

ANNEX B

2019-52/HW TERMS OF REFERENCE

GOOD PRACTISES IN THE GLOBAL T&C INDUSTRY

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1. LIST OF ACRONYMS

CMT	Cut Make Trim
FoB	Free on Board
GTEX	The Global Textiles and Clothing (GTEX) programme
MENA	Middle East and Northern Africa
ITC	International Trade Centre
LDC	Least Developed Countries
SDG	Sustainable Development Goals
ToR	Terms of Reference
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization

2. BACKGROUND

Context

The Global Textiles and Clothing (GTEX) programme is to increase export competitiveness in the Textiles and Clothing (T&C) sector in five selected countries. These are Egypt, Morocco and Tunisia in North Africa and Kyrgyzstan and Tajikistan in Central Asia. In addition, Jordan has been included to form a group of four Middle East and Northern Africa (MENA) countries that are also signatories of the Agadir Agreement. More competitive enterprises in this key manufacturing sector contribute to achieving targets linked to the 2030 Agenda, particularly related to Sustainable Development Goals (SDG) 8 “promoting sustained, inclusive and sustainable economic growth, full and productive employment”, SDG 12 concerning “responsible consumption and production”, SDG 9 “industry, innovation & infrastructure” and SDG 5 “gender equality”.

The envisaged impact of the programme is to increase employment and income along the T&C value chain in the selected priority countries. To achieve this long-term objective, the programme foresees to accomplish two major outcomes until the end of the programme. One is related to the institutional infrastructure around the sector in the priority countries, including policy aspects, where required and is formulated as “Improved business environment and Trade and Investment Support Institution (TISI) performance in the T&C sector”.

The second outcome targets the enterprise level as is formulated as “Improved competitiveness of Small and Medium Enterprises (SMEs) in the T&C sector”.

The programme will adopt a market-led and demand-driven approach and align with the strategic priorities of its key beneficiaries. It will foster local and regional alliances for development in the T&C value chains, with inputs from leading enterprises and buyers, local and regional institutions and associations.

All six-country projects follow the same logical framework with two outcomes and four outputs per outcome. The emphasis on specific outcomes and outputs vary according to country needs and priorities.

Objectives of the project

The objective of the programme and its six projects is to increase the competitiveness of the T&C sector in the participating countries. This will be done through interventions at the enterprise level and as well as institutional level.

It is expected that an increased competitiveness of the sector will lead to increased exports. Increased exports, in turn, are expected to lead to employment creation in the countries concerned or contribute to maintaining the existing employment level. Increased employment will contribute to livelihood development and poverty reduction.

A global component on Knowledge Management and Policy Dialogue will complement and foster country level interventions, as well as facilitate peer learning and networking at a regional and a global scale. Formally integrated under outcome 1, it is composed of two outputs. Firstly, the global component will contribute to creating knowledge with a view to influence behaviour at TISI and enterprise level. Knowledge creation and its management includes identifying and sharing best practices among the five priority countries in the T&C sector, good practices globally in competing countries as well as utilizing available know-how and skill bases of networks the programme will partner with. It will lead into policy advice as well as the creation of advanced training material implemented under outcome 2. Secondly, it will ensure strategic linkages with suitable global T&C networks and a peer review mechanism, in the form of T&C Expert Forum, will be established.

3. PURPOSE AND OBJECTIVE OF THE TENDER

Purpose

ITC seeks to select a vendor to produce a written guidebook on best practices in the T&C sector worldwide. This guidebook should describe best practices at enterprise level along the garment value chain, including shop-floor best practices, material sourcing and how to move from CMT to FoB business, product development, developing a merchandizing department, design development and branding, export marketing, social and environmental compliance, etc. Good practices should also be identified and described at the institutional (sector association) level, including the institutional ecosystem supporting the sector, on how to support enterprises to achieve the above in their move from CMT to FOB and full package development.

The guide is required for clothing manufacturers in developing countries that need to improve their operations along the value chain to sustain and expand export. Sewing operations are no longer sufficient to gain export orders. Instead, companies need to upgrade their operations and provide additional services to customers. For example, companies are required to move from CMT to FoB business and ideally to a full package service provider. But how to do so? The guide should provide practical recommendations, examples and case studies of companies who achieved this or improved other operations along the value chain.

Likewise, the guide should describe good practices of how T&C sector associations have been developing and provide value-added services to enterprises.

The guide would also be useful for T&C training centres and universities in developing countries that teach production, management and merchandizing with regard to garment making.

The guide should identify and highlight good practices and provide specific and detailed case studies for each good practice identified at both enterprise and institutional level.

