

Government of Lebanon

United Nations Development Programme

**Institutional Capacity Development of the Railway and Public Transportation
Authority**

A United Nations Development Programme (UNDP) unit will be established to support the modernization of the Railway and Public Transportation Authority (RPTA). The unit will also ensure sustainability of its work by transferring knowledge and capacities to the authority's administration. The outcome of this project is to:

“Support to the RPTA to advance and cope with reform of the transportation sector provided”

This outcome will be reached through the following three specific outputs:

Output 1.1. Developing public transportation strategy

Output 1.2. The institutional and technical structural capacities of the RPTA updated;
and

Output 1.3. Support to the RPTA to coordinate and manage ongoing and potential technical projects provided.

The unit will support the RPTA through the subsequent phases of preparation, implementation and monitoring of the reform plan and follow-up on specific project preparation and implementation, and will include a team of a Project Manager, a Project Assistant, an ICT Coordinator, a Civil Engineer, an Administrative Law Specialist, as well as a Technical Researcher/Topographer.

The support to the RPTA will be extended for a three-year period (2019-2021).

List of Abbreviations and Acronyms

AWP	Annual Work Plan
BRT	Bus Rapid Transit
CDR	Council for Development and Reconstruction
EIB	European Investment Bank (EIB)
ERA	European Railway Agency
EU	European Union
GBA	Greater Beirut Area
GIS (Administrator)	Geographic Information System
GMS	General Management Support
IAPSO	Inter-Agency Procurement Services Office
ICT	Information and Communication Technology
MPWT	Ministry of Public Works and Transportation
NBT	Naqoura Beirut Tripoli
NFP	National Focal Point
NIM	National Implementation
OMSAR	Office of the Minister of State for Administrative Reform
PPPs	Private-Public-Partnerships
PPR	Project Progress Report
QPR	Quarterly Project Report
ROW	Right of Way
RPTA	Railway and Public Transportation Authority
SBAA	Standard Basic Assistance Agreement Report
SUPTIP	Sustainable Urban Public Transport Investment Program
TA	Technical Assistance
TCT	Technical Control Team
TOKTEN	Transfer of Knowledge Through Expatriate Nationals
TORs	Terms of References
TTA	Tripoli Transport Authority
UNDSS	United Nations Department of Safety & Security
UNV	United Nations Volunteer
WB	World Bank

United Nations Development Programme
Country: LEBANON
Project Document

Project Title: Institutional Capacity Development of the Railway and Public Transportation Authority
UNDAF Outcome(s): Outcome 1.2 Effective and accountable governance of state institutions and public administrations is improved.
Expected CP Outcome(s): Outcome 1: Performance of public institutions enhanced, public administration modernized.
Expected Output(s): Output 1.1. Developing public transportation strategy
Output 1.2. The institutional and technical structural capacities of the RPTA updated; and
Output 1.3. Support to the RPTA to coordinate and manage ongoing and potential technical projects provided.

Responsible Party: UNDP

New Programme Period: 2019- 2021
Initial Project Period: 2015 -2018
Atlas Award ID: 00089990
Atlas Project ID: 00095985
New Start Date: January 1st, 2019
End Date: December 31, 2021
PAC Meeting Date: November 25, 2015
Project Board Meeting: 15/May/2018
Management Arrangements: Support to NIM


▪ Total Resources required	1,288,300 USD
▪ RPTA	1,288,300 USD
▪ RPTA Phase I	266,300 USD
▪ RPTA Phase II	1,022,000 USD
▪ Estimated Annual Budget	340,666 USD
▪ Net for activities	954,248 USD
▪ DPC	19,085 USD
▪ GMS (GOV. 5%)	48,667 USD

Implementing Partner: RPTA

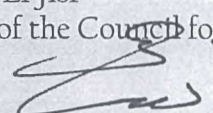
Agreed by: H.E. Mr. Youssef Fenianos
Minister of Public Works and Transport

Signature:  Date: 18/12/2018

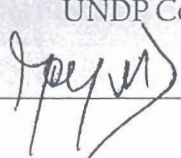
Agreed by: Mr. Ziad Nasr
President/ Director General of the Railways and Public Transport Authority

Signature:  Date: 18/12/2018

Agreed by: Mr. Nabil El Jisr
President of the Council for Development and Reconstruction

Signature:  Date: 26 DEC 2018

Agreed by UNDP: Ms. Celine Moyroud
UNDP Country Director

Signature:  Date: OCTOBER 8 2018



I. Background

Lebanon's railway and public transportation system was once associated with the country's development scheme. The network was a symbol of the country's commercial and economic expansion, linking cities to each other, establishing hubs, and elaborating activity around the stations. A combination of earlier *Tanzimat* by the Ottoman Empire and a growing economic interest in the region by European powers eventually led to a visible modernization in Lebanon. One of the undeniable reforms that took place was that of Lebanon's railway and public transportation system. As early as 1891, there was an agreement to establish a Beirut-Damascus railway (later known as DHP, Damas Hamas Prolongments) in the Ottoman-controlled Lebanon, and the first line was constructed in Beirut. Later, more railway lines opened, linking cities both between and within Syria, Lebanon and other neighboring countries, extending linkages to Istanbul. During the Second World War, under the French mandate, the railway stations continued to operate with important expansion for military use.

The public transportation sector bloomed in the country up until the 1975 outbreak of the civil war. The famous Tramway of Beirut, in collaboration with *Electricité du Liban*, served as a connection between several districts, neighborhoods and areas of Beirut and operated efficiently. However, in the early 1960s, the tramways' infrastructure was dismantled and replaced by buses that functioned efficiently as well – taking only a couple of minutes to get from one interval in Beirut to another. Therefore, roads in pre-war Lebanon were competently managed and public transportation served as an important linkage between various destinations.

The transportation system in Lebanon suffered greatly from the consequences of the civil war. Lebanon suffered from widespread destruction of the railway lines and public buses. During that time, public buses were bought from France, as a second attempt at effective public transportation, but were partially bombed during the 1982 Israeli invasion. By the final years of the war, these buses were almost all destroyed.

Today, almost 28 years after the end of the war, there is still no substantial public transportation system that operates in the country.

The Railways and Public Transport Authority (RPTA) was established to manage and invest the public transportation, and the Lebanese railways network including all related funds, supplements and stores according to the Law issued by the decree no. /6479/ on the 14th of April 1961.

The RPTA is a Public Institution under the tutelage of the Ministry of Public Works and Transport with a semi-independent legal identity with financial and administrative autonomy. It consists of two directorates: The Railways Directorate and the Bus Transport Directorate.

II. Strategy

The public transport sector in Lebanon is facing a difficult situation due to an unbearable traffic jam and the lack of necessary investments. Thus, it has generated negative impacts on all environmental, health and socio-economic levels.

There are increasing number of vehicles causing congestion especially within Greater Beirut and coastal corridor, consequently generating slower speeds on roads network. High population density, increased income levels, and increased motorization have all resulted in a rapid increase in traffic volumes, particularly in the Greater Beirut Area (GBA).

