

Project Title: **Sustainable Road and Transport Management**
Project ID: SAU10/79238
Expected CP Outcomes: Sustainable Development Mainstreamed Across the Economy
Expected output(s): Achieving better road safety and higher performance
Implementing Partner: Ministry of Transport, Kingdom of Saudi Arabia

Substantive Revision Justification

The purpose of this revision is to provide support to new activities for both National Transformation Programme 2020 and National Transportation Strategy implementation as per the Council of Ministers decrees. This revision intends to substantively address newly embraced Government's objectives of road safety and better road performance. Such orientation will be met through recruitment of short-term experts to render technical assistance to Ministry of Road in delivering aspects that were added to its conventional mandate. Parallel to this, the project will maintain its advisory services conceived under the original PD signed on 22 October 2011.

For this purpose, the project is hereby declared extended for two years until 31 December 2018 with budget reallocations to cover the short-term consultancies whereas the overall financial resources will remain intact.

Programme Period:	<u>2017-2021</u>	Total resources required	US\$4,221,409
Key Result Area (Strategic Plan)	_____	Previous budget	US\$4,221,409
Start date:	<u>01/01/2012</u>	Revised budget	_____
End Date	<u>31/12/2018</u>	• Regular	_____
PAC Meeting Date	<u>1 May 2017</u>	• Other:	_____
Management Arrangements	<u>Fully Support to NIM</u>	o Donor	_____
		o Donor	_____
		o Donor	_____
		o Government	US\$4,221,409
		Unfunded budget:	_____
		In-kind Contributions	_____

Agreed by the Government (Ministry of Transport)

H.E. Eng. Khamis Saleh Alghamdi

Date:

Deputy Minister for Project and Road Departments
National Project Coordinator

2/5/2017

Agreed by (UNDP)

Mr. Ashok Nigam

UN Resident Coordinator

UNDP resident Representative

Date:

2/5/2017

Background

The National Transformation Programme 2020 (NTP 2020) published in June 2016 was developed to help fulfil Saudi Arabia's Vision 2030 by identifying the challenges faced by government entities and establishing targets and initiatives to overcome those challenges. For the Ministry of Transport, nine strategic objectives, 16 initiatives and 15 targets along with their Key Performance Indicators for 2020 have been defined with a main focus on developing an integrated strategy for transport sector and its governance structure, improving the legislative environment for the transportation sector, improving transport safety and efficiency, and increasing the private sector participation in financing and operating transportation projects to contribute to improving the effectiveness and efficiency of government spending as well as to increasing the self-funding of the Ministry of Transport

The operating model of the NTP 2020 foresees that initiatives will be reviewed and evaluated and their adequacy and performance will be measured regularly throughout the duration of the programme. The decision no. 362 of the Council of Ministers dated 6 June 2016(G) / 1 Ramadan 1437(H) instructed the Ministries and other government agencies to implement their initiatives set forth in the NTP 2020 and to raise to the Council for Economic and Development Affairs (CEDA) any difficulties or obstacles that might hamper their development. The NTP mechanism therefore includes the following phases:

- Development of detailed plans and time frames for the implementation of each initiative and the identification of human, financial and legislative requirements.
- Publication of targets and outcomes with regular reports provided to the National Center for Performance Management ("Aadaa").
- Periodic audits, monitoring and follow-up to ensure the continuous improvement and progress toward initiatives' targets and the strategic objectives of the NTP.

Against this backdrop, the Ministry of Transport underwent a restructuring process in August 2016 to be better aligned with the requirements of the implementation of the Vision 2030 and the NTP 2020.

The tasks related to both the NTP 2020 and NTS initiatives require a high level of coordination among Ministry of Transport (MOT) departments and with other government agencies and demand additional specialized knowledge to support the strategic planning department and other concerned MOT entities. Due to the new context of the Vision 2030 and the current need for MOT to focus on the implementation of the NTP 2020 initiatives and a general delay with the implementation of actions from NTS, the activities as planned in the last UNDP Project Substantive Revision had to be adapted in 2017. In order to properly finalize the project in this new context, the duration needs to be extended beyond the planned one.

