



**United Nations Common Strategic Framework
For the United Arab Emirates 2016-2021
Supporting Equitable and Sustainable Development
to Further UAE Ambitions as a Global Leader**

Abu Dhabi

July 2016

Revised Version

Table of Contents

3	<u>Acronyms and Abbreviations</u>
4	<u>Executive Summary</u>
5	<u>Section I: Introduction</u>
5	<u>1.1 A Defining Moment for a New Partnership: Emerging Opportunities and Key Challenges</u>
9	<u>1.2 United Nations Strengths and Strategies for Cooperation</u>
11	<u>Section II: CSF Vision, Strategic Priority Areas and Expected Results</u>
16	<u>Strategic Priority Area 1: Strengthening Quality Systems and Maximizing Institutional and Human Capacities</u>
19	<u>Strategic Priority Area 2: Innovation for Sustainable Development and Transition to a Green Economy</u>
22	<u>Strategic Priority Area 3: Broadening Strategic Partnerships and Highlighting UAE Leadership in International Cooperation</u>
25	<u>Strategic Priority Area 4: Deepening Emergency Preparedness, Response and Coordination</u>
26	<u>Section III: Implementation and Management Modalities</u>
28	<u>Section IV: Monitoring and Evaluation Mechanisms</u>

Annexes

Annex A: CSF Framework Results matrix for the UN in UAE 2016-2021

Annex B: Agency Contributions to CSF Strategic Priority Areas and Outcomes

Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSF	Common Strategic Framework
CSO	Civil Society Organization
FAO	Food and Agriculture Organization
FNC	Federal National Council
GDP	Gross Domestic Product
GNI	Gross National Income
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICAO	International Civil Aviation Organization
IFC	International Finance Corporation
IHC	International Humanitarian City
IRIN	Integrated Regional Information Network
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MICAD	Ministry for International Cooperation and Development
MOFA	Ministry of Foreign Affairs
NCC	Net Contributing Country
NCD	Non-Communicable Disease
NGO	Non-Government Organization
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD-DAC	Development Assistance Committee of the Organization for Economic Co-operation and Development
oPt	Occupied Palestinian Territories
PISA	Programme for International Student Assessment
PPP	Purchasing Power Parity
QCPR	Quadrennial Comprehensive Policy Review
SDGs	Sustainable Development Goals
TIMSS	Trends in International Mathematics and Science Study
UAE	United Arab Emirates
UN WOMEN	The United Nations Entity for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNEP/CMS	UNEP Convention on the Conservation of Migratory Species of Wild Animals
UNESCO	United Nations Education, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNOHCHR	United Nations Office of the High Commissioner for Human Rights
UNU	United Nations University
WFP	World Food Programme
WHO	World Health Organization

Executive Summary

The United Nations Common Strategic Framework (CSF) for the United Arab Emirates (UAE) is the result of a consultative process between the Government and the United Nations Country Team (UNCT), analysing how the United Nations System can most effectively coordinate its activities in response to the country's priorities. The CSF is intended to set the strategic vision and direction for UNCT work during the years 2016-2021. It also is intended to serve as an easily accessible overview, internally and externally, of the UN's general goals and activities in UAE.

The coming years will be defined by important contextual changes for the United Nations-UAE partnership. In this regard, the CSF has been particularly guided by the country's aspirations in the national Vision 2021, related national strategies and policies, Sustainable Development Goals (SDGs), 2030 Agenda for Sustainable Development and Human Rights Based Approach, as well as by the United Nations' comparative advantages with regard to helping achieve further tangible progress toward these national and global goals. Based on these, the overall United Nations vision under the CSF is:

- **To support UAE in fostering knowledge and innovation, a competitive economy and cohesive society, a nurturing environment, and enhanced international standing of the country, in line with UN guiding principles of promoting sustainable, equitable, inclusive and right-based human development**

Fundamentally, the United Nations System will foster deepened trust as the basis of the partnership with Government and civil society at all levels. Efforts will capitalize on different Agencies' expertise to deepen both horizontal linkages (between federal-level institutions) and vertical linkages (between federal and emirates levels). Particular attention will be given to assisting UAE to offer important development models for the region and for the world, while also addressing key development challenges that remain within the country amid generally high human development indicators.

Four inter-related Strategic Priority Areas of focus for cooperation have been identified:

- **Strengthening Quality Systems and Maximizing Institutional and Human Capacities**
- **Innovation for Sustainable Development and Transition to a Green Economy**
- **Broadening Strategic Partnerships and Highlighting UAE Leadership in International Cooperation**
- **Deepening Emergency Preparedness, Response and Coordination**

Across all four Strategic Priority Areas, crosscutting issues of promoting the humanitarian-development continuum; South-South cooperation; capacity development; environment; gender equality and women's empowerment; and human rights, with special focus on the rights of women, youth and adolescents, are mainstreamed and underpin all interventions.

I. Introduction

1.1 A Defining Moment for a New Partnership: Emerging Opportunities and Key Challenges

The United Arab Emirates, comprising the federation of seven emirates,¹ has developed solidly high overall human development indicators along with high per-capita income; it is taking into account the 17 SDGs², and is well positioned to tackle the 2030 Agenda for Sustainable Development and integrate the Human Rights-Based Approach. The Government's aspirations for the country's estimated 9.4 million people³ focus on achieving prominent global standing and world-class standards in education, health, sustainable development and prosperity. As embodied in the national Vision 2021, all this is underlined by an emphasis on effectiveness, efficiency and transparency for sustainable economic and social development.

With a Human Development Index (HDI) of 0.835 in 2014, UAE ranks 41st among 188 countries and stands among those in the very high human development category, according to the global Human Development Report (HDR) 2015; furthermore, it aspires to be part of the top 10. Also according to the 2015 HDR, the country is ranked 47th in the Gender Inequality Index (GII), and has a Gender Development Index (GDI) of 0.954. It also stands 7th in the world in terms of Gross National Income (GNI) per capita,⁴ at US\$60,868 in 2014.

As a result of its economic prosperity, UAE holds Net Contributing Country (NCC) status, meaning it receives no international donor funds. Regionally, it possesses a wealth of advantages for the creation of a competitive, knowledge-based economy: a favourable business environment; a stable Government; and an ambitious society. In particular, enhanced South-South cooperation offers considerable scope for UAE to put its technical expertise at the service of other countries and to provide international public goods. In so doing, it can promote activities that generate a "double dividend" by stimulating technical and institutional capacities and other beneficial effects, both within UAE and outside.

The country is particularly committed to enhancing the transparency and accountability of governance institutions and mechanisms. A new 40-member Federal National Council (FNC) convened in late 2011, includes nine female members, and a female Deputy Speaker was appointed, the first in UAE and in the Arab region as a whole. Strengthening legislative drafting and women's leadership skills for FNC committees have been identified as areas requiring particular policy advisory services and technical support. The Government also intends to strengthen social cohesion and empower social security beneficiaries; it has embarked on a comprehensive review of social security programmes to move from social welfare to social protection and empowerment.

Critically, the UAE also has demonstrated commendable philanthropic commitments and is a key emerging international donor, having provided at least AED 173 billion (approx. USD\$47 billion) in development, humanitarian and charitable assistance to 178 countries and territories since its

¹Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al-Quwain, Ras al-Khaimah and Fujairah.

² In clusters

³United Nations Population Division estimate.

⁴National Bureau of Statistics HDR 2015, 2011 PPP\$.

formation in 1971.⁵In 2015, it was ranked globally as the largest international donor of official development aid for the second year in a row with a total of AED 18.36 billion (approx. USD\$5 billion) of development aid in 2014, accounting for 1.26% of gross national income. This places it near the top of donor countries that are not members of the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD-DAC).

In all, UAE can offer important development models for the region and the world, with the potential to present itself as a knowledge hub in areas from innovative research on the water-energy-food nexus, to women's political representation, and to support for victims of human trafficking. Likewise, it is well placed to share best practices for designing development plans and policies, as well as the means of more effective implementation and results-based management.

Yet amid these important development opportunities, a range of key challenges remains. Despite UAE's comparative economic diversification in relation to its Gulf neighbours, the structure of economic growth continues to be reliant on the oil and gas sectors. Overall, the country held about 5.9 percent of the world's oil reserves in 2012 and comprised about 3.7 percent of world oil production that year.⁶ Likewise, UAE has been dependent on the creation of large numbers of low-skills, low-paying jobs in the private sector, overwhelmingly held by non-nationals; estimates of the proportion of expatriate workers stood at more than 95 percent in 2012⁷ ; with an estimated 7.8 million non-nationals in 2013, the UAE is the 5th largest host country globally of non-nationals⁸. In addition, although the country ranked 17th in 2015 in the World Economic Forum's Global Competitiveness Index, it aspires to be among the top 10; likewise, the Government wants to rank first in the World Bank's Ease of Doing Business Index, where in 2016 it stood 31st and was the leading Arab country for the third year in a row.

In turn, this overall structure is contributing to both income and non-income inequalities in the country. For example, UAE emirates other than Abu Dhabi comparatively lack oil and gas resources,⁹ so that people from other emirates are internally migrating in considerable numbers to work in Abu Dhabi, which hosted 88 percent of the national labour force in 2010.¹⁰ At the same time, living costs in Abu Dhabi have quadrupled between 1975 and 2010,¹¹ which poses a significant obstacle in such development areas as youths' ability to establish autonomy and form a family.¹²

⁵UAE Ministry of International Cooperation and Development, *United Arab Emirates Foreign Aid 2012 Mini Report*. Abu Dhabi, 2013.

⁶United Nations Development Programme Regional Bureau for Arab States, *Arab Human Development Report Research Paper Series: Energy and Arab Economic Development*. New York, 2012.

⁷National Bureau of Statistics.

⁸ ILO, *Realizing a fair migration: Labour flows between Asia and Arab States: A background paper*, 2014 available at: www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/meetingdocument/wcms_323910.pdf

⁹ UNDP RBAS, *Energy and Arab Economic Development*, op. cit.

¹⁰United Nations Development Programme and Abu Dhabi Department of Economy. *Emirate of Abu Dhabi Human Development Report 2011-2012*. Abu Dhabi, 2013.

¹¹Ibid.

¹²United Nations Development Programme Regional Bureau for Arab States, *Arab Human Development Report Research Paper Series: Expanding Youth Opportunities in the Arab Region*. New York, 2013.

Institutional capacity development and systems change, to more effectively address equity and sustainability challenges, also require additional strengthening and coordination, particularly at federal level. For example, with regard to health data, the Health Authorities of Dubai and Abu Dhabi have their own systems, while the remaining five emirates are under the responsibility of the federal Ministry of Health. Innovative models of coordination may assist in fostering a unique confederation modality that is not completely centralized and not completely decentralized, but with an emphasis throughout on targeting of, and impact on, the most vulnerable populations. Special attention is required to ensure strengthened civil service capacity at mid-level, to bolster overall monitoring and evaluation capacities, and to foster the development of longer-term national visions and strategies for UAE.

Enhancing regional development and coordination among the seven emirates continues to be a particularly high priority. Differences in levels of development have been traced to economic performance, infrastructure, institutional and human resource capacities, and public services. Critically, although more than 30 percent of the population resides in the five Northern Emirates, these emirates have accounted for only about 10 percent of the country's Gross Product (GDP) in recent years, while Abu Dhabi and Dubai account for about 60 and 30 percent, respectively. Unemployment rates in the Northern Emirates also are considerably higher than the national average, ranging up to 20 percent at any given time.¹³

Social inclusion and meaningful empowerment among youth, women and vulnerable groups likewise remain to be further addressed. For example, a need exists to increasingly channel the momentum and energies of adolescents and youth, both male and female, in a positive direction and to prepare them for future leadership roles, given that 1.6 million people, or nearly 1 in 5 Emiratis, is younger than age 18.¹⁴ In addition, although UAE has made investments in increasing women's education levels in the last decades, and the tertiary education enrolment rate for women is higher than that for men, the country has not been as successful at integrating women into economic activities in order to reap the benefits of this investment, as noted below.

In particular, further efforts are required to address the current mismatch between Emiratis' skills and their appropriateness for knowledge-based, high-value-added activities. All this has led to comparatively high unemployment – especially among women and youth – and underscores the need for increased efforts to “Emiratise” the workforce. The National Bureau of Statistics estimates that Emiratis comprised only 0.5 percent of the private sector in 2012, although it aims for a tenfold increase by 2021, to 5 percent.¹⁵ In addition, while unemployment among non-nationals continues to be low, at around 2.8 percent in 2009,¹⁶ unemployment among nationals reached 14 per cent overall and as high as 28 percent for Emirati women in the same year. The first Abu Dhabi Human Development Report 2011-2012 found an even higher rate of unemployment among women in that

¹³ United Nations Development Programme, *UAE Country Programme Document 2013-2017*. Abu Dhabi, March 2012.

¹⁴ United Nations Population Division.

¹⁵ Government of United Arab Emirates, *Vision 2021: United in Ambition and Determination*. Abu Dhabi, 2010.

