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

Questions this document will answer:

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- How will the Vision Realization Programs be implemented?
Vision 2030 was built on 3 pillars that draw on KSA's intrinsic strengths

**Our strengths**

- 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
Pillar 1: A vibrant society

Our direction

"Focusing our efforts to serve Umrah visitors"
"Promoting culture and entertainment"
"Caring for our families"
"Living healthy, being healthy"

"Taking pride in our national identity"
"Developing our cities"
"Developing our children’s character"
"Achieving environmental sustainability"

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

A vibrant society...

…with strong roots

…with fulfilling lives

…with strong foundations
### Pillar 2: A thriving economy

#### Our direction

<table>
<thead>
<tr>
<th>Rewarding opportunities</th>
<th>Investing for the long term</th>
<th>Open for business</th>
<th>Leveraging its unique position</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Boosting our small businesses and productive families&quot;</td>
<td>&quot;Maximizing our investment capabilities&quot;</td>
<td>&quot;Improving the business environment&quot;</td>
<td>&quot;Building a unique regional logistical hub&quot;</td>
</tr>
<tr>
<td>&quot;Attracting the talents we need&quot;</td>
<td>&quot;Launching our promising sectors&quot;</td>
<td>&quot;Establishing special zones&quot;</td>
<td>&quot;Integrating regionally and internationally&quot;</td>
</tr>
<tr>
<td>&quot;Providing equal opportunities&quot;</td>
<td>&quot;Rehabilitating economic cities&quot;</td>
<td>&quot;Increasing the competitiveness of our energy sector&quot;</td>
<td>&quot;Supporting our national companies&quot;</td>
</tr>
</tbody>
</table>

#### 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%
## Pillar 3: An ambitious nation

<table>
<thead>
<tr>
<th>Our direction</th>
<th>Our goals</th>
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<tbody>
<tr>
<td>&quot;Embracing Transparency&quot;</td>
<td>• Raise our ranking on the E-Government Survey Index from our current position of 36 to be among the top five nations</td>
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<tr>
<td>&quot;Engaging everyone&quot;</td>
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<td>&quot;Organizing ourselves with agility&quot;</td>
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<tr>
<td>&quot;Committing to efficient spending and balanced finances&quot;</td>
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<tr>
<td>&quot;Being responsible for our lives&quot;</td>
<td>• Rally one million volunteers per year</td>
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<tr>
<td>&quot;Being responsible in business&quot;</td>
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<tr>
<td>&quot;Being responsible to society&quot;</td>
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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?
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>• Translate the Vision’s aspirations, commitments and objectives into achievable objectives that can be used in the development of metrics and targets</td>
<td>• Detailed objectives have been developed in a way makes them achievable</td>
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<table>
<thead>
<tr>
<th>Accountability &amp; Enablement</th>
<th>Guidelines</th>
<th>Application to «Vision 2030»</th>
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<tr>
<td>• Identify a clear accountability mechanism for each objective, as well as relevant stakeholders for each</td>
<td>• The objectives have been structured in a way ensures clear roles for each stakeholder</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Interdependency Analysis</th>
<th>Guidelines</th>
<th>Application to «Vision 2030»</th>
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<tr>
<td>• Understand and manage the relationship between different objectives to ensure Vision delivery</td>
<td>• The objectives have been redistributed according to their interdependency and relationship</td>
<td></td>
</tr>
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<table>
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<tr>
<th>Follow-up</th>
<th>Guidelines</th>
<th>Application to «Vision 2030»</th>
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<tbody>
<tr>
<td>• Follow-up the implementation of the Vision in an organized manner, along with the ability to measure impact to support decision-making</td>
<td>• The objectives have been structured so that they can be linked with the Vision’s targets</td>
<td></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

A Vibrant Society
- Strengthen Islamic & national identity
- Offer a fulfilling & healthy life

Thriving Economy
- Grow & diversify the economy
- Increase employment

An Ambitious Nation
- Enhance government effectiveness
- Enable social responsibility

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

**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
Strengthen Islamic values & national identity

**A Vibrant Society**
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

**A Thriving Economy**

**An Ambitious Nation**

**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
Offer a fulfilling & healthy life

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

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

Strategic Objectives
Offer a fulfilling & healthy life

Level 1 objectives

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Level 2 objectives

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2.5. Promote Culture and Entertainment
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
Offer a fulfilling & healthy life

Level 1 objectives

1. Strengthen Islamic Values & national identity
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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

A Vibrant Society

A Thriving Economy

An Ambitious Nation

Strategic Objectives
Offer a fulfilling & healthy life

Level 1 objectives

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2.6. Create an empowering environment for Saudis

Level 3 objectives

2.4.1. Reduce all types of pollution (e.g. air, sound, water, soil)
2.4.2. Safeguard the environment from natural threats
2.4.3. Protect & rehabilitate natural landscapes
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
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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