In the absence of an integrated and sustainable public transportation system, the people of Lebanon have reverted to using private cars as their preferred mode of transportation. The current modes of public transport have been deemed inefficient and ineffective by the population. In addition, the number of motorized trips made daily is very high when compared to the number of the residents in the country. The number of trips increases over the years, and the peak hours became peak periods.

The implementation of a high quality public transport services, through the provision of new measures and technologies is a must for the national economic growth. It aims to reduce car traffic and consequently journey times and atmospheric pollution in Beirut and its suburbs especially for the northern corridor. Thus, a need for reliable public transportation system is paramount.

Several attempts have been made to improve the sector's performance over the past twenty years. However, these initiatives were slowed down by the absence of necessary budget and political situation. The increasing needs have widened the gaps leading to an even greater need for coordination among stakeholders, and further investment.

Additionally, this upsurge in addition to the rapid population growth, were not met by developing new traffic infrastructure, which further accentuated the situation by triggering environmental and health hazards due to high traffic congestion. The scarcity of parking spaces in city centers is also a major contributor to the worsening of the traffic

situation. Carpooling and car sharing are unpopular and uncommon practices in Lebanon, which results in a car occupancy rate of 1.2 persons per car, which is incredibly low compared to international standards. Another contributing factor is the absence of facilities for giving public transportation buses priority on congested roads or at road crossings, therefore private car owners do not perceive any benefits for using the buses.

Despite few scattered attempts to revive the Lebanese Railway system, the sector of transport in Lebanon has been subject to dire support. As RPTA should become the Authority organizing the Public transportation the current existing staff do not have the requirements or the profile. Indeed, the Railway and Public Transportation Authority has a wide array of assets, including old locomotives, wagons, 47 buses, 37 of which operate on nine lines, equipment, buildings and land throughout the country, wherever stations were established, exceeding 8 sq. km. For the past few years, and in order not to witness the furthering of the deterioration of the assets, the authority, has been investing its assets, and generating resources.

All the above shed light on the urgency of structuring and organizing the public transportation sector in Lebanon. The quantity and quality of public transport, including the services provided should be a major concern for current policy makers. Public transportation must be radically improved and expanded in order to serve as an attractive alternative for car owners and users of polluting and unsafe scooters and for users of taxis and *service taxis*.

Public transportation in Lebanon is in urgent need of restructuring and organizing, and the RPTA does not organize the public transportation market. In addition to external issues linked to the traffic and infrastructural gaps in Lebanon, as detailed above, the RPTA's legal and institutional frameworks are also in a dire situation. There is no formal structure for the authority, with defined functions, tasks, and responsibilities, and a formal institutional framework has not been assessed.

The appointment of a new Director General for the authority, has moved the status quo forward. Studies were undertaken to improve the transit service between Beirut and Tabarja and they recommended the use of the old coastal rail right of way. These studies have also finalized the preliminary design of this specific part of the railway section. Moreover, a grant has been made available by the European Investment Bank (EIB) for the preparation of the engineering design and all the tender documents required for the construction of the Beirut-Tabarja section and the economic feasibility study,

environmental impact assessment and conceptual design of the Tabarja-Tripoli section. If additional funds are available it is also recommended to extend these studies to the south at least to Jiyeh.

The government has also assigned the CDR in coordination with RPTA to reconstruct and revive the railway line from Tripoli to Abboudieh at the Lebanese /Syrian border.

The studies related to this section are finalized by the CDR and the expropriation needed to preserve the additional areas for ROW is under preparation.

More recently, the World Bank has extended a preliminary agreement to institutionally and financially support the Lebanon Greater Beirut Urban Transport project in addition to Bus Rapid Transit system between Beirut and Tabarja as well as BRT lines within Greater Beirut.

Study tours were conducted to gather lessons learned from other countries including Turkey. Resource mobilization initiatives are conducted with the World Bank, CDR the EU, and the EIB. Capitalizing on the momentum to meet the rapid evolutions in the sector, the authority requested UNDP's technical support to develop its capacity. To be more effective, it requires the development of a clear strategy, and strengthening of its human resources capacity. Unfortunately, it is impossible for the authority to attract qualified talents (as it is impossible to issue fixed term posts) and implement and follow-up on technical project.

Therefore, the RPTA has requested in 2015 the UNDP to provide assistance through the establishment of a small advisory unit at the authority, building on the successful experience of the UNDP with other ministries and public institutions. Till date, the main outcome of the designed project provided the necessary institutional capacity to the Railway and Public Transportation Authority to define, develop, and implement strategic public transport projects, as well as provided technical assistance in the implementation of reforms aiming at the modernization, efficacy, and efficiency of the institution and the public transportation sector in Lebanon.

The main achievements of the project included development of public transportation projects in the most urbanized cities such as Tripoli, provision of technical assistance to RPTA on daily basis, enhancing its technical capabilities, and generating partnership between the institution and International donors and other external stakeholders.

The construction of the bus network system and its terminals in Greater Tripoli is a project developed in collaboration with the European Investment Bank. A grant of 1 Million Euros is granted by the Bank for the preparation of tender documentation and a detailed design. The procurement process is underway for the nomination of international Consultant. The period of the study is expected for 12 months to be followed by the implementation phase.

For greater Beirut area, terms of reference for a Mass Transit System Feasibility Study along the Existing Rail Corridors was prepared, and the starting date of the study is expected at the beginning of 2019. Another public transport project, is the Greater Beirut Urban Transport Project (BRT/Feeder Buses), financed by the World Bank (WB). In frame of its Project Appraisal Document, the RPTA had the mandate for the supervision and oversight of the private operators in accordance with the contracts/concession

Moreover, initiative was undertaken for the restoration of the existing Railway stations. A protocol on the restoration and adaptive reuse project and practices for Mina Railway Station was prepared and signed between the Directorate General for Cultural Heritage and Museums, Ministry of culture and Tourism of the Republic of Turkey and RPTA. The cooperation agreement is for five years and could be extended for another one year in agreement of both parties.

Linkages were established with international organizations. UNDP-RPTA Project has contributed to get RPTA an active member at the EUMEDRAIL project funded by the EU in coordination with the European Union Agency for railways. One of the main components of this project is setting up a working group composed of experts of the beneficiary countries, including Jordan and the other South Mediterranean Partners. Its aim is to facilitate capacity building, networking among the partners and strengthens railway safety and interoperability.

EUMEDRAIL project is planned for the period 2017-2020 and is expecting to provide a structured cooperation platform between European Railway Agency and the beneficiary countries.

Considering the needed technical assistance, RPTA requested the extension of the UNDP project for the 3 upcoming years (2019-2021).

Project Description

The project will develop a strategy to enhance the work of the authority, and provide support through the subsequent phases for the preparation, implementation and monitoring of the reform plan and strategy. The project will also ensure sustainability of its work by transferring knowledge and capacities to the authority's administration. The outcome of this project is to:

“Support to the RPTA to advance and cope with the reform of the transportation sector provided”

The overarching outcome will be reached through the following three specific outputs:

Output 1. Developing public transportation strategy

Output 2. The institutional and technical structural capacities of the RPTA updated;

Output 3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking explored and resources mobilized.