¹⁶ United Nations Development Programme, op. cit.

emirate, at 41.8 percent, compared to 3.8 percent for men. Other sources have recorded an overall unemployment rate of 12.5 percent among UAE youth aged 15-24.¹⁷

While UAE's social indicators are generally high or improving, they continue to highlight the challenges needed to be overcome to strengthen living standards for all. For example, despite the quantitative gains in school enrolment for both girls and boys, concerns exist about the quality of education and learning achievements. According to results from the Trends in International Mathematics and Science Study (TIMSS) 2011, UAE did not reach the international achievement benchmark level of 500 in math or science.¹⁸ In health, disparities in under-5 mortality rates remain at emirate level, from 10.5 deaths per 1,000 live births in Abu Dhabi to 6.5 in Ajman.¹⁹

Moreover, although notable gains have been made in reducing child mortality, UAE is experiencing strongly emerging health issues arising from non-communicable diseases (NCDs) such as diabetes and child obesity, and is beginning to vigorously address a number of these issues. However, a relative shortage of child-related disaggregated data, especially protection-related – including at sub-national level and according to age group, sex, wealth quintile and other factors – raises concerns about the optimal equity of developmental social services while pointing to the overall need for strengthening databases.

Human development gains likewise are at risk as a result of climate change and environmental degradation, which have affected both the land and marine environments, as well as increased levels of air pollution and production of domestic and industrial waste. UAE has one of the highest per-capita CO² emissions in the world and has responded by investing heavily in renewable energy and energy efficiency. At the same time, communities require strengthened awareness of sound environmental practices, including sustainable consumption and production, which need to be addressed simultaneously while improving livelihoods and economic conditions. The country also is vulnerable to changes in climate that may have already become inevitable, such as sea level rise; likewise, climate change and extensive, often unsustainable, urbanization – estimated at 84.7 percent in 2012²⁰ – exacerbate natural water scarcity and widen the gap between supply and demand. Promoting environmental sustainability and developing a green economy are therefore top priorities. The UAE has signed and ratified a range of multilateral environmental agreements, hosts a secretariat office of the Convention on Migratory Species and has played host to the UNEP's Governing Council in 2006 and to the Montreal Protocol Meeting of Parties in 2015, emphasising its commitment to international engagement on environmental issues.

Human rights are legally protected by the Constitution; *sharia* law continues to dominate family issues. A number of mechanisms and policies are in place to improve the protection of human rights at the federal and emirate levels; for example, the Dubai police have designated departments in all police stations in the emirates mandated to protect the rights of both victims and perpetrators of crime. UAE also participates actively in the Global Initiative to Fight Human Trafficking, and is considering the establishment of a national human rights commission. The UAE has ratified six out of

¹⁷UNDP RBAS, *Expanding Youth Opportunities in the Arab Region*, op. cit.

¹⁸UNICEF, *Gulf Area Sub-Regional Programme Document*. New York, July 2013.

¹⁹Ibid.

²⁰United Nations Population Division.

the eight fundamental labour conventions pertaining to the abolition of forced labour, equal remuneration, discrimination, minimum age, and the worst forms of child labour, in addition to conventions on labour inspections and hours of work²¹. Nonetheless, the country's commitment to further development of labour standards at the national level could be highlighted by accession to additional instruments, bearing in mind the broad range of areas covered by the body of International Labour Organization (ILO) conventions.

At the same time, vulnerable groups such as expatriate workers and female domestic workers do not necessarily benefit from treatment on an equal footing with national worker; for example, there exists no minimum wage standard for them, and they often face exploitative recruitment practices, constrained mobility on the labour market, occupational hazards, or do not benefit from protection under the labour law. Another vulnerable group are people living with HIV and AIDS who face considerable remaining challenges. Despite high-level political support for the national HIV programme and other important achievements, the sensitive nature of HIV-related topics in UAE persists, as do policy and legal obstacles and implementation weaknesses in multisectoral coordination, compartmentalization of databases and reporting systems, and allocation of adequate human and financial resources. In turn, this results in research on, protection of, and monitoring of most-at-risk populations requiring additional strengthening for evidence-informed prioritization of specific key populations.

Overall, people in UAE have high expectations for tangible improvements in their daily lives, and must see increased dividends from stability and confidence in their future. UAE thus must continue to manage its development process carefully to reduce inherent vulnerabilities in a complex society and to further consolidate and share best practices from its considerable development gains, with the expansion of inclusive development being critical.

Notably, the Common Strategic Framework (CSF) 2016-2021 has paramount significance given that it comes at a moment when the United Nations System is redefining its role in UAE. In particular, the United Nations Country Team (UNCT) is looking to (1) increase United Nations visibility and credibility; (2) strengthen the United Nations strategic partnership with UAE; and (3) improve United Nations coordination and performance. In this regard, the continuing support of the newly established Ministry for International Cooperation and Development (MICAD), which in February 2016 was merged with MoFA, has proven essential, as has the support of the Ministry of Foreign Affairs (MOFA), the Office of the Prime Minister, and other key Government entities. As such, the finalization of the CSF, in consultation with all relevant United Nations Agencies and the Government, represents a key initiative. Discussion of the United Nations' considerable comparative advantages in this regard is undertaken in the sub-section below.

1.2 United Nation Strengths and Strategies for Cooperation

Many high- and middle-income countries share some, if not all, of the following basic commonalities: high economic growth; openness to trade and integration in the global economy; vulnerability to external shocks; growing inequality and social exclusion of some groups from the benefits of

[21 ILO Information System on International Labour Standards, Ratifications for United Arab Emirates, \[http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11200:0::NO::P11200_COUNTRY_ID:103495\]\(http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11200:0::NO::P11200_COUNTRY_ID:103495\)](http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11200:0::NO::P11200_COUNTRY_ID:103495)

development; low dependence on foreign aid; and considerable access to private capital and investments.²² As more international development goals are achieved on aggregate, these countries, including UAE, thus are shifting toward a greater interest in regional and global public goods; focusing on social groups and development areas that lag behind; and promoting broader issues of socially and environmentally sustainable development.

This marks a fundamental shift in the development paradigm, resulting in global development partnerships. The dichotomy of “donors” and “recipients” of development assistance thus is becoming less relevant as existing arrangements are being complemented by South-South and triangular partnerships for peer learning as well as knowledge, experience and technology sharing, alongside the voluntary provision of financial assistance. As providers of knowledge, expertise and resources, countries such as UAE are in turn increasingly important engines of global development, offering less costly services and advice that may be better tailored to developing-country settings.

In this context, the United Nations System is uniquely positioned to play a catalytic and promotional role on behalf of UAE. Several different types of Agencies are found working in or for the country, including Agencies with programmes in UAE; Agencies with partnerships in UAE, but also a broader regional mandate; Agencies without programmes in UAE, but conducting resource mobilization in the country; and Agencies using UAE (Dubai) as a major global logistics hub for delivery of humanitarian assistance.

The United Nations System in UAE offers a global network from which international best practices can be derived, combined with a commitment to national ownership and the use of country systems with the promotion of United Nations values and normative mandates. Fundamentally, the United Nations System offers a rights-based approach to development, as enshrined in international legal instruments, which must be underpinned in all cases by national legal reform and implementation in line with international legal instruments. All of this coincides well with UAE’s ambitions to maximize its global leadership and develop global esteem.

In addition, the United Nations System offers access to and provision of world-class expertise and knowledge; this is particularly beneficial in terms of strengthening of institutional capacities, including for generation of quality data and data analysis to more systematically understand patterns of inequalities, achieve a consistent and cohesive focus on the most vulnerable groups, and stimulate more evidence-based policy development and systems change.

Critically, however, the United Nations can provide a platform to not only bring the world to UAE, but it also can bring UAE to the world. In so doing, it can help to harness the country’s wealth of information, proven policy options and development solutions, and affordable and appropriate technologies; all of these can be more broadly shared, replicated and scaled up in global partnerships that find innovative, flexible ways of working and achieving results with regard to numerous development challenges. Working at the crossroads of policy, practice and analysis, and using innovative methodologies, the United Nations System thus can help to fully unleash the potential of

²²UNDP, UNFPA, UNOPS, UNICEF, UN Women and WFP, *Middle-Income Countries: The Role and Presence of the United Nations for the Achievement of the Internationally Agreed Development Goals*. New York, January 2012.

UAE as a key player in global affairs while supporting an institutional framework to fit with the reality of the global South and fulfilling the ultimate promise of human development.

In other advantages, the United Nations' wide recognition and credibility are complemented by its acknowledged impartiality and convening power. In particular, it can help to promote and monitor implementation of international agreements and obligations of UAE, while supporting the further design and application of effective social policies and programmes to increase social cohesion and reach the most vulnerable groups. Likewise, it can effectively promote inclusive development and socially and environmentally sustainable growth through its considerable analytical capacities, including among non-resident Agencies. The United Nations System's wide experience in strategic development visioning, with a focus on crosscutting themes and multisectoral issues, is underpinned by a set of effective accountability mechanisms. Lastly, it offers considerable potential to build and expand strategic partnerships with national and regional institutions, non-Government and civil society organizations, think tanks, academia, media and the private sector to push forward the development agenda, while also leveraging political will.

These advantages all point to the United Nations' strengths in playing an important convening, coordinating and bridging role during the CSF cycle. In sum, the United Nations will offer high-end, value-added interventions that generate and complement national knowledge and deliver results.

II. CSF Vision, Strategic Priority Areas and Expected Results

As much as financial savings or investments, new ideas or intellectual capital are the new keys to prosperity and to the wealth of nations. UAE is poised to become a leader in competitive, equitable, knowledge-based economies, with sustainable economic returns. In so doing, it can benefit from creation of an enabling policy and regulatory environment for enhanced global and regional competitiveness; a skilled national workforce that possesses creativity, responsiveness, productivity, and capacities for problem solving and critical thinking; and social inventions and environmentally friendly practices and technologies, all expanded to civil society networks.

It is toward this goal that the United Nations System in UAE will work, building on values not only of the economy's tangible assets, but also on social and natural capital, including values of human rights, equity, cultural integrity and ecological balance. In particular, the United Nations Country Team can help to expand a national innovation system by ensuring stronger inter-linkages among Emirati and international actors – private enterprises, universities and research institutes, and civil society organizations – to create, acquire, disseminate and apply various kinds of knowledge.

The UNCT,²³ in consultation with the Government, thus has prepared this United Nations Common Strategic Framework in support of UAE's efforts to realize its ambition of becoming "one of the best countries in the world" by 2021.²⁴ Overall, the vision of the CSF is:

- **To support UAE in fostering knowledge and innovation, a competitive economy and cohesive society, a nurturing environment, and enhanced international standing of the country, in line with UN guiding principles of promoting sustainable, equitable, inclusive and rights-based human development**

Building on the United Nations' comparative advantages in UAE, the CSF provides a strong basis for increased collaboration, coherence and effectiveness of United Nations development cooperation activities over the period 2016-2021; simultaneously, it also promotes national ownership and mutual accountability for results between the United Nations and the Government. In particular, it promotes targeted action to reach the most vulnerable populations, while leveraging the United Nations' global network to generate and share good practices and knowledge and to provide an opportunity for UAE partners to interface on programmatic and policy issues with partners worldwide.

This Framework therefore is intended to serve as a model for resident and non-resident Agencies working together for UAE. It likewise represents a policy dialogue instrument to facilitate the development of broader and more strategic partnerships among United Nations Agencies and between the United Nations, the Government, the private sector, non-Government organizations/civil society organizations (NGOs/CSOs), and other stakeholders. In addition, it reflects the aspirations of not only the MDGs and Millennium Declaration, but also of the SDGs, 2030 Agenda for Sustainable Development, and Human Rights Based Approach, as well as of international norms, Conventions and human rights instruments.

The CSF thus embodies a collective, coherent and integrated response by the United Nations to national priorities and guiding principles as set out in UAE's national Vision 2021, which has six major themes as overarching goals: (1) cohesive society and preserved identity; (2) safe public and fair judiciary; (3) competitive knowledge economy; (4) first-rate education system; (5) world-class health care; and (6) sustainable environment and infrastructure. Bearing this in mind, the CSF focuses on four broad strategic priority areas, as preliminarily confirmed at a strategic planning workshop with key partners on 10 September 2014 in Abu Dhabi. These are:

²³ The United Nations is represented in UAE by the Food and Agriculture Organization (FAO), International Civil Aviation Organization (ICAO), International Finance Corporation/World Bank (IFC), International Labour Organization (ILO), Office for Coordination of Humanitarian Affairs (OCHA) and Integrated Regional Information Network (OCHA-IRIN), United Nations Department of Safety and Security (UNDSS) and UNDSS-Logistics, United Nations Development Programme (UNDP), United Nations Environment Programme Convention on the Conservation of Migratory Species of Wild Animals (UNEP/CMS), United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), United Nations Office on Drugs and Crime (UNODC), United Nations University (UNU), and World Food Programme (WFP). Non-resident Agencies include the United Nations Environment Programme (UNEP), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Population Fund (UNFPA), United Nations Office of the High Commissioner for Human Rights (UNOHCHR), UN Women, and World Health Organization (WHO). These Agencies also may include regional or sub-regional hubs of operation, as well as global hubs for operations, logistics and relief services. Following agreement reached with the UAE, ILO will have 2 staff in the Ministry of Labour from early 2016 onwards.

²⁴ Government of United Arab Emirates, op. cit.

- **Strengthening Quality Systems and Maximizing Institutional and Human Capacities**
- **Innovation for Sustainable Development and Transition to a Green Economy**
- **Broadening Strategic Partnerships and Highlighting UAE Leadership in International Cooperation**
- **Deepening Emergency Preparedness, Response and Coordination**

The strategic priority areas are complemented by four equally important crosscutting themes to underpin all interventions: promoting the humanitarian-development continuum; South-South cooperation; capacity development; environment; and human rights, with special focus on women's empowerment and the rights of youth and adolescents. These are mainstreamed throughout.

