



**United Nations Development Programme**  
**Country: \_\_\_\_\_ United Arab Emirates \_\_\_\_\_**  
**Project Document**



*Empowered lives.  
Resilient nations.*

**Project Title:** Producing the UAE National Gender Gap Report

**UNDAF Outcome(s):** Not applicable

**Expected CP Outcome(s):** OUTCOME 1: Enabled environment for inclusive and equitable growth

**Expected Output(s):** *Producing the UAE National Gender Gap Report.*

**Executing Entity:** United Nations Development Programme

**Implementing Agencies:** General Women's Union

**Brief Description**

UNDP UAE and the General Women's Union will produce a flagship that will address the need for a consistent and comprehensive measure for gender equality that can track a country's progress over time. The National Gender Gap Report shall support the government to draw attention to the need for more rapid progress in closing gender gaps and provide special space to highlight the challenges that need to be overcome in advancing equality of opportunity and access to education, health, social security and public office. The Report shall also highlight the strong correlation between a country's gender gap and its economic performance and also summaries some of the latest research on the economic and societal case for gender equality. Following the Global Gender Gap Index, this project does not seek to set priorities for countries but rather to provide a comprehensive set of data and a clear method for tracking gaps on critical indicators so that the UAE government may set priorities within its own economic, political and cultural contexts.

Programme Period:	__11 months__
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	1 January 2016
End Date	1 December 2016
PAC Meeting Date	_____
Management Arrangements	__NIM__

Total resources required	99,750 USD
Total allocated resources:	_____
• Regular	__x__
• Other:	
o Donor	__x__
o Donor	__x__
o Donor	__x__
o General Women's Union	99,750
Unfunded budget:	__x__
In-kind Contributions	__x__

Agreed by (Executing Entity): Noura Alsuwaidi  
 Director of General Women's Union

Agreed by (UNDP): Frode Mauring  
 UN Resident Coordinator a.i.  
 UNDP Resident Representative a.i.

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## **I. SITUATION ANALYSIS**

*The United Arab Emirates is ranked as a leader in gender equality in the region, according to the World Economic Forum's 2014 Global Gender Gap report which positions the UAE as one of the pioneers in the region. Not only among the GCC, the UAE is considered a leader of equality in economics, government, education and health in the Arab States. This attainment resulted from the fundamental belief of the UAE leaders that women and men are equal partners in society. This belief was translated among the years into successful initiatives implemented by both private and public sector as well as international organization aiming at strengthening women's role in business, military and government of the UAE.*

*Gender equality is of key importance in the UAE, and the Constitution of the UAE guarantees equal rights for both men and women. Under the Constitution, women enjoy the same legal status, claim to titles, access to education, the right to practice professions, and the right to inherit property as men. Women are also guaranteed the same access to employment, health and family welfare facilities.*

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## **II. STRATEGY**

*UNDP UAE and the General Women's Union will produce a flagship that will address the need for a consistent and comprehensive measure for gender equality that can track a country's progress over time. The National Gender Gap Report shall support the government to draw attention to the need for more rapid progress in closing gender gaps and provide special space to highlight the challenges that need to be overcome in advancing equality of opportunity and access to education, health, social security and public office. The Report shall also highlight the strong correlation between a country's gender gap and its economic performance and also summaries some of the latest research on the economic and societal case for gender equality. Following the Global Gender Gap Index, this project does not seek to set priorities for countries but rather to provide a comprehensive set of data and a clear method for tracking gaps on critical indicators so that the UAE government may set priorities within its own economic, political and cultural contexts.*

*The Report benchmarks are based on national gender gaps on economic, political, education and health criteria. The data in the report will be designed to create greater awareness of the challenges posed by gender gaps and the opportunities created by reducing them. The methodology and qualitative analysis are intended to serve as a basis for designing effective measures for reducing gender gaps.*

*As employed in creating the Global Gender Gap Index, the first chapter shall review the underlying concepts and outline the methods used for country analysis including detailed information on country performance over time. Next, information on the key trends that can be observed by analysing data along issue, income and national lines. This chapter shall also include the research carried out on the benefits of gender equality, including links between gender gaps and the economic performance of UAE. The final part shall provide information on the policy and business implications of the gender gap and the best practices currently in use for addressing it.*

