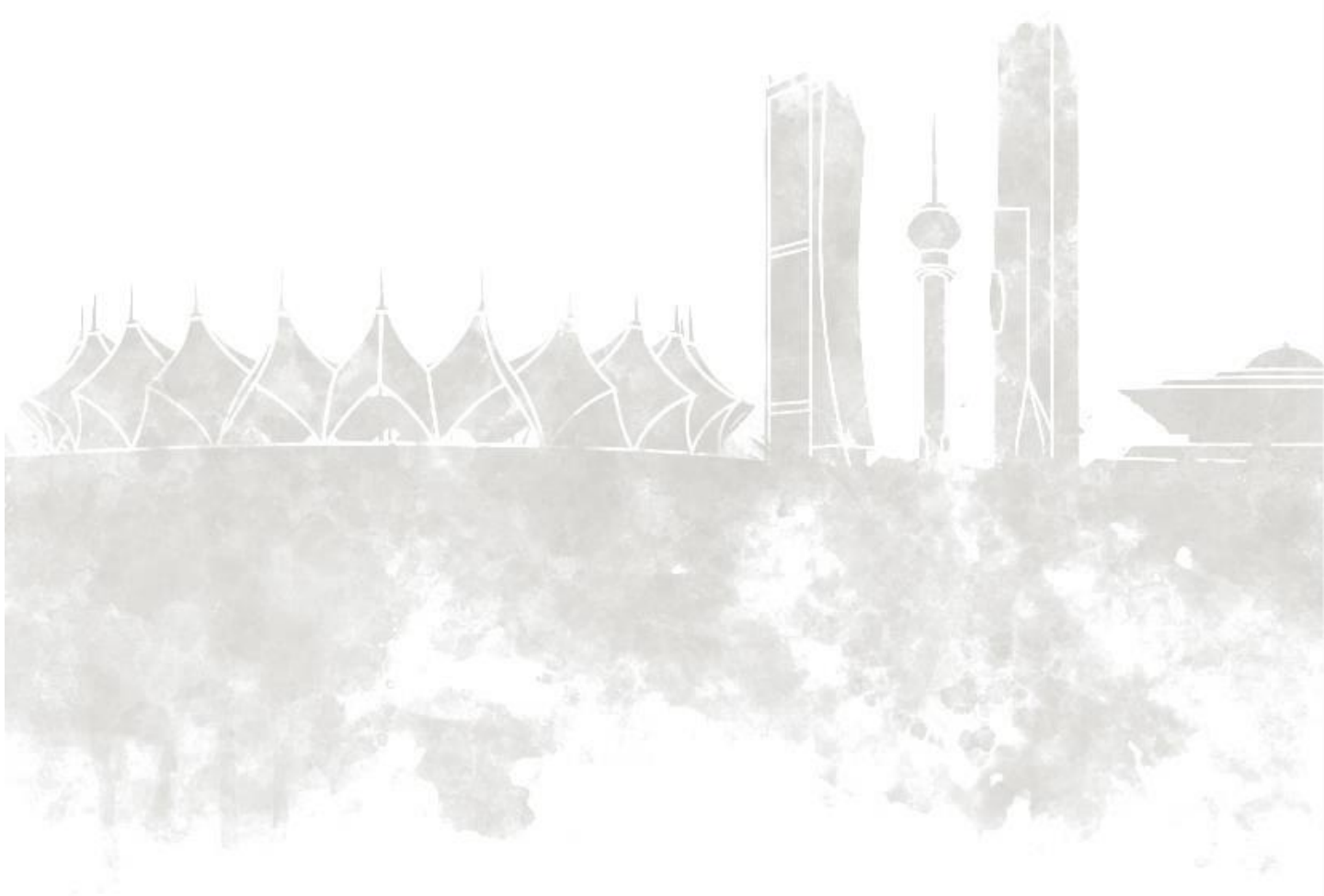# United Nations Common Country Strategic Framework

2017-2021

Kingdom of Saudi Arabia

A Strategic Framework for Co-operation between the Government of the Kingdom of Saudi Arabia and the United Nations Country Team

February 2017

This Strategic Framework for Cooperation between the Government of the Kingdom of Saudi Arabia and the United Nations Country Team for the period 2017-2021 has been formulated by the United Nations Country Team on the basis of consultations of the agencies with their respective nodal Ministries. This Strategic Framework is intended to lead to coordinated substantive and technical assistance to the Government in its efforts to implement the 2030 Agenda for Sustainable Development and addressing the context-specific development vision - Saudi Vision 2030, its objectives and priorities.

Building on the ongoing partnerships between the Government and the United Nations System, the key objectives of this Strategic Framework shall be as follows:

1) Knowledge-based equitable and sustainable economic development, underpinned by innovation and improved infrastructure;

2) Effective and equitable delivery social services and education for improved quality of life;

3) Equitable, accountable, effective, and efficient public sector; and

4) Sustainable natural and cultural resources' management, use, and preservation.

In signing hereafter, the Participating Partners endorse this strategic Framework and emphasize their joint commitment towards the fulfilment of its objectives.

Mr. Saqr Al-Qurashi
Director General
Specialized Agencies Department
Saudi Ministry of Foreign Affairs

Dr. Ashok Nigam
UN Resident Coordinator
Kingdom of Saudi Arabia

Riyadh, Saudi Arabia
Date: 14 FEB 2017.

UN Country Team in Saudi Arabia

In signing hereafter, the members of the United Nations Country Team endorse this Strategic Framework for the programmatic term 2017-2021 and underscore their joint will and commitment towards the fulfillment of its objectives.

Resident Agencies:

UNCT Member Names	Title	Agency	Signature
Dr. Abubaker Mohammed	Programme Coordinator	FAO	
Christopher Kuncki	Project Coordinator	ICAO	
Mr. Farid Hamdan	Project Coordinator a.i	OHCHR	
Mr. Firas Gharaibeh	Deputy Resident Representative	UNDP	
Mr. Khalid Khalifeh	Regional Representative	UNHCR	
Osama Makkawi	Acting Area Representative	UNICEF	
Dr. Ibrahim El-Ziq	Representative	WHO	

Non-Resident Agencies:

UNCT Member Names	Title	Agency	Signature
Dr. Iyad Abumoghli	Director and Regional Representative	UNEP	
Dr. Anna Paolini	Representative GCC and Yemen	UNESCO	
Mr. Asr Toson	Representative	UNFPA	
Dr. Tarek El-Sheikh	Regional Representative for the GCC	UN-Habitat	

Abbreviations

AGFUND	Arab Gulf Programme for Development	NGO	Non-Governmental Organization
CCA	Common Country Analysis	NIS	National Innovation System
CEDA	Council for Economic and Development Affairs	NTP	National Transformation Plan
CPI	City Prosperity Index	OCHA	Office for the Coordination of Humanitarian Affairs
CSO	Civil Society Organization	ODC	Ozone Depleting Substances
DESA	United Nations Department of Economic and Social Affairs	OHCHR	United Nations Office of the High Commission for Human Rights
DWCSF	Decent Work for strategy Framework	OSH	Occupation, Safety, and Health Management System
ESCWA	United Nations Economic & Social Commission for Western Asia	PPP	Public-Private Partnership
FAO	Food and Agriculture Organization	MEA	Multilateral Environmental Agreement
GACA	General Authority of Civil Aviation	MoEP	Ministry of Economy and Planning
GCC	Gulf Cooperation Council	MoEWA	Ministry of Environment and Water and Agriculture
GDP	Gross Domestic Product	MoEIM	Ministry of Energy and Industry and Minerals
GaStat	General Authority for Statistics	SHRC	Saudi Human Rights Commission
HDI	Human Development Index	SMEs	Small and Medium Enterprises
IAA	International Advertising Association	TCB	Technical Cooperation Bureau
ICAO	International Civil Aviation Organization	TU	Trade Union
ICPD	International Conference on Population and Development	UN	United Nations
ICT	Information and Communication Technology	UNDG	United Nations Development Group
ILS	International Labour Standards	UNCCSF	United Nations Common Country Strategic Framework
KACND	King AbdulAziz Centre for National dialogue	UNCT	United Nations Country Team
KPIs	Key Performance Indicators	UNDP	United Nations Development Programme
LDCs	Least Developed Countries	UNEP	United Nations Environment Programme
LI	Labour Inspection	UNESCO	United Nations Educational Scientific and Cultural Organization
MAPS	Mainstreaming, Acceleration, and Policy Support	UNFCCC	United Nations Framework Convention on Climate Change
MoCI	Ministry of Commerce and Investmnent	UNFPA	United Nations Population Fund
MDG	Millennium Development Goal	UN HABITAT	United Nations Human Settlements Programme
M&E	Monitoring and Evaluation	UNHCR	United Nations High Commissioner for Refugees
RAC	Refrigerating and Air Conditioning sector	UNICEF	United Nations Children's Fund
RBM	Results -Based Management	UNIDO	United Nations Industrial Development Organization
RDI	Research Development Innovations.	UNRC	United Nations Resident Coordinator
SDGs	Sustainable Development Goals	UPR	Universal Periodic Review
SHRC	Saudi Human Rights Commission	WHO	World Health Organization
MoLSD	Ministry of Labour and Social Development	WTO	World Trade Organization
NCC	Net Contributing Country		

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Saudi Arabia Facts

	Indicator	Most Current Year Figure	Year	Source
Demographic	Total population	31,015,999	2015	STAT
	Saudi population	20,774,906	2014	STAT
	Total Population growth rate	2.11%	2015	STAT
	Saudi population growth rate	1.62%	2014	STAT
	Population density (persons /sqkm)	15.9	2015	STAT
Employment	Revised economic participation rate	40.2%	2015	STAT
	Saudis unemployment rate (>15 years)	36.2%	2015	STAT
	Total Saudis unemployment rate	11.5%	2015	STAT
	Saudi Employed Persons from Population (>15 years)	35.6%	2015	STAT
	Saudi female employment	11.6%	2015	STAT
	Saudi male employment	60%	2015	STAT
	Women participation in labor market	20.1%	2015	MOEP
Health	Life expectancy at birth	72.3/75.2	2015	WHO
	Total expenditure on health as % of GDP	4.7%	2014	WHO
	Infants mortality rate (per thousand live births)	15.2	2015	STAT
Education	Net enrollment rate in primary education	8.7	2014	HDR
	Gross enrollment rate in primary education	94.4	2014	HDR
	Public expenditure on education (% of GDP)	5.1	2014	HDR
	Pupil-teacher ratio, primary school (number of pupils per teacher)	10.4	2014	HDR
Economy	FDI as percentage of GDP: Inward: Outward:	34.3% 9.7%	2015	World Investment Report
	Accountability and Transparency	52 score; 48 ranking	2015	Transparency International, 2016
HD	Rank	39	20152014	HDR
	HDI	0.837 – Rank 39	20152014	HDR
	GII (Gender Inequality Index)	0.284 – Rank 56	2014	HDR

Executive Summary

Saudi Arabia has achieved remarkable socio-economic development over the last four decades. Gross Domestic Product (GDP) increased by 89 per cent from SR1,333 billion in 1980 to SR2,520 billion in 2015 in the 2010 constant prices. In the last 15 years, the period of the MDGs, the GDP growth averaged 4.25 per cent for the period 2008-2015, and the GDP per capita now stands at $24,507(MOEP). Other dimensions of human development, such as health and education, have undergone similar significant improvements. The recently published Human Development Report for 2015 profiles Saudi Arabia as witnessing improvements in life expectancy at birth from 69 years in 1990 to 74.3 years in 2014; and in the expected years of schooling from 10.8 years in 1990 to 16.3 years in 2014. Saudi Arabia has sustained gains in terms of progress in the global Human Development Index (HDI) of the United Nations Development Programme (UNDP), ascending to the status of Very High Development category in 2015 from that of middle-income ranking in the 1990s.

In April 2016, The Kingdom has released its Saudi Vision 2030 - an ambitious blueprint for development. It sets the ground for a long-term development. The overall objective of this vision is to transform the economy from its conventional reliance on oil and natural gas to a more diversified economy based on sustainable development. In an effort to build the institutional capabilities required to achieve the ambitious goals of this vision, the National Transformation Program (NTP2020) was launched in June 2016 across 24 governmental bodies operating in the economic and development sectors. The NTP2020 uses innovative methods to identify challenges, seize opportunities, adopt effective planning tools, activate the role of the private sector, bring about implementation and evaluate performance against a set of results and key performance indicators. The program's strategic objectives are linked to interim targets for 2020.

2030 Agenda for Sustainable Development and the Sustainable Development Goals that was adopted at the UN General Assembly in September 2015, is complementary to the achievement of Saudi Vision 2030. Both the Saudi Vision 2030 and 2030 Agenda for Sustainable Development are grounded on the three dimensions of sustainability: social, economic and environmental aspects of development. All SDGs are relevant to Saudi Arabia, though the targets and indicators may need to be adapted to the country context.

Building on the synergies between the national long-term vision and the global agenda for sustainable development, the United Nations Country Team in Saudi Arabia has developed this United Nations Common Country Strategic Framework (UNCCSF) 2017-2021. The UN Country Team has identified four priority areas for its support based on a comprehensive common country analysis and national demand and validated with national partners in the strategic planning retreat:

1. Knowledge-based equitable and sustainable economic development, underpinned by technology, innovation and improved infrastructure;
2. Effective and equitable delivery of social services and education for improved quality of life;
3. Equitable, accountable, effective, and efficient public sector; and
4. Sustainable natural and cultural resources' management, use, and preservation.

Recognizing the government demand-led programming and the net contributing country context (NCC) of Saudi Arabia, this UNCCSF articulates the areas for enhanced UN cooperation over the next five years and results against agency lines under each of the above priority areas.

