

TERMS OF REFERENCE (ToR)

Updating the IsDB Transport Sector Policy (2027-2031)

Assignment Title:	Individual Consultant for Updating the IsDB Transport Sector Policy
Reference No.:	BCC2026-044
Location:	Remote, with one mandatory mission to IsDB Headquarters (Jeddah, Saudi Arabia)
Duration:	10 calendar months (engagement period approx. 100 working days)
Expected Start Date:	October/November 2026
Reporting to:	Director, Economic and Social Infrastructure (ESID) through Lead Glob Transport Specialist/Economist
Selection Method:	Fixed Budget Selection (FBS) – as per IsDB Procurement Guidelines
Total Estimated Budget:	USD 65,000 (Lump Sum – Fixed)
Minimum Technical Score:	80 out of 100

I. BACKGROUND AND INTRODUCTION

1.1. The Islamic Development Bank (IsDB)

The Islamic Development Bank (IsDB) is a multilateral development bank (MDB) established to foster economic development and social progress in its 57 Member Countries (MCs) in accordance with the principles of Shari'ah. As a unique institution rooted in Islamic values and South-South cooperation, IsDB plays a pivotal role in financing infrastructure, promoting regional integration, and advancing sustainable development across the Muslim world and beyond.

1.2. The Transport Sector in IsDB's Strategic Architecture

The transport sector is a cornerstone of IsDB's development operations, representing one of the largest portfolios in terms of annual financing approvals. Efficient, sustainable, and resilient transport infrastructure is essential for enabling economic growth, facilitating trade, improving access to markets and services, and fostering social inclusion. The sector directly contributes to multiple Sustainable Development Goals (SDGs), including SDG 9 (Industry, Innovation, and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Action), and SDG 3 (Good Health and Well-being through road safety).

IsDB has a long-standing commitment to transport sector development, having approved over US\$ 23 billion for transport projects since its inception. The current **Transport Sector Policy (2018-2026)** provided a robust framework focused on "Sustainable Transport for Inclusion and Prosperity," organized around five pillars: (i) Universal, Affordable Access; (ii) Disaster and Post-Conflict Reconstruction; (iii) Efficient Transport Systems; (iv) Regional Connectivity; and (v) Green Transport.

The 2018 Policy was supported by the **Transport Sector Strategy (2022-2026)**, which operationalized the policy through country-focused selectivity, financing mechanisms, and knowledge advocacy. The strategy introduced six cross-cutting enablers: asset sustainability, traffic safety, social sustainability, environmental sustainability, climate change, and capacity development.

1.3. The Case for Policy Update

Since the approval of the 2018 Policy, the global transport landscape has undergone profound and accelerated transformation. Several critical developments necessitate a comprehensive update of IsDB's Transport Sector Policy:

- a. **Climate Urgency and Paris Alignment:** The imperative to align with the Paris Agreement goals has intensified. Transport accounts for approximately 25% of global CO₂ emissions, and MCs face increasing pressure to decarbonize their transport systems. The EU's Carbon Border Adjustment Mechanism (CBAM) and other regulatory developments are creating new trade barriers for carbon-intensive economies, making green transport not just an environmental imperative but an economic competitiveness issue.
- b. **Digital and Technological Revolution:** The rapid advancement of artificial intelligence (AI), the Internet of Things (IoT), big data analytics, autonomous vehicles, drones, and intelligent transportation systems (ITS) is fundamentally reshaping how transport systems are planned, operated, and maintained. MCs have an unprecedented opportunity to leapfrog legacy systems and build smart, data-driven transport networks.

- c. **Supply Chain Resilience and Logistics 4.0:** The COVID-19 pandemic exposed vulnerabilities in global supply chains. There is now a heightened focus on logistics efficiency, trade facilitation, and supply chain resilience. New regulations (e.g., EU ICS2) demand sophisticated data management and integrated logistics solutions.
- d. **Urbanization and the Mobility Challenge:** Rapid urbanization across MCs is creating acute challenges of congestion, air pollution, and inadequate public transport. The need for integrated urban mobility solutions—including mass transit, non-motorized transport, and e-mobility—has never been more pressing.
- e. **Rural Connectivity and Inclusion:** Despite progress, significant gaps remain in rural access and connectivity, particularly in Sub-Saharan Africa and parts of Asia. Addressing last-mile connectivity is essential for poverty reduction, food security, and inclusive development.
- f. **Electrification of Transport:** The global transition to electric vehicles (EVs) is accelerating, driven by technological advances and policy support. MCs need guidance on developing EV ecosystems, including charging infrastructure, grid integration, battery lifecycle management, and workforce development.
- g. **Fragility and Resilience:** Many MCs continue to face fragility, conflict, and climate-induced disasters. There is a pressing need for transport systems that are resilient, adaptable, and capable of rapid recovery, with a focus on "build back better" principles.
- h. **Islamic Finance Innovation:** The growing sophistication of Islamic finance presents new opportunities for financing transport infrastructure, including green sukuk, infrastructure waqf, and other Shari'ah-compliant instruments.

