

***Government of The Syrian Arab Republic***

**&**

***United Nations Development Programme***

***Toward Changing the Competitiveness Mindset:  
Creating a National Competitiveness Team & Observatory***

**Summary of the Results Target**

The State Planning Commission (SPC) in its capacity as the government organization in charge of planning and international cooperation for development, requested the assistance of UNDP in designing and establishing both:

1. An important institution/component of the strategy for upgrading the competitiveness of the Syrian economy, the National Competitiveness Team (NCT), to assist in disseminating accurate and current information on industry and relevant economic sectors, provide strategic technical advise on first-best practices and create a sense of urgency among stakeholders to drive competitiveness to the forefront of the national agenda and help motivate a more competitive economy.
2. A National Competitiveness Observatory (NCO) to help benchmark Syria's competitiveness against that of a select group of countries and disseminate the findings to help improve the competitiveness of Syria.

Country: Syrian Arab Republic

UNDAF Outcome(s)/Indicator(s):

*(Link to UNDAF outcome., If no UNDAF, leave blank)*

Expected Outcome(s)/Indicator (s):

*(CP outcomes linked to the SRF/MYFF goal and service line)*

Expected Output(s)/Indicator(s):

*(CP outcomes linked to the SRF/MYFF goal and service line)*

Implementing partner:

*(designated institution/Executing agency)*

State Planning Commission

Other Partners:

*(formerly implementing agencies)*

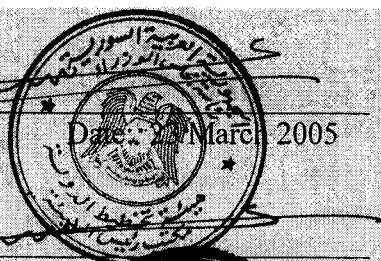
Programme Period: Jan 2005-Dec. 2007  
 Programme Component: Fostering Democratic Governance  
 Project Title: Toward Changing The Competitiveness Mindset  
 Project ID: SYR/05/006  
 Project Duration: 2 years  
 Management Arrangement: NEX

-Broad-based governance programme that will ultimately reflect on poverty reduction goals, agreed by all stakeholders

- Establishment of National Competitiveness Observatory
- Formulation of Competitiveness Indicators and Policy

Budget	US\$	<b>500,000</b>
GMS Fee:	\$	<b>22,500</b>
<b>Total budget:</b>	<b>US\$</b>	<b>522,500</b>
<b>Allocated resources:</b>		
• Government/SPC	\$	<b>472,500</b>
• Regular	\$	<b>50,000</b>
• Other:		
○ Donor		
• In kind contributions		

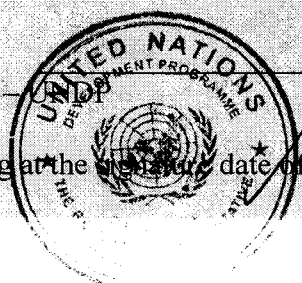
**Agreed by : Mr. Abdallah Dardari**  
 Head of the State Planning Commission  
 On behalf of the Syrian Government



**Agreed by : Mr. Abdallah Dardari**  
 Head of the State Planning Commission  
 On behalf of the Implementing Agency



**Agreed by : Mr. Ali Al-Za'tari**  
 Resident Representative



N.B. The UN exchange rate prevailing at the signature date of the project is US\$ 1= SP 52.10

## Schedule of Payments

### First Installment : Upon Signature of the Project Document, No Later than 31 March 2005

US\$ 50,000      Payment will be made in US Dollars to UNDP Account No. 1107/3070 at The Commercial Bank of Syria No. 12 (\$ A/C).

US\$ 186,250      Payment should be made in local currency to UNDP Local Account No. 40732/306 – in **Syrian Pounds** at Commercial Bank of Syria, Branch No. 12.

### Second Installment : Due on 31 January 2006

US\$ 50,000      Payment will be made in US Dollars to UNDP Account No. 1107/3070 at The Commercial Bank of Syria No. 12 (\$ A/C).

US\$ 186,250      Payment should be made in local currency to UNDP Local Account No. 40732/306 – in **Syrian Pounds** at Commercial Bank of Syria, Branch No. 12.

## **Part I. Situation Analysis**

The Syrian economy grew at a very slow pace in the last decade; the GDP per capita during 1991-2000 grew at 1%, a rate that was well below that of other performers in the region. Recent economic performance and official figures indicate that unless the economy is liberalized and the manufacturing sector upgraded, past trends would persist regardless of the reform policies that were initiated as early as the late 1980s.

