

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. In particular, the outcome of this project is to: "Support to the RPTA to advance and cope with reform of the transportation sector provided" and will be reached through the following three specific outputs:

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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, an Administrative Assistant, an ICT Coordinator, a Civil Engineer, an Administrative Law Specialist, as well as a Technical Researcher/Topographer.

The support to the RPTA will extend for a three-year period.

## List of Abbreviations and Acronyms

<b>APR</b>	Accounting Progress Report
<b>AWP</b>	Annual Work Plan
<b>GIS (Administrator)</b>	Geographic Information System
<b>GMS</b>	General Management Support
<b>IAPSO</b>	Inter-Agency Procurement Services Office
<b>ICT</b>	Information and Communication Technology
<b>ISS</b>	Implementation Support Strategies
<b>MPWT</b>	Ministry of Public Works and Transportation
<b>NFP</b>	National Focal Point
<b>NIM</b>	National Implementation
<b>PPPs</b>	Private-Public-Partnerships
<b>PPR</b>	Project Progress Report
<b>QPR</b>	Quarterly Project Report
<b>RPTA</b>	Railway and Public Transportation Authority
<b>SBAA</b>	Standard Basic Assistance Agreement Report
<b>TOKTEN</b>	Transfer of Knowledge Through Expatriate Nationals
<b>TORs</b>	Terms of References
<b>UNDSS</b>	United Nations Department of Safety & Security
<b>UNV</b>	United Nations Volunteers

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. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;  
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

**Implementing Partner:** Railway

Programme Period: 2015 - 2018  
Atlas Award ID: 00089990  
Atlas Project ID: 00095985  
Start date: January 1, 2016  
End Date: December 31, 2018  
PAC Meeting Date: November 25, 2015  
Management Arrangements: Support to NIM

▪ Estimated Annual Budget	429,433 USD
▪ <b>Total Budget</b>	<b>1,288, 300.00 USD</b>
○ RPTA	1,288,300.00 USD
▪ <b>Net for activities</b>	<b>1,202,932.00 USD</b>
▪ GMS (GOV. 5%)	61,309.00 USD
▪ ISS	24,059.00 USD

**Agreed by:** H.E. Mr. Ghazi Zeaiter  
Minister of Public Works and Transport

**Signature:** \_\_\_\_\_ **Date:** 25-11-2015

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

**Signature:** \_\_\_\_\_ **Date:** 25/11/2015

**Agreed by CDR:** Eng. Nabil El-Jisr  
President

**Signature:** \_\_\_\_\_ **Date:** 11 DEC 2015

**Agreed by UNDP:** Mr. Philippe Lazzarini  
UNDP Resident Representative

**Signature:** \_\_\_\_\_ **Date:** 25/11/2015



## 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. From as early as 1891, there was an agreement to establish a Beirut-Damascus railway (later known as DHP, Damas Hama Prolongements) in the Ottoman-controlled Lebanon and the first line constructed was between Beirut. Along the years, 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, when the French replaced the Ottomans in their control of Lebanon, the railway stations continued to operate with a noteworthy expansion of military usage. Up until 1975 and at the eve of the civil war that torn the country, the public transportation sector bloomed in the country. The famous Tramway of Beirut, in collaboration with *Electricite du Liban*, served as a connection between several districts, neighborhoods and areas of Beirut and operated for several years efficiently. Eventually, in the early 1960s, the tramways' infrastructure was dismantled and replaced by buses that served their role 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.

Unfortunately, and as is the case with many institutions and infrastructures, the transportation system in Lebanon suffered greatly the consequences of the civil war. Lebanon suffered from consistent destruction of the railway lines and public buses. Later on, 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 later stages of the war, these buses were almost completely destroyed due to sectarian clashes within Lebanon.

Today, almost 25 years after the end of the war, there is still no substantial public transportation system that operates in the country. Despite the inexistence of a railway infrastructure in Lebanon and the minimal amount of public buses, the institution responsible for the railway and the buses still exists. The Railways and Public Transport Authority (RPTA), operating under the Ministry of Public Works and Transportation (MPWT), is an independent body, both administratively and financially, which was established in 1961. It consists of two directorates: the Railways Directorate and the Bus Transport Directorate.

## II. Strategy

Despite a few scattered attempts to revive the Lebanese Railway system, the sector of transport in Lebanon has been subject to dire support. The authority overseeing the railway and public transport includes 330 employees, the current staff mainly consists of bus drivers. As RPTA should become the Authority organizing the Public transportation the current staff does not fit in this 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.

Additionally, public transportation is both qualitatively and quantitatively inadequate, causing an unbearable traffic situation in the country due to the increase in the number of private vehicles. This upsurge in addition to the rapid population growth was not met by new traffic infrastructure, which further deteriorated 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. Car pooling 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.

All of 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 has to 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 never been assessed.

The appointment of a new Director General for the authority, has moved the status quo forward.

Studies undertaken to improve the transit service between Beirut and Tabarja all 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 Abboudich at the Lebanese /Syrian boarder.

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 and in order to meet the rapid evolutions in the sector, the authority is seeking UNDP's technical support in order to develop its capacity. In order to do so, it requires the development of a clear strategy, and strengthening of its human resources capacity. Unfortunately, and given the stalemate the country is currently facing, it is impossible for the authority to attract talents (as it is impossible to issue fixed term posts) and implement and follow-up on technical project.

Therefore, the RPTA has requested 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. The main outcome of the designed project will be to "provide the necessary institutional capacity to the Railway and Public Transportation Authority to define, develop, and implement a master plan, as well as provide technical assistance in the implementation of reforms aiming at the modernization, efficacy, and efficiency of the institution and the public transportation sector in Lebanon".

