

Post Title:	<b>International Expert –Final Evaluation for Sustainable Road and Transport Management Project</b>
Starting Date	15 March 2020
Duration:	<b>21 Working Days including Home Based</b>
Location	Home Based with travel to Riyadh, Saudi Arabia
Project:	Sustainable Road and Transport Management Project
National or International consultancy	International Consultant

## 1. Background and context

The National Transformation Program (NTP) launched in June 2016 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. For the Ministry of Transport, 9 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.

Against the backdrop of the NTP operating model requirements, the Ministry of Transport underwent restructuring process in August 2016 to be better aligned.

The tasks related to both the NTP 2020 and 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 NTP 2020 initiatives and a general delay with the implementation of actions from NTS, the activities as planned in the last UNDP Project Revision had to be adapted in 2017.

The Investment in infrastructure and innovation are critical drivers of economic growth and development while the Ministry of Transport is so keen to improve efficiency of transportation infrastructure.

By achieving the NTP 2020, set targets and Kingdom Vision 2030 strategic objectives will lead to achievement the Sustainable Development Goals. Below table highlights linkages to SDSGs achievement:

<b>Strategic Objective No.</b>	<b>NTP 2020</b>	<b>Relevant Kingdom Vision 2030 Objectives</b>
1	Minimize the rate of transportation accidents <sup>3</sup>	Enhance the livability of Saudi cities
2	Improve the legislative environment of the transportation sector	Improve performance, productivity and flexibility of public authorities.

3	Improve efficiency of transportation infrastructure	Establish a unique logistic platform across three continents.
4	Increase usage of public transportation	<ul style="list-style-type: none"> <li>✓ Enhance the livability of Saudi cities</li> <li>✓ Safeguard the environment and natural resources</li> </ul>
5	Increase reliance on Self-Funding.	Achieve budgetary balance
6	Increase percentage of private sector participation in financing and operating transportation projects	<ul style="list-style-type: none"> <li>✓ Expand privatization of governmental services,</li> <li>✓ Achieve budgetary balance,</li> <li>✓ Create an attractive environment for both local and international investors and enhance their confidence in our economy,</li> <li>✓ Establish a unique logistic platform across three continents.</li> </ul>

Basic Project information can also be included in table format as follows:

PROJECT/OUTCOME INFORMATION		
<b>Project/outcome title</b>	Sustainable Road and Transport Management	
<b>Corporate outcome and output</b>	Public sector strengthened through improved efficiency, effectiveness, equity and accountability	
<b>Country</b>	Saudi Arabia	
<b>Region</b>	RBAS	
<b>Date project document signed</b>	23 October 2011	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	01/01/2011	31/12/2020
<b>Project budget</b>	<b>12.1M</b>	
<b>Estimated Project expenditure at the time of evaluation</b>	<b>10.2M</b>	
<b>Funding source</b>	<b>Government</b>	
<b>Implementing party</b>	<b>Ministry of Transport</b>	

## **2. Evaluation purpose, scope and objectives**

The project has been ongoing since 2011 and has, thus far, never been evaluated. Drastic changes have been taking place in the country and the project has had to adapt to the changes over recent years, this included changes in Ministers, Deputy Ministers and Project staff, resulting in changing project directions. In order to ensure the project has delivered its intended objectives and to provide recommendation for the way forward, whether via a UNDP project or not, it was imperative to conduct a final evaluation. This evaluation will benefit the Ministry of transport in their planning for future years to meet Saudi Vision 2030 and highlight the impacts this project has had on the transport sector over the past few years.

This evaluation should cover all components of the project, those relevant before Saudi Vision 2030 and those after and its impact on the sector in the whole country. However, the evaluator shall consider the Saudi Vision 2030 objective's and other MOT Initiatives in formulating the new Project Document which can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP Goals.

### 3. Evaluation criteria and key guiding questions

Evaluation questions define the information that this evaluation will generate. Questions should be grouped according to the four OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; and (d) sustainability (and/or other criteria used).

The mainstream definitions of the OECD-DAC criteria are neutral in terms of human rights and gender dimensions and these dimensions need to be added into the evaluation criteria chosen (see page 77, table 10 of Integrating Human Rights and Gender Equality in Evaluations),

<http://unevaluation.org/document/detail/1616>

Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary.

