

رؤية  
VISION 2030  
المملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA



برنامج التحول الوطني  
National Transformation Program

# National Transformation for our Present and Future

The National Transformation Program's 2021 Achievements Report



**“My primary goal is to be an exemplary and leading nation in all aspects, and I will work with you in achieving this endeavour.”**

Custodian of the Two Holy Mosques  
**King Salman bin Abdulaziz Al Saud**



“We are determined to build a thriving country in which all citizens can fulfill their dreams, hopes and ambitions. Therefore, we will not rest until our nation is a leader in providing opportunities for all through education and training, and high quality services.”

HRH Prince Mohammed Bin Salman Bin Abdulaziz Al Saud,  
Crown Prince, Deputy Prime Minister, and Chairman of the  
Council of Economic and Development Affairs (CEDA)



# Report Content



A Message from the NTP Committee Chairman

8



A Message from the NTP Chief Executive Officer

9



NTP Committee

10



Introduction

11



Participating Entities

14



Achieve Government Operational Excellence

16



Ensure Sustainability of Vital Resources

39



Social Empowerment and Non-Profit  
Sector Development

58





Labor Market Accessibility and Attractiveness

69



Digital Transformation

80



Private Sector Empowerment

95



Development of Economic Partnerships

120



National Transformation Program's Main KPIs

128



Transformation Champions

136

With an ambitious and clear plan and numerous large-scale projects, Saudi Vision 2030 aims to provide opportunities and a bright future for all while improving the Kingdom of Saudi Arabia's global rankings. Vision 2030 and its aspirations are all possible under the guidance of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud and HRH the Crown Prince Mohammed bin Salman bin Abdulaziz.

Since the launch of Vision 2030 in 2016, we have witnessed the Kingdom's dramatic transformation, the strength of its economy and the empowerment of its ambitious people through judicial and social reforms. The National Transformation Program (NTP) has been a major contributor to achieving Vision 2030. As one of the first programs created, NTP was assigned to deliver the largest number of strategic objectives, equivalent to more than 35% of total Vision 2030 goals.

Vision 2030 celebrated five years of historic achievements in 2021 and began a new phase with a significant focus on the contribution of the private sector and unlocking promising new sectors.

To support this phase and continue delivering on Vision 2030 objectives, pre-existing programs were restructured, and new programs were added. The Health Sector Transformation Program and the Human Capital Development Program reflect the ambitions and capabilities of our country as we look forward to the next five years of achievements. NTP looks forward to the new exciting phase of Vision 2030 as the Program builds upon its previous successes and aims to accomplish even bigger achievements with even higher hopes.

This past year, the Program celebrated the success of its various initiatives that transformed the Kingdom. 44 top international companies selected the city of Riyadh to be their regional headquarter, showcasing the country's determination to become a global investment powerhouse. Saudi Arabia ranked second among G20 countries in the 2021 Digital Riser Report, reflecting the Kingdom's phenomenal improvements in telecommunications infrastructure, digital capabilities development, and mega digital projects. In the past ten years, unemployment is at an all-time low (11.3%) and the Woman's share in the labor market is at an all-time high (33.6%). Both are clear indicators of an improving economy and labor market.

As I reflect on the achievements and the unprecedented transformation of the Kingdom, I must take this time to express my heartfelt gratitude to the senior leadership of NTP, including their Excellencies NTP Committee members, and our partnering entities whose support is never-ending. I would also like to personally recognize the tireless effort of all employees working at NTP who go above and beyond their duties to serve our exceptional country as we work together to meet the aspirational goals of Vision 2030.



**Mohammed bin Mazyed Al-Tuwaijri**

Chairman of the National Transformation  
Program Committee



In 2016, the Kingdom of Saudi Arabia welcomed the launch of Vision 2030 and its related programs, including the National Transformation Program (NTP). The Program has had an exceptional five years of accomplishing great achievements in various sectors and partnered with numerous public, private and non-profit sectors to improve the Kingdom and its global rankings.

In the water sector, the Saline Water Conversion Corporation (SWCC) has had unprecedented success in desalination and broke the record for the lowest energy-consuming desalination plant in the world. Additionally, SWCC produced the world's highest capacity of desalinated water.

The justice sector made incredible strides in government efficiency and digital transformation. The real-estate document digitization project – an initiative under NTP – digitized 82 million real-estate documents by the end of 2021 thanks to its central digitization centers, the biggest in the Middle East.

As a testament to the Kingdom's values of giving, compassion, cooperation and empathy, the number of volunteers continues to increase annually. Last year, over 484,000 individuals participated in volunteering efforts and the Program celebrated their commitment to social responsibility by awarding the first winners of the inaugural National Award for Voluntary Work.

Despite the Program's overwhelming accomplishments and the valuable experience gained, there were challenges faced and overcome during the first phase of Vision 2030.

Of course, with any new journey, challenges are expected and NTP learned a valuable lesson in the importance of preparation. We look forward to achieving even more ambitious objectives and initiatives in the next phase of Vision 2030 thanks to our preparedness, the encouragement of our leadership and the hard work of our partnering entities.

Under the guidance of the Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud and HRH the Crown Prince Mohammed bin Salman bin Abdulaziz, our Program's achievements are the result of the collective efforts and effective communication between the NTP team, Vision Realization Offices (VRO), and initiative owners of participating entities. We also offer deep gratitude and appreciation to the esteemed members of the NTP Committee for their continued support.

NTP continues to work towards a successful and fruitful transformation as the journey of achieving Vision 2030 continues at a steady pace. The Program is proud of its valuable role in working towards achieving Vision 2030 to build a vibrant society, a thriving economy, and an ambitious nation. We are confident that the transformation of the Kingdom will have a positive and long-lasting effect for generations to come.

I proudly present to you the most notable NTP achievements for 2021.

## **Thamir bin Abdullah Al-Sadoun**

CEO of the National Transformation Program



# NTP Committee



**H.E Mohammad Al-Tuwaijri**

Member of the Council of Economic and Development Affairs, Chairman of the National Transformation Program Committee



**H.E Abdulrahman Al-Fadhli**

Minister of Environment, Water and Agriculture, Vice- Chairman of the National Transformation Program Committee



**H.E Walid Al-Samaani**

Minister of Justice



**H.E Majid Al-Qasabi**

Minister of Commerce



**H.E Khalid Al-Falih**

Minister of Investment



**H.E Majed Al-Hogail**

Minister of Municipal, Rural Affairs and Housing



**H.E Faisal Al-Ibrahim**

Minister of Economy and Planning



**H.E Abdullah Al-Swaha**

Minister of Communications and Information Technology



**H.E Ahmad Al-Rajhi**

Minister of Human Resources and Social Development



**H.E Hamad Al-Sheikh**

Minister of Education



**H.E Amr Rajab**

Vice-President of Bureau of Experts at the Council of Ministers



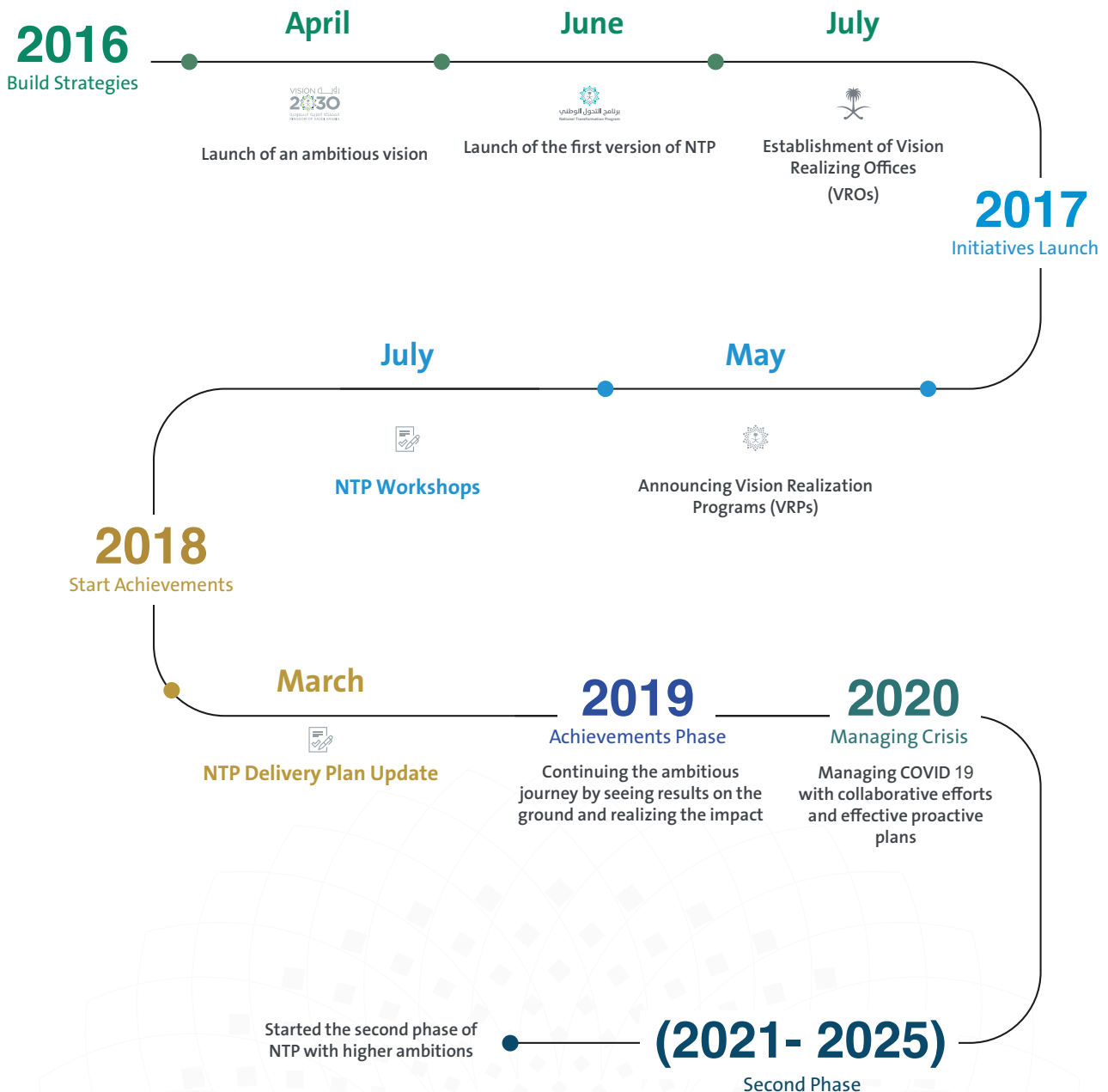
**H.E Hindi Al-Suhaimi**

Assistant Minister of Finance



# NTP in summary

The National Transformation Program aims to develop the necessary infrastructure and create an environment that enables the public, private and non-profit sectors to achieve the Kingdom’s Vision 2030. This will be accomplished by achieving government operational excellence, supporting digital transformation, enabling the private sector, developing economic partnerships, and promoting social development, in addition to ensuring the sustainability of vital resources.



# NTP Scope

In 2021, the National Transformation Program started the next phase in the journey of the Kingdom's Vision 2030. In this phase, a number of Vision Realization Programs were restructured and others were added to reflect the ambitions and capabilities of Saudi Arabia. As a result, NTP's plan was updated and new initiatives were created to achieve the new strategic objectives. In the second phase, NTP's role was specified in 7 themes that include 34 strategic objectives and led by 7 entities.



Achieve Government Operational Excellence



Ensure Sustainability of Vital Resources



Social Empowerment and Non-Profit Sector Development



Labor Market Accessibility and Attractiveness



Digital Transformation



Private Sector Empowerment



Development of Economic Partnerships



# NTP Strategic Objectives

NTP Strategic Objectives (2016-2020) 37 objectives	NTP Strategic Objectives (2021-2025) 34 objectives
5.2.3 Improve productivity of government employees	5.2.3 Improve productivity of government employees
5.2.4 Develop the e-Government	5.2.4 Develop the e-Government
5.2.5 Improve quality of services provided to citizens	5.2.5 Improve quality of services provided to citizens
5.3.1 Enhance transparency across government roles	5.3.1 Enhance transparency across government roles
5.3.2 Strengthen communication channels with citizens & business community	5.3.2 Strengthen communication channels with citizens & business community
5.3.3 Ensure responsiveness of government entities to stakeholders' feedback	5.3.3 Ensure responsiveness of government entities to stakeholders' feedback
3.1.1 Enhance ease of doing business	3.1.1 Enhance ease of doing business
3.1.6 Attract direct foreign investment (FDI)	3.1.6 Attract foreign and local investments
3.3.2 Develop the digital economy	3.3.2 Develop the digital economy
3.3.5 Enable the development of the retail sector	3.3.5 Enable the development of the retail sector
4.3.2 Grow SME contribution to the economy	4.3.2 Grow SME contribution to the economy
4.3.3 Grow productive families contribution to the economy	4.3.3 Grow productive families contribution to the economy
6.2.2 Enhance businesses' focus on the sustainability of the economy	6.2.2 Enhance businesses' focus on the sustainability of the economy
2.4.1 Reduce all types of pollution	2.4.1 Reduce all types of pollution
4.2.2 Increase women participation in the labor market	4.2.2 Increase women participation in the labor market
4.2.3 Enable integration of people with disabilities in the labor market	4.2.3 Enable integration of people with disabilities in the labor market
4.4.2 Improve working conditions for expats	4.4.2 Improve working conditions for expats
4.4.3 Source relevant foreign talent effectively	4.4.3 Source relevant foreign talent effectively
5.4.1 Ensure development and food security	5.4.1 Ensure development and food security
5.4.2 Ensure sustainable use of water resources	5.4.2 Ensure sustainable use of water resources
2.4.2 Safeguard the environment from natural threats	2.4.2 Safeguard the environment from natural threats
2.4.3 Protect and rehabilitate natural landscapes	2.4.3 Protect and rehabilitate natural landscapes
6.1.2 Encourage volunteering	6.1.2 Encourage volunteering
6.2.1 Enhance businesses' focus on their social responsibilities	6.2.1 Enhance businesses' focus on their social responsibilities
6.3.1 Support growth of non-profit sector	6.3.1 Support growth of non-profit sector
6.3.2 Empower non-profit organization to create a deeper impact	6.3.2 Empower non-profit organization to create a deeper impact
2.6.4 Empower citizens through the welfare system	2.6.4 Empower citizens through the welfare system
2.6.5 Improve effectiveness and efficiency of welfare system	2.6.5 Improve effectiveness and efficiency of welfare system
2.3.4 Enhance traffic safety	3.7.1. Support national champions to consolidate their leadership globally
2.1.1 Ease access to healthcare services	3.7.2. Develop promising local companies into regional and global leaders
2.1.2 Improve value of healthcare services	1.1.3. Foster values of equity & transparency
2.1.3 Strengthen prevention against health threats	3.6.1. Push forward the GCC integration agenda
4.4.1 Improve living conditions for expats	3.6.2. Develop economic ties with the region beyond GCC
2.3.1 Improve the quality of services provided in Saudi cities	3.6.3. Develop economic ties with global partners
2.3.2 Improve the urban landscape in Saudi cities	
1.3.2 Conserve & promote Islamic, Arab & National heritage of the Kingdom	
3.3.6 Enable the development of the tourism sector	

Strategic objectives transferred to:



Health Sector Transformation Program

Strategic objectives transferred to:



Quality of Life Program

Strategic objectives assigned to:



National Transformation Program

# Leading Entities



# Contributing Entities







# Achieve Government Operational Excellence

## ◆ Strategic Objectives

Leading Entity



- › Foster values of equity and transparency

Leading Entity



- › Improve productivity of government employees

Leading Entity



- › Improve quality of services provided to citizens
- › Enhance transparency across government roles

Leading Entity



- › Ensure responsiveness of government entities to stakeholders' feedback

# Najiz Platform



» Several improvements were made to the Najiz Platform, including new features to expedite litigation procedures for all parties. As a result, the Platform now allows for all judicial requests to be made electronically to save time and effort.