Section 1: Introduction

1.1 The Saudi Vision 2030, the National Transformation Plan 2020 and the SDGs

In April 2016, the Government of Saudi Arabia announced its Saudi Vision 2030 – an ambitious long-term development programme. Saudi Vision 2030 is based on three pillars: the position of the Kingdom in the heart of the Arab and Islamic worlds; the determination to becoming a global investment powerhouse; the strategic location with the potential of becoming a hub to connect three continents: Asia, Europe and Africa. Saudi Vision 2030 represents an ambitious blueprint with long-term goals and expectations. It is expressed in three themes of a vibrant society; a thriving economy and an ambitious nation. A review of the three themes and their underlying issues of national concern reveal a holistic approach to development that encompasses the three dimensions of sustainable development: the social, the economic and the environment.

In June 2016, the 5-year National Transformation Program (NTP2020) was launched across 24 governmental bodies operating in the economic and development sectors. The NTP2020 uses innovative methods to identify challenges, seize opportunities, adopt effective planning tools, activate the role of the private sector, bring about implementation and evaluate performance. The NTP provides the actions and targets that are expected to be met by individual Ministries, and for the first time, sets Key Performance Indicators for them, with all performing under the oversight of the Council of Economic and Development Affairs (CEDA).

2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) that was adopted at the UN General Assembly in September 2015 is integral to the achievement of Saudi Vision 2030. The SDGs, an integrated, and indivisible set of 17 goals, 169 targets and 205 indicators, are a global resolve to take 'the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path'. Similarly, Saudi Vision 2030 is the national articulation of a bold vision for the next 15 years.

In this UNCCSF the analysis of the mapping of the Saudi Vision 2030 against the SDGs (as per attached *Table 1*) demonstrates that all the SDGs are relevant to the Saudi context, though the targets and indicators may need to be selected and adapted to the national context. As such, it justifies close cooperation between Saudi Arabia and the UN System towards the achievement of development sustainability, in terms of the Saudi Vision 2030 and the SDGs.

The UNCCSF outcomes and outputs were designed to support the implementation of the two key national planning processes, the National Transformation Plan (NTP) and Saudi Vision 2030. Annex 2 provides a detailed mapping of the UNCCSF outputs against the objectives and goals of both plans and links them to the relevant SDGs and SDG targets. This mapping exercise demonstrates both coherence and alignment across the three key levels of planning: UNCT planning as represented by the UNCCSF, national planning as envisioned in the National Transformation Plan and the Saudi Vision 2030, and the global development agenda captured by the SDGs.

The strategic priorities selected in this UNCCSF represent a proposed common response that is based on addressing national goals and opportunities to strengthen both national capacities and international cooperation, maximizing individual Agency's strengths at country level in line with United Nations reform. Strategizing and implementing will be inclusive in consultation with the public and private partners with an urge to expand on the scope and role of the civil society institutions, including the media, philanthropies, youth, women, children and academia.

The national development priorities and ambitions, as detailed in the Saudi Vision 2030 and the NTP2020, provide an opportunity for the UN System to tailor value-added propositions for an efficient response to the evolving development challenges. Despite the fact that the development support landscape is presently competitive, including from the private sector, the UN has obvious comparative advantages grounded in a leading historical role in development worldwide and buttressed by emphasis on neutrality and national ownership of development endeavors as well as the capability to combine efforts in a multi-sectoral framework. The evidence-based and participatory approaches to decision-making, along with other concepts of capacity development, human rights and gender balance including in impact analysis and decision making, will certainly be strong levers for the UN in Saudi Arabia.

As the development landscape is moving towards sustainability with greater focus on economic diversification together with more knowledge-based structures and reflection of value-added and inclusive growth, the UN System has opportunities to position itself as a critical contributor to the implementation of the SDGs. Applying the Mainstreaming, Acceleration and Policy Support (MAPS) approach of the UNDG will provide the UN System in Saudi Arabia with the ability to reflect an additional comparative advantage of professionalism, drawing on vast international experiences, to assist the Kingdom in achieving its development aspirations with sustainability entrenched in 'leaving no one behind'.

However, for the UN System to efficiently work in collaboration with the national development partners, there is urgency for a consideration of the core principles of collective and coordinated delivery in support of the 2030 Agenda for sustainable development. The specific principles of greater relevance to the national context include: a) integration, in terms of the collective responsibility of the UN System to advocate for and act on integrated approach to development; b) expertise, not exclusivity, as no single entity can claim an exclusive mandate over any single goal among the SDGs; c) collaboration, not competition; and d) innovation and experimentation, to create a space conducive to innovative thinking and experimentation at the national level.

1.2 Review and Evaluation of the UNCCSF (2011-2016)

The previous cycle of the UNCCSF (2011-2016) has been reviewed. It was found that the UN System in Saudi Arabia, under the UNCCSF 2011-2016, had benefited from a long-standing partnership between the UN System and government partners. This partnership was anchored in the common advantages of the UN, including neutrality and impartiality; extensive knowledge and expertise from around the world; a window towards specialized advisory services (substantive and technical alike) from all the UN Agencies; and carrying the UN imprimatur.

It is to be noted that the previous cycle was conceived and developed at a time of considerably different development challenges. From late 2014, a new development paradigm has dominated the scene with the accentuated urgency to diversify the economic base away from the entire reliance on revenues from oil and natural gas. It is further found that the UNCCSF had served as a model for replication by other GCC countries in the region. Nonetheless, it had encountered challenges and shortcomings, in particular the attempt to articulate joint results did not work in practice in a context where each agency had articulated its results in consultation with the government counterparts individually. There was, therefore, little that the agencies could work on together.

In preparing for the new cycle of the UNCCSF for the period 2017-2021, the UNCT also noted that the following are the key lessons:

• There is an urgency for greater participation in the process of developing the CCA and the UNCCSF through involvement of government and other relevant partners;

• There is a need for commitment and more active engagement by agencies to the implementation of the UNCCSF/Action Plan with greater efforts to be exerted for improving knowledge sharing mechanisms, working towards delivering as one and identifying common/joint areas of programming while at the same time recognizing the realities of the net contributing country context and that ministries like to engage with agencies separately on a project basis;

- There is an urgency for clarity in identifying joint activities/results for the agencies and thematic groups; and
- There is a need for clearer accountability and reporting for results.

In response to the lessons learnt and recognizing the NCC context where each agency works directly with its counterpart ministries and is funded on a project basis, this UNCCSF articulates each agencies programme of action while at the same time indicating possible future areas of engagement under each of the priority areas. In that way, this UNCCSF should have a greater and more accurate reflection of the programming reality allowing for greater transparency; greater chance of achieving results, and; greater possibility of exploring joint actions.

1.3 From MDGs to SDGs in Saudi Arabia
Taking stock of the national commitment to the international development goals, Saudi Arabia was an active party to the Millennium Declaration signed in 2000. In this framework, the Kingdom had committed itself to achieve the eight MDGs. In reality, the MDGs had engendered a high level of political commitment in Saudi Arabia to achieve the globally set goals and targets and to monitor and report such achievement. As a result, the MDGs were immediately considered a convenient platform to induce development policy changes, particularly in the area of poverty reduction, which was hitherto untapped topic due to social and cultural sensitivities.

Based on the annual reporting on the MDGs at the national level (for years 2002, 2005, 2008, 2009, 2010, 2011, 2012, 2013 and 2014), Saudi Arabia reported expected achievement of most of the MDGs by 2015 reports at the time of preparation of the last MDG report (*Table 2*). Two significant conclusions emerged: that it would achieve the MDGs ample time prior to their deadline of 2015; and that the Kingdom's cooperation with the UN System was deemed crucial in creating an environment conducive to effective development planning, implementation, monitoring and evaluation.

Being on track for achieving the MDGs, however, increases the challenge of addressing issues of quality rather than quantity. In particular, addressing goals achievements at sub-national levels, inequities in women's empowerment, focusing on pro-poor growth; broadening the engagement of stakeholders, enhancing institutional coordination and data quality, among others.

Thus, despite the progress that Saudi Arabia has made especially in terms of human development, a number of challenges remain to ensure the sustainability of those gains in the longer term. These challenges include: diversifying the economy; increasing engagement in global issues of climate change and environment; improving national planning and governance, building Saudi human capacities to lead and participate in the new industrial and service sectors, thereby decreasing reliance on foreign workers; more effectively translating national policies into human development gains through improved governance and public administration; using technology and innovation to achieve sustainable and inclusive growth, and developing capacities to ensure that growth proceeds with equity, taking account of issues of women, youth and different regions.

Reporting on the MDGs at the national level revealed that improved monitoring and evaluation mechanisms were required and warranted a special attention. Other issues related to the quality of data, including timeliness of updating and level of disaggregation, together with the capability to incorporate results of analysis into the policies and resource planning.

According to the country's situation analysis, two themes in particular emerge from the various national planning frameworks as key to the country's long-term future (a) education and innovation, which can support the private sector through the provision of highly qualified Saudi professionals with relevant skills as a means of aiding economic diversification, reducing reliance for employment on state-run industries, and reach long-term economic stability; and (b) leadership and governance, which can offer the Government greater efficiency and openness, in turn increasing the effectiveness and quality of public sector interventions, strengthening regulatory and coordinating functions thus buttress national security.

In a confirmation of a desire for higher level engagement of the UN development system in the Kingdom's development efforts, including on the implementation of the SDGs, the Saudi Ministry of Economy and Planning (MoEP) received a royal decree to lead in the coordination of the implementation of the SDGs with all ministries and agencies across the Saudi government. The next steps involve the mainstreaming and institutionalizing the SDGs implementation and enhancing the development cooperation framework between the Government of Saudi Arabia and the UN to transform Agenda 2030-SDGs with Saudi Vision 2030 into well-coordinated initiatives, programmes and projects. This will require all parties to effectively engage in close follow-up and coordination on implementation and evaluation.

1.4 Saudi Arabia Country Analysis and UN Comparative Advantage

The Common Country Analysis (CCA) of the development situation in the Kingdom of Saudi Arabia, reflects a set of priorities for development cooperation for the period 2017-2021. This was founded on a long-term visioning that: "By 2024, the Saudi economy will be a diversified, prosperous, private-sector driven economy, providing job opportunities, quality education, health care and necessary skills to ensure the well-being of all citizens while safe-guarding Islamic values and the Kingdom's cultural heritage".

The analysis of the development situation indicates priorities for development cooperation in Saudi Arabia for the period 2017-2021. While each United Nations Agency in the country has its distinct mandate, yet they all share commitment to international and national goals and complementarity – and thus incorporate the roots of collaboration. The UNCT's consultations with national counterparts led to four broad areas in which support for Saudi Arabia can be explored with Government and concentrated. These are:

1. Knowledge-based equitable and sustainable economic development, underpinned by innovation and improved infrastructure;
2. Effective and equitable delivery of social services and education for improved quality of life;
3. Equitable, accountable, effective, and efficient public sector; and
4. Sustainable natural and cultural resources' management, use, and preservation.

Furthermore, these development priority areas are complemented by five equally important crosscutting issues that the situation analysis finds apply to all: (1) South-South Cooperation; (2) Capacity Development; (3) Human Rights, including labor rights; (4) Women's Empowerment; and (5) Youth and Adolescents.

The UNCCSF recognizes that with the SDGs and under the new guiding principles for development programming, the UNCT agencies will in the development and implementation of their programmes and projects pay due attention to the revised programming principles of ; (i) human rights, gender equality and women empowerment; (ii) sustainable development and resilience; (iii) leave no one behind ; (iv) accountability.

These priority areas were validated and finalized in consultation with the government and national partners at a workshop organized in November 2015 and have been found to remain valid under the Saudi Vision 2030 and NTP 2020.

The UN comparative advantage lies in its ability to provide high level policy guidance and technical support across the priority development areas highlighted. Given Saudi Arabia's position as an NCC and also leader in a number of fields, the UN main advantage and role is to support national development plans with the necessary advanced technical and policy support to advance the SDGs and the goals of the Saudi Vision 2030 in an effective and timely manner.

The strategic priorities selected represent a proposed common response that is based on addressing national goals and opportunities to strengthen both national capacities and international cooperation, maximizing individual Agency strengths at country level. The strategizing and implementation will be inclusive in consultation with public and private partners, while equally expanding the scope to enhancing the role of civil society institutions, including the media and academia.

The UNCT should have a positive, tangible and upstream impact on the development in Saudi Arabia. A key task for the UNCT will be to engage not only the domestic agenda with the country, but also expand its role to facilitate technical assistance from Saudi Arabia to other developing countries under the framework of South-South cooperation. The future of UNCT partnership with Saudi Arabia can have consequences not only for the sustainability of the achieved MDG results within the Kingdom but also, increasingly, globally, as Saudi Arabia continues its progress toward becoming of the most consequential countries in the world.

Yet at the same time, a challenge – and an opportunity – also exist to build on the United Nations' traditional role as a provider of technical expertise and to deepen the overarching comparative advantages of the UNCT. The UN also brings credibility and accountability derived from longstanding partnerships; impartiality in provision of capacity development support and policy advice; access to relevant international knowledge resources and best practices; a foundation of international norms and standards; and flexibility to respond quickly to emerging national needs and priorities. This can help to establish the UNCT as a hub of global knowledge and best practices in the strategic areas of cooperation, as well as contribute to a focus on upstream policy support in a manner consistent with Results Based Management (RBM). In addition, it can stimulate formation of new strategic partnerships, One UN programme initiatives and communicating together for results.

A key UNCT strategy will be to focus on development of human capital and to further concentrate on vulnerable groups, especially women and youth. This would be particularly important with regard to their employment, education, health and overall gender issues. For children, support will be provided across the life-cycle, considering the needed investments in early childhood development, childhood, and adolescence across sectors. For youth aged 15-24, the issues relate to opportunity and participation as well as access to quality education and health services; and for refugees and migrant workers, there are issues of their overall well-being, protection, education, and human rights.

It is important to note that the UNCT will move well beyond a straightforward "training" approach to emphasizing the use of strengthened national systems, decision making, and capacity development. This allows Agencies to apply a common approach to support for development of so-called "functional capacities" – situation analysis, policy design and strategy formulation, and monitoring, evaluation and learning, among others – with a customized approach to support for capacity development.

