National Transformation Program

Delivery Plan
2018-2020

بِسْمِ اللَّهِ الرَّحْمَٰنِ الرَّحِيمِ

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Preface

This document was updated following the announcement of new Vision Realization Programs (VRPs), to support achieving Saudi Arabia's Vision 2030 ambitions and objectives. Some of the initiatives in the previous National Transformation Program (NTP) delivery plan document are now included in the delivery plans of the relevant VRPs.

April 25, 2016

Launch of the Kingdom's Vision 2030

The Kingdom's "Vision 2030" comprises 96 strategic objectives, governed by a number of Key Performance Indicators (KPIs), that will be achieved through a number of initiatives codeveloped and executed by different governmental entities alongside private and non profit organizations within the respective ecosystems. The Council of Economic and Development Affairs has set up an effective and integrated governance model with the aim of translating "Vision 2030" into multiple VRPs working in parallel to achieve the strategic objectives & realize the vision.

June 06, 2016

Launch of the National Transformation Program

In order to build the capacity and capabilities required to achieve the ambitious goals of "Vision 2030," the National Transformation Program was launched as a VRP involving 24 government agencies. It aims to develop governmental work and establish the needed infrastructure to achieve "Vision 2030" ambition and requirements.

Updating the Program's 2018-2020 Delivery Plan

In line with the launch of new "Vision 2030" VRPs; changes to the first version of the National Transformation Program had to take place. These changes required the adaptation, integration, and re-arrangement of many initiatives established under the first version of the NTP delivery plan into the relevant VRPs delivery plans.

The aim of this update is to define the NTP scope, roles and responsibilities, and the related Vision 2030 strategic objectives that are focusing on the following three principles:

1. Achieving Governmental Operational Excellence
2. Improving Economic Enablers
3. Enhancing the Standards of Living

Introduction

Saudi Arabia adopted "Vision 2030" as a roadmap for economic growth and national development. "Vision 2030" outlined the Kingdom's general objectives, goals, and targets to become a world-class model of a successful and pioneering nation. The Kingdom will achieve its "Vision 2030" objectives through three main pillars:

A Vibrant Society

A Thriving Economy

An Ambitious Nation

Overview of the National Transformation Program

The National Transformation Program (NTP) aims at Achieving Governmental Operational Excellence, Improving Economic Enablers, and Enhancing Living Standards through:

1. Accelerating the implementation of primary and digital infrastructure projects.
2. Engaging stakeholders in identifying challenges, co-creating solutions, and contributing to the implementation of the program's initiatives.

NTP in summary aims to:

National Transformation Program

Improving Economic Enablers
The aim is to support acheving the Kingdom's Vision 2030 by: supporting the growth of the private sector, raising labor market attractiveness, ensuring sustainability of vital resources, and developing the tourism and non-profit sectors.

Achieving Governmental Operational Excellence
The aim is to raise the quality of government services that are provided to individuals as well as private and non-profit organizations.

Enhancing Standards of Living
The aim is to provide beneficiaries (individuals, private and non-profit sectors) with improved systems of social services, healthcare, and safety.

National Transformation Program

The National Transformation Program consists of eight themes:

01
Transform Healthcare

02
Improve Living Standards and Safety

03
Ensure Sustainability of Vital Resources

04
Social Empowerment and Non-Profit Sector Development

05
Achieve Governmental Operational Excellence

06
Labor Market Accessibility and Attractiveness

07
Contribute in Enabling the Private Sector

08
Develop the Tourism and National Heritage Sectors

NTP 37 strategic objectives mapped into the eight themes:

Transform Healthcare

2.1.1 Ease Access to Health Services

2.1.2 Improve the Quality and Efficiency of Healthcare Services

2.1.3 Promote Prevention Against Health Risks

Improve Living Standards and Safety

2.3.1 Improve the Quality of Services Provided in Saudi Cities

2.3.2 Improve the Urban Landscape in Saudi Cities

2.3.4 Enhance Traffic Safety

2.4.1 Reduce All Types of Pollution

4.4.1 Improve the Living Conditions of Expatriates

Ensure the Sustainability of Vital Resources

2.4.2 Provide Environmental Protection from Natural Hazards

2.4.3 Protect and Rehabilitate Natural Landscapes

5.4.1 Ensure Development and Food Security

5.4.2 Ensure Sustainable Access to Water Resources

Social Empowerment and Non-Profit Sector Development

2.6.4 Empower Citizens Through the Welfare and Social Development System

2.6.5 Improve Effectiveness and Efficiency of Welfare and Social Development System

6.1.2 Encourage Volunteering

6.2.1 Enhance Business Focus on their Social Responsibilities

6.3.1 Support Non-profit Sector Growth

6.3.2 Enable Non-Profit Organizations to Achieve Greater Impact

Achieve Governmental Operational Excellence

5.2.3 Improve the Productivity of Government Employees

5.2.4 Develop e-Government

5.2.5 Improve the Quality of Services Provided to Citizens

5.3.1 Enhance Transparency Across Government Entities

5.3.2 Support Communication Channels with Citizens and Businesses

5.3.3 Ensure Government Entities' Response to Customers' Feedback

Labor Market Accessibility and Attractiveness

4.2.2 Increase Women's Participation in the Labor Market

4.2.3 Enable Integration of People with Disabilities in the Labor Market

4.4.2 Improve Working Conditions for Expatriates

4.4.3 Effectively Attract Suitable Global Talent

Contribute in Enabling the Private Sector

3.1.1 Facilitate Doing Business

3.1.6 Attract Foreign Direct Investment (FDI)

3.3.2 Develop the Digital Economy

3.3.5 Develop the Retail Sector

4.3.2 Increase the Contribution of Small- and Medium-size Enterprises (SMEs) to the Economy

4.3.3 Increase the Contribution of Productive Households to the Economy

6.2.2 Encourage Businesses' Interest in Sustaining the National Economy

Develop the Tourism and National Heritage Sectors

1.3.2 Conserve & Promote the Kingdom's Islamic, Arab, and National Heritage

3.3.6 Develop the Tourism Sector

Number of Strategic Objectives under each Theme, Key Performance Indicators, and Number of Initiatives

Theme	Number of Strategic Objectives	KPIs Main Indicators	KPIs Sub-Indicators	Number of Initiatives
Transform Healthcare	3	10	24	70
Improve Living Standards & Safety	5	12	41	76
Ensure Sustainability of Vital Resources	4	10	32	55
Social Empowerment and Non-Profit Sector Development	6	12	15	38
Achieve Governmental Operational Excellence	6	17	43	63
Labor Market Accessibility and Attractiveness	4	8	10	24
Contribute in Enabling the Private Sector	7	15	41	74
Develop the Tourism and National Heritage Sectors	2	8	18	33
TOTAL	37	92	224	433

Detailing the National Transformation Program Eight Themes

01
Transform Healthcare

02
Improve Living Standards & Safety

03
Ensure Sustainability of Vital Resources

04
Social Empowerment and Non-Profit Sector Development

05
Achieve Governmental Operational Excellence

06
Labor Market Accessibility & Attractiveness

07
Contribute in Enabling the Private Sector

08
Develop the Tourism and National Heritage Sectors

01

The First Theme

Transform Healthcare

First Theme: Transform Healthcare

Summary

The First Theme (Transform Healthcare) seeks to achieve a vibrant society by restructuring the health sector to become a comprehensive and effective system. It will promote public health through the implementation of a new model of care that focuses on prevention and improving society's health awareness. It will also improve access to health services through optimal coverage, equitable geographical distribution, as well as comprehensive and expanded e-health services and digital solutions. Furthermore, it will aim to continually improve health services by focusing on beneficiary experience and satisfaction in line with international standards and best practices.

Main Entities Involved in the First Theme

1	Ministry of Health
2	Saudi Health Council
3	Saudi Food and Drug Authority
4	King Faisal Specialist Hospital and Research Center
5	The Saudi Red Crescent Authority
6	Ministry of Education

First Theme Major Challenges

- Difficult access to health services
- Limited quality and inefficient health services
- Limited preventive healthcare

National Transformation Program

National Transformation Program Strategy
(Theme 1: Transform Healthcare)

In order to overcome the above mentioned challenges, the following strategic objectives were developed:

First Theme's Strategic Objectives

- **Strategic Objective (2.1.1: Ease Access to Health Services):**
  Enhance the accessibility of healthcare services for citizens and residents at the right time and right place, through four components: expansion of total capacity (number of beds and medical staff), adequate geographical distribution (distance from healthcare provider), timely and affordable access to related healthcare services.

- **Strategic Objective (2.1.2: Improve Quality and Efficiency of Healthcare Services):**
  Enhance the overall value provided to beneficiaries through the improvement of the quality and efficiency of the healthcare services as well as the safety of the healthcare facilities; ensuring adequate healthcare coverage with financial sustainability.

- **Strategic Objective (2.1.3: Promote Prevention Against Health Risks):**
  Enable healthy living by promoting preventive healthcare (such as awareness and vaccination) to minimize the risks associated with health crises and diseases of communicable and non-communicable diseases.

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A Strategy has been Developed to Achieve the Objectives

Transform Healthcare

Facilitate Access to Health Services

Improve infrastructure and capacity by encouraging health professions as a career choice and expanding private healthcare through private sector participation

Increase Healthcare geographical coverage and distribution through development of mobile clinics, virtual care systems, tele-medicine solutions, and through enabling healthcare centers to expand their services to include nutritional consultation

Provide affordable health services by applying evidence-based medicine, improving primary care as well as the efficiency of practitioners, and expanding palliative care

Ease specialized consultations through capacity and workforce planning, developing, re-distributing responsibilities, improving referrals and appointments

Ease access to emergency medical care by training cadres to sort emergency cases, and promoting related medical professions, such as nursing

Improve the Quality and Efficiency of Healthcare Services

Enhance medical safety to reduce medical costs and burdens by applying and evaluating quality standards in medical facilities and expanding interactive training

Increase clinical effectiveness by applying a new model of care and unified health records, promote the skills of paramedics and supporting innovation

Improving the patient experience by enhancing a patient-centered healthcare culture, and increasing patient involvement via technology

Improve sustainability and financial transparency through health insurance digital transformation, privatization, partnership with the private sector and the development of governance within the sector

Promote Prevention Against Health Risks

Control communicable diseases through the National Center for Disease Control and Prevention and the provision of integrated databases to support preventive actions

Raise readiness to confront health disasters through the establishment of monitoring, response and central operations centers, as well as coordination between the concerned authorities

Control non-communicable diseases like cardiac issues, diabetes, and cancer by improving awareness, research, and national disease records

E-Health A key enabler of the healthcare transformation

National Transformation Program

Program Main Indicators & Targets
(First Theme: Transform Healthcare)

First Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Ease Access to Health Services	Percentage of basic healthcare services coverage available geographically (including remote areas)	78% (2016)	88%
	Percentage of referrals where the patient was examined by the specialized consultant within (4) weeks of the request	38% (2016)	55%
	Percentage of patients receiving treatment (discharged or admitted) in emergency department within 4 hours.	36% (2016)	54%
Improve Quality and Efficiency of Healthcare Services	Beneficiary satisfaction rate for inpatient experience	79.9% (2017)	85%
Promote Prevention of Health Risks	Percentage of specified communicable diseases that achieved targeted reduction levels	0% (2017)	50%
	Percentage of health zones prepared for health crisis risks	33% (2017)	75%

National Transformation Program

List of National Transformation Program Initiatives (First Theme: Transform Healthcare)

First Theme Initiatives

Initiative Name	Initiative Description
Corporatization of Healthcare Facilities	The initiative is concerned with the separation of healthcare services from the Ministry of Health, and transferring those services to Accountable Care Organizations (ACOs) that compete on the basis of quality, efficiency, and productivity.
E-Health	The initiative aims to improve the efficiency of the healthcare sector through information technology, digital transformation, and through utilizing state of the art technologies to ease access to healthcare (such as tele-medicine, and tele-consultations).
New Model of Care	The initiative aims to introduce a new approach to healthcare that focuses on prevention and goes beyond simply disease treatment; it will integrate the role of the individual, society, and institutions with the role of health service providers to ensure access to healthcare in accordance with best practices.
Health Insurance Program and Purchase of Health Services	The initiative aims to supervise the purchase of healthcare services, which includes a package of comprehensive health benefits approved by the concerned authorities. These services cover all citizens and residents working in the government sector and their families.
National Project for the Planning and Development of Health Graduate Programs	The initiative aims to develop programs that increase the number spaces available for training and improves the quality of the training outputs, in order to contribute to the qualification of specialized health professionals in the Kingdom of Saudi Arabia.
Ensure Compliance with Safety Standards in Health Facilities and Conduct Emergency Repairs	The initiative is concerned with the development of healthcare facilities to comply with safety standards, as well as the training of the workforce.
National Health Information Center - Cross Cutting e-Health Initiatives	The initiative aims to provide an electronic service focused on working with all sectors providing healthcare services and other related sectors, in order to construct a more coherent system; more integrated health services will enable the beneficiaries to easily access medical services of high quality and security.

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Initiative Name	Initiative Description
Increasing the Contributions from Charity to Healthcare	The initiative aims to increase the level and quality of charity giving in the healthcare sector so that the community can effectively contribute to financing and delivery of health services in the areas and regions most in need. This is accomplished through the creation of an enabling and encouraging legislative environment, flexible financial channels, and a variety of participatory tools, so that all social components contribute to overcoming the health challenges facing the Kingdom.
Corporatization of King Faisal Specialist Hospital & Research Centre	The initiative aims to establish a private company owned by the General Establishment of King Faisal Specialist Hospital and Research Center. This initiative enables the organization to achieve operational transformation and partnership with the private sector.
Establishing and Preparing Primary Healthcare Centers to Meet National Standards of Quality and Patient Safety (CBAHI)	The initiative aims to establish and equip primary healthcare centers to meet national standards for quality and patient safety requirements by providing the necessary construction requirements for basic safety, and by providing the necessary medical equipment in various departments.
Establishment of the National Center for Training and Evaluation of Healthcare Graduate Programs	The initiative aims to increase the effectiveness of healthcare training in post-graduate programs by establishing a national specialized center to train trainers and trainees for all healthcare graduate programs by all possible means in order to increase the quality of training outputs.
Technology Assessment Center	The initiative aims to establish a National Center for the assessment of healthcare technologies, which can then be classified as preventive, diagnostic, therapeutic, rehabilitative and palliative.
Saudi Center for Patient Safety	The initiative aims to establish and launch the National Center for Patient Safety to promote a national culture of patient safety reporting and to raise awareness of safety issues.
Healthcare Sector Governance	The initiative aims to design and roll out a new structured and integrated ecosystem intended to improve transparency and accountability through clear delineation of roles and responsibilities among various parties.
Auditing Private Sector Applications	The initiative aims to oversee the contracts with medical referral companies so that healthcare services purchased on behalf of the Ministry of Health, are based on accepted standards.

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Initiative Name	Initiative Description
Partnership Between Public and Private Sectors	The initiative aims to establish partnerships with the private sector to finance capital and operational projects to increase capacity and efficiency, and reduce waiting time and capital expenditures.
Participation with the Private Sector (King Faisal Specialist Hospital)	The initiative aims to enable the transformation of King Faisal Specialist Hospital to undertake initiatives to engage with private sector, such as marketing and partnership to generate income.
Operational Transformation at King Faisal Specialist Hospital and Research Center	The initiative aims to enhance the operational services including clinical, financial, electronic, and human resources services to achieve the level of performance required of independent non-profit organizations.
Development of Blood Transfusion Services	The initiative aims to raise the level of blood transfusion making blood donation sufficiently attractive to reach a 100% voluntary donation rate.
National Health Innovation Center	The initiative aims to establish a national center to encourage and foster creativity and innovation in healthcare.
Patient Experience Center	The initiative aims to establish a National Center for Patient Experience in healthcare facilities, covering all aspects of different healthcare pathways.
Enhancing Skills of Emergency Medical Care Providers	The initiative aims to develop and improve the skills and knowledge required for emergency service providers.
Promote Patient-Centered Care through Accountability and Transparency	The initiative aims to develop a patient-centered healthcare culture and increase participation by providing data, using technology and engaging patients in decision-making to achieve excellence in healthcare services provided to them.

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Initiative Name	Initiative Description
Establish an Electronic Tracking System	The initiative aims to establish an e-tracking system for pharmaceuticals so that their distribution can be tracked to ensure their safety and availability within the market.
Establish Halal Center	The initiative aims to establish a global center for food and various Halal products to grant Halal certificates and accreditation.
Technology Development Center of Health Information Systems	The initiative aims to establish a center of excellence that develops health information systems which can be used in healthcare education sector.
Initiatives to Implement the Kingdom's Healthcare Strategy	The initiative aims to review and adjust existing health policies and regulations in line with the strategy of new healthcare system.
Support Scholarship Program in the Ministry of Health	The initiative aims to support the logistic of scholarship program to ensure the quality of the output quality of existing program between the Ministries of Education and Health.
Organ Donation and Transplant Programs National Awareness Campaign	The initiative aims to manage and facilitate organ donation and transplant in coordination with the concerned authorities.
Privatization of King Faisal Specialist Hospital	The initiative aims to transform King Faisal Specialist Hospital and Research Center into an independent non-profit entity by modifying existing legal system and evaluating the organization's readiness to transform.
Promoting Organs Donation Programs in Intensive Care Units	The initiative is to coordinate with the concerned authorities in intensive care units to manage and facilitate organ donation and transplant.

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Initiative Name	Initiative Description
Community Participation	The initiative aims to review and develop rules and regulations related to donations and endowments in the field of healthcare in order to provide a motivating and flexible legislative environment for the community to contribute to the financing of health services.
Special Diseases Accreditation Program	The initiative aims to enable the "Aman" program which is intended to ensure meeting the national requirements of patient safety. In addition, it will expand the national accreditation program to include besides the hospitals the remaining healthcare facilities in the kingdom.
Strategic Healthcare Initiatives in KSA (Quality and Safety Development in Health Sectors)	The initiative aims to implement the regulations and principles of quality management and patient safety based on globally proven mechanisms, in addition to spreading the culture of quality within healthcare institutions.
Initiatives to Implement the Kingdom's Healthcare Strategy (Maximizing Utilization of High-Cost Apparatuses and Equipment)	The initiative aims to implement a national program that measures the distribution of medical equipment in the Kingdom's healthcare institutions, as well as to assess how well they are utilized.
Interactive Laboratory	The initiative aims to establish a virtual training center accredited by international standards for the training of healthcare personnel in intensive care; it will also standardize and improve the performance of healthcare practitioners assigned with organ failure, organ donation, and transplant programs.
National Program for Monitoring Healthcare Quality Indicators	The initiative aims to create an information technology infrastructure that can support a data center capable of monitoring, collecting, and analyzing all indicators in all healthcare facilities in the Kingdom.
Establish the Standard Electronic System	The initiative aims to develop and standardize registration, licensing, inspection, clearance, export, and enforcement procedures for investors in the SFDA in all sectors.
Healthcare Sector Transparency Initiative	The initiative aims to develop mechanisms and regulations to ensure greater transparency in healthcare sector in both pricing and quality of services. The initiative includes all public, private, and non-profit service providers, with the participation of the Strategic Studies Center in the Ministry of Economy and Planning.

