



International
Trade
Centre

EXPORT IMPACT
FOR GOOD

Export Strategy

Export Development Strategies that Succeed

Study Tour for Trade Officials from Kosovo
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Stephen Browne and Sophie Krantz



Role of Trade Policy

The ultimate objective is to improve conditions under which exporting enterprises do business, thereby contributing to economic and social development.

Policy tends to focus on:

- Securing market access
- Negotiating preferences
- Protecting local industry.

Achieving Policy Objectives

Having adequate trade policy, industrial policy, enterprise policy frameworks is a first step. There need to be specific initiatives that help transform policy into competitive advantages. And these initiatives must be implemented, the targets met...

...you need a strategy, which in turn, informs policy.

Why a Strategy?

- Setting priorities (everyone has opinions on what should be done, but...)
- Allocating limited resources to these priorities.

Why a National Export Strategy?

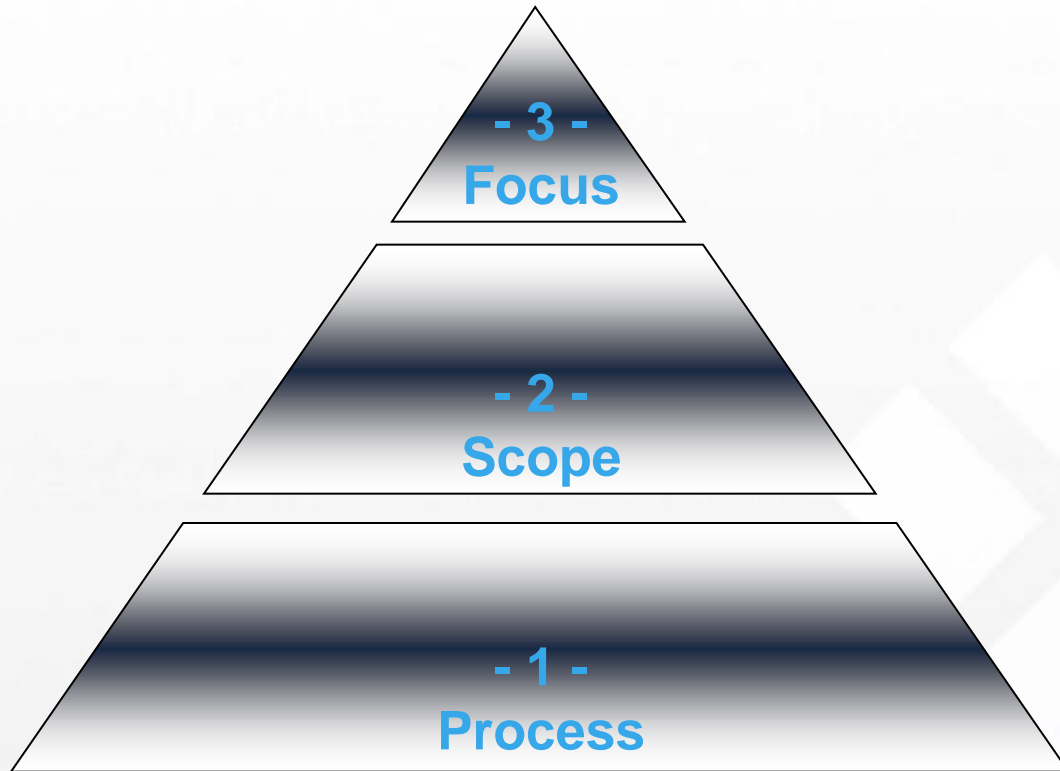
- Means of creating an export 'culture', path to development
- Economic performance involves a number of unique, sometimes unrelated, sub-sectors.
- Cross-cutting issues that impede international competitiveness and export growth need to be addressed through an integrated response.
- Export development and competitiveness involves a range of stakeholders, public and private.

Objective

« Sustained improvement in export performance relies on the existence of a realistic export strategy and the capability to manage it. »

The principal objective is to strengthen the capacity of partner countries to formulate and manage export development strategies that are relevant, realistic and implemented.

