KSA Vision 2030

Strategic Objectives and Vision Realization Programs
This document explains the approach that will be taken to deliver Vision 2030

Questions this document will answer:

- What is Saudi Arabia's Vision 2030?
- What are the strategic objectives at the heart of Saudi Arabia's Vision 2030?
- How will we develop action plans to achieve the strategic objectives?
- What are the Vision Realization Programs?
- How will the Vision Realization Programs be implemented?
Agenda

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Vision 2030 was built on 3 pillars that draw on KSA's intrinsic strengths

Our strengths

Saudi Arabia

The heart of the Arab and Islamic Worlds
The investment powerhouse
The hub connecting three continents

Pillars of Vision 2030

A vibrant society...
- ...with strong roots
- ...with fulfilling lives
- ...with strong foundations

A thriving economy...
- ...rewarding opportunities
- ...investing for the long-term
- ...open for business
- ...leveraging its unique position

An ambitious nation...
- ...effectively governed
- ...responsibly enabled

What is Vision 2030?
Pillar 1: A vibrant society

- **Our direction**
  - "Focusing our efforts to serve Umrah visitors"
  - "Taking pride in our national identity"
  - "Living by Islamic values"
  - "Promoting culture and entertainment"
  - "Living healthy, being healthy"
  - "Achieving environmental sustainability"
  - "Caring for our families"
  - "Empowering our society"
  - "Developing our children’s character"
  - "Caring for our health"

- **Our goals**
  - Serve 30 Million Umrah visitors
  - Increase household spending on cultural and entertainment to 6%
  - Increase the average life expectancy from 74 years to 80 years

What is Vision 2030?
## Pillar 2: A thriving economy

### Our direction
- "Boosting our small businesses and productive families"
- "Attracting the talents we need"
- "Learning for working"
- "Providing equal opportunities"
- "Maximizing our investment capabilities"
- "Launching our promising sectors"
- "Privatizing our government services"
- "Improving the business environment"
- "Rehabilitating economic cities"
- "Establishing special zones"
- "Increasing the competitiveness of our energy sector"
- "Building a unique regional logistical hub"
- "Integrating regionally and internationally"
- "Supporting our national companies"

### Our goals
- **Lower the rate of unemployment from 11.6% to 7%**
- **Increase the Public Investment Fund’s assets to over SAR 7 trillion**
- **Increase the private sector’s contribution to 65% of GDP**
- **Raise the share of non-oil exports in non-oil GDP from to 50%**

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**What is Vision 2030?**
Pillar 3: An ambitious nation

Our direction

- "Embracing Transparency"
- "Engaging everyone"
- "Committing to efficient spending and balanced finances"
- "Being responsible for our lives"
- "Being responsible in business"
- "Being responsible to society"

Our goals

- Raise our ranking on the E-Government Survey Index from our current position of 36 to be among the top five nations
- Rally one million volunteers per year
Agenda

Questions this document will answer:

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- How will we develop action plans to achieve the strategic objectives?
- What are the Vision Realization Programs?
- How will the Vision Realization Programs be implemented?
## The Vision was cascaded into strategic objectives to enable effective implementation

<table>
<thead>
<tr>
<th>Practical Objectives</th>
<th>Guidelines</th>
<th>Application to «Vision 2030»</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Translate</strong> the Vision’s aspirations, commitments and objectives into achievable objectives that can be used in the development of metrics and targets</td>
<td></td>
<td><strong>Detailed objectives have been developed in a way makes them achievable</strong></td>
</tr>
<tr>
<td><strong>Identify</strong> a clear accountability mechanism for each objective, as well as relevant stakeholders for each</td>
<td></td>
<td><strong>The objectives have been structured in a way ensures clear roles for each stakeholder</strong></td>
</tr>
<tr>
<td><strong>Understand and manage</strong> the relationship between different objectives to ensure Vision delivery</td>
<td></td>
<td><strong>The objectives have been redistributed according to their interdependency and relationship</strong></td>
</tr>
<tr>
<td><strong>Follow-up</strong> the implementation of the Vision in an organized manner, along with the ability to measure impact to support decision-making</td>
<td></td>
<td><strong>The objectives have been structured so that they can be linked with the Vision’s targets</strong></td>
</tr>
</tbody>
</table>
Objective setting and overlap analysis
- Aspirations, commitments and objectives identified for all strategic objectives
- Interdependencies identified

Objective cascading to 3 levels
- First Level Objectives – represent the Vision's general objectives
- Second Level Objectives – describe tangible sub-objectives
- Third Level Objectives – represent detailed objectives to enable the development of action plans

Identification of metrics and targets
- Metrics were identified in collaboration with stakeholders
- Targets for each indicator will be set to ensure alignment with the Vision

Ensuring Inclusiveness

Objectives were cascaded based on a clear methodology
From KSA Vision 2030 to 96 strategic objectives

Vision 2030 document

**Vision Pillars**

- Vibrant Society
- Thriving Economy
- An Ambitious Nation

**Strategic objectives**

- **A Vibrant Society**
  - Strengthen Islamic & national identity
  - Offer a fulfilling & healthy life
- **A Thriving Economy**
  - Grow & diversify the economy
  - Increase employment
- **An Ambitious Nation**
  - Enhance government effectiveness
  - Enable social responsibility

6 Level 1 “overarching objectives”
27 Level 2 "branch" objectives
96 Level 3 “strategic objectives”
Strengthen Islamic values & national identity

Level 1 objectives

1. Strengthen Islamic Values & national identity

2. Offer a fulfilling & healthy life

3. Grow & diversify the Economy

4. Increase employment

5. Enhance government effectiveness

6. Enable social responsibility

Level 2 objectives

1.1. Strengthen the national identity

1.2. Serve more Umrah visitors better

1.3. Foster Islamic values

Level 3 objectives

1.1.1. Foster values of moderation & tolerance

1.1.2. Foster values of excellence & discipline

1.1.3. Foster values of equity & transparency

1.1.4. Foster values of determination & perseverance

A Vibrant Society

A Thriving Economy

An Ambitious Nation
Strengthen Islamic values & national identity

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

1.1 Foster Islamic values
1.2 Serve more Umrah visitors better
1.3 Strengthen the national identity

Level 3 objectives

1.2.1 Facilitate hosting more Umrah visitors and provide an easier access to the holy mosques
1.2.2 Improve quality of services provided to Hajj & Umrah visitors
1.2.3 Enrich the spiritual and cultural experience of Hajj & Umrah visitors
Strengthen Islamic values & national identity

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

1.1. Foster Islamic values
1.2. Serve more Umrah visitors better
1.3. Strengthen the national identity

Level 3 objectives

1.3.1. Instill national values and strengthen the sense of national belonging
1.3.2. Conserve & promote Islamic, Arab & National heritage of the Kingdom
1.3.3. Uphold the Arabic language

A Vibrant Society
A Thriving Economy
An Ambitious Nation
Offer a fulfilling & healthy life

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

2.1. Improve healthcare service
2.2. Promote a healthy lifestyle
2.3. Improve livability in Saudi cities
2.4. Ensure environmental sustainability
2.5. Promote Culture and Entertainment
2.6. Create an empowering environment for Saudis

Level 3 objectives

2.1.1. Ease the access to healthcare services
2.1.2. Improve value of healthcare services
2.1.3. Strengthen prevention against health threats

A Vibrant Society
A Thriving Economy
An Ambitious Nation

Strategic Objectives
Offer a fulfilling & healthy life

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

2.1 Improve healthcare service
2.2 Promote a healthy lifestyle
2.3 Improve livability in Saudi cities
2.4 Ensure environmental sustainability
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2.6 Create an empowering environment for Saudis

Level 3 objectives

2.2.1 Increase public participation in sports and athletic activities
2.2.2 Reach regional & global excellence in selected professional sports

An Ambitious Nation

A Thriving Economy

A Vibrant Society
Offer a fulfilling & healthy life

A Vibrant Society
1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life

A Thriving Economy
3. Grow & diversify the Economy
4. Increase employment

An Ambitious Nation
5. Enhance government effectiveness
6. Enable social responsibility

Level 1 objectives

Level 2 objectives
2.1 Improve healthcare service
2.2 Promote a healthy lifestyle
2.3 Improve livability in Saudi cities
2.4 Ensure environmental sustainability
2.5 Promote Culture and Entertainment
2.6 Create an empowering environment for Saudis

Level 3 objectives
2.3.1 Improve quality of services provided in Saudi cities
2.3.2 Improve the urban landscape in Saudi cities
2.3.3 Enhance the nation’s immunity towards drug abuse
2.3.4 Enhance traffic safety
## Offer a fulfilling & healthy life

<table>
<thead>
<tr>
<th>Level 1 objectives</th>
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<th>Level 3 objectives</th>
</tr>
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<tbody>
<tr>
<td><strong>A Vibrant Society</strong></td>
<td>2.1 Improve healthcare service</td>
<td>2.4.1 Reduce all types of pollution (e.g. air, sound, water, soil)</td>
</tr>
<tr>
<td>1 Strengthen Islamic Values &amp; national identity</td>
<td><strong>2.2 Promote a healthy lifestyle</strong></td>
<td>2.4.2 Safeguard the environment from natural threats</td>
</tr>
<tr>
<td><strong>2 Offer a fulfilling &amp; healthy life</strong></td>
<td><strong>2.3 Improve livability in Saudi cities</strong></td>
<td><strong>2.4.3 Protect &amp; rehabilitate natural landscapes</strong></td>
</tr>
<tr>
<td><strong>3 Grow &amp; diversify the Economy</strong></td>
<td><strong>2.4 Ensure environmental sustainability</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4 Increase employment</strong></td>
<td><strong>2.5 Promote Culture and Entertainment</strong></td>
<td></td>
</tr>
<tr>
<td><strong>5 Enhance government effectiveness</strong></td>
<td><strong>2.6 Create an empowering environment for Saudis</strong></td>
<td></td>
</tr>
<tr>
<td><strong>6 Enable social responsibility</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**A Thriving Economy**