1.4. Strategic Alignment with IsDB's Corporate Architecture

This policy update is being undertaken in full alignment with the recently approved **IsDB Group 10-Year Strategic Framework (2026-2035)** under the theme *"Originality and Solidarity for Intergenerational Prosperity"* and the accompanying **5-Year Corporate Strategy (2026-2030)**.

The 10-Year Strategic Framework establishes three strategic drivers:

- a. **Excel in Supporting Nationally Driven Solutions:** Supporting MCs in achieving sustained growth and building resilience through homegrown, country-led development solutions.
- b. **Apply Islamic Principles for Sustained Growth:** Guiding interventions by Islamic principles of solidarity, fairness, and sustainability.
- c. **Direct Resources towards Productivity and Resilience:** Focusing on development areas that significantly contribute to MCs' economic productivity and resilience.

The Framework's three value propositions are:

- **Maximizing Additionality for Productivity:** Enhancing both input and output additionality by developing solutions that deliver greater benefits and pooling resources that would otherwise be inaccessible or unaffordable to MCs.
- **Platforming for Resource Exchange:** Connecting OIC actors—public, private, and nonprofit—in an interactive value exchange ecosystem while expanding access to markets.
- **Global Positioning:** Strengthening IsDB's role as a thought leader and advocate for Islamic economics and finance, offering ethical and impactful solutions to global challenges.

The transport sector is explicitly identified as a priority area within **"Productivity-Enabling Infrastructure"** in the Framework, recognizing its critical role in boosting productivity, reducing costs, improving market access, and ensuring resilience to environmental shocks.

The **5-Year Corporate Strategy (2026-2030)** operationalizes these directions through nine strategic fields, including country focus and sector prioritization, broader client-responsive financing toolkit, execution excellence and delivery capacity, and partnership and resource mobilization. The President's Guiding Principles—*Deliver at Scale, Deliver with Excellence, and Deliver as One*—define the operational model for all sectors.

II. OBJECTIVES AND SCOPE OF THE POLICY UPDATE

2.1 Overarching Objective

The overarching objective of this assignment is to support IsDB in updating its Transport Sector Policy to create a **future-ready, forward-looking, and actionable framework** that will guide the Bank's transport sector interventions for the period **2027-2031**. The updated policy will reflect emerging trends, address critical challenges, and seize new opportunities, ensuring that IsDB remains the development partner of choice for its Member Countries in the transport sector.

2.2 Specific Objectives

The specific objectives of this consultancy assignment are:

- a. **Comprehensive Policy Review and Diagnostic:** Conduct an in-depth assessment of the current Transport Sector Policy (2018-2026) and Strategy (2022-2026), evaluating their effectiveness, implementation status, strengths, weaknesses, and gaps.
- b. **Strategic Alignment:** Ensure full alignment of the updated policy with the IsDB Group 10-Year Strategic Framework (2026-2035), the 5-Year Corporate Strategy (2026-2030), and other relevant IsDB sectoral policies and strategies.
- c. **Global Benchmarking:** Undertake a comprehensive benchmarking study against the transport policies and best practices of leading MDBs (e.g., World Bank, AfDB, ADB, AIIB) and international organizations, identifying innovative approaches and emerging trends.
- d. **Stakeholder Engagement:** Facilitate meaningful and inclusive consultations with internal IsDB entities, external stakeholders (including MCs, development partners, private sector, civil society), and subject matter experts to gather diverse perspectives and ensure broad ownership of the updated policy.
- e. **Policy Framework Development:** Develop a structured, forward-looking policy framework organized around clear pillars, principles, strategies, and actions that address the full spectrum of transport sector challenges and opportunities—from rural connectivity and urban mobility to e-mobility, digital innovation, and climate resilience.
- f. **Implementation Roadmap:** Design a practical implementation roadmap with clear timelines, responsibilities, key performance indicators (KPIs), and a robust monitoring and evaluation (M&E) framework to ensure effective policy execution and measurable impact.
- g. **Knowledge Dissemination and Capacity Building:** Support the dissemination of the updated policy through a virtual launch webinar and provide training to IsDB staff on operationalizing the policy in project design and implementation.