In summary, while the UNCT's role in Saudi Arabia is predicated first and foremost on the principle of national ownership and demand in the context of a Net Contributing Country (NCC), nevertheless the CCA and UNCCSF have identified a number of key development challenges and opportunities for the UNCT to explore with Government its support for development activities and achievement of the SDGs in the Kingdom. In the context of the transition taking place in the country, Saudi Vision 2030 and the NTP 2020, the UN's role in Saudi Arabia must also evolve, ensuring its continuing relevance and added value in the dynamic, complex and rapidly changing environment of a high-income, high-human-development index country. Whatever the UN does in any country must be underpinned by the programming principle of the human rights-based approach. In the implementation of the UNCCSF, the UNCT is encouraged to explore wider engagement of other domestic and international partners – local government, civil society organizations, the business community, the media and academia alike. In so doing, the UNCT can help Saudi Arabia capitalize on unprecedented opportunities in deepening human development.

The success criteria for an engagement in this framework are carefully selected to include: a) complementarity with the national priorities; b) potential long-term impact; c) better positioning of the UNCT members in the development landscape of Saudi Arabia; d) lessons learnt and good practices; and e) opportunities to strengthen both national capacities and international cooperation. The cross-cutting issues that are taken into consideration for this UNCCSF are; (1) human rights, (2) women empowerment, (3) statistical capacities and (4) evidence-based policy making.

As a result, the UNCCSF (2017-2021) puts these priority areas within a common operational framework for development activities upon which relevant United Nations organizations will formulate their interventions in alignment with their respective programmatic cycles for the same time horizon. Given the NCC context, the identified outcomes and outputs have been presented along agency lines of engagement. As opportunities materialize, the objective is to keep this matrix updated to make the UNCCSF a living document that can also serve the on-going monitoring and evaluation of the framework.

The UNCT, under the leadership of the UN Resident Coordinator, will be responsible for the implementation of the UNCCSF (2017-2021). Close coordination among the UN System, on the one hand, and with the Government and other development stakeholders, on the other, is expected to result in considerable cost-efficiencies, development effectiveness, and realization of synergies.

Section 2: Strategic Framework Results

The UNCT in Saudi Arabia comprises of the following resident organizations: FAO, OHCHR, UNDP, UNHCR, UNICEF, WHO. Agencies vary with respect to level of representation, scope of work and staff resources available for joint UN activities. Non-resident agencies which have either programmes or technical experts or which have indicated interest in the CCA/UNCCSF are: DESA, ESCWA, ILO, UNEP, UNESCO, UNFPA, UN-Habitat, and UNIDO. UNEP and UNESCO as well as OCHA and ICAO, have participated in the UNCT retreats held as part of the CCA preparation, validation, and the UNCT inter-agency UNCCSF working group activities.

The scope of the KSA-UNCT contributions to the development outcomes to be achieved in partnership with national stakeholders under each of the Development Priority Areas of the UNCCSF (2017-2021), are articulated in details as sub-headings of individual UN agency contributions, and reflected as well in Annex 1. This section highlights the prospective areas of policy and programmatic support that the UNCT can explore with the Government over the period 2017-2021 as already expressed in the CCA and the areas currently planned. The KSA-UNCT framework for support and assistance as articulated in the Annex is based on what is currently anticipated in partnership by each agency. However, it is intended that this UNCCSF remains a living document with the Annex updated on an annual basis as opportunities are explored for a more enhanced engagement with Government.

Sustainable Development is among the core principles of the work of the United Nations in the Kingdom of Saudi Arabia. To this end, the UNCT is committed to support the Government of the Kingdom of Saudi Arabia at their request on the implementation of the 2030 Agenda for Sustainable Development, including supporting on planning, monitoring, and reporting.

2.1 UNCCSF Development Priority Area (1): Knowledge-based equitable and sustainable economic development, underpinned by innovation and improved infrastructure.
Outcome: Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure.

Knowledge-based development to enhance diversification and employment generation is recognized as a vehicle for securing the stability and dynamism of the economy. Therefore, it is important to explore ways and means of modernizing and diversifying economic structures through fostering research and development, innovations, and strengthening its impact on various sectors of life. This can cover broad areas from education, to human resources development, to governance and innovations in business sector development including incubators and science parks.

The policy and programmatic interventions of the UN in Saudi Arabia in addition to their ability to tap into global knowledge can address issues of inclusive growth, vulnerability, institutional and individual capacities, among a range of thematic areas. For example, the UNCT can assist with initiatives for enhanced private sector engagement especially focusing on SMEs development, labor policy reform, women and youth employment, tourism and cooperation with other Gulf countries.

The UNCT can also offer comparative advantages in such initiatives as "green jobs," a decent work agenda, and support to the implementation of the new National Youth Strategy to positively affect the largest possible number of young people through value-added investments, education, jobs and livelihoods. It can further contribute by building capacities of women and youth for more effective participation in national development.

ESCWA

ESCWA will contribute by assisting KSA in its transformation to knowledge-based economy, by advising on best practices in harnessing technology transfer and innovation to achieve the set goals. ESCWA will also provide technical assistance to enhance the commercialization cycle of Research Development and Innovation (RDI) outcomes, to develop and improve national innovation system (NIS) and national innovation ecosystem.

ICAO

ICAO's Technical Cooperation Mission Project, Kingdom Saudi Arabia Jeddah, supports the General Authority of Civil Aviation (GACA-KSA) with its commitment to provide safe, efficient and cost effective global and domestic aviation services; while keeping GACA abreast with the rapid changes of technological advancement and ICAO legislative standards / regulatory policies, within the global aviation industry. To include but not limited to; promoting, enhancing and providing professional expertise in education and on the job training development, in a wide spectrum of aviation specialties, to its Saudi National counterparts, for the continuous progression of the Saudization National Program. The project currently consists of sixteen ICAO Officers, assigned within various sectors of GACA Organization. The Programme is conducted under the broad policy guidance of the ICAO Assembly and of the Council. Subject to general guidance by the Secretary General, the Technical Cooperation Programme is executed by the Technical Cooperation Bureau (TCB).

ILO

The ILO, as part of the UN Country Team and in coordination with its constituents, the Ministry of Labour and Social Development and the social partners, will support the UNCCSF. ILO has engaged over the period 2012-2016 in policy and programmatic interventions in the areas of Labour Administration, Social Protection, Employment, Gender, ILS, SMEs, and developing the by-laws for an independent TU structure.

At the request of the Ministry of Labour and Social Development (MOLSD), the ILO is developing a Decent Work Country Strategy Framework (DWCSF). This document and its results-based Action Plan offer means to achieve decent work for all, based on a rights-based approach. This includes the achievement of a stable labour market, conformity with ILS, respect of Fundamental Principles and Rights at Work, and the establishment of efficient Social Dialogue mechanisms in Saudi Arabia. The DWCSF supports two themes of Vision 2030 ('A vibrant society' and 'A thriving economy') and is aligned with the National Transformation Program (NTP) framework.

The ILO will aim to apply participatory law-making approaches to support policy reform, including the introduction of a National Labour Commission Act and a Freedom of Association Act. Particular attention will be given to ensuring that new acts are in line with ILS, including human rights and gender equality instruments. Awareness raising campaigns could be organized for constituents on relevant ILO conventions, whilst technical assistance will be provided on ILS, social dialogue and tripartism. The ILO will also provide capacity building for government officials on LI and OSH.

OHCHR

As part of the UN country team, the United Nations Office of the High Commissioner for Human Rights, through its technical cooperation programme in Saudi Arabia and in close cooperation with its national counterpart - the Saudi Human Rights Commission, will contribute with other UN agencies in supporting the United Nations Common Country Strategic Framework – UNCCSF in Saudi Arabia. OHCHR will support through engaging with partners on human rights awareness; seminars, symposiums, and capacity building activities to support women's rights, labor rights based on relevant concluding observations by different UN treaty bodies and UPR recommendations.

Moreover, "Leaving no one behind"– a principle that is profoundly enshrined in SDG at all levels of implementation, advocacy and monitoring – is applicable to foreign and migrant workers, a category that falls within SDG 10 (Targets 10.7 and 10.c). Inclusive and tailored indicators need to be fashioned from HRBA and civil society needs to be included in this. OHCHR is ready to provide support in using Human Rights Indicators and HRBA to Data in relation to migration and migrants in KSA. OHCHR will also support this effort by engaging with partners through capacity building on rights-based approach to business sector involvement in having migrant labor recruitment and employment policies and practices in compliance with international human rights standards, in order to protect and empower migrant workers.

UNDP

In support of the Government's priority on diversification and job creation, UNDP is planning to provide substantive and technical assistance to processes of strengthening institutions and mechanisms for improved job matching, acquisition of new skills and the introduction of innovative tools in inclusive growth. UNDP's assistance towards improved knowledge-based development will ensure capacities are built at more than one level through partnerships with various government entities to develop and implement policies and strategies towards equitable sustainable development. Achievements and challenges will be documented through national reporting on the SDGs.

UN-HABITAT

The constant migration toward regional cities will put greater stress on already limited and underdeveloped urban infrastructure and resources, urging municipalities to implement strategies that create resilient and sustainable cities for the future. Additionally, Saudi Arabia aims to take its cities to a level of sustainable urbanization. While urban strategies are in place, coordination and implementation have been identified as key bottlenecks. In response, UN-HABITAT through the it's a programmic interventions in Saudi Arabia aims to strengthen the analytical and multi-faceted diagnosis of sustainable urban development, housing and municipal services to identify the most critical policies and strategies to ensure city prosperity and adequate access by all to quality housing, services and quality of life.

It will provide essential data through the integration of the City Prosperity Index (CPI) which formed the basis for the Sustainable City Index developed by partners under UN Habitat World Urban Campaign and also used as monitoring indicators for assessing the achievement of Sustainable Development Goals.

The CPI includes various indices and indicators that are relevant to cities and important for prosperity-oriented public policy-making, and focuses on individual cities. Importantly, it measures prosperity across six dimensions –productivity, infrastructure, quality of life, equity and social inclusion, environmental sustainability, and urban governance and legislation, which cover several Goals including goals 8, 5, and 11. The City Prosperity Index is mentioned in the National Transformation Program under "Sustainable and balanced urban development and improvement of the level of life in cities and regions of the Kingdom" (National Transformation Program, 2016).

In line with SDG 8, the dimension of productivity focuses on the contribution to economic growth and development, generating income, providing decent jobs and equal opportunities for all through effective economic policies and reforms. From a socio-economic perspective, issues of youth unemployment also top the agenda of emerging development issues in the Kingdom. A large mismatch exists between youth skills and emerging employment opportunities especially for young women. The FSCP hold several activities in this regard including the integration of youth indicators into the City Prosperity Index, youth analysis, and workshops for young people to constructively engage on urban issues.

 A comparative analysis of the proposed targets for Goal 11 against the City Prosperity Index shows very high convergence among the possible indicators. In general terms, it is clear that all of the targets of Goal 11 can be covered by the CPI framework and indicators. The CPI, as a local monitoring tool (and composite index), can be used to identify, quantify, evaluate, monitor and report on progress made by cities and countries on Goal 11. Undoubtedly, the adoption of the CPI framework and indicators represents an added value, with several advantages. (The Global Goals For Sustainable Development City Prosperity Initiative, 2016) The City Prosperity Index is expected to strengthen the capacities of local administrative and institutional bodies and development partners to reformulate and implement a new and sustainable urban and regional planning vision. By doing so UN-Habitat will support in achieving goal 11 target a. "Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning".

UNICEF

A well-skilled and educated work force will largely depend on targeted investments made through childhood and youth. UNICEF will work with national counterparts and with the UN agencies, academic institutions, national partners, and related organizations to ensure that information and trends on the situation of children is routinely available and can be used to inform and guide national policies and programmes. Building on its recent Situation Analysis on Children in the country, UNICEF will work with partners to engage in advocacy on sector-specific findings and to determine the ways in which the further realization of rights for children and adolescents can be pursued and knowledge gaps can be filled through timely and relevant research, analysis and innovative data collection towards the implementation of VISION 2030 and the SDGs.

UNIDO

UNIDO has significantly discussed contribution to the Saudi industrial vision via proposal entitled "Economic diversification through inclusive and sustainable industrial development etc.." Priorities identified by MoCI/IAA to UNIDO consisted of the following elements:

1. Development of an "*MoCI Manufacturing Value Added (MVA) Standard*";
2. Developing the "*Made in Saudi Arabia Standard*", (a Formal Standard to be issued, administered and regulated by the IAA);
3. An action plan to develop and publish the MoCI "*Annual Saudi Competitive Industrial Performance (CIP) report*;
4. Developing "*training packages for IAA and manufacturing enterprises*" to build capacities on various topics;
5. Develop a special section for *Saudi Arabia in UNIDO's biennial Industrial Development Report* (IDR);
6. Discuss with MoCI an updating of the "*National Industrial Strategy targets and extending the Strategy until 2025*"; taking into account a NEW Action Plan for 2016-2025
7. Assist the MoCI's IAA in devising "*Implementation Plan to Put into Action IAA's Initiatives*" for the period 2015-2017 (a total of 10 initiatives); and
8. Assist the IAA in putting *"content and details to projects"* that IAA has proposed for the Financial Year 2016 .

WHO

In support to the National Vision 2030 objectives on improving quality of life and quality of Health care services, and the provision of citizens with knowledge and skills to meet the future needs of the Health sector, WHO will be supporting the national authorities in enhancing the quality of scope of medical, nursing and public health education as well as enhancing the health sector capacity to develop and manage knowledge hubs in health, innovating with technology and information and undertaking research in priority areas for the country to inform policies.

2.2 UNCCSF Development Priority Area (2): Effective and equitable distribution of education and social services to improve the quality of life.
Outcome: Quality of life improved through effective and equitable delivery of education and social services

With regard to employment and social well fare and protection issues, the UNCT is well positioned to support national partners in improving the quality and relevance of service delivery and employment rates. For example, this can be done in linking education outcomes with labor market needs to better prepare youth with the knowledge and skills necessary for jobs in a knowledge based economy or in improving the capacities of local administration for planning, management and monitoring. Specific support can be in curricula reviews at all levels including for technical and vocational training and teachers' skills development.

The UNCT can explore support for enhancing the capacities of civil society organizations (CSOs) in social protection and service delivery, among others. The scope for greater engagement with CSOs is increased with the recent setting up of a legal framework for their operations.

