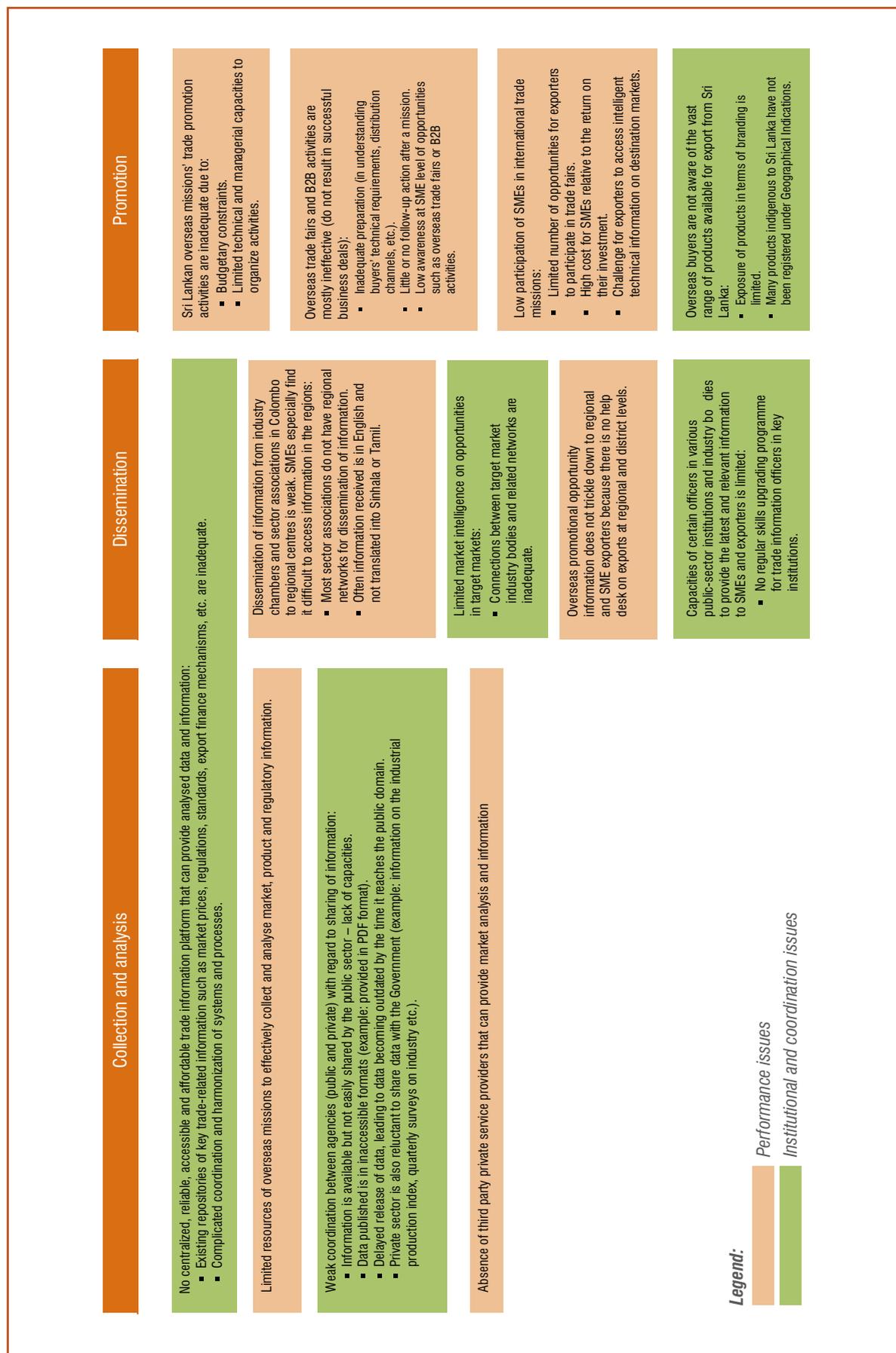
## INSTITUTIONAL ADJUSTMENTS

### Box 2: Institutional adjustments for TIP

| Institutional adjustment                                                                                                 | Implementation procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengthen coordination between public and private institutions for reliable trade information services                  | <ul style="list-style-type: none"> <li>• Establish a collaborative export intelligence and promotion portal (unified repository of trade-related information)</li> <li>• Organize quarterly technical review meetings to review and validate the quality of information uploaded to the portal</li> </ul>                                                                                                                                                                                            |
| Strengthen TISIs' ability to provide information in a coordinated manner and provide trade promotion services            | <ul style="list-style-type: none"> <li>• Strengthen the capacity of TISI officers and their corresponding regional officers</li> <li>• Build the capacities of DoC trade attachés to enable them to gather and analyse information and be able to organize trade fairs and B2B meetings</li> <li>• Strengthen industry bodies' connections with regional chapters on TIP</li> <li>• Establish regional export advisory committees in key regions (Jaffna, Kandy, Galle, Hambantota, etc.)</li> </ul> |
| Implement a targeted capacity-building programme for SME exporters to efficiently use information and promotion services | <ul style="list-style-type: none"> <li>• Develop a standardized training course to build capacities of SME exporters through sector associations</li> <li>• Implement a Training of Trainers (ToT) programme to reach out to regional chambers and sector associations with standardized training courses on trade analysis and promotion. These trainers can then continue training regularly</li> </ul>                                                                                            |

# TRADE INFORMATION AND PROMOTION PROCESS MAP





## FOCUSING ON THE MOST PRESSING ISSUES

To remain realistic and resource-efficient, the Strategy cannot focus on all the issues affecting the value chain. It will thus need to make an informed selection of the most important ones which need to be addressed. To assess this, the criteria used are the level of disturbance (as perceived by national stakeholders) and the ease of resolution (both in terms of cost and the time involved).

### TOP ISSUES TO BE ADDRESSED ON COLLECTION, ANALYSIS AND DISSEMINATION OF TRADE INFORMATION

#### ABSENCE OF A CENTRALIZED RELIABLE, ACCESSIBLE AND AFFORDABLE EXPORT INFORMATION AND PROMOTION PLATFORM

Although there is information and data available in the public domain, there is no centralized, reliable, accessible and affordable trade information platform in the country that can provide analysed data and information efficiently. The existing repositories mandated to provide key trade-related information such as market prices, regulations, standards, export finance mechanisms etc. are inadequate. Information is neither updated nor analysed and disseminated on a real-time basis. Moreover, there are limited mechanisms for reporting or using standard templates and timelines to review and validate the quality of information currently available in existing repositories. Coordination between data providers and data users is also poor, leading to redundancy/ irrelevance of the captured data and leaving required data uncaptured.

*This constraint is addressed through PoA: 1.1.1, 1.1.2 and 1.1.3*

### TOP ISSUES TO BE ADDRESSED ON COLLECTION AND ANALYSIS OF INFORMATION

#### WEAK COORDINATION BETWEEN AGENCIES WITH REGARD TO GATHERING AND SHARING OF INFORMATION

Trade data and information for trade promotion is gathered, analysed and disseminated by various agencies, both public and private, in Sri Lanka. However, the coordination between these agencies and institutions is weak, leading to duplication and competition for self-promotion. Most times the requisite data and information is available in the public domain but is not made easily available, mostly due to lack

of technical and administrative capacities. Moreover, data published is often inaccessible for further analysis because it may be made available in unsuitable formats. For example, trade data made available by CBSL is shared in PDF format instead of Excel format, making it more difficult to use the data effectively. Release of data is also often extremely delayed, which renders the data stale and of limited usefulness. The consultations also highlighted the issue of the private sector's reluctance to share data in the public domain. This leads to not having data on local demand, industrial production, surveys on industry, etc.