While, large-scale heavy industry, as a consequence of the nationalization of 1960, continues to be, at a heavy cost to the economy, dominated by the state, privately owned light industries, encouraged since the early 1990s, continue to grow. Notwithstanding, Syria remains, in spite of early reform attempts, in the initial stages of a transformation process toward becoming a market oriented, open economy. Recent economic liberalization measures coupled with a drive for reform have led to some revitalization of entrepreneurial activities in the private sector and an expanded role for the private sector in the economy.

The simplification of trading procedures, the expansion of a wider range of industry projects available to private companies, the easing of foreign exchange dealings, and the reduction of state intervention have all helped encourage the private sector, regionally renowned for its entrepreneurial spirit, to become more competitive locally and regionally. Moreover, several trade liberalizing agreements with regional and international trade partners have been ratified. Negotiations are underway with the World Trade Organization and the European Union to further enhance Syria's market access.

With the opening of trade, the competitiveness of industry must be properly addressed, particularly since latest figures underscore that the industrial public sector performance seems poor in terms of value added, growth, quality of products and profitability even with the significant investment already contributed by the government. Further, the industrial private sector comprised mainly of small and medium enterprises (SMEs) lacks the proper support tools available to their counterparts and would be competitors in industrialized or recently industrializing economies.

Enhancing the competitiveness of the Syrian economy is a must. It is also the responsibility of all the people of Syria whether in the private or public sectors, consumers and producers alike. Creating a virtuous cycle of sustainable development starts with upgrading industry, facilitating for it, enabling it with better technology and greater market access, improving value added in manufacturing to produce quality products, paying workers higher salaries as they become more skilled and productive to generate more output in terms of quality and quantity, and simultaneously demand sophisticated products, consuming and saving at higher rates, thus generating greater demand and a sophisticated investment pool to satisfy the need for greater and better production levels. Society as whole, with the growth of the cycle of enhanced competitiveness will recover manifold any investment or expenditure related thereto.

Several countries such as Ireland and Tunisia, in their desire to achieve sustainable economic growth, have made competitiveness part of their everyday language. They constantly gauge their own performance against that of other nations and the world by creating an observatory of competitiveness. Depending upon the emphasis in a country, its competitive position and strategic niche, different indicators and measures of competitiveness are adapted and selected. The process of selecting these indicators is as important as the indicators themselves since it is a means of creating national debate, awareness, consensus and a united vision.

## Part II. Strategy

The United Nations Development Program (UNDP), the United Nations' global development and knowledge network, has been operating in Syria since 1962, assisting the people and government of Syria in accessing knowledge, experience, resources and best practices to help expand people's choices. To ensure that development efforts are in line with national aspirations and consistent with the development needs, priorities and goals of Syria, UNDP- Syria works closely with the State Planning Commission (SPC), the government body tasked with coordinating international cooperation.

The government recently adopted an ambitious reform initiative comprising a set of projects with the aim of augmenting sustainable economic growth and raising the standard of living in Syria. The State Planning Commission (SPC) as UNDP's major partner in Syria, and in its capacity as the technical government organization in charge of planning, requested the assistance of UNDP in:

1. Designing an important component of the strategy for upgrading the competitiveness of the Syrian economy: the **National Competitiveness Team (NCT)** to assist in disseminating accurate and current information on industry and relevant economic sectors and create a sense of urgency for changing the mindset to help motivate the creation of a more competitive economy.

The most important requirement for enhancing the competitiveness of an economy is changing the mindset of the people. Thus, economies whose people and institutions have traditionally shied away from competition and opted for protectionism welcome, with a changed mindset, the challenges of competition and come to view competitiveness as a mindset. The NCT is a positive stride toward actively creating a more competitive mindset and provide benchmarks to stakeholders and suggest best practices and approaches for enhancing national competitiveness. It will perform complementary tasks to other components of the national competitiveness strategy and result in a wealth of information and expertise to decision makers and lay people in both the private and public sectors.

2. Designing and establishing a fully functional **National Competitiveness Observatory (NCO)**, to become a cornerstone in the drive for upgrading the competitiveness of the Syria.

Measuring the competitiveness of a nation is a valuable undertaking, albeit complex, particularly in the early phases where data is usually unavailable and resistance is highest.