Amendments

The main purpose of this revision is to identify the tasks recently introduced within the project scope, select the appropriate quality of experts and fix the duration of their assignment. This phase requires the recruitment of short-term experts to render technical assistance to MOT, especially in matters related to the road network in the Kingdom of Saudi Arabia, and as well to contribute to solving the problems facing the Ministry's Departments and Divisions. Evidently these Depts. are in charge of the construction, maintenance and management of roads. MOT believes that the priority at this stage for the Deputyship of Projects and Road Departments is specifically for the issue of road safety and better performance. Hence, it is assumed that the experts to be recruited to carry out the set assignments shall be well-informed and widely experienced in engineering and technical aspects associated with road industry. UNDP technical assistance which would henceforth be rendered to MOT under the current project shall primarily focus on responding to the immediate needs of the Kingdom's road network to improve its performance and enhance its sustainability through the provision of expertise and global knowledge. The expected contract duration of the short-term experts shall range from 6 – 12 months according to the nature of each individual assignment.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2017	Year 2018	
Output 1 Develop National Safety Programme of land transport	1.1 Number of roads annually surveyed	MoT strategic documents	0	2016	2	2	Road Traffic Surveys <u>Risks:</u> Lack of MoT capacity, reluctance of the traffic users to co-operate.
	1.2 Number of Road Safety Inspections	MoT strategic documents	0	2016	2	2	Road Safety Inspection Forms <u>Risks:</u> Lack of MoT certified road safety inspections personnel.
	1.3.1 Number of Black Spots Investigated and treated	MoT strategic documents	0	2016	2	4	Black Spots Analysis Forms <u>Risks:</u> Lack of reliable data, lack of coordination between different consulting groups at MoT.
	1.3.2 Death rate of accidents on roads	MoT database	TBD	2016	-6%	-12%	Accident data reports <u>Risks:</u> Lack of reliable data collection, lack of coordination between different consulting groups at MoT.
Output 2 To develop road performance maintenance contracts, outsourcing,	1.4 Percentage of roads within KSA road network with the status of good or fair condition	MoT & World Bank	78%	2016	TBD	TBD	MoT road maintenance surveys statistics and IRAP studies <u>Risks:</u> lack of reliable data collection and processing
	2.1 Number of Procurement Regulations adopted by Royal Decree	MoT strategic documents	0	2016	1	1	Road database <u>Risks:</u> Lack of MoT or contractor commitment
	2.2 Number of Performance-based Road Management and Maintenance Contract Implemented	MoT strategic documents	0	2016	1	2	Road database <u>Risks:</u> Lack of MoT or contractor commitment

contracting and procurement strategies.	2016	128 million SAR	250 million SAR	Road database Risks: Lack of MoT commitment
Output 3: Advisory Services to MOT	2016	0	10	MoT Data system Risks: Lack of MoT capacity and data collection personnel, lack of cooperation with external agencies
	2016	85%	94%	MoT Data system Risks: Lack of MoT capacity and data collection personnel, lack of cooperation with external agencies
	2016	TBD	10%	Road maintenance Database Risks: Lack of MoT or contractor commitment for implementation

Multi-Year Work Plan

Year: 2017

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget				RESPON SIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Output 1: <i>Develop National Safety Programme of land transport</i>	1.1 Conduct Traffic Analysis							428,915
	1.2 Review processes for Road Safety Inspections and Black Spot Analysis						Int'l Expert Short-term Local Staff	50,000
	1.3 Determine measures to improve road safety					MOT	GCS	73,600
	1.4 Support the development of the Transport Data and Statistics System for Road Safety Indicators							
	Sub-Total for Output 1							552,515
Output 2: <i>Develop road performance maintenance contracts, outsourcing, contracting and procurement strategies.</i>	2.1 Design the new procurement regulation Activity							
	2.2 Design the standardized contract's structure					MOT	GCS	160,000
	2.3 Establish a performance monitoring system							50,000
	Sub-Total for Output 2							210,000

Output 3: Advisory Services to MOT	3.1 Maintain advisory services to MOT in implementation of the NTP	MOT	GCS	Short-term Admin Asst.	1,135,106
	3.1.1 Support for the development of a Transport Data, Statistics and Analysis unit and system at MoT				
	3.1.2 Support for the development of a General Transport Master Plan and planning system at MoT				
	3.1.3 Support for road lifecycle cost optimization initiative.				
	3.2 Consultancy Services provided to review of policies, regulations and guidelines				
	3.3 Support for adoption of policies, regulations and guidelines				
	Sub-Total for Output 3				
Audit Fees				Audit	6,227
General Management Support 3%				F&A	57,039
Direct Project Cost (DPC) 4%				DPC	76,153
TOTAL					2,037,040