Approach



Process

An effective Public-Private Dialogue involves a process of consultation:

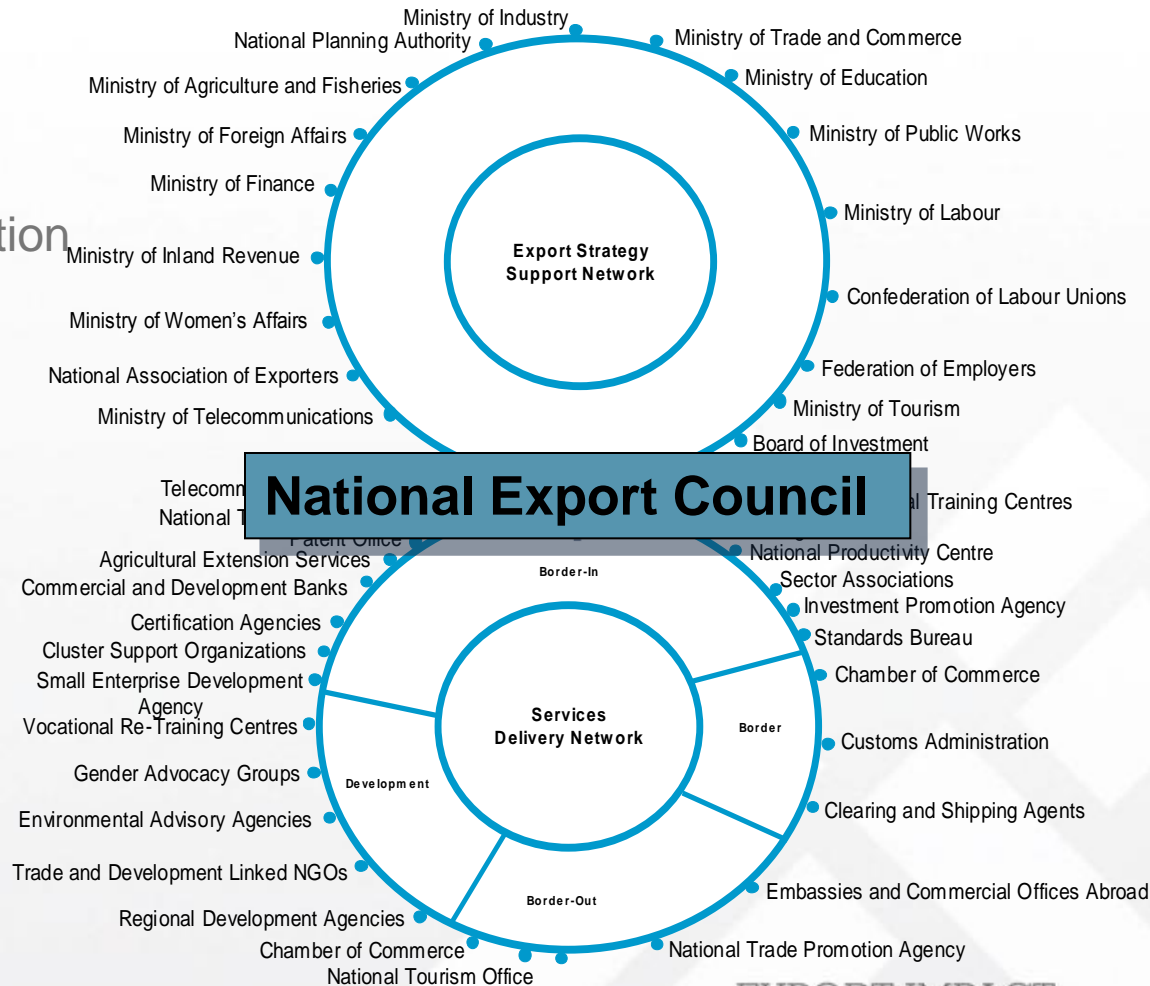
- within and among Ministries (public sector);
- among local business representatives (private sector);
- between public and private sector.

The process combines a top-down with a bottom-up approach.

- The public sector establishes priorities **among** sectors (product / service).
- The private sector establishes priorities **within** sectors.