2.5.1 Develop & diversify entertainment opportunities to meet population's needs
2.5.2 Grow Saudi contribution to arts & culture

A Vibrant Society
A Thriving Economy
An Ambitious Nation

Strategic Objectives
Offer a fulfilling & healthy life

Level 1 objectives

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Level 2 objectives

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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

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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
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
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6. Enable social responsibility

**Level 2 objectives**

3.1. Grow contribution of the Private Sector to the economy
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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**

#### 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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<td>3.5 Position KSA as a global logistic hub</td>
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<td>3.6 Further integrate Saudi Economy regionally &amp; globally</td>
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<td>3.7 Grow non-oil exports</td>
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<tr>
<td>3.4.1 Grow assets of the Public Investment Fund</td>
</tr>
<tr>
<td>3.4.2 Unlock new sectors through the Public Investment Fund</td>
</tr>
<tr>
<td>3.4.3 Localize edge technology &amp; knowledge through the Public Investment Fund</td>
</tr>
<tr>
<td>3.4.4 Build strategic economic partnerships through the Public Investment Fund</td>
</tr>
</tbody>
</table>
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
3.5.1. Create and improve performance of logistic hubs
3.5.2. Improve local, regional and int’l connectivity of trade & transport networks

**Level 3 objectives**

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

**Strategic Objectives**

**A Vibrant Society**
- Strengthen Islamic Values & national identity
- Offer a fulfilling & healthy life

**A Thriving Economy**
- Grow & diversify the Economy
- Increase employment
- Enhance government effectiveness
- Enable social responsibility
- Grow contribution of the Private Sector to the economy
- Maximize value captured from the energy sector
- Unlock potential of non-oil sectors
- Grow the Public Investment Fund’s assets and role as a growth engine
- Create and improve performance of logistic hubs
- Improve local, regional and int’l connectivity of trade & transport networks
- Position KSA as a global logistic hub
- Further integrate Saudi Economy regionally & globally
- Grow non-oil exports
- Position KSA as a global logistic hub
- Further integrate Saudi Economy regionally & globally
- Grow non-oil exports

**An Ambitious Nation**
- Grow contribution of the Private Sector to the economy
- Maximize value captured from the energy sector
- Unlock potential of non-oil sectors
- Grow the Public Investment Fund’s assets and role as a growth engine
- Create and improve performance of logistic hubs
- 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

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

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

Strategic Objectives

A Vibrant Society
A Thriving Economy
An Ambitious Nation
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**

4.1.1 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

A Vibrant Society
A Thriving Economy
An Ambitious Nation
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

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
5.1.1. 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
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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**

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**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
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

Strategic Objectives

A Vibrant Society

A Thriving Economy

An Ambitious Nation
Enable social responsibility

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<tr>
<td>2. Offer a fulfilling &amp; healthy life</td>
<td>6.2. Enable social contribution of businesses</td>
<td>6.1.2. Encourage volunteering</td>
</tr>
<tr>
<td>3. Grow &amp; diversify the Economy</td>
<td>6.3. Enable larger impact of non-profit sector</td>
<td></td>
</tr>
<tr>
<td>4. Increase employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Enhance government effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Enable social responsibility</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strategic Objectives

- A Vibrant Society
- A Thriving Economy
- An Ambitious Nation
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
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

<table>
<thead>
<tr>
<th>Newly-Established Entities</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>

<table>
<thead>
<tr>
<th>Previous Entity's</th>
<th>Current Entity's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Commerce and Industry</td>
<td>Ministry of Commerce and Investment</td>
</tr>
<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>
Vision Realization Programs (VRPs) developed to deliver against strategic objectives

1. **Strategic Objectives**
   - Complete set of executable strategic objectives

2. **Vision Realization Programs**
   - Programs designed to achieve Vision objectives
   - Developed every 5 years (currently 12 VRPs)

3. **VRP Delivery Plans**
   - Initiatives designed to achieve outcomes of VRPs
VRPs will enable KSA to achieve its goals in the coming years (1/2)

<table>
<thead>
<tr>
<th>Why VRPs?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Determine measurable objectives</strong></td>
</tr>
<tr>
<td><strong>Focus leadership towards achieving priorities</strong></td>
</tr>
<tr>
<td><strong>Prepare for crises</strong></td>
</tr>
<tr>
<td><strong>Align resources with priorities</strong></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>
</table>
| Centrality in achieving the vision | • Is there a direct economic or social impact expected from the VRP?  
• Was the program content a key theme of the Vision?  
• Does this program contribute to a wide range of Vision objectives? |
| Need for center of government support | • Does the program require multi-entity coordination?  
• Can these programs be implemented without government support? |
| Importance from leadership perspective | • Is the program a leadership priority requiring significant effort, follow-up and support to facilitate the desired outcomes? |
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

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)

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

25 groups

12 VRPs
### 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

### Relevant Objective Targets

- Targets reflecting the program's indirect contribution to the KPIs associated with relevant strategic objectives

---

**3 levels of targets to track the progress of VRPs**
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?
In its session held on Monday 24 April 2017, CEDA identified a list of 12 programs to achieve the vision

1: Public Investment Fund
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.