<b>Evaluation Ratings:</b>			
<b>1. Monitoring and Evaluation</b>	<i>rating</i>	<b>2. IA&amp; EA Execution</b>	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Implementing Partner	
Overall quality of M&E		Overall quality of Implementation	
<b>3. Assessment of Outcomes</b>	<i>rating</i>	<b>4. Sustainability</b>	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

#### Relevance

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the theory of change for the relevant country programme outcome especially in addressing the transport sector in Saudi Arabia?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- To what extent has the project enhanced knowledge on transportation behaviour change, particularly on sustainable transportation
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, environmental, institutional, etc., changes in the country?

## Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved especially in achieving sustainable transport?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Were the project's objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation? Or to what extent do they feel they own the actions they are taking.
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights? To what extent women were involved in the implementation of the actions indirectly or directly.

## Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

## Sustainability

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social, economic, environmental or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the institutional and legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent are institutional and human resource capacities strengthened to provide effective technical support to national partners and stakeholders for energy efficiency actions

- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained? To what extent the project was effective to enhance integration of sustainable transport in public and private sector actions
- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

## Evaluation cross-cutting issues sample questions

### Human rights

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
- To what extent does the project ensure that no one is left behind in regards to project benefits?

### Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any positive or negative unintended effects?

## Evaluation Approach and Methodology

An overall approach and method<sup>1</sup> for conducting project terminal evaluations of UNDP supported. The methodology of work will consist of desk review of relevant project documentation and direct consultations with the project management, staff and other key local stakeholders during two weeks site visit to Riyadh in February 2020.

The overall duration of the assignment is expected to consist of a site visit of 15 days includes a corresponding amount of desk work to pre-review the required project documentation and to finalize the reporting. This makes the total working days to be 21 working days, the timeframe detailed shall be as stipulated below.

In carrying out the evaluation task, the consultant will pay particular attention to the following:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments;
- Document review of all relevant documentation. This would include a review of inter alia;
- Project document (contribution agreement);
- Theory of change and results framework;
- Programme and project quality assurance reports;
- Annual workplans;
- Activity designs;
- Consolidated quarterly and annual reports;
- Results-oriented monitoring report;

<sup>1</sup> For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

- Highlights of project board meetings;
- Technical/financial monitoring reports;
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
- Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
- All interviews should be undertaken in full confidence and anonymity under the support of the Project Management. The final evaluation report should not assign specific comments to individuals.
- Surveys and questionnaires including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- Field visits and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries including industry partners and general public on awareness.
- Other methods such as outcome mapping, observational visits, group discussions, etc.
- Data review and analysis of monitoring and other data sources and methods.
- Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

### **Evaluation products (deliverables)**

An evaluation report and an associated power point presentation summarizing the findings of the evaluation and the proposed follow-up actions in a new UNDP Project Document format.

The content of the final report is expected to follow the structure below:

- Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- Evaluation debriefings. Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- Draft evaluation report (60 pages including executive summary).
- Evaluation report audit trail.
- Final evaluation report:
  - Executive summary
  - Introduction, including description of the work conducted
  - Findings and conclusions
  - Recommendations, including, as applicable, a revised work plan to address the pending tasks and eventual corrective action as well as an improved system for measuring the impact of the project in terms of achieved energy savings
  - Annexes providing a brief summary of the documents reviewed and persons interviewed with the description of the key content / conclusions drawn and any other relevant materials.
- Validation workshop for presentations to stakeholders and/or the evaluation reference group

- Evaluation brief and other knowledge products or participation in knowledge-sharing events, if relevant.
- A comprehensive UNDP new Project Document

The consultant should present three hard copies of the report as well as an electronic copy. The draft final report should be submitted not later than three weeks after the end of the on-site mission and the final report and the Project document within two weeks from receiving the comments of the project management and UNDP on the draft reports.

### **Evaluation consultant required competencies**

The evaluator must present the following qualifications:

#### **Qualifications:**

##### **A) Education:**

- Advanced university degree in transport planning and engineering or relevant discipline and obtain a Professional Transport Planner (PTP) certificate is preferable;

##### **B) Experience:**

- Minimum 15 years of relevant professional experience in the area of transport planning and initiatives
- Familiar with UN/UNDP Procedures
- Previous experience with results-based formulating, monitoring and evaluation methodologies;
- Strong communication and analytical skills
- Strong command of English language, both written and spoken
- Previous work experience in the region is an asset

### **Evaluation consultant required competencies**

##### **C) Competencies**

- **Corporate**

- ✚ Demonstrates integrity and fairness, by modelling the UN/UNDP's values and ethical standards;
- ✚ Promotes the vision, mission and strategic goals of UNDP;
- ✚ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