Process

Inclusive public-private consultation



Scope

Traditionally, the scope of export development has been defined in terms of:

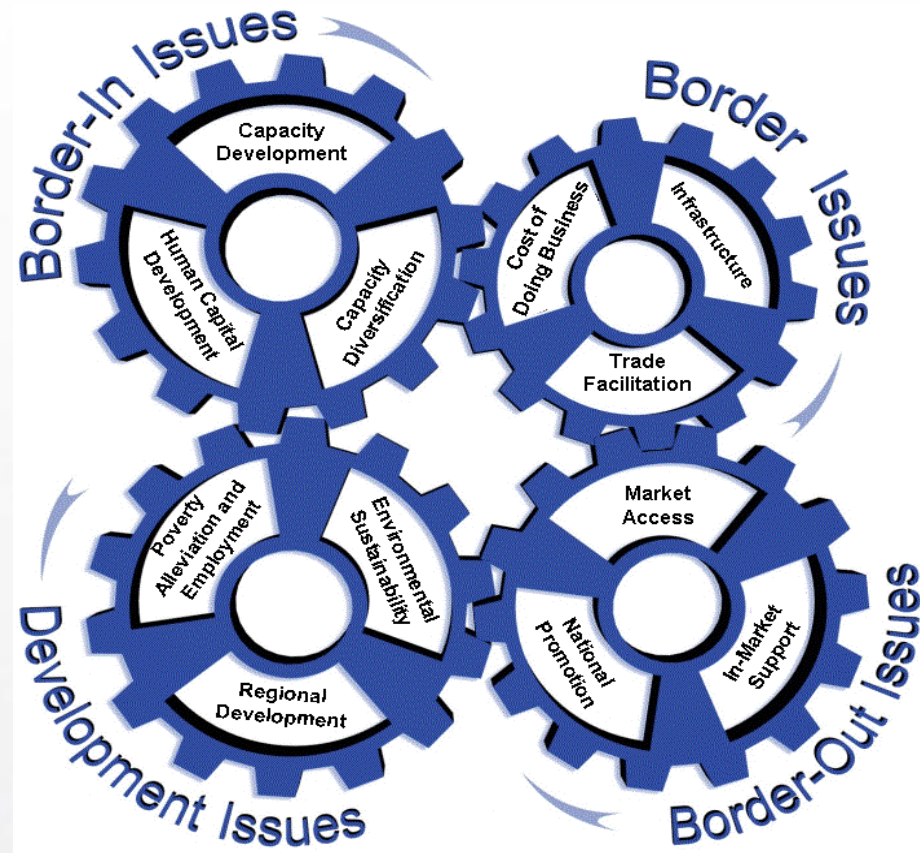
- market access,
- market promotion and development.

This is not a fully competitive response and therefore not sufficiently relevant.