Selection of common United Nations development issues, arising from consultations on the design of the CSF, has been determined by the following criteria: (1) alignment with national priorities; (2) impact on social cohesion and regional disparities; (3) magnitude of the issue; and (4) United Nations comparative advantage in addressing root causes.

Taking into account the United Nations System's comparative advantages, CSF cooperation during the coming three years will strategically support the furthering of key principles of Government development guidance, as embodied in Vision 2021 and other documents. Fundamentally, the United Nations System will foster deepened trust as the basis of the partnership with Government and civil society at all levels. Efforts will capitalize on different Agencies' expertise to deepen both horizontal linkages (between federal-level institutions) and vertical linkages (between federal and emirates levels).

Foremost among the key CSF strategies to be pursued by all Agencies is that of effectively strengthened institutional and human capacity development, focused on development outcomes, improved management of human resources, and adequate financial resources and tools. Agencies thus will be positioned well in support of the Fourth High-Level Forum on Aid Effectiveness (Busan, 2011) and the results of the 2012 Quadrennial Comprehensive Policy Review (QCPR) by the UN General Assembly. At the individual level, the CSF aims to directly impart skills, competencies, experience and awareness to both rights holders and duty bearers, focused on evidence-based planning, monitoring and budgeting.

Similarly, institutional capacity development will strategically address issues relating to policy, procedures and frameworks that allow organizations to better deliver on their mandates, from improving public service delivery to strengthening overall governance, and thereby ensuring greater development impact. Critically, capacity development may have to be customized to specific sectors or Ministries; policy dialogue also will be needed in this regard.

In particular, Agencies can offer complementary capacity development responses that may involve, for example, support to functional reviews and the design of human resource management systems as a key driver of change; support to further visioning and strategic planning; promotion of peer-to-peer mentoring; coalition building and negotiation skills development; support to South-South learning solutions; and further development of independent partner review mechanisms and broad civic education.

The intent will be to expand a platform of qualified national human resources for sustainability to eventually be achieved beyond the period of the CSF cycle, given that capacity development is a long-

term process. An equally systematic, results-based approach to measuring positive changes in capacity likewise can be supported to achieve more clarity with regard to the results of capacity development.

Complementarities, ability to scale up initiatives, and impact and cost effectiveness will be taken into account, including through the fostering of partnerships between stakeholders. As a priority, strengthened distribution of development benefits to ensure equity, social inclusion, political participation and engagement will be promoted.

Particular attention also will be given to further developing the capacity of the Government in collecting quality disaggregated and sub-national data to fill specific data gaps, analysing these through more unified databases, and further promoting evidence-based policy decisions as critical for making development plans effective. This will be especially critical given the continued disparities across the country despite its high-income status. The United Nations System can particularly highlight support for addressing data gaps that will lead to better implementation of United Nations programming principles, including a human rights-based approach (improved data on disadvantaged groups), gender equality principles (sex disaggregation) and environmental sustainability (data on climate change, biodiversity and disaster risk and resilience).

United Nations Agencies are committed to ensure that CSF results contribute to national gender equality goals and commitments, with both a focus on integrated actions in programming to address persistent gender gaps and particular attention to strengthening inter-Ministerial or multisectoral coordination of policies and programming in the areas of gender. This is based not only on national goals, but also on the United Nations Charter, the Millennium Declaration, the QCP, the 2005 World Summit, and the Beijing Platform for Action, as well as on women's human rights outlined in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and other international human rights treaties and instruments. In this regard, the United Nations System will foster more effective and sustainable partnerships with development partners to advance and monitor commitments to gender equality and women's empowerment, while also documenting UAE's good practices in achieving these goals.

In pursuit of transformative change, the United Nations System will focus the powerful economic, social and cultural forces that still attribute some stereotyped gender roles to women and men, and restrict women and girls' life options. In addition, United Nations Agencies will offer explicit indications of capacity building opportunities for women; they also can support the development of guidelines for good practices in inclusive consultation, as well as effective management of quality research and disaggregated data sources. The United Nations System will focus on such areas as promoting decent work for women; changing perceptions, attitudes and behaviours that condone and justify violence against women and girls; and building women's access to and control over productive assets; and reducing their time burdens.

Key strategies will be further refined during CSF implementation through the coordination mechanisms discussed in Section IV; some will be predicated on spontaneous strategic collaboration to maximize results. In all, they are expected to give rise to: (1) Strengthened balance between more evidence-based policy development and effective delivery; (2) Strengthened balance between development of the centre and its institutions, and sub-national levels; (3) Increasing empowerment of all actors in UAE to meaningfully contribute to the process; (4) Increased commitment to social inclusion, with special attention to women, youth and the most vulnerable; (5) Improved analytical

capacity and strengthened ability to design and target socioeconomic interventions to ensure more effective and efficient use of resources; and (6) Strong focus on CSF monitoring and evaluation mechanisms.

An initial draft of the CSF was created in 2010 and modified in May 2012, highlighting a number of development areas including: (1) environment and sustainable development; (2) evidence-based social policy and social mobilization, justice for all and rule of law, and economic development; and (3) effective and responsive public administration. A separate humanitarian results matrix focused on bolstering UAE's strong global standing in this regard, while a UNCT management results matrix set forth new directions for United Nations engagement. Further refinements occurred at the UNCT retreat in April 2014, at which representatives of MICAD and MOFA were present, culminating in an integrated draft presented at the September 2014 preliminary workshop noted above.

As a new mechanism for the Government and the UNCT alike, the CSF matrix itself outlines Strategic Priority Areas and Outcome levels only. It is, however, complemented by an Annex that details Agency-specific contributions to the Outcomes, for easy reference.²⁵ A further draft of the CSF was circulated among the UNCT, including non-resident Agencies, as well as among Government entities for quality support and assurance before being finalized following a meeting with all line Ministries in November 2014. At the same time, it must be noted that this framework remains flexible enough to respond to UAE's continually evolving political, social and economic context.

Thus, UAE and the United Nations will engage as equals in moving forward to create a deeper partnership along the development-humanitarian continuum. The development outcomes to be achieved by the United Nations System in UAE under the CSF 2016-2021 are briefly described below. The complete Results Framework is detailed in Annex A, with Agency-specific contributions to CSF Outcomes presented in Annex B.

²⁵The management results matrix is being separately re-formulated by the UNCT as a common statement of purpose for all resident and non-resident Agencies.

Strategic Priority Area 1: Strengthening Quality Systems and Maximizing Institutional and Human Capacities

Vision 2021/National Priorities:

- Harnessing the full potential of human capital
- Upholding the legacy of the nation's founding fathers
- Competitive knowledge economy
- Cohesive society and preserved identity
- Safe public and fair judiciary
- First-rate education system
- World-class health care

Co-Leads: UNDP

Outcome 1.1: By 2021, UAE has sufficient institutional capacities of the highest international standard, including in policymaking and institutional coordination, to help improve more balanced growth and socially inclusive development results across UAE.

Outcome 1.2: By 2021, consistent cross-sectoral methodology and innovative knowledge management are being undertaken for strengthened statistical work toward evidence-based policymaking

Outcome 1.3: By 2021, UAE has made progress in line with commitments made by the Government in its Universal Periodic Review submissions, including with regard to gender equality and to an adequate standard of living, in accordance with international principles.

Outcome 1.4: By 2021, expanded investments in national human capital and in matching education with future labour market requirements enable women and youth to benefit from enhanced sustainable employment opportunities and to participate more effectively in national knowledge-based development

Although UAE is generally a very well-endowed State, both resource-rich and Labour-importing, inequity and inter-emirate disparity remain persistent issues. Globalization and increasing regional competition make the country's high reliance on expatriate Labour unsustainable; indeed, if present economic trends continue, the quality and number of jobs available will not satisfy Emiratis' demands in a situation where unemployment among some groups already can be high, particularly in the private sector, and where expected new entrants into the Labour force are expanding in a growing young population. Improving human development for all in the country therefore continues to be a challenge, given that there is no single, universal relationship between economic growth and social equity.

As noted above, strengthened national capacity development, both institutional and individual, represents a core United Nations function, and will be central to assist UAE to address this need and

achieve both national and international development goals, while also making governance more effective and responsive. In education, for example, several factors indicate the need for continuing attention to capacity and quality issues: The OECD ranks only 35 percent of schools as having effective school leadership (cumulative through November 2013), while the average score in 2012 on the Programme for International Student Assessment (PISA), also conducted by the OECD, gave UAE a rank of 46th out of 65 countries. In health, meanwhile, the Ministry of Health seeks to increase the proportion of accredited health facilities from 41 percent in 2012 to 100 percent by 2021; in addition, the current numbers of physicians and nurses per 1,000 population²⁶ are intended to rise by 50 percent each.

Thus, to address these imbalances and stimulate sustainable growth, it will be critical for UAE to consolidate efficient and credible institutions for bringing coordination and quality to collective efforts, enhancing social cohesion, and lowering current levels of inequity. Likewise, improving national competitive capacities, including through productive transformation and technological progress in a green economy, will be vital (see also Strategic Priority Area 2). This approach, which is in line with the SDGs, can not only support achievements in income and non-income equity, but also more firmly situate UAE as a centre of growth in the region.

Along with this will be the need to further strengthen the national statistical system, including enhancing the ability to monitor progress on the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach. Indeed, according to a 2013 report by the High Level Panel of Eminent Persons on the post-2015 goals, a “data revolution” is needed to ensure the production of more and better data and statistics to help governments track progress, to make sure their decisions are evidence-based, and to strengthen accountability. Challenges include better aligning international monitoring with national data, dealing with conflicting data sources and statistics at national and sub-national levels, and closing further the gap between data needs and supply. The High Level Panel also recommended a global data partnership to coordinate the measurement challenge, a process to which UAE would be well placed to offer important contributions.

Meanwhile, UAE has been elected to the United Nations Human Rights Council in November 2012 for a three-year term, an acknowledgement of its overall human rights record; as of 2013, the Norway-based Global Network for Rights and Development ranked UAE 14th in the world for human rights. The country has accepted 100 out of 180 recommendations from its latest Universal Periodic Review (UPR), partially accepted 7 recommendations, taken note of 50 recommendations, and rejected 19 recommendations.²⁷ In line with all States’ responsibilities to fulfil their human rights obligations, however, more work is required to align all facets of the record with international standards, to ensure that UAE is a State Party to all important international rights treaties, including in the area of labour standards, and to support timely, high-quality reporting on the country’s international commitments (see also Strategic Priority Area 3).

²⁶1.93 physicians per 1,000 (2005-2012 average) and 4.09 nurses per 1,000, as per World Health Organization data.

²⁷Human Rights Council, *Report of the Working Group on the Universal Periodic Review: United Arab Emirates*. Geneva, 4 June 2013.

In support of national policies, United Nations interventions will focus not only on institutions but on women, youth and people with disabilities, among individual interventions. The United Nations can particularly support efforts to strengthen use of a human rights-based approach for policy development and analysis, such as by ensuring that key development gaps among emirates are bridged. It also can offer experts to assist in the development of effective national strategies, supporting the Government to mainstream these policies and ensure that they and their relevant plans and budgets benefit the most vulnerable, while also being gender-responsive and child-friendly.

At policy level, the United Nations further is well placed to share global best practices for cohesion, coordination and collaboration that could be adapted between the federal and emirates levels. Likewise, it can support the emphasis on a strategic approach that brings together or coordinates more effectively between different data users and producers, again with a focus on a human rights-based approach. Innovative approaches to environmental information, data and networking at national, regional and global levels is expected to deepen in light of the emerging commitment to the 17 SDGs (in clusters), which naturally extend beyond environmental topics, support for the 2030 Agenda for Sustainable Development and the potential support to the National Environmental Information Network, which is being explored.

Upgrading of Labour force surveys and Labour market information systems also will be prioritized. In addition, support will be provided to enhanced labour inspection (LI) capacity of the Ministry of Human Resources and Emiratisation, and occupational safety and health (OSH) in the private sector, including in construction. Further, support will be provided to the government in ensuring fair treatment of expatriate workers through policy advice and capacity building training. Support will be provided to an improved regulatory framework for recruitment and protection of rights of expatriate workers in line with international labour standards. In addition, technical assistance will be provided to improve dispute prevention and resolution (DR) mechanisms along with improved access to justice for expatriate workers. Finally, support will be provided for the establishment of a system for the mutual recognition of skills with Labour-sending countries. Technical assistance to update and operationalize a national women's strategy likewise will be offered, as will specific enterprise development assistance for women to enhance their employment, sustainable livelihoods and resilience.

In terms of sharing Emirati best practices, e-government offers an important example that could be disseminated globally with United Nations support. Critically, the United Nations can provide important guidance in monitoring of UAE international obligations under various Conventions and goals, and can assist the Government to ensure opportunities for active public participation of all, including vulnerable groups. Specifically, it can offer support to ensure that legislation for the establishment of an independent federal human rights institution in line with the Paris Principles is prepared in a transparent, inclusive process with Members of Parliament and civil society alike, and is followed up with adequate technical support and access to international best practices.