This outcome will be demonstrated through the following three outputs:

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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.

## **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. In particular, the outcome of this project is to:

**Outcome 1. "Support to the RPTA to advance and cope with reform of the transportation sector provided"**

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

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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

Output 1.3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking and resources explored.

### **Output 1.1: A master plan and two-year implementation strategy for common transportation (railways, and buses) developed**

The first output consists of developing a master plan to highlight the areas that need to be reformed in the public transport sector. All previous initiatives will be mapped, assessed, and considered. The process of developing the master plan will be followed by the development of a concrete implementation strategy, including the identification of required resources, operational requirements, as well as related policy level reform entailed.

Activities will include:

- 1.1.1 Map, review and update all existing initiatives tackling the transportation sector in Lebanon.
- 1.1.2 Support the development of a master plan to reform the transportation sector in Lebanon.

1.1.3 Support the development of an implementation plan of the two-year public transport sector strategy.

1.1.4 Include all current and future initiatives to reform the public transportation sector in the plan and strategy.

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

- Mapping of all initiatives completed and reviewed.
- Master plan to reform the public transport sector developed and recommendations identified.
- The two-year public transport sector strategy developed.

**Output 1.2: 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:

1.2.1 Review and update the existing legal apparatus that governs the RPTA.

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

1.2.3 Build the capacity of cross-departmental human resources at the RPTA.

1.2.4 Restructure and implement the ICT functions of the RPTA, establishing networks and broad connectivity channels.

1.2.5 Share and transfer knowledge related to all aspects of modernization of the current (and to be recruited) administration at the RPTA.



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

- 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 program.
- Project Management sustainability and development measures are in place including performance and accountability measures.
- ICT framework developed and operational.

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

In line with the common transportation sector master plan, the third output aims at designing a 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 project to provide public transport to all Beirut (and Greater Beirut) residents.
- 2) 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.
- 3) A feasibility study to implement the Beirut-Tripoli railway project, funded by the European Investment Bank.
- 4) Using the assets of the RPTA (mostly land) to establish governmental institutions premises, on the Nacoura, Beirut, Tripoli lane (NBT).
- 5) Mapping of all RPTA assets to highlight mismanagement, infractions, and misuse.
- 6) Railway project linking Beirut to the Bekaa valley, based on a previous study by the Italian company 'Societa Italiana Per Condotte d'Acqua'.
- 7) Establishment of a gas pipeline between Biddawi and Tyre and establishment of an extraction, distribution, and marketing plan.

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:

- 1.3.1 Study, analyze, and review data to coordinate ongoing RPTA technical projects.
- 1.3.2 Participate upon request in the support towards the implementation of technical projects.
- 1.3.3 Draft, publish, and disseminate technical studies and public information.
- 1.3.4 Assess resource needs and act as a liaison between the RPTA and institutional donors.
- 1.3.5 Support the development of bilateral and multilateral agreements and partnerships with neighbouring countries to develop the public transportation sector.

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

- Development and dissemination of research and information.
- Increased funding to support the public transport sector in Lebanon.
- Coordination mechanism established and functioning.
- Bilateral and multilateral agreements with neighbouring countries prepared

### 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 1: 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><b>Output 1.1:</b> A master plan and two-year implementation strategy for common transportation (railways, and buses) developed</p> <p><b>Baseline:</b> Lack of master plan or strategy to govern the public transportation sector in Lebanon</p> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>- Mapping of all initiatives completed and reviewed.</li> <li>- Master plan to reform the public transport sector developed and recommendations identified.</li> <li>- The two-year public transport sector strategy developed.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Public transport reform initiatives reviewed.</li> <li>- Master plan developed.</li> <li>- Public transport sector strategy implemented.</li> </ul>		<p><b>Year 1</b></p> <ul style="list-style-type: none"> <li>- Revision of initiatives.</li> <li>- Development of the master plan and implementation strategy.</li> </ul> <p><b>Year 2</b></p> <ul style="list-style-type: none"> <li>- Implementation plan of the strategy.</li> </ul> <p><b>Year 3</b></p> <ul style="list-style-type: none"> <li>- Full implementation of the strategy.</li> </ul>	<p><b>RPTA &amp; UNDP</b></p>	<p>1.1.1 Map, review and update all existing initiatives tackling the transportation sector in Lebanon.</p> <p>1.1.2 Support the development of a master plan to reform the transportation sector in Lebanon.</p> <p>1.1.3 Support the development of an implementation plan of the two-year public transport sector strategy.</p> <p>1.1.4 Include all current and future initiatives to reform the public transportation sector in the plan and strategy.</p>	<p>Project Manager/Lead Engineer (SC10): 73,701 * 3 = <b>221,105</b></p> <p>Admin Assistant (UNV): 16,800 * 3 = <b>50,400</b></p> <p>GMS: 13,847 ISS: 5,430</p> <p><b>Total Output 1: 290,782 USD</b></p>
<p><b>Output 1.2:</b> The institutional and technical structural capacities of the RPTA updated</p> <p><b>Baseline:</b> Lack of efficient rules and procedures at the RPTA. Need to build the Human Resources and ICT capacities.</p> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>- The legal and regulatory framework that governs the RPTA's operations has been reviewed and modified.</li> </ul>		<p><b>Year 1</b></p> <ul style="list-style-type: none"> <li>- Assessment of RPTA capacities, structures, rules and regulations.</li> </ul> <p><b>Year 2</b></p> <ul style="list-style-type: none"> <li>- Implementation of internal reform processes.</li> </ul> <p><b>Year 3</b></p>	<p><b>RPTA &amp; UNDP</b></p>	<p>1.2.1 Review and update the existing legal apparatus that governs the RPTA (internal system, financial system, investment system, etc.).</p> <p>1.2.2 Update the organizational structure and functional job descriptions, and modernize the</p>	<p>ICT Coordinator (SC8): 49,900 * 3 = <b>149,700</b></p> <p>Civil Engineer (SC9): 56,405 * 3 = <b>169,215</b></p> <p>Administrative Law Specialist (SC9): 56,405 * 3 = <b>169,215</b></p> <p>Individual Consultants/Additional Support: <b>100,000</b></p>