*The second chapter shall highlight a more detailed picture of the relative strengths and weaknesses of the country's performance compared to the past performance. Information on key demographic and economic indicators as well as detailed information on the country's performance in 2015, including a comparison within the income group. The trends between the years and the gender-related variables that provide a fuller context for the country's performance will be indicated. These variables include information on employment, leadership, science, technology and research; health; marriage and childbearing; the childcare ecosystem; and information on rights and norms.*

### 3.1 Concepts and Indicators

Three basic concepts will be underlined in the National Gender Gap Report, forming the basis of the choice of indicators, how the data is treated and the scale used. First, it focuses on measuring gaps rather than levels. Second, it captures gaps in outcome variables rather than gaps in input variables. Finally, it highlights Gender equality versus women's empowerment.

#### 3.1.1 Gaps vs. levels

The Report is designed to measure gender-based gaps in access to resources and opportunities in countries rather than the actual levels of the available resources and opportunities in those countries. The report is constructed to rank the UAE on the gender gaps not on their development level. To that end, the National Gender Gap report, rewards/ penalizes the country for smaller gaps in access to its resources, regardless of the overall level of resources.

#### 3.1.2 Outcomes vs. inputs

The second basic concept underlying the National Gender Gap report is that it evaluates the country based on outcomes rather than inputs or means. Our aim is to provide a snapshot of where men and women stand with regard to some fundamental outcome variables related to basic rights such as health, education, economic participation and political empowerment. Variables related to country-specific policies, rights, culture or customs—factors that we consider “input” or “means” variables—are not included in the report, but they are displayed in the Country Profiles. For example, the report includes a variable comparing the gap between men and women in high-skilled jobs such as senior officials and managers (an outcome variable) but does not include data on the length of maternity leave (a policy variable).

#### 3.1.3 Gender equality vs. women's empowerment

The third concept of the National Gender Gap report is that it ranks the country according to its proximity to gender equality rather than to women's empowerment focusing on whether the gap between women and men in the chosen variables has declined, rather than whether women are “winning” the “battle of the sexes”. Thus, the report rewards the country that reach the point where outcomes for women equal those for men, but it neither rewards nor penalizes cases in which women are outperforming men on particular variables in some countries. Thus a country, which has higher enrolment for girls rather than boys in secondary school, will score equal to a country where boys' and girls' enrolment is the same.

### 3.2 The four sub-indexes

The National Gender Gap report examines the gap between men and women in four fundamental categories (sub-indexes): Economic Participation and Opportunity, Educational Attainment, Health and Survival and Political Empowerment.

#### 3.2.1 Economic Participation and Opportunity

This sub-index contains three concepts: the participation gap, the remuneration gap and the advancement gap. The participation gap is captured using the difference between women and men in labour force participation rates. The remuneration gap is captured through a hard data indicator (ratio of estimated female to male earned income adjusted for full/part-time work) and a qualitative variable gathered through a survey (equal pay for equal work). Finally, the gap between the advancement of women and men is captured through two hard data statistics (the ratio of women to men among senior officials and managers, and the ratio of women to men among technical and professional workers).

#### 3.2.2 Educational Attainment

In this sub-index, the gap between women's and men's current access to education is captured through ratios of women to men in primary-, secondary- and tertiary-level education. A longer-term

*view of the country's ability to educate women and men in equal numbers is captured through the ratio of the female literacy rate to the male literacy rate.*

### *3.2.3 Health and Survival*

*This sub-index provides an overview of the differences between women's and men's health through the use of two variables. The first variable is the sex ratio at birth, which aims specifically to capture the phenomenon of "missing women" prevalent in many countries with a strong son preference. Second, we use the gap between women's and men's healthy life expectancy. This measure provides an estimate of the number of years that women and men can expect to live in good health by taking into account the years lost to violence, disease, malnutrition or other relevant factors.*

### *3.2.4 Political Empowerment*

*This sub-index measures the gap between men and women at the highest level of political decision-making through the ratio of women to men in minister-level positions and the ratio of women to men in parliamentary positions. In addition, the ratio of women to men in terms of years in executive office for the past years will be measured.;*



### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the Country Programme Results and Resource Framework:

*OUTCOME 1: Enabled environment for inclusive and equitable growth*

*Related Strategic Plan focus areas: Poverty reduction and MDG achievement*

#### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Non-Existent

Baseline:

Target: The National Gender Gap Report shall support the government to draw attention to the need for more rapid progress in closing gender gaps and provide special space to highlight the challenges that need to be overcome in advancing equality of opportunity and access to education, health, social security and public office. The Report shall also highlight the strong correlation between a country's gender gap and its economic performance and also summaries some of the latest research on the economic and societal case for gender equality.