However, such an organization is considered necessary for benchmarking development—sustainable economic growth or national competitiveness (all expressions are equivalent).

At a minimum, a responsible body that is usually affiliated with the government is designated and committed to gauging the achievements and establishing the national indicators of competitiveness, which are then compared to agreed benchmarks within a given period. The indicators demonstrate not only the achievements but also indicate decelerations and accelerations in the various areas measured. The findings then serve as inputs for policy design and competitiveness upgrading efforts.

Globally, there are several published indices utilized for measuring and ranking the competitiveness of a nation. These indices have been developed by international and regional organizations such as the World Economic Forum; the International Management Institute; the World Bank; and the Heritage Foundation (publishes an economic freedom index). Also, many countries such as Ireland and Tunisia have established their own NCOs to track their achievements and provide policy makers. Others such as Jordan and Egypt are in the process of establishing such observatories.

Indicators of competitiveness typically include measures of transport infrastructure, science and technology, taxation, enterprise costs (non-labor), productivity and labor compensation, education, capital, internationalization and economic performance. Under each of these indicators several sub indices are compiled and imputed. Each of the measures is then compared with that of past performance and the performance of other countries to measure changes in competitiveness over time. The responsible authority then publishes the results together with best practices and suggestions as to closing the gap.

#### **Mission:**

- 1 The mission of **The National Competitiveness Team (NCT)**, which is **comprised of professionals staff**, will conduct studies of all aspects of the economy with particular emphasis on industry, and disseminate findings in presentations to stakeholders, giving policy, advisory and strategic advice to the public and private sectors, while creating and maintaining a national database that would eventually encompass the whole economy.
- 2 While the mission of **The National Competitiveness Observatory (NCO)**, which is a team of high-caliber professional staff, will be providing measures of the competitiveness of Syria, suggesting best practices, and disseminating information thereon

#### **Vision:**

- 1 **The main function of the NCT** is to conduct policy research utilizing the model developed by Michael Porter for analyzing business and economic clusters of related firms. The analysis will cover the value chains of products at a minimum and evaluate the determinants of demand, supply, firm strategy, rivalry and market structure, and supporting industries.

The analysis, once completed, will be presented in PowerPoint format to the widest group(s) of stakeholders possible. Utilizing excellent communication skills, team members will present their findings and recommendations to stakeholders at all levels to help change the mindset, help clusters share knowledge, skills and innovation and promote dynamic well connected clusters.

The nation will consequently reduce its reliance on macroeconomic policies to enhance growth and instead focus on microeconomic policies and improvements that directly increase the productivity of business enterprises and clusters.

Recognizing that the primary purpose of the studies is to improve the competitiveness of all business enterprises and clusters and the overall willingness to compete and accept the challenges posed by globalization, analysis will be widely dispersed in electronic and other forms of communication media to the widest number of people possible. The information provided in these databases will be dynamic, current and available. It will become part of the referential knowledge utilized in investment promotion efforts, business strategies, foreign investment, policy making, business case studies for instruction at institutes that teach business or business related activities, etc.

Members of the NCT may participate in teaching seminars at universities and education institutes, presenting actual cluster studies to students in business, economics and engineering schools to help shape the mindset of the future generations while providing a wealth of actual case studies to students and academicians. Teams from colleges may be led by members of the NCT to conduct other cluster analysis.

The NCT should incubate other competitiveness teams, scholars and researchers by the third or fourth year of operation to avoid becoming a monopoly on competitiveness studies and encourage the institutionalization of the knowledge in both the private and public sector institutions.

2. **The main function of the NCO** is to conduct statistical analysis and compilation of data related to the agreed indices and their establishment.

Agreed findings will be periodically published and disseminated via electronic and regular formal communication channels.

When called upon, the NCO team members will provide policy advice to decision makers at the SPC.

The analysis, once completed, will be presented in PowerPoint format to the widest group(s) of stakeholders possible. Utilizing excellent communication skills, team members will present their findings and recommendations to stakeholders at all levels.

If and when necessary and after receiving formal clearance from the Minister, the NCO may conduct presentations to the private sector on the competitiveness of Syria.