Output 1: Developing public transportation strategy

The first output consists of developing public transportation strategies on the railway and bus network system. All previous initiatives will be mapped, assessed, and considered. The process of developing the strategies will be followed by the development of a tangible implementation process, including the identification of required resources, operational requirements, as well as related policy level reform entailed.

1.1. Sustainable Urban Public Transport Investment Program” (SUPTIP) for Greater Tripoli Area

Activities will include:

- 1.1.1 Supporting the Ministry of Public Works and Transport and RPTA to respond to EIB requirements needed for the Grant procedure and upcoming appraisal
- 1.1.2 Coordinating with the main stakeholders to assure a successful implementation
- 1.1.3 Assisting the beneficiary (RPTA) on the technical and administrative levels
- 1.1.4 Updating Transport Strategy and Implementation Plan
- 1.1.5 Elaborating a New Bus Network
- 1.1.6 Integrating tariff and ticketing system, reform of concessionary fares and subsidy System
- 1.1.7 Reorganizing the transport sector and creating the Tripoli Transport Authority (TTA)
- 1.1.8 Supporting the Bank (EIB) for the identification of the loan needed for (a) the construction the intermodal public transport hubs (new bus terminal) as Bahsas Transport Center; (b) acquisition of new buses and (b) implementation ITS systems (traffic management, passenger information system, priority of public transport on the roads). The loan is estimated about 100 Million Euros.

1.2. Mass Transit System Feasibility Study along the Existing Rail Corridors (Greater Beirut)

Activities will include:

- 1.2.1 Launching the procurement procedure to hire a Consultant
- 1.2.2 Preparing a Pre-Feasibility Study
- 1.2.3 Developing the Feasibility Study and Operational Design
- 1.2.4 Preparing the Tender Documents

1.3. Greater Beirut Urban Transport Project (World Bank)

Greater Beirut Urban Transport Project (BRT/Feeder Buses) is financed by the World Bank (WB). In frame of its Project Appraisal Document, the RPTA had the mandate for supervision and oversight of the private operators in accordance with the contracts/concession.

1.3.1. RPTA as the beneficiary of the project will be providing technical support and follow-up on the implementation phase in collaboration with the CDR.

1.4 Integrated railway master plan (399km)

Referring to the Railway Network Map of 'Office de Chemin de Fer Libanais' dated 1977, the length of the coastal line from southern borders (Nakkoura) to northern borders (Abboudieh) is 224Km 615. In addition to the corridors starting from NBT going through Rayak to Yahfoufa and El Kaa, the total length of Lebanese railway network is 399Km 672.

The Council of Ministers agreed through the Decision N67 dated 19/12/2017 on the necessity of rehabilitating of the existing Lebanese Railway Network. This governmental decision is considered as a formal approval to develop the sector starting by the relevant studies to the implementation phase.

For the preparation of a clear strategy for the development of railway transport sector in Lebanon, the elaboration of a railway master plan is necessary, to assess the existing pathways, to identify needs for improvements of the infrastructure such as tracks, stations, maintenance and stabling facilities etc., to cater to the future traffic demand and desired train timetable.

Thus, this activity will assess the characteristics of existing railway operations, and of existing and planned infrastructure, other assets such as railway land, rolling stock, and prepare the overall railway sector development framework.

It will further define the institutional set-up of the railway sector in Lebanon and prepare an institutional development plan for the sector. The TA will also identify potential future projects for public and private sector funding, including projects for possible IFIs financing. In addition, all related expropriation plans should be prepared in order to preserve the ROW for a mid and long run implementation.

Activities will include:

1.4.1. Feasibility Study

- 1.4.1.1. Traffic analysis and forecast
- 1.4.1.2. Operating plan
- 1.4.1.3. Conceptual design
- 1.4.1.4. Surveys- Land Surveys- Geotechnical investigation, relocation of services
- 1.4.1.5. Investment and operating costs
- 1.4.1.6. Land acquisition
- 1.4.1.7. Institutional and financial restructuring
- 1.4.1.8. Financial and economic evaluation

1.4.2. Preparation of Tender documentation

- 1.4.2.1. Procurement planning
- 1.4.2.2. Detailed Implementation Programme
- 1.4.2.3. Complete Procurement Strategy for the realization of the project
- 1.4.2.4. Prequalification documents
- 1.4.2.5. Terms of reference for the works supervision consultant
- 1.4.2.6. Preliminary drawings of functional design
- 1.4.2.7. Cost estimates
- 1.4.2.8. Tender documents for Civil/structural, Superstructure, Telecommunications, Signaling, Power supply, stations and yards, rolling stock and rolling stock maintenance workshops

Achievements of the foregoing objective will be measured through the following indicators:

- Technical Assistance (TA) for the Sustainable Urban Public Transport Investment Program (SUPTIP) in Greater Tripoli developed
- Preparation of the feasibility study for the implementation of a mass transit system along the railway right-of-way within greater Beirut area starting from NBT area
- Technical Assistance (TA) for the Greater Beirut Urban Transport Project during its different phases of implementation
- -The elaboration of the feasibility study for an integrated railway master plan and expropriation plans prepared.

Output 2: The institutional and technical structural capacities of the RPTA updated and enhanced

This output will be achieved by reviewing the legal framework around which the RPTA operates, the development of internal legal instruments (bylaws) and external legal instruments, setting a framework for relationship management. Output 1.2 also aims at enhancing the institutional capacity of the Human Resources at the RPTA. The focus will

be on reviewing the needs, the different departments, and suggest a revised structure in order to optimize existing resources, and request additional resources in cooperation with the Civil Service Board. Additionally, the project will assist in the modernization of the business processes as part of the development of its strategic planning and programming activities, and networking and connectivity systems.

Activities will include:

2.1. Definition of a global RPTA Framework.

2.1.1. Strengthening RPTA institutional capacities by the definition an overall vision and strategic planning.

2.1.2. Supporting RPTA for adoption and approval of the framework and related RPTA vision

2.2. Implementation of internal reform processes

2.2.1. Updating the organizational structure and functional job descriptions, and modernize the working methods and business processes at the RPTA, recommending the necessary amendments.

2.2.2. Sharing and transferring knowledge related to all aspects of modernization of the current (and to be recruited) administration at the RPTA

2.2.3. Building the capacity of cross-departmental human resources at the RPTA.

Achievements of the foregoing objective will be measured through the following indicators:

- First official assessment report of the current institutional regulations and frameworks was submitted by the legal consultant to evaluate current organizational structure, current working methods and procedures, existing staff and their qualifications.
- An EU Technical Assistance facility programme for the Government of Lebanon identified RPTA as a potential administration for complementary institutional support, the main activities to be accomplished, (a) Definition of a global vision and a clear framework for RPTA, (b) Consultation and assessment phase, (c) Definition of a new structure, organigram, job descriptions, and allocating financial and technical means. (d) Dissemination and gaining public support as a preparation stage for a formal approval, (e) Assisting RPTA during the approval and implementation of different reforms.