Strategic Priority Area 2: Innovation for Sustainable Development and Transition to a Green Economy

Vision 2021/National Priorities:

Competitive knowledge economy

Sustainable environment and infrastructure

Co-Leads: UNDP, UNEP

Outcome 2.1: By 2021, national- and emirates-level authorities have strengthened effective and coordinated knowledge-based mechanisms and partnerships that promote a diversified, green economy and an ecosystem-based approach to environmental and economic sustainability

Outcome 2.2: By 2021, environmentally sustainable use of natural resources, including water, and the promotion and preservation of cultural resources contribute to increased quality of life in UAE

Outcome 2.3: By 2021, additional evidence-based policies are adopted for expanding renewable energy and energy conservation, and for mitigating or adapting to climate change and natural or manmade disasters

Outcome 2.4: By 2021, the knowledge and research base for green economic growth is increasingly informing national development policies and contributing to global policies

Outcome 2.5: By 2021, UAE has a more competitive private sector that is integrated with international trade regimes and actively engaged in promoting socially responsible practices

Ensuring a safe, clean environment and alternative sources of energy in a country where much of the land is non-arable – and the economy is heavily dependent on petroleum – has become a top priority. Moreover, a green economy transition, such as investing in low-carbon technologies, green buildings, and renewable energy, opens up rich new opportunities in sustainable economic growth.

In particular, this transition can create more knowledge-based employment, in line with UAE's aspirations to double the current share of knowledge workers in the Labour force by 2021, from 20 percent (in 2012) to 40 percent, as well as to improve its rank of 38th in the Global Innovation Index over the same period to become one of the top 20 countries. Yet again, changes in institutional capacities and human capital (see also Strategic Priority Area 1) will be as critical as technological ones.

“Tipping points” with regard to natural resources and the environment may become evident in areas such as agricultural productivity, heightened water scarcity, increased exposure to extreme weather events, collapse of ecosystems, increased health risks, and increased economic and social vulnerability, all of which could imperil gains toward achievement of the SDGs and 2030 Agenda for Sustainable Development. Already, urbanization and industrialization, along with increased volume of waste of all types, have increased the country's pollution levels and lead to loss of biodiversity in

marine and terrestrial areas, negatively affecting environmental indicators. Moreover, climate change, energy policy and disaster risk reduction capacities all particularly require further strengthening, not only in human capacities but also coordination among institutional and systemic frameworks.

UAE already faces rising water salinity, falling water reserves, and increased soil degradation and soil salinity. In its Vision 2021 goals, it aims to decrease its high water scarcity index ratio, which stood at 12.79 in 2010, to 4.0 by 2021. Such scarcity also threatens food security by reducing agricultural productivity, as well as hindering human health and economic development. Climate change is likely to act as a risk multiplier, aggravating water scarcity. In addition, desertification and soil erosion represents a major challenge, coupled with a lack of rain and vulnerability to recurrent droughts. Further highlighting the strategic role of environmental management is thus imperative, with particular attention to scarcity of water and awareness of environmental issues and risks or impact.

At the same time, UAE has been found highly vulnerable to projected climate change and associated natural disaster risks, compounded by its trajectory of high “carbon footprint” levels. Notably, in the national climate change vulnerability and adaptation assessment, annual average temperatures by 2050 are projected to be between about 1.6 and 2.9 degrees Celsius warmer than they were over the period 1961-1990, with up to 20 percent less rainfall.²⁸

While the Arab world’s overall emissions of greenhouse gases (GHGs) are generally small in both absolute and per-capita terms, the oil-producing countries of the region, including UAE, contribute nearly three-fourths of this total; this illustrates how the amount of emissions, and the consequent contribution to climate change, varies between countries. Yet because of the dependency of UAE and other Gulf countries on oil income, this also increases their vulnerability to climate change mitigation policies aimed at reducing oil consumption.²⁹

Meanwhile, energy is central to sustainable development efforts, affecting all aspects -- social, economic, and environmental -- including livelihoods, access to water, agricultural productivity, health, population levels, education, and gender-related issues. Rapidly increasing energy demand in UAE calls for accelerated efforts to develop renewable energy sources and enhanced energy efficiency. According to the Energy Information Administration, the share of clean energy contribution was only 0.02 percent in 2010, although the Government aims to strongly increase this proportion to 24 percent by 2021.

Priority areas underlying this CSF Strategic Priority Area thus are efforts to implement strategies for a green economy, as a key move toward sustainable development, with a link to Emiratization of the Labour force; ensuring environmentally sustainable use of natural resources, particularly water; deepening of comprehensive renewable energy and climate change strategies; and more effective preparation for, response to and management of natural and manmade disasters. In turn, all this will focus on and utilize the research base that the UAE has developed and is emphasizing in the lead-up

²⁸United Nations Development Programme Regional Bureau for Arab States, *Arab Human Development Report Research Paper Series: Mapping of Climate Change Threats and Human Development Impacts in the Arab Region*. New York, 2010.

²⁹Ibid.

to the global 2020 Expo to be held in the country, including an emphasis on the translation of research and development into green economic development policies.

Drawing on its global experiences, the United Nations System can offer significant contributions toward environmental sustainability in UAE, while supporting sustainable economic development with a corporate social responsibility approach and preservation of cultural heritage. Through the spectrum of its work, the United Nations System has wide experience in support to transitioning to a green economy, including the promotion of sustainable consumption and production. It also is highly experienced in addressing the key causes of environmental degradation, in particular, inequitable development and marginalization. Specific support will be available to the development of a national Centre of Excellence on the Green Economy, Centre of Excellence on Green Buildings, and to sustainable development of the tourism sector.

In natural resource management, particular expertise is available in biodiversity protection, including for the coastal zone and marine environment. The United Nations System also offers a wide range of information, data and knowledge with regard to linking relevant research and development to evidence-based policies, as well as an important focus on the food-energy-water nexus and support to wetlands management and education.

Likewise, the United Nations System can play an important role in assisting the country to comply with obligations taken in connection with international environment and climate change Conventions and multilateral environmental agreements, and to develop more effective national policies in this regard, including for disaster risk reduction. The United Nations has a particular advantage in the area of emergency preparedness and response, given its extensive experience and expertise in implementing and coordinating relevant multispectral programmes (see also Strategic Priority Area 4). Focus can be given to resilience and adaptation to the harsh natural environment, focusing on vulnerable populations.

Strategic Priority 3: Broadening Strategic Partnerships and Highlighting UAE Leadership in International Cooperation

Vision 2021/National Priorities:

Enhanced International Standing

Upholding the Legacy of the Nation's Founding Fathers

Harnessing the Full Potential of National Human Capital

Co-Leads: OCHA, UNHCR

Outcome 3.1: By 2021, UAE demonstrates strengthened evidence-based sectoral targeting, effectiveness and monitoring, evaluation and reporting on the impact of its foreign aid

Outcome 3.2: By 2021, UAE has expanded its global partnerships for humanitarian operations and sustainable development, with regard to the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach, as well as widely shares in global dialogues and fora its best practices such as those achieved through South-South and triangular solutions

Outcome 3.3: By 2021, strengthened national capacities in implementation, monitoring and reporting on international obligations to which UAE has acceded are in place, contributing to UAE's international standing in accordance with global and UN principles and norms

The Busan Partnership for Effective Development Cooperation was launched in 2011, with partners including UAE agreeing to establish a global partnership for such cooperation. While Southern providers' growing role in Official Development Assistance (ODA) is of overall increasing relevance to development trends, as noted above, among these providers UAE holds a special place, given that it is among the largest.

Nearly 85 percent of UAE's assistance in 2012 was official, with just over 15 percent private; top donors included not only the Government, at nearly 45 percent, but also the Abu Dhabi Fund for Development (22 percent), the Khalifa Bin Zayed Al Nahyan Foundation (10 percent) and the UAE Red Crescent Authority (8 percent). Overall, nearly three-fifths of foreign aid went to Asia and more than one-fifth to Africa; among individual countries, the top 10 recipients included Jordan, the occupied Palestinian territories (oPt), Afghanistan, Pakistan, Yemen, Azerbaijan, Eritrea, Mauritania, Morocco and Bahrain. General programme assistance, comprised 38.5 percent of funds disbursed, followed by health, at 12 percent, and energy generation and supply, at 19.9 percent.³⁰ UAE also has played, and continues to play, a key role in responding to emergency and humanitarian crises in the Arab region.

Important challenges remain with regard to UAE foreign aid amid this multiplicity of efforts. Among these is the need for sufficient human and administrative capabilities to deliver UAE's immense humanitarian activities in a more coherent, coordinated and targeted manner, eliminating duplication, assessing impact, and communicating strategically to further the country's international standing (see

³⁰United Arab Emirates Ministry of International Cooperation and Development. *United Arab Emirates Foreign Aid 2012 Mini-Report*. Abu Dhabi, 2013.

also Strategic Priority Area 4). In part as a result of cooperation policy frameworks not yet being well established, a need for more permanent and professional staff also requires special attention. Lastly, the Emirati system still requires development of an accountability and reporting mechanism that can keep track of contributions and assess overall effects of humanitarian and development assistance. Crucially, modalities of monitoring and evaluation remain nascent. To support the enhanced targeting and effectiveness of UAE foreign aid, the United Nations can establish a regular dialogue with the Government to share information and promote additional alignment; likewise, it can identify a suitable mechanism to promote a more systematic approach, while also assisting with better documentation and data collection.

At the same time, UAE is also expanding its role in global political and economic decision-making fora, from dialogues around the SDGs framework and 2030 Agenda for Sustainable Development to the World Economic Forum. With these new global partnerships being broader and more inclusive than ever before, UAE is well placed to contribute to this increasingly complex architecture for development cooperation, embracing diversity and recognizing the distinct roles that all stakeholders in such cooperation can play. As such, it can offer important lessons and models to play an indispensable role in assisting other countries with poverty eradication, social protection, economic growth and sustainable development, while itself benefiting from support to facilitate, leverage and strengthen these “horizontal” partnerships.

With its extensive experiences in global development cooperation for more than 60 years, the United Nations System can play a key role in facilitating learning and knowledge-sharing for Emirati partners, ensuring that relevant lessons are shared and that Emirati approaches are particularly informed by global trends and models for South-South cooperation and global partnership. The mandate of all organizations of the United Nations with regard to South-South cooperation, for example, is specifically to “play a prominent role as promoters and catalysts,” providing important opportunities to multiply the impact of interventions and scaling up from national to higher levels; for example, it can promote mechanisms such as a facilitation centre matching South-South needs and expertise, as well as identify relevant case studies and involve numerous stakeholders (Government, private sector, NGOs, academia) in knowledge exchange. It also can promote the mobilization of human resources among Emirati nationals through further exploration of options for Junior Programme Officers, secondment and interns, among others.

The UNCT can also play a role in responding to requests for analytic and advisory support in areas related to global partnership as it fulfils the mandate of the United Nations development system to strengthen country capacity to manage and coordinate global development and humanitarian assistance (see also Strategic Priority Areas 1 and 4). With regard to supporting the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach, the United Nations can share information to support UAE decision-making with respect to achieving the expected global sustainable development goals. Overall, the United Nations also has served as a convener and, increasingly, as a broker between developing and developed countries. Lastly, the United Nations System is uniquely situated to offer substantive support in implementation, reporting and monitoring of UAE’s important obligations under a range of international Conventions, treaties and agreements (see also Strategic Priority Areas 1 and 2). To enhance the visibility of UAE’s contributions, the United Nations may consider adding contingencies in project budgets for additional outreach and communications.

Thus, in all these areas, the United Nations can offer important support with regard to: (1) policy development and analysis; (2) national capacity development, including more qualified staff and an enhanced public communications apparatus to give the country the recognition it deserves; (3) knowledge exchange; (4) reporting results and impact; and (5) coordination and cooperation, such as ensuring that knowledge exchange really fosters national ownership and institutional change.

Strategic Priority Area 4: Deepening Emergency Preparedness, Response and Coordination

Vision 2021/National Priorities:

Enhanced international standing

Harnessing the full potential of national human capital

Co-Leads: OCHA, UNHCR, WFP, UNDSS Logistics

Outcome 4.1: By 2021, national, regional and global resilience is informed by a clear crisis/disaster response policy in UAE, with strengthened operational conditions and infrastructure

Outcome 4.2: By 2021, UAE demonstrates a global leading role in strengthening linkages in the continuum of humanitarian, recovery and development assistance to ensure emergency response leads to self-sufficiency, empowerment and resilience of impacted communities and countries

Outcome 4.3: By 2021, wide sharing of good practices modelled by UAE in emergency preparedness, response and coordination provides a basis for effective innovations in countries affected by crisis

Outcome 4.4: By 2021, the development of new analytical tools for decision-making, gap analysis and strategic monitoring makes early warning, crisis prevention and response actions more efficient and effective

As also noted under Strategic Priority Area 3, UAE has emerged as the one of the world's largest donors of humanitarian assistance, for example, in the humanitarian response to the crisis in the Syrian Arab Republic.³¹ This builds in large part on the tradition of charitable giving enshrined in Islam, as well as on the country's perceived role as a leader in the Muslim world and the Arab region.

Between 2009 and 2013, UAE has been the largest Gulf donor, providing US\$809 million in humanitarian assistance; this also makes it the 18th-largest government humanitarian donor in the world.³² In 2013, its humanitarian assistance more than doubled, from US\$42 million to \$90 million; its top two recipients (Jordan, \$48 million, and Lebanon, \$29 million) are both affected by the situation in Syria.³³ In all, UAE's assistance has served as an important element of addressing the world's pressing humanitarian needs and a means of asserting the country as a key global economic and political force.

³¹ Through significant contributions both to the United Nations and bilaterally.

³² Development Initiatives, *Global Humanitarian Assistance Report 2014*. Bristol, United Kingdom, 2014.