## Main New Features



Apply for Visitor Identity



Request Appeal



Enquire about Court Rulings



Display Upcoming Appointments and Hearings



Access Remote Litigation portal



Submit First Instance and Appeal Requests



Improve Search and Filtration of Requests



Improve Defendant Verification



Categorization of Litigation Levels by hearings, cases and requests



## Najiz 2021 Achievements



Najiz Portal

**+125**

Judicial Services

**+3.5 Million**

Users



Najiz Application

**+58**

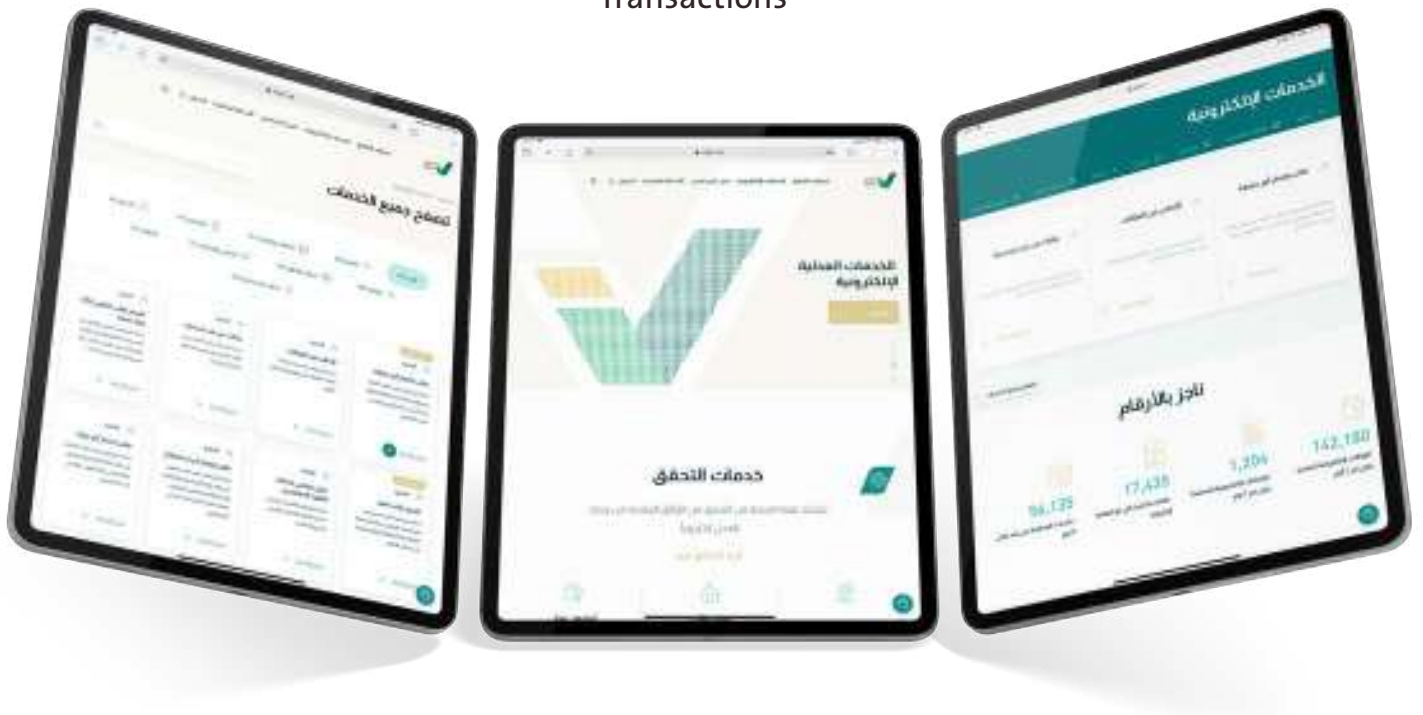
Judicial Services

**+2.1 Million**

Users

**47 Million**

Transactions





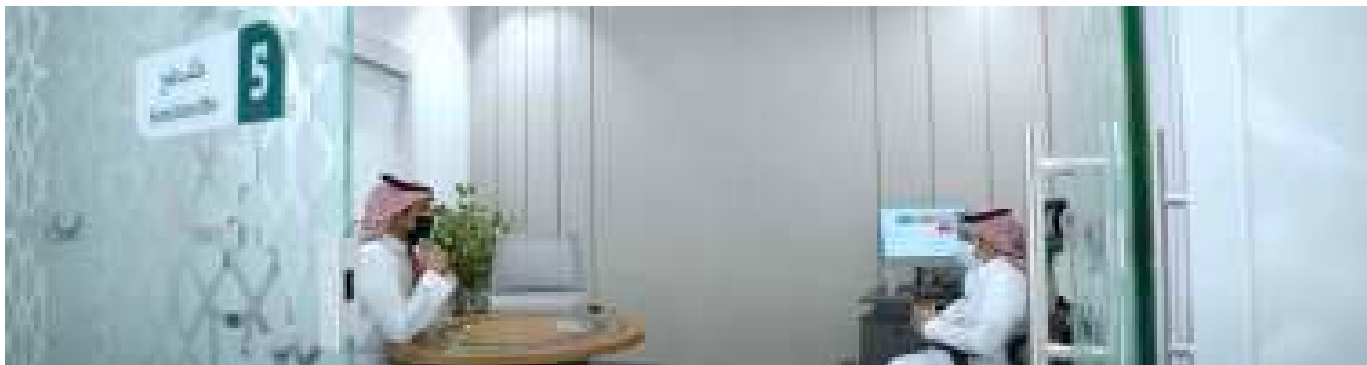
## Launch of Conciliation Centers

» The Centers enable disputed parties to utilize qualified and specialized conciliators to reconcile outside of courts prior to litigation.



**+34 Virtual and Physical Conciliation Centers**

» Expanded the scope of Conciliation Centers by allowing personal rights, traffic, real estate, financial, penal, commercial, and labor disputes and claims to be referred to Conciliation Centers.



 **+1.4** Million  
Beneficiaries

 **+360,000**  
Conciliation Sessions

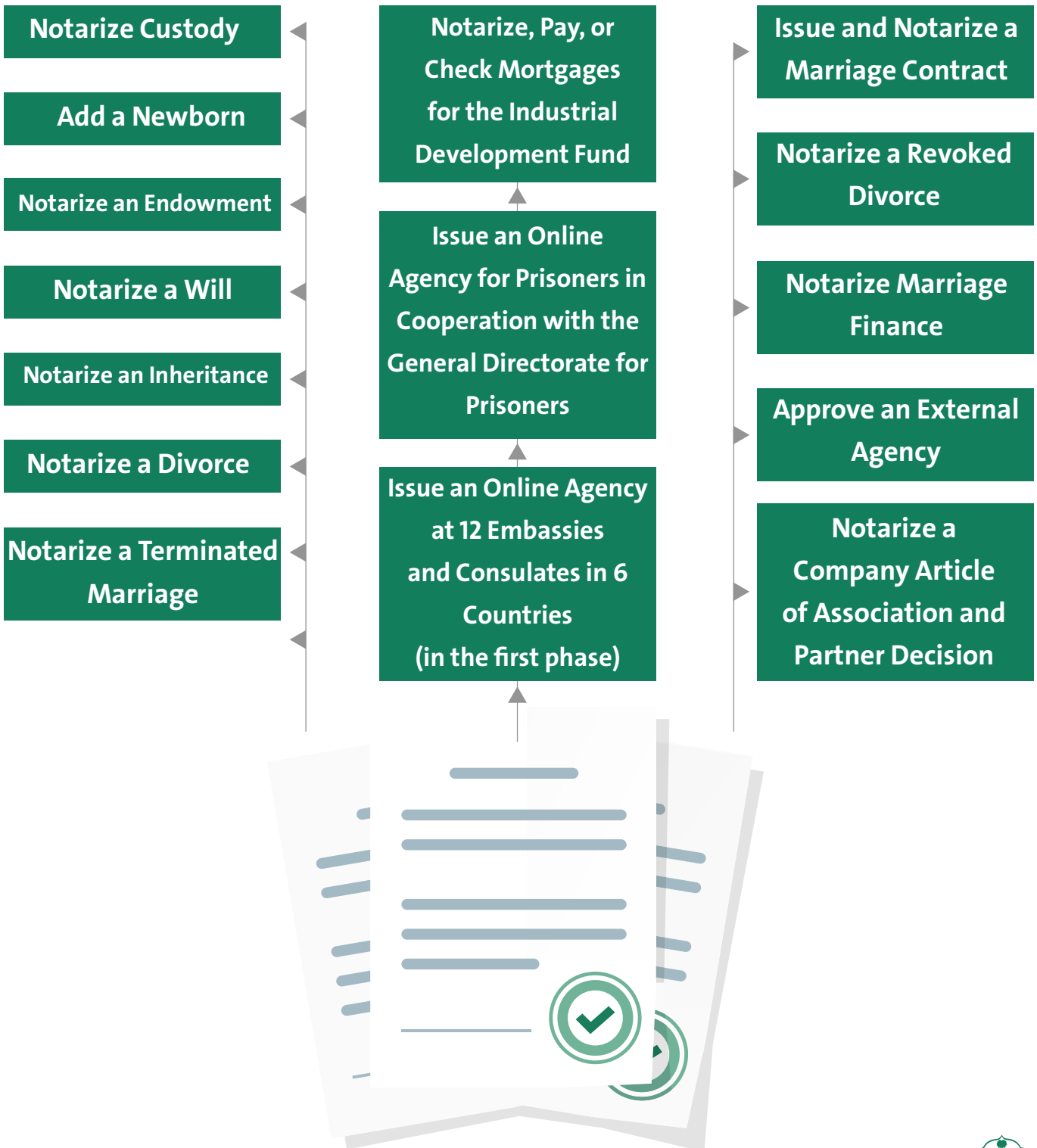
 **+90,000**  
Conciliation Documents

 **+50**  
Deliberation and Conciliation Verification Processes on the Najiz Portal

# Launch of the Comprehensive Notarization System



» Which includes the following services:



## | Inauguration of the First Model Personal Status Court



» Inaugurated the first model Personal Status court in Riyadh. The court sets a standard for a unified brand which will be implemented in Personal Status courts Kingdom-wide. The country-wide project aims to transform the judicial sector by improving and developing the working environments of courts and enacting new operational court models.



## The Claim Review Center Obtained an ISO Certification

The Claim Review Center obtained the (ISO 9001:2015) certificate in Quality Management Systems from the International Organization for Standardization. The Center is responsible for ensuring the readiness of claim documents before they are registered and guaranteeing they meet all the requirements before they are referred to the appropriate court.



**+2.5 million** claim files were reviewed



before being referred to **184 courts**



**250** legal researchers attended



**240** internal and external **training courses**





» The Najiz Platform has streamlined and reduced case classifications from 1,300 classifications to just **300**, which has significantly simplified the statement of claim process.

**1,300 case classifications**



**300 case classifications**



# Launch of the Entrustment and Liquidation Center “Infath”



» The Center will expedite the process of enforcing court decisions and liquidating inheritances, companies, funds and stocks. The center reduced the average liquidation period from 180 days to just 91 days.



**+210**  
Public Auctions



**+2,800**  
Assets Sold



**+3 billion SAR**  
Total Sales



**+1,500** Commercial  
Establishments Recruited,  
Supported and Rehabilitated



**50%** Reduction in  
Time Needed to  
Liquidate Goods





## Launch of Nafith Platform



» **Nafith platform** was launched to enable users to manage and archive digital enforcement deeds and to organize commercial transactions between individuals and establishments. This initiative helps to effectively protect the rights of all involved parties.

654 Registered Establishments

1.5 Million Enforcement Deeds via the Platform

825,000 Beneficiaries

49,000 Creditors

775,000 Debtors

### Benefits of Nafith



#### Electronic Integration with Enforcement Courts

The Platform directly links Court Systems with the Ministry of Justice to streamline enforcement procedures



#### Verification of Enforcement Deeds

The Platform allows for digitized deeds to be made available on the National System with a single sign-on



#### Improve Integrity and Reliability

The Platform ensures digitized deeds are in accordance with the Kingdom's enforcement laws



#### Archives Deeds

The Platform allows for digitized deeds to be archived and retrieved as needed

## Launch of Remote Litigation Service



» The service was launched on the Najiz judicial platform to allow for case parties and their representatives to submit an electronic pleading and remote litigation via video call without the need to attend court hearings physically.



**95%**  
of Court Hearings  
were Electronic



**2 Million**

Court Decisions issued remotely



**3.4 Million**

Video Calls

**90,000** of them were for Prisoners



**626,401**

Electronic Pleadings



## | Digitization of Real Estate Documents



- » **More than 81.9 million real estate registration** and transaction documents were digitized. The documents were processed through the Kingdom's Central Digitization Center, which is the largest in the Middle East and operates daily 24/7.

### 2021 Achievements

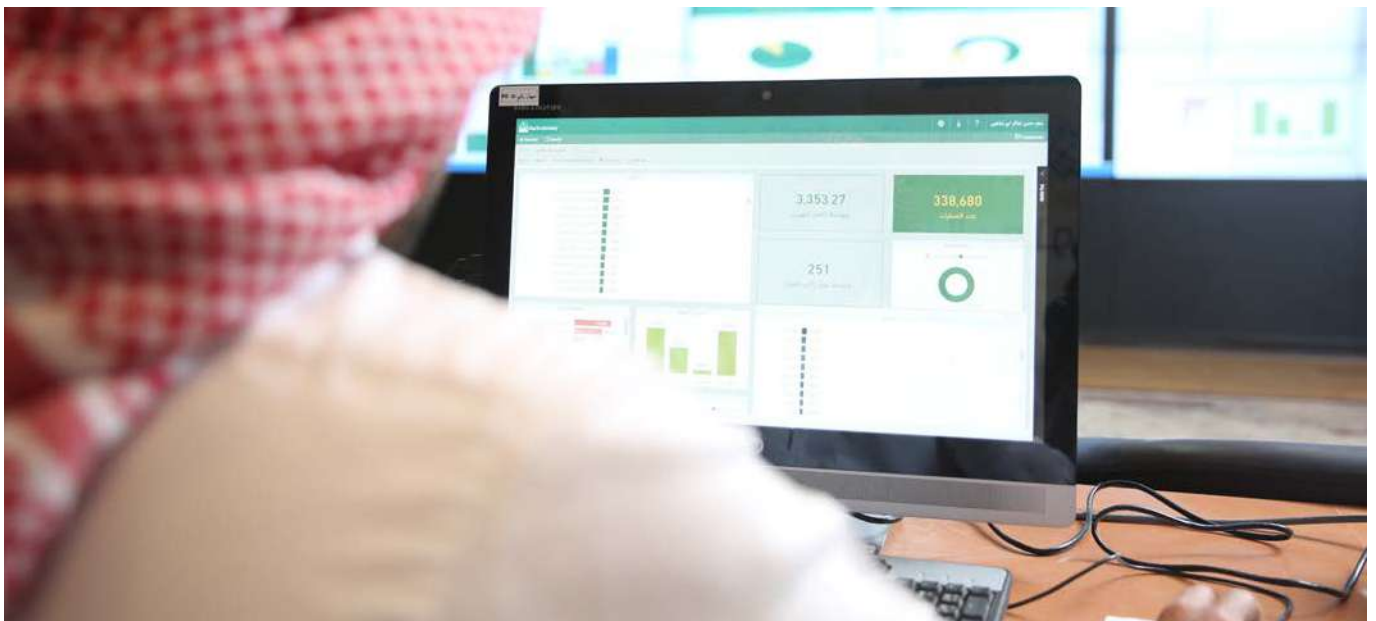
**+91 million** documents were collected from courts and notaries from **+65 judicial entities** to be reviewed and validated

**+88 million** documents were transferred to the Central Digitization Center

**+17 million** documents were restored

**+81.9 million** documents were scanned and archived

**+72 million** documents were of a quality to digitize



## Launch of Online Real Estate Mortgage Service and E-Conveyance Service for Mortgaged Properties



» The service was launched in collaboration with government funds. This comprehensive electronic service allows the issuance and revocation of mortgages to be done instantaneously without having to visit notary offices.



» Launched an E-Conveyance service for mortgaged properties. This service was launched in collaboration with the Real Estate Development Fund. This service allows the conveyance of mortgaged properties requiring the approval of the mortgaging entity as a part of the conveyance process.



4,500 online mortgage transactions by end of Q3 of 2021



Launch of e-conveyance for registered real estate



## Online Agency



» In an effort to fully digitize notary services, around 4.5 million digital agencies were issued in 2021. As a result, beneficiaries are no longer required to visit a notary office which streamlined the process.