<ul style="list-style-type: none"> <li>- Capacities at the RPTA have been strengthened through the development and implementation of a training and transfer of skills and knowledge program.</li> <li>- Project Management sustainability and development measures are in place including performance and accountability measures.</li> <li>- ICT framework developed and operational.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Assessment study developed</li> <li>- New internal draft laws and procedures developed</li> <li>- Human Resources capacities enhanced</li> <li>- ICT needs implemented</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of internal reform processes.</li> <li>- Knowledge, and skills transferred and handed over.</li> </ul>		<p>working methods and business processes at the RPTA, recommending the necessary amendments..</p> <p>1.2.3 Build the capacity of cross-departmental human resources at the RPTA.</p> <p>1.2.4 Restructure and implement the ICT functions of the RPTA, establishing networks and broad connectivity channels.</p> <p>1.2.5 Share and transfer knowledge related to all aspects of modernization of the current (and to be recruited) administration at the RPTA.</p>	<p>Individual Consultants/Additional Support: 100,000</p> <p>GMS: 29,955</p> <p>ISS: 11,763</p> <p><b>Total Output 2: 629,848 USD</b></p>
<p><b>Output 1.3:</b> Support to the RPTA to coordinate and manage ongoing and potential technical projects provided</p> <p><b>Baseline:</b> Limited capacities to absorb ongoing and potential technical projects of the RPTA</p> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>- Development and dissemination of research and information.</li> <li>- Increased funding to support the public transport sector in Lebanon.</li> <li>- Coordination mechanism established and functioning.</li> <li>- Bilateral and multilateral agreements with neighbouring countries prepared</li> </ul>	<p><b>Year 1</b></p> <ul style="list-style-type: none"> <li>- Identification of priority areas.</li> <li>- Research plan developed.</li> </ul> <p><b>Year 2</b></p> <ul style="list-style-type: none"> <li>- Development and dissemination of studies.</li> <li>- Resource mobilization strategy developed.</li> </ul> <p><b>Year 3</b></p> <ul style="list-style-type: none"> <li>- Development and dissemination of studies.</li> <li>- Partnerships developed.</li> </ul>	<p><b>RPTA &amp; UNDP</b></p>	<p>1.3.1 Study, analyze, and review data to coordinate ongoing RPTA technical projects.</p> <p>1.3.2 Participate upon request in the support towards the implementation of technical projects.</p> <p>1.3.3 Draft, publish, and disseminate technical studies and public information.</p> <p>1.3.4 Assess resource needs and act as a liaison between the RPTA and institutional donors.</p>	<p>Technical Researcher/Topographer (SC6): 38,990 × 3 = 116,970</p> <p>Research Studies and Networking: 99,900</p> <p>Individual Consultants/Additional Support: 126,427</p> <p>GMS:17,507</p> <p>ISS: 6,866</p> <p><b>Total Output 3: 367,670 USD</b></p>

<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Studies and surveys disseminated.</li> <li>- Resources mobilized.</li> <li>- Partnerships and agreements reached.</li> </ul>			<p>1.3.5 Support the development of bilateral and multilateral agreements and partnerships with neighboring countries to develop the public transportation sector.</p>	
<p><b>Net For Activities</b></p>				<p>1,202,932 USD</p>
<p><b>Total Cost over 3 years including GMS &amp; ISS</b></p>				<p>1,288,300 USD</p>

IV. Annual Work Plan  
2016

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><b>Output 1.1:</b> A master plan and two-year implementation strategy for common transportation (railways, and buses) developed</p> <p><b>Baseline:</b> Lack of master plan or strategy to govern the public transportation sector in Lebanon</p> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>- Mapping of all initiatives completed and reviewed.</li> <li>- Master plan to reform the public transport sector developed and recommendations identified.</li> <li>- The two-year public transport sector strategy developed.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Public transport reform initiatives reviewed.</li> <li>- Master plan developed.</li> <li>- Public transport sector strategy implemented.</li> </ul>	<ul style="list-style-type: none"> <li>- Revision of initiatives.</li> <li>- Development of the master plan and implementation strategy.</li> </ul>						71400 - Contractual Services 16,900 UN Volunteers 73500 - Reimbursement Costs 6,434 Facilities & Administration	109,360 16,900 2,523 6,434

<p><b>Output 1.2:</b> The institutional and technical structural capacities of the RPTA updated</p> <p><b>Baseline:</b> Lack of efficient rules and procedures at the RPTA. Need to build the Human Resources and ICT capacities.</p>							<p>71300 – Local Consultants</p>	<p>14,835</p>
<p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>- The legal and regulatory framework that governs the RPTA's operations has been reviewed and modified.</li> <li>- Capacities at the RPTA have been strengthened through the development and implementation of a training and transfer of skills and knowledge program.</li> <li>- Project Management sustainability and development measures are in place including performance and accountability measures.</li> <li>- ICT framework developed and operational.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Assessment study developed</li> <li>- New internal draft laws and procedures developed</li> <li>- Human Resources capacities enhanced</li> <li>- ICT needs implemented</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of RPTA capacities, structures, rules and regulations</li> </ul>	<p>x</p>	<p>x</p>	<p>x</p>	<p>RPTA and UNDP</p>	<p>RPTA</p>	<p>71400 – Contractual Services</p>	<p>162,710</p>
							<p>73500 – Reimbursement Costs</p>	<p>3,551</p>
							<p>75100 – Facilities &amp; Administration</p>	<p>9,055</p>