Output 3: Support to the RPTA to coordinate and manage ongoing and potential technical projects provided

The third output aims at designing number of “quick wins”, plans, small projects, and programs to be implemented to promote the public transportation sector in Lebanon, and to ensure the development of the authority. It will also provide support to the RPTA in the management and implementation of specific ongoing (and potential) projects mandated to the authority. The ongoing projects include, but are not limited to, the following:

1. The Reconstruction of the Tripoli – Lebanese Syrian Border Railway funded by the Lebanese Government, and having as an implementing partner the Council for Development and Reconstruction
2. Rehabilitation of Beirut- Tripoli Railway section, funded by the European Investment Bank
3. The development of the Bus Rapid Transit System between Beirut and Tabarja supported by the World Bank, and having as an implementing partner the Council for Development and Reconstruction
4. Preparation of an integrated Railway master plan
5. The development of a transit system between Al Abed Square, Khaldeh, Dora and Baabda supported by the Railway and Public Transportation Authority (RPTA)
6. The restoration and adaptive reuse project and practices for Mina Railway Station
7. Sustainable Urban Public Transport Investment Program in Greater Tripoli funded by European Investment Bank
8. EUMedRail Project supported by the European Union, and having as an implementing partner the European Union Agency for Railways (ERA)
9. EU Technical Assistance Facility for the Government of Lebanon funded by European Union and having as an implementing partner OMSAR

The project will also develop technical studies and assessments, and produce surveys. The project will also help in identifying the priority needs for external funding and create linkages with resource organizations. It will build-up partnerships between the RPTA and institutional donors. These will potentially include major international funding agencies, foreign governments; private-public-partnerships (PPPs) will also be established with private companies and foundations interested in sponsorship and patronage.

Activities:

3.1. Launching an action plan for Lebanon in the field of railway safety and interoperability through the implementation of EUMedrail Program

3.1.1, Disseminating EU railway legislation and standards, including safety aspects and interoperability specifications;

- 3.1.2. Involving the officials of beneficiary's countries, including Lebanon (and the other South Mediterranean Partners) in the networks of the Agency;
- 3.1.3. Setting up a working group composed by experts of the beneficiaries aiming to facilitate capacity building and networking among the beneficiaries as well as between the beneficiaries and the European Union Agency for railways (ERA);
- 3.1.4. Paving the way for carrying out tasks entrusted to National Safety Authorities and National Investigation Bodies;
- 3.1.5. Building Capacity for officials
- 3.1.6. Making a comparison between existing Lebanese Railway regulations and the European railway regulations, identify gaps and agree with the Ministry of Transport and RPTA which activities might provide best benefits to improve railway regulation, considering also institutional and organizational aspects

3.2. Supporting RPTA in coordination with the technical team of OMSAR in implementing and designing software

- 3.2.1. Entering data complaints into RPTA complaint management system application
- 3.2.2. Finalizing and launching RPTA website

3.3. Supporting RPTA in implementing and finalizing the ToRs for renovation works of Railway stations

3.4. Presenting and assisting RPTA at the Technical Control Team (TCT) for a renovation program in frame of Turkish Heritage Cultural initiative

3.5. Technical support to the RPTA on the on-going projects in the public transport sector

The activities envisioned are:

- 3.5.1. Providing technical and administrative assistance on BRT project, carried out by the World Bank and CDR
- 3.5.2. Following up with the European Investment Bank on the redefinition of phase 2 for the ongoing Feasibility study for Tripoli – Beirut Railway TA2013011LBF10
- 3.5.3. Following with CDR the development of Tripoli-Abboudieh Railway section, revising and approving the related reports and design for construction

Achievements of the foregoing objective will be measured through the following indicators:

- Bilateral and multilateral agreements with Neighbouring countries prepared through the EUMedrail project
- Increased funding sources to support the public transport sector in Lebanon
- Development and dissemination of research and information

Section III - Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: Performance of public institutions enhanced; public administration modernized.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: indicator: Institutional structure for policy coordination established; sectorial plans developed Baseline: Coordination mechanism in place. Target: Sectorial plans and economic policies developed and coordinated				
Project title and ID (ATLAS Award ID): Institutional Capacity Development of the Railway and Public Transportation Authority				
Outcome I: Support to the RPTA to advance and cope with reform of the transportation sector provided				
Intended Outputs	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Inputs Costs estimated over a three-year period (USD)
<p>Output 1.1: Developing public transportation strategy Baseline: Lack of feasible and implemented public transport strategy in Lebanon</p> <p>Output Indicators: -Technical Assistance (TA) for the Sustainable Urban Public Transport Investment Program (SUPTIP) in Greater Tripoli developed -Preparation of ToR for the implementation of a mass transit system along the railway right-of-way within greater Beirut area starting from NBT area - Preparation of tender documents for the bus network system of Tripoli Preparation of tender documents for the mass transit system in GBA. (ROW).</p> <p>Targets: - Development of Tripoli new transport bus network and its new terminals (Bahsas). - Technical Assistance (TA) for the</p>	<p>Year 1</p> <ul style="list-style-type: none"> - Revisions of initiatives - Preparation of Feasibility studies <p>Year 2</p> <ul style="list-style-type: none"> -Preparation of tender documents -Implementation phase <p>Year 3</p> <ul style="list-style-type: none"> -Implementation phase 	RPTA & UNDP	<p>1.1. Sustainable Urban Public Transport Investment Program” (SUPTIP) – Tripoli Sub-Activities:</p> <p>1.1.1 Supporting the Ministry of Public Works and Transport and RPTA to respond to EIB requirements needed for the Grant procedure and upcoming appraisal 1.1.2 Coordinating with the main stakeholders to assure a successful implementation 1.1.3 Assisting the beneficiary (RPTA) on the technical and administrative levels 1.1.4 Updating Transport Strategy and Implementation Plan 1.1.5 Elaborating a New Bus Network 1.1.6. Integrated tariff and ticketing system, reform of concessionary fares and subsidy System 1.1.7. Transport sector reorganization and creation of Tripoli Transport Authority (TTA) 1.1.8. Supporting the Bank (EIB) for the identification of the loan needed for (a) the construction the intermodal public transport hubs (new bus terminal) as Bahsas Transport Center; (b) acquisition of new buses and (b) implementation ITS systems (traffic management, passenger information system, priority of public transport on the roads). The loan is estimated about 100 Million Euros.</p> <p>1.2 <u>Mass Transit System Feasibility Study along the</u></p>	<p>Project Manager: 78,492 *3= 235,476 USD</p> <p>Project Assistant (UNV): 21,888 *3= 65,664 USD</p> <p>Individual Consultants/Additional Support: 49,950 *3= 149,850 USD</p>