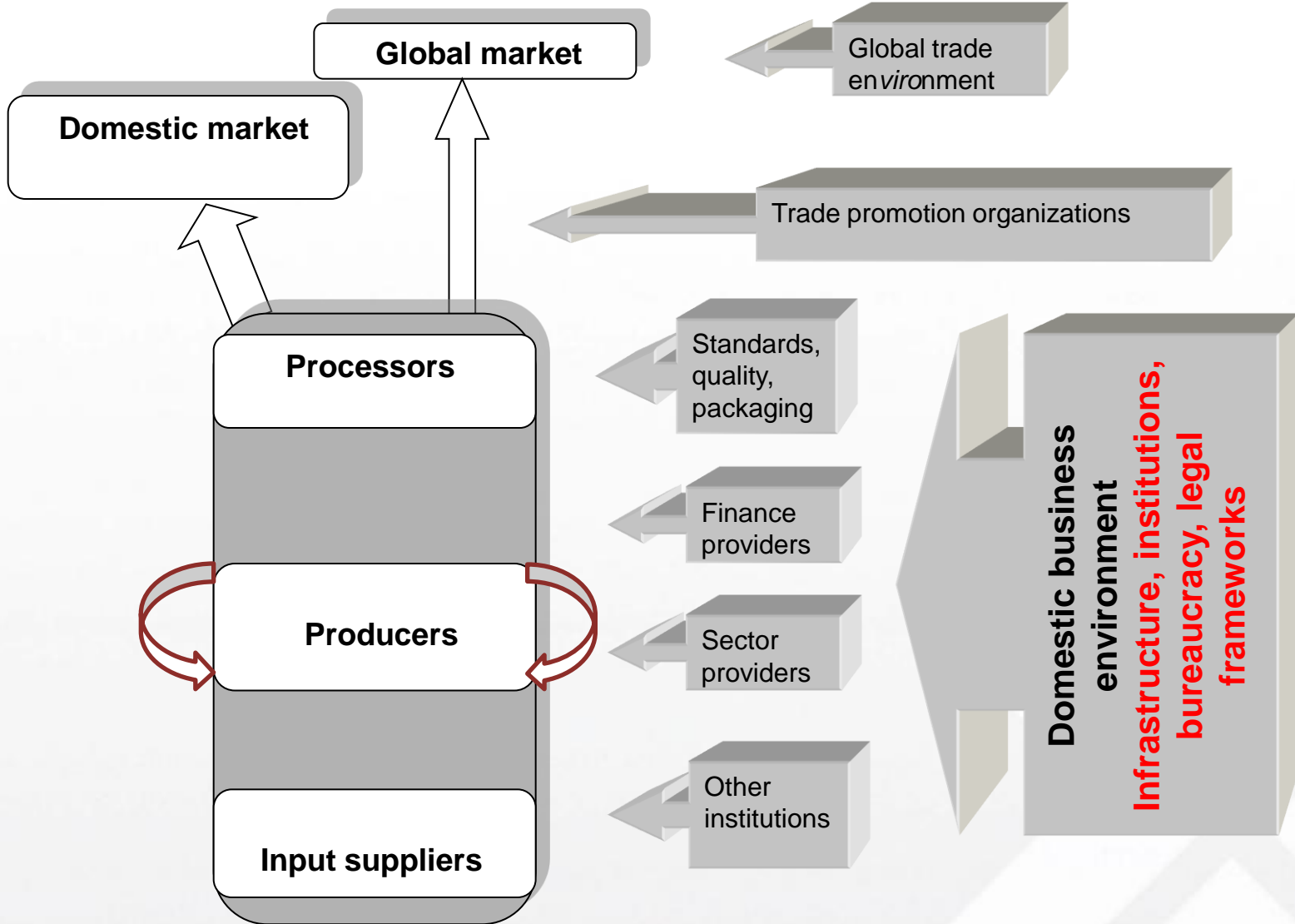
Scope

Comprehensive scope:

- supply-side capacities
- quality of business environment
- market entry
- developmental impact