<p><b>Output 1.3:</b> Support to the RPTA to coordinate and manage ongoing and potential technical projects provided</p>						<p>71300 – Local Consultants 24,960</p> <p>71400 – Contractual Services 38,990</p> <p>72100 – 74500 Contractual Services-Companies - Miscellaneous Expenses 33,300</p> <p>73500 - Reimbursement Costs 1,945</p> <p>75100 – Facilities &amp; Administration 4,960</p>	<p>429,423 USD</p>
<p><b>Baseline:</b> Limited capacities to absorb ongoing and potential technical projects of the RPTA</p> <p><b>Output Indicators:</b></p> <ul style="list-style-type: none"> <li>- Development and dissemination of research and information.</li> <li>- Increased funding to support the public transport sector in Lebanon.</li> <li>- Coordination mechanism established and functioning.</li> <li>- Bilateral and multilateral agreements with neighbouring countries prepared</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Studies and surveys disseminated.</li> <li>- Resources mobilized.</li> <li>- Partnerships and agreements reached.</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of priority areas.</li> <li>- Research plan developed</li> </ul>	<p>x</p>	<p>x</p>	<p>x</p>	<p>RPTA and UNDP</p>	<p>RPTA</p>	
<p><b>TOTAL</b></p>							



## **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 Administrative 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 it is expected that the independence, financial autonomy and human capacity of the RPTA will have been reinforced 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 equipment<sup>1</sup>, 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:

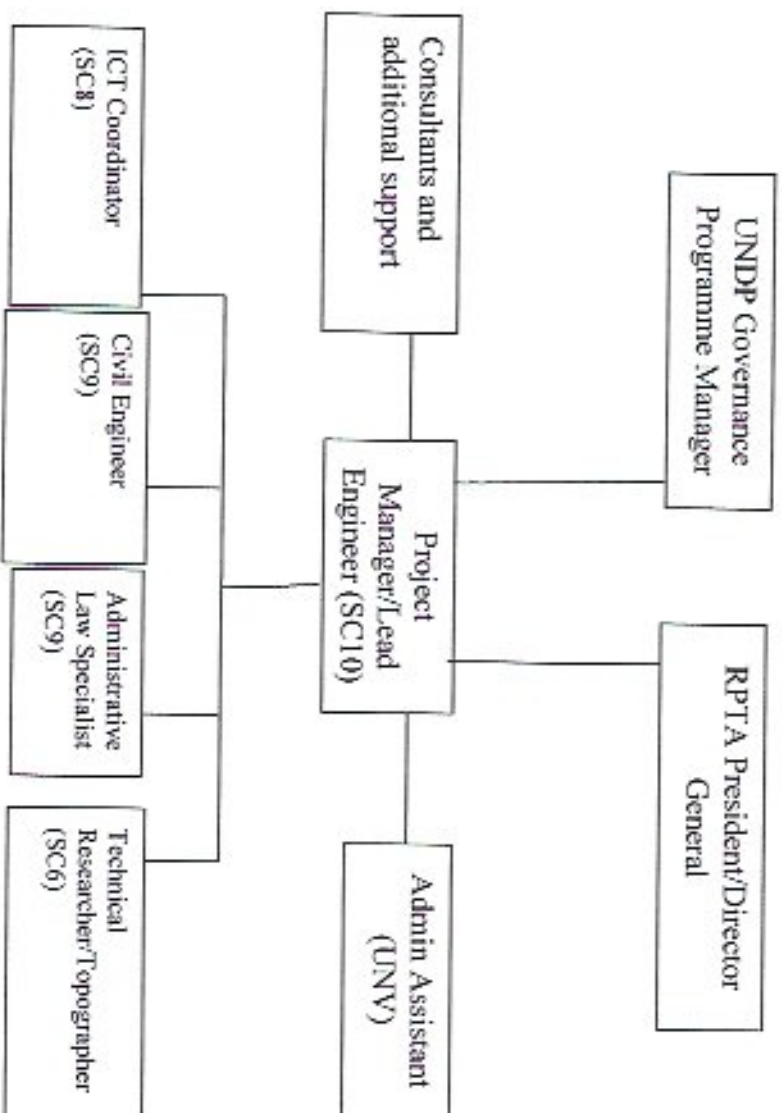
UNDP will ensure that the will receive the maximum visibility possible.

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.

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<sup>1</sup> This would include any fee to IAPSO.