## | Launch of E-Conveyance Service



- » An e-conveyance service was launched to allow agents to transfer property on behalf of individuals or establishments. The process takes less than **60 minutes**. Approximately 50,000 real estate deals were closed with a total trading amount of more than **6 billion SAR** and 100,000 in-person public notary visits were avoided.



**50,000**

Real Estate Deals



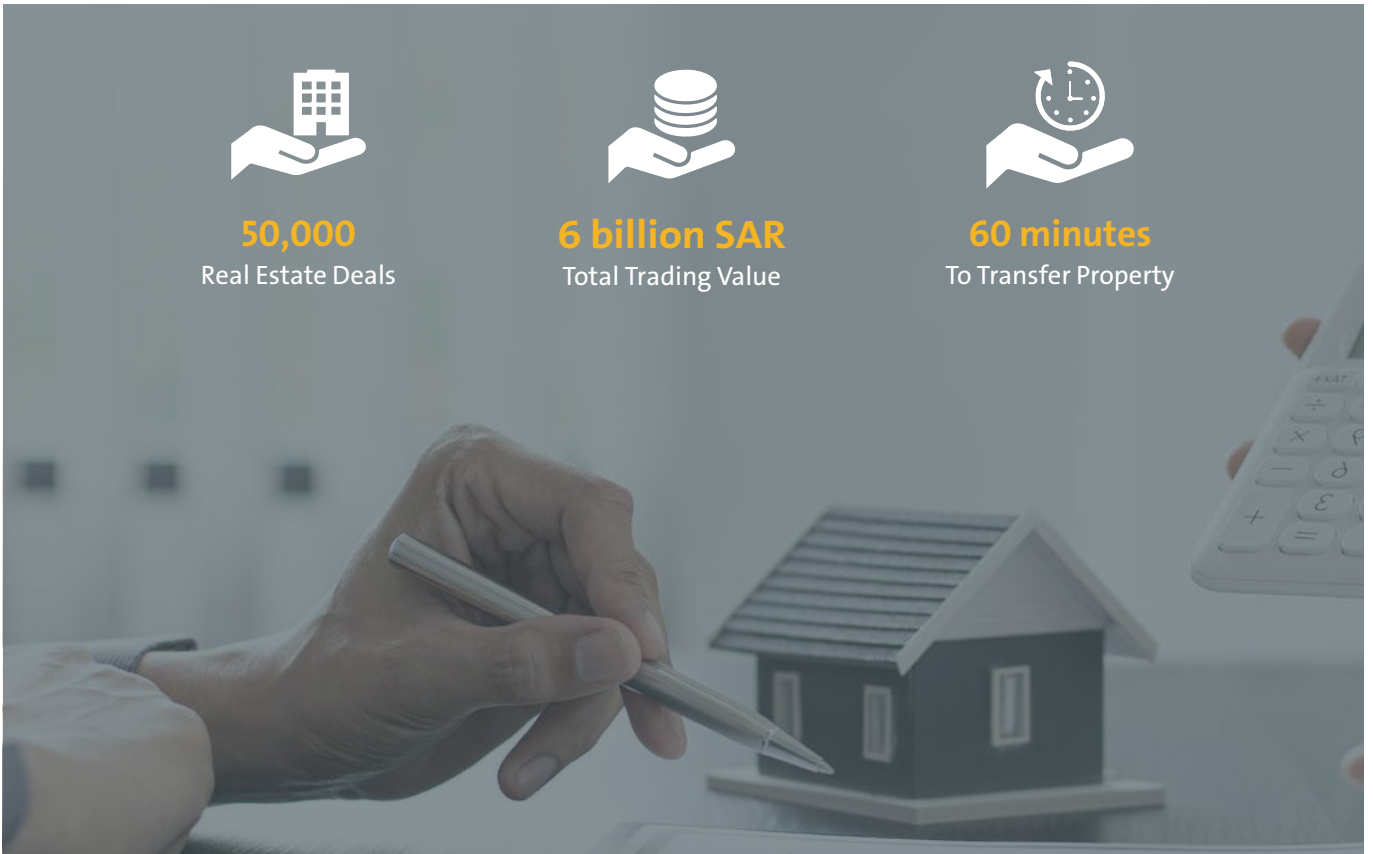
**6 billion SAR**

Total Trading Value



**60 minutes**

To Transfer Property



- » Set deals for real estate conveyance were launched. The service allows sellers to offer real estate for a pre-determined price. This allows any interested buyer to purchase the property at the pre-determined price streamlining the conveyance process.



## Second Release of Electronic Real Estate Subdivision



» Service was launched in collaboration with Ministry of Municipal, Rural Affairs and Housing. Individuals can now issue real estate deeds for subdivisions electronically and instantaneously without the need to visit the Ministry of Justice offices. Additionally, the service records property data using standardized data structures and coordinates instead of text formats enhancing the integrity and reliability of the process.



**+60,000**  
subdivided real estate deeds  
have been provided to Sakani

## Soft Launch of Online Saudi Real Estate Market



» The online market provides a one-stop shop for beneficiaries to conduct their real estate transactions online. The Market services include mortgaging and conveyance. The Market will also allow beneficiaries to view real estate deals and the Kingdom's real estate performance indicators in real-time.



## Increase in the Number of Shaml Centers



» The number of Shaml Centers increased, totaling **55 centers** through all regions of the Kingdom. The Centers are established in partnership with the non-profit sector and aim to protect children and families by providing a safe space for custody and visitation rulings and offering counseling sessions.



**55**  
**centers**

provide services to  
all regions of the  
Kingdom



**+40,000**

children and parents  
have benefited from  
Shaml



The Shaml initiative was  
awarded the prize for the  
first-ever  
“National Dialogue Award”  
under the “Dialogue  
Excellence in Government  
Institutions” category

## | Improvements to Judicial and Legislation Environment



» The **Council of Ministers approved the new** Notarization Law and its implementing regulations to regulate the procedures related to Notarization.



» The Council of Ministers approved the Judicial Costs Law, which requires that court fees be paid by the the disputing parties in accordance to the law and its regulations.



» The **Council of Ministers approved the new Enforcement Law** which consolidated 70 legal procedures into only 5 procedures in one system. The system features interactive tools including a smart notification feature which allows for faster decision-making for requests and automatically initiates the next phase of the Enforcement process without requiring user interaction.

Previous legal procedures

70

Current legal procedures

5





# Launch of Integrated Experts Platform “Khibrah”

The platform enables courts and disputing parties to utilize expert services as required by the judicial process. The platform provides an efficient and transparent method of communication between all concerned parties.

**+700** Registered External Experts

**+130** Requests for External Experts

## Objectives of the Platform



To reduce litigation time



To facilitate communication between judges, experts and case parties



To increase productivity and transparency



To expedite the period of expert requests



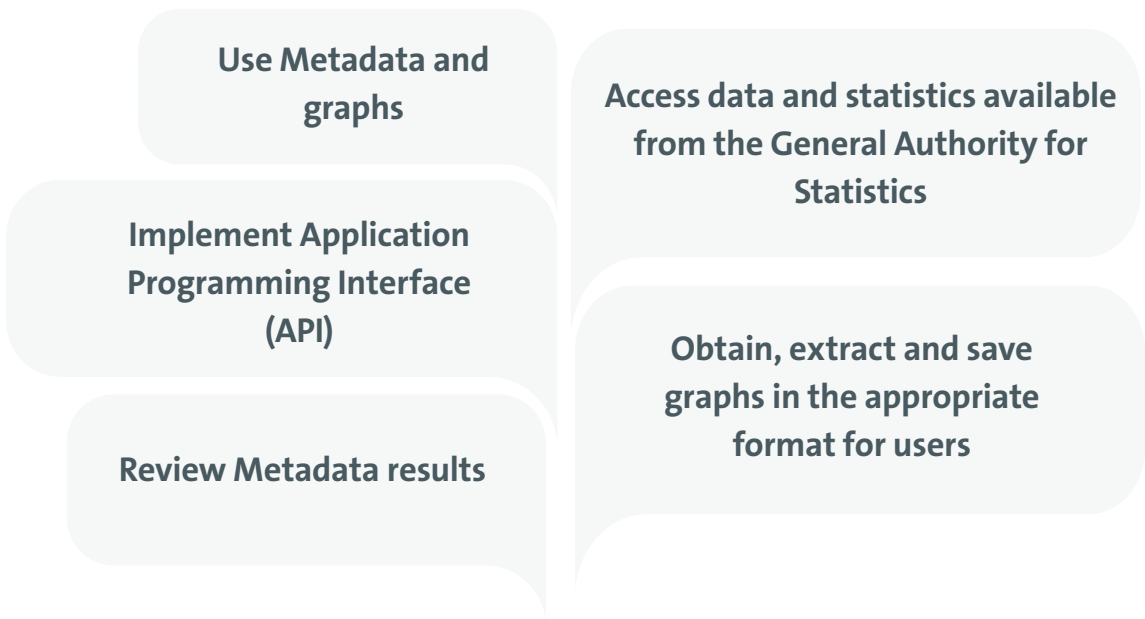
To increase the quality of expert reports



# Launch of the Statistical Database



» A unified channel to publish all statistical data. The interactive database utilizes search techniques with advanced features including the ability to:



**Statistical Database**  
General Authority for Statistics

## Objectives of the Database:

To provide decision-makers, policymakers and the general public with access to search a single-source database of Saudi Arabia-specific statistics

To provide regional and international organizations with statistical requirements



# Launch of the Central Employee Database



» The **Central Employee Database** was launched as a **unified channel** to publish all government employee data. It includes detailed and updated information related to government human resources and supports the governance of labor procedures for the civil service sector.

## Centralized Operation Regulations Database

Apply all labor laws and regulations, and automate the monitoring role of the Ministry.

## Classification Guidelines

Classify jobs, define their roles and responsibilities, and link them to employee qualifications, expertise, and skills.

## “Eltizam” Service

Integrated database with all government entities.



## Unified Data Record

The database includes employment and financial data of all employees and jobs

Central Employee Database



» “Abilities and Skills Assessment Center” was established to study leadership positions in ministries and evaluate **400** candidates from various leadership levels.



» The human resources data of **50 government entities** was automatically linked to the Ministry of Human Resources and Social Development to update government employee data.



## | Launch of an Employee Data Services App



» Launched “**employee data services app**” as part of “the central employee database” project. The app includes various services that benefit public sector employees.

### Main App Services:



Display employment data and qualification



Display employment history



Display medical reports



Submit Grievances



## | HR Management Maturity Assessment



» The **HR management Maturity assessment was completed at the following ministries:** the Ministry of Justice; the Ministry of Industry and Mineral Resources; the Ministry of Environment, Water and Agriculture; the Ministry of Health; the Ministry of Commerce; and Ministry of Municipal and Rural Affairs and Housing.

It included the assessment of the status quo of HR management in the mentioned entities, and designing the improvement plan.



# Development of Public Sector Employee Skills



» **5 programs** were conducted to raise the behavioral skills and competencies of public sector employees in the following 7 regions of the Kingdom: Riyadh, Eastern Region, Najran, Al Qassim, Mecca, Al Madina, Aseer, and Northern Borders.

**3,120**  
trainees

## Programs Offered



**Team Building**



**Effective Communication**



**Innovative Thinking**



**Time Management**



**Problem Solving**



» These **development programs** were offered to HR employees and leaders in the public sector. Participants from **75 government entities** received accredited certificates in talent development, benefits and compensation, and HR leadership.



## | Development of Public Sector Employee Skills



» Several online conferences and programs were made available to public sector employees on the **Ethrai platform**. Ethrai is a national distance training program that aims to raise the efficiency of public sector employees by enabling them to develop their skills and increase their knowledge with the utmost ease.



Board of Directors' Leadership Conference

7,385 Participants



Economic Feasibility Studies Program

5,965 Participants



Government Innovation Program

17,612 Participants



Basics of Databases Program

2,286 Participants





# Ensure Sustainability of Vital Resources

## ◆ Strategic Objectives

Leading Entity



وزارة البيئة والمياه والزراعة  
Ministry of Environment Water & Agriculture

- › Protect and rehabilitate natural landscapes
- › Reduce all types of pollution
- › Safeguard the environment from natural threats
- › Ensure development and food security
- › Ensure sustainable use of water resources

Al Reem Gazelle in Al Hajar Reserve at Al-Ula Province.



## | Ensure Agriculture Development and Food Security



- » The Council of Ministers approved a new **Agriculture Law** that aims to regulate agricultural affairs, maintain natural resources, and achieve food security.



- » The **Saudi Grains Organization** launched a branch in the **Yanbu Commercial Port** to become the fourth access point on the Red Sea and will increase the Organization's total grain storage capacity to roughly **3.5 million tons**.

A contract to build storage silos in the Dhiba Part with a capacity of 120,000 tons was signed. The silos will increase the Kingdom's total agricultural storage capacity and serve the northern region and its development projects.





## | Ensure Development and Food Security



- » An agreement was signed between Saudi Arabia and India to develop a free economic zone. The zone will store and import foods to Saudi Arabia to support and secure main food sources, including rice.



- » The Saudi Grains Organization specified food types to be stored strategically by evaluating the production suitability and the ease of importing and storing.



## | Ensure Development and Food Security



- » A project that encourages and supports citizens to learn agricultural skills was launched to build and promote the capabilities in the sector. Primarily targeting youth, the project teaches future farmers how to reduce pressure on natural resources and implement correct agriculture practices to combat challenges that the agricultural sector currently faces.



- » **19 services were launched** to allow individuals and the private and government sectors to obtain export permits for livestock. These services allow those interested in the exportation of livestock to request approval and obtain export permits after meeting specific requirements and conditions and support the implementation of export security and safety procedures.



- » **New rules for importing of vegetables and fruits** were implemented which require that all permits are enforced before shipping and ensure the Kingdom has a continuous supply of fresh vegetables and fruits. These conditions also help protect local agriculture, guarantee quality control, and safeguard plant resources.



An agreement was signed with the agricultural society in Baljurashi to

## **establish a coffee development city in Al Baha,**

the first coffee city in the Kingdom.

### Objectives of the Agreement:



To increase benefit of the Ministry of Environment, Water and Agriculture's work



To increase vegetation cover



To promote employment opportunities



To promote the role of cooperative societies in the Kingdom



To encourage agricultural investment



To make the coffee city a unique tourist destination



To achieve sufficiency in agricultural products and crops



**Production Capacity: 600 tons of coffee beans**



**Total Land: 1.6 million m<sup>2</sup>**

## The number of palm trees infected with the Red Palm Weevil decreased significantly

After examining 5,029,336 palm trees in multiple regions of the Kingdom, only 15,775 trees or 0.31% were found to be infected.

- Percentage of Palm Trees Infected with Red Palm Weevil







## Launch of the Third Stage of the Environmental Inspection Initiative

The third stage includes industrial and developmental organizations and environmental service providers with **189 inspectors**. The third stage also included signing a contract with a specialized inspection company to lead the initiative for the next 3 years.



## Enhancement of Desalinated Water Resources



» The Saline Water Conversion Corporation (SWCC) was awarded a Guinness World Record for being the world's lowest energy-consuming desalination plant, operating at just **2.27-kilowatt-hours/m<sup>3</sup>**. SWCC achieved a record in electricity consumption in the desalination industry through reverse osmosis technology in their mobile desalination units, with a capacity of 5,000 m<sup>3</sup>/day.



