



**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT DOCUMENT**



Bahrain

Project Title: Supporting the University of Bahrain in promoting the 2030 Agenda for Sustainable Development and the SDGs, through innovation, capacity development, knowledge sharing, and inclusion

Project Number:

Implementing Partner: University of Bahrain (UOB)

Start Date: 2 January 2020

End Date: 31 December 2021

PAC Meeting date: 27 October 2019

Brief Description
<p>The University of Bahrain (UOB) is aspiring to step up its contribution towards the achievement of the Sustainable Development Goals (SDGs) and the implementation of the 2030 Agenda for Sustainable Development. With that objective, promoting innovation, sharing and dissemination of knowledge, strengthening internal capacities and expanding opportunities, are all part of the vision of the University's leadership. The expected outcome is two-fold: making current and prospective students better citizens and promoters of tenets of sustainable development, and mainstreaming those principles with staff and faculty, ultimately making UOB become a beacon of sustainable development for Bahrain and beyond.</p> <p>UOB and UNDP will collaborate towards achieving the above through a collaboration that will provide technical support and capacity development to the University through mobilizing internal and external knowledge and skills, harvesting local ideas while drawing on international expertise when needed. In doing so, UNDP may reach out to national actors as well as international organizations, among them UN entities. To achieve the above objectives, the project will work in the following areas: 1) Capacity development and knowledge sharing through the design of and delivery of university-level courses on the SDGs and the Agenda 2030; 2) Promotion of innovation through the establishment and staffing of an innovation lab in the University geared towards supporting students' innovation; 3) Establishing an SDG Unit that will plan and monitor work, initiatives and processes linked to the SDGs within the University, to, among other things, strengthen UOB's international standing in its contributions to the SDGs. The project will be expected to achieve the following results:</p> <p>Innovation centre(s)/ lab(s) established and operational to initiate, facilitate and lead the development of innovative solutions, services and products. The staffing of which is critical to success and sustainability through building UOB capacity</p> <ul style="list-style-type: none"> • SDG courses at both undergraduate and graduate levels developed and running • International SDG implementation ranking for UOB increased through technical support and established monitoring system, making UOB able to quantify its efforts against the SDGs • An SDG Unit within the University established, for enhancing capacity of UOB faculty, staff, and student body for the achievement of the above results through training, mentoring, access to online materials through UNDPs network and research • Impact evaluation conducted, creating toolkits for dissemination and good practice case studies to inform future policy

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDP Strategic plan 2018-2021: <i>The global development advisory and implementation services platform is intended to [...] provide high-quality technical and policy advisory support to country platforms and UNDP country programmes; and [...] to support UNDP global knowledge, innovation and partnership-building efforts within the UNDS, as well as with IFIs and a wide range of other partners.</i> UNDP CPD: <i>Outcome 1: Economic diversification and efficient social services are sustainable and leave no one behind</i></p>	Total resources required*:	\$500,000			
	Total resources allocated*:	\$450,000			
		<table border="1"> <tr> <td align="center">UOB (resources available with UNDP):</td> <td align="right">\$450,000</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>	UOB (resources available with UNDP):	\$450,000	
	UOB (resources available with UNDP):	\$450,000			
Unfunded**:	\$50,000				
<p>(*) All amounts include 3% GMS (**) Funding through resource mobilisation strategy</p>					

Agreed by:

United Nations Development Programme	University of Bahrain
 Name: Stefano Pettinato Title: UNDP Resident Representative	 Name: Prof. Riyadh Y. Hamzah Title: President
Date: 18 th December 2019	Date: 18 th December 2019

I. DEVELOPMENT CHALLENGE

Bahrain is facing specific challenges; political, economic, social as well as environmental. Prominent challenges include 1) limited natural resources of land, oil derivatives (hydrocarbons) and water due to the small size of the Kingdom, and the limited areas of agricultural land; 2) the sharp drop in oil prices with oil revenue accounting for about 70 percent of government revenues; 3) the negative effects of the on-going global financial crisis, particularly in real estate projects and some key industries, such as aluminium, which has led to the drafting of more legislative and regulatory controls on banks, and the decline of investment in many projects undertaken by the private sector; 4) increased levels of fiscal deficit and public debt facing subsidised food items, energy and fuels; 5) growing actuarial deficit of the social insurance system because of the large increase in pension entitlements compared to the amount paid by those contributing to this system; 6) the tense regional geopolitical and security situation.

