

Annex I

Terms of Reference

Aid for Trade Initiative for Arab States (AfTIAS)

International Trade Expert to support development of the Concept of Saudi Export Development Strategy 2015

A. Project Title

Aid for Trade Initiative for Arab States (AfTIAS)

B. Project Description

The Aid for Trade Initiative for the Arab States (AfTIAS) aims to achieve inclusive economic growth with increased employment opportunities and greater competitiveness through trade policy reform in Arab countries as an integral part of the regional trade and economic integration agenda.

The AfTIAS focuses on assisting Arab countries and the main sub-regional and regional integration entities to accelerate the pace of trade reform and regional economic integration, to strengthen the employment effects of those reforms with particular focus on women and youth. Economic integration through increased trade and foreign direct investment (FDI) are considered as means available in the short to medium term to policy makers to engage countries on a higher path of sustainable economic growth.

To this end, the AfTIAS also supports initiatives aiming at improving performance of cross border operations at selected border posts in the Arab countries, along specific trade/transport corridors to facilitate flow and movement of goods, means of transport and people. Furthermore, it cooperates with Arab countries in addressing contemporaneous challenges such as how to promote economic and trade competitiveness towards more diversification of their economies for sustainable and inclusive growth.

Combination of policy instruments (in terms of policy measures, regulatory framework) with good, future-oriented practices would create a “virtual loop” contributing to the achievement of the project objective. This evidence-based policy approach would support the implementation of quality development solutions that best serve the needs of the Arab region and its member states.

C. Rationales

During the consultation with the Saudi Export Development Authority (SEDA) as the national focal point of AfTIAS in the Kingdom of Saudi Arabia, diversification of exports and promotion of competitiveness of Saudi products has been identified as one of major challenges in modernization of trade policy of the Kingdom. SEDA and concerned agencies view that exports would be one of potential sectors to be

promoted in leveraging on its competitive advantage. In cooperation with the UNDP, technical support will be provided through the AfTIAS to the SEDA in order to develop, design and eventually implement a new Saudi export development strategy and concerned areas, i.e... selection of export leaders and promotion of more Saudi products in the international markets, and improvement of supply chain of bringing Saudi products and services to the region and other parts of the world. As part of the long-term collaboration program, it would target development of a road map including an action plan for exports and practical measures of its implementation.

Moreover, the Saudi authorities also viewed that the export strategy would be based on key elements of the development agenda in function of boosting the competitiveness of economic sectors in a sustainable and inclusive manner. In addition, it shall incorporate interventions aimed at support to Saudi Small and Medium Enterprises (SMEs), to the business community leading to eventual enhancement of export potential of the Kingdom.

To that end, it requires substantial collaboration, engagement and partnership between the Government and the private sector in leveraging on main assets of Saudi businesses such as its dynamics, creativity and innovation towards a Saudi knowledge-based economy, defined in the 9th and 10th National Socio Economic Plans.

D. Objectives

1). Overall Objectives

Design and develop major directions of economic diversification for better competitiveness of the Saudi exports from goods and services in close consultation with concerned authorities of the Kingdom.

2). Specific Objectives

Analyze major markets of Saudi exports from goods and services, and identify the potential international markets through:

- (a) Analysis of the knowledge content of existent Saudi exports in goods and services;
- (b) Identification of differentiated goods and services and those of high value added in leveraging on existing comparative and competitive advantage of the Saudi goods and services, included agro products;
- (c) Study of business practices in gradually boosting the competency and competitiveness of Saudi businesses and industries;
- (d) Analysis of supply chain for six major exports, indicatively from KSA to the international markets;
- (e) Review of the characteristics of the Saudi economy, study of trade-related economic policies, and analyze the productivity of the public and non-public sector with focus on goods and services of export potential;
- (f) Preparation of recommendations on economic policies with the aim of promoting Saudi exports from goods and services.

- (g) Design of the Outlines of the Saudi Export Development Strategy (SEDS-SEDA).
- (h) Identification of major components of the SEDS-SEDA.
- (i) Identification of sectors/products of KSA that have immediate export potential in function of the SEDS-SEDA.
- (j) Support to be provided to the conduct of other tasks as agreed by UNDP.

E. Scope of Work

The deliverables and outcomes of the first stage of the project shall demonstrate key findings from practical experiences that result from a detailed and comprehensive analysis undertaken by the selected expert. It includes among other issues an assessment of the current exports policies in the KSA, challenges and opportunities for the Saudi exports in the international markets. To that end, it is essential to present facts and operational information in a structured manner with evidence-based analysis to substantiate policy recommendations and suggestions of holistic directions.