In health, the UNCT will support the MoH in its transformation strategy to realize a reformed model for health care. The UNCT is well placed to assist in organizational development of the Ministry of Health at central and regional levels, addressing issues such as hospital autonomy, regulation capacities, and quality assurance. It can work with the Ministry to strengthen its capacities for planning and implementing health surveys/statistics and relevant data analysis including documentation, verification, and analysis. Comprehensive health surveys and databases can provide an excellent guiding tool for government health policies; and strengthen capacities for evidence-based decision-making, using analytical tools and development of a health system observatory.

In addition, the UNCT can assist in developing capacities in health economics, national health accounts and analysis, and review of national health financing options. Further, it can support the enhancement of national human resources for the management and delivery of health services. Likewise, the UNCT can support to the further development of primary health care, of cross-sectoral collaboration in health and enhanced involvement of the private sector, and in programmes for preventing and treating communicable and non-communicable diseases.

To strengthen strategic objectives that aim to increase food production and stabilize food security, the UNCT can assist with the development of rural areas, boosting productivity, production and marketing efficiency, and diversification of production. It can also help to upgrade the technical and quality food standards to international levels.

As the economy diversifies, the UNCT can support national partners in providing incentives for cultural creators, artists and industries capable of stimulating domestic production, distribution and consumption, using sustainable approaches, while linking those to international markets. Thus contributing to employment generation and improving livelihoods.

The UNCT, through its specialized agencies and accumulated wealth of knowledge offers particular advantages in support to adolescents' empowerment, emphasizing policy and media attention, healthy life skills (HIV/AIDS, substance abuse, and injury prevention), civic engagement options, and holistic approaches to reproductive health with a focus on nationally owned responses.

Similarly, in housing, the UNCT can enhance knowledge sharing and exposure to affordable and sustainable housing schemes in countries with similar conditions; provide available tools for housing profiling, planning and participatory area upgrading; and assist in creating a regional platform for knowledge exchange on affordable and sustainable housing.

While supporting national efforts to attain the SDGs goals and targets, the UN can support the government to implement the Framework for Education 2030; raise substantially the quality of education, including a rights dimension; support to the introduction of innovative teaching methods; and encourage life-skills-based education.

One important mechanisms to enhance diversification and the role of the private sector is through Public-Private Partnerships (PPPs), especially in infrastructure (water, sewage, electricity, etc.) and public services' provisioning (schools, hospitals, etc.) The UNCT through its access to global knowledge and best practices can support the identification and implementation of these partnerships and knowledge exchange (i.e. with support from the International PPP Specialized Centers). PPPs was one of the areas identified in the Tenth Development Plan and the UN can help in piloting such endeavors.

ESCWA
ESCWA will strive to advise on best practices in delivering social services using innovative technologies including, but not limited to, e-Government and Smart Government services.

ILO
Social Protection: The ILO supported the development of an unemployment insurance law in line with social security Conventions and international best practices. The ILO will build upon this success by providing technical advisory services and supporting the establishment of a national Social Protection Floor (SPF), the extension of social security coverage to non-Saudi workers and the creation of an insurance fund for expatriates.
Youth employment: Under Country Priority I of the DWCSF (Creating additional decent jobs for young working men and women), the ILO will build the capacities of the MOLSD to carry out LM analysis and implement employment programmes and policies, in particular those in support of youth employment. The ILO will support efforts to improve the capacities of vocational training centres and employment services to enhance the employability of Saudis, including PWDs. Capacity building workshops will be provided to improve the capacities of the labour administration unit for planning, management and monitoring, as well as technical support in technical and vocational training and skills development.

The ILO will work with the ministry and the corresponding MOLPlus agencies to provide life-skills-based education to enhance the skills of the national labour force. The ILO will also contribute to mainstreaming entrepreneurship culture in vocational education among young men and women through its partnership with the RIYADAH institute. The ILO can also help in conducting Public Employment Services assessments to identify areas for improvement and support the development and implementation of TC projects to enhance employment services and provide capacity building in different areas. Finally, the ILO will support the development of Public-Private Partnerships, particularly in ensuring that they are conducive to decent work.

ILO work will focus on the provision of technical advisory services in labor policy reform, review of the Labour Inspection Audit (carried out by the ILO in 2011), follow up on the recommendations of the Labour Administration Assessment (carried out in 2014), technical support to the national youth employment strategy, training for women and youth, workshops and programmes designed as required by the Ministry of Labour and Social Development.

The ILO will work directly with the Government, and collaborate with other UN agencies or national or regional organizations with the aim to effectively eliminate child labour by 2019 in line with ILS, among other social development measure. The ILO will also support the Government's efforts to prevent violence toward domestic workers and assist PWDS by enabling them to provide a valuable economic contribution, ensuring equal opportunities and protecting PWDs from discrimination.

OHCHR

OHCHR will support national partners in enhancing the application of the rights based approach when providing social services and education. Particularly, OHCHR activities will focus more on reflecting human rights education through the integration of human rights concepts into educational activities. This is in addition to the use of human rights indicators to monitor equitable access to basic social services. Moreover, OHCHR jointly with the SHRC will plan and design activities to reflect UN global human rights education initiatives into the national education process.

UNDP

Using an integrated approach, this priority area will contribute to increased employment of qualified nationals (with a focus on youth and women) in productive sectors. The focus will be on UNDP's support to the development of policies and strategies as well as needed education reform to meet the market demand thus contributing towards a more diversified economy. UNDP will work on supporting Government's public policy reforms and economic transformation including in urban areas, including housing, in cooperation with UNHABITAT and will focus on education evaluation and reform and skills building through the enhancement of the technical, technological and organizational capabilities of the relevant Government entities. UNDP will also be working directly with Ministry of Labor and Social Development (MoLSD), King Salman Youth Centre, National Centre for Social Studies, King Salman Humanitarian Aid and Relief Center, King Abdallah Bin Abdulaziz Center for National Dialogue (KACND) as well NGOs to assist in capacity development towards the formulation and implementation of their strategies focusing primarily on the promotion of innovative and participatory approaches to enhance the impact of national social welfare.

UNESCO

UNESCO is available to supporting Saudi Arabia's national efforts to attain the Sustainable Development Agenda 2030, including the SDGs. Specifically, UNESCO is available to support the government in the implementation of the Education 2030 Framework for Action through initiatives that can substantially raise the quality of education in Saudi Arabia, with special emphasis on strengthening national capacities for educational policy, planning and evaluating SDG 4 – Education 2030. Initiatives can include developing a national roadmap to implement Education 2030 and strengthen capacities of Ministry of Education to align SDG 4 to national priorities and strategies as well as encourage life-skills-based education, in order to engender a new generation possessing the skills (such as computer literacy) and creativity needed to be successful in the competitive world marketplace.

UNESCO further strengthens national capacities to develop and implement policies facilitating the integration of Information & Communication Technology (ICT) in education, particularly through training for policy-makers, teachers, and students, with the objective of enhancing access to information and strengthening knowledge societies through Open Solutions. The Open Solutions for Knowledge Societies Programme promotes Open Educational Resources, Open Access, Free and Open Source Software, Open Training Platform, Open Data, Open Cloud, and ICT accessibility.

UNICEF

Recognizing the multi-dimensional factors contributing to child development and well-being, UNICEF will collaborate with other UN agencies as well as with key line ministries, and partners, to strengthen the focus on women and children in the implementation of VISION 2030, its related National Transformation Programme, and the SDGs.

Within this thematic area, UNICEF can continue to support education and learning for children, child protection systems strengthening, and social inclusion more broadly. UNICEF can coordinate partners to expand the range and quality of early childhood learning and development opportunities (across sectors, and including health and nutrition), targeting both caregivers and service providers to ensure this critical window for childhood is seized. In the area of child protection, UNICEF will be able to bring its international and regional technical expertise in supporting the strengthening of child protection systems aimed at preventing and addressing child abuse, violence, and exploitation and in monitoring trends comprehensively. UNICEF will continue to place due emphasis on cross-cutting issues of priority, including support to children living with disabilities.

WHO

WHO will support the Ministry of Health's transformation plan through the following: health system strengthening (including overhauling the primary health care services); planning and strategy setting roles to attain universal health coverage, implementing its essential public health functions, strengthening its regulatory capacity and coordination with a particular focus on women and children. WHO will provide the MOH the required support to strengthen health promotion and control of communicable and prevention of non-communicable diseases; health security (the country has the largest mass gatherings in the world, in addition to supporting the country's efforts in controlling outbreaks such as MERS, and strengthening their preparedness capacity); developing and implementing a national health workforce plan; establishing a health information system that contributes to improved disease surveillance, monitoring disease outbreaks, tracking morbidity and mortality data, evaluating the impact of health interventions, and increasing the ability to successfully manage the process of transforming evidence into improved, cost-effective programmes for control of endemic and epidemic-prone diseases

2.3 UNCCSF Development Priority Area (3): Equitable, accountable, effective and efficient public sector.
Outcome: Public sector strengthened through improved efficiency, effectiveness, equity and accountability

Democratic values are enshrined in the Charter of the United Nations, as well as in the Universal Declaration of Human Rights. Building on its mandate and capacity, the UNCT as a whole has several specific comparative advantages in supporting Saudi Arabia in its efforts to build a more responsive, transparent government for all and to strengthen people's participation. This includes a focus on the rights of vulnerable groups, including women; children, youth and, particularly, adolescents aged 10-17; rural dwellers; persons with disabilities; the elderly; refugees; migrant workers and stateless persons; and minority social and cultural groups.

The UNCT can support the Saudi Vision 2030/NTP2020 and Tenth Plan to address various aspects of human development challenges in Saudi Arabia. Support and policy advice can be offered for the design of national studies and reports that regularly inform the planning process and decision making, including National Human Development Reports and SDGs, along with specialized economic reports. Likewise, the United Nations has deep-rooted and valuable governance, rule of law and electoral expertise in numerous countries, which can complement its effective cooperation with the Government, particularly in terms of strengthening local administrations.

Its impartiality makes it well-placed not only to extend technical assistance to municipal electoral management bodies, but also to build capacities of local leaders. The UNCT can draw on its experience of supporting South-South and Triangular Cooperation with countries that have recently gone through processes of decentralization, and public administration reform, thereby exposing Saudi Arabia to international best practices.

A critical point among the UNCT's comparative advantages is that it can first, promote the consistent application of international standards. Second, it is widely held to be politically neutral in its programming, giving rise to the further unique advantages of universality and legitimacy. Third, it can use its extensive experience from other countries to work with its national partners and establish programmes to address issues specific to Saudi Arabia. Critically, the UNCT has a long experience of mobilizing technical assistance and working to ensure that crosscutting issues are addressed involving women, youth, children and the other vulnerable groups noted above. Moreover, the continuing challenges of ensuring effective performance, and the motivation of the Government to address such issues, additionally offer the UNCT an opportunity to support an innovative and collaborative agenda for development in the country.

The UNCT can help promote the thinking about strategic issues in public administration development approaches with the objective of improving government performance and mechanisms to advance reform and in harnessing the collective intelligence and efforts of partners that have an interest in the field.

Based on the situation analysis, key capacity gaps with regard to governance emerged which the United Nations can help to address include: (1) support to strengthening of civil society; (2) raising awareness of human rights principles and capacity development of national human rights' institutions; and (3) enhancing public accountability systems, public sector reform and civil service capacities.

The United Nations can bring exposure to global experiences; consultation support to develop and maintain quality services, particularly in certain institutions; and its ability to work with all actors and involve all concerned stakeholders, including the strengthening of public-private partnerships is a major benefit.

ESCWA

ESCWA will contribute in institutional reform and modernization by providing its technical expertise and advocacy on the use of technology and innovation in public service delivery. ESCWA is implementing a DA-funded project in 2016-2017 to enhance institutional capacities by using technology (such as open data and e-participation tools) for the KSA (and other ESCWA members).

ILO

The ILO is in a position to provide policy advice and technical assistance in order for its constituents to improve governance on a number of issues. These include mainstreaming Fundamental Principles and Rights at Work, promoting women's empowerment, and Social Dialogue, as well as preserving the rights of vulnerable people (PWDs, women, children, and youth). The ILO will also provide technical advisory services and capacity building on mechanisms to manage migration and protect the rights of migrant workers, as well as on the use of ILS and the supervisory system.

Finally, the ILO stands ready to build national statistical capacities, particularly those relevant for the monitoring of delivery against SDG8.

OHCHR

OHCHR through close cooperation with national partners and stakeholders, will help Saudi Arabia technically to develop a national plan of action to implement recommendations from human rights mechanisms such as recommendations from the UPR, concluding observations from UN treaty bodies and recommendation of UN Special Procedure. This will be reflected positively in protecting rights of vulnerable groups such as women, children and persons with disability and human rights in general.

UNDP

UNDP will focus on capacity development for, improved efficiency, effectiveness and accountability of public institutions and service delivery through a number of outputs addressing various aspects of public sector effectiveness. UNDP will also provide assistance towards improving public performance measurement systems and help in the provision of capacity development to ensure better innovative national research data collection capacities and strengthen systems for informed evidence-based decision making in the social and economic sectors. UNDP will continue to provide assistance in economic modelling as required, to improve the efficiency of the government subsidies system, as well as, with regard to forging public-private partnerships and developing privatization policies.

UNDP's work will focus on the assistance provided to national partners for the provision of sustainable quality public service in an equitable and measurable manner, including Key Performance Indicators (KPIs) and urban indicators. UNDP's work will be in partnership with an array of government entities, Ministry of Roads and Transport, Ministry of Municipal and Rural Affairs, Ministry of Economy and Planning, Ministry of Housing, Al-Riyad Development Authority to name a few. UNDP also plans to strengthen its strategic partnership with the General Authority for Statistics (GaStat) and Information to support national capacities in data collection.

