



## United Nations Sustainable Development Cooperation Framework with the Kingdom of Saudi Arabia 2022–2026



## Joint Statement

The United Nations Sustainable Development Cooperation Framework 2022–2026 between the Government of the Kingdom of Saudi Arabia and the United Nations Country Team promotes a coherent and coordinated strategy to implement the United Nations 2030 Agenda for Sustainable Development while contributing to the attainment of the Kingdom of Saudi Arabia’s Vision 2030.

Launched at the start of 2019, the United Nations Development System Reform places development at the heart of the United Nations, emphasizing the UN’s 2030 Agenda and the 17 Sustainable Development Goals. The United Nations Development System Reform, in essence, aims to reposition the United Nations as a stronger, better-defined collective identity and a trusted, reliable, cohesive, accountable, and effective partner to countries working towards the UN’s 2030 Agenda. The United Nations Sustainable Development Cooperation Framework 2022–2026 was developed under these principles, using the new guidelines for the next generation of United Nations Sustainable Development Cooperation Frameworks.

In September 2021, the Kingdom of Saudi Arabia established the Sustainable Development Steering Committee – comprised of 18 Government entities. This decision is considered an important first step towards the institutionalization of sustainable development within the policy-making process with the Government of Saudi Arabia. The committee’s mandate covers the following: review Saudi Arabia’s performance on the SDGs, identify policy gaps that are hindering the Kingdom’s performance, and propose recommendations on how to improve across SDG indicators; the committee is also required to submit a comprehensive roadmap that outlines how the Government intends to achieve the SDGs by 2030. The KSA’s Sustainable Development Steering Committee aims to create an enabling policy landscape capable of mainstreaming sustainable development as a principle throughout the process of policy design and implementation. Building on the country’s national priorities and the ongoing partnership between the Government of the Kingdom of Saudi Arabia and the United Nations, the four Strategic Priority Areas of this United Nations Sustainable Development Cooperation Framework are as follows:

1

Strategic Priority Area 1: People – According to the principles of ‘Leave No One Behind’ (LNOB), ensure that all human beings can fulfil their potential in dignity, equity, and equality in a healthy environment (SDGs 1–5)

2

Strategic Priority Area 2: Planet – Protect the planet from degradation, including through sustainable consumption and production, sustainably manage its natural resources, and take urgent action on climate change (SDGs 6, 12–15)

3

Strategic Priority Area 3: Prosperity – Ensure that all human beings can enjoy prosperous and fulfilling lives (SDGs 7–11)

4

Strategic Priority Area 4: Peace, Partnership, and Other Cross-Cutting Issues – Foster peaceful, just, and inclusive societies and mobilize the means required for implementation (SDGs 16–17)

In signing, the partners endorse this United Nations Sustainable Development Cooperation Framework and emphasize their joint commitment towards fulfilling its objectives. The United Nations Sustainable Development Cooperation Framework will be reviewed yearly by the United Nations Country Team and the Joint United Nations – Government of the Kingdom of Saudi Arabia Cooperation Framework (CF) Committee. Thereby allowing the Government and the United Nations to reassess the designated areas of work and strengthen and adapt as needed, with the ultimate goal of accelerating progress towards the United Nations 2030 Agenda for Sustainable Development and the Kingdom of Saudi Arabia's Vision 2030.



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## **The UN System Signing the UN Sustainable Development Cooperation Framework**

The United Nations (UN) has been actively working with the Kingdom of Saudi Arabia (KSA) since 1948. The United Nations Country Team (UNCT), led by the UN Resident Coordinator, is composed of all UN entities working in or with the KSA. There are currently 23<sup>i</sup> UN agencies, funds, and programmes (AFPs) in the UNCT. Thirteen AFPs are physically present in the KSA, three of which (OCHA, IOM, and WFP) exclusively support operations in Yemen.

The ten AFPs with offices in the KSA are the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD), World Health Organization (WHO), United Nations Human Settlements Programme (UN-Habitat), Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations High Commissioner for Refugees (UNHCR), and World Bank Group (WBG).

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA), International Organization for Migration (IOM), and World Food Programme (WFP) are also physically present in the KSA; however, these three offices focus on supporting UN work in Yemen.

The ten AFPs that operate through regional offices or headquarters in support of UN work in the KSA are the United Nations Educational, Scientific and Cultural Organization (UNESCO), International Organization for Migration (IOM), United Nations Population Fund (UNFPA), International Labour Organization (ILO), Economic and Social Commission for Western Asia (ESCWA), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), United Nations Volunteers (UNV), United Nations Office on Drugs and Crime (UNODC), United Nations Conference on Trade and Development (UNCTAD),<sup>ii</sup> and United Nations Industrial Development Organization (UNIDO).

In addition, the World Tourism Organization (UNWTO) is active in the KSA, having opened its MENA regional office in Riyadh in May 2021. The International Civil Aviation Organization (ICAO) is also present in the country. The UNWTO and ICAO are UNCT observers, as they have not joined the UN Sustainable Development Group (UNSDG).



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## Executive Summary

Rooted in the Reform of the United Nations (UN) development system, the new UN Sustainable Development Cooperation Framework (UNSDCF) for the Kingdom of Saudi Arabia (KSA) 2022–2026 reflects the changing dynamics and needs of the country, the region, and the world, as well as an evolved UN response to address remaining and emerging development challenges at the national and subnational level in the country and in partnership with the Government of the KSA.

The UNSDCF 2022–2026 is a dynamic and living document that aims to enable the UN development system's response to emerging challenges. It represents an agreement as to the contributions of the UNCT to the pursuit of the KSA's Vision 2030, which the Government aims to achieve by the end of 2030:

- Accelerate the KSA's path to achieving the Sustainable Development Goals (SDGs);
- Provide clear and strategic direction and prioritization of the collective work of participating agencies, funds, and programs (AFPs) in supporting national priorities and needs; and
- Construct an accountability framework for the inclusive and participatory monitoring of progress towards key milestones and the evaluation of results.

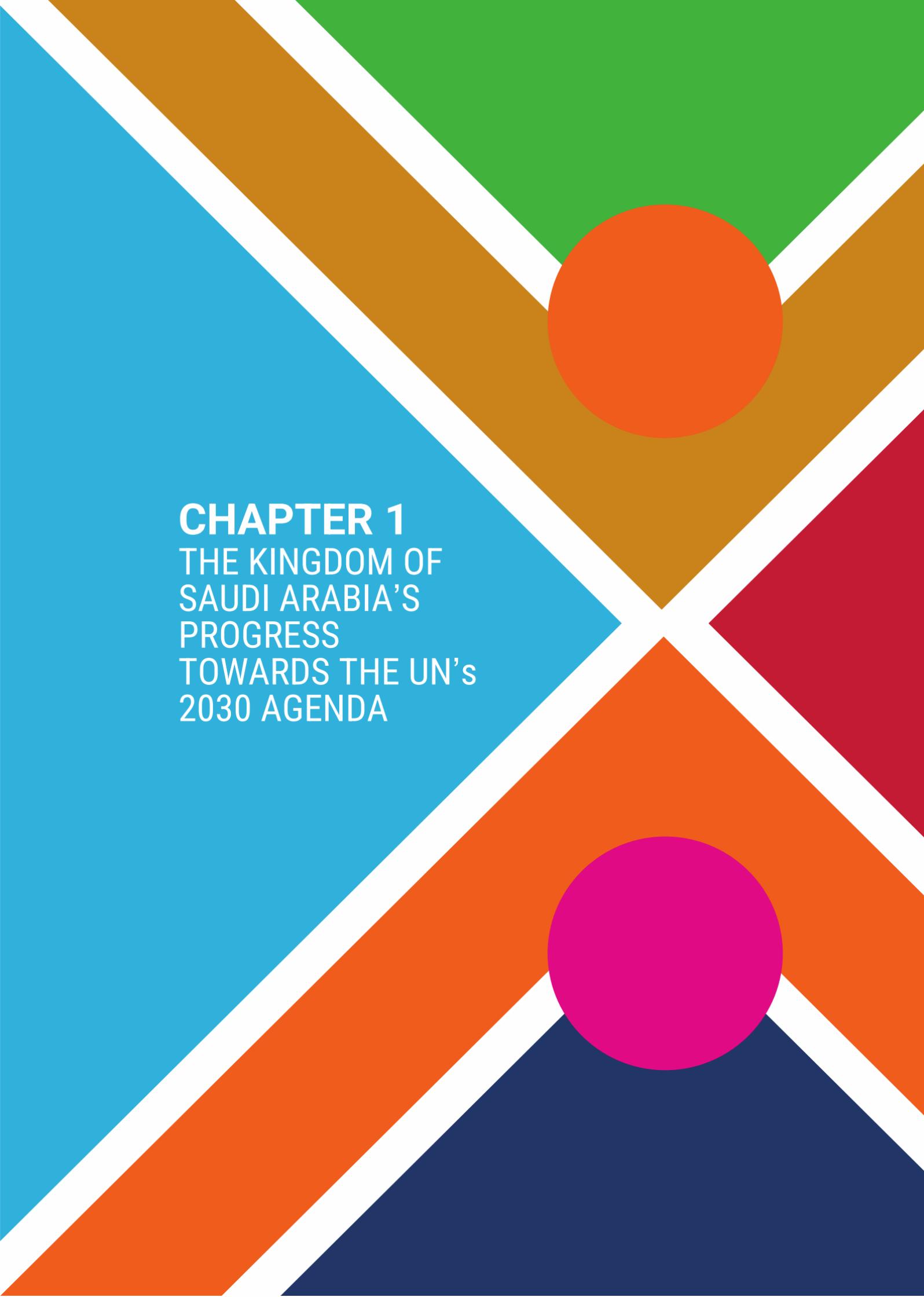
The UNSDCF 2022–2026 will be reviewed yearly under the direction of the UNCT and the Joint UN – Government of the KSA Cooperation Framework (CF) Committee. To this end, the Results Matrices presented in the UNSDCF are a summary of the broad UN cooperation matrix, which is an integral part of the UNSDCF and its Monitoring and Evaluation Framework (MEF); it lists all UN activities within the KSA and links them to the SDGs, SDG targets, and SDG indicators, as well as to the KSA's Vision 2030 strategic objectives. In addition, the Results Matrices provide links to the SDG indicators, Sustainable Development Report (SDR) Index indicators, additional process-based indicators under the direct influence of the UN, and the Government's KPIs.

We develop the UNSDCF's strategic priorities with a multidimensional approach to both the UN's 2030 Agenda for Sustainable Development (UN's 2030 Agenda) and the KSA's Vision 2030, identifying linkages and cross-linkages and ultimately setting up two equally valid aggregation systems for all UN work at the activity level. The main aggregate system used throughout the UNSDCF is composed of four Strategic Priority Areas that rely on the UN's 2030 Agenda, its SDGs, and the '5Ps': People (colour code blue), Planet (colour code red), Prosperity (colour code green), Peace, and Partnership (colour code yellow). We map the SDGs onto the '5Ps' and group the UN activities in the UNSDCF according to their main SDG link under the '5Ps', resulting in four Strategic Priority Areas framed in terms of (1) People, (2) Planet, (3) Prosperity, and (4) Peace, Partnership, and Other Cross-Cutting Issues. The alternative aggregate system's details that rely on the KSA's Vision 2030 can be found in Annex B of the UNSDCF.

Beginning with the Joint Statement and Signature provided by the United Nations and the Government of the Kingdom of Saudi Arabia and followed by the Executive Summary, the structure of the UNSDCF is the following: Chapter 1 provides an overview of the KSA's progress towards achieving the SDGs. Chapter 2 presents the UN development system's support to the UN's 2030 Agenda and the KSA's Vision 2030. Chapter 3 presents the implementation plan for the UNSDCF, including its governance and management structures. Finally, Chapter 4 presents the Monitoring, Evaluation, and Learning (MEL) plan.

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**CHAPTER 1**  
THE KINGDOM OF  
SAUDI ARABIA'S  
PROGRESS  
TOWARDS THE UN's  
2030 AGENDA

## CHAPTER 1: THE KINGDOM OF SAUDI ARABIA'S PROGRESS TOWARDS THE UN's 2030 AGENDA

The UN's 2030 Agenda is a pledge to ensure social inclusion, environmental protection, and sustained and inclusive economic growth and to do so in partnership and peace. The UN's 2030 Agenda is universal in scope and commits all countries to contribute towards comprehensive sustainable development, irrespective of their income level and development status. Each of the 193 UN Member States will develop its own path to achieve this ambitious agenda.

The UN's 2030 Agenda seeks to benefit all people and commits to 'Leave No One Behind' (LNOB) and support the furthest behind first by reaching out to all people in need, wherever they are, in a manner that targets their specific challenges and vulnerabilities. This generates an unprecedented demand for local and disaggregated data to analyse outcomes and track progress. The UN's 2030 Agenda rests on the interconnected and indivisible nature of its 17 component SDGs.

At the heart of the UN's 2030 Agenda are five critical dimensions: People, Planet, Prosperity, Peace, and Partnership, also known as the '5Ps'. Traditionally viewed through the lens of three core elements – social inclusion (People), environmental protection (Planet), and economic growth (Prosperity) – sustainable development has evolved into a richer concept with the adoption of the UN's 2030 Agenda, which builds upon this traditional approach by adding two critical components: Peace and Partnership. Genuine sustainability sits at the core of these five dimensions.

The purpose of this UN Sustainable Development Cooperation Framework (UNSDCF) between the UN and the Kingdom of Saudi Arabia (KSA) is not simply to achieve all 17 SDGs individually, nor is it to merely tick off quantitative indicators one by one. Rather, at the heart of this document, and of all contemporary UN-supported development efforts, resides a wider, ambitious, and holistic pursuit of the realization of a 'better and more sustainable future for all,' without leaving anyone behind and reaching the furthest behind first.<sup>iii</sup>

The KSA has been making significant achievements towards their Vision 2030 – which largely harmonizes with the UN's 2030 Agenda. From 2022 to 2026, the next UNSDCF cycle will build on the significant strides that the KSA has already made in practically all development dimensions. For example, the KSA's commitment to advancing SDGs 5 and 8 can be seen in the case of the Saudi female labour participation rate exceeding 32% as of Q2 2021, up from 17.4% in Q1 2017.<sup>iv</sup> Additionally, the KSA has further advanced SDG 8 by passing a package of migrant labour reforms that took effect in March 2021.<sup>v</sup> Development achievements like these will only continue to emerge as the KSA moves forward with its Vision 2030 and the UN's 2030 Agenda. The UNSDCF has been designed to support this progress, particularly in terms of the areas with significant potential for further improvement in the KSA: namely, the environmental SDGs (6, 12–15) and the cross-cutting issues of human rights, gender equality, and the empowerment of vulnerable groups. As will be seen (and further described) below, these domains correspond to the UNSDCF's Strategic Priority Areas 2 and 4.

The Sustainable Development Report (SDR) estimates the achievements of 165 countries in their pursuit of the 17 SDGs and ranks them based on a composite score. The SDR tracks 231 SDG indicators with additional proxies and, from that data, specifies whether a given indicator and SDG is on-track in each country while estimating the level of challenges that remain. Of the 231 indicators tracked by the SDR, 92 are measured in the KSA. Figure 1.1 below provides a snapshot of how the KSA is progressing in its pursuit of the SDGs through the lens of the SDR in 2021.

Henceforth, SDG indicators and additional proxies used by the Sustainable Development Report (SDR) will be referred to as SDG/SDR indicators. Figure 1.1 divides the 17 SDGs into the four Strategic Priority Areas of the UNSDCF, which are colour-coded in boxes 1 through 4 (used throughout the UNSDCF) and are elaborated below in Chapter 2.2.

Figure 1.1 Sustainable Development Report 2021: KSA SDG Snapshot<sup>vi</sup>

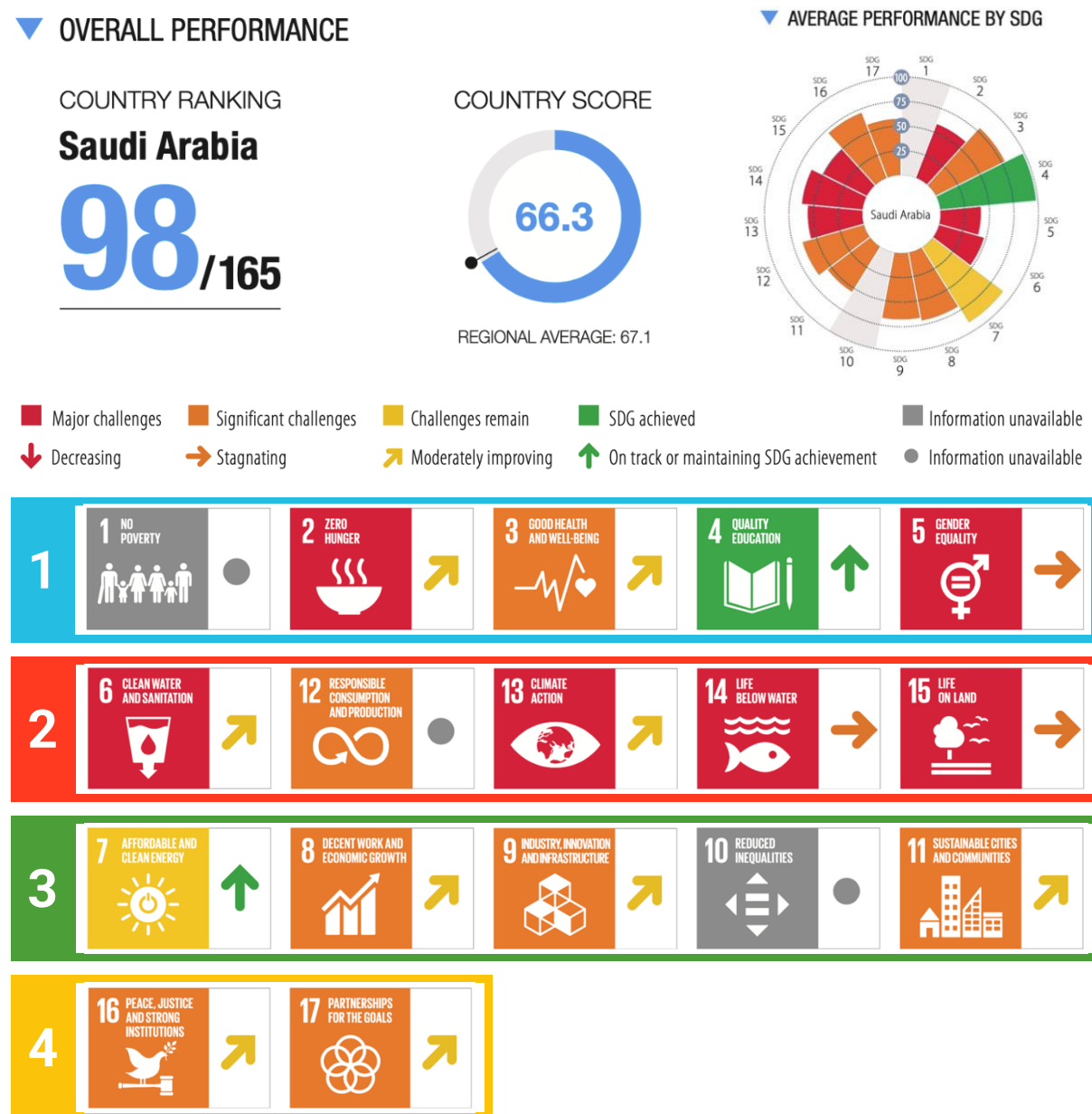


Figure 1.1 shows that, as of 2021, the KSA ranks 98<sup>th</sup> out of 165 countries.

Separated into the UNSDCF's four Strategic Priority Areas, Figures 1.2–1.5 present a snapshot from the SDR 2021.<sup>vii</sup> These figures provide a more granular perspective and describe the KSA's progress in terms of each of their 92 SDG/SDR indicators. Using the same colour-coding system as in Figure 1.1, these figures rate the status of each SDG/SDR indicator and identify its corresponding trend while listing the most recent values registered for each indicator and the year in which that value was reported.