Scope: ES and the international value chain



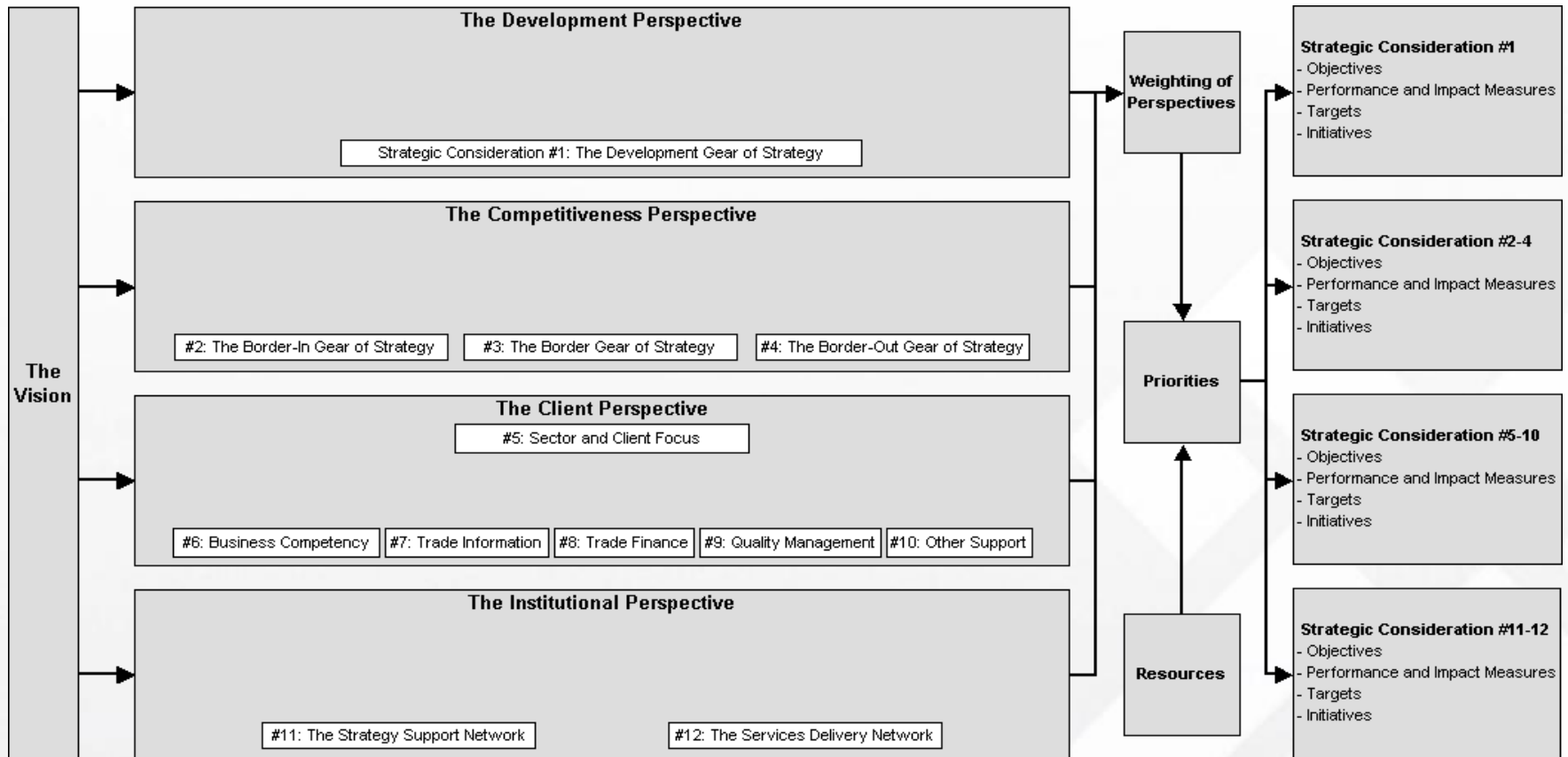
Focus

Setting priorities (cannot do everything for everybody)

Allocating limited resources to these priorities.

Focus: Bringing It Together

Design and implementation management framework

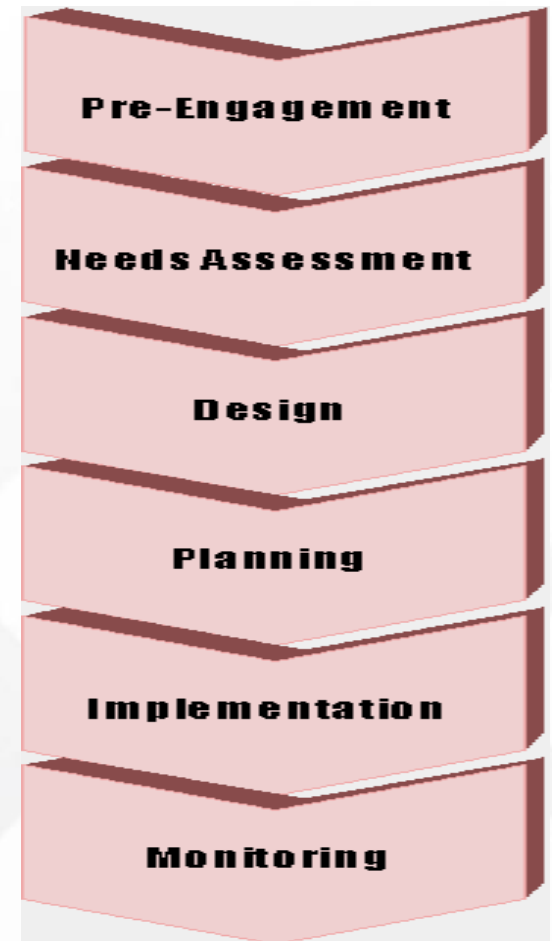


NES at a Glance...

- National export strategy is the aggregate of sector-level strategies and cross-sectoral strategies:
 - trade information
 - trade finance
 - export quality assurance
 - export competency development
 - export packaging
 - trade promotion and branding
 - trade facilitation
 - etc.
- Implications for clients (enterprises, institutions, policy-makers, buyers and investors).