UNFPA

UNFPA GCC will assist in supporting GaStat vision of positioning the Authority as the point of reference in Saudi Arabia and the region for most accurate and updated statistics in order to mainstream the International Conference on Population and Development (ICPD) agenda, sustainable development agenda (Post-2015 process) and the 2030 Agenda for Sustainable Development, as well as the Saudi Vision 2030, by providing high caliber experts in areas of population policy, strategy, surveys, statistical data analysis. Also the agency provides assistance in transformation to the use of civil registry for data collection, optical reading and census by 2020 as mandated by the Gulf Cooperation Council The currently proposed co-operation framework with GaStat includes integrating the Population and Development Programme of Action in the sustainable development process, institutional capacity building for the GaStat, and monitoring the progress achieved in the sustainable development indicators based on the recommendations of the ICPD. The proposed technical assistance components which are to be provided under the renewed TF are visual reading implementation, developing the national statistics strategy, review the plan for the general census of the population for 2020, review the SDGs related indicators, continue building the GIS and quality control mechanism in relation with the collected data.

UN-HABITAT

The Government 2030 vision is focusing on transparent, accountable and effective urban management and quality service provision with requests for more inclusive development. Important challenges remain in regard to issues of transparency, rights-based approaches to urban as well as national development, including the accountability and participation, as well as national development. Through the introduction of monitoring tools of cities' prosperity and providing guidelines and manuals for effective and accountable regional strategies and development scenarios for infrastructure, services, housing and land development management some of these concerns will be fulfilled.

UN-Habitat will work in joint efforts with an array of counterparts (Amanats, Ministry of Economy and Planning, Ministry of Housing, Ministry of Interior and Non- profit organizations, women and youth associations and Academic institutions) with the aims at assisting the local government in improving its urban management system and institutional capacity of municipalities. Following a "Training of Trainers" approach and in line with the partnership strategy, consistent efforts will be made in delivering this Output with the active engagement of national academic and government training institutions. The delivery methodology will encourage these institutions to be active in the global dialogue on sustainable urbanization, open to international knowledge exchange, and to work collaboratively with cities' decision makers, communities, private sector and NGO's in the development of urban policies and development strategies which promotes goal 11 Target 3 "By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries" as well as goal 17 on a broader level which is to "Strengthen the means of implementation and revitalize the global partnership for sustainable development". The Saudi Training Centre on Sustainable Urbanization, expected to be established during the programme phase through a separate source of funding, will provide an important mechanism to sustain and continually enhance this knowledge and skills. This activity feeds into the Ministry of Municipal and Rural Affairs' initiative 4 "Update National Urban Strategy, activate its implementation in line with international best practices in urban planning to strengthen and enable the development of medium and small cities" outlined in the 2016 Initiatives for the National Transformation Program (2016) ensuring equitable (re)distribution of the benefits of prosperity, reducing poverty and the incidence of slums, enhancing vulnerable groups, women and youth access to services and cities opportunities, and ensuring civic participation in the social, political and cultural spheres all fall under the dimension of equity and social inclusion in the CPI. This dimension is implemented in the activities of the program.

The program also builds on the increasingly vocal and social media-conversant youth, engaged more and more in public participation and debates over the future of development in Saudi Arabia. It provides spaces for discussion and engagement specifically on urban issues, making use of new technology and media platforms. The programme thus connects youth to their cities, explore their views, satisfaction and proposals for the future they want, creating a positive link between the government and the local population. These activities help identify champions and organizations which have formed the "Saudi Youth Sustainable Urbanization Network".

To support the increased engagement of women in cities in support of SDG 5 and the Saudi 2030 vision of empowering women, a similar "Saudi Women Sustainable Urbanization Network" has been formed. Participation of women in urban planning and housing decisions is a key criterion of success for sustainable planning and this program will work towards empowering women and community members to participate and understand planning processes thus ensuring extensions of the benefits of planning to all urban residents.

UNHCR

The implementation strategy under this priority area will be two-fold: (i) enhance its partnership with key stakeholders to ensure protection of persons of concern and advocate on their behalf to alleviate their plights. (ii) Promotion of refugee law and expansion of asylum space through capacity building and raising awareness about persons of concern's suffering and UNHCR mandate. Promotion of refugee law and capacity building was and will remain one of UNHCR's main tools for expansion of protection space in Saudi Arabia, UNHCR has a structured, progressive and ambitious programme to build national capacities of its counterparts, which would also open new eras of cooperation, and outreach to key officials to facilitate UNHCR's protection work to better serve persons of concern.

UNHCR will continue to partner with its national counterparts and various relevant interlocutors and stakeholders in Saudi Arabia to ensure that all humanitarian actors are actively engaged in both protection related-matters as well as international humanitarian responses and fund raising in order to achieve set goals for its persons of concern.

UNICEF

The fulfillment of VISION 2030 and the implementation of the SDGs supposes a solid foundation of trend analysis, data, and technical expertise for systematic data collection in key thematic areas. UNICEF will be well placed to support its national counterparts and key line ministries to generate evidence on the development of children across the life-cycle.

Focus will be placed on supporting the roll-out of the National Transformation Programme (NTP) and in ensuring all women and children benefit from the objectives of the national transformation plan through the development of sector analysis and investment cases for priority issues of relevance to child development and wellbeing.

WHO

WHO will assist in reviewing and developing the legislation and the financial institutional mechanisms required to advance towards the Universal health coverage and to implement the Saudi National non communicable diseases strategy specifically the issues related to tobacco taxation, road traffic accidents, air pollution and equitable access to health services to all population categories.

2.4 UNCCSF Development Priority Area (4): Sustainable natural and cultural resources' management, use, and preservation
Outcome: Improved management of non-oil Natural Resources and preservation of Culture and Heritage

Based on analysis provided in the country analysis, key capacity gaps with regard to the sustainable use of natural and cultural resources and environment that the United Nations can help to address have been identified as: (1) climate change and energy policy capacities; (2) the need for strengthened implementation of policy frameworks in specific areas and in line with obligations under signed international agreements; (3) coordination issues among institutional and systemic frameworks; (4) human resources' capacities and capacity building for improved enforcement of related regulations; (5) innovative approaches to address water scarcity; (6) awareness of environmental issues and risks/impact; and (7) sustainable development of natural and cultural heritage resources.

In particular, the UNCT's crosscutting expertise and programming in socioeconomic development, poverty reduction, good governance and capacity development gives it a solid standing for addressing climate change and clean energy not just from a technical perspective, but from a more broad-based development perspective. This can assist in mainstreaming these issues into development planning, including urban planning, and public administration at national and local levels.

In the energy sector, support can be provided for solar and wind power, design of new policies, strategies and action plans; and public-private partnerships for pilot initiatives. Likewise, support can also further enhance demand-side management and further increase efficiency, through initiatives on replication to new industries and geographic areas and upscaling in the areas of financial mechanisms, technology transfer, and development policy and regulatory assistance including developing and updating related standards and strengthen monitoring and enforcement of related environmental regulations.

The UNCT can bring forth its unique position as a leader in reducing vulnerabilities and promoting socioeconomic development. Within the framework of the SDGs and the Tenth Plan, the UNCT is positioned to mainstream issues of clean energy and climate change into rural development policies and activities, again with large scope for solar and wind power generation. Other key sectors where the UNCT is active include the transport and tourism sectors, leading to the integration of sustainable tourism concepts, including ways to mainstream carbon-offset systems into the travel and hotel industry as well as utilization of cultural heritage and resources.

The UNCT's vast experience in promoting environmental financing options and international best practices can be of great benefit to build public-private partnerships to link Saudi Arabia to the global carbon market. This can serve as a source of investment for Saudi Arabia's own initiatives and to seize an unprecedented opportunity to engage the Kingdom further as a provider of assistance to global climate initiatives under a post-Kyoto Protocol arrangement.

Scope exists to replicate Saudi Arabia's role as an external donor, focused particularly on using South-South cooperation as a means of achieving sustainable energy access in LDCs. Strong UNCT partnerships with non-resident United Nations bodies such as the United Nations Framework Convention on Climate Change offer critical support to clean energy and climate change policy dialogues, research and high-level advocacy among both Government and business partners, along with connectivity to regional and global forums. The UNCT can specifically support with the preparation of an Energy Report which takes stock of the situation and prospective plans of the country.

A potential for a national Human Development Report on the issue of sustainable development also can be explored and it can facilitate brining the UNCT's diverse experiences to bear fruit, while also offering support to capacity development and planning for climate change mitigation and adaptation at both national and local levels through tripartite partnerships and knowledge exchange on best practices.

In addition, the UNCT can help to strengthen national strategic objectives that aim to increase food production, stabilize food security, preserve natural resources and rationalize their usage to meet the needs of current and future generations. An emphasis on development of rural agricultural lands, increasing productivity, production and marketing efficiency and diversification of production, while optimizing water use, can be complemented by upgrading technical and quality standards to international requirements and capacity building and development of human resources.

On the policy front, the UNCT can ensure the availability of sound environmental information and analysis for decision making, while assisting the country with compliance with its obligations under ratified Multilateral Environmental Agreements, mainly the Montreal Protocol on Ozone Depleting Substances (ODS) through the development of a national regulatory framework for control of trade in and use of Ozone Depleting Substances (ODS), along with implementation of mechanisms to combat illegal trade. Conversion to appropriate, economically feasible non-ODS technologies in relevant consuming sectors will be emphasized including activities targeting the needs of the Refrigeration and Air conditioning sector (RAC) i.e. the adoption of national scheme for certification of RAC technicians, as will technical support for a National Strategy for Sustainable Consumption and Production. It likewise can provide support to ratification of pending MEAs such as Minimata Convention of Mercury.

Equally significant is for the UNCT also to offer important support in protecting public health from the impacts of climate change, as well as in strengthening local government capacities for environmental policy and governance through Environmental Master Plan processes.

Implementation of the National Water Strategy can be also supported through technical assistance and advice, employing new opportunities for public-private partnerships. At the same time, design of a new National Biodiversity Action Plan and a revised National Spatial Strategy, to improve land-use planning and integrate human development considerations into urban development plans, offer opportunities for further assistance with connection to obligations under the UN Convention on Biological Diversity and other biodiversity-related conventions and the UN Convention to Combat Desertification.

The use of relevant and appropriate radiation and nuclear techniques to promote tangible socioeconomic impact can be encouraged, along with strengthening of legal and technical infrastructure to ensure appropriate national regulatory oversight of technology safety and security.

ESCWA
ESCWA will provide technical assistance to KSA by providing best international and regional practices in using ICTs to preserve culture and heritage

UNDP

With the aim to assist the government in its efforts to improve sustainable management of non-oil natural resources, UNDP will work with its local and international partners to improve access to cleaner energy services and promote low emission technology. The achievements of UNDP's work under this development area will be measured through the degree to which proper energy efficient and water conservation policies are being implemented and contribute to the decrease in energy and water consumption. Surveys used to gauge public and industrial leaders' awareness will also be efficient tools to measure awareness level attained. UNDP will offer assistance, when requested, to partners on matters related to curbing the effects of climate change in both mitigation and adaptation. UNDP will work with the relevant authorities, namely Ministry of Economy and Planning, Ministry of Energy and Industry and Minerals (MoEIM) (Focal Point to United Nations Convention on Climate Change), the Saudi Energy Efficiency Center, Ministry of Environment and Water and Agriculture (MoEWA), the Saudi Wildlife Authority (Focal Point on the Convention on Biodiversity) and the Presidency of Meteorology and Environment (Focal Point for the Global Environment Facility). UNDP's assistance will be both at the level of polices, strategies, implementation of national action plans and capacity development.

UNEP

In supporting the Kingdom of Saudi Arabia, and in particular the newly created Ministry of Environment, Water and Agriculture, UNEP will focus its work around supporting the Kingdom in meeting its obligations under signed and ratified Multilateral Environmental Agreements (MEAs) and Internationally Agreed Development Goals. This includes capacity development support in terms of institutional strengthening and ensuring compliance as well as in specific projects related to specific MEAs, such as ozone depleting substances under the Montreal Protocol, National Communications under the UN Framework Convention on Climate Change and the Intended Nationally Determined Contributions to climate change, as well as ongoing technical support on MEAs relating to biodiversity to enhance the integration of biodiversity across development sectors.

Recognizing that Saudi Arabia offers great potential for promoting Green Economy concept and practices, UNEP is focusing as well on the potential for a sub-regional approach for Green Economy particularly on the benefits of low-carbon clean technologies as a new engine of investment and growth as a knowledge based economic sector.

Recognizing that Saudi Arabia offers great potential for promoting Green Economy concept and practices, UNEP is focusing as well on the potential for a sub-regional approach for Green Economy particularly on the benefits of low-carbon clean technologies as a new engine of investment and growth as a knowledge based economic sector. UNEP will also work with the UNCT members to integrate the environmental dimensions of sustainable development across the UNCCSF in line with the integrated approach agreed by Member State in Resolution 70/1; Transforming our World: the 2030 Agenda for Sustainable Development. This will include the provision of capacity development, support and technical assistance, and exploring new areas for support such as Sustainable Consumption and Production, a critical issue in Saudi Arabia, and one area of intervention relate to food security, addressing patterns of consumption and wastage in the food sector in order to develop a national strategy towards food waste reduction. This work is under discussion and has been initiated with the private sector, with the prospect of engage relevant line Ministries and UN agencies.

UNESCO
Concerning the domain of natural and cultural heritage, UNESCO can support the implementation of international Agreements and Conventions to which the Kingdom is State Party, advancing the systematic mapping, documentation, conservation, promotion and development of assets and resources. Both economic opportunity in the heritage of the Kingdom for future generations can be met through sustainable cultural tourism and the further development of cultural and creative industries. Support should encompass upstream policy development, capacity enhancement throughout the sector and joint implementation of cultural events and programmes. Specific support can be provided for building of capacities for development of national inventories of intangible heritage. In order to maximize the scope and reach of all these activities, as well as to reinforce the socio-cultural attitudes underpinning safeguarding and sustainable development of heritage assets, a sustained outreach campaign utilizing cultural institutions, relevant authorities and social media should be considered.

WHO
WHO will work with UNEP, UNDP and Habitat to address the health implications of climate change especially issues related to addressing the problems of air pollution, food safety, zoonotic diseases control and anti- microbial resistance.