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Initiative Name	Initiative Description
National Program for Evaluating Organ Transplant Centers	The initiative aims to grant licenses for Organ Transplant Centers, evaluate their performance, and ensure the quality of healthcare services provided through specialized national committees that study and analyze these centers' outcomes.
Easing the Purchase of Chemical Substances and Laboratory Equipment	The initiative aims to amend the procedures for requesting and purchasing chemical substances and laboratory equipment to ensure the continuity of work and to produce results with the required efficiency and quality.
Improve Intensive Care and Emergency Rooms to Ensure Adequacy, Quality and Speed of these Services	The initiative aims to increase the availability, equipping, and operation of additional ICU and ER beds throughout the facilities of the Ministry of Health, in addition to introducing further improvements in systems, operations, and staff development.
Reform and Restructure Primary Healthcare Services	The initiative aims to provide better healthcare facilities through establishment and development of primary healthcare infrastructure, as well as improve accessibility access to healthcare in remote and peripheral areas through Mobile Clinics Program.
Expand Extended Healthcare Services	The initiative aims to provide long-term healthcare services -including medical rehabilitation, long-term care, psychiatric centers, and home healthcare- through the purchase of services from the private sector.
Enhance Emergency Medical Services	The initiative aims to improve emergency response time and readiness by increasing the number of teams and emergency centers.
Improve Access to Existing Government Health Facilities and Integrated Capacity Planning	The initiative aims to design a system that ensures patients' ability to access healthcare facilities, especially with regard to heart disease and critical care.
Improve Performance of Hospitals and Specialized Medical Centers in the Ministry of Health	The initiative aims to improve the performance and clinical aspects of hospitals, specialized centers, and medical rehabilitation centers according to regional and international standards.

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Initiative Name	Initiative Description
Expand the Coverage of Specialized Services	The initiative aims to support specialized centers and services through purchasing of equipments, training and enabling the workforce of doctors and health practitioners.
Saudi Center for Appointments and Medical Referrals	The initiative aims to manage medical referrals and the procedures of booking appointments for all patients transferred between health facilities inside and outside the Kingdom, through standard work procedures and through the design of a unified e-system for referrals and appointments.
Workforce Capacity Planning in Healthcare Sector	The initiative aims to identify the resource requirements for the health sector in the Kingdom. This includes manpower, services and facilities, using methodological planning mechanisms, and scientific prediction tools based on inputs that contribute mainly to shaping the future image of healthcare.
Improve the Performance of Primary Healthcare Centers in the Ministry of Health	The initiative aims to improve the quality of primary care services in order to: 1- Decrease inappropriate hospital referrals 2- Increase the number of patients enrolled in health centers within the service 3- Increase vaccination coverage 4- Ensure diagnosis and treatment per evidence-based medicine 5- Increase patient satisfaction 6- Increase staff satisfaction
Expand Healthcare Facilities to Include Clinics for Growth and Behavioral Disorders, and Psychiatric Clinics.	The initiative aims to establish psychiatric centers within hospitals which have a capacity of more than 100 beds. Moreover, basic psychiatric clinical services will be provided in hospitals which have a capacity of less than 100 beds.
Provide Specialized Medical Laboratory Services	The initiative aims to enhance the services of King Fahd Center for Medical Research, the most important of which is the provision of specialized diagnostic and laboratory services, which are not locally available.

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Initiative Name	Initiative Description
Enhance Response Time to Emergency Calls	The initiative aims to increase the operational capacity and readiness of the Saudi Red Crescent Authority by linking its technical systems with other health sectors, improving integration and coordination.
Community Participation Strategy to Promote Certain Health Professions	The initiative aims to launch a national project that will increase the attractiveness and value of supporting healthcare professions/service to the community.
Establishment and Activation of Nutrition Clinics	The initiative aims to facilitate community access to nutrition health services across the country to reduce malnutrition and nutrition-related diseases (such as obesity and diabetes).
Medical Services in the Faculty of Dentistry	The initiative aims to invest in dental clinics to serve local community.
Initiatives to Implement the Kingdom's Healthcare Strategy (Balanced Distribution of Health Services and Facilities)	The initiative is concerned with the current status of the distribution of facilities and services, and seeks to develop a national plan that improves ease of access to services.
Initiatives for the Implementation of the Kingdom's Healthcare Strategy (National Health Referral Plan)	The initiative is concerned with the revision of referral systems among health facilities in all sectors to design systems that are compatible with sector priorities.
National Center for Disease Control and Prevention	The initiative aims to activate the Center's functions and contribute to the reduction and monitoring of communicable and non-communicable diseases and to prevent their spread, as well as to promote health, research, and studies in the prevention and control of communicable and non-communicable diseases.
Providing Psychiatry Consultations through Primary Healthcare Centers	The initiative aims to equip Primary Healthcare Centers (PHC) with the necessary resources to provide basic psychiatry services mainly through establishing psychiatry clinics and training PHC personnel to diagnose and handle most common psychiatric diseases such as depression and anxiety.
Health Research Center	The initiative aims to establish a National Health Research Center to develop health policies and improve the level of public health and health services, based on the recommendations of scientific research.

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Initiative Name	Initiative Description
Emergency Health Readiness	The initiative aims at activating a National Center for Emergency and Health Disaster Management as well as supporting regional centers.
"HESN" Program	The initiative aims to improve public health outcomes and provide an adequate and integrated database that will help to take preventive measures to prevent the outbreak of diseases and epidemics.
National Horizontal Health Records	The initiative aims to establish health records that collect detailed data on procedures for the treatment of predetermined diseases and health conditions by identifying a set of key data for these diseases and collecting them nationally from all healthcare providers.
National Register of Organ Failure	The initiative aims to use a specialized e-system to register patients with organ failure and organ donors, and develop the necessary procedures for follow up.
Interactive Awareness Programs	The initiative aims to establish specialized awareness campaigns based on the needs and level of awareness of the target groups, as well as programs to introduce the role and regulations of the Saudi Food and Drug Authority.
Initiatives to Implement the Kingdom's Healthcare Strategy (Prevention Programs in Public Health)	The initiative aims to improve all public health indicators by applying best practices in managing health institutions and developing an integrated system of rules and regulations to enhance public health protection.
Initiatives of the National Center for Oncology	The initiative aims to improve national cancer control policies, develop scientific criteria for diagnosis and treatment, and develop the National Cancer Registry.
Pesticide Residue Inspection Center	The initiative aims to establish, equip, and operate laboratories to examine pesticide residues in vegetables and fruit.

National Transformation Program

02

Improve Living Standards & Safety

Second Theme: Improve Living Standards & Safety

Summary

The second theme (Improve Living Standards & Safety) seeks to elevate Saudi cities to become smart cities with high-quality services and infrastructure, including public spaces, green areas, and sidewalks. The theme also aims to achieve a healthy and safe environment by enhancing traffic safety and reducing pollution. Furthermore, the theme aims to make Saudi Arabia attractive to international talent by opening more public and private schools, as well as adopting an efficient and simplified system for issuing visas and residence permits.

The Main Entities Involved in the Second Theme

#	Entity
1	Ministry of Municipal and Rural Affairs
2	Ministry of Health
3	Ministry of Environment, Water, and Agriculture
4	Ministry of Labor and Social Development
5	Ministry of Transport
6	Ministry of Education
7	Ministry of Interior
8	The Saudi Red Crescent Authority
9	Ministry of Media
10	General Authority for Culture
11	General Authority for Entertainment
12	General Sports Authority

Second Theme Major Challenges

- The need to improve master planning and urban infrastructure
- The need to improve the urban landscape with more open spaces
- The need to decrease the number of fatalities and injuries related to traffic accidents
- The need to reduce environmental pollution
- The need to improve basic living conditions for expatriates

National Transformation Program

National Transformation Program Strategy
(Second Theme: Improve Living Standards & Safety)

The challenges facing the Theme will be overcome through the following strategic objectives:

Second Theme's Strategic Objectives

- **Strategic Objective (No. 2.3.1: Improve the Quality of Services Provided in Saudi Cities):**

  Improve services provided at the city level, including: utilities (water, power, electricity, fiber optics, gas, and sanitation), public transport, and infrastructure (roads and parking) by improving their quality, reliability and accessibility.

- **Strategic Objective (No. 2.3.2: Improve the Urban Landscape in Saudi Cities):**

  Improve urban landscape in the Kingdom by:
  First: improving the urban landscape of public and community spaces for people to enjoy (e.g., green areas or gardens).
  Second: imposing architectural guidelines for buildings to ensure their quality and safety.
  Third: reducing visually unpleasant scenery (visual pollution), such as landfills and construction areas.

- **Strategic Objective (No. 2.3.4: Enhance Traffic Safety):**

  Implement necessary technologies and means to enhance traffic safety and reduce the losses caused by the lack of traffic safety compliance, such as fatalities, injuries, violations and general accidents.

- **Strategic Objective (No. 2.4.1: Reduce All Types of Pollution):**

  Raise the level of environmental compliance from 38% to 75%, and reduce environmental pollution resulting from human and industrial activities. This includes air pollution (toxic emissions caused by transport and industrial waste), noise pollution, water pollution, soil pollution caused by non-biodegradable materials), thermal pollution and light pollution.

- **Strategic Objective (4.4.1: Improve the Living Conditions of Expatriates):**

  Convene living stability, residency enablers, property ownership regulations to enhance ties to the motherland. In addition to providing appropriate educational opportunities, raising living standards, accepting cultural differences, and blending with the community.

National Transformation Program

A Strategy has been Developed to Achieve the Objectives (1/2)

Improve Living Standards & Safety

Improve the Quality of Services Provided in Saudi Cities

Improve public utility networks by developing infrastructure legislation and standards, improving stormwater network coverage, and lot development

Improve municipal administration through centralized coordination in public facilities and services, and by involving the private sector in the development, operation, and deployment of technology

Raise the efficiency of urban roads and public means of transportation and develop transport management and planning systems as well as parking services

Apply the concept of smart cities in Saudi Arabia in terms of facilitating procedures, automation, and the application of technology in infrastructure

Improve the Urban Landscape in Saudi Cities

Implement comprehensive urban planning to achieve sustainable development through city planning, comprehensive management, and data-based integration

Develop and activate urban design standards and controls to improve the urban environment in city centers and underdeveloped housing areas

Provide a sustainable healthy environment through the treatment of visual eyesores, development of municipal control, waste management, environmental sanitation, and promotion of community participation

Develop land management and protection through the inventory and documentation of land and real estate units to accelerate the registration of real estate

Enhance Traffic Safety

Ensure the safety of vehicles by updating the system of technical inspection of vehicles and the needs of inspection stations

Enhance roads infrastructure by raising the level of traffic safety on highways and urban roads and establishing a specialized center for road safety

Ensure effective traffic management by adopting smart digital systems for monitoring, controlling and traffic alerts

Ensure the implementation of traffic safety laws by enhancing workforce capabilities, developing rules and regulations, monitoring drivers and ensuring compliance of road contractors

Improve the efficiency of accident management by developing an accident monitoring and response mechanism

Activate a comprehensive system to deal with injuries through unifying the emergency system under one umbrella and adopting a network of centers to deal with injuries

Promote awareness, education, and community participation by providing child seats in vehicles for neonates through the third sector, and preparing tools and materials to teach safety principles from an early age

Activate data collection and standardization by building institutional capacity to collect and analyze traffic safety system data.

National Transformation Program

A Strategy has been Developed to Achieve the Objectives (2/2)

Improve Living Standards & Safety

Reduce All Types of Pollution

Strengthen monitoring and commitment to sustainable environmental practices of enterprises by establishing specialized centers and expanding environmental inspection and control

Reduce environmentally polluted areas and rehabilitate them by developing a program to monitor and manage these areas, using environmental standards and controls for rehabilitation

Strengthen the management of chemical substances and waste by activating the National Program for Chemical Safety and Municipal, Industrial, and Hazardous Waste Management

Improving Living Conditions of Expatriates

Improve governmental services concerning living conditions for expatriates and their families by developing customized services and issuing a directory of services

Provide suitable housing for expatriates and their families by providing a suitable housing options

Provide education services for expatriates and their families by providing educational systems that are inclusive of expatriates' children

Support sports activities for expatriates and their families by enhancing and increasing sports activities and periodic events, in their languages

Support recreational activities for expatriates and their families by increasing entertainment events and organized tours, in their languages

Encourage the integration of cultures and the acceptance of expatriates by the community through awareness, cultural campaigns, and media programs for expatriates

National Transformation Program

Program Main Indicators & Targets
(Second Theme: Improve Living Standards & Safety)

Second Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Improve the Quality of Services Provided in the Cities	Average daily travel time to and from home within the 5 major cities	77.4 minutes (2016)	67 minutes
Improve the Urban Landscape in Saudi Cities	Average public space per capita	3.48 m²/capita (2015)	3.9 m²/capita
Enhancing Traffic Safety	Number of traffic accident fatalities per 100 thousand population	28 (2016)	23
	Number of traffic accident injuries per 100 thousand population	74 (2016)	66
Reduce All Types of Pollution	Environmental Performance Index (global ranking) Yale University	68.63 (Rank:95) (2016)	77.28 (Rank:53)
Improve Living Conditions of Expatriates	The Kingdom's ranking among the best countries for expatriates	61 (2016)	50

National Transformation Program

List of National Transformation Program Initiatives
(Second Theme: Improve Living Standards & Safety)

Second Theme Initiatives

Initiative Name	Initiative Description
Stormwater Drainage and the Prevention of Floods	The aim of this initiative is to increase the coverage of stormwater and floodwater drainage networks. In addition to upgrading the existing networks in order to enhance the reliability of drainage within cities and to protect the population and property from floods hazards.
Enhancing Efficiency of Roads Network in Cities through the Implementation of Best Practices	The aim of this initiative is to reduce road congestion and improve the users satisfaction through improving the roads quality based on traffic studies.
Build and Develop Urban Road Network	The aim of this initiative is to improve the quality of streets, urban roads, bridges, and tunnels within cities. This includes road safety, aesthetics, and maintenance.
Development and Operation of Data Centers in Municipal Sector	The aim of this initiative is to consolidate the various data centers into a unified data center for the municipal sector, which will operate with high-performance devices, efficient procedures and managed by highly qualified teams for optimum operational efficiency.
Enhance Project Management Implementation and Capabilities	The aim of this initiative is to develop the project management capabilities within the municipal sector through upgrading the systems and specifications. This will ensure projects delivery within the defined budget and schedule.
Implement Centralized City Development Management Centers to Raise Efficiency of Facilities and Services Management	The aim of this initiative is to develop centralized city-management centers to coordinate cities development projects and ensure monitoring of services deliver. The initiative also aims to activate the role of municipal councils.

National Transformation Program

Initiative Name	Initiative Description
Improve the Efficiency of Urban Disaster Management	The aim of this initiative is to improve the efficiency of urban disaster management. It will be achieved by developing disaster control measures through human capital development and the responsible entities readiness.
Streamline and Automate Municipal Services and Expand e-Services	The aim of this initiative is to streamline and automate municipal services and expand e-services to stakeholders in order to provide high-quality services and improve the response time.
Improve the Efficiency and Effectiveness of the Complaints System (940)	The aim of this initiative is to establish a unified reporting center (940) for municipal services to ease beneficiaries communication through systems and applications.
Improve Customer Experience through the Implementation of a Centralized Customer Center	The aim of this initiative is to transform the municipal sector into a customer-oriented entity through the establishment of customer service and mobile center.
Develop an Urban Transport Management System	The aim of this initiative is to develop the cities transportation management system to reduce the traveling time within cities. This will be achieved through developing a master plan for future roads, public transportation and traffic management.
Apply Smart Cities' Concepts	The aim of this initiative is to transfrom Saudi cities to smart cities, which will result in enhancing management efficiency and improving quality of life.
Privatization of Municipal Licenses Issuance	The objective of this initiative is to transfer the operational processes of municipal licenses issuance to the private sector in coordination with the municipalities, so as to improve the efficiency of the issuance process.
Expand and Improve Public Transportation within Urban Planning	The objective of this initiative is to upgrade the public transportation network by rehabilitating the existing system, expanding the networks, promoting public transportation and ensuring sustainability.

National Transformation Program

Initiative Name	Initiative Description
Develop the Municipal Real Estate Investment System	The aim of this initiative is to develop regulations and legislation to use non-monetary municipal assets, which will lead to optimal utilization of municipal properties and increase in revenues.
Develop and Update Standard Specifications for Infrastructure Networks	The aim of this initiative is to develop legislation and specifications for utilities installations to ensure the development of high-quality infrastructure networks and the assurance of roads quality, to allow engaging the private sector.
Privatization of Public Local Markets	The objective of this initiative is to improve the efficiency of developing and operating public local markets through privatization, in accordance with industry best practices that will generate revenues for the municipal sector.
Develop Land Lots for Grants	The objective of this initiative is to develop lands lots for grants that include utilities, at the Kingdom's level .
Establish and Develop Municipal Buildings and Facilities	The aim of this initiative is to expand the construction and development of municipal buildings and facilities, including car parkings, public local markets and municipalities buildings.
Humanization of Cities	The aim of this initiative is to integrate the human dimension and social ties by creating healthy, comfortable, and environmentally friendly cities, including the expansion of open and green areas in a sustainable manner within the urban boundaries.
Removal of Visual Pollution in Saudi Cities	The aim of this initiative is to address and remove the common elements of visual pollution in Saudi cities, namely (15) elements, and to implement urban improvement and beautification projects for some cities roads.
Development of Municipal Waste Management Systems	The objective of this initiative is to improve public hygiene through the establishment of national waste management program to reduce waste environmental impact resulting in effective government spending on waste management and higher recycling rates.