**Figure 1.2 Strategic Priority Area 1: SDG/SDR Indicator Ratings and Trends**

SDG1 – No Poverty		Value	Year	Rating	Trend
Poverty headcount ratio at \$1.90/day (%)		NA	NA	●	●
Poverty headcount ratio at \$3.20/day (%)		NA	NA	●	●
SDG2 – Zero Hunger					
Prevalence of undernourishment (%)		4.8	2018	●	↑
Prevalence of stunting in children under 5 years of age (%)		9.3	2005	●	↗
Prevalence of wasting in children under 5 years of age (%)		11.8	2005	●	↘
Prevalence of obesity, BMI ≥ 30 (% of adult population)		35.4	2016	●	↓
Human Trophic Level (best 2–3 worst)		2.3	2017	●	↗
Cereal yield (tonnes per hectare of harvested land)		5.6	2018	●	↑
Sustainable Nitrogen Management Index (best 0–1.41 worst)		0.6	2015	●	↑
Exports of hazardous pesticides (tonnes per million population)		1.1	2018	●	●
SDG3 – Good Health and Well-Being					
Maternal mortality rate (per 100,000 live births)		17	2017	●	↑
Neonatal mortality rate (per 1,000 live births)		3.7	2019	●	↑
Mortality rate, under-5 (per 1,000 live births)		6.6	2019	●	↑
Incidence of tuberculosis (per 100,000 population)		9.9	2019	●	↑
New HIV infections (per 1,000 uninfected population)		NA	NA	●	●
Age-standardized death rate due to cardiovascular disease, cancer, diabetes, or chronic respiratory disease in adults aged 30–70 years (%)		16.4	2016	●	↑
Age-standardized death rate attributable to household air pollution and ambient air pollution (per 100,000 population)		84	2016	●	●
Traffic deaths (per 100,000 population)		35.9	2019	●	↓
Life expectancy at birth (years)		74.3	2019	●	↗
Adolescent fertility rate (births per 1,000 females aged 15 to 19)		7.1	2018	●	↑
Births attended by skilled health personnel (%)		98.0	2013	●	●
Surviving infants who received 2 WHO-recommended vaccines (%)		95	2019	●	↑
Universal health coverage (UHC) index of service coverage (worst 0–100 best)		74	2017	●	↑
Subjective well-being (average ladder score, worst 0–10 best)		6.6	2020	●	↑
SDG4 – Quality Education					
Net primary enrollment rate (%)		98.2	2016	●	●
Lower secondary completion rate (%)		105.5	2019	●	↑
Literacy rate (% of population aged 15 to 24)		99.3	2017	●	●
SDG5 – Gender Equality					
Demand for family planning satisfied by modern methods (% of females aged 15 to 49)		43.6	2020	●	↗
Ratio of female-to-male mean years of education received (%)		93.3	2019	●	↑
Ratio of female-to-male labor force participation rate (%)		28.2	2019	●	↗
Seats held by women in national parliament (%)		19.9	2020	●	↗

**Figure 1.3 Strategic Priority Area 2: SDG/SDR Indicator Ratings and Trends**

SDG6 – Clean Water and Sanitation		Value	Year	Rating	Trend
Population using at least basic drinking water services (%)		100.0	2017	●	↑
Population using at least basic sanitation services (%)		100.0	2017	●	↑
Freshwater withdrawal (% of available freshwater resources)		883.3	2017	●	●
Anthropogenic wastewater that receives treatment (%)		11.8	2018	●	●
Scarce water consumption embodied in imports (m <sup>3</sup> /capita)		70.3	2013	●	↓
SDG12 – Responsible Consumption and Production					
Municipal solid waste (kg/capita/day)		1.6	2015	●	●
Electronic waste (kg/capita)		17.6	2019	●	●
Production-based SO <sub>2</sub> emissions (kg/capita)		72.3	2012	●	●
SO <sub>2</sub> emissions embodied in imports (kg/capita)		9.1	2012	●	●
Production-based nitrogen emissions (kg/capita)		32.9	2010	●	●
Nitrogen emissions embodied in imports (kg/capita)		9.3	2010	●	●
SDG13 – Climate Action					
CO <sub>2</sub> emissions from fossil fuel combustion and cement production (tCO <sub>2</sub> /capita)		17.0	2019	●	↗
CO <sub>2</sub> emissions embodied in imports (tCO <sub>2</sub> /capita)		1.5	2015	●	↗
CO <sub>2</sub> emissions embodied in fossil fuel exports (kg/capita)		220.7	2018	●	●
SDG14 – Life Below Water					
Mean area that is protected in marine sites important to biodiversity (%)		25.3	2019	●	↗
Ocean Health Index: Clean Waters score (worst 0–100 best)		62.6	2020	●	↗
Fish caught from overexploited or collapsed stocks (% of total catch)		20.4	2014	●	↑
Fish caught by trawling or dredging (%)		20.9	2016	●	↓
Fish caught that are then discarded (%)		6.3	2016	●	●
Marine biodiversity threats embodied in imports (per million population)		0.5	2018	●	●
SDG15 – Life on Land					
Mean area that is protected in terrestrial sites important to biodiversity (%)		22.0	2019	●	↗
Mean area that is protected in freshwater sites important to biodiversity (%)		17.7	2019	●	↗
Red List Index of species survival (worst 0–1 best)		0.9	2020	●	↑
Permanent deforestation (% of forest area, 5-year average)		NA	NA	●	●
Terrestrial and freshwater biodiversity threats embodied in imports (per million population)		1.8	2018	●	●

**Figure 1.4 Strategic Priority Area 3: SDG/SDR Indicator Ratings and Trends**

SDG7 – Affordable and Clean Energy		Value	Year	Rating	Trend
Population with access to electricity (%)		100.0	2018	●	↑
Population with access to clean fuels and technology for cooking (%)		96.0	2016	●	↑
CO <sub>2</sub> emissions from fuel combustion for electricity and heating per total electricity output (MtCO <sub>2</sub> /TWh)		1.4	2018	●	↑
SDG8 – Decent Work and Economic Growth					
Adjusted GDP growth (%)		-1.9	2019	●	●
Victims of modern slavery (per 1,000 population)		NA	NA	●	●
Adults with an account at a bank or other financial institution or with a mobile-money-service provider (% of population aged 15 or over)		71.7	2017	●	↑
Unemployment rate (% of total labor force)		8.2	2020	●	↓
Fundamental labor rights are effectively guaranteed (worst 0–1 best)		NA	NA	●	●
Fatal work-related accidents embodied in imports (per 100,000 population)		1.2	2015	●	↑
SDG9 – Industry, Innovation and Infrastructure					
Population using the internet (%)		95.7	2019	●	↑
Mobile broadband subscriptions (per 100 population)		116.9	2019	●	↑
Logistics Performance Index: Quality of trade and transport-related infrastructure (worst 1–5 best)		3.1	2018	●	↑
The Times Higher Education Universities Ranking: Average score of top 3 universities (worst 0–100 best)		47.8	2021	●	●
Scientific and technical journal articles (per 1,000 population)		0.3	2018	●	↗
Expenditure on research and development (% of GDP)		0.8	2013	●	●
SDG10 – Reduced Inequalities					
Gini coefficient adjusted for top income		NA	NA	●	●
Palma ratio		NA	NA	●	●
SDG11 – Sustainable Cities and Communities					
Proportion of urban population living in slums (%)		16.2	2018	●	↗
Annual mean concentration of particulate matter of less than 2.5 microns in diameter (PM <sub>2.5</sub> ) (µg/m <sup>3</sup> )		88.3	2019	●	↗
Access to improved water source, piped (% of urban population)		NA	NA	●	●
Satisfaction with public transport (%)		71	2020	●	↑

**Figure 1.5 Strategic Priority Area 4: SDG/SDR Indicator Ratings and Trends**

SDG16 – Peace, Justice and Strong Institutions		Value	Year	Rating	Trend
Homicides (per 100,000 population)		1.3	2017	●	↑
Unserved detainees (% of prison population)		48.3	2018	●	●
Population who feel safe walking alone at night in the city or area where they live (%)		85	2020	●	●
Property Rights (worst 1–7 best)		5.8	2020	●	↑
Birth registrations with civil authority (% of children under age 5)		NA	NA	●	●
Corruption Perception Index (worst 0–100 best)		53	2020	●	↗
Children involved in child labor (% of population aged 5 to 14)		NA	NA	●	●
Exports of major conventional weapons (TIV constant million USD per 100,000 population)		0.0	2019	●	●
Press Freedom Index (best 0–100 worst)		62.1	2020	●	↓
Access to and affordability of justice (worst 0–1 best)		NA	NA	●	●
SDG17 – Partnerships for the Goals					
Government spending on health and education (% of GDP)		9.1	2018	●	↓
For high-income and all OECD DAC countries: International concessional public finance, including official development assistance (% of GNI)		0.2	2019	●	●
Other countries: Government revenue excluding grants (% of GDP)		NA	NA	●	●
Corporate Tax Haven Score (best 0–100 worst)		0.0	2019	●	●
Statistical Performance Index (worst 0–100 best)		63.4	2019	●	↑

While the KSA's SDG achievement status in the context of the SDG/SDR indicators as of 2021 is crystalized in Figures 1.2–1.5 above, it is important to recall that the situation is evolving rapidly and that this snapshot presents a single moment in time. Alongside and intertwined with its national Vision 2030 goals, the KSA's commitment to improving its indicator ratings over the course of the next UNSDCF 2022–2026 cycle will be buttressed by UN support in the four Strategic Priority Areas identified as part of the UNSDCF.

The following section builds on the structure of the four Strategic Priority Areas and lists their achievement status by SDG/SDR indicator. Fifty-eight of the 92 SDG/SDR indicators measured in the KSA correspond to the three categories of SDG/SDR indicators most relevant to the UNSDCF: those that have been **Achieved** ●, those facing **Major Challenges** ●, and those with **Data Availability** ● issues; the remaining 34 SDG/SDR indicators face either **Challenges** ● or **Significant Challenges** ● and will not be elaborated upon here. The first subsection below, SDG/SDR Indicators – **Achieved** ●, lists the SDG/SDR indicators that have been achieved as of 2021. The second subsection, SDG/SDR Indicators – **Major Challenges** ●, lists the SDG/SDR indicators that face major challenges to their realization as of 2021, inhibiting the corresponding potential for SDG achievement by 2030. The third subsection, SDG/SDR Indicators – **Data Availability** ●, lists the SDG/SDR indicators for which there is no available data as of 2021. The inclusion of such missing indicators has the potential to improve the KSA's performance in up to eight SDGs. The classification of SDG/SDR indicators as being **Achieved**, **Challenges**, **Significant Challenges**, **Major Challenges**, or **Data Availability** is directly from the SDR.

## SDG/SDR Indicators – ● **Achieved** 28 of 92:

1

### Strategic Priority Area 1: People (SDGs 1–5)

The achievement of SDG/SDR indicators that correspond to SDG/SDR 1 indicators is indeterminate due to a lack of data availability. The SDG/SDR 2 indicators *prevalence of undernourishment* and *cereal yield* have been achieved. The SDG/SDR 3 indicators *maternal mortality rate*, *neonatal mortality rate*, *mortality rate*, *under-five mortality rate*, *incidence of tuberculosis*, *adolescent fertility rate*, *births attended by skilled health personnel*, *surviving infants who received two WHO-recommended vaccines*, and *subjective well-being* have been achieved. The SDG/SDR 4 indicators *net primary enrolment rate*, *lower secondary completion rate*, and *literacy rate* have been achieved. No SDG/SDR 5 indicators have been reported in the data as achieved as of 2021.

2

### Strategic Priority Area 2: Planet (SDGs 6, 12–15)

The SDG/SDR 6 indicators *population using at least basic drinking water services* and *population using at least basic sanitation services* have been achieved. No SDG/SDR 12 or SDG/SDR 13 indicators have been achieved as per available data in 2021. The SDG/SDR 14 indicator *fish caught from overexploited or collapsed stocks* and the SDG/SDR 15 indicator *Red List Index of species survival* have been achieved.

3

### Strategic Priority Area 3: Prosperity (SDGs 7–11)

The SDG/SDR 7 indicators *population with access to electricity* and *population with access to clean fuels and technology for cooking* have been achieved. No SDG/SDR 8 indicators have been achieved as of 2021. The SDG/SDR 9 indicators *population using the internet*, *mobile broadband subscriptions*, *Logistics Performance Index: quality of trade and transport-related infrastructure*, and *Times Higher Education Universities Ranking: average score of top 3 universities* have been achieved. The achievement of SDG/SDR 10 indicators is indeterminate due to a lack of data availability. No SDG/SDR 11 indicators have been achieved as of 2021 as per available data.

4

#### Strategic Priority Area 4: Peace, Partnership, and Other Cross-Cutting Issues (SDGs 16–17)

The SDG/SDR 16 indicators *homicides*, *property rights*, and *exports of major conventional weapons* have been achieved. The SDG/SDR 17 indicator *Corporate Tax Haven Score* has been achieved.

### SDG/SDR Indicators – • Major Challenges 19 of 92:

1

#### Strategic Priority Area 1: People (SDGs 1–5)

The assessment of SDG/SDR 1 indicators is indeterminate due to a lack of data availability. The SDG/SDR 2 indicators that face major challenges are *prevalence of wasting in children under five years of age* and *prevalence of obesity*. The SDG/SDR 3 indicator *traffic deaths* faces major challenges. No SDG/SDR 4 indicators face major challenges as of 2021. The SDG/SDR 5 indicators that face major challenges are *demand for family planning satisfied by modern methods*, *ratio of female-to-male labour force participation rate*, and *seats held by women in national parliament*<sup>1</sup>.

2

#### Strategic Priority Area 2: Planet (SDGs 6, 12–15)

The SDG/SDR 6 indicators that face major challenges are *freshwater withdrawal*, *anthropogenic wastewater that receives treatment*, and *scarce water consumption embodied in imports*. The SDG/SDR 12 indicator that faces major challenges is *electronic waste*. The SDG/SDR 13 indicators that face major challenges are *CO<sub>2</sub> emissions from fossil fuel combustion and cement production* and *CO<sub>2</sub> emissions embodied in imports*. The SDG/SDR 14 indicators that face major challenges are *mean area protected in marine sites important to biodiversity* and *Ocean Health Index*. The SDG/SDR 15 indicators that face major challenges are *mean area protected in terrestrial sites important to biodiversity* and *mean area protected in freshwater sites important to biodiversity*.

3

#### Strategic Priority Area 3: Prosperity (SDGs 7–11)

No SDG/SDR indicators that correspond to SDGs 7 or 8 face major challenges as of 2021. The SDG/SDR 9 indicator that faces major challenges is *expenditure on research and development*. The assessment of SDG/SDR 10 indicators is indeterminate due to a lack of data availability. The SDG/SDR 11 indicator that faces major challenges is *annual mean concentration of particulate matter of less than 2.5 microns in diameter*.

4

#### Strategic Priority Area 4: Peace, Partnership, and Other Cross-Cutting Issues (SDGs 16–17)


The SDG/SDR indicator that corresponds to SDG 16 that faces major challenges is *Press Freedom Index*. The SDG/SDR 17 indicator that faces major challenges is *international concessional public finance, including official development assistance*.

<sup>1</sup> The indicator, seats held by women in national parliament, is slightly adapted for the context of the KSA. For example, the GASTAT reports on the proportion of seats held by women in the Shura Council, 20% as of 2019, and the proportion of seats held by women in Municipal Councils, 1.2% as of 2019. (<https://www.stats.gov.sa/sites/default/files/SDG%20report%202020EN.xlsx>).

1	<b>Strategic Priority Area 1: People (SDGs 1–5)</b> There are data availability issues regarding the SDG/SDR indicators that correspond to SDG 1 (SDG/SDR 1 indicators) <i>poverty headcount ratio at \$1.90/day</i> and <i>poverty headcount ratio at \$3.20/day</i> . There are data availability issues regarding the SDG/SDR 3 indicator <i>new HIV infections</i> .
2	<b>Strategic Priority Area 2: Planet (SDGs 6, 12–15)</b> There are data availability issues regarding the SDG/SDR indicator that corresponds to SDG 15 <i>permanent deforestation</i> .
3	<b>Strategic Priority Area 3: Prosperity (SDGs 7–11)</b> There are data availability issues regarding the SDG/SDR indicator that corresponds to SDG 8 <i>victims of modern slavery</i> and <i>fundamental labour rights are effectively guaranteed</i> . There are data availability issues regarding the SDG/SDR 10 indicators <i>Gini coefficient adjusted for top income</i> and <i>Palma ratio</i> , as well as the SDG/SDR 11 indicator <i>access to improved water source, piped</i> .
4	<b>Strategic Priority Area 4: Peace, Partnership, and Other Cross-Cutting Issues (SDGs 16–17)</b> There are data availability issues regarding the SDG/SDR indicators that correspond to SDG 16 <i>birth registrations with civil authority</i> , <i>children involved in child labour</i> , and <i>access to and affordability of justice</i> . There are data availability issues regarding the SDG/SDR 17 indicator <i>government revenue excluding grants</i> .

Many countries are facing similar data availability challenges. However, it is impossible to measure progress on the SDGs without data. The Sustainable Development Report (SDR) has begun to address data challenges measuring progress on the SDGs by supplementing SDG Indicator data with alternative data sources beyond those provided by the UN. Through this supplementation, the SDR has been able to provide the best snapshot of SDG progress at the country level. In the context of the KSA, and as evident from the list of SDR/SDG Indicators above, 12 of 92 (13.0%) Indicators are unavailable; in addition, 4 of 92 (4.3%) Indicators are older than ten years. Therefore, 16 of the 92 (17.4%) SDR/SDG Indicators face data availability challenges for the KSA.

Addressing the data availability challenges specific to the KSA, the Government of the KSA has developed a mechanical approach for producing SDG progress reports and data coverage to create a tangible impact on both national and international levels. The systematic process will assess the KSA's progress on the SDGs through the SDR scoring and ranking system. The KSA's Government expects to make considerable advances in data availability and overall SDR performance between 2022 and 2024.



## **CHAPTER 2**

UN DEVELOPMENT  
SYSTEM SUPPORT  
TO THE UN's 2030  
AGENDA

## CHAPTER 2: UN DEVELOPMENT SYSTEM SUPPORT TO THE UN's 2030 AGENDA

### 2.1. Identifying the UNSDCF Four Strategic Priorities Areas

The Theory of Change exercise is one in which a long-term strategy to achieve a series of goals is constructed by working backward from defined future objectives. The UNSDCF's goals are clear: the achievement of the UN's 2030 Agenda and complementary progress towards the KSA's Vision 2030. The goals are operationalized in the form of the 17 SDGs, which have been mapped onto the '5Ps' and ultimately organized into four Strategic Priority Areas. This section will unpack the process that led to the four Strategic Priority Areas and, thus, the strategy to contribute to the co-achievement of the UN's 2030 Agenda and KSA's Vision 2030.

The earliest stage of this process was to establish a baseline for key socio-economic, environmental, and governance areas for the KSA. The UNCT identified 23 broad challenges and opportunities specific to the KSA through the lens of the SDGs. These 23 areas should not be considered in silos. Rather, it should be viewed in a manner that leverages their interlinkages. From there, mutually reinforcing connections and policy bundles should be identified for greater policy effectiveness and efficiency.

The question of how to group the previously identified development challenges and opportunities while maintaining a scope that accommodates existing UN activities was resolved through the creation of a classification system that is exhaustive, exclusive, and clearly linked to both the UN's 2030 Agenda and KSA's Vision 2030. The UN developed the UNSDCF's four Strategic Priority Areas with this in mind: on the level of UN activities, this document and its Strategic Priority Areas are multidimensional in both the UN's 2030 Agenda and the KSA's Vision 2030 (see Annex B). To ensure that the UNSDCF can be operationalized and measured in terms of both the UN's 2030 Agenda and the KSA's Vision 2030, a rigorous substructure had to be decided upon. In the case of the UN's 2030 Agenda, the 17 SDGs constitute its substructure: the 23 broad areas that pose both challenges and opportunities to the KSA can be easily mapped onto the 17 SDGs. As for the KSA's Vision 2030, 27 Level 2 'branch objectives' constitute its substructure. From these two substructures, the UN identified their linkages and cross-linkages to develop an aggregation system for all UN work at the activity level. Here, for simplicity, the 17 SDGs substructure is used to aggregate UN activities into Strategic Priority Areas.

The UN's 2030 Agenda and the '5Ps' – People, Planet, Prosperity, Peace, and Partnership – provide the basis of the aggregation system relied upon in this document. The UN in the KSA mapped the SDGs onto the '5Ps', ultimately arriving at four Strategic Priority Areas and their accompanying Outcome Statements:

1

Strategic Priority Area 1: People – According to the principles of ‘Leave No One Behind’ (LNOB), ensure that all human beings can fulfil their potential in dignity, equity, and equality in a healthy environment (SDGs 1–5).

Outcome Statement 1: All human beings are further enabled to fulfil their potential in dignity, equity, and equality in a healthy environment.

2

Strategic Priority Area 2: Planet – Protect the planet from degradation, including through sustainable consumption and production, sustainably manage its natural resources, and take urgent action on climate change (SDGs 6, 12–15).

Outcome Statement 2: The environment is better protected from degradation through sustainable consumption and production, sustainably managing its natural resources, and taking urgent action on climate change.

3

Strategic Priority Area 3: Prosperity – Ensure that all human beings can enjoy prosperous and fulfilling lives (SDGs 7–11).

Outcome Statement 3: Increased opportunities are available for all human beings to enjoy prosperous and fulfilling lives.

4

Strategic Priority Area 4: Peace, Partnership, and Other Cross-Cutting Issues – Foster peaceful, just, and inclusive societies and mobilize the means required for implementation (SDGs 16–17)

Outcome Statement 4: Peaceful, just, and inclusive society is adequately fostered, and the means required for the implementation of Agenda 2030 are mobilized

At the end of every year, the Strategic Priority Areas/Outcomes, and the ability of the UN to support them, are reviewed by both the UNCT and the Joint UN – Government of the KSA CF Committee and adjusted as needed.

The UNCT developed two high-level Theory of Change diagrams: (1) the Problem Tree and (2) the Solution Tree; these diagrams help visualize the Theory of Change process that is used to frame the SDG development agenda. The Solution Tree diagram (Annex E) visualizes development challenges and opportunities in terms of solution-driven change pathways (operationalized through collections of UN activities) that directly correspond to the ‘5Ps’ and the UN’s 2030 Agenda through the lens of the 17 SDGs. In this sense, the Strategic Priority Areas and their accompanying Outcome Statements also include Outputs, which are the 17 SDGs themselves. Additionally, Annex C Figure C.1 is an alternative Solution Tree that relies upon the KSA’s Vision 2030 rather than the ‘5Ps’.