### **Part III. Management Arrangements**

The project will be nationally executed by the Syrian Government represented by the State Planning Commission - SPC. Therefore, both the NCT & the NCO will be located at the SPC working as separate units within SPC but outside the normal structure to avoid any bureaucratization. In this respect, the project will be incubated within the State Planning Commission for the NCT and NCO for a period of two years, after which these units can be transferred to the Chambers of Commerce and Industry. While the reports on indicators can be also transferred to the Chambers, however, SPC will still be responsible for the issuance of the macro-policy indicators and the institutional competitiveness indicators.

Both units should fall under the direct supervision of the Head of the State Planning Commission or any other senior official he/she designates, as well as, UNDP office who will be following up on the implementation process within the set work plan and time frame.

UNDP, in close consultation with the State Planning Commission, will also arrange for the identification and recruitment of the international consultant (as per the attached TOR). UNDP will also assist the State Planning Commission in identification and recruitment of national employee who will form the national Competitiveness Team.

The NCT operates as an **advisory service**, a sounding board and at times a think-tank for the top management of SPC, namely the Minister or whomever he designates.

While the NCO operates mainly as a **research unit** but may also provide advisory services to the top management of SPC, namely the Minister or whomever he designates.

### **Staffing**

#### **I. The National Competitiveness Team:**

The first task is to recruit one international consultant for four man-months to train, establish and monitor the progress of the Team and quality of its work. The Consultant will be a senior economist with demonstrated expertise in competitiveness and cluster analysis with exceptional communications, training and management skills. As a mentor to the team, the consultant should have sufficient hands on experience and theoretical knowledge to train the trainers and convert them into a new way of thinking. The Consultant will prepare the entire required TOR in regards of staff and study tours.

Recruitment of five national employee will be conducted in a competitive and transparent manner. The ideal NCT team candidates will be Syrian nationals, recent graduates with



bachelors or masters (economics, business, liberal arts or a relevant field) from credible institutions of higher learning, preferably from countries where the competitiveness paradigm has been exercised and taught. They should possess critical thinking skills, positive attitudes, excellent communication skills in Arabic and English and computer proficiency. For greater emphasis, the team is not to be selected from among academics or employee with long experience in the field.

The Consultant who will also train the team is expected to partake in the drafting of the TOR, interview, and selection of the team members. During the training stage and the conduct of the initial studies, the Consultant will be the de facto Team Leader and will be the direct supervisor of the NCT with the proviso that this is a temporary assignment where a team member is expected to take over the leadership of the NCT. At no time is the leadership to be from outside the NCT.

## **2. The National Competitiveness Observatory:**

A Consultant with expertise in establishing NCOs or similar structures and demonstrable quantitative and analytical skills is hired to lead the process. Leadership, organizational and communication skills in English and Arabic are a must.

The Consultant will be offered a one year contract. The tasks will cover establishing the NCO and producing its first annual publication. The Consultant is the team leader and observatory manager for the first year. It is to be understood that leadership from within the team is to be developed and nourished during the first year in order to take over the management of the team in the following years.

The Consultant who will train the team is expected to partake in the drafting of the TOR, interview, and selection of all the team members—comprised of five national employee. Recruitment and selection will be conducted in a competitive and transparent manner.

The ideal team candidates will be Syrian nationals, fresh graduates with bachelors or masters in quantitative disciplines including math, statistics and economics from credible institutions of higher learning, preferably from the US, Canada or the UK. They should possess demonstrable quantitative and qualitative analytical skills, positive attitudes, excellent communication skills in Arabic and English and computer proficiency. Familiarity with one or two statistical packages is a must. The team may be selected from among academics and researchers if new graduates are not available.

## **1. The National Competitiveness Team:**

The Consultant will be recruited on a four man-month contract to be divided over a span of two years. The two-month period will be continuous or divided into two or three intervals

depending upon the progress achieved. The consultant may then conduct some supervisory and monitoring work in the other two months. Terms of Reference attached – Annex I.

The selected NCT members will be offered short term assignments with the State Planning commission not exceeding one year and may be as short as one-month trial period contracts.

## **2. The National Competitiveness Observatory:**

The consultant will be recruited for one-year contract as per the attached terms of reference – Annex II.

The selected NCO members will be offered annual contracts renewable for the duration of the project, which is two years.

The Project management can also seek the assistance of the Syrian expatriates outside Syria who can act as counterparts for exchanging updated info on competitiveness indicators. Syrian entrepreneurs and other retired professionals can also contribute in the project activities on voluntary basis.

