



## E-STRATEGIES FOR ACTION

Digital technologies are rapidly transforming the way we live and work, with information and communication technology (ICT) playing an increasingly important role in the way we produce, consume and trade.

Changes are happening at an accelerated pace, imposing new challenges on companies – to innovate and maintain a competitive edge, and on governments – to design a conducive public policy and regulatory framework. This dynamic ecosystem requires strategic and swift responses to reap the developmental benefits of digital technologies, such as inclusive and sustainable growth, improved governance, and quality service delivery.

**ITC embraces the digital reality and works with partners to transform digital disruption into business opportunities, especially for MSMEs.**

This is why ITC has developed a portfolio of solutions on e-strategies. E-strategies help developing countries identify and prioritize growth trajectories and strategic initiatives that support e-trade development and digital transformation.

The two-dimensional e-strategies approach covers:

- **e-business strategies**, which explore online business in priority sectors and value chains through e-commerce.
- **ICT strategies**, which cover growth strategies for digitally-enabled sectors like IT-enabled services, creative industries and software development.

**Following ITC's mandate of helping MSMEs export, e-strategies are development-conscious as they emphasise small firms' participation in local, regional and international markets.**

**ITC works with national governments as well as with logistics and e-commerce companies. Ranging from the European Union to DHL and from eBay to Alibaba, partners have chosen ITC to enhance MSMEs' competitiveness and exports in strategic sectors. ITC uses its digital environment knowledge and its partners' skills to create sharp and effective strategies that leave no one behind, from the design to the implementation stage.**



## WHAT IS UNIQUE IN ITC'S E-STRATEGY APPROACH?

### Deep sector expertise

ITC has over 15 years of experience in ICT-driven strategy work, ranging from software development to business process outsourcing (BPO) and IT enabled services (ITES).

ITC is well positioned to conduct value chain analysis where ICT has significant impact, given its extensive experience in applying smart data approaches across diverse sectors and countries. This is particularly relevant to leverage e-commerce opportunities across different value chains.

### Tailored to countries' needs

ITC has led the development of industry-specific export strategies in over 50 countries at different levels of economic development, adapting the scope of the strategies to each country's context and priorities. When it comes to e-strategies, this flexibility is key, as there are no universal solutions to concepts such as 'e-commerce', 'digital trade', or even 'ITES'.

### An inclusive and pragmatic method

ITC actively works to bridge the digital divide by assisting partner countries in developing national e-strategies that combine robust and insightful analytical expertise with the organisation's pragmatic, action-oriented trade strategy in its design methodology.

Multi-stakeholder consultations with public and private sectors allow ITC to frame the strategy around a value chain specific to the country's potential and to market-driven circumstances. As a result, ITC's unique methodology provides a 360-degree approach that allows it to identify opportunities and challenges at three levels: **the firm, the business ecosystem, and the national environment.**

### Co-ownership facilitates action

The engagement of diverse public and private stakeholders brings legitimacy to the strategy and its plan of action, thus facilitating implementation through alignment of agencies, budget allocation and scalability. Many governments have officially endorsed ITC-facilitated e-strategies including in Côte d'Ivoire, Mauritius and the State of Palestine.

## E-STRATEGIES ON THE GROUND

### Côte d'Ivoire

Accounting for 7% of GDP, ICT is the second biggest sector in the economy and represents an important driver for export growth. This e-strategy developed by Cote d'Ivoire with ITC identifies four major objectives: development of products and services for export, strengthening of human capital, improvement of supporting institutions, and facilitation of access to finance. These recommendations are based on an in-depth supply chain analysis, a detailed assessment of exporters' performance, and the upgrading of support by relevant trade and investment institutions.

### The Gambia

The ICT Roadmap developed for the Gambia with young entrepreneurs and public agencies focuses on identifying economic opportunities for youth while setting a new development path for the sector. Based on a skills gap assessment and mapping of training institutions, the Roadmap provides action points on how to improve the Gambian youth's digital skills to assist them to become e-entrepreneurs. The ICT Roadmap also provides guidance on developing new ICT-enabled services in different sectors to benefit from digital innovations.