National Transformation Program

Initiative Name	Initiative Description
Conduct Land and Real Estate Units Inventory and Registration Based on a Unified System and Update Topographic Maps	The aim of this initiative is to develop detailed spatial maps based on a unified coordinates system, to identify all lands and real estate, and to provide accurate spatial information, thereby establishing the proper basis for the preservation of public property rights.
Update the National Urban Strategy and Activate its Implementation According to the International Best Practices	This initiative aims to update the national urban strategy with emphasis on highlighting and defining the urban identity of each city in order to guide urban development and maximize economic and social benefits.
Expand Community Contribution and Influence in Local Municipal Sector	The aim of this initiative is to increase community participation and volunteer work to influence local municipal plans and result in efficient services. This will boost the role of municipal councils, the participation of civil society institutions, and the establishment of an interactive platform to collect ideas and proposals.
Redevelopment of City Centers Urban Landscape	The aim of this initiative is to rehabilitate the urban landscape in city centers in order to improve urban landscapes and accessibility.
Apply Comprehensive City Urban Management Concept	This initiative aims to establish a program to implement the concept of comprehensive management at the local level (city), enhance the efficiency of urban development, identify the needs and priorities of regions and cities, and contribute to the achievement of integrated cross-sectoral coordination.
Upgrading Environmental Sanitation System	The aim of this initiative is to improve and enhance the efficiency of environmental sanitation implementation utilizing international best practices. These include epidemics, contaminated areas, and pest and rodent control.
Improving Road Accessibility and Building Facades in Underdeveloped Neighborhoods	The aim of this initiative is to improve the accessibility of the underdeveloped neighborhoods through expanding roads and enhancing internal and external linkages and restoring and beautifying buildings facades.
Improve Municipal Inspection Procedures	The aim of this initiative is to improve municipal inspection mechanisms and procedures in order to increase the efficiency of municipal supervision, in partnership with the private sector.

National Transformation Program

Initiative Name	Initiative Description
Establish Urban Design Center of Excellence	The aim of this initiative is to establish and operate a center to attract talents in the field of urban design in order to elevate the level of urban landscape.
Develop Urban Observatories to Oversee Landscape Development	The objective of this initiative is to establish observatories centers supporting decision-makers in urban development through providing indicators based on data acquisition and analysis.
Integrate and Increase Compatibility in the Municipal Sector's Spatial Data Infrastructure (SDI)	This initiative aims at developing information technology of the municipal sector, in order to generate maps for cities with infrastructure data including spatial components.
Develop Systems and Standards Related to Urban Planning and Sustainable Development, with Emphasis on National Identity	The objective of this initiative is to prepare a system of urban planning that provides basis for planning legislation, managing cities, and improving the characteristics of the urban environment, taking into account the economic, social, and cultural aspects, thereby enhancing national identity.
Support Traffic Police Capabilities to Ensure Enforcement of Traffic Safety Laws, Develop Policies, Procedures, and Implementation Tools	This initiative aims to expand the use of resources and modern technologies in traffic control operations in the automated monitoring of violations. It also aims to develop a mechanism to ensure that insurance companies cover medical costs for individuals involved in car accidents, as well as effective coordination between the authorities to ensure rapid response to accidents.
Establishment and Operation of the General Secretariat of the Ministerial Committee on Road Safety	The aim of this initiative is to establish and operate the general Secretariat of the Ministerial Committee on Road Safety, which will oversee the management and governance of projects by defining roles and responsibilities.
Build Institutional Capacity to Collect, Document, and Analyze Traffic Safety System Data	The aim of this initiative is to develop and implement training programs to build institutional capacity in the field of traffic data recording and analysis, to conduct surveys and explorations related to traffic safety, as well as work on the establishment of a national registry of traffic injuries.
Provide Baby Seats in Vehicles for Newborns	This initiative aims to provide baby seats in vehicles for newborns upon their exit from hospitals through community participation and the non-profit sector, accompanied by a broad media campaign to raise awareness of the importance of child seats in vehicles, taking into account future legislation.

National Transformation Program

Initiative Name	Initiative Description
Develop Rules and Regulations that Enhance Traffic Safety	The aim of this initiative is to prepare legislation to keep camels from roads, and to prepare legislation to account for those who fail in carrying out road works, thereby causing accidents.
Ensure an Integrated System of Injury Care, Rehabilitation and Long-term Care	The aim of this initiative is to identify and establish a network for the prevention and handling of traffic accident injuries in accordance with international standards.
Improve the Level of Traffic Safety on Highways through Infrastructure Improvement	The aim of this initiative is to improve public and commercial services provided to road users. It also aims to provide public safety centers with medical assistance and emergency air ambulances between cities, as well as improving truck rest areas at the entrances to cities during peak times, when trucks are not allowed to enter the cities.
Improve Supervision and Control Techniques to Ensure Effective Traffic Management within cities and on Highways	The aim of this initiative is to identify the need and coordinate traffic management operating rooms in coordination with Emergency Services (911). The initiative aims to assess the performance and interaction of traffic controllers and road security with the community.
Identify and Evaluate Unsafe Roads and Ensure Mitigating Risks through the Necessary Traffic Safety Measures	The aim of this initiative is to equip roads with the necessary traffic safety measures and to assess and address unsafe roads.
Expand the Use of Smart Systems to Monitor Traffic and Alert Road Users	The aim of this initiative is to build an integrated information system to monitor the causes of accidents and to alert road users to traffic conditions and surrounding conditions (weather conditions, work areas, and hazards), helping them make timely decisions through digital signage, mobile messages, and other modern technologies.
Ensure Vehicle Compatibility with Traffic Safety Norms and Standards	The aim of this initiative is to modernize the inspection system for vehicles, assess the needs of inspection stations, improve the operating efficiency and maintenance of truck weighing stations, and develop regulations for vehicles for the transport of groups, goods, and hazardous material.
Training, Licensing and Monitoring of Drivers to Improve Driving Behaviors	The aim of this initiative is to monitor and improve driving by separating the education and test responsibilities, updating the traffic safety education curriculum, providing driving schools, identifying dangerous driver conduct, activating the points system, developing special training programs for unsafe drivers, and updating the standards for medical examinations necessary for driving license renewal.

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Initiative Name	Initiative Description
Prepare Tools and Materials to Teach Students about Traffic Safety	The aim of this initiative is to measure the current traffic awareness among students, and after identifying the needs, prepare educational materials with traffic safety concepts and applications.
Develop Traffic Rules and Regulations	The aim of this initiative is to review the list of violations affecting traffic safety that have a direct or indirect impact on public safety, with a view to modifying and developing them, and adopting more effective media communication programs to inform the public of changes in the system.
Develop an Accident Monitoring and Response Mechanism	The aim of this initiative is to activate a unified emergency number (911) and rapid emergency response capacity on the road network for all stakeholders.
Ensure Contractors and Supplier Compliance to Specifications and Standards of Road Paving Materials and Traffic Signs	The objective of this initiative is to develop regulations for road paving items and materials to ensure that contractors and suppliers comply with the specifications and standards of paving materials and road signs through working with private laboratories.
Develop a Comprehensive Pre-Hospital Care System	The aim of this initiative is to unify the emergency system and develop services that can ensure access to sites where an injury may have occurred; offer first responder training to traffic police and civil defence personnel; and develop national standards for the accreditation of ambulances and first-responders.
Road Safety Initiative to Reduce Road Traffic Deaths	The aim of this initiative is to improve the level of road safety through strategic programs and projects to link government institutions with a centralized leadership on road safety, as well as upgrade road infrastructure projects.
Rehabilitate Contaminated Areas	The aim of this initiative is to develop an integrated program that includes studies to determine the optimal solution for the rehabilitation of contaminated areas. Further, it aims to develop a mechanism to monitor the progress of execution with the responsible entities, and ensure the use of the environmental standards and controls.
Establish a Center for Environmental Information, Meteorology, and Early Warning of Weather and Pollution	The aim of this initiative is to establish a national information center that will provide environmental information and indicators to increase the accuracy and speed of the delivery of emergency information to the concerned parties. Further, this initiative aims to ensure monitoring natural and environmental disasters to protect citizens and their property.

National Transformation Program

Initiative Name	Initiative Description
Establish a Central Air Quality Control Unit	The objective of this initiative is to expand the national network of air pollution control on a Kingdom wide basis, increase its comprehensiveness, activate the necessary legislation, update the standards, implement the system of observance of violations, and prepare a national emergency plan to deal with critical air pollution cases.
Protect the Marine and Coastal Environment	The aim of this initiative is to increase the level of environmental control in coastal areas and the marine environment through an integrated system that enables the protection and utilization of coastal and marine areas, while achieving environmental compliance.
Develop an Environmental Inspection Program	The aim of this initiative is to provide an integrated system to conduct environmental inspection of industrial establishments, with the aim of reducing pollution across the country.
Establish a National Environmental Groundwater Monitoring Program	The aim of this initiative is to establish and develop an integrated system for monitoring the quality of groundwater and surface water to ensure compliance with environmental standards and controls, as well as to reduce pollutants to protect the Kingdom's water resources.
Develop a National Program for Environmental Awareness, Development, and Sustainability	This initiative aims to establish and develop an integrated national program to raise the awareness of environmental issues, promote individual responsibility, encourage voluntary efforts, and rationalize the use of natural resources.
Strategic Environmental Assessment for the National Transformation Program's Development Sector	This initiative aims to localize the methodology of the strategic environmental assessment for developing policies, plans, and initiatives.
The Transformation of Meteorological Services and and Diversification of Funding Sources	This initiative aims to partner with the private sector to provide new and upgrade existing meteorological services through the establishment of a national company; it also calls for establishing an Environmental Protection Fund.
A National Program to Monitor Audio and Visual Pollution in Major Cities	This initiative aims to measure the level of noise and light pollution, and then determine their negative impacts within cities.

National Transformation Program

Initiative Name	Initiative Description
Activate a National Program for Chemical Safety	The objective of this initiative is to implement the proper management of chemicals for the protection of human health and the environment, while ensuring the sustainability and development of activities related to the uses and trade of chemicals.
Monitoring Sewage from the Source	The aim of this initiative is to develop and implement a system for monitoring the sources of sewage, as well as industrial and cooling water, linked to the Environmental Control Center; it will also ensure protection of various aquatic environments from sewage pollutants and reduce environmental degradation.
Increase the efficiency of the Processes and Mechanisms of Accreditation and Environmental Licensing	The aim of this initiative is to increase the quality of the environmental services provided by restructuring the accreditation mechanisms of companies in the sector providing those services, and reducing the time period for obtaining the environmental license for projects and industrial activities.
Activate Supervision of Proper Management of Solid Municipal Waste and the Regulation of Waste Recycling	The objective of this initiative is to promote the proper management of municipal solid waste, to update legislation and standards related thereto, to strengthen the control process, to promote waste recycling, and to reduce waste incineration and incinerator pile emissions.
Activate the Integrated Management of Industrial and Hazardous Waste	The aim of this initiative is to prepare and implement an integrated management plan for industrial and hazardous waste, reduce the volume of industrial and hazardous waste produced, and localize recycling technologies and associated energy production.
Environmental Periodic Inspection for Fuel Stations and Service Centers	The aim of this initiative is to reduce leaks from fuel stations and vehicle service centers to result on reducing their impact on groundwater and soil.
Establish a Regulatory Framework to Activate Waste Management in the Kingdom	The objective of this initiative is to conduct a comprehensive study of the waste sector, and to develop a regulatory framework allowing the development and establishment of infrastructure to treat all types of waste, invest in its management, and increase related awareness and environmental culture.
Modify the General Environmental Regulations	The aim of this initiative is to assess the current environmental regulations and the appropriateness of fines and penalties for environmental violations, taking into account local and global practices.

National Transformation Program

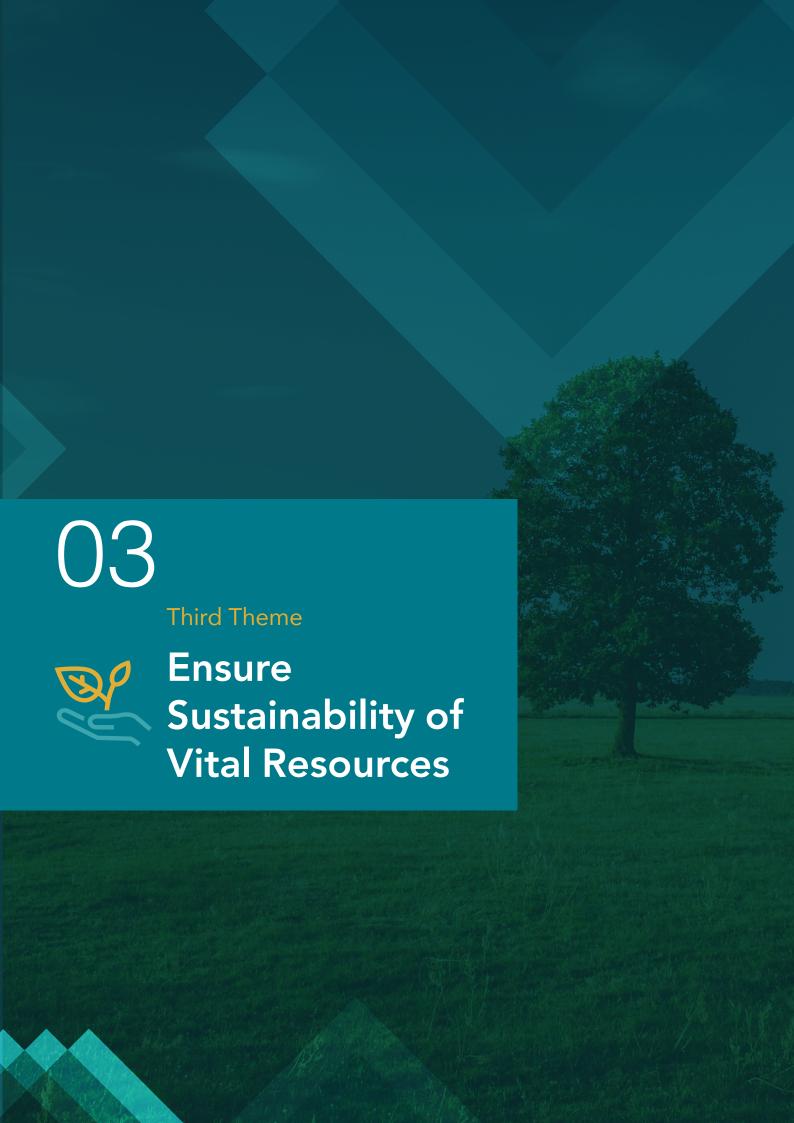| Initiative Name	Initiative Description
Develop Expatriate Services and Issue a Service Manual	The aim of this initiative is to conduct a detailed analysis of expatriates complaints about living conditions in the Kingdom (e.g., exit and return procedures, owning vehicles, and bringing in families), and then issue a periodic comprehensive directory for expatriates to ensure comfortable living standards.
Encourage Expatriates to Mix with the Kingdom's Culture, and Increase Citizens' Acceptance of Other Cultures	This initiative aims to create an effective communication mechanism that facilitates the integration of expatriates into the Saudi society, as well as promotes citizen understanding of expatriate culture; it will also aim to launch programs and television/radio channels for expatriates, news from their native countries as well as covering events and activities in the Kingdom.
Provide an Educational Structure Inclusive of Expatriate Children	This initiative aims to expand provision of high quality education to expatriates by obtaining relevant accreditation, increasing education options, and facilitating admission procedures in international schools and universities.
Provide an Appropriate Expatriate Housing Options	The objective of this initiative is to ensure that labor accommodation is in accordance to regulations and standards. It will also focus on developing housing ownership procedures as well as permits and standards for establishing residential facilities for expatriates.
Promote and Increase Expatriate Leisure Activities	This initiative aims to increase leisure options for expatriates by offering leisure activities and tours suitable for expatriate families, in their languages.
Promote and Increase Expatriate Sports Activities	The aim of this initiative is to increase sports options for expatriates by providing sports activities and tours suitable for expatriate families, in their languages.

National Transformation Program

03

Ensure Sustainability of Vital Resources

Third Theme: Ensure Sustainability of Vital Resources

Summary

The third theme (Ensure Sustainability of Vital Resources) aims to develop and protect natural areas such as, reserves, islands and beaches. It also aims to formulate the optimum environment to attract the private sector and activate its roles to rehabilitate and maintain these natural areas. The theme also aims to improve the Kingdom's environmental protection from natural hazards via vegetation to both; combat desertification and protect against insects and pests. Further, the theme aims to improve the national capabilities to predict natural hazards and reduce the response time to protect against human, economic and environmental impacts. Moreover, the theme also intends to develop the Kingdom's biological resources and ensure its sustainability through focusing on; water resources, food and drugs security and availability of labor. This would strengthen the national capability of effective crisis management.

The Main Entities Involved in the Third Theme

1	Ministry of Environment, Water, and Agriculture
2	Saline Water Conversion Corporation
3	The General Authority for Meteorology and Environmental Protection
4	Saudi Wildlife Authority
5	Ministry of Economy and Planning
6	Ministry of Health
7	Ministry of Labor and Social Development

Third Theme Major Challenges

- Natural threats to the environment
- Threats to wildlife
- Food security and vital resources readiness
- Sustainability of water resources

National Transformation Program

The challenges facing the Third Theme will be overcome through the following strategic objectives:

Strategic Objectives for the Third Theme

- **Strategic Objective (2.4.2: Provide Environmental Protection from Natural Hazards):**

  Preventing natural disasters such as desertification, floods, sandstorms and epidemics. In addition to minimizing losses caused through improving early warnings and predictions.

- **Strategic Objective (2.4.3: Protect and Rehabilitate Natural Landscapes):**

  Establishing reserved areas such as natural reserves, beaches and islands with land ownership and building codes. In addition to imposing restrictions on certain practices such as animal hunting, fishing, dumping and vandalism. Further, facilitating the access to the subject areas without posing threats on the environmental sustainability and the rehabilitation of the affected natural areas.

- **Strategic Objective (5.4.1: Ensure Development and Food Security):**

  Ensuring the sustainability of vital resources including; food, medicine, energy and labor resources. Further, the assessment of vital resources in accordance to the social and economic needs of Saudi Arabia. This sustainability includes the flexibility, adaptability, and ability to deal with crises.

- **Strategic objective (5.4.2: Ensure Sustainable Access to Water Resources):**

  Achieving integrated management of renewable and non-renewable water resources for sustainable use. This includes the planning for the effective use of water resource and maximizing the used of treated/recycled water.