*This constraint is addressed through PoA: 1.1.3 and 1.1.4*

#### LIMITED RESOURCES OF OVERSEAS MISSIONS TO EFFECTIVELY COLLECT AND ANALYSE MARKET, PRODUCT AND REGULATORY INFORMATION

Although there are many opportunities available in global markets, especially untapped markets for Sri Lankan exporters, limited market intelligence on target markets limits knowledge about export prospects. Two of the main reasons for this situation are that there are limited connections between target market industry associations and other private networks, and that there are limited third party private service providers that can assist in market analysis and promotion services for overseas market development.

Moreover, due to capacity limitations and other challenges faced by commercial attachés posted overseas, information on opportunities is limited. This is also due to inadequate skill upgrading programmes for trade information officers at overseas missions and key institutions.

*This constraint is addressed through PoA: 1.2.1, 1.2.2, 2.1.1, 2.1.2, 2.2.1 and 2.2.2*

#### TRADE INFORMATION AND OPPORTUNITIES ARE NOT EASILY ACCESSIBLE TO EXPORTERS IN REGIONAL AREAS

Exporters, especially SMEs in the regions, find it difficult to obtain data and information on export opportunities. This could be because the information may be available but not translated into Sinhala or Tamil. The disconnect between the chambers based in Colombo and their regional centres also often leads to lack of information for regional players.

*This constraint is addressed through PoA: 1.3.1, 1.3.2, 2.1.1, 2.2.1 and 2.2.2*

## TOP ISSUES TO BE ADDRESSED ON DISSEMINATION OF TIP

### LINKS BETWEEN NATIONAL CHAMBERS AND THEIR CHAPTERS IN REGIONS ARE WEAK

Dissemination of information from industry chambers and sector associations in Colombo to regional centres is weak. SMEs in regional areas especially find it difficult to access information because most sector associations, especially sector-specific associations, do not have regional networks for dissemination of information or because the little information they do receive is in English and not translated into Sinhala or Tamil, rendering it useless. Moreover, information on overseas promotional opportunities does not trickle down to regional SME exporters because there is no help desk on exports at regional or district level.

*This constraint is addressed through PoA: 1.3.1 and 1.3.2*

## TOP ISSUES TO BE ADDRESSED ON PROMOTIONAL ACTIVITIES OF TIP TISIS

### PROMOTIONAL ACTIVITIES CONDUCTED BY SRI LANKAN MISSIONS OVERSEAS, INCLUDING OVERSEAS TRADE FAIRS AND B2B ACTIVITIES, ARE INADEQUATE

During consultations, stakeholders conveyed that Sri Lankan overseas missions' activities to promote the country's sectors or products is inadequate. This is mostly due to budgetary constraints and to some extent due to limited technical and managerial capacities to organize sizeable activities. Although many overseas trade fairs and B2B activities are attended, many times these are ineffective, i.e. not resulting in successful business deals or opportunities. This is often because preparation to attend such events – such as understanding buyers' technical requirements, distribution channels etc. – has been inadequate. In addition, follow-up action after attending trade fairs and B2B meetings is also often minimal.

*This constraint is addressed through PoA: 3.1.2, 3.2.1 and 3.2.2*

## BRANDING OF SRI LANKA AND ITS PRODUCTS IN TARGET MARKETS IS LIMITED

Overseas buyers are not aware of the vast range of products available for export from Sri Lanka. This is due to the fact that exposure to products and brands from Sri Lanka is limited and many products indigenous to Sri Lanka have not been registered under the Geographical Indication programme. Most individual companies have their own campaigns to promote their products but there are none under a common banner. These independent promotional campaigns may be successful for local marketing but in international markets, exposure under a larger brand banner will help all Sri Lankan exporters compete with other producing countries.

*This constraint is addressed through PoA: 3.1.1, 3.1.2, 3.2.1 and 3.2.2.*

## SME PARTICIPATION IN INTERNATIONAL TRADE MISSIONS IS LOW

SMEs, especially from regional areas, have low participation in international trade missions and B2B meetings. One of the main reasons is that SMEs do not see the value of attending international trade fairs, given the cost in comparison to the return on investment. Secondly, for those who do see value in attending such international trade missions, often they do not get adequate intelligent technical information on the specific destination market for them to make best use of the opportunities trade fairs and missions provide.

*This constraint is addressed through PoA: 2.2.1 and 3.2.2.*

# IMPROVING TRADE INFORMATION AND PROMOTION FOR SRI LANKA'S EXPORTS

## THE VISION

TIP is a significant element of developing export competitiveness across Sri Lanka. Both the availability and quality of TIP is weak. Coordination among the institutions related to TIP is weak and has led to redundancies in some places and gaps in service delivery in other areas. These and other constraints pose challenges for Sri Lankan exporters to access markets globally and will need to be addressed for successful exports. With that in mind, public and multi-sectoral private stakeholders crafted the following industry vision to bring Sri Lanka on a par with global standards for dissemination of TIP:

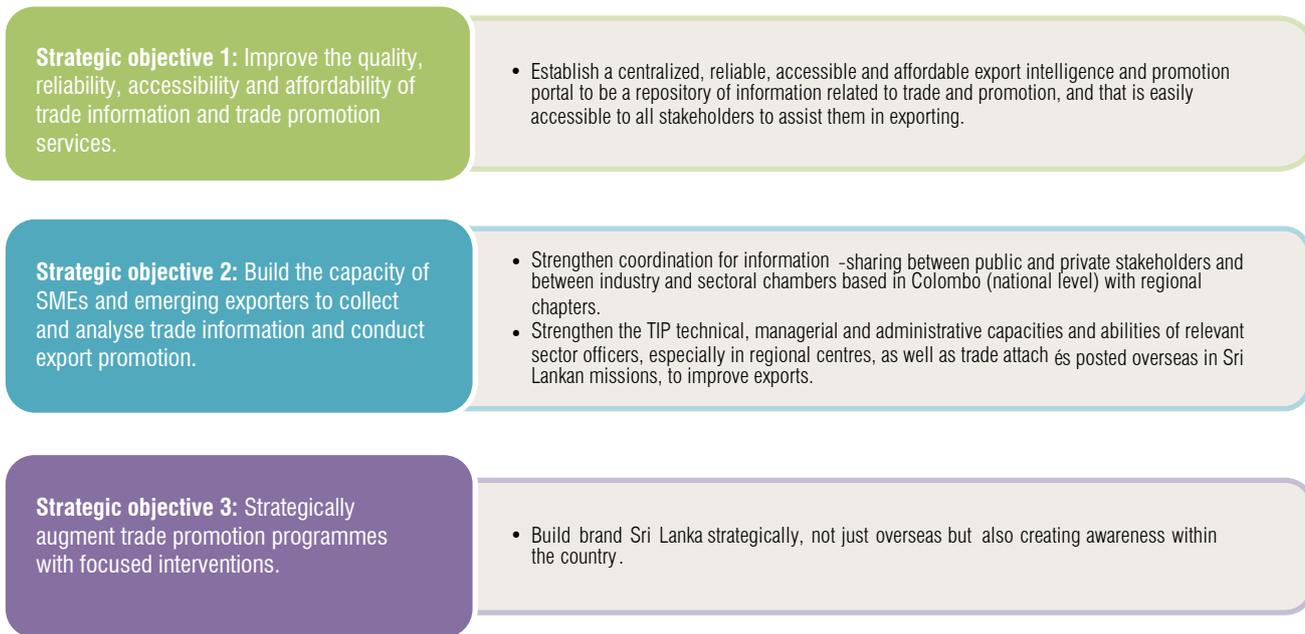
“ Enabling exporters to make strategic market decisions to promote Sri Lanka's trade ”

