

## Substantive Project and Budget Revision

### Saudi Arabia

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 expansion of roads network  
 Implementing Partner: Ministry of Transport (MOT), Kingdom of Saudi Arabia

#### **Substantive Revision Justification**

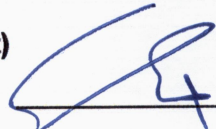
The purpose of this revision is to provide support to new initiatives implemented by MOT based on the Council of Ministers Decree No. 766, dated July 21, 2020 and the Agreement between MOT & MOMRA dated April 7, 2019 as part of the National Transportation Strategy (NTS) and Kingdom Vision 2030. This revision intends to substantive address newly embraced Government's objectives of Improve efficiency of Transportation Infrastructure. In order to achieve this objective, the Project is going to be completed by 31 December 2022 with increase in budget with a total amount of USD\$800,000.00

Programme Period:	<u>2021-2022</u>	Total resources required	<b>US\$ 4,815,209.00</b>
Key Result Area (Strategic Plan)	_____	Previous budget	<b>US\$ 4,015,209</b>
Start date:	<u>01/01/2021</u>	Revised budget	_____
End Date	<u>31/12/2022</u>	• Regular	_____
PAC Meeting Date	_____	• Other:	_____
Management Arrangements	<u>Fully Support to NIM</u>	o Donor	_____
		o Government	<b>US\$800,000</b>
		Unfunded budget:	_____
		In-kind Contributions	_____

**Agreed by the Government (Ministry of Transport)**

**Eng. Abdullah Bin Suliman Alsuliman**



Deputy Minister of Transport for Road Construction  
National Project Coordinator

 Date: 3-9-1442

**Agreed by (UNDP)**

**Mr. Adam C. Bouloukos**

UNDP Resident Representative

 Date: 15-4-2021  




## Background

The NTS was developed to help fulfil Kingdom Vision 2030 by identifying the challenges faced by government entities and establishing targets and initiatives to overcome those challenges and the Project is participating in achieving the NTS, set targets and Kingdom Vision 2030 strategic objectives which will lead to achieve the Sustainable Development Goals especially **Goal (9) "Industry, Innovation and Infrastructure"** and **Goal (13) "Climate Action"** where these two goals are critical drivers of economic growth and development of KSA road network.

Therefore, the tasks related to both the Vision 2030 and the National Transportation Strategy (NTS) initiatives require a high level of coordination among 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 new initiatives such as coordination with MOMRA, therefore, the duration of the Project needs to be extended beyond the planned one.

### Amendments:

#### Integrated Coordination between MOT & MOMRA for Developing KSA Road Network:

The achievement of the above Objective is the main purpose of this revision to identify the tasks recently introduced within the project scope, select the appropriate qualified experts, while 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, and as well to contribute to solving the problems facing the Ministry's Departments and Divisions in providing technical advice on alternative technical maintenance solutions, lack of awareness of the traffic safety measures on roads etc.

Evidently, these Departments are in charge of the construction, maintenance and management of roads while MOT believes that the priority at this stage for the Deputyship of Projects and Road Departments is specifically to improve efficiency of Transportation Infrastructure. Hence, it is assumed that the experts to be recruited to carry out the set assignments shall be well informed and experienced in engineering, technical and contractual 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 expansion and sustainability needs of the Kingdom's road network to improve its performance and enhance its longevity.

### **Contract Duration**

The contract duration of the short-term experts shall range from (12-24) months according to the nature of each individual assignment.



**Annex (1) - Results and Resources Framework:**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2021	Year 2022	
<b>Output 1</b> <b>Transit Roads</b> <b>Outside Cities</b>	1.1 Reducing the Traffic inside the MAJOR cities which leads to reduce CO2 emissions accordingly.	MOT Database	0%	2020	80%	20%	Data from: MOT Road Projects database and Dashboard.
	1.2 Having Transit Roads Outside Cities to facilitate the delivery of goods.		0%	2020	TBD		
	1.3 Assist in shortening the journey, reducing traffic congestion, alleviation of pollution in the major cities to participate in implementing the Climate Change Initiatives and develop the KSA road network.		0%	2020	TBD		
	1.4 Sustainability impacts of these roads on the GDP as well as evaluation of environmental, traffic, economic, financial and social risks.		0%	2020	TBD		
	1.5 Prioritization of the construction of these roads.						Risks: Lack of budget approvals, reliable data, and delay in schedule due to COVID 19 pandemic.
	1.6 Review of studies conducted on truck parking outside cities;						
	1.7 Participate in effective coordination between all MOTs sectors and MOMRA to achieve the NTS and Saudi Vision 2030 Goals and UNDP						