**An Ambitious Nation**

**Grow & diversify the Economy**

**Increase employment**

**Enhance government effectiveness**

**Enable social responsibility**

**Strengthen Islamic Values & national identity**

**Offer a fulfilling & healthy life**

**A Vibrant Society**

**A Thriving Economy**

**An Ambitious Nation**
Strategic Objectives

Offer a fulfilling & healthy life

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

2.1. Improve healthcare service
2.2. Promote a healthy lifestyle
2.3. Improve livability in Saudi cities
2.4. Ensure environmental sustainability
2.5.1. Develop & diversify entertainment opportunities to meet population’s needs
2.5.2. Grow Saudi contribution to arts & culture
2.5. Promote Culture and Entertainment
2.6. Create an empowering environment for Saudis

Level 3 objectives

A Ambitious Nation
A Thriving Economy
A Vibrant Society

Offer a fulfilling & healthy life
Offer a fulfilling & healthy life

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

2.1. Improve healthcare service
2.2. Promote a healthy lifestyle
2.3. Improve livability in Saudi cities
2.4. Ensure environmental sustainability
2.5. Promote Culture and Entertainment
2.6. Create an empowering environment for Saudis

Level 3 objectives

2.6.1. Enhance family involvement in preparing for their children’s future
2.6.2. Enable suitable home ownership among Saudi families
2.6.3. Develop positive attitude, resilience and hard-work culture among our children
2.6.4. Empower citizens through the welfare system
2.6.5. Improve effectiveness and efficiency of welfare system
Grow & diversify the economy

**Level 1 objectives**

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

**Level 2 objectives**

3.1. Grow contribution of the Private Sector to the economy
3.2. Maximize value captured from the energy sector
3.3. Unlock potential of non-oil sectors
3.4. Grow the Public Investment Fund’s assets and role as a growth engine
3.5. Position KSA as a global logistic hub
3.6. Further integrate Saudi Economy regionally & globally
3.7. Grow non-oil exports

**Level 3 objectives**

3.1.1. Enhance ease of doing business
3.1.2. Unlock state-owned assets for the Private Sector
3.1.3. Privatize selected government services
3.1.4. Ensure the formation of an advanced capital market
3.1.5. Enable financial institutions to support private sector growth
3.1.6. Attract foreign direct investment
3.1.7. Create special zones & rehabilitate economic cities
Grow & diversify the economy

**Level 1 objectives**

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

**Level 2 objectives**

3.1 Grow contribution of the Private Sector to the economy
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3.4 Grow the Public Investment Fund’s assets and role as a growth engine
3.5 Position KSA as a global logistic hub
3.6 Further integrate Saudi Economy regionally & globally
3.7 Grow non-oil exports

**Level 3 objectives**

3.2.1 Increase localization of Oil & Gas sector
3.2.2 Increase gas production & distribution capacity
3.2.3 Develop Oil & Gas-adjacent industries
3.2.4 Grow contribution of renewables to national energy mix
3.2.5 Enhance competitiveness of the energy market

**Strategic Objectives**

A Vibrant Society
A Thriving Economy
An Ambitious Nation
Grow & diversify the economy

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

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3.2. Maximize value captured from the energy sector
3.3. Unlock potential of non-oil sectors
3.4. Grow the Public Investment Fund’s assets and role as a growth engine
3.5. Position KSA as a global logistic hub
3.6. Further integrate Saudi Economy regionally & globally
3.7. Grow non-oil exports

Level 3 objectives

3.3.1. Grow and capture maximum value from the mining sector
3.3.2. Develop the digital economy
3.3.3. Localize promising manufacturing industries
3.3.4. Localize military industry
3.3.5. Enable the development of the retail sector
3.3.6. Enable the development of the tourism sector
3.3.7. Increase localization of non-oil sectors

Strategic Objectives
## Grow & diversify the economy

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<td><strong>A Thriving Economy</strong></td>
<td><strong>An Ambitious Nation</strong></td>
</tr>
<tr>
<td>1 Strengthen Islamic Values &amp; national identity</td>
<td>3.1 Grow contribution of the Private Sector to the economy</td>
<td>3.4.1 Grow assets of the Public Investment Fund</td>
</tr>
<tr>
<td>2 Offer a fulfilling &amp; healthy life</td>
<td>3.2 Maximize value captured from the energy sector</td>
<td>3.4.2 Unlock new sectors through the Public Investment Fund</td>
</tr>
<tr>
<td>3 Grow &amp; diversify the Economy</td>
<td>3.3 Unlock potential of non-oil sectors</td>
<td>3.4.3 Localize edge technology &amp; knowledge through the Public Investment Fund</td>
</tr>
<tr>
<td>4 Increase employment</td>
<td>3.4 Grow the Public Investment Fund’s assets and role as a growth engine</td>
<td>3.4.4 Build strategic economic partnerships through the Public Investment Fund</td>
</tr>
<tr>
<td>5 Enhance government effectiveness</td>
<td>3.5 Position KSA as a global logistic hub</td>
<td></td>
</tr>
<tr>
<td>6 Enable social responsibility</td>
<td>3.6 Further integrate Saudi Economy regionally &amp; globally</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.7 Grow non-oil exports</td>
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Grow & diversify the economy

A Vibrant Society
1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life

A Thriving Economy
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

An Ambitious Nation

Level 1 objectives

Level 2 objectives

Level 3 objectives

1. Grow contribution of the Private Sector to the economy
2. Maximize value captured from the energy sector
3. Unlock potential of non-oil sectors
4. Grow the Public Investment Fund’s assets and role as a growth engine
5. Position KSA as a global logistic hub
6. Further integrate Saudi Economy regionally & globally
7. Grow non-oil exports

3.5.1 Create and improve performance of logistic hubs
3.5.2 Improve local, regional and int’l connectivity of trade & transport networks
Grow & diversify the economy

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

3.1. Grow contribution of the Private Sector to the economy
3.2. Maximize value captured from the energy sector
3.3. Unlock potential of non-oil sectors
3.4. Grow the Public Investment Fund’s assets and role as a growth engine
3.5. Position KSA as a global logistic hub
3.6. Further integrate Saudi Economy regionally & globally
3.7. Grow non-oil exports

Level 3 objectives

3.6.1. Push forward the GCC integration agenda
3.6.2. Develop economic ties with the region beyond GCC
3.6.3. Develop economic ties with global partners
Grow & diversify the economy

**Strategic Objectives**

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

**Level 1 objectives**

**Level 2 objectives**

- 3.1 Grow contribution of the Private Sector to the economy
- 3.2 Maximize value captured from the energy sector
- 3.3 Unlock potential of non-oil sectors
- 3.4 Grow the Public Investment Fund’s assets and role as a growth engine
- 3.5 Position KSA as a global logistic hub
- 3.6 Further integrate Saudi Economy regionally & globally
- 3.7 Grow non-oil exports

**Level 3 objectives**

- 3.7.1 Support national champions consolidate their leadership globally
- 3.7.2 Develop promising local companies into regional and global leaders
Increase employment

Level 1 objectives

A Vibrant Society
1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life

A Thriving Economy
3. Grow & diversify the Economy
4. Increase employment

An Ambitious Nation
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

4.1 Develop Human Capital in line with labor market needs
4.2 Ensuring equal access to job opportunities
4.3 Enable job creation through SMEs and Micro-enterprises
4.4 Attract relevant foreign talents for the economy

Level 3 objectives

4.1.1 Build a life-long learning journey
4.1.2 Improve equity of access to education (esp. in rural areas)
4.1.3 Improve fundamental learning outcomes
4.1.4 Improve ranking of educational institutions (e.g. Universities)
4.1.5 Develop our brightest minds in priority fields
4.1.6 Ensure alignment of educational outputs with labor market needs
4.1.7 Expand vocational training to provide for labor market needs
Increase employment

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

4.1. Develop Human Capital in line with labor market needs
4.2. Ensuring equal access to job opportunities
4.3. Enable job creation through SMEs and Micro-enterprises
4.4. Attract relevant foreign talents for the economy

Level 3 objectives

4.2.1. Improve readiness of youth to enter 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
Increase employment

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

4.1. Develop Human Capital in line with labor market needs
4.2. Ensuring equal access to job opportunities
4.3. Enable job creation through SMEs and Micro-enterprises
4.4. Attract relevant foreign talents for the economy

Level 3 objectives

4.3.1. Nurture and support the innovation & entrepreneurship culture
4.3.2. Grow SME contribution to the economy
4.3.3. Grow productive families contribution to the economy
Increase employment

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

4.1. Develop Human Capital in line with labor market needs
4.2. Ensuring equal access to job opportunities
4.3. Enable job creation through SMEs and Micro-enterprises
4.4. Attract relevant foreign talents for the economy