³³ Ibid.

Equally important, UAE (Dubai) has become the world's largest and busiest logistics hub for humanitarian aid, and is home to operations for more than 55 non-Government organizations at the International Humanitarian City (IHC). The facilities and strategic location, from which two-thirds of the world's population can be reached in eight hours, have helped to deliver assistance in some of the worst humanitarian crises of the past decade, including the 2004 tsunami in South and Southeast Asia, drought in the Horn of Africa, civil unrest in Afghanistan and the Darfur region of Sudan, and the 2010 earthquake in Haiti.

Given the complexities of conflict and mass migration, supply chains in the region are affected by operational constraints, requiring the calculation of risks to ensure supply-chain flexibility as well as a smooth flow of goods on the ground. Moreover, Dubai's role as a humanitarian hub opens up opportunities for local suppliers of low-cost goods, for transportation and logistics firms, and for international relief agencies looking to scale up efforts. Again, this can boost UAE's international "soft" power.

While humanitarian and charity assistance represents a significant component of UAE's foreign aid, at just over 13 percent in 2012,³⁴ the country does not yet have a clearly articulated policy framework to govern such assistance. Different Ministries also are involved in humanitarian assistance, for example, in terms of disbursing funds. All this has led to ambiguity, making it difficult to ascertain the full scale and scope of such assistance, and prevented the realization of the country's maximum humanitarian potential.

In terms of deepening humanitarian response and coordination, the United Nations is well placed to provide information inputs to the existing UAE task force and to promote greater cooperation and complementarities; it also can assist in the enhanced use of a MICAD/OCHA emergency response manual as a basis for training. As with other Strategic Priority Areas, it also can suppose dialogue with all partners to analyse and advise on relevant policies and legislation, and can further mobilize Emirati national human resources. Particular expertise is available to support gender-sensitive further alignment with the global humanitarian system, such as documenting/recognizing UAE contributions and activities by collaborating with partner UAE agencies (see also Strategic Priority Area 3).

III. Implementation and Management Modalities

The CSF will be nationally owned, under the overall coordination of the Minister of Foreign Affairs and International Cooperation. Provisions of the CSF will be implemented, to the extent possible, through the Country Programmes and Country Cooperation Frameworks agreed to by United Nations partner organizations in UAE. Selection and definition of individual Agencies' goals, outcomes and strategies also will be consistent with the CSF, to the extent possible by 2021, and individual Country Programmes and project documents will specify how they contribute to CSF objectives and cooperation strategies.

In terms of governance structures, a High Level Steering Committee comprising the Government, the United Nations and identified key development partners will provide high-level direction and oversight to implementation of the CSF. The Steering Committee will annually review progress against the CSF Results and Resources Framework and approve preparation of any joint programmes. The

³⁴ UAE 2012 Foreign Aid Mini-Report, op. cit.

UNCT, under the leadership of the Resident Coordinator, will be responsible for the effectiveness of United Nations System development and humanitarian activities, especially in cases where resources may be combined.

Encompassing Representatives of the United Nations Funds and Programmes, specialized Agencies and other United Nations entities accredited to UAE, the UNCT will oversee the work of an inter-Agency Programme Management Team (PMT), among others. The PMT, comprising Heads of Programmes from all United Nations Agencies and/or Deputy Heads of Office, will provide strategic leadership at the technical level in CSF implementation. It will be responsible for overseeing the work of the CSF Strategic Priority Area Working Groups and CSF Monitoring and Evaluation (M&E) Group to ensure timely completion and quality achievement of CSF results through a participatory process that involves colleagues across United Nations Agencies. The PMT will report to and refer strategic decisions to the UNCT on a regular basis.

As part of the dynamic strategic planning process, CSF Strategic Priority Area Working Groups, comprising representatives of United Nations Agencies and Government, will meet regularly and will serve as the main mechanisms for implementing the CSF under the co-lead Agencies. These Working Groups will be essential to CSF implementation and will function as discussion and information exchange fora, further refining draft Outcomes and indicators. Individual Strategic Priority Area Working Group workplans will be developed with clear goals and objectives encouraging improved coordination, planning and decision making, to be integrated into the Annual Report and Work plan of the Resident Coordinator Office. Regional cooperation also will be supported and encouraged with the Government. The Resident Coordinator Office further will serve as a working-level CSF coordination mechanism and will offer substantive support to tracking achievement of Outcomes.

It should be noted that the estimated financial resources for each CSF Strategic Priority Area/Outcome are presented in the CSF Results and Resources Framework in Annex A. These contributions include “hard” resource allocations by each participating United Nations Agency, as well as “soft” commitments and “unknown” other resources that organizations expect to mobilize during the CSF cycle. The figures, while presented as targets, are as accurate as possible at the time of the CSF drafting; some commitments will not be known until after the drafting is complete. Resource targets will continue to be updated and confirmed in Agency programme documents and workplans according to the procedures and approval mechanisms of each Agency. Resource requirements will be reviewed and updated annually to reflect the different cycles of specialized and non-resident Agencies.

IV. Monitoring and Evaluation Mechanisms

The United Nations System and the Government of UAE are committed to rigorously monitor progress of the CSF, using key indicators, accompanied by baselines, targets and means of verification, that have been formulated for each CSF Outcome under each of the four CSF Strategic Priority Areas. The UNCT has established an M&E Group, as noted above, which will provide technical assistance to sustain a robust and effective M&E system in order to support the Working Groups in monitoring implementation and progress toward each Outcome, following the Results Based Management approach. The Results and Resources Framework, encompassing a set of performance indicators with

corresponding baselines and targets and means of verification, provides the basis for assessment of progress toward results and final evaluation of the CSF.

During the UNDAF implementation, the M&E Group, under the guidance of the PMT and UNCT, will annually update and follow implementation of the UNDAF Monitoring and Evaluation Calendar to enhance United Nations inter-Agency coordination and collaboration in monitoring and evaluation; identify synergies in data collection activities, and harmonize project and programme evaluations by United Nations Agencies, where feasible; and provide evidence-based guidance on processes, tools and timing in undertaking CSF Annual Reviews, CSF progress reporting, and the CSF Evaluation. It will further develop a plan to improve the capacities of Working Groups and make them functional to play a substantive role in coordinating and leading M&E activities.

To enable both the Government and the United Nations System to be responsive and take advantage of new opportunities or adjust expectations in response to changes in the external environment, the CSF High Level Steering Committee each year will organize the Joint CSF Annual Review under agreed terms. Working Groups will provide inputs based not only on the status of the implementation of the current Agency-specific Annual Workplans, but also building on and incorporating feedback from bilateral discussions between individual United Nations Agencies and their line Ministry counterparts. These procedures will facilitate validation of best practices and lessons learned during CSF progress to assist in preparation of new Agency-specific Annual Workplans. The Annual Reviews also may provide important inputs for Annual Reports by individual United Nations Agencies, the Resident Coordinator and donors.

A CSF Progress Report will be produced on progress toward CSF Outcomes at least once during the cycle, drawing on available evidence of what the United Nations System has contributed toward these Outcomes. Timing will be determined jointly by the United Nations System and the Government. Lastly, a detailed evaluation of the CSF will be undertaken in the penultimate year of the CSF cycle, to assess the extent to which programmes and projects have achieved results outlined in the CSF. This evaluation will assess, in particular, the contribution made to national development priorities and goals; the relevance of CSF Outcomes; the effectiveness and efficiency by which results have been achieved; and the sustainability of results. As appropriate, the evaluation will inform the design of the next CSF.

Annex A: Common Strategic Framework Results Matrix for the United Nations in UAE 2016-2021

OVERALL UN VISION: *To support UAE in fostering knowledge and innovation, a competitive economy and cohesive society, a nurturing environment, and enhanced international standing of the country, in line with UN guiding principles of promoting sustainable, equitable, inclusive and rights-based human development.*

Strategic Priority 1: Strengthening Quality Systems and Maximizing Institutional and Human Capacities

Co-Leads Agencies: UNDP

Vision 2021/National Priorities:

- *Harnessing the Full Potential of National Human Capital*
- *Upholding the Legacy of the Nation’s Founding Fathers*
- *Competitive Knowledge Economy*
- *Cohesive Society and Preserved Identity*
- *Safe Public and Fair Judiciary*
- *First-Rate Education System*
- *World-Class Health Care*

<u>Outcome</u>	<u>Indicators</u>	<u>Role of Partners</u>	<u>Lead and Contributing Agencies</u>	<u>Indicative Resources (US\$)</u>		
				<u>Total</u>	<u>Projected to be available</u>	<u>To be mobilized</u>
Outcome 1.1: By 2021, UAE has sufficient institutional capacities of the highest international standard, including in	Indicator 1.1.1: Number and existence of policy-making documents that conform to international standards	Ministry of International Cooperation and Development: Leadership in service delivery and provision of enabling policy	Contributing Agencies: OHCHR, UN Women, UNODC,		UNDP (hard): \$100,000	UNDP (soft): \$2,000,000 UNOCHA: \$500,000

<p>policymaking and institutional coordination, to help improve more balanced growth and socially inclusive development results across UAE.</p>	<p>Indicator 1.1.2: Greater awareness and engagement in international forums on issues related to the forcibly displaced</p> <p>Indicator 1.1.3: Humanitarian policies and response norms are in line with global standards</p>	<p>environment; overall budget allocation; engagement in planning and implementation of all programmes</p> <p>Assembly, General Women’s Union(GWU): Adopt/lobby for policies, legislation and procedures that promote gender equality and women’s empowerment</p> <p>GWU: Update and make operational a UAE national women's strategy</p> <p>GWU: Institutional Capacity development and Gender Audit to ministries</p> <p>GWU: Support to produce the first Booklet in UAE serving as a guideline/ manual for gender mainstreaming in the ministries</p> <p>Business Professional Women Club: Establishment of a women entrepreneurship capacity development centre</p> <p>Led by the Prime Minister’s Office: Contribution and</p>	<p>UNDP, UNHCR, UNOCHA, UNEP</p>			<p>UNEP (soft): as part of regional work on integrated approach to SDGs</p>
--	---	--	--	--	--	--

		<p>technical support/ content creation for major knowledge sharing platforms, including the government summit.</p> <p>Ministries of Interior, Education and Health: Provision of enabling policy environment towards assisting the forcibly displaced.</p> <p>Universities, Education Institutions, Think-Tanks</p>				
<p>Outcome 1.2: By 2021, consistent cross-sectoral methodology and innovative knowledge management are being undertaken for strengthened statistical work toward evidence-based policymaking</p>	<p>Indicator 1.2.1: Number of monitoring and assessment tools developed at federal and local levels</p> <p>Indicator 1.2.2: Labour Market Information System is upgraded and operational</p> <p>Indicator 1.2.3: Completion of UNESCO R&D and innovation statistics survey to support calculation of Global Innovation Index (GII)</p>	<p>National Statistics Entity: strengthening of disaggregated data; Ministry of Environment and Water; Environment Agency Abu Dhabi (Abu Dhabi Global Environmental Data Initiative)</p> <p>GWU: Producing a National Gender Gap Report</p> <p>Dubai Government and UAE Ministry of Energy: Support needed in gathering relevant data and publishing the two documents (UAE State of Energy Report and Dubai Green Economy report)</p>	<p>Contributing Agencies: ILO, UNEP, UN Women, FAO, UNFPA, UNESCO, UNODC, UNDP</p>			<p>ILO (pipeline): US\$500,000</p> <p>UNEP (soft): Ongoing work with EAD/AGEDI</p> <p>FAO (soft): 2,000,000</p> <p>UNFPA: no program – exploratory stage.</p> <p>UNESCO: in-kind technical advice and support to</p>

		<p>Ministry of Economy led capacity development of UAE federal and local entities through UN innovation expertise. Base technical experts in the departments. Statistical capacity boosting through shared best practices, focusing on the northern Emirates</p>			<p>capacity development UNDP: USD360,000</p>
<p>Outcome 1.3: By 2021, UAE has made progress in line with commitments made by the Government in its Universal Periodic Review submissions, including with regard to gender equality and to an adequate standard of living, in accordance with international principles.</p>	<p>Indicator 1.3.1: Access to education</p> <p>Indicator 1.3.2: Number of UAE women graduates</p> <p>Indicator 1.3.3: Participation of women in labour market & Employment rate of UAE women graduates</p> <p>Indicator 1.3.4: Number of businesses owned by women</p>	<p>Ministry of Labour: Enforcement of labour legislation and enhancement of occupational safety and health, with a focus on the construction sector. Protection of migrant workers in line with international labour standards</p> <p>GWU: Assessment of progress in implementation of CEDAW, Beijing Platform for Action, MDG3, and other global normative and policy frameworks for gender equality</p> <p>MICAD: Provision of information/ knowledge to support UAE decision making with respect to meeting its international commitments</p>	<p>Contributing Agencies: ILO, OHCHR, UN Women, UNDP, UNHCR</p>		<p>ILO (soft): US\$400,000;</p> <p>OHCHR: A round table on establishing an Emirati NHRI according to Paris Principle is to take place targeting various Emirati Ministries and Stakeholders</p>