National Transformation Program

A Strategy has been Developed to Achieve the Objectives

Ensure Sustainability of Vital Resources

Provide Environmental Protection from Natural Hazards	Protect and Rehabilitate Natural Landscapes	Ensure Development and Food Security	Ensure Sustainable Access to Water Resources
Strengthen national capacities for forecasting and early warning through systems, techniques, monitoring stations, and the establishment of a specialized center	**Provide an investment environment for the maintenance and rehabilitation of wildlife and biodiversity** by developing a system of trading and facilitating investment	**Promote good practices for the safety and sustainable consumption of agricultural products** through awareness programs and regulations	**Develop and secure the supply of water resources** including desalinated water, surface water, and groundwater, as well as improving storage capacity of water
Strengthen pest prevention, in particular the red palm weevil prevention and control program	**Develop, rehabilitate, and protect natural areas and habitats** through expansion of reserves, research, and the regulation of hunting activities	**Strengthen the stability of food supplies** through mechanisms and frameworks for companies, activating cooperation and participation in international organizations and conventions	**Improve distribution and loses management** by raising the coverage of drinking water services, treatment of leakage, and expansion of digital services
Develop and protect the natural vegetation cover through pastures, forests, national parks, and genetic resources		**Develop a sustainable food production system** by increasing the sufficiency of locally appropriate goods and improving productivity and sustainability	**Achieve sustainability** by rationalizing consumption, using dams in irrigation, building local capacity, and engaging the private sector
		Secure essential medicines by securing external sources and linking them to the strategic tracking and storage system	**Increase treatment of wastewater** by expanding the drainage and reuse services with the participation of the private sector
		Enable renewable energy to sustain energy supply	
		Ensure diversity of labor resources appropriate to sectors associated with development and food security, through substitution and localization	
		Strengthen the capacities of the management of development security crises by enacting appropriate legislation, and rehabilitating and stimulating the participation of all sectors	

National Transformation Program

Program Main Indicators & Targets
(Third Theme: Ensure Sustainability
of Vital Resources)

Third Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Provide Environmental Protection from Natural Hazards	Area of rehabilitated natural vegetation	18 thousand hectares (2017)	80 thousand hectares
	Accuracy of forecasting and early warning of meteorological hazards (sandstorms and floods) 3 days prior	60% (2017)	80%
Protect and Create of Nature Reserves and Areas	Biodiversity and Habitats Index (Kingdom's global ranking)—Source Yale University	81.7 (82) (2016)	87.0 (70)
Ensure Developmental and Food Security	Global Food Security Index (GFSI) (World Bank Ranking)—Source Economist Intelligence Unit (EIU)	71.1 (32) (2016)	72.0 (29)
	Percentage of essential medicines available in the local market	80% (2016)	95%
Ensure Sustainable Access to Water Resources	Reuse rate of treated wastewater	13.6% (2015)	35.0%
	Percentage of water services coverage to population	87% (2015)	92%
	Percentage of sanitation services coverage to population	60.0% (2015)	63.3
	Supply continuity rate	14 hours (2017)	19 hours
	Proportion of renewable water consumption in the agricultural sector	16% (2016)	35%

National Transformation Program

List of National Transformation Program Initiatives (Third Theme: Ensure Sustainability of Vital Resources)

Third Theme Initiatives

Initiative Name	Initiative Description
Sustainable Development and Investment Management of Rangelands and Forests, and Desertification Control	The initiative aims to increase vegetation to reduce desertification, cultivate 12 million trees, as well as protect pastures and forests by fencing and marking of land. To enhance sustainability and conserve water resources, 60% of the water utilized to achieve the objectives of this initiative will be from the treated wastewater.
Program for Prevention and Control Red Palm Weevil	The initiative aims to spread pheromone traps and carry out agricultural quarantines when necessary. In addition to performing palm; screening, treatment and preventive spraying. The initiative also aims to increase the awareness of the farmers communities.
Increasing Geographical Coverage of Monitoring Stations (Surface and Upper Atmosphere)	The aim of this initiative is to increase the number of measuring and monitoring stations for the surface and upper atmosphere. In addition to expanding the remote sensors network to improve the Kingdom's geographical coverage.
Program to Increase the Green Area in the Kingdom	The aim of this initiative is to undertake studies that seek to gradually increase the vegetation cover, restore biodiversity and ecological balance in the Kingdom.
Rehabilitation, Development, Investment and Sustainable Management of National Parks	This initiative aims to rehabilitate the Kingdom's applicable national parks to sustainably accommodate more visitors.
Conservation, Sustainable Use and Sharing the Benefits of Plant Genetic Resources	The objective of the initiative is to conduct studies and surveys on plants genetic assets. Further, it aims to ensure conservation and documentation to maximize the benefits of these assets.
Develop Numerical Modelling Systems to Improve the Accuracy of Forecasts of Weather and Natural Hazards	The aim of this initiative is to develop numerical modelling systems and operate them on supercomputers, capable of delivering small-scale weather forecasts and observations.

National Transformation Program

Initiative Name	Initiative Description
Establish a Climate Change Center	The aim of this initiative is to implement the National Strategy for Adaptation to Climate Change by establishing a Center for Climate Change. The center will also ensure the management of climate data and information along with their impact on the the Kingdom's various sectors.
Expand Natural Reserves and their Integrated Management	The aim of this initiative is to develop integrated management and operation plans to improve the economic, environmental and social performance of the Kingdom's reserves. The plans will be customized for each of the Kingdom's regions independently with an electronic mechanism to declare new reserves.
Develop the System of Trading in Fungal Organisms, their Products and their Integrated Management	The objective of this initiative is to develop an ecosystem to trade fungal organisms and their products, which includes licensing, inspection and setting control measures.
Develop Wildlife Research Centers	This initiative aims to develop and rehabilitate the Prince Saud Al-Faisal Wildlife Research Center, the King Khalid Wildlife Research Center, and the Prince Mohammed Al Sudairy Center, to preserve biodiversity and conduct related research.
Facilitate and Attract Biodiversity-Based Investments	This initiative aims to provide the optimum environment for the private sector to invest in the wildlife sector by organizing and licensing investments in reserved areas, zoos and water museums.
Develop a Framework to Regulate Hunting Activities	The aim of this initiative is to regulate hunting activities of wild animals and birds through the development of licensing mechanisms. In addition to cooperating with the concerned authorities to improve the control mechanisms and impose disciplinary actions.
Animal Disease Investigation and Control Program	The aim of this initiative is to develop an integrated program to investigate and control critical animal diseases through continuous monitoring of the diseases and their related factors.
Develop and Apply Agricultural Best Practices	The aim of this initiative is to ensure the success of a sustainable agriculture growth and food security through agricultural development and modern techniques. In addition to reformulating the agricultural and plant production policies.

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Initiative Name	Initiative Description
Develop an Effective Food Strategic-Reserve Program that Includes an Early Warning and Information System for Agricultural Markets	The aim of this initiative is to develop an emergency management system and protocols to respond to food security emergencies in the Kingdom. Additionally, it aims to build a state-of-the-art early warning system to forecast all related threats.
Strengthen Applied Agricultural Research	The aim of this initiative is to enhance the productivity of the Kingdom's fish resources on the basis of applied scientific research in cooperation with renowned research institutions both locally and internationally. In addition to incorporating economical improvements to the industry in the Kingdom for both waste minimization and productivity enhancement.
Rehabilitate Agricultural Terraces and Apply Rainwater Harvesting Techniques in the Kingdom's Southwestern Region	The aim of this initiative is to rehabilitate the agricultural terraces in Taif, Al Baha, 'Asir, and Jazan via rainwater harvesting techniques to increase the productivity of strategic crops and contribute to the food security and rural development.
Develop Fishing Harbors	The aim of this initiative is to create investment and tourism opportunities through developing fishing ports and the countryside. In addition to providing economical and professional support to the countryside communities in partnership with the private sector.
Support and Improve the Performance of Agricultural Cooperative Societies	The aim of this initiative is to improve the agricultural cooperative societies through mergers with strategic agricultural companies to capitalize on the local and private sectors, as well as donor institutions.
A National Program to Reduce Food Loss and Waste Based on Standards, Global Experiences and Best Practices	The aim of this initiative is to promote the development of harvesting techniques and food production infrastructure through performing an assessment for quantifying the Kingdom's wasted food.
Transform the Delivery of Agricultural Services	This initiative aims to establish a state-owned service company that provides agricultural services on sustainable basis. In addition to increasing the efficiency of the assets and resources of the Ministry of Environment, Water, and Agriculture.
Strategic Storage of Drugs, Serums and Vaccines	The objectives of this initiative are to ensure the sustainability of essential and emergency medicines in hospitals for a limited period, and to determine the minimum quantities of serums, vaccines, and essential medicines for critical diseases.

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Initiative Name	Initiative Description
Establishment of Marketing Services Centers Targeting Small Farmers and Producers	The objective of this initiative is to establish sustainable marketing centers for farmers and producers to develop production, and increase the value of the target products (vegetables, fruits, fish and livestock).
Development of an Integrated Management System for Controlling Plant's Epidemics	The aim of this initiative is to develop an integrated management of pest control and endemic vegetation. In addition to protecting agricultural products from diseases that cause significant economic losses and threats to the Kingdom's food security.
Laboratory Development and Quality Control	This initiative aims to develop laboratories by acquiring modern techniques for examination, testing, and calibration. In addition to raising the technical efficiency of the human talent and establishing comprehensive quality management systems.
Development of an Agricultural Records System	This initiative aims at establishing a database of all agricultural holdings and activities under the umbrella of the Ministry of Environment, Water, and Agriculture. In addition to establishing a platform for providing electronic services to farmers and investors.
Improvement of Sustainable Livestock Production	The aim of this initiative is to develop a sustainable livestock production through establishing a center to select and improve the optimum local breeds of livestock.
Study the Establishment of an Agricultural Quarantine City (Animal, Vegetarian, Fish) and the Development of the Current Quarantine System	The aim of this initiative is to develop the current quarantine system through a study to establish an agricultural quarantine city (animal, vegetable, fish) that hosts all animals and plants consignments.
Center for the Development and Production of Veterinary Vaccines for Local Infections	The aim of this initiative is to establish a vaccine production center (livestock and fisheries) for pathogens per international quality standards to cover the need for vaccines.
Establish the National Center for Marketing and Promotion of Fish Products Consumption	The aim of this initiative is to raise public awareness of healthy food by promoting the importance of seafood consumption and farmed fish products. In addition to developing the quality of exports and imports, and establishing high-quality standards to ensure fair competition for local and imported products.

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Initiative Name	Initiative Description
Establish the National Portal for the Palm and Dates Sector	The aim of this initiative is to raise the quality of Saudi dates by issuing quality certificates for the palms and dates sector as well as establishing service centers.
Issue Laws -or Amend the Laws Currently in Force- to Enable the Ministry of Environment, Water, and Agriculture to Perform the Tasks Assigned to it	The aim of this initiative is to develop a comprehensive system to protect all aspects of the agricultural sector concerning the Ministry of Environment, Water, and Agriculture.
Establish an Entity to Develop and Manage Public Benefit Markets (Wholesale) - (Vegetables, Fruits, Cattle, Fish)	The objective of this initiative is to establish an entity to develop and manage the central markets for public benefits (vegetables, fruits, fish, and livestock), which focuses on the infrastructure development and market systems management.
Develop a Strategy and Implementation Plan for Responsible Saudi Agricultural Investment Abroad	The aim of this initiative is to develop an agricultural investment plan abroad, in terms of identifying the target countries and the suitable types of investments, as well as strategic goods.
Develop a Structure, Coordination Mechanism, and Governance System for Food Security Institutions, Policies, and Legislation	The objective of this initiative is to develop a governance framework that leads to a clear liability regime and a focal point for all issues related to the food security.
Contribute to the Establishment of a New Company for Aquaculture in Partnership with the Private Sector	The aim of this initiative is to conduct an integrated feasibility study to establish a large aquaculture company that will increase production.
Enhance Desalinated Water Resources	The objective of this initiative is to raise the production capacity of the Saline Water Conversion Corporation by establishing, replacing, and reconstructing desalination plants and water transport lines between cities; it will thereby increase the daily produced quantities of desalinated water.
Deliver Drinking Water to Consumers	This initiative aims to expand water delivery services by increasing coverage to meet water drinking needs and accommodate the population growth.

National Transformation Program

Initiative Name	Initiative Description
Provide Sanitation Services	This initiative aims to expand sanitation services and increase coverage to reduce environmental damages and keep pace with the urban growth.
Reuse Wastewater	The aim of this initiative is to expand the reuse of treated water to conserve water resources through both rehabilitating treated water pump stations and establishing distribution networks.
Increase Digital Content to Improve Customer Services	The aim of this initiative is to improve the level of services offered to customers in the water and wastewater sectors by improving and developing a digital infrastructure, including e-networks and applications related to customer service.
Enhance Surface-Water Sources from Dams and Rainwater Harvesting	The objective of this initiative is to enhance surface-water resources by providing accurate information through a project to determine the water reserves in the existing and the future drinking water wells.
Reduce Water Losses in Water Networks	The aim of this initiative is to conserve water resources by detecting and treating leaks in water networks . Additionally, the initiative also aims to reduce actual losses through maximizing the utilization of existing assets such as water distribution reservoirs and household meters.
Reinforce Groundwater Sources from Wells	The aim of this initiative is to provide drinking water from underground water sources by drilling wells, extending network pipes, establishing pumping stations, and building purification plants to cope with the growing demand.
Increase Efficiency and Performance	The objective of this initiative is to increase operational and capital efficiency through the implementation of programs to enable the capacity of the Saline Water Conversion Corporation to meet the water needs and increase the opportunities for attracting investments.
Increase Participation of the Private Sector in Wastewater Treatment Plants Projects	This initiative aims to maximize the benefit of the private sector participation by privatizing 17 wastewater treatment plants along with the distribution sector. This is to improve the operational aspect, the environmental aspect and the quality of life in the cities.

National Transformation Program

Initiative Name	Initiative Description
Develop Badia Irrigation	This initiative aims to meet the needs of drinking water and irrigation of the Badia (Desert) by drilling wells on the boarders and remote areas.
Expand Programs to Rationalize Individual Daily Water Consumption	The aim of this initiative is to rationalize water consumption by raising the awareness of the community through several activities and benchmarking standards for all sanitary and water components.
Increase the Capacity of Strategic Water Reserves	The aim of this initiative is to boost the Kingdom's water security through establishing a strategic storage in cities that are unable to face water shortage emergencies.
Build Local Content Capabilities	This initiative aims at strengthening the Kingdom's leadership in the desalination industry by building an expertise house (Tamayyuz) and developing services for the desalination industry. Additionally, the initiative also aims at signing agreements with national companies to localize the desalination industry.
Integrate Linkage Among all Desalinated Water Distribution Systems	This initiative aims at the integrated linking of all desalinated water transportation systems through establishing a network in accordance to specialized strategic studies.
Increase the Utilization of Dam Water for Agricultural Purposes	The aim of this initiative is to increase the utilization of dam water for agricultural purposes by establishing irrigation networks and channels on dams, to sustain water and contribute to the regional development.
Develop Groundwater Resources	The aim of this initiative is to promote the integrated management of water security by injecting surplus non-renewable water and treated wastewater into storage wells for use during emergencies.
Reduce Water Consumption for Agricultural Purposes	The aim of this initiative is to reduce the consumption of non-renewable water for agricultural purposes through the implementation of various projects. In addition, the initiative also aims to raise the efficiency of irrigation and calculate the agricultural consumption by analyzing satellite images.

National Transformation Program

04

Social Empowerment and Non-Profit Sector Development

Fourth Theme: Social Empowerment and Non-Profit Sector Development

Summary

The Fourth Theme (Social Empowerment and Non-Profit Sector Development) aims to promote social welfare by improving the effectiveness of programs and employees' capabilities to enable the beneficiaries to achieve self-reliance. The Theme also aims at spreading the culture of volunteerism, improving effectiveness and available opportunities; as well as empowering the non-profit sector, enacting possible legislation and expanding the services of non-profit organizations. The Theme also seeks to maximize the impact of volunteerism and its benefits by raising the efficiency of the non-profit sector, qualifying its employees and enhancing their capabilities, raising the level of contribution of local companies in supporting the non-profit sector, and enhancing Corporate Social Responsibility (CSR) from the business sector.

Main Entities Involved in the Fourth Theme

1	Ministry of Labor and Social Development
2	General Authority for Endowments (Awqaf)

Fourth Theme Major Challenges

- The need to sustain the social services system

- The need to improve and increase the effectiveness of social services provided

- Lack of participation

- Limited Corporate Social Responsibility

- The limited contribution of the non-profit sector to the local economy

- The limited societal impact of development of non-profit sector initiatives and the difficulty of measuring such impact

National Transformation Program Strategy
(Fourth Theme: Social Empowerment and Non-Profit Sector Development)

The challenges facing the Fourth Theme will be overcome through the following strategic objectives:

Fourth Theme Strategic Objectives

- **Strategic Objective (2.6.4: Empower citizens through the welfare and social development system):**

  Provide citizens in need with the necessary tools to enable them to rely on themselves, which include follow-up programs for education, qualification and training programs, and pensions and medical care; this will help transition from the "subsidy" approach to a "providing assistance for empowerment" approach.

- **Strategic Objective (2.6.5: Improve effectiveness and efficiency of welfare and social development system):**

  Targeting and supporting the most vulnerable groups in need of assistance, providing them with care that contributes to their independence; and to achieve such with the highest efficiency.

- **Strategic Objective (6.1.2: Encourage volunteering):**

  Encouraging the participation of Citizens in Volunteering activities. Also, ensuring the readiness of the legal structure to create more and better Volunteering opportunities. as a result , the number of volunteers will increase which will lead to enrich their experiences and create an impact on their life and environment, and provide them with practical skills that increase their ability to find suitable job opportunities.

- **Strategic Objective (6.2.1: Enhance business focus on their social responsibilities):**

  Enhance the social responsibility of companies by carrying out activities that positively reflect on the environment, clients, employees, and stakeholders. Moreover, support the role of the government in providing services to society and increase the level of social cohesion

- **Strategic Objective (6.3.1: Support Non-profit Sector Growth):**

  Develop the non-profit sector to increase its diversity and impact, to become a pillar of the Kingdom's economic and social structure, and to create employment opportunities.

- **Strategic Objective (6.3.2: Empower non-profit organizations to create a deeper impact):**

  Achieve the sustainability and social impact of non-profit organizations, enhance their role in innovation, and make these services high quality by building an advanced system to foster their development.