<p>Greater Beirut Urban Transport Project during its different phases of implementation</p> <ul style="list-style-type: none"> - Elaboration of a feasibility study for an integrated railway master plan and expropriation plans prepared. - Within the ROW corridors in greater Beirut area, Public transport sector strategy developed and implemented 			<p style="text-align: center;"><u>Existing Rail Corridors (Greater Beirut)</u></p> <p><u>Sub-Activities:</u></p> <p>1.2.1. Launching the procurement procedure to hire a Consultant 1.2.2. Preparation of a Pre-Feasibility Study 1.2.3. Feasibility Study and Operational Design 1.2.4. Preparation of Tender Documents</p> <p><u>1.3. Greater Beirut Urban Transport Project (World Bank)</u></p> <p><u>Sub-Activities:</u></p> <p>1.3.1. RPTA as the beneficiary of the project will be providing technical support and follow-up on the implementation phase in collaboration with the CDR.</p> <p style="text-align: center;"><u>1.4. Integrated railway master plan (399km)</u></p> <p><u>Sub-Activities:</u></p> <p>1.4.1. Feasibility Study</p> <p>1.4.1.1. Traffic analysis and forecast 1.4.1.2. Operating plan 1.4.1.3. Conceptual design 1.4.1.4. Surveys- Land Surveys-Geotechnical investigation, relocation of services 1.4.1.5. Investment and operating costs 1.4.1.6. Land acquisition 1.4.1.7. Institutional and financial restructuring 1.4.1.8. Financial and economic evaluation</p> <p>1.4.2. Preparation of Tender documentation</p> <p>1.4.2.1. Procurement planning 1.4.2.2. Detailed Implementation Programme 1.4.2.3. Complete Procurement Strategy for the realization of the project 1.4.2.4. Prequalification documents 1.4.2.5. Terms of reference for the works supervision consultant 1.4.2.6. Preliminary drawings of functional design 1.4.2.7. Cost estimates 1.4.2.8. Tender documents for Civil/structural, Superstructure,</p>	
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			Telecommunications, Signalling, Power supply, stations and yards, rolling stock and rolling stock maintenance workshops	
<p>Output 1.2: The institutional and technical structural capacities of the RPTA updated</p> <p>Baseline: The existing legal and regulatory framework that governs the RPTA's operations has been reviewed and assessed.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> -First official assessment report of the current institutional regulations and frameworks was submitted by the legal consultant to evaluate current organizational structure, current working methods and procedures, existing staff and their qualifications. -An EU Technical Assistance facility program for the Government of Lebanon identified RPTA as a potential administration for complementary institutional -The legal and regulatory framework that governs the RPTA's operations has been reviewed and modified. -Capacities at the RPTA have been strengthened through the development and implementation of a training and transfer of skills and knowledge -Project management sustainability and development measures are in place including performance and accountability 	<p>Year 1</p> <ul style="list-style-type: none"> - Strengthen RPTA capacities specifying legal status and responsibilities, preparing investment and operational budget, and identifying specific financing, IT requirements, and necessary legislative changes. -Legal and Regulatory framework updated <p>Year 2</p> <ul style="list-style-type: none"> -Implementation of internal reform processes <p>Year 3</p> <ul style="list-style-type: none"> -Implementation of internal reform processes -Knowledge, and 	RPTA & UNDP	<p>2.1. <u>Definition of a global RPTA Framework.</u></p> <p><u>Sub-Activities:</u></p> <p>2.1.1. Strengthening RPTA institutional capacities by the definition an overall vision and strategic planning.</p> <p>2.1.2. Supporting RPTA for adoption and approval of the framework and related RPTA vision</p> <p>2.2. <u>Implementation of internal reform processes</u></p> <p><u>Sub-Activities:</u></p> <p>2.2.1. Update the organizational structure and functional job descriptions, and modernize the working methods and business processes at the RPTA, recommending the necessary amendments.</p> <p>2.2.2. Share and transfer knowledge related to all aspects of modernization of the current (and to be recruited) administration at the RPTA</p> <p>2.2.3. Build the capacity of cross-departmental human resources at the RPTA.</p>	<p>Individual Consultants/Additional Support:</p> <p>49,950 *3= 149,850 USD</p> <p>Administrative Law Specialist (SC9):</p> <p>57,484 * 1= 57,484 USD</p>

<p>measures.</p> <p>Targets:</p> <ul style="list-style-type: none"> - Assessment study developed - Definition of a new global Framework - New internal draft laws and procedures developed - Human Resources capacities enhanced - Contribute to the modernization, stabilization, and good governance of RPTA - Enhance the capacity of RPTA to effectively program and coordinate international support 	<p>skills transferred and handed over</p>			
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<p>Output 1.3: Support to the RPTA to coordinate and manage ongoing and potential technical projects provided</p> <p>Baseline: -Limited capacities to absorb ongoing and potential technical projects provided</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - Increased funding sources to support the public transport sector in Lebanon - Development and dissemination of research and information - Coordination mechanism established and functioning - Bilateral and multilateral agreements with neighbouring countries prepared <p>Targets:</p> <ul style="list-style-type: none"> - Studies and surveys disseminated. - Resources mobilized. - Partnerships and agreements reached. 	<p>Year 1</p> <p>Development and dissemination of studies. Resource mobilization strategy developed Technical assistance provided</p> <p>Year 2</p> <p>Development and dissemination of studies. Technical assistance provided</p> <p>Year 3</p> <p>Development and dissemination of studies. Partnership developed. Technical assistance provided</p>	<p>RPTA & UNDP</p>	<p><u>3.1. Launching an action plan for Lebanon in the field of railway safety and interoperability through the implementation of EUMedrail Program</u></p> <p><u>Sub-Activities:</u></p> <p>3.1.1. Dissemination of EU railway legislation and standards, including safety aspects and interoperability specifications; 3.1.2. Involvement of the officials of beneficiary's countries, including Lebanon (and the other South Mediterranean Partners) in the networks of the Agency; 3.1.3. Setting up a working group composed by experts of the beneficiaries aiming to facilitate capacity building and networking among the beneficiaries as well as between the beneficiaries and the European Union Agency for railways (ERA); 3.1.4. Paving the way for carrying out tasks entrusted to National Safety Authorities and National Investigation Bodies; 3.1.5. Capacity building for officials 3.1.6. Making a comparison between existing Lebanese Railway regulations and the European railway regulations, identify gaps and agree with the Ministry of Transport and RPTA which activities might provide best benefits to improve railway regulation, considering also institutional and organizational aspects</p> <p><u>3.2. Supporting RPTA in coordination with the technical team of OMSAR in implementing and designing softwares</u></p> <p><u>Sub-Activities:</u></p> <p>3.2.1. Entering data complaints into RPTA complaint management system application 3.2.2. Finalizing and launching RPTA website</p> <p><u>3.3. Supporting RPTA in implementing and finalizing the ToRs for renovation works of Railway stations</u></p> <p><u>3.4. Presenting and assisting RPTA at the Technical Control Team (TCT) for a renovation program in frame of Turkish</u></p>	<p>Individual Consultants/Additional Support:</p> <p>37,680 *3 = 113,040 USD</p> <p>Technical Researcher/Topographer (SC6):</p> <p>42,003 * 1 = 42,003 USD</p> <p>ICT Coordinator (SC8):</p> <p>53,397 * 1 = 53,397 USD</p> <p>Civil Engineer (SC9):</p> <p>57,484 * 1 = 57,484 USD</p> <p>Miscellaneous:</p> <p>10,000 *3 = 30,000 USD</p>
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			<u>Heritage Cultural initiative</u> <u>3.5. Technical support to the RPTA on the on-going projects in public transport sector</u> <u>Sub-Activities:</u> 3.5.1. Technical and administrative assistance on BRT project carried out by the World Bank and CDR 3.5.2. Follow up with the European Investment Bank on the redefinition of phase 2 for the ongoing Feasibility study for Tripoli – Beirut Railway TA2013011LBF10 3.5.3. Following with CDR the development of Tripoli Abboudieh Railway section, revising and approving the related reports and design for construction.	
Net for Activities over 3 years				954,248 USD
Direct Project Costs (DPC)				19,085 USD
General Management Services (GMS 5%)				48,667 USD
Total Cost over 3 years including GMS & ISS				1,022,000 USD