2.5 Cross-cutting Issues

In consultation with the GoKSA, and informed by the common country assessment as well as global UNDAF programming principles, the UN system in the Kingdom of Saudi Arabia upholds and promotes the following underlying principles in its work:

1. Human Rights
2. Gender Equality and Women's empowerment
3. Statistical Capacities for Accountability
4. Evidence-Based Policy Making
5. Innovation
6. Sustainable Development

2.6 Human Rights

The UNCT is ready to provide assistance in human rights awareness and alignment of national legislations with international treaties through tailor-made technical assistance that is effective yet culturally sensitive, as well as is available to support to develop and institutionalize new capacities to implement the recommendations of UN human rights mechanisms.

The United Nations' solid track record, high culture sensitivity and neutral political agenda in the Human Rights Based Approach (HRBA) complements and enriches the Kingdom's focus on human development. The United Nations is in a unique position to conduct constructive dialogue in the area of human rights and people-centered development, which is critical for Saudi Arabia's further development.

OHCHR, through its technical cooperation program and in collaboration with UNCT and other partners, supports KSA in the follow-up and implementation of recommendations issued by the different human rights mechanisms including Treaty Bodies (TBs), Special Procedures (SPs) and Universal Period Review (UPR). Many of the CRC concluding observations on the combined third and fourth periodic reports of Saudi Arabia (October 2016) pertain to all levels of the Convention's implementation. This includes data collection. In line with SDG 5 and 10 implementations, OHCHR will provide its support in advising on human rights indicators and data disaggregation.

The UNCT can support human rights education and awareness raising on national human rights institutions and the national protection system. Particular emphasis can be given to child protection, including justice for children, Violence Against Women and girls, (VAW) and in addressing violence, exploitation and abuse, with a focus on supporting systems to track the implementation of the related sustainable development goals.

With regard to adolescents, gender- and age-disaggregated national situation analyses can be developed with youth participation, along with comprehensive national strategies for adolescent empowerment based upon the findings of the analyses. The UNCT can support the Youth development agenda, focusing on youth rights in a most innovative and culturally sensitive approach using recognized Agency-developed methodologies.

The Government also can be assisted with technical guidance for evidence-based monitoring and follow-up on recommendations of various human rights bodies or the UPR, as well as the preparation of periodic reports. Support to further development and strengthening of the State management of refugee issues can be provided, as can assistance to challenges to detention and deportation of refugees and asylum seekers in cooperation with the national entities. Likewise, support to strengthened strategic partnerships can be promoted to further the active engagement of civil society in the protection of the rights of refugees and stateless persons.

OHCHR will also engage with civil society organizations to advocate for human rights issues to be part of their working agenda including human rights monitoring and will keep on advocating for the improvement of civil society space by ensuring the compliance of registration law for CSOs with international standards.

Specifically, within the framework of the technical cooperation program under implementation between OHCHR and the Saudi Human Rights Commission (SHRC) and in line with the UN priorities in Saudi Arabia, UNCT support will focus on:
- Advancing the cooperation between Saudi Arabia and UN Human Rights Mechanisms to enhance human rights protection in Saudi Arabia. This include supporting the SHRC to submit periodic reports to UN treaty bodies as part of SA commitments as a State party to five Human Rights treaties and three optional protocols. In addition, the project will exert more efforts to speed the process of submitting over-due reports by building national capacity of the Permanent Committee for Reporting by using UN relevant guidelines for reporting.
- Harmonization of Saudi legislations with international human rights conventions and treaties which have been ratified by Saudi Arabia.
- Training of trainers and develop awareness raising programs (promotion of human rights)
- Strengthening capacities of the SHRC to protect and promote human rights in Saudi Arabia.
- Assisting civil society organizations and strengthen its capacity to be able to protect and promote human rights at the national level.

2.7 Promoting gender equality and women's empowerment

Key capacity gaps with regard to women's empowerment that the United Nations can help to address include the need for: (1) strengthened participation, especially economic participation; (2) support to provide educational outcomes that match labor market needs; (3) support to upstream policy formulation; and (4) protection issues. The United Nations Charter, other international commitments such as the MDGs and recently the SDGs, conventions and international human rights instruments provide the basis for the UNCT to work jointly with the government to ensure women empowerment.

The UNCT can provide unique expertise and lessons learnt in the areas of gender equality and women's empowerment applying a rights-based approach that is consistent with culture norms. The United Nations' gender mainstreaming policy and expertise has particular added value in promoting women's empowerment, as does its experience in working with and for children. Through this it can support capacity development to institutions to encourage more gender-sensitive approaches covering policies and programming. A range of thematic areas can be addressed and support be provided to national partners including access to resources and equal employment opportunities/pay; incentives mechanism, access to microcredit and partnerships' building, non-financial business training and enhancing women's engagement in decision making processes and positions.

OHCHR's Regional Advisor on Women's Rights and Gender Equality will also engage with partners, including UNCT, on developing initiatives on women empowerment and VAW, including trafficking in persons. OHCHR will also help put in place a national plan of action on trafficking in persons with a focus on female migrant workers. OHCHR will provide support on the rights approach to measuring the implementation of SDG 5 (the use of human rights indicator) and the need to have disaggregated data on women's effective participation at all levels of decision-making in political, economic and public life.

2.8 Statistical Capacities for Accountability

Reliable and objective official statistics are crucial for evidence-based decision-making. The value of official statistics lies in being accurate, objective and impartial. The UN has supported Saudi Arabia by providing training and collecting data on all eight MDGs through the Central Statistical Department. Despite significant progress, MDGs' monitoring has revealed important data and knowledge gaps that still persist.

The UNCCSF 2017-2021 is a tool for the UNCT to develop ambitious initiatives towards the achievement of the 2030 Agenda for Sustainable Development, related goals and targets. Achieving the Sustainable goals and targets will require integrated social, economic and environmental data. These can include inputs into designing a monitoring framework for the SDGs. Monitoring progress towards SDGs calls for significant investments in official statistics, also requires effective collaboration between international organizations at regional and global levels.

The UNCT through its specialized agencies is available to support the government through technical assistance aiming at capacity building to work in collaboration with line ministries, civil society, private companies and researchers to measure the SDGs, but also to improve the statistical literacy of all users. Government needs to be able to develop adequate indicators that follow international standards. If important data gaps persist, the government's ability to take action towards the SDGs may be compromised. Equally important is that UNCT can support the government in preparation and implementation of the upcoming census. As the government is committed to implement the decision made by the Gulf Cooperation Council to shift to civil registry for data collection by 2020, the UNCT can provide much needed capacity building and technical assistance to achieve that ambitious goal.

This can also support other emerging priorities, such as issues of refugees and migration, especially in terms of how to better measure migration or rural/urban flows, and its new forms and develop mechanisms to support the application of related international guidelines and to react to emerging challenges.

Similarly, on Climate Change-Related Statistics where closer involvement of official statisticians can support the reporting on greenhouse gas emissions under the Kyoto Protocol for example. The aim is also to improve existing official statistics and provide more geospatial data for analyzing climate change, its social and economic impacts, and adaptation efforts.

Another key area is the increasing demand for statistical information disaggregated by gender. Gender disaggregated data inform the public of the changing roles of women and men, and help formulate policies and monitor changes. In particular, the database systems need strengthening for identifying pockets of in-country disparity and vulnerability, and for facilitating evidence-based policy advocacy for rights-based legislative and policy planning processes.

Finally, another area is on the economic and social development at the sub-national levels. Regional data can cover statistics on the economy, population, education, employment, work-life balance, health, crime, transport, and indicators on SDGs.

2.9 Evidence-Based Policy Making

Entry points can encompass a thorough analysis and recommendations for improving capacities in official statistics including applying international standards in measurement, and for promoting innovation in census taking. Population and housing censuses represent the foundation of statistical systems with baseline information for planning public services at national and local levels and producing statistics. This is especially the case since census is a costly and complex exercise. UNCT can provide a wealth of knowledge and lessons learnt in that regard that will reduce cost by providing state of the art in data collection and identifying most successful approach while keeping an eye on country-specific challenges. Moreover, concerns about quality, respondent burden and privacy issues need to be tackled. Capacities can be on alternative census methodologies, highlighting their advantages, disadvantages and conditions.

2.10 Innovation

Innovation is the single most important driver of sustainable economic growth. In order to flourish, innovation needs supportive regulatory frameworks and policies. It can lead to enhanced competitiveness, productivity, and sustainable economic growth. This can be attained if the prerequisites of investments in research and development and ensuring industry-science linkages are made. In this regard, the UNCT can offer the following service/policy advice support/partnership including support to assessing innovation policies against international best practice, regulatory and policy frameworks; developing policy recommendations and assisting with implementation; legal protection of intellectual property, the system of public financing for innovation, and the transfer of foreign technology; facilitating financial support for incubators, business parks and innovation centers.

Another key area for the UNCT to support include providing policy advice and capacity building services to strengthen the innovative capacity of the economy including carrying out a performance innovation review. This includes conducting a review analyses of the national innovation system, benchmark it against international best practice, and provide a range of recommendations for improvement.

Several other areas can be highlighted for UNCT support including addressing the structural characteristics of the economy; supporting innovations systems; supporting knowledge generation and absorption; and supporting industry-science linkages and collaboration in the innovation process.

Section 3: Implementation

In line with the 2030 Agenda for sustainable development, the UNCT focuses on the implementation of the SDGs in Saudi Arabia and advocates to "leave no one behind" throughout the implementation of the UNCCSF 2017-2021. The UNCT advocates for addressing the needs of the most vulnerable groups in society, with explicit provisions for ensuring their active and effective participation in decision making. Particular importance is given to effective links between the State and civil society.

The MAPS approach of the UNDG will be integral to the UN System in Saudi Arabia in implementing, drawing on vast international experiences, its planned assistance to the Kingdom in achieving its development aspirations with sustainability.

Provisions of the UNCCSF are implemented through the Country Cooperation Frameworks and Country Programmes agreed to by partner organizations in the Kingdom. Selection and definition of individual Agencies' goals, outcomes and strategies incorporate critical elements of the UNCCSF. Individual agencies' Country Programmes and project documents also specify how agencies contribute to UNCCSF objectives and cooperation strategies. UN interagency theme and working groups meet regularly and serve as the main mechanism for implementation and monitoring of the UNCCSF, under the oversight of the UNCT and in fulfillment of the agreed Terms of References in Annex 3. Results of individual theme group workplans on collaborative activities are integrated in the Annual UNCT Report and workplan of the UN Resident Coordinator (UNRC). Regional cooperation is supported and encouraged with the Government, particularly in discussions on commitments to international treaties and United Nations instruments.

Over the course of implementation of the UNCCSF, the UNCT will explore opportunities for joint programming with the respective Ministries and national partners. A number of UNCT member agencies are currently engaged in joint-programmes with respective Ministries and other partners. With the opportunities now becoming available in the Kingdom, further initiatives for joint programming funded by the respective Ministries are being explored.

Section 4: Monitoring and Evaluation

UNCCSF monitoring takes place continuously to track progress towards anticipated results. The UNCT and UNRC are held accountable to report on a continuous basis on the UN's contribution to the achievement of national priorities and the SDGs, in addition to agencies' individual reporting on progress against agency activities and outcomes.

At the beginning of the UNCCSF cycle, a set of objectively verifiable and repeatable key performance indicators, accompanied by baselines and targets, have been formulated for each outcome under each of the validated four development priority area of cooperation. The monitoring approach supports the use of national systems for implementation, management and monitoring, based on internationally recognized standards and good practices.

Each agency that has provided information in Annex 1 is responsible for conducting its own monitoring, evaluation, and reporting on provided outcomes and outputs. The UNCT aspires to develop multi- year M&E plan and develop an interagency M&E group subject to the provision of the necessary resources.

Annual UNCCSF progress report: An annual consolidated report based on individual agency reports forms the annual reporting by the UNCT on the UNCCSF. At the same time, because development is a process, the UNCCSF may have to be adapted to respond to changes in Saudi Arabia's economic, political or social situations. This overall monitoring and evaluation plan will particularly show its value during UNCCSF Annual Review Meetings, which will serve as the basis for tracking and reporting on UNCT performance. Annual Reviews will validate conclusions, including lessons learnt and best practices, which should feed into policy advocacy and preparation of new Annual Work Plans. The Annual Reviews also may provide important inputs for Annual Reports for individual Agencies, the UNRC and donors, as well as data and analysis for the final UNCCSF evaluation, and may further reflect on issues such as development effectiveness and joint resource mobilization.

Mid-term review: Under the principles of individual agency responsibility and accountability for the results outlined earlier, a joint mid-term evaluation with the Government, UNCT and other partners will be conducted at the midpoint of the UNCCSF cycle, synchronized as much as possible with respective Agencies' mid-term Country Programme reviews. This will be undertaken with the objective of obtaining substantive feedback on progress toward stated Outcomes for each pillar.

The mid-term review will focus on (1) whether the UNCCSF has made the best use of the United Nations' comparative advantages in Saudi Arabia; (2) the coherence of the Agencies' contribution toward achieving national priorities; (3) whether the UNCCSF has helped achieve the selected priorities in the national development framework; and (4) impact of capacity development initiatives. In all, this will provide the opportunity for any mid-course adjustments to ensure that United Nations efforts 2017-2021 remain focused on the Kingdom's national priorities. In addition, achievements, lessons learnt and best practices will be disseminated, as will constraints encountered, to inform the design of the next UNCCSF.