### Mauritius

Mauritius' e-strategy 2017-2021 focuses specifically on software development, separating it from broader categories such as business process outsourcing. The strategy contains an action plan designed to achieve the country's vision of creating 'a highly competitive sector driven by innovation and excellence, renowned as a reference point for quality software products and services'.

### Rwanda

ITC assessed current and future market orientation within three ITES segments: business process outsourcing, information technology outsourcing and knowledge process outsourcing. This analysis will allow Rwanda to boost its value addition trajectory.

The Rwanda ITES strategy places private sector development at its centre, seeking to leverage global opportunities by proposing a specific industry growth path based on targeted development of carefully selected market channels. Rwanda's ITES strategy supports the industry's ambition 'to become Africa's technology hub'.



## State of Palestine

The National Export Strategy for the State of Palestine was developed through the collaborative efforts of ITC, the Ministry of National Economy, PalTrade and the private sector. The Strategy puts entrepreneurship and trade at the centre of action for nine sectors, including ICT. While the sector accounted for only 0.8% of GDP in 2003, it now represents 5-7% of GDP, experiencing a continuous growth in the local economy. Following a value chain analysis, ITC built an action plan to enhance the sector's competitiveness through the improvement of the regulatory framework, the infrastructure and the skills available on the labour market.

## Saint Lucia

Saint Lucia identified ICT twice as a priority export sector in its National Export Strategies, positioning ICT as an enabler for other economic sectors. The latest strategy is geared towards strengthening the available technical skills and diversifying the sector's production capacity. The strategy aims to transition from a consumer-based ICT sector to a producer-based one, and to increase its participation in the region and beyond.

## Sri Lanka

As part of the country's effort to grow exports and position Sri Lanka as a major technology and logistics hub in Asia, the government and the IT industry seek to expand further the thriving IT-business process management (BPM) sector. This key industry has grown by more than 300% in the last ten years to reach \$1.2 billion in revenue and contribute 12% to Sri Lankan services exports. In this context, ITC facilitated the development of an IT-BPM strategy that builds on the existing industry's international recognition for Sri Lanka to be 'a global IT-BPM centre of excellence of high-end product engineering, IP creation and knowledge process outsourcing'.

## Ukraine

Following the endorsement of a strategic trade development roadmap for Ukraine, ITC is now working with the Ministry of Economic Development and Trade and the private sector to design a National Export Strategy that comprises five priority sectors, including ICT, and four trade support functions.

**With 15 years of experience, ITC's e-strategies bring partner countries onto the e-highway. The strategies upgrade existing value chains and enhance competitiveness.**

**'The Strategy is a tool for creating a successful future for Ukrainian exports. It is a special kind of social contract between business and government that defines mutual expectations, outlines the responsibilities and identifies common goals and objectives in the field of exports.'**

**Stepan Kubiv,**  
First Deputy Prime Minister,  
Ukraine

**'The Strategy provide a coherent roadmap to achieve Sri Lanka's export vision: 'to become an export hub driven by Innovation and Investment'. My Ministry will give the highest priority for the implementation of the Strategy, based on the actions proposed, a few of which have already been included in the National Budget 2018.'**

**Malik Samarawickrema,**  
Minister of Development Strategies and International Trade,  
Sri Lanka

**'This new National Export Strategy is in effect a trade-focused complement to Vision 2030. It provides a blueprint for unlocking the potential contributions that exports could make to increasing value-addition, building economic resilience and creating more and better jobs in Mauritius',**

**Arancha González,**  
Executive Director  
International Trade Centre



**For more information about e-strategies**

<http://www.intracen.org/itc/trade-strategy/e-Strategies/>

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FOR GOOD

# E-Strategies for action



E-strategies: part of