## THE STRATEGIC OBJECTIVES

The PoA will respond to this vision by addressing the sector's constraints and leveraging opportunities in a comprehensive manner. To this end, particular efforts will be made along the following strategic orientations:



Photo: (cc) pixabay

**Figure 8: Strategic objectives for TIP**

## ESSENTIAL INTERVENTIONS AND ADJUSTMENTS

With the globalization of the world economy, the cross-border flow of goods and services is experiencing unprecedented expansion, presenting many new opportunities. For instance, trade and investment have become more closely linked and are taking greater proportions of world trade, and are increasingly on the agendas of governmental, multilateral and bilateral organizations' negotiations. Following are the key essential interventions and adjustments required for the future state of Sri Lanka's TIP TSF. This future state is exemplified through the above vision and these elements are all addressed through the cross-sector's strategic PoA.

Based on challenges addressed earlier, it is suggested that Sri Lanka make the following priorities, with short, medium and long-term goals. Short-term means immediate to one year, medium is one to three years and long-term is beyond three years.

### Short-term goals:

- Establish a collaborative export intelligence and promotion portal (unified repository of export-related information).
- Strengthen TISIs' ability to provide relevant and up-to-date information in a coordinated manner, as well as to provide trade promotion services. Especially target support to public sector organizations.

### Medium-term goals:

- Provide targeted support to regional chambers of commerce (Jaffna, Kandy, Galle, Hambantota).
- Develop the national branding and marketing position (tag lines, logos, materials and dissemination channels) and nominate a champion to lead these branding efforts across TISIs to ensure consistency.

### Long-term goals:

- Implement the Sri Lankan exports/investment branding campaign with standardized materials distributed in aeroplanes and at trade fairs, investment promotion, etc.
- Organize a standard periodic global synchronized event in all Sri Lanka missions overseas to promote Brand Sri Lanka, its exporters and investment opportunities.

Furthermore, it is important to assess the opportunities that may be available for exploitation in terms of products and locational priorities.



Photo: (cc) pixabay

| Sector                                                                                                                                                                                                                                                                                                                                                          | Products/services                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Agricultural and processed food products                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Processed food and beverages</li> <li>• Spices and concentrates</li> <li>• Tea</li> <li>• Rubber and rubber-based products</li> <li>• Fisheries</li> <li>• Organic and fair trade and/or socially certified products</li> </ul>                                                                                                                                                                 |
| Manufacturing                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Boatbuilding</li> <li>• Electronics</li> <li>• Apparel and textiles</li> <li>• Gems and jewellery</li> <li>• Chemicals and plastics</li> <li>• Wood, toys, gifts, handicrafts and handloom</li> <li>• Footwear and leather</li> <li>• Ceramics, porcelain, glass, sands, metals and minerals</li> <li>• Paper, printing and packaging</li> </ul>                                                |
| Services                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Tourism – including wellness, business and conventions, cultural, adventure and ecological package tours</li> <li>• Information and communications technology–business process management – software development, knowledge processing centres, call centres</li> <li>• Regional logistics hub for the South Asian Association for Regional Cooperation and South-East Asian markets</li> </ul> |
| <b>Market priorities</b>                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <ul style="list-style-type: none"> <li>• Sri Lankan diaspora worldwide</li> <li>• South Asian Association for Regional Cooperation countries</li> <li>• China</li> <li>• South-East Asia</li> <li>• European Union, particularly Germany</li> <li>• United States and Canada</li> <li>• Japan</li> <li>• Republic of Korea</li> <li>• Chinese Taipei</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                          |

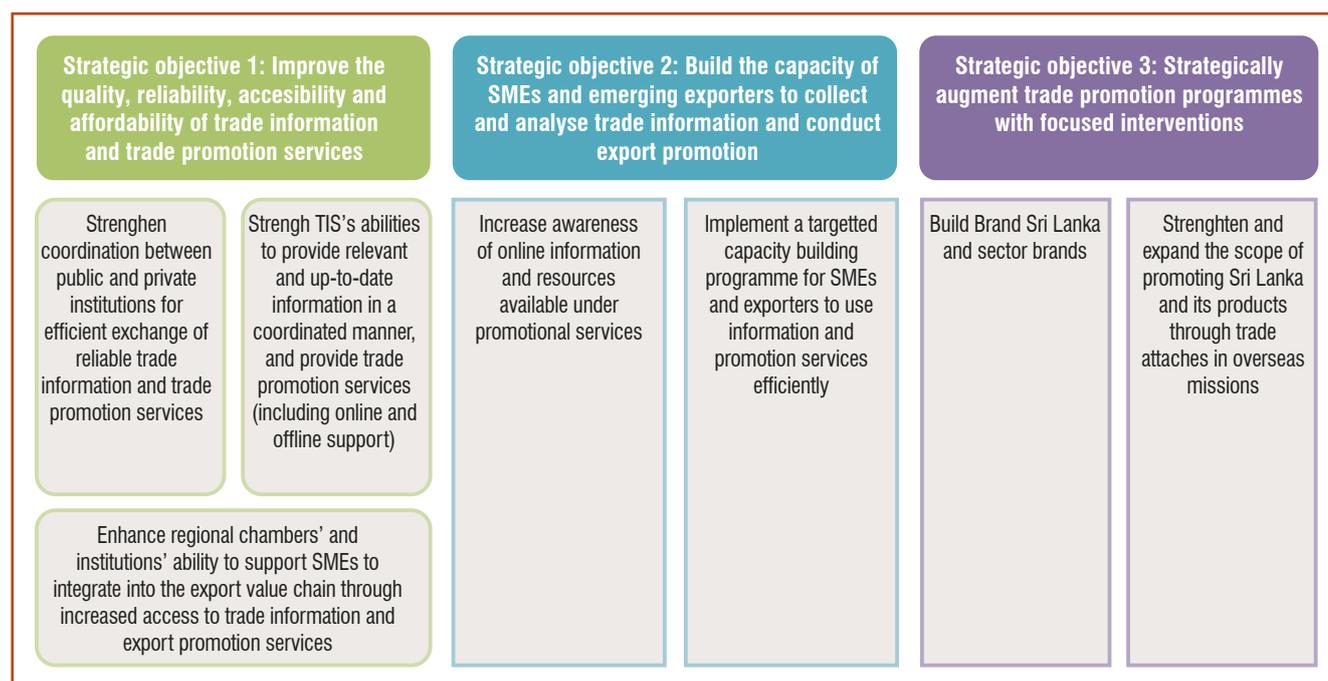
# MOVING TO ACTION – IMPLEMENTATION FRAMEWORK

The strategic enhancement of Sri Lanka's exports depends on the availability of proper trade intelligence and information, and effective promotion campaigns. Achieving this ambitious objective will depend on the ability of the requisite stakeholders to implement the activities defined in this TIP Strategy. As a primary intervention to structure sector development, it is recommended that the following steps be taken with priority:

- Establish a centralized, reliable, accessible and affordable export intelligence and promotion portal to be a repository of information related to trade and promotion, and that is easily accessible to all stakeholders to assist them in exporting.
- Strengthen coordination for information-sharing between public and private stakeholders, and between industry and sectoral chambers based in Colombo (national level) with regional chapters.
- Strengthen the TIP technical, managerial and administrative capacities and abilities of relevant sector officers, especially in regional centres, alongside those of trade attachés posted overseas in Sri Lankan missions.
- Build Brand Sri Lanka strategically, not just overseas but also creating awareness within the country.

An immediate quick win would be to organize a standard periodic globally synchronized event in all trade missions overseas to promote Brand Sri Lanka, its exports and investment opportunities, targeting specific sectoral goals.

**Figure 9: Strategic and operational objectives**



## MANAGING FOR RESULTS

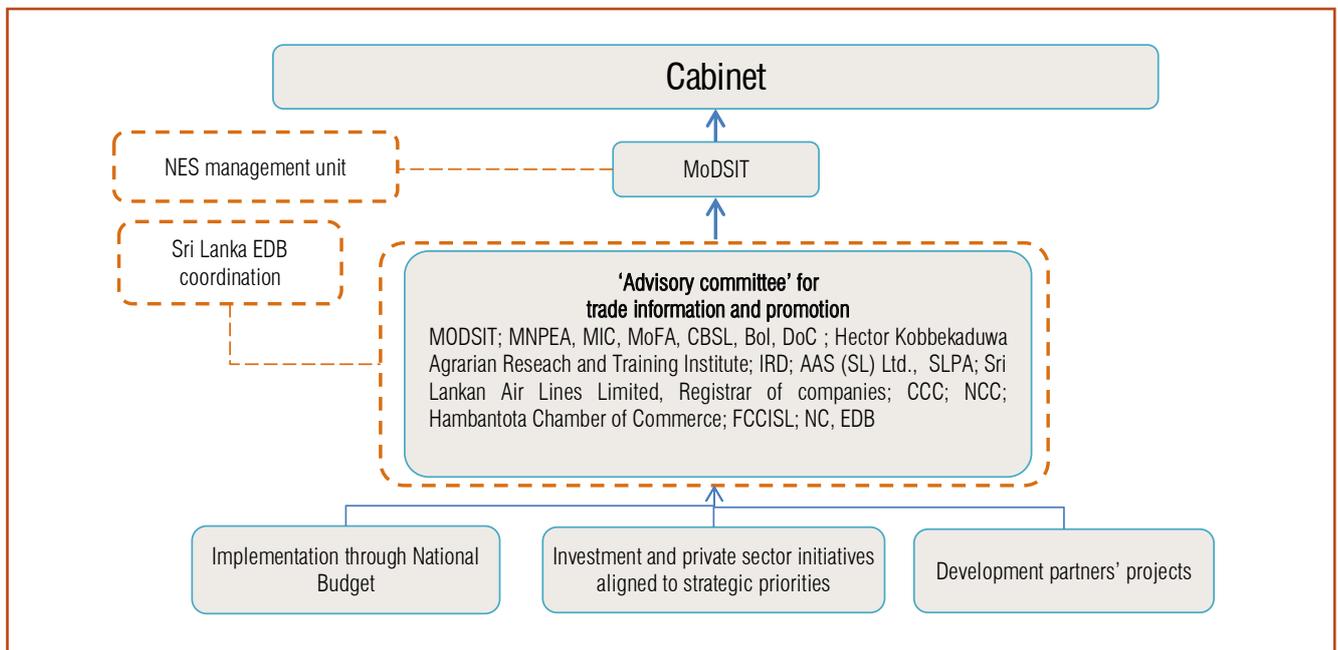
It is the translation of priorities into implementable projects that will achieve the substantial increase in export competitiveness and export earnings envisaged by the Strategy. These goals will be achieved by optimizing institutional support to exporters and strengthening private sector capacities to respond to market opportunities and challenges. The allocation of human, financial and technical resources is required to efficiently coordinate and implement the Strategy, and monitor overall implementation.

Successful execution of activities will depend on the ability of stakeholders to plan and coordinate actions in a tactical

manner. Diverse activities must be synchronized across public and private sector institutions to create sustainable results. Hence, it is necessary to foster an adequate environment and create an appropriate framework for Strategy implementation.

Key criteria for achieving the targets will be to coordinate activities, monitor progress and mobilize resources for implementation. To that effect, industry representatives recommended that a public-private 'advisory committee' for the TIP TSF be rapidly established, operationalized and empowered. The TIP advisory committee is to be responsible for overall coordination, provision of policy guidance and monitoring of industry development along the strategic orientations.

**Figure 10:** Institutional framework for TIP TSF development



## TIP ADVISORY COMMITTEE

The Export Development Act (1979) grants EDB the following power: 'On advice from the Board, the Minister may, by Order in the Gazette, establish advisory committees for the development and promotion of certain products, product groups and commodities as well as functional aspects of trade'. Additionally, 'each such advisory committee shall have the power to fix and regulate its own procedures, including the power to determine the number of members necessary to form a quorum at its meeting'. The advisory committees are 'to advise the Board on any or all of the matters which the Minister considers necessary for the purposes of giving effect to the principles and provisions of this Act'.

A TIP advisory committee has been established by Minister MoDSIT to enable the TIP institutions and private sector to strategically steer development of this key trade support

function. The TIP advisory committee is composed of the following members:

- Ministry of Development Strategies and International Trade
- Ministry of National Policies and Economic Affairs
- Ministry of Industry and Commerce
- Ministry of Foreign Affairs
- Central Bank of Sri Lanka
- Board of Investment of Sri Lanka
- Department of Commerce
- Hector Kobbekaduwa Agrarian Research and Training Institute
- Inland Revenue Department
- Airport and Aviation Service (SL) Ltd.
- Sri Lanka Port Authority
- Sri Lankan Air Lines Limited
- Registrar of companies

- Ceylon Chamber of Commerce
- National Chamber of Commerce
- Hambantota Chamber of Commerce
- Federation of Chambers of Commerce
- National Chamber of Exporters of Sri Lanka
- Sri Lanka Export Development Board

It is recommended that the advisory committee be empowered to meet quarterly and implement the following functions:

- i. Create a shared understanding of key market challenges and opportunities facing the sector;
- ii. Set goals and targets that, if achieved, will strengthen the sector's competitive position and enhance Sri Lanka's overall capacity to meet the changing demands of markets;
- iii. Propose key policy changes to be undertaken and promote these policy changes among national decision makers;
- iv. Support the coordination, implementation and monitoring of activities in the sector by the Government, private sector, institutions or international organizations to ensure alignment to goals and targets; and, as required, contribute to resource identification and alignment.