- **Functional**

- ✚ Proven technical and intellectual skills in understanding and interpreting regional, national and local issues;
- ✚ Ability to understand and analyze and political dynamics in the region;
- ✚ Demonstrated ability for facilitation and coordination skills;
- ✚ Background knowledge about the SDGs, United Nations and UNDP;
- ✚ Good teamwork and interpersonal skills;



- ✚ Flexibility and ability to handle multiple tasks and work under pressure;
- ✚ Excellent drafting and formulation skills;
- ✚ Excellent computer skills especially Word, Excel and PowerPoint;
- **Leadership**
  - ✚ Demonstrated intellectual leadership and ability to integrate transport solution with broader strategic overview and corporate vision;
  - ✚ Demonstrated flexibility in leadership by performing and/or overseeing the analysis/resolution of complex issues;
  - ✚ Ability to conceptualize and convey strategic vision from the spectrum of development experience.
- **Managing Relationships**
  - ✚ Excellent negotiating and networking skills with strong partnerships in academia, technical organizations and as a recognized expert in the practice area.
- **Managing Complexity**
  - ✚ Ability to address global development issues;
- **Knowledge Management and Learning**
  - ✚ Ability to strongly promote and build knowledge products;
  - ✚ Seeks and applies knowledge, information and best practices from within and outside of UNDP;
  - ✚ Demonstrates a strong capacity for innovation and creativity in providing strategic policy advice and direction.
- **Judgment/Decision-Making**
  - ✚ Proven ability to provide strategic direction to the project implementation process;
  - ✚ Independent judgment and discretion in advising on handling major policy issues and challenges, uses diplomacy and tact to achieve result.

The evaluator shall have prior experience in evaluating similar projects and have sufficient experience in transport field related to initiatives and main national and international development operations.

The evaluator selected shall not participate in the project implementation in order to avoid any conflict of interest with the project related activities.

**Language:**



Fluency in English language (spoken and written) is a must.

### **Evaluation ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners."

### **Implementation arrangements**

The consultants will be appointed in consultation with MOT and UNDP country office. The Project Management at MOT shall arrange for the consultant all necessary site visits and meetings in Saudi Arabia according to the ToR. UNDP country office in coordination with the project management unit shall arrange logistics for the mission including hotel reservation and transportation during the mission. The mission will maintain close liaison with UNDP Programme Coordinator, concerned agencies of the government, any members of the international or national team of experts as well as the Project Management Unit.

### **Time frame for the evaluation process**

Activity	Timing/working days	Estimated Completion Date	Note
<b>Desk Review</b>	3	15 March 2020	In home country
<b>Evaluation Mission</b>	5	20 March 2020	In KSA
<b>Draft Evaluation Report</b>	5	30 March 2020	In home country
<b>Final Report</b>	2	10 April 2020	
<b>Draft Project Document</b>	4	17 April 2020	In home country
<b>Final Project Document</b>	2	24 April 2020	
<b>Total</b>	21	March – April 2020	

### **Travel Plan**

This assignment will be 21 working days including Home-Based. One round trip ticket should be included in the financial proposals

Any change to the preliminary travel plan/schedule hereunder, in such cases, UNDP will cover travel costs in accordance with corporate regulations and rules.

- **Consultant shall provide the Reimbursable Lump Sum of travel cost. UNDP will process the payment upon actual receipts provided for the ticket (should not exceed the unit price provided in the financial offer) and boarding passes/passport stamps (entry and exit) for each travel;**
- **The unit price for tickets should be provided on most direct economic class (business and first-class airfare are not permitted as per UNDP rules and regulations);**
- **Payments will be made upon confirmation of UNDP of satisfactory performance;**

- Consultants are also required to comply with the UN security directives set forth under <https://dss.un.org/>.

If unforeseen travel outside the consultant work station city is requested by UNDP and not required by the Terms of References (ToR), such travel shall be covered by UNDP in line with applicable rules and regulations and upon prior written agreement. In such cases, the consultant shall receive living allowances not exceeding the United Nations (UN) Daily Subsistence Allowance (DSA) rate for such other location(s).

No	Country / City	Duration
1	Riyadh, Saudi Arabia	5 Working Days
2	Home Based	16 Working Days

**Note:** A written approval from the relevant authority and Project Manager will be required to facilitate consultant's travel outside Riyadh on official missions where necessary.