Level 3 objectives

4.4.1. Improve living conditions for expats
4.4.2. Improve working conditions for expats
4.4.3. Source relevant foreign talent effectively
Enhance government effectiveness

**Level 1 objectives**

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

**Level 2 objectives**

5.1. Balance public budget
5.2. Improve performance of government apparatus
5.3. Engage effectively with citizens
5.4. Protect vital resources of the nation

**Level 3 objectives**

5.1.1. Enhance effectiveness of financial planning & efficiency of government spending
5.1.2. Maximize revenues from Gov. state-owned assets
5.1.3. Maximize revenues collected from service fees
5.1.4. Increase revenues from fees without introducing taxes on income or wealth on citizens
5.1.5. Maximize revenues generated from oil production
Enhance government effectiveness

**Level 1 objectives**

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

**Level 2 objectives**

5.1. Balance public budget
5.2. Improve performance of government apparatus
5.3. Engage effectively with citizens
5.4. Protect vital resources of the nation

**Level 3 objectives**

5.2.1. Design a leaner and more effective government structure
5.2.2. Enhance performance of government entities
5.2.3. Improve productivity of government employees
5.2.4. Develop the e-Government
5.2.5. Improve quality of services provided to citizens
Enhance government effectiveness

Level 1 objectives
- **1.** Strengthen Islamic Values & national identity
- **2.** Offer a fulfilling & healthy life
- **3.** Grow & diversify the Economy
- **4.** Increase employment
- **5.** Enhance government effectiveness
- **6.** Enable social responsibility

Level 2 objectives
- **5.1.** Balance public budget
- **5.2.** Improve performance of government apparatus
- **5.3.** Engage effectively with citizens
- **5.4.** Protect vital resources of the nation

Level 3 objectives
- **5.3.1.** Enhance transparency across government roles
- **5.3.2.** Strengthen communication channels with citizens & business community
- **5.3.3.** Ensure responsiveness of government entities to stakeholders’ feedback

Strategic Objectives

A Vibrant Society
A Thriving Economy
An Ambitious Nation
Enhance government effectiveness

Level 1 objectives
1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives
5.1. Balance public budget
5.2. Improve performance of government apparatus
5.3. Engage effectively with citizens
5.4. Protect vital resources of the nation

Level 3 objectives
5.4.1. Ensure development & food security
5.4.2. Ensure sustainable use of water resources
Enable social responsibility

A Vibrant Society
1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
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6. Enable social responsibility

A Thriving Economy

An Ambitious Nation

Level 1 objectives

Level 2 objectives
6.1 Enable citizen responsibility
6.2 Enable social contribution of businesses
6.3 Enable larger impact of non-profit sector

Level 3 objectives
6.1.1 Promote & enable financial planning
6.1.2 Encourage volunteering

Strategic Objectives
Enable social responsibility

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

6.1. Enable citizen responsibility
6.2. Enable social contribution of businesses
6.3. Enable larger impact of non-profit sector

Level 3 objectives

6.2.1. Enhance businesses’ focus on their social responsibilities
6.2.2. Enhance businesses’ focus on the sustainability of the economy
Enable social responsibility

Level 1 objectives

1. Strengthen Islamic Values & national identity
2. Offer a fulfilling & healthy life
3. Grow & diversify the Economy
4. Increase employment
5. Enhance government effectiveness
6. Enable social responsibility

Level 2 objectives

6.1. Enable citizen responsibility
6.2. Enable social contribution of businesses
6.3. Enable larger impact of non-profit sector

Level 3 objectives

6.3.1. Support growth of non-profit sector
6.3.2. Empower non-profit organization to create a deeper impact

A Vibrant Society

A Thriving Economy

An Ambitious Nation
Agenda

Questions this document will answer:

- What is Saudi Arabia’s Vision 2030?
- What are the strategic objectives at the heart of Saudi Arabia’s Vision 2030?
- How will we develop action plans to achieve the strategic objectives?
- What are the Vision Realization Programs?
- How will the Vision Realization Programs be implemented?
### New Vision ecosystem to drive Vision implementation

#### Newly-Established Entities

<table>
<thead>
<tr>
<th>Entity</th>
<th>Establishment Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEDA PMO</td>
<td>29/01/2015</td>
</tr>
<tr>
<td>Delivery Unit (DU)</td>
<td>09/10/2015</td>
</tr>
<tr>
<td>National Center for Performance Management (Adaa)</td>
<td>19/10/2015</td>
</tr>
<tr>
<td>Corporate Communication Unit at CEDA (CCU)</td>
<td>28/01/2016</td>
</tr>
<tr>
<td>General Authority for Culture (GAC)</td>
<td>07/05/2016</td>
</tr>
<tr>
<td>General Entertainment Authority of (GEA )</td>
<td>07/05/2016</td>
</tr>
<tr>
<td>Strategic Management Committee and Strategic Management Office (SMO)</td>
<td>30/05/2016</td>
</tr>
</tbody>
</table>

#### Previous Entity's

<table>
<thead>
<tr>
<th>Ministry of Commerce and Industry</th>
<th>Ministry of Commerce and Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Labor</td>
<td>Ministry of Labor and Social Development</td>
</tr>
<tr>
<td>Ministry of Social Affairs</td>
<td></td>
</tr>
<tr>
<td>Ministry of Water and Electricity</td>
<td>Ministry of Environment, Water and Agriculture</td>
</tr>
<tr>
<td>Ministry of Agriculture</td>
<td></td>
</tr>
<tr>
<td>Ministry of Hajj</td>
<td>Ministry of Hajj and Umrah</td>
</tr>
<tr>
<td>Public Education Evaluation Commission</td>
<td>Education Evaluation Commission</td>
</tr>
</tbody>
</table>

**Objectives to strategic action plans**

- New government entities established
- Existing entities merged and/or restructured
- Effective 07/05/2016
Vision Realization Programs (VRPs) developed to deliver against strategic objectives

<table>
<thead>
<tr>
<th>1</th>
<th>Strategic Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Complete set of executable strategic objectives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Vision Realization Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Programs designed to achieve Vision objectives</td>
</tr>
<tr>
<td></td>
<td>Developed every 5 years (currently 12 VRPs)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>VRP Delivery Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Initiatives designed to achieve outcomes of VRPs</td>
</tr>
</tbody>
</table>
VRPs will enable KSA to achieve its goals in the coming years (1/2)

<table>
<thead>
<tr>
<th>Why VRPs?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine measurable objectives</td>
<td>Translating The Vision into programs with action plans to measure outcomes</td>
</tr>
<tr>
<td>Focus leadership towards achieving priorities</td>
<td>The role of leadership lies in pushing the VRP system to achieve programs and aligning its outcomes and delivery plans</td>
</tr>
<tr>
<td>Prepare for crises</td>
<td>Flexibility in the face of crises without affecting the Vision’s achievement, direction and programs</td>
</tr>
<tr>
<td>Align resources with priorities</td>
<td>Directing human and financial resources in a balanced manner between the programs and business as usual</td>
</tr>
</tbody>
</table>
VRPs will enable KSA to achieve its goals in the coming years (2/2)

<table>
<thead>
<tr>
<th>Criteria for defining VRPs</th>
<th>Detailed Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centrality in achieving the vision</td>
<td>• Is there a direct economic or social impact expected from the VRP?</td>
</tr>
<tr>
<td></td>
<td>• Was the program content a key theme of the Vision?</td>
</tr>
<tr>
<td></td>
<td>• Does this program contribute to a wide range of Vision objectives?</td>
</tr>
<tr>
<td>Need for center of government support</td>
<td>• Does the program require multi-entity coordination?</td>
</tr>
<tr>
<td></td>
<td>• Can these programs be implemented without government support?</td>
</tr>
<tr>
<td>Importance from leadership perspective</td>
<td>• Is the program a leadership priority requiring significant effort, follow-up and support to facilitate the desired outcomes?</td>
</tr>
</tbody>
</table>
3 steps to develop comprehensive VRPs

1. Study objectives, analyze and group them based on similarity
   - L2 & L3 objectives studied and similarities were identified by:
     - Objectives, characteristics and KPIs
     - Common challenges and game changers (with input from international experts)
     - Similar stakeholders
   - 25 groups

2. Objective groups prioritized to form 12 VRPs
   - Out of the 25 groups identified in the previous step, they were sorted based on:
     - Importance in achieving the Vision (i.e. expected direct impact, link to other objectives)
     - The need for center of government support (due to the large number of stakeholders or the need for central guidance)
   - 12 VRPs

3. VRP cards developed, and gaps identified
   - Based on the list of VRPs:
     - VRP card including descriptions, KPIs, coverage and stakeholders
     - Analyzing gaps, including: screening existing efforts, assessing the coverage of objectives under each VRP, assessing the adequacy of existing VRPs to achieve the objectives
### 3 levels of targets to track the progress of VRPs

<table>
<thead>
<tr>
<th>Target Category</th>
<th>Definition</th>
</tr>
</thead>
</table>
| Macroeconomic Targets        | • Targets reflecting the contribution of the program to six key macroeconomic indicators  
                                |   - GDP, private sector employment, contribution to local content, trade balance, government revenue, non-government investment  |
| Program Targets              | • Targets reflecting the direct impact achieved by the program, consisting of KPIs adopted for third-level objectives |
Agenda

What is Saudi Arabia's Vision 2030?

