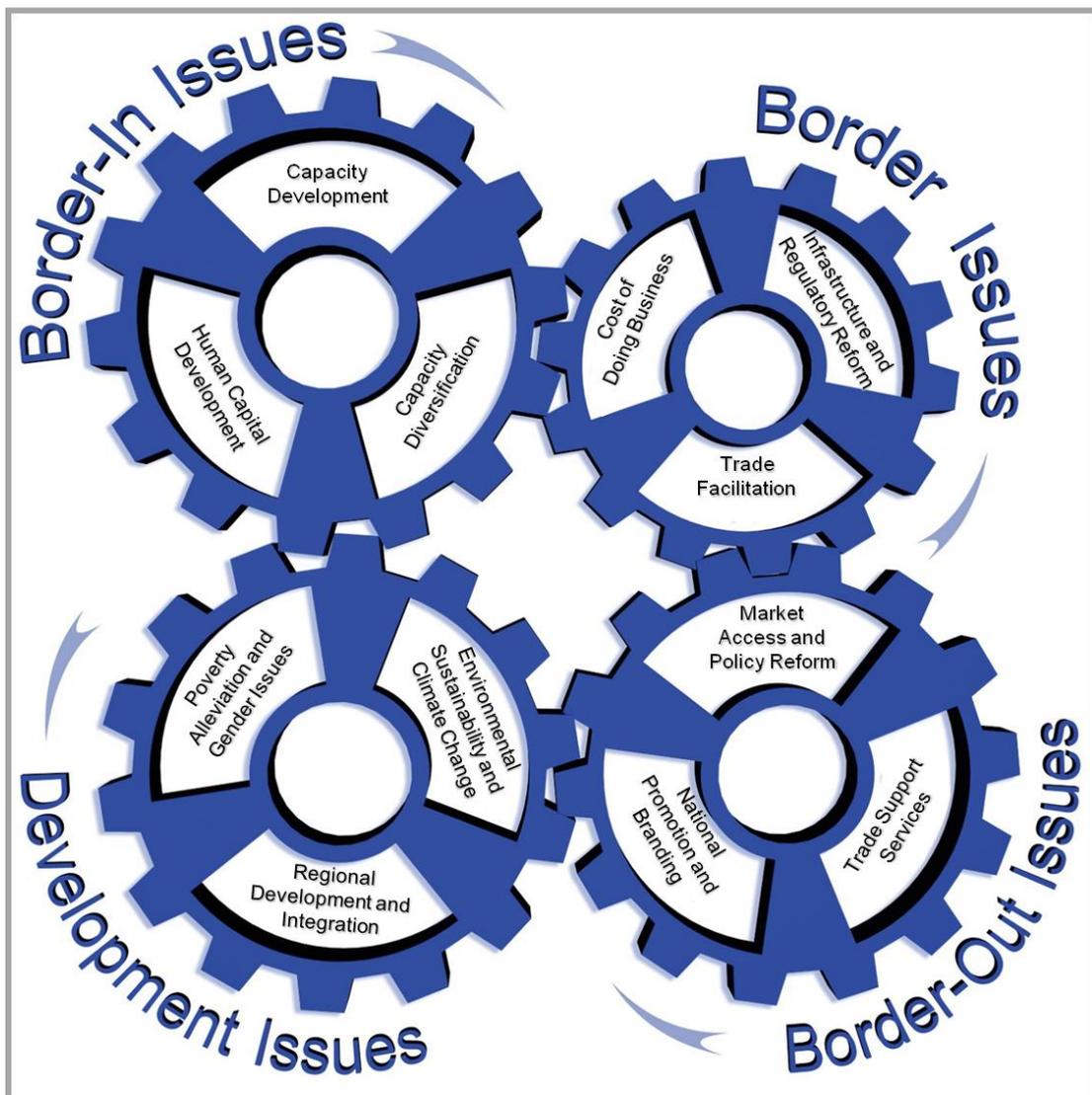


NATIONAL EXPORT STRATEGY

BUILDING AN EXPORT CULTURE



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ABOUT NATIONAL EXPORT STRATEGIES

A National Export Strategy offers a coherent, targeted approach to a key aspect of development – improved export performance. The value of national export strategies is recognized in key Official Development Assistance (ODA) frameworks, such as the World Trade Organization’s Aid-for-Trade Work Programme 2010-2011, which states that:

The development of national and regional trade integration and export strategies provides the opportunity for a structured dialogue between the public and private sector around an agreed set of objectives... Work to develop such strategies should be promoted.