## KEY SUCCESS FACTORS FOR EFFECTIVE IMPLEMENTATION

The presence of the advisory committee to oversee the implementation of the Strategy is a key success factor but it is not sufficient to effectively fulfil its assigned functions.

## PRIVATE SECTOR SUPPORT AND PARTICIPATION IN IMPLEMENTATION

The private sector clearly expressed its willingness to contribute, directly or in partnership with public institutions, to implementation of the Strategy. Their implementation efforts

can range from providing business intelligence to institutions to contributing to project design, promotion and branding, policy advocacy, etc. In brief, the private sector's practical knowledge of business operations is essential to ensuring the Strategy remains aligned to market trends and opportunities.

## PROACTIVE NETWORKING AND COMMUNICATION

The key implementing institutions detailed in the PoA have been consulted on the content of the Strategy and its implications for their 2018–2023 programming. This networking and communication was essential to build ownership and provide institutions with the opportunity to confirm the activities to implement. It will be important for EDB, MoDSIT and members of the advisory committee to continue reaching out to relevant institutions nationally to create awareness and support for TIP strategy implementation.

## RESOURCES FOR IMPLEMENTATION

The advisory committee, in collaboration with EDB and the Trade Policy and NES Management Unit at MoDSIT, will need to leverage additional support for efficient implementation. Effective planning and resource mobilization is indispensable in supporting Strategy implementation. Resource mobilization should be carefully planned and organized.

As the TIP function is a priority of the NES, the Government of Sri Lanka is defining annual budget allocations and support to drive growth. This commitment demonstrates clear engagement in strengthening the function and encourage private partners to support development.

The various implementation modalities detailed will determine the success of Strategy implementation. However, high-level support from the Government, in collaboration with strong championship by the private sector, will be the real driver of successful implementation.

To achieve the vision and strategic objectives discussed, a robust, actionable and realistic strategic PoA is required. This is provided in the section below and constitutes the heart of this Strategy.

The PoA is structured along the three strategic objectives and the operational objectives described above. For each objective, the PoA outlines detailed activities and their means of implementation, which include:

- **Priority level:** Priority 1 being the highest and 3 the lowest.
- **Start/end dates:** The desired time frame of the activity.

- **Targets:** Quantifiable targets that allow completion monitoring of each activity during implementation.
- **Leading implementer:** One single accountable lead institution per activity. (The institution may also have a technical role or may have solely an oversight and coordination role.)
- **Supporting implementing partners:** Any institution that should be involved at any stage of the activity's implementation.
- **Indicative Costs (US\$):** An estimate of the activity's cost for the total implementation period.

# **PLAN OF ACTION 2018–2022**

| Strategic objectives                                                                                                                                                                | Operational objectives                                                                                                                                  | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Priority | Start date | End date   | Targets                                                                                                                                                                                     | Leading implementer                                        | Supporting implementing partners                                                                                                                                                                                 | Indicative costs (US\$) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 1: Improve the quality, reliability, accessibility and affordability of trade information and trade promotion services.                                                             | 1.1: Strengthen coordination between public and private institutions for efficient exchange of reliable trade information and trade promotion services. | 1.1.1 Set up a technical steering committee with an official mandate to establish the collaborative export intelligence and promotion portal (unified repository of trade-related information), and formalize a protocol of collaboration delineating the roles and responsibilities of institutions of the Sri Lankan trade information community. Reporting procedures, validations, templates and timelines to be standardized.                                                                                                                                                                                                                                                                                                                       | 1        | 01/04/2018 | 30/06/2018 | <ul style="list-style-type: none"> <li>Memorandum of understanding on collaboration established between key trade information providers</li> </ul>                                          | Export Development Board                                   | Central Bank of Sri Lanka; Ministry of Industry and Commerce; Sri Lanka Customs                                                                                                                                  | 15000                   |
|                                                                                                                                                                                     |                                                                                                                                                         | 1.1.2 Based on the terms of reference for the "export intelligence and promotion portal" defined by the technical committee call for proposals from Sri Lankan information technology companies to establish the required software and maintenance support for a period of five years. This includes provision of a financial grant and necessary approvals from the Government for activation of a national online repository (e-trade information platform) in English, Sinhala and Tamil.                                                                                                                                                                                                                                                             | 1        | 01/07/2018 | 31/12/2018 | <ul style="list-style-type: none"> <li>Call for proposal completed</li> <li>Network infrastructure defined and implemented</li> </ul>                                                       | Export Development Board                                   | Ministry of Industry and Commerce; Information and Communication Technology Agency (ICTA); Ceylon Chamber of Commerce (CCC)                                                                                      | 70000                   |
|                                                                                                                                                                                     |                                                                                                                                                         | 1.1.3 Technical steering committee to organize quarterly technical review meetings to review the quality of the information uploaded to the portal. These quarterly meetings will control the quality of information provided by the portal.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1        | 01/01/2019 | 31/12/2022 | <ul style="list-style-type: none"> <li>Quarterly meetings organized and thematic trade information reviewed</li> <li>Quality of the data and information kept to a high standard</li> </ul> | Export Development Board                                   | Central Bank of Sri Lanka; Sri Lanka Customs; Ceylon Chamber of Commerce (CCC)                                                                                                                                   | 5000                    |
| 1.2: Strengthen TISIs' ability to provide relevant and up-to-date information in a coordinated manner, and provide trade promotion services (including online and offline support). |                                                                                                                                                         | 1.1.4 Hold a twice-yearly round table between industry representatives and data providers, in order to discuss the relevance and quality of the information provided. This will ensure high-quality data and information is provided.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>Twice-yearly review of the relevance of trade data completed</li> <li>Quality of information and data kept to a high standards</li> </ul>            | Export Development Board                                   | Central Bank of Sri Lanka; Ministry of Industry and Commerce; Sri Lanka Customs                                                                                                                                  | 10000                   |
|                                                                                                                                                                                     |                                                                                                                                                         | 1.2.1 Strengthen capacity by providing training for relevant sector officers and regional officers (as per the institutional list) to: <ul style="list-style-type: none"> <li>Gather requisite data and information, on both sectors and markets.</li> <li>Develop relevant market / product profiles based on industry needs.</li> <li>Expand support to identify and prepare for sector-related fairs in target markets.</li> <li>Support preparation of marketing materials for overseas missions.</li> </ul> Institution List: <ul style="list-style-type: none"> <li>CBSL</li> <li>Department of Census and Statistics</li> <li>SLC</li> <li>Department of Import and Export Control</li> <li>BOI</li> <li>Sri Lanka Standards Institute</li> </ul> | 1        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>Quarterly training of staff of various departments of the Government of Sri Lanka on key TIP techniques</li> </ul>                                   | Ministry of Development Strategies and International Trade | Ministry of Finance; Export Development Board; Exporters Association of Sri Lanka; The Ceylon National Chamber of Industries; Ceylon Chamber of Commerce (CCC); National Chamber of Exporters of Sri Lanka (NCE) | 50000                   |