IV. Annual Work Plan 2019 - 2021

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)	
<p>Output 1.1: Developing public transportation strategy for the most urbanized areas (cities)</p> <p>Baseline: - An initiative between the EIB and UNDP for developing Tripoli transportation Quick Win Project considered in frame of the Economic Resilience Initiative (ERI) to support the countries affected by neighbourhood countries crisis. -RPTA: A mass transit system along the railway right-of-way within greater Beirut area starting from NBT area developed</p> <p>Output Indicators:</p> <p>-Technical Assistance (TA) for the Sustainable Urban Public Transport Investment Program (SUPTIP) in Greater Tripoli developed</p> <p>-A grant of Euros 1 Million for the preparation of tender documentation and a detailed design for construction of Tripoli Bus Network and its terminals is approved, to be allocated by European Investment Bank EIB</p> <p>-Preparation of ToR for the implementation of a mass transit system along the railway right-of-way within greater Beirut area starting from NBT area</p> <p>Targets:</p> <p>-Public transport reform initiatives reviewed. - Launching a procurement procedure for the SUPTIP for Greater Tripoli - Launching the study for the SUPTIP for Greater Tripoli</p>	<p><u>1.1.Sustainable Urban Public Transport Investment Program” (SUPTIP) – Tripoli</u></p>	x	x	x	x	RPTA and UNDP	RPTA	71400 – Contractual Services	235,476	
	<p>1.1.1 Supporting the Ministry of Public Works and Transport and RPTA to respond to EIB requirements needed for the Grant procedure</p>	x							71500 – UN Volunteers	65,664
	<p>1.1.2 Launching the procurement procedure in coordination with the EIB to hire an international Consultant</p>		x							
	<p>1.1.3 Coordinating with the main stakeholders to assure a successful implementation</p>	x	x	x	x				71200/ 71300- International and local consultants	149,850
	<p>1.1.4 Assisting the beneficiary (RPTA) on the technical and administrative levels</p>									
	<p>1.1.5 Updated Transport Strategy and Implementation Plan</p>	x	x	x	x				64300 – Direct Project Costs	9,020
	<p>1.1.6 New Bus Network</p>									
<p>1.1.7. Integrated tariff and ticketing system, reform of concessionary fares, and subsidy system,</p>		x								
				x						
					x					
							75100 – General Management Services	23,000		

<ul style="list-style-type: none"> - Identification of the related loan for the project construction - Development of Tripoli new transport bus network and its new terminals (Bahsas). - Within the ROW corridors in greater Beirut area, Public transport sector strategy developed. 	<p>1.1.8. Transport sector reorganization and creation of Tripoli Transport Authority</p> <p>1.1.1.9 Supporting the Bank (EIB) for the identification of the loan needed for (a) the construction the intermodal public transport hubs (new bus terminal) as Bahsas Transport Center; (b) acquisition of new buses and (b) implementation ITS systems (traffic management, passenger information system, priority of public transport on the roads). The loan is estimated about 50 Million Euros.</p> <p><u>1.1.2 Mass Transit System Feasibility Study along the Existing Rail Corridors (Greater Beirut)</u></p> <p>1.1.2.1 Pre-Feasibility Study</p> <p>1.1.2.2 Feasibility Study and Operational Design</p> <p>1.1.2.3 Preparation of Tender Documents</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>RPTA and UNDP</p>	<p>RPTA</p>		
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<p>Output 1.2: The institutional and technical structural capacities of the RPTA updated</p> <p>Baseline: The existing legal and regulatory framework that governs the RPTA's operations has been reviewed and assessed.</p> <p>Output Indicators:</p> <p>-First official assessment report of the current institutional regulations and frameworks was submitted by the legal consultant to evaluate current organizational structure, current working methods and procedures, existing staff and their qualifications.</p> <p>- An EU Technical Assistance facility program for the Government of Lebanon identified RPTA as a potential administration for complementary institutional</p> <p>Targets:</p> <p>- Assessment study developed</p> <p>- Definition of a new global Framework</p> <p>- New internal draft laws and procedures developed</p> <p>- Human Resources capacities enhanced</p> <p>- Contribute to the modernization, stabilization, and good governance of RPTA</p> <p>-Enhance the capacity of RPTA to effectively program and coordinate international support</p>	<p>1.2.1 <u>Definition of a global RPTA Framework.</u></p> <p>1.2.1.1 Strengthening RPTA institutional capacities by the definition an overall vision and strategic planning.</p> <p>1.2.1.2 Dissemination and gaining public support as a preparation stage for a formal approval</p> <p>1.2.1.3 Supporting RPTA for adoption and approval of the framework and related RPTA vision</p> <p>1.2.2. <u>Implementation of internal reform processes</u></p> <p>1.2.2.1 Update the organizational structure and functional job descriptions, and modernize the working methods and business processes at the RPTA, recommending the necessary amendments.</p> <p>1.2.2.2 Share and transfer knowledge related to all aspects of modernization of the current (and to be recruited) administration at the RPTA</p> <p>1.2.2.3 Build the capacity of cross-departmental human resources at the RPTA.</p>	x	x	x	x	RPTA and UNDP	RPTA	<p>71200/ 71300 – Local/ International Consultants</p> <p>71400 – Contractual Services:</p> <p>64300 – Direct Project Costs</p> <p>75100 – General Management Services</p>	<p>149,850</p> <p>57,484</p> <p>4,147</p> <p>10,574</p>
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<p>Output 1.3: Support to the RPTA to coordinate and manage ongoing and potential technical projects provided</p> <p>Baseline: -A partnership was built between RPTA and International donors besides creating linkages with external stakeholders -RPTA has promoted its presence on the international level by strengthening its capacities to absorb ongoing and potential technical projects -Technical support was provided to RPTA on the on-going projects in public transport sector and contracted studies carried out by the World Bank (WB), European Investment Bank (EIB), the Council for Development and Reconstruction (CDR) and the Ministry of Public Works and Transport. -Nomination of the project manager as a focal point (Lb) for 2017-2020 guaranteeing a linkage between the EU, the eastern neighbourhood countries and Lebanese authorities for the implementation of the program</p> <p>Output Indicators: -The Authority was shortlisted for the EU Technical Assistance facility program for the Government of Lebanon -Bilateral and multilateral agreements with Neighbouring countries prepared through the EUMedrail project - Increased funding sources to support the public transport sector in Lebanon - Development and dissemination of research and information</p> <p>Targets: - Studies and surveys disseminated. - Resources mobilized. - Partnerships and agreements reached.</p>	<p>1.3.1 <u>Launching an action plan for Lebanon in the field of railway safety and interoperability through the implementation of EUMedrail Program</u></p>	x	x	x	x			71200/ 71300 – Local/ International Consultants	113,040	
	<p>1.3.1.1 Dissemination of EU railway legislation and standards, including safety aspects and interoperability specifications;</p>	x	x						71400 – Contractual Services:	152,884
	<p>1.3.1.2 Involvement of the officials of beneficiary’s countries, including Lebanon (and the other South Mediterranean Partners) in the networks of the Agency;</p>	x	x	x	x				74500 Miscellaneous	30,000
	<p>1.3.1.3 Setting up a working group composed by experts of the beneficiaries aiming to facilitate capacity building and networking among the beneficiaries as well as between the beneficiaries and the European Union Agency for railways (ERA);</p>	x	x	x					64300 – Direct Project Costs	5,919
	<p>1.3.1.4 Paving the way for carrying out tasks entrusted to National Safety Authorities and National Investigation Bodies;</p>						RPTA and UNDP	RPTA	75100 – General Management Services	15,092
	<p>1.3.1.5 Capacity building for officials.</p>			x	x					
<p>1.3.1.6 Making a comparison between existing Lebanese Railway regulations and the European railway regulations, identify gaps and agree with the Ministry of Transport and RPTA which activities might provide best benefits to improve railway regulation, considering also institutional and organizational aspects.</p>	x	x	x	x						