What are the strategic objectives at the heart of Saudi Arabia's Vision 2030?

How will we develop action plans to achieve the strategic objectives?

What are the Vision Realization Programs?

How will the Vision Realization Programs be implemented?
In its session held on Monday 24 April 2017, CEDA identified a list of 12 programs to achieve the vision.
Enriching the Hajj and Umrah Experience – *Program Card*

**Program Description**

Provide an opportunity for the largest possible number of Muslims to perform Hajj and Umrah and to enrich and deepen their experience through the development of the two Holy Mosques. Touristic and cultural destinations will be developed, and outstanding services will be provided to visitors before, during, and after their visits to Makkah, Madinah and the holy sites. KSA reaffirms its role as a religious and cultured nation in the service of the two Holy Mosques. This program will also present a foundation to ensure the relationship with the private sector and its active role in developing the economics of the sector.

**L3 direct related objectives**

- 1.2.1 - Facilitate hosting more Umrah visitors and provide easier access to the holy mosques
- 1.2.2 - Improve quality of services provided to Hajj & Umrah visitors
- 1.2.3 - Enrich the spiritual and cultural experience of Hajj & Umrah visitors

**L3 indirect related objectives**

- 1.3.2 - Conserve & promote Islamic, Arab & National heritage of the Kingdom
- 3.3.6 - Enable the development of the tourism sector
- 3.5.1 - Create and improve performance of logistic hubs
- 3.5.2 - Improve local, regional and int'l connectivity of trade & transport networks
- 2.3.1 - Improve quality of services provided in Saudi cities
- 2.3.2 - Improve the urban landscape in Saudi cities
- 3.4.1 - Grow assets of the Public Investment Fund
- 5.1.3 - Diversify government revenues - Maximize revenues collected from service fees

**Program committee**

**Program Chairman**

Member of CEDA, the Minister of Economy and Planning

The executing entities supporting the implementation of Enriching the Hajj and Umrah Experience Program
Enriching the Hajj and Umrah Experience – *Metrics*

### A. Macroeconomic metrics

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Number of Visitors</th>
<th>Gross domestic product</th>
<th>Total number of Umrah Visitors per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of local content</td>
<td>Maximum capacity</td>
<td>Employment in the private sector</td>
<td>The capacity of the Two Holy Mosques, the transport network and accommodation</td>
</tr>
<tr>
<td>Non oil revenues</td>
<td>Utilization</td>
<td>Balance of payments</td>
<td>Average utilization rate of hospitality facilities</td>
</tr>
<tr>
<td>Non governmental investment</td>
<td>Level of Satisfaction</td>
<td></td>
<td>Overall satisfaction with the experience of Hajj and Umrah</td>
</tr>
<tr>
<td></td>
<td>Safety</td>
<td></td>
<td>Injury rate per 1000 visitors sustained due to accidents</td>
</tr>
<tr>
<td></td>
<td>Expenditure</td>
<td></td>
<td>Average spent by Umrah &amp; Hajj Visitors</td>
</tr>
</tbody>
</table>

### B. Sample program-specific metrics

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate
### L3 direct related objectives

- 2.2.1 - Increase public participation in sports and athletic activities
- 2.5.1 - Develop & diversify entertainment opportunities to meet population’s needs
- 2.5.2 - Grow Saudi contribution to arts & culture

### L3 indirect related objectives

- 2.1.3 - Strengthen prevention against health threats (public health system & health crisis management)
- 2.2.2 - Reach regional & global excellence in selected professional sports
- 1.3.1 - Instill national values and strengthen the sense of national belonging
- 1.3.2 - Conserve & promote Islamic, Arab & National heritage of the Kingdom
- 1.3.3 - Uphold the Arabic language
- 2.2.1 - Increase public participation in sports and athletic activities
- 4.4.1 - Improve living conditions for expats
- 4.4.2 - Improve working conditions for expats
- 4.4.3 - Source relevant foreign talent effectively
- 6.3.1 - Support growth of non-profit sector
- 6.3.2 - Empower non-profit organization to create a deeper impact (access to funds, talents, knowledge, etc.)
- 1.1. - Foster Islamic values (moderation & tolerance, excellence & discipline, equity & transparency, determination & perseverance)
- 2.3.1 - Improve quality of services provided in Saudi cities (utilities, public transports, etc.)
- 2.3.2 - Improve the urban landscape in Saudi cities
- 3.1.2 - Unlock state-owned assets for the Private Sector
- 3.1.7 - Create special zones & rehabilitate economic cities
- 3.3.6 - Enable the development of the tourism sector
- 3.3.7 - Increase localization of non-oil sectors
- 4.3.2 - Grow SME contribution to the economy
- 6.1.2 - Encourage volunteering

### Program committee

**Program Chairman**

Member of CEDA, Ahmad Al Khatib

The executing entities supporting the implementation of the Lifestyle Improvement Program
### Macroeconomic metrics

<table>
<thead>
<tr>
<th><strong>Indicators to maximize</strong></th>
<th><strong>Indicators to monitor</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Domestic Product</td>
<td>Consumption rate(^2)</td>
</tr>
<tr>
<td>Employment in the private sector</td>
<td>Inflation rate</td>
</tr>
<tr>
<td>Share of local content</td>
<td></td>
</tr>
<tr>
<td>Non oil revenues</td>
<td></td>
</tr>
<tr>
<td>Balance of payments</td>
<td></td>
</tr>
<tr>
<td>Non governmental investment</td>
<td></td>
</tr>
</tbody>
</table>

### Sample program-specific metrics

<table>
<thead>
<tr>
<th><strong>Final metrics to be aligned with the Program committee during delivery planning</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sports participation</strong></td>
</tr>
<tr>
<td>Percentage of Saudis aged 15 and older who are active practitioners in sports (once a week at least)</td>
</tr>
<tr>
<td><strong>Sports excellence</strong></td>
</tr>
<tr>
<td>Number of international titles achieved by Saudi national teams in regional and global sports competitions</td>
</tr>
<tr>
<td><strong>Sports revenue</strong></td>
</tr>
<tr>
<td>Revenues generated by sports sector (including tickets, merchandising, sponsorships, media rights)</td>
</tr>
<tr>
<td><strong>Entertainment offering</strong></td>
</tr>
<tr>
<td>Event / activity capacity according to the type of activity, city and number of attendees</td>
</tr>
<tr>
<td><strong>Arts &amp; culture contribution</strong></td>
</tr>
<tr>
<td>Number of international awards given to Saudi artists, writers and talented individuals</td>
</tr>
<tr>
<td><strong>Entertainment and cultural revenue</strong></td>
</tr>
<tr>
<td>Revenues generated by recreation and entertainment sector</td>
</tr>
<tr>
<td><strong>Economic Impact</strong></td>
</tr>
<tr>
<td>Create economic sectors related to entertainment, culture and sports, size of the funding of development funds for the sectors and degree of impact generated from it</td>
</tr>
<tr>
<td><strong>Infrastructure</strong></td>
</tr>
<tr>
<td>Degree of readiness of the infrastructure of the entertainment, culture and sports sectors</td>
</tr>
<tr>
<td><strong>Satisfaction</strong></td>
</tr>
<tr>
<td>Customer satisfaction from overall cultural and entertainment offerings</td>
</tr>
</tbody>
</table>

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate
The program develops and strengthens citizens’ sense of national identity, anchoring it in both Islamic and national values. It also strengthens personal and psychological characteristics that lead and motivate people to be successful and optimistic, and aims to cultivate a cohesive and effective generation that is politically, economically, and morally oriented towards the KSA and protected from religious, security, social, cultural, and media threats. Furthermore, this program will play an essential role in improving KSA’s image abroad.

**Program Description**

**L3 direct related objectives**

1. Foster Islamic values (moderation & tolerance, excellence & discipline, equity & transparency, determination & perseverance)
2. Instill national values and strengthen the sense of national belonging
3. Uphold the Arabic language
4. Enhance the nation’s immunity towards drug abuse
5. Develop positive attitude, resilience and hard-work culture among our children
6. Build a life-long learning journey
7. Improve equity of access to education (esp. in rural areas)
8. Promote & enable financial planning (retirement, saving, etc.)
9. Improve fundamental learning outcomes
10. Improve ranking of educational institutions (e.g. Universities)
11. Develop our brightest minds in priority fields
12. Ensure alignment of educational outputs with labor market needs
13. Expand vocational training to provide for labor market needs
14. Improve readiness of youth to enter the labor market
15. Nurture and support the innovation & entrepreneurship culture

**L3 indirect related objectives**

1. Enhance family involvement in preparing for their children's future (incl. education, family planning)
2. Improve living conditions for expats
3. Improve working conditions for expats
4. Source relevant foreign talent effectively
5. Increase localization of non-oil sectors
6. Increase localization of Oil & Gas sector
7. Localize promising manufacturing industries
8. Localize military industry
9. Grow SME contribution to the economy
10. Conserve & promote Islamic, Arab & National heritage of the Kingdom
11. Improve equity of access to education (esp. in rural areas)
12. Promote & enable financial planning (retirement, saving, etc.)
13. Improve fundamental learning outcomes
14. Improve ranking of educational institutions (e.g. Universities)
15. Develop our brightest minds in priority fields
16. Ensure alignment of educational outputs with labor market needs
17. Expand vocational training to provide for labor market needs
18. Improve readiness of youth to enter the labor market
19. Nurture and support the innovation & entrepreneurship culture
20. Improve ranking of educational institutions (e.g. Universities)
21. Develop our brightest minds in priority fields
22. Ensure alignment of educational outputs with labor market needs
23. Expand vocational training to provide for labor market needs
24. Improve readiness of youth to enter the labor market
25. Nurture and support the innovation & entrepreneurship culture