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2021	Year 2022	
<b>Output 2</b> Development of KSA Road Network by MOT and MOMRA	2.1 Developing the KSA Roads Network; - Determining the scope of roads between MOT and MOMRA where all roads inside urban range to be delivered to MOMRA, and all roads outside urban range to be delivered to MOT. - MOT and MOMRA will have permanent integrated coordination by connecting the reporting system of both Ministries together; - Sharing with the roads acknowledge between MOT & MOMRA.	MOT&MOMRA Database	10%	2020	30%	30%	Data from: MOT & MOMRA Road Projects database and Dashboard.  Risk: Delay in implementation plan due to delay in providing required documents from each Ministry.
<b>Output 3:</b> Advisory Services provided to MOT.	3.1 Technical Procedures and Strategies of the Ministry including Maintenance and Roads Implementation Department developed. 3.2 Percentage updating Dashboard for the Kingdom Transportation System. 3.3 Integrated policy for investment in roads, including privatization of some others and applying tolls (Privatization)	MOT strategic documents	0%	2020	2	2	Data from: MOT Data system and agencies
			5%	2020	10%	30%	



EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2021	Year 2022	
	<p>3.4 Increase percentage of private sector participation in financing and operating transportation projects.</p> <p>3.5 MOT Strategies (Asser and Almadeina Arterial roads, Transformation Program Management)</p> <p>3.6 National Roads Safety Strategies.</p> <p>3.7 National Transport Safety Centre:</p> <ul style="list-style-type: none"> <li>- Enhance the safety in all transport sectors (Roads, Ports and Aviation sector);</li> <li>- Connecting all MOT's sectors through a safety system.</li> </ul>		0%	2020	2	2	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>- Lack of MOT capacity, data collection personnel and delay in cooperation with external agencies due to COVID 19 pandemic.</li> <li>- Lack of coordination between the MOT's sectors.</li> </ul>



## Year Work Plan 2021

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	Funding Source	ESTIMATED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<b>Output 1:</b> Transit Roads Outside Major Cities (Climate Change Initiative)	1.1 Review and evaluation of the current status includes: - Study and review of data and information provided by MOT; - Comparison of the traffic volume rates on roads with the international rates; - Review of the other studies, which have relation with road construction such as The United Nations Economic and Social Commission for West Asia (ESCWA) and National Transport Strategy (NTS), Urban National Strategy, reconnaissance studies of the main, secondary and future roads; - Coordination with Ministry of Municipal and Rural Affairs, Public Transport Authority and other Secretariats.  1.2 Analysis and Assessment activities includes: - Expectation of volume and impact of future traffic on road network around cities; - Analysis of demand and accommodation capacity for the existing and future roads around cities (20 years); - Assessment of environmental, economic, financial and social risk; - Providing report on the results of cost analysis and					MOT	GCS	Int'l or local Expert (Not exceed (4) Experts)	750,000.00



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	Funding Source	ESTIMATED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
	<p>benefits for the anticipated projects.</p> <p>1.3 Determination of roads to be implemented around cities includes;</p> <ul style="list-style-type: none"> <li>- Preparation of mechanism to specify priorities of anticipated projects and return on investment;</li> <li>- Propose of alternatives not less than (3) alternatives for the track of each road with the assessment of these alternatives, economically, environmentally, operationally, technically and geometrically and then specification of optimum alternative.</li> </ul>								
	<b>Sub-Total for Output 1</b>								<b>750,000</b>
<b>Output 2</b>									
Integrated Coordination between MOT & MOMRA for Developing Transport Network	<ul style="list-style-type: none"> <li>- MOT &amp; MOMRA shall formulate an implementation plan including its schedule;</li> <li>- Both parties to complete handing over the completed roads in order to negotiate its budget with MOF;</li> <li>- Negotiating the budget of all new roads with MOF;</li> <li>- Both parties' roads studies and experience to be shared to facilitate the continuous coordination;</li> <li>- All future roads design and studies to be shared by both parties;</li> <li>- MOT to Provide MOMRA with all urban studies available.</li> </ul>	X	X	X	X	MOT	GCS		230,000



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	Funding Source	ESTIMATED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p><b>Output 3:</b> Advisory Services to MOT</p>	<p>3.1 Strategic Planning and Contractual Advisory Services include the following: 3.1.1 Improving Aseer Roads Strategy; - Review of Roads Master plan; 3.1.2 Arterial Roads Strategy includes;  <ul style="list-style-type: none"> <li>Asser - Jazan; Jeddah - Jazan; Highway links continuity Plans;</li> </ul>                     Strategic ideas for Medina Province. 3.1.3 Contractual Advisory services include the following:                      - Formulate and/or review bids and tender documents;                      - Formulate, review and negotiate all MOT Local/International cooperation and/or agreements such as (MOT's agreements with MOMRA or with USA Department of Transport and the Saudi-Singaporean joint committee, etc.);                      - Formulate, review and Implement the Performance Based Contract (KPIs); 3.1.4 Establish National Transport Safety Centre.</p>								
		X	X	X	X	MOT	GCS	Int'l or local Expert	394,210.50