		<p>and the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach</p> <p>MoFA: Technical support is provided for drafting a NHRI Law according to Paris Principles</p>				
<p>Outcome 1.4: By 2021, expanded investments in national human capital and in matching education with future labour market requirements enable women and youth to benefit from enhanced sustainable employment opportunities and to participate more effectively in national knowledge-based development</p>	<p>Indicator 1.4.1: Percentage of women and youth completing secondary education with access to the labour market</p>	<p>Ministry of Labour, Ministry of Culture, Youth and Community Development, various CSOs: Enterprise development assistance for women to enhance their employment, sustainable livelihoods and resilience</p> <p>General Authority for Youth and Sports Welfare: Implementation of the UAE Volunteerism Initiative</p>	<p>Contributing Agencies: ILO, UN Women, FAO, UNFPA, UNESCO, UNDP, UNHCR</p>			<p>ILO (soft): US\$200,000</p> <p>UNFPA: No fund or program. Funding source yet to be identified within UAE.</p> <p>UNESCO (hard): US\$90,000 + technical advice and support to capacity development</p>

Strategic Priority 2: Innovation for Sustainable Development and Transition to a Green Economy

Co-Leads Agencies: UNDP, UNEP

Vision 2021/National Priorities:

- *Competitive Knowledge Economy*
- *Sustainable Environment and Infrastructure*

<u>Outcome</u>	<u>Indicators</u>	<u>Role of Partners</u>	<u>Lead and Contributing Agencies</u>	<u>Indicative Resources (US\$)</u>
Outcome 2.1: By 2021, national- and emirates-level authorities have strengthened effective and coordinated knowledge-based mechanisms and partnerships that promote a diversified, green economy and an ecosystem-based approach to environmental and economic sustainability	<p>Indicator 2.1.1: Species-based national action plans developed for (i) marine turtles (2016); (ii) sharks (2016); (iii) raptors (2017)</p> <p>Indicator 2.1.2: Number of environmental national plans developed and implemented</p>	<p>Ministry of Environment and Water: Leadership in service delivery and provision of enabling policy environment; overall budget allocation; engagement in planning and implementation of all programmes</p> <p>Dubai Land Department: Leadership in green and sustainable buildings</p> <p>National Statistics Entity: Production of gender-disaggregated data</p> <p>Emirates level Environment Agencies</p>	<p>Contributing Agencies: UNEP, UNEP/CMS, UN Women, FAO, UNDP</p>	<p>UNEP (soft): Ongoing work with MoEW on the Green Economy Centre of Excellence, and with the Dubai Land Department on the Green Buildings Centre of Excellence</p> <p>UNEP/CMS (soft): Depending on whether CMS staff participate or specialists from outside the country contribute</p> <p>FAO (soft): 60,000</p>
Outcome 2.2: By 2021, environmentally sustainable use of natural resources,	Indicator 2.2.1: Number of natural/cultural resources and	Ministry of Environment and Water	Contributing Agencies: UNEP, UNEP/CMS, FAO, UNESCO, UNDP	UNEP (pipeline): As part of regional projects on ecosystem management and

<p>including water, and the promotion and preservation of cultural resources contribute to increased quality of life in UAE</p>	<p>management plans implemented</p> <p>Indicator 2.2.2: Number of UN water efficiency projects implemented</p>			<p>biodiversity-related multilateral environmental agreements, with national components</p> <p>UNEP/CMS (soft): Depending on activity</p> <p>FAO (hard): 330,000 FAO (soft): 4,755,000</p> <p>UNESCO (hard) regional: US\$ 85,000 + technical advice</p>
<p>Outcome 2.3: By 2021, additional evidence-based policies are adopted for expanding renewable energy and energy conservation, and for mitigating or adapting to climate change and natural or manmade disasters</p>	<p>Indicator 2.3.1: Number of policies and action plans adopted</p> <p>Indicator 2.3.2: Percentage of renewable energy in the total energy mix</p> <p>Indicator 2.3.3: Percentage of non-carbon emitting energy</p>	<p>Ministry of Environment and Water</p> <p>Dubai Land Department</p> <p>Ministry of Energy</p>	<p>Contributing Agencies: UNEP, UNDP</p>	<p>UNEP (pipeline): As part of regional project, with national components, and Green Buildings Centre of Excellence</p>
<p>Outcome 2.4: By 2021, the knowledge and research base for green economic growth is increasingly informing national development policies and contributing to global policies</p>		<p>Ministry of Environment and Water</p> <p>Ministry of Energy</p> <p>Ministry of Economy</p>	<p>Contributing Agencies: UNEP, FAO, UNDP</p>	<p>UNEP: Discussions under way with UAE to be a Centre of Excellence for green economy (no figures available yet)</p> <p>FAO (soft): 10,000</p>

<p>Outcome 2.5: By 2021, UAE has a more competitive private sector that is integrated with international trade regimes and actively engaged in promoting socially responsible practices</p>	<p>Indicator 2.5.1: Membership of trade regimes</p>	<p>Dubai Government: Annual Green Economy Summit bringing together the private sector, local, regional and international stakeholders and partners</p>	<p>Contributing Agencies: FAO, UNDP</p>	<p>FAO (soft): 50,000</p>
--	--	---	--	----------------------------------

Strategic Priority 3: Broadening Strategic Partnerships and Highlighting UAE Leadership in International Cooperation

Co-Leads Agencies: OCHA, UNHCR

Vision 2021/National Priorities:

- *Enhanced International Standing*
- *Upholding the Legacy of the Nation's Founding Fathers*
- *Harnessing the Full Potential of National Human Capital*

<u>Outcome</u>	<u>Indicators</u>	<u>Role of Partners</u>	<u>Lead and Contributing Agencies</u>	<u>Indicative Resources (US\$)</u>
Outcome 3.1: By 2021, UAE demonstrates strengthened evidence-based sectoral targeting, effectiveness and monitoring, evaluation and reporting on the impact of its foreign aid	<p>Indicator 3.1.1: UAE foreign aid is well reported in international systems (i.e. OCHA's FTS, ODA)</p> <p>Indicator 3.1.2: UAE (i) Joins Convention on Migratory Species; (ii) Hosts CMS Northwest Indian Ocean Marine Turtle Meeting (2016); (iii) Hosts CMS Gulf Collaboration Workshop for Dugongs and Seagrasses (2016); (iv) Hosts Third Signatory State Meeting of CMS Dugongs and Seagrass MoU (2017)</p>	<p>MICAD (main role)</p> <p>International Humanitarian City</p> <p>Emirates Red Crescent</p>	<p>Contributing Agencies: UNHCR (as refugee coordinator), WFP, UNDP, UNOCHA</p>	

	<p>Indicator 3.1.3: Number of partnerships and agreements established</p> <p>Indicator 3.1.4: Number of reports launched on the impact of the UAE foreign aid assistance</p> <p>Indicator 3.1.5: Strategy evaluation with MICAD in May</p>			
<p>Outcome 3.2: By 2021, UAE has expanded its global partnerships for humanitarian operations and sustainable development, with regard to the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach, as well as widely shares in global dialogues and fora its best practices such as those achieved through South-South and triangular solutions</p>	<p>Indicator 3.2.1: Participation at international forums on issues related to the forcibly displaced and other humanitarian issues (e.g. humanitarian financing, coordination...etc.)</p> <p>Indicator 3.2.2: Percentage of GDP going to foreign aid</p> <p>Indicator 3.2.3: Number of international meetings hosted or facilitated</p>	<p>Multiple stakeholders: Effective engagement in dialogues in preparation for inter-Governmental processes such as CSW and elaboration of the post-2015 development agenda</p>	<p>Contributing Agencies: UN Women, UNEP, UNEP/CMS, FAO, WFP, UNODC, UNHCR, UNDP, UNOCHA</p>	<p>UNEP/CMS (soft): Depending on activity</p>

<p>Outcome 3.3: By 2021, strengthened national capacities in implementation, monitoring and reporting on international obligations to which UAE has acceded are in place, contributing to UAE's international standing in accordance with global and UN principles and norms</p>	<p>Indicator 3.3.1: Number of international conventions and agreements ratified and number of strategies adopted for their implementation</p> <p>Indicator 3.3.2: Number of UAE attendees at international conferences and forums related to UN Principles and Norms to strengthen partnerships on humanitarian issues</p>	<p>Ministry of Environment and Water</p> <p>MICAD, GWU: Assessment of progress in implementation of CEDAW, Beijing Platform for Action, and other global normative and policy frameworks for gender equality; provision of information/knowledge to support UAE decision making with respect to meeting its international commitments and the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach on gender equality and women empowerment</p> <p>Dubai and Abu Dhabi Police Human Rights Department, EWAA Centres, Emirates Red Crescent (ERC), General Department of Punitive & Correctional Establishments: Capacity building activities targeting stakeholders to strengthen understanding of refugee issues, finding durable solutions for urgent cases</p>	<p>Contributing Agencies: UNEP, UNEP/CMS, UN Women, UNESCO, UNHCR, WFP, UNODC, UNDP, OHCHR, UNOCHA</p>	<p>UNEP (pipeline): As part of regional project, with national components in support of countries meeting their obligations under multilateral environmental agreements</p> <p>UNEP/CMS (soft): Depending on activity</p> <p>UNESCO: technical advice</p> <p>UNHCR (pipeline): As part of capacity building, training and awareness raising strategies on issues related to the forcibly displaced</p> <p>OHCHR (soft): Ready to support and to partner on activity by activity basis</p>
---	--	---	--	--

Strategic Priority 4: Deepening Emergency Preparedness, Response and Coordination

Co-Leads Agencies: OCHA, UNHCR, WFP, UNDSS Logistics

Vision 2021/National Priorities: *Enhanced International Standing; Harnessing the Full Potential of National Human Capital*

<u>Outcome</u>	<u>Indicators</u>	<u>Role of Partners</u>	<u>Lead and Contributing Agencies</u>	<u>Indicative Resources (US\$)</u>
<p>Outcome 4.1: By 2021, national, regional and global resilience is informed by a clear crisis/disaster response policy in UAE, with strengthened operational conditions and infrastructure</p>	<p>Indicator 4.1.1: Disaster response policy is designed</p> <p>Indicator 4.1.2: Number of emergency response trainings and relevant capacity building activities undertaken</p> <p>Indicator 4.1.3: Continuing capacity development to effective emergency response</p> <p>Indicator 4.1.4: UAE humanitarian aid policy is promoted within the wider humanitarian community</p> <p>Indicator 4.1.5: Availability of sufficient warehouse capacity for effective humanitarian emergency response</p>	<p>Multiple stakeholders: Develop and implement gender-responsive policies and measures for humanitarian action</p> <p>Multiple stakeholders: UAE humanitarian aid policy is promoted within the wider humanitarian community, including other Gulf donors</p>	<p>Contributing Agencies: UN Women, FAO, UNHCR, WFP, UNDSS Logistics, UNOCHA, UNDP</p>	<p>FAO (soft): 800,000</p> <p>UNHCR (pipeline): As part of capacity building, training and awareness raising strategies on crisis / disaster response policy regarding issues related to the forcibly displaced</p>

<p>Outcome 4.2: By 2021, UAE demonstrates a global leading role in strengthening linkages in the continuum of humanitarian, recovery and development assistance to ensure emergency response leads to self-sufficiency, empowerment and resilience of impacted communities and countries</p>	<p>Indicator 4.2.1: Percentage of assistance going through multilateral agencies</p> <p>Indicator 4.2.2: Number of beneficiaries of humanitarian and development assistance programmes</p> <p>Indicator 4.2.3: Emergency management training courses and other capacity building initiatives</p> <p>Indicator 4.2.4: Continuing capacity development to effective emergency response</p> <p>Indicator 4.2.5: Participation in international forums related to the forcibly displaced, including support to 3RP campaigns</p>	<p>Multiple stakeholders: Effective engagement in dialogues on humanitarian development assistance</p> <p>Multiple stakeholders: Capacity building activities - Annual Emergency Management Trainings</p> <p>MICAD, MoFA, ERC, International Humanitarian City (IHC): Annual humanitarian response to refugee emergencies -coordination & information sharing meetings</p> <p>3RP coordination meetings on refugee issues</p>	<p>Contributing Agencies: UN Women, FAO, UNHCR, WFP, UNDP, UNOCHA</p>	<p>FAO (pipeline):30,750,000</p> <p>UNHCR (pipeline): As part of capacity building, training and awareness raising strategies on crisis / disaster response policy regarding issues related to the forcibly displaced</p>
<p>Outcome 4.3: By 2021, wide sharing of good practices modelled by UAE in emergency preparedness, response and coordination provides a basis for effective innovations in countries affected by crisis</p>	<p>Indicator 4.3.1: Number of good practices replicated in countries affected by crisis</p> <p>Indicator 4.3.2: Percentage of humanitarian assistance going through multilateral agencies</p>	<p>Multiple stakeholders: Given the presence of UNHCR’s Global Arabic social media and digital platforms being managed in the UAE (specifically UNHCR’s office in the IHC), this would assist in bolstering the advocacy of the efforts of UAE’s national</p>	<p>Contributing Agencies: UNHCR, WFP, UNOCHA</p>	<p>UNHCR (in pipeline)</p>

	Indicator 4.3.3: Promote UAE attending international conferences and promoting UAE good practices	institutions and the UNCT agencies towards refugee situations and emergencies.		
Outcome 4.4: By 2021, the development of new analytical tools for decision-making, gap analysis and strategic monitoring makes early warning, crisis prevention and response actions more efficient and effective	<p>Indicator 4.4.1: Number of analytical tools developed and adopted</p> <p>Indicator 4.4.2: Ensure support of implementation of policies in UAE as analytical instruments for effective decision making</p>	<p>Multiple stakeholders: Use of evidence-based knowledge, including performance measurement and accountability frameworks, on gender-responsive humanitarian action</p> <p>3RP portal reporting on gaps in sector funding</p> <p>Updates to Government interlocutors on worldwide refugee emergencies, advocacy for UAE support</p>	Contributing Agencies: UN Women, WFP, UNFPA, UNHCR, UNDP	