### **Reporting**

The consultant will directly report to the UNDP programme manager/ Project Chief Technical Advisor (CTA)

### **EVALUATION DELIVERABLES**

**The Evaluator is expected to deliver the following:**

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	On arrival Day (15 March)	Evaluator submits to Project Management and UNDP CO.
<b>Debriefing</b>	Initial Findings	End of evaluation mission (19 March 2020)	To Project Management and UNDP CO.
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 2 weeks of the evaluation mission (30 March 2020)	Sent to Project Management and UNDP CO, reviewed by MOT.
<b>Final Report*</b>	Revised report	Within 1 week of receiving UNDP comments on draft (10 April 2020)	To Project Management and UNDP CO.
<b>Draft Project Document</b>	Full Project Document	Within 4 weeks of the evaluation mission (17 April 2020)	Sent to Project Management and UNDP CO, reviewed by MOT.
<b>Final Project* Document</b>	Revised Project Document	Within 1 week of receiving UNDP comments on draft (24 April 2020)	To Project Management and UNDP CO.

\*When submitting the final evaluation report and final Project Document, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report and the Project Document.

**Payment modalities and specifications**

%	Milestone
20%	Acceptance of Inception Report prior to the field visit.
30%	Following approval of the final Evaluation Report.
50%	Following approval of the final Project Document.

### Estimated working day allocation and schedule for this evaluation

ACTIVITY	ESTIMATED # OF WORKING DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
<b>Phase One: Desk review and inception report</b>				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of the Mission Started 15 March 2020	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing 8 March 2020	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	3 days	Within two weeks of contract signing 15 March	Home- based	Evaluation Consultant
Submission of the inception report (15 pages maximum)	-	By 15 March 2020		Evaluation Consultant
Comments and approval of inception report	-	By 17 March 2020	UNDP	Evaluation manager
<b>Phase Two: Data-collection mission</b>				
Consultations and field visits, in-depth interviews and focus groups	5	19 March 2020	In country  With field visits	UNDP to organize with local project partners, project staff, local authorities, etc.
Debriefing to UNDP and key stakeholders		19 March 2020	In country	Evaluation Consultant
<b>Phase Three: Evaluation report writing</b>				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages) and Draft Report submission	5	Within Two weeks of the completion of the field mission End of March 2020	Home- based	Evaluation Consultant
Consolidated UNDP and stakeholder comments to the draft report	-	By 6 April 2020	UNDP	Evaluation manager and evaluation reference group
Finalization and submission of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	2	by 10 April 2020	Home- based	Evaluation Consultant
Preparation of the draft Project Document	4	Within one week of final evaluation report acceptance 17 April 2020	Home- based	Evaluation Consultant
Consolidated UNDP and stakeholder Comments on Project Document	-	Within one week from draft PD submission 23 April 2020		UNDP and National Partner
Finalization of PD and submission	2	Within 5 days from receiving comments 30 April 2020		Evaluation Consultant
<b>Estimated total days for the evaluation</b>	<b>21</b>			

#### 4. Application submission process and criteria for selection

As required by the programme unit.

#### 5. TOR annexes

Annexes can be used to provide additional detail about evaluation background and requirements to facilitate the work of evaluators. Some examples include:

- **Intervention results framework and theory of change.** Provides more detailed information on the intervention being evaluated.
- **Key stakeholders and partners.** A list of key stakeholders and other individuals who should be consulted, together with an indication of their affiliation and relevance for the evaluation and their contact information. This annex can also suggest sites to be visited.
- **Documents to be consulted.** A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
  - Relevant national strategy documents,
  - Strategic and other planning documents (e.g., programme and project documents).
  - Monitoring plans and indicators.
  - Partnership arrangements (e.g., agreements of cooperation with Governments or partners).
  - Previous evaluations and assessments.
  - UNDP evaluation policy, UNEG norms and standards and other policy documents.
- **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table 1. Sample evaluation matrix**

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis

- **Schedule of tasks, milestones and deliverables.** Based on the time frame specified in the TOR, the evaluators present the detailed schedule.
- **Required format for the evaluation report.** The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports (see annex 7).
- **Code of conduct.** UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the 'Code of Conduct for

Evaluators in the United Nations system', which may be made available as an attachment to the evaluation report.

## EVALUATION

Individual consultants will be evaluated based on the following methodologies:

### **Step I: Screening and desk review:**

Individual consultants will be evaluated based on the following methodology.

Applications will be first screened and only candidates meeting the following minimum criteria will progress to the pool for shortlisting:

Only candidates obtaining a minimum of 70 points will be considered for the Financial Evaluation

Only applicants passing the screening stage shall be considered for further evaluation.