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	ESTIMATED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	<p>3.2 Roads Implementation Technical Advisory Services include the following:</p> <ul style="list-style-type: none"> <li>- Transferring the best International Practices by training MOT's Technicians and Engineers periodically;</li> <li>- Improve capacity building of the MOT staff;</li> <li>- Improving the pavement materials and design;</li> <li>- Reviewing of technical policies, regulations and guidelines;</li> <li>- Updating the MOT technical Manuals.</li> </ul>	X	X	X	X	MOT	GCS	Int'l or local Expert	360,000
	<p>3.3 Support the development of Transport Data, Statistics and Analysis of unit system at all MOT.</p>	X	X	X	X	MOT	GCS	Int'l or local Expert	366,750
	<p>3.4 Having an integrated investment and privatization roads policy.</p>	X	X	X	X	MOT	GCS	Int'l or local Expert	380,000
	<p>3.5 Road Maintenance Advisory Services:</p> <ul style="list-style-type: none"> <li>- Crisis/Emergency Planning and Infrastructure Risk Management Plan;</li> <li>- Maintenance Master Action Plan;</li> <li>- Road Safety Strategy &amp; Operational Excellence.</li> </ul>	X	X	X	X	MOT	GCS	Int'l or local Expert	380,000
	<b>Sub-Total for Output 2&amp;3</b>								
Direct Project Cost (DPC) 4%									99,239
General Management Support (3%)						UNDP	GCS	UNDP	77,405
<b>Total</b>									<b>2,657,605.00</b>



## Year Work Plan 2022

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	Funding Source	ESTIMATED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<b>Output 1:</b> Transit Roads Outside Major Cities (Climate Change Initiative)	Determination of roads to be implemented around cities includes: - Preparation of mechanism to specify priorities of anticipated projects and return on investment; - Propose of alternatives not less than (3) alternatives for the track of each road with the assessment of these alternatives, economically, environmentally, operationally, technically and geometrically then specification of optimum alternative;	X	X			MOT	GCS	Int'l or local Expert (Not exceed (4) Experts)	250,000.00
		<b>Sub-Total for Output 1</b>							
<b>Output 2</b> Integrated Coordination between MOT & MOMRA for Developing Transport Network	<ul style="list-style-type: none"> <li>MOT &amp; MOMRA continue executing the handed over roads plan;</li> <li>Both parties to continue negotiating these roads budgets with MOF;</li> <li>Continue negotiating the budget with all new roads with MOF;</li> <li>Keep sharing the roads studies and experience between both parties;</li> <li>MOT to keep updating MOMRA with all urban studies available.</li> </ul>	X	X	X	X	MOT	GCS	Int'l or local	360,000
		<b>Sub-Total for Output 2</b>							
<b>250,000</b>									



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	ESTIMATED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 3: Advisory Services to MOT</b>	<p>3.1 Strategic Planning and Contractual Advisory Services include the following:</p> <p>3.1.1 Continue Improving Aseer Roads Strategy;</p> <p>- Implementing of Roads Master plan;</p> <p>3.1.2 Arterial Roads Strategy includes;</p> <ul style="list-style-type: none"> <li>• Asser - Jazan;</li> <li>• Jeddah - Jazan;</li> <li>• Highway links continuity plans;</li> </ul> <p>Strategic plan for Madina Province.</p> <p>3.1.3 Contractual Advisory services include the following:</p> <p>- Formulate and/or review bids and tender documents;</p> <p>- Formulate, review and negotiate all MOT Local/International cooperation and/or agreements such as (MOT's agreements with MOMRA or with USA Department of Transport and the Saudi-Singaporean joint committee and so on);</p> <p>- Implementing the Performance Based Contract (KPIs);</p> <p>3.1.4 Establish National Transport Safety Centre.</p>	X	X	X	X	MOT	GCS	Expert	348,109.5