The Objectives of the successful vendor are to:

Identify, describe and relate best practices in the T&C industry to concrete examples in the following areas:

- Lean management at enterprise level
- Quality management at enterprise level
- Reduction of standard minute costs
- How to move from CMT to FoB
- How to move from FoB to a full package approach
- How to start material sourcing
- How to develop product development skills
- How to develop its own product and branding approach
- How to successfully engage in e-commerce
- Good practices in social compliance
- Good practices in starting environmental compliance, resource efficiency and circular production practices
- Collaboration among enterprises that work in the same product category but that realised that working together is more beneficial than competing
- Best practices at institutional level to support companies in the above areas

The vendor is encouraged to identify additional areas of good practices and suggest them to ITC to include it in the guide.

The vendor is required to indicate to ITC how many case studies will be developed, in which technical areas and in which country the case study is located. The vendor is encouraged to propose a wide variety of case studies in terms of technical areas and geographical location.

4. SCOPE OF WORK

Once the contract is issued between ITC and the selected vendor, the guidebook should be developed within the next 4 months and should be ready by the end of May 2020.

ITC expects the guidebook to contain 100+ pages with at least 2 case studies identified for each good practice. The case studies should be found from various T&C producing developing countries around the world.

The vendor is encouraged to identify and suggest additional areas of good practices that could be highlighted in the guidebook

5. TECHNICAL SPECIFICATIONS

The contracted vendor will be responsible for the following tasks:

- **Task 1 – Develop the concept for the guidebook on good practices in the T&C industry in developing countries**

This should be done in collaboration with ITC.

- **Task 2 – Identify the areas of good practices along the clothing value chain**

This includes the various good practices identified along the clothing value chain, the case studies and examples of support institutions that successfully supported companies in upgrading their operations. This process should ensure that all important aspects are covered in the guidebook.

- **Task 3 – Identify 2 case studies per identified best practices from different enterprises in developing countries**

- **Task 4 – Develop short presentations of each best practices and the related case studies**

Provide these to ITC in the ITC format for presentations (powerpoint), following the ITC guideline for presentations

- **Task 5 – Discuss with ITC the outline and identified case studies**

ITC will provide feedback to be incorporated into the approach, identified good practices and case studies. ITC will also provide comments, if applicable, on additional case studies required.

- **Task 6 – Write the guidebook with the identified material mentioned above**

ITC will provide additional feedback to be incorporated into the approach, identified good practices and case studies. ITC will also provide comments, if applicable, on additional case studies required.

- **Task 7 - Provide editing of the guidebook on political correctness**

The Vendor has to ensure that they have obtained the necessary permissions with regard to intellectual property rights required to perform their services under this contract and for the subsequent dissemination by ITC in any form. Documentary proof is to be submitted to ITC. They have further to ensure to obtain accreditation to the event(s) as required. Should any license fee be due for the use of copyrighted materials of third parties, the Vendor shall request the prior written permission from ITC.

- **Task 8 – Deliver the guidebook and presentations to ITC**

6. ITC SUPERVISION AND GUIDANCE

The selected vendor should collaborate closely with ITC's programme manager for fibres, textiles and clothing to ensure the concept is in line with ITC's expectations and would serve ITC's beneficiaries under the Global textile and Clothing programme of ITC.

The selected vendor will need to follow the ITC style guidelines and also collaborate with ITC's section on Communications and Events to ensure the guidebook is in line with ITC publication regulations.

7. DELIVERABLES AND EXPECTED TIMELINES

- **Deliverable 1 – Presentation of the concept, areas of good practices along the clothing value chain and countries concerned (15 March 2020)**

This should include the identified good practices at enterprise and institutional level as well as the respective case studies. Upon discussion with and validation by ITC, the selected vendor can start the actual write up (deliverable 2). The bidding party is required to closely collaborate with ITC in an iterative process so as to ensure that the guidebook is addressing the expected objectives of the programme

The bidding party will need to indicate on how many of the case studies it can draw from prior experience of working in the sector and how many case studies would still need to be identified. In the latter case the bidding party should indicate how it intends to identify these case studies.

- **Deliverable 2 – Presentation of a more detailed outline of the guidebook, including details of the identified case studies at enterprise and institutional level along the along the clothing value chain**

At this stage, it is expected that the bidding party elaborate a more detailed content outline of the proposed guidebook, including identifying the good practices along the clothing value chain and presenting identified case studies of companies and support institutions in various countries.

The bidding party is also required to outline in details how it will present the case studies: written text of the details and before and after situation, photographic evidence, testimonials, video evidence, etc.

The close collaboration and iterative process with ITC, as described above, is to be followed throughout.

- **Deliverable 3 – Presentation of the draft guidebook with a description and short presentation of the good practices and case studies identified (31 March 2020)**

Upon discussion with and validation by ITC, the selected vendor can start the finalization of the guidebook.