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: <i>Develop National Safety Programme of land transport</i>	1.1 Demand and supply traffic management studies	X	X	X	X	MOT	GCS	Int'l Expert Short-term Local Staff	320,000
	1.2 Support the development of the Transport Data and Statistics System	X	X	X	X				80,000
	1.2 Capacity building of the MoT staff	X	X	X	X				73,600
	Sub-Total for Output 1								
Output 2: <i>Develop road performance maintenance contracts, outsourcing, contracting and procurement strategies</i>	2.1 Review bids and tender documents			X	X	MOT	GCS	Int'l Expert Short-term	320,000
	2.2 Identify and implements actions to improve efficiencies of the procurement process.	X	X	X	X				120,000
	2.3 Capacity building of the MoT staff involved in the procurement process.		X	X	X				
	Sub-Total for Output 2								

Output 3: <i>Advisory Services to MOT</i>						1,120,162
3.1 Maintain advisory services to MOT in implementation of the NTP						
3.1.1 Support for the development of a Transport Data, Statistics and Analysis unit and system at MoT	X	X	X	X		
3.1.2 Support for the development of a General Transport Master Plan and Planning System at MoT						
3.1.3 Support for road lifecycle cost optimization initiative.						
3.2 Consultancy Services provided to review of policies, regulations and guidelines	X	X	X	X		
3.3 Support for adoption of policies, regulations and guidelines	X	X	X	X		
Sub-Total for Output 3						
Audi Fees						7,000
General Management Support 3%						61,559
Direct Project Cost (DPC) 4%						82,048
TOTAL						2,184,369

Annex 2 – Short-Term Experts TOR

(1) Tasks of Saudi Expert in the Field of Asphalt Mixing Plants

- Adoption and application of advanced engineering techniques for longer service life of roads.
- Re-study (or review?) of the properties and specifications of asphalt pavements and the quality of mixing plants to be used for each dual or single highway.
- Inventory and description of different types of mixtures, and identification of the types that would match the environmental and climatic conditions in each region of the Kingdom of Saudi Arabia.
- Conduct research and technical investigations to identify the nature and causes of obstacles hampering the provision of asphalt bitumen from the appropriate source.
- Consider the possibility of implementing Aramco's proposal on the necessity of studying the components and characteristics of asphalt pavements and finding appropriate alternatives.
- Investigate and study the nature and properties of material sources for each individual region.

Academic Qualifications and Experience:

(2) Tasks of Material Procurement Expert

- Identify the procurement items and material components to be purchased to meet the requirements of implementing the road safety programme in the Kingdom.
- Provide the basic materials and associated products which are essentially needed for carrying out maintenance and rehabilitation activities on the road network. The expert is expected to select and verify the high quality materials and products to ensure higher degree of safety on the kingdom's road network.
- Close cooperation with construction, maintenance and materials engineers to agree upon the proper criteria for the procurement and purchase of quality products for the above-mentioned activities.

Academic Qualifications and Experience

- BSc or Master's degree in Civil Engineering, with adequate experience in procurement activities.
- Minimum 7 years' experience in procurement and purchase of materials and products for carrying out construction and maintenance activities.

(3) Tasks of Senior Engineer, Expert in Road Safety and Road Traffic Engineering

- Develop National Safety Programme of land transport, with special emphasis on road safety, according to MOT's priorities in the transport sector.

- Participate in the implementation of Transport Data System and Transport Statistics System.
- Identify road safety projects within the scope of infrastructure national plan.
- Prepare report and paper drafts, review of reports and participate in evaluation processes.

Academic Qualifications and Experience

- Higher degree (Master or equivalent) in Civil Engineering.
- Professional experience for at least seven (7) years in road safety and wide knowledge of transport safety policies and techniques, regionally and internationally.
- Academic experience in formulating documents and reports on issues related to road safety and better mobility.
- Fluency in English, oral and written.
- Work experience in the Kingdom of Saudi Arabia or Arab Gulf region is an asset.

(4) Tasks of Contract Project Management Engineer

- Supervise the implementation of road projects and ensure the proper construction of roads, bridges and other related structures.
- Adherence, adoption and application of the highest international standards in all construction and maintenance works.
- Close cooperation and coordination with all parties involved in implementing road projects, especially the engineering and management staff.
- Address with high professionalism all technical and administrative problems and obstacles facing road projects in the Kingdom in collaboration with other stakeholders to develop the appropriate solutions.

Academic Qualifications and Experience

- BSc or MSc in Civil Engineering or contract management of road projects.
- Professional experience in supervising the implementation of road projects for at least seven (7) years.