| Strategic objectives                                                                                                        | Operational objectives                                                                                                                                                                          | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Priority | Start date | End date   | Targets                                                                                                                                                                                                                                                                                  | Leading implementer               | Supporting implementing partners                                                                                                | Indicative costs (US\$) |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 1: Improve the quality, reliability, accessibility and affordability of trade information and trade promotion services.     | 1.2: Strengthen TISs' ability to provide relevant and up-to-date information in a coordinated manner, and provide trade promotion services (including online and offline support).              | 1.2.2 Enhance the ability of trade attachés by providing training when they are posted internationally, on: <ul style="list-style-type: none"> <li>• Priority products to promote in destination markets.</li> <li>• Identification of buyers and investors as per priorities for industry growth.</li> <li>• Use of trade promotion tools.</li> <li>• Various brands of Sri Lanka.</li> </ul>                                                                                                                                                                   | 1        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>• Quarterly training of trade attachés</li> <li>• Well-equipped trade attachés</li> <li>• Increased trade enquiries and improved international trade</li> </ul>                                                                                   | Ministry of Industry and Commerce | Ministry of Finance                                                                                                             | 250000                  |
|                                                                                                                             | 1.3: Enhance regional chambers' and institutions' ability to support SMEs to integrate into the export value chain through increased access to trade information and export promotion services. | 1.3.1 Provide targeted training support to regional chambers (Jaffna, Kandy, Galle, Hambantota) to increase the availability of up-to date information for their members by: <ul style="list-style-type: none"> <li>• Establishing a single window (contact institution) for regional chambers to seek trade-related data.</li> <li>• Establishing an access code for regional chambers to access export intelligence and promotion portal.</li> </ul>                                                                                                           | 1        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>• Quarterly training of staff at regional level</li> <li>• Trained personnel in regional chambers to access potential exports of Sri Lanka</li> <li>• Due to a ToT programme, more and more personnel can be trained in regional areas</li> </ul> | Export Development Board          | National Enterprise Development Authority; Ceylon Chamber of Commerce (CCC); National Chamber of Exporters of Sri Lanka (NCE)   | 50000                   |
| 2: Build the capacity of SMEs and emerging exporters to collect and analyse trade information and conduct export promotion. | 2.1: Increase awareness of online information and resources available under promotional services.                                                                                               | 1.3.2 Establish regional export advisory committees (public-private representatives) in key regions (Jaffna, Kandy, Galle, Hambantota, etc.) and support quarterly meetings to: <ul style="list-style-type: none"> <li>• Confirm the strategic market orientation of key regional industries.</li> <li>• Plan annual implementation of regional export-related projects.</li> <li>• Track implementation progress of regional projects by lead implementers.</li> <li>• Assess adequate support mechanisms (policy, regulations, institutions, etc.).</li> </ul> | 2        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>• Quarterly meetings held in all priority regions</li> <li>• Regional market intelligence made available for national priorities</li> <li>• Regular tracking of trade opportunities in regional centres</li> </ul>                                | Export Development Board          | Ministry of Regional Development; Ceylon Chamber of Commerce (CCC); National Chamber of Exporters of Sri Lanka (NCE)            | 10000                   |
|                                                                                                                             |                                                                                                                                                                                                 | 2.1 Implement a nationwide promotion campaign in English, Sinhala and Tamil, in both traditional and online media, to inform SMEs and exporters of available TIP services, and present the local institutions at national and regional levels.                                                                                                                                                                                                                                                                                                                   | 3        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>• Targeted promotional campaign launched and implemented</li> <li>• More SMEs access trade data and information</li> </ul>                                                                                                                        | Export Development Board          | Ministry of Industry and Commerce; Ministry of Development Strategies and International Trade; Ceylon Chamber of Commerce (CCC) | 20000                   |

| Strategic objectives                                                                                                        | Operational objectives                                                                                                              | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Priority | Start date | End date   | Targets                                                                                                                                                                                                                                                                             | Leading implementer      | Supporting implementing partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Indicative costs (US\$) |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 2: Build the capacity of SMEs and emerging exporters to collect and analyse trade information and conduct export promotion. | 2.1: Increase awareness of online information and resources available under promotional services.                                   | 2.1.2 Create e-learning videos and tools to train prospective exporters on trade information collection / analysis and efficient export promotion. Videos to be made available on the export intelligence and promotion portal. Update modules every year.                                                                                                                                                                                                                                                                                                                       | 2        | 01/01/2019 | 31/12/2022 | <ul style="list-style-type: none"> <li>Online series of e-learning modules available and updated yearly</li> <li>Increased awareness of exporters and possible increased exports</li> </ul>                                                                                         | Export Development Board | Ministry of Industry and Commerce; Information and Communication Technology Agency (ICTA); Ceylon Chamber of Commerce (CCC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100000                  |
|                                                                                                                             | 2.2: Implement a targeted capacity-building programme for SMEs and exporters to efficiently use information and promotion services. | 2.2.1 Develop and roll out a standardized training course, periodically, to build the capacities of sector associations (e.g. Sri Lanka Energy Managers Association, Spice Council, etc.) and regional chambers in online research, data collection, market profiling, marketing / promotion techniques, and preparation for trade fairs.<br>2.2.2 Implement a ToT programme to reach out to regional chambers and sector associations with standardized training courses on trade analysis and promotion. ToT should be targeted at government 'district development officers'. | 1        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>Standard simple training modules designed</li> <li>Training provided to Colombo-based associations and ToTs for regional outreach</li> <li>A pool of trained trainers to disseminate information in regional areas is established</li> </ul> | Export Development Board | Ceylon Chamber of Commerce (CCC); Department of Commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 50000                   |
|                                                                                                                             |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1        | 01/04/2018 | 31/12/2022 |                                                                                                                                                                                                                                                                                     | Export Development Board | Ministry of Industry and Commerce; Chamber of Young Lankan Entrepreneurs; Chamber of Construction Industries, Sri Lanka; The Ceylon National Chamber of Industries; Ceylon Chamber of Commerce (CCC); National Chamber of Exporters of Sri Lanka (NCE); Federation of Chambers of Commerce in Sri Lanka (FC-CISL); Yalpanam Chamber of Commerce; Hambantota Chamber Of Commerce; Central Province Chamber of Commerce; Central Province Women's Chamber of Commerce & Industry; Chamber of Commerce and Industries of Trincomalee District; Batticaloa District Chamber of Commerce and Industry; Ampara District Chamber of Commerce & Industries | 50000                   |