**Program committee**

- **Program Chairman**
  - The executing entities supporting entities to execute the Saudi Character Development Program
- **To be determined**
Saudi Character Enrichment Program – Metrics

**Macroeconomic metrics**

1. **Indicators to maximize**
   - Gross Domestic Product
   - Employment in the private sector
   - Share of local content
   - Non oil revenues
   - Non governmental investment

2. **Indicators to monitor**
   - Consumption rate
   - Balance of payments
   - Inflation rate

**Sample program-specific metrics**

- **Islamic values**
  - KSA Islamic Values Index - to be defined
- **Moderation**
  - Number of crimes committed per 10,000 people
- **Global perception**
  - % with a positive impression of the global role of Saudi Arabia in promoting moderation and tolerance
- **Civic responsibility**
  - Number of traffic violations per 1000 people, Number of participants in volunteering activities
- **National belonging**
  - National pride index – to be defined
- **Education**
  - Average days absence in schools and universities for each student per year. Participation rate in school activities
- **Human capital**
  - Human Capital Index (World Economic Forum)
- **Educational Performance**
  - Performance level in standardized global tests (PIRLS, TIMSS, PISA)
- **Educational institutions**
  - Global ranking of Saudi universities
- **Outstanding achievement**
  - Number of Saudis who have received international awards in specific fields – to be defined

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate

---

Final metrics to be aligned with the Program committee during delivery planning
**Fiscal Balance Program – Program Card**

**Program Description**

Strengthens the KSA’s financial administration, restructures its financial situation, creates different mechanisms to improve government performance and ensure financial sustainability. This program will also strengthen basic social and economic effects that Vision 2030 aims to achieve.

### L3 direct related objectives

- 5.1.1 - Enhance effectiveness of financial planning & efficiency of government spending
- 5.1.2 - Diversify government revenues - Maximize revenues from Gov. state-owned assets (e.g. Enterprises)
- 5.1.3 - Diversify government revenues - Maximize revenues collected from service fees
- 5.1.4 - Diversify government revenues - Increase revenues from fees without introducing taxes on income or wealth on citizens

### L3 indirect related objectives

- 5.2.2 - Enhance performance of government entities
- 5.2.3 - Improve productivity of government employees
- 2.6.5 - Improve effectiveness and efficiency of welfare system
- 3.4.1 - Grow assets of the Public Investment Fund
- 3.1.2 - Unlock state-owned assets for the Private Sector
- 3.1.3 - Privatize selected government services
- 3.1.4 - Ensure the formation of an advanced capital market (e.g. primary market)
- 3.1.5 - Enable financial institutions to support private sector growth (e.g. secondary market)
- 3.3.7 - Increase localization of non-oil sectors

### Program committee

<table>
<thead>
<tr>
<th>Program Chairman</th>
<th>The executing entities supporting the implementation of the Fiscal Balance Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member of CEDA, the Minister of Finance</td>
<td></td>
</tr>
</tbody>
</table>
## Fiscal Balance Program – Metrics

### Indicators to maximize

<table>
<thead>
<tr>
<th>Macroeconomic metrics&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Sample program-specific metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross domestic product</td>
<td>Budget surplus / deficit as percentage of GDP</td>
</tr>
<tr>
<td>Employment in the private sector</td>
<td>Spending effectiveness</td>
</tr>
<tr>
<td>Share of Local content</td>
<td>Budget deficit (deviation between planned and actual budget)</td>
</tr>
<tr>
<td>Non oil revenues</td>
<td>Financial sustainability</td>
</tr>
<tr>
<td>Non governmental investment</td>
<td>Total debt as percentage of GDP and national production</td>
</tr>
<tr>
<td>Consumption rate&lt;sup&gt;2&lt;/sup&gt;</td>
<td>Government reserves</td>
</tr>
<tr>
<td>Inflation rate</td>
<td>Ratio of government financial reserves to annual budget</td>
</tr>
<tr>
<td>Volume of investment</td>
<td>Non-oil revenue</td>
</tr>
<tr>
<td></td>
<td>Breakeven oil price in budget</td>
</tr>
<tr>
<td></td>
<td>Capital expenditure</td>
</tr>
<tr>
<td></td>
<td>Ratio of capital expenditure to total spending</td>
</tr>
</tbody>
</table>

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.

2. Final household consumption rate

---

**Final metrics to be aligned with the Program committee during delivery planning**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Calculation/Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget surplus / deficit as percentage of GDP</td>
<td></td>
</tr>
<tr>
<td>Spending effectiveness</td>
<td></td>
</tr>
<tr>
<td>Financial sustainability</td>
<td></td>
</tr>
<tr>
<td>Government reserves</td>
<td></td>
</tr>
<tr>
<td>Non-oil revenue</td>
<td>Non-oil revenues as % of total government revenues, ratio of collected due fees</td>
</tr>
<tr>
<td>Breakeven</td>
<td>Breakeven oil price in budget</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>Ratio of capital expenditure to total spending</td>
</tr>
</tbody>
</table>
### Program Description

This program incentivizes more than 100 national companies that are promising regionally and internationally to strengthen and consolidate their status. This will reflect positively on KSA’s image and its economic strength. Likewise, the program will increase local production, increase the productivity and diversity of the economy, grow small and medium companies, and create new job opportunities.

#### L3 direct related objectives

- **3.7.1** - Support national champions consolidate their leadership globally
- **3.7.2** - Develop promising local companies into regional and global leaders

#### L3 indirect related objectives

- **3.6.1** - Push forward the GCC integration agenda
- **3.6.2** - Develop economic ties with the region beyond the GCC
- **3.6.3** - Develop economic ties with global partners
- **3.3.3** - Localize promising manufacturing industries
- **3.3.7** - Increase localization of non-oil sectors
- **4.3.1** - Nurture and support the innovation & entrepreneurship culture
- **6.2.1** - Enhance businesses’ focus on their social responsibilities
- **6.2.2** - Enhance businesses’ focus on the sustainability of the economy

### Program committee

**Program Chairman**

Member of CEDA, the Minister of Commerce and Investment

The executing entities supporting the implementation of the National Companies Promotion Program
National Companies Promotion Program – *Metrics*

### A Macroeconomic metrics¹

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross domestic product</td>
<td>Consumption rate²</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Inflation rate</td>
</tr>
<tr>
<td>Employment in the private sector</td>
<td>Non oil revenues</td>
</tr>
<tr>
<td>Non oil revenues</td>
<td>Balance of payments</td>
</tr>
<tr>
<td>Non governmental investment</td>
<td></td>
</tr>
</tbody>
</table>

### B Sample program-specific metrics

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth of companies</td>
<td>Growth rate of leading national companies vs. growth of similar sectors worldwide</td>
</tr>
<tr>
<td>Leading companies</td>
<td>Number of national champions in global leadership roles in their industry (top 10 by market share), and in the Fortune 500</td>
</tr>
<tr>
<td>Innovation index</td>
<td>Number of companies in Forbes' Most Innovative Companies list, Global Innovation Index</td>
</tr>
<tr>
<td>Trade volume</td>
<td>Trade volume with major business partners (members of G20)</td>
</tr>
<tr>
<td>Export volume</td>
<td>Share of non-oil exports in total non-oil GDP</td>
</tr>
<tr>
<td>National brand</td>
<td>National Brand Index (exports aspect only)</td>
</tr>
</tbody>
</table>

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.

2. Final household consumption rate
Develops industries and promotes local production (e.g. renewable energy and military industries), exports, mining, energy, technology and the robotic workforce. This will comprise infrastructural improvement, export support, and logistics service development to render the KSA an ideal logistical platform given its location at the intersection of three continents. This program will also create promising job opportunities for young people.