Table 1: Mapping Saudi Vision 2030 & National Transformation Plan and SDGs

Saudi Target by 2030	Sustainable Development Goals	
	Goal	Relevant Target
Pillar I: Vibrant Society		
➢ Good Quality of Life ➢ Healthy Lifestyle	1,	1.1; 1.3; 1.4; 1.b
	2,	2.1; 2.2; 2.3
	3	3.1; 3.2; 3.3; 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3.a; 3.b; 3.c; 3.d
➢ Attractive living environment	4,	4.1; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 4.a
	5,	5.1; 5.2; 5.3; 5.4; 5.5; 5.6; 5.a
	6	6.1; 6.2; 6.3; 6.4; 6.5; 6.6
➢ Culture and Entertainment		
➢ Developed Cities	7,	7.1; 7.2; 7.3; 7.a; 7.b
➢ Social Capital Index improved	8,	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	9,	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
	11	11.1; 11.2; 11.3; 11.4; 11.5; 11.6; 11.7; 11.a; 11.b
➢ Life expectancy from 74 to 80 years	3	3.1; 3.2; 3.3; 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3.a; 3.b; 3.c; 3.d
➢ Education: ➢ Early Child Education ➢ Quality Education ➢ Functional Literacy and Numeracy Skills	4	4.1; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 4.a

Pillar II: Thriving Economy		
➢ **From 19th to 15th largest economy in world**	8	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	Also: 3,	3.1; 3.2; 3.3; 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3.a; 3.b; 3.c; 3.d
	4	4.1; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 4.a
	5	5.1; 5.2; 5.3; 5.4; 5.5; 5.6; 5.a
	6	6.1; 6.2; 6.3; 6.4; 6.5; 6.6
	7	7.1; 7.2; 7.3; 7.a; 7.b
	9	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
	11	11.1; 11.2; 11.3; 11.4; 11.5; 11.6; 11.7; 11.a; 11.b
	12	12.1; 12.2; 12.3; 12.4; 12.5; 12.6; 12.7; 12.8; 12.b; 12.c
• **Rewarding Opportunities** • **Women Empowerment**	8	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	9	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
	16	16.1' 16.2; 16.3; 16.4; 16.5; 16.6; 16.7; 16.8; 16.9; 16.10; 16.a; 16.b
• **Unemployment reduced from 11.6% to 7%**	3	3.1; 3.2; 3.3; 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3.a; 3.b; 3.c; 3.d
	4	4.1; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 4.a
	8	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	10	10.1; 10.2; 10.3; 10.4; 10.5; 10.6; 10.6; 10.a; 10.b
• **Education (at least 5 universities among top-ranking)**	4	4.1; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 4.a

• Boosting SMEs (contribution to GDP from 20% to 53%)	7	7.1; 7.2; 7.3; 7.a; 7.b
	8	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	9	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
• Women participation in labor market from 22% to 30%	4	4.1; 4.2; 4.3; 4.4; 4.5; 4.6; 4.7; 4.a
	5	5.1; 5.2; 5.3; 5.4; 5.5; 5.6; 5.a
	8	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
• Privatization	9	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
• Promising Sectors: ➢ Manufacturing; Tourism; Mining; Renewable Energy, Sustainable Water	7,	7.1; 7.2; 7.3; 7.a; 7.b
	8,	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	9,	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
	12,	12.1; 12.2; 12.3; 12.4; 12.5; 12.6; 12.7; 12.8; 12.b; 12.c
	13	13.1; 13.2; 13.3; 13.a; 13.b
• Agriculture/Aquaculture	2,	2.3; 2.4;2.5; 2.a; 2.b
	14	14.1; 14.2; 14.3; 14.4; 14.5; 14.6; 14.7; 14.a; 14.b

• Improving Business Environment:	8	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
➤ Pursuit of PPPs;	9	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
➤ FDI Attraction;	17	17.1; 17.2; 17.3; 17.4; 17.5
➤ Enhance Competitiveness (from 25th to 10th in GCI)		
➤ Improving ICT infrastructure		
➤ Unique logistical hub (enhancing Logistics Performance Index from 49 to 25)		
• Rehabilitate Economic Cities	11	11.1; 11.2; 11.3; 11.4; 11.5; 11.6; 11.7; 11.a; 11.b
• Investment in R&D	9	9.1; 9.2; 9.3; 9.4; 9.5; 9.a; 9.b
• Accountability and Transparency	16	16.1, 16.2; 16.3; 16.4; 16.5; 16.6; 16.7; 16.8; 16.9; 16.10; 16.a; 16.b
• Engaging every one	8,	8.1; 8.2; 8.3; 8.4; 8.5; 8.6; 8.7; 8.8; 8.9; 8.10; 8.b
	10,	10.1; 10.2; 10.3; 10.4; 10.5; 10.6; 10.6; 10.a; 10.b
	11	11.1; 11.2; 11.3; 11.4; 11.5; 11.6; 11.7; 11.a; 11.b
• Traffic Safety	3	3.1; 3.2; 3.3; 3.4; 3.5; 3.6; 3.7; 3.8; 3.9; 3.a; 3.b; 3.c; 3.d
• Global Partnerships	17	17.1; 17.2; 17.3; 17.4; 17.5

Table 2:MDG Monitoring and Evaluation Environment 2014

Target	Ability to Conduct :					Quality of Survey Data
	Data Collection	Statistical Follow-up	Statistical analysis	Incorporating Analysis into Policy	Monitoring / Evaluation	
1. Extreme poverty: By 2015, halve the proportion of people who suffer from extreme poverty.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
2. Employment Achieve full, productive employment and decent work for all, including women and young people.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
3. Nutrition and food security: Halve the proportion of people who suffer from hunger within the period (1990-2015).	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
4. Education: By 2015, ensure that all children have access to primary education.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
5. Gender equality: Eliminate gender disparity in primary, intermediate and secondary education by 2005, and in all levels of education by 2015.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
6. Health and mortality rate: By 2015, reduce to one third the mortality rate of children under five years old.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
7. By 2015, reduce to one quarter the maternal mortality rate during births.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
8. Reproductive health Achieve, by 2015, universal access to reproductive health	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor

[1] Millennium Development Goals (1435 H- 2014 G). Ministry of Economy and Planning. 2016

MDG Monitoring and Evaluation Environment - 2014 (*)

Target	Ability to Conduct :					Quality of Survey Data
	Data Collection	Statistical Follow-up	Statistical analysis	Incorporating Analysis into Policy	Monitoring / Evaluation	
9. AIDS By 2015, halt and begin to reduce the prevalence rate of HIV/AIDS.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
10. Achieve by 2010, universal access to treatment from HIV/AIDS for all those who need it.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
11. By 2015, halt and begin to reduce the prevalence rate of malaria and other major diseases.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
12. Integrate the principles of sustainable development into government policies and programs and end the loss of environmental resources.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
13. Achieving, by 2010, a significant reduction in the rate of biodiversity loss	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
14. Environment and Water: By 2015, halve the number of people without sustainable access to safe drinking water.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
15. Housing and Overcrowded Quarters: By 2020, achieve tangible improvement in the lives of slum dwellers.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor
16. Cooperate with the Private Sector to make use of technology benefits, particularly ICT.	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor	Good Medium Poor

(*) MDG8 (Develop a Global Partnership for development) includes 5 targets, which are implemented, monitored and evaluated by the UN.

Table 3: MDG Overview of Progress Achieved - 2014 (*)

Target	Will Target be Achieved				Current status of Supporting Environment			
1. Extreme poverty: By 2015, halve the proportion of people who suffer from extreme poverty.	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor
2. Employment Achieve full, productive employment and decent work for all, including women and young people.	Expected	☑ Probable	Not Expected	ID	Good	Moderate	Poor but improving	Poor
3. Nutrition and food security: Halve the proportion of people who suffer from hunger within the period (1990-2015)	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor
4. Education: By 2015, ensure that all children have access to primary education.	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor
5. Gender equality: Eliminate gender disparity in primary and secondary education, by 2005, and in all levels of education by 2015.	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor
6. Health and mortality rate: By 2015, reduce to one third the mortality rate of children below five years old.	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor
7. By 2015, reduce to one quarter the maternal mortality ratio during births.	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor
8. Reprod-uctive health Achieve, by 2015, universal access to reproductive health	☑ Expected	Probable	Not Expected	ID	☑ Good	Moderate	Poor but improving	Poor

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[2] Millennium Development Goals (1435 H- 2014 G). Ministry of Economy and Planning. 2016

MDG Overview of Progress Achieved - 2014 (*)

Target	Will Target be Achieved				Current status of Supporting Environment			
9. AIDS By 2015, halt and begin to reduce the prevalence rate of HIV/AIDS.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
10. Achieve, by 2010, universal access to treatment from HIV/AIDS for all those who need it.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
11. By 2015, halt and begin to reduce the prevalence rate of malaria and other major diseases.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
12. Integrate the principles of sustainable development into government policies and programs and end the loss of environ-mental resources.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
13. Achieve a significant reduction in the rate of biodiversity loss by 2010.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
14. Environ-ment and Water: By 2015, halve the number of people without sustainable access to safe drinking water.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
15. Housing and Over-crowded Quarters: By 2020, achieve tangible improvement in the lives of slum dwellers.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor
16. Cooperate with the Private Sector to make use of technology benefits, particularly ICT.	☑ Expected	☐ Probable	☐ Not Expected	☐ ID	☑ Good	☐ Moderate	☐ Poor but improving	☐ Poor

(*)   MDG8 (Develop a Global Partnership for development) includes 5 targets, which are implemented, monitored and evaluated by the UN. Therefore, they are not included in this list.

(**) ID = Insufficient Data.

Annex (1) - PROPOSED KSA-UNCCSF (2017-2021) RESULTS FRAMEWORK

Development Priority Area (1): *Knowledge-based equitable and sustainable economic development, underpinned by innovation and improved infrastructure.*			
Outcome 1: Improved knowledge-based equitable and sustainable development, underpinned by innovation and improved infrastructure. Contributing UN- Agencies : ESCWA,ICAO, ILO, OHCHR ILO, OHCHR, UNDP, UN-HABITAT, UNICEF, UNIDO,WHO			
Output (s)	Indicator (s)	Lead Agency	Partners
1.1 A yearly programme of activities has been developed and agreed between the two partners (OHCHR & SHRC) 1.2 A national action plan to implement UN mechanisms accepted recommendations by KSA has been developed. 1.3 Saudi periodic reports to different treaty bodies have been submitted on time.	1.1.1 The number of activities has been increased. 1.2.1 Action plan to implement recommendations of UN human rights mechanisms has been adopted and a multi lingual database has been used by different institutions in KSA. 1.3.1 All due reports to different UN treaty bodies have been submitted & a systematic procedure to submit due reports has put in place.	**OHCHR**	• MoEP • King Saud University • Ministry of Education • MoLSD • PEEC • MoMRA • CEDA • Urban Observatories • MoH • SHRC • Academic Centers • Parliament • GACA • NCC • AGFUND • , MOI, • National Family Safety Programme,
1.4 National Policies developed to promote economic diversification with increased employment of Nationals. 1.5 National institutions strengthened to enhance the skills of Saudi youth through quality of education making them 'fit for employment' in a diversified economy. 1.6 Urban policies developed to boost emerging national priorities	1.4.1 National diversification strategy formulated and finalized 1.4.2 Number of new non-oil national initiatives 1.5.1 Framework of public education quality assurance systems developed 1.6.1 Key performance indicators (KPIs) measuring performance of the policies of the national spatial strategy directives developed	**UNDP**	
1.7 Better informed policies and programmes on sustainable urbanization at the local, national and regional levels. 1.8 Improved laws and regulations for decentralized and coordinated city-level urban strategic plans and projects. 1.9 National Housing Policy integrated the latest housing, land and finance schemes and ensured sustainable implementation of the policy.	1.7.1 Regional and Local Plans are reviewed, revised or drafted in the target cities; and key urban policies and strategies in the plans reflected to the National Spatial Strategy. 1.7.2 Local Urban Observatory as an urban research and study institute under local governments enhanced and adopted "City Prosperity Index (CPI)" as a new indicator. 1.7.3 National Urban Observatory enhanced and fully operated to integrate urban information produced by Local Urban Observatories 1.7.4 Slum prevalence indicator number of implementation actions to respond to informal growth. 1.8.1 Existing legal and legislative documents reviewed and integrated for sustainable implementation of National, Regional and Local Plans; and baselined for development control. 1.9.1 Implementation Strategy on National Housing Policy developed and implemented. 1.9.2 New schemes on housing, white land taxation and finance scheme integrated to the implementation strategy. 1.9.3 Housing information institution formulated and fully operated (Housing Observatory). 1.9.4 Capacity of government officials enhanced.	**UN-Habitat**	
1.10 Assist General Authority of Civil Aviation, in assuring full compliance with all ICAO Standard recommended practices contained in all safety related Annexes to the Chicago Convention, procedures for Air Navigation Services, guidance material and related procedures and practices. 1.11 Assist General Authority of Civil Aviation Governmental National Employees (GNE) workforce in aviation professional development and achievement.	1.10.1 Successful outcomes of conclusions from the Universal Safety Oversight Audit Programme, Continuous monitoring approach activities. 1.11.1 Continuous progression of the "Saudization" National programme within all GACA sectors.	**ICAO**	
1.12 National Health Knowledge and research Hub established 1.13 National Health workforce projection study and national strategy developed	1.12.1 Research strategy 2016-2020 on Health and social determinants developed and implemented 1.13.1 Evidence based National Health workforce strategy developed and implemented	**WHO**	
1.14 Situation and trends analysis on children used to engage in evidence-based advocacy and dialogue.	1.14.1 Situation Analysis on Children in KSA completed; 1.14.2 Sector specific roundtables/dialogues undertaken as on-going advocacy on key findings.	**UNICEF**	