## 2.2. Strategic Priority Areas – Looking Forward

The KSA's progress towards the UN's 2030 Agenda and the SDGs is framed using multiple methods in order to (1) identify the KSA's current trends by SDG and whether the country is projected to achieve each SDG by 2030;<sup>viii</sup> (2) identify the KSA's current trends by SDG/SDR indicator and whether the country is projected to achieve each SDG/SDR indicator by 2030;<sup>viii</sup> (3) identify the KSA's current SDG trends through a perspective that considers human rights, LNOB, and most vulnerable groups and persons as determined by international human rights mechanisms and instruments, observations, and recommendations;<sup>ix</sup> (4) compare the KSA's forecasted SDG projections to the five most similar top-performing and five most similar bottom-performing countries;<sup>x</sup> and (5) identify whether each SDG/SDR indicator in the KSA is on track, maintaining its status as achieved, or exhibiting a decreasing trend.<sup>viii</sup>

While Figure 1.1 above reflects the KSA's trends in terms of SDG/SDR indicators as of 2021, these figures only provide an understanding of trends in terms of past performance. While it is possible that the KSA's SDG/SDR indicator trajectories will continue to develop at these same rates in the future, such an assumption takes for granted that future shifts in policy will mirror those of the past. In seeking to determine the range of possible outcomes for the KSA's future achievement of SDG/SDR indicators, the UN Resident Coordinator Office (RCO) has devised a forecasting methodology that strives to take into account potential variations in future outcomes according to the real-world experiences of countries that were formerly in similar positions.

Relying on the RCO's 'nearest neighbour methodology,' Figures 2.1–2.4 below offer three sets of projections as to the KSA's progress towards the fulfilment of each SDG.<sup>xi</sup> The following material intends to forecast a range based on the historical development and policy experiences of the KSA's 'nearest neighbours' – the countries that, in 2010, were in the most similar position to that of the KSA in 2021. These countries were ranked based on their SDG performance between 2010 and 2021, and the five top- and bottom-performing countries were identified so as to offer an upper and lower bound for the KSA's future development trajectory between 2021 and 2030.

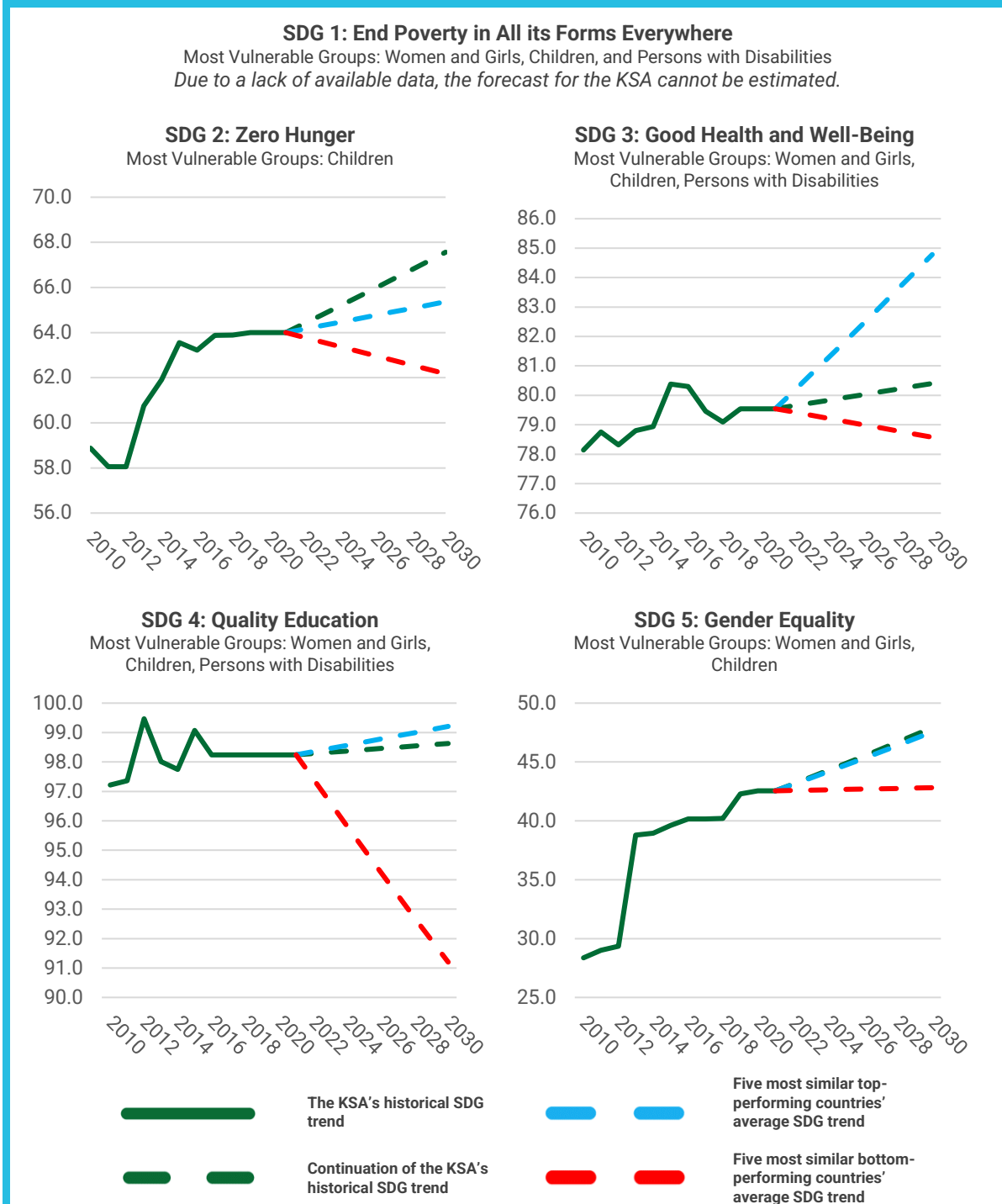
In the figures below, the SDGs are grouped according to their corresponding Strategic Priority Areas, framed in terms of the '5Ps' (see above). In terms of their coding, the **green lines —** represent the KSA's historical SDG trend, the **green dashed lines - -** represent the future continuation of the KSA's current SDG trend, the **blue dashed lines - -** represent the five most similar top-performing countries' average SDG trends, and the **red dashed lines - -** represent the five most similar bottom-performing countries' average SDG trends.

Beyond offering a scenario-building model, this method also carries with it some policy implications: drawing on the experiences of its top-performing nearest neighbours, the KSA is able to learn from their successful policies and adapt them to the Saudi context. Based on these projections, if the KSA were to adapt and implement the successful policies of its five most similar top-performing countries across all SDGs, the KSA's SDR ranking could improve by 16 places by 2030. Also, in return, other countries will be able to learn from the KSA's successes and apply them as a model. Additionally, with every SDG, the most vulnerable groups identified through an analysis of human rights recommendations and observations are noted to support the decision-making of relevant policy makers.<sup>xii</sup>

# 1

**Strategic Priority Area 1: People** – According to the principles of ‘Leave No One Behind’ (LNOB), ensure that all human beings can fulfil their potential in dignity, equity, and equality in a healthy environment (SDGs 1–5)

**Figure 2.1 Strategic Priority Area 1 – People**  
14 of 31 SDG/SDR indicators on track



Relative SDG performance based on similar countries:

- For SDG 1, the KSA's performance is indeterminate due to a lack of data availability;
- For SDG 2, the KSA is outperforming its five most similar and best-performing countries;

- For SDG 3, the KSA has moderate upward potential as compared to its five most similar and best-performing countries;
- For SDG 4, the KSA is almost outperforming its five most similar and best-performing countries; and
- For SDG 5, the KSA is outperforming its five most similar and best-performing countries.

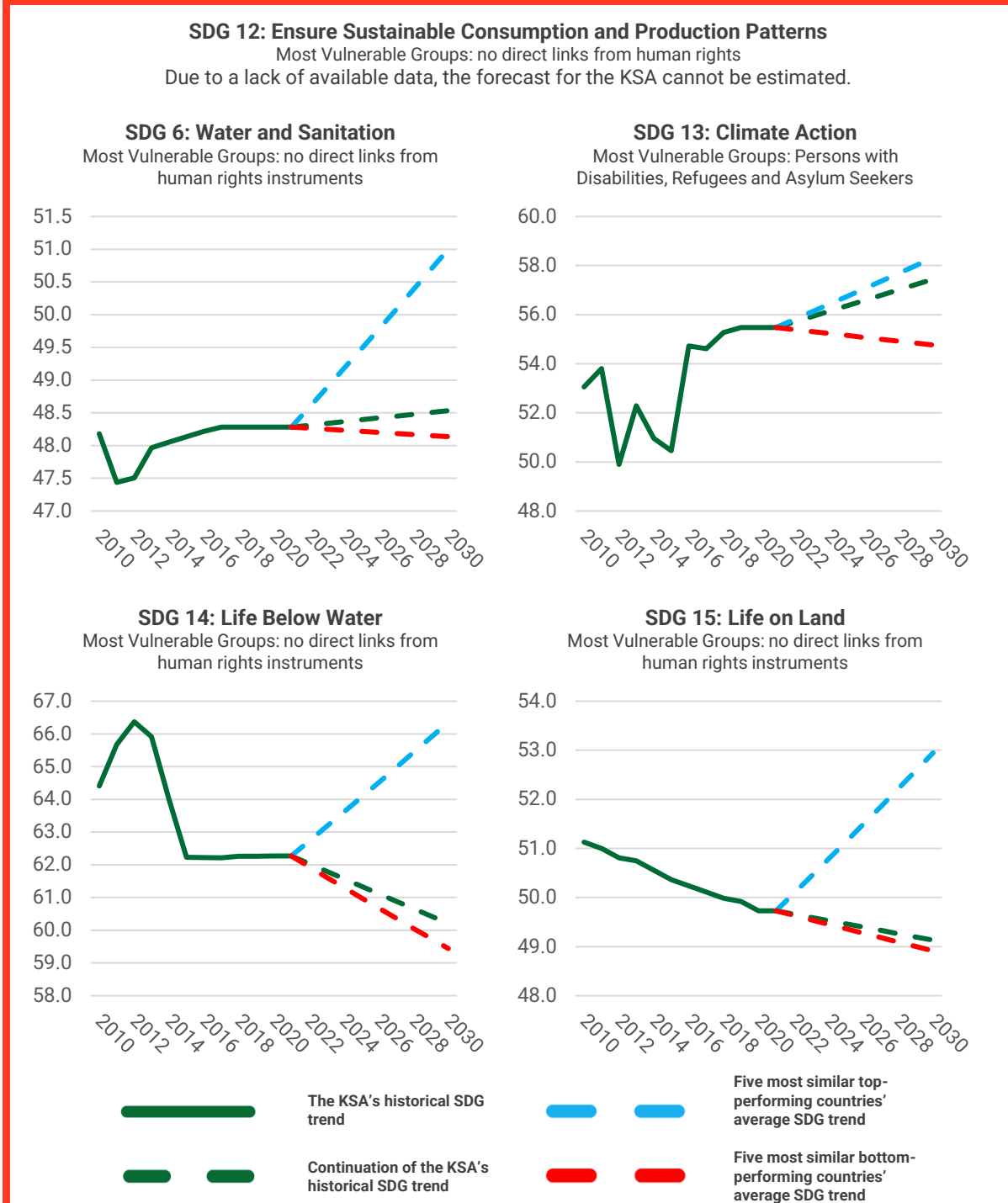
SDG/SDR indicators on track:

- For SDG 1, the KSA's performance is indeterminate due to a lack of data availability;
- For SDG 2, three of eight SDG/SDR indicators are on track;
- For SDG 3, nine of 14 SDG/SDR indicators are on track;
- For SDG 4, one of three SDG/SDR indicators are on track; and
- For SDG 5, one of four SDG/SDR indicators are on track.

## 2

**Strategic Priority Area 2: Planet – Protect the planet from degradation through sustainable consumption and production, sustainably manage its natural resources, and take urgent action on climate change (SDGs 6, 12–15)**

**Figure 2.2 Strategic Priority Area 2 – Planet**  
4 of 25 SDG/SDR indicators on track



### Relative SDG performance based on similar countries:

- For SDG 6, the KSA has upward potential as compared to its five most similar and best-performing countries;
- For SDG 12, the KSA's performance is indeterminate due to a lack of data availability;

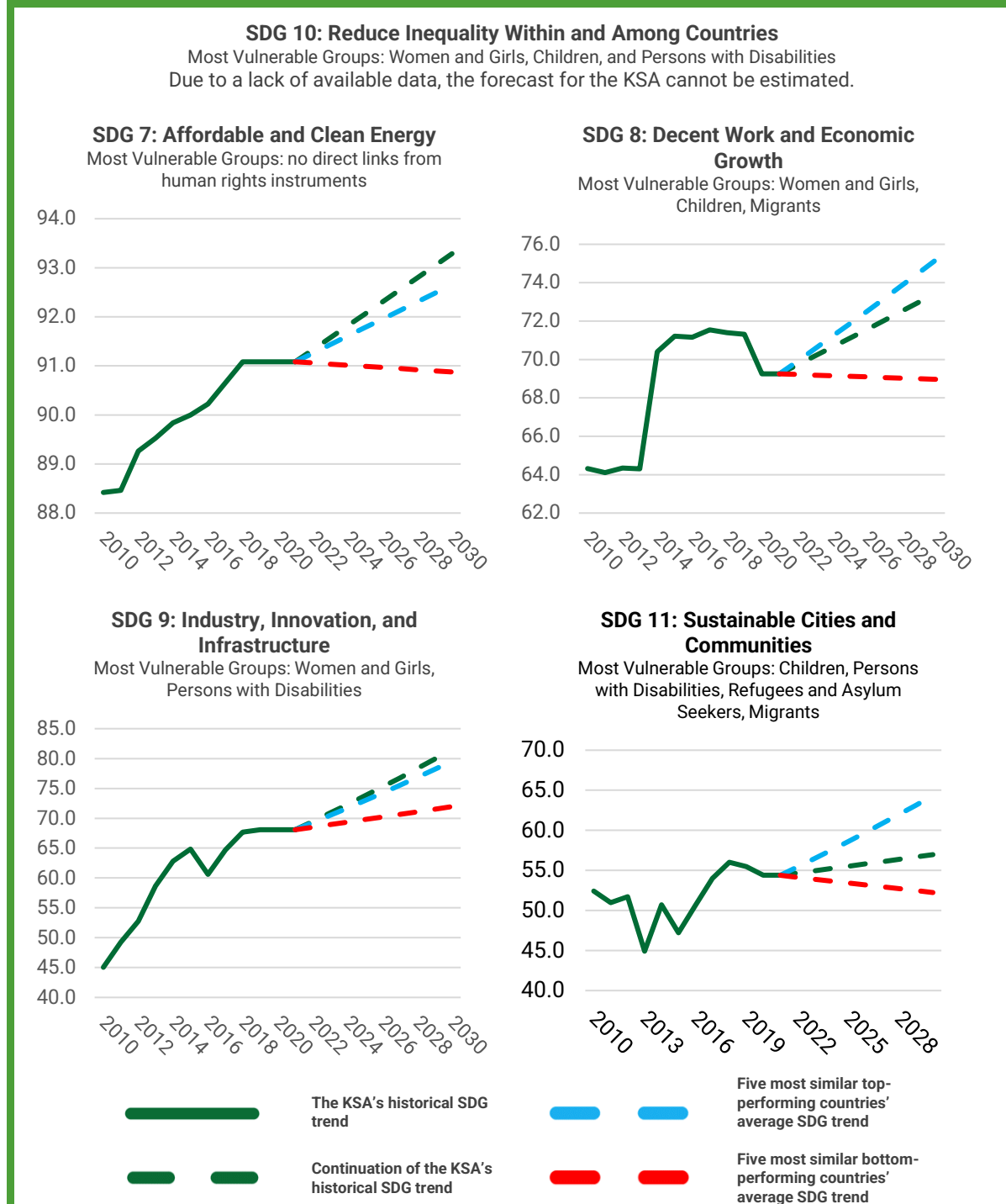
- For SDG 13, the KSA is almost outperforming its five most similar and best-performing countries;
- For SDG 14, the KSA has upward potential as compared to its five most similar and best-performing countries; and
- For SDG 15, the KSA has upward potential as compared to its five most similar and best-performing countries.

SDG/SDR indicators on track:

- For SDG 6, two of five SDG/SDR indicators are on track;
- For SDG 12, the KSA's performance is indeterminate due to a lack of data availability;
- For SDG 13, zero of three SDG/SDR indicators are on track;
- For SDG 14, one of six SDG/SDR indicators are on track; and
- For SDG 15, one of five SDG/SDR indicators is on track.

### Strategic Priority Area 3: Prosperity – Ensure that all human beings can enjoy prosperous and fulfilling lives (SDGs 7–11)

**Figure 2.3 Strategic Priority Area 3 – Prosperity**  
9 of 21 SDG/SDR indicators on track



#### Relative SDG performance based on similar countries:

- For SDG 7, the KSA is outperforming its five most similar and best-performing countries;
- For SDG 8, the KSA is almost outperforming its five most similar and best-performing countries;

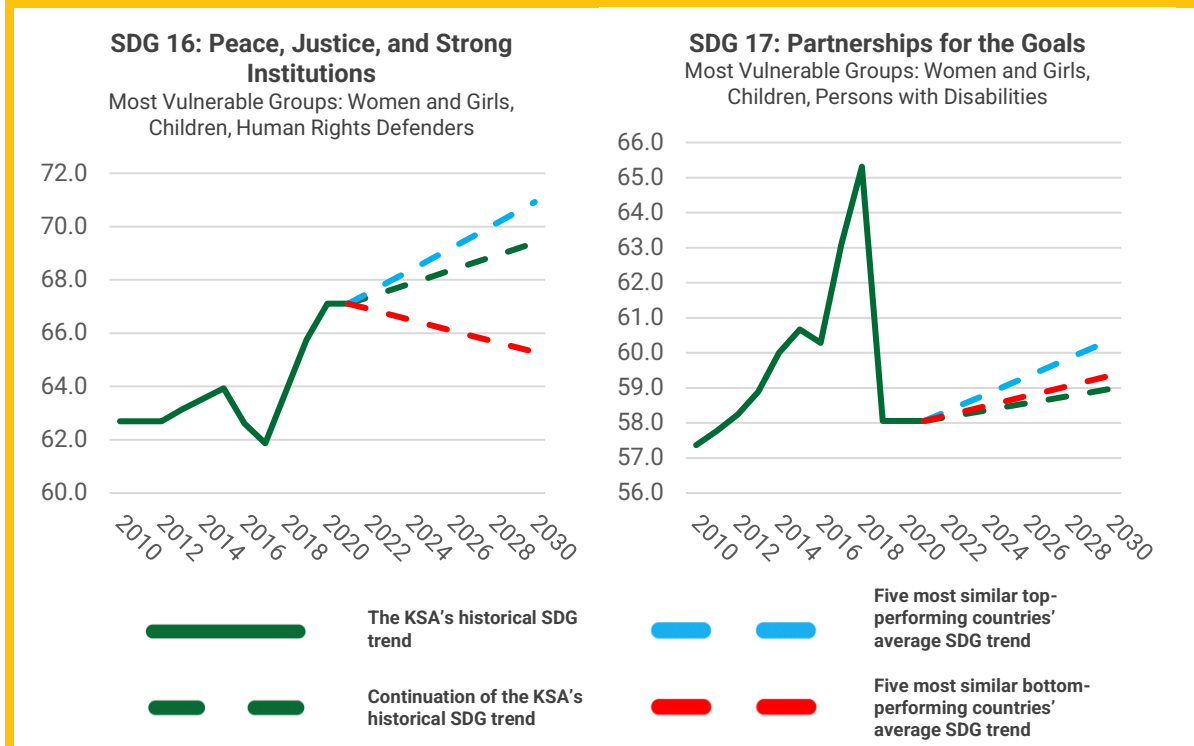
- For SDG 9, the KSA is outperforming its five most similar and best-performing countries;
- For SDG 10, the KSA's performance is indeterminate due to a lack of data availability; and
- For SDG 11, the KSA has an in-between performance compared to its five most similar countries.

SDG/SDR indicators on track:

- For SDG 7, three of three SDG/SDR indicators are on track;
- For SDG 8, two of six SDG/SDR indicators are on track;
- For SDG 9, three of six SDG/SDR indicators are on track;
- For SDG 10, the KSA's performance is indeterminate due to a lack of data availability; and
- For SDG 11, one of four SDG/SDR indicators are on track.

## Strategic Priority Area 4: Peace, Partnership, and Other Cross-Cutting Issues – Foster peaceful, just, and inclusive societies and mobilize the means required for implementation (SDGs 16–17)

**Figure 2.4 Strategic Priority Area 4 – Peace, Partnership, and Other Cross-Cutting Issues**  
3 of 15 SDG/SDR indicators on track



### Relative SDG performance based on similar countries:

- For SDG 16, the KSA is almost outperforming its five most similar and best-performing countries; and
- For SDG 17, the KSA is underperforming its five most similar and worst-performing countries.

### SDG/SDR indicators on track:

- For SDG 16, two of 10 SDG/SDR indicators are on track; and
- For SDG 17, one of five SDG/SDR indicators is on track.

Strategic Priority Area 4 has SDG 16 (Peace, Justice, and Strong Institutions) and SDG 17 (Partnerships for the Goals) at its core. These two SDGs are the nexus of the other fifteen SDGs providing the groundwork for advancement in all other development domains in support of the progressive strides that the KSA is making towards achieving the SDGs and enhancing the rights and resilience of vulnerable groups to Leave No One Behind.

### Goal 16: A Key Enabler for the SDGs

In addressing inequalities, discrimination, and the social exclusion of vulnerable groups, the UN's 2030 Agenda promotes people-centred change by mainstreaming human rights into all development activities and relying upon human rights data to inform its priorities. The full achievement of Agenda 2030 relies on a robust commitment to SDG 16, ensuring that all members of Saudi society are afforded the same rights and that social cohesion is organically strengthened.

While the KSA is characterized by a strong sense of shared national identity and has one of the most cohesive societies in the region, some risks and vulnerabilities still exist. Among the risks and vulnerabilities are violent extremism, which, despite tremendous efforts by the Government to address violent forms of extremism, has the potential to negatively impact social and economic reforms, citizens' expectations towards employment (particularly among youth), expectations on public participation, and the potential polarization due to changing cultural and social norms. Demographic shifts and urbanization trends may add additional layers of complexity.