The Government has been working to resolve the above challenges building on the guiding principles behind the Economic Vision 2030 (sustainability, competitiveness and fairness), and by implementing policies and initiatives aligned with the Government Programme of Action. This was done building on previous gains in a way that ensures sustainable development, provision of necessary services to citizens, diversification and improved competitiveness of the national economy, enhancement of the investment climate, strengthening of the private sector's role, and development of human resources.

To date and despite the challenges, the Government has been able to achieve about 80 percent of its commitments in the Programme of Action 2015-2018. The Country has made great strides in achieving overall socio-economic development. The economy is estimated to have grown by 52.3 percent during the last decade, with per capita GDP increasing from 8,171.09 in 2006 to 8,392.81 at present placing Bahrain is a high-income country and belongs to the "high human development" group according to UNDP's Human Development Index. Unemployment is at a low level of about 4.3 percent and non-oil exports doubled with an increase in their contribution to GDP as a result of the diversification efforts.

To continue to make strides toward the overarching objectives defined above, the government adopted the Sustainable Development Goals, based on principles related to those of the Economic Vision 2030, and has been promoting a path to sustainable economic growth.¹ Moreover, the new SDG-aligned 2019-2022 Government Action Plan will promote the following:

1. Invest in citizens through the promotion, development and sustainability of government services in education, health and other services.
2. Maintaining a secure and stable society.
3. Promoting comprehensive development in the context of achieving the fiscal balance that keeps pace with and sustains positive economic growth.
4. Pushing the private sector to play a larger role as a major driver in the development process to create quality opportunities for citizens, labor and investments.
5. To establish the rules for optimal use of resources and ensure their sustainability for future generations
6. Sustaining social and economic development through the activation of legislation and initiatives that supports family stability and gender balance
7. Continued funding to development projects and infrastructure that stimulate growth and serve citizens
8. Redrawing the role of the public sector from being the main driver in development to start acting as the organizer and partner in growth. Moreover, developing and facilitating governmental procedures
9. Supporting creativity and excellence and emphasizing the role of youth and sports in all government programs and initiatives.

As it pursues the above policy agenda, Bahrain will also need to invest more in research and development, and to link knowledge with practical and applied solutions through a stronger and better prepared workforce for the economy of the future. Along that path, increased knowledge on the SDGs and sustainable development should be promoted, particularly through the role of national academic institutions, such as the University of Bahrain, as a vehicle for fostering innovation, experimental thinking, technological and human breakthroughs, from the lens and in promotion of the sustainable development agenda and the SDGs.

¹ UNDP and Derasaf. 2018. *Bahrain Human Development Report, "Pathways to Sustainable Economic Growth"*. The Report contains a comprehensive analysis of the opportunities in Bahrain for the achievement of a sustainable growth path, with concrete recommendations for action.

II. STRATEGY

With over 27,000 students, and through this project, UOB has a vital and unique role in raising awareness of the SDGs and promoting innovation among and from its students. The knowledge produced and shared through the project will also be used to generate innovative solutions to development issues. In doing so, the University shall become an actor of change in the achievement of the Sustainable Development Goals and 2030 Agenda for Sustainable Development in Bahrain, starting by promoting the SDGs in its curricula, and mainstreaming the Goals and principles of sustainable development in their internal policies, to also foster the University's international standing on SDGs compliance and contribution.

Towards that end, the University of Bahrain will collaborate with the United Nations Development Programme in Bahrain, who will be providing technical support and capacity development to the University, mobilizing internal and external knowledge and skills, and drawing on expertise at the international level. In doing so, UNDP may collaborate with other national actors as well as other international organisations and UN entities.

The long-term objectives of this project are increasing UOB's contribution towards the achievement of the SDGs as well as knowledge mobilisation to deliver the country's social and economic development agendas. The achievement of those objectives will depend on a number of factors; with a key one being enhancing the capacity of UOB to implement SDG related activities. Capacity Building of identified UOB staff and faculty will hence be an overarching component in this project.