ROAD MAINTENANCE PROCUREMENT AND CONTRACT EXPERT

Location:	Riyadh, SAUDI ARABIA
Application Deadline:	
Type of Contract:	NIM International Consultant
Post Level:	P-4
Languages Required:	English
Duration of Contract:	6 months
Expected Duration of Assignment:	

Background

The Ministry of Transport (MoT) is responsible for the implementation of 3 initiatives of NTP 2020 related to the road sector: Road Safety Program to Reduce Fatalities, Revenue Generation from Road Assets and Road Lifecycle Cost and Performance Optimization. In this respect MoT is aiming at optimizing costs with regards to contracting and procurement activities through a more robust contractor selection process, using optimal contracting strategy and contract terms and having deals for direct procurement of commonly used materials in order to get better rates. Likewise, MoT will introduce Performance-Based Road Asset Management and Maintenance Contracts with the appropriate regulation. Therefore, MoT intends to engage a highly qualified consultant (individual expert) to provide services as a Road Procurement Specialist.

This position with UNDP Sustainable Road and Transport Management Project at the Ministry of Transport (MoT) of the Kingdom of Saudi Arabia. The expert works within a team of UNDP experts under the overall supervision of the National Project Coordinator, the Deputy Minister of Road Transport, and under the direction of the Assistant Deputy Minister of Road Transport. The expert's main work area is related to road performance maintenance contracts, outsourcing, contracting and procurement strategies as well as supplier market of recycling materials used in road maintenance activities. In particular the expert assists and facilitates the work of the Road Maintenance Department for following up the implementation of the tasks of National Program 2020 initiatives: Road Lifecycle Cost and Performance Optimization related to drafting related report inputs and papers, reviewing reports, and researching and analyzing developments.

Duties and Responsibilities

Tasks of the incumbent include

- Design the new procurement regulation related to introducing the Performance-Based Road Asset Management and Maintenance Contracts
- Design the standardized contract's structure including road maintenance cost per KM (routine and preventive)
- Define the service level requirements and penalties for contracts
- Establish a performance monitoring system to keep track of suppliers' Service Level Agreements

adherence

- Design and implement the procurement procedures related to use of alternative maintenance materials (Procurement of less expensive building material with similar quality standards)
- Review bids and tender documents
- Identify and implements actions to improve efficiencies of the procurement process.
- Capacity building of the MoT staff involved in the procurement process.
- Perform any other task requested by the roads department of MoT

Competencies

Core Competencies:

- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team player and facilitating work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making.

Professionalism:

- Ability to produce guidelines on designing of the Performance-Based Road Asset Management and Maintenance Contracts
- Ability to conduct independent research on supplier market of recycling materials
- Shows pride in work and in achievements; demonstrates professional competence in his work area;
- Conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Motivated by professional rather than personal concerns;
- Shows persistence when faced with difficult problems or challenges;
- Remains calm in stressful situations.

Planning& Organizing:

- Develops clear goals that are consistent with agreed deadlines;
- Identifies priority activities and assignments; adjusts priorities as required;
- Allocates appropriate amount of time and resources for completing work;
- Foresees risks and allows for contingencies when planning;
- Monitors and adjusts plans and actions as necessary;
- Uses time efficiently.

Communication:

- Speaks and writes clearly and effectively including the drafting of documents and papers, listens to others, correctly interprets messages from others and responds appropriately;
- Asks questions to clarify, and exhibits interest in having two-way communication;
- Tailors language, tone, style and format to match audience;
- Demonstrates openness in sharing information and keeping people informed.

Teamwork:

- Works collaboratively with project staff and MOT officers to achieve organizational goals;
- Solicits input by genuinely valuing others' ideas and expertise;
- Willing to learn from others; places team agenda before personal agenda;
- Supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position;
- Shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Required Skills and Experience

Education:

- Advanced university degree (Master's degree or equivalent) in civil engineering

Experience:

- Have at least 7 years of progressive professional experience relevant to road maintenance procurement strategies of less expensive materials use and implementation with a strong focus on Performance-Based Road Asset Management and Maintenance Contracts and having a good understanding of public administration at ministerial levels;
- Experience in drafting documents and reports;
- Experience in the work environment of a national road transport administration or an international organization, and work experience in Saudi Arabia would be of additional advantage.
- Experience with procurement and contracting processes in Saudi Arabia is an advantage

Language:

- Fluency in oral and written English is required;
- Working knowledge of Arabic is an advantage.