| Strategic objectives                                                            | Operational objectives                                                                                                                                                                       | Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Priority | Start date | End date   | Targets                                                                                                                                                                                                             | Leading implementer         | Supporting implementing partners                                                                                                                 | Indicative costs (US\$) |
|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 3: Strategically augment trade promotion programmes with focused interventions. | 3.1: Build Brand Sri Lanka and sector brands.                                                                                                                                                | 3.1.1 Support and enhance the already established National Export and Investment Branding Committee at the EDB, composed of public and private stakeholders, as per the budget announcement of November 2016. Assist the Committee to:                                                                                                                                                                                                                                                                                                                                                                                     | 1        | 01/04/2018 | 31/12/2020 | <ul style="list-style-type: none"> <li>The National Export and Investment Branding Committee is supported</li> <li>National export and investment branding position and material ready for dissemination</li> </ul> | Export Development Board    | Ministry of National Policies and Economic Affairs; Ministry of Development Strategies and International Trade; Ceylon Chamber of Commerce (CCC) | 2000000                 |
|                                                                                 |                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Develop the national branding and marketing position (tag lines, logos, materials and dissemination channels).</li> <li>Support sector associations to prepare standard industry promotion brochures highlighting products and enterprises.</li> <li>Implement the Sri Lankan exports / investment branding campaign with standardized materials distributed in aeroplanes and at trade fairs, investment promotion, etc.</li> <li>Prepare 'standard packages' to promote individual sectors and Sri Lankan enterprises through overseas missions (commercial attachés).</li> </ul> | 2        | 01/01/2019 | 31/12/2022 | <ul style="list-style-type: none"> <li>Periodic synchronized global events overseas</li> <li>The Sri Lankan brand and its trade opportunities is promoted</li> </ul>                                                | Ministry of Foreign Affairs | Board of Investment (BOI); Export Development Board; Ceylon Chamber of Commerce (CCC)                                                            | 100000                  |
|                                                                                 |                                                                                                                                                                                              | 3.1.2 Organize a standard periodic globally synchronized event in all Sri Lankan missions overseas to promote Brand Sri Lanka, its exports and investment opportunities.                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2        | 01/09/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>Annual event in Sri Lanka</li> <li>Sri Lankan brands promoted</li> </ul>                                                                                                     | Export Development Board    | Ceylon Chamber of Commerce (CCC); National Chamber of Exporters of Sri Lanka (NCE)                                                               | 500000                  |
|                                                                                 | 3.2: Strengthen and expand the scope of promoting Sri Lanka and its products through trade attachés in Sri Lanka missions overseas under the direct supervision of the Head of Mission/Post. | 3.2.1 Commercial attachés to identify all trade fairs and commercial events related to priority export sectors and update the list of events on the export intelligence and promotion portal.                                                                                                                                                                                                                                                                                                                                                                                                                              | 2        | 01/01/2019 | 31/12/2022 | <ul style="list-style-type: none"> <li>All national trade fairs in target markets' surveys and information shared through the export intelligence and promotion portal</li> </ul>                                   | Ministry of Foreign Affairs | Board of Investment (BOI); Export Development Board; Ceylon Chamber of Commerce (CCC)                                                            | 54000                   |
|                                                                                 |                                                                                                                                                                                              | 3.2.2 For priority fairs, EDB, DoC and commercial attachés to coordinate with sector associations to prepare for meetings with potential buyers or investors during the fairs. Provide trainings in advance of overseas missions.                                                                                                                                                                                                                                                                                                                                                                                          | 2        | 01/04/2018 | 31/12/2022 | <ul style="list-style-type: none"> <li>Information about buyers in destination markets collected and profiles completed</li> <li>Exporters target their material to buyer profiles</li> </ul>                       | Export Development Board    | Board of Investment (BOI); Ceylon Chamber of Commerce (CCC); Department of Commerce                                                              | 100000                  |

## APPENDIX: LIST OF PARTICIPANTS IN THE PUBLIC-PRIVATE CONSULTATIONS

| No. | Name                                 | Designation                                                         | Name of Institution                                               |
|-----|--------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------|
| 1   | Mr. T. Kiritharan                    | Assistant Director                                                  | Agriculture & Agrarian Insurance Board                            |
| 2   | Mr. D.J.U. Purasinghe                | Senior Assistant Airport Manager                                    | Airport & Aviation Services (Sri Lanka) Limited                   |
| 3   | Mr. Wasantha Kumara Jayasena         | Chief Executive Officer                                             | Ampara District Chamber of Commerce Industry and Agriculture      |
| 4   | Mr. M.H.M. Naleem                    | Vice President                                                      | Batticaloa District Chamber of Commerce Industry and Agriculture  |
| 5   | Ms. Nilupul De Silva                 | Director - Promotion                                                | Board of Investment (BOI)                                         |
| 6   | Mr. Jayamenon                        | Senior Deputy Director                                              | Board of investment (BOI) - Jaffna                                |
| 7   | Ms. Jeewani Sewwandi Liyanapathirana | Research Officer                                                    | Board of Investment (BOI)                                         |
| 8   | Mrs. W.A. Dilrukshini                | Additional Director                                                 | Central Bank of Sri Lanka                                         |
| 9   | Mr. S. Sayakkara                     | -                                                                   | Central Province Women's Chamber of Small Industries and Commerce |
| 10  | Mrs. Shirley Jayawardane             | Chairperson                                                         | Central Province Women's Chamber of Small Industries and Commerce |
| 11  | Ms. M. Ariyaratne                    | -                                                                   | Central Province Women's Chamber of Small Industries and Commerce |
| 12  | Ms. Lilakshini De Mel                | Senior Assistant Secretary General                                  | Ceylon Chamber of Commerce                                        |
| 13  | Ms. Jayani Ratnayake                 | Economist                                                           | Ceylon Chamber of Commerce                                        |
| 14  | Mr. Ashoka Abeywickrama              | Chief Executive Officer                                             | Chamber of Commerce & Industry of Central Province                |
| 15  | Mr. T. Jurison Jenaraj               | Chief Executive Officer                                             | Chamber of Commerce & Industries of Yalpanam                      |
| 16  | Mr. H.M. Sudath                      | Chief Executive Officer                                             | Chamber of Provincial Entrepreneurs (COPE)                        |
| 17  | Mr. Anslem Perera                    | Chairman                                                            | Colombo Tea Traders' Association                                  |
| 18  | Mr. P.M.P. Anura Kumara              | Additional DG                                                       | Department of Census and Statistics Sri Lanka                     |
| 19  | Ms. Ishanthi Kulathilake             | Senior Statistician                                                 | Department of Census and Statistics Sri Lanka                     |
| 20  | Ms. Chamini Wijayapala               | Statistician                                                        | Department of Census and Statistics Sri Lanka                     |
| 21  | Ms. Gothami Silva                    | Director of Commerce                                                | Department of Commerce                                            |
| 22  | Mr. G.L. Gnanatheva                  | Deputy Director                                                     | Department of Commerce                                            |
| 23  | Mr. D.M. Rathnayake                  | Deputy Director                                                     | Department of Commerce                                            |
| 24  | Mr. Alexi Gunasekera                 | Deputy Director                                                     | Department of Commerce                                            |
| 25  | Ms. Kishani Wickramasinghe           | Assistant Director                                                  | Department of Commerce                                            |
| 26  | Mr. M. Sivakumaran                   | Samurधि Manager                                                     | Department of Divi Neguma Development                             |
| 27  | Mr. J. Suthakaran                    | Assistant Director                                                  | Department of Fisheries and Aquatic Resources (DFAR)              |
| 28  | Mrs. P. Beneraj                      | District Officer                                                    | Department of Industries - Northern Province                      |
| 29  | Ms. Anjalika Gunasekera              | Director                                                            | Department of National Planning                                   |
| 30  | Ms. Chandrika Senanayake             | Additional Director - Department of Project Management & Monitoring | Ministry of National Policies and Economic Affairs                |
| 31  | Mr. Sirankan                         | Assistant Director of Planning                                      | District Secretariat, Chudikkuli                                  |