**Program Description**

**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>Gross domestic product</th>
<th>Employment in the private sector</th>
<th>Share of local content</th>
<th>Non oil revenues</th>
<th>Balance of payments</th>
<th>Non governmental investment</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Indicators to monitor</th>
<th>Consumption rate</th>
<th>Inflation rate</th>
</tr>
</thead>
</table>

### B. Sample program-specific metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Visitors</td>
<td>Total number of Umrah Visitors per year</td>
</tr>
<tr>
<td>Maximum capacity</td>
<td>The capacity of the Two Holy Mosques, the transport network and accommodation</td>
</tr>
<tr>
<td>Utilization</td>
<td>Average utilization rate of hospitality facilities</td>
</tr>
<tr>
<td>Level of Satisfaction</td>
<td>Overall satisfaction with the experience of Hajj and Umrah</td>
</tr>
<tr>
<td>Safety</td>
<td>Injury rate per 1000 visitors sustained due to accidents</td>
</tr>
<tr>
<td>Expenditure</td>
<td>Average spent by Umrah &amp; Hajj Visitors</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
Lifestyle Improvement Program – Program Card

Program Description

Improve individuals’ lifestyles by developing an ecosystem to support and create new options that boost citizens’ and residents’ participation in cultural, environment, and sports activities. This is in addition to other suitable activities that contribute to enhancing the quality of life of individuals and families, creating jobs, diversifying economic activity, and raising the status of Saudi Arabian cities so that they rank among the best cities in the world.

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

Program Committee

Program Chairman

Member of CEDA, Ahmad Al Khatib

The executing entities supporting the implementation of the Lifestyle Improvement Program

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
- 2.6.3 - Develop positive attitude, resilience and hard-work culture among our children
- 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
### Lifestyle Improvement Program – Metrics

#### 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>Consumption rate²</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Inflation rate</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>
<tr>
<td>Employment in the private sector</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

#### 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>Sports participation</td>
</tr>
<tr>
<td>Sports excellence</td>
</tr>
<tr>
<td>Sports revenue</td>
</tr>
<tr>
<td>Entertainment offering</td>
</tr>
<tr>
<td>Arts &amp; culture contribution</td>
</tr>
<tr>
<td>Entertainment and cultural revenue</td>
</tr>
<tr>
<td>Economic Impact</td>
</tr>
<tr>
<td>Infrastructure</td>
</tr>
<tr>
<td>Satisfaction</td>
</tr>
</tbody>
</table>
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

• Enhance family involvement in preparing for their children’s future (incl. education, family planning)
• Improve living conditions for expats
• Improve working conditions for expats
• Source relevant foreign talent effectively
• Increase localization of non-oil sectors
• Increase localization of Oil & Gas sector
• Localize promising manufacturing industries
• Localize military industry
• Grow SME contribution to the economy
• Conserve & promote Islamic, Arab & National heritage of the Kingdom
• Foster Islamic values (moderation & tolerance, excellence & discipline, equity & transparency, determination & perseverance)
• Instill national values and strengthen the sense of national belonging
• Uphold the Arabic language
• Enhance the nation’s immunity towards drug abuse
• Build a life-long learning journey
• Improve equity of access to education (esp. in rural areas)
• Promote & enable financial planning (retirement, saving, etc.)
• Improve fundamental learning outcomes
• Improve ranking of educational institutions (e.g. Universities)
• Develop our brightest minds in priority fields
• Ensure alignment of educational outputs with labor market needs
• Expand vocational training to provide for labor market needs
• Improve readiness of youth to enter the labor market
• Nurture and support the innovation & entrepreneurship culture
• Build a life-long learning journey
• Improve equity of access to education (esp. in rural areas)
• Promote & enable financial planning (retirement, saving, etc.)
• Improve fundamental learning outcomes
• Improve ranking of educational institutions (e.g. Universities)
• Develop our brightest minds in priority fields
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• Improve readiness of youth to enter the labor market
• Nurture and support the innovation & entrepreneurship culture

Program committee

To be determined
## Saudi Character Enrichment Program – Metrics

### 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>Consumption rate²</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Balance of payments</td>
</tr>
<tr>
<td>Non governmental investment</td>
<td>Inflation rate</td>
</tr>
<tr>
<td>Employment in the private sector</td>
<td></td>
</tr>
</tbody>
</table>