## Project Organization Structure



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## **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

<b>OUTPUT 1:</b> Support to the RPTA to advance and cope with the reform of the transportation sector provided		
<b>Activity Result 1</b>	Master Plan and Strategy	Start: Project start End: Project end
<b>Purpose</b>	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.	
<b>Description</b>	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.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Completed Mapping	Publication and Distribution	End of 1 <sup>st</sup> year
New recommendations produced	Assessment and Progress Reports	End of Year 1
Sector plan implemented	Assessment and Progress Reports	End of Project
<b>Activity Result 2</b>	Capacity Development	Start: Project start End: Project end
<b>Purpose</b>	Enhance the efficiency of the rules and procedures governing the RPTA. Build and transfer skills and knowledge pertaining to human resources and ICT.	
<b>Description</b>	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.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
	Assessment and Progress Reports	Throughout the process

Reforms implemented	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
<b>Activity Result 3</b>	Technical Studies	Start: Project start End: Project end
<b>Purpose</b>	Establish a sustainable institution	
<b>Description</b>	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.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
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/1267/12671.listEng.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 and allowing for a participatory process. 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 activities implementation $P = 3$ $I = 5$	Close coordination with National Focal Point and development of alternative plans of action. Institutionalization of project.	UNDP			

4	Difficulty in identifying experts on transportation sector	Project initiation date	Administrative	This may cause a delay in implementation of some training activities $P = 3$ $I = 4$	Close coordination with UNVs, and other projects such as TOKTEN	UNDP			
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## Annex 1: Terms of Reference (ToRs)



### **I. Position Information**

Job Title: Project Manager/Lead Engineer  
Duty Station: Beirut  
Section/Unit: Governance  
Reports to: National Coordinator/National Focal Point and UNDP Governance Programme Manager.

Project reference: RPTA  
Pay Level: SC10  
Source of Funding:  
Duration of Employment: one year (renewable)

### **II. Scope/Objective**

A United Nations Development Programme (UNDP) unit is established to support the modernization of the Railway and Public Transportation Authority (RPTA). The unit ensures sustainability of its work by transferring knowledge and capacities to the authority's administration. In particular, the outcome of this project is to: "Support to the RPTA to advance and cope with reform of the transportation sector provided" and will be reached through the following three specific outputs:

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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

Output 1.3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking and resources explored.

The support to the RPTA extends over a three-year period.

Under the direct supervision of and guidance from the National Coordinator/National Focal Point, and the UNDP Governance Programme Officer, the Project Manager will be responsible for:

### III. Functions / Key Results Expected

#### **Project Planning and Coordination:**

- Develop a master plan and strategy for the public transportation sector in Lebanon
- Provide technical guidance to project team and RPTA counterparts
- Develop annual work plans and corresponding budget plans contributing to the achievement of target outputs specified in the project document
- Develop and update quarterly work plans and expenditure plans based on the agreed annual work plan
- Monitor project progress against work plans and budget plans and finalize project progress reports (quarterly, annual, risk log, and substantive) to UNDP. Progress reports will be prepared against set targets and indicators, ensuring effective knowledge acquisition by national counterparts and full compliance with all administrative, and audit requirements
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports
- Liaise and coordinate with stakeholders, internal and external actors, donors, and partners

#### **Day to Day Operations:**

- Participate in and advise on recruitment of project staff
- Provide direction and guidance to the staff by assigning responsibilities and tasks, and supervise their performance
- Organize regular meetings for the Project team members to assess progress, discuss challenges and constraints, and agree on steps to adopt
- Prepare terms of reference for required inputs (individual and institutional consultancy services, procurement of goods, organization of training, seminars, etc.) with expert technical support as required and ensure that these are processed in timely and transparent manner, thereby mobilizing competent national and international experts for the project in accordance with the agenda and activities that are supported by the project
- Supervise consultants and evaluate their performance in delivering individual outputs as described in the terms of reference
- Supervise all operational matters and documents, including payment orders, contracts, bids, etc. Oversee and account for all logistics to the operations of the project, including auditing and inventory of equipment

#### **Risk Management and Reporting:**

- Manage and monitor the project risks as initially identified in the Project Document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log

- Report to the President/General Director of the RPTA on a regular basis and report on quarterly progress
- Ensure that relevant project outputs, good practice, and lessons learned are disseminated in compliance with quality requirements of the RPTA and UNDP
- Represent UNDP and RPTA, as requested, in relevant international and national meetings, seminars, panels, etc.
- Ensure proper coordination with and reporting to RPTA partners when requested
- Liaise with the Project Board and appointed project assurance to assure the overall direction and integrity of the project, and identify and obtain any support and advice required for the management, planning, and control of the project
- Prepare the final project report, including measurement of progress against set goals and objectives
- Identify follow-on actions and submit them for consideration to the Project Board
- Manage the transfer of project deliverables, documents, files, equipment, and materials between UNDP and RPTA
- Perform additional tasks as reasonably requested by the President/General Director of the RPTA.

#### IV. Competencies

- Demonstrates a solid academic and professional background;
- Extensive knowledge of Lebanese political, and economic contexts, as well as current challenges
- Knowledge of MPWT affairs, Lebanese public administration, and UN agencies' administrative operations
- Proven experience in strategic planning, performance management, and team leadership
- Strong experience in developing work plans
- Strong ability to draft, edit, and produce results-focused reports meeting international standard
- Fluency in word processing, spreadsheets, project management, and internet technology
- Significant experience in working with a wide range of partners (public institutions, private sector, donors, civil society) and proven ability to negotiate and to troubleshoot relationships with variety of stakeholders;
- Displays cultural, gender, race, nationality and age sensitivity and adaptability;
- Excellent interpersonal, communication (oral and written), marketing and writing skills;
- Excellent organizational and analytical skills;
- Dedication to the principles of UNDP, especially of its mission, vision, values, and working in a culture of neutrality;
- Demonstrates leadership and self-management; and
- Complete computer facility with word processing and spreadsheets.