### Saline Water Conversion Corporation's Production Capacity

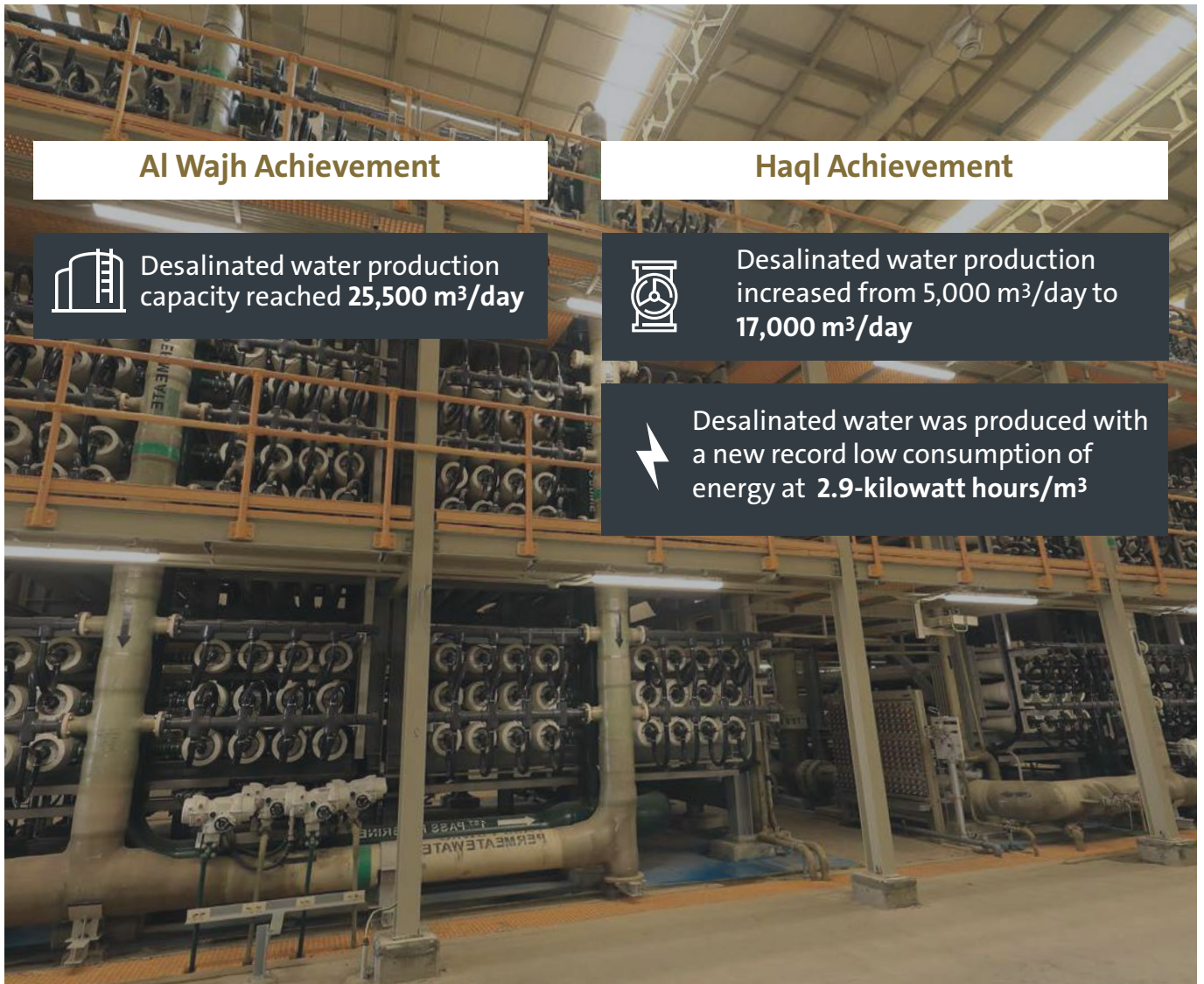
<b>4.6 million m<sup>3</sup></b>	<b>5 million m<sup>3</sup></b>	<b>5.6 million m<sup>3</sup></b>	<b>5.9 million m<sup>3</sup></b>	<b>5.9 million m<sup>3</sup></b>
2017	2018	2019	2020	2021



## Enhancement of Desalinated Water Resources



- » Desalination production systems were launched in **Al Wajh and Haql provinces**. The plants utilize environmentally-friendly reverse osmosis technology to meet the water demand of the two regions and reduce the cost of water production.



### Al Wajh Achievement



Desalinated water production capacity reached **25,500 m<sup>3</sup>/day**

### Haql Achievement



Desalinated water production increased from 5,000 m<sup>3</sup>/day to **17,000 m<sup>3</sup>/day**



Desalinated water was produced with a new record low consumption of energy at **2.9-kilowatt hours/m<sup>3</sup>**



- » New desalinated water units – with a design capacity of **5,000 m<sup>3</sup>/day** – were launched in Jubail to supply various stations. The stations can be used independently or linked to partnering stations to support the Kingdom's water production.





## Enhanced Desalinated Water Resources



» The Arafat –Taif water transmission system reached the full pumping capacity of **60,000 m<sup>3</sup>/ day** to supply the city of Taif, surrounding villages and Al Baha region with water. The system was made possible through the construction of the longest tunnel in the world for the transportation of desalinated water (**12.5 km**) which passes through the Sarawat Mountain.



Pumping capacity:  
**176,400 m<sup>3</sup>/day**



A desalinated water pumping project was launched to support and diversify the strategic water resources and storage for the region of Mecca including the cities of Rabigh, Jeddah and Mecca.

**600,000 m<sup>3</sup>/day** of pumping capacity

**1.3 million m<sup>3</sup>/day** of total design capacity

As part of the (Jubail - Eastern Region Cities) phase 3 project, construction of the first tank in Ras Tanurah was completed with a capacity of **25,000 m<sup>3</sup>/day**. The project will supply the Eastern coast of the Kingdom with water.

Project's design capacity is **900,000 m<sup>3</sup>/day**





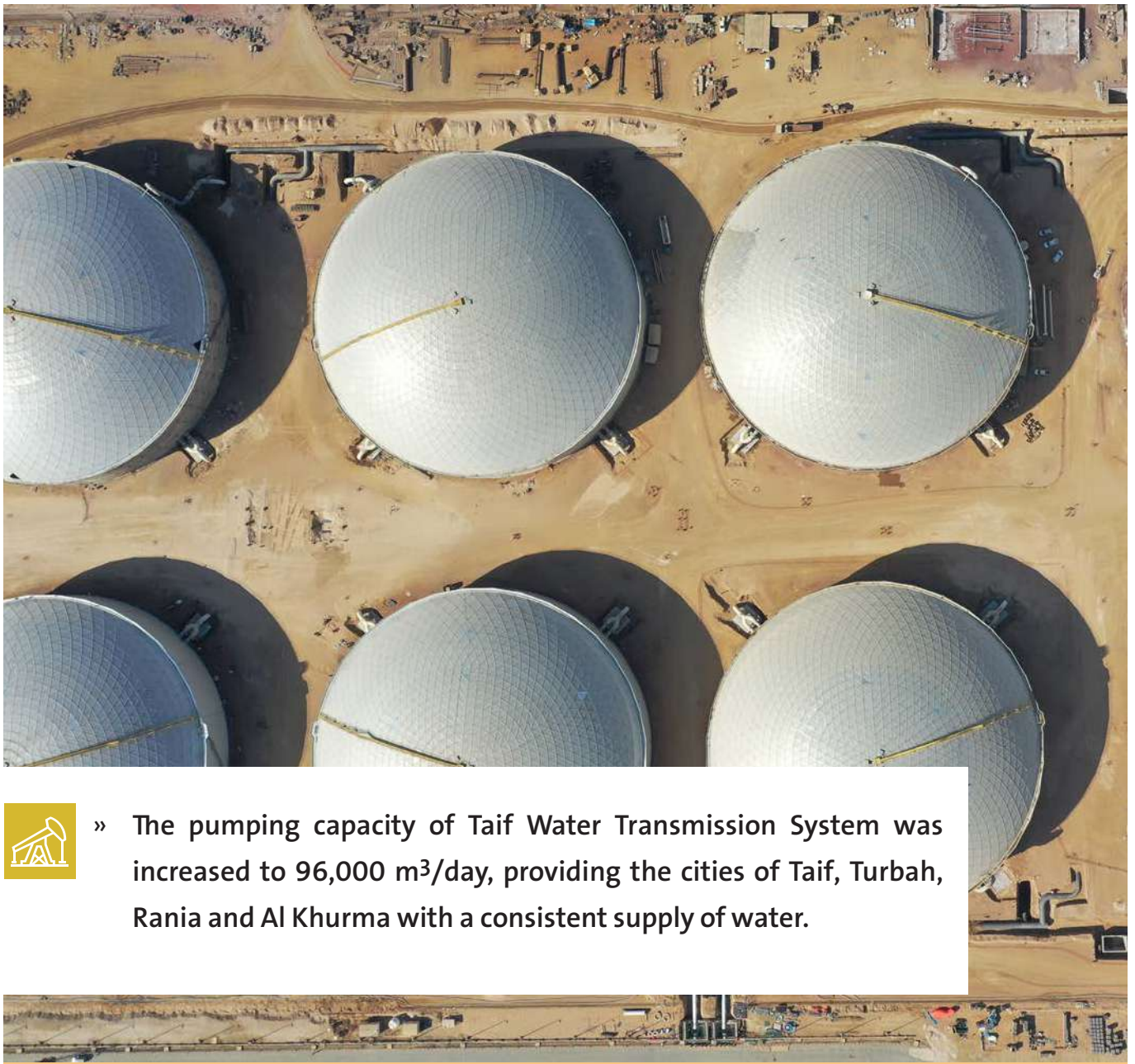
## Enhanced Desalinated Water Resources



» A fourth and fifth tanks for the storage of desalinated water were constructed in Taif.

170,000 m<sup>3</sup> of design capacity for each tank of the whole project

2,890,000 m<sup>3</sup> of total storage capacity of the whole project



» The pumping capacity of Taif Water Transmission System was increased to 96,000 m<sup>3</sup>/day, providing the cities of Taif, Turbah, Rania and Al Khurma with a consistent supply of water.



## Enhanced Desalinated Water Resources



» Filling a water tank was completed in Al Kharj with a design capacity of **50,000 m<sup>3</sup>**.



» The Hafar Al Batin Station Tank was inaugurated as part of the King Khalid Military City project to ensure a consistent supply of water for targeted areas. The tanks have a design capacity of more than **45,000 m<sup>3</sup>/day**.

The total design capacity of the project is **1,000,000 m<sup>3</sup>/day**



» The Saline Water Conversion Corporation increased its capacity to produce water in Yanbu production system by 5% daily compared to its previous design capacity. This increase was the result of new research in partnership with the Institute for Research and Desalinated Technologies without any capital investments.



## Enhance Desalinated Water Resources



» A reverse osmosis unit in the Al Qunfudah Plant is now operational. The Plant is a part of the Kingdom's project to construct smaller desalination plants along the west coast.

Production capacity is 17,000 m<sup>3</sup>/day

Design capacity is 238,000 m<sup>3</sup>/day



» Completed the construction of 5 new tanks and 4 reverse osmosis stations at Al Shuaiba Plant. The Plant ensures that the region of Mecca is supplied with water.



The total capacity for the 5 new tanks is 700,000 m<sup>3</sup>

The design capacity for the reverse osmosis station is 400,000 m<sup>3</sup>/day



» A tank with a storage capacity of up to 340,000 m<sup>3</sup> has been filled in Mina to ensure a secure and sustainable water source in preparation for the Hajj season.



## Ensure Sustainable Use of Water Resources



- » Al Tamriat well in Al Jawf Region was completed to provide residents with water for livestock and support the region's water and food security. The well has a capacity of **2,200 m<sup>3</sup>**.



- » Increased production capacity for one of Yanbu's Production Stations by **9.3%**.



The total design capacity for the Yanbu Production System is **566,160 m<sup>3</sup>/day**



- » The Saline Water Conversion Cooperation completed 8 security projects related to comprehensive security systems at various production stations and sea protection services. To ensure the protection of water production systems and sustainable water sources, the project meets the security requirements per the High Commission for Industrial Security.



## | The Construction of Wastewater Treatment Plants



» The construction of wastewater treatment plant was completed in the province of Al Quwaiya. With a capacity of **10,000 m<sup>3</sup>/day**, The plant will supply **50,000 beneficiaries**.



## | Deliver Drinking Water to Consumers



» A series of water networks were constructed in the region of Asir. The network features a total length of **64.2 km** in piping and 400 home connections to deliver drinking water to **4,800 beneficiaries** in Al Khalidiya and Al Hidar.



## Reduction of Water Wastage



» The National Water Company completed a pumping project in the Al Matar district of Jazan. The one-of-a-kind project featured a redesigned hydraulic network that allows for continuously pumped water 24/7. The improved efficiency of the project's operations allowed for an increase in capacity by more than 5,000 m<sup>3</sup> to supply 20,000 beneficiaries and 1,700 homes.



Save up **+5,000 m<sup>3</sup>** of water

**20,000**  
beneficiaries



**1,700**  
properties



» A leak detection and treatment project for 400,000 linear meters of water networks and home piping were completed for Al Ahsa, Buqaiq, Al Dammam, and Al Khobar. This project helped prevent the regions from experiencing water wastage due to faulty water networks and pipes.

## Increase of Local Content Capabilities



» The Saline Water Conversion Corporation has implemented a new business unit to allow for the entity to manufacture spare parts and metal molds themselves. This initiative of self-manufactured spare parts helps support the nationalization of technology and increase local content production.





## Launch of the Water Transmission and Technology Company

The Water Transmission and Technology Company was launched in cooperation with the private sector to manage, operate and maintain water transmission. The water will be stored in various regions of the Kingdom with a network of 8,400 km of pipeline to deliver 7 million m<sup>3</sup> of desalinated water daily.

## Launch of the Saudi Water Innovation Bootcamp

The Saline Water Conversion Corporation launched the Saudi Water Innovation Bootcamp to promote investment opportunities, attract talents, and provide opportunities for national innovators in the water, manufacturing and energy sectors. The Bootcamp, an initiative under the Saudi Water Academy, produced over 169 original and innovative ideas.

**+169 ideas**



المؤسسة العامة لتحلية المياه المالحة  
Soline Water Conversion Corporation (SWCC)



شركة نقل وتقنيات المياه  
WATER TRANSMISSION AND TECHNOLOGIES CO.



وزارة البيئة والمياه والزراعة  
Ministry of Environment Water & Agriculture

## | Increase efficiency and performance



» The Saline Water Conversion Corporation was awarded 2021 Desalination Company of the Year from the Global Water Intelligence, an organization dedicated to research information on international water markets.



» Jeddah and Al Khafji production systems obtained certificates (ISO 14001) in Environmental Management Systems from the International Organization for Standardization. The certificates demonstrate SWCC's dedication to the importance of environmental planning and the health and safety of their projects and their surrounding environments.



» The Saudi Water Academy was listed as the top accredited training service provider by the International Accreditors for Continuing Education and Training. In 2020, the Academy obtained international accreditation from IACET for 5 years as a training provider, making it the first entity to be accredited by IACET in Saudi Arabia.



» The Saline Water Conversion Corporation obtained an organizational excellence recognition certificate from the European Foundation for Quality Management (EFQM) with a high score of 4 stars, demonstrating SWCC's commitment to organizational excellence. SWCC is also considered the first entity to obtain the certificate at a national level.





## Future Utilization of AI in the Water Sector

The Saline Water Conversion Corporation partnered with the Saudi Data and AI Authority to develop the utilization of Artificial Intelligence (AI) technologies and Fourth Industrial Revolution for future water projects. The implementation and development of these technologies are in line with the goals of the National Data Management Office and would strengthen research and innovation efforts to promote AI initiatives the development of cloud computing solutions for the water sector.

## Integrating all Directorates under NWC Management

The National Water Company completed a project to integrate and unify the Kingdom's water distribution. In November 2021, the northern region was the last phase of the integration project bringing the total administrative areas under NWC management to 6 areas covering the 13 provinces.



## Social Empowerment and Non-Profit Sector Development

### ◆ Strategic Objectives

Leading Entity



Human Resources and Social Development

- › Encourage volunteering
- › Support growth of the non-profit sector
- › Empower citizens through the welfare system
- › Enhance businesses' focus on their social responsibilities
- › Empower non-profit organizations to create a deeper impact
- › Improve effectiveness and efficiency of the welfare system

Non-profit national organization licensed by the Ministry of Human Resources and Social Development, and is specialized in blood and organ donation.