	<u>1.3.2 Supporting RPTA in coordination with the technical team of OMSAR in implementing and designing softwares</u>	x	x	x	x	RPTA and UNDP	RPTA			
1.3.2.1 Entering data complaints into RPTA complaint management system application	x	x	x	x						
1.3.2.2 Finalizing and launching RPTA website	x	x	x							
<u>1.3.3 Supporting RPTA in implementing and finalizing the ToR for renovation works of Railway stations</u>	x	x	x	x						
1.3.3.1 Technical support for the preparation of procurement documents for the renovation work of train stations	x	x	x	x						
<u>1.3.4 Presenting RPTA as a project manager at the Technical Control Team (TCT) for a renovation program in frame of Turkish Heritage Cultural initiative</u>			x	x						
<u>1.3.5 Technical support to the RPTA on the on-going projects in public transport sector</u>										
1.3.5.1 Technical and administrative assistance on BRT project carried out by the World Bank and CDR	x	x	x	x						
1.3.5.2 Follow up with the European Investment Bank on the redefinition of phase 2 for the ongoing Feasibility study for Tripoli – Beirut Railway TA2013011LBF10	x	x	x	x						
	x	x	x	x						

	<p>1.3.5.3 Following with CDR the development of Tripoli Abboudieh Railway section, revising and approving the related reports and design for construction</p> <p>1.3.6 <u>Preparation of expropriation plans for the renovation of railway network</u></p> <p>1.3.7 <u>In coordination with the CO the definition of UNDP-EIB particular framework for Lebanon</u></p>	x	x	x		RPTA and UNDP	RPTA		
TOTAL									1,022,000 USD

Part V. Management Arrangements

The Railway and Public Transportation Authority (RPTA) is designated as the National Implementing Agency for this project. The Implementing Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Implementing Agency will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from government cost sharing. This accountability calls for concrete capacities in the administrative, technical and financial spheres.

The UNDP National Implementation Modality (NIM), with the support of the UNDP Country Office will prevail. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Implementing Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, and procurement and contracting.

Services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated implementation agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Implementation Agency and upon its request, for the procurement of goods and services and /or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Programme budget.

A Project Board will be formally established to provide technical support, share relevant information, and review progress. The Project Board will comprise: (i) Executive: a representative of UNDP providing in particular technical guidance to the project and secretariat services; (ii) Senior Supplier: the President/Director General of the RPTA; (iii) Senior Beneficiaries: representatives of the administration at the RPTA. Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board will meet at least twice a year (mandatory) to review and approve the annual work plan and budget and to monitor its implementation, among other.

The National Focal Point is usually the National Coordinator, in the case of the RPTA is the President/Director General (or a representative appointed by him/her).

The responsibilities of the NFP:

- Review and approve detailed annual/quarterly work plans (for final approval by Project Board) and relevant budgets and where appropriate recommend changes to better meet the project objectives in the national context, in light of monitoring and other reports;
- Approve RDP/SR that are not included in the annual/quarterly work plans;
- Participate in Project Board meetings;
- Review APR Report, and other progress and monitoring reports;
- Provide recommendations for the next year's project planning;
- Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;
- Assist in the identification and allocation of national resources needed by the project to meet its objectives.

Project Management: Project Management: A Project Manager will be appointed by UNDP following a competitive and transparent recruitment process. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can affect project implementation and delivery and for providing suggestions for problem solving.

To support project implementation, 5 additional Project staff will be recruited by UNDP and the Project Manager. The Project Assistant will provide project administration and management support as required by the needs of the project or Project Manager will provide support with recruitment, procurement and other administrative services. An ICT Coordinator will be in charge of automating the authority and link the different transport network to the authority, making use of the available equipment and technology. An Administrative Law Specialist, will look into regulations, and frameworks of the authority, and will be in charge of organizing, coordinating, and upgrading capacities and human resources involved inside and outside the authority, and providing training to the involved staff. A Civil Engineer will be in charge of technical studies and reviews, and will be a GIS Specialist. A Technical Research/Topographer will be responsible for building up the technical base of the project and assess the field implementation of projects and quick-wins.

In addition, short term experts, and if needed additional support staff (within the limits of the project budget) including among others experts in the transportation sector, engineers, legal specialists, technical experts, etc. will be commissioned for the project.

The RPTA and UNDP will designate the UNDP Governance Programme Manager to provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP programmes and cost-sharing donors.

Project Office: The project will be located at the premises of the RPTA.

Sustainability: The project will be implemented with a view to achieving sustainable improved institutional capacity and permanent beneficial effects on the public transport sector, present and future.

At the end of the project is expected to reinforce the independence, financial autonomy and human capacity of the RPTA to allow it to better perform its mandate with no or minimal external support.

Cost recovery: In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a flat rate of 5 percent for contribution from government of Lebanon funds and 7 percent for contribution from other donors. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping
- Systems, IT infrastructure, branding, knowledge transfer

UNDP direct costs incurred for Implementation Support Services (ISS), as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant

budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment¹, including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements, and
- Shipment, custom clearance, vehicle registration, and accreditation.