National Transformation Program

A Strategy has been Developed to Achieve the Objectives

Social Empowerment and Non-Profit Sector Development

Empower citizens through the welfare and social development system

Diversify sectoral empowerment programs through the development of programs ending in employment for social service recipients

Develop effective, needs-based, empowerment systems and promotion of self-reliance as catalysts and enablers for integration into the labor market and digitized governance

Improve effectiveness and efficiency of welfare and social development system

Raise the effectiveness and efficiency of social services through modelling, equipping, and assigning services to the private and non-profit sectors and establishing specialized centers

Increase staff empowerment and capacity-building through the establishment of a social specialties body to develop the skills of professional practitioners, professional practitioners. also to study and monitor negative social phenomena and develop social programs

Develop access for the needy by targeting the weakest social segments through government support

Encourage volunteering

Encourage community adoption of voluntary work by building an empowerment system, culture, and incentives for volunteering and stimulating opportunities for voluntary participation, thereby positively impacting society

Increase opportunities for voluntary participation and its impact on society by building a system enabling voluntary participation, in addition to empowering and organizing volunteer work in the non-profit sector and government

Enhance businesses focus on their social responsibilities

Enhance the importance of corporate social responsibility by building a national standard, policies, and incentives to activate CSR programs

Increase the social impact of companies, stimulating them to establish civil institutions and launch awareness campaigns on the achievements of the business sector in CSR, and measuring the perception of business sector's social contribution

Support growth of non-profit sector

Increase the economic impact of the non-profit sector through integration with the Endowment Authority; organize and empower social development work and the establishment of supervisory units for organizations, as well as automation of services

Expand the scope of non-profit services by organizing and empowering social development work and establishing the National Center for the Non-Profit Sector

Enable non-profits to achieve greater impact

Develop non-traditional services and solutions to increase the impact of non-profit organizations, such as tasking them with the provision of government services, and being responsible for caring for innovation and the measurement of social impact

Enable the non-profit sector to provide effective and sustainable services related to the qualification of the workforce and the provision of employment in the sector

Ensure compliance with rules and regulations through corporate governance and classification

National Transformation Program

Program Main Indicators & Targets
(Fourth Theme: Social Empowerment and Non-Profit Sector Development)

Fourth Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Empower citizens through the welfare and social development system	Percentage of financial subsidy beneficiaries who are able to work and were empowered to manage without subsidies	1% (2017)	12%
Encourage volunteering	Number of volunteers in the Kingdom	22,924 volunteers (2015)	300,000 volunteers
	Economic value of volunteering in KSA per capita	SR0.6 (2015)	SR15
Support Non-profit Sector Growth	Percentage of non-profit organizations contribution to GDP	(0.2%) SR4,3755 billion (2017)	(0.6%) SR16 billion
	Percentage of workers in the non-profit sector from the total national labor force	0.13% (18,800 posts) (2017)	0.32% (50,000 posts)
Enable Non-profit Organizations to Achieve Deeper Impact	Percentage of development expenditures from total non-profit sector expenditures	21% (2015)	51%

National Transformation Program

List of National Transformation Program Initiatives (Fourth Theme: Social Empowerment and Non-Profit Sector Development)

Fourth Theme Initiatives

Initiative Name	Initiative Description
Identify Models, Prepare and Support Social Care Services Provided to Persons with Disabilities in Centers, Homes and Institutions in Partnership with the Ministries of Health, Education, Private and Nonprofit Sectors	The initiative aims to raise the quality of services by improving and re innovate existing buildings and providing requisite specialties. In addition , building staff capabilities through training and assigning the centers to the private or non-ptofit sectors
Create Investment and Financing Packages and Models with Social Benefits	The initiative aims to establish regulatory frameworks and facilities to attract investment from private and non-profit entities to maximize capital, thereby contributing to raising non-oil GDP and achieving higher value-added.
Develop Training and Rehabilitation Programs, Resulting in Employment for Beneficiaries of the Social Services System	The initiative aims to develop solutions, progams and tools that enable productive beneficiaries who are reliant on social support to attain self-reliance.
Structure and Empower Social Development Work	The initiative aims to promote the role of the non-profit sector and its impact on society and its needs; it will also define and guide society in the fields of development, creating and activating new forms of social work and the role of the coordinating councils of associations and non-profits.
Establish the National Center for Non-Profit Sector Development	The initiative aims to establish an independent and competent national authority to lead, operate, and coordinate the non-profit sector in the Kingdom of Saudi Arabia, and re-define the roles and responsibilities of all stakeholders and institutions associated with the non-profit sector in the Kingdom, thereby contributing to building the capacity of the non-profit sector.
Digital Transformation in the Ministry of Labor and Social Development	The initiative aims to improve the use of digital technology and the quality of services provided by the Ministry of Labor and Social Development to facilitate work within the ministry, as well as facilitate access to beneficiaries of the services of the Ministry of Labor and Social Development.
Rehabilitation of the Labor Force and Provision of Employment Opportunities in the Non-Profit Sector	The initiative aims to develop non-profit sector and job placement professionals in line with international standards and Saudi classification, build an integrated package of incentives for existing employees, and attract specialized competencies.

National Transformation Program

Initiative Name	Initiative Description
Governance and Classification of Non-Profit Organizations	The initiative aims to ensure that non-profit organizations comply with relevant rules, executive regulations, and basic and effective governance practices; enable supervisors to monitor the performance of non-profit organizations in the effective use of financial resources, programs, services, and internal processes.
Develop Awareness Campaigns to Protect Society from Domestic Violence	The initiative aims to raise awareness in domestic violence with the aim of reducing its levels, informing individuals about their rights and duties, and providing services in the event of violence.
Create a Family Protection Body	The initiative aims to establish a body capable of ensuring the governance, legislation and compliance of all work related to family protection in the Kingdom, as well as supervising it.
Develop Marketing Campaigns, Awareness, and Guidance for Empowerment Programs	The initiative aims to create and develop marketing awareness, and guidance programs that enable subsidies' beneficiaries to receive support through awareness campaigns and participation of social security offices in international and local events.
Improve Integration with the Awqaf Authority, and Enhance the Developmental Role of the Non-Profit Sector	The initiative aims to benefit from the Awqaf endowments as a major source of funding for non-profit organizations, thereby helping them achieve developmental priorities.
Build a System to Enable and Integrate Beneficiaries of Social Services in the Labor Market	The initiative aims to build and implement an integrated system to enable beneficiaries of social services to enter the labor market; the system will do so by modifying the social security system, encouraging beneficiaries to work and become self-reliant, and building the tools and mechanisms necessary to determine the needs of the beneficiaries and their ability to work.
Develop a Comprehensive Service Package Covering Needs of Victims and Offenders During and After Incidents of Domestic Violence	The initiative aims to provide for the needs of domestic violence victims, including family visits and embracing abused children, as well as rehabilitating the aggressors.
Build a System to Enable Voluntary Participation	The initiative aims to create an environment that contributes to empowering and activating voluntary work, developing the mechanisms to link volunteers to opportunities as well as regulations and legislation that support voluntary participation.

Initiative Name	Initiative Description
Organize and Empower Community Contribution	The initiative aims to build the national standard of corporate social responsibility (CSR) and to develop policies and procedures for CSR programs, as well as to design a package of incentives aimed at companies to activate said programs.
Establish and Accelerate the Operation of Supervisory Units of Non-Profit Organizations in the Relevant Bodies	The initiative aims to establish special units across the public sector responsible of orgnizing and monitoring social services provided by Non-profit associations.
Amend the Social Security Law and Regulations and Develop Motivations Enabling Beneficiaries to Integrate into the Labor Market and Introduce Regulations to Achieve Integration Between the Enabling Entities	The initiative aims to study and review the social security system and to clarify and develop the system based on the current strategic directions in order to motivate the beneficiary groups who are able to work.
Develop Mechanisms of Cooperation Between all Parties Concerned with Domestic Violence	The initiative aims to prepare a protocol for cooperation between NGOs and government agencies concerned with the social protection system (The Ministries of Interior, Justice, Health, Education, Media, Labor and Social Development), including the formulation of clear mechanisms and specific definitions of domestic violence.
Develop a Strategy and Preventive Programs that Work to Reduce Some Negative Social Phenomena	The initiative aims to diagnose and monitor the negative social phenomena facing Saudi society at the present time, and to develop appropriate programs in order to reduce them.
Establish a Body for Social Specializations	The initiative aims to establish a body that organizes the social work of professional practitioners by issuing licenses to social practitioners in order to raise the efficiency of services, and to find the beneficial social and economic impact through the Ministry of Labor and Social Services' spending
Identify Models, Equip and Support Social Care Services Provided to Elderly in Centers, Homes and Institutions in Partnership with the Ministries of Health and Education and the Private and Non-Profit Sectors	The initiative aims to develop a unified business model for the centers of care for the elderly according to the best leading modern practices, to develop these centers' facilities to be compatible with the unified model, and to assign the management and operation of these centers to the private and non-profit sectors in order to improve the efficiency and quality of services provided to the elderly.
Establish Social Innovation Lab	This initiative aims to establish laboratories that contribute to the promotion of social innovation through the establishment of an intellectual container, business incubators, business accelerators, and periodic follow-up of the achieved results—all in addition to identifying and filling gaps.

National Transformation Program

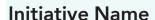| Initiative Name	Initiative Description
Assign Government Services to the Non-Profit Sector	The initiative aims to involve the non-profit sector in the provision of services, through the assignment of certain government services to non-profit sector organizations.
Partner with the Non-Profit Sector to Increase the Geographical Coverage of Social Protection Agencies	The initiative aims to build partnerships with non-profit sector will establish branches providing social protection services in different parts of the Kingdom, with a view to reaching the neediest groups currently unable to access the services of the Ministry of Labor and Social Development.
Develop Services Offered by the Family Counselling and Support Center through Integration with Government Entities and Partnership with the Private and Third Sectors	The initiative aims to provide solutions to Family Support Center provides solutions to family problems and provides guidance and counselling. The initiative also aims at outsourcing the call center to the private sector with the aim of reducing its operating cost and expanding its services.
Measuring Social Impact	This initiative aims to establish an independent non-profit center that measures the extent to which non-profit organizations can achieve social impact.
Identify Models and Equip Social Care Services Provided to Juveniles in Centers, Roles and Institutions in Partnership with the Private and Non-Profit Sectors	The initiative aims to ensure the compatibility of juvenile homes and institutions to international standards, improve and equip their buildings (thereby helping to avoid the negative social phenomena prevalent among graduates of juvenile institutions), and reduce potential of recidivism.
Build Voluntary Work Culture and Incentive	The initiative aims to increase volunteers through a number of projects that stimulate voluntary work in society, build enabling resources, and establish awareness programs leading thereto.
Enable and Regulate Voluntary Work in the Non-Profit and Government Sector	The initiative aims to increase the number of volunteer opportunities, standardize the involvement of volunteers, build and adopt standards for their involvement in organizations, and build a system to implement, monitor, and evaluate these standards.

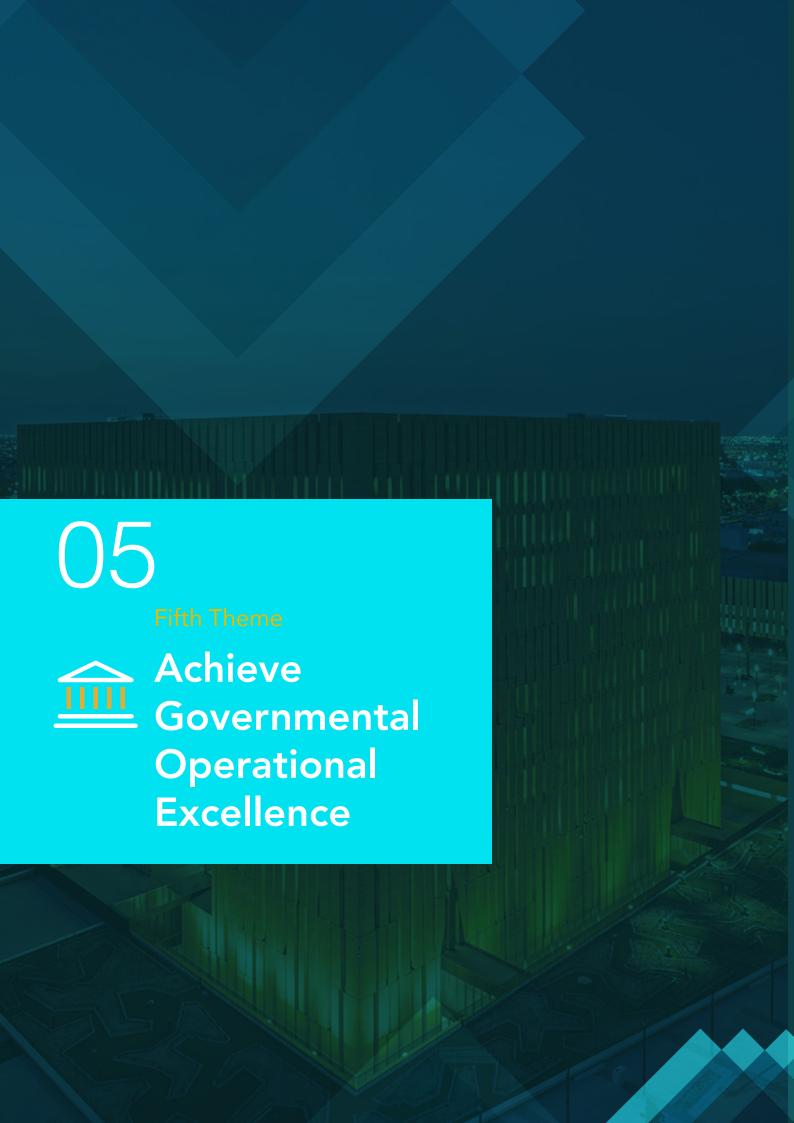| Initiative Name	Initiative Description
Encourage Companies to Adopt and Develop Social Responsibility Programs	The initiative aims to develop incentive packages to encourage companies' roles in social responsibility, in addition to awareness campaigns that recognize the companies' social achievements. This initiative aims to measure the perception of the sector's involvement in and contribution to society.
Measure the Impact and Improve Efficiency of Spending on Social Welfare Programs	The initiative aims to develop the potential of the Ministry of Labor and Social Development to measure and analyze the impact of spending on social programs through partnership, thereby improving the efficiency of spending on eligible groups.
Develop a Strategy to Take Care of Orphans with Special Circumstances	The initiative aims to develop a comprehensive strategy to provide care in all its aspects to orphans in foster families, including the development of plans, procedures, and systems that foster continuous and consistent follow-up of the family post-incubation.
Develop and Implement Alternative Penalties for Juveniles	The initiative aims to find a range of alternative penalties for the current penalties for juveniles.
Identify Models and Develop Day Care Services for Persons with Disabilities, in Partnership with the Ministries of Health, Education and the Private and Non-Profit sectors	The initiative aims to provide an operational model for day-care services for persons with disabilities in accordance with international standards. It will provide excellent services to beneficiaries; develop regulations, and rules of executive procedures; and raise the technical and administrative level of the centers.
Automate the Services and Programs of Associations and Institutions, Including Technical Linkage ("Nama" System)	The initiative aims to automate the services provided to non-profit sector organizations and integrate their technical systems with those of other ministries.
Develop the Domestic Violence Reporting and Child Protection Center	The initiative aims to operate and develop the Center for Family Violence and Child Protection through the toll-free number (1919) to receive communications 24 hours a day, 7 days a week.
Identify Models, Equip and Support Social Care Services Provided to Orphans in Centers, Homes and Institutions in Partnership with the Private and Non-Profit Sectors	The initiative aims to develop a unified business model for the orphans' care homes and institutions in accordance with the latest best practices, to develop these roles and institutions to be compatible with the unified model, and to provide their services to the private and non-profit sectors. The goal is to improve the efficiency and effectiveness of services provided to orphans and the like, and contribute to building their capacities and empowerment.

National Transformation Program

05

Achieve Governmental Operational Excellence

Fifth Theme: Achieve Governmental Operational Excellence

Summary

The Fifth Theme (Achieve Governmental Operational Excellence) seeks to enhance government performance and improve its services by raising the level of productivity of the government employee. It will do so by establishing the principles of integrity and transparency, reforming the civil service system, improving the efficiency of infrastructure, and activating e-services. It will also build channels for effective communication between service providers, customers and beneficiaries, to reach a superior customer experience.

Main Entities Involved in the Fifth Theme

1	Ministry of Civil Service
2	Ministry of Economy and Planning
3	Ministry of Justice
4	Ministry of Communications and Information Technology
5	The National Center for Performance Measurement (ADAA)
6	Ministry of Commerce and Investment
7	Institute of Public Administration

Fifth Theme Major Challenges

- The need to raise the quality of services provided to citizens

- The need to raise operational and functional performance within the legal system

- Lack of transparency & information exchange frameworks

- The need to raise a culture of transparency in government transactions and exchange of information

- The need to increase efficiency and diversity government entities' existing communication channels

- The need to increase effectiveness of government entities' response to customers feedback

National Transformation Program

National Transformation Program Strategy
(Fifth Theme: Achieve Governmental Operational Excellence)

The challenges facing the Theme will be overcome through the following strategic objectives:

Fifth Theme Strategic Objectives

- **Strategic Objective (5.2.3: Enhance Productivity of Government Employees):**

  Reforming civil service sector's regulations & organizational structures while empowering government entities to create a stimulating work environment, and raising the efficiency of human capital. Thereby, enhancing job satisfaction, engagement, and productivity of civil service employees.

- **Strategic Objective (5.2.4: Develop e-Government):**

  Develop government services for citizens and companies, boost the digitization of internal government operations, increase the spread and use of e-government services, raise customer satisfaction rates, and reduce the cost of government services.

- **Strategic Objective (5.2.5: Improve Quality of Services Provided to Citizens):**

  Improve the quality of services provided to citizens by ensuring reliability, speed, and accuracy of government services, simplifying related procedures, and developing customer experience to ensure easy access to services.

- **Strategic Objective (5.3.1: Enhance Transparency Across Government Entities):**

  Increase transparency in the various roles, functions and responsibilities of the government entities; by setting up the necessary legislative environment & standards and supporting institutional readiness to comply. Reflecting the increased trust of beneficiaries in the performance of government sectors and services, which will in turn increase foreign investor trust in the Kingdom.

- **Strategic Objective (5.3.2: Support Communication Channels with Citizens and Businesses):**

  Enhance channels of communication between citizens, businesses, and government entities by providing effective communication channels (e.g., e-platforms, discussion boards with citizens).

- **Strategic Objective (5.3.3: Ensure Government Entities' Response to Customers' Feedback):**

  Ensure government entities' response to customers feedback is provided, including timely response to stakeholders and providing satisfactory solutions.