A National Export Strategy is a necessary complement to, and mainstreams trade in other country-level planning frameworks, such as poverty reduction strategy papers (PRSP), Diagnostic Trade Integration Studies (DTIS), National Action Plans, and United Nations Development Assistance Frameworks (UNDAF).

ITC’s Strategic Plan for 2010-2013 recognizes that “*sound export strategies are the basis for effective trade-development programmes and for the coherent positioning of TRTA.*” And indeed, a successful National Export Strategy provides an architecture for Aid-for-Trade that guides the country’s stakeholders, and its donors, as to the technical assistance that the country needs for export development and competitiveness.

A National Export Strategy is thus the embodiment of a commitment to exports as a means to meeting development goals. It is the foundation for building a national export culture.

ITC’s programme aims to strengthen capacity in the design and management of export strategies, in a way that is consistent with the Paris Declaration on Aid Effectiveness.

Paris Declaration: Ownership

Partner countries exercise effective leadership over their development policies, and strategies and co-ordinate development actions.

Partner countries commit to:

- Exercise leadership in developing and implementing their national development strategies through broad consultative processes.
- Translate these national development strategies into 3prioritized results-oriented operational programmes as expressed in medium-term expenditure frameworks and annual budgets.
- Take the lead in co-ordinating aid at all levels in conjunction with other development resources in dialogue with donors and encouraging the participation of civil society and the private sector.

Donors commit to:

- Respect partner country leadership and help strengthen their capacity to exercise it.

(Extract from Paris Declaration, OECD/DAC, 2005, page 3)

ITC’S APPROACH TO NATIONAL EXPORT STRATEGY DESIGN

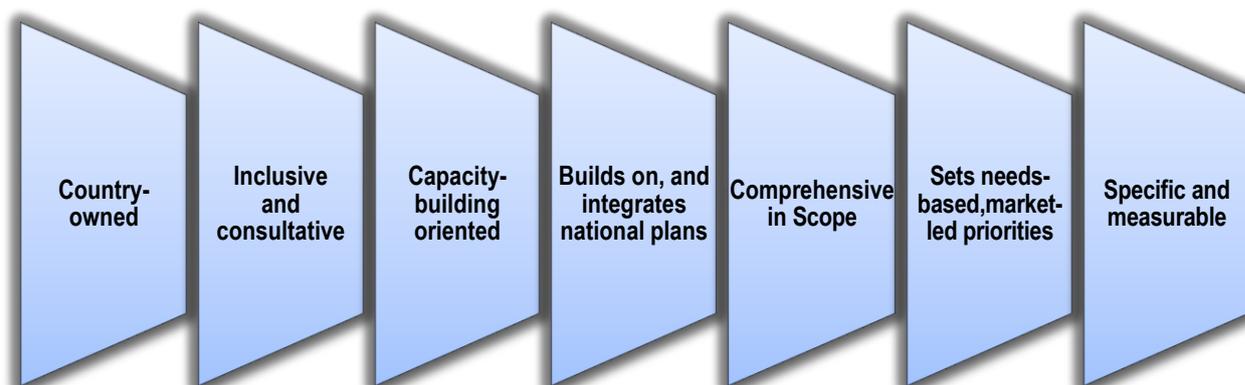
An ITC-facilitated National Export Strategy initiative provides the country with a home-grown strategy. It specifies clear priorities that culminate in a detailed five-year plan of action and implementation management framework. It yields a highly specific strategy, which does not stop at identifying broad objectives, but goes into specific activities, targets, and impact measures, indicating what exactly needs to be done and by whom, within what time frame and with what resources.

National Export Strategies facilitated by ITC ensure their own relevance. They:

- are only initiated once commitment at a high political level has been confirmed;
- are developed entirely within the country, by the country for the country, involving national stakeholders from the public, private and civil society sectors; there is no ex-post 'validation' process – it is built-in;
- add the export dimension to all other development strategies whether national or sectoral in scope;
- are a living document; they come with targets of achievement and a timetable to ensure that progress is kept on track.