2.3 Scope of Work

The scope of work covers the following thematic and operational areas but is not limited to:

A. Thematic Scope:

- a. **Sustainable and Green Transport:** Policies promoting low-carbon mobility, decarbonization, circular economy in transport, e-mobility ecosystems, and climate-resilient infrastructure.
- b. **Urban Mobility and Livable Cities:** Strategies for decongesting cities, promoting public transport (BRT, metro, LRT), non-motorized transport (walking, cycling), transit-oriented development (TOD), and integrated land-use transport planning.

- c. **Rural Connectivity and Social Inclusion:** Dedicated strategies for rural last-mile access, low-volume roads, integration with agricultural supply chains, and affordable mobility for underserved populations, with a focus on gender-responsive and disability-inclusive design.
- d. **Digitalization and Technological Innovation:** Policies for smart mobility, AI-driven transport systems, digital platforms, mobility-as-a-service (MaaS), autonomous vehicles, drones, ITS, and big data analytics for transport planning and management.
- e. **Regional Integration and Trade Facilitation:** Strengthening cross-border transport infrastructure, harmonization of regulations, corridor management systems, and trade facilitation to enhance regional connectivity and economic integration.
- f. **Electrification of Transport:** Policies to accelerate the transition to electric vehicles (two/three-wheelers, cars, buses, trucks), including charging infrastructure standards, grid integration, battery recycling, fiscal incentives, and workforce development.
- g. **Resilience, Fragility, and Disaster Preparedness:** Strategies for rapid emergency response, resilient reconstruction, conflict-sensitive transport planning, climate adaptation, and community-based maintenance in fragile and conflict-affected states.
- h. **Innovative Financing and Private Sector Engagement:** Blended finance, Islamic finance instruments (sukuk, istisna'a, ijarah, waqf), green bonds, carbon credits, land value capture, and PPP models tailored for transport projects.
- i. **Traffic and Road Safety and Social Sustainability:** Policies to enhance road safety, reduce traffic fatalities and injuries, and ensure that transport systems are safe and accessible for all users, particularly vulnerable groups.
- j. **Institutional and Governance Reforms:** Strengthening policy coherence, regulatory efficiency, institutional coordination, and capacity building for transport sector institutions at national and local levels.

B. Operational Scope:

- a. **Country Typology and Differentiated Engagement:** The updated policy will operationalize the country typology framework from the 5-Year Corporate Strategy (Groups A-E) to tailor transport interventions to Member Countries' specific needs and capacities.
- b. **Financing Instruments:** The policy will explore and recommend a broader, more client-responsive financing toolkit, including results-based financing, sector development financing, credit guarantees, and Islamic finance instruments.
- c. **Partnership and Resource Mobilization:** The policy will institutionalize a tiered partnership approach to mobilize additional resources, enhance technical expertise, and scale impact through structured co-financing, blended finance, and knowledge partnerships.
- d. **Delivery Excellence:** The policy will embed the 5-Year Corporate Strategy's delivery principles—*Deliver at Scale*, *Deliver with Excellence*, and *Deliver as One*—into the transport sector's operational model.

III. METHODOLOGY AND APPROACH

The consultant will adopt a **structured, evidence-based, and participatory methodology** comprising the following phases:

Phase 1: Inception and Diagnostic (Weeks 1-3)

A. Desk Review and Gap Analysis:

- Conduct a comprehensive review of the current IsDB Transport Sector Policy (2018) and Strategy (2022-2026).
- Review the IsDB Group 10-Year Strategic Framework (2026-2035), the 5-Year Corporate Strategy (2026-2030), and other relevant IsDB policies and strategies.
- Analyze the IsDB transport portfolio data (2018-2026) to assess implementation performance, identify trends, and evaluate alignment with policy pillars.
- Review global transport trends, reports, and best practices (e.g., from WIPO, UNCTAD, ITF, SLOCAT, IEA).
- Conduct an initial gap assessment against the IsDB Group strategic drivers and value propositions.

B. Stakeholder Mapping:

- Identify and map all relevant internal and external stakeholders, including IsDB entities (Regional Hubs, ESID, ICD, ITFC, ICIEC, IsDBI), MC governments, development partners, private sector actors, civil society organizations, and academia.
- Categorize stakeholders by region, type, and thematic interest (rural, urban, e-mobility, innovation, resilience).

C. Inception Report:

- Prepare a detailed Inception Report including:
 - Understanding of the assignment and its strategic context.
 - Proposed methodology, work plan, and activity schedule (by week).
 - Initial gap assessment and stakeholder mapping.
 - Draft outline of the updated policy framework.
 - A detailed plan for virtual stakeholder consultations and the in-person validation workshop in Jeddah.