**L3 direct related objectives**

- 3.2.3 - Develop Oil & Gas-adjacent industries
- 3.2.4 - Grow contribution of renewables to national energy mix
- 3.2.5 - Enhance competitiveness of the energy market
- 3.3.1 - Grow and capture maximum value from the mining sector
- 3.3.3 - Localize promising manufacturing industries
- 3.3.4 - Localize military industry
- 3.3.7 - Increase localization of non-oil sectors
- 3.5.1 - Create and improve performance of logistic hubs
- 3.5.2 - Improve local, regional and int’l connectivity of trade & transport networks

**L3 indirect related objectives**

- 3.1.1 - Enhance ease of doing business (mainly regulatory aspects)
- 3.1.2 - Unlock state-owned assets for the Private Sector
- 3.1.3 - Privatize selected government services
- 3.1.4 - Ensure the formation of an advanced capital market (e.g. primary market)
- 3.1.5 - Enable financial institutions to support private sector growth (e.g. secondary market)
- 3.1.6 - Attract foreign direct investment
- 3.1.7 - Create jobs through SMEs and micro entities
- 3.2.1 - Support national champions consolidate their leadership globally
- 3.2.2 - Develop promising local companies into regional and global leaders
- 3.3.2 - Develop the digital economy
- 3.3.3 - Localize manufacturing industries
- 3.3.4 - Localize military industry
- 3.3.5 - Localize non-oil sectors
- 3.4.1 - Enhance ease of doing business (mainly regulatory aspects)
- 3.4.2 - Unlock state-owned assets for the Private Sector
- 3.4.3 - Privatize selected government services
- 3.4.4 - Ensure the formation of an advanced capital market (e.g. primary market)
- 3.4.5 - Enable financial institutions to support private sector growth (e.g. secondary market)
- 3.4.6 - Attract foreign direct investment
- 3.4.7 - Create jobs through SMEs and micro entities
- 3.5.1 - Improve fundamental learning outcomes
- 3.5.2 - Ensure alignment of educational outputs with labor market needs
- 3.5.3 - Ensure alignment of educational outputs with labor market needs
- 3.5.4 - Ensure alignment of educational outputs with labor market needs
- 3.6.1 - Enhance social responsibility
- 3.6.2 - Enhance sustainability of the economy
- 3.7.1 - Support national champions consolidate their leadership globally
- 3.7.2 - Develop promising local companies into regional and global leaders
- 3.7.3 - Enhance businesses’ focus on the sustainability of the economy
- 3.7.4 - Enhance businesses’ focus on their social responsibilities
- 3.7.5 - Enhance businesses’ focus on the sustainability of the economy
- 3.7.6 - Enhance businesses’ focus on their social responsibilities
- 3.7.7 - Enhance businesses’ focus on the sustainability of the economy
- 3.7.8 - Enhance businesses’ focus on their social responsibilities
- 3.7.9 - Enhance businesses’ focus on the sustainability of the economy
- 3.7.10 - Enhance businesses’ focus on their social responsibilities
- 3.8.1 - Enhance social responsibility
- 3.8.2 - Enhance sustainability of the economy
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- 3.8.4 - Enhance businesses’ focus on their social responsibilities
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- 3.8.9 - Enhance businesses’ focus on the sustainability of the economy
- 3.8.10 - Enhance businesses’ focus on their social responsibilities
- 3.9.1 - Enhance social responsibility
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- 3.9.4 - Enhance businesses’ focus on their social responsibilities
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- 3.9.7 - Enhance businesses’ focus on the sustainability of the economy
- 3.9.8 - Enhance businesses’ focus on their social responsibilities
- 3.9.9 - Enhance businesses’ focus on the sustainability of the economy
- 3.9.10 - Enhance businesses’ focus on their social responsibilities

**Program committee**

**Program Chairman**

Member of CEDA, the Minister of Energy, Industry and Minerals

The executing entities supporting the implementation of the National Industrial Development Program
National Industrial Development and Logistics Program – *Metrics*

## Macroeconomic metrics\(^1\)

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross domestic product</td>
<td>Employment in the private sector</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Non oil revenues</td>
</tr>
<tr>
<td>Balance of payments</td>
<td>Non governmental investment</td>
</tr>
<tr>
<td>Consumption rate(^2)</td>
<td>Inflation rate</td>
</tr>
</tbody>
</table>

### Final metrics to be aligned with the Program committee during delivery planning

<table>
<thead>
<tr>
<th>Sample program-specific metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GDP contribution</strong></td>
</tr>
<tr>
<td><strong>Employment contribution</strong></td>
</tr>
<tr>
<td><strong>Local production</strong></td>
</tr>
<tr>
<td><strong>Export growth</strong></td>
</tr>
<tr>
<td><strong>Economic complexity</strong></td>
</tr>
<tr>
<td><strong>Logistics performance</strong></td>
</tr>
<tr>
<td><strong>Energy sector development</strong></td>
</tr>
</tbody>
</table>

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate
The Housing Program – Program Card

Program Description

Provide a decent life for Saudi families by enabling them to own homes in line with their needs and financial capabilities. It also includes developing the residential and construction sector with the latest building techniques (e.g. 3D building techniques), maximizing economic impact and enhancing its attractiveness to the private sector. This will enhance job creation and strengthen the economy of the Kingdom.

L3 direct related objectives

- 2.6.2 - Facilitate home ownership among Saudi families

L3 indirect related objectives

- 1.3.1 - Instill national values and strengthen the sense of national belonging
- 2.6.4 - Empower citizens through the welfare system
- 2.6.5 - Improve effectiveness and efficiency of welfare system
- 6.1.1 - Promote & enable financial planning (retirement, saving, etc.)
- 3.3.7 - Increase localization of non-oil sectors
- 3.3.2 - Develop the digital economy
- 2.3.2 - Improve the urban landscape in Saudi cities

Program committee

Program Chairman

Member of CEDA, the Minister of Housing

The executing entities supporting the implementation of the Housing Program
### The Housing Program – *Metrics*

#### A  Macroeconomic metrics¹

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross domestic product</td>
<td>Consumption rate²</td>
</tr>
<tr>
<td>Employment in the private sector</td>
<td>Balance of payments</td>
</tr>
<tr>
<td>Share of local content</td>
<td></td>
</tr>
<tr>
<td>Non oil revenues</td>
<td><strong>Inflation rate</strong></td>
</tr>
<tr>
<td>Non governmental investment</td>
<td><strong>Final metrics to be aligned with the Program committee during delivery planning</strong></td>
</tr>
</tbody>
</table>

#### B  Sample program-specific metrics

<table>
<thead>
<tr>
<th>Home-ownership</th>
<th>The percentage of home ownership of Saudi families (by income segments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing supply gap</td>
<td>The housing supply gap (difference between housing building rate and population growth)</td>
</tr>
<tr>
<td>Housing affordability</td>
<td>Average house price as multiple of average annual income (per income level)</td>
</tr>
<tr>
<td>Quality of housing</td>
<td>Percent of houses that meet housing code (local and international)</td>
</tr>
</tbody>
</table>

---

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.

2. Final household consumption rate
# Public Investment Fund Program – Program Card

## Program Description

The program strengthens the Public Investment Fund, which is the engine behind economic diversity in the KSA. It also develops high focus strategic sectors by growing and maximizing the impact of the fund’s investments, making it the largest sovereign wealth fund in the world. Moreover, the program establishes strong economic partnerships that help deepen the KSA’s impact and role both regionally and globally.

## L3 direct related objectives

- 3.4.1 - Grow assets of the Public Investment Fund
- 3.4.2 - Unlock new sectors through the Public Investment Fund
- 3.4.3 - Localize edge technology & knowledge through the Public Investment Fund
- 3.4.4 - Build strategic economic partnerships through the Public Investment Fund

## L3 indirect related objectives

- 1.2.1 - Facilitate hosting more Umrah visitors and provide an easier access to the holy mosques
- 1.2.2 - Improve quality of services provided to Hajj & Umrah visitors
- 1.2.3 - Enrich the spiritual and cultural experience of Hajj & Umrah visitors
- 2.1.1 - Ease the access to healthcare services (e.g. geographical, availability, financial)
- 2.5.1 - Develop & diversify entertainment opportunities to meet population’s needs
- 2.5.2 - Grow Saudi contribution to arts & culture
- 2.6.2 - Enable suitable home ownership among Saudi families
- 3.1.6 - Attract foreign direct investment
- 3.1.7 - Create special zones & rehabilitate economic cities
- 3.3.1 - Grow and capture maximum value from the mining sector
- 3.3.2 - Develop the digital economy
- 3.3.3 - Localize promising manufacturing industries
- 3.3.4 - Localize military industry
- 3.3.5 - Enable the development of the retail sector
- 3.3.6 - Enable the development of the tourism sector
- 3.3.7 - Increase localization of non-oil sectors
- 3.3.8 - Create and improve performance of logistic hubs
- 3.3.9 - Improve local, regional and int’l connectivity of trade & transport networks
- 3.3.10 - Push forward the GCC integration agenda
- 3.3.11 - Develop economic ties with the region beyond GCC
- 3.5.1 - Develop economic ties with global partners
- 3.5.2 - Improve ranking of educational institutions (e.g. Universities)
- 3.5.3 - Develop our brightest minds in priority fields
- 3.5.4 - Source relevant foreign talent effectively
- 3.5.5 - Diversify government revenues - Maximize revenues from Gov. state-owned assets (e.g. Enterprises)
- 3.5.6 - Maximize revenues generated from oil production
- 3.6.1 - Support growth of non-profit sector
- 3.6.2 - Empower non-profit organization to create a deeper impact (access to funds, talents, knowledge, etc)

## Program committee

**Program Chairman**

Chairman of CEDA, Chairman of the PIF Board

The executing entities supporting in the implementation of the PIF Program
Public Investment Fund Program – **Metrics**

**A**

**Macroeconomic metrics**

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="#">Gross domestic product</a></td>
<td><a href="#">Consumption rate</a></td>
</tr>
<tr>
<td><a href="#">Private sector job creation</a></td>
<td><a href="#">Inflation rate</a></td>
</tr>
<tr>
<td><a href="#">Share of local content</a></td>
<td></td>
</tr>
<tr>
<td><a href="#">Non-oil government revenues</a></td>
<td></td>
</tr>
<tr>
<td><a href="#">Volume of non-government Investment</a></td>
<td></td>
</tr>
<tr>
<td><a href="#">Balance of payments</a></td>
<td></td>
</tr>
</tbody>
</table>

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate

**B**

**Sample program-specific metrics**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset size</td>
<td>Total assets managed by PIF (SAR 7 trillion by 2030)</td>
</tr>
<tr>
<td>Return on assets</td>
<td>Return on Assets (ROA)</td>
</tr>
<tr>
<td>Priority sectors</td>
<td>Share of priority sectors’ investment from total domestic investment portfolio</td>
</tr>
<tr>
<td>Successful investments</td>
<td>% of companies by sector with successful exits/transition from seed investments made by PIF</td>
</tr>
<tr>
<td>Strategic partnerships</td>
<td>Share of strategic partnerships in overall investment portfolio</td>
</tr>
</tbody>
</table>

**Final metrics to be aligned with the Program committee during delivery planning**
Strategic Partnerships Program – *Program Card*

**Program Description**

Builds and deepens strategic economic partnerships with selected countries that have the capacity to contribute to Vision 2030. It also builds partnerships in the Gulf Cooperation Council (GCC) and the region by facilitating the movement of people as well as the smoother flow of goods and capital. The program aims to strengthen and expand different economic sectors, create new sectors, localize knowledge, diversify sources of income, and increase the quality of the economy and KSA’s impact regionally and globally by negotiating major deals.