Fundamental Principles

ITC's approach is founded on the following seven principles and characteristics:



Country-owned. As important as the content of the strategy is the process by which it is reached. The key to this process is ownership. Those responsible for managing and monitoring a strategy, those who implement it and those who stand to benefit from it need to be involved in its formulation. If not, there is no commitment and limited interest. As the Paris Declaration made clear, country ownership is fundamental to aid effectiveness. And fundamental to ownership is a national strategy developed through “broad consultative processes”.

Inclusive and consultative. The NES initiative involves both public and private sector stakeholders, as well as representatives of civil society (e.g. NGOs, unions and academia) that are involved in, or have a bearing on, international trade and export competitiveness. The quality and relevance of the resulting NES relies on the full engagement of national stakeholders and their substantive inputs. In ITC's experience, the 'best practice' model includes the establishment of a formal public-private dialogue platform, such as a National Export Council, at an early stage to guide and manage the process.

Capacity-building orientated. The principal objective of ITC's technical assistance is to strengthen the capacity of partner countries to formulate, manage and implement export development strategies that are relevant, realistic and implemented. ITC does not design the strategy, rather it builds capacity in the country. It also aims to develop the skills of stakeholders that are required for them to refine the strategy in the future.

Builds on, and integrates national plans. A NES initiative takes into account other relevant plans, studies and programmes in the country. As such, it builds on, rather than duplicates what the country has already assessed and prioritized and ensures consistency with the government's policy objectives.

Comprehensive in scope. To be truly relevant, a NES must have a combined competitiveness and developmental orientation. ITC's methodology enables prioritization at three competitiveness dimensions: (i) supply-side capacities, and how to improve these capacities, encourage diversification and ensure that there is the right kind of human capital; (ii) the quality of the business environment,

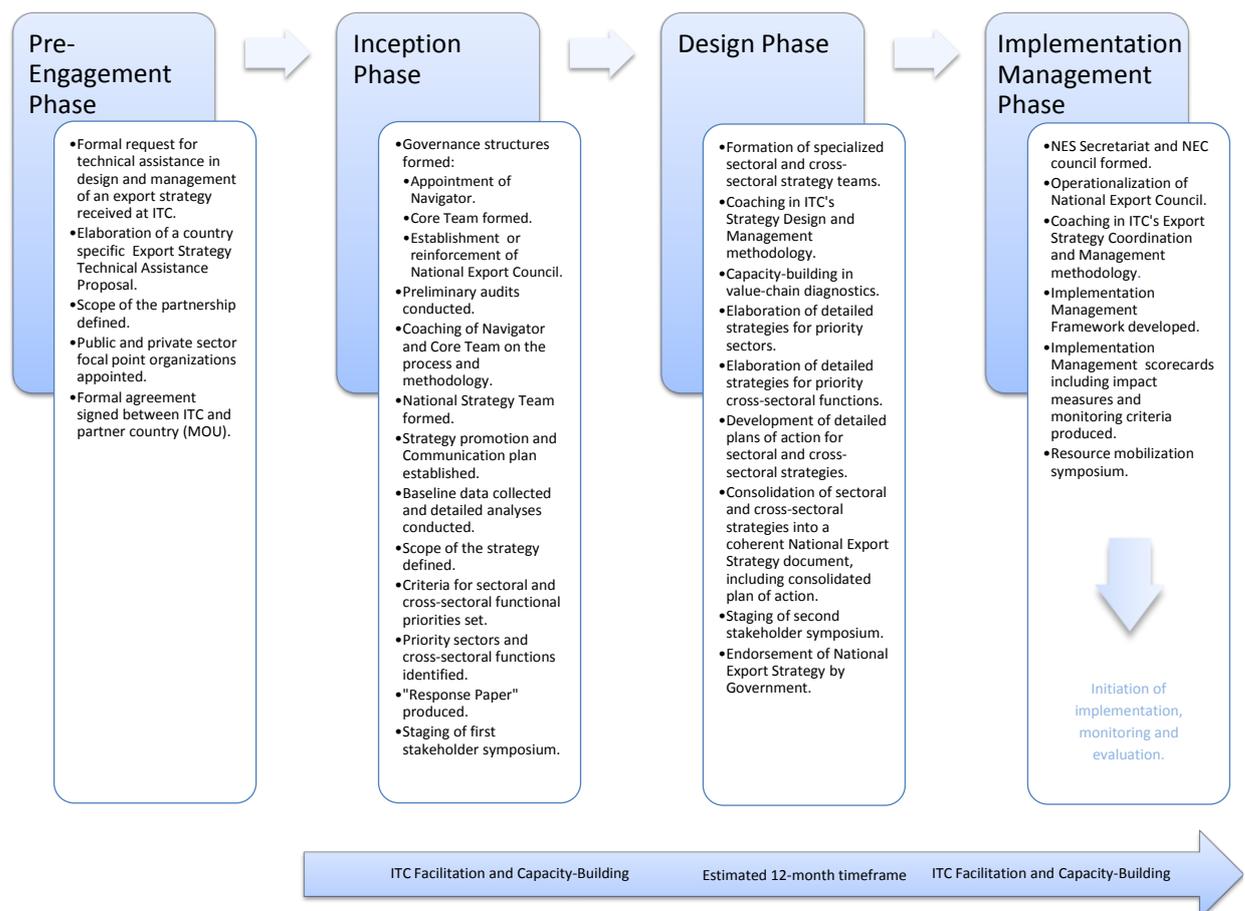
and making sure that transaction costs are competitive, that bureaucracy is kept to the minimum and is efficient, and that there is the right kind of supporting trade infrastructure, including an appropriate regulatory framework; and (iii) demand side conditions, including the country's multilateral, plurilateral and bilateral agreements, and indeed, national promotion, branding and market entry. All this is aligned to the country's broader developmental objectives of poverty reduction, employment generation, gender equity, environmental sustainability, and regional integration.