Phase 2: Data Collection and Stakeholder Engagement (Weeks 4-10)

A. Virtual Stakeholder Consultations:

- Design and implement a **virtual-first stakeholder engagement strategy**, including:
 - **Virtual consultations** with transport ministries and public sector agencies from **at least 7 IsDB MCs** representing different regions (Africa, Asia, Middle East), with purposive inclusion of rural transport agencies, urban transport authorities, and ministries of energy (for e-mobility).

- **Virtual consultations** with private sector actors, including logistics companies, transport operators, investors, e-mobility manufacturers, charging infrastructure providers, and mobility technology start-ups.
- **Virtual consultations** with regional economic organizations facilitating transport integration and trade corridors (e.g., CAREC, ECOWAS, Arab League, GCC).
- **Virtual focus group** with development partners (e.g., World Bank, AfDB, ADB, UNECA) to discuss alignment and best practices.
- **Virtual focus group** with civil society organizations working on disability access, gender, air quality, and community resilience.
- **Virtual focus group** with academic and research institutions specializing in transport planning, climate resilience, and urban e-mobility.

B. Online Stakeholder Survey:

- o Design and deploy a **structured online survey** (in English, French, and Arabic) distributed to remaining MCs and additional stakeholders, with specific modules on:
 - Rural transport challenges and priorities.
 - Urban mobility and congestion.
 - E-mobility readiness and barriers.
 - Digital innovation readiness.
 - Climate resilience and fragility.

C. Internal IsDB Consultations:

- o Conduct virtual consultations with key IsDB entities:
 - **Regional Hubs (RHs):** To incorporate region-specific transport challenges and investment needs.
 - **Private Sector Development & PPP Division:** To explore private sector participation and PPP opportunities.
 - **Islamic Finance & Resource Mobilization Units:** To assess financing mechanisms and funding strategies.
 - **Regional Integration, Cooperation & Capacity Development Department:** To align with IsDB's regional cooperation and integration strategies.
 - **Disasters, Climate Change, Resilience & Sustainability Divisions:** To ensure alignment with IsDB's environmental sustainability and climate resilience commitments.
 - **Legal & Compliance Units:** To integrate governance and regulatory considerations for new technology adoption.
 - **Monitoring & Evaluation Teams:** To develop KPIs that track transport outcomes.

D. Stakeholder Synthesis Report:

- Prepare a comprehensive Stakeholder Synthesis Report summarizing all consultations, interviews, focus groups, and survey results.
- Develop a matrix of key challenges, opportunities, and recommendations organized by thematic area (rural, urban, e-mobility, innovation, resilience).
- Identify emerging priorities and consensus areas for the updated policy.

Phase 3: Policy Development (Weeks 11-16)

A. Benchmarking Study:

- Conduct an in-depth benchmarking study against the transport policies and best practices of leading MDBs (World Bank, AfDB, ADB, AIIB) and other relevant organizations.
- Focus on:
 - Integration of green and sustainable transport principles.
 - Approaches to urban mobility and livable cities.
 - Strategies for rural connectivity and social inclusion.
 - E-mobility policies and ecosystem development.
 - Digitalization and innovation in transport.
 - Climate resilience and fragility-sensitive approaches.
 - Innovative financing mechanisms and PPP models.
 - Results-based management and impact measurement.

B. Draft Transport Sector Policy:

- Develop a **Draft Transport Sector Policy (2027-2031)** structured around the following pillars, which are explicitly aligned with the IsDB Group 10-Year Strategic Framework and 5-Year Corporate Strategy:

#	Policy Pillar	Alignment with IsDB Group 10-Y Strategic Framework	Key Focus Areas
1	Sustainable and Green Transport	Environmental Stewardship; Climate Action; Productivity-Enabling Infrastructure	Low-carbon mobility; decarbonization; circular economy; green freight; climate-resilient design; Paris Alignment.
2	Urban Mobility and Livable SMART Cities	Inclusiveness into Productivity; Technology Adoption; Human Capital Development	Public transport (BRT, metro, LRT); NMT (walking, cycling); TOD; congestion management; informal transport modernization.
3	Rural Connectivity and Social Inclusion	Inclusiveness into Productivity; Country-Led Development; Productivity-Enabling Infrastructure	Last-mile access; low-volume rural roads; agricultural supply chains; gender-responsive design; disability-inclusive mobility.
4	Digitalization and Technological Innovation	Technology and AI Adoption; Digital Infrastructure;	ITS; AI-driven systems; MaaS; autonomous vehicles; drones; big