Development Priority Area (2): *Effective and equitable distribution of education and social services to improve the quality of life.*			
Outcome 2: Quality of life improved through effective and equitable delivery of education and social services **Contributing Agencies**: ESCWA, ILO,OHCHR,UNDP,UNESCO,UNICEF,WHO			
Output (s)	**Indicator (s)**	**Lead Agency**	**Partners**
2.1 Human Rights Based approach has been promoted in Saudi Arabia 2.2 A framework for human rights education and university level has been developed. 2.3 UN Human Rights Education strategy (third phase) has been promoted in Saudi Arabia.	2.1.1 HRBA to respond to social services Rights based versus needs based 2.2.1 A study with suggestions to improve HRE at university level has been put in place. 2.3.1 UN strategy on HRE is one of the sources and reference materials to develop HRE at the level of universities in KSA.	**OHCHR**	• MoEP • PEEC • King Saud University • MoE • MoLSD • MoMRA • CEDA • SCTA • Saudi Chamber of Commerce and Industry • GaStat • MoCS • (ADA) • RCQE Cat II, (RCEP) • MoH • MoJ • NCC • SHRC • Private hospitals • Health insurance companies • AGFUND • National Family Safety Programme
2.4 National institutions strengthened to enhance the skills of Saudi youth through quality of education making them "fit for employment" in a diversified economy. 2.5 Innovative approaches promoted to enhance the impact of national social welfare initiatives	2.4.1 Framework of public education quality systems developed. 2.5.1 Number of innovative initiatives developed	**UNDP**	
2.6 Sustainable Development Goal 4 on education adapted and mainstreamed in national education sector strategy with a clear implementation plan with national benchmarks and timelines. 2.7 Enhanced national and regional capacity for educational planning for ED 2030. 2.8 Strengthened education authorities which design and implement innovative TVET policies to promote life skills, labor market related skills and entrepreneurship education. 2.9 Advanced Universal access to information through Open Solutions for knowledge societies.	2.6.1 Education 2030 Framework for Action adapted with national level definitions of Education targets and thematic indicators as relevant in national context by December 2016. 2.7.1 UNESCO Cat II Regional Center for Educational Planning (RCEP) and UNESCO Doha collaborate to train key education planners and national ED 2030 coordination team to plan for and implement the national ED 2030 Framework for Action by December 2016. 2.8.1 Sound TVET policy frameworks and curriculum guidelines are established/ enriched by GCC countries. 2.9.1 Member state implementing national level policies on open educational resources.	**UNESCO**	
2.10 Strengthened systems for child protection 2.11 Improved access to quality early childhood development and learning opportunities for children 2.12 Strengthen access to quality services and support for children living with disabilities	2.10.1 Capacity building of institutions and front line child protection service providers 2.11.1 Technical assistance provided for analysis and scale-up of ECD nationally. 2.11.2 Number of caregivers and service providers trained on best practice in ECD 2.12.1 National framework for children living with disabilities	**UNICEF**	
2.13 Strengthened Institutional capacity and implementation of health security priority programs and interventions including (Tuberculosis, Malaria, MERS) 2.14 Support the establishment of family physician [and family practice team] based primary health care system in the country 2.15 Implementing the strategy for and health financing plan and encouraging public–private partnerships in health care provision.	2.13.1 National Tuberculosis plan 2016- 2020 developed and implemented 2.13.2 IHR National capacities improvement plan developed and implemented 2.14.1 Number of primary care centers with a family physician 2.15.1 A public–private partnership is developed to promote a universal health insurance scheme.	**WHO**	

Development Priority Area (3): *Equitable, accountable, effective and efficient public sector.*			
Outcome 3: Public sector strengthened through improved efficiency, effectiveness, equity and accountability Contributing Agencies: ESCWA,ILO,OHCHR,UNDP,UNFPA,UN-HABITAT,UNHCR,UNICEF,WHO			
Output (s)	**Indicator (s)**	**Lead Agency**	**Partners**
3.1 National capacities enhanced and integrated towards local adaptation and implementation of the SDGs and the national transformation plan 3.2 Public performance measurement systems improved. 3.3 Innovative approaches promoted to enhance the impact of national social welfare initiatives.	3.1.1 Number of new national policies for key sectors (health, education and training, transport, municipal services, private sector and domestic trade) formulated with SDGs incorporated. 3.1.2 National census implemented incorporating requirements of system of national accounts (SNA) 3.1.3 Number of national SDG reports produced and published 3.2.1 KPIs institutionalized in annual reports of key government ministries 3.3.1 Number of innovative initiatives adopted as a result of social innovation labs.	**UNDP**	• MoEP • GaStat • CEDA • MoLSD • Ministry of Civil Service • Arriyad Development Authority (ADA) • MoMRA • Civil Society • Urban Observatories • MoFA • MoI • MoH • MOE, • NCC • AGFUND, • National Family Safety Programme,
3.4 Improved Urban Management System and institutional capacity of municipalities. 3.5 Enhanced individual and institutional capacities for sustainable urbanization nationally, regionally and locally 3.6 Innovative approaches promoted to enhance the impact of national social welfare initiatives	3.4.1 Municipalities introduced a new urban management scheme. 3.4.2 Municipalities enhanced institutional capacity on urban management 3.5.1 Number of policy makers and urban professionals trained to implement projects based on sustainable urbanization principles. 3.6.1 Number of young women and men engagement of young women and men on sustainable urbanization issues. 3.6.2 Number of cities that have developed awareness raising plan, together with roll out of promotional materials as part of localized City Changer campaign.	**UNHabitat**	
3.7 National capacities enhanced and integrated towards local adaptation and implementation of the SDGs, the National Transformation Plan and the 10th NDP.	3.7.1 Administration Practice provides effective protection and humanitarian response to persons of concern.	**UNHCR**	
and implementation of the SDGs, the National Transformation Plan and the 10th NDP.	3.8.1 Disaggregated statistics generated and readily accessible.	**UNFPA**	
3.9 National capacities to collect, measure, analyze and report on SDG 3 and other health related targets are strengthened and e-health improved	3.9.1 Health information system strengthened and annual Health SDG report produced 3.9.2 Civil registration of Vital statistics	**WHO**	
3.10 National capacities to track and monitor child wellbeing in line with SDGs is strengthened.	3.10.1 Child related dimensions of SDGs are mapped and discussed with line ministries 3.10.2 Technical assistance for tracking implementation of child related indicators of SDGs in place.	**UNICEF**	

Development Priority Area (4): *Sustainable natural and cultural resources' management, use, and preservation*			
Outcome 4: : Improved management of non-oil Natural Resources and preservation of Culture and Heritage **Contributing Agencies:** ESCWA,UNDP,UNEP,UNESCO,WHO			
Output (s)	Indicator (s)	Lead Agency	Partners
4.1 National capacities developed for better management of non-oil natural resources. 4.2 Better informed public on natural resources conservation issues. 4.3 Access to low emission technology promoted	4.1.1 Integrated Water Resources Management (IWRM) principles reviewed and mainstreamed into national policies 4.2.1 Number of natural resources awareness campaigns per year. 4.3.1 Energy efficiency labels covering all pertinent sectors.	**UNDP**	• (SEEC) • King Abdulaziz City for Science and Technology • MoEWA • MoEIM • Presidency of Meteorology and Environment • SCTA
4.4 National capacities developed for better management of non-oil natural and cultural resources / assets 4.5 Better informed public on natural and cultural resources conservation issues.	4.4.1 Conservation and documentation of tangible cultural heritage and natural heritage assets (World Heritage and Tentative Listed properties) conducted. 4.4.2 Documentation / Mapping of intangible cultural heritage assets and resources and cultural and creative industries conducted. 4.4.3 Systematic nationwide monitoring and assessment of basic natural and cultural resources conducted. 4.5.1 Number of heritage resources awareness campaigns per year.	**UNESCO**	
4.6 Enhanced capacity of relevant government entities to meet obligations under ratified Multilateral Environmental Agreements and technical support to reporting requirements.	4.6.1 No. government provided with capacity development training.	**UNEP**	

Annex (2): Terms of Reference of the UNCT Theme Groups for the UNCCSF

Background

The development of the UNCCSF (2017-2021) commenced during a joint Government, UN, and National Partners Strategic Prioritization Retreat (SPR) held in November 2015. The SPR brought together senior and mid-level Government counterparts from government institutions and line ministries, and Representatives and programme staff from UN resident and non-resident agencies. By the end of the retreat, participants identified the priority areas and development outcomes, aligned with national priorities, necessary to achieve them.

This Strategic Framework will serve as the context for UNCT joint programmes and activities for the period of January 2017 to December 2021. The Strategic Framework is aimed at contributing towards inclusive and equitable development, service delivery and capacity building of the Saudi institutions and its people.

The Strategic Framework will be executed under the overall co-ordination of the UNCT-Theme Groups and the UN Resident Coordinator. The UNCT through their Theme Groups are accountable for effective implementation of the Strategic Framework and achievement of results.

The Strategic Framework constitutes four UNCT Theme Groups as described in the table below. Other groups may be constituted during the course of the programme cycle.

UNCT Theme Group	Lead Agency	Participating UN Agencies
Communication Group	Co-Chaired: FAO & UNDP	UNDP, FAO, UNESCO, UN-Habitat, UNHCR, UNICEF
Human-Rights Group	OHCHR	UNDP, UNESCO, UN-Habitat, UNHCR, FAO, UNICEF, OHCHR
South-South Cooperation	Co-Chaired: UNDP & WHO	UNDP, UNESCO, FAO, UN-Habitat, UNHCR, UNICEF, WHO
Youth Group	Co-Chaired: UN-Habitat & UNDP	UNDP, UNESCO, FAO, UN-Habitat, UNHCR, UNICEF

Annex (3): Terms of Reference of the UNCT Theme Groups for the UNCCSF

Objectives

The overall objective of the UNCT Theme Groups is to ensure agency engagement and management of the Strategic Framework implementation and monitoring and evaluation process. In the initial Strategic Framework formulation stage, the UNCT – UNCCSF Working Group will focus on drafting the respective results matrices and provide inputs on the narrative framework sections. Once the Strategic Framework is operational as of January 2017, the UNCT Theme Groups will provide joint management of the Strategic Framework through quarterly meetings for periodic review of progress towards framework results. Theme Groups will encourage cross fertilization between the groups for integrated development planning and interdisciplinary cooperation.

UNCT Theme Groups Core Roles and Responsibilities

Each Theme Group manages the work of the relevant UNCT joint activity by reviewing and endorsing the respective development priority area, the contributions/programming interventions under the Strategic Framework. The UNCT Theme Groups core roles and responsibilities under this Strategic Framework are as follows:

- Ensure the relevance of the Strategic Framework in relation to the relevant national plans, strategies, and programmes.
- Ensure timely drafting of inputs to the Strategic Framework results matrix and priority areas sections.
- Provide guidance and substantive inputs to the national Implementing Partners and UN agencies to improve results, collaboration and synergies of UN assistance.
- Foster results based management and coherence in UN results management.
- Advise on budgetary requirements and key implementation and monitoring and evaluation modalities as part of the Strategic Framework.
- Ensure the relevance of Strategic Framework results targets at the Outcome/Output level.
- Provide advice to improve the effectiveness of UN Assistance and make recommendations to the UNCT and national partners on amendments to the Strategic Framework governance, implementation and management arrangements as necessary.

Management Arrangements

UNCT Theme Groups are chaired by the designated UN agencies and will meet on a regular basis to address issues of strategic importance relating to the Theme Group and this Strategic Framework. The Chairs, who lead on behalf of the Theme Group and Participating UN Agencies will report to the UNCT on progress achieved to ensure coordination and strengthening of partnerships both within the UN and with Government. The Charing agencies are also Participating UN Agencies. Hence, a Chair agency retains its obligations as a Participating UN Agency, in addition to its specific lead functions.through the Theme Group Participating UN Agency members, the Participating UN Agency of each theme Group are collectively accountable to the UNCT for the achievement of the agreed relevant Strategic Framework outcomes and cross-cutting considerations therein.

Responsibilities of the Chairs

Chair agencies shall work within the overall dialogue structure to ensure effective coordination of the UNCT Theme Groups. The Chair agencies shall provide strategic leadership and build consensus among the UNCT Theme Groups. Representation by Non Resident Agencies should be facilitated by the UNCT Theme Group Chairs, either by enabling inputs via email or establishing teleconferences, where appropriate. UNCT Theme Group Chairs are to:

- Provide leadership and strategic guidance to the UNCT Theme Group under his/her responsibility and is accountable for the delivery of results as per the agreed Strategic Framework priorities, including the Strategic Framework formulation phase.
- Ensure UN alignment with national priorities and international obligations.
- Ensure engagement with Government partners and other implementing partners where appropriate.
- Ensure a coherent UN response in the programme area and on applicable policy issues.
- Ensure that the UN gives consistent messages in the programme area.
- Promote the articulation of joint strategies where possible.
- Promote a common understanding and assessment among partners of results within the Development Priority Area.
- Facilitate operational-level coordination (who does what where).
- Promote harmonization and cohesion among UN agencies active in the programme area, by ensuring that the Development Priority Area explores synergies, integration, and value added.

- Promote appropriate bilateral technical support by PUNs and levels of accountability with their respective implementing partners.
- Identify challenges/issues requiring UNCT advice/intervention.

Responsibilities of the Participating UN Agencies

Each Participating UN Agency is accountable for ensuring the appropriate representation in the UNCT Theme Groups and due consultation with National Implementing Partners (IPs). Members of the Theme Group are responsible for the design and overall management of the Strategic Framework, which includes all preparatory and intermediate steps leading to its formulation, finalization, approval and implementation. Participating UN Agency members are tasked to provide technical advisory concerning inputs and respective parts of the Strategic Framework results matrix. Participating UN Agency members will also provide technical advice on the Strategic Framework results matrix including outcome and output formulation, identification of relevant indicators, baselines, targets and mean of verification, and review the draft M&E section of the Strategic Framework. The Participating UN Agency members of the UNCT Theme Groups, in coordination with the UNRCO, will oversee the monitoring of the implementation of the Strategic Framework and reports to the UNCT Theme Groups Chairs. In this respect, agencies should designate an individual, with demonstrable competency in the programme area to ensure:

- Sufficient consultation prior to meetings to adequately represent agency position and status.
- Briefing of colleagues (including Senior Staff) on key decisions reached/information shared in the Development Priority Area of relevance.
- Regular attendance.
- Continuity of personnel (retention of institutional memory).
- Match of inputs (everyone contributes).
- Quality and timeliness of inputs.
- Understanding of existing policies and utilization of reference documents.

Saudi Vision 2030 . URL: http://vision2030.gov.sa/en

The Long-Term Strategy (Vision 2024), Ministry of Economy and Planning, 2003. (Available at www.mep.gov.sa)

United Nations Economic Commission for Europe, Fostering Innovative Entrepreneurship: Challenges and Policy Options, 2012 (http://www.unece.org/fileadmin/DAM/ceci/publications/fie.pdf).