Sets needs-based, market-led priorities. Given that resources for export development are limited, priorities need to be set. Priorities must be set at the levels of policy-makers, trade support institutions, and enterprises on the basis of the needs which provide the best prospects for export development and competitiveness according to actual market conditions and demands. In other words, the strategy addresses those constraints and identifies the opportunities that would achieve maximum export impact in the country.

Specific and measurable. The strategy does not stop at defining broad objectives. Rather, it goes into the detail of what should be done to achieve the objectives in actionable steps, at the operational level. Targets and impact measures are also specified. This promotes transparency and understanding in the country of what actions directly contribute to export development and competitiveness.

The Four Phases of National Export Strategy Design and Management

The NES design and management process, and the key milestones set under each phase, are illustrated below:



Timing and Timelines

Based on experience in other countries, a National Export Strategy will typically require twelve work months to complete¹ from the date of the first intervention, excluding the Pre-Engagement phase.

Activity	Work Months													
	-2	-1	1	2	3	4	5	6	7	8	9	10	11	12
Pre-Engagement Phase	■	■												
NES Governance Structures Formed			■											
Analysis of Trade Performance Performed				■										
Identification of Principal Objectives of the NES					■									
Identification of Priority Sectors and Cross-Sectoral Functions						■								
Completion of the 'Response Paper'							■							
Drafting of Detailed Sector Strategies								■						
Drafting of Detailed Cross-Sectoral Functional Strategies									■					
Drafting of NES Plan of Action										■				
Drafting of Implementation Management Framework											■			
Finalization of Consolidated NES Document												■		
Endorsement of NES by Government													■	
Establishment/Reinforcement of the National Export Council														■
Establishment of the NES Secretariat														■
Initiation of the Implementation Management Phase														■

The NES process and methodology is further elaborated in the Logframe below.

Modus Operandi

ITC does not design or write a country's National Export Strategy; rather, it builds capacity in the country on its established methodology and advises on the process to be followed. It is ultimately the responsibility of the country to allocate adequate resources (financial, human and institutional) for the elaboration of the NES and its management, and to produce the National Export Strategy document.

Having said this, the client country will not work alone. ITC will accompany the entire NES process from inception to endorsement and establish a close working relationship with the focal point organizations and particularly with the strategy Navigator. Stakeholders will receive thorough briefings and training on ITC's process and methodology for export strategy design and management, as well as related support materials/tools. Planning at each step of the process is done jointly between the client country and ITC's export strategy team.