| No. | Name                      | Designation                                      | Name of Institution                                                 |
|-----|---------------------------|--------------------------------------------------|---------------------------------------------------------------------|
| 32  | Mr. N. Gawrithassan       | Assistant Director Planning                      | District Secretariat, Kilinochchi                                   |
| 33  | Mr. T. Thireshkumar       | Additional District Secretary                    | District Secretariat, Vavuniya                                      |
| 34  | Mr. Harin De Silva        | Chairman                                         | Exporters Association of Sri Lanka (EASL)                           |
| 35  | Ms. P.A.J. Champika       | Research Officer                                 | Hector Kobbekaduwa Agrarian Research and Training Institute (HARTI) |
| 36  | Mrs. N. Nimalka Dias      | Past Controller General                          | Import and Export Control Department (IECD)                         |
| 37  | Mr. S. Sivakangatharan    | Deputy Director                                  | Industrial Development Board                                        |
| 38  | Dr. Janaka Wijayasiri     | Research Fellow                                  | Institute of Policy Studies (IPS)                                   |
| 39  | Mr. V. Sritharan          | Administrative Officer                           | Jaffna Chamber Of Commerce                                          |
| 40  | Mr. Tuli Cooray           | Secretary General                                | Joint Apparel Association Forum (JAAF)                              |
| 41  | Mr. Suresh D. De Mel      | Director                                         | Hambantota District Chamber of Commerce                             |
| 42  | Mr. S.T. Aboutthali       | AD/FCAU                                          | Ministry of Health, Nutrition and Indigenous Medicine               |
| 43  | Mr. M. Bakerathan         | Development Officer                              | Ministry of Agriculture, Northern Province                          |
| 44  | Ms. Gamani Liyanarachchi  | Director                                         | Ministry of Development Strategies & International Trade (MODSIT)   |
| 45  | Mr. Deyanath Kulatunga    | -                                                | Ministry of Development Strategies & International Trade (MODSIT)   |
| 46  | Mr. Jagath Murage         | Director - Department of Trade Investment Policy | Ministry of Finance                                                 |
| 47  | Mr. Kapila Fonseka        | Director                                         | Ministry of Foreign Affairs                                         |
| 48  | Ms. Subhashini Silva      | Assistant Director                               | Ministry of Foreign Affairs                                         |
| 49  | Mr. U.G. Ratnasiri        | Additional Secretary - Economic Affairs          | Ministry of National Policies & Economic Affairs                    |
| 50  | Dr. Kumudini Gunasekara   | Agri Business Specialist                         | Ministry of Primary Industries                                      |
| 51  | Mr. Sapumal Kapukotuwa    | Value Chain Specialist                           | Ministry of Primary industries ASMP - World Bank                    |
| 52  | Mr. Shiham Marikar        | Secretary General/CEO                            | National Chamber of Exporters                                       |
| 53  | Ms. Linda Motha           | Senior Executive -Technical Service              | National Chamber of Exporters                                       |
| 54  | Mr. Kapila Sumanapala     | Director Administration                          | Neil Fernando and Company (Pvt) Ltd                                 |
| 55  | Mr. Canagaratnam Sabeson  | Head of Key Accounts                             | Renuka Agri Foods PLC                                               |
| 56  | Mr. Suresh A. Silva       | Managing Director/ Group Chief Executive         | S A Silva & Sons Lanka (Pvt) Ltd                                    |
| 57  | Mr. Janaka Munasinghe     | Senior Manager – Worldwide Cargo Operations      | Sri Lanka Airlines Limited                                          |
| 58  | Mr. Tyrone Gunawardane    | Manager - Cargo                                  | Sri Lankan Airlines Limited                                         |
| 59  | Mr. S. Mahesan            | Director (Exports)                               | Sri Lanka Customs                                                   |
| 60  | Mr. Sudaththa Silva       | Superintendent Customs                           | Sri Lanka Customs / ASYCUDA World and Border Alerts Management Team |
| 61  | Mr. K.A.K.N.D. Dharmapala | Assistant Superintendent of Customs              | Sri Lanka Customs                                                   |
| 62  | Mr. Maliek De Alwis       | President                                        | Sri Lanka Food Processors Association (SLFPA)                       |
| 63  | Mr. Dhammika Gunasekara   | Hon Secretary                                    | The Spice Council                                                   |
| 64  | Mr. Suranjith Swaris      | Vice President - Events                          | Sri Lanka Institute of Marketing                                    |
| 65  | Mr. Pradeep Edward        | Vice President - Education                       | Sri Lanka Institute of Marketing                                    |
| 66  | Mr. Dehan Seneviratne     | Manager/Marketing Consultant                     | Sri Lanka Institute of Marketing                                    |

| No. | Name                        | Designation                                       | Name of Institution          |
|-----|-----------------------------|---------------------------------------------------|------------------------------|
| 67  | Mr. Upali De Zoysa          | Director – Logistics                              | Sri Lanka Ports Authority    |
| 68  | Mr. N.J. Chrisso De Mel     | Chairman                                          | Sri Lanka Shipper's Council  |
| 69  | Mr. M.C. Sampath Perera     | Assistant Director                                | Sri Lanka Tea Board          |
| 70  | Mr. Nalaka Sanjeewa         | Market Analyst                                    | Sri Lanka Tea Board          |
| 71  | Mr. T. Niroshan             | -                                                 | Sun Coir Industry            |
| 72  | Prof. Velnampy              | Dean/Faculty of Management                        | University of Jaffna         |
| 73  | Mr. Ravi Dissanayake        | Senior Lecturer                                   | University of Kelaniya       |
| 74  | Ms. Subhashini Abeysinghe   | Head of Economics                                 | Verite Research              |
| 75  | Ms. Hasna Munas             | Research Analyst                                  | Verite Research              |
| 76  | Mr. A. Kayansan             | -                                                 | Yalpanam Chamber of Commerce |
| 77  | Ms. Anoma Premathilaka      | Director – Market Developments                    | Export Development Board     |
| 78  | Mr. S.R.P. Indrakeerthi     | Director - Trade Facilitation & Trade Information | Export Development Board     |
| 79  | Ms. Indu Alahapperuma       | Director - Information Technology                 | Export Development Board     |
| 80  | Ms. Chitranjali Dissanayake | Director - Industrial Products                    | Export Development Board     |
| 81  | Mr. Saman Sisil             | Deputy Director                                   | Export Development Board     |

## REFERENCES

International Monetary Fund (2016). *Sri Lanka – Staff Report for the 2016 Article IV Consultation and Request for a Three-Year Extended Arrangement Under the Extended Fund Facility*. IMF Country Report No. 16/150. Washington, D.C.



Ministry of Development Strategies  
and International Trade



Sri Lanka Export Development Board



International  
Trade  
Centre



Developed as part of the EU-Sri Lanka Trade-Related  
Assistance project, funded by the European Union (EU)