		Productivity-Enabling Infrastructure	data; digital platforms; regulatory sandboxes.
5	Regional Integration and Trade Facilitation	Platforming for Resource Exchange; Regional Integration; Productivity-Enabling Infrastructure	Cross-border corridors; harmonized regulations; corridor management systems; trade facilitation; logistics platforms.
6	Electrification of Transport	Environmental Stewardship; Productivity-Enabling Infrastructure; Energy	EV charging infrastructure; grid integration; battery lifecycle; fiscal incentives; workforce development; e-bus/e-truck programs.
7	Resilience, Fragility, and Disaster Preparedness	Design for Building Resilience; Solidarity; Crisis Response	Rapid emergency response; resilient reconstruction; conflict-sensitive planning; climate adaptation; community-based maintenance.
8	Innovative Financing and Private Sector Engagement	Resource Mobilization; Private Sector Development; Islamic Finance	Blended finance; Islamic finance (sukuk, istisna'a, ijarah, waqf); green bonds; carbon credits; PPPs; land value capture.
9	Traffic Safety and Social Sustainability	Safety; Inclusiveness into Productivity; Human Capital Development	Road safety audits; safe infrastructure design; traffic safety policy; vulnerable road users; gender-sensitive safety.
10	Institutional and Governance Reforms	Building State Capacity; Country-Led Development; Capacity Development	Policy coherence; regulatory efficiency; institutional coordination; capacity building; results-based management.

3. Implementation Roadmap and Monitoring Framework:

- Develop a **Phased Implementation Roadmap** with:
 - Clear action plans and timelines (Year 1-5).
 - Responsible entities (IsDB, MCs, private sector, development partners).
 - Priority entry points and sequencing for different MC segments (Groups A-E).
- Define **Key Performance Indicators (KPIs)** for each policy pillar, including:
 - **Rural Connectivity:** % of rural population within 2 km of an all-season road.
 - **Urban Mobility:** Average commute time, modal share of public transport, congestion index.
 - **Electrification:** Number of e-buses deployed, charging points installed, EV share of new vehicle sales.
 - **Innovation:** Number of MCs with ITS or digital logistics platforms supported by IsDB.
 - **Resilience:** % of transport assets with climate-resilient design standards, average restoration time after disasters.

- **Traffic Safety:** Road traffic deaths per 100,000 population.
- **Gender and Inclusion:** % of projects with gender-responsive design features.
- o Develop a **Monitoring and Evaluation (M&E) Framework** to track progress, enable adaptive management, and report on SDG targets.
- o Identify **Potential Financing Mechanisms**, including:
 - IsDB Concessional Fund (ICF) for LDMCs and FCAS.
 - Green and sustainability-linked bonds.
 - Carbon finance and carbon credits.
 - Blended finance vehicles and trust funds.
 - PPPs and project preparation facilities.
 - Islamic finance instruments (sukuk, istisna'a, ijarah, waqf).

Phase 4: Validation and Finalization (Weeks 17-20)

1. **In-Person Validation Workshop (Jeddah, Saudi Arabia):**
 - o Organize and facilitate a **2-day in-person validation workshop at IsDB Headquarters (Jeddah)** to present the draft policy, implementation roadmap, and KPIs to senior IsDB officials, selected MC representatives, and key partners.
 - o Dedicate breakout sessions for deep dives on:
 - Rural connectivity and social inclusion.
 - Urban mobility and livable cities.
 - Electrification of transport.
 - Digital innovation and technology adoption.
 - Climate resilience and fragility.
 - o Gather feedback, refine recommendations, and build consensus.
2. **Consultation Workshop & Feedback Report:**
 - o Prepare a comprehensive report on the validation workshop, summarizing discussions, recommendations, and how feedback has been incorporated into the draft policy.
3. **Final Policy Document:**
 - o Incorporate feedback from the validation workshop and internal reviews to finalize the **Transport Sector Policy (2027-2031)**.
 - o Prepare a **4-6 page Policy Brief** for senior management, summarizing key policy directions, strategic priorities, and implementation highlights.

Phase 5: Dissemination and Handover (Weeks 20-22)

1. **Virtual Launch Webinar:**

- Support the organization and delivery of a **virtual launch webinar** for the updated policy, including content development, presentation slides, Q&A facilitation, and participant engagement.
- 2. **Training for IsDB Staff:**
 - Deliver a **1-hour training session** for IsDB staff on operationalizing the updated policy, with a focus on:
 - Integrating policy principles into project design and implementation.
 - Applying the country typology framework.
 - Leveraging new financing instruments.
 - Incorporating digital and green transport solutions.
 - Ensuring gender-responsive and disability-inclusive design.
- 3. **Handover and Knowledge Transfer:**
 - Provide a comprehensive handover package, including all deliverables, data files, stakeholder contact lists, and supporting documentation.
 - Conduct a debriefing session with the ESID team.