National consultations and capacity-building workshops are facilitated by ITC with an average of five field visits undertaken by up to two staff members during the course of the NES design initiative for face-to-face consultation. ITC will also facilitate decision-making at key points during the strategy-design exercise. In addition, the country will receive continual, tailored guidance, expertise, as well as backstopping support via telephone and e-mail. Generally, a National Consultant and/or International Consultant is engaged by ITC to provide additional guidance and support to the National Strategy Team.

Responsibilities of the Client Country

In addition to having the ultimate authority over the strategy design process and being accountable for the delivery of the final product, the country will have responsibility to:

- Obtain political support at the highest level in the country.
- Commit to agreed activities, timelines and outcomes.
- Identify and appoint a Navigator who will maintain ultimate responsibility over the strategy design process and is accountable for the delivery of the final product – a relevant, realistic, written export strategy for the country.
- Create visibility for, and champion the NES, at the national level throughout the process;
- Become fully familiar with, and apply, the NES methodology and maintain a clear line of communication with ITC throughout the process.

¹ The time required to complete each task may vary depending on the responsiveness of counterparts in the country.

- Mobilize public and private sector stakeholders and coordinate and lead their involvement throughout the process.
- Make arrangements for the venue and logistical requirements for stakeholder consultations, plus related materials (e.g. video projector, flip chart, etc).
- Cover local expenses incurred for the arrangement of consultations (such as transport, meals, and lodging), where applicable.
- Provide secretarial and administrative support to sectoral and cross-sectoral working teams.
- Implement the National Export Strategy, as per the strategy's plan of action and implementation management framework.

THE OUTPUTS

The principal output is an endorsed, coherent, comprehensive and prioritized National Export Strategy document complete with plan of action and implementation management framework. Interim outputs include:

- Governance structures established and NES preliminary audits conducted.
- Completed analyses of the country's exports, imports and investment performance, main markets and competitors over the past five years.
- Defined scope and principal objectives of the NES and identification of priority sectors and cross-sectoral functions to enable the country to allocate scarce resources effectively.
- Elaborated detailed sectoral and cross-sectoral strategies complete with corresponding plan of action and implementation framework.
- National Export Strategy consolidated document aggregating sectoral and cross-sectoral strategies.
- Endorsement of the NES by stakeholders and the national government.
- A formal public-private dialogue platform focusing on export development and competitiveness (e.g. National Export Council – NEC) established (or reinforced) and operationalized.

Additional details are provided in the Logframe.

THE OUTCOMES

The following are the principal outcomes of a NES design and management initiative. These are further elaborated in the NES Logframe.

Short-term outcomes:

- Empowered national stakeholders capable of contributing to export development activities.
- Improved public and private dialogue supporting the development of a national export culture.
- Enhanced opportunities to mainstream trade into national planning and policies.
- Improved ability of the country to receive and utilize Aid-for-Trade.

Medium-term outcomes:

- An improved policy framework to support the development and competitiveness of the export sector.
- An increased capacity of private and public institutions to support and stimulate exports through the provision of relevant and accessible trade support services.
- A strengthened capacity of the country to formulate and manage export development strategies that are relevant and realistic.

INDICATIVE NATIONAL EXPORT STRATEGY DESIGN AND MANAGEMENT LOGFRAME (V.1)

The development of the NES elaborates priorities agreed on the basis of public and private consultations, resulting in a plan of action and an implementation management framework that are adopted by the Government.