Home to over 10 million migrant workers as of 2021, the KSA is the largest host of migrant workers in the region and the third-largest globally – over 70% of the KSA's employed population is still non-Saudi.<sup>xiii</sup> Given migrant workers' status as integral members of the Saudi economy, further reform opportunities exist in terms of economic and social inclusion and protection. Recently, the Government implemented significant reforms in the field of migrant labour rights.<sup>xiv</sup>

The KSA's commitment to human rights can be analysed with reference to the Universal Human Rights Index and the Danish Human Rights SDG – Human Rights Data Exporter.<sup>xv</sup> While the former compiles all human rights observations and recommendations issued by treaty bodies, special procedures, and the Universal Periodic Review (UPR), the latter links these human rights observations and recommendations to the SDGs. According to these sources, since 2008, the KSA has been issued 870 human rights observations and recommendations, 460 of which have a direct link to an SDG. The distribution of these human rights cases by SDG implies a specific set of challenges that the KSA faces in pursuit of the UN's 2030 Agenda.

**Figure 2.7 Distribution of Human Rights Observations and Recommendations by SDG<sup>xvi</sup>**

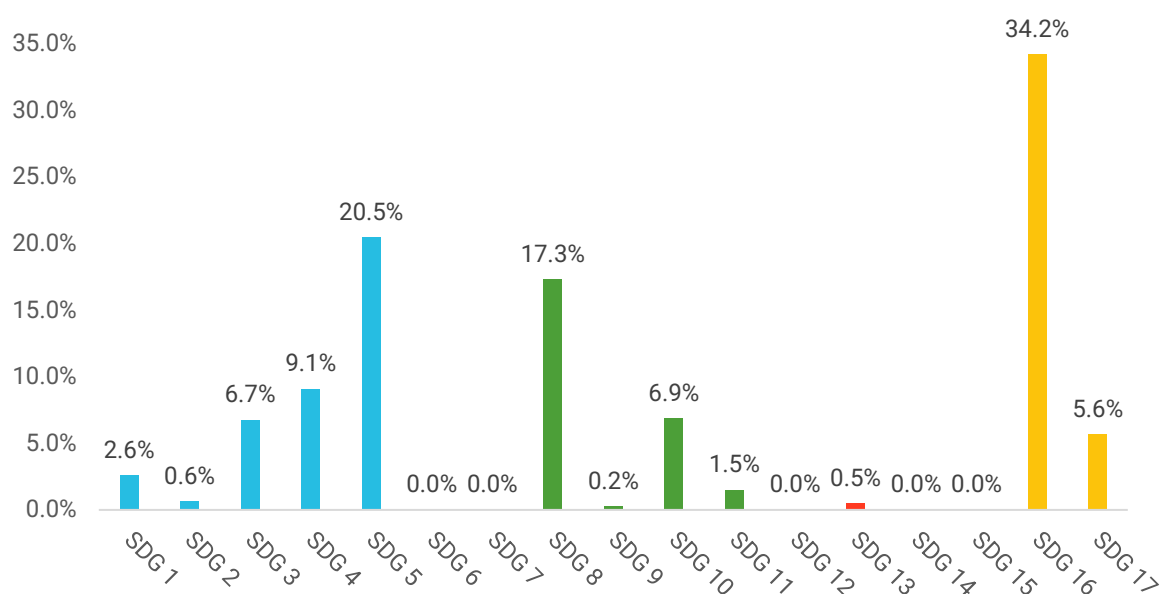


Figure 2.7 above indicates that over one-third of the 460 human rights observations and recommendations in the KSA<sup>xvii</sup> with SDG links are associated with SDG 16: Peace, Justice, and Strong Institutions. Given SDG 16's pervasive and salient links to the KSA's human rights observations and recommendations over the past thirteen years, it suggests particular attention.

## Goal 17: Forging Inclusive and Sustainable Partnerships

As the KSA and the UN work towards the achievement of the SDGs at the heart of the UN's 2030 Agenda and KSA's Vision 2030, Partnerships for the Goals, SDG 17, becomes operationally central. The promotion of multi-stakeholder partnerships between government and non-government actors is crucial to the shared mission of the UN and the KSA. The diverse and complex challenges facing both the KSA, and the entire world, will be more easily met and overcome through sustainable national partnerships that promote capacity building, provide access to new technologies and knowledge, and innovate to improve existing development policies. The KSA's close connection with the international community also provides an opportunity for the Government to forge deeper global partnerships. If we do not tap into the vast reservoirs of shared knowledge held by different societal actors at home and abroad, then the path to sustainable growth and development will be more challenging.

Working towards the achievement of SDG 17 and its targets, the UN and the KSA can contribute to enhancing international support for implementing targeted and effective capacity-building in developing countries to support national plans to implement all the SDGs, including through North-South, South-South, and triangular cooperation.

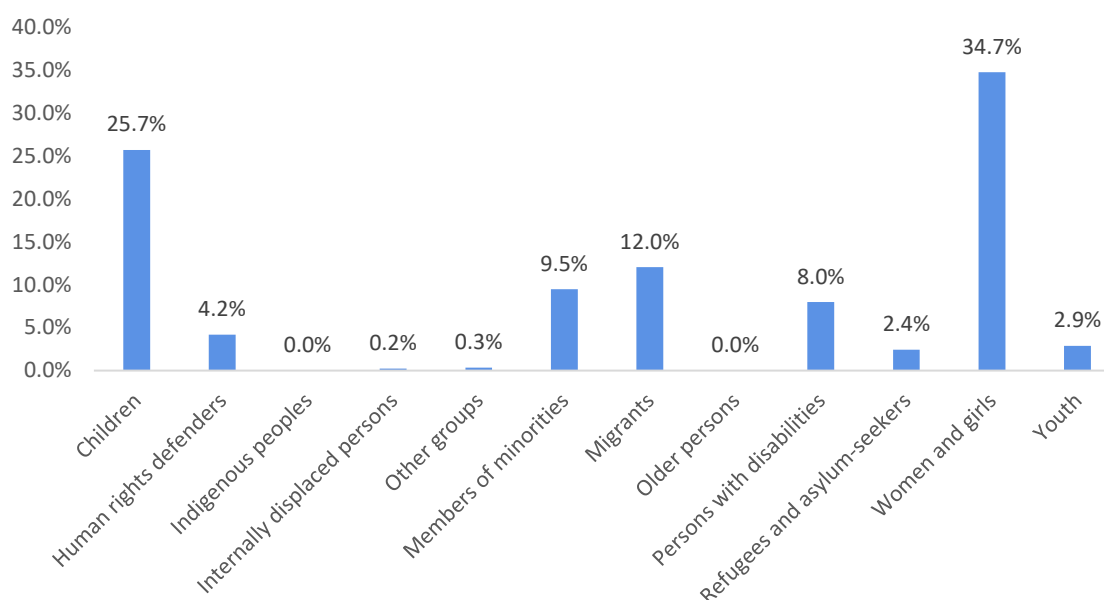
The UN Partnerships Working Group has shaped a more coordinated and coherent approach to partnerships, which has been taken up by the UNSDCF. It has laid the groundwork for establishing stronger overall engagement with local networks towards the implementation of the UN's 2030 Agenda's SDGs and the achievement of the KSA's Vision 2030. The UN has worked towards institutionalizing a progressive approach to partnerships in the KSA, reaching out to the private sector, civil society, and academia. Some notable examples include: partnership surveys, the establishment of the UN Local Network of the Global Compact in the KSA, and the research paper 'The Role of Awqaf in Achieving the SDGs and Vision 2030 in KSA'<sup>xviii</sup>). Moving forward, the UN is exploring further opportunities and modalities to accelerate progress in this domain. Achieving the SDGs is a collective responsibility that lies with all actors and stakeholders – it extends beyond the Government, and we must work towards enabling the effective participation of all relevant actors.

### Multi-Stakeholder Partnerships

As part of support to the localization of the SDGs, a UNCT outreach initiative has been launched to begin engaging actors at the sub-national level in collaboration with key ministries, regional government actors, the private sector, civil society, and academia. Through its partnership strategy, the UN in the KSA identified three partnership modalities that will rely on direct engagement, convening power, and innovation and research. As such, the Resident Coordinator assumes the role of coordination between different UN AFPs operating in the KSA through the UNCT and the UN Partnerships Working Group and uses her/his convening power to foster and accelerate partnerships.

The inclusion of vulnerable groups is particularly salient in the domain of partnerships. In order to work towards an inclusive and sustainable future, it is critical that all voices be taken into account and given equal weight. Ensuring that vulnerable groups are not only recognized but also have a seat at the table falls under SDG 16. Towards identifying the most vulnerable groups, data from Special Procedures, Treaty Bodies, and Universal Periodic Reviews are compiled through the Danish Human Rights SDG – Human Rights Data Explorer.<sup>xix</sup> The data collected since 2008 identifies 515 human rights observations and recommendations explicitly related to one or more vulnerable groups in the KSA. The figure below indicates the frequency with which vulnerable groups in the KSA are implicated in these human rights recommendations and observations.

**Figure 2.9: Human rights observations and recommendations distribution by vulnerable groups**



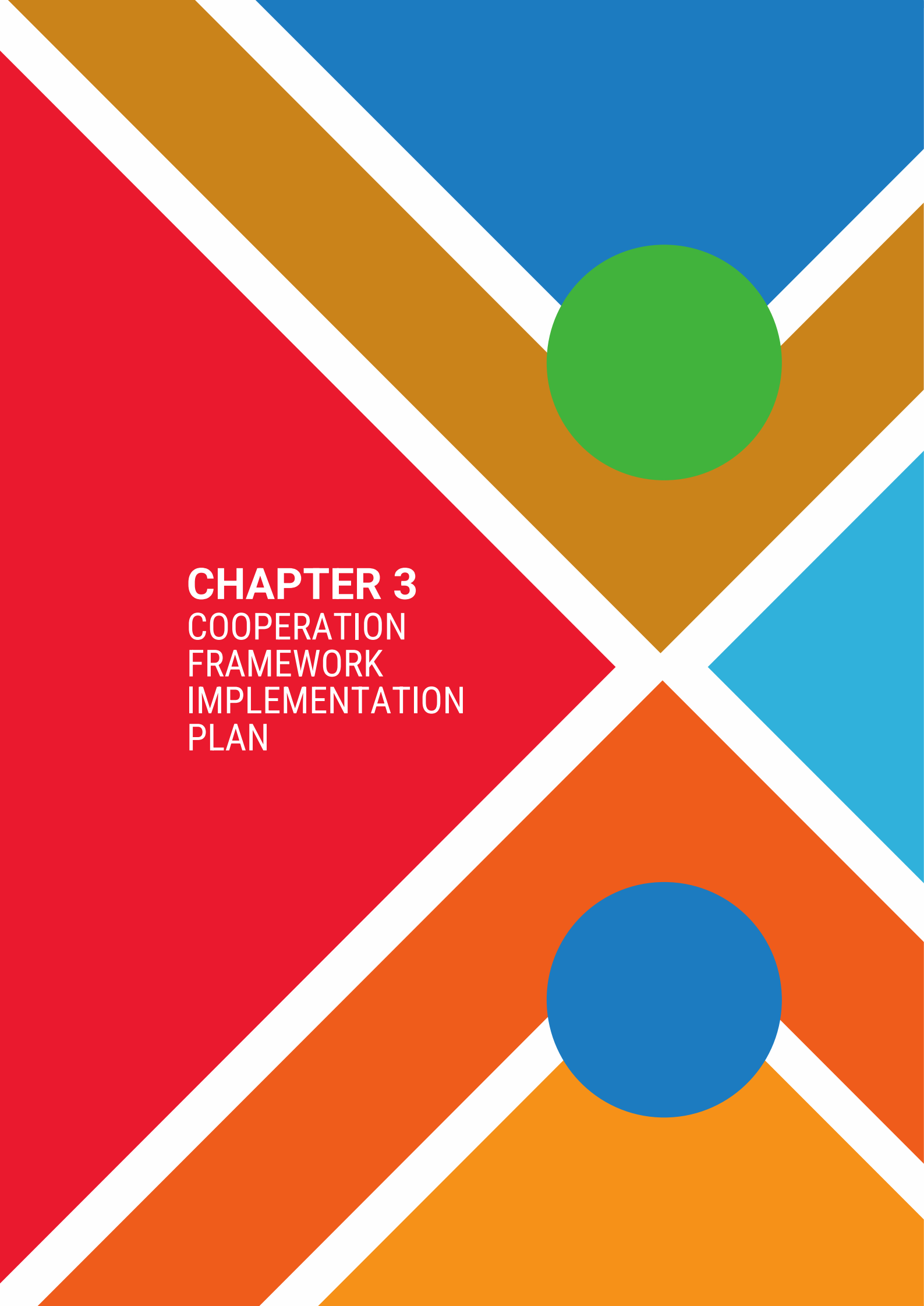
xx

Women and girls constitute the vulnerable group that is most often identified in the KSA's human rights observations and recommendations – over one-third (34.7%) concern them.<sup>xxi</sup> Children and migrants are also frequently identified as vulnerable groups, as they are mentioned by 25.7% and 12%, respectively, of the KSA's human rights observations and recommendations.

An effort has been made to incorporate the perspectives and considerations of all vulnerable groups into all UN activities. In the future, it will also be key to apply an intersectional lens to this analysis to determine which overlapping members of these groups are most at risk of being left behind.

## Financing for Sustainable Development

In terms of financing sustainable development, the UN has worked with various private sector, public sector, civil society, and academic organizations. There are several growth opportunities in the KSA further leveraging financing for sustainable development, such as through awqaf and other mechanisms unique to the region. The focus of UN efforts is to generate knowledge, dialogue, and action on innovative financing for the SDGs.

The background features a series of diagonal stripes in blue, gold, red, and orange, separated by white lines. Two large circles are positioned on the stripes: a green circle on a gold stripe in the upper right and a blue circle on an orange stripe in the lower right.

# **CHAPTER 3**

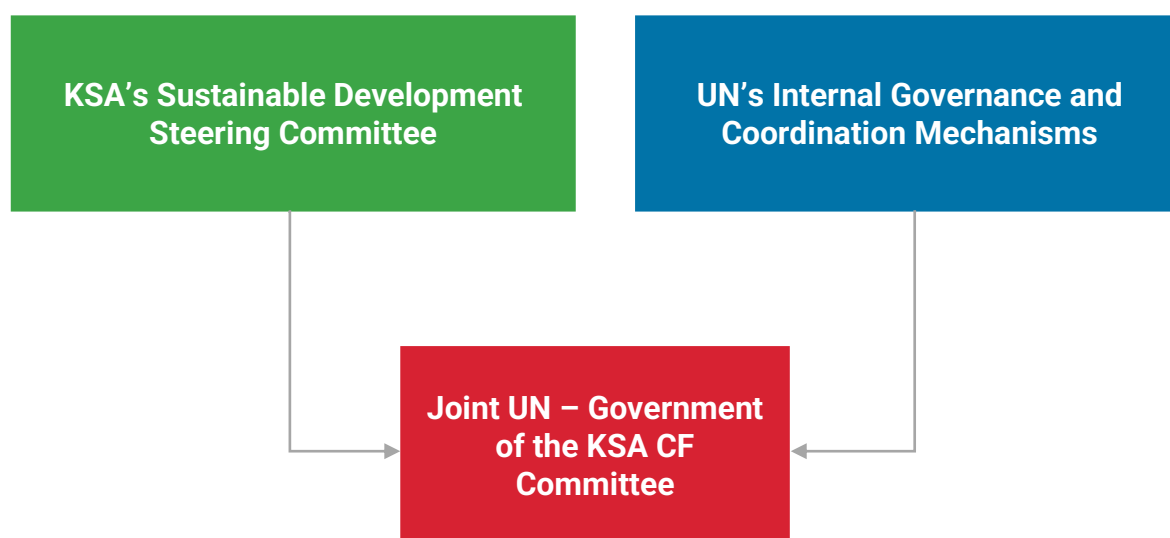
## COOPERATION FRAMEWORK IMPLEMENTATION PLAN

## CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION PLAN

### 3.1. UNSDCF Governance

In support of the Government's national priorities, the implementation of the UNSDCF is coordinated through the KSA's Sustainable Development Steering Committee and bilaterally through Government Ministries and entities, through the Joint UN – Government of the KSA CF Committee, and internally through the UN's Internal Governance and Coordination Mechanisms.

**Figure 3.0: UNSDCF Governance Structure:**



#### **The KSA's Sustainable Development Steering Committee**

The Sustainable Development Steering Committee, was established in September 2021 by a royal mandate, headed by the Ministry of Economy and Planning, and the participation of 18 key government entities to oversee the implementation of Sustainable Development Goals, and build a strong and durable policy ecosystem that allows for the mutually beneficial participation of all relevant parties in our collective pursuit of the Sustainable Development Agenda 2030.

The SDSC core tasks include:

- Submit policy recommendations and ensure alignment with ongoing national policy initiatives
- Supervise working groups focused on developing policies
- Coordinate policy recommendations initiatives to reach sustainable development goals
- Align external engagement efforts
- Review and publish regular reports presenting the progress update for sustainable development
- Enable the sustainability ecosystem in Saudi Arabia thanks to strategic enablers around communication, capacity building financing and innovation

## **The Joint UN – Government of KSA Cooperation Framework Committee**

The Joint UN – Government of the KSA Cooperation Framework (CF) Committee, is co-chaired by the signatories of the Joint Statement of the UNSDCF - representatives of the Government and the UN Resident Coordinator (RC) for the KSA. The CF Committee will be comprised of relevant Government representatives and UNCT members. The CF Committee may invite observers or topical advisors as required.

The CF Committee will meet at least once a year and will be responsible for reviewing the effective implementation of the UNSDCF and ensuring that the UNSDCF remains focused on the evolving national priorities as defined through the KSA's Sustainable Development Steering Committee (SDSC). The CF Committee's core tasks include:

- Review the results of the Annual Performance Review of activities delivered by UN entities in cooperation with the KSA's Government entities.
- Translation of recommendations of the KSA's Sustainable Development Steering Committee into potential action through the UNSDCF.
- Identification of development priorities and opportunities based on annual analysis delivered by UN entities.
- Guidance and agreement on necessary amendments to the UNSDCF taking into account the other core tasks of the CF Committee.

To ensure coordination and coherence in the implementation of the UNSDCF, the CF Committee may constitute Results groups, usually one for each of the Strategic Priority Areas of the UNSDCF. The Results groups that are or are to be constituted may include UN and Government technical staff, and their primary purpose is to translate priorities into actionable activities and provide detailed analysis on results which will be linked to the Annual Performance Review and the UN Country Results Report (UNCRR). The results groups should:

- Contribute to the preparation and periodic updates of annual analysis.
- Prepare and update the UN Joint Workplans annually to achieve the UNSDCF's Outputs efficiently and coherently.
- Identify joint programmes and programming opportunities and recommend relevant instruments (e.g., joint programmes; integrated policy support; joint advocacy, etc.).
- Provide inputs for policy deliberations and advocacy with the national Government and other stakeholders on key issues within the four Strategic Priority Areas to advance the UN's 2030 Agenda and the SDGs.
- Ensure that UN Info reflects information related to the UN Joint Workplans and that progress in its implementation is updated monthly.
- Engage in joint/interagency monitoring exercises to establish and verify results as needed or appropriate.

The CF Committee will share the annual UN Country Results Report with the Government of the KSA, along with a summary of the annual UNSDCF review and a summary of the activities of the CF Committee.

## The UN Country Team Coordination Framework

In support of the achievement of the UNSDCF, the UN Resident Coordinator and the UN Country Team (UNCT) will maintain internal mechanisms which will ensure a coherent and efficient approach across the UN development system. There are three mandatory mechanisms:

1. The **UN Country Team** is chaired by the RC and includes the heads of each UN entity engaged in development work in the KSA. The UNCT provides a forum for discussion and agreement on common issues and approaches.
2. The **Operations Management Team** is chaired by the head of a UN entity and provides guidance on UN operational effectiveness and efficiency of the Business Operations Strategy.
3. The **UN Communications Group** is chaired by the RC Office and provides support to the RC and UNCT on strategic communication and advocacy.

In addition, the RC and the UNCT will maintain technical/topical groups to ensure coherent and efficient approaches. The UNCT structure, agreed annually in the UNCT's Annual Retreat, is defined in Annex F.

### 3.2. Resourcing the UNSDCF

The KSA is a high-income country, and, as such, all UN programmatic activities in the country are financed by the Government. The exceptions are the UN Resident Coordinator's Office and technical advisory activities conducted by UN Staff and covered by UN regional or UN global funds, run independently of specific projects with the Government of the KSA. As seen in Figure 3.1, 31% (65 of 212) of 2021 UN activities already have funds committed from the ministries and Government bodies, totalling \$166,353,548. The other activities are in different phases of discussion within the Government and will be reviewed yearly.