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Period				RESPONSIBLE PARTY	Funding Source	ESTIMATED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
	<p>3.2 Roads Implementation Technical Advisory Services include the following:</p> <ul style="list-style-type: none"> <li>- Transferring the best International Practices by training MOT's Technicians and Engineers periodically;</li> <li>- Improving capacity building of MOT staff;</li> <li>- Improving the pavement materials and design;</li> <li>- Reviewing of technical policies, regulations and guidelines;</li> <li>- Updating the MOT technical Manuals.</li> </ul>	X	X	X	X	MOT	GCS	Int'l or local Expert	325,000.00
	3.3 Support the development of Transport Data, Statistics and Analysis unit system at all MOT.	X	X	X	X	MOT	GCS	Int'l or local Expert	316,085.00
	3.4 Implementing the Privatization strategy.								
	3.5 Road Maintenance Technical Advisory Services:								
	3.5.1 Crisis/Emergency Planning and Infrastructure Risk Management Plan;	X	X	X	X	MOT	GCS	Int'l or local Expert	355,000.00
	3.5.2 Maintenance Master Action Plan;								
	3.5.3 Road Safety Strategy & Operational Excellence.								
Evaluation Fees								Evaluation	35,000
Audit Fees (\$)								Audit	25,000
	<b>Sub-Total for Output 2</b>								<b>1,764,194</b>
Direct Project Cost (DPC) 4%									80,568
General Management Support (3%)						UNDP	GCS	UNDP	62,842
<b>TOTAL</b>									<b>2,157,604</b>



**Annex (2) – Terms of References (TOR):**

- (1) Output (1): UNDP may provide a **qualified firm** to achieve this output based on detailed TOR provided by them.
- (2) Output (2) & (3): UNDP may provide the MOT with all required individual based on a comprehensive TOR provided by them.

**Output (3) Terms of References includes but not limited to the following:**

**(1) Tasks of Technical Advisor in the Field of Asphalt Paving Technology:**

**Duties and Responsibilities**

- Adoption and application of advanced engineering techniques for longer service life of roads.
- Re-study of the properties and specifications of asphalt pavements and the quality of mixing plants to be used for each dual or single highway and draft recommendations.
- 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 and suggest solutions.
- 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:**

**Education:**

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

**Experience:**

- Have at least (15) years of progressive professional experience relevant to material with a strong focus on pavement materials and designs and having a good understanding of public administration at ministerial levels;
- Certified in AASHTO pavement design and analysis.
- 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.



## **(2) Tasks of Contract Project Management Engineer:**

### **Duties and Responsibilities**

- Supporting Maintenance Department in 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.

## **(3) Tasks of Programming Specialist**

### **Duties and Responsibilities**

- Provide research and development into management's deliverable enhancements and report it to the Deputy Minister of Roads.
- Create special programming (Dashboard) related projects management as requested by Deputy Minister of Roads.
- Develop a training curriculum based on a diverse set of competencies and learning needs.
- Develop training schedules and manage complex logistics.
- Planning, organization and problem solving.
- Facilitating workshops and/or meeting as requested by Deputy Minister of Roads.
- Work with M.O.T Departments Managers to meet current and future Management methodology requirements and strategies.

### **Academic Qualifications and Experience:**

- Bachelor/Master degree or equivalent.
- The expert shall have at least (15) years of progressive professional experience relevant to the work area.

## **(4) Tasks of Privatization Advisor:**

- Work with M.O.T Departments Managers to meet current and future requirements and strategies.
- Overseeing the daily performance, managing the performance of direct reporting staff and stimulating the collaborative production of targeted outcomes.



- Conduct preliminary assessment of the viability for PPP implementation of projects identified for PPP by the Project Evaluation Team
- Lead and manage the execution of privatization/PPP deals by securing the necessary internal approvals (e.g., Supervisory Committee, NCP) and implementing the bid process. The Directorate will include representatives from the transportation modes into each project team.
- Assess and review most appropriate funding model for capital projects that have been identified for PPP/Privatization
- Work with Asset Company/Agency project team in preparing PPP project for approval of Supervisory Committee
- Identify most appropriate operating model and financial structure for the asset, in collaboration with regulator and Asset Company/Agency
- Form PPP project team (from Directorate and transportation modes) to lead and manage the actual conduct of bidding (i.e. pre-qualification processes, evaluation of bids, contract review, etc)
- Identifies/provides solutions to the Asset Company/Agency PPP team for various financial, legal and contractual issues related to project development, approvals and implementation
- Negotiate, appoint and manage consultants to execute privatization projects (e.g., consulting, technical, and legal).

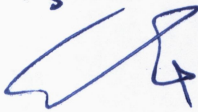
**Academic Qualifications and Experience:**

- Master's degree in any finance specialization and/or project management.
- The expert shall have at least (15) years of progressive professional experience relevant to the work field.



**Annex (3) - Schedule of Payments:**

Date	Amount	Contributor
Paid by April 2021	\$800,000.00	Kingdom of Saudi Arabia
Total	\$800,000.00	

3-9-1442  


**H.E. Eng. Abdullah Bin Suliman Alsuliman**

Deputy Minister of Transport for Road Construction  
National Project Coordinator