**Applicable Key Result Area (from 2014-2017 Strategic Plan):** Strengthening accountable and responsive governing institutions

**Partnership Strategy:** A partnership formed between UNDP and the General Women's Union

**Project title and ID (ATLAS Award ID):** Producing the National Gender Gap Report

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b> Recruitment of a Research Team to produce Substantive frame for the booklet set and research methodologies agreed upon;</p> <p><b>Baseline:</b> No team for report production available</p> <p><b>Indicators:</b> Team agreed upon recruited</p> <p><b>Baseline:</b> No research methodology for booklet</p> <p><b>Indicator:</b> Research Methodology agreed upon and put in place</p>	<p>Selection of a Research team with relevant experience in producing knowledge products and research expertise</p>	<p><b>Activity(1):</b> Recruitment of a Research team</p>	<p>UNDP</p>	<p>Contract of project Researchers</p> <p>70,000 USD</p>
<p><b>Output 2:</b> Conduct Initial assessment and data collection and domestic travel to dialogue meetings in the 7 Emirates</p>	<p>-Produce data analysis</p> <p>-Consultation meeting to review the draft report</p>	<p><b>Activity(1):</b> Conduct initial assessment and data collection.</p>	<p>UNDP</p>	<p>25,000 USD</p>

with relevant government entities and research centres; <b>Baseline:</b> No sex disaggregated data available, pertaining to the selected areas <b>Indicators:</b> Data analysed, documented and reported		Activity(2): Produce the report	
<b>Output 3:</b> Launch of the report <b>Baseline:</b> No Report with relevant guiding information to the government exist <b>Indicators:</b> Report launched	Launching the National Gender Gap Report	<b>Activity(1):</b> Report Launch <b>Activity(2):</b> Organizing the Launching event <b>Activity(3):</b> Monitoring public debate and media coverage after launch.	0 USD
<b>Total Budget</b>			<b>USD 95,000</b>
<b>5 % Facilities and Administration</b>			<b>USD 4,750</b>
<b>Total Budget + 5% Facilities and Administration</b>			<b>USD 99,750</b>

#### IV. WORK PLAN

Budget inputs	Timeline (11 months)												
<b>Output 1:</b> -Identification and Recruitment of a Research Team													
<b>Output 2:</b> -Conduct initial assessment and data collection -Domestic travel to conduct dialogue meetings in the 7 Emirates with relevant government entities and research centres -Produce data analysis -Consultation meeting to review the draft report													
-Compile completed work and chapters and produce the report													
<b>Output 3:</b> - Translate the report - Report Launch -Organize a high-level launching event -Monitor public debate and media coverage after launch													

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## V. MANAGEMENT ARRANGEMENTS

The project will be implemented under the NIM/NEX modality, whereas UNDP will be the Executing Entity of this project and General Women's Union will be the Implementing Agency.

UNDP will be accountable for the implementation of all project activities and coordination among different stakeholders to ensure adherence to and application of acceptable financial management systems, monitoring and evaluation. For this purpose, General Women's Union shall assign a focal point to be the project manager. He/ she will work with UNDP to coordinate activities related to the project and ensure integration of project activities into relevant planning and budgeting processes at appropriate administrative levels.

Under the guidance of UNDP Regional Gender Advisor, UNDP Country office will be accountable for the selection, recruitment and supervision of the Senior Consultant throughout the project under its rules and regulations and in coordination with the GWU Project Manager.

Both parties, GWU and UNDP, have specific roles in the successful implementation of the project. The GWU will be responsible for the provision of financial support and the overall implementation, supervision and management of project activities. UNDP will coordinate and ensure the implementation of the project, provide technical support and coordinate with UNDP Regional Hub for advocacy and technical assistance.