National Transformation Program

A Strategy has been Developed to Achieve the Objectives

Achieve Governmental Operational Excellence

Enhance Productivity of Government Employees	Improve Quality of Services Provided to Citizens	Ensure Government Entities' Response to Customers' Feedback
Initiate workforce planning and develop administrative structures by reviewing and developing organizational structures and guides	**Commit to provide services based on citizens' experiences** and improvement thereof by building a common local index of citizen satisfaction	**Accelerate customer responsiveness** through the development of e-sharing channels, adoption of service level agreements, and the development of a response assessment platform
Review and develop the civil service system and regulations through the transition to human resources management and restructuring public service	**Ensure the upgrade of government services** by re-engineering the procedures and standards of services and upgrading service centers	**Raise beneficiaries' satisfaction levels** of the official bodies' response, through the establishment of a functional role to follow up and analyze the quality and speed of response to customer feedback and capacity development
Provide a unique work environment based on motivation and innovation, improved productivity, and by investigating & resolving administrative problems	**Increase operational efficiency (in the justice system)** through the activation of systems (such as digital archiving) and the development of supporting professions (such as lawyers & experts)	**Activate customer participation in the development and improvement of decisions, policies, and government agencies' services** through the various governmental entities concerned
Strengthen the digital transformation of civil service through the national electronic system of civil service and productivity measurement	**Improve beneficiary experience (in the justice system)** through judicial service centers, notaries, and the involvement of the private and non-profit sectors	
Raise the efficiency of human capital through training, empowerment, and leadership development programs	**Qualify and develop judicial staff (in the justice system)** through the classification of judicial professions, the establishment of a knowledge platform, and the exchange of experiences and international cooperation	
	Support digital transformation programs (in the justice system) such as management, documentation, implementation, and e-payment systems	
	Strengthen enforcement, documentation, and real estate security (in the judicial system) by expanding the provision of services, digitization, and engaging the private sector	
	Develop commercial courts and include various agencies and conflict resolution committees	

Develop e-Government

Enhance Transparency Across Government Entities

Support Communication Channels with Citizens and Businesses

National Transformation Program

Program Main Indicators & Targets
(Fifth Dimension: Achieve Governmental Operational Excellence)

Fifth Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Enhance Productivity of Government Employees	Percentage of civil service employees whose annual performance targets were determined	0% (2017)	100%
	Percentage of civil service employees who received training during the year	15% (2017)	30%
Develop e-Government	KSA Ranking in the United Nations e-government Survey	44 of 193 (2016)	30 of 193
	KSA Ranking in the Global Open Data Index	74 of 94 (2016)	60 of 94
Improve Quality of services provided to Citizens	Percentage of the Ministry of Justice's services provided electronically	34.8% (2017)	80%
	Proportion of cases settled by reconciliation (out of the total cases that can be referred to reconciliation)	9% (2017)	25%
Transparency Across Government Entities	Corruption Perceptions Index (CPI) published by Transparency International (TI)	57 of 180 (2017)	40 of 180
Ensure Government Entities' Response to Customers' Feedback	KSA Ranking in the United Nations Index	39 of 139 (2016)	30 of 139

National Transformation Program

List of National Transformation Program Initiatives (Fifth Theme: Achieve Governmental Operational Excellence)

Fifth Theme Initiatives

Initiative Name	Initiative Description
Build a Unified Local Index of Citizen Satisfaction	The initiative aims to build a measure of customer satisfaction with the services provided to them, so as to enable the reengineering of certain government services.
Re-Engineer and Standardize Government Service Procedures	The initiative aims to inventory the most commonly used government service procedures -shared by more than one party outside the governmental institution- for the purpose of studying and simplifying them, and resolving problems that cause disruptions of service.
Prepare, Design, and Activate Service-Level Agreements (SLAs)	The initiative aims to build a framework for service-level agreements, defining the expected requirements and standards for the delivery of services provided by government agencies to citizens.
Develop and Adopt Communication Channels (Related to Government Entities' Response to Customers)	The initiative aims to ensure that government entities respond to customer feedback by developing communication channels and monitoring platform for government entities' response to clients (such as expected time for effective resolution of the issue).
Establish an Evaluation System Program for Government Service Centers	The initiative aims to establish a national program for the evaluation and classification of service centers through specific criteria, and to provide periodic reports and research on the level of services to improve the service provided to citizens.
Establish a Dashboard to Monitor the Performance of Government Services	The initiative aims to build an electronic panel to monitor the level of performance of the relevant authorities related to the provision of government services, and issue periodic reports indicating each party's level of achievement.
Develop a Blockchain Laboratory	The initiative aims to establish a laboratory to test and experiment with ideas and solutions to develop and enhance the government's procedural services, and to come up with a plan that will improve the quality of government services provided to citizens using Blockchain technology.

National Transformation Program

Initiative Name	Initiative Description
Integrated Case Management System	The initiative aims to implement an integrated case management system to automate all administrative and informational actions supporting the litigation system, and to facilitate the preparation of statistical reports that support the decision-making process.
Digitize the Archive of Real Estate Wealth (for the Justice System)	The initiative aims to digitize the archive of all real estate instruments (registers, records, transactions) through electronic scanning and data compilation.
Develop the Commercial, Labor, and Appeal Justice System	The initiative aims to develop commercial courts, establish labor courts, develop courts of appeal, and bring quasi-judicial committees to the Ministry of Justice through the preparation of policies, procedures, and legislation.
Integrated Documentation System (for the Justice System)	The initiative aims to automate an integrated documentation system including administrative processes and the database that supports it. The system will, hence, facilitate reporting and support decision making.
Enhancement of Operational & Administrative Procedures (for the Justice System)	The initiative aims to enhance procedures used by all types of courts, preparing an organizational structure and job descriptions.
Activate the Reconciliation System (for the Justice System)	The initiative aims to create a transformational vision, operational and legislative mechanisms and procedures, effective work rules, and distinctive business models to achieve a qualitative shift in the work of reconciliation with the expansion of cities and governorates.
Provide Mobile Notary Services	The initiative aims to provide notary services to people with special needs, the elderly, and the hospitalized and to serve these groups in remote centers through a mobile group of notaries in different regions of the Kingdom.
Engage the Private Sector in Notarization (for the Justice System)	The initiative aims to authorize the private sector to carry out some of the notarization works (e.g., issuance of agencies, property transfer services) in different regions with the aim of facilitating legal services and providing them to beneficiaries during non-governmental working hours.

National Transformation Program

Initiative Name	Initiative Description
Develop an e-Payment System to Facilitate Court Orders	The initiative aims to enable the completion of payments to address court orders to execute financial bonds by direct transfer from the executor's account (without the need for checks or banknotes) and to strengthen financial controls.
Establish Legal Service Centers	The initiative aims to develop and improve beneficiaries' experience through the establishment of satellite service centers, and to develop the national portal to serve citizens and residents at home and abroad & enhance communication with beneficiaries.
Build legal competencies	The initiative aims to build a competency classification for positions and legal professions according to professional tracks, so that the basic competencies of each classification and level are based on capacity, not merely on years of service.
Develop an International Judicial Leadership Forum	This initiative aims at enhancing the Kingdom's pioneering role in developing an institutionalized framework for courts by establishing an international forum that brings together judges from around the globe to exchange experiences, launch development initiatives, and increase international cooperation.
Develop e-Archives For Courts	The initiative aims to enable quick access to cases (estimated at 50 million legal documents), protect rights by archiving and digitizing all court documents, and fit those documents into standardized templates.
Justice Knowledge Platform	The initiative aims to activate quick access to judicial and legal knowledge through the development of a digital platform open to all citizens.
Integrated Implementation System (for the Justice System)	The initiative aims to minimize the inflow to courts by automating the overall implementation processes and procedures to enhance the level of services provided, to increase the operational efficiency of these courts, and to increase their capacity to transfer selected types of cases to their review, after transforming them into executive debentures.
Highlight the Advantages of the Saudi Justice System and Spreading Legal Awareness	The initiative aims to create positive awareness locally and globally of the Saudi justice system, its action mechanism, its legal provisions, and its positive aspects in serving the local and international community.

National Transformation Program

Initiative Name	Initiative Description
Engage the Private Sector in Providing Support Services to the Court of Implementation	The initiative aims to license the private sector to carry out some of the supporting work for the Court of Implementation using one or more companies under the supervision of the Court.
Provide Custody Visitation Centers with the Cooperation of Non-Profit Sector	The initiative aims to provide centers for the implementation of the provisions of custody, contact, and visitation in cooperation with the non-profit sector to raise the quality of services and enhance the rights of the child and family privacy.
Prisoners' Service System (for the Justice System)	The initiative aims to provide prisoners with easy access to justice services to provide a mechanism for remote trials that reduced the need to transfer prisoners to/from courts and to create mechanisms to further enable prisoners' payment in financial cases.
Utilize Information Infrastructure (Ministry of Justice)	The initiative aims to study the information infrastructure to determine how the information available to the Ministry of Justice can be used to develop quality services for the Ministry's beneficiaries and clients.
Establish a Unified Translation Center (for the Justice System)	The initiative aims to establish an integrated translation center that will serve courts and other judicial facilities by providing translation services for most of the languages utilized including sign language.
Partners of the Justice System	The initiative aims to develop and classify justice system partners (e.g., lawyers, notaries, translators, experts),to facilitate access to their services in courts, and enforce governance of their proceedings.
Optimize Judicial Real-Estate Assets	The initiative aims to examine the most appropriate mechanisms to optimize long-term expenditure and to strengthen the state's real estate assets by replacing the current rental mechanisms of judicial buildings with the participation of the private sector.
Transform the Estate Contributions Commission to the Estate Liquidation Center (for the Justice System)	The initiative aims at opening several liquidation centers and assigning a number of liquidation actions to the private sector, which will support the judicial process and improve service levels.

National Transformation Program

Initiative Name	Initiative Description
Raise the Kingdom's Global Ranking (Ministry of Justice)	The initiative aims to develop the Ministry of Justice's internal procedures and regulations, which is directly related to the Kingdom's global classification in the field of legal systems (e.g., the enforcement index, the registration index).
Prepare a System and Framework for Transparency and Information Exchange	The initiative aims to develop an infrastructure that can support the legislative system in the Kingdom, enhancing transparency and information exchange. This can also act as a guide for transparency standards and principles that government agencies can follow.
Strengthen Governance of Transparency Mechanisms and Principles Across All Government Entities	The initiative aims to increase the institutional readiness of government entities to activate transparency mechanisms and principles, develop the necessary policies and standards, and automate and develop services and procedures to ensure integrity and transparency.
Issue and Review a Set of Regulations that Promote Transparency and Integrity	The initiative aims to raise awareness of the importance of applying the principles of transparency among government employees through awareness and educational programs, and to issue and review a set of regulations on transparency and integrity.
Establish a National Transparency Index Measuring Transparency in Government Agencies	The initiative aims to monitor and evaluate progress and achievement in the application of the principles, standards, and mechanisms of transparency in government agencies through approved standards and areas.
National Program for the Planning and Development of Administrative Leadership	The initiative aims to discover, plan, and develop governmental leadership in accordance with international best practices, and to contribute to the development of rules and regulations that enhance the efficiency of human capital and empower leaders.
National Electronic System for Civil Service	The initiative aims to develop, re-engineer, and standardize the civil service system so as to provide accurate and up-to-date information in all government agencies, and to automate all Ministry of Civil Service's services to issue a large number of smart reports aiding officials in making appropriate decisions.

National Transformation Program

Initiative Name	Initiative Description
Program for Creating a Stimulating Work Environment	The initiative aims to enhance work environments within governmental sector and follow up mechanisms through the preparation of scientific standards for the working environment in line with international best practices, in order to raise the levels of employees' efficiency and professional engagement, and reduce the rate of job turnover.
Transition to Human Resources Management	The initiative aims to transform administrative work culture, and to ensure that government entities shift from care of personnel to management of human resources through reinforcing the strategic aspect of human resources.
National Remote Training Program	The initiative aims to increase the efficiency of civil service employees by providing extensive remote training tools, implemented and managed through an integrated e-environment.
National Scale Initiative of Government Employees Productivity	The initiative aims to develop a scientific methodology to identify the needs of improving the productivity of government employees, and to provide solutions and consultations to government agencies to enable them to enhance the quality of procedures and processes, thereby improving the productivity of government employees.
Promote the Performance of Human Resource	The initiative aims to provide tools and methodologies for measuring and evaluating abilities and skills, and to develop a strategic framework for qualification and human resources development.
Build and Implement the National Training Framework	The initiative aims to build controls, standards, and mechanisms that govern and support the best training processes and practices through the adoption of a national and applied framework for training centers for the civil service.
National Training Program for "Vision 2030"	The initiative aims to unify efforts and achieve integration between government agencies through the implementation of training programs for employees in specific paths to provide them with new skills in line with the positive changes in the Vision's programs.
Restructure Public Employment in Civil Service	The initiative aims to restructure the civil service system and its regulations, review and develop job classification and workforce planning, and determine the gap between supply and demand in the civil service.

Initiative Name	Initiative Description
Empower Human Resources and Promote Career Engagement	The initiative aims to ensure sustainable availability of human cadres and to develop their skills & enrich their knowledge in a way that enables them to achieve their objectives effectively.
National Government Innovation Program	This initiative aims to promote a culture of creativity and innovation within governmental work by building national innovative capacities through specialized training programs.
Administrative Problem Resolution Program	The initiative aims to establish a program to investigate and diagnose issues and administrative problems at the level of government agencies, study them, provide solutions, and develop plans to implement these solutions.
Review and Develop Organizational Structures and Guides	The initiative aims to make government entities more efficient and effective, utilizing consultancy studies to review and develop organizational structures and guidelines in accordance with sound organizational principles; including the development and implementation of execution plans.
Create a Ranking Index of Government Channels	The initiative aims to create transparency and competitiveness among government entities on how to effectively communicate with citizens and businesses by creating a benchmark to measure the effectiveness and participation of all government channels.
Build a Comprehensive Strategy for Government Communication Channels with Citizens and Businesses	The initiative aims to build a comprehensive strategy for communication channels—including local and international standards, implementation and follow-up mechanisms, and a plan of action to consolidate the points of communication—as well as to develop and activate crisis management programs within government entities.
Design an Incentive Program to Attract the Public to Government Communication Channels	The initiative aims to raise citizens' satisfaction with government agencies, and increase efficiency and transparency in communication by motivating citizens to communicate effectively with government entities.
Communicate to Enhance Trust and Raise Awareness with the Business Community	The initiative aims to raise the awareness of consumers and traders about the systems, rights, and obligations of the trade and investment system; work with partners to improve the local and international image of the private sector; and strengthen private sector links with the public sector.

National Transformation Program

Initiative Name	Initiative Description
Enhance Customer Experience	This initiative aims to increase the efficiency of the customer communication process through the service delivery channels, by developing operational models, procedures, and information systems to create a distinctive customer experience.
Launch and Run a Defective Products Recall Center	This initiative aims to prepare a center to recall defective products, develop a website to provide interactive services to consumers and merchants launch marketing and awareness campaigns to inform consumers of their rights in recall campaigns, and invite participation.
Develop e-Participation Communication Channels to Handle Customer Comments and Complaints, and a Platform to Follow up on Government Entities' Responses and Responsiveness	This initiative aims to launch a platform for unified e-participation: it will develop communication channels between government entities to receive feedback from their customers, and monitor the progress of government entities' responses and responsiveness.
Establish a Functional Role Responsible for Following up and Analyzing the Quality and Speed of Government Entities' Responsiveness to Customer Feedback	The initiative aims to establish a functional role responsible for monitoring and analyzing the quality and speed of the government entities' response to customer feedback and capacity development. It will undertake the necessary procedures to ensure that stakeholders comply with the Service Level Agreement as well as define the function's operational model, including organizational structure and governance model.
Implement Effective Governance and Common Standards for e-Government and Enable User Experience Improvement	The initiative aims to lay the foundations for facilitating and empowering the e-Government effectively by standardizing government entities; activating the role of IT Director within government entities; publishing and updating legislation, policies and standards; and launching awareness campaigns for the concept of effective e-government.
Rationalize Government Spending and Avoid Duplication of Investment in IT	The initiative aims to reduce government spending and achieve savings by unifying the government procurement process, activating the unified use of platforms and infrastructure, and supporting the development of programs and projects leading to long-term cost reduction.
Develop and Activate Comprehensive and Open Government Platforms	The initiative aims to develop innovative concepts of integrated government by establishing a user-centric digital user experience center, build platforms to deliver seamless services through comprehensive channels, and launch awareness campaigns for the concept of integrated government.

National Transformation Program

Initiative Name	Initiative Description
Launch Governmental Cloud Computing and Raise Level of Governmental Integration	The initiative aims to raise the level of government integration by hosting the governmental cloud computing, completing the development of the main e-government data centers, expanding their capacities, and supporting business continuity.
Launch Joint Smart Systems and Applications for Government Transactions	The initiative aims to enhance e-government transactions and move to the concept of smart government in order to enhance collaboration among different government agencies.

06

Labor Market Accessibility & Attractiveness

Sixth Theme: Labor Market Accessibility & Attractiveness

Summary

The Sixth Theme seeks to overcome the obstacles that development of the labor market faces for all segments of society. That will include strengthening the culture of women's participation in the labor market, and providing the possible means that makes the working environment suitable for women. As well, through establishing supporting programs for rehabilitation and employment of people with disabilities and legislate institutional regulation that makes the working environment suitable for them which ensures their integration in the labor market. It also aims at developing mechanisms for inspection and settlement of global differences which improves people's experiences and contributes to attracting talents.

Main Entities Involved in the Sixth Theme

1	Ministry of Labor and Social Development
2	Ministry of Civil Service
3	Human Resources Development Fund (HRDF)

Sixth Theme Major Challenges

- Limited tools to empower the less active segments of society in the labor market
- Limited awareness of the positive role of women in the labor market and their contribution to economic development and improvement of the GDP
- Limited training and development programs to enable females in the professional field
- Weak representation of women in leadership positions
- Poor commitment of some establishments to work regulations
- Length of procedures for the settlement of labor disputes
- The extent of the needs and challenges faced by people with disabilities cannot be accurately identified, due to a nonexistence of the definition of disability and the lack of a standardized and unified database of people with disabilities
- Poor awareness of some issues related to the work of people with disabilities, and the obstacles they face
- Most work environments are not adapted to people with disabilities
- Lack of awareness among some expatriate workers of their rights

National Transformation Program

The Challenges Facing the Sixth Theme will be overcome through the following strategic objectives:

Sixth Theme Strategic Objectives

- **Strategic Objective (4.2.2: Increase Women's Participation in the Labor Market):**

  Increase the contribution of women to economic and social development, by raising their participation in the labor market in all sectors. Also, by removing the barriers that stand in the way of their joining the labor market.

- **Strategic Objective (4.2.3: Enable Integration of People with Disabilities in the Labor Market):**

  Remove obstacles that hinder people with disabilities from integrating into the labor market by providing opportunities, establishing infrastructure, and developing their professional and social skills.

- **Strategic Objective (4.4.2: Improve Working Conditions for Expatriates):**

  Enhancing the protection of expatriates' rights by increasing the commitment to the labor system and improving labor rights requirements, including protecting their financial rights, and increasing the attractiveness of the work environment both in terms of health and professionalism.

- **Strategic Objective (4.4.3: Effectively Attract Suitable Global Talent):**

  Extend proactive efforts and employ effecive channels to attract talent and competencies , also facilitate administrative procedures. And motivate those recruited to integrate with Saudi society.