**Figure 3.1: UN Activities by the Status of Financial Commitment**

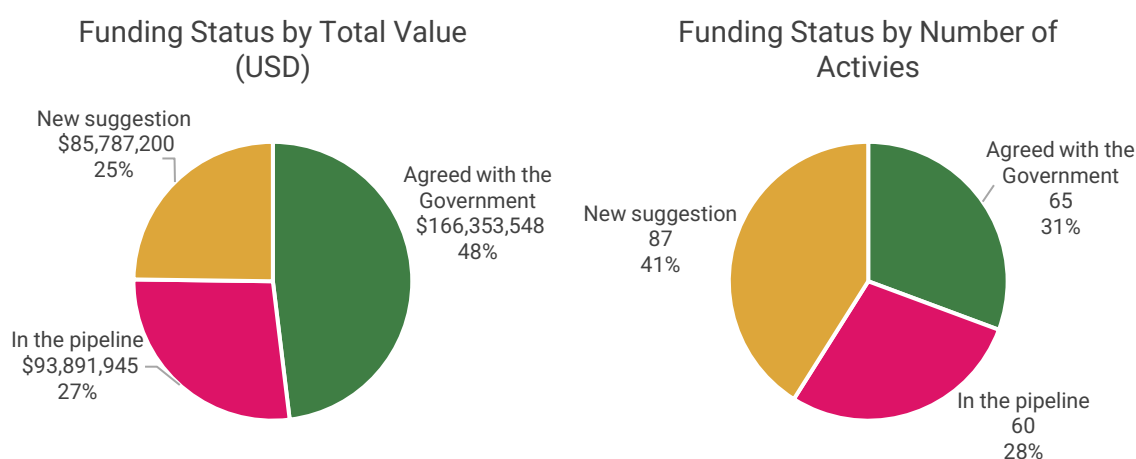


Figure 3.1 visualizes the funding status of all UN activities by total financial commitment secured and the number of activities with secured funding. In terms of funding status totals, 48% of UN activity costs (\$166,353,548) have been agreed upon with the relevant Government Ministry and/or entity of the KSA. While 25% of activity costs are new suggestions not yet discussed with counterparts, 27% are currently in the pipeline and being discussed with the relevant Government Ministry and/or entity. In terms of funding status by the number of activities, of the 212 UN activities slated to take place in the KSA over the 2022 to 2026 period, 65 have been agreed upon with the relevant Government Ministry and/or entity (31%), while 60 are currently in the pipeline and being discussed (28%), and 87 are new suggestions still to be discussed with the relevant Government Ministry and/or entity (41%). As previously mentioned, the UNSDCF and its activities will be reviewed annually.

### **3.3. Derivation of UN Entity Country Programming Instruments from the UNSDCF**

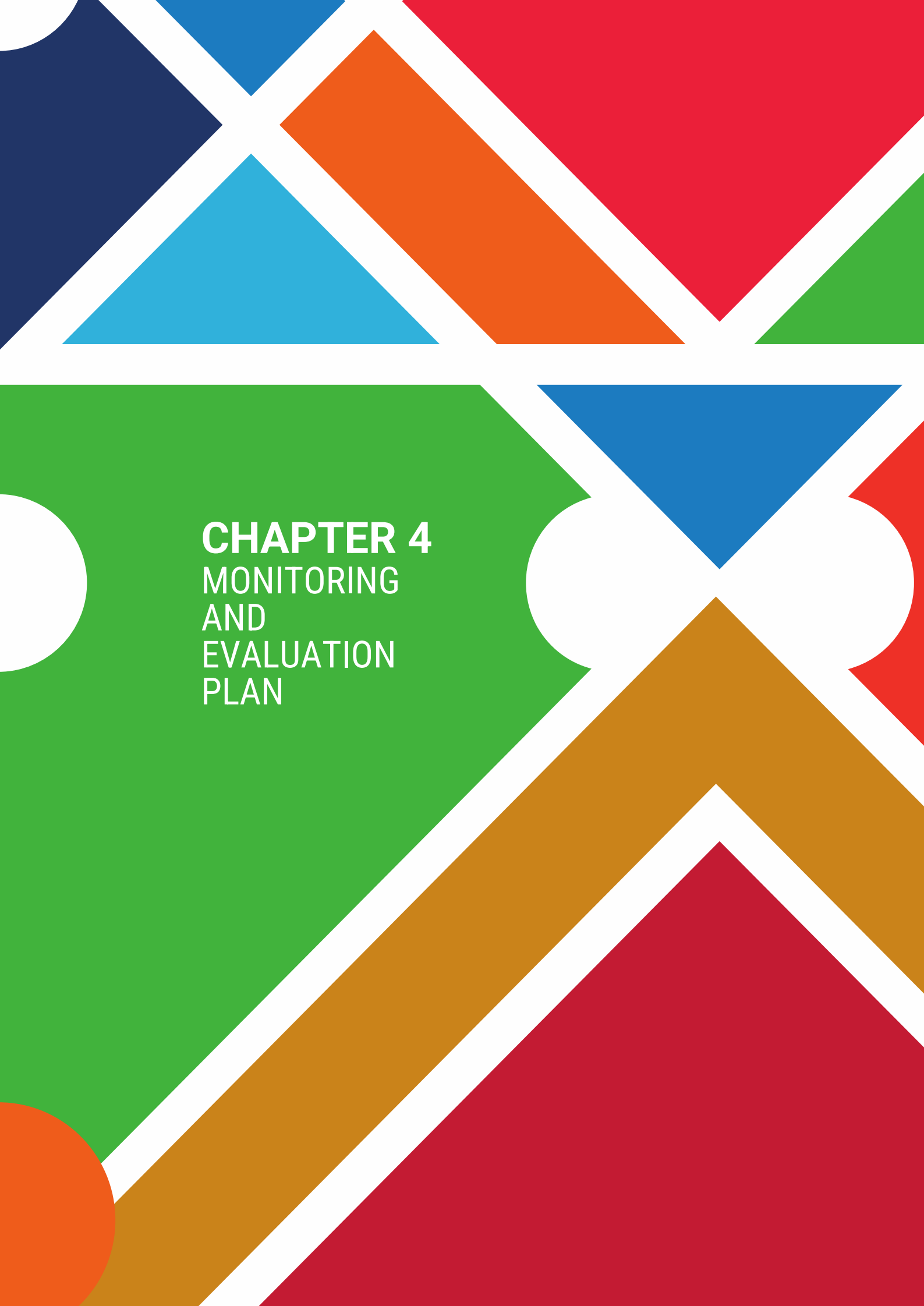
The signing of the UNSDCF is a prerequisite for UN activities to continue even though agreements and financing processes are conducted directly between UN entities, Ministries, and Government bodies. The UNSDCF is implemented through the country programme instruments of UN development system entities. Since the timelines of the country programme instruments and the UNSDCF time frame do not overlap for the majority of UNCT members, each UN entity will adopt and adapt the UNSDCF 2022-2026 to meet the arrangements with their partner Ministries and their own corporate planning and reporting requirements. After which, UN entity will finalize their instruments, incorporating feedback from UNCT members, and submit them to their governing body.

### **3.4. UN Joint Workplans**

The Results groups will develop UN Joint Workplans to collectively deliver the expected results. The Results groups will ensure that UN Joint Workplans respond to the evolving context of the KSA through annual updates of the UNSDCF, Annual Performance Review, and other relevant documents, and through yearly monitoring and evaluation.

### **3.5. Business Operations Strategy in support of the UNSDCF**

The Business Operations Strategy (BOS) is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN, and maximizing economies of scale. In line with the Secretary-General's UN Reform targets, the KSA's UNCT has designed a BOS to support the more effective delivery of the UN's 2030 Agenda. The BOS is intended to support the AFPs in the KSA to achieve faster and better results while ensuring that the highest quality of services is provided. It also strives to help better position the UN in the local market and increase its visibility. The BOS in the KSA focuses primarily on efficiency gains and cost avoidance. It aims to enhance internal transaction cost avoidance, improve the quality of services, and save costs on externally sourced goods and services. For the complete BOS for the UN in the KSA, see Annex D.

The background is a vibrant, abstract composition of geometric shapes. It features a large green trapezoidal area on the left containing the chapter title. To the right and above this area are various triangles in shades of blue, orange, red, and green. At the bottom, there are large, overlapping shapes in gold and red. White circles are scattered throughout, some partially cut off by the edges of the page.

# **CHAPTER 4**

## **MONITORING AND EVALUATION PLAN**

## CHAPTER 4: MONITORING AND EVALUATION PLAN

### 4.1. Monitoring Implementation of UN Joint Workplans

The performance of the UNSDCF is tracked at the UN-activity level in the UNSDCF database (Excel document) through three kinds of indicators: one set of process indicators and two sets of impact indicators:

- Activity-specific process indicators
- SDG indicators
- SDR indicators

In terms of monitoring and evaluation, the UNCT's primary focus will be to promote and improve both the availability of SDG indicators and disaggregated data at the regional and individual levels. Moreover, it will address data gaps through the use of non-traditional data sources to complement national statistics (such as satellite imagery mapping with GIS). The concept of data sharing and data as a public good will be promoted throughout the UN's approach when it comes to monitoring and evaluation. An inter-agency task force will develop a map of the KSA's available SDG/SDR indicators so that challenges of data availability can be better understood and communicated to Government Ministries and agencies. The map of the KSA's SDG/SDR indicator framework will allow us to:

- Determine which indicators are the weakest in the absolute sense in terms of overall data and disaggregation and should therefore be concentrated on; this will allow the UN to connect the Government of the KSA with specialized UN-agency focal points (custodians of indicators) to address these data challenges;
- Determine which indicators are the weakest in the relative sense in terms of country comparability – it is important to determine what data is not available for the KSA but is available for other countries (mostly Tier I, sometimes Tier II<sup>xxii</sup>); this identification would suggest that the KSA is lagging behind the world when it comes to these data points and would allow the UN to connect the Government of the KSA with specialized UN-agency focal points to address these data challenges;
- Map the SDR/SDG indicators to show which are missing for the KSA in the SDR, then connect the Government of the KSA with both the specialized UN-agency focal points and any other entities that generate those data streams.

In addition, the Monitoring and Evaluation plan will be linked to national monitoring mechanisms and strengthen national statistics capacities through the inclusion of the KSA's Vision 2030 performance-specific measures (when different from the SDG/SDR indicators). The yearly revision of the UNSDCF will also present an annual opportunity to evaluate the impact of risk factors for the past year, identify new opportunities and strategic focuses, and outline and capture good practices to share with the UN system at large so as to build on them in succeeding years.

### 4.2. Annual Performance Review and Country Results Reporting

The Annual Performance Review is a process in which the lessons learned from the previous year are noted, and UN activities are adjusted accordingly to better suit the needs of the country. As part of the Annual Performance Review, the UN Country Results Report is produced, to which all UN entities in the country contribute, including those not physically located in the country. The UN Country Results Report is a mandatory, annual public document.

### 4.3. Evaluation Plan

UN-entity programme evaluations will be sequenced to feed into the UNSDCF evaluation – when possible, timed together with the UNSDCF evaluations and, when not (because of different timelines), the RCO will keep a repository of the evaluations for the entire UNCT.

When possible, the UNCT will reduce the evaluation processes while maintaining necessary accountabilities by synchronizing evaluation timelines and combining stakeholder consultations using the same team of evaluators. The UNSDCF will go through a smaller internal evaluation every year at the end of the year (through the Annual Performance Review), while a more in-depth evaluation of the UNSDCF will be done in the last year of the validity of the UNSDCF (in this case, 2026), involving significant stakeholder engagement by means of focus groups, polls, interviews, and consultations.

Quality and independence according to the UN Evaluation Group norms and standards will be guaranteed by outsourcing the final evaluation to external evaluators. Lessons learned from the evaluation will be identified and used as one of the inputs for the formation of the new UNSDCF. The Joint UN – Government of the KSA CF Committee, will develop the evaluation plan in the first year after signing the UNSDCF.



# United Nations Sustainable Development Cooperation Framework with the Kingdom of Saudi Arabia 2022–2026 Annexes



## Annex A. Legal Annex

This Legal Annex refers to the cooperation or assistance agreements or other agreements that are the already existing legal basis for the relationship between the Government of the Kingdom of Saudi Arabia and each UN organization supporting the country to deliver on the United Nations Sustainable Development Cooperation Framework (2022–2026).

Whereas the Government of the Kingdom of Saudi Arabia (hereinafter referred to as 'the Government') has entered into the following relationships:<sup>xxiii</sup>

- a) With the **United Nations Development Programme (UNDP)**, through the Standard Basic Assistance Agreement between the UNDP and the Government, signed on 4 January 1976 and entered into force on 18 December 1976.
- b) With the **United Nations Environment Programme (UNEP)**, the provisions of the Strategic Cooperation Agreement signed between the Ministry of Environment, Water and Agriculture of the Kingdom of Saudi Arabia and the UNEP on 19 May 2019 and entered into force in May 2020.
- c) With the **United Nations Educational, Scientific and Cultural Organization (UNESCO)**, the provisions of the Standard Basic Assistance Agreement between the UNDP and the Government, signed on 4 January 1976 and entered into force on 18 December 1976, shall be applied, mutatis mutandis, to UNESCO projects and programmes in the Kingdom of Saudi Arabia.
- d) With the **United Nations Economic and Social Commission for West Asia (ESCWA)**, as per United Nations Economic and Social Council resolution 1818 (LV) of 9 August 1973, which established the Commission, with the membership of the previous United Nations Economic and Social Office in Beirut that included the Kingdom of Saudi Arabia.
- e) The **Food and Agriculture Organization of the United Nations (FAO)** and the Ministry of Agriculture signed the first Technical Cooperation Agreement in 1950.
- f) With the **United Nations Human Settlement Programme (UN-Habitat)**, the provisions of the Standard Basic Assistance Agreement between the UNDP and the Government, signed on 4 January 1976 and entered into force on 18 December 1976, shall be applied, mutatis mutandis, to UN-Habitat projects and programmes in the Kingdom of Saudi Arabia.
- g) With the **Office of the United Nations High Commissioner for Refugees (UNHCR)**, protocol amending memorandum of understanding between the Government of the KSA and UNHCR of 3 March 2010 and UN General Assembly Resolution 428 (V) of 14 December 1950.
- h) With the **United Nations Children's Fund (UNICEF)** and the Government of the Kingdom of Saudi Arabia signed the Basic Cooperation Agreement on 4 July 1961 and based on the Gulf Area Programme Document approved by the UNICEF Executive Board in 2018.
- i) With the **United Nations Industrial Development Organization (UNIDO)**, the provisions of the Standard Basic Assistance Agreement between the UNDP and the Government, signed on 4 January 1976 and entered into force on 18 December 1976, shall be applied, mutatis mutandis, to UNIDO projects and programmes in the Kingdom of Saudi Arabia.
- j) With the **International Labour Organization (ILO)**, the Agreement (with the exchange of letters) concerning technical assistance, signed on 17 February 1957, and the exchange

of letters between the ILO and the Government dated 24 January 2012 concerning technical cooperation activities of the ILO in the Kingdom of Saudi Arabia.

- k) With the **International Organization for Migration (IOM)**, the Memorandum of Understanding on Technical Cooperation was concluded between the Human Rights Commission of the Kingdom of Saudi Arabia and IOM on 8 December 2016. It is further noted that IOM enjoys privileges and immunities as based on its status as an intergovernmental organization part of the United Nations system.
- l) With the **United Nations Office on Drugs and Crime (UNODC)**, the provisions of the Standard Basic Assistance Agreement between the UNDP and the Government, signed on 4 January 1976 and entered into force on 18 December 1976, shall be applied, mutatis mutandis, to UNODC projects and programmes in the Kingdom of Saudi Arabia. In addition to the Memorandum of Understanding between the UNODC and the Ministry of Interior, signed on 2 November 2021, the Memorandum of Understanding between the UNODC and the Naif Arab University for Security Sciences, signed on 24 May 2019, and the accreditation of UNODC by the Government of the Kingdom of Saudi Arabia on the basis of the Host Country Agreement with the Government of United Arab Emirates signed on 15 October 2008.
- m) With the **Office of the United Nations High Commissioner for Human Rights (OHCHR)**, the provisions of the Standard Basic Assistance Agreement between the UNDP and the Government, signed on 4 January 1976 and entered into force on 18 December 1976, shall be applied, mutatis mutandis, to OHCHR projects and programmes in the Kingdom of Saudi Arabia. In addition, to the Memorandum of Understanding between the OHCHR and the Saudi Human Rights Commission, signed on 27 June 2012.
- n) With the **World Health Organization (WHO)**, through the Standard Basic Assistance Agreement between the WHO and the Government, was signed and became effective on 6 September 1960.

For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures.

The COOPERATION FRAMEWORK will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the paragraph on the Basis of the Relationship.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the 'General Convention') or the Convention on the Privileges and Immunities of the Specialized Agencies (the 'Specialized Agencies Convention') to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their

behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

- a) 'Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement'.
- b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21<sup>st</sup> November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

## Annex B. UNSDCF Strategic Priorities Areas – Detailed Breakdown

The UN in the KSA developed an Excel-based UNCT activity-level collection tool for the UNSDCF that first identifies the overlap between the development challenges and opportunities identified and linked by the UN's 2030 Agenda and the KSA's Vision 2030. The activity-level collection tool was created in collaboration with the UNCT, and the information corresponding to each activity was provided by each relevant UN Agencies, Funds, and Programmes (AFPs). The tool then uses the nomenclature of the '5Ps' to articulate the four Strategic Priority Areas, which double as Outcomes. There are 17 total Outputs that correspond to the 17 SDGs. This UNSDCF relies on existing nomenclature so that more than one AFP can pursue activities within the same SDG/Output, paving the way for the UN Joint Workplan and the Monitoring and Evaluation Framework (MEF).

In addition, on the level of UN activities, this UNSDCF is multidimensional in both the UN's 2030 Agenda and the KSA's Vision 2030. It identifies linkages and cross-linkages that allow for valid aggregation of all UN work at the activity level. The aggregate system relied upon here is derived directly from the UN's 2030 Agenda, utilizing the '5Ps': People, Planet, Prosperity, Peace, and Partnership. The SDGs are mapped onto the '5Ps,' and UN activities in the UNSDCF are regrouped accordingly, resulting in four Strategic Priority Areas – (1) People; (2) Planet; (3) Prosperity; and (4) Peace, Partnership, and Other Cross-Cutting Issues – and 17 Outputs that correspond to the 17 SDGs.

The following information in Tables B.1–B.6 is collected on the UN-activity level, with the UNCT activity-level collection tool already doubling as the basis of the UN Joint Workplan and the MEF.

In terms of the SDGs, the UN Results Matrices below (Tables 2.1–2.4) crucially present the overview of all expected and known UN activities in the KSA for the 2022 to 2026 period. The Theories of Change for the Strategic Priority Areas flow directly from Annex E and are described in greater detail below. The total number of UN activities amounts to 212, with a total cost estimate of \$346,032,693 over the UNSDCF's 2022 to 2026 period.<sup>xxiv</sup>

The Theory of Change for Strategic Priority Area 1 derives from SDGs 1–5, which double as Outputs. Towards ensuring that all human beings in the KSA are able to fulfil their potential in dignity, equity, and equality, 96 UN activities concurrently contribute to their related SDGs/Outputs, as detailed in Table 2.1 below. Streamlined according to the principles of LNOB – according to human rights considerations, vulnerable groups, and other UN markers – these activities will be measured in terms of their corresponding SDG/SDR indicators. Working backwards from the SDG/SDR indicators to be achieved in pursuit of SDGs 1–5, the Theory of Change for Strategic Priority Area 1 strives to support sustainable social transformation in the KSA.

**TABLE B.1 RESULTS MATRIX FOR STRATEGIC PRIORITY AREA 1 (2022-2026) – PEOPLE**

SDGS	AFPs	Partner(s)	Vision (Level 2)	Number of Activities	Total Estimated Cost
SDG 1: NO POVERTY	ILO, IOM, UN-Habitat, UNICEF	Ministry of Human Resources and Social Development, Ministry of Municipal, Rural Affairs, and Housing, Family Affairs Council, General Organization for Social Insurance, Ministry of Economy and Planning	1.1, 1.3, 2.1, 2.6, 4.2, 4.3, 4.4, 5.1, 5.2, 6.1, 6.3	7	\$1,887,900
SDG 2: ZERO HUNGER	FAO, UNEP	Ministry of Environment, Water, and Agriculture, National Center of Wildlife	2.4, 4.2, 4.3, 5.4	8	\$50,608,224
SDG 3: GOOD HEALTH & WELL-BEING	IOM, OHCHR, UNDP, UNEP, UNFPA, UNHCR, UNICEF, UNODC, WHO	Ministry of Health, Ministry of Human Resources and Social Development, Ministry of Education, Family Affairs Council, National Committee for Narcotics Control, Ministry of Interior, Ministry of Environment, Water, and Agriculture, Saudi Food and Drug Authority, National Committee for Mental Health Promotion, Saudi Human Rights Commission, General Authority for Statistics, National Center for Environmental Compliance, Ministry of Foreign Affairs, Ministry of Economy and Planning, Ministry of Transportation, Ministry of Energy, Saudi Health Council	1.2, 2.1, 2.3, 2.4, 2.6, 3.3, 3.5, 4.1, 4.4, 5.2	39	\$34,254,462*
SDG 4: QUALITY EDUCATION	ILO, IOM, OHCHR, UN-Habitat, UNCTAD, UNESCO, UNICEF, UNODC, UNWTO	Family Affairs Council, Ministry of Human Resources and Social Development, Ministry of Education, Saudi Human Rights Commission, National Family Safety Program, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Tourism, Sultan bin Abdulaziz Al Saud Foundation, Ministry of Culture, Ministry of Foreign Affairs, Ministry of Commerce, Ministry of Finance, Authority for Intellectual Property	1.1, 1.3, 2.6, 3.3, 4.1, 4.2, 4.3, 4.4, 5.2, 6.1, 6.3	27	\$10,612,666*
SDG 5: GENDER EQUALITY	ILO, IOM, OHCHR, UN Women, UNDP, UNFPA, UNHCR, UNICEF, UNODC	Ministry of Human Resources and Social Development, National Family Safety Program, Saudi Human Rights Commission, Ministry of Justice, Ministry of Foreign Affairs, Ministry of Health, Ministry of Interior, Ministry of Education, Ministry of Tourism, Family Affairs Council, General Authority for Statistics, King Abdulaziz Center for National Dialogue, The Public Prosecution, AlJanoub Local Women NGO in Aseer	1.1, 1.3, 2.1, 2.3, 2.6, 4.1, 4.2, 4.3, 5.2, 6.3	17	\$12,220,496
<b>TOTAL</b>	-	-	-	<b>98</b>	<b>\$109,583,748*</b>

\* Implies that an estimated cost was not provided by an AFP. In the case of WHO and UNWTO, no financial estimates were provided.

