## References

- Bremmer, I. 2006. The J Curve: A new way to understand why nations rise and fall. London: Simon and Schuster.
- Chan Kim, W. and Mauborgne, R. 2005. Blue Ocean Strategy: How to create uncontested market space and make the competition irrelevant. Boston: Harvard Business School Press.
- Carr, M (ed.). 2004. Chains of Fortune: Linking women producers and workers with global markets. London: Commonwealth Secretariat.
- DFID. 2008. Private Sector Development Strategy, 'Prosperity for all: Making markets work'. London: UK Government.
- Easterly, W. 2001. The Elusive Quest for Growth: Economists' adventures and misadventures in the tropics. Booston: Massachusetts Institute of Technology.
- Girard, J. 2006. How to sell anything to anybody. New York: Fireside.
- Jones, P. 2008. 'Communicating Strategy'. Aldershot (UK): Gower
- Kaplan, R. S. and Norton, D. P. 2004. Strategy Maps: Converting intangible assets into tangible outcomes. Boston: Harvard Business School Publishing Corporation
- Rasiel, E. M. and Friga, P. N. 2001. 'The McKinsey Mind: Understanding and implementing the problem-solving tools and management techniques of the world's top strategic consulting firm'. McGraw-Hill, USA.
- Record, R and Mtonya, B. 2008. 'A consultancy to review the design and implementation of national export strategy projects'. Final draft. September. London: Commonwealth Secretariat.
- UNCED. 1992. 'Agenda 21'. Chapter 37. New York: United Nations.
- UNDP. 2006. 'UNDP and Capacity Development' workshop. Power Point presentation. Tbilisi, Georgia. September.

## Index

5-Step Process 17-21 5Cs analysis framework 8, 9

Agenda 21, 35 aid 3, 17–21 alignment of strategies 13 analysis 8–9 assistance 3, 17–21

Balanced Scorecard 14-15 Belize 27-8, 37 Boatswain, Anthony 36 border issues 10 Botswana 27, 37 bureaucracy 40-1 business tools 8-9

capacity building 35-8 case preparation 18-19 challenges 39-42 change 39-42 civil servants 31 commitment 19-20, 24-5, 40 communication 13-14 competition 1-2, 7 conclusions 41-2 consultants 27-8 consultation 21, 41 co-ordination 33 core teams 28 country experiences 23-34 cross-cutting issues 10 customers 15

demand side issues 10 Department for International Development (DFID) (UK) 19 design 21, 42 development agencies 40 development phase 42 development plans 18 DFID (Department for International Development) (UK) 19 discretionary incentives 40 domestic support 19 Dominica 31

E2RC (Eliminate-Reduce-Raise-Create) grid 8, 9 economic development 2 Eliminate-Reduce-Raise-Create (E2RC) grid 8, 9 Environment and Development Conference (UNCED) 35 evolution of projects 2-3 expenditure 11-12 expertise 41 export earnings 7 EXPORT model 2-4 external assistance 3, 17-21 external consultants 27-8

facilitation issues 10 feedback from stakeholders 24–34 Fiji 30–1, 38 finance 12, 15, 19 Five-Step Process 17–21 flexibility 3, 34 funding 19

government role 26, 30, 40 Grenada 25-6, 36 Grenadines *see* St Vincent and...

human capital 15

implementation 4, 7, 13-15, 34, 42
incentives 40
internal processes 15
International Trade Centre (ITC) vii, viii
introductory sections 8
ITC (International Trade Centre) vii, viii

key features 8 key lessons 41–2 kick-start workshops 20

Implementing a National Export Strategy

launches 20, 21 lead agencies 13 leadership 29 learning viii-ix, 14, 15 legacy 38 lessons 41-2 localised methodology 32 long-term development plans 18 mandates 19 measurement 14-15 medium-term development plans 18 Medium Term Expenditure Framework (MTEF) 11-12 Medium Term Strategic Framework (MTSF) 11-12 models 2-4 MTEF (Medium Term Expenditure Framework) 11-12 MTSF (Medium Term Strategic Framework) 11-12 Namibia 32, 38 national consultants 27-8 National Export Strategy Learning Workshop (2009) viii-ix national resources 19-20 national retreats 21 national symposia 21 national teams 20, 21, 29-30 Nigeria 34, 37-8 objectives 8 operational learning 14 organisations, private sector 41 outputs 7 ownership of projects 4 participation 29-30 partnerships 3 Pemba 37 political commitment 19-20, 24-5, 40 priority sectors 11-12 private sector 18, 25-6 commitment 32-3 organisations 41 process 7-15, 36-8 project spread/status 24

public sector bureaucracy 40-1 commitment 32-3 engagement 30-1 questions to be addressed 4-5 references 43 resources 4, 19-20 retreats 21 St Vincent and the Grenadines 29, 36 Samoa 33, 37 Secrets of Strategy template viii sector teams 21 Sierra Leone 34 situation analysis 8-9 South Africa 12 stakeholders 17-18, 19, 41, 42 feedback 24-34 stalled process 31 strategy viii, 1-5, 11-12 development 17-21 Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis 10-11, 12 supply side issues 10 Swaziland 29-30, 37 SWOT analysis 10-11, 12 symposia 21 Tanzania 34, 37 teams 20, 21, 28, 29-30, 34 technical assistance 17-21 technical expertise 41 technology 41 templates 27 time scales 4 Tonga 32-3, 38 Uganda 24-5, 37 UN Conference on Environment and Development (UNCED) 35 United Kingdom 19 vision statements 8, 18 workshops viii-ix, 20 Zanzibar 34, 37

Implementing a National Export Strategy