OBJECTIVES AND ACTIVITIES	PERFORMANCE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
IMPACTS			
Contribute to the overall country's export development and competitiveness in global markets, and the ability of the country's exporters to enter markets, as to contribute to employment creation, income generation and the overall socio-economic development of the country.	<ul style="list-style-type: none"> - Improved business environment. - Shares of the country's exports in global markets. - Ranking of the country in « Doing Business » indicators. - Socio-economic impacts of exports in terms of poverty reduction, employment creation, environmental sustainability and gender equality. - Number of enterprises that are export ready. 	<ul style="list-style-type: none"> - WB, IMF and UN development reports. - MDG reports. - Trade development reports. - "Doing Business" ranking. - National statistics. 	
MEDIUM TERM OUTCOMES			
<ul style="list-style-type: none"> - An improved policy framework to support the development and competitiveness of the export sector. - An increased capacity of private and public institutions to support and stimulate exports through the provision of relevant and accessible trade support services. - A strengthened capacity of the country to formulate and manage export development strategies that are relevant and realistic. 	<ul style="list-style-type: none"> - Number of adopted pro-export national policies. - Optimization of trade support resources available in the country. - Reduction of duplications in TSIs work. - Number of exporters receiving relevant assistance from TSIs. - Ability of stakeholders to keep the NES updated. 	<ul style="list-style-type: none"> - Adopted trade and export policies. - National budget allocations for trade and export development. - Trade development reports. - TSI strategies and reports. - NES revision reports. 	<ul style="list-style-type: none"> - The NES plan of action is implemented in the country - There is political stability in the country. - There is macro-level economic stability in the country. - There are national and/or donors' resources allocated for the implementation of the NES plan of action. - NEC and NES Secretariat continue to function effectively to manage the implementation of the NES plan of action and revise and update the NES. - Stakeholders collaborate to the implementation of the NES plan of action and keeping the NES updated.
SHORT TERM OUTCOMES			
<ul style="list-style-type: none"> - Empowered national stakeholders capable of contributing to export development activities. - Improved public and private dialogue supporting the development of a national export culture. - Enhanced opportunities to mainstream trade into national planning and policies. - Improved ability of the country to receive and utilize Aid for Trade. 	<ul style="list-style-type: none"> - Number of stakeholders participating in activities organized by the NES secretariat or the NEC. - Number of public and private sectors statements in support of export development. - Number of policies having been introduced or modified in support export development. - Amount of A4T received and disbursed for export development activities. 	<ul style="list-style-type: none"> - Attendance list to NES or NEC organized events - Media articles - Government statement - Laws - EIF and A4T reports 	<ul style="list-style-type: none"> - The NES plan of action is implemented by the country. - There are national and/or donors' resources allocated for the implementation and management of the NES plan of action. - NEC and NES Secretariat function effectively and manage the implementation of the NES plan of action. - National stakeholders take ownership of the NES plan of action and work toward its implementation. - There is a continued expressed political and private sector willingness to support the NES plan of action and implementation management phase.
OUTPUTS²			
1. Governance structures for NES design process, NES preliminary audits.	<ul style="list-style-type: none"> - Percentage/Number of TSIs mapped at the national level. - Navigator appointed. - Core Team established - Need for NEC determined. - Quality of the preliminary audits. 	<ul style="list-style-type: none"> - NES templates and checklists. - TSN mapping document. - Preliminary audits report. - Navigator and core team profile 	<ul style="list-style-type: none"> - Focal Point organizations and Navigator assume responsibility for pre-engagement work and championing the NES process. - There are available, able, resourced and empowered individuals willing to participate for the entire duration of the NES process. - The TSN is willing to share information and participate in the NES process. - The data available for the preliminary audits is adequate.

² Outputs are interlinked in a methodological process and all need to be achieved in order to create the outcomes.