A particular focus would be on the main outlines of the new proposed strategy, with clear identification of its features, characteristics, capability of its smooth implementation as well as how it matches real and documented needs of the Saudi export sectors and figuring out of the main sectors and specific goods with high export potentiality in the international markets.

In achieving the objectives of the first stage, the expert will be required to establish clear work methods that enable a fact-based analysis and evidence-supported assessment. In this pursuance, a conduct of a deep analysis and shall be agreed in advance to its effective implementation. As overall, the assignment targets the current export regime in the KSA while priorities would be given to the sectors and goods with the highest export potential.

Moreover, attention should also be given to the analysis of the effectiveness, relevance and efficiency of the current export policies and regime in the KSA as the basis for appropriate recommendations. The assignment should include an analysis of the extent to which these policies can be effective and practical taking into account priorities of SEDA.

Finally, the study will identify key issues, challenges and opportunities in developing and advocating for further involvement of the Saudi business sector in the implementation of the new strategy with focus on exports of goods and services, in support of achieving key objectives of the SEDA.

F. Methodology

The methodology to be followed shall include the below main tasks:

- (a) Analysis of major markets of Saudi exports (goods and services), included potential markets in the world (business-oriented).
- (b) Analysis of the knowledge content of existent Saudi exports (goods and services).

- (c) Identification of differentiated products and services and those of high value added in leveraging on existing comparative and competitive advantage of the Saudi products and services, included agro products.
- (d) Study of business practices in gradually boosting the competency and competitiveness of Saudi businesses and industries.
- (e) Analysis of supply chain for six major exports from KSA to the world as appropriate.

G. Expected Outputs and Deliverables

Under the supervision of the Chief Technical Advisor of UNDP Trade & Development Project under the AfTIAS and in consultation with SEDA and concerned authorities in KSA , the selected expert will work under the agreed timeline and workplan based on the following deliverables:

Deliverables/Outputs	Target Due Dates	Review and Approvals Required
Deliverable 1: Comprehensive report of major export sectors of the KSA (goods and services)	15 days from the start of the contract	AfTIAS Chief Technical Advisor
Deliverable 2: Analysis of operational matters of the KSA having impact on bringing Saudi products to the international market, including those affecting imports(i.e, logistics and transport operations, procedures, processes and documentation) for SEDA	15 days from the start of the contract	AfTIAS Chief Technical Advisor
Deliverable 3: Review of international experiences of export promotion with facilitation of the value and supply chain of goods and services	20 days from the start of the contract	AfTIAS Chief Technical Advisor
Deliverable 4: Provision of support of facilitation (facilitator/resource person) to the workshop of national consultations, including preparation of presentations, short analysis notes	20 days from the start of the contract	AfTIAS Chief Technical Advisor

H. Institutional Arrangements

The selected expert will report to the Chief Technical Advisor of UNDP Trade & Development Project under the AfTIAS.

The indicators of performance by the Expert comprise: timely presentation of the deliverables defined by the TOR, accuracy of the analysis, quality of documents, requested presentations and reports for submission to the CTA of UNDP Trade & Development Project under AfTIAS and the beneficiary (SEDA).

I. Duration of Work

The work duration is expected to be 20 days from the start of contract.

J. Duty Station

The Expert will be based in Riyadh, Kingdom of Saudi Arabia.

K. Qualifications of the Successful Individual Contractor

1). Education:

- Advanced university degree, or equivalent, in international trade, business administration, economics, or related field;

2). Work Experience:

- Minimum (10 - 12) years of practical experience in international market and export promotion analysis with demonstrated experience in performing similar assignments;
- Experience in the development of export markets analytical studies;
- Proven public sector and private sector practical experience in, international trade including trade agreements, export competitiveness, development and export market development, access and compliance;
- Detailed knowledge of business and institutional environment in the KSA is an advantage.
- Proven experience in export management, international trade or related disciplines;

3). Functional Competencies:

- Expertise in developing and implementing market and export studies;
- Proven experience in providing international trade consultancy to public and private bodies is an asset;
- Expertise with the development of export promotion strategies;
- Expertise in quantitative and qualitative data collection and analysis methodologies;
- Detailed knowledge of business and institutional environment in the KSA is an advantage; and
- Excellent oral and written communications, presentation and drafting skills in English and Arabic, desirable.

4). Languages:

- All requested reports/ deliverables shall be written in English and in Arabic.