National Transformation Program

National Transformation Program Strategy
(Sixth Theme: Labor Market Accessibility & Attractiveness)

A Strategy has been Developed to Achieve the Objectives

Labor Market Accessibility & Attractiveness

Increase Women's Participation in the Labor Market	Enable Integration of People with Disabilities in the Labor Market	Improve Expatriates' Working Conditions	Effectively Attract Suitable Global Talent

Increase woman's share in the labor market through training and awareness, encouraging flexible work, remote work and improving employment mechanisms

Develop rehabilitation and employment programs for persons with disabilities to adapt to the needs of the labor market, through the implementation of action programs of the National Strategy for Persons with Disabilities

Improve work systems and inspection mechanisms such as launching the National Strategic Program for Occupational Health and Safety, or establishing specialized companies to explore and improve the contractual relationship between workers and employers

Enable and develop the mechanism to attract the appropriate international talent through the extended residency program and launch a specialized electronic platform

Increase woman's share in managerial positions through training and leadership orientation for women cadres, empowering women in the civil service and strengthening their leadership role

Empower employers and community to develop appropriate infrastructure (including building equipment, technical and informational infrastructure, development of statistics and community and cultural awareness) to include people with disabilities in the labor market through adaptive programs

Improve labor dispute's resolution methods for expatriates to develop a system of amicable settlement of disputes

Provide the environment to retain global talent already attracted by working to improve the international ranking of the Kingdom in the field of attracting international talent

Promote the culture of work and develop skills (personal and technical) for women

Improve transparency of expatriates' rights through the launch of labor culture and housing shelters programs

Develop the enablement of woman's work support (e.g., transportation, nurseries and attractive work environment)

Improve supporting legislation, policies, and classifications through establishment of the Authority of Disability people care to provide necessary and needed services requested by the beneficiaries

National Transformation Program

Program Main Indicators & Targets
(Sixth Theme: Labor Market Accessibility & Attractiveness)

Sixth Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Increase Women's Participation in the Labor Market	Woman's share in the labor market (from the overall Saudi labor force)	21.2% (2017)	24%
	Economic participation rate of Saudi females (over the age of 15)	17% (2017)	25%
Enable Integration of People with Disabilities in the Labor Market	Percentage of workers among all people with disabilities who can work	7.70% (2017)	12.4%
Improve Expatriate's Working Conditions	Kingdom's Ranking in the Expatriate Working Abroad Index	50 of 65 (2017)	35 of 65
	Number of Appropriate ILO Technical Conventions Ratified	16 of 177 (2017)	20 of 177
	Compliance Rate with the Expatriate Workers' Wage Protection System	50% (2017)	80%
Effectively Attract Suitable Global Talent	Ranking the Kingdom in the International Competitiveness Index to attract talent on the four axes (Empowerment, Attraction, Growth, Retention)	39 of 119 (2017)	37 of 119

List of National Transformation Program Initiatives
(Sixth Theme: Labor Market Accessibility & Attractiveness)

Sixth Theme Initiatives

Initiative Name	Initiative Description
Raise Awareness of the Importance of Women's Participation in the Labor Market	The initiative aims to change the public perception of women's work and to transform the society to become more supportive; this will occur via traditional and social media campaigns highlighting role models, success stories and different professions to be followed.
Encourage Flexible Work	The initiative aims to develop comprehensive laws related to flexible work, to provide employers with a modern channel to manage and activate human resources in a more efficient and flexible manner.
Women Nationalization	The initiative aims to increase the participation of women in the labor market by identifying promising sectors for women's work, eliminating challenges and obstacles and integrating the relevant entities in the involvement of women's participation in the labor market.
Encourage Teleworks	The initiative aims to create a flexible approach to employment, which will allow employment opportunities for more national manpower in the Kingdom, for whom traveling to a physical work-place may be difficult.
Providing Childcare Services for Working Women	The initiative aims to facilitate the participation of women in the labor market while providing reassurance for children's wellbeing during the workday; one option is to register their children in one of the licensed children's hospitality centers through the (Qurra) e-program.
Develop Training and Leadership Guidance of Women Cadres	The initiative aims to develop training and orientation programs that helps to improve the skills of working women and prepares them for leadership positions, and raises the levels of women's employment in leadership positions (senior and middle management levels).
Support and Facilitate Women's Transportation	The initiative aims to sustain women's work by tackling the challenge of transportation to and from the workplace, by designing and implementing a secure, high-quality transport system at an acceptable cost.

National Transformation Program

Initiative Name	Initiative Description
Parallel Training to Labor Market Requirements	The initiative aims to develop training programs that result in employment, in partnership with the private sector. The program consists of on-the-job training by the company in parallel with a training program (technical and personal skills) by specialized training agencies.
Improve Employment Mechanisms	The initiative aims to raise the efficiency of the National Employment Portal to ensure priority of citizens' access to job vacancies and to develop recruitment mechanisms.
Implementation of Work Programs in the National Strategy for People with Disabilities	The initiative aims to achieve gender balance by increasing the qualitative participation of women in all sectors of the civil service system at all levels of employment, through the adaption of women in leadership positions.
Implement National Strategy for People with Disabilities action programs	The initiative aims to implement the outputs of the National Strategy for People with Disabilities, facilitating their employment through the establishment of the National Register of Disability. It also aims to develop vocational rehabilitation programs for people with physical disabilities, people with mental illnesses, and people with intellectual disabilities.
Motivate Entities to Develop Environments Suitable for People with Disabilities (Mowaamah Program)	The initiative aims to develop work environment standards for people with disabilities and providing them electronically through the "Mowaamah" platform, in order to enable enterprises to develop working environments that will support disabled people.
Establish the Authority for the Care of People with Disabilities	The initiative aims to establish an entity that will strengthen services provided by government agencies to people with disabilities, caring for their disability-related rights, helping them to obtain the necessary rehabilitation and defining the mechanisms of care needed for people with disabilities.
National Strategic program for Occupational Health and Safety	The initiative aims to develop occupational health and safety regulations and laws in the workplace, raise awareness of the importance of occupational health and safety, promote a culture of prevention, promote and implement effective inspections and report workplace injuries.
Program of Labor Culture	The initiative aims to generate a positive change in the labor market by spreading awareness of the rights, obligations, and ethics of work between the parties to the work system through awareness campaigns and training programs, thereby increasing the attractiveness of work in the private sector.

National Transformation Program

Initiative Name	Initiative Description
Develop a System of Amicable Settlement of Labor Disputes	The initiative aims at making a qualitative leap in the level of attractiveness of the legal environment for work by developing the legal framework for settling labor disputes, re-engineering and automating operational procedures, and developing e-systems and services.
Establish a Company For the Management of Salaries and Wages	The initiative aims to implement an effective wage management system to increase transparency and secure protection for expatriates, to establish a payroll monitoring company, and protect the rights of employees and employers.
Document and Digitize Work Contracts	The initiative aims to improve the contractual relationship between the worker and the employer by documenting and digitizing the employment contracts of private sector employees.
Establish a Compliance (Imtithal) Company for Inspection	The initiative aims to raise the level of safety of the work environment and to reduce the disputes that may arise between workers and employers, by establishing a company to implement and develop the system of inspection services, and raise labor laws awareness.
Improve the Contractual Relationship Between Employee and Employer	The initiative aims to raise the productivity and competitiveness of the labor market and enhance its attractiveness to high-skilled expatriate workers; it will do so by amending labor rules and regulations to allow for the career mobility of expatriates after the end of the contract.
Shelters for Labor Program	The initiative aims to develop shelters and the associated procedures to run them, including upgrading the operation of government shelters and studying the privatization of accommodation.
Inclusiveness and Activating the Extended Residency Program (Gold Card) to Attract International Talents	The initiative aims to activate the Saudi program to attract international talent and competencies, which aims at exceptional skills and competencies outside the Kingdom by providing extended residence privileges, private business ownership, obtaining exit and return visas on their own, as well as other services.
"An electronic platform" for the Saudi Program for Attracting Global Talents	The initiative aims to create an e-platform to select and attract talented people from inside and outside KSA, align them with the relevant authorities, qualify them for final approval, finalize the procedures, and manage the relationship with talented individuals and the parties which attracted them.
Improve the Kingdom's International Ranking in Attraction of International Talent	The initiative aims to attract international talent by: preparing a study on the Kingdom's competitive advantages and the criteria of attraction; it will also transfer knowledge, support and activate partnerships with relevant government agencies, and continuously improve the services targeted to those attracted. It will consider the criteria and requirements of the International Competitiveness Index (Attraction, Empowerment, Growth, Retention).

National Transformation Program

07

Contribute in Enabling the Private Sector

Seventh Theme: Contribute in Enabling the Private Sector

Summary

This Theme contributes to overcoming the obstacles facing the development of the private sector and attracting Foreign Direct Investment (FDI). It will do so by facilitating doing business, developing the digital economy, developing the retail sector, adapting rules and regulations, and intensifying the empowerment of productive families and Small and Medium Enterprises (SMEs), thereby contributing to supporting this sector's growth and sustainability.

Main Entities Involved in the Seventh Theme

1	Ministry of Commerce and Investment
2	Small & Medium Enterprises General Authority (MONSHA'AT)
3	General Investment Authority (SAGIA)
4	Saudi Authority for Accredited Valuers (TAQEEM)
5	Saudi Standards, Metrology, and Quality Organization (SASO)
6	Saudi Authority for Intellectual Property
7	Ministry of Economy and Planning
8	Ministry of Justice
9	Ministry of Labor and Social Development
10	Ministry of Communications and Information Technology
11	Real Estate General Authority
12	Social Development Bank
13	National Development Fund
14	Communications and Information Technology Commission
15	National Digital Transformation Unit
16	Saudi Organization for Certified Public Accountants

Seventh Theme Major Challenges

- Limited private sector participation in the promising business opportunities

- Poor attractiveness of novel business opportunities for foreign investors

- Limited private sector growth and sustainability

- Increasing the effectiveness of support provided to promising sectors and businesses

- Inadequate digital infrastructure

The challenges facing the Theme will be overcome by the following strategic objectives:

Seventh Theme Strategic Objectives

- **Strategic Objective (3.1.1: Facilitate Doing Business):**

  Develop and implement regulations and processes that remove hurdles to start, run, develop, and exit a business, and provide needed protection to businesses (e.g. contract enforcement, insolvency, shareholder protection)

- **Strategic Objective (3.1.6: Attract Foreign Direct Investment (FDI)):**

  Attract high quality, diversified, and sustainable FDI and win over foreign investors' confidence.

- **Strategic Objective (3.3.2: Develop the Digital Economy):**

  Develop an advanced digital economy operating mainly through digital technology, especially those technologies of the Fourth Industrial Revolution, supporting it with innovations and thereby contributing to the development of the economy.

- **Strategic Objective (3.3.5: Develop the Retail Sector):**

  Develop and transform the retail sector through applying modern solutions, enhancing e-commerce, qualifying the national workforce to occupy various operational and administrative vacancies within the sector, in addition to opening new retail markets. This will help increase retail sector contribution to GDP and job creation.

- **Strategic Objective (4.3.2: Increase the Contribution of Small- and Medium-size Enterprises (SMEs) to the Economy):**

  Promote the culture of entrepreneurship and innovation to increase SME's contribution to GDP and employment.

National Transformation Program

- **Strategic Objective (4.3.3: Increase the Contribution of Productive Households to the Economy):**

  Increase the contribution of productive families to GDP and employment, and enhance the degree of development of their various businesses.

- **Strategic Objective (6.2.2: Encourage businesses' interest in sustaining the national economy):**

  Encourage companies to participate in economic activities in a sustainable manner and increase their capacity to cope with shocks, by creating a robust and long-term link to the environmental and economic system.

A Strategy has been Developed to Achieve the Objectives (1/2)

Contribute in Enabling the Private Sector

Facilitate Doing Business	Attract Foreign Direct Investment (FDI)	Develop the Digital Economy	Develop the Retail Sector
Facilitate procedures for starting businesses through unified centers, digital platforms, easing regulations	**Increase FDI inflows** through developing and marketing quality investment opportunities	**Qualify Saudi specialized human capital** to bridge the digital divide by spreading awareness and knowledge	**Improve retail stores** by applying technological solutions to help develop and transform the sector
Protect businesses through commercial arbitration, mortgages, legal standards, and intellectual property	**Increase investor satisfaction** by easing processes, enhancing regulations, and protecting investors	**Promote innovation** through R&D, supporting the leadership of local digital companies	**Apply new sales and consumer access technologies** utilizing the latest applications and e-networks
Enhance business flow by enforcing protection and control policies, developing e-commerce, and establishing quasi-judicial committees.	**Improve FDI impact** by maximizing FDI contribution to GDP and employment	**Raise the quality and economic contribution of the services sector** by promoting e-commerce and digitizing education and health sectors	**Combating commercial concealment** by implementing initiatives and programs aiming to contain this phenomena and reduce its negative impact on the economy
Facilitate procedures for exiting businesses by launching new bankruptcy law		**Increase the impact of digital technologies on society** by raising digital awareness among citizens and expatriates	
		Create an incubator environment to attract digital investment, establish digital businesses, and promote innovation and digital security	
		Increase spread and speed of the Internet in all the Kingdom's regions, by accelerating the deployment of internet infrastructure and improving services	
		Improve industrial productivity through adopting and developing the techniques of the Fourth Industrial Revolution	

National Transformation Program

A Strategy has been Developed to Achieve the Objectives (2/2)

Contribute in Enabling the Private Sector

Increase SME's Contribution to the Economy	Increase Contribution of Productive Families to the Economy	Encourage businesses' interest in sustaining the national economy
Support the growth of enterprises by enabling them to access new markets and offering development programs to enterprises with growth potential	**Facilitate access to microfinance** through the governance and activation of the regulations governing the work of productive families	**Increase companies' contribution to sustainability** by supporting family businesses and stimulating the adoption of global sustainability standards
Enhance SMEs access to diversified financial instruments through the empowering both debt & equity financing systems	**Increase productive families contribution to job creation** by developing productive projects for social security beneficiary families and those willing to choose self-employment	**Strengthen and empower companies to reach institutional stability** through incentive programs, such as awards and linking lending to sustainability
Develop capacity and promote the culture of entrepreneurship and innovation by stimulating the transformation of innovations into emerging enterprises, and developing human and technical capabilities	**Raise productive families financial and technical awareness** by developing programs to raise their financial and saving culture, as well as awareness of self-employment	

National Transformation Program

Program Main Indicators & Targets
(Seventh Theme: Contribute in Enabling the Private Sector)

Seventh Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Facilitate Doing Business	Proximity to the best performing country in World Bank Indicators Report (Distance to Frontier)	62.5% (2018)	79%
Attract Foreign Direct Investment (FDI)	Foreign direct investment inflows to Saudi Arabia as a percentage of GDP	1.3% (2016)	1.46%
Develop the Digital Economy	Digital Economy's share of non-oil GDP	2% (2016)	3%
	KSA's ranking in the Network Readiness Index (Source: Network Readiness Index)	33 of 139 (2016)	30 of 139
Develop the Retail Sector	Value of Retail Sector's participation in GDP	156 billion (2017)	175 billion
Increase SME's Contribution to the Economy	Percentage of SME's contribution to GDP	21.9% (2016)	23%
Increase Contribution of Productive Families to the Economy	The volume of sales of productive families supported by the Social Development Bank	360 million (2016)	1.8 billion

National Transformation Program

List of National Transformation Program Initiatives
(Seventh Theme: Contribute in Enabling the Private Sector)

Seventh Theme Initiatives

Initiative Name	Initiative Description
Develop and Activate a Framework to Stimulate Large Companies to Implement National Sustainability Standards	The initiative aims to enforce large companies to issue periodic sustainability reports. It will also develop a framework to motivate and enable small & medium enterprises to produce these reports, which positively reflect their commitment to sustainability.
Develop and Support Family Businesses Towards Sustainability in Business Performance	The initiative aims to design and implement public programs that support the sustainability of family businesses in the economy.
Develop a National Award for Private Sector Contribution to Sustainable Development	The initiative aims to develop awards for significant private sector contributions in sustainability, so as to highlight the role played by companies towards sustainable development on a Kingdom-wide level.
Qualify and Motivate Companies to Adopt ISO Standards	The initiative aims to assist companies and encourage them to adopt the International Organization for Standardization (ISO) Standards for Management System Certification, in order to increase the awareness of companies and enhance their performance, thereby helping improve systems and institutional stability.
Establish a National Platform to Enhance the Contribution of Enterprises to Sustainable Development	The initiative aims at establishing a platform that includes studies and best practices and stimulates communication between the concerned parties, in order to increase the contribution of companies to sustainable development.
Encourage the National Development Fund (NDF) and Other Funds to Incorporate Sustainability Criteria into the Lending Standards of National Companies	The initiative aims to include sustainability criteria as one of the corporate lending requirements of Saudi funds to maximize benefits and minimize risks to projects financed through these funds.
Develop Productive Projects for those Wishing to be Self-Employed	The initiative aims to provide financial and non-financial services to citizens wishing to be self-employed, so as to enable them to grow and develop their small productive projects, thereby contributing to raising their income and creating jobs for them.

National Transformation Program

Initiative Name	Initiative Description
Develop Programs to Improve Finance & Savings Acumen and Spread Entrepreneurism	The initiative aims to increase awareness of self-employment, financial savings, and the development of educational materials to educate the younger generation about entrepreneurship, self-employment, and finance & savings acumen.
Governance and Activation of the Regulation of Productive Families Work	The initiative aims to activate the regulation of productive families work by establishing the necessary laws and rules, to ensure the organization and facilitation of the work of productive families and their micro-projects.
Develop Productive Projects for Social Security Beneficiary Families Capable of Working	The initiative aims to provide loans, training and qualifying programs to beneficiaries of social security to enable them to practice their development projects, and support their transformation out of need into self-sufficiency.
Stimulate Investment in the Deployment of Fiber Optic Networks in Urban Areas	The initiative aims to speed up the deployment of fiber optic networks in urban areas throughout the Kingdom, by supporting operators in this field.
Stimulate Investment in the Deployment of Telecommunications Services and Wireless Broadband Services in Remote Areas	The initiative aims to raise the coverage of telecommunications and broadband services in remote areas by providing support to operators to increase wireless broadband in remote areas.
Launch a Comprehensive Program Aimed at Spreading Awareness and Digital Knowledge, Empowering Highly Qualified National Cadres to Advance the Process of Digital Transformation	The initiative aims to train national cadres in the digital sector by launching training programs for new graduates and unemployed in the IT sector, to organize awareness campaigns for students by introducing them to modern digital technologies, and to qualify job seekers and state employees to cope with the digital transformation.
Enhance Digital Security in the ICT Sector	The initiative aims to develop strategies, build partnerships, and establish digital security stakeholders in the information & communications technology (ICT) sector; it will also develop standards, regulations, and threat-management capabilities.

National Transformation Program

Initiative Name	Initiative Description
Create a Sustainable Environment for the Advancement of the ICT Industry, Keeping Abreast of Rapid Developments	The initiative aims to establish platforms and groups to enhance transparency and communication among stakeholders in the ICT industry by developing a plan in coordination with the private sector.
Develop the Strategy, Roadmap, and Basic Enabling Services for Digitalizing Industry and Services (Trade, Education, Health)	The initiative aims at launching the projects and initiatives of the National Digital Transformation Unit through priority sectors (e.g., industry, education, smart cities) as well as providing support and follow-up of other government entities to enable digital transformation.
Improve the Quality and Sustainability of Internet Services, and Develop an Enabling Environment for the Telecommunications Sector through the Modernization of Regulatory Frameworks and Licenses	The initiative aims to conduct a comprehensive review of existing Internet services and the licensing mechanisms to determine their suitability for market development, implementation plans, prioritization, and necessary changes required to the existing regulatory framework.
Stimulate and Embrace Digital Innovation by Supporting Entrepreneurs and Digital Local Businesses	The initiative aims to establish a coordination center to accelerate innovation and support emerging digital businesses, as well as to build strategic partnerships with international companies to establish R&D centers to localize products and services.
Stimulate the Expansion of Telecommunications Services by Providing Frequency Spectrum Bandwidth and Facilitating Permit Obtaining Mechanisms	The initiative aims to raise the quality of telecommunications services through the development of the National Spectrum Bandwidth Strategy to facilitate the deployment of broadband services and standardize the process of obtaining drilling permits.
Unified Comprehensive Service Centers (Meras)	The initiative aims to establish an online & physical one-stop-shop centers that provide integrated services needed to start a business.
Establish the Saudi Intellectual Property Authority	The initiative aims to establish an independent authority to coordinate the registration and protection of intellectual property rights, which supports the transformation to a knowledge-based economy and sustains the research and development processes of the innovation and creativity index.
Business Authority	The initiative aims to establish a commercial and investment authority that provides integrated solutions for commercial and investment services with government agencies and the private sector.