# | Volunteering



## Volunteering Numbers in 2021

**484,251**

Volunteers

**+242,805**

Volunteering Opportunities

**122**

Workshops and Training Courses

**+42 Million**

Beneficiaries



**565 Entities | 10,889 Individuals**  
Benefited from Consultations and Training



**916,111,302 SAR**  
Economic Return of Volunteering

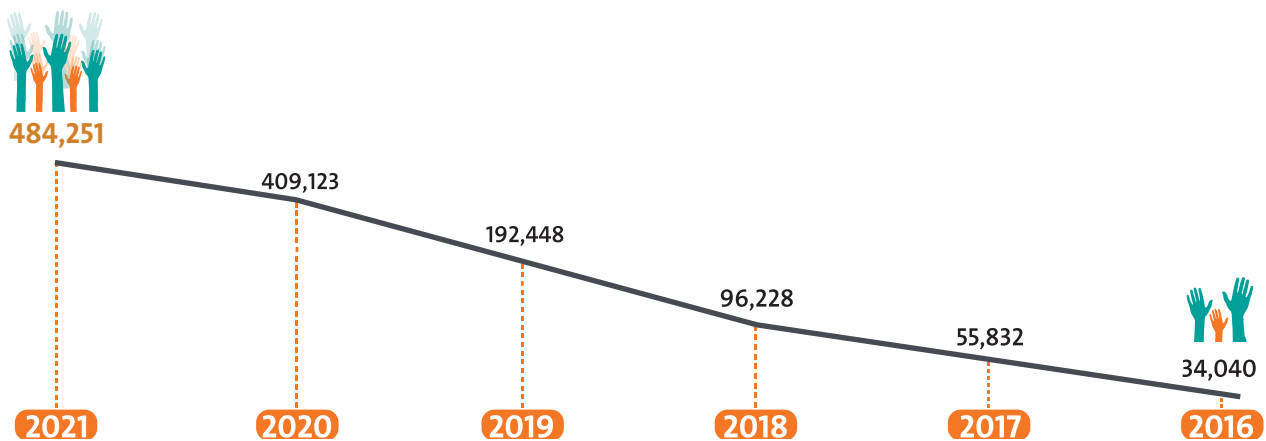


# The National Volunteer Portal

-  Includes +30 Volunteering Fields
-  Lists Training Courses and Workshops
-  Provides a Bank of Volunteering Opportunities
-  Offers Multiple Specialized Volunteering Opportunities
-  Fully Integrated with National Information Center
-  Monitors and Documents Volunteering Hours



## Number of volunteers in the Kingdom



## | National Award for Voluntary Work



» The first National Award for Voluntary Work was held to recognize and honor the important work of volunteers.

### 260 Participants

✓ 58 Government Entities

✓ 111 Charities

✓ 23 Private Entities

✓ 47 Educational Entities

✓ 21 Volunteering Groups



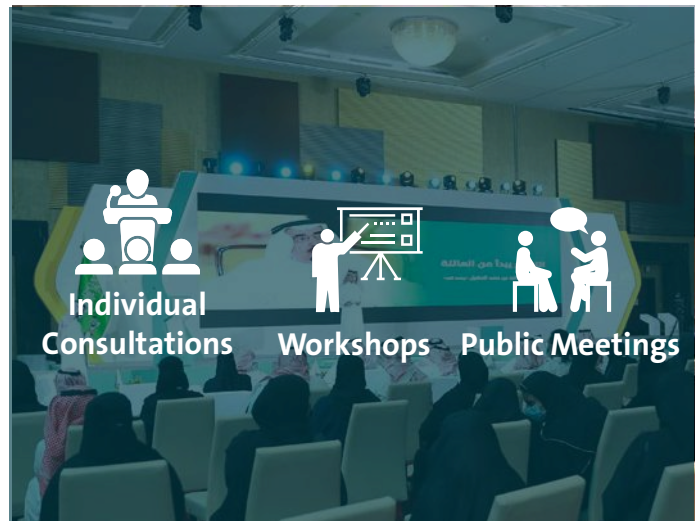
29 Winners

Entities, individuals, and  
volunteering groups



# | Volunteering

» The “Volunteer with your Experience” initiative was launched and implemented with the participation of various Ministers and leaders. This initiative allows professionals to share their experiences and solutions for various challenges with non-profit organizations, entrepreneurs, freelancers, schools and university students.



» 250 volunteering units were established to organize volunteer work and preserve the rights of the entities providing volunteering opportunities and the volunteers themselves.

» A Guidebook for the Institute of Voluntary Work was published in accordance with the Saudi National Standard for Volunteering for 2022. The Guidebook was produced to allow government and non-profit sectors to establish professional volunteering entities.



## | Growth of the Non-Profit Sector



- » Compared to 2017, there is an increase of **88%** in non-profit organizations due to establishing 3,068 new organizations.

# National Donations Platform and “Waqfy” Platform



» More than **2.4 million** individuals benefited from the donations made on the **National Donations Platform**.

**+2.4 million** beneficiaries



» More than **75 million SAR** in contributions were raised on **Waqfy**.

**+75 million SAR** in contributions



## Improvements to the Effectiveness and Efficiency of the Welfare System



- » The Council of Ministers approved regulations to reform and improve juvenile detention facilities and care homes for girls and identified the roles and responsibilities of each government entity involved.



- » The satisfaction rates of social service beneficiaries increased to **81.30%**, surpassing the target goal of **70%**.





## Empower Citizens through the Welfare System



- » The percentage of individuals who were able to find sustainable employment and no longer required social services and welfare increased to **28.2%**, surpassing the target of 24.5%.

**28.2%** 

of individuals were able to find sustainable employment



- » The regulations to implement the new Social Security Law were approved. These regulations clarify the Law's provisions and procedures to ensure the support reaches qualified individuals.





» **148 training programs** were provided to social services employees, providing 4,203 researchers and specialists with development opportunities.



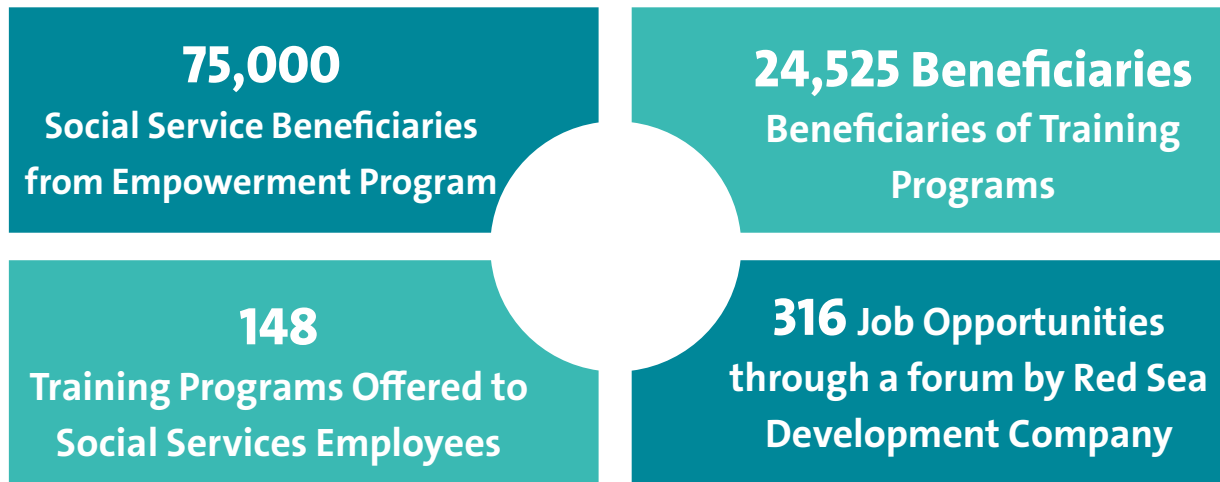
» More than **75,000 social service beneficiaries** who are able to work benefited from the empowerment program at social services offices throughout the Kingdom.



» **316 job** opportunities were provided to social service beneficiaries in the Umluj area through a forum led by the Red Sea Development Company and **19 partnering companies**.



» Training programs were provided to **24,525 social service beneficiaries** from around the Kingdom.





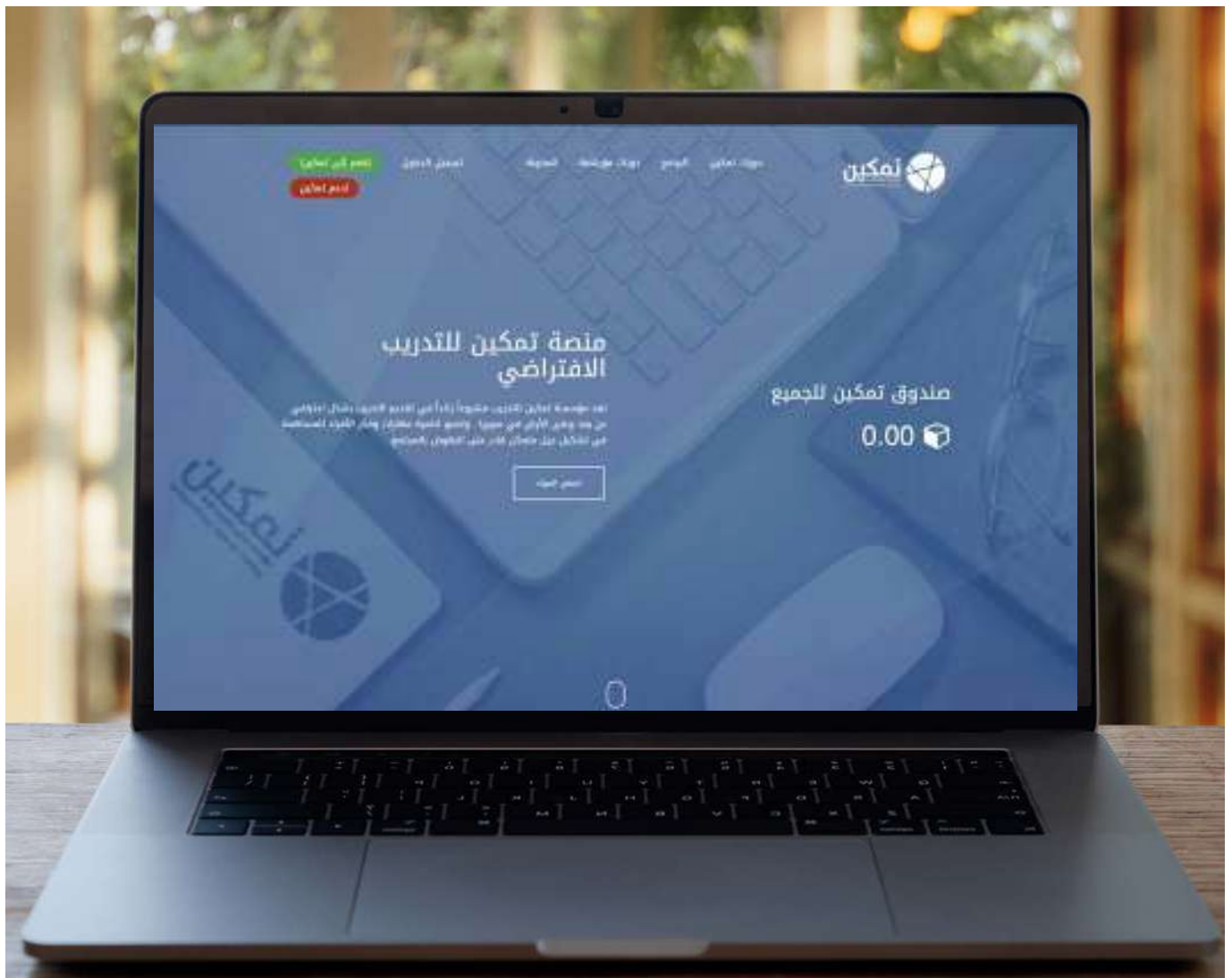
» “Tamkeen”, where **7 memorandums** of cooperation were signed that cover multiple training fields to lead to employment. The Forum provided **1,000 job opportunities**, **500 financing opportunities**, and entrepreneurship and capital projects.

**+3,000** Social Service Beneficiaries Participated

**27** Public, Private, and Non-profit Entities Participated



» The **Tamkeen** platform was launched to provide social service beneficiaries with employment opportunities for entrepreneurship and capital projects. Since the launch, the platform contributed to **38,000 employment** opportunities.







## Labor Market Accessibility and Attractiveness

### ◆ Strategic Objectives

Leading Entity



Human Resources and  
Social Development

- › Increase women participation in the labor market
- › Enable integration of people with disabilities in the labor market
- › Improve working conditions for expats
- › Source relevant foreign talent effectively

Eng. Madhawi Al Hajri, Architect working at a consultation company for the development of Riyadh Metro Project.

# Increase Women Participation in the Labor Market

» The Rate of Saudi Unemployment Decreased (men and women aged 15+)

First half of 2020

15.4%

First half of 2021

11.3%

» The Rate of Saudi Female Economic Participation Increased

2017

17%

2021

34.1%



# Increase Women Participation in the Labor Market



» The Share of Women in the Labor Market Increased (from the overall labor force)

2017

21.2%

2021

33.6%



» The Number of Women in Leadership Positions Increased (senior and middle management levels)

2017

28.6%

2021

39%



» Remote customer service job opportunities were limited to citizens only, by direct or indirect contracting.





## Flexible and Remote Work



» More than **114,000** flexible and remote work contracts by the end of 2021.



## Female Leadership Training



» More than **1,045** female trainees attended the Training and Leadership Orientation for Women Cadres initiative.



**+1,045**  
female trainees



## “Qurrah” Program



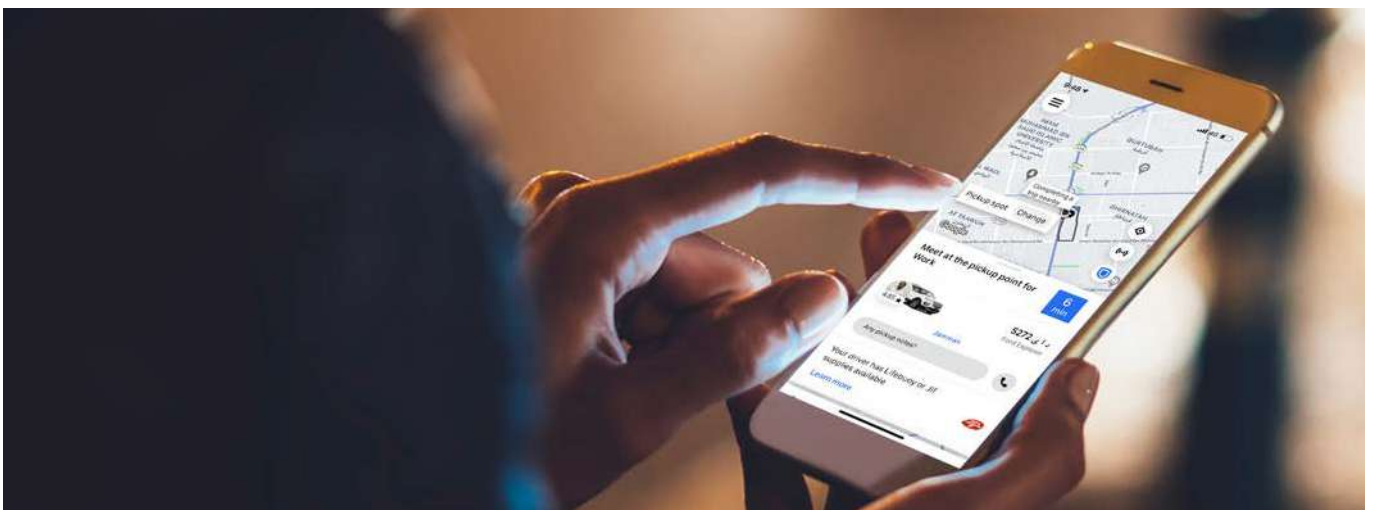
» More than **6,645** women benefited from **Qurrah** which provides support in child care centers.



## “Wusool” Program



» More than **122,160** women benefited from **Wusool** which provides transportation support.





## Enable Integration of People with Disabilities in the Labor Market

» The percentage of disabled individuals who entered the labor market increased to **12.2%**.

 **12.2% in 2021**



» More than **1,634** establishments were awarded Mowaamah certificates. The certificate demonstrates that the entity provides equal job opportunities for disabled people and ensures that the workplace meets their needs.





# Enable Integration of People with Disabilities in the Labor Market



» The Authority for the Care of People with Disabilities awarded King Abdulaziz University as the topmost inclusive university in the Kingdom, which has 1,067 disabled students currently enrolled.



» The guidebook for families with blind or visual impaired members was released to provide a reference for all services the Kingdom offers for those who are visually impaired. The first-of-its-kind guide in Saudi Arabia was developed in cooperation between the Authority of Persons with Disabilities and King Khalid Eye Specialist Hospital.