## **Training :**

### **1. The National Competitiveness Team:**

All training will be conducted by a Consultant who will train the NCT for one whole month on conducting cluster analysis and act as a team leader for the duration.

The Consultant will also supervise the production of five cluster studies, one per person, which will also provide on-the-job training for the team members.

The NCT will be sent on at least two study tours during the first two years of the project to learn of the experiences of other teams and receive greater theoretical grounding. Each study tour will not be longer than two weeks in length and should be organized with the help of consulting houses to ensure maximum exposure to best practices in an advanced economy.

Team members are encouraged to work collectively and individually in their research.

All team members are best located in one large room/office to facilitate the growth of a close-net team and a cooperative team spirit.

## **2. The National Competitiveness Observatory:**

All training will be conducted by the Consultant who will train the NCO members throughout the year.

The NCO will be sent on two study tours during the first two years of the project to learn of the experiences of other teams and possibly establish a twinning arrangement whereby an exchange of expertise and scholars occurs periodically. Each study tour will not be longer than two weeks in length and should be organized by a consulting or management firm to ensure maximum exposure to best practices in an advanced country or model NCO.

Funding should be available for hiring Consultants and experts to conduct specialized tasks and provide on-the-job training to the team.

Team members are encouraged to work collectively and individually in their research.

All team members are best located within close proximity of each other to facilitate the growth of a close-net team.

### **Sustainability:**

Funding for the project is vital for maintaining the quality of the staff and their product. However, it will be expected that the members of this group, as they gain national visibility and prominence, will be attracted into the private sector and higher public posts. Therefore, it is not expected that any team member will last with the team for more than two years. On the other hand, training and retraining should serve to motivate longer tenure with NCT. Since the presence of these highly-trained converts into competitiveness is beneficial regardless of the capacities and modalities they serve under, departures should neither be shunned nor encouraged or forced. A dynamic team with a reasonable turnover is a sign of a successful project.

In the second year of the life of the project the project may be turned over to the Chamber of Industry, the Union of the Chambers of Trade or it may be granted an independent status as a think-tank, in which case a new NCT & NCO design will have to emerge to accommodate such a structure. One other scenario is for UNDP or another donor jointly with UNDP or separately continues the funding of the project beyond the first four years.

At any time in the life of the project, however, and for greater emphasis, even before the first two years have lapsed, the project could receive funds from endowments / contributions / bequests as long as its vision and integrity are not derogated.

Based on experiences in other countries under similar conditions, and given current capacity needs, the project will be sustainable. The decision that will have to be made later is HOW it would be BEST sustained, which would depend on the conditions and environment at the time.

#### **Part IV. Monitoring and Evaluation**

All activities of the project will be monitored by UNDP and supervised by the SPC. Two field visits per year are conducted by UNDP staff and reports are shared with all counterparts. Regular financial audits are required. Also reports from the Executing Agency are monitored, discussed and evaluated.

#### **Part V. Legal Context:**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the S.A.R. and the United Nations Development Programme, signed by the parties on 12 March 1981. The host-country implementing unit shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that document.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories of the project document have no objections to the proposed changes:

Revisions in, or additions of, any of the annexes of the project document.

Revisions which do not involve significant changes in immediate objectives, outputs or activities of the project, but are necessitated by rearrangement of inputs already agreed to, or by cost increases due to inflation; and mandatory annual revisions, which re-phase the delivery of agreed project inputs or expert or other costs due to inflation or take into account expenditure flexibility.

## Section II - Results and Resources Framework

### PROJECT RESULTS AND RESOURCES FRAMEWORK\*

Complete the table below for the outcome that the project is designed to address.

<b>Intended Outcome as stated in the Country Results Framework:</b> Broad based governance programme that will ultimately reflect on poverty reduction goals, agreed by all stakeholders.			
<b>Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target :</b> National capacities enhanced to support the change of mindset and formulation of policies related to competitiveness			
<b>Applicable MYFF Service Line:</b> 2.1 – Policies support for Democratic Governance			
<b>Partnership Strategy:</b> Syrian Chambers of Industry and Commerce			
<b>Project title and ID:</b> Towards Changing the Competitiveness Mindset - SYR/			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs
1. Establishment of National Competitiveness Observatory NCO	1.1 Competitiveness indicators for Syria established	1.1 Recruitment of one international and five national consultants + One secretary	1.1 One international consultant for 4 m/m* \$15,000 = \$60,000  Five national consultants : 24 m/m * \$ 1000 * 5 = US\$ 120,000  One secretary : 24 m/m * \$500 = \$ 12,000  <b><u>Total : US\$ 192,000</u></b>
		1.2 Purchase of office Equipment for the use of the NCO	1.2 Cost of PCs, printers, photocopiers, vehicle in a total amount of <b><u>US\$ 27,000</u></b>
		1.3 Training NCO members : Five team members trained for a period of two weeks, followed by a period of on-the-job training	1.3 US\$ 5,000 x 5 national consultants = <b><u>US \$ 25,000</u></b>
		Miscellaneous	<b><u>US\$ 6,000</u></b>