The 98 activities at the UN level that are associated with Strategic Priority Area 1 total an estimated financial commitment of \$109,583,748. Sixteen AFPs have partnered with 27 Saudi organisations to address pressing issues pertinent to this domain. The largest proportion of UN activities in this Strategic Priority Area (40%) addresses SDG 3: Good Health and Well-Being, while the largest proportion of funds (49%) is dedicated to SDG 2: Zero Hunger.

The Theory of Change for Strategic Priority Area 2 derives from SDGs 6 and 12–15, which double as Outputs. Designed to promote environmental protection and climate change adaptation, 14 UN activities concurrently contribute to their related SDGs/Outputs, as detailed in Table 2.2 below. These activities aim to protect the KSA's environment from degradation and pivot Saudi consumption and production habits in a more sustainable direction by facilitating sustainable natural resource management and the KSA's energy transition towards renewables. Further, investments in the green and blue economies play a large role in ensuring the resilience of underwater and terrestrial ecosystems. Streamlined according to the principles of LNOB – according to human rights considerations, vulnerable groups, and other UN markers – these activities will be measured in terms of their corresponding SDG/SDR indicators. Working backwards from the SDG/SDR indicators to be achieved in pursuit of SDGs 6 and 12–15, the Theory of Change for Strategic Priority Area 2 strives to support the KSA's effort to combat climate change.

**TABLE B.2 RESULTS MATRIX FOR STRATEGIC PRIORITY AREA 2 (2022-2026) – PLANET**

SDGS	AFPs	Partner(s)	Vision (Level 2)	Number of Activities	Total Estimated Cost
<b>SDG 6: CLEAN WATER &amp; SANITATION</b>	FAO	Saudi Irrigation Organization	5.2, 5.4	1	\$7,000,000
<b>SDG 12: RESPONSIBLE CONSUMPTION &amp; PRODUCTION</b>	UN-Habitat, UNEP	Ministry of Environment, Water, and Agriculture, National Center for Environmental Compliance, Ministry of Municipal, Rural Affairs, and Housing	2.3, 2.4, 3.1, 5.2	5	\$9,850,000
<b>SDG 13: CLIMATE ACTION</b>	UN-Habitat, UNDP	Ministry of Municipal, Rural Affairs, and Housing, Ministry of Environment, Water, and Agriculture, Ministry of Transportation, Ministry of Energy	1.3, 2.3, 2.4, 3.2	4	\$12,700,000
<b>SDG 14: LIFE BELOW WATER</b>	FAO	Ministry of Environment, Water, and Agriculture	4.2, 4.3, & 5.4	1	\$5,200,000
<b>SDG 15: LIFE ON LAND</b>	FAO, UNDP, UNESCO	Ministry of Environment, Water, and Agriculture, National Center of Wildlife, Saudi Heritage Preservation Society	2.4, 5.2	3	\$30,650,000
<b>TOTAL</b>	-	-	-	14	\$65,400,000

The 14 activities at the UN level associated with Strategic Priority Area 2 total an estimated financial commitment of \$65,400,000. Five AFPs have partnered with eight Saudi organisations to address pressing issues pertinent to this domain. The largest proportion of UN activities in this

Strategic Priority Area (38%) addresses SDG 12: Responsible Consumption and Production, while the largest proportion of funds (51%) is dedicated to SDG 15: Life on Land.

The Theory of Change for Strategic Priority Area 3 derives from SDGs 7–11, which double as Outputs. Designed to promote economic transformation, 70 UN activities concurrently contribute to their related SDGs/Outputs, as detailed in Table 2.3 below. These activities aim to diversify economic activities in the KSA towards a sustainable future and ensure that all individuals in Saudi society can economically prosper and enjoy fulfilling lives. Streamlined according to the principles of LNOB – according to human rights considerations, vulnerable groups, and other UN markers – these activities will be measured in terms of their corresponding SDG/SDR indicators. Working backwards from the SDG/SDR indicators to be achieved in pursuit of SDGs 7–11, the Theory of Change for Strategic Priority Area 3 strives to support the KSA’s effort to bring prosperity to all members of its society.

**TABLE B.3 RESULTS MATRIX FOR STRATEGIC PRIORITY AREA 3 (2022-2026) – PROSPERITY**

SDGS	AFPs	Partner(s)	Vision (Level 2)	Number of Activities	Total Estimated Cost
SDG 7: AFFORDABLE & CLEAN ENERGY	UNDP	Ministry of Municipal, Rural Affairs, and Housing, Ministry of Energy, Electricity and Cogeneration Regulatory Authority, Saudi Energy Efficiency Center, King Abdullah City for Atomic and Renewable Energy, Saudi Electricity Company	2.4, 3.2	2	\$21,600,000
SDG 8: DECENT WORK & ECONOMIC GROWTH	ILO, IOM, OHCHR, UNCTAD, UNDP, UNFPA, UNODC	Ministry of Human Resources and Social Development, Saudi Human Rights Commission, Ministry of Health, Ministry of Interior, Ministry of Justice, Ministry of Culture, Ministry of Foreign Affairs, Ministry of Commerce, Ministry of Investment National Committee to Combat Trafficking, The Public Prosecution, Ministry of Economy and Planning, Ministry of Tourism, Ministry of Sports, Family Affairs Council, General Authority for Statistics, National Family Safety Program, Federation of Saudi Chambers, Saudi National Committee of Workers Committees, Authority for Intellectual Property	1.1, 2.1, 2.6, 3.3, 4.1, 4.2, 4.3, 4.4, 5.2, 5.3, 6.2	18	\$18,146,266
SDG 9: INDUSTRY, INNOVATION, & INFRASTRUCTURE	UNIDO	Presidency of Meteorology and Environment, General Authority for Statistics, National Industrial Clusters Development Program, Saudi Green Initiative	2.4, 3.3, 4.3, 5.2	5	\$6,973,465
SDG 10: REDUCE INEQUALITY	IOM, UNDP, UNHCR, UNICEF	Saudi Human Rights Commission, Ministry of Human Resources and Social Development, Family Affairs Council, Ministry of Interior, Ministry of Justice, King Salman Humanitarian Aid and Relief Center, Ministry of Foreign Affairs, Naif Arab University for Security Sciences, Disability Centers	2.6, 3.1, 4.2, 4.4, 5.1, 5.2, 6.2, 6.3	26	\$14,653,400
SDG 11: SUSTAINABLE CITIES & COMMUNITIES	IOM, OHCHR, UN-Habitat, UNESCO, UNICEF, UNODC	Ministry of Municipal, Rural Affairs, and Housing, Ministry of Human Resources and Social Development, Ministry of Foreign Affairs, Ministry of Interior, Saudi Human Rights Commission, Royal Commission for Al Ula, Ministry of Culture, Ministry of Economy and Planning, Ministry of Tourism, Ministry of Transportation, General Authority for Statistics, Quality of Life Program, State Properties General Authority	1.1, 1.3, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.5, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 5.4	19	\$54,518,863

<b>TOTAL</b>	-	-	<b>70</b>	<b>\$115,891,994</b>
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The 70 activities at the UN level associated with Strategic Priority Area 3 total an estimated financial commitment of \$115,891,994. Ten AFPs have partnered with 33 Saudi organisations to address pressing issues pertinent to this domain. The largest proportion of UN activities in this Strategic Priority Area (37%) addresses SDG 10: Reduce Inequality, while the largest proportion of funds (47%) is dedicated to SDG 11: Sustainable Cities and Communities.

The Theory of Change for Strategic Priority Area 4 derives from SDGs 1-17 with a specific focus on SDGs 16 and 17. Designed to promote peace and partnership while simultaneously addressing issues that cut across all other Strategic Priority Areas, 31 UN activities concurrently contribute to their related SDGs/Outputs, as detailed in Table 2.4 below. These activities aim to foster a peaceful, just, and inclusive society in the KSA while facilitating and deepening partnerships to mobilize resources in pursuit of the SDGs. Streamlined according to the principles of LNOB – according to the UN human rights agenda, vulnerable groups, and other UN markers – these activities will be measured in terms of their corresponding SDG/SDR indicators. Working backwards from the SDG/SDR indicators to be achieved in pursuit of SDGs 16–17, the Theory of Change for Strategic Priority Area 4 strives to support the KSA’s effort to peacefully arrive at a sustainable future in partnership with diverse groups within the country and benefiting from the insights and experiences of partners from around the globe.

**TABLE B.4 RESULTS MATRIX FOR STRATEGIC PRIORITY AREA 4 (2022-2026) – PEACE, PARTNERSHIP, AND OTHER CROSS-CUTTING ISSUES**

SDGS	AFPs	Partner(s)	Vision (Level 2)	Number of Activities	Total Estimated Cost
SDG 16: PEACE, JUSTICE, & STRONG INSTITUTIONS	ILO, IOM, OHCHR, UN-Habitat, UNDP, UNODC, UNICEF	Saudi Human Rights Commission, Ministry of Human Resources and Social Development, Ministry of Interior, The Public Prosecution, Ministry of Justice, National Anti-corruption Commission, National Center for Performance Management, Ministry of Economy and Planning, Ministry of Education, Saudi Development and Reconstruction Program for Yemen, Anti-Money Laundering Permanent Committee, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Foreign Affairs, Ministry of Health, Ministry of Sports, General Authority for Statistics, Naif Arab University for Security Sciences, King Abdulaziz Center for National Dialogue, Saudi Central Bank, Saudi Customs, Federation of Saudi Chambers, Saudi Arabia Financial Investigation Unit, Saudi National Committee of Workers Committees, General Directorate of Border Guard, Mohammed bin Nayef Counselling and Care Center, Saudi Bar Association, Family Affairs Council	1.1, 1.3, 2.1, 2.3, 2.6, 3.1, 3.3, 3.5, 3.6, 3.7, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 6.2, 6.3	28	\$49,191,006
SDG 17: PARTNERSHIP FOR THE GOALS	UNDP, UNFPA	General Authority for Statistics, Ministry of Human Resources and Social Development, Ministry of Health, Ministry of Economy and Planning, Ministry of Education, Ministry of Communication and Information, Digital Cooperation Organization	2.1, 3.1, 3.3, 5.2, 6.2	3	\$4,965,945
<b>TOTAL</b>	-	-		<b>31</b>	<b>\$54,156,951</b>

The 31 total activities at the UN level associated with Strategic Priority Area 4 total an estimated financial commitment of \$54,156,951. Eight AFPs have partnered with 29 Saudi organisations to address pressing issues pertinent to this domain. The largest proportion of UN activities in this Strategic Priority Area (87%) addresses SDG 16: Peace, Justice, and Strong Institutions; the largest proportion of funds (90%) is also dedicated to this SDG.

Below, Tables 2.5 and 2.6 provide overviews of UN activities in the KSA. They aggregate information from the UNCT activity-level collection tool for the UNSDCF by AFP (Government partners, number of activities, costs, and SDGs covered) and by main Government partner (AFPs, number of activities, costs, and SDGs covered).

**TABLE B.5 UN ACTIVITIES BY AGENCY, FUND, OR PROGRAMME**

AFP	Partner(s)	Number of Activities	Total Estimated Cost	SDGs	Vision (Level 2)
FAO	Ministry of Environment, Water, and Agriculture, Saudi Irrigation Organization	3	\$69,222,224	1, 2, 6, 12, 14, 15	2.4, 4.2, 4.3, 5.2, 5.4
ILO	Federation of Saudi Chambers, Family Affairs Council, General Authority for Statistics, General Organization for Social Insurance, King Abdulaziz Center for National Dialogue, Ministry of Human Resources and Social Development, Saudi National Committee of Workers Committees	10	\$2,210,000	1, 3, 4, 5, 8, 10, 16	2.1, 2.6, 4.1, 4.2, 4.4, 5.2, 5.3
IOM	King Salman Humanitarian Aid and Relief Center, Ministry of Health, Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Justice, Naif Arab University for Security Studies, Saudi Human Rights Commission	30	\$14,028,200	1, 3, 4, 5, 8, 10, 11, 16	2.1, 3.1, 4.1, 4.4, 5.1, 5.2, 6.2, 6.3
OHCHR	Saudi Human Rights Commission	14	\$3,387,459	3, 4, 5, 8, 10, 11, 16	1.1, 2.1, 2.3, 2.6, 4.1, 4.2, 4.4, 5.2, 5.3, 5.4, 6.2, 6.3
UN-HABITAT	General Authority for Statistics, Ministry of Economy and Planning, Ministry of Environment, Water, and Agriculture, Ministry of Foreign Affairs Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Tourism, Ministry of Transportation, Quality of Life Program, Royal Commission for AlUla, State Properties General Authority	20	\$27,040,000	1, 4, 5, 7, 8, 10, 11, 12, 13, 16	1.1, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 3.5, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 6.1, 6.3
UN WOMEN	Ministry of Human Resources and Social Development, National Family Safety Program, National Family Council, and Women Committee	3	\$7,150,000	5, 8, 17	4.2, 5.2
UNCTAD	Ministry of Culture, Ministry of Foreign Affairs, Ministry of Commerce, Ministry of Investment, and Authority for Intellectual Property	2	\$3,000,000	4, 8	4.3, 6.2
UNDP	AlJanoub Local Women NGO in Aseer, Digital Cooperation Organization, Disability Centers, Electricity & Cogeneration Regulatory Authority, Family Affairs Council, General Authority for Statistics, King Abdulaziz Center for National Dialogue, King Abdullah City for Atomic and Renewable Energy, Ministry of Communication and Information, Ministry of Economy and Planning, Ministry of Energy, Ministry of Environment, Water, and Agriculture, Ministry of Foreign Affairs, Ministry of Health, Ministry of Human Resources and Social Development, Ministry of Justice, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Tourism, Ministry of Transportation, National Anti-corruption Commission, National Center for Performance Management, National Center of Wildlife, National Family Safety Program, Saudi Development and Reconstruction Program for Yemen, Saudi Electricity Company, Saudi Energy Efficiency Center, Saudi Food and Drug Authority	25	\$103,488,345	3, 5, 6, 7, 8, 10, 11, 13, 14, 15, 16, 17	1.3, 2.1, 2.3, 2.4, 3.1, 3.2, 3.3, 3.5, 3.7, 4.2, 4.3, 4.4, 5.2, 6.2
UNEP	Ministry of Environment, Water, and Agriculture, National Center for Environmental Compliance, National Center of Wildlife	12	\$25,536,000	2, 3, 12	2.4
UNESCO	Ministry of Culture, Ministry of Education, National Center of Wildlife, Royal Commission for AlUla, Saudi Heritage Preservation Society, Sultan bin Abdulaziz Al Saud Foundation	5	\$31,840,000	4, 8, 11, 15	1.3, 2.4, 2.5, 4.1
UNFPA	General Authority for Statistics, Ministry of Economy and Planning, Ministry of Health, Ministry of Human Resources and Social Development, Ministry of Sports, National Family Safety Program	6	\$432,000	1, 3, 4, 5, 8, 11, 17	1.1, 2.1, 2.6, 4.1, 4.2, 4.3, 5.2
UNHCR	Ministry of Foreign Affairs, Naif Arab University for Security Sciences, National Family Safety Program, & Saudi Human Rights Commission	5	\$150,000	3, 5, 10, 16	2.1

AFP	Partner(s)	Number of Activities	Total Estimated Cost	SDGs	Vision (Level 2)
UNICEF	Family Affairs Council, General Authority for Statistics, Ministry of Education, Ministry of Foreign Affairs, Ministry of Health, Ministry of Human Resources and Social Development, National Committee for Mental Health Promotion, National Family Safety Program, Saudi Human Rights Commission	31	\$5,250,000	1, 3, 4, 10, 11, 17	1.1, 1.3, 2.1, 2.3, 2.6, 4.1, 5.2
UNIDO	General Authority for Statistics, National Industrial Clusters Development Program, Presidency of Meteorology and Environment, Saudi Green Initiative	5	\$6,973,465	9, 13, 17	2.4, 3.3, 4.3, 5.2
UNODC	Anti-Money Laundering Permanent Committee, General Directorate of Border Guard, Ministry of Economy and Planning, Ministry of Education, Ministry of Health, Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Justice, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Sports, Mohammed bin Nayef Counselling and Care Center, Naif Arab University for Security Sciences, National Anti-corruption Commission, National Committee for Narcotics Control, National Committee to Combat Trafficking, National Family Safety Program, Saudi Arabia Financial Investigation Unit, Saudi Bar Association, Saudi Central Bank, Saudi Customs, Saudi Human Rights Commission, The Public Prosecution	20	\$46,325,000	3, 4, 5, 8, 11, 16	1.1, 1.3, 2.1, 2.3, 2.6, 3.1, 3.3, 3.5, 3.6, 3.7, 4.1, 4.2, 4.3, 4.4, 5.1, 5.2, 5.3, 6.2, 6.3
UNWTO	Ministry of Tourism	1	*	4	3.3, 4.1, 4.2, 4.3
WHO	Ministry of Health, Saudi Food and Drug Authority, Saudi Health Council	20	*	2, 3	1.2, 2.1
<b>TOTAL</b>	-	<b>212</b>	<b>\$346,032,693*</b>	-	-

\* This implies that an estimated cost was not provided by an AFP (in the case of WHO and UNWTO, no financial estimates were provided). The SDGs and KSA's Vision 2030 Level 2 'branch objectives' include all those that were linked to the UN activity (as a primary link or secondary connection).

The above table indicates that the 25 UNDP activities slated for the KSA in the 2022 to 2026 period are estimated to require the largest financial commitment at \$103,488,345 – 30% of the total cost of UN activities during that time. The second and third largest financial commitments are linked to the FAO and UNODC at \$69,222,224 and \$46,325,000, respectively. Together, these three AFPs are poised to receive 63% of the total UN activity funding estimated for the period of the UNSDCF.

In terms of UNICEF, it supports 31 activities – the most of all AFPs. The IOM has a similar number of commitments, supporting 30 UN activities over the 2022 to 2026 period. The UNDP is associated with the third most activities, at 25. Together, these AFPs are attached to 41% of UN activities in the KSA for the period of the UNSDCF.

**TABLE B.6 UN ACTIVITIES BY MAIN GOVERNMENTAL PARTNER**

MAIN GOVERNMENTAL PARTNER	AFP(s)	Number of Activities	Total Estimated Cost	SDGs	Vision (Level 2)
MINISTRY OF HUMAN RESOURCES AND SOCIAL DEVELOPMENT	ILO, IOM, UN-Habitat, UN Women, UNDP, UNFPA, UNICEF, UNODC	57	\$51,163,200	1, 3, 4, 5, 8, 10, 11, 16, 17	1.1, 1.3, 2.1, 2.3, 2.5, 2.6, 3.1, 4.1, 4.2, 4.3, 4.4, 5.2, 5.3, 6.1, 6.2, 6.3
SAUDI HUMAN RIGHTS COMMISSION	IOM, OHCHR, UNHCR, UNICEF, UNODC	47	\$19,882,459	3, 4, 5, 8, 10, 11, 16	1.1, 2.1, 2.3, 2.6, 3.1, 4.1, 4.2, 4.4, 5.2, 5.3, 5.4, 6.2, 6.3
MINISTRY OF HEALTH	IOM, UNDP, UNFPA, UNICEF, UNODC, WHO	32	\$14,750,800*	1, 4, 7, 8, 10, 11, 12, 13, 16	1.1, 1.2, 2.1, 2.3, 2.6, 3.1, 3.3, 3.5, 4.1, 4.2, 4.3, 4.4, 5.2
FAMILY AFFAIRS COUNCIL	ILO, UNDP, UN Women, UNICEF	25	\$4,430,000	1, 2, 3, 4, 5, 6, 8, 10, 11, 13, 16, 17	1.1, 1.3, 2.1, 2.6, 4.1, 4.3, 5.2
MINISTRY OF MUNICIPAL, RURAL AFFAIRS, AND HOUSING	UN-Habitat, UNDP, UNODC	24	\$58,000,000	1, 3, 5, 8, 10, 11, 16	1.1, 1.3, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 3.5, 4.1, 4.3, 4.4, 5.1, 5.2, 5.3, 6.1, 6.3