Annex B: Agency Contributions to CSF Strategic Priority Areas and Outcomes

Strategic Priority Area 1: Strengthening Quality Systems and Maximizing Institutional and Human Capacities

Co-Leads Agencies: UNDP

<u>Outcome</u>	<u>Agency Contributions</u>
<p><u>Outcome 1.1:</u> By 2021, UAE has sufficient institutional capacities of the highest international standard, including in policymaking and institutional coordination, to help improve more balanced growth and socially inclusive development results across UAE</p>	<p><u>OHCHR</u> Further capacity development for Government counterparts, civil society and the UNCT in using HRBA (human rights-based approach) for effective policymaking, including for indicators.</p> <p><u>UN Women</u> Capacity development for key Government institutions at national level to acquire knowledge and tools to analyse, formulate and execute gender-responsive plans and budgets. Capacity development for legislative bodies and relevant Government institutions to adopt policies, legislation and procedures that promote gender equality and women’s empowerment. Provision of technical assistance to update and operationalize UAE national women's strategy.</p> <p><u>UNODC</u> Capacity development for counterpart ministries and agencies with the aim of strengthening capabilities and skills to perform according to international standards and norms and support the development, implementation, monitoring and evaluation of informed/evidence-based policies and strategies in the areas of mandate of UNODC (towards achievement of SDG no.16). Use of training-of-trainers method to ensure the most sustainable results.</p> <p><u>UNDP</u> Institutional Capacity development for the General women’s Union including gender responsive budget training and Gender Audit to governmental institutions. In addition, producing the first Booklet in UAE serving as a guideline/ manual for gender mainstreaming in the ministries as well as the private sector.</p>

	<p>Enhanced institutional Capacity development for the Ministry of Economy, and Ministry of International Cooperation and Development.</p> <p>Local government (Northern Emirates) Capacity and Human Capital development, through tailor programmes to the respective different entities. Ministry of Economy led partnership.</p> <p>Provision of technical support in the establishment of a women entrepreneurship capacity development centre to women’s access to an appropriate range of information and services with a special attention to the participation of women from the Northern Emirates.</p> <p><u>UNOCHA</u></p> <p>Capacity for counterpart ministries and Humanitarian actors agencies with the aim of strengthening capabilities and skills to perform according to international Humanitarian standards and norms and implementation the development, implementation, monitoring and evaluation of informed/evidence-based policies and strategies in the areas of mandate of UNOCA (towards achievement of SDG no.16). Use of training-of-trainers method to ensure the most sustainable results.</p> <p><u>UNHCR</u></p> <p>Capacity development for counterpart ministries and humanitarian actors to strengthen awareness and engagement on issues related to the forcibly displaced.</p> <p><u>UNEP</u></p> <p>Technical and capacity development support to the integrated approach for the SDGs (integrating environment across all SDGs and across national policy)</p>
<p><u>Outcome 1.2:</u> By 2021, consistent cross-sectoral methodology and innovative knowledge management are being undertaken for strengthened statistical work toward evidence-based policymaking</p>	<p><u>FAO</u></p> <ol style="list-style-type: none"> 1) FENIX/Country STAT (Phase II) 2016-17. Assist NBS to expand FENIX/Country STAT for UAE Agri-food sector and develop dedicated statistical tools and capacities of NBS to use it. Phase I (2015): Assisted NBS to build FENIX/Country STAT for UAE Agri-food sector for analysis and visualization tools and develop the capacities of the NBS to use it. 2) Building an effective and sustainable statistics system for fisheries and aquaculture in the UAE .Improving fisheries statistics data collection and analysis. ProDoc FAO cleared, pending MoEW endorsement 3) Integrated Land Cover Mapping and Date Palm Enumeration for the Northern United Arab Emirates. Remote Sensing of Land Cover through Spatial Imagery analysis. ProDoc FAO cleared, pending MoEW endorsement

UNDP

Dubai local Government (Dubai Supreme Council of Energy, Dubai Electricity and Water Authority, and Dubai Carbon Centre of Excellence) and UAE Ministry of Energy: Support needed in gathering relevant data and publishing the two documents (UAE State of Energy Report and Dubai Green Economy report)

Support the women's union in producing a National Gender Gap Report which 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.

Emirates Competitive Council capacity building, including enhancing analysis of statistics, direct linkage and pinpoint to specific policies undertaken and impact on statistics and overall UAE ranking.

UNEP

Capacity development in environmental information, data and networking, with a focus on requirements of the new accountability framework to be developed for the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach. Ongoing partnership with Abu Dhabi Global Environmental Data Initiative and Eye on Earth Special Initiative, spearheading innovative approaches to environmental information, data and networking at national, regional and global levels. Ongoing support on State of Environment reporting. Proposed support to National Environmental Information Network.

UNODC

Capacity development for counterpart ministries and agencies to support and strengthen national expertise (use of training-of-trainers method) in connection to information and data management in areas of UNODC's mandate, along with provision of assistance in establishing appropriate coordination mechanisms and information networks, towards strengthening informed/evidence-based policy and strategy making.

ILO

Upgrading of labour force surveys and labour market information systems.

UN Women

Capacity development for national statistics entity to undertake gender-sensitive research and be able to produce more gender-disaggregated data.

	<p><u>UNESCO</u> Through UNESCO Institute of Statistics (UIS), building national capacities in all UNESCO domains (Education, Science, Culture, Communication and Information) with focus on SDG indicators. Through UNESCO Institute of Statistics (UIS), provide technical support and training on R&D and innovation statistics.</p> <p><u>UNFPA</u> UNFPA may provide TA in areas related to census, surveys and statistics especially for the preparation work for 2020 census, pending availability of resources.</p>
<p><u>Outcome 1.3:</u> By 2021, UAE has made progress, in line with commitments made by the Government in its Universal Periodic Review submissions, including with regard to gender equality and to an adequate standard of living, in accordance with international principles.</p>	<p><u>ILO</u> Support to enhanced labour inspection capacity of Ministry of Labour to enforce labour legislation and enhance occupational safety and health, with a specific focus on the construction sector. Strengthening of protection of migrant workers through support to an improved regulatory framework for recruitment and labour dispute resolution systems, in line with international labour standards.</p> <p><u>OHCHR</u> Support to ensure that legislation for the establishment of an independent federal human rights institution in line with the UN Paris Principles is prepared in a transparent, inclusive process with MPs and civil society and followed up with adequate technical support and access to best practices. A round table on establishing an Emirati NHRI is to take place targeting various Emirati Ministries and Stakeholders.</p> <p><u>UN Women</u> Capacity development for Government and other stakeholders to assess progress in implementation of CEDAW, Beijing Platform for Action, SDGs, and other global normative and policy frameworks for gender equality. Provision of information/knowledge to support UAE decision-making with respect to meeting its international commitments and the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach on gender equality and women’s empowerment. Technical assistance to national machineries responsible for the development of periodic reports related to the different international frameworks.</p>

<p><u>Outcome 1.4:</u> By 2021, expanded investments in national human capital and in matching education with future labour market requirements enable women and youth to benefit from enhanced sustainable employment opportunities and to participate more effectively in national knowledge-based development</p>	<p><u>FAO</u> Fostering the Engagement of Women in the Agro-food Sector (Phase II) Support GWU in their efforts to form a class of women entrepreneurs in the agro-goods sector. Phase I was implemented and FAO is responding to the interest of GWU to develop and implement a dedicated capacity building programme for selected potential women entrepreneurs</p> <p><u>UNDP</u> Support the General Authority for Youth and Sports Welfare in the Implementation of the UAE Volunteerism Initiative</p> <p><u>UNFPA</u> UNFPA may provide TA in developing strategies and policies related to youth development including use of its Y-Peer education network.</p> <p><u>ILO</u> Support to establishment of a system for the mutual recognition of skills with labour-sending countries.</p> <p><u>UN Women</u> Provision of capacity building, policy support and enterprise development assistance for women to enhance their employment, sustainable livelihoods and resilience.</p> <p><u>UNESCO:</u> Strengthening national and regional capacity for educational planning through UNESCO Cat II Regional Centre for Educational Planning (RCEP) in Sharjah. Strengthening national capacity to implement ED 2030 Framework for Action by adapting the global ED targets and thematic indicators for education to national context. Strengthening capacities of education authorities to design and implement innovative TVET policies to promote life skills, labour market related skills and entrepreneurship education.</p>
---	--

Strategic Priority Area 2: Innovation for Sustainable Development and Transition to a Green Economy

Co-Leads Agencies: UNDP, UNEP

<u>Outcome</u>	<u>Agency Contributions</u>
<p><u>Outcome 2.1:</u> By 2021, national- and emirates-level authorities have strengthened effective, and coordinated knowledge-based mechanisms and partnerships that promote a diversified, green economy and an ecosystem-based approach to environmental and economic sustainability.</p>	<p><u>FAO</u></p> <ol style="list-style-type: none"> 1) Support the Formulation of National Agricultural Policy (Phase II).2016-17 Assist the MoEW in the implementation of the UAE National Agricultural Policy. Phase I (2015): Assisted the MoEW in the formulation of the UAE National Agricultural Policy 2) Development of National Guidelines for Animal Welfare in the UAE. FAO SNG received <i>ad hoc</i> request from the MoEW to provide support (currently on hold awaiting MoEW decision to resume) 3) Support to the formulation of the UAE National Plan for Animal Health 2015-2025. Review of the first draft completed 4) Support design of Index of Compliance with MoEW regulations. ToR under review by MoEW 5) Support to the National Programme of Wildlife Sustainability Initiative. <p><u>UNEP/CMS:</u></p> <p>Support national and emirate-level biodiversity-related strategic processes to mainstream migratory species conservation and sustainable use (1) National Marine Turtle Action Plan (2016); (2) National Sharks Action Plan (2016); (3) National Raptors Action Plan (2017); Provide technical advice in national- and emirate level workshops and provide access to CMS knowledge networks</p> <p><u>UNEP</u></p> <p>Support to UAE in transitioning to a green economy, including the promotion of sustainable consumption and production under the 10-Year Framework of Programmes. Support to the development of a Centre of Excellence on green buildings in the UAE. Support to UAE on sustainable development of the tourism sector, perhaps with relevant UN partners.</p> <p><u>UN Women</u></p> <p>Capacity development of the national statistics entity to undertake gender-sensitive research and be able to produce more gender-disaggregated data.</p>

<p><u>Outcome 2.2:</u> By 2021, environmentally sustainable use of natural resources, including water, and the promotion and preservation of cultural resources contribute to increased quality of life in UAE.</p>	<p><u>FAO</u></p> <ol style="list-style-type: none"> 1) Support UAE Effort to Reduce Food Waste and Foster Nutrition Education Improving the Nutrition of School Children through Nutrition Education and Garden-based Learning (Phase II) Assist in the Blue Planet Green People Food Waste Reduction Campaign FAO responds to the interest of MoEW (Education Awareness Dept.) in raising awareness on the problem of Food Waste and couples this with the follow-up to GWU effort to introduce garden-based learning for nutrition education in primary school curricula 2) Support to Conservation and Sustainable Use of Plant Genetic Resources for Food and Agriculture, Capacity Development, ITPGRFA, UPOV, etc. 3) Support the Integrated Pest Management Programme of Date Palm Pests Following MoEW’s request a project proposal was formulated (MoEW to provide feedback). ADFCA engagement was formally requested by the Ministry of Presidential Affairs (October 2015). 4) Aquaculture development project with ADFCA Following TA mission (funded by FAO SNG) ADFCA expressed interest in receiving further assistance and a dedicated ProDoc has been submitted for their consideration (9jul15) 5) Support the formulation of the Aquaculture Development Plan 6) Support the establishment of the Agriculture Innovation Centre of the MoEW Provide the Centre with a New Generation Green House (NGGH) - 2015 Develop a business and environmental case - 2016 Design of R&R programmes for protected agriculture NGGH is built – 2016 7) Support improvement of safe use of Treated Waste Water (TWW) in Abu Dhabi (Phase II) 2016-17 Follow-up to project GCP/UAE/001/AFC is implemented for the safe use of Treated Sewage Effluent (TSE) in agriculture. Phase I (2015): Project GCP/UAE/001/AFC was being implemented for the development of a monitoring and evaluation system for using Treated Sewage effluent (TSE) <p><u>UNEP</u> Support to the Government with regard to biodiversity-related MEAs. Support to wetlands management and education. Ongoing initiatives addressing sustainable lifestyles.</p>