Audit:

The audit of NIM projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

Visibility:

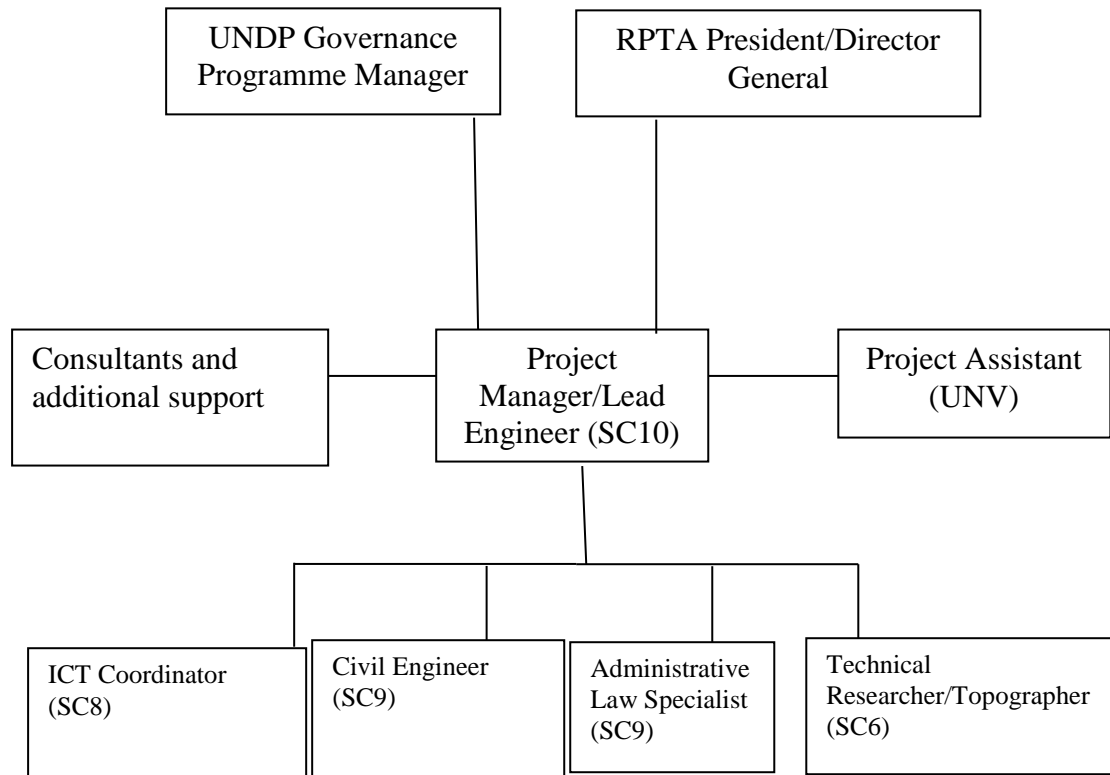
UNDP will ensure that the will receive the maximum visibility possible.

UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorization must be granted by the UNDP Resident Representative on a case by case basis.

¹ This would include any fee to IAPSO.

Project Organization Structure

Project Board		
UNDP Resident Representative/ Governance Programme Manager/ Project Manager	Railway and Public Transportation Authority (RPTA)	Representatives of the RPTA Administration/Representatives of the Ministry of Public Works and Transportation



Part VI. Monitoring Framework and Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP-CO and the RPTA of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

i. Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

ii. **Annually**

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT I: Support to the RPTA to advance and cope with the reform of the transportation sector provided		
Activity Result 1	Master Plan and Strategy	Start: Project start End: Project end
Purpose	A master plan will be developed to set the general reform framework of the public transportation sector of Lebanon. The master plan will be complemented by an implementation strategy.	
Description	All passed and current reform initiatives of the transportation sector will be mapped and assessed. Current and future needs will be highlighted, a reform master plan will be developed and complemented by a two-year reform strategy to be implemented in form of quick measurable initiatives.	
Quality Criteria	Quality Method	Date of Assessment
Completed Mapping	Publication and Distribution	End of 1 st year
New recommendations produced	Assessment and Progress Reports	End of Year 1
Sector plan implemented	Assessment and Progress Reports	End of Project
Activity Result 2	Capacity Development	Start: Project start End: Project end
Purpose	Enhance the efficiency of the rules and procedures governing the RPTA. Build and transfer skills and knowledge pertaining to human resources and ICT.	
Description	Review and update all business processes, legal apparatus, and structures of the RPTA. Restructuring of functions and making sure to transfer knowledge and skills to the enhanced RPTA administration.	

Quality Criteria	Quality Method	Date of Assessment
Reforms implemented	Assessment and Progress Reports	Throughout the process
	Number of existing rules and regulations revised and number of new rules and regulations	End of year.
Structure and organizational functions modified	Amended/Developed Terms of Reference	Mid-project
	Positions reviewed/added	End of project
	ICT projects implemented	Throughout the process
Training curriculum developed	Number of topics addressed	End of project
	Number of staff trained	End of project
	Pre-and post training evaluations	End of project
Legal apparatus updated	Report and recommendations for amendments	Throughout the project
Activity Result 3	Technical Studies	Start: Project start End: Project end
Purpose	Establish a sustainable institution	
Description	Provide technical capacity to the RPTA to absorb ongoing and potential project implementation. Develop technical studies to identify needs of the sector in line with the master plan and strategy. Allow for the sustainability of the institution by creating linkages with external stakeholders, resulting in resource mobilization.	
Quality Criteria	Quality Method	Date of Assessment
Studies Developed	Number of studies, surveys, published studies	Throughout the project
	Dissemination of technical studies	Throughout the project
Partnerships developed	Number of partnership agreements reached	End of project
Resources mobilized	Amount of funding mobilized	End of project

Part VII. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Cynicism regarding the project's objective	Project initiation date	Communication/Operational	This would impact buy-in, and effective implementation of quick wins and consequently the project's sustainability P=2 I=4	Develop a communication plan as part of the master plan and strategy	UNDP			
2	Lack of buy-in from institutional counterparts	Project initiation date	Operational	This would impact the modernization and review process and consequently the project's sustainability P=2 I=4	Constantly liaising with the counterparts and informing them of project's progress. Establishing communication channels. Training and transfer of knowledge will also be required.				
2	Political instability and security situation in the country	Project initiation date	Political	Political or security changes can hinder access to site and delay in receiving legal issues P=3 I=5	Close coordination with UN DSS	UNDP			
3	Governmental stalemate/vacuum	Project initiation date	Political	It will slow down the decision-making process and implementation activities P=3 I=5	Close coordination with National Focal Point and development of alternative plans of action. Institutionalization of project.	UNDP			
4	Difficulty in identifying experts	Project initiation	Administrative	This may cause a delay in implementation of some	Close coordination with UNVs, and other projects	UNDP			

	on transportation sector	date		training activities <i>P = 3</i> <i>I = 4</i>	such as TOKTEN				
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