MAIN GOVERNMENTAL PARTNER	AFP(s)	Number of Activities	Total Estimated Cost	SDGs	Vision (Level 2)
MINISTRY OF INTERIOR	IOM, UNODC UN-Habitat,	19	\$37,071,600	1, 3, 4, 5, 8, 10, 16, 17	1.1, 2.1, 2.3, 2.6, 3.1, 3.5, 3.6, 4.1, 4.2, 4.4, 5.2, 5.3, 6.2
MINISTRY OF ENVIRONMENT, WATER, AND AGRICULTURE	FAO, UN-Habitat, UNDP, UNEP	18	\$100,700,000	2, 3, 6, 7, 12, 13, 14, 15	2.3, 2.4, 3.2, 3.3, 3.5, 4.2, 4.3, 4.4, 5.2, 5.4
MINISTRY OF EDUCATION	UNESCO, UNICEF, UNODC	14	\$13,290,000	5, 8, 10, 16	1.1, 1.3, 2.1, 2.3, 2.6, 4.1, 4.2, 5.2
MINISTRY OF JUSTICE	IOM, UNDP, UNODC	13	\$19,751,600	3, 4, 5, 11, 16, 17	1.1, 1.3, 2.1, 2.3, 2.6, 4.1, 4.2, 4.3, 4.4, 5.2, 6.2, 6.3
THE PUBLIC PROSECUTION	UNODC	10	\$24,000,000	5, 8, 16	1.1, 1.3, 2.1, 2.3, 2.6, 3.1, 3.6, 4.1, 4.2, 4.4, 5.2, 5.3, 6.2, 6.3
GENERAL AUTHORITY FOR STATISTICS	ILO, UN-Habitat, UNDP, UNFPA, UNICEF, UNIDO	9	\$10,150,480	1, 3, 5, 8, 9, 11, 16, 17	2.1, 2.3, 2.6, 3.1, 3.3, 3.7, 4.1, 4.3, 5.2
NATIONAL FAMILY SAFETY PROGRAM	UN Women, UNDP, UNFPA, UNHCR, UNICEF, UNODC	8	\$2,775,000	4, 5, 8, 11, 16	1.1, 1.3, 2.1, 2.6, 4.2, 5.2
MINISTRY OF FOREIGN AFFAIRS	UN-Habitat, UNHCR, UNCTAD UNDP, UNICEF,	9	\$21,880,000	1, 3, 4, 6, 8, 11, 13, 16, 17	2.1, 2.3, 2.5, 3.1, 5.2
MINISTRY OF ECONOMY AND PLANNING	UN-Habitat, UNFPA, UNODC UNDP,	6	\$18,208,000	1, 3, 5, 6, 10, 11, 13	1.1, 2.3, 3.1, 3.3, 3.5, 3.7, 4.3, 4.4, 5.1, 5.2, 5.3, 6.2
NATIONAL CENTER OF WILDLIFE	UNDP, UNEP, UNESCO	6	\$17,550,000	3, 5, 10, 11, 16	2.4, 5.2
NATIONAL CENTER FOR ENVIRONMENTAL COMPLIANCE	UNEP	5	\$9,550,000	2, 14, 15	2.4
MINISTRY OF TOURISM	UN-Habitat, UNWTO UNDP,	3	\$14,000,000*	3, 6, 7, 13	2.3, 2.5, 3.1, 3.3, 4.1, 4.2, 4.3
MINISTRY OF TRANSPORTATION	UN-Habitat, UNDP	4	\$10,220,000	3, 12	1.1, 1.3, 2.3, 2.4, 3.3, 3.5, 4.2, 4.3, 4.4, 5.2
MINISTRY OF ENERGY	UNDP	4	\$25,600,000	5, 8, 16	2.3, 2.4, 3.2, 3.3, 3.5, 4.4, 5.2
NATIONAL ANTI-CORRUPTION COMMISSION	UNDP, UNODC	4	\$9,184,480	1, 3, 4, 8, 11, 16	1.1, 2.3, 3.1, 3.3, 3.7, 4.3, 5.1, 5.2, 5.3
NATIONAL COMMITTEE FOR NARCOTICS CONTROL	UNODC	4	\$12,800,000	1, 5, 10	2.1, 2.3, 2.6, 4.1
SAUDI FOOD AND DRUG AUTHORITY	UNDP, WHO	4	\$16,900,000*	4, 8, 11, 17	2.1
NATIONAL CENTER FOR PERFORMANCE MANAGEMENT	UNDP	3	\$6,184,480	2, 3	3.1, 3.7, 5.2
MINISTRY OF COMMERCE	UNCTAD	2	\$3,000,000	4, 8	4.3, 6.2
MINISTRY OF INVESTMENT	UNCTAD	2	\$3,000,000	4, 8	4.3, 6.2
AUTHORITY FOR INTELLECTUAL PROPERTY	UNCTAD	2	\$3,000,000	4, 8	4.3, 6.2
MINISTRY OF SPORTS	UNFPA, UNODC	2	\$2,296,000	16	2.3, 2.6, 4.2, 4.3
ELECTRICITY & COGENERATION REGULATORY AUTHORITY	UNDP	2	\$21,600,000	3	2.4, 3.2
SAUDI ENERGY EFFICIENCY CENTER	UNDP	2	\$21,600,000	8, 10, 16	2.4, 3.2
KING ABDULLAH CITY FOR ATOMIC AND RENEWABLE ENERGY	UNDP	2	\$21,600,000	8, 10, 16	2.4, 3.2

MAIN GOVERNMENTAL PARTNER	AFP(s)	Number of Activities	Total Estimated Cost	SDGs	Vision (Level 2)
SAUDI ELECTRICITY COMPANY	UNDP	2	\$21,600,000	16	2.4, 3.2
NATIONAL COMMITTEE FOR MENTAL HEALTH PROMOTION	UNICEF	2	\$350,000	5, 8, 16	2.1
KING SALMAN HUMANITARIAN AID AND RELIEF CENTER	IOM	2	\$152,000	2, 6, 12	5.1, 5.2
NAIF ARAB UNIVERSITY FOR SECURITY SCIENCES	UNHCR, UNODC	2	\$2,210,000	5, 10, 11	1.1, 1.3
ROYAL COMMISSION FOR ALULA	UN-Habitat, UNESCO	2	\$7,250,000	9, 13	1.3, 2.3
SAUDI DEVELOPMENT AND RECONSTRUCTION PROGRAM FOR YEMEN	UNDP	2	\$3,100,000	7	3.1, 3.7, 5.2
KING ABDULAZIZ CENTER FOR NATIONAL DIALOGUE	ILO, UNDP	2	\$420,000	7	1.3, 5.3
NATIONAL COMMITTEE TO COMBAT TRAFFICKING	UNODC	2	\$2,525,000	7	2.1, 4.4, 5.2, 6.2
COUNCIL OF SAUDI CHAMBERS	ILO	2	\$360,000	7	4.4, 5.3
ANTI-MONEY LAUNDERING PERMANENT COMMITTEE	UNODC	2	\$5,200,000	3	3.1, 3.6, 5.2
SAUDI NATIONAL COMMITTEE OF WORKERS COMMITTEES	ILO	2	\$360,000	10, 16	4.4, 5.3
PRESIDENCY OF METEOROLOGY AND ENVIRONMENT (PME)	UNIDO	2	\$1,353,465	8, 11	2.4
MINISTRY OF CULTURE	UNESCO, UNCTAD	3	\$28,000,000	4, 8, 16	2.5
MINISTRY OF COMMUNICATION AND INFORMATION	UNDP	1	\$2,578,239	8, 11	3.1, 5.2
GENERAL ORGANIZATION FOR SOCIAL INSURANCE	ILO	1	\$250,000	16	2.1, 4.2, 4.4
SAUDI HERITAGE PRESERVATION SOCIETY	UNESCO	1	\$250,000	1, 3	2.4
SULTAN BIN ABDULAZIZ AL SAUD FOUNDATION	UNESCO	1	\$840,000	8	1.3
QUALITY OF LIFE PROGRAM	UN-Habitat	1	\$11,000,000	17	2.3, 2.5, 3.1
STATE PROPERTIES GENERAL AUTHORITY	UN-Habitat	1	\$1,200,000	15	5.1, 5.2
SAUDI CENTRAL BANK	UNODC	1	\$4,000,000	11	3.1, 3.6
SAUDI CUSTOMS	UNODC	1	\$1,800,000	16	3.1, 3.5
SAUDI ARABIA FINANCIAL INVESTIGATION UNIT	UNODC	1	\$4,000,000	16	3.1, 3.6
GENERAL DIRECTORATE OF BORDER GUARD	UNODC	1	\$1,800,000	16	3.1, 3.5
MOHAMMED BIN NAYEF COUNSELING AND CARE CENTER	UNODC	1	\$2,200,000	16	1.1, 1.3

MAIN GOVERNMENTAL PARTNER	AFP(s)	Number of Activities	Total Estimated Cost	SDGs	Vision (Level 2)
SAUDI BAR ASSOCIATION	UNODC	1	\$2,200,000	16	2.6, 6.3
SAUDI IRRIGATION ORGANIZATION	FAO	1	\$7,000,000	16	5.2, 5.4
DIGITAL COOPERATION ORGANIZATION	UNDP	1	\$2,279,706	10	3.3, 6.2
ALJANOUB LOCAL WOMEN NGO IN ASEER	UNDP	1	\$100,000	9	7.4
DISABILITY CENTERS	UNDP	1	\$5,000,000	3	4.2
NATIONAL INDUSTRIAL CLUSTERS DEVELOPMENT PROGRAM (IC)	UNIDO	1	*	9	4.3
SAUDI HEALTH COUNCIL	WHO	1	*	**	2.1
SAUDI GREEN INITIATIVE	UNIDO	1	\$5,000,000	**	2.4

\* This implies that an estimated cost was not provided by an AFP (in the case of WHO and UNWTO, no financial estimates were provided).

\*\* This implies there were no SDG linkages provided by the AFP. Note: The sum of the Number of Activities and Total Estimated Cost is greater than Totals because some activities have more than one partner.

The above table indicates that the largest cost estimate for UN activities in the KSA during the 2022 to 2026 period is connected with those partnered with the Ministry of Environment, Water, and Agriculture: its 18 associated activities are estimated to require a \$100,700,000 financial commitment (29% of the total UN activity cost for the designated period). In terms of the number of activities, the Ministry of Human Resources and Social Development is the most frequent main governmental partner of the KSA over the 2022 to 2026 period. Its 57 activities (27% of all UN activities) are connected to eight AFPs and are estimated to cost \$51,163,200.

Figure 3.1 visualizes the funding status of all UN activities by total financial commitment secured and the number of activities with secured funding.

## Annex C. The KSA's Vision 2030 Framing of the Strategic Priority Areas

While the UNSDCF conceptualizes its four Strategic Priority Areas with reference to the UN framework of the UN's 2030 Agenda, '5Ps', and SDGs, it remains critical to identify linkages and cross-linkages with the KSA's national strategic planning document, Vision 2030.

In a high-income country like the KSA, the Government is both a partner to the UN and donor to its activities, ultimately choosing and financing UN activities within the country. In the case of well-developed national plans and strategies like the KSA's Vision 2030, an initial prioritization exercise with the UNCT was undertaken in the form of mapping the 23 challenges and opportunities against the country's national plans in order to define the UNSDCF's Strategic Priority Areas. Following this initial prioritization process informed by the KSA's Vision 2030, the language of the UNSDCF has been amended to reflect the nationally vetted and supported strategic plans.

In order to better conceptualize the relationship between the Strategic Priority Areas as articulated in terms of the UN's framework (UN's 2030 Agenda, '5Ps', and SDGs) and their overlap with the KSA's Vision 2030, a structural understanding of the latter is necessary. The KSA's Vision 2030 comprises three fundamental Pillars: (1) Enhancing Values and Enabling a Fulfilling and Healthy Life, (2) Growing and Diversifying the Economy and Increasing Employment, and (3) Enhancing Government Effectiveness and Enabling Social Responsibility. Flowing from these three Pillars is a series of cascading objectives: six Level 1 'overarching objectives', 27 Level 2 'branch objectives', and 96 Level 3 'strategic objectives'.

Below, Table B.1 presents how the UNSDCF's Strategic Priority Areas can be understood in terms of both the UN framework and KSA's Vision 2030. As can be seen, the majority of the challenges and opportunities can be linked directly with the KSA's Vision 2030 Level 1 'overarching objectives'. Cross-cutting issues such as partnerships are not only featured in terms of one Strategic Priority Area but are also, in fact, part and parcel of most other Strategic Priority Areas.

As presented in the right-hand column of the table, in terms of the KSA's Vision 2030, the UNSDCF's first three Strategic Priority Areas can be understood in terms of the plan's three Pillars and their six corresponding Level 1 'overarching objectives'. The fourth Strategic Priority Area departs from the KSA's Vision 2030's framework and integrates the UN's normative agenda, mainstreamed with reference to the KSA's Vision 2030 documents, though without the self-standing strategic objectives of the KSA's Vision 2030's cascading framework (even though these issues are present in the KSA's Vision 2030 narrative). This fourth Strategic Priority Area both stands alone and cuts across the three other Strategic Priority Areas.

**Table C.1**

Strategic Priority Areas	In terms of the UN's '5Ps' / SDGs	In terms of the KSA's Vision 2030 <sup>xxv</sup>
Strategic Priority Area 1	<p><u>People: SDGs 1–5</u></p> <p>Under the principles of 'Leave No One Behind,' ensure that all human beings can fulfil their potential in dignity, equity, and equality in a healthy environment</p>	<p>KSA's <u>Vision 2030 Pillars 1, 2</u> <u>Objectives 1, 2, 3, 4:</u></p> <p>Enhancing Values and Enabling a Fulfilling and Healthy Life &amp; Growing and Diversifying the Economy and Increasing Employment</p>
Strategic Priority Area 2	<p><u>Planet: SDGs 6 and 12–15</u></p> <p>Protect the planet from degradation, including through sustainable consumption and production, sustainably manage its natural resources, and take urgent action on climate change</p>	<p>KSA's <u>Vision 2030 Pillars 2, 3</u> <u>Objectives 3, 4, 5, 6:</u></p> <p>Growing and Diversifying the Economy and Increasing Employment &amp; Enhancing Government Effectiveness and Enabling Social Responsibility</p>
Strategic Priority Area 3	<p><u>Prosperity: SDGs 7–11</u></p> <p>Ensure that all human beings can enjoy prosperous and fulfilling lives</p>	<p>KSA's <u>Vision 2030 Pillars 2, 3</u> <u>Objectives 3, 4, 5, 6:</u></p> <p>Growing and Diversifying the Economy and Increasing Employment &amp; Enhancing Government Effectiveness and Enabling Social Responsibility</p>
Strategic Priority Area 4	<p><u>Peace, Partnership, &amp; Other Cross-Cutting Issues: SDGs 16–17</u></p> <p>Foster peaceful, just, and inclusive societies and mobilize the means required for implementation</p>	<p>KSA's <u>Vision 2030 Pillars 1, 2, 3</u> <u>Objectives 1, 2, 3, 4, 5, 6:</u></p> <p>Enhancing Values and Enabling a Fulfilling and Healthy Life, Growing and Diversifying the Economy and Increasing Employment, &amp; Enhancing Government Effectiveness and Enabling Social Responsibility</p>

Below, Tables C.2–C.5 describes the relationship between the KSA's Vision 2030's Level 1 'overarching objectives' and its Level 2 'branch objectives' in terms of UN activities (Number of Activities, Total Estimated Cost), AFPs, Saudi partner organizations, and relevant SDGs.

**TABLE C.2 RESULTS MATRIX FOR THE KSA'S VISION 2030 PILLAR 1, OVERARCHING OBJECTIVES 1 & 2**

SDGS:	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16				
VISION LEVEL 2:	AFPs	Partner(s)	Number of Activities	Total Estimated Cost	SDGs
1.1 FOSTER ISLAMIC VALUES	OHCHR, UNODC	Ministry of Human Resources and Social Development, Ministry of Justice, Saudi Human Rights Commission, Naif Arab University for Security Sciences, The Public Prosecution, & Mohammed bin Nayef Counseling and Care Center	2	\$2,449,463	10, 16
1.3 STRENGTHEN NATIONAL IDENTITY	UNDP, UNESCO, UNODC	Ministry of Education, Royal Commission for AlUla, Sultan bin Abdulaziz Al Saud Foundation, & King Abdulaziz Center for National Dialogue	4	\$7,590,000	4, 5, 8, 11
2.1 IMPROVE HEALTHCARE SERVICE	ILO, OHCHR, UNDP, UNFPA, UNHCR, UNICEF, WHO	Ministry of Health, Family Affairs Council, Saudi Food and Drug Authority, Ministry of Human Resources and Social Development, Ministry of Education, National Committee for Mental Health Promotion, Saudi Human Rights Commission, General Authority for Statistics, Ministry of Foreign Affairs, Saudi Health Council	32	\$18,934,462*	2, 3, 10
2.3 IMPROVE LIVABILITY IN SAUDI CITIES	UN-Habitat, UNICEF, UNODC	Ministry of Municipal, Rural Affairs, and Housing, Ministry of Interior, National Committee for Narcotics Control, Ministry of Foreign Affairs, Ministry of Health, Ministry of Human Resources and Social Development, Ministry of Economy and Planning, Ministry of Education, Ministry of Tourism, General Authority for Statistics, Royal Commission for AlUla, Quality of Life Program	12	\$32,800,000	1, 3, 11, 12, 16
2.4 ENSURE ENVIRONMENTAL SUSTAINABILITY	FAO, UN-Habitat, UNDP, UNEP, UNESCO, UNIDO	Ministry of Environment, Water, and Agriculture, Ministry of Municipal, Rural Affairs, and Housing, National Center of Wildlife, National Center for Environmental Compliance, Ministry of Energy, Ministry of Transportation, Electricity & Cogeneration Regulatory Authority, Saudi Energy Efficiency Center, King Abdullah City for Atomic and Renewable Energy, Saudi Electricity Company, Presidency of Meteorology and Environment, Saudi Heritage Preservation Society, Saudi Green Initiative	25	\$97,339,465	2, 3, 7, 9, 11, 12, 13, 14, 15
2.5 PROMOTE CULTURE AND ENTERTAINMENT	UNESCO	Ministry of Culture	1	\$25,000,000	4, 8, 11
2.6 CREATE AN EMPOWERING ENVIRONMENT FOR SAUDIS	ILO, UN-Habitat, UNICEF, UNODC	Family Affairs Council, Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Education, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Justice, Ministry of	16	\$7,655,000	1, 3, 4, 8, 10, 11, 16

	Sports, General Authority for Statistics, The Public Prosecution			
<b>TOTAL</b>	-	-	<b>92</b>	<b>\$191,768,390*</b>

In terms of Pillar 1 of the KSA's Vision 2030, there are 92 activities at the UN level slated for the 2022 to 2026 period that total an estimated cost of \$191,768,390. The highest proportion of UN activities within Pillar 1 falls under the KSA's Vision 2030's 2.1 Improve Healthcare Service, which is associated with 32 activities (35% of Pillar 1's total). The largest financial commitment is poised to be associated with 2.4 Ensure Environmental Sustainability, the activities of which have a total estimated cost of \$97,339,465 (51% of Pillar 1's total).

Fourteen AFPs have joined forces with 37 Saudi partner organizations to tackle the challenges pertinent to this domain. The most active AFPs across the UN activities in Pillar 1 are UN-Habitat, UNICEF, UNESCO, and UNODC, all of which are involved in activities that span three of the KSA's Vision 2030 Level 2 'branch objectives'. The most active Saudi partner organizations in Pillar 1 are the Ministry of Resources and Social Development and the Ministry of Education, both of which span four of the KSA's Vision 2030 Level 2 'branch objectives'.

TABLE C.3 RESULTS MATRIX FOR THE KSA'S VISION 2030 PILLAR 2, OVERARCHING OBJECTIVES 3 & 4					
SDGS:	1, 3, 4, 5, 8, 9, 10, 11, 16, 17				
VISION LEVEL 2:	AFPs	Partner(s)	Number of Activities	Total Estimated Cost	SDGs
3.1 GROW CONTRIBUTION OF THE PRIVATE SECTOR TO THE ECONOMY	UNDP, UNODC	National Center for Performance Management, National Anti-corruption Commission, Saudi Development and Reconstruction Program for Yemen, Ministry of Health, Ministry of Interior, Ministry of Economy and Planning, Ministry of Communication and Information, General Authority for Statistics, Saudi Central Bank, Saudi Arabia Financial Investigation Unit, The Public Prosecution, Anti-Money Laundering Permanent Committee	8	\$19,662,719	16, 17
3.3 UNLOCK POTENTIAL OF NON-OIL SECTORS	UNDP, UNWTO	Ministry of Tourism	2	\$1,000,000*	4, 8, 17
3.5 POSITION KSA AS A GLOBAL LOGISTIC HUB	UNODC	Ministry of Interior, Saudi Customs, General Directorate of Border Guard	1	\$1,800,000	16
4.1 DEVELOP HUMAN CAPITAL IN LINE WITH LABOR MARKET NEEDS	ILO, IOM, OHCHR, UNESCO, UNICEF	Ministry of Education, Family Affairs Council, Saudi Human Rights Commission, Ministry of Human Resources and Social Development	10	\$3,046,866	4, 8
4.2 ENSURING EQUAL ACCESS TO JOB OPPORTUNITIES	OHCHR, UN-Habitat, UN Women, UNDP, UNFPA	Ministry of Human Resources and Social Development, Ministry of Health, Ministry of Tourism, Ministry of Transportation, Ministry of Sports, Saudi Human Rights Commission, Disability Centers	6	\$12,811,963	1, 4, 5, 8, 10, 11, 17
4.3 ENABLE JOB CREATION THROUGH SMES AND MICRO-ENTERPRISES	UNIDO, UNCTAD	National Industrial Clusters Development Program, Ministry of Culture, Ministry of Foreign Affairs, Ministry of Commerce, Ministry of Finance, Authority for Intellectual Property	3	\$3,000,000*	4, 8, 9
4.4 ATTRACT RELEVANT FOREIGN TALENTS FOR THE ECONOMY	ILO, IOM	Ministry of Human Resources and Social Development, Saudi Human Rights Commission, General Organization for Social Insurance	12	\$4,029,000	1, 3, 5, 10, 11, 16
TOTAL	-	-	42	\$45,350,548*	-

In terms of Pillar 2 of the KSA's Vision 2030, there are 42 activities at the UN level slated for the 2022 to 2026 period that total an estimated cost of \$45,350,548. The highest proportion of UN activities within Pillar 2 falls under the KSA's Vision 2030's 4.4 Attract Relevant Foreign Talents for the Economy, which is associated with 12 activities (29% of Pillar 2's total). The largest financial commitment is poised to be associated with 3.1 Grow Contribution of the Private Sector to the Economy, the activities of which have a total estimated cost of \$19,662,719 (43% of Pillar 2's total).

Thirteen AFPs have joined forces with 29 Saudi partner organizations to tackle the challenges pertinent to this domain. The most active AFP across the UN activities in Pillar 2 is the UNDP, which is involved in activities spanning three of the KSA's Vision 2030 Level 2 'branch objectives'. The most active Saudi partner organizations in Pillar 2 are the Ministry of Resources and Social Development and the Saudi Human Rights Commission, both of which span three of the KSA's Vision 2030 Level 2 'branch objectives'.