**Terms of Reference**  
**For**  
**Creation and Establishing a National Competitiveness Observatory**  
**Full Time Team Member**

**Project title:** Creation of National Competitiveness Observatory.

**UNDP Project Number:**

**Position Title:** Team Member

**Duration of Appointment:** Annual renewable contracts for the duration of the project, which is four years.

**Mode of Contract:**

**Expected Starting Date:**

**A. Objective of the Assignment**

The team member will provide measures of the competitiveness of Syria, suggesting best practices, and disseminating information thereon in-order to benchmark its competitiveness against that of a select group of countries and disseminate the findings to help improve the competitiveness of Syria.

The NCO operates mainly as a **research unit** but may also provide advisory services to the top management of SPC, namely the Minister or whomever he designates.

**B. Duties and Responsibilities**

Each team member will work under the guidance of UNDP Office in Damascus (or SPC), and is expected to do the following:

- Participate with other team members to conclude the selection, computation and publication of indices.
- Conduct statistical analysis and compilation of data related to the agreed indices and their establishment.
- Agreed findings will be periodically published and disseminated via electronic and regular formal communication channels.
- When called upon, the NCO team member will provide policy advice to decision makers at the SPC.
- Participate in the designing of pamphlets, booklets and promotional materials with media experts
- Participate in producing NCO's annual publication.
- Participate in all team study tours and training programs.
- Work individually as well as collectively with other team members in their research.
- Write a monthly progress report on the research and other activities carried out.

### **C. Qualification required**

- Syrian national.
- Fresh graduate with bachelors or masters in quantitative disciplines including math, statistics and economics from credible institutions of higher learning, preferably from the US, Canada or the UK.
- Should possess demonstrable quantitative and qualitative analytical skills.
- Familiarity with one or two statistical packages is a must. The team may be selected from among academics and researchers if new graduates are not available.
- Have a positive attitude.
- Excellent communication skills in Arabic and English.
- Computer proficiency.



**Terms of Reference**  
**For**  
**Creation and Establishing a National Competitiveness Team**  
**Full Time Team Member**

**Project title:** Creation of National Competitiveness Team for Advisory Service.

**UNDP Project Number:**

**Position Title:** Team Member

**Duration of Appointment:** short term contracts not exceeding one year and may be as short as one-month trial period.

**Mode of Contract:**

**Expected Starting Date:**

**A. Objective of the Assignment**

The team members will strive to make the NCT move towards actively creating a more competitive mindset and provide benchmarks to stakeholders and suggest best practices and approaches for enhancing national competitiveness. It will perform complementary tasks to other components of the national competitiveness strategy and result in a wealth of information and expertise to decision makers and lay people in both the private and public sectors.

The NCT will operate as an **advisory service**, a sounding board and at times a think-tank for the top management of SPC, namely the Minister or whomever he designates.

**B. Duties and Responsibilities**

Each team member will work under the guidance of UNDP Office in Damascus (or SPC), and is expected to do the following:

- Conduct research utilizing the model developed by Michael Porter for analyzing business and economic clusters of related firms. The analysis will cover the value chains of products at a minimum and evaluate the determinants of demand, supply, firm strategy, rivalry and market structure, and supporting industries.
- May participate in teaching seminars at universities and education institutes, presenting actual cluster studies to students in business, economics and engineering schools to help shape the mindset of the future generations while providing a wealth of actual case studies to students and academicians.
- May lead teams from colleges to conduct other cluster analysis.
- Participate in the Web site design and information input to it.
- Participate in all team study tours and training programs.
- Work individually as well as collectively with other team members in their research.
- Write a monthly progress report on the research and other activities carried out.