IV. DELIVERABLES AND ESTIMATED TIMELINE

No.	Deliverable	Description	Timeline (from start)	Estimated Working Days
1	Inception Report	Work plan, detailed methodology, initial gap assessment (with specific sections on rural, urban, e-mobility, innovation, resilience), stakeholder mapping, and updated activity schedule.	Week 3	12 days
2	Stakeholder Synthesis Report	Summary of all virtual consultations, interviews, focus groups, and online survey results, with a matrix of key challenges and opportunities.	Week 10	22 days
3	Draft Transport Sector Policy	Initial draft of the updated policy (max 50 pages) incorporating findings from review, benchmarking, and consultations, together with a draft implementation roadmap prioritizing rural, urban, e-mobility, innovative, and resilience actions.	Week 16	30 days
4	Consultation Workshop & Feedback Report	Report on the 2-day in-person validation workshop at IsDB HQ (Jeddah), including summary of discussions, recommendations, and how feedback was incorporated.	Week 18	8 days
5	Final Policy Document & Implementation Framework	Final Transport Sector Policy (2027-2031), implementation roadmap with KPIs, M&E framework, and a 4-6 page policy brief for senior management.	Week 20	20 days
6	Virtual Launch & Handover	Support for a virtual launch webinar (content, slides, Q&A) and a 1-hour training session for IsDB staff on operationalizing the policy.	Week 22	8 days
Total Est. Working Days			100 days	

Note: All deliverables must be submitted in editable MS Word and PDF, professionally formatted with IsDB branding. The final policy document shall not exceed 50 pages (excluding annexes).

V. QUALIFICATIONS AND EXPERIENCE

5.1 Mandatory Requirements

Requirement	Details
Education	Advanced degree (Master's or PhD) in Transport Planning, Public Policy, Economics, Engineering, Urban Planning, Rural Development, Climate Adaptation, Energy, or a related field.
Experience	At least 15 years of progressive experience in transport policy, infrastructure planning, sustainable mobility, rural access, urban transport, e-mobility, climate resilience, or transport innovation.
MDB Transport Policy Experience (Mandatory)	Proven experience in preparing or updating transport sector policies for Multilateral Development Banks (MDBs). This is a mandatory requirement and will carry significant weight in the evaluation. Consultants must provide concrete evidence (samples of policy documents, reference letters, or project descriptions) demonstrating their role in leading or contributing substantively to the development/update of transport policies for MDBs such as the World Bank, AfDB, ADB, AIIB, or similar institutions.

5.2 Desirable Requirements

Requirement	Details
Regional Experience	Experience working in IsDB Member Countries, particularly in Sub-Saharan Africa, Middle East, Central Asia, or South/Southeast Asia.
Language	Working knowledge of French or Arabic (written/spoken) is an advantage.
Thematic Expertise	Demonstrated expertise in at least 3 of the following: e-mobility policy and infrastructure, digital transport technologies (ITS, AI, drones), climate-resilient infrastructure, rural transport planning, urban transit systems, PPPs in transport, Islamic finance for infrastructure, road safety, gender-responsive transport planning.
Publications	Publications or policy papers in relevant transport fields.

5.3 Technical Competencies

Competency	Description
Strategic Thinking	Ability to think strategically and align policy recommendations with IsDB's corporate priorities.
Analytical Skills	Strong analytical and research skills, with the ability to synthesize complex information from diverse sources.
Stakeholder Engagement	Proven ability to facilitate high-level stakeholder consultations and build consensus among diverse actors.

Communication	Excellent written and oral communication skills, with the ability to present complex ideas clearly and persuasively.
Teamwork	Ability to work effectively with diverse teams and build productive working relationships.
Self-Management	Demonstrated ability to work independently, manage multiple tasks, and meet tight deadlines.