» The Authority for the Care of People with Disabilities signed several agreements and memorandums of understanding with leading entities including:



A Cooperation Agreement with Human Rights Commission

الهيئة العامة للدواء والدواء  
Saudi Food & Drug Authority

A Memorandum of Cooperation with the Saudi Food & Drug Authority



A Memorandum of Understanding with the Institute of Public Administration



A Cooperation Agreement with Princess Nourah University



A Memorandum of Cooperation with Imam Ibn Saud Islamic University



Memorandum of Understanding with Saudi Telecommunication Company



A Memorandum of Understanding with Liajlehum Organization for People with Disabilities



## | Occupational Safety and Health



» Launched “Health and Safety” platform for small and micro establishments. The online platform provides the entities with the ability to self-assess, audit, organize site visits, issue performance cards and approve training content for occupational safety and health.



» Established “Awareness measurement methodology of occupational safety and health” with specific indicators, measurement mechanisms, and targeted sectors. These initiatives were introduced to measure the rate of occupational injuries and diseases, working hours, the enforcement of occupational safety and health policies, occupational awareness and localized occupational safety and health professionals.



» Launched E-training programs for private-sector employees.



## Occupational Safety and Health



» The rate of establishments that uphold the Kingdom's occupational safety and health laws increased to **69.1%**.



» The Council of Ministers approved the National Policy for Occupational Safety and Health. The Policy was a result of a royal decree to form a committee consisting of members from more than 20 entities to finalize policy outcomes.



» **Occupational Safety and Health Regulations for small establishments (less than 50 workers)** were approved to aid them in developing an internal occupational safety and health system that protects workers from dangers they may face in their working environment. These Regulations are based on the standards of the International Labor Organization and the requirements of the Saudi labor market.





# Occupational Safety and Health



» Several agreements were signed to advance the field of occupational safety and health:

## An agreement with Umm Al-Qura University

to develop occupational health services and establish a dedicated research and innovation center.

## An agreement with SABIC

to strengthen administrative and technical procedures and practices.

## An agreement with the Saudi Society for Occupational Safety and Health

to support Cadres Program graduates by providing them with technical consultations after they graduate.



» Launched qualification verification service within the Cadres Program to promote standardized occupational safety and health.



» Launched training program for job seekers who plan to enter the occupational safety and health workforce as professionals or practitioners. The Program is in cooperation with the Human Resources Development Fund and aims to support 18,000 graduates.

» Conformity with expat wage protection program increased



» Expat workers saw an increase in the improvements of their working conditions.

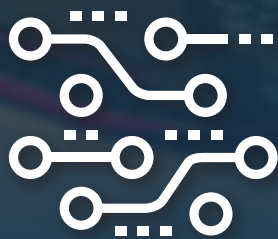


# | Improve Working Conditions for Expats



» Launched “Guide for contractual relationship improvement initiative services” to assist expats and organizations on topics such as job mobility, exit and re-entry visas, and final exit visas. The manual explains these services in detail and their respective applications and platforms.





# Digital Transformation

## ◆ Strategic Objectives

Leading Entity



وزارة الاتصالات  
والمعلومات  
والتكنولوجيا  
MINISTRY OF COMMUNICATIONS  
AND INFORMATION TECHNOLOGY

- › Develop the e-Government
- › Develop the digital economy

Digital Ocean Institute, for modeling and education services using latest technology.



# Develop the E-Government

- » The **Digital Government Authority** launched an e-government policy to facilitate the digital transformation in the government sector.
- » The **Digital Government Authority** launched a Unified Logistic Hub initiative in cooperation with **13** government entities and companies to connect **25** platforms and offer **600** services.



## E-government Services Maturity Index

» The e-government services maturity index reached 84%, demonstrating the Kingdom's continued efforts to provide and improve digitized government services to all individuals, businesses, and other government entities.

E-government services maturity index	60% (2016)	81.29% (2020)	84% (2021)
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# I Develop the E-Government

## Issued the ninth digital government transformation report

The report evaluates the progress of government entities' digital transformation efforts as part of 2030 vision.

### The Levels of Measurement

#### First Level



Present innovative and creative models in digital transformation with employing start-up and modern technologies in e-government

#### Second Level



Achieve internal cohesiveness between administrations and sections, and external cohesiveness with other entities

#### Third Level



Develop and monitor all aspects of digital transformation for continuous improvement and customer satisfaction

#### Fourth Level



Provide all policies, standards, procedures, and tools related to digital transformation

#### Fifth Level



Prepare and take initial steps for advancement in digital transformation

45 government entities have achieved the level of “integrative” and “Innovative”

176 government entities participate in the measurement

## | Advancement of the Kingdom in the Digital Riser Report

- » The Kingdom ranked second among G20 countries in the 2021 Digital Riser Report issued by the European Center for Digital Competitiveness, advancing 20 points in the general index compared The Kingdom advanced 86 points in the “Ecosystem” sub index achieving first place among G20 countries. It also scored 45 points in the “Mindset” sub index achieving 3rd place among G20 countries.



## | Encourage and Adopt Digital Innovation

- » 5 memorandums of understanding were signed between the Ministry of Communications and Information Technology and various venture capital firms to encourage adopting digital innovation in the Kingdom and further build an environment suitable for digital business, including digital start-ups and investors. The cooperation will also allows for the analysis and evaluation of digital Saudi start-ups and provides them with direction on how to make themselves more attractive to investors and offers training, workshops, guidance, competitions and access to digital-sector events

## | Personal Data Protection Law

- » The Council of Ministers approved the Personal Data Protection Law to regulate the collection, processing and use of personal data in the Kingdom.



## Developments in Digital Infrastructure

- » Internet speed increased from 9 Mbps in 2017 to about **180 Mbps** in 2021.
- » Data traffic through the Saudi Arabian Internet Exchange reached **69 Gbps** by Q3 of 2021.
- » 4G wireless broadband coverage reached **more than 97%** in 2021.
- » The **Kingdom's wireless telecommunication towers and antennas** requirements were updated in cooperation with the Ministry of Municipal, Rural Affairs and Housing to enable more rapid expansion of broadband wireless services.



## I Support Digital Entrepreneurs and Local Digital Companies

- » Launched the Game Changers Program to help Saudi entrepreneurs develop indie game companies by staffing Saudi apprentices who want to become game artists, game programmers and game designers. The program was taught by internationally famous game development organizations, the Advanced Initiative Company and the DigiPen Institute of Technology.

### GAME CHANGERS رواد الألعاب



50 Graduates



100 Participants



10 Start-ups

# Support Digital Entrepreneurs and Local Digital Companies

- » The first **Digital Innovation Award** was launched to support the Kingdom's digital research and inventions and encourage innovation, research, and development.

Today, meet the innovators making the future



**+500,000 SAR**  
in total awards

- » The second edition of Tech Champions was launched to support entrepreneurs in the technology sector by providing them with the necessary tools and technical, administrative and financial support to turn their ideas into leading projects.
- » A partnership contract with **Techstars** Accelerator was signed in partnership with RAED Ventures to support the success of the Kingdom's tech start-ups, the commercial growth of the sector and digital technology developments.

## The gate to expand your business

Based on best international practices



**+400 Registered**  
Tech Start-ups



**+100**  
Advisors and Experts



# Support Digital Entrepreneurs and Local Digital Companies



» A **Digital Challenges Program** was launched to allow participants to compete in a series of challenges that tech start-ups commonly face. Each challenge had multiple stages that targeted innovators, tech enthusiasts and programmers alike.



# Support Digital Entrepreneurs and Local Digital Companies

A **Blockchain Challenge** was launched to encourage participants to develop digital business models based on blockchain solutions for the supply chain and e-commerce sector, smart contracts and use in the creative industries. These three tracks were chosen based on market and start-up needs in addition to their general effect on international conditions and their importance for the current national digital transformation.

**3 Winners**

**+30 Advisors**

**+10 Workshops**

**60,000 SAR in Total Awards**

# Support Digital Entrepreneurs and Local Digital Companies

» A “Developers Zone” Competition was held on the sidelines of Gamers without Borders, the world’s biggest charity esports championship which was led by the Kingdom. The Competition aimed to motivate Saudi gaming entrepreneurs to develop smartphone games that can compete on an international level. The Competition and Championship were supported by the efforts of the Saudi Esports Federation to prepare the Kingdom to be an ideal and unique environment for the new and innovative gaming sector.



**10 Winners**



**70 Participants**



**375,000 SAR in  
Total Awards**

» The Center of Digital Entrepreneurship and its platform CODE were launched to support technology start-up owners and encourage digital entrepreneurship.

## Center of Digital Entrepreneurship aims to:

- » Create new job opportunities
- » Localize technology
- » Increase women participation in digital entrepreneurship
- » Increase the digital economy’s participation in the total local product
- » Guide investment opportunities towards the digital sector



# | Digital Entrepreneurship Bootcamp

- » **Anan**, the first technical entrepreneurship Bootcamp of its kind at King Saud University, was launched to strengthen the efforts of the digital innovation unit at the university and through its partners in the sector to support and stimulate digital innovation and empower entrepreneurs. The Bootcamp allows for **10 initial entrepreneurship projects** to participate, to **develop and commercialize 5** of them.



**10 Participating Entrepreneurship Projects**

**5 Graduating Digital Business Models**

## Future Skills Bootcamps

- » A series of **Future Skills** Bootcamps were launched in cooperation with Saudi Federation for Cybersecurity, Programming and Drones to train more than **1,500 participants** in **50 bootcamps** related to 15 fields including programming, Artificial Intelligence, cybersecurity and game development. The bootcamps are the largest in the region to support the Kingdom's digital cadres.



- » The **second phase** of the **Future Skills** initiative was launched to develop the Kingdom's creative generation and ensure they possess digital knowledge skills to meet the requirements of the future labor market.



## Spread Digital Awareness and Knowledge, and Build National Human Capital

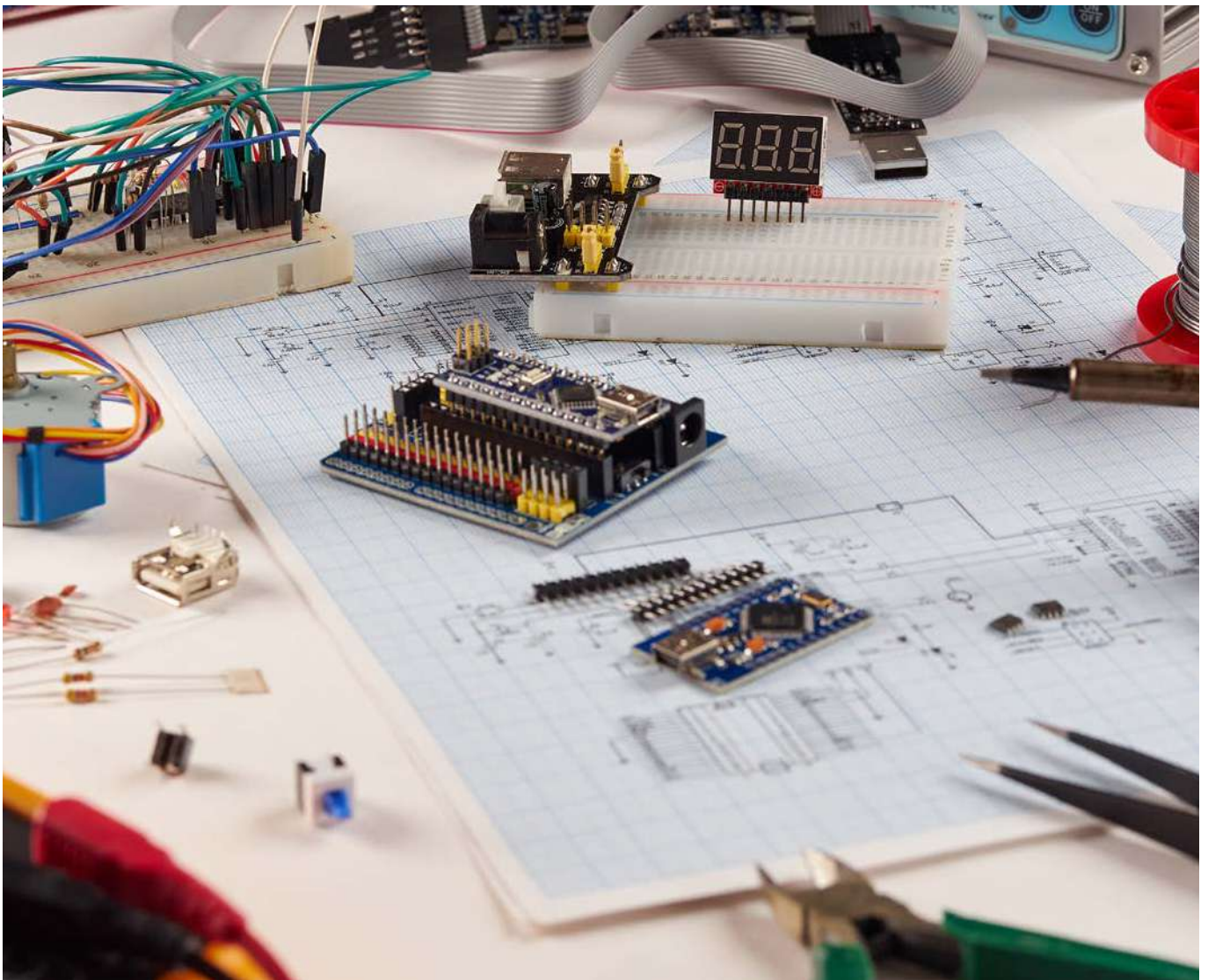
- » An e-training program within the Future Skills Initiative was launched to develop the digital skills of 20,000 job seekers and those currently employed.
- » The second version of the training program within the Future Skills Initiative was launched in cooperation with 20 local universities to train 2,000 students in communication and IT.
- » More than 48,000 individuals benefited from the Digital Giving initiative Attaa, which helps spread digital knowledge in Arab societies around the world by helping to train and educate people on digital content and the most important technical knowledge, supporting the non-profit sector in developing technical skills and accelerating digital transformation in the operations of its institutions.
- » An Artificial Intelligence and Machine Learning Bootcamp was launched for Saudi youth age 9 to 15 years old. The Bootcamp was offered through the Digital Giving initiative Attaa and in partnership with NEOM and CyberX.





## | Spread Digital Awareness and Knowledge, and Build National Human Capital

- » **250 projects** were produced using Fourth Industrial Revolution (4IR) technologies using the Virtual Lab under the ThinkTech Initiative. The Initiative aims to create a digital society capable of keeping pace with the technological developments of the times by spreading awareness to all segments of Saudi society about emerging technologies and innovation. The projects utilized various technology including **3D printing, Arduino, micro bit, cutting laser, and machine carving.**
- » The **'Your Digital Path'** campaign was launched to help guide and educate student graduates and university applicants on choosing the right digital major for them to pursue. The campaign was coordinated between the Ministry and **10 partners**, including **STC, Thiqah Business Services** and several universities.



## Develop Tech Talents

- » An initiative to provide full scholarships was launched for students who wish to pursue a master's degree in start-up technology at King Fahad University of Petroleum and Minerals.
- » A Future Technology Ambassadors Program was launched to train 235 student ambassadors in digital awareness and promote their contributions to innovation through a technology course plan prepared by Stanford University



» The fifth edition of the Information and Communication Technology Competition, organized by Huawei International Company, was launched to encourage national talent to drive the future of technology and motivate university students to drive innovation. The program was focused on providing training courses for modern technologies and encouraging communication between talented youth in the region with their counterparts all around the world.

 **+ 8,500** submissions of university students in the Kingdom during the last 4 years





# Private Sector Empowerment

## ◆ Strategic Objectives

Leading Entity



- › Enable the development of the retail sector
- › Enhance ease of doing business
- › Strengthen communication channels with citizens & business community
- › Grow SME contribution to the economy

Leading Entity



- › Attract foreign and local investments

Leading Entity



- › Enhance businesses' focus on the sustainability of the economy

Leading Entity



- › Grow productive family's contribution to the economy

**Sifr Studio is a multidisciplinary creative content creation studio.**



## | Enhance Ease of Doing Business



- » More than 750 economic reforms were performed to develop the Kingdom's private sector and ensure assigning them to relevant government entities.



- » The **Public Consultation Platform**, Istitlaa, was launched where government entities can reply to the public's views and feedback on law drafts related to economic and development affairs before they are approved, contributing to a safe and stable business environment. A series of workshops were conducted with government entities to ensure full understanding of the platform's operational mechanism and governance as well as enhance the level of awareness among the public, government entities, and private sector related to existing projects on Istitlaa platform, through conventional media channels and social media.