<i>Criteria</i>		<b>Max. Point 100</b>	<b>Weight</b>
<b>Technical</b>	Relevance and responsiveness of candidate's qualification and experience based on submitted documents <ul style="list-style-type: none"> <li>• Advanced university degree in transport planning and engineering and obtain PTP certificate is preferable; (5%)</li> <li>• Minimum 15 years of relevant professional experience in the area of transport planning and initiatives (10%);</li> <li>• Familiar with UN/UNDP Procedures (5%);</li> <li>• Previous experience with results-based formulating, monitoring and evaluation methodologies; (25%);</li> <li>• Technical Methodology/Proposal (50%);</li> <li>• Previous work experience in the region (5%).</li> </ul>	<b>100 Points</b>	70%
<b>Financial</b>	<b><u>Lowest Offer / Offer*100</u></b>		30%
<b>Total Score = (Technical Score * 0.7 + Financial Score * 0.3)</b>			

<b>Weight Per Technical Competence</b>	
5 (outstanding): 96% - 100%	The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence.
4 (Very good): 86% - 95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence.
3 (Good): 76% - 85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence.
2 (Satisfactory): 70% - 75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence.
1 (Weak): Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence.

***Technical Methodology/Proposal (50 marks) should include the following:***

- Brief description of why the individual considers him/herself as the most suitable for the assignment;
- **Technical Approach & Methodology**– Explain the understanding of the objectives of the assignment. Provide the approach to deliver the required services, methodology for carrying out the activities and obtaining the expected output. The proposed approach and methodology should take into consideration the local conditions/environment.
- **Work Plan**– The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to conduct effective trainings as required.
- **Step II: Evaluation:**

**Shortlisted Candidates will be then assessed and scored against the following evaluation criteria.**

The evaluation of each application will be based on a set of selection criteria as listed in the above table and on the basis of the information submitted by each candidate. Only candidates fulfilling the minimum expertise, experience and qualifications required will be considered. For each of the categories applied for.

- ***\* Technical Criteria: weight 70% and Financial Criteria weight 30%***
- ***Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.***
- **Only candidates obtaining a minimum of 70 points (70% of the total technical points) would be considered for the Financial Evaluation.**
- **UNDP may conduct an interview round with applicants for the purpose of determining fulfilment of competencies related requirements.**
- **Having reviewed applications received, UNDP will invite the top three to five shortlisted candidates for interview. Please note that only shortlisted candidates will be contacted.**

**Financial proposal – Maximum 30 points**

**PRICE PROPOSAL AND SCHEDULE OF PAYMENTS (Standard text - do not change)**

**The contractor shall submit a price proposal as below:**

Daily Fee – The contractor shall propose a daily fee, which should be inclusive of his professional fee, local communication cost and insurance (inclusive of medical health insurance and evacuation). The number of working days for which the daily fee shall be payable under the contract is 21 working days.

The contractor shall propose a Living allowance at Riyadh not to exceed the applicable UN rate for DSA per night for his/her stay at the duty station. The number of nights for which the Living allowance shall be payable under the contract is # nights in Riyadh.



A review of the daily fees proposed by technically qualified experts will follow, to determine adherence to the maximum allowed UNDP daily fees for a consultant. In cases where daily fees submitted by the consultant exceed the maximum allowed UNDP daily fees for each band, the consultant will be invited to review his/her quoted daily fee downwards accordingly.

Travel & Visa – The contractor shall propose an estimated lump-sum for home-Riyadh-home travel (economy most direct route) and Iraq visa expenses.

The total professional fee shall be converted into a lump-sum contract and payments under the contract shall be made on submission and acceptance of deliverables under the contract in accordance with the schedule of payment linked with deliverables

**Selection Criteria:**

The award of the contract will be made to one individual consultant whose offer has been evaluated and determined as being:

- a) Responsive/compliant/acceptable, and
- b) Achieving the highest combined score (financial and technical).

**Documents to be included when submitting the proposals:**

**Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:**

- Duly accomplished Confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II);
- Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Technical proposal:** Brief description of why the individual considers him/herself as the most suitable for the assignment; A methodology, on how they will approach and complete the assignment and work plan as indicated above.
- A language assessment will be conducted [if needed] for verifying influence in English;

**Financial proposal, as per UNDP guidelines (constituting 30%)**

- The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked. Annex-1 attached
- Incomplete proposals may not be considered
- ***Important note: the consultant is required to specify the daily fee in his/her proposal.***

The following formula will be used to evaluate the financial proposal:

$p = y (\mu/z)$ , where

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest-priced proposal

z = price of the proposal being evaluated

### **Contract Award**

Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into a contract with UNDP

### **Annexes:**

**Annex-1 – Template Confirmation of Interest and Submission of Financial Proposal.**

**Annex-2 – Individual Consultant General Terms and Conditions.**