<p>2. Baseline analyses of the country's exports, imports and investments performance, main markets and competitors over the past five years.</p>	<ul style="list-style-type: none"> - NES templates, checklists and tasks completed by Navigator and EST. - Confirmed EST members (with the right capacities and in a balanced ratio between private and public sectors) allocating the necessary time to collaborate in the NES process. - Quality of the baseline analyses. 	<ul style="list-style-type: none"> - NES completed templates and checklists. - "Response Paper" - EST members profile. 	<ul style="list-style-type: none"> - Governance structures are properly established and preliminary audits properly conducted. - Adequate national resources (human, institutional and financial) are allocated to the NES inception phase. - The data available for benchmarking the country's export, imports and investment performance, main markets and competitors is adequate.
<p>3. Scope, principal strategic objectives of the NES, and priority sectors and cross-sectoral functions to be addressed in the NES.</p>	<ul style="list-style-type: none"> - NES templates, checklists and tasks completed by Navigator and EST. - Number of stakeholders at capacity building consultations on scope and priorities of the NES. - Number of stakeholders and EST members' able to define realistic objectives and priorities to be addressed by the NES. - The EST members' ability and involvement in completing the "Response Paper" in a comprehensive manner. 	<ul style="list-style-type: none"> - NES templates and checklists. - Syntheses of the consultations. - "Response Paper". - Stakeholders' attendance list at consultations and contributions to the NES during consultations. 	<ul style="list-style-type: none"> - Baseline analyses are adequately completed. - There is a representative and active stakeholders' participation during the various priority setting activities. - The data available for identifying priorities and scope for the NES is adequate.
<p>4. Sectoral and cross-sectoral strategies complete with corresponding plan of action.</p>	<ul style="list-style-type: none"> - NES templates, checklists and tasks completed by Navigator and Specialized teams. - Number of stakeholders at capacity building consultations on value-chain diagnostics and strategy design. - Number of confirmed Specialized team members (with the right capacities and in a balanced ratio between private and public sectors) allocating the necessary time to collaborate to the sector and cross-sector level strategies design process 	<ul style="list-style-type: none"> - NES templates and checklists. - Syntheses of the consultations. - Completed value-chains diagnostics documents. - Completed sector and cross-sector level strategies. - Stakeholders' attendance list at consultations and contributions to the NES during consultations. 	<ul style="list-style-type: none"> - The "Response Paper" is adequately completed. - There is a representative and active stakeholders' participation during the sectoral and cross-sectoral strategies design process. - Adequate national resources (human, institutional and financial) are allocated to the NES design phase. - The Specialized teams are adequately involved of completing value-chains, designing sector and cross-sector level strategies and plans of action. - The data available to specialized teams for developing sector and cross-sector strategies is adequate.
<p>5. A consolidated, coherent and comprehensive National Export Strategy document composed of sectoral and cross-sectoral strategies, a plan of action and an implementation management framework.</p>	<ul style="list-style-type: none"> - Number of participants at capacity building consultations on strategic planning and strategy management. - The quality of the NES document, its plan of action and implementation management framework. 	<ul style="list-style-type: none"> - NES document. - Syntheses of the consultations and completed documents. - Stakeholders' attendance list at consultations and contributions to the NES during consultations. 	<ul style="list-style-type: none"> - Sector and cross-sector strategies are adequately completed. - The Navigator and Core Team are adequately involved in synthesizing priorities, targets and plan action in a consolidated manner.
<p>6. National Export Strategy document endorsed.</p>	<ul style="list-style-type: none"> - Number of public and private sector participants and representatives at the NES launch event. - Number and quality of public statements concerning the NES. - A written endorsement of the NES signed by a senior government representative in opening pages of the NES document. - Formal adoption of the NES by the government. 	<ul style="list-style-type: none"> - National media articles. - Government's public statements. - NES document. - Attendance list at NES launch event. 	<ul style="list-style-type: none"> - NES document is adequately completed. - Adequate national resources (human, institutional and financial) are allocated toward communicating the NES design and management process to stakeholders and the general public.
<p>7. Operational public-private dialogue platform focusing on export development and competitiveness (e.g.: National Export Council-NEC), and supportive NES secretariat.</p>	<ul style="list-style-type: none"> - A formal NEC or equivalent is established/reinforced, operationalized and given a defined mandate. - NES Secretariat is established. - Representativity of TSN on NEC. - Number of public and private sector gatherings. 	<ul style="list-style-type: none"> - Public to Private ratio in the NEC. - Public statements of both the private and public sector. - NEC statutes, membership, financial reports and supporting policies and laws. 	<ul style="list-style-type: none"> - Stakeholders take ownership of the NES. - There is an expressed political and private sector willingness to support the NES, its plan of action and implementation management framework. - There is a continued political willingness to collaborate with the private sector. - NEC is supported by an enabling law or government decision. - Adequate resources (human, institutional and financial) are allocated to the NEC for executing the NES.
<p>8. Implementation management phase initiated</p>	<ul style="list-style-type: none"> - Number of participants at the capacity-building consultation on strategy implementation, coordination and management. - Number of potential national and international donors at a resource mobilization symposium. - Coordination and management of NES plan of action and monitoring progress by NES Secretariat. 	<ul style="list-style-type: none"> - NES templates and checklists. - Stakeholders' attendance list at consultation and contributions to the NES during implementation management consultation. - Completed management scorecards. - Symposium report. - Yearly progress reports. 	<ul style="list-style-type: none"> - NES Secretariat is operational. - NEC is enabled through NES secretariat for day to day operations. - There is sustained interest by national agencies (Government, TSN) to support the NES. - There is sustained interest by donors and international agencies to support the NES plan of action.

FOR FURTHER INFORMATION, PLEASE CONTACT



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