**C. Qualification required**

- Syrian national, recent graduate with bachelors or masters (economics, business, liberal arts or a relevant field) from credible institutions of higher learning, preferably from countries where the competitiveness paradigm has been exercised and taught, such as the US, Canada or the UK.
- Possess critical thinking skills and positive attitude.
- Excellent communication skills in Arabic and English.
- Computer proficiency.

**Terms of Reference**  
**For**  
**Creation and Establishing a National Competitiveness Team**  
**Full Time Consultant**

**Project title:** Creation of National Competitiveness Team for Advisory Service.

**UNDP Project Number:**

**Position Title:** Consultant

**Duration of Appointment:** 2 months per year (2 years) divided into 2 or 3 intervals

**Mode of Contract:**

**Expected Starting Date:**

**A. Objective of the Assignment**

The consultant will provide expert assistance in analyzing, developing and implementing the National Competitiveness Team (NCT) for Syria to assist in disseminating accurate and current information on industry and relevant economic sectors, provide strategic technical advise on first-best practices and create a sense of urgency among stakeholders to drive competitiveness to the forefront of the national agenda and help motivate a more competitive economy.

**B. Duties and Responsibilities**

The Consultant will work under the guidance of UNDP Office in Damascus (or SPC), and is expected to do the following:

- Partake in the drafting of the TOR, interview, and selection of the team members.
- In the initial phase he will be the de facto Team Leader and will be the direct supervisor of the NCT with the proviso that this is a temporary assignment where a team member is expected to take over the leadership of the NCT.
- Establish, train and monitor the progress of the team and quality of work.
- Guiding and training for one whole month the team to conduct research utilizing the model developed by Michael Porter for analyzing business and economic clusters of related firms. The analysis will cover the value chains of products at a minimum and evaluate the determinants of demand, supply, firm strategy, rivalry and market structure, and supporting industries.
- Direct five cluster studies at least.
- Guiding and training the team to present their findings and recommendations to stakeholders (teaching seminars at universities and education institutes and to students in business, economics and engineering schools) at all levels to help change the mindset, help clusters share knowledge, skills and innovation and promote dynamic well connected clusters.
- Supervise the Web site design and information input to it.
- Supervise all equipment purchases.
- Prepare the entire required TOR for the team study tours.
- Encourage team members to work collectively and individually in their research.

**C. Qualification required**

- The Consultant will be a senior economist with demonstrated expertise in competitiveness and cluster analysis
- Exceptional communications, training and management skills.
- Should have sufficient hands on experience and theoretical knowledge to train the trainers and convert them into a new way of thinking.

**Terms of Reference**  
**For**  
**Creation and Establishing a National Competitiveness Observatory**  
**Full Time Consultant**

**Project title:** Creation of National Competitiveness Observatory.

**UNDP Project Number:**

**Position Title:** Consultant

**Duration of Appointment:** 4 month renewable up to two years

**Mode of Contract:**

**Expected Starting Date:**

**A. Objective of the Assignment**

The consultant will provide expert assistance in analyzing, developing and implementing a National Competitiveness Observatory (NCO) for Syria in-order to benchmark its competitiveness against that of a select group of countries and disseminate the findings to help improve the competitiveness of Syria.

**B. Duties and Responsibilities**

The Consultant will work under the guidance of UNDP Office in Damascus (or SPC), and is expected to do the following:

- Establishing the NCO.
- Producing NCO's first annual publication.
- In the first year he will be the Team Leader and will be the direct NCO Manager. It is to be understood that leadership from within the team is to be developed and nourished during the first year in order to take over the management of the team in the following years.
- Partake in the drafting of the TOR, interview, and selection of the team members in a competitive and transparent manner.
- All training will be conducted by the Consultant who will train the NCO members throughout the year.
- Monitor the progress of the team and quality of work.
- Supervise the team to conclude the selection, computation and publication of indices.
- Supervise the designing of pamphlets, booklets and promotional materials with media experts
- Supervise all equipment purchases.
- Prepare the entire required TOR for the team study tours.
- Encourage team members to work collectively and individually in their research.

**C. Qualification required**

- The Consultant needs to have expertise in establishing NCO's or similar structures.
- Demonstrated expertise in quantitative and analytical skills.
- Exceptional communication skills in English & Arabic is a must
- Leadership and organizational skills.
- Should have sufficient hands on experience and theoretical knowledge to train the trainers and convert them into a new way of thinking.