### Sample program-specific metrics

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

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2. Final household consumption rate
# 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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1</td>
<td>Enhance effectiveness of financial planning &amp; efficiency of government spending</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Diversify government revenues - Maximize revenues from Gov. state-owned assets (e.g. Enterprises)</td>
</tr>
<tr>
<td>5.1.3</td>
<td>Diversify government revenues - Maximize revenues collected from service fees</td>
</tr>
<tr>
<td>5.1.4</td>
<td>Diversify government revenues - Increase revenues from fees without introducing taxes on income or wealth on citizens</td>
</tr>
</tbody>
</table>

## L3 indirect related objectives

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

## Program committee

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

**VRPs**
### Macroeconomic metrics

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</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>Non governmental investment</td>
<td>Consumption rate</td>
</tr>
<tr>
<td>Inflation rate</td>
<td>Volume of investment</td>
</tr>
</tbody>
</table>

### Sample program-specific metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgetary surplus</td>
<td>Budget surplus / deficit as percentage of GDP</td>
</tr>
<tr>
<td>Spending effectiveness</td>
<td>Budget deficit (deviation between planned and actual budget)</td>
</tr>
<tr>
<td>Financial sustainability</td>
<td>Total debt as percentage of GDP and national production</td>
</tr>
<tr>
<td>Government reserves</td>
<td>Ratio of government financial reserves to annual budget</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>Oil 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>

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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
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

The executing entities supporting the implementation of the National Companies Promotion Program

Member of CEDA, the Minister of Commerce and Investment
National Companies Promotion Program – Metrics

### Macroeconomic metrics

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Indicators to monitor</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
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<td>Balance of payments</td>
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</tr>
<tr>
<td>Non governmental investment</td>
<td></td>
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</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

### Sample program-specific metrics

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

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

### Program Description

**National Industrial Development and Logistics Program – Program Card**

#### Program committee

<table>
<thead>
<tr>
<th>Program Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member of CEDA, the Minister of Energy, Industry and Minerals</td>
</tr>
</tbody>
</table>

The executing entities supporting the implementation of the National Industrial Development Program

<table>
<thead>
<tr>
<th>L3 direct related objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.3 - Develop Oil &amp; Gas-adjacent industries</td>
</tr>
<tr>
<td>3.2.4 - Grow contribution of renewables to national energy mix</td>
</tr>
<tr>
<td>3.2.5 - Enhance competitiveness of the energy market</td>
</tr>
<tr>
<td>3.3.1 - Grow and capture maximum value from the mining sector</td>
</tr>
<tr>
<td>3.3.3 - Localize promising manufacturing industries</td>
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<tr>
<td>3.3.4 - Localize military industry</td>
</tr>
<tr>
<td>3.3.7 - Increase localization of non-oil sectors</td>
</tr>
<tr>
<td>3.5.1 - Create and improve performance of logistic hubs</td>
</tr>
<tr>
<td>3.5.2 - Improve local, regional and int’l connectivity of trade &amp; transport networks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L3 indirect related objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1 - Enhance ease of doing business (mainly regulatory aspects)</td>
</tr>
<tr>
<td>3.1.2 - Unlock state-owned assets for the Private Sector</td>
</tr>
<tr>
<td>3.1.3 - Privatize selected government services</td>
</tr>
<tr>
<td>3.1.4 - Ensure the formation of an advanced capital market (e.g. primary market)</td>
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<td>3.1.5 - Enable financial institutions to support private sector growth (e.g. secondary market)</td>
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<td>3.1.6 - Attract foreign direct investment</td>
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<td>3.1.7 - Create special zones &amp; rehabilitate economic cities</td>
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<td>4.1.3 - Improve fundamental learning outcomes</td>
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<td>4.1.4 - Improve ranking of educational institutions (e.g. Universities)</td>
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<td>4.1.5 - Develop our brightest minds in priority fields</td>
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<td>4.1.6 - Ensure alignment of educational outputs with labor market needs</td>
</tr>
<tr>
<td>4.1.7 - Expand vocational training to provide for labor market needs</td>
</tr>
<tr>
<td>4.3 - Create jobs through SMEs and micro entities</td>
</tr>
<tr>
<td>1.2.1 - Facilitate hosting more Umrah visitors and provide an easier access to the holy mosques</td>
</tr>
<tr>
<td>1.2.2 - Improve quality of services provided to Hajj &amp; Umrah visitors</td>
</tr>
<tr>
<td>1.2.3 - Enrich the spiritual and cultural experience of Hajj &amp; Umrah visitors</td>
</tr>
<tr>
<td>3.3.2 - Develop the digital economy</td>
</tr>
<tr>
<td>6.2.1 - Enhance businesses’ focus on their social responsibilities</td>
</tr>
<tr>
<td>6.2.2 - Enhance businesses’ focus on the sustainability of the economy</td>
</tr>
<tr>
<td>2.4.1 - Reduce all types of pollution (e.g. air, sound, water, soil)</td>
</tr>
<tr>
<td>2.4.3 - Protect &amp; rehabilitate natural landscapes (e.g. beaches, islands, natural reserves)</td>
</tr>
</tbody>
</table>
National Industrial Development and Logistics Program – Metrics