UNITED NATIONS DEVELOPMENT PROGRAMME
Substantive Project and Budget Revision
Saudi Arabia
ROAD TRAFFIC ENGINEERING EXPERT



Location:	Riyadh, SAUDI ARABIA
Application Deadline:	
Type of Contract:	NIM International Consultant
Post Level:	P-4
Languages Required:	English
Duration of Contract:	6 months
Expected Duration of Assignment:	

Background

The Ministry of Transport (MoT) is responsible for the implementation of 3 initiatives of NTP 2020 related to the road sector: Road Safety Program to Reduce Fatalities, Revenue Generation from Road Assets and Road Lifecycle Cost and Performance Optimization. In this respect MoT is aiming at rationalizing investment cost through better planning and design of future roads including road safety aspects, as well as of optimizing maintenance costs for the existing road network. In this respect MoT will emphasize further on traffic demand studies, road safety inspections and data collections and analysis for decision support regarding road construction as well as on allocation of maintenance funding for the road network. Therefore, MoT intends to engage a highly qualified consultant (individual expert) to provide services as a Road Traffic Engineering Specialist.

This position is located in the UNDP - Sustainable Road and Transport Management Project at the Ministry of Transport (MOT) of the Kingdom of Saudi Arabia. The expert works within a team of UN experts under the overall supervision of the National Project Coordinator, the Deputy Minister of Road Transport, and under the direction of Assistant Deputy Minister of Road Transport. The expert's main work area is related to traffic engineering plans and studies, road signals and roadways quality of service, traffic loads projections as well as deficiency analysis of the MoT road transport network. In particular the expert assists and facilitates the work of the Road Maintenance Department for following up the implementation of the tasks of National Program 2020 initiatives related to the road sector related to performing studies, drafting related report inputs and papers, reviewing reports, and researching and analyzing developments.

Duties and Responsibilities

Tasks of the incumbent include:

- Perform traffic analysis including organizing O-D (origin-destination) surveys as well as stated preference survey for MoT road network
- Define and review processes for Road Safety Inspections and Black Spot Analysis including methodologies for accidents data collection related to roadway infrastructure
- Determine measures in order to improve road safety and estimate their efficiency
- Demand and supply traffic management studies, determination of the Level of Service for MoT road network
- Support the development of the Transport Data and Statistics System at MoT regarding data requirements and collection for Road Traffic engineering and safety

- Capacity building of the MoT staff involved in traffic engineering tasks
- Perform any other task requested by the road departments of MoT

Competencies

Core Competencies:

- Demonstrating/safeguarding ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Acting as a team player and facilitating work;
- Facilitating and encouraging open communication in the team, communicating effectively;
- Creating synergies through self-control;
- Managing conflict;
- Learning and sharing knowledge and encourage the learning of others;
- Informed and transparent decision making.

Professionalism:

- Ability to perform traffic analysis studies with a focus on traffic safety as well determination of level of service
- Ability to conduct independent research on guidelines of implementing Highway Capacity Manual - HCM in Saudi Arabia
- Shows pride in work and in achievements; demonstrates professional competence in his work area;
- Conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Motivated by professional rather than personal concerns;
- Shows persistence when faced with difficult problems or challenges;
- Remains calm in stressful situations.

Planning& Organizing:

- Develops clear goals that are consistent with agreed deadlines;
- Identifies priority activities and assignments; adjusts priorities as required;
- Allocates appropriate amount of time and resources for completing work;
- Foresees risks and allows for contingencies when planning;
- Monitors and adjusts plans and actions as necessary;
- Uses time efficiently.

Communication:

- Speaks and writes clearly and effectively including the drafting of documents and papers, listens to others, correctly interprets messages from others and responds appropriately;
- Asks questions to clarify, and exhibits interest in having two-way communication;
- Tailors language, tone, style and format to match audience;
- Demonstrates openness in sharing information and keeping people informed.

Teamwork:

- Works collaboratively with project staff and MOT officers to achieve organizational goals;
- Solicits input by genuinely valuing others' ideas and expertise;
- Willing to learn from others; places team agenda before personal agenda;

- Supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position;
- Shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Required Skills and Experience

Education:

- Advanced university degree (Master's degree or equivalent) in civil engineering;

Experience:

- Have at least 7 years of progressive professional experience relevant to traffic engineering with a strong focus on traffic modeling and having a good understanding of public administration at ministerial levels;
- Certified in HCM 2010 as well as in Highway Capacity software
- Experience in drafting documents and reports;
- Experience in the work environment of a national road transport administration or an international organization, and work experience in Saudi Arabia would be of additional advantage.

Language:

- Fluency in oral and written English is required;
- Working knowledge of Arabic is an advantage.