VI. APPLICATION PROCESS

6.1. Submission Requirements

Interested individual consultants must submit:

A. Technical Proposal (max 20 pages) including:

a. Understanding of the Assignment:

- A clear statement of understanding of the assignment, including its strategic context and significance.
- Explicit discussion of how rural connectivity, urban mobility, electrification, innovation, and resilience will be addressed in the policy update.

b. Proposed Methodology and Work Plan:

- Detailed methodology for each phase of the assignment.
- A week-by-week work plan (aligned with the 100-day schedule).
- A stakeholder engagement strategy, including a list of proposed stakeholders and consultation approach.

c. Qualifications and Experience:

- CV of the consultant, demonstrating relevant experience (specify rural, urban, e-mobility, innovation, or resilience assignments).
- **Mandatory:** Detailed description of prior experience in preparing or updating transport sector policies for MDBs, including:
 - Name of the MDB and assignment title.
 - Scope of work and the consultant's specific role.
 - Date and duration of the assignment.
 - Contact reference (name and email) for verification.
- A summary of relevant experience, highlighting:
 - Policy development leadership roles.
 - MDB or international organization experience.
 - Thematic expertise relevant to the assignment.

d. Samples of Previous Work:

- At least **two examples** of similar policy or strategy documents authored by the candidate (links or PDFs).
- If available, examples should explicitly demonstrate integration of the assignment's thematic areas (rural, urban, e-mobility, innovation, resilience).
- **Mandatory:** At least **one example** must be a transport sector policy or strategy document prepared for an MDB.

B. Financial Proposal:

- **A lump sum amount in USD** including all professional fees, travel, logistics, and other costs (see Annex A for detailed breakdown).
- **Total Budget:** Fixed at **USD 65,000** (not to exceed).
- **Payment Terms:** Milestone-based, linked to approved deliverables (see Section VIII).

6.2. Submission Deadline

The deadline for submission is **15th October 2026** at **15:00** (Jeddah time).

6.3. Submission Address

Please submit your application to EOI Submission - BCC2026-044 Individual Consultant for Updating the IsDB Transport Sector Policy 8814d20e.isdb.org@emea.teams.ms

For Clarification: CSP - BCC2026-044 Individual Consultant for Updating the IsDB Transport Sector Policy 3a214dfb.isdb.org@emea.teams.ms

VII. EVALUATION CRITERIA AND SELECTION PROCESS

7.1. Selection Method

The selection will follow IsDB's **Fixed Budget Selection (FBS)** method. Under this approach:

- The **Technical Proposal** is evaluated first and carries a weight of **100%** for qualification.
- The **Financial Proposal** is evaluated only for compliance with the fixed budget of **USD 65,000**.
- The contract will be awarded to the highest-ranked technically qualified candidate whose financial proposal is within the fixed budget.
- This method ensures that quality is the primary determinant of selection, while the fixed budget provides cost certainty for IsDB.

7.2. Evaluation Criteria

Criteria		Weight	Sub-Criteria
A. Mandatory Technical Requirements		Pass/Fail	
	1. Education	Pass/Fail	Advanced degree (Master's or PhD) in a relevant field.
	2. Experience	Pass/Fail	Minimum 15 years of relevant professional experience.
	3. MDB Transport Policy Experience	Pass/Fail	Proven experience in preparing or updating transport sector policies for MDBs (mandatory).
B. Technical Evaluation		100%	
	1. Understanding of the Assignment	20%	- Understanding of IsDB's strategic context and policy update needs.
			- Recognition of the importance of rural, urban, e-mobility, innovation, and resilience themes.
			- Clear articulation of the assignment's purpose and scope.
			- Demonstrated understanding of the alignment requirements with IsDB Group 10-Year Strategic Framework and 5-Year Corporate Strategy.
	2. Proposed Methodology and Work Plan	25%	- Robustness and clarity of the proposed methodology.
			- Feasibility and realism of the work plan (within the 10-month timeframe).
			- Quality of the stakeholder engagement strategy.
			- Integration of all required thematic areas.
			- Clear sequencing of activities and deliverables.
	3. Qualifications and Experience	30%	- Relevance and depth of the consultant's experience (15+ years).

			-Mandatory MDB Transport Policy Experience (high weightage): Evidence of leading or substantively contributing to transport sector policy development/update for MDBs. - Demonstrated experience working with MDBs or international organizations. - Evidence of leading policy development assignments. - Thematic expertise (minimum 3 areas). - Regional experience in IsDB Member Countries (desirable).
	4. Samples of Previous Work	15%	- Quality and relevance of submitted policy documents. - Evidence of integrating rural, urban, e-mobility, innovation, or resilience themes. - Mandatory: At least one sample of a transport sector policy document prepared for an MDB.
	5. Language and Communication Skills	10%	- Excellent written and spoken English. - Working knowledge of French or Arabic (desirable). - Clarity and quality of the technical proposal.
Minimum Technical Passing Score			80 out of 100

7.3. Minimum Passing Score

The minimum technical passing score is **80 out of 100**. Only consultants who achieve this score will be considered for the contract award.