### L3 direct related objectives

- **3.6.1** - Push forward the GCC integration agenda
- **3.6.2** - Develop economic ties with the region beyond GCC
- **3.6.3** - Develop economic ties with global partners
- **3.1.6** - Attract foreign direct investment

### L3 indirect related objectives

- **3.1.7** - Create special zones & rehabilitate economic cities
- **3.3.3** - Localize promising manufacturing industries
- **3.3.4** - Localize military industry
- **3.3.7** - Increase localization of non-oil sectors
- **3.4.4** - Build strategic economic partnerships through the Public Investment Fund
- **3.5.1** - Improve local, regional and int’l connectivity of trade & transport networks
- **4.4.3** - Source relevant foreign talent effectively
- **2.1.1** - Ease the access to healthcare services (e.g. geographical, availability, financial)
- **2.1.2** - Improve value of healthcare services (Quality of outcomes & experience, and cost)
- **2.1.3** - Strengthen prevention against health threats (public health system & health crisis management)

### Program Chairman

**Member of CEDA, the Minister of Energy, Industry and Minerals**

The executing entities supporting in the implementation of the Strategic Partnership Program
Strategic Partnerships Program – Metrics

A. Macroeconomic metrics

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross domestic product</td>
<td>Balance of payments</td>
</tr>
<tr>
<td>Private sector job creation</td>
<td>Consumption rate²</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Volume of non-government investment</td>
</tr>
<tr>
<td>Non-oil government revenues</td>
<td>Inflation rate</td>
</tr>
</tbody>
</table>

B. Sample program-specific metrics

<table>
<thead>
<tr>
<th>GCC integration</th>
<th>GCC Regional Integration Index (TBD, similar to Africa Regional Integration Index)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Export concentration</td>
<td>Score in Herfindahl-Hirschman Index for concentration of exports</td>
</tr>
<tr>
<td>Trade enablement</td>
<td>Enabling Trade Index – Market Access sub-index</td>
</tr>
<tr>
<td>Investment concentration</td>
<td>Score in Herfindahl-Hirschman Index for concentration of FDI (by origin and sector)</td>
</tr>
<tr>
<td>FDI amount</td>
<td>FDI inflows as a share of GDP</td>
</tr>
</tbody>
</table>

1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate
Program Description

Increase the size, depth, and development of Saudi Arabian capital markets, improve operators and users’ experiences as well as the status of Saudi Arabian capital markets regionally (making Saudi Arabia’s capital market the primary market in the Middle East) and internationally (making the Saudi market one of the top ten markets in the world). The program helps create an advanced market that attracts local and foreign investors, which enables it to take on a pivotal role in developing the national economy and diversifying sources of income. It also develops financial institutions (public and private financing funds, banks, and insurance partnerships) and strengthens its role supporting private sector growth.

L3 direct related objectives

- 3.1.4 - Ensure the formation of an advanced capital market (e.g. primary market)
- 3.1.5 - Enable financial institutions to support private sector growth (e.g. secondary market)

L3 indirect related objectives

- 3.1.6 - Attract foreign direct investment
- 3.2.4 - Grow contribution of renewables to national energy mix
- 3.3.1 - Grow and capture maximum value from the mining sector
- 3.3.2 - Develop the digital economy
- 3.3.3 - Localize promising manufacturing industries
- 3.3.4 - Localize military industry
- 3.3.5 - Enable the development of the retail sector
- 3.3.6 - Enable the development of the tourism sector
- 3.3.7 - Increase localization of non-oil sectors
- 3.3.8 - Unlock state-owned assets for the Private Sector
- 3.3.9 - Privatize selected government services
- 3.3.10 - Push forward the GCC integration agenda
- 3.3.11 - Develop economic ties with the region beyond GCC
- 3.3.12 - Develop economic ties with global partners
- 3.3.13 - Support national champions consolidate their leadership globally
- 3.3.14 - Develop promising local companies into regional and global leaders
- 3.3.15 - Grow contribution of renewables to national energy mix
- 3.3.16 - Attract foreign direct investment
- 4.3.2 - Grow SME contribution to the economy
- 6.1.1 - Promote & enable financial planning (retirement, saving, etc.)
- 6.3.1 - Support growth of non-profit sector

Program committee

Program Chairman

Member of CEDA, the Minister of Finance

The executing entities supporting the implementation of the Financial Sector Development Program
Financial Sector Development Program – Metrics

A) Macroeconomic metrics

**Indicators to maximize**
- Gross domestic product
- Employment in the private sector
- Share of local content
- Non oil revenues
- Non governmental investment

**Indicators to monitor**
- Consumption rate
- Balance of payments
- Inflation rate

B) Sample program-specific metrics

- **Financial market development**
  - Sub-index for the development of financial markets – Global Competitiveness Index (GCI)

- **Liquidity**
  - Liquidity rate in the stock market (total trading volume over market cap)

- **Market size**
  - Market share of non-oil GDP

- **Market ranking**
  - World financial market rankings (global and emerging markets) - WFE

- **Access to credit**
  - Domestic credit to the private sector (as % of GDP)

- **Credit information**
  - Ease of Doing Business – Getting Credit sub-index

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1. The goal is to measure these indicators for every program, but for some programs the impact will only be directional. Additionally, for some programs, the impact on that indicator cannot be isolated.
2. Final household consumption rate
3. World Federation of Exchanges
Strengthens the role of the private sector in providing services and avails government assets to them, which will generally improve quality of service (for sectors such as health, education, and municipal affairs), reduce their costs, refocus the government on its legislative and organizational roles, and ensure alignment with Vision 2030. Moreover, the program will attract foreign direct investment and improve the balance of payments.

### Program Description

**L3 direct related objectives**

- 3.1.2 - Unlock state-owned assets for the Private Sector
- 3.1.3 - Privatize selected government services

**L3 indirect related objectives**

- 2.1.1 - Ease the access to healthcare services (e.g. geographical, availability, financial)
- 2.1.2 - Improve value of healthcare services (Quality of outcomes & experience, and cost)
- 2.1.3 - Strengthen prevention against health threats (public health system & health crisis management)
- 2.3.1 - Improve quality of services provided in Saudi cities (utilities, public transports, etc.)
- 4.1.2 - Improve equity of access to education (esp. in rural areas)
- 4.1.3 - Improve fundamental learning outcomes
- 4.1.4 - Improve ranking of educational institutions (e.g. Universities)
- 4.1.5 - Develop our brightest minds in priority fields
- 4.1.6 - Ensure alignment of educational outputs with labor market needs
- 4.1.7 - Expand vocational training to provide for labor market needs
- 3.1.6 - Attract foreign direct investment

- 5.1.1 - Enhance effectiveness of financial planning & efficiency of government spending
- 5.1.2 - Diversify government revenues - Maximize revenues from Gov. state-owned assets (e.g. Enterprises)
- 5.1.3 - Diversify government revenues - Maximize revenues collected from service fees
- 5.1.4 - Diversify government revenues - Increase revenues from fees without introducing taxes on income or wealth on citizens
- 5.1.5 - Maximize revenues generated from oil production
- 5.2.1 - Design a leaner and more effective government structure
- 3.5.1 - Create and improve performance of logistic hubs
- 3.5.2 - Improve local, regional and int'l connectivity of trade & transport networks

### Program committee

**Program Chairman**

Member of CEDA, the Deputy Minister of Economy and Planning

The executing entities supporting in the implementation of the Privatization Program
Privatization Program – *Metrics*

### Macroeconomic metrics

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
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<tbody>
<tr>
<td>Gross domestic product</td>
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</tr>
<tr>
<td>Private sector job creation</td>
<td>Consumption rate^2</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Inflation rate</td>
</tr>
<tr>
<td>Non-oil government revenues</td>
<td></td>
</tr>
<tr>
<td>Volume of non-government investment</td>
<td></td>
</tr>
</tbody>
</table>

### Sample program-specific metrics

| Utilization | Percentage of government assets utilized by the private sector out of the total eligible asset portfolio |
| Appreciation | Percentage increase in the market value of assets due to PPP |
| Investment generated | Ratio of investments committed by private sector to the original value of unlocked assets (buildings, lands, and infrastructure) |
| Service scope & diversity | Percentage of targeted government services privatized |
| Quality improvement | Percentage of citizens satisfied with privatized services |
| Transparency | Percentage of stakeholders satisfied with transparency of privatization processes |
| Government Spending | Percentage reduction in government spending |

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2. Final household consumption rate.