A  Macroeconomic metrics¹

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th></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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators to monitor</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption rate²</td>
<td>Inflation rate</td>
</tr>
</tbody>
</table>

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

B  Sample program-specific metrics

<table>
<thead>
<tr>
<th>GDP contribution</th>
<th>Priority sectors share of GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment contribution</td>
<td>Share of workers in priority sectors in total workforce</td>
</tr>
<tr>
<td>Local production</td>
<td>Share of local production in relevant sectors</td>
</tr>
<tr>
<td>Export growth</td>
<td>Share of non-oil revenue of GDP and trade balance</td>
</tr>
<tr>
<td>Economic complexity</td>
<td>Economic complexity ranking - Observatory of Economic Complexity</td>
</tr>
<tr>
<td>Logistics performance</td>
<td>Ranking in Logistics performance index</td>
</tr>
<tr>
<td>Energy sector development</td>
<td>Score on the Energy Architecture Performance Index (Economic Growth &amp; Dev. and Environmental sustainability sub-indices)</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.

<table>
<thead>
<tr>
<th>L3 direct related objectives</th>
<th>L3 indirect related objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 2.6.2 - Facilitate home ownership among Saudi families</td>
<td>• 1.3.1 - Instill national values and strengthen the sense of national belonging</td>
</tr>
<tr>
<td></td>
<td>• 2.6.4 - Empower citizens through the welfare system</td>
</tr>
<tr>
<td></td>
<td>• 2.6.5 - Improve effectiveness and efficiency of welfare system</td>
</tr>
<tr>
<td></td>
<td>• 6.1.1 - Promote &amp; enable financial planning (retirement, saving, etc.)</td>
</tr>
<tr>
<td></td>
<td>• 3.3.7 - Increase localization of non-oil sectors</td>
</tr>
<tr>
<td></td>
<td>• 3.3.2 - Develop the digital economy</td>
</tr>
<tr>
<td></td>
<td>• 2.3.2 - Improve the urban landscape in Saudi cities</td>
</tr>
</tbody>
</table>

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 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

**Home-ownership**
- The percentage of home ownership of Saudi families (by income segments)

**Housing supply gap**
- The housing supply gap (difference between housing building rate and population growth)

**Housing affordability**
- Average house price as multiple of average annual income (per income level)

**Quality of housing**
- Percent of houses that meet housing code (local and international)

---

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*
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.

### Program Description

**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
- 3.5.1 - Create and improve performance of logistic hubs
- 3.5.2 - Improve local, regional and int’l connectivity of trade & transport networks
- 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
- 4.1.4 - Improve ranking of educational institutions (e.g. Universities)
- 4.1.5 - Develop our brightest minds in priority fields
- 4.3.2 - Grow SME contribution to the economy
- 4.4.3 - Source relevant foreign talent effectively
- 5.1.2 - Diversify government revenues - Maximize revenues from Gov. state-owned assets (e.g. Enterprises)
- 5.1.5 - Maximize revenues generated from oil production
- 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)

### 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*

<table>
<thead>
<tr>
<th>Indicators to maximize</th>
<th>Macroeconomic metrics¹</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gross domestic product</td>
</tr>
<tr>
<td></td>
<td>Private sector job creation</td>
</tr>
<tr>
<td></td>
<td>Share of local content</td>
</tr>
<tr>
<td></td>
<td>Non-oil government revenues</td>
</tr>
<tr>
<td></td>
<td>Volume of non-government Investment</td>
</tr>
<tr>
<td></td>
<td>Balance of payments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators to monitor</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consumption rate²</td>
</tr>
<tr>
<td></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>Asset size</td>
</tr>
<tr>
<td>Total assets managed by PIF (SAR 7 trillion by 2030)</td>
</tr>
<tr>
<td>Return on assets</td>
</tr>
<tr>
<td>Return on Assets (ROA)</td>
</tr>
<tr>
<td>Priority sectors</td>
</tr>
<tr>
<td>Share of priority sectors’ investment from total domestic investment portfolio</td>
</tr>
<tr>
<td>Successful investments</td>
</tr>
<tr>
<td>% of companies by sector with successful exits/transition from seed investments made by PIF</td>
</tr>
<tr>
<td>Strategic partnerships</td>
</tr>
<tr>
<td>Share of strategic partnerships in overall investment portfolio</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

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
- 3.5.2 - 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 committee

The executing entities supporting in the implementation of the Strategic Partnership Program

<table>
<thead>
<tr>
<th>Program Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member of CEDA, the Minister of Energy, Industry and Minerals</td>
</tr>
</tbody>
</table>
Strategic Partnerships Program – Metrics