7.4. Evaluation Process

- Technical Evaluation:** A committee will review and score all technical proposals against the criteria above. Proposals that fail to meet any of the mandatory requirements (Pass/Fail) will be disqualified.
- Financial Evaluation:** Financial proposals of technically qualified candidates (scoring 80 or above) will be reviewed for compliance with the fixed budget of USD 65,000.
- Selection:** The contract will be awarded to the highest-ranked technically qualified candidate whose financial proposal is within the fixed budget, subject to IsDB's procurement rules and procedures.

VIII. SAMPLE PAYMENT TERMS

The total contract amount shall be a **fixed lump sum of USD 65,000**, not exceeding this amount. Payment shall be made in installments upon approval of deliverables, as per contract price. A sample payment plan is presented below:

No	Deliverable	Percentage	Amount (USD)
1	Inception Report	15%	9,750
2	Stakeholder Synthesis Report	15%	9,750
3	Draft Transport Sector Policy	25%	16,250
4	Consultation Workshop & Feedback Report	15%	9,750
5	Final Policy Document & Implementation Framework	20%	13,000
6	Virtual Launch & Handover	10%	6,500
	Total	100%	65,000

Payment Conditions:

- Payments will be made upon the Bank's acceptance of each deliverable.
- The consultant is responsible for all taxes, duties, and other levies applicable in their country of residence.
- Invoices must be submitted with supporting documentation as per IsDB's procurement guidelines.

IX. INTELLECTUAL PROPERTY AND CONFIDENTIALITY

9.1. Intellectual Property

All materials, documents, reports, and deliverables prepared by the consultant under this assignment shall be the exclusive property of IsDB. The consultant shall not use, reproduce, or distribute these materials without the prior written consent of IsDB.

9.2. Confidentiality

The consultant shall treat all information obtained during the assignment as strictly confidential and shall not disclose any confidential information to third parties without the prior written consent of IsDB. This obligation shall survive the termination or completion of the assignment.

X. SAMPLE FINANCIAL PROPOSAL BREAKDOWN

Total Estimated Budget: USD 65,000 (Fixed Lump Sum)

Activity	Category	Details	Quantity	Unit	Total (USD)
A. Professional Fees					
	A.1 Consultant's Fee	100 working days × [Rate/day]	100	Working Days	47,000
B. Travel					
	B1. International Flights	Economy class (home ↔ Jeddah)	1	Round Trip	2,500
	B2. Local Transport	Airport transfers, local transport in Jeddah	1	Lump Sum	400
	B3. Accommodation	Hotel (4 nights)	4	Nights	800
	B4. Daily Subsistence Allowance (DSA)	Per diem for travel days (5 days)	5	Days	1,250
C. Stakeholder Engagement					
	C1. Virtual Consultation Tools	Zoom Pro, Survey license, etc.	1	Lump Sum	1,000
	C2. Online Survey Platform	Subscription for multilingual survey	1	Lump Sum	500
	C3. HQ Workshop Logistics	Shared venue, catering, materials	1	Lump Sum	2,500
D. Reporting & Documentation					
	D1. Editing & Design	Professional editing, design, formatting	1	Lump Sum	1,500
	D2. Printing	Printing of final documents (if needed)	1	Lump Sum	300
E. Communication & Admin					
	E1. Communication	Phone, internet, misc. admin	1	Lump Sum	500
Sub-Total					58,000
Contingency (approx. 5%)					2,900
Total					60,900

Note: The total lump sum is fixed at USD 65,000. The above breakdown is indicative; the consultant is free to allocate the budget as they see fit, provided the total does not exceed USD 65,000.

XI. CONCLUSION

This consultancy assignment represents a critical opportunity to shape the future direction of IsDB's transport sector interventions for the period 2027-2031. The updated Transport Sector Policy will serve as a foundational thematic strategy, translating the IsDB Group's 10-Year Strategic Framework into concrete, actionable actions that address the diverse and evolving needs of IsDB's Member Countries.

The consultant will play a pivotal role in ensuring that the updated policy is evidence-based, forward-looking, and operationally relevant. By embedding sustainability, digital innovation, resilience, inclusivity, and Islamic finance at the core of the policy, the consultant will help position IsDB as the development partner of choice for transport infrastructure in the Muslim world and beyond.

Mandatory Experience Requirement: Consultants must demonstrate proven experience in preparing or updating transport sector policies for Multilateral Development Banks (MDBs). This is a **mandatory requirement** for consideration.

Prepared by: IsDB Transport Sector Practice, Economic and Social Infrastructure Department (ESID)

Date: September 2026

Status: Final – Ready for Procurement