National Transformation Program

Initiative Name	Initiative Description
Launch of Legal Calibration	The initiative aims to develop a comprehensive framework for the procedures and policies related to the standardization & compliance standardization in the industrial sector, thereby protecting investors from unfair competition and enhancing the Kingdom's industrial competitiveness.
Launching Product Safety Program	The initiative aims to achieve conformity of products sold in the markets to Saudi specifications, by launching a package of technical regulations aimed at ensuring efficiency of the certification bodies, and effective supervision of local markets.
Protecting Local Products from Unfair Practices and Enable Access to Foreign Markets	The initiative aims to protect local industries from harmful trade practices such as commercial dumping and to enable access to foreign markets through developing and activating foreign trade policies and mechanisms.
National Competitiveness Center	The initiative aims to analyze the investment environment, implement reforms that will improve the Kingdom's competitiveness as an investment destination.
Enablers for Commercial Mortgage Law	The initiative aims to create the physical and legislative infrastructure, executive entities, and supporting programs to ensure that the commercial mortgage system is applied in a highly efficient manner in accordance with international best practices.
Establish an e-Commerce Development Program	The initiative aims at developing the e-commerce industry by coordinating efforts and eliminating obstacles to progress among all parties of the e-commerce process from consumers, traders, and governmental legislating bodies.
Unified Data Center	The initiative aims to organize all data related to the trade and investment system, thereby resulting in improved process times and raises the standards of control to ensure satisfaction of customers and merchants, and creating commercial and investment opportunities.
Support the Needs of the Business Community by Enabling Policies and Laws, and Sharing Government Decisions and Circulars	The initiative aims to facilitate the application of trade regulations, and to enhance the role of effective participation of the private sector in the creation of such regulations.

National Transformation Program

Initiative Name	Initiative Description
Laws and Regulations for Trade and Investment Sectors	The initiative aims to develop the regulations of the Ministry of Commerce and Investment in line with international best practices in trade regulations, thereby contributing to supporting the private sector's growth.
Implementation of Consumer Rights	The initiative aims to implement consumer protection systems, by introducing traders to consumer rights and conducting supervision rounds to follow up the implementation of these regulations.
Development of Appropriate Commercial Practices	The initiative aims to develop the regulatory policies for consumer and vital commodities, establishing a mechanism to regulate suppliers' work, and exchange information between the Ministry of Commerce and Investment and related parties through e-linkage aimed at reducing spurious and counterfeit goods.
Nationalization of Arbitration Industry in the Kingdom	The initiative aims to establish (3) service centers in different areas to settle trade disputes in order to meet the urgent need for arbitration.
Enablers for the Application of Bankruptcy Law	The initiative aims to provide the necessary requirements to ensure that the bankruptcy law is implemented efficiently and effectively according to international practices, including the provision of infrastructure, legislation, executive entities, supporting programs and cooperation with relevant internal and external bodies.
A Program to Design Policies of SMEs and Facilitate the Procedures of Registering New and Innovative Facilities	The initiative aims to design comprehensive policies for all SME needs and to establish a mechanism for registering innovative enterprises with economic activities new to the Saudi economy.
Develop a System of Semi-Judicial Committees and Commercial Papers Committees	The initiative aims to develop semi-judicial committees and commercial papers committees in the Ministry of Commerce and Investment through the management and organization of these committees' work, to promote the values of fairness and integrity and to standardize procedures.
Qualifying of Accounting Firms	The initiative aims to qualify national accounting offices that provide high quality services such as financial audit, taxation, and consulting services.
Implementation of International Valuation Standards	The initiative aims to design appropriate qualifying programs, establish valuation criteria that can be applied in the Kingdom, provide professional practice guides, and provide training centers to enable valuers to apply International Valuation Standards.

National Transformation Program

Initiative Name	Initiative Description
Establishment of Economic Studies Unit	The initiative aims at creating an economic database and issuing reports contributing to the detection of weaknesses and strengths at a sectoral level in order to support government entities' decisions.
National Portal for Financial Statements (Ifsah)	The initiative aims to accelerate access to finance and government funding by allowing stakeholders to access companies' financial statements in accordance with international standards (IFRS) in secure electronic form.
Modify the Regulation of Real Estate Cadastre and Registration	The initiative aims to make amendments to the real estate registration law to remove obstacles and facilitate the implementation of the system in less time and with higher efficiency, in partnership with the relevant parties.
Develop Investment Opportunities and Attract FDI	The initiative aims at increasing FDI inflows by creating quality investment opportunities in development sectors, thereby contributing to job creation, technology localization, and export promotion.
Create and Activate "Invest in Saudi" Program	The initiative aims at strengthening the Kingdom as a leading investment destination and improving its position in the field of investment. It will do so by building and activating a unified investment identity for the Kingdom and marketing its investment opportunities in all promising sectors.
Apply Technical Solutions in Retail Stores	The initiative aims to move from traditional to modern retail through the application of point of sale (POS) systems, inventory tracking, and e-payment.
Substitution of Commercial Concealers with Entrepreneurs	The initiative aims to promote qualified Saudi entrepreneurs instead of the cover-up businesses workers, so as to minimize the economic damage resulting from the closure of retail stores operating illegally.
Develop Logistic and Ancillary Services for the Retail Sector	The initiative aims to build a sophisticated system of enterprises engaged in the logistics & retail ancillary services (such as tracking, customs clearance, and arrangement of goods), and deploy technical solutions that develop the sector.

National Transformation Program

Initiative Name	Initiative Description
Improve the Quality of Retail Stores	The initiative aims to define specifications and standards that will guarantee the quality of the shops and products offered therein, thereby ensuring the safety of products & protecting consumers.
Qualifying Citizens to Work in the Gold & Jewelry Sector	The initiative aims to establish a specialized center to qualify citizens to work in the gold and jewelry sector, provide them with relevant working knowledge, and familiarize them with the relevant work procedures and the supply chain.
Development of Local Products, Raising Offerings to Motivate Local Procurement	The initiative aims to develop and raise the quality of local products, in order to attract consumers of international products of high quality.
Qualifying Citizens to Work in Retail and Administrative Functions Therein	The initiative aims to qualify citizens for administrative and operational functions in the retail sector through the establishment of training centers and induction programs.
Develop e-Stores and Modern Sales Means	The initiative aims to enhance the retail sector by providing modern means of reaching the customer and promoting e-commerce.
Develop Cooperative Work Models in the Retail Sector	The initiative aims to develop cooperative systems and laws to obtain the services and resources available in the retail sector which, in turn, will contribute to reducing costs and better servicing consumers.
Development of and Raising the Level of Local Shops and Exporting them to the International Markets	The initiative aims to develop the level of local shops by identifying the internal specifications of the shops; organize them and raise their quality in order to reach international retail standards; then develop their business model to export them to international markets.
Develop Financing Solutions to Support SMEs throughout their Operation	The initiative aims to find new direct & indirect financing solutions through government financing, commercial banks, and the private sector.
Increase Regional and Sectoral Development Programs	The initiative aims to increase the number and spread of SMEs in all regions of the Kingdom, thereby contributing to accelerating the development of less developed regions.

National Transformation Program

Initiative Name	Initiative Description
Motivate Innovation and Transform it into Emerging Enterprises	The initiative aims to stimulate and activate innovation in SMEs through various means such as collaborative idea building that stimulates composite solutions serving different fields.
Support SME Growth	The initiative aims to enhance the ability of promising SMEs to grow and develop in the business world by providing a range of services that contribute to increasing revenues and job opportunities.
SME Capacity and Skill-Building	The initiative aims to improve SMEs resources and capabilities by focusing on attracting and sustaining their distinguished competencies. It will also develop a range of training programs to enhance SMEs administrative and individual capacities, and increase their efficiency and productivity to enable their growth and sustainability.
Establish and Support Business Accelerators, Incubators, and Entrepreneurial Complexes	The initiative aims to create incubators and business centers to provide the requisite support to entrepreneurs by creating supportive ecosystems that enable them to turn their ideas into start-up projects.
Communication and Direct Interaction Programs with Target Groups	The initiative aims to promote effective communication between entrepreneurs and decision-makers through the development of forums and fairs to raise awareness and market SMEs.
Build SME Sector Information Center	The initiative aims at building a research and information center that provides accurate indicators and statistics on the SME sector by monitoring its growth. It also aims to prepare reports and studies to help support the sector's growth.
Launch e-Applications and Services to Support SMEs	The initiative aims at providing e-training, consulting services, and a job platform to serve SMEs, support their growth, and reduce their operating costs, thereby enhancing their success.
Combating Commercial Concealment	The initiative aims to examine the causes of commercial concealment, and attempt to eliminate it through developing technical solutions, tracing the legitimacy of financial transactions, and enacting new laws and regulations that will help prevent concealment before it occurs.
Develop and Promote Entrepreneurism	The initiative aims to develop a rich to support local entrepreneurs and investors; promote entrepreneurism and the develop entrepreneurship programs and innovation in educational paths.

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Initiative Name	Initiative Description
Develop and Support SME-Enabling Bodies	The initiative aims at developing SME-enabling bodies (such as the Council of Saudi Chambers and Chambers of Commerce and Industry), through improving regulations, laws, governance, and operational work.
Build Supply Chains in Various Economic Sectors	The initiative aims for SMEs to develop products along the supply chains of promising sectors.
Franchise Program	The initiative aims to promote franchising through the study and development of regulatory and financing tools, guidance programs, training, advisory services and incubators.
Develop and Implement Private Equity and Venture Capital Programs	The initiative aims to develop the programs, applications, and regulations needed to stimulate bold capital and private equity, and establish a Venture Capital Association to stimulate SME growth and sustainability.
Support and Stimulate SMEs in Accounting, Zakat, and Tax	The initiative aims to establish offices to provide accounting services to SMEs in the zakat & tax fields, so as to contribute in providing employment opportunities for young people.
Support and Stimulate the Opportunities of SMEs in the Field of Valuating Economic Establishments	The initiative aims to establish a specialized program to qualify SMEs to work in the field of valuation and the preparation and localization of training curricula, as well as train-the-trainers programs.

National Transformation Program

08

Eighth Theme

Develop the Tourism and National Heritage Sectors

Eighth Theme: Develop the Tourism and the National Heritage Sectors

Summary

The Eighth Theme (Develop the Tourism and National Heritage Sectors) aims at marketing KSA as a tourist destination regionally and globally through the development of advanced infrastructure, preparation of the necessary regulations and legislation, and building of institutional capacities, which contribute to creating diverse job opportunities and increasing the contribution of the tourism sector to the economy of the Kingdom. The Theme also caters to the revival, preservation, promotion, and classification of Islamic, Arab and National heritage within the list of internationally recognized heritage sites.

Main Entities Involved in the Eighth Theme

1	Saudi Commission for Tourism & National Heritage
2	Ministry of Environment, Water, and Agriculture
3	Ministry of Energy, Industry, and Mineral Resources
4	Ministry of Transport
5	Ministry of Finance
6	Ministry of Municipal and Rural Affairs
7	Saudi Wildlife Authority
8	General Sports Authority
9	KAFALAH Program

Eighth Theme Major Challenges

- The lack of diverse tourist destinations and services in the Kingdom and the disparity in their qualities
- The need to increase tourist infrastructure readiness, such as transportation and hotels, to meet the needs of different segments
- International tourists' difficulty of access due to the lack of tourist visas
- Tourism sector's inability to meet the increasing demand for tourism services
- Inadequate infrastructure of a number of national heritage sites to accommodate tourists

National Transformation Program

National Transformation Program Strategy (Eighth Theme: Develop the Tourism and National Heritage Sectors)

The challenges facing the Eighth Theme will be overcome through the following strategic objectives:

Eighth Theme Strategic Objectives

- **Strategic Objective (1.3.2: Conserve & promote the Kingdom's Islamic, Arab, and National heritage):**

  Reviving, preserving, and promoting the Islamic, Arab, and National heritage, both locally and internationally; conserving and rehabilitating heritage sites, classifying a number of them within the list of world heritage sites; and reviving traditions and organizing events and facilitating access.

- **Strategic Objective (3.3.6: Develop the Tourism Sector):**

  Enable the growth of tourist and leisure offerings to local and international tourists, thereby enhancing awareness of the Kingdom as a tourist and leisure destination.

A Strategy has been Developed to Achieve the Objectives

Develop the Tourism and National Heritage Sectors

Conserve & promote the Kingdom's Islamic, Arab, and National heritage	Develop the tourism sector
Develop the survey, exploration, registration and scientific research programs in the field of national heritage and international cooperation	**Enhance infrastructure and improve quality of services** in tourist sites and destinations
Protect national heritage elements.	**Stimulate investment and strengthen governance and policies in the tourism sector** by developing necessary regulations and legislation
Increase awareness and education of national heritage locally and promote the Kingdom as a global cultural destination	**Market the Kingdom as a tourist destination** locally and globally by establishing the Tourism Marketing Board
	Strengthen institutional capability and human resources in the tourism sector, and increase employment opportunities
	Enhance access to the Kingdom and tourist destinations through the launch of tourist visas and the development of destinations

National Transformation Program

Program Main Indicators & Targets
(Eighth Theme: Develop the Tourism and National Heritage Sectors)

Eighth Theme Major Indicators

Strategic Objective	Key Performance Indicator	Baseline	2020
Conserve & promote the kingdom's Islamic, Arab, and National heritage	Total number of national heritage sites open to visitors	241 (2017)	447
Develop the Tourism Sector	Ranking in Travel and Tourism Competitiveness index	63 (2017)	58 (2021)
	Total Value Added in the Tourism Sector	12.6 billion (2017)	17.5 billion

National Transformation Program

List of National Transformation Program Initiatives (Eighth Theme: Develop the Tourism and National Heritage Sector)

Eighth Theme Initiatives

Initiative Name	Initiative Description
The Custodian of the Two Holy Mosques Cultural Heritage Program (Phase I)	The initiative aims to maintain national heritage and develop its components and activities through the development of heritage sites, museums and Islamic historical sites, as well as the registration of archaeological sites with UNESCO.
Saudi Company for Handicrafts	The initiative aims to support and develop the quality of craftwork and handicrafts by designing high-quality training programs and carrying out all the basic, intermediate, and complementary work and activities necessary to implement the various activities.
Tourist Visas and the Kingdom's Marketing	The initiative aims to enable foreign tourists to visit the Kingdom by issuing visitor visa for tourism.
Tourism Development of Farasan Islands	The initiative aims to develop Farasan Islands through the development of land, infrastructure a marine activities center and through rehabilitating & developing environmental parks and resorts.To streamline the implementation of this initiative, it has been divided into (6) sub-initiatives on which a number of stakeholders jointly work.
Tourism Development of Ar-Ras Al-Abyad Beach	The initiative aims to develop Ar-Ras Al-Abyad Beach (located at Ar-Rayes in Madina Region) as a tourist destination through the development of land and infrastructure, a sea front, and a traditional market. To streamline the implementation of this initiative, it has been divided into (4) sub-initiatives on which a number of stakeholders jointly work.
Tourism Development of Okaz	The initiative aims to develop Okaz as the first cultural tourist destination by developing the land, infrastructure and cultural sites. To streamline the implementation of this initiative, it has been divided into (3) sub-initiatives on which a number of stakeholders jointly work.
Tourism Development of Al-Ula	The initiative aims to develop Al-Ula as the world's largest open air museum by developing its infrastructure, enhancing historical sites, and establishing relevant artisanal centers that will support the local community. To streamline the implementation of this initiative, it has been divided into (4) sub-initiatives on which a number of stakeholders jointly work.

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Initiative Name	Initiative Description
Tourism Development of Al-Uqair	The initiative aims to develop Al-Uqair as a modern coastal leisure destination with outdoor activities suitable for all ages, and the establishment of a number of tourism projects, such as a Water Park, the Ocean world center, and a Fisherman's Market.
Tourism Development of Al-Baha	The initiative aims to develop Al-Baha as a mountainous tourism destination by developing its infrastructure and implementing a number of tourism projects, such as the rehabilitation of forests, parks, and reserves, as well as executing the cable car project.
Tourism Development of Asir Region	The initiative aims to develop Asir as a tourism destination and capitalizing on the region's geographical potential by developing its infrastructure and implementing a number of tourism projects such as rehabilitation of forests, parks and reserves, and establishing a touristic boulevard.
Kingdom as Destination for Muslims	The initiative aims to provide tourism, cultural, and historical programs for Umrah pilgrims through the development of infrastructure, the preparation of Umrah companies, and the strengthening partnerships with the private sector.
Travelers Oases on the Roads	The initiative aims to setup standardized roadside rest areas to improve touristic experience, by developing an operational and investment model in partnership with the private sector.
Develop the Conferences Industry	The initiative aims at developing the conference industry by enabling institutional framework, improving venues, streamlining registration and entry procedures, training human resources, and attracting international events.
Development of Tourist Business Centers	The initiative aims at streamlining investment procedures in the tourism sector by linking the licensing system with the Ministry of Commerce and Investment, and providing a unified portal.
Establish the Finance Guarantee	The initiative aims to guarantee the financing of tourism and heritage projects according to the mechanisms and procedures followed, by raising the budget portfolio. This initiative has been divided into two initiatives to facilitate the coordination with the Kafalah Program.

National Transformation Program

Initiative Name	Initiative Description
Supporting the Lending to Hospitality and Tourist Projects	The initiative aims to encourage investment in tourism projects by allocating financial resources to provide interest-free loans to investors engaged in tourism projects, and to expand lending to all tourism projects.
Tourism Marketing Council	The initiative aims to establish an organizational entity to manage and develop a range of products, activities, and marketing tools supporting the tourism industry.
Live Saudi Arabia Program	The initiative aims to increase awareness of the Kingdom's cultural and natural heritage -including archaeological sites, museums, ...etc- by organizing student trips to visit various sites within the Kingdom and supporting youth hostels. This initiative has been divided into two initiatives to facilitate cooperation with the General Sport Authority.

National Transformation Program

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