ITC's Methodology

- Pre-Engagement
- Analysis (Needs Assessment and Prioritization)
- Formulation (Design / Plan of Action)
- Implementation
- Monitoring



ITC's Approach

- An emphasis on capacity-building;
- A consultative approach;
- Alignment with the country's broader development goals and which integrates identified trade development needs (PRSP, DTIS, TPR, NDP, UNDAF etc.);
- Comprehensive (competitiveness-driven and development-oriented);



The Outputs

- A strong and well-functioning public-private sector consultative platform;
- A detailed needs assessment framework highlighting challenges and opportunities;
- A clear and coherent roadmap for export development and export-led growth incorporating detailed sectoral and functional strategies;
- A specific and detailed plan of action that is endorsed by all stakeholders;
- An implementation management and monitoring framework.

Relevance to Clients

- ...to Private Sector:
access to more markets, more competitive industries, greater profitability, diversification of risk, innovation, better quality, more conducive business operating environment
- ...to Public Sector:
more tax revenues, bigger budget allocations, enhanced international image, increased local credibility, more efficient parastatals
- ...to Trade Support Institutions:
enhanced capacity, greater credibility amongst clients, more demand for services, less duplication, improved performance
- ...to Civil Society:
increased employment, reduction in poverty, increased intellectual capital (academia), better standard of living, gender equity, environmental sustainability

Some Success Indicators

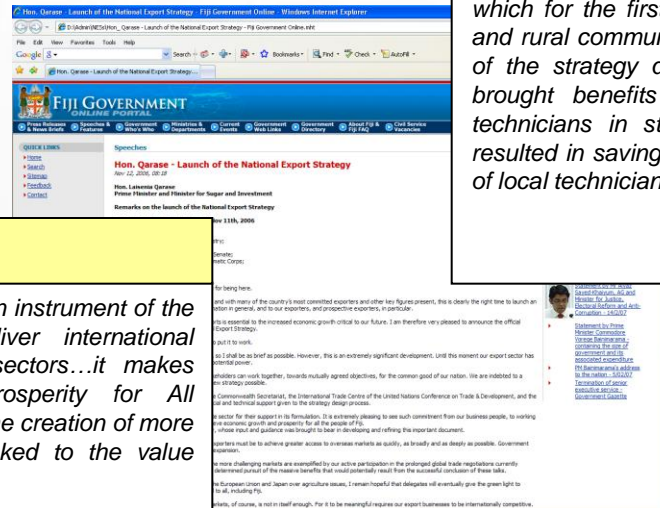
- Trade-related policies adopted/adapted at the national level;
- Resources (financial/human/institutional) allocated to trade development through country's national plan and budget;
- Export development enshrined in an 'institutionalised' national structure (e.g. national export council);
- An operational trade support network among Government, trade support institutions, sector associations and exporting enterprises has been established

Challenges

- Leadership at national level
- Commitment of all relevant stakeholders
- Relevant and realistic priorities
- Resource mobilisation
- Implementation management

Some Testimonials...

Grenada
<p><i>The preparation of the National Export Strategy is an important milestone for the country especially in the rebuilding process and in positioning our products in new and existing markets. Of critical importance is the development dimension of the strategy which for the first time recognizes the importance of the poor and rural communities in the export process. The methodology of the strategy design, which included all stakeholders, has brought benefits to the country with a cadre of trained technicians in strategy design. This methodology has also resulted in savings of revenue by the Government with the use of local technicians.</i></p> <p style="text-align: right;">His Excellency Anthony Boatman, Minister of Finance and Planning, Grenada</p>



Uganda
<p><i>The NES has been approved by cabinet as an instrument of the National Trade Policy...it seeks to deliver international competitiveness of Uganda's productive sectors...it makes important strides to implement the Prosperity for All Program...the NES will undoubtedly lead to the creation of more wealth for many Ugandan communities linked to the value chains of these sectors.</i></p> <p style="text-align: right;">The Hon. Janet B. Mukwaya, Minister of Tourism , Trade and Industry, Uganda</p>

In Summary...

A tested process and methodology that:

- informs policy;
- results in a strategy that is realistic, that is explicit and specific, that can be managed and whose impact can be measured;
- is comprehensive in its scope, inclusive and collaborative in approach;
- is flexible in the way it can be delivered;
- builds local capacity in strategy design and management;
- provides a foundation for programme development, based on identified needs and specified priorities.

Thank you...