Through the project activities, the awareness of students of the SDGs will be enhanced and the knowledge they will acquire shall be used to enhance linkages between the University and other national actors, especially the private sector. An innovation lab(s) will be established to develop innovative practical solutions to developmental issues.

The project will also support the University to strengthen its international standing as a contributor to the SDGs.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project aims at increasing the University of Bahrain's contribution to the achievement of the Sustainable Development Goals and the implementation of the 2030 Agenda for Sustainable Agenda through innovation, knowledge sharing, capacity development and inclusion.

To achieve the above objectives, the project will work in the following areas:

- Capacity development and knowledge sharing through the design of and delivery of university-level courses on the Sustainable Development Goals and the Agenda 2030
- Promotion of innovation through the establishment and staffing of an innovation lab in the University geared towards supporting students' innovation and creativity
- Impact monitoring through proper planning and monitoring of work linked to the SDGs within the University, in order to strengthen UOB's international standing in its contributions to the SDGs.

The project will be expected to achieve the following results:

- Output 1: Innovation lab(s) established and operational to initiate, facilitate and lead the development of innovative solutions, services and products, to complement existing and planned UOB innovation work and setups
- Output 2: Innovation labs are made sustainable by capacity building of UOB staff to run the labs successfully in the medium and long term
- Output 3: SDG courses at both undergraduate and graduate levels developed and running
- Output 4: An SDG Hub within UOB is established and International SDG implementation ranking for UOB increased through technical support, established monitoring system and enhanced capacity

Resources Required to Achieve the Expected Results

The project will draw on available expertise, including that of UNDP and other UN agencies, tapping on the organization's network of experts and consultants. Funds are expected to be provided jointly by UOB and UNDP/MOF. Additional required resources will need to be mobilized.

Key resources required to achieve the project results are as follows:

- Developers of SDG courses
- UOB staff with minimum capacities required for the implementation of the project activities
- International experts/ consultants
- UNDP expertise, in particular on knowledge sharing, innovation, etc.
- Expertise through partnerships with national and international entities, such as TAMKEEN, private companies, other UN Agencies, etc.

Partnerships

To achieve the above results, the project will work with national partners, such as relevant ministries and government institutions and the private sector, as well as international partners. The project will also require collaboration between different departments and colleges and faculty members.

Risks and Assumptions

Risks will be specified and monitored; such as:

- Financial risk – affecting availability and sustainability of resources
- Operational risk – affecting efficient and timely implementation
- Political risk – none currently foreseen

Stakeholder Engagement

The project will engage different partners and stakeholders. The target groups are diverse, from students to faculty to external parties. Private sector and Government entities may be engaged through consultations and knowledge sharing forums as well as participation in the innovation lab activities.

South-South and Triangular Cooperation (SSC/TrC)

The project intends to exchange and transfer knowledge through south-south, north-south and triangular cooperation. Discussion forums and visits, among others, will be organised to acquire and share knowledge and to provide learning opportunities to the target groups.

Knowledge

The project will be producing specific knowledge products; course material for the foundation level and course material for the post graduate level to be offered in the PhD on Sustainable Environment Programme.

Due to the environment and the nature of the project activities, knowledge in different forms will be produced on diverse issues.

Sustainability and Scaling Up

The project will create and strengthen capacities within the university and beyond on the diverse topics the SDGS are covering. The innovation labs will create innovative solutions with great potential for scaling up. National ownership will be ensured as the project will follow the national Implementation modality.

Impact Assessment

Impact of the projects undertaken in partnership with UNDP through research both quantitative and qualitative. UOB will support UNDP in impact evaluation, creating toolkits for dissemination and good practice case studies to inform future policy.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- The project will operate within UOB, with dedicated project office space, and will use all UOB common facilities and services

- Administrative services, including procurement and recruitment will be carried out by UNDP, as and when required.
- UNDP will draw upon its global network, within and outside UNDP, and channel additional expertise including that from other UN bodies, to bring in expertise, comparative experiences and lessons learned.
- UNDP will collaborate with other national and international partners, including UN Agencies, to implement different activities towards the achievement of the project objectives.