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The program aims to develop government effectiveness, establish the necessary infrastructure to realize Vision 2030 and support its objectives by driving flexibility in government and increasing coordination, joint work and planning. The program will identify shared objectives for public entities, based on national priorities, transferring expertise between public agencies, and involving the private and non-profit sector in the process of identifying challenges and innovating solutions. It will also look at funding and implementation methods, and contribute to follow-up and performance assessment for involved entities.

L3 direct related objectives

- 1.3.2 - Conserve & promote Islamic, Arab & National heritage of the Kingdom
- 2.1.1 - Ease the access to healthcare services (e.g. geographical, availability, financial)
- 2.1.2 - Improve value of healthcare services (Quality of outcomes & experience, and cost)
- 2.1.3 - Strengthen prevention against health threats (public health system & health crisis management)
- 2.2.2 - Reach regional & global excellence in selected professional sports
- 2.3.1 - Improve quality of services provided in Saudi cities (utilities, public transports, etc.)
- 2.3.2 - Improve the urban landscape in Saudi cities
- 2.3.4 - Enhance traffic safety
- 2.4.1 - Reduce all types of pollution (e.g. air, sound, water, soil)
- 2.4.2 - Safeguard the environment from natural threats (e.g. desertification)
- 2.4.3 - Protect & rehabilitate natural landscapes (e.g. beaches, islands, natural reserves)
- 2.6.1 - Enhance family involvement in preparing for their children’s future (incl. education, family planning)
- 2.6.4 - Empower citizens through the welfare system
- 2.6.5 - Improve effectiveness and efficiency of welfare system
- 3.1.1 - Enhance ease of doing business
- 3.1.7 - Create special zones & rehabilitate economic cities
- 3.2.2 - Develop the urban landscape in Saudi cities
- 3.3.2 - Develop the digital economy
- 3.3.5 - Enable the development of the retail sector
- 3.3.6 - Enable the development of the tourism sector
- 3.4.2 - Increase women participation in the labor market
- 4.2.3 - Enable integration of people with disabilities in the labor market
- 4.3.2 - Grow SME contribution to the economy
- 4.3.3 - Grow productive families contribution to the economy
- 4.4.1 - Improve living conditions for expatriates
- 4.4.2 - Improve working conditions for expatriates
- 5.2.3 - Improve productivity of government employees
- 5.2.4 - Develop the e-Government
- 5.2.5 - Improve quality of services provided to citizens
- 5.3.1 - Enhance transparency across government roles
- 5.3.2 - Strengthen communication channels with citizens & business community
- 5.3.3 - Ensure responsiveness of government entities to stakeholders’ feedback
- 5.4.1 - Ensure development & food security
- 5.4.2 - Ensure sustainable use of water resources
- 6.1.1 - Promote & enable financial planning
- 6.1.2 - Encourage volunteering
- 6.2.1 - Enhance businesses’ focus on their social responsibilities
- 6.2.2 - Enhance businesses’ focus on the sustainability of the national economy
- 6.3.1 - Support growth of non-profit sector
- 6.3.2 - Empower non-profit organization to create a deeper impact (access to funds, talents, knowledge, etc.)
National Transformation Program (NTP) – *Metrics*

### Macroeconomic metrics

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job creation in the private sector</td>
<td>Gross domestic product</td>
</tr>
<tr>
<td>Non-oil revenues</td>
<td>Share of local content</td>
</tr>
<tr>
<td>Non-governmental investment</td>
<td>Consumption rate^2</td>
</tr>
<tr>
<td>Balance of payments</td>
<td>Inflation rate</td>
</tr>
</tbody>
</table>

### Program-specific metrics

**VRPs**

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Agenda

Questions this document will answer:

• What is Saudi Arabia’s Vision 2030?
• What are the strategic objectives at the heart of Saudi Arabia’s Vision 2030?
• How will we develop action plans to achieve the strategic objectives?
• What are the Vision Realization Programs?
• How will the Vision Realization Programs be implemented?
Planning takes place at 3 levels: overall Vision, VRPs, and entity plans

**Responsibility**
- Council of Ministers
- CEDA
- Chairman of CEDA
- Program Chairman and members of each VRP Program committee
- Individual entities

**Content**
- Vision Strategic Objectives (3 levels)
- Objective brief / attributes
- KPIs
- High-level targets
- Program delivery plan:
  - 5 year targets
  - Initiatives
  - Milestones
  - Initiative budgets
- Entity-level planning (5 years and annual):
  - 5 year targets
  - Initiative plans (VRPs and objectives)
  - Milestones
  - Budget needs

**Timescale**
- Long term – to 2030
- Opportunity to revisit during 5 yearly planning cycle
- Every 5 years
- Revised annually with rolling targets
- Every 5 years
- Annual plan
## Strategic planning conducted on a 5 year cycle with annual and quarterly adjustments (1/2)

### Planning cycle
- 5 year, mid term view of vision priorities & overall direction

### Annual strategic review & budget setting
- Annual course adjustment of delivery plans & custom assessment linked to budget

### Quarterly review
- Quarterly progress
- Update & deep dive on problem area

<table>
<thead>
<tr>
<th>Year</th>
<th>Build the foundation</th>
<th>Drive outcomes</th>
<th>Deepen impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>• Set key reforms, and develop programs with tangible impact on citizens</td>
<td>• Maintain the momentum to continue reforms</td>
<td>• Set foundation for the period after 2030</td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2030</td>
<td></td>
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</tr>
</tbody>
</table>

Supporting delivery
Strategic planning conducted on a 5 year cycle with annual and quarterly adjustments (2/2)

<table>
<thead>
<tr>
<th>Planning cycle</th>
<th>2016</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 5 year, mid term view of vision priorities &amp; overall direction</td>
<td></td>
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</tbody>
</table>

**Five year vision planning cycle**

- Review overarching narrative and aspirations of Vision
- Revisit VRPs, objectives and targets
- Full revision of VRP delivery plans
- Inform mid-term budget expectations

**Annual strategic review**

- Review progress on programs, objectives and targets
- Review and revise where necessary VRPs delivery plans
- Inform annual budget for following year

**Quarterly review**

- Review progress on objectives and programs
- Address bottlenecks, challenges and escalate where needed
- In exceptional circumstances, revise delivery plan, trajectories and targets

**Annual strategic review & budget setting**

- Annual course correction of delivery plans & custom assessment linked to budget

**Quarterly review**

- Quarterly progress
- Update & deep dive on problem areas

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Supporting delivery
Program committees formed under CEDA supervision to drive Vision delivery...

<table>
<thead>
<tr>
<th>Roles</th>
<th>Program committee Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Translating Vision into Plans and Programs</td>
<td>Support core teams with the development of pragmatic delivery plans in a consultative role, bring outside expertise and representing the citizen's voice</td>
</tr>
<tr>
<td>2 Supervising Plans and Programs</td>
<td>Supervise progress of delivery plans and programs, progress against targets</td>
</tr>
<tr>
<td>3 Identifying Gaps</td>
<td>Identify gaps between the program and the Vision's objectives, and submit feedback in this regard</td>
</tr>
<tr>
<td>4 Overcoming Obstacles</td>
<td>Contribute to overcoming obstacles through consultation and supporting escalation to supervising committees</td>
</tr>
</tbody>
</table>
...and Vision Teams have been established to provide advice and support delivery

**Vision Teams: main roles and responsibilities**

<table>
<thead>
<tr>
<th><strong>Function</strong></th>
<th>Vision teams provide a consultative function that represents the private sector view and impact on citizens</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision Team composition</strong></td>
<td>Vision teams are comprised of private sector representatives and topic experts on the respective L1 objective</td>
</tr>
</tbody>
</table>
| **Scope** | Provide non-binding recommendations to Program committee:  
  – VRP plan  
  – Quarterly and annual reports  
 Provide ad-hoc advice to SMC and Program committees |
| **Review mechanism** | Program Chairman presents Vision team inputs along with the quarterly and annual report to SMC |
| **Review frequency** | Quarterly – Quarterly report  
 Yearly - VRP Plan & Annual reports |
# Transparency through regular reporting and review cycle

|--------------------------|-------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| VRP Quarterly Review     | SMO         | Detailed review of status reports and progress in all VRPs                       | • Reports on program progress  
• Strategic visions  
• Review the risk situation  
• Details of the issues being escalated | Vision report for the second quarter | Vision report for the third quarter | Vision report for the fourth quarter | Vision report for the fifth quarter |
| Vision Annual Review     | SMO         | Detailed review of status reports and progress of all objectives and VRPs        | • Report on strategic objectives and program progress  
• Suggested updates for Execution plans  
• Strategic visions  
• Financial summary | Annual report | Annual report | Annual report | Annual report |
| Data-Based Report-Entity Level (Yearly) | “ADAA”   | Review the status of strategic objectives and initiatives at the entity level, and the support required from senior leadership | • Progress reports on the initiatives of the parties - VRPs, the NTP and other initiatives at entities  
• Issues affecting the achievement of objectives  
• Support required from senior leadership | Data-Based Report-Entity Level (YoY) | Quantitative report for the first quarter | Quantitative report for the second quarter | Quantitative report for the third quarter | Quantitative report for the fourth quarter | Quantitative report for the fifth quarter | Quantitative report for the sixth quarter |

Supporting delivery
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