A. Macroeconomic metrics¹

- Gross domestic product
- Private sector job creation
- Share of local content
- Non-oil government revenues
- Volume of non-government investment
- Balance of payments
- Consumption rate²
- Inflation rate

B. Sample program-specific metrics

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

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

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.4 - Ensure the formation of an advanced capital market (e.g. primary market)</td>
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<td>3.1.5 - Enable financial institutions to support private sector growth (e.g. secondary market)</td>
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### L3 indirect related objectives

<table>
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<tr>
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<tr>
<td>3.3.1 - Grow and capture maximum value from the mining sector</td>
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<tr>
<td>3.3.2 - Develop the digital economy</td>
<td>Develop the digital economy</td>
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<tr>
<td>3.3.3 - Localize promising manufacturing industries</td>
<td>Localize promising manufacturing industries</td>
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<td>3.3.4 - Localize military industry</td>
<td>Localize military industry</td>
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<td>3.3.5 - Enable the development of the retail sector</td>
<td>Enable the development of the retail sector</td>
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<td>3.3.6 - Enable the development of the tourism sector</td>
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<td>3.1.2 - Unlock state-owned assets for the Private Sector</td>
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</tr>
<tr>
<td>3.1.3 - Privatize selected government services</td>
<td>Privatize selected government services</td>
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<td>3.6.1 - Push forward the GCC integration agenda</td>
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<td>3.6.2 - Develop economic ties with the region beyond GCC</td>
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<td>3.7.1 - Support national champions consolidate their leadership globally</td>
<td>Support national champions consolidate their leadership globally</td>
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<td>3.7.2 - Develop promising local companies into regional and global leaders</td>
<td>Develop promising local companies into regional and global leaders</td>
</tr>
<tr>
<td>3.2.4 - Grow contribution of renewables to national energy mix</td>
<td>Grow contribution of renewables to national energy mix</td>
</tr>
<tr>
<td>3.1.6 - Attract foreign direct investment</td>
<td>Attract foreign direct investment</td>
</tr>
<tr>
<td>4.3.2 - Grow SME contribution to the economy</td>
<td>Grow SME contribution to the economy</td>
</tr>
<tr>
<td>2.6.2 - Enable suitable home ownership among Saudi families</td>
<td>Enable suitable home ownership among Saudi families</td>
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<td>6.1.1 - Promote &amp; enable financial planning (retirement, saving, etc.)</td>
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<td>6.3.1 - Support growth of non-profit sector</td>
<td>Support growth of non-profit sector</td>
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</tbody>
</table>

### 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*

## 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>Consumption rate²</td>
</tr>
<tr>
<td>Share of local content</td>
<td>Balance of payments</td>
</tr>
<tr>
<td>Non governmental investment</td>
<td>Inflation rate</td>
</tr>
<tr>
<td>Employment in the private sector</td>
<td></td>
</tr>
<tr>
<td>Non oil revenues</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
3. World Federation of Exchanges

## Sample program-specific metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial market development</td>
<td>Sub-index for the development of financial markets – Global Competitiveness Index (GCI)</td>
</tr>
<tr>
<td>Liquidity</td>
<td>Liquidity rate in the stock market (total trading volume over market cap)</td>
</tr>
<tr>
<td>Market size</td>
<td>Market share of non-oil GDP</td>
</tr>
<tr>
<td>Market ranking</td>
<td>World financial market rankings (global and emerging markets) - WFE³</td>
</tr>
<tr>
<td>Access to credit</td>
<td>Domestic credit to the private sector (as % of GDP)</td>
</tr>
<tr>
<td>Credit information</td>
<td>Ease of Doing Business – Getting Credit sub-index</td>
</tr>
</tbody>
</table>