- **Deliverable 4 – Finalization of the guidebook (15 May 2020)**

Including editing and ensuring political correctness of the text.

- **Deliverable 5 – Finalize the presentations (in powerpoint) of each identified case study** (or where applicable combine case studies if they address similar areas along the clothing value chain), following the ITC guideline for presentations **(30 June 2020)**

At every stage of developing the guidebook (tasks) the selected vendor is encouraged to consult with ITC and receive feedback on the progress made. This interactive process should ensure that additional ideas and areas of interest be identified and incorporated into the guidebook at any stage with a view to deliver a complete guidebook of good practices at the end.

Pre-requisites (mandatory requirements):

- Acceptance of ITC/UN General Terms and Conditions (include a signed version of Annex B)
- Registration of the bidding company in the UNGM database + provision of the UNGM id (If not registered with UNGM, please follow the Procedure for Registration as Potential Vendor at www.ungm.org as soon as possible.)
- Have the ability to prepare and carry out all activities and deliverables in professional English;

Desirable expertise:

- More than 10 years' experience in working in the T&C sector;
- Extensive experience in the T&C in working with enterprises and T&C sector associations
- Extensive experience in coaching enterprises/institutions in the T&C sector
- A track record of publications published in the field of T&C
- A track record of having provided industry training to stakeholders in the T&C sector
- Proven understanding of how clothing manufacturers in developing countries operate and the challenges they face;
- Proven understanding of how international buyers operate in the clothing sector and how their requirements have changed over time

8. PAYMENT TERMS AND SCHEDULE

Schedule

The deliverables should be completed within 4 months of the signature of the contract or by 31 May 2020. The execution of the tasks may not start before the contract has been signed.

ITC shall only make payment based on satisfactory achievement of specific deliverables. Also, note that ITC should not make advance payment and ITC is exempted from paying VAT and any other form of taxes.

As per ITC/UN standard terms of payment, payment is at 30 days following satisfactory delivery of the services and invoice receipt.

9. REQUIRED INFORMATION/DOCUMENT FOR THE PROPOSAL

Technical Proposal

The technical proposal should include but not be limited to the following:

- The ITC's General Terms and Conditions (UN conditions of contract) signed to confirm acceptance (Annex B);
- Vendor's UNGM id
- Outline of company's concept for the guide on best practices in the clothing sector in developing countries, including an outline of suggested case studies and from which countries the case studies at enterprises and institutional level would be.
- The company's suggestions of good practices to be included in the guidebook;
- Description of the company's experience specifically in the T&C industry;
- Description of the company's understanding of how clothing manufacturers in developing countries operate and the challenges they face; as well as of how international buyers operate in the clothing sector and how their requirements have changed over time
- Description of or documents proving the company's experience specifically working together with developing country clothing manufacturers and how to improve their performance;
- Documents showcasing previous work of the company with clothing manufacturers and sector institutions in the T&C sector in developing countries;
- List of brands/companies the vendor has been working with;
- Description of the company's network of experts with technical capabilities.
- Description of the company's methodology of working.
- Information on the size of the company (number of employees and functions /assignments).
- List and detailed profile (e.g. CV) of the persons assigned to carry out the activities of this contract (staff and / or consultants).
- Composition of the team dedicated to this project: Please indicate clearly to what type of activity the persons will be assigned. A person can be assigned to more than one type of activity.
- Companies are asked to submit a tentative timeline and estimated completion date for the scope of work from the time it receives a purchase order

Financial Proposal

Vendors are requested to submit a financial offer

- that includes the overall total costs of the project (all inclusive, fixed price), indicating the currency
- that details costs of tasks and deliverables proposed in the technical proposal and a schedule and conditions of payments linked to tasks and deliverables

ITC accepts payment after services have been satisfactorily rendered.

10. EVALUATION OF PROPOSALS

Methodology

Each proposal will be assessed first on its technical merits and subsequently on the financial proposal provided. In making the final decision, ITC considers both technical and financial aspects. The maximum number of points (30 pts) will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions that obtain the threshold points for the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = \frac{\text{Max. Score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

The proposal obtaining the overall highest score after adding the scores for the technical and financial evaluation is the proposal that offers best value for money. ITC will award the contract to the vendor whose proposal obtained overall the highest score for each component.

11. PROCUREMENT TIMELINE

The expected timeline for the procurement procedure is as follows:

Issuance of the tender documents – 27 November 2019

Questions on the tender – 8 December 2019

Submission of proposals deadline – 8 January 2020

ITC evaluation of the proposals – 9 January 2020 – 23 January 2020

Round of clarifications with shortlisted bidders – early January 2020

Notification of award – 31 January 2020