منصة استطلاع  
PUBLIC CONSULTATION PLATFORM



## | Enhance Ease of Doing Business



» Legal documents were translated through the National Center for Archives and Records.



legal documents were translated in coordination with +40 government entities



legal documents were translated in cooperation with the official Translation Unit at the Bureau of Experts at the Council of Ministers



legal documents were published in English to enable investors and private sector to review

# Enhance Ease of Doing Business



» **9 new Saudi Business Center branches were opened.**



**8 branches partnered**

**with the Ministry of Commerce**

Al Dammam – Abha – Buraidah – Al Jawf  
– Mecca – Taif – Tabouk – Taif



**One branch partnered with the Riyadh Chamber**



**+100,000**

Visits from investors and entrepreneurs to branches around the Kingdom



**+105,000**

Different services for the concerned business entities



**+35,000**

Companies submitted their financial listings through the Qawaem Program, which provides a number of services related to financial statements and information of enterprises



**+1,200**

Declarations were made on the unified record for transferred money rights





## | Ensure Product Quality and Standards Conformity

- » As a result of updating the methodology of the general indicator for Consumer Product Safety and developing purchasing and testing samples, the percentage of consumable products that conform to Saudi Specifications increased to **81.50%**. This achievement falls under the activities of the Saudi Product Safety program, **Saleem**.



- » The National Metrology program **Taqyees**, an initiative to ensure the accuracy of measuring devices used in commercial operations, expanded its scope to include petrol pumps, scales and home meters.

### Taqyees has checked and ensured the accuracy of the following:



577,195 home meters



1,907 gold stores and 4,459 scales



827 commercial establishments and 4,813 scales



2,703 petrol stations and 30,909 pumps

# Intellectual Property Protection

» Improvements were made to the Kingdom’s implementation of intellectual property protection and increased the efficiency and quality of services provided through a program that aims at unifying the efforts of enforcing and encouraging the respect of intellectual property.

- 3,284 Enforcement Visits  
- 30 Cases Referred to Public Prosecution

- 465 Site and Mystery Shopper Visits  
- 787 Blocked Websites



» The Kingdom led and organized the World Intellectual Property Organization’s (WIPO) Conference, which is considered one of 3 main bodies of WIPO.



» The Kingdom headed four WIPO committees:

- Berne Union Committees to protect literary and artistic works
- Locarno Union for industrial designs
- Paris Union for the protection of industrial property
- Marrakesh Treaty to facilitate access to published works for persons who are blind, visually impaired, or otherwise print disabled

» The Saudi Authority for Intellectual Property was appointed as a permanent representative of the Kingdom at the United Nations in Genève, after submitting the joining document to the Nairobi Treaty on the protection of the Olympic Symbol.

# Intellectual Property Protection

- The Kingdom was elected as a member of the Coordination Committee and the Program and Budget Committee. This membership grants the Kingdom the right to vote and contribute to the organization's strategic decision-making in addition to the opportunity to present recommendations on program budget, and financial matters and participate in preparing the draft agenda of the General Assembly.



Coordination Committee  
comprises of 83 countries



Program and Budget Committee  
comprises of 53 countries



- » The first version of the Arabic Glossary of Intellectual Property was published to raise awareness on intellectual property in the Arab world.



+250 Intellectual  
Property terms  
in Arabic and English

- » 3 Guides on intellectual property policies were issued including:

- ▶ An intellectual property policy for scholarship students;
- ▶ An intellectual property policy guide to enable SMEs; and
- ▶ A policy guide to manage, protect and utilize intellectual property assets for universities and national research centers.

- » The 11th Arabic version of the Nice Classification was issued to fulfill the Kingdom's commitment to the Nice Agreement, which the Kingdom joined as a member in April 2021. The Nice Classification is an international classification system used to classify goods and services for the registration of marks.

- » A Fast-Track Examination was launched to accelerate the examination of specific patents related to several technology sectors and target products. This is an expedited examination track that requires compliance with specific conditions.



# Intellectual Property Protection

» Collaborated with local entities that are part of intellectual property ecosystem to maximize economic impact.



**127**

National Entities



**255**

Training program Beneficiaries



**+150**

Intellectual Property Agent Licenses



**Licensing**

For the First Non-profit Organization in the sector

» Partnered with 17 international intellectual property entities to preserve intellectual property rights and to enhance the economic impact.

» An intellectual property system has been enabled by specialized programs in the Kingdom for their employees.

**515**

National Network Beneficiaries

**274**

Intellectual Property Office Beneficiaries

**6,000**

Trainees attended more than 20 training programs offered by the Intellectual Property Academy



## | National Strategy for Foreign Trade

Safeguard local products from unfair practices and enable access to foreign markets through the National Strategy for Foreign Trade. Additionally, an enhancement plan was prepared for business councils to contribute in enabling commercial and investment exchange, the most accessible products for foreign markets were identified, the required enablers of commercial agreements and other were specified, and the most important markets were analyzed for access in coordination with the concerned entities.



## | Promote E-commerce

- » Eased the requirements to obtain parcel transport license via canceling security scanning requirements and municipal license requirements, which contributes in increasing the number of local companies in this sector and provides more options for merchants to improve the quality of the delivery services to the consumer and ensure competitive prices.

**Time Required to Issue Delivery License**

Previously: 30 days

Currently: Instant

- » E-commerce merchants who have a commercial registration are now **allowed to open bank accounts without being deemed as “high risk”**. The process of opening an account takes less time as fewer documents are required and banks can authenticate documents from the merchant’s Maroof registration. Maroof is an initiative to connect the Kingdom’s e-commerce sellers and buyers.
- » **Policies, laws and procedures – like SABER, local data hosting, Saudization, tax calculation and store verification procedures – were reviewed to ensure alignment with new business models in the promising e-commerce sector.**
- » **E-Commerce Business Guide** was launched in cooperation with the Small and Medium Enterprises General Authority (Monsha’at) to support the sector by providing a list of companies that offer services and products to support e-commerce merchants. The Guide is divided into business sectors to make it easy to use.



## | Promote E-commerce

» An e-commerce training program was launched in cooperation with prominent e-commerce companies and offered on-job training opportunities. The program aims to increase the competency of graduates, ensure their suitability in the e-commerce sector and provide trainees with expertise that aligns with the demands of international companies working to start business in the Kingdom



7 Weeks of Training



24 Trainees

Key Companies who participated in the Training Program:

**Deloitte.**



## ■ Increase Protection in Commercial Business Environment

- » The **Bankruptcy Commission** launched a complaint system to enable beneficiaries to raise issues related to a bankruptcy case. A committee will examine the violations, and apply the necessary approved legal procedures.



- » A **Creditors Claim Management Service** was launched to apply administrative liquidation for bankruptcy committees and bankruptcy officeholders' claims to unify various channels and increase the quality and speed of services.

922 Financial Claims | 122 Procedures

- » **48 officeholders** and **45 experts** qualified to perform legal tasks in bankruptcy procedures were licensed according to the provisions of licensing trustees and experts.



## | Increase Protection in Commercial Business Environment

» Several training courses and workshops were held to raise the standard of practice in implementing Bankruptcy Law.



**+80** individuals participated in training for bankruptcy rehabilitation practitioners



**+170** officeholders and experts participated in specialized continued education workshops



**8** specialized tests offered in legal and accounting fields



**1,900** beneficiaries attended **10** events including workshops, seminars, and educational exhibitions





## Develop Media Appearance Skills

- » The Motahadithoon (Speakers) project was launched by the Ministry of Media's Center for Government Communication to develop the skills of official government speakers and improve their media appearances to present information aligning with Vision 2030 targets.



## | Grow SME Contribution to the Economy

- » 15 out of 20 enterprises that achieved rapid growth have graduated from the fifth batch of ELITE. The program prepares SMEs to enter the ELITE International Network - which helps connect private companies with diverse sources of capital to drive their growth - and assists them in entering the parallel stock market **Nomu**. The Hafiz initiative helps cover costs related to financial consultations.
- » More than **663,913 SMEs** were registered by the end of the third quarter of 2021, an increase of **48%** compared to 2016.
- » **SME Bank** was launched under the National Development Fund to increase financing opportunities for SMEs and bridge the financial gap.



# | Grow SME Contribution to the Economy

» An SME Support Center was launched in Jeddah to provide support for SME owners and entrepreneurs in all stages of a business, including: inception, post start-up, or business growth phase.

## SME Support Center Main Services



Training



Presenting to Investors



Business Development



Business Support



Consultation and Guidance



Linking SMEs with Large Enterprises





## | Combat Commercial Concealment

- » The National Anti-Commercial Concealment Program was enabled by:
  - Providing e-payment solutions.

- » Developed and improved retail store quality by improving municipality requirements for sectors where commercial concealment spreads.



# | Grow Productive Families Contribution to the Economy



» Sales of families supported by the Social Development Bank grew to **10.7 billion SAR** by end of 2021.





# Grow Productive Families Contribution to the Economy



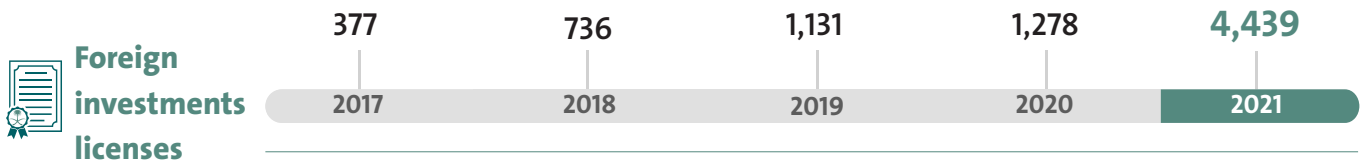
» Number of beneficiaries of Social Development Bank in the productive families sector reached **83,667 beneficiaries** by end of 2021.





## | Increase in Foreign Investments Licenses

» The Kingdom recorded a continuous rise of foreign investment licenses despite the negative effect of the COVID-19 pandemic on international investment sector.



**+250%**

Increase in investment licenses issued by the Ministry of Investment in 2021 compared with previous year

Percentage of joint investment licenses between Saudi and foreign investor from total licenses

**27%**  
First half of 2020

**45%**  
First half of 2021

### The National Investment Strategy was launched

to highlight the Kingdom's investment capabilities and support the Kingdom's goal of being one of the top 15 economies in the world by 2030.

# | Attract International Companies

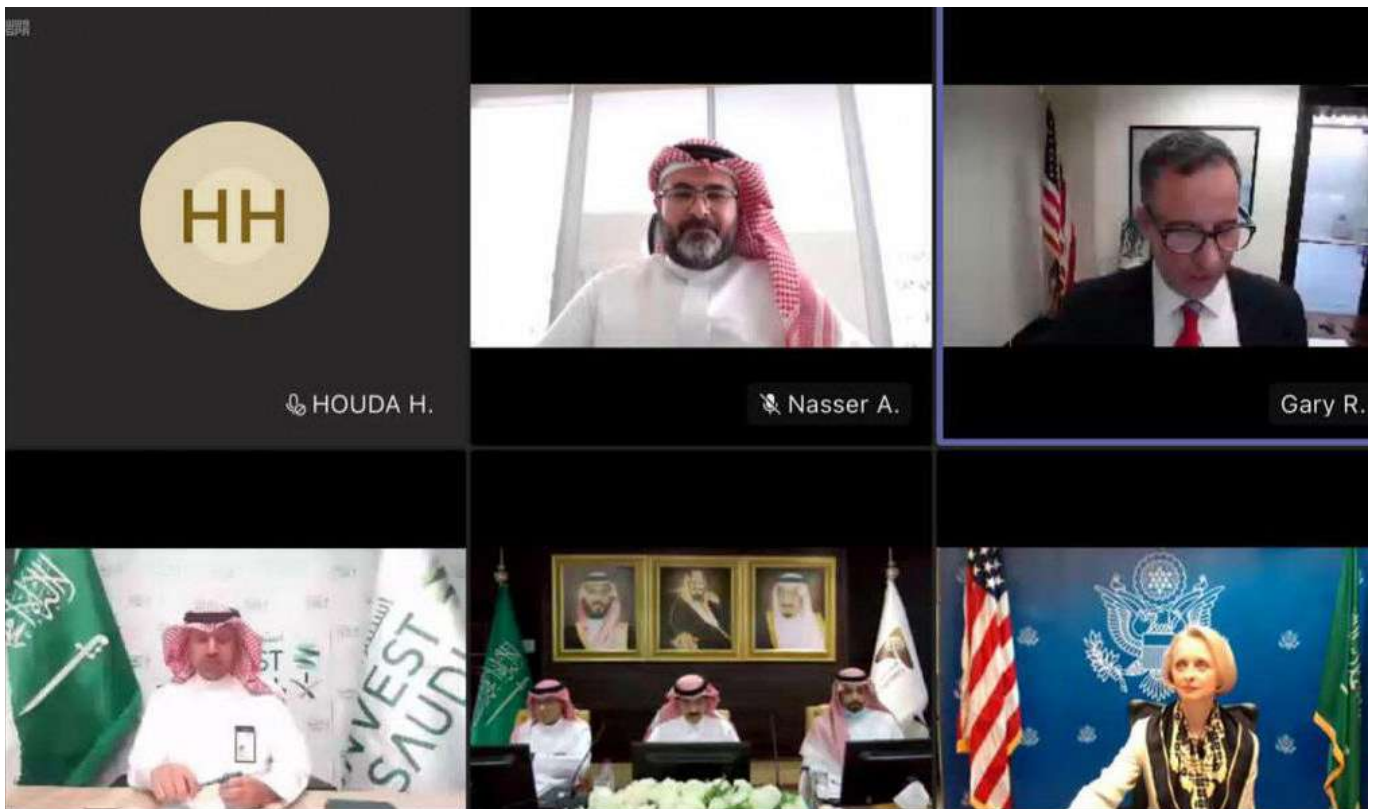
- » 44 international companies chose Riyadh as their regional headquarter, highlighting the success of the Ministry of Investment and the Royal Commission for Riyadh City's joint effort to attract foreign investment.



# Saudi-American Infrastructure Virtual Summit

» The Saudi-American Infrastructure Virtual Summit was held in cooperation with the U.S Department of Commerce and the Council of Saudi Chambers and was attended by a large number of participants from both countries. The Summit focused on current and future infrastructure work in Saudi Arabia and the available commercial and investment opportunities available to more than 200 American private sector participants in addition to Saudi private sector companies representing industry companies in waste management, IT and communication, entertainment, travel and tourism and transportation.

<b>+200 participants</b> from American private sector	<b>Industries of participating companies</b>				
	 IT and Communications	 Waste Management	 Entertainment	 Travel and Tourism	 Transportation





## | Agreements to Attract High-Quality Foreign Investments

- » Several memorandums of understanding (MOU) and agreements for high-quality foreign investments were signed including:



An MOU between the Ministry of Investment and Roche Products Saudi Arabia, a Swiss company specializing in healthcare, with the goal of establishing a strategic partnership to support an investment environment for the health sector and life science in the Kingdom.



An MOU under the sponsorship of the Ministry of Investment between the National Center for Palms & Dates and Prime Berry Company, a Ukrainian berry producer and exporter, with the goal of exporting Saudi dates to Ukraine and Eastern Europe and to produce date-flavored dairy products.



An MOU between the Ministry of Investment and Pacific General, an asset management and investment advisory firm, with the goal of establishing a cooperation framework to find investment opportunities in multiple infrastructure projects in the Saudi tourism sector.



A cooperative framework between the Ministry of Investment and Greece Investment & Trade Promotion Agency “Enterprise Greece” identifying investment opportunities, privatization projects and investor incentives in addition to forming partnerships between Saudi and Greek companies to invest in the two countries and nearby countries.

## | Agreements to Attract High-Quality Foreign Investments

- » Several memorandums of understanding (MOU) and agreements for high-quality foreign investments were signed including:



An MOU between the Ministry of Investment, the Ministry of National Guard and AstraZeneca, a biopharmaceutical company, with the goal of strengthening the local production of AstraZeneca's prescription drugs and developing opportunities to establish clinical research facilities in the Kingdom.



A Principles agreement between Desert Technologies Group, a renowned Saudi company in renewable energy, and Greece Investment & Trade Promotion Agency "Enterprise Greece" to construct a 12 MW solar photovoltaic plant on the Greek island of Trifylia.



An MOU between the Ministry of Investment and the United Kingdom Government, represented by the International Chamber of Commerce, with the goal of supporting direct investments between the two countries in various sectors with the presence of multiple companies and financing institutes.