#### V. Recruitment Qualifications

Education:	University Degree (Bachelor or equivalent) or Graduate Degree (Masters or equivalent) in Civil Engineering, Geotechnical
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	Engineering, Transportation Engineering, Environmental Engineering or related fields.
Experience:	At least 10 years of relevant professional experience with a University Degree or 7 years with a Graduate Degree in Project Management (at least 5 years). Experience with the transportation/road safety/road management sectors, UN agencies, and/or Lebanese public administration is desirable.
Language Requirements:	Fluency in written and oral Arabic and English. Knowledge of French is an asset.
Nationality:	Lebanese

**VII. Approvals/Signatures**

<b>Responsible Unit</b>	Name & Title: Signature: Date:
<b>UNDP CO (Programme Manager / Operations Manager)</b>	Name & Title: Signature: Date:
<b>Human Resources</b>	Name: Signature: Date:
<b>Head of Operations</b>	Name: Signature: Date:
<b>Incumbent</b>	Name: Signature: Date:





## TERMS OF REFERENCE Service Contract (SC)

### I. Position Information

Job Title: Administrative Law Specialist  
Duty Station: **Beirut**  
Section/Unit: **Democratic Governance Programme**  
Reports to: Project Manager

Project reference: RPTA  
Pay Level: **SC-9**  
Source of Funding:  
Duration of Employment: **One year (renewable)**

### II. Scope/Objective

A United Nations Development Programme (UNDP) unit is established to support the modernization of the Railway and Public Transportation Authority (RPTA). The unit ensures sustainability of its work by transferring knowledge and capacities to the authority's administration. In particular, the outcome of this project is to: "Support to the RPTA to advance and cope with reform of the transportation sector provided" and will be reached through the following three specific outputs:

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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

Output 1.3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking and resources explored.

The support to the RPTA extends over a three-year period.

Under the direct supervision of and guidance from the Project Manager, the Administrative Law Specialist will be responsible for:

### III. Functions / Key Results Expected

1. Participate in the definition of policies and the drafting and review of in particular public transportation law and regulations and laws and regulations pertaining to the Lebanese Railway System
2. Work closely with the Railways and Public Transport Authority (RPTA) to amend public transportation laws and regulations to meet international standards
3. Conduct legal research and elaborate comparative studies in above and related fields
4. Review, negotiate and follow-up, on behalf of the RPTA, public transportation agreements and any other legal documents related to transportation and its environmental effect
5. Comment on studies and research papers related to public transportation or the construction of a new railway system in Lebanon
6. Advise and provide assistance to the RPTA with the review of legal issues submitted by other institutions/partners concerning draft laws, contracts, agreements, memoranda of understanding, etc...
7. Provide legal advice and assistance to the Ministry of Public Works and Transport and the RPTA in presenting and discussing draft laws at parliamentary committees and or ministerial working groups pertaining to the authority and public transportation
8. Participate in the design of a national program to promote public transportation, and identify legal issues regarding the establishment of a Railway in Lebanon
9. Participate in the design and implementation of national initiatives to enhance good governance, and coordinate and provide advice on initiatives taken within the Ministry of Public Works and Transport and the RPTA
10. Perform additional tasks as reasonably requested by the Director General of the RPTA and the Project Manager

### IV. Competencies

- Demonstrated commitment to UNDP's mission, vision and values. Displays cultural, gender, race, nationality and age sensitivity and adaptability. Familiarity with UNDP rules, regulations, and procedures is a plus.
- Extensive knowledge of Lebanese public administration
- Good knowledge of transportation and public transportation Law, and all related agreements and studies
- Good communication, interpersonal and liaison skills.
- Excellent writing communication skills, with the ability to produce detailed and analytical reports and studies
- Tested multitasking skill.
- Demonstrated team player skills.
- Ability to work under pressure and within strict deadlines

#### V. Recruitment Qualifications

Education:	University Degree (Bachelor or equivalent) or Graduate Degree (Masters or equivalent) in Law, International Law, or a related field.
Experience:	At least 6 years of relevant experience with a Bachelor Degree and 4 years with a Graduate Degree. Experience with the UN system and/or the Lebanese Public Administration is preferable.
Language Requirements:	Fluency in written and oral Arabic and English. Knowledge of French is a plus.
Computer Skills:	MS Office and internet technology
Nationality:	Lebanese

**VII. Approvals/Signatures**

<b>Responsible Unit</b>	Name & Title: Signature: Date:
<b>UNDP CO (Programme Manager / Operations Manager)</b>	Name & Title: Signature: Date:
<b>Human Resources</b>	Name: Signature: Date:
<b>Head of Operations</b>	Name: Signature: Date:
<b>Incumbent</b>	Name: Signature: Date:



## TERMS OF REFERENCE Service Contract (SC)

### I. Position Information

Job Title: **ICT Coordinator**  
Duty Station: **Beirut**  
Section/Unit: **Democratic Governance Programme**  
Reports to: Project Manager

Project reference: RPTA  
Pay Level: **SC-8**  
Source of Funding:  
Duration of Employment: **One year (renewable)**

### II. Scope/Objective

A United Nations Development Programme (UNDP) unit is established to support the modernization of the Railway and Public Transportation Authority (RPTA). The unit ensures sustainability of its work by transferring knowledge and capacities to the authority's administration. In particular, the outcome of this project is to: "Support to the RPTA to advance and cope with reform of the transportation sector provided" and will be reached through the following three specific outputs:

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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

Output 1.3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking and resources explored.

The support to the RPTA extends over a three-year period.