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

<table>
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<tr>
<th>L3 direct related objectives</th>
<th>L3 indirect related objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 3.1.2 - Unlock state-owned assets for the Private Sector</td>
<td>• 5.2.5 - Improve quality of services provided to citizens</td>
</tr>
<tr>
<td>• 3.1.3 - Privatize selected government services</td>
<td>• 2.1.1 - Ease the access to healthcare services (e.g. geographical, availability, financial)</td>
</tr>
<tr>
<td></td>
<td>• 2.1.2 - Improve value of healthcare services (Quality of outcomes &amp; experience, and cost)</td>
</tr>
<tr>
<td></td>
<td>• 2.1.3 - Strengthen prevention against health threats (public health system &amp; health crisis management)</td>
</tr>
<tr>
<td></td>
<td>• 2.3.1 - Improve quality of services provided in Saudi cities (utilities, public transports, etc.)</td>
</tr>
<tr>
<td></td>
<td>• 4.1.2 - Improve equity of access to education (esp. in rural areas)</td>
</tr>
<tr>
<td></td>
<td>• 4.1.3 - Improve fundamental learning outcomes</td>
</tr>
<tr>
<td></td>
<td>• 4.1.4 - Improve ranking of educational institutions (e.g. Universities)</td>
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<tr>
<td></td>
<td>• 4.1.5 - Develop our brightest minds in priority fields</td>
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<td></td>
<td>• 4.1.6 - Ensure alignment of educational outputs with labor market needs</td>
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<tr>
<td></td>
<td>• 4.1.7 - Expand vocational training to provide for labor market needs</td>
</tr>
<tr>
<td></td>
<td>• 3.1.6 - Attract foreign direct investment</td>
</tr>
<tr>
<td></td>
<td>• 5.1.1 - Enhance effectiveness of financial planning &amp; efficiency of government spending</td>
</tr>
<tr>
<td></td>
<td>• 5.1.2 - Diversify government revenues - Maximize revenues from Gov. state-owned assets (e.g. Enterprises)</td>
</tr>
<tr>
<td></td>
<td>• 5.1.3 - Diversify government revenues - Maximize revenues collected from service fees</td>
</tr>
<tr>
<td></td>
<td>• 5.1.4 - Diversify government revenues - Increase revenues from fees without introducing taxes on income or wealth on citizens</td>
</tr>
<tr>
<td></td>
<td>• 5.1.5 - Maximize revenues generated from oil production</td>
</tr>
<tr>
<td></td>
<td>• 5.2.1 - Design a leaner and more effective government structure</td>
</tr>
<tr>
<td></td>
<td>• 3.5.1 - Create and improve performance of logistic hubs</td>
</tr>
<tr>
<td></td>
<td>• 3.5.2 - Improve local, regional and int’l connectivity of trade &amp; transport networks</td>
</tr>
</tbody>
</table>

### 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*

<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><strong>Indicators to maximize</strong></td>
<td><strong>Utilization</strong></td>
</tr>
<tr>
<td>Gross domestic product</td>
<td>Percentage of government assets utilized by the private sector out of the total eligible asset portfolio</td>
</tr>
<tr>
<td>Private sector job creation</td>
<td><strong>Appreciation</strong></td>
</tr>
<tr>
<td>Share of local content</td>
<td>Percentage increase in the market value of assets due to PPP</td>
</tr>
<tr>
<td>Non-oil government revenues</td>
<td><strong>Investment generated</strong></td>
</tr>
<tr>
<td>Volume of non-government investment</td>
<td>Ratio of investments committed by private sector to the original value of unlocked assets (buildings, lands, and infrastructure)</td>
</tr>
<tr>
<td><strong>Indicators to monitor</strong></td>
<td><strong>Service scope &amp; diversity</strong></td>
</tr>
<tr>
<td>Balance of payments</td>
<td>Percentage of targeted government services privatized</td>
</tr>
<tr>
<td>Consumption rate&lt;sup&gt;2&lt;/sup&gt;</td>
<td><strong>Quality improvement</strong></td>
</tr>
<tr>
<td>Inflation rate</td>
<td>Percentage of citizens satisfied with privatized services</td>
</tr>
</tbody>
</table>

<sup>1</sup> 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.<br><br><sup>2</sup> Final household consumption rate

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

### Program Description

The executing entities supporting the implementation of the National Transformation Program