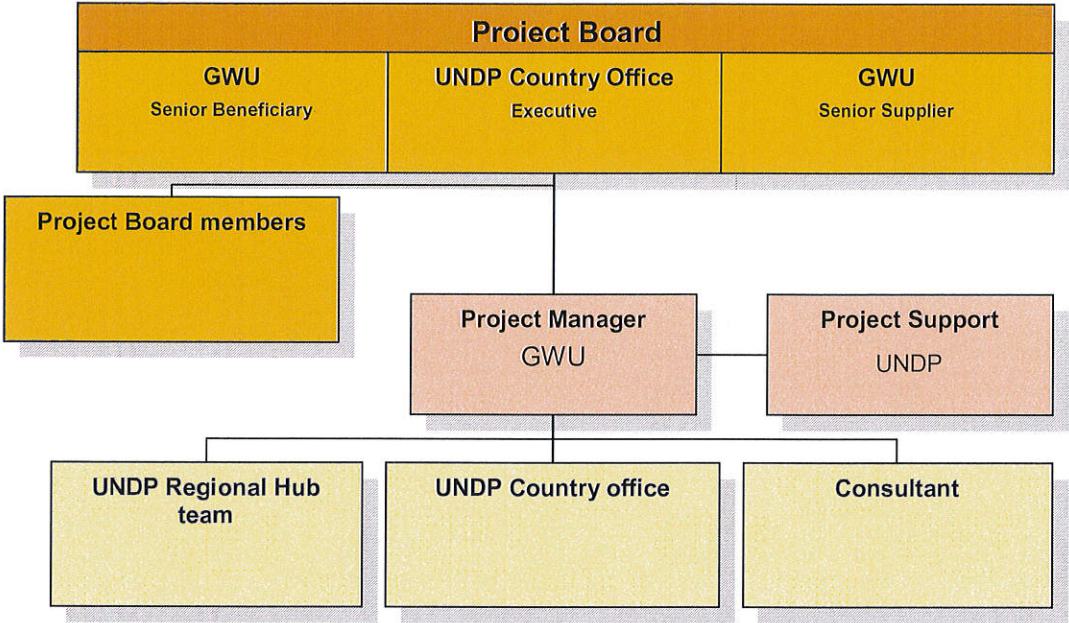
A Project Board (PB) will be established to monitor the project's progress towards results. The PB will consist of senior representatives of UNDP and GWU and will function as an oversight body to ensure that activities are on track and results are achieved in accordance with the project work plan. The PB must: i) approve action work plans and any variations that alter the project outputs or overall budget figure including approval of resources (financial and human) needed; ii) facilitate the work of the Consultant; iii) agree on any necessary steps needed for better project implementation;

### Audit:

The project shall be subject to audit in accordance with UNDP procedures, rules and regulations.



**Project Organisation Structure**



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## 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:

- 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.
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- An Issue Log shall be activated in Atlas and updated by the Programme Officer to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), 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
- Final Assessment at the end of the project will be 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.
- The project will be subject to auditing at least once in its lifetime, in accordance with National Implementation Modality (NIM) regulations.

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## VII. LEGAL CONTEXT

***If the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#), the following standard text must be quoted:***

This project document shall be the instrument referred to such in Article I of the Standard Basic Assistance Agreement between the Government of the United Arab Emirates and the United Nations Development Programme (UNDP), signed by parties on January 19, 1977. The host country implementing agent shall, for the purpose of the Standard Basic Agreement, refer to the Government Cooperating Agent described in the Agreement.

## VIII. ANNEX 1: RISK LOG

Risks are dynamic in their nature. Risks might exist prior to initiation phase of the project, existing risks may subside during the implementation phase or new risks may emerge during the implementation phase. Therefore, strategies will be formulated to address those risks as they appear. Some risks that are anticipated at the project initiation phase are as following:

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Counter measures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Project might face difficulty in finding a wide range of consultants with different backgrounds and high qualifications	January 2016	Programmatic		UNDP will work on hiring international researchers recommended by UNDP Regional Hub to ensure the existence of high qualification and diversity in knowledge.	UNDP		January 2016	
2	Inadequate access/ or lack of reliable information, data and statistics	February 2016	Programmatic		Further Dialogue with decision makers to share data and rely on foreign data in cases where it does not exist locally	UNDP		January 2016	