Project Management

The project staff will be hosted in UOB. The project will be managed by a project manager from within UOB. Terms of Reference for project roles will be developed.

and graduate levels developed and running	3.3 Courses delivered by UNDP expert 3.4 TOT for UOB faculty members conducted 3.5 Courses delivered by UOB staff								
Output 4 An SDG Hub within UOB is established and International SDG implementation ranking for UOB increased	4.1 Structure and organigram of the hub developed 4.2 The hub is staffed with needed capacities 4.3 Monitoring system is established for SDGs implementation 4.4 Capacities enhanced to carry out the functions of the hub								

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan	Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.			
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.			
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.			
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.			
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.			
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)				

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		
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Evaluation Plan²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation						

² Optional, if needed

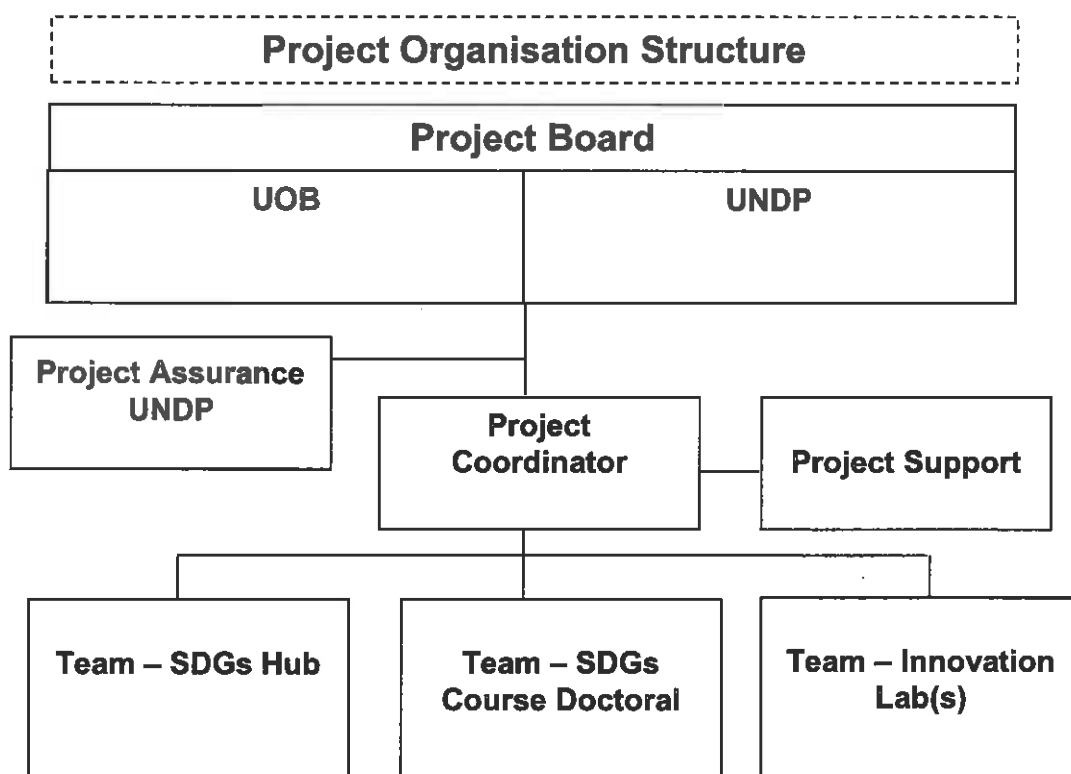
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1 (Q1-Q2)	Y1 (Q3-Q4)	Y2 (Q1-Q2)	Y2 (Q3-Q4)		Funding Source	Amount
Output 3:	3.1 Develop course material for PHD course	x						
SDG courses at both undergraduate and graduate levels developed and running	3.2 Develop course material for Orientation course	x						
<i>Gender marker: 2</i>	3.3 Deliver and summarize courses by UNDP experts		x					
Sub-Total for Output 3: \$70,000								
Output 4:	4.1 Design structure and organigram of the hub	x						
An SDG Hub within UOB is established and international SDG implementation ranking for UOB increased	4.2 Staffing of the hub with needed capacities		x					
<i>Gender marker: 2</i>	4.3 Establishment of monitoring system for SDGs implementation		x					
	4.4 Capacities enhanced to carry out the functions of the hub			x	x			
Sub-Total for Output 4: \$240,000								
Evaluation (as relevant)	\$10,000						x	
General Management Support	\$15,000 (3% included in the above sub-totals)							
TOTAL								

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will follow the national implementation modality, with UOB as the Implementing Partner, with support from UNDP.