Under the direct supervision of and guidance from the Project Manager, the ICT Coordinator/GIS Administrator will be responsible for:

### III. Functions / Key Results Expected

- 1) Restructure and implement the ICT functions of the RPTA, based on:
  - Data modeling, database optimization, understanding and implementation of schemas, and the ability to interpret and write complex Structured Query Language (SQL) queries.
  - Proactively monitor systems for optimum performance and capacity constraints.
  - Establish standards and best practices for SQL.
  - Interact with and coach developers in SQL scripting.
- 2) Develop, test, document, and implement high quality database solutions on time that perform according to specifications and requirements documents
- 3) Establishes networks and broad connectivity channels
- 4) Provide detailed analysis of problems, prepare detailed design documents with recommendation
- 5) Apply innovation, creativity and rigor to database development process and implement process and procedural improvements
- 6) Provide the troubleshooting and resolution of production support issues.
- 7) Analyzes performance of programs and takes action to ensure accuracy and correct deficiencies
- 8) Provide guidance to the ICT activities of the RPTA and external ICT contractors to ensure high level of productivity
- 9) Perform additional tasks as reasonably requested by the Director General of the RPTA and the Project Manager

### IV. Competencies

- Demonstrated commitment to UNDP's mission, vision and values. Displays cultural, gender, race, nationality and age sensitivity and adaptability. Familiarity with UNDP rules, regulations, and procedures is a plus.
- Good knowledge of the transportation and public transportation sector
- Good knowledge of the Lebanese Public Administration
- Good communication, interpersonal and liaison skills.
- Excellent writing communication skills, with the ability to produce detailed and analytical reports and studies
- Tested multitasking skill.
- Demonstrated capacity to interact with a different stakeholders
- Demonstrated team player skills.
- Ability to work under pressure and within strict deadlines

## V. Recruitment Qualifications

Education:	University Degree (Bachelor or equivalent) or Graduate Degree (Masters or equivalent) in Computer and Communication Engineering, Computer Science or a related field.
Experience:	At least 6 years of relevant experience with a Bachelor Degree and 4 years with a Graduate Degree. Experience with the UN system and/or the Lebanese public administration is preferable.
Language Requirements:	Fluency in written and oral Arabic and English. Knowledge of French is a plus.
Computer Skills:	<ul style="list-style-type: none"> <li>• MS Office and internet technology</li> <li>• Advanced knowledge of Geographic Information Systems</li> <li>• Proficiency in web GIS</li> <li>• Proficiency in web GIS programming using Javascript Ability to analyze data and make accurate projections using business mathematics and basic statistical techniques</li> </ul>
Nationality:	Lebanese

**VII. Approvals/Signatures**

<b>Responsible Unit</b>	Name & Title: Signature: Date:
<b>UNDP CO (Programme Manager / Operations Manager)</b>	Name & Title: Signature: Date:
<b>Human Resources</b>	Name: Signature: Date:
<b>Head of Operations</b>	Name: Signature: Date:
<b>Incumbent:</b>	Name: Signature: Date:





## TERMS OF REFERENCE Service Contract (SC)

### I. Position Information

Job Title: **Technical  
Researcher/Topographer**  
Duty Station: **Beirut**  
Section/Unit: **Democratic Governance  
Programme**  
Reports to: Project Manager

Project reference: RPTA  
Pay Level: **SC-6**  
Source of Funding:  
Duration of Employment: **One year  
(renewable)**

### II. Scope/Objective

A United Nations Development Programme (UNDP) unit is established to support the modernization of the Railway and Public Transportation Authority (RPTA). The unit ensures sustainability of its work by transferring knowledge and capacities to the authority's administration. In particular, the outcome of this project is to: "Support to the RPTA to advance and cope with reform of the transportation sector provided" and will be reached through the following three specific outputs:

Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;

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

Output 1.3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking and resources explored.

The support to the RPTA extends over a three-year period.

Under the direct supervision of and guidance from the Project Manager, the Technical Researcher/Topographer will be responsible for:

### III. Functions / Key Results Expected

1. Identify and compile database information in order to create maps in response to requests.
2. Compare topographical features and contour lines from aerial photographs, old maps, and other reference materials in order to verify the accuracy of their identification, identifying and marking errors and making corrections.
3. Form three-dimensional images of aerial photographs taken from different locations, using mathematical techniques and plotting instruments to determine bus routes and the possible location of the railway
4. Enter GPS data, legal deeds, field notes, and land survey reports into GIS workstations so that information can be transformed into graphic land descriptions, such as maps and drawings.
5. Research and combine existing property information in order to describe property boundaries in relation to adjacent properties
6. Research resources such as survey maps and descriptions in order to verify property lines and to obtain information needed for mapping.
7. Compile data required for the preparation of notes, records, reports, and original maps.
8. Examine and analyze data from ground surveys, reports, aerial photographs, and satellite images to prepare studies, topographic maps, aerial-photograph mosaics, and related charts.
9. Prepare and alter trace maps, charts, tables, detailed drawings, and three-dimensional optical models of terrain using stereoscopic plotting and computer graphics equipment.
10. Perform additional tasks as reasonably requested by the Director General of the RP/IA and the Project Manager

### IV. Competencies

- Demonstrated commitment to UNDP's mission, vision and values. Displays cultural, gender, race, nationality and age sensitivity and adaptability. Familiarity with UNDP rules, regulations, and procedures is a plus.
- Good knowledge of the transportation and public transportation sector
- Good communication, interpersonal and liaison skills.
- Demonstrated analytical skills.
- Excellent writing communication skills, with the ability to produce detailed and analytical reports and studies
- Tested multitasking skill.
- Demonstrated team player skills.
- Ability to work under pressure and within strict deadlines

## V. Recruitment Qualifications

Education:	University Degree (Bachelor or equivalent) in Civil Engineering or any related fields
Experience:	At least 3 years of relevant experience. Experience with the UN system and/or Lebanese Public Administration is preferable.
Language Requirements:	Fluency in written and oral Arabic and English. Knowledge of French is a plus.
Computer Skills:	GIS, MS Office and Internet Technology
Nationality:	Lebanese