### L3 direct related objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.2</td>
<td>Conserve &amp; promote Islamic, Arab &amp; National heritage of the Kingdom</td>
</tr>
<tr>
<td>2.1.1</td>
<td>Ease the access to healthcare services (e.g. geographical, availability, financial)</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Improve value of healthcare services (Quality of outcomes &amp; experience, and cost)</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Strengthen prevention against health threats (public health system &amp; health crisis management)</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Reach regional &amp; global excellence in selected professional sports</td>
</tr>
<tr>
<td>2.3.1</td>
<td>Improve quality of services provided in Saudi cities (utilities, public transports, etc.)</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Improve the urban landscape in Saudi cities</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Enhance traffic safety</td>
</tr>
<tr>
<td>2.4.1</td>
<td>Reduce all types of pollution (e.g. air, sound, water, soil)</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Safeguard the environment from natural threats (e.g. desertification)</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Protect &amp; rehabilitate natural landscapes (e.g. beaches, islands, natural reserves)</td>
</tr>
<tr>
<td>2.6.1</td>
<td>Enhance family involvement in preparing for their children’s future (incl. education, family planning)</td>
</tr>
<tr>
<td>2.6.4</td>
<td>Empower citizens through the welfare system</td>
</tr>
<tr>
<td>2.6.5</td>
<td>Improve effectiveness and efficiency of the welfare system</td>
</tr>
<tr>
<td>3.1.1</td>
<td>Enhance ease of doing business</td>
</tr>
<tr>
<td>3.1.7</td>
<td>Create special zones &amp; rehabilitate economic cities</td>
</tr>
<tr>
<td>3.3.2</td>
<td>Improve the urban landscape in Saudi cities</td>
</tr>
<tr>
<td>3.3.5</td>
<td>Enable the development of the retail sector</td>
</tr>
<tr>
<td>3.3.6</td>
<td>Enable the development of the tourism sector</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Increase women participation in the labor market</td>
</tr>
<tr>
<td>4.2.3</td>
<td>Enable integration of people with disabilities in the labor market</td>
</tr>
<tr>
<td>4.3.2</td>
<td>Grow SME contribution to the economy</td>
</tr>
<tr>
<td>4.3.3</td>
<td>Grow productive families contribution to the economy</td>
</tr>
<tr>
<td>4.4.1</td>
<td>Improve living conditions for expats</td>
</tr>
<tr>
<td>4.4.2</td>
<td>Improve working conditions for expats</td>
</tr>
<tr>
<td>4.4.3</td>
<td>Source relevant foreign talent effectively</td>
</tr>
<tr>
<td>5.2.3</td>
<td>Improve productivity of government employees</td>
</tr>
<tr>
<td>5.2.4</td>
<td>Develop the e-Government</td>
</tr>
<tr>
<td>5.2.5</td>
<td>Improve quality of services provided to citizens</td>
</tr>
<tr>
<td>5.3.1</td>
<td>Enhance transparency across government roles</td>
</tr>
<tr>
<td>5.3.2</td>
<td>Strengthen communication channels with citizens &amp; business community</td>
</tr>
<tr>
<td>5.3.3</td>
<td>Ensure responsiveness of government entities to stakeholders’ feedback</td>
</tr>
<tr>
<td>5.4.1</td>
<td>Ensure development &amp; food security</td>
</tr>
<tr>
<td>5.4.2</td>
<td>Ensure sustainable use of water resources</td>
</tr>
<tr>
<td>6.1.1</td>
<td>Promote &amp; enable financial planning</td>
</tr>
<tr>
<td>6.1.2</td>
<td>Encourage volunteering</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Enhance businesses’ focus on their social responsibilities</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Enhance businesses’ focus on the sustainability of the national economy</td>
</tr>
<tr>
<td>6.3.1</td>
<td>Support growth of non-profit sector</td>
</tr>
<tr>
<td>6.3.2</td>
<td>Empower non-profit organization to create a deeper impact (access to funds, talents, knowledge, etc.)</td>
</tr>
</tbody>
</table>

### Program committee

<table>
<thead>
<tr>
<th>Role</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Chairman</td>
<td>The executing entities supporting the implementation of the National Transformation Program</td>
</tr>
<tr>
<td>Member of CEDA, the Minister of Economy and Planning</td>
<td></td>
</tr>
</tbody>
</table>
National Transformation Program (NTP) – *Metrics*

**A** Indicators to maximize

<table>
<thead>
<tr>
<th>Macroeconomic metrics¹</th>
<th></th>
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</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 rate²</td>
</tr>
<tr>
<td>Balance of payments</td>
<td>Inflation rate</td>
</tr>
</tbody>
</table>

**B** Program-specific metrics

*Metrics approved and announced in official NTP documents*

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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.
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>2016</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
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<tbody>
<tr>
<td>Build the foundation</td>
<td></td>
<td></td>
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<tr>
<td>Drive outcomes</td>
<td></td>
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<tr>
<td>Deepen impact</td>
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</tbody>
</table>

- Set key reforms, and develop programs with tangible impact on citizens
- Maintain the momentum to continue reforms
- Set foundation for the period after 2030
Strategic planning conducted on a 5 year cycle with annual and quarterly adjustments (2/2)

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

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

Build the foundation
- Set key reforms, and develop programs with tangible impact on citizens

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

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

### Vision Teams: main roles and responsibilities

<table>
<thead>
<tr>
<th>Function</th>
<th>Vision teams provide a consultative function that represents the private sector view and impact on citizens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision Team composition</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

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</thead>
<tbody>
<tr>
<td><strong>VRP Quarterly Review</strong></td>
<td>SMO</td>
<td>Detailed review of status reports and progress in all VRPs</td>
<td>• Reports on program progress</td>
<td>Vision report for the second quarter</td>
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</tr>
<tr>
<td><strong>Vision Annual Review</strong></td>
<td>SMO</td>
<td>Detailed review of status reports and progress of all objectives and VRPs</td>
<td>• Report on strategic objectives and program progress</td>
<td>Annual report</td>
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<tr>
<td><strong>Data-Based Report-Entity Level (Yearly)</strong></td>
<td>&quot;ADAA&quot;</td>
<td>Review the status of strategic objectives and initiatives at the entity level, and the support required from senior leadership</td>
<td>• 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</td>
<td>Quantitative report for the first quarter</td>
<td>Quantitative report for the second quarter</td>
<td>Quantitative report for the third quarter</td>
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</table>
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