Project Board

The Project Board will be comprised of the UOB (Implementing Partner) and UNDP. The Project Board will review and approve project Annual Work Plans, review project reports and review and approve substantive revisions, if any. The Project Board also sets the overall direction of the project. The Project Board will meet at least annually.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bahrain and UNDP, signed in 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UOB "Implementing Partner" in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], 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. To this end, 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.
 2. 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 the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner³.
 3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml.
 4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
 6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
 7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP programmes and projects. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its
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consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The Implementing Partner will promptly inform UNDP in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with the Implementing Partner, responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

TERMS OF REFERENCE

Individual Consultant - Project Coordinator

“Supporting the University of Bahrain in promoting the 2030 Agenda for Sustainable Development and the SDGs”

I. Background

The University of Bahrain (UOB) is aspiring to step up its contribution towards the achievement of the Sustainable Development Goals (SDGs) and the implementation of the 2030 Agenda for Sustainable Development. With that objective, promoting innovation, sharing and dissemination of knowledge, strengthening internal capacities and expanding opportunities, are all part of the vision of the University’s leadership.

The expected outcome is two-fold: making current and prospective students better citizens and promoters of tenets of sustainable development, and mainstreaming those principles with staff and faculty, ultimately making UOB become a beacon of sustainable development for Bahrain and beyond.

UOB and UNDP will collaborate towards achieving the above through a collaboration that will provide technical support and capacity development to the University through mobilizing internal and external knowledge and skills, harvesting local ideas while drawing on international expertise when needed. In doing so, UNDP may reach out to national actors as well as international organizations, among them UN entities.

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- Capacity development and knowledge sharing through the design of and delivery of university-level courses on the SDGs and the Agenda 2030
- Promotion of innovation through the establishment and staffing of an innovation lab in the University geared towards supporting students’ innovation
- Establishing an SDG Unit that will plan and monitor work, initiatives and processes linked to the SDGs within the University, to, among other things, strengthen UOB’s international standing in its contributions to the SDGs.

The project will be expected to achieve the following results:

- Innovation centre(s)/ lab(s) established and operational to initiate, facilitate and lead the development of innovative solutions, services and products. The staffing of which is critical to success and sustainability through building UOB capacity
- SDG courses at both undergraduate and graduate levels developed and running
- International SDG implementation ranking for UOB increased through technical support and established monitoring system, making UOB able to quantify its efforts against the SDGs
- An SDG Unit within the University established, for enhancing capacity of UOB faculty, staff, and student body for the achievement of the above results through training, mentoring, access to online materials through UNDPs network and research

- Impact evaluation conducted, creating toolkits for dissemination and good practice case studies to inform future policy. Considering the scope of the project, its timing, resources and objectives, the project seeks to engage a senior Consultant to provide guidance and coordination and to ensure the timely implementation of the project objectives, outputs and intended results.

II. Functions and key results

Under the supervision of the Project Board (UNDP and UOB), the Project Coordinator is as an enabler and catalytic element of the project, responsible to ensure that the implementation of the project outcomes is carried out on time, and according to the standards of quality and within the specified costs, while building partnerships and managing the knowledge generated.

Project support:

- Manages the realization of project outputs through activities;
- Provides direction and guidance to project team(s)/ and responsible parties;
- Liaises with the Project Board or Project Assurance to ensure the overall direction and integrity of the project;
- Identifies and obtains support and advice required for the management, planning and control of the project;
- Supports and provides input to project administration and liaison with with suppliers where applicable;
- Plans project activities and monitors progress against the initial quality criteria.
- Drafts TORs and work specifications;
- Monitors events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Supports the management of requests for the provision of financial resources by UNDP
- Provides input and support to financial monitoring to ensure accuracy and reliability of financial reports;
- Provides input and support to the project's risks log, and for the submission of new risks to the Project Board for consideration and decision on possible actions if required; including updates on the status of these risks by maintaining the Project Risks Log;
- Is responsible for managing issues and requests for change by contributing input to the maintenance of the Issues Log.
- Provides input and support for the following:
 - Preparation of the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and for the submission of the report to the Project Board and Project Assurance;
 - Annual review Report, and the submission of the report to the Project Board;
 - Preparation of the AWP for the following year, as well as Quarterly Plans if required.
 - Final Project Review Reports to be submitted to the Project Board;
 - Identification of follow-on actions and submit them for consideration to the Project Board;
 - Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
 - Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Knowledge Management

- Helps in the identification of lessons learned to help achieve the outcomes of the project;
- Facilitates the use of global knowledge networks to share project results including project publications, conference proceedings, and other related requests, etc.;
- Participates and/or contribute to the policy discussions on substantive and operational aspects concerning the project in the relevant meetings or forums.