**VII. Approvals/Signatures**

<b>Responsible Unit</b>	Name & Title: Signature: Date:
<b>UNDP CO (Programme Manager / Operations Manager)</b>	Name & Title: Signature: Date:
<b>Human Resources</b>	Name: Signature: Date:
<b>Head of Operations</b>	Name: Signature: Date:
<b>Incumbent:</b>	Name: Signature: Date:

## UN VOLUNTEER DESCRIPTION OF ASSIGNMENT

### **Preamble:**

The United Nations Volunteers (UNV) programme is the UN organization that promotes volunteerism to support peace and development worldwide. Volunteerism can transform the pace and nature of development and it benefits both society at large and the individual volunteer. UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming, and mobilizing volunteers.

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UN Volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities.

In all assignments, UN Volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich their understanding of local and social realities, as well as create a bridge between themselves and the people in their host community. This will make the time they spend as UN Volunteers even more rewarding and productive.

1. **UNV Assignment Title:** Administrative Assistant
2. **Type of Assignment:** National UN Volunteer
3. **Project Title:** Institutional Capacity Development of the Railway and Public Transportation Authority
4. **Duration:** 1 year (renewable)
5. **Location, Country:** Beirut, Lebanon
6. **Expected Starting Date:**
7. **Brief Project Description:** A United Nations Development Programme (UNDP) unit is established to support the modernization of the Railway and Public Transportation Authority (RPTA). The unit ensures sustainability of its work by transferring knowledge and capacities to the authority's administration. In particular, the outcome of this project is to: "Support to the RPTA to advance and cope with reform of the transportation sector provided" and will be reached through the following three specific outputs:
  - Output 1.1. A master plan and two-year implementation strategy for common transportation (railways, and buses) developed;
  - Output 1.2. The institutional and technical structural capacities of the RPTA updated; and
  - Output 1.3. Public transportation sector in Lebanon promoted with technical studies in line with the common transportation sector master plan and strategy, as well as networking and resources explored.

The support to the RPTA extends over a three-year period.

**8. Host Agency/Host Institute:** Railway and Public Transportation Authority (RPTA)

**9. Organizational Context:** UNDP Project

**10. Type of Assignment Place:**

**11. Description of tasks:**

Under the direct supervision of the Project Manager the UN Volunteer will undertake the following tasks:

- Liaising with UNDP CO on all financial and administrative issues, including procurement, and ensuring compliance with UNDP rules and regulations on financial and administrative procedures.
- Assisting in the logistic preparation and implementation of training sessions, workshops, meetings, and other activities pertaining to the project.
- Establishing and maintaining orderly filing and document retrieval systems.
- Keeping and maintaining proper personnel files for all project staff (leaves, missions, travel, etc.), processing entitlements (daily subsistence allowance, remuneration), and following up on contracts of project staff (extensions, renewals, etc.)
- Assisting in the office's communication, receiving and screening incoming calls and visitors, handling faxing, scanning, photocopying and shipping. Following up on correspondence and preparing brief responses when necessary
- Organizing and coordinating administrative and logistic arrangements and implementation of business travel
  - Assisting in collecting and assembling briefing material, speeches, correspondence, documentation, to be used in official meetings and conferences
- Perform additional tasks as reasonably requested by the Director General of the RPTA and the Project Manager

Furthermore, UN Volunteers are encouraged to:

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers;
- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

**12. Results/Expected Output:**

- Full compliance of administrative activities with UN/UNDP rules, regulations, policies and strategies ensured;
- Effective and efficient functioning of the project ensured, focusing on achievement of the following results:
  - \* Contacts with visitors and staff, arrangement of appointments and meetings provided;
  - \* Compilation and preparation of briefing and presentation materials, speeches;
  - \* Translation of simple correspondences, when needed ensured.
- Support to project maintenance and assets management provided, focusing on achievement of the following results:
  - \* Maintenance of records on assets management, preparation of reports ensured.
  - \* Maintenance of files and records relevant to the project ensured.
- Arrangements of travel and hotel reservations, preparation of travel authorizations, processing requests for visas, identity cards and other documents ensured.
- Follow up on deadlines, commitments made, actions taken and coordination of collection and submission of the reports to the project manager ensured.
- A final statement of achievements towards volunteerism for development during the assignment, such as reporting on the number of volunteers mobilized, activities participated in and capacities developed.

**13. Qualifications/Requirements:**

- University degree in business administration or other relevant degree.
- Proven interpersonal and communication skills.
- Good command of office software and internet.
- Good knowledge of administrative rules and regulations
- A minimum of 2 years of relevant experience, preferably with UN agencies or the public administration
- Fluent in Arabic and English. Knowledge of French is an asset.
- Minimum 22 years old, Lebanese national, or legally resident in Lebanon with the status of refugee or stateless.

**14. Living Conditions:**

The national UN Volunteer should be residing in Lebanon.

**15. Conditions of Service for National UN Volunteer:** A 12-month contract; monthly volunteer living allowance (VLA) intended to cover housing, basic needs and utilities, equivalent to **LBP 1,487,500**; settling-in-grant; life, health, and permanent disability insurance; resettlement allowance equivalent to 1-month VLA for every year of satisfactory service and prorated for periods shorter than a year.

**Description of Assignment prepared by the UNV Field Unit/UN Agency:**

**Date:**

**Description of Assignment approved by UNDP/RR/CD or UNV Field Unit:**

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