	<p>UNESCO: Promoting knowledge and capacity to strengthen the role of ecological sciences and biosphere reserves, including using biosphere reserves as learning places for equitable and sustainable development and for climate change mitigation and adaptation. Protecting, conserving, promoting, managing and transmitting local heritage, world heritage, and history for dialogue and development. Safeguarding, supporting and promoting local traditions, cultural practices, and other intangible cultural heritage for dialogue and development.</p>
<p>Outcome 2.3: By 2021, additional evidence-based policies are adopted for expanding renewable energy and energy conservation, and for mitigating or adapting to climate change and natural or manmade disasters.</p>	<p>UNEP Support to development of a Centre of Excellence on green buildings (energy conservation and efficiency aspects).</p>
<p>Outcome 2.4: By 2021, the knowledge and research base for green economic growth is increasingly informing national development policies and contributing to global policies.</p>	<p>FAO 1) Studies on upgrading the use of and development of sustainable feeding systems based on locally available feed resources 2) Comprehensive Country Assessment (CCA) Water. Report of the follow up activities to be undertaken jointly with UAEU 2016-17. Water budget and laws and regulations compendium provided to and endorsed by MoEW (2015).</p> <p>UNEP Ongoing discussion and support for a Centre of Excellence on Green Economy.</p>
<p>Outcome 2.5: By 2021, UAE has a more competitive private sector that is integrated with international trade regimes and actively engaged in promoting socially responsible practices.</p>	<p>FAO 1) Support the Development of a National System of Livestock Import Risk Assessment Assess livestock disease import risks and develop a national harmonized system Preliminary discussion between FAO SNG and MoEW is undergoing 2) Capacity building to respond to threats of MERS-CoV in the Gulf Region Capacity building for surveillance and laboratory diagnosis Assist in implementation of “Doha Declaration” 3) Support to the Sustainable Fisheries Initiative and Blue Growth</p>

	<p>UNDP Support Dubai Government in convening the Annual Green Economy Summit bringing together the private sector, local, regional and international stakeholders and partners</p> <p>UN WOMEN Promote women-owned businesses as well as policy support to eliminate sexual discrimination in personnel practices and harassment in the workplace.</p>

Strategic Priority Area 3: Broadening Strategic Partnerships and Highlighting UAE Leadership in International Cooperation

Co-Leads Agencies: OCHA, UNHCR

<u>Outcome</u>	<u>Agency Contributions</u>
<p><u>Outcome 3.1:</u> By 2021, UAE demonstrates strengthened evidence-based sectorial targeting, effectiveness and monitoring, evaluation and reporting on the impact of its foreign aid</p>	<p><u>WFP</u> WFP has been working on strengthening and solidifying strategic partnerships in the UAE with MICAD, Emirates Red Crescent, Dubai Cares and International Humanitarian City. These partnerships have thrived due to the establishment of common ground and will in humanitarian aid. There has been effective information sharing, monitoring, reporting and evaluation of the outcome of joint projects.</p> <p><u>UNDP</u> Through global network, use of and facilitation of CO in sharing best practices, and provide direct technical support to MICAD on Monitoring tools, evaluation, and reporting tools on UAE’s impact globally through foreign aid.</p> <p><u>UNHCR</u> Through global network, facilitate the sharing of good practices, and provide support on promoting their National Humanitarian and Development Aid Policy, in the context of forced displacement.</p> <p><u>UNOCHA</u> Through global Humanitarian network, Facilitate the sharing of good practices, and provide direct technical support to MICAD on prompting their National Humanitarian and Development Aid Policy.</p>

<p><u>Outcome 3.2:</u> By 2021, UAE has expanded its global partnerships for humanitarian operations and sustainable development, including with regard to the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach, as well as widely shares in global dialogues and for its best practices</p>	<p><u>FAO</u> 1) Regional Programme of Animal Health and Food Safety (RPAHFS) 2) Unlocking the potential of Protected Agriculture in the GCC countries: Cutting water consumption while supporting improved nutrition and food security (In cooperation with ICBA and ICARDA)</p> <p><u>UNEP</u> Support to ongoing work relating to the 2030 Agenda for Sustainable Development and means of implementation at global, regional and national levels.</p> <p><u>UNEP/CMS</u> Coordinate and support implementation of the CMS Dugong and Raptors MoUs in the Gulf and as appropriate in Africa, Asia and the Pacific; Develop and adopt international action plans and programmes for migratory species whose range includes the UAE, and promote implementation in the Gulf and in Africa, Asia and the Pacific (e.g., dugong, Saker Falcon, Sooty Falcon, Egyptian Vulture, cetaceans, marine turtles) as means to complement UAE conservation activities; Identify opportunities for national and Emirate-level agencies to host intergovernmental meetings and workshops on migratory species and share experiences; Provide technical advice in national- and emirate level workshops and provide access to CMS knowledge networks; Identify opportunities to promote migratory species conservation initiatives in Gulf regional bodies (e.g., GCC</p> <p><u>WFP</u> WFP has maintained with its UAE partners a solid information sharing policy and has been sharing its operational knowledge as well. Through the implementation of its School Feeding Program in Ethiopia in partnership with Dubai Cares, Nutrition project in Mali in partnership with Emirates Red Crescent, Launching a case study/lessons learned fact finding mission in Nepal in partnership with International Humanitarian City as well as contributing to their round table discussions</p>

revolving around involving the private sector in humanitarian aid and participating in the Humanitarian 10 forum roundtable which revolves around solidifying partnerships in the UAE for better humanitarian work.

UNODC

Support the participation of national groups of experts (established with support of UNODC through ToT programmes, see outcomes 1.1 and 1.2) in regional, interregional and global platforms of policy dialogue and practice sharing in areas of UNODC's mandate, in order to facilitate the exchange and dissemination of good practices for the implementation of international standards and norms, and establish UAE practices as good examples.

UNDP

Facilitation and technical support in major government gatherings/summits. These platforms provide a strong knowledge sharing base, and expertise exchange on global challenges and development. The UAE already hosts many global conferences. UNDP can play a partnering role in content creation, focusing towards South – South cooperation agendas, and global dialogues.

UNHCR

Provision and facilitation of capacity building activities and opportunities for relevant UAE authorities to increase awareness and engagement on issues related to forced displacement.

UN Women

Support to effective engagement of UAE in multi-stakeholder dialogues, convened by UN Women, held at global, regional and national levels in preparation for inter-Governmental processes such as CSW and elaboration of the post-2015 development agenda.

Outcome 3.3:

By 2021, strengthened national capacities in implementation, monitoring and reporting on international obligations UAE has signed up to, are in place contributing to UAE's international standing in accordance with global and UN principles and norms

UNEP

Ongoing technical and policy guidance support to UAE in meeting its obligations under signed and ratified multilateral environmental agreements (based on request of Government).

UNEP/CMS

Facilitate good practice methods and provide guidance on monitoring and reporting on UAE's implementation of the CMS Dugong and Raptors MoUs as well as the implementation of the Convention on Migratory Species.

WFP

WFP has been keen on contributing to UAE's international standing and strengthening national capacities through its adamant approach of transparency and emphasis on the importance of information sharing, expertise sharing, as well as availing to nationals its Technical Assistance programs training. Furthermore, WFP has continuously highlighted UAE's support and assistance which in turn has strengthened UAE's humanitarian standing internationally.

UNODC

Support national capacities (through capacity development programmes, see outcomes 1.1 and 1.2) for the implementation of international instruments, standards and norms in the areas of mandate of UNODC, including capacity development in connection to monitoring and evaluation to be able to track progress, inform future strategic planning and identify good practices. Support UAE participation in the peer review implementation mechanism for the UNCAC.

UNHCR:

Pave way for reinforced awareness and engagement on issues related to forced displacement through:

- 1) Conducting training courses / workshops on international refugee law issues and issues related to forced displacement for government and related institutions / organizations, including prisons, NGOs, and airport authorities, and inviting them to take part in workshops.
- 2) Assisting various government institutions, including airports, prisons and ports (prisoners, stowaways and those stranded at airports) in finding durable solutions urgently for cases.

UN Women

Capacity development for Government and other stakeholders to assess progress in implementation of CEDAW, Beijing Platform for Action, SDGs, and other global normative and policy frameworks for gender equality. Provision of information/knowledge to support UAE decision-making with respect to meeting its international commitments and the SDGs, 2030 Agenda for Sustainable Development and Human Rights Based Approach on gender equality and women's

	<p>empowerment. Technical assistance to national machineries responsible for the development of periodic reports related to the different international frameworks.</p> <p><u>UNESCO:</u> Promotion of the 1970 Convention on the means of prohibiting and preventing the illicit import, export and transfer of ownership of cultural property through capacity building activities in view of its ratification.</p> <p><u>OHCHR:</u> Ready to contribute by supporting and partnering by activity basis.</p>
--	--

Strategic Priority Area 4: Deepening Emergency Preparedness, Response and Coordination

Co-Leads Agencies: OCHA, UNHCR, UNDSS Logistics

<u>Outcome</u>	<u>Agency Contributions</u>
<p><u>Outcome 4.1:</u> By 2021, national, regional and global resilience is informed by a clear crisis/disaster response policy in UAE, with strengthened operational conditions and infrastructure</p>	<p><u>FAO</u> Drought Management and Early Warning Systems. Improve drought preparedness and reduce the impacts of drought by equipping decision makers with timely and regular data and tools for risk assessment and early warning systems. (In cooperation with ICBA)</p> <p><u>UNHCR</u> Administrating capacity building programs focused on emergency management, contingency and preparedness for refugee situations targeting key government and non-government national actors, to increase awareness and engagement on issues related to forced displacement. Extension of Emergency Management Training (EMT) focusing on refugee situations to UAE federal government ministries, and UAE and GCC-wide humanitarian and security institutions.</p> <p><u>WFP</u> The UAE’s emergency response policy has been clearly adopted in International Humanitarian City’s daily operation of availing WFP with a strategic partner in humanitarian aid and providing the platform for Fittest / ICT, GVLP & UNHRD to operate and be on standby for all emergencies.</p> <p><u>UN Women</u> Capacity development for institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action.</p>
<p><u>Outcome 4.2:</u> By 2021, UAE demonstrates a global leadership role in strengthening linkages in the continuum of humanitarian, recovery and development assistance to ensure emergency</p>	<p><u>FAO</u></p> <ol style="list-style-type: none"> 1) Livelihood Rehabilitation for Smallholder Farmers, Herders and Fishers in Conflict-Affected Zones (Gaza Strip). Project submitted to MICAD 2) Emergency Response to Shocks Affecting Vulnerable Farmers, Herders and Fishers in Conflict Affected Zones (Gaza Strip). Project submitted to MICAD 3) Emergency provision of agricultural inputs to Small Holders in IDPs and host communities in conflict affected Governorates of Yemen. Project submitted to Emirates Red Crescent and MICAD

<p>response leads to self-sufficiency, empowerment and resilience of impacted communities and countries.</p>	<p>4) Emergency provision of fisheries livelihoods inputs for IDPs and host communities in conflict affected Governorates of Yemen. Project submitted to Emirates Red Crescent and MICAD</p> <p>5) Emergency support to war affected small-scale livestock owners in Yemen through emergency livestock restocking and protection of livestock assets. Project submitted to Emirates Red Crescent and MICAD</p> <p><u>WFP</u> WFP has been in line with UAE’s vision of strengthening global leadership and continuum of humanitarian recover and development assistance. One of the main projects to this affect is paving the way through MICAD of partnering with YAHSAT and providing a solid communication platform during emergencies.</p> <p><u>UNHCR</u> Support UAE authorities and national institutions to increase effectiveness of international deployments, through targeted training on humanitarian issues (camp management / coordination etc.). Organize coordination meetings with UAE and GCC humanitarian actors to build increased effective support to regional refugee response, including through information-sharing, reflecting contributions against plans, needs and requirements, and filling gaps in the delivery of assistance. Encouragement of UAE and GCC to build capacity of national institutions, including through contributions to JPO scheme</p> <p><u>UN Women</u> Effective engagement of UAE in multi- stakeholder dialogues, convened by UN Women, held at global, regional and national levels on humanitarian development assistance.</p>
<p><u>Outcome 4.3:</u> By 2021, wide sharing of best practices modelled by UAE in emergency preparedness, response and coordination provides a basis for effective innovations in countries affected by crisis</p>	<p><u>UNHCR</u> Encourage greater participation in existing coordination mechanisms in the field, with particular focus on RRP Given the presence of UNHCR’s Global Arabic social media and digital platforms being managed in the UAE, UNHCR may support and advocate for the efforts of UAE’s national institutions and the UNCT agencies towards refugee situations and emergencies via its channels and platforms.</p> <p><u>WFP</u> WFP has launched with International Humanitarian City a case study looking into the lessons learned after the problematic approach to Nepal Earthquake, the lessons learned will provide a gateway to innovative approaches in times of crisis.</p>
<p><u>Outcome 4.4:</u></p>	<p><u>WFP</u></p>

<p>By 2021, the development of new analytical tools for decision-making, gap analysis and strategic monitoring makes early warning, crisis prevention, and response actions more efficient and effective</p>	<p>As mentioned earlier, WFP has been working towards strengthening its partnerships in the UAE, with government entities and with various government linked NGO's. A good example in developing new analytical tools is the Nepal Case study which WFP has jointly launched with IHC which aims at identifying so-called lessons learned from the emergency response to the Nepal earthquake earlier this year, identifying more efficient response action. Furthermore, WFP has established a mechanism of dispersing statistics, reports and information to UAE which makes for a good tool of information sharing which makes for a good mechanism for future gap analysis.</p> <p><u>UNFPA</u> UNFPA may provide TA for the use of data in humanitarian context</p> <p><u>UNHCR</u> Timely and precise information-sharing regarding refugee and forcibly displaced situations with UAE and GCC governments, and increased opportunities for engagement with governments on contingency-planning.</p> <p><u>UN Women</u> Support to ensure that evidence-based knowledge, including performance measurement and accountability frameworks, on gender-responsive humanitarian action is accessible to policymakers, practitioners and decision-making bodies.</p>
---	--