Partnership Building and Coordination with Partner Institutions

- Assist in promoting dialogue and good practices in the focus areas of the project among different stakeholders;
- Contributes to activities for the representation of the Project team at partners and stakeholders' consultation meetings
- Supports the Project Board meetings and follow up on the implementation of decisions taken.
- Assists the counterparts in providing information as requested;
- Keeps the representatives of the Steering Committee informed on a regular basis of the progress of the Project

III. Competencies

Functional competencies:

Building and managing strategic partnerships

- Identifies common interests and goals and carries out joint initiatives with partners;
- Establishes, builds and sustains effective relationship, partnerships and alliances with governments, private sector, foundations and other agencies;
- Makes effective use of resources and comparative advantage to strengthen partnerships.

Advocacy

- Brings visibility and sensitizes decision makers to relevant emerging issues;
- Uses the opportunity to bring forward and disseminate materials for advocacy work.

Client Orientation

- Demonstrates an understanding of client / partner / donor perspective and strives for high quality client-oriented services;
- Establishes smooth relationship and enabling environment between clients and service providers.

Leadership and Management

- Is results driven, solution oriented and can work under pressure;
- Ability to identify problems, propose solutions and take immediate corrective measures.

Organizational Learning and Knowledge Sharing

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things
- Documents and analyses innovative strategies and new approaches

Results based management

- Plans and produces quality results to meet established goals
- Demonstrates ability to generate innovative, practical solutions to challenging situations
- Ability to work independently and with minimum supervision

IV. Deliverables

OUTPUT	Deliverable	2020												2021											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1. Innovation lab(s) established and operational	1.a. Conduct and finalize labs study visits																								
	1.b. Report review of innovation labs																								
	1.c. Finalize lab design																								
	1.d. Coordinate identification of lab team																								
2. Innovation lab(s) made sustainable by capacity building	2.a. Existing capacities of UOB faculty/staff assessed																								
	2.b. Capacity building plan developed																								
	2.c. Capacity development plan implemented																								
3. SDG courses at both undergraduate and graduate levels developed and running	3.a. Course material for PhD incorporated																								
	3.b. Course material for orientation crs. incorp.																								
	3.c. Summarized UN/DP interventions in courses																								
4. An SDG Hub within UOB is established	4.a. Hub structure designed																								
	4.b. Hub personnel identified and seconded																								
	4.c. SDG monitoring system designed and tested																								
	4.d. Hub trainings conducted (x4)																								

Deliverables by project output	Estimated nr. of days required
1. Innovation lab(s) established and operational to initiate, facilitate and lead the development of innovative solutions and products	26
2. Innovation labs are made sustainable by capacity building of UOB staff to run the labs successfully in the medium and long term	32
3. SDG courses at both undergraduate and graduate levels developed and running	16
4. An SDG Hub within UOB is established	26

The IC – Project Coordinator will also be expected to produce the following:

- Overall quarterly progress reports including good practices and lessons learnt
- Annual report prepared on the achievement of the overall project targets

V. Qualifications

Education:	Master's degree in Social Science, Education or a related field.
Experience:	<ul style="list-style-type: none">• At least 10 years of experience in development, project management, education policy, or other related area is required.• Previous experience in project management, technical assistance/ development assistance or related work, and experience in a higher education institution• Good understanding and working experience with thematic areas covered by the SDGs• Prior experience with the United Nations, in particular UNDP, is desirable.
Language requirements:	Fluency in English required, basic understanding of Arabic

VI. Timeframe

The IC – Project coordinator is expected to complete his/her deliverables for the duration of the project, and a maximum of 2 calendar years from the signature of the project.

VII. Evaluation Criteria

TBA