**TABLE C.4 RESULTS MATRIX FOR THE KSA'S VISION 2030 PILLAR 3, OVERARCHING OBJECTIVES 5 & 6**

SDGS:	1, 2, 3, 4, 5, 6, 8, 9, 11, 12, 13, 14, 16, 17				
VISION LEVEL 2:	AFPs	Partner(s)	Number of Activities	Total Estimated Cost	SDGs
5.1 BALANCE PUBLIC BUDGET	UN-Habitat	Ministry of Municipal, Rural Affairs, and Housing, State Properties General Authority	1	\$1,200,000	8, 11
5.2 IMPROVE PERFORMANCE OF GOVERNMENT APPARATUS	ILO, OHCHR, UN-Habitat, UNDP, UNFPA, UNICEF, UNIDO	Ministry of Human Resources and Social Development, Ministry of Municipal, Rural Affairs, and Housing, General Authority for Statistics, Ministry of Health, Ministry of Economy and Planning, Ministry of Foreign Affairs, Ministry of Environment, Water, and Agriculture, Ministry of Education, Ministry of Transportation, Ministry of Energy, Family Affairs Council, Saudi Human Rights Commission	13	\$12,443,963	1, 3, 5, 6, 8, 9, 11, 13, 16, 17
5.3 ENGAGE EFFECTIVELY WITH CITIZENS	ILO, OHCHR, UNODC	Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Economy and Planning, Saudi Human Rights Commission, King Abdulaziz Center for National Dialogue, National Anti-corruption Commission, Federation of Saudi Chambers, The Public Prosecution, Saudi National Committee of Workers Committees	4	\$4,759,378	8, 16
5.4 PROTECT VITAL RESOURCES OF THE NATION	FAO	Ministry of Environment, Water, and Agriculture, Saudi Irrigation Organization	2	\$46,822,224	2, 6, 12, 14
6.1 ENABLE CITIZEN RESPONSIBILITY	UN-Habitat	Ministry of Municipal, Rural Affairs, and Housing	1	\$300,000	1, 4, 8
6.2 ENABLE SOCIAL CONTRIBUTION OF BUSINESSES	OHCHR, UNDP	Ministry of Economy and Planning, Saudi Human Rights Commission, Digital Cooperation Organization	3	\$14,507,449	8, 16
6.3 ENABLE LARGER IMPACT OF NON-PROFIT SECTOR	OHCHR, UN-Habitat	Ministry of Municipal, Rural Affairs, and Housing, Ministry of Human Resources and Social Development, Saudi Human Rights Commission	3	\$1,014,353	1, 4, 8, 16
TOTAL	-	-	27	\$81,047,367	-

In terms of Pillar 3 of the KSA's Vision 2030, there are 27 activities at the UN level slated for the 2022 to 2026 period that total an estimated cost of \$81,047,367. The highest proportion of UN activities within Pillar 3 falls under the KSA's Vision 2030's 5.2 Improve Performance of Government Apparatus, which is associated with 13 activities (48% of Pillar 3's total). The largest financial commitment is poised to be associated with 5.4 Protect Vital Resources of the Nation, the activities of which have a total estimated cost of \$46,822,224 (58% of Pillar 3's total).

Nine AFPs have joined forces with 21 Saudi partner organizations to tackle the challenges pertinent to this domain. The most active AFPs across the UN activities in Pillar 3 are UN-Habitat and the OHCHR, which are involved in activities spanning four of the KSA's Vision 2030 Level 2 'branch objectives'. The most active Saudi partner organizations in Pillar 3 are the Ministry of Municipal, Rural Affairs, and Housing, and the Saudi Human Rights Commission, both of which span four of the KSA's Vision 2030 Level 2 'branch objectives'.

**TABLE C.5 RESULTS MATRIX FOR PILLAR 4, CROSS-CUTTING AND SELF-STANDING**

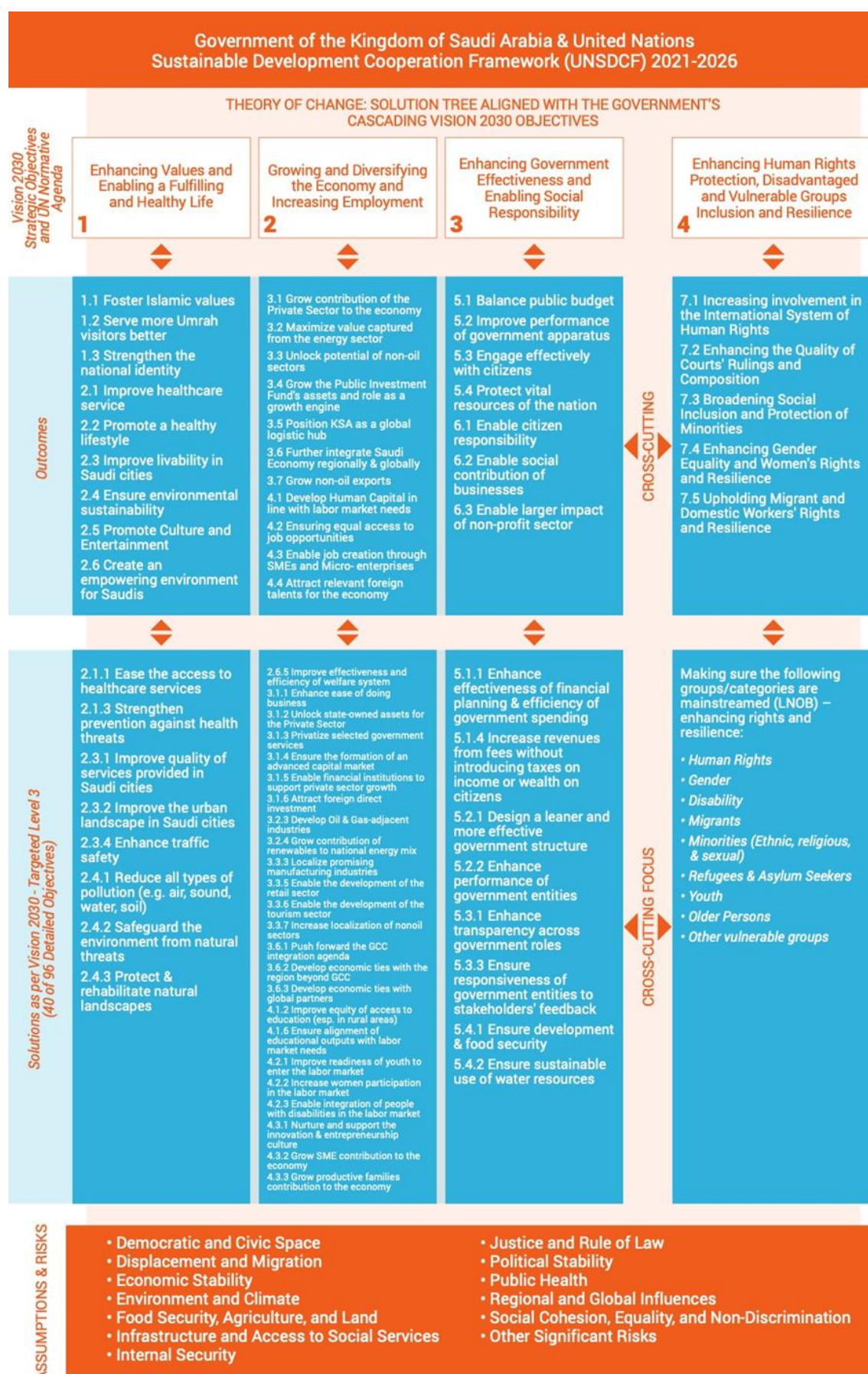
SDGS:	1, 4, 5, 8, 10, 11, 16				
VISION PLUS:	AFPs	Partner(s)	Number of Activities	Total Estimated Cost	SDGs
7.1 INCREASING INVOLVEMENT IN THE INTERNATIONAL SYSTEM OF HUMAN RIGHTS	OHCHR, UNHCR, UNICEF	Saudi Human Rights Commission, Naif Arab University for Security Sciences	4	\$501,183	5, 10, 16
7.2 ENHANCING THE QUALITY OF COURTS' RULINGS AND COMPOSITION	OHCHR, UNODC	Ministry of Justice, The Public Prosecution, Ministry of Interior, Ministry of Human Resources and Social Development, Saudi Human Rights Commission, Anti-Money Laundering Permanent Committee, Saudi Bar Association	4	\$8,088,606	10, 16
7.3 BROADENING SOCIAL INCLUSION AND PROTECTION OF MINORITIES	IOM, OHCHR, UN-Habitat, UNFPA, UNHCR, UNICEF	Saudi Human Rights Commission, Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Justice, Ministry of Health, Family Affairs Council, Ministry of Municipal, Rural Affairs, and Housing, National Family Safety Program	14	\$5,528,803	1, 4, 5, 8, 10, 11, 16
7.4 ENHANCING GENDER EQUALITY AND WOMEN'S RIGHTS AND RESILIENCE	ILO, OHCHR, UN-Habitat, UN Women, UNDP, UNFPA, UNHCR, UNICEF, UNODC	National Family Safety Program, Ministry of Human Resources and Social Development, Ministry of Justice, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Foreign Affairs, Ministry of Health, Ministry of Interior, Ministry of Education, Family Affairs Council, Saudi Human Rights Commission, General Authority for Statistics, The Public Prosecution, AlJanoub Local Women NGO in Aseer	14	\$5,257,596	4, 5, 8, 10, 11, 16
7.5 UPHOLDING MIGRANT AND DOMESTIC WORKERS' RIGHTS AND RESILIENCE	ILO, IOM, UN-Habitat, UNHCR, UNODC	Saudi Human Rights Commission, Ministry of Human Resources and Social Development, Ministry of Interior, Ministry of Justice, National Committee to Combat Trafficking, The Public Prosecution, Ministry of Municipal, Rural Affairs, and Housing, Ministry of Foreign Affairs, Federation of Saudi Chambers, Saudi National Committee of Workers Committees	13	\$8,338,200	1, 4, 5, 8, 10, 11, 16
7.6 STRENGTHENING RELIEF AND HUMANITARIAN ASSISTANCE ABROAD	IOM	King Salman Humanitarian Aid and Relief Center	2	\$152,000	1, 5, 10
TOTAL	-	-	51	\$27,866,388	-

In terms of Pillar 4 (the UN's addition to the KSA's Vision 2030 scheme that cuts across all three Pillars and also stands alone), there are 51 activities at the UN level slated for the 2022 to 2026 period that total an estimated cost of \$27,866,388. The highest proportion of UN activities within Pillar 4 falls under the KSA's Vision 2030's 7.3 Broadening Social Inclusion and Protection of Minorities and 7.4 Enhancing Gender Equality and Women's Rights and Resilience, both of which are associated with 14 activities (27% of Pillar 4's total). The largest financial commitment is poised to be associated with 7.5 Upholding Migrant and Domestic Workers' Rights and Resilience, the activities of which have a total estimated cost of \$8,338,200 (30% of Pillar 4's total).

Eleven AFPs have joined forces with 21 Saudi partner organizations to tackle the challenges pertinent to this domain. The most active AFPs across the UN activities in Pillar 4 are the OHCHR and the UNHCR, both of which are involved in activities spanning four of the KSA's Vision 2030 Level 2 'branch objectives'. The most active Saudi partner organization in Pillar 4 is the Saudi Human Rights Commission, which spans five of the KSA's Vision 2030 Level 2 'branch objectives'.

Below, Figure C.1 presents an alternative Solution Tree (see Chapter 2.2) in order to further articulate the relationship between the KSA's Vision 2030's Level 3 'strategic objectives', its higher-level objectives, and how they can be meaningfully interpreted as falling within the four Strategic Priority Areas present in the UNSDCF 2022–2026.

Figure C.1 The KSA's Vision 2030 Framing of the Solution Tree



## Annex D. Business Operations Strategy in Support of the UNSDCF

The Business Operations Strategy (BOS) is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN, and maximizing economies of scale. In line with the Secretary-General's UN Reform targets, the KSA has designed a BOS in support of a more effective programme delivery of the UN's 2030 Agenda. This BOS was developed through the BOS online platform and will go through an annual monitoring phase.

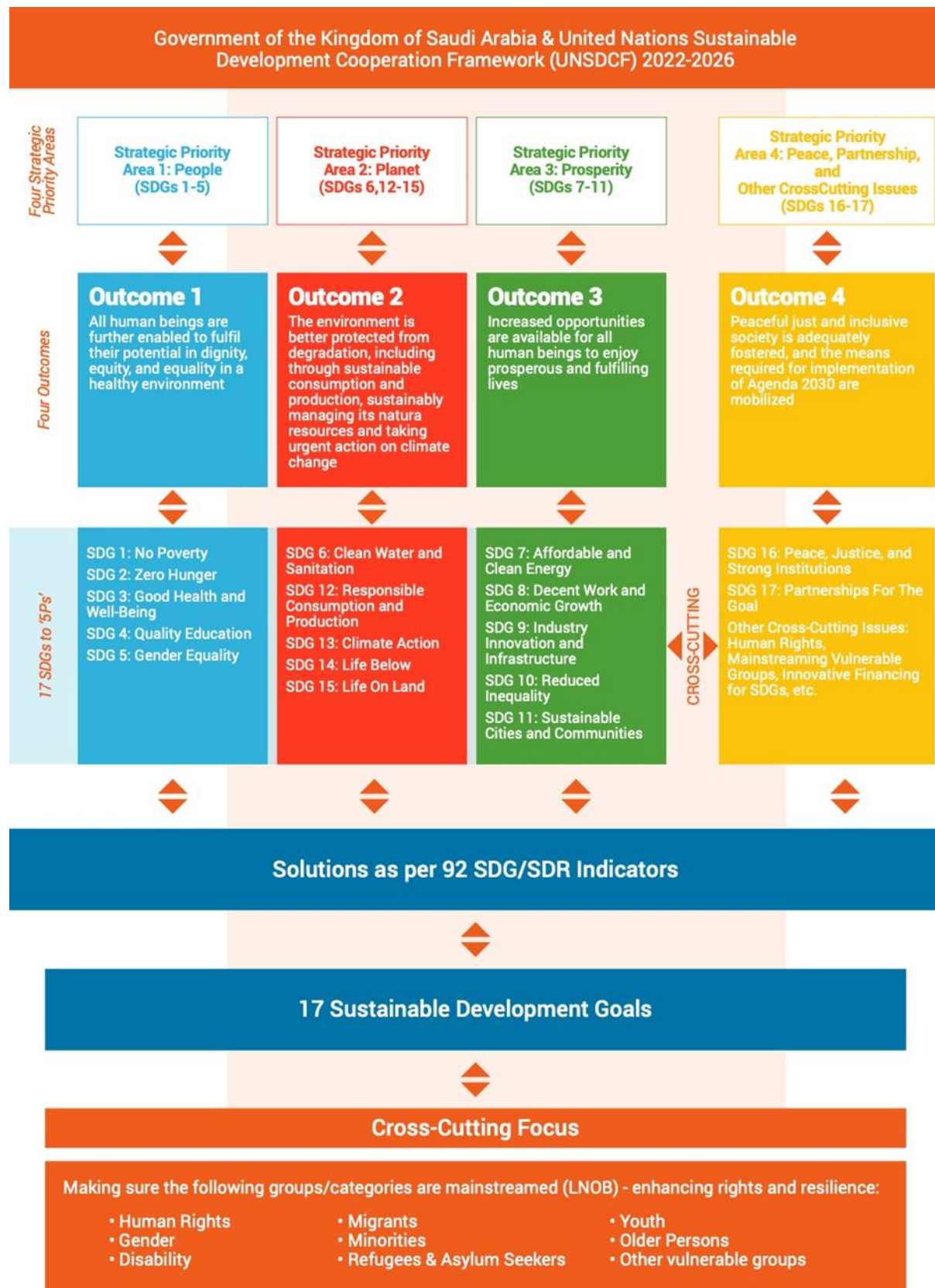
The BOS focuses on common services that are either implemented jointly or delivered by one UN entity on behalf of one or more other UN entities. Standard services for future collaboration were identified in the areas of standard administration services, including common facilities/premises, standard ICT services, and common procurement services. The following AFPs operating in the KSA are participating in the BOS: UNICEF, WFP, WHO, World Bank Group, UNHCR, OCHA, UNDP, UN-Habitat, IOM, FAO, and OHCHR.

The UNSDCF 2022–2026 is intended to lead to coordinated and substantive technical support by the AFPs to the Government of the KSA in its efforts to implement the UN's 2030 Agenda and address the KSA's context-specific development strategy, Vision 2030.

To meet programming and policy priorities, the UNCT in the KSA intends to increase efficiencies, embrace innovation, and improve quality, especially in business operations-related activities. All this will be facilitated by applying the mutual recognition principle announced by the Secretary-General and agreed upon by all the AFPs at the global level.

The BOS is intended to support the AFPs in the KSA to achieve faster and better results while ensuring that the highest quality of services is provided. It will also help better position the UN in the local market and increase its visibility. The BOS in the KSA focuses primarily on efficiency gains and cost avoidance. It aims to enhance internal transaction cost avoidance, improve the quality of services, and save costs on externally sourced goods and services.

## Annex E. Figure E.1: Solution Tree: Results Framework at Outcome Level



## Annex F. The UNCT Coordination Framework

In addition to the joint UN-KSA Cooperation Framework Committee, the UN Resident Coordinator and the UN Country Team maintain internal governance and coordination mechanisms to ensure a coherent and efficient approach across the UN system to strategy, policy, planning, monitoring, evaluation, and reporting for the UNSDCF. The Statutory Coordination mechanisms and Advisory Working Groups reflect the composition of the UN agencies signatory to the UNSDCF.



The UNCT Coordination Framework will evolve over the timeframe of the UNSDCF in support of accelerating progress on sustainable development.

<sup>i</sup> The IOM is counted as both physically present in country in support of Yemen and operating through its regional office for the KSA. The United Nations Department for Safety and Security (UNDSS) is also an observing member of the UNCT in the KSA; however, the UNDSS does not have any programs in the country and is therefore not counted here among the 23 AFPs.

<sup>ii</sup> UNCTAD is the only AFP operating through a headquarters without a regional office for the MENA region.

<sup>iii</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

<sup>iv</sup> [https://www.stats.gov.sa/sites/default/files/LM%20tables\\_Q2\\_2021\\_EN\\_0.xlsx](https://www.stats.gov.sa/sites/default/files/LM%20tables_Q2_2021_EN_0.xlsx)

<sup>v</sup> <https://english.alarabiya.net/News/gulf/2020/11/06/Saudi-Arabia-announces-conditions-for-new-labor-reforms-set-to-improve-kafala-system->

<sup>vi</sup> <https://dashboards.sdgindex.org/static/profiles/pdfs/SDR-2021-saudi-arabia.pdf>

<sup>vii</sup> <https://sdgindex.org/reports/sustainable-development-report-2021/>

<sup>viii</sup> <https://sdgindex.org/reports/sustainable-development-report-2021/>

<sup>ix</sup> <https://saudi-arabia.un.org/en/123902-quantitative-analysis-human-rights-and-vulnerable-groups-saudi-arabia>

<sup>x</sup> <https://saudi-arabia.un.org/en/123904-macroeconomic-sdg-forecasts-ksa>

<sup>xi</sup> <https://saudi-arabia.un.org/en/123904-macroeconomic-sdg-forecasts-ksa>

<sup>xii</sup> <https://saudi-arabia.un.org/en/123902-quantitative-analysis-human-rights-and-vulnerable-groups-saudi-arabia>

<sup>xiii</sup> [https://www.stats.gov.sa/sites/default/files/lm\\_2021\\_q2\\_tables\\_EN%20%28%20admin%20records%20%29V6.xlsx](https://www.stats.gov.sa/sites/default/files/lm_2021_q2_tables_EN%20%28%20admin%20records%20%29V6.xlsx)

<sup>xiv</sup> <https://hrsd.gov.sa/en/news/ministry-human-resources-and-social-development-launches-labor-reforms-private-sector-workers>

<sup>xv</sup> [sdgdata.humanrights.dk](https://sdgdata.humanrights.dk)

<sup>xvi</sup> <https://saudi-arabia.un.org/en/123902-quantitative-analysis-human-rights-and-vulnerable-groups-saudi-arabia>

<sup>xvii</sup> This data relates to the 870 human rights observations and recommendations that the KSA has received during the years 2008, 2009, 2013, 2016, 2018, and 2019, 460 of which have direct links to the SDGs.

<sup>xviii</sup> <https://saudi-arabia.un.org/en/146145-role-awqaf-achieving-sdgs-and-vision-2030-ksa>

<sup>xix</sup> [sdgdata.humanrights.dk](https://sdgdata.humanrights.dk)

<sup>xx</sup> <https://saudi-arabia.un.org/en/123902-quantitative-analysis-human-rights-and-vulnerable-groups-saudi-arabia>

<sup>xxi</sup> This data relates to the 870 human rights observations and recommendations that the KSA has received during the years 2008, 2009, 2013, 2016, 2018, and 2019, 460 of which have direct links to the SDGs.

<sup>xxii</sup> <https://unstats.un.org/sdgs/iaeg-sdgs/tier-classification/>

<sup>xxiii</sup> The general clauses from the legal annex apply equally to all UN agencies, funds and programs not having their own legal agreement with the Government, as well as to those where such an agreement is in place.

<sup>xxiv</sup> Significantly, three activities and \$19,210,626 in estimated costs are excluded from Tables 2.1–2.4 below because they did not have a primary link to an SDG.

<sup>xxv</sup> While the KSA's Vision 2030 Pillars can be understood as cross-cutting all Strategic Priority Areas, the connections articulated in this table capture their most salient overlaps.