An MOU between the Ministry of Investment and HSBC International Bank, with the goal of strengthening cooperation to promote and discover sustainable investment opportunities in the Kingdom.



## | Attract Foreign and Local Investments

- » Develop and identify investment opportunities for prioritized sectors to attract investors, through:
  - Developed 4 investment strategies for: real estate, transportation, health and IT sectors.
  - National Incentive Committee was formed by a Royal Decree to identify all incentives offered by government entities.

114 incentives offered by government entities



- » An updated version of the Invest Saudi portal was launched to promote the Kingdom as a promising investment destination. The unified portal allows prospective and current investors to discover investment opportunities in the Kingdom as well as provide them with information on incentives, business support and license applications.



The image shows a low-angle shot of a modern building with a glass facade. The KPMG logo is prominently displayed on the building's exterior. The sky is a clear, light blue.

# Development of Economic Partnerships

## Strategic Objectives

Leading Entity






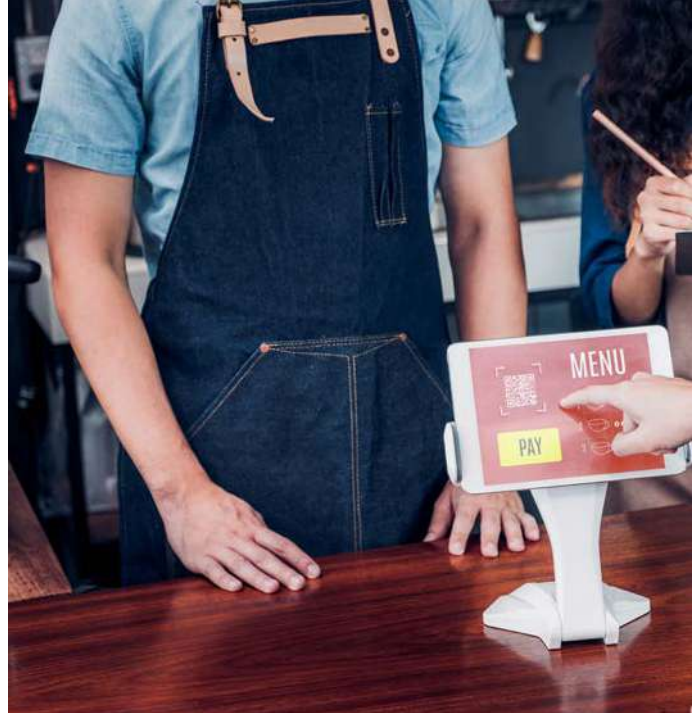
- › Push forward the GCC integration agenda
- › Develop economic ties with global partners
- › Develop economic ties with the region beyond GCC
- › Develop promising local companies into regional and global leaders
- › Support national champions to consolidate their leadership globally

## Develop Economic Partnerships to Support National Companies

- » 3 expansion agreements were signed to enable 2 national food companies to achieve regional and global success.

The expansion agreements enable Saudi food companies to expand into the following markets:

-  the United Arab Emirates
-  the Federal Republic of Nigeria
-  Uzbekistan



- » Several Saudi hospitality companies have started the process of entering the African market, setting up and developing long-term investment opportunities in the Republic of Senegal.


## Develop Economic Partnerships to Support National Companies

- »  Several agreements and memorandums of understanding for projects valued at more than **3 billion USD** were signed between the Republic of Uzbekistan government and companies from various Saudi sectors. **25 leading Saudi companies** met with representatives of the Uzbekistan delegation headed by the Deputy Prime Minister and the Minister of Investment and Foreign Trade. The visit was primarily focused on the agriculture and energy sectors, with bilateral meetings involving Uzbekistan's Ministers of Agriculture and Energy meeting with Saudi companies and investors.



- » An ACWA Power project was launched in the Bukhara region of Uzbekistan to generate and produce **1,000 megawatts** of electricity from wind power.




- »  **22 meetings** were held between Saudi and Egyptian companies to discuss challenges that Saudi companies experience in the Egyptian market and how to best solve them. The two countries also discussed the potential opportunities for Saudi companies to expand into Egypt's promising new sectors including renewable energy, financial technology, and the food industry.



## I Develop Economic Partnerships to Support National Companies

- »  Meetings and workshops were held between an economic delegation from the Republic of Sudan and various Saudi ministers and companies to discuss ways in which the Kingdom can partner with and invest in Sudan. The Ministry of Environment, Water and Agriculture, the Public Investment Fund, the Saudi Fund of Development, the Agriculture Development Fund, the General Authority of Foreign Trade, the Saudi Export Development Authority, Saudi EXIM Bank, the Council of Saudi Chambers and 35 leading Saudi companies participated in talks with the Sudanese delegation.



- »  Meetings and workshops were held between an economic delegation from Oman, headed by the Omani Deputy Minister of Commerce, Industry and Investment, and 32 leading Saudi companies to discuss ways in which the Kingdom can partner with and invest in Oman's sectors including pharmaceutical industry and technology. Additionally, a meeting was organized between the Oman delegation and SABIC to discuss potential investment opportunities in the petrochemical and manufacturing sectors.


## | Develop Economic Partnerships to Support National Companies

»  Several meetings were held between national companies including the Saudi National Marine Transportation Company, SABIC, and ACWA Power and the Ministry of Investment, and Oman's Ministry of Commerce, Industry & Investment Promotion to discuss the current status of their projects in Oman. The meetings also allowed the companies to showcase future projects and investment opportunities, as well as discussed suggested solutions to solve business challenges and enable growth.

»  A cooperative framework agreement was signed between the Ministry of Investment and Business France, the national agency overseeing globalization of the French economy, to enhance investment cooperation between the two countries and share and promote investment opportunities.



## Develop Economic Partnerships to Support National Companies

- »  Several meetings were held between 25 leading national companies and an economic delegation from Kazakhstan to discuss ways in which the Saudi companies can expand and explore new opportunities. The meetings resulted in the signing of 5 memorandums of understanding (MOU) and framework agreement, including:



» An MOU in the tourism sector between SEERA Group and SkyWay

» An MOU in the tourism sector between SEERA Group and Kazakh Travel



» An MOU in the logistic transportation sector between Zajil and KTZ Express



» An MOU in the technology sector between National Technology Group and Transtelecom



» An MOU in the agricultural sector between United Feed Manufacturing Company and Ramadan Food Company



» A framework agreement between the National Companies Promotion Program and Kazakh Invest to attract opportunities and provide incentives for Saudi investment companies



# Develop Economic Partnerships to Support National Companies

- » **A Saudi-French Investment Forum was held with several leading and promising national companies in attendance. The Forum resulted in the signing of 27 agreements between Saudi and French companies. +100 Saudi Companies attended the Saudi-French Investment Forum**

**+100 National Companies**


## Main participants included:

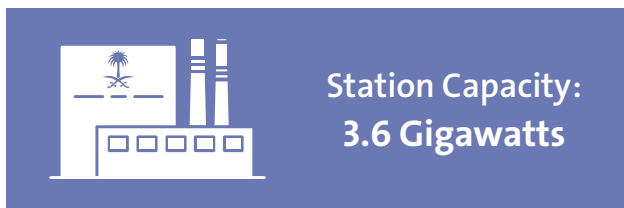


## The main agreements signed at the Saudi-French Investment Forum included:

- » An agreement between Flynas and CFM International to acquire LEAP - 1A engines and with a long-term maintenance and service agreement for the A320 new aircraft fleet with CFM.
- » An MOU between ACWA Power and NATIXIS to finance for future projects.
- » An agreement between the Saudi Ground Services Company and TLD Group to establish TLD Arabia for ground services tools.
- » An agreement between Al-Zamil Group and Chargeurs in 3 main sectors:
  - Designing, executing, and operating museums
  - Manufacturing and distributing covers for material protection
  - Manufacturing and Distributing tools for fashion and clothing production
- » An MOU between Al Bawani and Novatel-Hexagone to establish an academy specializing in renewable energy.

## Develop Economic Partnerships to Support National Companies

- »  The Kingdom participated in an International Investment Summit in Bangladesh and secured several agreements, including an agreement between ACWA Power and the Bangladesh Government to build a gas energy station.



The gas energy station will contribute to:




A Reduction in Gas Consumption



An Annual Savings of 10 Million USD




A Reduction of Carbon Emissions by 40%

- »  Several leading and promising national companies participated in a Brazilian investment forum, “Invest in Brazil”. The forum was held in Dubai and was attended by the President of the Federal Republic of Brazil.

Main participating companies included:



- »  A sixth meeting was held for the Saudi-Azerbaijan Committee, headed by the Saudi Minister of Investment and Azerbaijan’s Minister of Finance. The goal of the meeting, attended by 35 prominent Saudi companies interested in investment in Azerbaijan, was to find ways to strengthen the relationship between the two countries and expand and showcase the investment opportunities and investment climate in Azerbaijan, specifically in the agriculture and manufacturing sectors.

A hand holding a pen pointing at a chart with data points and percentage values. The chart shows a line graph with a peak at +41.87% and a trough at -32.76%. The background is a dark blue grid with dotted lines.

+41.87%


-32.76%


# National Transformation Program's Main KPIs

NTP progress in 2021




## National Transformation Program's Main KPIs

 <b>Achieve Government Operational Excellence</b>			
KPI	Baseline	Target	Actual Value
Percentage of the Ministry of Justice's services provided electronically	30% 2015	81.16% 2021	85.45% 2021
Beneficiary Satisfaction with Judicial Services (%)	72% 2018	76.74% 2021	81% 2021
Percentage of civil service employees engagement	68% 2017	74% 2021	80% 2021
Kingdom's rank in Corruption Perception Index (CPI) issued by Transparency International	57 2017	50 2021	52 2021

 <b>Ensure Sustainability of Vital Resources</b>			
KPI	Baseline	Target	Actual Value
Number of licenses issued to trade in wildlife and their products	2,035 2018	2,600 2021	4,169 2021
Kingdom's score at Environmental Performance Index (EPI) <sup>1</sup>	44 points 2020	45.65 points 2022	44 points 2020
Percentage of environmentally licensed industrial facilities	42% 2019	59% 2021	59.1% 2021

<sup>1</sup> Measured every 2 years and the next measurement is in 2022

## National Transformation Program's Main KPIs

 Ensure Sustainability of Vital Resources			
KPI	Baseline	Target	Actual Value
Area of rehabilitated natural vegetation	22,668 hectares 2015	47,500 hectares 2021	60,065 hectares 2021
Accuracy of forecasting and early warning of meteorological hazards (sandstorms and floods) 3 days prior	60% 2017	72% 2021	71.7% 2021
Percentage of natural reserves to the Kingdom's total area	4.33% 2017	15.696% 2021	16.124% 2021
Percentage of essential medicines available at the local market	90.83% 2015	95.2% 2021	95.99% 2021
Percentage of food lost and waste <sup>2</sup>	33.1% 2018	33.1% 2022	-
Reuse rate of treated wastewater	13.55% 2015	21% 2021	22.32% 2021
Percentage of sanitation services coverage for the population <sup>3</sup>	56.65% 2019	59.6% 2021	59.09% Q3 of 2021
Duration of water strategic storage for urban utilization <sup>4</sup>	1.35 days 2018	2.32 days 2021	2.12 days 2021
Supply continuity rate	14 hours/day 2017	20 hours/day 2021	20.47 hours/day 2021

<sup>2</sup> Measured every 2 years and the next measurement is in 2022.

<sup>3</sup> The last KPI value will be calculated when population count from General Authority for Statistic is available.

<sup>4</sup> Several projects that directly affect this KPI are under construction.

## National Transformation Program's Main KPIs



### Social Empowerment and Non-Profit Sector Development

KPI	Baseline	Target	Actual Value
The Percentage of private sector's contribution from total social expenditure <sup>1</sup>	1.19% 2018	1.32% 2021	1.35% 2020
The Percentage of large companies adopting social responsibility programs <sup>1</sup>	30% 2018	44% 2021	51.3% 2020
Percentage of development expenditures from total non-profit sector expenditures <sup>1</sup>	21% 2015	70.2% 2021	69.4% 2020
Beneficiaries' satisfaction with the services of non-profit organizations	73% 2019	80% 2021	94.1% 2021
Number of Volunteers in the Kingdom	22,924 volunteers 2015	360,000 volunteers 2021	484,251 volunteers 2021
Number of volunteering opportunities available to the Kingdom's population	9,578 opportunities 2015	160,000 opportunities 2021	242,805 opportunities 2021
Economic value of volunteering in the Kingdom per capita	0.6 SAR 2015	17 SAR 2021	52.58 SAR 2021
Percentage of Non-Profit Organizations' Contribution to GDP <sup>1</sup>	0.2% 2015	0.49% 2021	0.54% 2020
Percentage of Growth in Number of Non-Profit Organizations	0% 2015	56.11% 2021	88% 2021
Percentage of Specialized Non-Profit Organizations that Support Development Priorities	26% 2015	52% 2021	68.50% 2021
Percentage of Non-Profit Sector's Personnel out of the Total Workforce <sup>1</sup>	0.13% 2017	0.35% 2021	0.39% 2020
Beneficiaries' Satisfaction with Social Services	68% 2019	70% 2021	81.30% 2021

<sup>1</sup> Actual value will be available by the end of the first quarter of 2022




## National Transformation Program's Main KPIs



### Labor Market Accessibility and Attractiveness


KPI	Baseline	Target	Actual Value
Women Ratio in Managerial Positions (Middle & Senior)	28.6% 2017	29.4% 2021	39% Q3 of 2021
Economic participation rate of Saudi females (over the age of 15)	17% 2017	31.4% 2021	34.1% Q3 of 2021
Woman's share in the labor market (from the overall Saudi labor force)	21.2% 2017	28% 2021	33.6% Q3 of 2021
Percentage of workers among all people with disabilities who can work	7.7% 2016	11.7% 2021	12.2% First half of 2021
Percentage of Establishments Complying with Occupational Safety and Health Law	15% 2019	61% 2021	69.1% 2021
Compliance Rate with the Expatriate Workers' Wage Protection System	50% 2017	72% 2021	72.5% Q3 of 2021
Improvement Percentage of Expatriates Working Conditions	39.7% 2020	42.5% 2021	55.4% 2021
Kingdom's Rank in IMD World Talent Rankin	29 2019	34 2021	38 2021

## National Transformation Program's Main KPIs

 Digital Transformation			
KPI	Baseline	Target	Actual Value
Number of Initial Digital Business Models	10 2019	70 2021	100 2021
Number of Participants in Digital Awareness-Activities	0 2019	360,000 2021	403,997 2021
Kingdom's Rank in the UN EGDI <sup>1</sup>	44 2016	38 2022	43 2020
Savings Resulting from Digital Government Initiatives	0.62 billion 2019	2.21 billion 2021	2.21 billion 2021
Measurement of Government Digital Transformation	45% 2019	50% 2021	48.62% 2021
Digital Transformation Maturity for Key Government Services	60% 2016	84% 2021	84% 2021

<sup>1</sup> Measured every two years and next measurement is at the end of 2022

## National Transformation Program's Main KPIs

 <b>Private Sector Empowerment</b>			
KPI	Baseline	Target	Actual Value
Business community's satisfaction with government communication channels	90% 2020	90.4% 2021	94% 2021
Distance to Frontier (Ease of Doing Business Report)	61% 2017	81% 2021	Report discontinued
Volume of productive families sales supported by Social Development Bank	360 million 2016	10,545.85 million 2021	10,725.68 million 2021
Number of productive families benefiting from Social Development Bank's services	3,000 beneficiaries 2016	74,374 beneficiaries 2021	83,667 beneficiaries 2021

 <b>Development of Economic Partnerships</b>			
KPI	Baseline	Target	Actual Value
FDI flows	17.11 billion 2019	42 billion 2021	65 billion Q3 of 2021



# Transformation Champions





**Transformation champions, which include NTP Center employees, members of Vision Realization Offices (VRO), and initiative owners, work collaboratively to realize the Kingdom's ambitious Vision 2030.**

**They develop plans, strategies, and initiatives. Then oversee their implementation, manage performance, and deliver results that improve people's lives in the Kingdom of Saudi Arabia.**



**Disclaimer:** The information contained in this report is provided as general information only. National Transformation Program is not responsible - in any way - towards any decision, action, or investment taken or will be taken based on the content of this report.



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